



tap.talent

2024

# Salary survey

tap.talent

We are pleased to unveil our 2024 Salary Review. Each year, we aim to provide valuable insights drawn from our interactions with candidates, highlighting their current salaries and settled offers. This report offers a comprehensive overview of the Polish specialists' employment market, shedding light on expected, offered, and ultimately settled salaries in employment offers.

Against the backdrop of recent tumultuous years marked by geopolitical events, the pandemic, and fluctuating interest rates, companies have navigated through challenges, yielding profits for some and financial hardships for others. As we step into 2024, a central question arises: Will conditions stabilize, ushering in substantial growth in new employment opportunities?

Regrettably, the economic outlook for 2024 remains uncertain. However, at Tap.Talent, we have identified several key trends:

Technical and Technological Focus: Specialized and technical roles, particularly in IT, will trend prominently in key agglomerations in Poland.

Increased Demand for Specialist Roles: HR departments and recruitment agencies continue to receive requests to fill specialist roles. Passive talent is expected to be in high demand, particularly in cloud computing, data-driven positions, marketing automation, production engineering, and strategic sales.

Persistent Skills Shortages: Skills shortages are anticipated to drive salary increases and expectations throughout 2024.

End of the "Lost Expectations" Trend: The trend of lost salary expectations is likely to come to an end.

Expected "pressure" on salary increase will not cover the inflation average rate however expected acceptable "minimum" will be around 8-10% on average across specialists sectors.

Emphasis on Flexible Working: Flexible working hours, hybrid models, and remote-first approaches are high on candidates' priority lists.

As we navigate the complexities of the business landscape, this report aims to offer a nuanced understanding of salary dynamics and industry trends in the Polish market for the upcoming year.

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## IT SECTOR

In 2024, we will see a continuation of IT trends from recent years. A revolution in this sector should not be expected, but we will still observe digital evolution. We can identify several key areas.

First and foremost is artificial intelligence (AI). It will find applications in sectors such as medicine, finance, and education. AI is also expected to play a significant role in the IT industry. It is estimated that before 2030, programmers will increasingly turn to AI assistants for coding. Such tools based on artificial intelligence will be able to translate existing code or enhance application testing capabilities. As a result, this is expected to impact the productivity of developers and save them time.

Cloud infrastructure plays a crucial role in access to artificial intelligence tools. As a consequence of the development of the cloud environment, massive amounts of data requiring significant computational power can be stored. In simple terms, this has applications, among others, in popular tools like ChatGPT.

Issues related to cybersecurity are frequently discussed (also in the media). The growing threat year by year makes the development of this area a priority for companies and institutions. One can expect more social campaigns informing about threats arising from the network.

In 2024, the development of 5G technology enabling faster data transfer and providing better connectivity will continue. One of the largest mobile operators in Poland plans to allocate over a billion zlotys to build a 5G network. According to experts, next-generation connectivity will be available in almost the entire country by 2025.

# IT SECTOR (I)

TECHNICAL SUPPORT	MONTHLY SALARY GROSS IN EUR			ANNUAL SALARY GROSS/EMPLOYER FULL COST IN EUR		
	MINIMUM	OPTIMUM	MAXIMUM	MINIMUM	OPTIMUM	MAXIMUM
1st Line Technical Support	1 363,64	1 931,82	2 500,00	19 963,64	28 281,82	36 600,00
2nd Line Technical Support	2 500,00	3 181,82	3 863,64	36 600,00	46 581,82	56 563,64
3rd Line Technical Support	3 863,64	4 545,45	5 227,27	56 563,64	66 545,45	76 527,27
Service Desk Manager	4 545,45	5 454,55	5 909,09	66 545,45	79 854,55	86 509,09
SOFTWARE DEVELOPMENT	JUNIOR	REGULAR	SENIOR	JUNIOR	REGULAR	SENIOR
Software Team Leader	5 454,55	6 363,64	7 272,73	79 854,55	93 163,64	106 472,73
Software Developer C/C++	2 954,55	4 318,18	6 363,64	43 254,55	63 218,18	93 163,64
Software Developer Java	2 954,55	4 545,45	6 590,91	43 254,55	66 545,45	96 490,91
Software Developer .NET/C#	2 954,55	4 545,45	6 590,91	43 254,55	66 545,45	96 490,91
Android/iOS Developer	3 181,82	5 000,00	6 818,18	46 581,82	73 200,00	99 818,18
Front-End Developer	2 954,55	4 545,45	6 590,91	43 254,55	66 545,45	96 490,91
Fullstack Developer	3 181,82	4 772,73	7 045,45	46 581,82	69 872,73	103 145,45
Ruby on Rails Developer	3 409,09	5 000,00	6 818,18	49 909,09	73 200,00	99 818,18
Python Developer	2 954,55	4 090,91	5 681,82	43 254,55	59 890,91	83 181,82
PHP Developer	2 272,27	3 636,36	5 454,55	39 927,27	53 236,36	79 854,55
UX/UI Specialist	2 045,45	3 409,09	4 318,18	29 945,45	49 909,09	63 218,18
DevOps Engineer	3 636,36	5 454,55	7 272,73	53 236,36	79 854,55	106 472,73
Project Manager	2 500,00	3 863,64	5 227,27	36 600,00	56 563,64	76 527,27


# IT SECTOR (II)

	MONTHLY SALARY GROSS IN EUR			ANNUAL SALARY GROSS/EMPLOYER FULL COST IN EUR		
	JUNIOR	REGULAR	SENIOR	JUNIOR	REGULAR	SENIOR
Scrum Master	2 727,27	4 318,18	7 272,73	39 927,27	63 218,18	83 181,82
Business Analyst	2 727,27	3 636,36	5 227,27	39 927,27	53 236,36	76 527,27
Test Team Leader	3 636,36	4 545,45	5 909,09	53 236,36	66 545,45	86 509,09
Manual Software Tester	1 818,18	2 727,27	3 636,36	26 618,18	39 927,27	53 236,36
Automation Software Tester	2 727,27	4 090,91	5 681,82	39 927,27	59 890,91	83 181,82
<b>IT INFRASTRUCTURE &amp; SERVICES</b>	<b>JUNIOR</b>	<b>REGULAR</b>	<b>SENIOR</b>	<b>JUNIOR</b>	<b>REGULAR</b>	<b>SENIOR</b>
Solution Architect	4 090,00	5 681,82	7 272,73	59 890,91	83 181,82	106 472,73
Database Administrator	1 818,18	2 954,55	4 090,91	26 618,18	43 254,55	59 890,91
System Administrator	1 818,18	2 727,27	3 863,64	26 618,18	39 927,27	56 563,64
Windows Administrator	1 931,82	3 409,09	4 545,45	28 281,82	49 909,09	66 545,45
Linux Administrator	1 931,82	3 409,09	4 545,45	28 281,82	49 909,09	66 545,45
Network Engineer	1 931,82	3 636,36	5 000,00	28 281,82	53 236,36	73 200,00
Cloud Engineer	2 045,45	3 636,36	4 772,73	29 945,45	53 236,36	69 872,73
Application Analyst	2 500,00	3 863,64	5 000,00	36 600,00	56 563,64	73 200,00
System Security Engineer	2 954,55	4 318,18	5 681,82	43 254,55	63 218,18	83 181,82
Cyber Security Engineer	4 090,91	5 909,09	7 954,55	59 890,91	86 509,09	116 454,55
SQL Analyst	2 500,00	3 863,64	5 000,00	36 600,00	56 563,64	73 000,00
IT Analyst	2 500,00	3 863,64	5 000,00	36 600,00	56 563,64	73 000,00

# IT SECTOR (III)



ERP/CRM/DATA ENGINEERING	MONTHLY SALARY GROSS IN EUR			ANNUAL SALARY GROSS/EMPLOYER FULL COST IN EUR		
	JUNIOR	REGULAR	SENIOR	JUNIOR	REGULAR	SENIOR
SAP Analyst	2 727,27	4 090,91	5 681,82	39 927,27	59 890,91	83 181,83
SAP Developer	3 409,09	5 454,55	7 045,45	49 909,09	79 854,55	103 145,45
Salesforce Developer	3 181,82	4 545,45	6 363,64	46 581,82	66 545,45	93 163,64
Data Scientist	2 727,27	4 090,91	5 681,82	39 927,27	59 890,91	83 181,83
Data Engineer	3 181,82	5 000,00	6 818,18	46 581,82	73 200,00	99 818,18
SODTWARE DEVELOPMENT	MINIMUM	OPTIMUM	MAXIMUM	MINIMUM	OPTIMUM	MAXIMUM
Head of Software Development	6 363,64	7 954,55	9 545,45	93 163,64	116 454,55	139 745,45
Software Development Manager	6 136,36	7 500,00	9 090,91	89 836,36	109 800,00	133 090,91
Software Architect	5 909,09	7 272,73	8 636,36	86 509,09	106 472,73	126 436,36
IT INFRASTRUCTURE & SERVICES	MINIMUM	OPTIMUM	MAXIMUM	MINIMUM	OPTIMUM	MAXIMUM
Head of IT Ifrastructure	6 818,18	7 954,55	9 545,45	99 818,18	116 454,55	139 745,45
IT Manager	5 681,82	6 818,18	8 636,36	83 181,82	99 818,18	126 436,36
Security Manager	5 681,82	6 818,18	8 636,36	83 181,82	99 818,18	126 436,36



## SSC/BPO SECTOR

Shared Services Centre and Business Process Outsourcing is an industry that is constantly evolving. Shared Services Centres are characterized by global presence, process optimization and innovation in the areas of finance and accounting.

According to the Global Shared Services & Outsourcing Survey 2023 report, Poland ranked second among the countries that are the most preferred to locate Shared Services Centres. There are already nearly 1,700 business centres in Poland. The data confirms how attractive the Polish SSC/BPO market is for foreign investors.

Companies are introducing solutions that contribute to greater efficiency and bring economic benefits. In 2024, the SSC/BPO sector will certainly continue the trends and solutions of previous years. We are referring to the comprehensive provision of digital patents. Process automation and cyber-security are solutions that maintain service quality. It is worth noting that not only the IT industry, but also the finance, accounting and HR sectors are using tools such as:

**AI** - technology based on large databases. It works mainly in the preparation of reports and analyses.

**Cloud Computing** - companies use this tool to reduce costs.

Another trend in the SSC industry is contract management using (AI), or intelligent contract code and digital contract management.

# SSC/BPO SECTOR (I)



MANAGEMENT	MONTHLY SALARY GROSS IN EUR			ANNUAL SALARY GROSS/EMPLOYER FULL COST IN EUR		
	MINIMUM	OPTIMUM	MAXIMUM	MINIMUM	OPTIMUM	MAXIMUM
Finance Manager	5 593,18	7 660,23	10 833,75	67 118,18	91 922,73	118 186,36
Finance Reporting Manager	3 769,32	5 471,59	7 052,27	45 231,82	65 659,09	84 627,27
GL & Reporting Manager	4 255,68	5 714,77	7 052,27	51 068,18	68 577,27	84 627,27
AP/AR Manager	3 039,77	4 012,50	5 106,82	36 477,27	48 150,00	61 281,82
FINANCE	JUNIOR	REGULAR	SENIOR	JUNIOR	REGULAR	SENIOR
Finance Reporting Specialist	1 945,45	2 431,82	3 036,77	23 345,45	29 181,82	36 477,27
Business Analyst	2 796,59	3 282,95	3 890,91	33 559,09	39 395,45	46 690,91
FP&A Specialist	2 553,41	3 282,95	4 134,09	30 640,91	39 395,45	49 609,09
Finance Analyst	1 945,45	2 431,82	3 036,77	23 345,45	29 181,82	36 477,27
Finance Assistant	972,73	1 094,32	1 337,50	11 672,73	13 131,82	16 060,00
ACCOUNTING	JUNIOR	REGULAR	SENIOR	JUNIOR	REGULAR	SENIOR
GL Team Leader	3 282,95	4 377,27	5 593,18	39 395,45	52 527,27	67 118,18
GL Accountant	2 553,41	3 282,95	4 134,09	30 640,91	39 395,45	49 609,09
AP/AR Team Leader	2 918,18	3 526,14	4 134,09	35 018,18	42 313,64	49 609,09
AP/AR Accountant	ENG	ENG	FRA/ITA/ESP	14 590,91	16 050,00	18 968,18
	1 202,25	1 322,47	1 562,92			
	FRA/ITA/ESP	FRA/ITA/ESP	FRA/ITA/ESP	16 050,00	19 968,18	20 427,27
	1 322,47	1 562,92	1 683,15			
	DEU/NLD/SWE	DEU/NLD/SWE	DEU/NLD/SWE	17 509,09	21 886,36	26 263,64
	1 442,70	1 803,37	2 264,04			



# SSC/BPO SECTOR (II)



ACCOUNTING	MONTHLY SALARY GROSS IN EUR			ANNUAL SALARY GROSS/EMPLOYER FULL COST IN EUR		
	JUNIOR	REGULAR	SENIOR	JUNIOR	REGULAR	SENIOR
Accounting Assistant	ENG 961,80	ENG 1 082,02	ENG 1 300,47	11 672,73	13 131,82	16 050,00
PROCUREMENT	JUNIOR	REGULAR	SENIOR	JUNIOR	REGULAR	SENIOR
Procurement Team Lead	2 553,41	3 039,77	3 647,73	30 640,91	36 477,27	43 772,73
Buyer	ENG 1 082,02	ENG 1 422,70	ENG 1 683,15	113 131,82	17 509,09	17 509,09
	FR/IT/ESP 1 202,25	FR/IT/ESP 1 683,15	FR/IT/ESP 1 683,15	14 590,91	20 427,27	20 427,27
	DEU/NLD/SWE 1 442,70	DEU/NLD/SWE 2 043,82	DEU/NLD/SWE 2 043,82	17 509,09	24 804,55	24 804,55
HR	JUNIOR	REGULAR	SENIOR	JUNIOR	REGULAR	SENIOR
Payroll & HR Admin Specialist	1 459,09	1 823,86	2 188,64	17 509,09	21 886,36	26 263,64
Recruitment Specialist	1 337,50	1 580,68	1 702,27	16 050,00	18 968,18	20 427,27
HR Support	ENG 1 082,08	ENG 1 202,25	ENG 1 322,47	13 131,82	14 590,91	16 050,00
	FR/IT/ESP 1 082,02	FR/IT/ESP 1 422,70	FR/IT/ESP 1 442,70	13 131,82	17 509,09	17 509,09
	DEU/NLD/SWE 1 322,47	DEU/NLD/SWE 1 923,60	DEU/NLD/SWE 1 923,60	16 050,00	23 345,45	23 345,45

## SALES AND MARKETING SECTOR

Good salespeople and marketers are and will be worth their weight in gold. Every sixth power supply unit currently has a network and marketing power supply, and almost two-five enterprises expect their shortage in two years. Application among the most advanced employees is possible because they are exposed to sales and marketing. Only engineering and technical skills are more difficult than alternatives. Sales competencies are present in classic times.

- Sales and marketing have always been the engine of business, and now, in all times, this one specifically

Sales department employees are direct contact with the customer and the company or brand; they are responsible for good outcomes, for which there is only one chance. In turn, talented marketers should take into account in detail individual product groups and activities for their promotion.

Positions in sales operations will be difficult to challenge, resulting from the application, so that candidates combine experience in operation and applications, products and market specifications with well-developed soft skills.

In the last two years, the demand for specialists and sales with experience in digital has increased; currently 90 percent commissioned applications are based on the competences in this information. Skills particularly important for SEO and SEM, i.e. positioning websites and content so that they are visible in search engines and reach selected users.

# SALES & MARKETING SECTOR (I)




SALES	MONTHLY SALARY GROSS IN EUR			ANNUAL SALARY GROSS/EMPLOYER FULL COST IN EUR		
	MINIMUM	OPTIMUM	MAXIMUM	MINIMUM	OPTIMUM	MAXIMUM
Sales Director	6 363,64	8 522,73	10 454,55	93 163,64	124 772,73	153 054,55
Area Sales Manager	2 159,09	2 840,91	3 295,45	31 609,09	41 590,91	48 245,45
Export Director	3 750,00	7 045,45	10 454,55	54 900,00	103 145,45	153 054,55
Export Manager	2 159,09	3 068,18	3 977,27	31 609,09	44 918,18	58 227,27
National Key Account Manager	4 772,73	5 909,09	7 045,45	69 872,73	86 509,09	103 145,45
Group Key Account Manager	3 977,27	4 772,73	5 454,55	58 227,27	69 872,73	79 854,55
Sales Manager	3 863,64	4 772,73	5 454,55	56 563,64	69 872,73	79 854,55
Regional Sales Manager	3 068,18	3 863,64	4 772,73	44 918,18	56 563,64	69 872,73
Sales Specialist	1 590,91	2 386,36	3 522,73	23 290,91	34 936,36	51 572,73
Sales Representative	909,09	1 250,00	1 704,55	13 306,09	18 300,00	24 954,55
Regional Key Account Manager	3 068,18	3 750,00	4 772,73	44 918,18	54 900,00	69 872,73
Key Account Manager	2 045,45	3 068,18	3 750,00	29 945,45	44 918,18	54 900,00
SALES SUPPORT	MINIMUM	OPTIMUM	MAXIMUM	MINIMUM	OPTIMUM	MAXIMUM
Research Department Manager	3 068,18	4 090,91	5 227,27	44 918,18	59 890,91	76 527,27
International Business Development	3 636,36	4 772,73	5 909,09	53 236,36	69 872,73	86 509,09
Business Development	2 045,45	3 068,18	3 522,73	29 945,45	44 918,18	51 572,73
Sales Analysts	1 818,18	2 386,36	3 295,45	26 618,18	34 936,36	48 245,45

# SALES & MARKETING SECTOR (II)



MARKETING	MONTHLY SALARY GROSS IN EUR			ANNUAL SALARY GROSS/EMPLOYER FULL COST IN EUR		
	MINIMUM	OPTIMUM	MAXIMUM	MINIMUM	OPTIMUM	MAXIMUM
Chief Commercial Officer	10 681,82	14 204,55	18 863,64	156 381,82	207 954,55	276 163,64
Chief Marketing Officer	7 840,91	10 454,55	12 954,55	114 790,91	153 054,55	189 654,55
Marketing Director	5 909,09	7 727,27	9 431,82	86 509,09	113 127,27	138 081,82
Marketing Manager	2 386,36	3 750,00	5 227,27	34 936,36	54 900,00	76 527,27
Brand Manager	2 159,10	3 295,35	4 772,45	25 909,20	39 544,20	57 269,40
Marketing Communications Coordinator	1 931,82	2 840,91	3 522,73	28 281,82	41 590,91	51 572,73
Marketing Specialist	1 590,91	2 045,45	2 840,91	23 290,91	29 945,45	41 590,91
Internet Marketing Specialist	1 704,55	2 159,09	3 068,18	24 954,55	31 609,09	44 918,18



## ENGINEERING & PRODUCTION SECTOR

Progressing robotization and automation, the growing amount of data and accelerated development - all this makes engineers one of the greatest specialists on the labor market.

The year 2024 will be marked by the fight for engineers. Look at the fact that ten years can take care of industrial specialists, additional benefits, not only wage, but also non-wage.

### **Industrial technology in the FMCG and pharmaceutical industries**

It may be available in the event of a major fight for engineers, which will be available as early as 2023. 80% of candidates who changed their place of employment in recent months received a counter-offer from their employer.

### **Maintenance**

Available engineers working in traffic departments can expand access to lucrative job offers. The number of installations in this type of habitat is approximately 50% of the quota.

### **Electrical engineer**

We have obtained an assessment that specialists in this area, in 2024, will reach 200%. It is also based on data from 2023. It is so large that these are employees whose position on the labor market is practically unthreatened.

### **Engineers in e-commerce**

Growing investments in marketing technologies and automation, with an emphasis on the best customer experience, flexible increase in employment offers for key engineers in e-commerce.

# ENGINEERING & PRODUCTION SECTOR (I)



	MONTHLY SALARY GROSS IN EUR			ANNUAL SALARY GROSS/EMPLOYER FULL COST IN EUR		
	MINIMUM	OPTIMUM	MAXIMUM	MINIMUM	OPTIMUM	MAXIMUM
Plant Manager (>500 FTE)	7 900,00	9 200,00	11 800,00	96 400,00	112 240,00	143 960,00
Plant Manager (100-500 FTE)	4 500,00	7 100,00	9 200,00	54 900,00	86 620,00	112 240,00
Plant Manager (do 100 FTE)	3 700,00	4 800,00	6 500,00	45 140,00	58 560,00	79 300,00
Operation Director (>500 FTE)	6 100,00	7 300,00	8 700,00	74 420,00	89 060,00	106 140,00
R&D Manager (10-15 FTE)	3 400,00	4 600,00	5 700,00	41 480,00	56 120,00	69 540,00
Production Manager (>100 FTE)	2 600,00	4 000,00	6 100,00	31 720,00	48 800,00	74 420,00
Lean Manager (>100 FTE)	2 600,00	4 000,00	5 700,00	31 720,00	219 600,00	69 540,00
Quality Manager	3 100,00	3 900,00	5 300,00	37 820,00	213 500,00	64 660,00
Engineering Manager	2 600,00	3 900,00	5 300,00	31 720,00	213 500,00	64 660,00
Black Belt Manager	2 600,00	3 800,00	5 300,00	31 720,00	207 400,00	64 660,00
Logistic Manager	2 400,00	3 700,00	5 300,00	29 280,00	201 300,00	64 660,00
Project Manager	2 600,00	3 500,00	5 300,00	31 720,00	189 100,00	64 660,00
Maintanance Manager	2 400,00	3 400,00	4 700,00	29 280,00	183 000,00	57 340,00
Tooling Engineer	1 800,00	2 400,00	3 700,00	21 960,00	128 100,00	43 140,00
R&D Engineering	1 600,00	2 400,00	3 100,00	19 520,00	128 100,00	37 820,00
Project Engineer	1 600,00	2 100,00	2 700,00	19 520,00	115 900,00	35 380,00
Lean Manufacturing Enineer	1 600,00	2 100,00	2 900,00	19 520,00	115 900,00	31 720,00

# ENGINEERING & PRODUCTION SECTOR (II)



	MONTHLY SALARY GROSS IN EUR			ANNUAL SALARY GROSS/EMPLOYER FULL COST IN EUR		
	MINIMUM	OPTIMUM	MAXIMUM	MINIMUM	OPTIMUM	MAXIMUM
Production/Process Engineer	1 600,00	2 100,00	2 600,00	19 520,00	25 620,00	31 720,00
Customer Quality Engineer	1 600,00	1 900,00	2 900,00	19 520,00	23 180,00	35 380,00
Maintanance Engineer	1 500,00	1 900,00	2 600,00	18 300,00	23 180,00	31 720,00
Electrical Engineer	1 600,00	2 100,00	2 600,00	19 520,00	25 620,00	31 720,00
Automation Engineer	1 600,00	2 400,00	3 100,00	19 520,00	29 280,00	37 820,00
Quality Process Engineer	1 600,00	1 900,00	2 500,00	19 520,00	23 180,00	30 500,00
Design Engineer	1 500,00	1 800,00	2 600,00	18 300,00	21 960,00	31 720,00
Product Engineer	1 500,00	1 800,00	2 400,00	18 300,00	21 960,00	29 280,00
Purchasing Specialisy	1 100,00	1 700,00	2 400,00	13 420,00	20 740,00	29 280,00
Logistic Specialist	1 000,00	1 600,00	2 400,00	12 200,00	19 520,00	29 280,00
Production Planner	1 000,00	1 600,00	2 400,00	12 200,00	19 520,00	29 280,00



## C-LEVEL ROLES

Predicting specific trends for C-level roles in 2024 depends on various factors such as industry, economic conditions, and global events. We provide you with some general trends that were gaining momentum leading up to 2022, and these trends might continue to evolve in the coming years:

**Digital Transformation Leadership:** C-level executives will likely continue to focus on leading digital transformation efforts within their organizations.

**Emphasis on Cybersecurity:** With the increasing frequency and sophistication of cyber threats, C-level executives, will play a crucial role in ensuring the security of organizational data and infrastructure.

**Remote and Hybrid Work Strategies:** The COVID-19 pandemic accelerated the adoption of remote work, and this trend may persist in some form. C-level executives, will need to develop and refine strategies for managing remote and hybrid work environments.

**Innovation and Agility:** To stay competitive, organizations need to foster a culture of innovation and agility. Chief Innovation Officers and Chief Strategy Officers will likely be instrumental in driving innovation and adapting to rapidly changing market conditions.

**Diversity, Equity, and Inclusion (DEI):** DEI initiatives are gaining prominence, and C-level roles, will continue to focus on creating inclusive workplace environments and addressing diversity gaps.

**Health and Well-being Initiatives:** The pandemic has underscored the importance of employee well-being. Managers may prioritize initiatives related to mental health, work-life balance, and overall employee wellness.



# C-LEVEL ROLES



	ANNUAL SALARY GROSS/EMPLOYER FULL COST IN EUR					
	MINIMUM	OPTIMUM	MAXIMUM	MINIMUM	OPTIMUM	MAXIMUM
CEO	7 039,34	9 730,85	11 801,24	103 055,90	142 459,63	172 770,19
VP	6 211,18	3 074,53	9 316,77	90 931,68	118 211,18	136 397,52
Managing Director	4 347,93	7 660,46	8 488,61	63 652,17	112 149,07	124 273,29
CTO	5 175,98	6 625,26	7 867,49	75 776,40	96 993,79	115 180,12
CFO	5 854,54	7 954,45	9 045,45	70 254,48	95 454,48	108 545,45
Sales Director	5 909,09	7 500,00	10 000,00	70 909,09	90 000,00	120 000,00
HR Director	5 681,81	7 500,00	8 636,36	68 181,81	90 000,00	103 636,36
Marketing Director	5 681,81	7 500,00	8 636,36	68 181,81	90 000,00	87 272,72
PM Manager	4 772,72	6 136,36	7 272,72	57 272,72	73 636,36	87 272,72
Tower/Unit Manager	4 024,84	5 175,98	4 695,65	58 923,73	75 776,40	68 722,35

# RECRUITMENT TRENDS

## 2024

### 1. Pay transparency

Pay transparency is rapidly gaining traction in the recruitment realm, partially thanks to legislative pushes like the Pay Transparency Directive by the European Parliament. Under this directive (adopted on 24 April 2023), EU companies are required to share information on salaries and take action if the gender pay gap at their company is larger than 5%.

They will have to inform job seekers either about the starting salary for the position or provide a pay range. This information needs to be shared in the job ad or ahead of the job interview.

Although companies will have up to three years to implement the required changes, Girish expects the topic to be high on the agenda of recruiters and HR professionals in 2024.

This trend will surely change your hiring process, making job talks more open and pushing companies to share the pay they're offering. This lets job hunters make better-informed choices when they're looking at job offers, which will also positively impact their candidate experience when applying for a job at your business.

But being clear about what everyone gets paid isn't just about following the rules; it's about **creating a job market that's fair and equal for everyone**. When companies go for pay that's fair across the board, they're not just sticking to the law – they're also earning the trust of current employees and the people they might recruit in the future.

### 2. Diversity, equity, and inclusion (DEI)

Wasn't this one of the predictions from last year that we just confirmed didn't really come true?

Yes. So why add it again for next year?

Because based on the information we have right now about the state of the labour market and the workforce, logic (again) suggests this will be one of the talent acquisition and employment trends in 2024. For example, more Gen Z'ers will enter the labour market. Depending on the country you're in (in the US, the projection is 23%), Generation Z might constitute a quarter of all employees next year. And although we don't want to blatantly group people within an age range together as being a unified entity, there are certain characteristics that will affect the way we recruit and manage companies.

For example, we might have to start adopting different recruitment channels (hello, TikTok). But this is also a generation that strongly believes in and is willing to take a stand for topics around DEI and making the workplace fair and inclusive for everyone. As recruiters and employers, we have to be mindful of this change and adapt ourselves where needed.

### 3. Employer branding

Widespread labour shortages meant that recruiters and employers had to accept that candidates were driving the market. Job seekers had the leverage to ask for more, as companies struggled to fill positions.

Opposed to the survival mode a lot of companies have been in for the past years, we are optimistic that 2024 will be brighter. And that means HR teams will have some more time and resources again to focus on building a powerful employer brand.

**Want to learn more?** Then check out our in-depth guide to employer branding.

### 4. Shift from a candidate-driven market to an employer-driven market

Widespread labour shortages meant that recruiters and employers had to accept that candidates were driving the market. Job seekers had the leverage to ask for more, as companies struggled to fill positions.

Next year, we're likely to see this change. One of the predicted recruiting trends for 2024 is that the market will shift from being a candidate-driven market to an employer-driven market.

How will this impact your work?

Once again, recruiters and hiring managers will have the leverage not to make compromises. And the better we use this to our advantage, the better the teams we will build.

### 5. Further automation and AI adoption in recruitment

Recruitment in 2024 is growing smarter and more efficient, thanks to recruiting automation and the advancements in AI.

As mentioned above, when looking back at last year's predictions, we've seen a lot of buzz around AI this year. And although our work as recruiters hasn't completely turned on its head quite yet, there have been changes to the way we work.

We expect the year to come will only see us adopt automation and AI in even more tasks and parts of our jobs.

On top of speeding up our processes, this will likely also make recruitment a much more data-centric process.

Organizations will leverage AI and big data to make smarter hiring decisions. Metrics such as cost of vacancy and cost per hire will all be measured more meticulously, helping companies hire faster and find better candidates while being better at accurately forecasting the required budget.

### 6. Transformation of recruiters into business leaders

In the upcoming year, a significant trend poised to reshape the recruitment industry is the transformation of recruiters into business leaders.

Recruiters are no longer just sourcing and placing talent. Instead, recruiters will function as strategic partners with a deep understanding of the broader business landscape. The recruiters of tomorrow are expected to be on top of market dynamics, competitive positioning, and industry-specific challenges.

They will play a pivotal role in shaping the workforce, not just by filling positions but by proactively identifying the skills and roles that will drive business success in an ever-changing economy.

As business leaders, recruiters will need to be great at data analytics to predict talent trends, advise on workforce planning, and contribute directly to the business's growth strategy.

- Permanent Recruitment ● IT Recruitment ● Multilingual Recruitment
- RPO ● Employer Branding ● Market Data Research

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