

2025 Salary Report

Discover the latest recruitment and salary trends in key sectors: **IT/Tech, SSC/BPO, Marketing and Sales, Engineering and Production, and Executive Management.** The report provides practical data to support recruitment decisions in 2025.



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INTRODUCTION

We are pleased to present the latest edition of our annual salary report, which has become a staple in the calendar of HR-related publications on the Polish labor market. The 2025 Salary Report is based on an analysis of salaries offered to candidates who took on new professional challenges through our agency in 2024. This report reflects the real dynamics of the labor market, highlights key trends, and helps better understand the changes occurring in various sectors of the economy.

The year 2024 was characterized by stabilization after periods of dynamic shifts triggered by the pandemic and geopolitical tensions, though many challenges remain. In 2025, important trends continue, such as the growing importance of specialized technical roles and the increasing demand for employees with advanced qualifications in production, engineering, finance, and technology.

Salaries increased in most sectors over the past year, although the pace of change varied. For example, the engineering sector saw a 10% rise, administration grew by 9%, and the IT sector experienced moderate growth, remaining at a

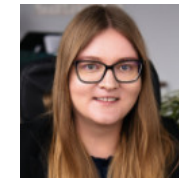
low percentage compared to previous years. Forecasts for 2025 indicate that salaries in the Polish economy may rise by an average of 7%, with expected inflation at around 4.3%. The IT sector is likely to see moderate salary growth, not exceeding 10%.

Significant salary increases were also observed in sales, marketing, finance, and SSC/BPO sectors. These increases were driven by three main factors: a shortage of qualified workers, inflationary pressures, and growing demand for specialists with advanced technical skills. Additionally, the rising popularity of flexible work arrangements, such as hybrid and remote models, has influenced salary negotiations.

A flexible approach to employment and building diverse teams remain key elements of recruitment strategies. At the same time, the role of strategic positions in production, sales, and business services sectors is gaining more significance. Recruitment trends for 2025 point to the continued importance of social media recruitment, process automation, the use of artificial intelligence, and a focus on candidate experience.

We are confident that the data presented will be a valuable resource in planning recruitment strategies and salary policies for 2025.

We wish you an inspiring read!



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IT/TECH RECRUITMENT TRENDS FOR 2025

The IT Industry Crisis in 2024

In 2024, much was said about a crisis in the IT industry. Rapid AI development, a lack of new projects, a declining number of job offers, and high entry barriers are just a few challenges IT professionals faced. However, indications suggest that this is a transitional crisis, and the IT market will evolve in 2025.

Stability and Popularity of the IT Sector

Despite challenges, the IT industry remains a dynamic part of the economy. Long-term instability is unlikely to hinder its growth. Computer science continues to be one of the most popular fields of study, with many people considering career changes to join the sector. The main motivations include high salaries, flexible working hours, and remote work opportunities. While IT salaries have not increased significantly compared to previous years, they remain highly competitive, especially when compared to other industries.

Work Models in IT

One of the key reasons IT remains attractive is the prevalence of remote work opportunities. Unlike other sectors, IT shows no signs of returning to office-based work. Some professionals prefer hybrid models, which cater to individual needs and highlight the sector's flexibility.

Development of Artificial Intelligence and New Technologies in 2025

The year 2025 will see continued growth in artificial intelligence and process automation. AI will be widely used for automating business processes, data analysis, and service personalization. Popular tools such as chatbots and machine learning will continue to be implemented. Other notable trends include advancements in cloud technologies, blockchain, and cybersecurity.

Demand for Specialists and Niche Skills

A major challenge for 2025 will be the growing demand for specialists in niche areas such as artificial intelligence, blockchain, and cybersecurity. These are the fields aspiring IT professionals should focus on. The Polish IT market will be driven by global trends, and the country will remain an attractive destination for technological investments.

IT/TECH SECTOR (I)

Gross Monthly Salary (Employment Contract)

Annual Gross Salary / Employer Costs

TECHNICAL SUPPORT	MINIMUM	OPTIMUM	MAXIMUM	MINIMUM	OPTIMUM	MAXIMUM
1st Line Technical Support	1.510 EUR	2.090 EUR	2.670 EUR	22.100 EUR	30.600 EUR	39.100 EUR
2nd Line Technical Support	2.330 EUR	2.790 EUR	3.370 EUR	34.100 EUR	40.800 EUR	49.300 EUR
3rd Line Technical Support	3.140 EUR	3.720 EUR	4.420 EUR	46.000 EUR	54.500 EUR	64.700 EUR
Service Desk Manager	4.420 EUR	4.880 EUR	5.350 EUR	64.700 EUR	71.400 EUR	78.300 EUR

SOFTWARE DEVELOPMENT	JUNIOR	REGULAR	SENIOR	JUNIOR	REGULAR	SENIOR
Software Team Leader	5.350 EUR	6.510 EUR	7.670 EUR	78.300 EUR	95.300 EUR	112.300 EUR
Software Developer C / C++	2.560 EUR	3.720 EUR	5.120 EUR	37.500 EUR	54.500 EUR	75.000 EUR
Software Developer Java	2.790 EUR	3.950 EUR	5.580 EUR	40.800 EUR	57.800 EUR	81.700 EUR
Software Developer .NET / C#	2.790 EUR	3.950 EUR	5.580 EUR	40.800 EUR	57.800 EUR	81.700 EUR
Android/iOS Developer	3.020 EUR	4.190 EUR	5.810 EUR	44.200 EUR	61.300 EUR	85.100 EUR
Front-End Developer	2.790 EUR	3.950 EUR	5.580 EUR	40.800 EUR	57.800 EUR	81.700 EUR
Fullstack Developer	3.020 EUR	4.420 EUR	6.050 EUR	44.200 EUR	64.700 EUR	88.600 EUR
Ruby on Rails Developer	3.260 EUR	4.190 EUR	5.810 EUR	47.700 EUR	61.300 EUR	85.100 EUR
Python Developer	2.560 EUR	3.720 EUR	4.880 EUR	37.500 EUR	54.500 EUR	71.400 EUR
PHP Developer	2.330 EUR	3.490 EUR	4.420 EUR	34.100 EUR	51.100 EUR	64.700 EUR
UX/UI Specialist	1.860 EUR	2.790 EUR	3.720 EUR	27.200 EUR	40.800 EUR	54.500 EUR
DevOps Engineer	3.020 EUR	4.420 EUR	5.810 EUR	44.200 EUR	64.700 EUR	85.100 EUR
Project Manager	2.210 EUR	3.490 EUR	4.880 EUR	32.400 EUR	51.100 EUR	71.400 EUR

IT/TECH SECTOR (II)

	Gross Monthly Salary (Employment Contract)			Annual Gross Salary / Employer Costs		
SOFTWARE DEVELOPMENT – CONTINUED	JUNIOR	REGULAR	SENIOR	JUNIOR	MIDDLE	SENIOR
Scrum Master	2.560 EUR	3.840 EUR	5.470 EUR	37.500 EUR	56.200 EUR	80.100 EUR
Business Analyst	2.560 EUR	3.950 EUR	5.580 EUR	37.500 EUR	57.800 EUR	81.700 EUR
Test Team Leader	3.260 EUR	4.190 EUR	6.050 EUR	47.700 EUR	61.300 EUR	88.600 EUR
Manual Software Tester	1.630 EUR	2.560 EUR	3.490 EUR	23.900 EUR	37.500 EUR	51.100 EUR
Automation Software Tester	2.560 EUR	3.720 EUR	5.120 EUR	37.500 EUR	54.500 EUR	75.000 EUR
IT INFRASTRUCTURE AND SERVICES	JUNIOR	REGULAR	SENIOR	JUNIOR	REGULAR	SENIOR
Solution Architect	3.490 EUR	4.650 EUR	6.510 EUR	51.100 EUR	68.100 EUR	95.300 EUR
Database Administrator	2.090 EUR	3.260 EUR	4.190 EUR	30.600 EUR	47.700 EUR	61.300 EUR
System Administrator	2.090 EUR	3.260 EUR	4.190 EUR	30.600 EUR	47.700 EUR	61.300 EUR
Windows Administrator	1.980 EUR	3.490 EUR	4.420 EUR	29.000 EUR	51.100 EUR	64.700 EUR
Linux Administrator	1.980 EUR	3.490 EUR	4.420 EUR	29.000 EUR	51.100 EUR	64.700 EUR
Network Engineer	2.210 EUR	3.600 EUR	4.650 EUR	32.400 EUR	52.700 EUR	68.100 EUR
Cloud Engineer	2.210 EUR	3.720 EUR	4.880 EUR	32.400 EUR	54.500 EUR	71.400 EUR
Application Analyst	2.090 EUR	3.370 EUR	4.190 EUR	30.600 EUR	49.300 EUR	61.300 EUR
System Security Engineer	2.330 EUR	3.720 EUR	4.880 EUR	34.100 EUR	54.500 EUR	71.400 EUR
Cyber Security Engineer	3.020 EUR	4.190 EUR	5.810 EUR	44.200 EUR	61.300 EUR	85.100 EUR
SQL Analyst	2.210 EUR	3.260 EUR	4.190 EUR	32.400 EUR	47.700 EUR	61.300 EUR
IT Analyst	2.210 EUR	3.260 EUR	4.190 EUR	32.400 EUR	47.700 EUR	61.300 EUR

IT/TECH SECTOR (III)

Gross Monthly Salary (Employment Contract)

Annual Gross Salary / Employer Costs

ERP/CRM/DATA ENGINEERING	JUNIOR	REGULAR	SENIOR	JUNIOR	MIDDLE	SENIOR
SAP Analyst	2.790 EUR	4.190 EUR	5.810,0 EUR	40.800 EUR	61.300 EUR	85.100 EUR
SAP Developer	3.490 EUR	4.650 EUR	6.510,0 EUR	51.100 EUR	68.100 EUR	95.300 EUR
Salesforce Developer	3.260 EUR	4.420 EUR	6.050,0 EUR	47.700 EUR	64.700 EUR	88.600 EUR
Data Scientist	3.020 EUR	4.190 EUR	5.810,0 EUR	44.200 EUR	61.300 EUR	85.100 EUR
Data Engineer	3.260 EUR	4.650 EUR	6.510,0 EUR	47.700 EUR	68.100 EUR	95.300 EUR

SOFTWARE DEVELOPMENT	MINIMUM	OPTIMUM	MAXIMUM	MINIMUM	OPTIMUM	MAXIMUM
Head of Software Development	7.440 EUR	9.300 EUR	11.630 EUR	108.900 EUR	136.200 EUR	170.300 EUR
Software Development Manager	6.510 EUR	7.440 EUR	9.770 EUR	95.300 EUR	108.900 EUR	143.000 EUR
Software Architect	5.810 EUR	6.980 EUR	8.840 EUR	85.100 EUR	102.200 EUR	129.400 EUR

IT INFRASTRUCTURE AND SERVICES	MINIMUM	OPTIMUM	MAXIMUM	MINIMUM	OPTIMUM	MAXIMUM
Head of IT Infrastructure	7.440 EUR	9.300 EUR	11.630 EUR	108.900 EUR	136.200 EUR	170.300 EUR
IT Manager	6.510 EUR	7.440 EUR	9.770 EUR	95.300 EUR	108.900 EUR	143.000 EUR
Security Manager	6.510 EUR	7.440 EUR	9.770 EUR	95.300 EUR	108.900 EUR	143.000 EUR



SECTOR
SSC/BPO

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SSC/BPO RECRUITMENT TRENDS FOR 2025

Dynamic Growth in Employment in the SSC/BPO Sector

Each year, Poland's SSC/BPO sector continues to grow, with an estimated tens of thousands of new hires annually. This trend is expected to persist in 2025, with Poland maintaining its position as a leader in business outsourcing in Central and Eastern Europe.

The Appeal of Working in an International Environment

SSC/BPO centers in Poland remain some of the most attractive workplaces for Polish employees. They provide opportunities to work in an international environment, offer significant career development prospects, flexible work models, and various benefits. The sector's openness to innovation supports automation processes and the implementation of RPA (Robotic Process Automation) technologies. In 2025, SSC/BPO operations will shift from simple outsourcing processes to more advanced services, including financial management, data analytics, IT support, and project management.

Automation and Employee Skill Development

With increasing automation and digitalization, shared services centers will need to invest in employee training to align skills with evolving requirements. This is one of the sector's biggest challenges, which will continue into 2025. Many SSC/BPO companies have already implemented training strategies and will expand them in the coming year.

Key Language Competencies in 2025

Language skills will remain critical in the SSC/BPO sector. English proficiency is standard, but there is particularly high demand for employees fluent in German, French, Italian, Spanish, or Dutch. A shortage of qualified candidates with these language skills may lead to increased hiring of international talent, either relocating to Poland or working remotely. Remote and hybrid work models will continue to dominate this sector.

Positive Outlook for the SSC/BPO Sector in Poland

Despite challenges, the SSC/BPO sector in Poland has established a strong position in the region. A stabilizing economy, well-developed infrastructure, and a large talent pool indicate further growth and the influx of new investors. Poland remains an attractive destination for shared services centers, with positive prospects for 2025.

SSC/BPO (I)

Gross Monthly Salary (Employment Contract)

Annual Gross Salary / Employer Costs

MANAGEMENT	MINIMUM	OPTIMUM	MAXIMUM	MINIMUM	OPTIMUM	MAXIMUM
Finance Manager	4.880 EUR	5.580 EUR	6.510 EUR	71.500 EUR	81.700 EUR	95.300 EUR
Finance Reporting Manager	4.420 EUR	5.120 EUR	6.050 EUR	64.700 EUR	74.900 EUR	88.500 EUR
GL & Reporting Manager	4.420 EUR	5.120 EUR	6.050 EUR	64.700 EUR	74.900 EUR	88.500 EUR
AP/AR Manager	3.720 EUR	4.650 EUR	5.350 EUR	54.500 EUR	68.100 EUR	78.300 EUR

FINANSE	JUNIOR	REGULAR	SENIOR	JUNIOR	REGULAR	SENIOR
Finance Reporting Specialist	2.210 EUR	2.790 EUR	3.490 EUR	32.300 EUR	40.900 EUR	51.100 EUR
Business Analyst	2.330 EUR	3.490 EUR	4.650 EUR	34.000 EUR	51.100 EUR	68.100 EUR
FP&A Specialist	2.090 EUR	2.790 EUR	3.490 EUR	30.600 EUR	40.900 EUR	51.100 EUR
Finance Analyst	2.330 EUR	3.260 EUR	4.190 EUR	34.000 EUR	47.700 EUR	61.300 EUR
Finance Assistant	1.280 EUR	1.400 EUR	1.630 EUR	18.700 EUR	20.400 EUR	23.800 EUR

ACCOUNTING	JUNIOR	REGULAR	SENIOR	JUNIOR	REGULAR	SENIOR
GL Team Leader	3.020 EUR	3.950 EUR	5.580 EUR	44.300 EUR	57.900 EUR	81.700 EUR
GL Accountant	1.630 EUR	2.790 EUR	3.720 EUR	23.800 EUR	40.900 EUR	54.500 EUR
AP/AR Team Leader	2.790 EUR	3.720 EUR	5.120 EUR	40.900 EUR	54.500 EUR	74.900 EUR
AP/AR Accountant (English)	1.510 EUR	2.330 EUR	3.490 EUR	22.100 EUR	34.000 EUR	51.100 EUR
AP/AR Accountant (French/Italian/Spanish)	1.740 EUR	2.560 EUR	3.720 EUR	25.500 EUR	37.500 EUR	54.500 EUR
AP/AR Accountant (German/Dutch/Swedish)	1.740 EUR	2.560 EUR	3.720 EUR	25.500 EUR	37.500 EUR	54.500 EUR
Accounting Assistant (English)	960 EUR	1.800 EUR	1.340 EUR	17.000 EUR	20 400 EUR	22.100 EUR

SSC/BPO (II)

Gross Monthly Salary (Employment Contract)

Annual Gross Salary / Employer Costs

PROCUREMENT	JUNIOR	REGULAR	SENIOR	JUNIOR	REGULAR	SENIOR
Procurement Team Lead	2.790 EUR	3.840 EUR	4.650 EUR	40.900 EUR	56.200 EUR	68.100 EUR
Buyer (English)	1.630 EUR	2.560 EUR	3.490 EUR	23.800 EUR	37.500 EUR	51.100 EUR
Buyer (French/Italian/Spanish)	1.740 EUR	2.790 EUR	3.840 EUR	25.500 EUR	40.900 EUR	56.200 EUR
Buyer (German/Dutch/Swedish)	1.740 EUR	2.790 EUR	3.840 EUR	25.500 EUR	40.900 EUR	56.200 EUR

HR	JUNIOR	REGULAR	SENIOR	JUNIOR	REGULAR	SENIOR
Payroll and HR Admin Specialist	1.630 EUR	2.090 EUR	2.790 EUR	23.800 EUR	30.600 EUR	40.900 EUR
Recruitment Specialist	1.280 EUR	1.860 EUR	2.560 EUR	18.700 EUR	27.200 EUR	37.500 EUR
HR Assistant (English)	1.120 EUR	1.280 EUR	1.400 EUR	16.300 EUR	18.700 EUR	20.400 EUR
HR Assistant (French/Italian/Spanish)	1.160 EUR	1.400 EUR	1.630 EUR	17.000 EUR	20.400 EUR	23.800 EUR
HR Assistant (German/Dutch/Swedish)	1.160 EUR	1.400 EUR	1.630 EUR	17.000 EUR	20.400 EUR	23.800 EUR



SECTOR
**MARKETING
AND SALES**



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MARKETING AND SALES RECRUITMENT TRENDS FOR 2025

Integration of Marketing and Sales

Marketing and sales have increasingly converged in recent years, resulting in their integration. This is driven primarily by advancing automation, digitalization, and changes in consumer behavior. In 2025, companies will continue to adapt their approach, leveraging innovative tools and communication channels.

Personalization of Content as a Key Trend

Consumers grow frustrated with random advertising content, such as pop-ups on websites or social media. The challenge for companies is to create personalized product recommendations through the use of artificial intelligence and data analysis. While this process is already underway, many consumers feel they are being "spied on." The goal of personalization is to tailor offers and messages to individual customer needs—a trend that will continue to gain momentum in 2025.

Engaging Customers with Brand Interaction

Customers expect engaging and valuable content that allows them to connect with a brand. Companies will aim to involve consumers through contests, surveys, reviews, and marketing campaigns. Additionally, short-form video content will grow in importance as a key promotional tool on social media platforms.

Technological Challenges in the Sales and Marketing Sector

The sales and marketing sector is not immune to the impact of rapid technological changes and must keep up with evolving trends. Professionals in this field will need to demonstrate flexibility and adaptability to new technologies. Soft skills, such as building customer relationships, will also remain crucial.

Career Prospects in 2025

The best career opportunities will be available to specialists who combine technological expertise with strategic skills. The job market will be open to roles such as Digital Sales Specialist, Marketing Specialist, Marketing Data Analyst, SEO/SEM Specialist, and UX/UI Designer. In 2025, there will also be plenty of job opportunities for senior executives and managers responsible for creating marketing strategies and developing company brands.

MARKETING AND SALES SECTOR (I)

SALES	Gross Monthly Salary (Employment Contract)			Annual Gross Salary / Employer Costs		
	MINIMUM	OPTIMUM	MAXIMUM	MINIMUM	OPTIMUM	MAXIMUM
Sales Director	6.400 EUR	8.140 EUR	10.810 EUR	93.700 EUR	119.200 EUR	158.300 EUR
Area Sales Manager	3.950 EUR	5.120 EUR	6.050 EUR	57.800 EUR	75.000 EUR	88.600 EUR
Export Director	4.420 EUR	6.510 EUR	9.770 EUR	64.700 EUR	95.300 EUR	143.000 EUR
Export Manager	2.910 EUR	3.950 EUR	4.880 EUR	42.600 EUR	57.800 EUR	71.400 EUR
National Key Account Manager	2.790 EUR	3.720 EUR	4.650 EUR	40.800 EUR	54.500 EUR	68.100 EUR
Group Key Account Manager	2.330 EUR	3.260 EUR	4.190 EUR	34.100 EUR	47.700 EUR	61.300 EUR
Sales Manager	3.020 EUR	3.720 EUR	4.420 EUR	44.200 EUR	54.500 EUR	64.700 EUR
Regional Sales Manager	3.140 EUR	3.950 EUR	4.880 EUR	46.000 EUR	57.800 EUR	71.400 EUR
Sales Specialist	1.630 EUR	2.090 EUR	2.560 EUR	23.900 EUR	30.600 EUR	37.500 EUR
Sales Representative	1.740 EUR	2.210 EUR	2.440 EUR	25.500 EUR	32.400 EUR	35.700 EUR
SALES SUPPORT	MINIMUM	OPTIMUM	MAXIMUM	MINIMUM	OPTIMUM	MAXIMUM
Research Department Manager	3.260 EUR	4.420 EUR	5.810 EUR	47.700 EUR	64.700 EUR	85.100 EUR
International Business Development	2.560 EUR	3.260 EUR	3.950 EUR	37.500 EUR	47.700 EUR	57.800 EUR
Business Development	2.330 EUR	3.020 EUR	3.720 EUR	34.100 EUR	44.200 EUR	54.500 EUR
Sales Analyst	2.560 EUR	3.260 EUR	3.950 EUR	37.500 EUR	47.700 EUR	57.800 EUR

MARKETING AND SALES SECTOR (II)

MARKETING	Gross Monthly Salary (Employment Contract)			Annual Gross Salary / Employer Costs		
	MINIMUM	OPTIMUM	MAXIMUM	MINIMUM	OPTIMUM	MAXIMUM
Chief Marketing Officer	6.160 EUR	8.140 EUR	9.300 EUR	90.200 EUR	119.200 EUR	136.200 EUR
Marketing Manager	3.950 EUR	4.880 EUR	6.050 EUR	57.800 EUR	71.400 EUR	88.600 EUR
Brand Manager	2.790 EUR	3.720 EUR	4.650 EUR	40.800 EUR	54.500 EUR	68.100 EUR
Marketing Communications Coordinator	2.330 EUR	3.260 EUR	3.950 EUR	34.100 EUR	47.700 EUR	57.800 EUR
Marketing Specialist	1.860 EUR	2.790 EUR	3.490 EUR	27.200 EUR	40.800 EUR	51.100 EUR
Internet Marketing Specialist	1.860 EUR	2.790 EUR	3.490 EUR	27.200 EUR	40.800 EUR	51.100 EUR



SECTOR

ENGINEERING AND PRODUCTION

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TRENDS IN ENGINEERING AND PRODUCTION FOR 2025

The year 2025 will bring dynamic changes to the engineering and production sectors, where technological innovation, green transformation, and adaptation to global challenges will play a pivotal role.

Development of Green Energy and Sustainable Technologies

In response to global climate challenges, the engineering and production industries will focus on projects supporting the energy transition. Engineers will be involved in developing technologies related to renewable energy (wind, solar, hydro), energy storage (next-generation batteries), and designing zero-emission buildings. There will be increased demand for energy specialists, automation experts, and environmental engineers.

Automation and Robotics in Industrial Processes

The rapid advancement of Industry 4.0 technologies is driving manufacturing companies to invest in automation and digitalization.

This, in turn, increases the demand for engineers specializing in robotics, artificial intelligence, and industrial data analysis (Industrial IoT). Skills in programming robots and designing complex automation systems will become crucial.

Growing Importance of Cybersecurity in Critical Infrastructure

The ongoing digitalization of critical infrastructure, such as energy, transportation, and water systems, requires the involvement of engineers specializing in cybersecurity. The development of smart energy grids and autonomous systems underscores the importance of IT security in engineering projects.

Hybrid Work and the Globalization of Engineering Teams

The shift toward hybrid and remote organizational structures is changing how engineering teams operate. Companies are increasingly relying on international teams, requiring engineers to have project management skills in multicultural environments and knowledge of global standards.

Increased Focus on Soft Skills

In addition to technical expertise, engineers must enhance their soft skills, such as communication, project management, collaboration within multifunctional teams, and the ability to adapt quickly to changing conditions.

Education and Certification

The fast pace of technological change demands continuous skill development from engineers. In 2025, certifications in emerging technologies such as artificial intelligence, blockchain in engineering, and data analysis will provide a competitive edge in the job market.

ENGINEERING AND PRODUCTION SECTOR (I)

ROLE	Gross Monthly Salary (Employment Contract)			Annual Gross Salary / Employer Costs		
	MINIMUM	OPTIMUM	MAXIMUM	MINIMUM	OPTIMUM	MAXIMUM
Plant Manger (over 500 FTE)	9.000 EUR	10.500 EUR	13.650 EUR	109.800 EUR	128.100 EUR	166.500 EUR
Plant Manger (100-500 FTE)	5.000 EUR	7.700 EUR	10.100 EUR	61.000 EUR	93.900 EUR	123.200 EUR
Plant Manger (do 100 FTE)	4.000 EUR	5.350 EUR	7.200 EUR	48.800 EUR	65.300 EUR	87.800 EUR
Operation Director (over 500FTE)	6.600 EUR	7.900 EUR	9.450 EUR	80.500 EUR	96.400 EUR	115.300 EUR
R&D Manager (10-15 FTE)	3.675 EUR	5.500 EUR	6.300 EUR	44.800 EUR	67.100 EUR	76.900 EUR
Production Manager (over 100 FTE)	2.800 EUR	4.500 EUR	6.600 EUR	34.200 EUR	54.900 EUR	80.500 EUR
Lean Manager (over 100 FTE)	2.800 EUR	4.500 EUR	6.100 EUR	34.200 EUR	54.900 EUR	74.400 EUR
Quality Manager	3.675 EUR	4.600 EUR	6.000 EUR	44.800 EUR	56.100 EUR	73.200 EUR
Engineering Manager	2.800 EUR	4.200 EUR	5.700 EUR	34.200 EUR	51.200 EUR	69.500 EUR
Black Belt	2.800 EUR	4.200 EUR	5.700 EUR	34.200 EUR	51.200 EUR	69.500 EUR
Logistic Manager	2.650 EUR	4.000 EUR	5.700 EUR	32.300 EUR	48.800 EUR	69.500 EUR
Project Manager	3.000 EUR	3.800 EUR	5.700 EUR	36.600 EUR	46.400 EUR	69.500 EUR
Maintenance Manager	2.600 EUR	3.700 EUR	5.100 EUR	31.700 EUR	45.100 EUR	62.200 EUR
Tooling Engineer	2.000 EUR	2.650 EUR	4.200 EUR	24.400 EUR	32.300 EUR	51.200 EUR
R&D Engineer	1.800 EUR	2.650 EUR	3.450 EUR	22.000 EUR	32.300 EUR	42.100 EUR
Project Engineer	1.800 EUR	2.350 EUR	3.200 EUR	22.000 EUR	28.700 EUR	39.000 EUR
Lean Manufacturing Engineer	1.800 EUR	2.350 EUR	3.200 EUR	22.000 EUR	28.700 EUR	39.000 EUR

ENGINEERING AND PRODUCTION SECTOR (II)

ROLE	Gross Monthly Salary (Employment Contract)			Annual Gross Salary / Employer Costs		
	MINIMUM	OPTIMUM	MAXIMUM	MINIMUM	OPTIMUM	MAXIMUM
Production/ Process Engineer	1.850 EUR	2.400 EUR	3.300 EUR	22.600 EUR	29.300 EUR	40.300 EUR
Customer Quality Engineer	1.850 EUR	2.100 EUR	2.900 EUR	22.600 EUR	25.600 EUR	35.400 EUR
Maintenance Engineer	1.600 EUR	2.000 EUR	2.700 EUR	19.500 EUR	24.400 EUR	32.900 EUR
Electrical Engineer	1.800 EUR	2.200 EUR	2.700 EUR	22.000 EUR	26.800 EUR	32.900 EUR
Automation Engineer	1.850 EUR	2.500 EUR	3.300 EUR	22.600 EUR	30.500 EUR	40.300 EUR
Quality Process Engineer	1.800 EUR	2.000 EUR	2.800 EUR	22.000 EUR	24.400 EUR	34.200 EUR
Design Engineer	1.600 EUR	2.100 EUR	2.700 EUR	19.500 EUR	25.600 EUR	32.900 EUR
Product Engineer	1.600 EUR	1.900 EUR	2.500 EUR	19.500 EUR	23.200 EUR	30.500 EUR
Purchasing Specialist	1.500 EUR	2.100 EUR	2.700 EUR	18.300 EUR	25.600 EUR	32.900 EUR
Logistic Specialist	1.400 EUR	1.800 EUR	2.800 EUR	17.100 EUR	22.000 EUR	34.200 EUR
Production Planner	1.400 EUR	1.700 EUR	2.400 EUR	17.100 EUR	20.700 EUR	29.300 EUR



SECTOR

EXECUTIVE AND MANAGEMENT

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EXECUTIVE & MANAGEMENT RECRUITMENT TRENDS FOR 2025

In 2025, executive recruitment will focus on leaders with transformative skills, the ability to manage in dynamic environments, and a strong commitment to sustainable development.

Increased Focus on Digital Transformation Recruitment

Organizations in 2025 will prioritize leaders with experience in business digitalization. Managers capable of implementing strategies based on new technologies such as artificial intelligence, blockchain, and big data analysis will become key candidates in recruitment processes. Companies will prefer individuals with transformative skills who can guide teams through technological and organizational changes.

Growing Demand for Sustainability-Oriented Leaders

Increasing social pressure and regulations related to ESG (Environmental, Social, Governance) will drive companies to actively seek managers capable of leading sustainability initiatives. Leaders with experience in strategies for reducing CO₂ emissions,

circular economy practices, and corporate social responsibility will be particularly in demand.

Hybrid Work Models and Leadership Evolution

Remote and hybrid work, which have become the norm, require a new approach to leadership. In 2025, companies will look for leaders who can effectively manage distributed teams, foster employee engagement in online environments, and maintain organizational culture within hybrid work models.

Multicultural and Global Leaders

The globalization of business processes and growing diversity within organizations will make international experience a priority for leaders in 2025. Cross-cultural competencies, knowledge of global trends, and the ability to adapt to different markets will be critical attributes for candidates for executive roles.

Value-Driven and Empathetic Leadership

With the rising importance of employee well-being, companies will seek leaders who focus not only on financial results but also on building engagement through value-driven, empathetic, and authentic leadership. Such leaders are essential for maintaining high morale and building trust within teams.

Growing Popularity of Interim Management

In a rapidly changing business environment, companies are increasingly turning to interim managers—experienced leaders hired for temporary strategic projects, restructurings, or the implementation of new strategies. In 2025, this model will gain popularity, especially in situations requiring quick decision-making and flexibility.

EXECUTIVE AND MANAGEMENT SECTOR

ROLE	Gross Monthly Salary (Employment Contract)			Annual Gross Salary / Employer Costs		
	MINIMUM	OPTIMUM	MAXIMUM	MINIMUM	OPTIMUM	MAXIMUM
CEO	7.500 EUR	11.000 EUR	14.300 EUR	109.800 EUR	161.000 EUR	209.400 EUR
VP	7.000 EUR	9.000 EUR	11.100 EUR	102.500 EUR	131.800 EUR	162.500 EUR
Managing Director	5.100 EUR	9.300 EUR	10.100 EUR	74.700 EUR	136.200 EUR	147.900 EUR
CTO	6.400 EUR	8.200 EUR	9.800 EUR	93.700 EUR	120.000 EUR	143.500 EUR
CFO	6.300 EUR	8.700 EUR	10.000 EUR	92.200 EUR	127.400 EUR	146.400 EUR
Sales Director	6.400 EUR	8.100 EUR	10.800 EUR	93.700 EUR	118.600 EUR	158.100 EUR
HR Director	6.150 EUR	8.200 EUR	9.300 EUR	90.000 EUR	120.000 EUR	136.200 EUR
Marketing Director	6.150 EUR	8.200 EUR	9.300 EUR	90.000 EUR	120.000 EUR	136.200 EUR
PM Manager	5.150 EUR	6.600 EUR	7.800 EUR	75.400 EUR	96.600 EUR	114.200 EUR
Tower/Unit Manager	4.651 EUR	6.000 EUR	7.000 EUR	68.100 EUR	87.800 EUR	102.500 EUR

RECRUITMENT TRENDS FOR 2025

1. Global Employment Remains Slow, but Internal Mobility is Rising

Employment growth remains sluggish across most industries in the global economy. However, this slowdown is beginning to stabilize, particularly in sectors such as technology, media, and information services. At the same time, internal mobility within companies has increased by 6% year-over-year, signaling a shift towards promoting employees to new roles within organizations rather than hiring externally.

This approach not only reduces recruitment costs but also boosts employee engagement and loyalty. Companies recognize that nurturing internal talent helps build flexible and resilient teams. This strategy is becoming essential in the face of labor market instability and the increasing difficulty of sourcing qualified external candidates.

2. It's Time for Organizations to Embrace Generative AI (GAI)

Generative AI (GAI) has the potential to revolutionize work processes by eliminating time-consuming, repetitive tasks and enhancing team productivity. Approximately 80% of global leaders see GAI as a tool for freeing up time for strategic and creative thinking. However, most organizations are still in the early stages of exploring its possibilities, giving a competitive edge to those that adapt their strategies more quickly to this new landscape.

Effective adoption requires the involvement of talent leaders who can bridge the gap between technological capabilities and change management. Organizations that fully leverage GAI can gain a significant advantage in both operational efficiency and innovation.

3. Generative AI: Both an Opportunity and a Challenge

While GAI offers tremendous opportunities to boost productivity and employee engagement, its implementation comes with challenges. To unlock its full potential, organizations must not only invest in technology but also support the development of their teams' skills. Success lies in combining innovative solutions with human competencies like creativity, problem-solving, and empathy.

Leaders who adopt GAI early and prepare their employees for its use will gain a competitive advantage. In the GAI era, it is not the technology itself but the people who can effectively use it that will determine an organization's success.

RECRUITMENT TRENDS FOR 2025 – CONTINUED

4. Recruitment Leaders Will Focus on Soft Skills

As automation takes over technical and routine tasks, soft skills such as adaptability, creativity, communication, and collaboration are becoming increasingly important. Recruitment leaders identify these traits as top priorities when hiring new employees, as they enable the creation of agile teams prepared for change.

AI can assist in recruitment processes, but human competencies will remain the deciding factor in an organization's success. The growing demand for soft skills is driving companies to seek talent both externally and within their existing workforce, emphasizing the importance of broad skill development to meet future challenges.

5. Drive Human-Centered Productivity

Organizations should focus on using technology, including AI, to support people in their daily work rather than solely prioritizing process efficiency. Instead of treating employees as resources to be optimized, companies must focus on improving their professional and mental well-being.

Enabling more creative and meaningful work is becoming a priority. By automating routine tasks, AI can free up time for employees to focus on more strategic and innovative activities.

6. Build on Trust and Equity

Modern organizations must ground their culture in trust and equity to attract and retain talent. Only companies that ensure fairness and provide employees with a sense of security and equality can expect their engagement and loyalty.

Equity in access to development opportunities and trust between employees and leaders are critical to building an organization's long-term success.

EFFORTLESSLY CALCULATE YOUR RECRUITMENT COSTS

Our Recruitment Fee Calculator makes planning your recruitment costs simple and transparent. By entering a few details, you can instantly calculate the cost of hiring for one or multiple roles—tailored to your needs and budget.

1. Select Number of Roles

2. Enter Salary Details

3. Calculate Fee:

Intuitive Design:

Easy-to-use interface with clear steps.

Customizable Options:

Choose the number of roles and preferred currency.

Real-Time Results:

See your estimated costs instantly.

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MORE THAN JUST NUMBERS

The more roles you hire for, the less you pay per hire, thanks to our tiered pricing system that rewards bulk recruitment. Whether you're hiring for one position or many, our tailored packages provide comprehensive support—from sourcing and screening to onboarding—designed to meet your needs.

Standard Recruitment

A one-time recruitment process, perfect for companies looking to quickly and efficiently fill a specialized role. We provide a comprehensive service, including candidate sourcing, interviews, selection, and full management of the recruitment process.

14%

of annual gross salary

- ✓ Recruitment for a single position.
- ✓ Based on a one-time recruitment order.



Volume Recruitment

Our volume recruitment process is an excellent solution for companies looking to quickly and efficiently fill multiple positions at once. We provide comprehensive support, including candidate sourcing, selection, conducting interviews, and complete management of the entire recruitment process.

13%

for two recruitment processes

11.5%

for three or four recruitment processes

10.5%

for five or more recruitment processes

- ✓ Simultaneous recruitment for the required positions.
- ✓ Offered as a project or under a framework agreement.

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Discover our approach to the recruitment process. We help you quickly and effectively find the right candidates.





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