

SALARY SURVEY 2019

EUROPE

“

PEOPLE ARE AT THE HEART OF EVERYTHING WE DO. OUR CANDIDATES AND CLIENTS SEE US AS A TRUSTED ADVISOR, HELPING THEM TO FULFIL CAREER ASPIRATIONS AND BUILD EXCEPTIONAL TEAMS OVER THE LONG-TERM.

”

WELCOME TO ROBERT WALTERS

SPECIALIST PROFESSIONAL RECRUITMENT



**ROBERT WALTERS,
CHIEF EXECUTIVE OFFICER**

“As a market-leading global recruitment group our purpose is clear - we power people and organisations to fulfil their unique potential – and that’s what we’ve been doing for over 33 years.

People are at the heart of everything we do from the job seeker, to the hiring manager, to those who bring them together. Our candidates and clients see us as a trusted advisor, helping them to fulfil career aspirations and build exceptional teams over the long-term.

We do this through our collaborative culture and non-commission model which ensures that candidate and client needs are front and centre.

Our candidates know that we’ll take the time to listen and advise them on the next step in their career. It’s these relationships that enable us to offer our clients the best talent on the market and that’s why they return to us again and again. We’re also experts in the disciplines we recruit for enabling us to provide insight into hiring and salary trends.

While our reach is global, we remain committed to providing our clients with local market insight. We look to hire the best local talent to ensure we can offer a deep understanding of the local culture and market conditions. This sets us apart from the competition and helps us remain a trusted recruitment partner to the world’s leading businesses.”

Robert Walters

CEO

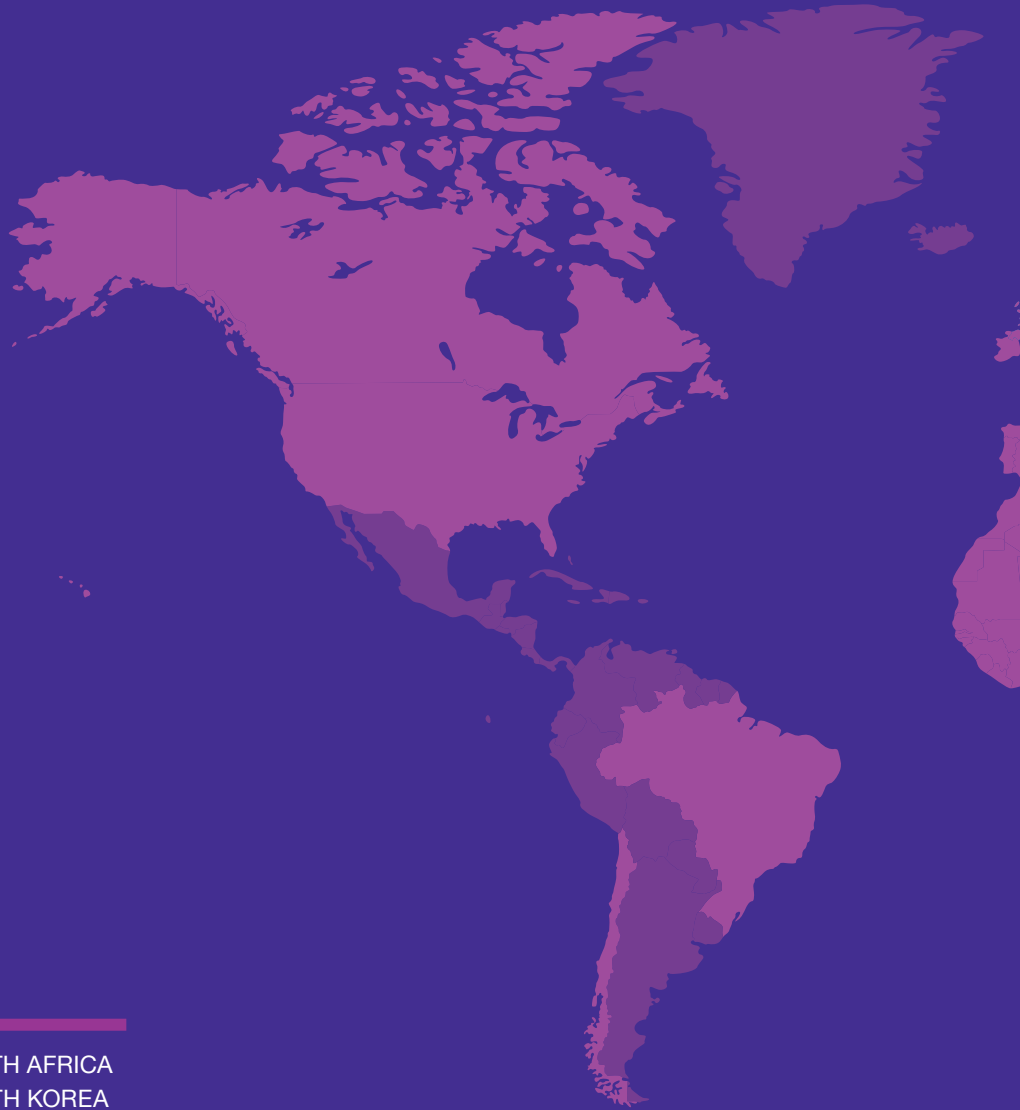
Robert Walters plc

69%

OF OUR BUSINESS
IS FOCUSED ON
PERMANENT
RECRUITMENT, 31%
ON CONTRACT

GLOBAL REACH, LOCAL EXPERTISE

 Locations we operate in



AUSTRALIA

BELGIUM

BRAZIL

CANADA

CHILE

CHINA

FRANCE

GERMANY

HONG KONG

INDIA

INDONESIA

IRELAND

JAPAN

LUXEMBOURG

MALAYSIA

NETHERLANDS

NEW ZEALAND

PHILIPPINES

PORTUGAL

SINGAPORE

SOUTH AFRICA

SOUTH KOREA

SPAIN

SWITZERLAND

TAIWAN

THAILAND

UAE

UK

USA

VIETNAM



DOWNLOAD OUR SALARY SURVEY BOOKS

To discover hiring and salary trends across the world, read our Global Trends on page 10 or download our books covering:

- Australia & New Zealand
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- Canada
- Europe
- Greater China & South East Asia
- Japan
- Middle East & Africa
- South Korea
- United Kingdom

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OUR SERVICE

In an increasingly complex global recruitment market, the Robert Walters Group builds great teams for our clients by offering an end-to-end recruitment service, on a local, regional or global basis.

OUR CORE DISCIPLINES INCLUDE:

- Accounting & Finance
- Banking & Financial Services
- Engineering
- Human Resources
- Legal
- Marketing
- Sales
- Secretarial & Support
- Supply Chain & Procurement
- Technology

WHAT MAKES US DIFFERENT?

Bespoke, consultative service

1. Commitment to quality

We focus on building long-term, high-quality relationships with clients and candidates. We consult and advise, helping our candidates make the right career move. This builds trust and loyalty and ensures we continually have the industry's top talent for our clients.

2. Specialists

We hire from industry to ensure our consultants are specialists in the disciplines they recruit for. They also bring with them strong personal relationships and industry networks enabling them to find hard to reach talent with niche skill sets.

“ Robert Walters has found us some great people. They're fast, friendly and very well connected. I've worked with many recruiters over the years but the Robert Walters team are without doubt my favourite.

Michael Acton Smith,
Co-founder & CEO,
Calm, USA

”

“ I have found Robert Walters to be professional, thorough and responsive. They've introduced us to quality candidates who closely match our requirements and as a result we have made successful hires.

Henry Loo, VP Data
Management and
Analytics, DBS Bank,
Hong Kong

”

“ We had a dedicated team from Robert Walters who provided consistency and a great level of expertise in their relevant disciplines. The team clearly communicated the recruitment process to us and provided sound advice around the market, candidate experience and expectations.

Sam Reynolds, Senior HR
Advisor, ARTC, Australia

”

3. No individual commission

We operate a team-based profit share system which, we believe, sets us apart from the vast majority of our competitors as it ensures the interests of both the client and candidate remain our number one priority. There is also no ownership of candidates ensuring clients always see the best talent we have available.

4. Our people and culture

We promote long-term, international careers helping us to retain our top people which provides continuity for our clients. We're proud to say our senior management team is home-grown with an average tenure of 17 years.

5. Innovation culture

We were the first recruiter to launch a recruitment process outsourcing business and we continue to lead the way with industry-first sponsorships and brand development such as our sponsorship of the British and Irish Lions.

6. Long-term business focus

Our strategy is one of organic growth through international expansion and discipline diversification. We invest in markets for the long-term and maintain our presence, even in tough times.

7. End-to-end recruitment service

We offer clients a true end-to-end recruitment service, from permanent, contract and interim recruitment through to recruitment process outsourcing.

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- Greater China & South East Asia
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- Middle East & Africa
- South Korea
- United Kingdom

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**“ WELCOME TO THE 20TH
EDITION OF THE GLOBAL
SALARY SURVEY PROVIDING
CREDIBLE INSIGHT INTO
HIRING AND SALARY TRENDS
WORLDWIDE.**

”

ABOUT THE SALARY SURVEY

Welcome to the 20th edition of the Robert Walters annual Salary Survey.

As the first recruitment company to produce a comprehensive overview of global salaries and recruitment trends across the world, we are pleased to share the latest edition with you.

Our Salary Survey is based on the analysis of permanent, interim and contract placements made across each of our geographies and recruitment disciplines during 2018, and our predictions for the year ahead.

GET IN TOUCH

If you would like to find out more about salaries and recruitment trends in your industry, call one of our specialist consultants today. Contact details can be found at the back of this book.

GLOBAL TRENDS



**GILES DAUBENEY, DEPUTY
CHIEF EXECUTIVE OFFICER**

GLOBAL OVERVIEW

“Overall the global hiring market was buoyant in 2018, with most markets reporting an increase in hiring due to positive economic conditions and employer confidence. Many markets continued to face candidate shortages, especially in relation to bilingual professionals and those with specialist digital skills.

Across Europe, the recruitment market went from strength to strength in 2018. In France, we saw an increase in

investment and hiring across all sectors as the business-friendly government eased employment regulations.

Businesses in Belgium expanded and hiring in Germany and Ireland increased across multiple disciplines. In Spain, we saw greater demand for bilingual candidates, especially for accounting and human resources roles.

The positive economic climate led to a candidate driven market in the Netherlands, with candidate shortages especially acute at the junior to mid-level. Switzerland remained the outlier with only minimal shifts in hiring volumes in 2018.

In the UK, employers faced candidate shortages as professionals proved reluctant to switch roles due to the uncertainty surrounding Brexit. The technology industry continued to grow and hire aggressively.

Across Africa, there was a surge in demand for returning professionals with international experience as businesses sought to implement international best practice and support government nationalisation policies. Businesses in the Middle East also focused on hiring local talent in support of nationalisation

programmes and hiring was up across the region.

South East Asia experienced a buoyant recruitment market in 2018, with rapid growth across Indonesia, Philippines, Thailand and Vietnam. This was driven by foreign direct investment and the continued entry of multinational companies. In comparison, hiring in Singapore and Malaysia was modest and stable as companies sought fewer but better-skilled professionals.

In Japan, local and foreign companies competed for bilingual candidates with international experience, putting pressure on this already scarce talent pool. Overall the market remained candidate driven and this will continue in 2019.

Greater China experienced strong economic growth in 2018, boosting

“

With talent shortages set to continue in 2019, we advise companies to streamline their recruitment processes to avoid losing out on top talent.

”

employer confidence and hiring activity across the region.

The Australia and New Zealand markets showed steady growth and modest salary increases in 2018, although pressure is growing for a long-awaited uptick in salaries in 2019.

KEY TRENDS

Global shortage of digital skills

The global demand for digital and technology skill sets continued apace and shows no sign of slowing in 2019.

In Australia, digital transformation was prevalent across many industries leading to sustained demand for development and digital specialists. Similarly, in South East Asia, digitalisation remained a key trend with cyber security, big data and AI specialists highly sought after.

In San Francisco, blockchain and cryptocurrency were growth areas, and start-ups utilising machine learning and AI continued to attract talent as candidates sought to be on the cutting edge of technological advancements. In Japan, roles related to data utilisation, AI development/deployment and infrastructure, rapidly increased across all industries.

Across Greater China, demand for top-tier talent experienced in high-tech and digital transformation projects outstripped supply. Candidate shortages were also a concern for the UK's growing technology industry as businesses faced stiff competition for software developers and engineers.

Risk and compliance talent in high demand

While hiring across the banking and financial services sector varied by

region, there was widespread demand for risk, compliance and legal talent.

Regulatory pressure in the UK and Australia led to high demand for compliance and risk professionals and this is set to continue in 2019.

In Germany and Ireland, we expect to see even greater demand for regulatory professionals across risk, audit, compliance and legal, as the UK is scheduled to exit the EU in 2019.

Advice to employers

With talent shortages set to continue in 2019, we advise companies to streamline their recruitment processes

to avoid losing out on top talent. Hiring managers should also clearly articulate the company's mission, strategy and values at interview stage to differentiate themselves from the competition. In addition, for scarce skill sets, employers are advised to hire ambitious, fast learners, even if they are not an exact fit for the job description.

Retaining staff will remain a top priority in 2019 so, on top of paying competitive salaries, employers should continue to invest in learning and development, benefits packages, flexible working and employer branding.”



THE GLOBAL DEMAND FOR DIGITAL AND TECHNOLOGY SKILL SETS CONTINUED APACE AND SHOWS NO SIGN OF SLOWING IN 2019.



REGIONAL TRENDS

With our presence spanning 29 locations across six continents our specialist teams offer in-depth knowledge of the sectors they recruit for. In this section our regional managing directors share their insights on hiring and salary trends in 2018 and their predictions for the year ahead.

Our regional overviews include:

- Australia & New Zealand
- Europe
- Greater China
- Japan & South Korea
- Middle East & Africa
- North America
- South East Asia
- United Kingdom



**THE GROUP'S INTERNATIONAL NETWORK
OF OFFICES SPANS 29 LOCATIONS AND
SIX CONTINENTS ENABLING US TO
MEET THE DEMANDS OF CLIENTS AND
CANDIDATES WHOSE NEEDS EXTEND
BEYOND LOCAL MARKETS**



AUSTRALIA & NEW ZEALAND

INTRODUCTION

“The Australia and New Zealand markets continued their trajectory of steady growth in 2018, without ever threatening to break out into all-out booms.

Salary growth has generally been modest for the past three years and pressure is gradually building for a possible uplift in wage levels in 2019.

Several industry sectors are experiencing high demand for qualified talent in specialisms where there is limited supply. The most notable pressure points apply to specific roles in infrastructure, technology, and banking and financial services.

INFRASTRUCTURE DRIVING DEMAND

The skylines of most major cities in Australia and New Zealand are currently dotted with cranes, as national infrastructure projects continue. Civil engineers and project managers will be highly sought after in 2019 to help deliver new roads, railways, hospitals, schools, stadiums and hotels. We expect an increase in demand for ancillary roles too, such as architects, interior designers and lawyers with relevant contract expertise.

TECH POWERING GROWTH

In the technology space, we will see demand for numerous IT specialists continue unabated in 2019. High-profile security breaches and regulatory scrutiny are increasing the value of

Our presence in Australia & New Zealand:

- Adelaide
- Auckland
- Brisbane
- Chatswood
- Melbourne
- Parramatta
- Perth
- Sydney
- Wellington

cyber security professionals, who are already in short supply. Organisations from every industry and sector will continue their digital transformations, leading to sustained demand for

development and digital specialists. Likewise business intelligence, automation and data management professionals will be sought to help companies rebuild services and products around customer behaviour.

FINANCE REGULATION TIGHTENS

The banking and financial services sector in Australia felt the sting of media criticism and public discontent during 2018, as revelations of misconduct were laid bare by the Royal Commission. Consequently, the regulatory crackdown will continue in 2019, with the number of risk and compliance roles substantially outstripping supply.

ADVICE FOR EMPLOYERS

Given the shortage of local talent in many sectors, 2019 is shaping up to be a challenging year for hiring managers. Part of the answer will lie in the power of networks: knowing where the market is heading, who the talent is, where to find them and how to secure them.

The other essential part will be to think long-term: hiring and training graduates with the right aptitude, as well as upskilling existing personnel. For example, with new or emerging roles such as conduct risk managers there are very few experienced specialists in the market. Employers may need to respond by training existing personnel to identify and mitigate risk.

POLITICAL OUTLOOK

In New Zealand there was concern that the new government may dent business confidence, however the

recruitment market remained buoyant in 2018. As Australians head to the polling booths in 2019, employers will hope that the next government does not put the brakes on hiring flexible workforces to deal with short-term supply issues.

As in Washington and London, anti-immigration rhetoric has reverberated along the corridors of power in Wellington and Canberra during 2018.

“

The skylines of most major cities in Australia and New Zealand are currently dotted with cranes, as national infrastructure projects continue.

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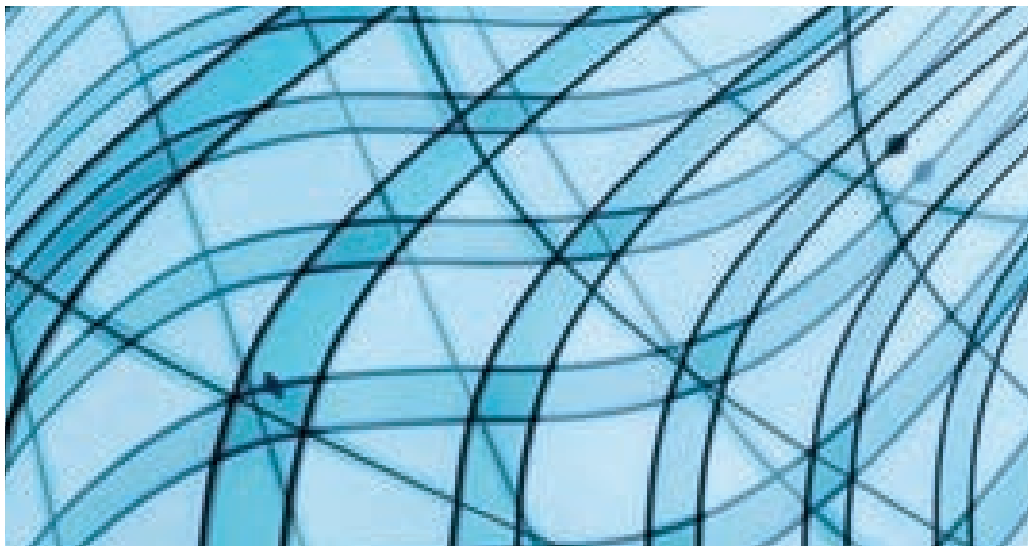
Some employers fear their growth could be stifled by further restrictions upon hiring overseas talent. In 2019, we hope economic pragmatism will prevail over populism.

Overall, heading into 2019, we believe the Australian and New Zealand hiring market remains in good shape.

Many of the ingredients are in place for a positive year and, after a few years of modest wage rises, pressure is gathering for a long-awaited uptick in salaries.”

James Nicholson

Managing Director
Australia & New Zealand





EUROPE

2018 TRENDS

“The European recruitment market went from strength to strength in 2018. Overall hiring levels were high, underpinned by a growing economy, increased investor confidence in the eurozone and UK-based roles transferring to the region due to Brexit, all of which led to businesses aggressively hiring new talent.

In France, the strong market conditions of 2017 continued into 2018 with companies actively recruiting across the market. The economic climate was reinforced by a business friendly government easing employment regulations. This bolstered confidence leading to investment across all sectors. In particular, the number of construction projects increased. The demand

for engineering and supply chain professionals was also high thanks to large-scale investment in new plants and factories. As a consequence, HR, legal and finance professionals were in high demand.

The continued economic upturn in the Netherlands led to an extremely candidate driven market at all levels of seniority, with shortages most apparent at the junior to mid-level. In an attempt to attract talent early, high-potential students were beginning to be offered contracts for finance and banking roles whilst still at university.

In Belgium, recruitment levels remained high as businesses expanded in response to the positive economic climate. There was also strong demand

Our presence in Europe:

- Belgium
- France
- Germany
- Ireland
- Luxembourg
- Netherlands
- Portugal
- Spain
- Switzerland

for bilingual candidates, especially for accountants and customer services specialists.

Hiring levels increased in Ireland resulting in high demand for candidates across multiple specialisms.

In response, businesses focused on reducing time to hire, improving employer brand, staff retention and benefits packages whilst offering more remote and flexible working options.

Switzerland saw minimal shifts in hiring volumes in 2018 with only a couple of pockets of increased activity. The luxury sector had a more positive outlook in comparison to 2017 and the financial services industry saw an increase in corporate banking hiring from both local and international companies.

Confidence in the German economy continued to rise which led to significant hiring activity across a vast array of disciplines. In Frankfurt, banking and financial services hiring across risk, audit, finance, compliance, legal and regulation increased as roles were transferred from the UK due to Brexit. Outside of financial services, we saw a continued trend for digitalisation both in marketing and technology.

In 2018 Spain benefited from the positive macroeconomic situation in Europe. Hiring was strongest in the information technology, manufacturing, energy and construction sectors where businesses focused on hiring engineers and digital transformation specialists. English speaking professionals were highly sought after as companies strengthened their accounting and human resources functions.

2019 FORECAST

Europe is expected to continue its strong economic growth in 2019, resulting in a favourable recruitment market with confidence remaining high among professionals and employers.

The biggest issue for the region will be keeping up with demand as candidate shortages are already present and are expected to intensify over the next 12 months.

In the Netherlands, hiring shortages will become more acute across all sectors but will also move upward in seniority. Within finance, the standardisation of financial processes will decrease the demand for operational and transactional professionals and increase the demand for candidates with strong analytical capabilities.

The demand for new hires in France shows no sign of slowing down, but this must be considered within the context of growing skills shortages which will once again drive up salaries. HR professionals are most likely to be highly sought after, as in all sectors companies are becoming acutely aware of the need to retain employees, especially those at a senior level.

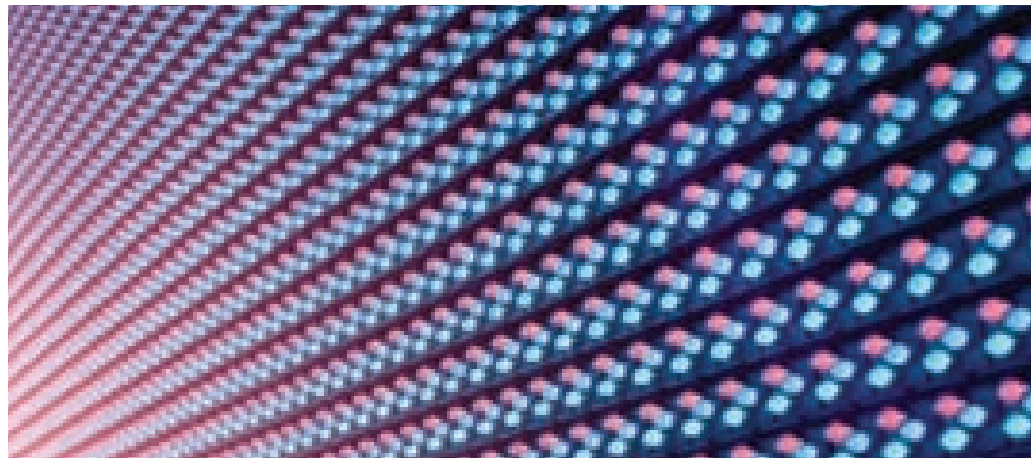
In Belgium, we expect organisations to continue to expand and create new jobs. The demand for bilingual candidates will remain high, especially in the Brussels region. The Belgian labour market will remain candidate

driven, with hiring managers needing to move quickly and be more flexible in order to secure top talent. As pressure on talent pools continues to increase, employers will need to raise salaries of highly sought-after professionals in order to remain competitive.

In Ireland, the job market will remain strong, with hiring continuing across most sectors. Britain's departure from the EU will lead to an extremely high demand for regulatory professionals across the risk, compliance, legal and finance sectors, leading to a persistent skills shortage. Securing and retaining top talent will mean offering competitive salaries, but employers will also need to focus on promoting their brand and company culture.

In Spain, the employment market will continue to be buoyant as IT and engineering businesses continue to hire at great pace. We also expect to see more hiring activity across finance, legal and HR as many small businesses grow and larger players try to defend their market position."

Antoine Morgaut
CEO
Europe & South America





GREATER CHINA

“In 2018, we witnessed strong economic growth across the Greater China region and an overall optimistic outlook which drove an increase in hiring activity.

Technology is fundamentally changing the hiring landscape across the region as businesses seek to digitalise and become more technologically advanced. Hiring managers are competing to secure recruits from a limited pool of candidates with experience in high-tech and digital transformation projects. IT professionals in several specialist areas, including AI, business intelligence, cyber security, automation and analytics continued to be in high demand throughout 2018.

MAINLAND CHINA

Supported by various national initiatives such as Manufacturing 2025, Belt and Road and ‘Internet Plus’, Mainland China’s outbound investment and development of innovative technology maintained an upward trajectory in 2018. Demand for top-tier talent in high-end technology such as virtual reality (VR), AI, Internet of Things (IoT) and machine learning dramatically exceeded supply as businesses fought to attract individuals with relevant experience.

Mainland China is now one of the leading global investors in digital technologies and e-commerce. Previously, China’s e-commerce industry had a stronger domestic focus but we are now seeing e-commerce businesses expanding

Our presence in Greater China:

- Beijing
- Shanghai
- Suzhou
- Southern China
- Hong Kong
- Taipei

both regionally and globally. As a result, many companies across a wide range of industries have been seeking professionals who are both familiar with global business and proficient in English, putting the level of demand for bilingual talent at an all-time high, in particular for those with international experience.

At the same time, the Southern China region is now known as Mainland China's open innovation centre and is home to technological leaders as well as many digital start-ups. The heavy investment in data and research centres has driven demand for talent, not only from other parts of Mainland China but also other countries in Asia and across the world.

HONG KONG

Hong Kong started 2018 with robust economic growth and buoyant recruitment levels, supported by solid global demand for Hong Kong products and services, a rebound in visitor numbers and a strong economy in Mainland China. At the same time, the Guangdong-Hong Kong-Macao Bay Area and the Belt and Road initiatives are encouraging strategic partnerships within the region and a flow of talent between Hong Kong and Mainland China.

Financial institutions and companies across different industries sought to actively increase headcount, with businesses often hiring for several positions at once, in contrast to the previous five years when simultaneous recruitment was only seen in niche areas.

There continued to be strong demand for professionals with the technical expertise to help companies implement digitalisation projects. Skill sets in highest demand included cloud computing, big data, DevOps, e-commerce, analytics, cyber security and fintech.

TAIWAN

Taiwan continued to grow at a steady pace as it has done over the past decade. The country also sustained strong export momentum in 2018 and there were signs of recovery in the retail sector. Job volumes grew considerably across multinational and local companies in 2018.

The Taiwan government is implementing a Green Energy Industries and Technological Innovation plan to boost renewable energy development, leading to international wind power turbine makers and installers setting up regional operational headquarters in Taiwan. This is driving demand for HR, engineering and supply chain professionals.

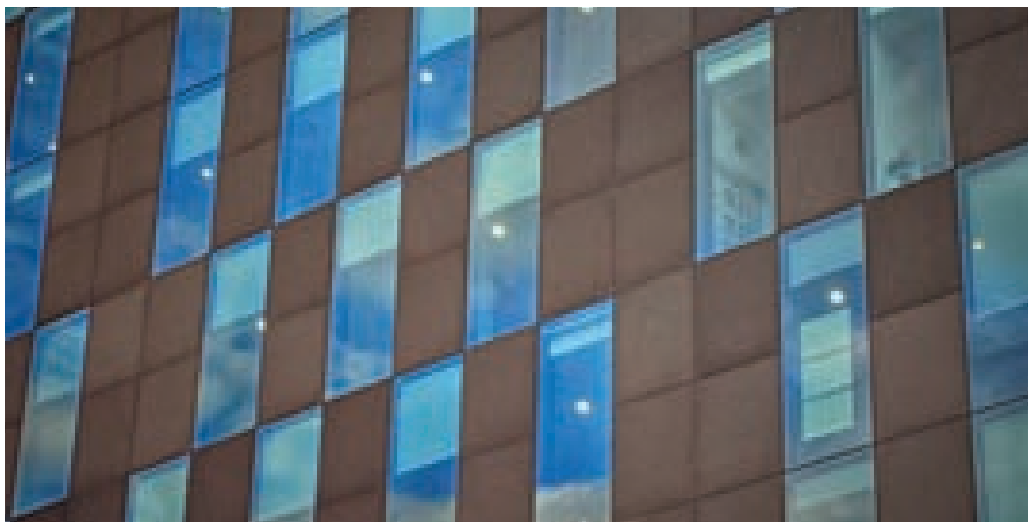
Despite a growing skills shortage, pay increases remained conservative for professionals who stayed in the same role. This can be attributed to the stability and maturity of Taiwan's job market; professionals have grown accustomed to this degree of wage stagnation.

LOOKING AHEAD

Professionals who thrive on change stand to gain the most in 2019, as organisations continue to embrace new ways of working, led by digital-first strategies. At the same time, digital technologies have already dramatically impacted the culture around work and the evolution of "smart workplaces". Employers should consider adopting new digital technologies and platforms to create positive employee experiences, helping to attract and retain employees, in particular millennials.

Staff retention will continue to be a top priority for all organisations in 2019 and we advise that, in addition to paying competitive salaries, companies need to examine multiple factors, such as corporate culture, employer branding, learning and development opportunities, career progression and international mobility in order to retain the best talent."

Matthew Bennett
Managing Director
Greater China





JAPAN & SOUTH KOREA

JAPAN

“In 2018, there was high and sustained demand for bilingual professionals with international experience, as Japanese companies sought to ‘go global’ bolstered by their confidence in the domestic economy. Foreign companies with operations in Japan sought to attract the same professionals, putting pressure on this already scarce talent pool.

We saw the government’s vision for a smart society, Society 5.0, begin to take shape as the number of roles related to data utilisation, AI development/ deployment and infrastructure, rapidly increased across all industries. As the country geared up to rollout 5G by 2020, we saw an increase in job openings related to IoT technologies

such as autonomous driving and smart supply chain.

Whilst AI continued an upward trend, the demand for talent remained high in 2018 as companies sought various skill sets, including professionals experienced in building data-informed strategies and client liaison roles.

Automation specialists were highly sought after as many companies looked to leverage cutting-edge technologies such as Robotic Process Automation and machine learning to increase efficiency and improve employees’ work-life balance.

With automation giving employees more time to focus on work with a direct impact on the bottom line, we saw

Our presence in Japan & South Korea:

- Osaka
- Seoul
- Tokyo

demand fall for clerical staff across some companies, particularly large financial institutions.

Elsewhere, we saw an uplift in demand for sales and marketing staff in the consumer goods and hospitality industries, as tourist numbers grew in the lead up to the 2020 Olympics. However, hospitality companies struggled to hire bilingual specialists as demand increasingly outstripped supply.

The Integrated Resort Implementation Bill also came into force which will eventually result in large-scale hiring across the hospitality industry as companies make plans to develop facilities such as casinos, hotels and exhibition centres.

The sustained labour shortage will continue to drive a competitive job market in 2019 giving jobseekers greater opportunities and leverage.

As a result, employers will need to excite candidates with their company's vision and growth potential as well as offer competitive compensation, learning and development opportunities and a clear career path to attract the best talent.

We also advise companies to streamline their recruitment processes to avoid losing top talent to competitors with quick interview and selection processes.

SOUTH KOREA

Despite challenging conditions, such as the US-China trade war and the widening interest rate gap between South Korea and the US, foreign direct investment (FDI) reached a record high in 2018. This boost in FDI was driven by a boom in the semiconductor market, increased investment in the financial sector and eased geopolitical risks following the US-North Korea summit.

Domestic production and the number of jobs are expected to increase as large amounts of reported FDI have been made in the form of greenfield projects.

Keeping pace with the government's job creation policy, South Korean

conglomerates are making substantial investments in creating new roles, especially in the semiconductor and AI sectors, which are considered the most important components of the Fourth Industrial Revolution.

“ The sustained labour shortage will continue to drive a competitive job market in 2019 giving jobseekers greater opportunities and leverage. ”

A planned increase in the minimum wage and the implementation of the 52-hour work week began to affect businesses across the country in the second half of 2018. As a result, we have seen a significant increase in demand for HR professionals with compensation and benefits experience and we expect this to continue in 2019.

With the minimum wage set to rise by over 10% in 2019, many companies

started focusing on automation and smart factories as possible solutions to increased labour costs and the consequent decline in profit margins. This led to a notable increase in hiring in these areas, resulting in a rise in demand for professionals with expertise in AI and deep learning. We expect these trends to continue in 2019.”

Jeremy Sampson

Managing Director
Japan & Korea





MIDDLE EAST

2018

“The Middle East experienced a positive year with a significant increase in hiring across the region.

Companies continued to focus on recruiting local talent as part of their nationalisation programmes. This led to fewer relocations by international professionals and, in some cases, added to the exodus of expats from the region.

An increase in hiring was seen across retail, sales, marketing and technology as businesses looked to expand. Many local and international financial services firms also expanded their teams with growth in hiring highest in Kuwait City, Riyadh and Dubai.

Countries within the Gulf underwent extensive changes due to the introduction of VAT and while a rise in demand for tax specialists was predicted, in reality these requirements were outsourced to countries with experienced tax teams. Instead, demand for traditional accountants and

analysts continued to dominate the market. In the legal sector, construction dispute lawyers were in highest demand as construction projects continued to launch across Dubai and Saudi Arabia.

The hiring market in Saudi Arabia continued to grow as both the private and public sectors actively recruited nationals to deliver the Kingdom’s 2030 Vision. However, retention remained a problem as professionals frequently changed jobs to secure salary increases.

Across the Gulf, the hiring market remained client driven.

2019

In the UAE, the growing demand for nationals will continue to dominate the market as many companies aim to comply with ‘Emiratization’ legislation. As a result, local market knowledge will be a key differentiator for all professionals across the region.

Multinationals will continue to open their regional headquarters in Dubai, bringing further opportunities for finance

professionals. Meanwhile, demand for legal professionals is expected to remain steady across the Gulf.

Within the luxury space, we predict an increase in salaries offered to top talent. There is a widespread view that the software market will continue to perform well across the region, with the largest growth predicted for Saudi Arabia.

Digitalisation is expected to come to the forefront in 2019, as companies look to optimise performance.

There is an atmosphere of cautious optimism across the region and skilled professionals in all industries should be able to find lucrative new opportunities in 2019.”

Jason Grundy
Managing Director
Middle East



AFRICA

2018

South Africa - “In South Africa we saw an increase in hiring activity across professional disciplines due to positive political changes and the resulting rise in market confidence. However, as hiring activity rose, so did the disparity between employer requirements and the available pool of talent which highlighted the ongoing skills shortage across the country.

The demand for employment equity candidates continued to influence hiring processes and this trend shows no sign of slowing. Returning South Africans with international experience were also in high demand as businesses looked to adopt international best practices.

Rest of Africa - The East Africa market matured and the demand for local talent with emerging market and start-up experience continued to be at the forefront of hiring requirements.

In West Africa, the continued decline of the traditional oil and gas industries marked a change in skill set requirements as countries focused on

emerging sectors, including agriculture and manufacturing. Professionals with international experience looking to return home were in high demand.

In North Africa, muted oil prices and foreign currency fluctuations had a significant impact on the hiring market.

Many companies throughout the continent have realigned their business strategies to focus on developing countries with stable economies and political structures. There has also been a corresponding increased demand for top-tier sales professionals as companies look to gain market share in these key territories.

2019

South Africa - We expect measured business confidence in 2019, contingent on political stability.

Employment equity strategies will continue to dictate hiring trends and due to ongoing talent shortages, highly desirable candidates will likely secure salary increases of up to 10-15%.

Rest of Africa - We expect employers in developing countries to maintain a sense of measured confidence. Demand for specialist skills within operations, finance, sales, engineering and technology will continue to support growth.

Business and hiring activity will focus on East and West Africa with countries such as Kenya, Ghana, Nigeria and the Ivory Coast driving industrialisation and sustainable projects in power, water, transport and communication.

Companies will continue to support nationalisation leading to a growing demand for skilled nationals with international experience. This is likely to result in a significant skills gap as companies compete for the same talent. The effects of this will vary, but hiring managers are advised to proactively drive recruitment processes to secure top talent.”

Nic Sephton-Poultney
Managing Director
South Africa



NORTH AMERICA

SAN FRANCISCO 2018

“Recruitment levels in the San Francisco Bay Area in 2018 were exceptionally high, driven by business growth and a candidate short market.

Technical talent was in highest demand, with senior software engineers extremely sought after. Experienced designers, product marketers and HR/people operations professionals were in short supply, while demand for finance and business operations talent remained consistently high.

Blockchain and cryptocurrency were growth sectors, and start-ups utilising machine learning and artificial intelligence continued to attract talent. Fintech, edtech, and healthtech were also active hiring sectors.

Salaries increased by around 5-7% in 2018 and while it's too early to predict if it will continue to rise at the same pace in 2019, we certainly do not expect compensation levels to decline.

2019

Venture capital firms will continue to inject new capital into the early and growth stage start-up ecosystem in 2019.

Whilst the number of vacancies in people operations was in sync with the number of jobseekers in 2018, we expect this to change in 2019 as more companies look to hire for this function.

We anticipate that senior engineers, especially engineering leaders, will remain the most challenging candidates to hire.

Our presence in North America:

- Los Angeles
- New York
- San Francisco
- Toronto

As competition for top talent continues to escalate, companies should focus on streamlining their recruitment processes. Employee retention will remain a challenge for tech firms in the San Francisco Bay Area as competing companies will continue their attempts to lure staff away with lucrative compensation packages.

Mission-driven companies will have a better chance of attracting and retaining candidates, but no company is immune to the disruption of candidate churn.

Overall, we expect a hiring boom in 2019, with unrelenting competition for top talent. Emerging technologies like blockchain, machine learning, and autonomous vehicles will keep attracting candidates who want to be on the cutting edge of technological advancements.

NEW YORK 2018

Record levels of low unemployment and a decade of economic growth in the US meant that competition for qualified candidates continued, with candidates sometimes entertaining three or four job offers at a time. The candidate shortage forced companies to improve their efforts to retain talented workers, resulting in more flexible work environments and other benefits not common a few years ago.

2019

Demand for compliance and legal professionals in banks, as well as risk management specialists in hedge funds and buy-side companies, will be high. In technology, data science and cyber security will continue to be key hiring areas.

Sales and marketing will continue to drive hiring in commerce, primarily at the junior to mid-level with businesses struggling to hire at these levels in 2019. Hiring managers will need to maintain a sense of urgency in the recruitment process to secure top talent. Despite the tight labour market and a decade of low unemployment, salaries

only increased by about 2-5%. In 2018, fringe benefits like flexible working hours, gym membership and free food have been embraced by many organisations, however they may need to be more creative when trying to compensate and retain key staff in 2019.

We expect to see robust hiring levels in the first half of 2019, driven by tax cuts and increased government spending. This will cause salaries to inch upwards next year. However, potential increases in trade tariffs could destabilise financial markets and lead to a fall in sales for major companies, resulting in hiring freezes or wage stagnation as we move into 2020.

TORONTO 2018

An influx of start-up technology companies, the expansion of the real estate investment market and a continued focus on improving controls and governance within large financial institutions led to a buoyant recruitment market in Toronto. Professionals in accounting and finance, as well as legal and compliance, were in high demand.

Increasingly seen as the 'Silicon Valley North', demand for STEM graduates with the ability to work in a start-up environment was high. When recreational cannabis became legal in October 2018, companies in cannabis production and distribution grew rapidly and sought out any qualified candidates with professional experience in the sector.

Financial reporting accountants with large scale consolidations experience were in demand, as firms grappled with tighter reporting deadlines and changes

in IFRS legislation. General counsel and compliance managers looked to secure practice-trained lawyers with expertise in IIROC and SEC regulations, as Canadian asset management firms continued to expand into the US.

Inflation hit 3% in Canada and brought salary increases of just above that for most professionals. Those moving jobs saw average salary increases of 7-11%. Tax, internal audit and regulatory compliance professionals saw increases closer to 11-15%.

2019

In 2019, 'Big 4' trained CPAs 18-24 months out of practice will be in high demand, due to their highly desirable hybrid skill set of external audit plus hands-on accounting experience, particularly at the controller/VP finance level.

Lawyers with strong M&A deal experience in burgeoning sectors like pharmaceuticals, cannabis, IT and real estate, as well as compliance officers with dual Canadian and US regulatory knowledge will also be in demand.

Hiring managers will need to streamline interview processes to ensure they keep millennial candidates, or they will risk losing them to nimble start-ups that move at a rapid pace and often offer equity even for junior to mid-level staff."

Simon Bromwell
Managing Director
North America



SOUTH EAST ASIA

2018: A DYNAMIC GROWTH LANDSCAPE

“In 2018, hiring across South East Asia was buoyant, with rapid growth across the maturing economies and a noticeable evolution in hiring needs in the more established markets.

Indonesia, Philippines, Thailand and Vietnam all showed strong levels of hiring as organisations sought to expand their teams to fuel continued growth. The continued entry of multinational companies and foreign direct investment were key drivers of growth in these markets. We saw stiff competition for skilled and experienced talent in 2018, and we expect these markets to maintain their robust growth momentum in 2019.

Hiring in Malaysia and Singapore was stable and modest in 2018 compared to the other South East Asian markets. In these more established markets, companies sought fewer but better skilled professionals whose expertise and experience could add significant value. We expect this to continue in 2019.

STRONGER INDUSTRIAL PRESENCE

South East Asia’s role as an industrial hub within Asia looks set to grow due to a greater injection of foreign investment into the region, particularly from China. In 2018, a number of new entrants set up operations and existing players expanded their footprint, bolstering confidence and hiring activity.

Our presence in South East Asia:

- Indonesia
- Malaysia
- Philippines
- Singapore
- Thailand
- Vietnam

This stimulated demand for professionals with industrial experience across a range of roles, including engineering, manufacturing, supply chain, sales and marketing, finance and human resources.

CONTINUED PUSH TOWARDS DIGITAL

Digitalisation remains a key trend influencing hiring across the region and sustaining the high demand for IT talent. The growth of cyber security, big data and artificial intelligence has driven the need for IT specialists in these niche areas.

The impact of digitalisation, however, reaches far beyond the technology sector and we have seen significant demand for professionals with relevant digital capabilities. This includes marketers with digital and e-commerce expertise, supply chain and logistics experts with knowledge in automation and machine learning and HR professionals with experience using the latest HR technologies.

AN EVOLUTION IN HIRING NEEDS

Across the region, we have seen an increased effort by companies to hire local talent, in part due to government policies and recommendations. At the same time, businesses are looking to expand outside of the country and this has driven demand for “glocal” talent, or local talent with international experience. For less mature markets, employers often sought professionals with experience working in more developed markets to lead growing teams.

Companies, particularly those in the more mature markets, are also looking to refine and optimise their recruitment processes and we have seen a larger number of companies moving to recruitment process outsourcing solutions.

HIRING ADVICE

Businesses in the region are placing more focus on employee retention by investing in training, offering benefits such as flexible working arrangements and providing attractive counter-offers for their top talent. As such, employers looking to hire skilled professionals will need to do more to secure the talent they want.

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Businesses are looking to expand out of the country and this has driven demand for “glocal” talent, or local talent with international experience.

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This includes providing a competitive salary and benefits package, acting swiftly and maintaining good communication throughout the recruitment process. Most importantly, it’s about showing genuine interest in a candidate’s future, and demonstrating how he or she will be an integral part of the organisation.

To overcome skill shortages in certain sectors, companies should also expand their pool of candidates and reach out to local professionals residing overseas. Our ‘Return Home’ campaigns – Pulang Kampung (Indonesia), Balik Bayan (Philippines), Balik Kampung (Singapore) and Come Home Phố Good (Vietnam) – have helped businesses in the region identify and hire overseas returning professionals with the necessary expertise, skill sets and international experience.

2019: A POSITIVE OUTLOOK

There are several elections being held across South East Asia in 2018 and 2019, and these typically have some impact on recruitment activity. Assuming political stability, we expect the recruitment markets in South East Asia to maintain their dynamic growth in 2019.”

Toby Fowlston
Managing Director
South East Asia





UNITED KINGDOM

2018 TRENDS

“Despite high demand for specialist and highly skilled mid-level and senior professionals, employers had to contend with a UK-wide candidate shortage across most disciplines. Uncertainty around Brexit appeared to be creating a fear of ‘last in first out,’ which in turn meant candidates were less willing to move roles as swiftly as they had in previous years.

The UK remained a ‘two-speed economy’ with London-based financial services firms experiencing slow growth due to Brexit-related concerns, while non-financial services companies outside of London experienced much faster growth. This was partly due to the volume of large companies setting up secondary offices and shared service

centres outside of London. Manchester, Leeds and Birmingham have been particularly successful in positioning themselves as regional ‘tech-hubs’, attracting talent that would have historically migrated to London.

The technology industry was one of the fastest-growing markets across the whole of the UK and given the innovative and highly skilled nature of the industry there was an ongoing shortage of suitably qualified candidates.

The demand for software developers and engineers was especially high, leading to inflated salary expectations amongst candidates.

Hiring across the legal sector became increasingly competitive leading to firms

Our presence in the UK:

- Birmingham
- Bracknell
- Leeds
- Liverpool
- London
- Manchester
- Milton Keynes
- St Albans

paying premiums for experienced lawyers across most skill sets.

The demand was in part due to a lack of lawyers at the 2-4 years PQE level. This was caused by a reduction in the number of trainees being hired a few

years ago, coupled with the increase in European regulations, creating a spike in demand for both in-house and private practice lawyers. In fact, a number of venture capital-backed start-ups hired their first legal counsel in 2018.

In commerce and industry, demand for finance professionals remained strong across the UK at all levels from part-qualified accountants through to finance directors. As candidates now understand their worth they are increasingly pushing for commercial or strategic roles rather than core reporting positions.

Due to uncertainty around Brexit, banks and financial services firms took a relatively cautious approach to recruitment characterised by replacement hiring. Compliance, risk and audit were exceptions, with professionals in these areas highly sought after due to pressure from regulators.

In comparison to the previous year we saw salaries rise faster in 2018 but on the whole increases were not significant unless professionals were working in a market short of qualified professionals, such as technology or compliance.

2019

The outcome of Brexit will be the key determinant of hiring market conditions in 2019, especially for the financial services sector. However, despite Brexit, there will be pockets of intense hiring activity within financial services driven by demand for skills such as compliance, risk and audit. We will also continue to see traditional finance functions hiring at all levels as general business growth

is likely to continue. Technology aligned companies and venture capital-backed start-ups show no sign of slowing down, and the rate at which they continue to attract investors will be a big pull for candidates who are looking to future-proof their careers. Hiring in the technology sector will remain high in areas such as Manchester, Leeds and Birmingham with further expansion expected in these regions.

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The outcome of Brexit will be the key determinant of hiring market conditions in 2019, especially for the financial services sector.

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We advise businesses facing candidate shortages to be flexible and consider hiring professionals with transferable skills. Companies should consider taking on candidates who are ambitious and fast learners, even if they are not an exact fit for the job description, in

order to support areas of growth within the business.

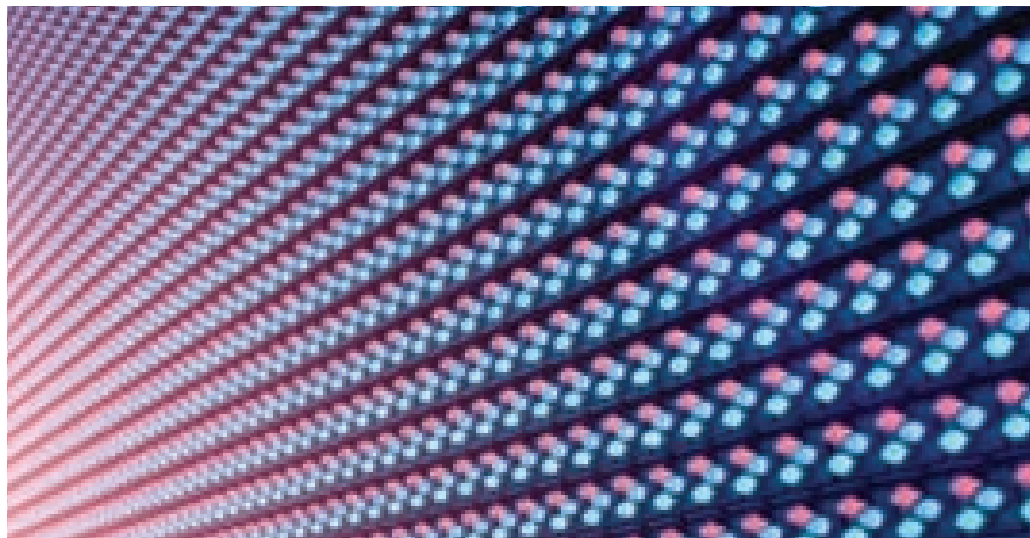
Our recommendation to candidates who are looking for a new role would be to embrace digitalisation and innovation to ensure they remain current and relevant to changing working practices.

In-demand professions or specialist roles will continue to command premiums, but general salary inflation will be subject to, and defined by, the outcome of Brexit and other variable macroeconomic conditions.”

Chris Hickey

CEO

UK, Middle East & Africa

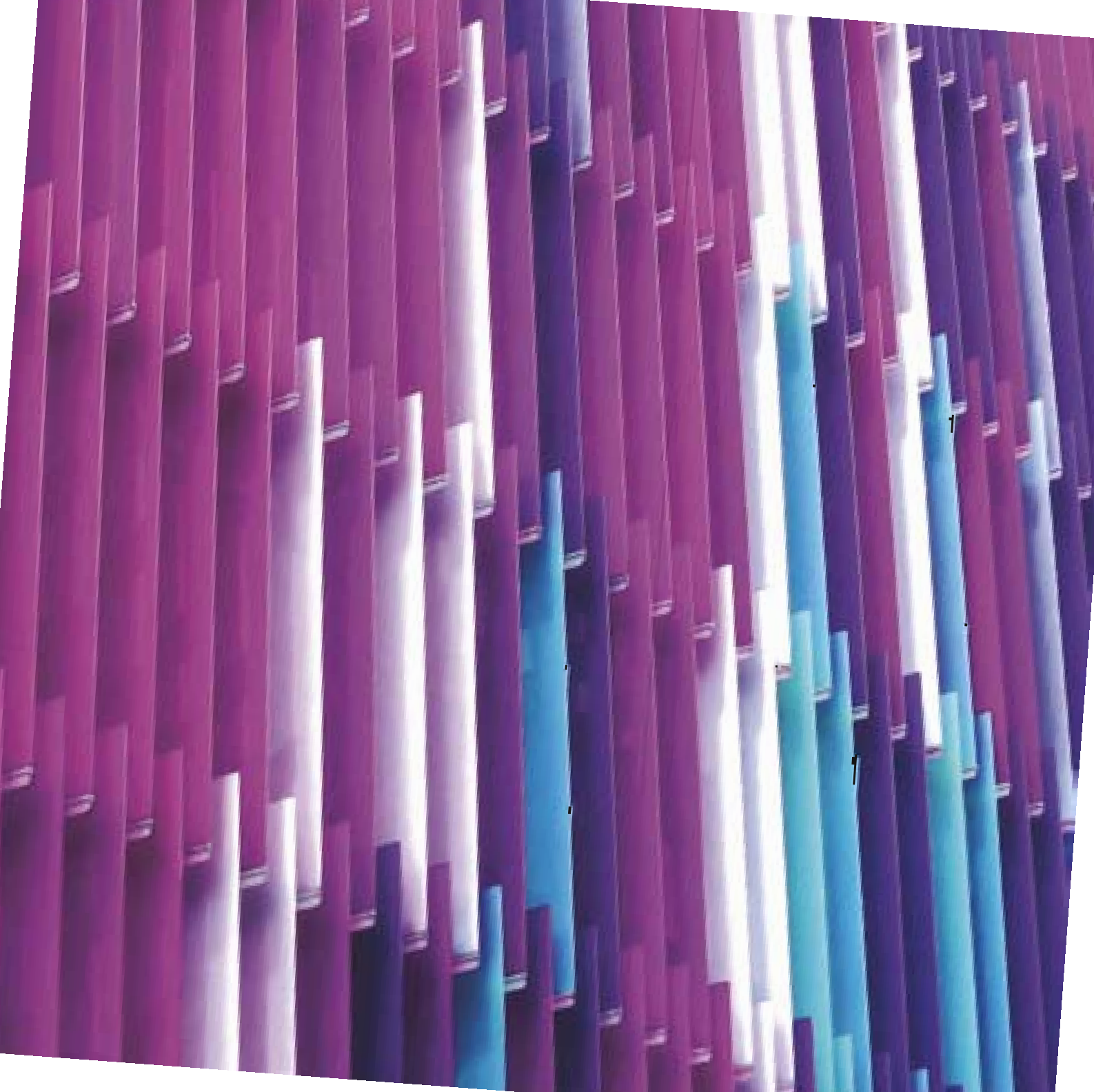


LOCAL TRENDS - EUROPE

In this section we delve deeper into the hiring and salary trends we expect to see across our local markets in 2019.

The locations covered are:

- Belgium
- France
- Germany
- Ireland
- Luxembourg
- The Netherlands
- Portugal
- Spain
- Switzerland



BELGIUM

2018

In 2018, levels of hiring activity across all disciplines remained high as Belgium continued to experience strong levels of economic growth.

In particular the interim management market grew rapidly, most notably in the fields of finance, operations (production and supply chain) and project management.

Despite this, drawn-out recruitment processes remained a key challenge as employers had to contend with candidate shortages across the board. As a result, we saw companies committing to hiring permanent staff at a faster rate than previous years.

The financial services sector continued to perform well, with employers placing high value on top talent from a 'Big 4' background. Auditors, risk managers and compliance officers remained in demand, as well as IT professionals, as the presence of digitalisation within the banking sector continued to play a prominent role in new projects. Competition between firms all seeking 'similar types' of candidates resulted in roles being filled at a much slower rate than usual.

Companies struggled to recruit for junior finance roles as more candidates chose to take sabbatical leave, travel or continue further education after obtaining their qualifications. In turn, there was an increase in hiring levels for senior candidates as companies sought to fill roles with qualified and experienced professionals.

73%

OF PROFESSIONALS ARE EXPECTING
A SALARY INCREASE IN 2019

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Levels of hiring activity across all disciplines remained high as Belgium continued to experience strong levels of economic growth.

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**ÖZLEM SIMSEK,
MANAGING DIRECTOR,
BELGIUM**

2019

2019 looks set to be another strong year for the economy, with a number of businesses gearing up to expand. As a result, we will see an increase in business support roles from administrative and HR to customer service and logistics. As ever, support staff with foreign language skills, in particular Dutch, French and English will be highly desirable.

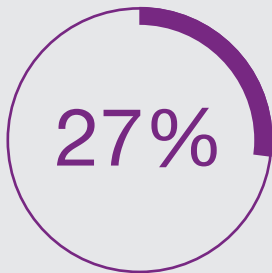
The trend for hiring interim managers is expected to continue in 2019, with a high demand in finance and operations. Candidates with experience in optimisation projects and those who possess strong project management skills will be of high value.

Competition for top talent will continue to be the driving force for how businesses recruit. In

what looks set to be another candidate short market, employers will need to act fast to ensure a rapid recruitment process.

Our advice to companies and hiring managers is to be flexible and to not overlook candidates who do not quite fit the job description. Instead, they should consider candidates with transferable skills who illustrate the potential to be fast learners that can be trained-up. Investing in employees will also help with retention levels.

Due to the increasingly competitive landscape for recruiting and retaining talented professionals, companies will need to look at how to add more value to roles. Added incentives' such as flexible working, workplace environment and social events will play an even more prominent role in candidates' decision-making.



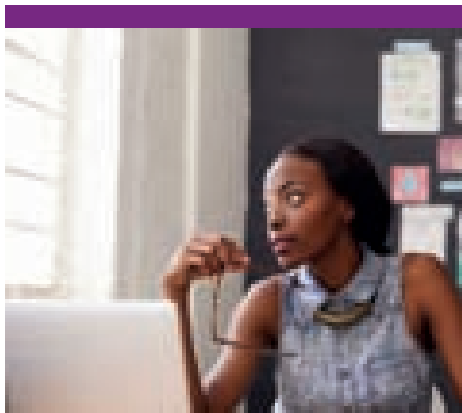
Of employers believe staff are more productive when working from home



- 1 Ghent - Jobs up 13% year-on-year
- 2 Antwerp - Jobs up 22% year-on-year
- 3 Brussels - Jobs up 12% year-on-year

**All statistics are drawn from Robert Walters industry research*

OVERVIEW



64%

OF PROFESSIONALS CONSIDER
THEIR ORGANISATION'S HIRING
PROCESS CANDIDATE FRIENDLY

BANKING & FINANCIAL SERVICES

The banking and financial services recruitment market was challenging in 2018, largely due to a lack of high-quality candidates and drawn-out recruitment processes.

The merger of some banks meant that firms were looking to consolidate and hire predominantly at the mid-senior level. However, we saw growth in front office functions as companies tried to make themselves look more appealing to potential investors.

There was demand for professionals from an internal controls background including risk assessment, internal audit and compliance. Demand was also high for 'niche' professionals at management level to drive underlying teams.

Hiring managers will have to contend with candidate shortages in 2019, with an increased need for candidates with good technical and commercial skills.

Automation and digitalisation of the banking sector will increase. As a result, candidates who are technically proficient with solid IT skills will be highly sought after.

Hiring managers should ensure they are quick to recruit top talent in 2019. Attention should be paid to keep high-performing candidates within companies, so it is important to ensure regular status updates with employees to assess and respond to their needs.

Salaries on the whole will remain stable in 2019, except in areas where candidate shortages are expected to be widespread.

COMMERCE & INDUSTRY

It was a candidate driven market in 2018, with hiring levels remaining active across both large international companies and small-to-medium sized enterprises.

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Automation and digitalisation of the banking sector will increase; candidates who are technically proficient with solid IT skills will be highly sought after.

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Business controllers, financial controllers and candidates with 'Big 4' experience were in highest demand.

In 2019, we expect hiring managers will struggle to hire internal auditors and controllers. Companies based further out of the city centre, requiring a long daily commute, may find it difficult to secure top talent.

Hiring managers should be flexible in their approach to hiring and not look for the ideal profile. Instead, they should consider transferable skills and what career paths and learning and development opportunities they can offer professionals. Companies should move away from job-specific technical skills and instead assess soft skills and how a candidate is likely to evolve within the organisation.

INTERIM MANAGEMENT

The interim management market grew rapidly in 2018, especially in the fields of finance, production, supply chain, project management for IT, business optimisation and transition projects. There was a focus on 'value for money' from companies, which led to less senior candidates being considered for operational and expert roles.

There was a shortage of candidates, particularly in finance control positions. This led to companies increasingly outsourcing non-core tasks. The highest level of hiring activity in 2018 was seen in the FMCG, energy and telecom sectors as assignments became more frequent.

Daily fees remained stable, with some increases for positions where there was a shortage of candidates, namely financial control, accounting and ERP implementation project managers.

In 2019, hiring managers will struggle to hire independent interim financial and business controllers as demand for these professional exceeds supply. There will also be an increase in demand for candidates in the fields of optimisation, finance and project management.

Hiring managers should try to maximise the efficiency of interim managers through encouragement and ensuring they share valuable knowledge with internal employees.

CONTRACT BUSINESS SUPPORT

The positive economic situation in 2018 was a contrast to the budget cuts experienced in previous years. Companies sought to increase their hiring across all business support functions to reach full headcount of HR, admin and marketing teams.

Consequently almost all the short-term absences were replaced by interims at an administrative level. HR sourcers, recruiters and payroll professionals were in highest demand because of the need to support the internal growth of most companies in Belgium.

Customer service representatives and junior marketers fluent in French and Dutch were also highly sought after.

In 2018, we saw some companies skew the market by offering junior



55%

OF PROFESSIONALS CONSIDER TEAM INCENTIVES AND AFTER-WORK EVENTS IMPORTANT FOR EMPLOYEE HAPPINESS

candidates up to 20% salary increases, creating potentially unrealistic expectations for 2019.

For 2019, we expect clients will continue searching for all-round administrative employees, trilingual customer service professionals and recruiters. Hiring managers will be seeking hands-on professionals who are flexible and versatile and are able to evolve rapidly in a fast-growing firm.

Hiring managers will find it difficult to recruit specialist candidates like sourcers, experienced digital marketers, customer service professionals and multilingual candidates.

Companies who aren't well located, or not reachable by public transport will have difficulties recruiting top candidates unless they address this with initiatives such as working from home or offering flexible hours.

CONTRACT FINANCE

Companies felt confident to hire in 2018 as a result of a good economic situation in Belgium. As such, a candidate shortage was inevitable, and in a number of cases candidates were receiving offers from multiple companies.

Qualified accountants with a bachelor's degree were in high demand, and even high-performing junior candidates with less experience were sought after.

The highest levels of hiring activity were in energy and supply chain & logistics. In the

banking sector, junior controllers and finance professionals with two to three years' experience were all in high demand.

With increased investments in digitalisation and IT security, we expect that there will be a high demand for risk and compliance specialists and digitalisation experts throughout 2019.

We anticipate hiring managers will struggle to hire mid-level interim professionals as budgets continue to be tightened. As a result, temps who have been on long-term contracts will start to receive temp-to-perm contracts.

Where previously clients were focused on securing candidates with relevant qualifications' such as a bachelor's/master's degree

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For 2019, hiring managers should keep their recruitment procedures short and be clear in what they have to offer.

”

in finance, insurance or risk, they are now open to other types of candidates, as they invest more in internal training procedures.

For 2019, hiring managers should keep their recruitment procedures short and be clear in what they have to offer. Don't start searches by asking for the perfect profile with experience in all related tasks, but rather start from personal skills/competencies and offer candidates the possibility to grow in their job and learn.



20%

OF EMPLOYERS WOULD
CONSIDER OFFERING A SIGN-
ON BONUS TO ATTRACT NEW
EMPLOYEES

BELGIUM

FINANCIAL SERVICES BANKING & INSURANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 9 YRS' EXP		9 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Generalist						
Managing Director					207 - 400k	207 - 400k
Finance Director/CFO	102 - 190k	102 - 190k	103 - 195k	103 - 195k	155 - 300k	155 - 300k
Internal Auditor/Manager/Director	79 - 145k	79 - 145k	103 - 215k	103 - 215k	155 - 300k	155 - 300k
HR Manager/Director	74 - 111k	74 - 111k	93 - 150k	93 - 150k	104 - 250k	104 - 250k
Institutional Sales Manager	74 - 105k	74 - 105k	83 - 121k	83 - 121k	95 - 222k	95 - 222k
Accounting Manager	63 - 111k	63 - 111k	88 - 127k	88 - 127k	100 - 148k	100 - 148k
Financial Controller/Analyst	60 - 105k	60 - 105k	80 - 121k	80 - 121k	80 - 150k	80 - 150k
Specialist						
Risk Manager/Director	85 - 130k	85 - 130k	93 - 160k	93 - 160k	155 - 300k	155 - 300k
Legal/Compliance Manager	90 - 150k	90 - 150k	110 - 210k	110 - 210k	165 - 260k	165 - 260k
Life/Non-life Actuary	74 - 125k	74 - 125k	83 - 142k	83 - 142k	106 - 186k	106 - 186k
Corporate Finance/M&A Specialist	69 - 100k	69 - 100k	83 - 121k	83 - 121k	95 - 179k	95 - 179k
Asset/Portfolio Manager	69 - 100k	69 - 100k	72 - 105k	72 - 105k	90 - 142k	90 - 142k
Private/Corporate Banker	69 - 100k	69 - 100k	83 - 121k	83 - 121k	95 - 222k	95 - 222k
BI Manager	75 - 95k	75 - 95k	90 - 110k	90 - 110k	110 - 150k	110 - 150k
IT Security Risk Officer	55 - 70k	55 - 70k	70 - 90k	70 - 90k	80 - 120k	80 - 120k
Senior Underwriter	50 - 65k	55 - 65k	65 - 70k	68 - 80k	80 - 105k	80 - 120k
Insurance Broker	41 - 60k	45 - 60k	60 - 70k	60 - 85k	80 - 100k	80 - 115k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

BELGIUM

COMMERCE & INDUSTRY

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 7 YRS' EXP		7 - 10 YRS' EXP		10 - 15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Financial Management						
CFO/VP Finance/Finance Director					118 - 245k	120 - 250k
F&A Manager			78 - 108k	80 - 110k	108 - 147k	110 - 150k
Controlling						
Financial & Business Controller	49 - 69k	50 - 70k	74 - 98k	75 - 100k	93 - 118k	95 - 120k
Sales Controller	54 - 64k	55 - 65k	64 - 74k	65 - 75k	88 - 113k	90 - 115k
Group Controller/Manager			88 - 113k	90 - 115k	113 - 147k	115 - 150k
Financial & Business Analysis						
Financial/Business Analyst	54 - 78k	55 - 80k	74 - 93k	75 - 95k	88 - 118k	90 - 120k
FP&A Analyst/Manager	59 - 63k	60 - 85k	74 - 98k	75 - 100k	88 - 118k	90 - 120k
Accounting						
AP/AR Team Leader	49 - 69k	50 - 70k	69 - 93k	70 - 95k	78 - 108k	80 - 110k
Senior Accountant	49 - 59k	50 - 60k	59 - 74k	60 - 75k	69 - 88k	70 - 90k
Accounting Manager			69 - 93k	70 - 95k	93 - 137k	95 - 140k
Consolidation						
Consolidation Specialist	59 - 64k	60 - 65k	69 - 88k	70 - 90k	78 - 108k	80 - 110k
Reporting Specialist	56 - 61k	57 - 62k	66 - 84k	67 - 86k	74 - 103k	76 - 106k
Consolidation Manager			78 - 88k	80 - 90k	88 - 137k	90 - 140k
Audit						
Internal Auditor	49 - 78k	50 - 80k	78 - 108k	80 - 110k	93 - 127k	95 - 130k
Internal Audit Manager			74 - 88k	75 - 90k	88 - 118k	90 - 120k
Treasury						
Treasury Analyst	59 - 74k	60 - 75k	69 - 93k	70 - 95k	78 - 103k	80 - 105k
Treasury Manager			93 - 127k	95 - 130k	113 - 137k	115 - 140k
Tax						
VAT & Corporate Tax Specialist	59 - 83k	60 - 85k	78 - 98k	80 - 100k	90 - 120k	90 - 130k
Tax Manager/Director			88 - 113k	90 - 115k	98 - 167k	100 - 170k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

BELGIUM

ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 6 YRS' EXP		6 - 10 YRS' EXP		10+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Expert & Technical						
Research & Development Manager	55 - 75k	55 - 75k	65 - 95k	65 - 95k	90 - 150k	90 - 150k
Process Design Manager	55 - 75k	55 - 75k	60 - 80k	60 - 80k	75 - 100k	75 - 100k
Product Manager	50 - 70k	50 - 70k	70 - 85k	70 - 85k	85 - 110k	85 - 110k
Infrastructure & Construction						
Project Manager	55 - 75k	55 - 75k	65 - 95k	65 - 95k	95 - 150k	95 - 150k
Infrastructure Engineer	55 - 75k	55 - 75k	65 - 90k	65 - 90k	90 - 140k	90 - 140k
Specialised Engineer	50 - 70k	50 - 70k	65 - 100k	65 - 100k	90 - 130k	90 - 130k
Projects/Methods						
Contract Manager	55 - 70k	55 - 70k	70 - 90k	70 - 90k	90 - 150k	90 - 150k
Construction Engineer	55 - 70k	55 - 70k	70 - 90k	70 - 90k	90 - 150k	90 - 150k
Mechanical/Electrical Engineer	50 - 70k	50 - 70k	65 - 100k	65 - 100k	90 - 130k	90 - 130k
Methods/Technology Engineer	50 - 65k	50 - 65k	80 - 100k	80 - 100k	100 - 150k	100 - 150k
Health/Safety/Environmental Engineer	55 - 70k	55 - 70k	70 - 100k	70 - 100k	100 - 140k	100 - 140k
Process & Methods Engineer	45 - 60k	45 - 60k	60 - 80k	60 - 80k	80 - 130k	80 - 130k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

BELGIUM

INTERIM MANAGEMENT

ROLE	DAILY CLIENT RATE EUR (€)	
	2018	2019
General Management		
CEO/Business Unit Director	1400 - 1800	1250 - 1600
Finance		
Chief Financial Officer	1140 - 1400	1200 - 1400
Group Controller/Finance Director	1000 - 1350	1100 - 1350
Controller/Finance Manager	900 - 1100	950 - 1150
Risk/Tax/Treasury Manager	900 - 1100	1000 - 1200
Senior Financial Analyst	750 - 950	900 - 1100
Accounting Manager	720 - 900	900 - 1050
Human Resources		
Group HR Director	1200 - 1400	1200 - 1400
HR Manager	1000 - 1250	1000 - 1250
HR Business Partner	900 - 1100	900 - 1100
Production/Supply Chain/Procurement		
Plant Director	1000 - 1350	1100 - 1350
Supply Chain Director	1000 - 1350	1100 - 1350
Procurement Manager	1000 - 1250	1100 - 1300
IT		
Chief Information Officer	1100 - 1400	1200 - 1400
IT Manager	950 - 1200	1100 - 1250
Programme/Project Management		
Programme Manager	1200 - 1500	1200 - 1500
Project Manager	1000 - 1300	1000 - 1350
ERP Project Manager	1050 - 1250	1150 - 1350

NB: Interim management figures are daily client rates.

BELGIUM

CONTRACT BUSINESS SUPPORT

ROLE	CONTRACT SALARY PER MONTH EUR (€)					
	0 - 3 YRS' EXP		3 - 6 YRS' EXP		6+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Student Job	1600 - 1900	1600 - 1950				
Administration						
Administrative Assistant/Receptionist	1900 - 2100	2000 - 2300	2000 - 2500	2100 - 2500	2400 - 2800	2400 - 3000
Management Assistant	2000 - 2300	2000 - 2500	2200 - 2900	2300 - 2900	2500 - 3300	2500 - 3300
Personal/Executive Assistant			2400 - 3000	2500 - 3000	3000 - 4800	3000 - 5000
Office Manager			2400 - 3000	2500 - 3000	2500 - 3800	2500 - 3800
Legal Assistant/Secretary	2000 - 2300	2000 - 2400	2400 - 2800	2400 - 2800	2500 - 3400	2500 - 3800
Sales & Marketing						
Sales Assistant	1900 - 2300	2000 - 2300	2300 - 2700	2300 - 2800	2400 - 3500	2400 - 3500
Inside Sales	1800 - 2200	2000 - 2300	2200 - 3000	2200 - 3000	2600 - 4000	2600 - 4000
Customer Service Representative	1850 - 2500	2000 - 2500	2200 - 3000	2300 - 3000	2500 - 3800	2500 - 3800
Customer Service Team Leader			2500 - 3800	2500 - 3800	3000 - 5000	3000 - 5000
Marketing Assistant	1800 - 2200	2000 - 2300	2200 - 2800	2300 - 2800	2500 - 3200	2500 - 3200
Marketing & Communications Officer	1800 - 2500	2000 - 2500	2300 - 3100	2400 - 3100	2500 - 3500	2500 - 3500
Digital Marketeer	1800 - 2200	2000 - 2300	2300 - 3000	2300 - 3000	2500 - 3500	2500 - 3500
Supply Chain						
Logistics Assistant	1800 - 2300	1900 - 2300	2200 - 2600	2200 - 2700	2300 - 3000	2400 - 3000
Purchasing Officer	1850 - 2400	2000 - 2400	2200 - 3000	2200 - 3000	2500 - 3500	2500 - 3800
Import & Export Administrator	1900 - 2200	2000 - 2400	2200 - 2700	2300 - 2800	2400 - 3000	2400 - 3200
Stock Manager			2500 - 3000	2500 - 3000	2400 - 3500	2500 - 3500
Supply Chain Manager			2500 - 3000	2500 - 3200	2500 - 4000	2700 - 5000
Human Resources						
HR Assistant	1900 - 2200	2000 - 2300	2200 - 2800	2200 - 2800	2400 - 3200	2500 - 3200
HR Officer	2000 - 2500	2000 - 2500	2200 - 3000	2200 - 3000	2500 - 3600	2500 - 3600
Payroll Officer	2000 - 2500	2000 - 2500	2300 - 3200	2500 - 3200	2500 - 4000	2800 - 4000
HR Business Partner			2500 - 3200	2500 - 3200	3000 - 4200	3000 - 4500

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

BELGIUM

CONTRACT FINANCE BRUSSELS

ROLE	CONTRACT SALARY PER MONTH EUR (€)					
	0 - 3 YRS' EXP		3 - 6 YRS' EXP		6+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Student Job	1600 - 1900	1600 - 1950				
Accounting						
Junior Accountant	1900 - 2200	2000 - 2200				
Assistant Accountant (AP/AR)	2000 - 2300	2000 - 2300	2200 - 2900	2200 - 2900	2800 - 3200	2800 - 3200
General Ledger Accountant	2000 - 2500	2200 - 2500	2400 - 3100	2500 - 3200	3000 - 3800	3000 - 3800
Senior/Chief Accountant			3000 - 3800	3000 - 3800	3300 - 4500	3300 - 4500
AP/AR/GL Teamleader/Supervisor			3200 - 3800	3200 - 3800	3500 - 5000	3500 - 5000
Credit Collector	2000 - 2500	2000 - 2500	2400 - 3000	2500 - 3000	2800 - 3600	2800 - 3600
Finance						
Credit Analyst	2100 - 2400	2200 - 2500	2500 - 3000	2500 - 3000	3000 - 3500	3000 - 3500
Internal Auditor	2300 - 2900	2300 - 2900	2700 - 3700	2700 - 3700	3500 - 4900	3500 - 4900
Treasury Specialist	2300 - 2900	2300 - 2900	2700 - 3700	2700 - 3700	3500 - 4900	3500 - 4900
Business/Financial Analyst	2300 - 2900	2300 - 2900	2700 - 3700	2800 - 3700	3500 - 4900	3500 - 4900
Business/Financial Controller	2300 - 2900	2300 - 2900	2700 - 3700	2800 - 3700	3500 - 4900	3500 - 4900
Banking & Insurance						
Back Office Employee	2200 - 2500	2300 - 2600	2500 - 3200	2600 - 3300	3200 - 3500	3300 - 3500
Middle Office Employee	2400 - 2800	2400 - 2800	2800 - 3500	2800 - 3500	3200 - 4000	3200 - 4000
Financial Advisor	2400 - 2800	2500 - 2800	2800 - 3500	2800 - 3500	3000 - 3400	3000 - 3500
Insurance Specialist	2200 - 2500	2200 - 2500	2500 - 3200	2500 - 3200	3200 - 3500	3200 - 3500

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

BELGIUM

CONTRACT FINANCE

ANTWERP, EAST FLANDERS AND FLEMISH BRABANT

ROLE	CONTRACT SALARY PER MONTH EUR (€)					
	0 - 3 YRS' EXP		3 - 6 YRS' EXP		6+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Student Job	1600 - 1900	1600 - 1950				
Accounting						
Junior Accountant	1900 - 2200	2000 - 2200				
Assistant Accountant (AP/AR)	1900 - 2300	1900 - 2400	2200 - 2800	2200 - 2900	2800 - 3200	2800 - 3300
General Ledger Accountant	1900 - 2400	2000 - 2400	2400 - 3200	2500 - 3300	3000 - 3800	3200 - 3800
Senior/Chief Accountant			3200 - 3800	3300 - 4000	3500 - 4500	3600 - 4500
AP/AR/GL Team Leader/Supervisor			3200 - 3800	3300 - 3900	3500 - 5000	3500 - 5000
Credit Collector	2000 - 2600	2000 - 2600	2400 - 3000	2500 - 3000	2800 - 3600	3000 - 3600
Finance						
Credit Analyst	2100 - 2400	2200 - 2500	2500 - 3000	2600 - 3200	3000 - 3500	3200 - 3700
Business/Financial Controller	2100 - 2600	2200 - 2800	2600 - 3500	2700 - 3600	3300 - 4100	3500 - 4100
Treasury Specialist	2200 - 2800	2200 - 2900	2600 - 3600	2700 - 3600	3400 - 4800	3400 - 4800
Banking & Insurance						
Back Office Employee	1800 - 2100	1800 - 2100	2000 - 2500	2100 - 2500	2500 - 3000	2600 - 3000
Financial Advisor	2000 - 2500	2100 - 2500	2400 - 3000	2400 - 3100	3000 - 3400	3000 - 3500
Insurance Specialist	2100 - 2400	2100 - 2500	2400 - 3100	2400 - 3100	3100 - 3400	3100 - 3500

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

FRANCE

2018

The French economy continued on its stable trajectory which in turn had a positive impact on business confidence. Increased hiring levels at the start of the year meant that most sectors were at full capacity at the mid-senior level in 2018.

Interim management experienced strong growth as reactivity and project-based working were key demands from companies willing to undertake strategic transformations.

We saw a number of companies start to set up offices in France as a result of the “Macron effect” and Brexit. In anticipation of this, international banks identified France as an appealing marketplace to establish themselves. This led to an increased demand to build new front-office and back-office teams.

Investments in major infrastructure projects such as the 2024 Olympic Games and the "Greater Paris" project have led to an increased demand for candidates in the construction and real estate sectors. The acceleration of supply chain processes has put emphasis on the need for experienced professionals who can help with the structure and improvement of these projects.

The introduction of GDPR resulted in companies paying close attention to their IT security, ERP and data policies. Strong specialist skills in data protection were particularly sought after among legal candidates. The effects of GDPR were also felt within marketing and HR teams who were involved in the consolidation of major transformation projects.

Salaries were back at the centre of a candidate's decision-making process, as hiring managers were having to contend with competing counter-offers and salary inflations.

17%

INCREASE IN JOBS IN FRANCE IN 2018

“

The French economy continued on a stable trajectory which in turn had a positive impact on business confidence.

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**CORALIE RACHET,
MANAGING DIRECTOR,
FRANCE**

2019

The economic forecast for 2019 remains optimistic, despite an anticipated slowdown in growth.

We predict that in upcoming years a vast number of current roles will transform due to the influence of digitalisation. This will have a significant impact both on recruitment and internal mobility in 2019. As a result, human resources (HR) will be put back at the heart of the corporate strategy, even taking a place on the board of directors.

In the war for talent, companies will have to address their employer brand and ensure that they appear transparent, ethical and authentic in order to stand out among competitors. Training, employee fulfilment, progression, as well as

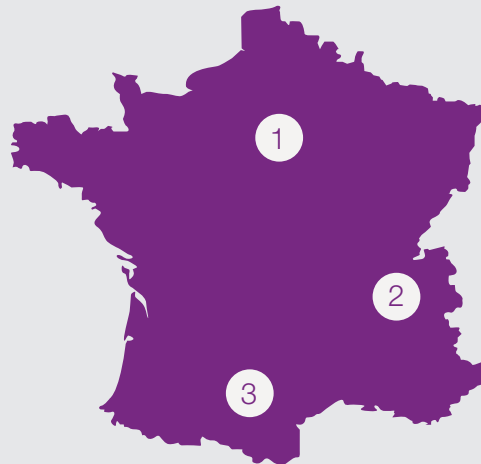
agility in the recruitment process will be key to attract top talent.

Retention will be a key focus in 2019; managers and their management style will be central to this.

Although demand will be high for candidates who are technically proficient with specialised expertise, hiring managers should consider candidates who do not fit the exact job description but possess useful transferable skills and cross-sector expertise. The ability to spot top talent is increasingly involving the combination of human expertise and initiative, with the technical advancement and data provided by recruitment tools. The role of recruitment firms and their ability to be innovative will be key for companies in this strategy.



Importance candidates give to technological innovation in the corporate world



- 1 Paris area - Jobs up 16% year-on-year
- 2 Lyon area - Jobs up 13% year-on-year
- 3 Toulouse area - Jobs up 17% year-on-year

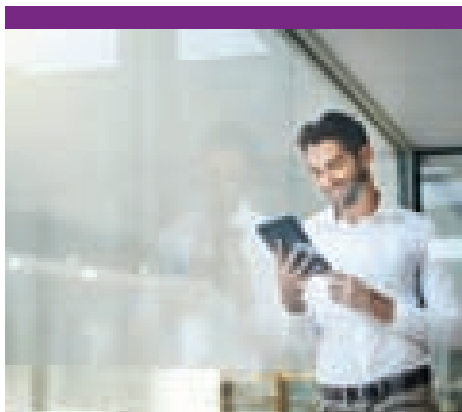
“

Training, employee fulfilment, progression, as well as agility in the recruitment process will be key to attract top talent.

”

**All statistics are drawn from Robert Walters industry research*

OVERVIEW



12%

**INCREASE IN FINANCE JOBS IN
THE FIRST QUARTER IN 2018**

ACCOUNTING & FINANCE PERM

There was a high volume of hiring activity in the accounting and finance sector. The market was candidate-driven with frequent hiring of finance directors and managers.

Small firms were seeking auditors who could help take advantage of the PACTE law.

In 2019, companies will continue to fill roles, replacing those who retire or leave. Finance departments are seeking agile candidates who can adapt to digital transformation.

The two types of profiles that will be particularly sought after in 2019 are financial planning and analysis (FP&A) and hybrid candidates who have experience in both IT and finance.

In 2019, salaries for FP&A professionals will experience inflation. Technical profiles including accounting and consolidation managers will continue to see an increase in salary owing to the shortage of candidates.

INTERIM

In 2018, the transition management finance market continued to grow. Demand was high for professionals with expertise in project management and change support as companies went through a period of transformation and restructuring.

This trend will continue in 2019, and demand will be high for

transition managers with specialist expertise in consolidation, industrial management control and cash flow.

Candidates with strong project management skills and cross-disciplinary experience in law, information systems, contractual negotiation and financial communication will be highly sought after.

Companies confronted with significant normative and strategic changes, such as development on an international scale, will have greater and more specialist requirements.

CONTRACT

Firms were active in recruitment across the board in 2018, with a

“

Finance departments are looking to surround themselves with agile professionals that can adapt to digital transformation.

”

shortage of candidates at the junior graduate level increasing base salaries for accounting professionals.

"Loi PACTE" proposals aim to simplify processes for firms, significantly reducing auditing levels. This will have a knock-on effect for recruitment activity in 2019 for particularly small and middle-sized public accountancy firms where we will see a slow down in hiring activity.

The increasing digitalisation of the industry will continue to have an impact on the duties of accounting professionals as they focus less on low-value tasks and shift to provide counsel.

BANKING

PERM

Banks and financial services firms focused on hiring professionals for front-office roles throughout 2018. Candidates with experience in financial direction, risk and compliance were sought after.

Demand for risk management professionals was particularly competitive as regulatory constraints, such as the implementation of IFRS9, impacted the financial services sector.

In 2019, international banks will begin to establish themselves in France due to Brexit resulting in the need to build new teams. In order to support this development, back-office functions including marketing, HR, IT and legal will

be needed, along with analyst and commercial roles.

Businesses will continue to look for professionals with strong technical skills and those who are able to adapt to change. The growing influence of FinTech will see hiring managers seeking professionals with banking expertise and digital agility.

INTERIM

Demand was high in 2018 for candidates with experience in transition management as banks and financial institutions navigated their way through restructure or regulatory change.

Demand for professionals will continue in 2019, as adjustment of processes and monitoring the evolution of standards will be high on the banking community's to-do-lists. Support will also be needed in HR, risk management and financial management functions.

CONTRACT

In 2018, we saw rapid growth of online banks and FinTech companies' which increased the demand for technically proficient and digital-savvy candidates who also specialised in banking activities.

Confidence remained high within asset management firms, who used permanent contracts to attract the best talent. For client advisors in traditional, large banking firms, promotion to supervisor was common as firms battled to retain top talent.

TOP INDUSTRIES IN DEMAND FOR PROFESSIONALS



Information Technology



Finance



Supply Chain & Procurement



Tax, Legal & Compliance

Despite competition for France with other European cities, Brexit will continue to create opportunities in France for the banking sector.

In 2019, we will start to see a trend of junior candidates taking up temporary contracts as graduates start seeing the benefit of having exposure to diverse functions before discovering where their strengths lie.

BUSINESS SUPPORT

In 2018, recruitment activity for business support was dependent on three main trends.

Firstly, companies in all sectors continued to recruit at office-manager level. For mid-sized

companies, candidates with experience interacting with different divisions were highly sought after.

Secondly, salaries remained relatively stable in 2018, with less emphasis being placed on specialist skills and more demand for general all-rounders with strong interpersonal skills.

And finally, in response to Brexit, banks and financial services businesses scaled up their operations, resulting in the recruitment of more support staff. Candidates with a strong command of English will be particularly valued in 2019.

CONSULTING

The strong market growth is expected to continue in 2019 with favourable economic conditions allowing companies to launch more projects using consultants,

especially in connection with digital transformation. Therefore, candidates with experience in data management, innovation and artificial intelligence (AI) will be particularly sought after.

The strong regulatory environment will also continue to increase the recruitment of specialised profiles for both financial services and data management.

ENGINEERING & MANUFACTURING

PERM

2018 was an exceptional year for the engineering and manufacturing sector. All sectors were recruiting again, even oil and gas which had slowed down significantly in previous years. Professionals demonstrated the ability to evolve long-term on an international scale were highly valued by companies.

“

The strong market growth will continue in 2019 allowing companies to launch more projects using consultants in connection with digital transformation.

”

For the first time in years, there was an increase in investment in these industries, resulting in high demand to fill positions within R&D, innovation and project management. This led to new roles being created in production, ongoing site improvement and management.

Professionals that were highly sought after in 2018 will remain the same in 2019, namely engineers with strong technical basics, managerial capacities and a strong propensity to develop business.

Professionals with more than 10 years' experience will be particularly sought after, as well as those combining technical skills and customer focus.

Salaries will see marginal growth in 2019, except for those roles that are candidate-short which will demand larger premiums.

INTERIM

It was a growing market in 2018 compared to that of 2017, with notable extensions on the average duration of assignments adding pressure to the already candidate-short market.

19%

INCREASE IN ENGINEERING JOBS
IN THE FIRST QUARTER IN 2018

An increased number of roles became available for managing director and site director assignments in recovery contexts due to the market growth.

Recruitment activity will be high in 2019, notably in the automobile, aeronautics, pharmaceutical and agri-food sectors as well as business and community services.

HEALTHCARE & LIFE SCIENCES

PERM

The most sought-after candidates in 2018 were chief medical officers and business development managers for biotechs, regulatory affairs, quality assurance and CMC managers for pharmaceuticals.

The healthcare and life sciences market is evolving due to the implementation of new European regulations dealing with serialisation. This will result in increased demand for profiles in the clinical, regulatory and business development fields.

CONTRACT

Proposed new norms put pressure on the life sciences market in 2018, as support and quality insurance teams looked to strengthen their processes and procedures in product traceability.

Ambitious reforms will have a positive impact on the market in 2019, namely government projects which will decrease timelines and administrative tasks when putting new medicines on the market

and introduce faster procedures to authorise clinical tests.

Jobs will continue to be created within the field as a direct result of digitisation and new medical technology. As a result, graduates with a master's degree or those coming from engineering school's will be highly sought after.

Maintenance technicians with experience in pharma-equipment and regulatory affairs with expertise in medical dispositive will be in short supply in 2019. As a result, salary inflations are likely.

HUMAN RESOURCES

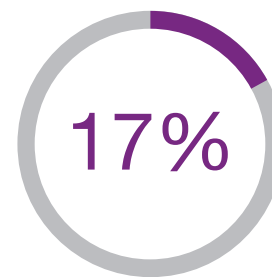
PERM

Hiring levels for permanent HR professionals grew in 2018 as a result of technological and legislative evolutions such as Macron law and GDPR.

The increased digitisation of the sector has changed the way professionals within the industry use or interact with administrative duties such as payroll, HRMS, compensation & benefits and company management control. This has resulted in a demand for candidates who are technically proficient.

In 2019, high-performing talent acquisition managers will be sought after, as well as candidates with digital and multicultural skills.

Hiring managers will be tasked with finding commercially aware senior-level candidates who are able to act as true HR business partners.



Increase in human resources jobs in the first quarter of 2018

INTERIM

The interim management sector is growing, in particular within the industrial sector that continues to undergo significant transformations.

The outsourcing of certain support functions such as payroll and talent sourcing has created further demands for transition management.

2019 will see companies needing to review or even create HR policies from recruitment right through to talent retention. This will result in interim managers finding themselves working on employer brand and DNA projects.

HR Directors will also be required to accommodate business changes most notably in the retail sector, and digital improvement across all sectors.

Senior-level interim candidates with experience in HRIS projects will be highly sought after, particularly those with digital and IT

interface experience, combined with general HR capabilities and multicultural skills.

Site HR managers will be highly valued for filling in or supporting management during annual negotiations for struggling production sites.

CONTRACT

The contract market was busy in 2018, with strong hiring activity.

New legal rules - “Prélèvement à la source” law and the implementation of “Macron ordonnances” in labour law - have put pressure on the hiring market for candidates who can keep up with the fast-paced nature of the regulatory market and constantly update their skills.

Hiring managers were having to contend with an acute payroll candidate shortage, whilst the number of qualified and available candidates was short across the HR sector.

Salaries will continue to evolve throughout 2019, particularly at junior payroll administrator level.

INSURANCE

PERM

The insurance sector showed encouraging dynamism in 2018, with more jobs arising as a result of digital transformation.

We will continue to see the marketplace open up in 2019, with candidates more willing to take risks and accept new challenges.

Underwriters will be highly sought after, as well as professionals with a background in sales. Professionals in actuarial science will be in high demand, specifically those who possess the right interpersonal skills.

INTERIM

It was an energetic market in 2018, particularly due to the demand for candidates within support functions.

This trend will continue into 2019, with a notable desire for specialised expertise within conformity management, subscription management, internal audit, actuaries and management control.

CONTRACT

In 2018, the insurance market became more customer-focused, with companies keen to differentiate



40%

OF FRENCH PROFESSIONALS
WOULD BE INTERESTED TO
TRY VIRTUAL REALITY BASED
JOB SIMULATION IN THE
RECRUITMENT PROCESS

from their competitors by investing heavily in customer experience. This trend was reflected in roles as the gap between front-office and back-office functions reduced.

The increased digitalisation of the sector put pressure on hiring managers to find candidates who were able to follow this trend. Demand was also high for production officers, claim managers and client advisors.

In 2019, we will see companies invest significant money into training processes, with a key focus on integrating candidates into the company during the onboarding process.

Client satisfaction will continue to be an objective for companies and, as a result, roles such as client development officers will become more prominent.

INFORMATION TECHNOLOGY & DIGITAL

PERM

The IT and digital market continued to grow in 2018, with small-mid-sized companies realising the importance of having efficient IT departments. This resulted in an increased demand for talent to accompany and consolidate major transformation projects.

The introduction of GDPR, beyond its impact on security and IT audit subjects, presented a chance for some companies to go back to square one regarding IT. As such, candidates with strong project

management and leadership capabilities were highly sought after to oversee workstreams on IT security, ERP and data.

However, whilst candidates with dual IT and business skills remain highly sought after, it was technical experts who saw their salaries increase the most in 2018.

Companies that made significant progress on their technical architecture and data in 2018 will be the best-armed to face digital transformation in 2019. These companies will look for candidates with a background in IoT, data and mobile in order to support the next stage of their transformation. Demand will remain high for candidates with sound technical credentials and a real understanding of business issues.

The market as a whole will remain competitive in 2019. It is worth noting that ERP candidates will be in particularly short supply. Due to the large increase in salaries in 2018, we expect companies will be less inclined to enter into a bidding war for top talent in 2019. Wage consistency will become essential in order to sustain recruitment in the long term.

INTERIM

Companies continued to invest massively in IT in 2018 in order to clear their technical debt, with a particular focus on security.

Digital transformation is no longer a question but a certainty

“

Demand will remain high for candidates with sound technical credentials and a real understanding of business issues.

”

for multinationals and was a key part of the global strategy of many companies in order to remain competitive. Candidates with experience of interacting in multiple departments such as IT, HR, marketing and finance were highly sought after for interim management assignments.

In 2019, the interim IT market will be dictated by three major themes: ERP, infrastructure outsourcing and digital master plans.

We will also see a lot of projects around data, including data architecture, business reflection and repercussions, big data and AI. As a result, data scientists will be highly sought after.

Retail will continue to be a sector to watch in 2019 as the uptake on e-commerce speeds up. We will see an increase in recruitment activity in the field of retail transformation, omni-channel strategy and physical and digital simultaneous interaction. This will result in e-commerce experts with experience in customer path and CRM being highly sought after.

CONTRACT

Digitisation, dematerialisation and the development of new technologies drove demand in the IT contract market in 2018.

There was a healthy pipeline of projects resulting in a demand for systems and network engineers, developers and professionals with experience in applicative systems.

Salaries grew accordingly, as companies battled to attract talent with high technical capacities and strong soft skills.

In 2019, recruitment activity will remain busy, in particular for graduates who will be attracted to careers in big data, cloud and new technology.

PRIVATE EQUITY

The market continued on its strong trajectory of growth in 2018 and shows no signs of slowing down in 2019.

Candidates with proven experience of providing both a strategic and operational vision were highly sought after.

We will begin to see middle-market and small and medium-sized companies seek out transition managers to help navigate their way through growth in 2019.

REAL ESTATE & CONSTRUCTION

PERM

Real estate experienced a bright spell in 2018 following a return

of investments, resulting in an overall increase in hiring levels.

In regard to residential real estate development, demand increased for candidates across the value chain, namely in development, installation, technique and marketing. The service divisions experienced the same level of growth, with investments becoming more frequent.

In 2019, we will see an increase in asset management and property management demands in the real estate sector. The effects of this will be particularly felt among managers of real estate investment funds who will be faced with significant challenges to maintain the declared productivity. The continued growth in real estate development will also increase demand for technical and sales professionals.

In construction, the market will continue to grow in 2019 until full employment is met for building managers. This will lead to a shortage of managerial profiles as well as an inflation of salaries in the range of 6-10%.

INTERIM

The sector remained active in 2018, mostly due to major infrastructure projects such as Grand Paris 2030 and the Paris 2024 Olympic Games.

Technical profiles were sought to support companies with lease and fund management problems.

“

Real estate experienced a bright spell in 2018 following a return of investments, resulting in an overall increase in hiring levels.

”

Business confidence within the construction industry will increase in 2019, as regional development increases. As such, candidates who have genuine regional expertise in looking for land will be highly sought after.

CONTRACT

Demand was high in 2018 for contract professionals with experience in real estate development, property management, technical management and facility management. Permanent contracts will become more common as hiring managers contend with candidate shortages for specialist areas.

Recruitment levels will increase due to the healthy pipeline of upcoming projects including the Paris 2024 Olympic games and Grand Paris 2030.

In the construction sector, roles directly involved in building will become even more important as a number of construction projects get under way. Salaries will grow in line with this demand.

SALES & MARKETING

The sales and marketing sector slowed down in 2018, leading to recruitment stagnating – most notably for operational professionals such as store manager, channel manager, export manager and sales manager roles.

However, the increasing digitalisation of the industry will open up opportunities in other areas, in particular for category managers capable of boosting the offer and proposing a categorical vision of the market. The most sought-after profiles in 2019 will have a combination of digital expertise and an understanding of network intricacies.

SUPPLY CHAIN & PROCUREMENT

PERM

In 2018, we continued to see supply chain, purchasing and procurement taking an increasingly strategic role within organisations.

The pursuit of professionalising purchasing and supply chain functions resulted in hiring managers seeking experienced candidates to structure and improve service skills.

The rise of new generations has continued to emphasise the need to reinforce middle management, in order to anticipate any retirements.

Candidates who moved jobs in 2018 saw their salaries increase by an average of 10%.

The speeding-up of the supply chain process will become inherent to the function of the role in 2019. As such, hiring managers will seek candidates who are technically proficient and possess a business degree or purchasing and supply chain postgraduate diploma.

Salaries will continue to evolve upwards for niche or specialist professionals with international experience.

Beyond technical proficiency, soft skills such as communication, leadership and stress management will be key hiring factors as businesses search for genuine business partners in supply chain and procurement.

CONTRACT

In 2018, more roles became available across supply chain functions, in particular within distribution due to companies seeking to optimise production and delivery.

The "top role" in supply chain in 2019 will be the position of sales forecaster due to companies expecting to work on a just-in-time production basis.

Permanent contracts will be on the rise across supply chain and sales administration. Supplier functions will see an increase in temporary contracts as they are used by companies looking to better manage delays in supply management.

TOP FOUR FACTORS DETERMINING JOB SATISFACTION



Day-to-day work



Work-life balance



Feedback and encouragement from management



Company culture and atmosphere

Within sales administration functions, we will see an increase in the number of permanent hires due to an increase in confidence and willingness of companies to attract and hire the best talent.

TAX, LEGAL & COMPLIANCE

PERM

The volume of hires increased in 2018, particularly for senior (over 10 years' experience) legal directors in multinationals and smaller structures. The scope of the legal professional is evolving, gaining a more strategic position within organisations' boards of directors.

Setting up divisions to cater for GDPR generated a lot of internal jobs and changes to structures in order to manage projects quickly. In order to maintain a sustainable strategy in 2019, companies will need to continue to recruit at the same level as previously.

In 2019, tax directors will be highly sought after, along with candidates specialising in compliance.

In private practice, lateral partner hires continued to follow the classic hiring trend in areas of corporate and tax law. New trends have also emerged with partner hires in real estate and data protection. On the associate side, many firms have substantially increased their pay scale during 2018 in order to reduce the salary gap with American

firms. However, the number of associates making partner will remain very limited in 2019, especially in high-profile firms.

INTERIM

Demand for interim candidates grew in 2018, which was intensified by regulatory constraints.

Legal departments sought out professionals with experience in transformation and change management for interim management positions. Candidates specialising in compliance were also highly sought after.

This trend will continue throughout 2019, with demand being particularly high for managers with strong expertise

“

Many firms have substantially increased salaries in order to reduce the pay gap between themselves and American firms.

”

in corporate law, data privacy and compliance. GDPR will still remain a key factor in the recruitment trends of companies.

Demand for tax managers with experience of implementation of tax at source will be high in 2019.



16%

INCREASE IN LEGAL JOBS IN THE FIRST HALF OF 2018

PARIS

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 6 YRS' EXP		6 - 12 YRS' EXP		12+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Generalist						
CFO					200 - 370k	200 - 370k
Finance Director - SME					120 - 250k	120 - 270k
Finance Director - BU			80 - 100k	80 - 130k	100 - 220k	100 - 250k
Internal Auditor/Manager/Director	50 - 70k	50 - 70k	75 - 110k	75 - 120k	110 - 170k	110 - 170k
Controlling Manager/Director	50 - 70k	50 - 70k	70 - 100k	70 - 120k	100 - 170k	100 - 200k
FP&A Manager/Director	50 - 70k	50 - 70k	70 - 100k	70 - 120k	90 - 140k	100 - 170k
Specialist						
Accounting Manager/Director	50 - 75k	50 - 75k	75 - 100k	75 - 100k	90 - 160k	90 - 160k
M&A Manager/Director	50 - 80k	70 - 90k	90 - 130k	90 - 150k	130 - 200k	150 - 250k
Treasury Manager/Director	45 - 70k	45 - 70k	70 - 110k	70 - 110k	110 - 160k	110 - 180k
Consolidation Manager/Director	55 - 80k	55 - 80k	80 - 110k	80 - 130k	110 - 140k	110 - 150k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

PARIS

BANKING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 6 YRS' EXP		6 - 12 YRS' EXP		12+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Investment Banking						
COO					150k+	150k+
Private Equity	60 - 85k	60 - 85k	90 - 160k	90 - 160k	160k+	160k+
Asset Manager	55 - 85k	55 - 85k	95 - 135k	95 - 135k	145k+	145k+
M&A	60 - 85k	60 - 85k	85 - 145k	85 - 145k	140k+	140k+
Coverage/Corporate Banking	60 - 90k	60 - 90k	85 - 135k	85 - 135k	135k+	135k+
Private Banker	50 - 70k	50 - 70k	75 - 95k	75 - 95k	100k+	100k+
Product Specialist			65 - 90k	65 - 90k	95k+	95k+
Finance Director	50 - 65k	50 - 65k	60 - 95k	60 - 95k	90k+	90k+
Retail Banking						
Risk Manager	55 - 65k	55 - 65k	65 - 95k	65 - 95k		
Branch Manager	45 - 60k	45 - 60k	60 - 75k	60 - 75k		
Enterprise Advisor	55 - 65k	55 - 65k	60 - 75k	60 - 75k		
Private Banking Manager	50 - 65k	55 - 65k	65 - 80k	70 - 80k		
Private Banking Relationship Manager	45 - 60k	45 - 60k	60 - 70k	60 - 70k		
Credit Analyst	45 - 60k	45 - 60k	60 - 75k	60 - 75k		

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

PARIS

CONSULTING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)	
	2018	2019
Strategy		
Partner (12+ yrs' exp)	250k+	250k+
Principal (8 - 12 yrs' exp)	130 - 200k	130 - 200k
Manager/Project Leader (6 - 8 yrs' exp)	90 - 130k	90 - 130k
Senior Associate/Senior Consultant (3 - 6 yrs' exp)	65 - 95k	65 - 95k
Associate/Consultant (0 - 3 yrs' exp)	45 - 60k	45 - 60k
Organisation & Management		
Associate/Partner (12+ yrs' exp)	160k+	160k+
Senior Manager/Director (10 - 12 yrs' exp)	85 - 135k	85 - 135k
Manager (6 - 10 yrs' exp)	65 - 85k	65 - 85k
Senior Consultant (3 - 6 yrs' exp)	50 - 75k	50 - 75k
Consultant (0 - 3 yrs' exp)	35 - 55k	35 - 55k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

PARIS

ENGINEERING & MANUFACTURING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Research & Development						
Head of R&D			80 - 110k	80 - 110k	110k+	110k+
Specialist			75k+	75k+	80k+	80k+
Manufacturing						
COO			100k+	100k+	130k+	130k+
Maintenance Manager			60 - 90k	60 - 90k	80 - 100k	80 - 100k
Production Manager	55 - 70k	60 - 75k	65 - 85k	65 - 85k	80k+	80k+
Method/Industrialisation Manager	50 - 65k	55 - 65k	60 - 70k	60 - 75k	70k+	70k+
Plant Manager			75 - 95k	75 - 95k	95k+	95k+
Continuous Improvement						
Quality Manager/Director			65 - 90k	65 - 90k	95k+	95k+
Lean Manufacturing Manager/Director	55 - 70k	55 - 70k	65 - 85k	65 - 85k	80 - 110k	80 - 110k
HSE Manager/Director	50 - 65k	50 - 65k	65 - 80k	65 - 80k	75 - 100k	75 - 100k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

PARIS

HEALTHCARE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Chief Medical Officer			100 - 120k	100 - 130k	130k+	140k+
MSL Manager	80 - 90k	80 - 90k	90 - 100k	90 - 105k	90 - 115k	90 - 120k
Chief Scientific Officer			100 - 120k	100 - 130k	130k+	140k+
R&D Manager/Director			60 - 85k	60 - 90k	85 - 130k	90 - 140k
Clinical Operations Manager/Director			65 - 90k	70 - 90k	85k+	90k+
Regulatory Affairs Manager/Director	55 - 75k	55 - 80k	70 - 95k	70 - 100k	100k+	100k+
Quality Assurance Manager/Director	55 - 80k	55 - 85k	70 - 95k	70 - 100k	90k+	90k+
Chief Operations Manager/Director			75 - 110k	80 - 120k	110k+	120k+
Chief Marketing Officer			75 - 115k	80 - 120k	120k+	120k+
Business Development Manager/Director			60 - 90k	60 - 90k	90k+	100k+

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

PARIS

HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Generalist						
HR Director International	80 - 115k	80 - 115k	95 - 140k	95 - 140k	135k+	135k+
HR Director France	70 - 110k	70 - 110k	90 - 125k	90 - 125k	130k+	130k+
HR Business Partner	55 - 80k	55 - 80k	65 - 90k	65 - 90k	90k+	90k+
Training & Development						
HR Development Manager	60 - 75k	60 - 75k	75 - 90k	75 - 90k	90k+	90k+
Talent Acquisition Manager	60 - 75k	60 - 75k	75 - 100k	75 - 100k	95k+	95k+
Training Manager	55 - 70k	55 - 70k	65 - 85k	65 - 85k	85k+	85k+
Specialist						
Labour Relations Manager/Director	70 - 85k	70 - 85k	80 - 95k	80 - 95k	110k+	110k+
Compensation & Benefits Manager	60 - 80k	60 - 80k	80 - 95k	80 - 95k	95k+	95k+
Payroll Manager	55 - 75k	55 - 75k	60 - 80k	60 - 80k	75 - 90k	75 - 90k
Social Business Controlling Manager	55 - 70k	55 - 70k	65 - 75k	65 - 75k	80 - 90k	80 - 90k
Labour Law Jurist	55 - 65k	55 - 65k	65 - 80k	65 - 80k	80k+	80k+
HRIS Manager	55 - 65k	55 - 65k	70 - 80k	70 - 80k	80k+	80k+

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

PARIS

INFORMATION TECHNOLOGY & DIGITAL

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Management						
Chief Information Officer			90 - 140k	90 - 140k	120k+	120k+
Chief Technical Officer			70 - 120k	70 - 130k	100k+	100k+
Chief Digital Officer			90 - 120k	90 - 130k	120k+	130k+
Chief Information Security Officer	75 - 85k	70 - 85k	85 - 110k	90 - 120k	120k+	110k+
Project Management						
BI Manager	60 - 65k	60 - 70k	65 - 75k	65 - 80k	80k+	80k+
Program Manager			80 - 110k	80 - 120k	100k+	120k+
Enterprise Architect			80 - 100k	80 - 110k	100k+	110k+
Digital						
Digital Project Manager/Director	50 - 60k	55 - 65k	65 - 75k	65 - 80k	75k+	80k+
E-commerce Manager/Director	50 - 70k	55 - 75k	70 - 90k	75 - 95k	100k+	100k+
Data Scientist/Data Manager	55 - 65k	60 - 70k	62 - 70k	70 - 80k	75k+	85k+
CRM Manager/Director	55 - 60k	55 - 60k	55 - 65k	55 - 65k	65 - 80k	65 - 80k
ERP						
Domain Leader			80 - 85k	80 - 90k	90k+	90 - 105k
ERP Consultant	50 - 60k	55 - 65k	65 - 70k	65 - 70k	75k+	75k+
ERP Project Manager			65 - 75k	65 - 75k	80k+	80k+
Competency Centre Director			100 - 105k	95 - 105k	115k+	115k+
Technical						
Technical Leader	55 - 65k	55 - 70k	70 - 75k	65 - 75k	75k+	75k+
IS/IT Architect			65 - 85k	75 - 85k	85 - 100k	85k+
IT Security Consultant	75 - 85k	70 - 80k	90 - 110k	80 - 100k		
Infrastructure Engineer	45 - 60k	45 - 60k	50 - 65k	55 - 65k	65k+	70k+
IT Project Manager/Director	50 - 55k	50 - 55k	55 - 65k	55 - 65k	70 - 85k	70 - 90k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

PARIS

INSURANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 6 YRS' EXP		6 - 12 YRS' EXP		12+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Group Insurance Director			60 - 80k	60 - 90k	80 - 120k	80 - 120k
Actuary	50 - 70k	50 - 70k	70 - 100k	70 - 100k	110k+	110k+
Underwriter	45 - 65k	45 - 65k	70 - 100k	70 - 100k	80k+	80k+
Key Account Manager	50 - 60k	50 - 60k	60 - 80k	60 - 90k	70 - 100k	70 - 110k
Back Office Manager			45 - 60k	45 - 60k	60 - 70k	60 - 70k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

PARIS

REAL ESTATE & CONSTRUCTION

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 6 YRS' EXP		6 - 10 YRS' EXP		10+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Asset Management						
Investment Manager/Director	45 - 75k	45 - 75k	70 - 110k	70 - 110k	110k+	110k+
Asset Manager/Director	50 - 65k	50 - 65k	75 - 120k	75 - 120k	100k+	120k+
Property Manager/Director	45 - 55k	45 - 55k	55 - 75k	60 - 75k	80 - 120k	80 - 120k
Property Development						
Programme Manager/Director	45 - 60k	45 - 60k	65 - 115k	70 - 120k	100 - 130k	110 - 150k
Development Manager/Director	55 - 65k	60 - 70k	65 - 80k	70 - 100k	90k+	110k+
Technical Director					70k+	80k+
Sales Director	45 - 75k	45 - 75k	55 - 90k	55 - 90k	80 - 120k	80 - 120k
Buyer Counselling						
Real Estate Manager/Director	45 - 65k	45 - 65k	55 - 75k	55 - 75k	100 - 170k	100 - 170k
Broker	25 - 60k	25 - 60k	60 - 90k	60 - 90k	90 - 150k	90 - 150k
Investment Broker	30 - 60k	30 - 60k	60 - 90k	60 - 90k	90k+	90k+
Corporate Consultant	45 - 65k	45 - 65k	55 - 80k	55 - 80k		
Construction						
Site Engineer/Construction Director	50 - 65k	55 - 70k	65 - 90k	70 - 95k	95 - 145k	100 - 150k
Technical Manager/Director	50 - 65k	55 - 70k	65 - 85k	70 - 90k	90 - 150k	95 - 155k
Design Methods & Cost Planning Engineer/Manager	45 - 55k	50 - 60k	60 - 70k	65 - 75k	70 - 100k	70 - 100k
QSE Engineer/Manager	45 - 55k	45 - 55k	55 - 70k	55 - 70k	70 - 90k	70 - 90k
Survey Engineer/Manager	45 - 55k	45 - 55k	55 - 65k	55 - 65k	65 - 75k	65 - 75k
Commercial Engineer/Director	45 - 55k	50 - 60k	55 - 65k	60 - 70k	65 - 145k	70 - 150k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

PARIS

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 6 YRS' EXP		6 - 12 YRS' EXP		12+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Sales						
Sales Manager/Director			90 - 110k	90 - 110k	110 - 140k	110 - 140k
Export Manager/Director	45 - 65k	45 - 65k	65 - 80k	65 - 80k	80 - 120k	80 - 120k
Sales Director - BU			70 - 90k	70 - 90k	90 - 130k	90 - 130k
Retail/Regional Sales Manager	45 - 70k	45 - 70k	70 - 90k	70 - 90k	90 - 130k	90 - 150k
Key Account Manager/Director	48 - 55k	50 - 60k	60 - 80k	60 - 80k	100k+	100k+
E-commerce Manager/Director			70 - 90k	70 - 90k	100k+	100k+
Flagship/Store Manager/Director	45 - 60k	45 - 60k	60 - 80k	60 - 80k	80 - 110k	80 - 110k
Marketing						
Marcomms Manager/Director	45 - 65k	45 - 65k	65 - 85k	65 - 90k	85 - 140k	85 - 140k
Digital Marketing Manager/Director	45 - 65k	45 - 65k	65 - 100k	65 - 100k	100k+	100k+
Category Manager/Director	45 - 65k	45 - 65k	65 - 90k	65 - 90k	90k+	90k+
Product Manager/Director	45 - 55k	45 - 55k	55 - 75k	55 - 75k	75 - 85k	75 - 85k
PR Specialist	35 - 55k	35 - 55k	55 - 80k	55 - 80k		

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

PARIS

SUPPLY CHAIN & PROCUREMENT

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Supply Chain Manager/Director			90k+	95k+	115k+	120k+
Factory Supply Chain Manager			55 - 75k	55 - 75k	70 - 95k	70 - 95k
Logistics & Transport Manager/Director			55 - 75k	55 - 75k	70 - 95k	70 - 95k
Demand/Supply Planning Manager/Director	45 - 60k	45 - 60k	55 - 75k	55 - 75k	70 - 90k	70 - 90k
Warehouse Manager/Director	45 - 60k	45 - 60k	55 - 75k	55 - 75k	70 - 95k	70 - 95k
Supply Chain Project Manager/Director	45 - 60k	45 - 60k	55 - 75k	55 - 75k	75k+	75k+
Customer Service Manager	45 - 60k	45 - 60k	55 - 75k	55 - 75k	70 - 95k	70 - 95k
BPO Business Process Owner	55 - 70k	55 - 70k	70 - 90k	70 - 90k	90k+	90k+
Procurement Manager/Director			75 - 95k	75 - 100k	110k+	115k+
Commodity Buyer	50 - 70k	50 - 70k	65 - 85k	65 - 85k	70 - 95k	70 - 95k
Project Buyer	45 - 60k	45 - 65k	55 - 80k	60 - 80k		

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

PARIS

TAX, LEGAL & COMPLIANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 5 YRS' EXP		5 - 8 YRS' EXP		8+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Legal						
Legal Director			90k+	90k+	110k+	110k+
Corporate M&A Legal Counsel	45 - 65k	45 - 65k	65 - 95k	65 - 95k	95k+	95k+
Business/Contract Law Counsel	45 - 65k	45 - 65k	65 - 85k	65 - 85k	85k+	85k+
Intellectual Property Law Counsel	40 - 55k	40 - 55k	55 - 75k	55 - 75k	75k+	75k+
Labour Law Counsel	45 - 65k	45 - 65k	65 - 85k	65 - 85k	85k+	85k+
Tax						
Tax Director					105k+	105k+
Tax Generalist	55 - 75k	55 - 75k	75 - 90k	75 - 90k	90k+	90k+
International Tax Officer	55 - 75k	55 - 75k	75 - 95k	75 - 95k	95k+	95k+
VAT/Indirect Tax Specialist	55 - 75k	55 - 75k	75 - 85k	75 - 85k	85k+	85k+
Transfer Pricing Specialist	55 - 75k	55 - 75k	75 - 95k	75 - 95k	95k+	95k+
Compliance						
Compliance Officer	55 - 75k	55 - 75k	75 - 95k	75 - 95k	110k+	110k+
Corporate Affairs/Lobbying						
Corporate Affairs Specialist	45 - 65k	45 - 65k	65 - 85k	65 - 85k	85k+	85k+

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

PARIS

PRIVATE PRACTICE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)	
	2018	2019
US Firms		
Equity Partner	420k+	420k+
Counsel/Partner	150 - 240k	150 - 240k
Senior Associate (7+ yrs' exp)	115k+	120k+
Mid-level Associate (3 - 6 yrs' exp)	83 - 125k	88 - 155k
Junior Associate (1 - 2 yrs' exp)	65 - 100k	70 - 110k
UK Firms		
Equity Partner	350k+	350k+
Counsel/Partner	130 - 240k	130 - 240k
Senior Associate (7+ yrs' exp)	100k+	105k+
Mid-level Associate (3 - 6 yrs' exp)	70 - 115k	75 - 125k
Junior Associate (1 - 2 yrs' exp)	60 - 85k	65 - 90k
French Firms		
Partner	140k+	140k+
Counsel	120 - 150k	120 - 150k
Senior Associate (7+ yrs' exp)	90k+	95k+
Mid-level Associate (3 - 6 yrs' exp)	60 - 110k	65 - 120k
Junior Associate (1 - 2 yrs' exp)	50 - 80k	55 - 85k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.
Some French law firms ranked Tier 1 in Chambers & Partners and some Magic Circle law firms offer salaries exceeding the standard FR and UK pay scale.

PARIS

INTERIM MANAGEMENT

ROLE	INTERIM RATE PER DAY EUR (€)	
	2018	2019
CEO	2000 - 2500	2000 - 3000
Finance		
CFO	1300 - 2000	1300 - 2500
Accounting Director	1100 - 1300	1100 - 1400
Financial Controller	1100 - 1300	1100 - 1600
Treasury Director	950 - 1300	950 - 1300
Director of Consolidation	1000 - 1500	1300 - 1800
Finance Project Director	1200 - 1800	1200 - 2000
Tax, Legal & Compliance		
General Counsel/Legal Director	1300 - 2500	1300 - 2500
Group Tax Director/Manager Tax Operations	1500 - 2500	1500 - 2500
Corporate Manager	1200 - 1700	1200 - 1700
Contract Manager	1000 - 1500	1000 - 1500
Compliance Officer/Data Protection Officer	1200 - 2300	1200 - 2300
Human Resources		
Group HR Director	1600 - 2100	1600 - 2100
Country HR Director	1200 - 1600	1200 - 1600
Site HR Director	1000 - 1300	1000 - 1300
Compensation & Benefits Director	1100 - 1500	1100 - 1500
Engineering		
Managing Director	1500 - 3500	1600 - 3500
Chief Restructuring Officer	1500 - 3500	1600 - 3500
Industrial Site Director	1000 - 1500	1200 - 1700
Procurement Director	1000 - 2500	1200 - 2700
Supply Chain Director	1000 - 2000	1200 - 2200
Quality Director	1000 - 2000	1200 - 2200

NB: Interim management figures are basic daily rates including agency fees

PARIS

INTERIM MANAGEMENT

ROLE	INTERIM RATE PER DAY EUR (€)	
	2018	2019
Information Technology & Digital		
CIO	1200 - 3000	1200 - 2500
CTO	1200 - 2000	1000 - 2200
Program Director	900 - 1500	900 - 1500
CDO/Digital Transformation	1500 - 3000	1500 - 2700
CMO/Product & Marketing	900 - 1800	1000 - 1900
Data Officer	1000 - 2500	1000 - 2500
Banking & Insurance		
HR Director	1000 - 1500	1000 - 1500
Risk & Compliance Director	1100 - 1500	1100 - 1500
Technical Director	1100 - 1500	1100 - 1500
Real Estate		
Managing Director	1500 - 2200	1500 - 2200
Programme Director	900 - 1600	900 - 1600
Private Equity		
CFO	1200 - 2000	1200 - 2300
Deputy CEO	1300 - 2200	1300 - 2500

NB: Interim management figures are basic daily rates including agency fees

PARIS

CONTRACT

ACCOUNTING & FINANCE

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2018	2019	2018	2019
Accounting				
General Accountant	32 - 45k	32 - 45k	18 - 25	18 - 25
Accounts Receivable	28 - 32k	28 - 32k	15 - 18	15 - 18
Accounts Payable	24 - 32k	24 - 32k	13 - 18	13 - 18
Accounting Clerk	21 - 26k	21 - 26k	12 - 14	12 - 14
Audit & Public Accounting				
Junior Accounting Officer	26 - 30k	28 - 32k	14 - 16	15 - 18
Senior Accounting Officer	33 - 40k	33 - 40k	18 - 22	18 - 22
Head of Mission	40 - 50k	40 - 50k	22 - 27	22 - 27
Junior External Auditor	35 - 38k	35 - 38k	19 - 21	19 - 21
Finance				
Treasury Officer	40 - 50k	40 - 50k	22 - 27	22 - 27
Credit Manager	40 - 50k	40 - 50k	22 - 27	22 - 27
Junior Business Controller	35 - 40k	35 - 40k	19 - 22	19 - 22
Debt Recovery Officer	26 - 32k	26 - 32k	14 - 18	14 - 18

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

BANKING

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2018	2019	2018	2019
Back Office	26 - 35k	26 - 35k	14 - 19	14 - 19
Middle Office	34 - 42k	34 - 42k	19 - 23	19 - 23
Private Credit Analyst	26 - 30k	26 - 30k	14 - 16	14 - 16
Corporate Financial Analyst	28 - 40k	28 - 40k	15 - 22	15 - 22
Online Banking Customer Advisor	22 - 26k	22 - 26k	12 - 14	12 - 14
Private Banking Assistant	28 - 36k	28 - 36k	15 - 20	15 - 20
Compliance Officer	35 - 50k	35 - 50k	19 - 27	19 - 27
Regulatory Accountant	35 - 50k	35 - 50k	19 - 27	19 - 27

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

PARIS

CONTRACT

BUSINESS SUPPORT

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2018	2019	2018	2019
Executive Board Assistant	42 - 55k	46 - 60k	23 - 30	25 - 33
Office Manager	35 - 45k	35 - 45k	19 - 25	19 - 25
Executive Assistant	38 - 45k	38 - 45k	21 - 25	21 - 25
Team Assistant	27 - 35k	28 - 37k	15 - 19	15 - 20
Administration Assistant	20 - 27k	21 - 28k	11 - 15	12 - 15

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

CONSTRUCTION

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2018	2019	2018	2019
Quantity Surveyor	27 - 37k	28 - 40k	15 - 20	15 - 22
Cost Estimation Technician/Engineer	28 - 45k	28 - 50k	15 - 25	15 - 27
Team Manager	22 - 32k	24 - 34k	12 - 18	13 - 19
Construction Site Manager	45 - 65k	35 - 65k	25 - 36	19 - 36
Junior Construction Site Manager	26 - 40k	27 - 42k	14 - 22	15 - 23
Senior Construction Site Manager	35 - 50k	38 - 60k	19 - 27	21 - 33
Design Drafter	30 - 45k	30 - 45k	16 - 25	16 - 25
Project Manager	30 - 50k	32 - 52k	16 - 27	18 - 28
Construction Assistant	25 - 35k	25 - 37k	14 - 19	14 - 20
Maintenance Technician	27 - 37k	27 - 37k	15 - 20	15 - 20
Interior Designer	30 - 45k	30 - 45k	16 - 25	16 - 25

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

PARIS

CONTRACT

HUMAN RESOURCES & LEGAL

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2018	2019	2018	2019
Human Resources				
Recruitment Officer	30 - 38k	30 - 38k	16 - 21	16 - 21
HR Officer	30 - 36k	30 - 36k	16 - 20	16 - 20
Training Officer	32 - 38k	32 - 38k	18 - 21	18 - 21
HR Assistant	26 - 32k	26 - 32k	14 - 18	14 - 18
Payroll Administrator	30 - 36k	30 - 38k	16 - 20	16 - 21
Legal				
Legal Counsel	35 - 45k	35 - 45k	19 - 25	19 - 25
Legal Assistant	28 - 32k	28 - 32k	15 - 18	15 - 18

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

INFORMATION TECHNOLOGY & DIGITAL

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2018	2019	2018	2019
Project Manager - Information Systems	45 - 50k	45 - 50k	25 - 27	25 - 27
Project Owner	35 - 50k	38 - 50k	19 - 27	21 - 27
System & Network Manager	34 - 38k	35 - 40k	19 - 21	19 - 22
Helpdesk Technician	22 - 26k	22 - 30k	12 - 14	12 - 16
Design & Development Engineer	38 - 45k	38 - 50k	21 - 25	21 - 27
Web Designer/Webmaster	28 - 35k	28 - 35k	15 - 19	15 - 19

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

PARIS

CONTRACT

INSURANCE

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2018	2019	2018	2019
Underwriter	35 - 45k	35 - 45k	19 - 25	19 - 25
Production Manager	28 - 35k	25 - 37k	15 - 19	14 - 20
Claims Manager	30 - 35k	25 - 35k	16 - 19	14 - 19
Client Advisor	25 - 30k	23 - 30k	14 - 16	13 - 16
Insurance Accountant	32 - 38k	32 - 38k	18 - 21	18 - 21
Legal Protection Jurist	30 - 32k	33 - 35k	16 - 18	18 - 19

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

LIFE SCIENCES

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2018	2019	2018	2019
Lab Technician	26 - 32k	26 - 32k	14 - 18	14 - 18
Analytical Development Engineer	35 - 45k	35 - 45k	19 - 25	19 - 25
Quality Control Technician	26 - 32k	27 - 33k	14 - 18	15 - 18
Production Technician	22 - 27k	22 - 27k	12 - 15	12 - 15
Maintenance Technician	36 - 42k	38 - 44k	20 - 23	21 - 24
Quality Insurance Officer	33 - 38k	35 - 40k	18 - 21	19 - 22
Regulatory Affairs Officer	35 - 45k	37 - 47k	19 - 25	20 - 26
Product Manager	35 - 42k	35 - 42k	19 - 23	19 - 23

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

PARIS

CONTRACT

REAL ESTATE

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2018	2019	2018	2019
Co-ownership Manager	34 - 50k	35 - 50k	19 - 27	19 - 27
Rental Manager	28 - 35k	28 - 36k	15 - 19	15 - 20
Co-ownership Accountant	28 - 38k	29 - 40k	15 - 21	16 - 22
Rental Accountant	28 - 38k	28 - 40k	15 - 21	15 - 22
Co-ownership Administration Assistant	25 - 33k	26 - 34k	14 - 18	14 - 19
Rental Administration Assistant	23 - 29k	23 - 32k	13 - 16	13 - 18
Property Manager	32 - 50k	34 - 50k	18 - 27	19 - 27
Real Estate Principal Accountant	34 - 50k	34 - 50k	19 - 27	19 - 27
Estate Technical Manager	32 - 45k	34 - 45k	18 - 25	19 - 25
Estate Technical Assistant	28 - 34k	28 - 32k	15 - 19	15 - 18
Estate Programme Manager	34 - 50k	34 - 50k	19 - 27	19 - 27
Estate Programme Assistant	28 - 36k	28 - 38k	15 - 20	15 - 21

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

PARIS

CONTRACT

SALES MANAGEMENT & SUPPLY CHAIN

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2018	2019	2018	2019
Sales Management				
Sales Administration Assistant	22 - 28k	26 - 30k	12 - 15	14 - 16
Sales Assistant	23 - 28k	28 - 32k	13 - 15	15 - 18
Import/Export	28 - 34k	32 - 35k	15 - 19	18 - 19
Customer Service Assistant	19 - 22k	19 - 22k	10 - 12	10 - 12
Database Manager	28 - 33k	28 - 35k	15 - 18	15 - 19
Supply Chain				
Purchasing Agent	30 - 40k	32 - 40k	16 - 22	18 - 22
Purchasing Assistant	22 - 26k	22 - 28k	12 - 14	12 - 15
Supplier	26 - 32k	27 - 35k	14 - 18	15 - 19
Sales Forecaster	40 - 45k	40 - 45k	22 - 25	22 - 25
Logistics Coordinator	28 - 33k	28 - 33k	15 - 18	15 - 18

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

LYON

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 10 YRS' EXP		10 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
CFO (€500m+ turnover)			100 - 150k	100 - 150k	130k+	130k+
CFO (<€500m turnover)			80 - 120k	80 - 120k	120k+	120k+
Consolidation (statutory)	60 - 90k	60 - 90k	70 - 100k	75 - 100k	90 - 130k	100 - 130k
Accounting Manager	55 - 65k	55 - 70k	65 - 90k	70 - 90k	80 - 110k	90 - 110k
Treasury & Cash Manager	50 - 70k	50 - 70k	60 - 85k	60 - 90k	75 - 110k	80 - 120k
Internal Auditor	50 - 80k	50 - 80k	80 - 90k	80 - 90k	90 - 110k	90 - 110k
Business Controller	50 - 75k	50 - 75k	60 - 85k	60 - 85k	90k+	90k+
Plant Controller	50 - 70k	50 - 70k	60 - 80k	60 - 80k		

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Research & Development						
Head of R&D			80k+	85k+	95k+	95k+
Project Manager			70k+	70k+	80k+	80k+
Manufacturing						
COO			90k+	90k+	110k+	110k+
Plant Manager	65 - 75k	65 - 75k	75 - 90k	80 - 95k	90k+	90k+
Maintenance Manager	45 - 60k	50 - 65k	60 - 80k	60 - 80k	80 - 100k	80 - 100k
Head of Production	45 - 65k	50 - 65k	65 - 75k	65 - 75k	75 - 85k	75 - 90k
Quality Director			70 - 85k	70 - 85k	90k+	85k+
Continuous Improvement Manager	50 - 60k	50 - 60k	60 - 75k	60 - 80k	80k+	85k+
HSE Manager	45 - 60k	45 - 60k	60 - 70k	60 - 70k	80k+	80k+

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 10 YRS' EXP		10 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Chief Medical Officer					170k+	180k+
Chief Scientific Officer			130 - 160k	130 - 170k	160k+	170k+
Chief Operations Officer			90 - 130k	90 - 130k	130k+	130k+
CMC Manager			80 - 110k	80 - 110k	110 - 130k	110 - 130k
Regulatory Affairs Manager	60 - 75k	60 - 80k	75 - 85k	80 - 90k	85 - 130k	90 - 130k
Quality Assurance Manager	60 - 75k	60 - 80k	75 - 85k	80 - 90k	85 - 130k	90 - 130k
R&D Manager	50 - 60k	50 - 60k	60 - 80k	60 - 80k	80 - 110k	80 - 110k
Clinical Operations Manager	55 - 70k	55 - 70k	70 - 85k	70 - 90k	85 - 120k	90 - 140k
Business Development Manager	60 - 80k	60 - 80k	80 - 100k	80 - 110k	100k+	110k+
Sales Manager	50 - 70k	50 - 70k	70 - 90k	70 - 90k	90 - 120k	90 - 130k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

HUMAN RESOURCES & LEGAL

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Human Resources						
HR Director	80 - 100k	80 - 100k	100 - 120k	100 - 120k	110 - 160k	110 - 160k
HR Business Partner	50 - 60k	55 - 70k	60 - 80k	60 - 85k	65 - 85k	65 - 85k
Compensation & Benefits Specialist	60 - 85k	60 - 85k	70 - 85k	70 - 85k	70 - 85k	70 - 85k
Legal						
Legal Director	65 - 75k	65 - 75k	75 - 100k	80 - 100k	100 - 130k	100 - 130k
Corporate Lawyer	40 - 50k	40 - 50k	50 - 60k	50 - 60k	55 - 65k	55 - 65k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Management/Transversal						
Chief Information Officer/Chief Digital Officer			90 - 120k	90 - 120k	120k+	120k+
Chief Technical Officer			70 - 100k	75 - 105k	100k+	105k+
Chief Information Security Officer			65 - 95k	70 - 100k	95k+	100k+
Enterprise Architect	50 - 60k	55 - 70k	60 - 85k	65 - 90k	85k+	90k+
Functional						
Programme Manager/PMO			70 - 90k	70 - 90k	90k+	90k+
Functional Business Analyst/Project Manager	50 - 60k	55 - 65k	60 - 65k	65 - 70k	65k+	70k+
Digital Project Manager	45 - 55k	45 - 55k	55 - 80k	55 - 80k	80k+	80k+
IoT Architect/IoT Project Manager	50 - 60k	50 - 60k	60 - 90k	60 - 90k	90k+	90k+
Technical						
Infrastructure Manager	45 - 55k	50 - 60k	55 - 70k	55 - 70k	70k+	70k+
IS Architect	45 - 55k	50 - 60k	55 - 65k	55 - 65k	65k+	65k+

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

LYON

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Sales						
Sales Director	70 - 90k	75 - 100k	80 - 110k	80 - 110k	110 - 130k	110 - 130k
Key Account Manager	50 - 60k	55 - 70k	55 - 75k	60 - 80k	65 - 80k	70 - 90k
Marketing						
Marketing Director	70 - 80k	70 - 80k	80 - 100k	80 - 100k	100k+	100 - 120k

NB: Figures are basic salaries

SUPPLY CHAIN

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Supply Chain Director			80 - 95k	80 - 95k	110k+	110k+
Procurement Director			75 - 90k	80 - 95k	100k+	100k+
Purchaser	45 - 55k	45 - 55k	55 - 70k	55 - 70k		

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2018	2019	2018	2019
Business Support				
Executive Assistant	30 - 34k	32 - 36k	16 - 19	18 - 20
Sales Assistant	23 - 25k	24 - 26k	13 - 14	13 - 14
Legal Assistant	21 - 23k	22 - 25k	12 - 13	12 - 14
Sales Management and Logistics				
Sales Administration Assistant	23 - 26k	23 - 26k	13 - 14	13 - 14
International Sales Administration Assistant	26 - 28k	28 - 30k	14 - 15	15 - 16
Logistics Assistant	23 - 25k	24 - 26k	13 - 14	13 - 14
Road Assistant	23 - 27k	24 - 27k	13 - 15	13 - 15
International Logistics Assistant	26 - 30k	28 - 34k	14 - 16	15 - 19
Accounting - Finance - HR				
General Accountant	29 - 33k	29 - 33k	16 - 18	16 - 18
Payroll Administrator	29 - 32k	29 - 33k	16 - 18	16 - 18
Third Party Accountant	21 - 23k	22 - 25k	12 - 13	12 - 14
Business Controller	38 - 43k	38 - 44k	21 - 24	21 - 24

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

TOULOUSE

FINANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
CFO (Group)			90 - 120k	100 - 120k	120k+	120k+
CFO (SME)			80 - 90k	90 - 110k	90 - 120k	110k+
Accounting Director			55 - 70k	75 - 90k	70 - 100k	110 - 125k
Business Analyst	45 - 55k	50 - 60k	55 - 65k	60 - 75k	65 - 75k	75 - 85k
Financial Controller	45 - 60k	50 - 60k	55 - 70k	60 - 75k	65 - 80k	75 - 85k
Accounting Manager	35 - 40k	45 - 55k	40 - 50k	55 - 65k	50 - 60k	65 - 80k
Treasury Manager			55 - 70k	70 - 80k	70 - 90k	80 - 90k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
HR Director			80 - 100k	80 - 110k	120 - 140k	120 - 140k
HR Manager	50 - 60k	50 - 60k	60 - 80k	60 - 80k	80 - 100k	80 - 100k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

TOULOUSE

MANUFACTURING & SUPPLY CHAIN

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Manufacturing						
UAP Manager	45 - 60k	45 - 60k	60 - 75k	60 - 75k	70 - 90k	70 - 90k
Maintenance Manager			60 - 75k	60 - 75k	75 - 90k	85k+
Production Manager			65 - 80k	65 - 80k	75 - 90k	75 - 90k
Plant Manager					80 - 110k	80k+
Industrial Project Manager	55 - 65k	55 - 65k				
Industrialisation Manager			65 - 75k	65 - 75k		
Supply Chain						
Supply Chain Manager			65 - 75k	65 - 75k	80k+	80k+
Procurement Manager			70 - 80k	70 - 80k	80k+	80k+
Supply Chain Engineer	50 - 60k	50 - 60k	55 - 65k	55 - 65k		
Procurement Engineer	50 - 60k	50 - 60k	55 - 65k	55 - 65k		
Supply Chain Project Manager			60 - 70k	60 - 70k		

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

TOULOUSE

SALES

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Sales Director	70 - 80k	70 - 80k	80 - 110k	90 - 110k	110k+	120k+
Business Development Manager	60 - 70k	70 - 80k	70 - 90k	80 - 90k	90k+	100k+
Export Sales Manager	60 - 70k	60 - 70k	70 - 90k	90 - 110k	90 - 120k	120k+
Key Account Manager	55 - 65k	60 - 70k	70 - 85k	75 - 85k	90k+	90k+
Program Manager	55 - 65k	55 - 65k	70 - 80k	70 - 80k	100k+	100k+
Sales Engineer	50 - 60k	45 - 55k	60 - 80k	60 - 80k		

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

RESEARCH & DEVELOPMENT - ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
R&D - Engineering Manager			70 - 90k	70 - 90k	110 - 140k	110 - 140k
Project Manager			60 - 80k	60 - 80k	80 - 100k	80 - 100k
Technical Expert	55 - 65k	55 - 65k	65 - 75k	65 - 75k	80k+	80k+

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

GERMANY

2018

The German recruitment market has been highly active for a number of disciplines across many locations but Hamburg, Frankfurt and Düsseldorf were particularly busy.

Mittelstand companies are the backbone of the German economy and continue to go through a period of transformation – both geographically and digitally. As such, mid-senior professionals have been in particular demand as hiring managers sought candidates who help navigate the company through change and growth.

Frankfurt experienced a big upturn in financial services, partly in relation to Brexit. As a result, demand was particularly high for roles associated with risk, compliance, audit, finance and regulatory legal.

In the regions, we saw an increase in hiring activity in digital marketing across both Düsseldorf and Cologne. Unlike the situation in the majority of other sectors that were having to contend with a shortage of high-quality candidates, the talent pool for digital marketing seemed to be getting better as we saw millennials naturally upskill and move away from traditional marketing roles.

The technology sector continued to grow, with areas such as Hamburg and Berlin transforming themselves into hubs. There were a number of projects under way in 2018 resulting in an increase in both permanent and freelance roles.

Salary growth across most of Germany was fairly moderate despite a tightening candidate market. Companies off set this with the introduction of more non-wage benefits such as flexible working.

Frankfurt, however, saw significant increases in salaries and bonuses for highly skilled workers who could speak multiple languages and had experience in the financial services sector.

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Skills shortages will persist as long as the economic situation stays positive. As businesses expand, competition for talent will intensify.

”



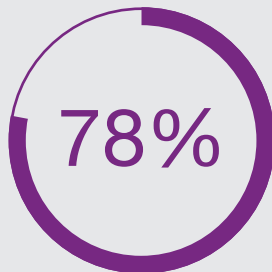
**NICK DUNNETT,
MANAGING DIRECTOR,
GERMANY & SWITZERLAND**

2019

If, as predicted, the German economy continues to perform well in 2019, we would expect companies to continue to hire. Frankfurt, for example, has already started to gear up for a post-Brexit market and, as a result, recruitment activity will increase.

Financial services, consultancy and law firms will all have to contend with candidate shortages. As a result, companies will do their best to hold on to top talent through internal promotions and salary increases. We will see this trend continue at senior levels as a number of C-suite hires will likely be internal transfers.

More broadly across Germany, we envisage a continued need for highly skilled, qualified candidates in the corporate professional space.



Of professionals apply for a role even though they do not meet the selection criteria



1

Düsseldorf - Jobs up by 43% in IT year-on-year

2

Frankfurt - Jobs up by 37% in banking year-on-year

3

Hamburg - Jobs up by 41% in accounting & finance year-on-year

OVERVIEW



85%

OF PROFESSIONALS WANT
GENUINE AND OPEN
COMMUNICATION WITH THEIR
TEAM LEADER

ACCOUNTING & FINANCE

Germany was a candidate driven market in 2018, with hiring managers having to contend with a talent shortage across most industries.

Across the country, companies were seeking permanent senior-level professionals with seven to ten years'

experience. Fluency in English is now a given, with the ability to speak additional languages becoming more attractive to employers.

Digitalisation became more important for multiple business areas and as a result we expect more cross-divisional skills to be sought after in 2019.

We expect a high demand for process-oriented candidates, those who have knowledge in data protection, and candidates with knowledge in international and financial reporting standards (IFRS).

There will be a small increase in salaries as a result of the skills shortage. Candidates will be less likely to move jobs; this will be even more prevalent outside of the larger cities, where professionals will be less willing to travel far for work. As such, hiring managers will need to consider introducing initiatives such as remote working, flexi-hours, and part-time roles.

Outside of salary, candidates will be evaluating a company's 'softer benefits' including company culture,

childcare, healthcare schemes, bonuses and training programmes.

As with the previous year, demand for interim professionals will be high in 2019 at all levels, in particular for the production industry. Those with knowledge in specialist areas and process optimisation will be particularly sought after.

BANKING

Demand for candidates was at an all-time high in 2018, spurred further by an influx of Brexit-related roles in the banking sector as Frankfurt positioned itself as a European hub. In fact, as a result of Brexit, well-known German banks are now represented on the European market as a fully regulated bank/legal entity.

“

Digitalisation became more important for multiple business areas and as a result we expect more cross-divisional skills to be sought in 2019.

”

In order to meet the demands of the growth in banking, multiple office spaces were being built throughout 2018, and demand was high for front and back office staff as banks committed to bolstering up their teams in the city.

Salaries increased by around 15-20% as the banking industry felt confident that the positive impact of Brexit on the job market would be felt for at least another two years.

Despite the competition with other European cities, Brexit will continue to create opportunities in Germany for the banking sector. As such, German candidates with international experience will be in high demand to help navigate banks through this period of change.

With middle and back office positions at full capacity, the focus will very much be on front office roles in 2019. Demand will be particularly high for candidates with experience in debt capital market analysis, fixed income and derivatives.

Hiring will remain at peak levels in 2019. As a result candidates will have their pick of the most attractive roles. In order to secure top talent, companies should invest in their employer branding, career progression, work-life balance and flexible hours, whilst offering an impressive salary and bonus structure.

LEGAL

In 2018, we saw high demand for legal candidates from corporate law firms. A candidate shortage and increasing workloads resulted in firms pursuing junior candidates, and also – for the first time – relaxing entry criteria.

In Frankfurt and Munich, demand was high for candidates with experience in mergers and acquisitions, private equity, banking and financing law. In Dusseldorf, IP, IT and antitrust law were top of hiring managers' lists and in Hamburg candidates with experience in renewable energy and real estate law were sought after.

Recruitment levels for senior professionals slowed down in 2018, and in time we will see this affect the organic growth of law firms. In the years ahead, junior candidates will find themselves in a good position to progress rapidly and command high salaries as they fill the void.

Although salaries have been increasing year-on-year, hiring managers have realised that high salaries alone do not always attract the best talent. More important is to offer flexible working models and an improvement of work-life balance.

We will continue to see the requirements for entry-level candidates decrease, as more focus is placed on cultural fit and work ethic rather than grades.

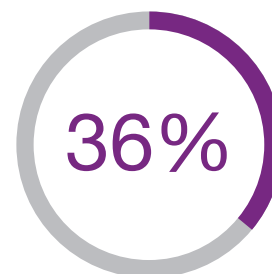


62%

OF PROFESSIONALS BELIEVE GOOD LEADERSHIP HAS THE LARGEST POSITIVE EFFECT ON INDIVIDUAL PERFORMANCE

SALES & DIGITAL MARKETING

Whilst candidates with generalist online marketing knowledge were in good supply, there was a notable shortage of candidates with specialist knowledge of different functions including SEO and SEA.



Of organisations offer opportunities for training and development to keep employees engaged

A similar situation took place in sales, where candidates with an in-depth network and knowledge of a product were in short supply. Professionals who have worked in the automotive sector for popular OEMs and had a relevant network were able to negotiate higher salaries. This was the same for ICT sales professionals who had good product and sector knowledge.

Across the board, sales and digital marketing functions sought mid-tier professionals with three to four years' experience, who could command salaries of around €65-85k. Businesses were most interested in candidates who were both hands-on and strategic.

For both online sales and digital marketing, demand will be high for analytical and data-driven

candidates with know-how or specific technologies/systems such as Adobe and webtracker.

The increased focus on digitalisation means that hiring managers will seek candidates who are flexible and open-minded regarding trends, technologies, and digital transformation. We will also see a number of new roles and functions created as a result of this trend.

INFORMATION TECHNOLOGY

In 2018, IT recruitment activity was busy for banking, fintech and commerce sectors, with focus remaining on specialists.

IT security and IT infrastructure will continue to drive demand. For IT Infrastructure, hiring managers will seek candidates with knowledge

“

Hiring managers are having to contend with an acute skills shortage in IT, which in turn will drive salaries up.

”

in visualisation and certificates, and Cloud administration. In IT security, firewall and network protection know-how will be top of companies' wish lists.

The same level of demand will be prevalent for mid-senior-level candidates with experience in Java, SAP HANA, FullStack development, data analytics, test management and project lead security.

All sectors are focussing on implementing new systems and slicker processes in order to remain competitive on a global stage. Hiring managers are having to contend with an acute skills shortage in this area, which in turn will drive up salaries.

The impact of fewer junior candidates entering the IT field will be particularly felt in 2019. Hiring managers will have to contend with a skills shortage for system engineers, IT security engineers (GDPR) and developers.

Career progression is ranked highly by candidates in IT, so hiring managers should ensure they offer ample training opportunities and possibilities to obtain certificates and further qualifications in order to retain top talent.



36%

OF ORGANISATIONS KEEP
EMPLOYEES ENGAGED BY
OFFERING GOOD WORK-LIFE
BALANCE

GERMANY

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)		PERMANENT SALARY PER ANNUM EUR (€)		INTERIM RATE PER DAY EUR (€)	
	3 - 7 YRS' EXP		7 - 15+ YRS' EXP			
	2018	2019	2018	2019	2018	2019
Finance						
CFO	160k+	160k+	160k+	160k+	900+	1000+
Finance Director	100 - 150k	100 - 150k	120 - 180k	120 - 180k	650 - 1050	700 - 1300
Finance Manager	80 - 120k	90 - 130k	100 - 150k	100 - 150k	550 - 850	550 - 850
FP&A Manager	70k+	70k+	90k+	90k+		
Partner Audit Firms			200k+	200k+	1100+	1300+
Manager Audit Firms	65 - 80k	65 - 80k	70 - 80k	75 - 90k		
Associate to Senior Consultant	55 - 75k	55 - 75k				
Internal Audit Manager	60 - 80k	70 - 90k	80 - 120k	80 - 120k		
Accounting						
Chief Accountant	75 - 100k	80 - 110k	90 - 130k	90 - 130k	600 - 800	600 - 800
Senior Accountant	65 - 75k	65 - 80k	65 - 95k	70 - 95k	450 - 650	450 - 700
Financial Analyst	55 - 80k	55 - 80k	70 - 100k	75 - 100k	450 - 650	450 - 650
Tax						
Tax Manager	80 - 110k	85 - 110k	95 - 140k	95 - 140k	600 - 900	600 - 900
Tax Consultant/Specialist	60 - 80k	60 - 80k	75 - 90k	75 - 90k	400 - 600	400 - 600
Controlling						
Head of Controlling	80 - 110k	90 - 110k	100 - 140k	100 - 140k	600 - 850	550 - 850
Senior Controller	60 - 90k	65 - 90k	80 - 110k	85 - 110k	450 - 650	500 - 700
Controller	50 - 65k	55 - 70k			300 - 400	400 - 600
Corporate Finance						
M&A Manager/Director	100 - 130k	90 - 135k	120 - 200k	120 - 200k	700 - 1100	700 - 1300
M&A Senior Consultant	60 - 90k	60 - 90k	75 - 110k	75 - 110k	400 - 600	600 - 800
Treasury Manager	60 - 90k	60 - 90k	75 - 120k	75 - 120k	500 - 750	500 - 750
Risk and Compliance						
Compliance Manager	60 - 80k	60 - 80k	75 - 100k	75 - 100k		
Compliance Officer	75 - 110k	75 - 110k	100 - 140k	100 - 140k		
Risk Manager	60 - 85k	60 - 85k	80 - 120k	80 - 120k		
Data Protection Officer	70 - 90k	80 - 100k	90 - 120k	100 - 140k		

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

GERMANY

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM EUR (€)	
	2018	2019
Corporate & Investment Banking		
Corporate Finance Advisory (Tier 1)		
Managing Director	300 - 400k	300 - 400k
Director	200 - 250k	200 - 260k
VP	160 - 180k	165 - 190k
Associate	105 - 140k	105 - 140k
Analyst	65 - 95k	65 - 95k
Corporate Finance Advisory (Tier 2)		
Managing Director	180k+	180k+
Director	130 - 180k	130 - 180k
VP	90 - 130k	90 - 130k
Associate	70 - 100k	70 - 100k
Analyst	50 - 70k	50 - 70k
Corporate Banking		
Managing Director	200k+	200k+
Director	150 - 200k	150 - 200k
VP	90 - 130k	90 - 130k
Associate	60 - 90k	60 - 90k
Private Equity		
Director/Partner	180k+	200k+
Investment Manager	80 - 150k	80 - 150k
Investment Analyst	55 - 85k	55 - 85k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

GERMANY

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM EUR (€)		PERMANENT SALARY PER ANNUM EUR (€)	
	3 - 7 YRS' EXP		7 - 15+ YRS' EXP	
	2018	2019	2018	2019
Risk				
CRO			140 - 180k	150 - 210k
Risk Controller	60 - 90k	60 - 90k	80 - 160k	80 - 160k
Credit Risk Manager	65 - 90k	65 - 90k	80 - 140k	80 - 140k
Operational/Market Risk Manager	65 - 100k	65 - 100k	90 - 160k	90 - 160k
Compliance				
Head of Compliance			125 - 175k	135 - 190k
Compliance Manager	70 - 115k	70 - 115k	100 - 175k	100 - 175k
AML/Financial Crime Officer	65 - 105k	65 - 105k	95 - 165k	95 - 165k
Corporate Functions				
CFO/COO			160k+	180k+
Financial Controller	65 - 85k	65 - 85k	75 - 110k	75 - 110k
Accounting	45 - 75k	45 - 75k	70 - 110k	70 - 110k
Tax Manager	65 - 90k	65 - 90k	90 - 150k	90 - 150k
Internal Audit	60 - 90k	60 - 90k	90 - 150k	90 - 150k
Regulatory Reporting	70 - 100k	70 - 100k	80 - 120k	80 - 120k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

GERMANY

LEGAL

PRIVATE PRACTICE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)	
	2018	2019
US Firm		
Equity Partner	500k+	500k+
Counsel/Local Partner	175 - 400k	175 - 400k
Senior Associate	130 - 260k	130 - 260k
Associate	100 - 160k	100 - 160k
UK Firm		
Equity Partner	400k+	400k+
Counsel/Local Partner	160 - 350k	160 - 350k
Senior Associate	120 - 160k	120 - 160k
Associate	100 - 130k	100 - 130k
German Firm		
Equity Partner	260k+	260k+
Counsel/Local Partner	160 - 250k	160 - 250k
Senior Associate	100 - 160k	100 - 160k
Associate	75 - 125k	75 - 125k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

IN-HOUSE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)		INTERIM RATE PER HOUR EUR (€)	
	2018	2019	2018	2019
General Counsel	130k+	140k+	80+	80+
Senior/Deputy General Counsel	100 - 135k	100 - 145k+	65 - 100	65 - 100
Legal Counsel	75 - 90k	65 - 100k	55 - 70	55 - 70

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

GERMANY

SALES & DIGITAL MARKETING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)		PERMANENT SALARY PER ANNUM EUR (€)	
	3 - 7 YRS' EXP		7 - 15+ YRS' EXP	
	2018	2019	2018	2019
Sales				
Sales Director			130 - 200k	130 - 200k
Sales Manager	100 - 145k	100 - 145k	130 - 160k	130 - 160k
Technical Sales Engineer	80 - 120k	80 - 120k	100 - 140k	100 - 140k
Online Sales	65 - 85k	70 - 100k	65 - 85k	70 - 100k
Key Account Manager eCommerce	70 - 100k	70 - 100k	85 - 120k	85 - 120k
Key Account Manager Telecommunication/IT Hardware	70 - 100k	75 - 110k	90 - 140k	90 - 150k
Key Account Manager Software	80 - 130k	80 - 130k	100 - 180k	100 - 180k
Key Account Manager Automotive	75 - 110k	75 - 120k	90 - 150k	90 - 150k
Key Account Manager FMCG	70 - 110k	70 - 110k	85 - 135k	85 - 135k
Key Account Manager Manufacturing	70 - 95k	70 - 95k	80 - 120k	80 - 120k
Key Account Manager Retail	60 - 90k	60 - 90k	80 - 125k	80 - 125k
Business Development Manager	70 - 100k	70 - 100k	90 - 135k	90 - 135k

NB: Figures are basic salaries including benefits/bonuses unless otherwise specified.

GERMANY

SALES & DIGITAL MARKETING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)		PERMANENT SALARY PER ANNUM EUR (€)		INTERIM RATE PER DAY EUR (€)	
	3 - 7 YRS' EXP		7 - 15+ YRS' EXP			
	2018	2019	2018	2019	2018	2019
Digital Marketing						
Chief Digital Marketing Officer	95 - 120k	95 - 120k	110 - 160k	110 - 160k	1000 - 1500	1000 - 1500
Performance Marketing Manager (SEO/SEA)	60 - 70k	60 - 75k	75 - 85k	75 - 85k	450 - 650	450 - 650
Digital/Online Marketing Manager	60 - 70k	60 - 70k	75 - 85k	75 - 85k	550 - 850	550 - 850
Marketplace Manager	60 - 70k	60 - 70k	75k+	75k+		
Social Media Manager	60 - 75k	60 - 75k	60 - 80k	60 - 80k	500 - 650	500 - 700
Product Owner	60 - 75k	60 - 75k	75 - 90k	75 - 90k		
UX/UXI Manager	65 - 80k	65 - 80k	80 - 100k	80 - 100k		
Marketing						
Chief Marketing Officer	90 - 110k	90 - 110k	100 - 150k	100 - 150k	900 - 1500	900 - 1500
Marketing Director	70 - 95k	75 - 110k	85 - 160k	85 - 140k	850 - 1200	850 - 1200
Marketing Manager	60 - 80k	60 - 80k	70 - 100k	70 - 90k	600 - 1000	600 - 1000
Brand Manager	50 - 80k	50 - 80k	60 - 90k	60 - 90k	700 - 900	700 - 900
Category Manager	50 - 70k	50 - 70k	60 - 80k	60 - 80k	600 - 900	600 - 900
Product Manager B2B	60 - 80k	60 - 80k	80 - 110k	80 - 110k	700 - 950	700 - 950
Product Manager B2C	50 - 80k	50 - 80k	80 - 100k	80 - 100k	700 - 950	700 - 950

NB: Figures are salaries excluding benefits/bonuses/full OTE.

GERMANY

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM EUR (€)		PERMANENT SALARY PER ANNUM EUR (€)		INTERIM RATE PER DAY EUR (€)	
	3 - 7 YRS' EXP		7 - 15+ YRS' EXP			
	2018	2019	2018	2019	2018	2019
Management						
Chief Information Officer			130 - 235k	130 - 235k	850 - 1300	960 - 1400
Chief Technology Officer			120 - 215k	120 - 215k	700 - 1200	800 - 1250
Head of Enterprise Architecture	90 - 115k	90 - 115k	100 - 135k	100 - 135k	600 - 750	720 - 1040
Head of ERP/CRM/BI	90 - 115k	90 - 115k	100 - 135k	100 - 135k	600 - 750	720 - 960
Head of Application Management	75 - 125k	75 - 125k	85 - 135k	85 - 135k	500 - 750	680 - 960
Head of Infrastructure & Operations	75 - 95k	85 - 120k	80 - 105k	100 - 130k	500 - 750	680 - 960
Team Leader Software Engineering	70 - 100k	95 - 125k	85 - 105k	100 - 130k	500 - 750	760 - 840
Big Data						
Business Intelligence Specialist	75 - 95k	75 - 95k	80 - 105k	80 - 105k	560 - 680	560 - 680
Data Scientist	75 - 95k	75 - 95k	80 - 105k	80 - 105k	560 - 680	560 - 680
DWH Consultant/Developer	60 - 75k	60 - 75k	70 - 90k	70 - 90k	520 - 640	520 - 640
Software Engineering						
Project Management	75 - 85k	80 - 90k	80 - 120k	80 - 120k	650 - 800	650 - 800
Enterprise Architect	75 - 90k	80 - 90k	80 - 100k	75 - 110k	500 - 600	720 - 800
Solution Architect	70 - 85k	80 - 90k	70 - 90k	85 - 110k	450 - 550	680 - 720
Product Owner	65 - 75k	75 - 85k	70 - 80k	80 - 100k	600 - 720	600 - 720
Scrum Master	75 - 85k	75 - 85k	80 - 100k	80 - 100k	600 - 720	600 - 720
Senior Software Engineer			65 - 80k	75 - 90k	400 - 500	600 - 720
Software Engineer	50 - 65k	65 - 80k	55 - 70k	75 - 85k	300 - 400	600 - 720
Mobile Developer	50 - 70k	45 - 70k	55 - 80k	65 - 90k	350 - 450	480 - 720
Technical						
IT Security Specialist	55 - 80k	60 - 80k	60 - 85k	75 - 100k	350 - 500	680 - 720
IT Administrator/Support	35 - 45k	40 - 55k	45 - 60k	60 - 75k	400 - 520	400 - 520
SAP						
SAP In-house Consultant	65 - 80k	75 - 85k	75 - 85k	80 - 100k	450 - 550	680 - 720

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

IRELAND

2018

The Irish recruitment market was extremely buoyant across multiple sectors, driven in part by companies establishing a European base in Dublin as a result of Brexit. This had a positive impact on the demand for a number of skill sets within financial services, namely across risk, finance, legal and compliance.

Demand for qualified accountants increased, in particular for candidates from a 'Big 4' background with experience dealing with the Central Bank of Ireland from a regulatory standpoint.

As management companies (ManCos) established themselves in Dublin, opportunities grew for compliance, governance, investment and portfolio risk professionals. Demand for risk management professionals rose dramatically as the regulator continued to increase requirements for more robust risk frameworks and deeper regulatory expertise.

The focus on AML, financial crime, GDPR, information security and MiFID II resulted in volume hiring across all industries within the compliance sector. Increased importance was placed on cyber security; however hiring managers found themselves having to contend with a European-wide skills shortage within information security monitoring and vulnerability management.

The candidate driven market led to an increase in counter-offers as companies aimed to retain top talent. Within the financial services sector, specialist positions saw an increase of 20-30%, which was replicated in both information technology and cyber security.

84%

**OF PROFESSIONALS FEEL CONFIDENT
ABOUT NEW OPPORTUNITIES IN
THEIR SECTOR**

“

Due to the high demand for talent, counter-offers became a popular strategy among employers to retain staff.

”



**LOUISE CAMPBELL,
MANAGING DIRECTOR,
IRELAND**

2019

The outcome of Brexit will play an important role in determining recruitment levels for 2019.

High levels of candidate confidence coupled with new job creation leads us to expect an increased headcount across the majority of industry sectors. Salaries will continue to increase as the demand for professionals intensifies.

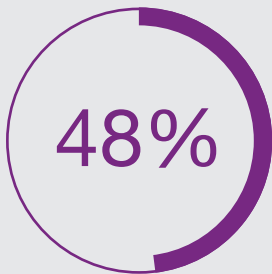
The importance of diversity in the workplace, with a particular focus on increasing senior female professionals' will remain a top priority within the legal, financial services and tech sectors.

The trend for flexible working will continue to be a priority for

jobseekers in all industries, as candidates pursue this option from junior level upwards.

International hires will become more prevalent as the candidate shortage continues. Hiring managers will struggle to fill roles if salaries are not competitive and will need to focus on streamlined recruitment processes in order to secure their preferred candidates.

The importance of employer value proposition is greater now than ever before – employers will need to highlight their benefits, progression opportunities, work-life balance and company culture as a point of difference in order to hire top talent in 2019.



Of Irish professionals consider work-life balance to be very important when considering a new role



1

34% Of professionals based in Dublin believe that a pay rise is important when considering a new role

“

High levels of candidate confidence coupled with new job creation leads us to expect an increased headcount across the majority of industry sectors.

”

**All statistics are drawn from Robert Walters industry research*

OVERVIEW



71%

OF IRISH PROFESSIONALS ARE EXPECTING A SALARY INCREASE OF UP TO 10% IN 2019

ACCOUNTING & FINANCE PRACTICE

In 2018, we saw a continued rise in accounting professionals returning to practice in specific areas such as risk advisory, transaction services or consulting.

Tax consulting remained a core service offering for accounting firms as large companies continued to turn to them for tax compliance and advisory matters.

There was a sharp increase in the amount of international hires from 'Big 4's'. Candidates from South Africa and Malaysia were sought to help decrease heavy work loads and increase staff retention.

Auditors from graduate through to audit manager level will continue to be in demand throughout 2019.

An increase in industry options and new entrants on the back of Brexit will make for a two fold market for candidates looking for in-house finance roles and others seeking to move internally into more advisory focused positions.

Staff retention will remain key within practice firms with focus on improving social culture in order to attract top graduates and millennials into training contracts.

COMMERCE & INDUSTRY

In commerce and industry, the strengthened economy resulted in an influx of roles and subsequently a sector-wide candidate shortage and inflation in salaries.

Hiring managers sought candidates who had a strong mix of both technical and commercial awareness, and who could step up to become a strong business partner to a variety of functions.

Those companies who did not move fast to increase salaries missed out on top talent in 2018.

In 2019, companies will see a talent shortage at the two to three year

“

The strengthened economy resulted in an influx of roles and subsequently a sector-wide candidate shortage and inflation in salaries.

”

PQE level, where accountants are at a place in their career to strongly add value to the company they are in.

FINANCIAL SERVICES

In 2018, there was an increased demand for accountancy professionals within the financial services sector. The war for talent was ongoing as hiring managers had to contend with a candidate shortage, and in some cases companies looked abroad to fill this hole.

We also saw a shift as companies focused more on skill sets and personality, rather than competency for the role. With the large pool of jobs available, candidates were eager to explore other potential opportunities.

Companies with long recruitment processes were less successful in securing preferred candidates.

In general salaries increased across the board in 2018, with part-qualified accountants commanding anything up to €50k and newly-qualified from €55-60k.

The implications for 2019 will be similar with an increased in demand for candidates with experience in CBI, regulatory, risk and internal audit.

Companies will try to differentiate their offerings from all perspectives to help attract talent. Some

larger players within the financial services market will be launching massive recruitment drives, which in turn will likely inflate salaries. We will continue to see an influx of international talent due to the local skill shortage.

BANKING & FINANCIAL SERVICES

Risk management professionals saw the highest demand for their skills in 2018, while the number of roles within trading, portfolio management and corporate finance continued to increase.

Within retail and investment banking, risk specialists were sought after across operational, credit and market/liquidity risk.

Candidates with strong quantitative and analytical skills were in high demand as the volume of risk modelling and risk analytics positions increased. In insurance, professionals with internal controls, operational risk and a strong understanding of Solvency II were highly sought after.

The banking sector witnessed an influx of capital markets to Ireland, which led to an increase in hiring across front office positions in equity finance, securities lending and borrowing, data management and trade support.

On the buy side, candidates with an investment risk background



50%

OF IRISH PROFESSIONALS
ARE ENCOURAGED BY A
WORK CULTURE OFFERING
COLLABORATION WITH
COLLEAGUES

were highly sought after; and professionals with a strong regulatory knowledge of UCITs and AIFM funds commanded a premium. This was primarily driven by the establishment of new asset management firms and ManCos within Dublin. The number of junior-level investment and research roles increased as firms looked to accelerate their growth strategies.

The Irish funds and investment operations recruitment market remained exceptionally busy in 2018.

Hiring volumes increased steadily across all areas including fund accounting, investor services, transfer

agency, custody, trustee and global trade settlements. Due to a large number of global asset and fund managers continuing to domicile their funds in Ireland, there was an increase in global firms relocating to the capital. This led to a significant level of competition for funds professionals.

Salary increases ranged from 5-10% at the senior end of the banking and financial services market, while junior-mid level professionals secured significant increases if they possessed highly sought-after skills.

In 2019, candidates with a background in enterprise risk will be in demand as more opportunities become available within insurance companies' risk and underwriting functions. Salaries are set to continue rising, with average increases of 10%.

COMPLIANCE

The compliance market was buoyant in 2018 with a high demand for professionals with experience in AML, financial crime, data protection, information security, conduct risk/consumer protection and MiFID II. This was attributable to the continued focus on the financial services sector from local, European and US regulators.

There was a significant increase in the number of mid-level appointments in 2018, as increased candidate movement resulted in replacement hiring. Key developments included a strong focus on conduct, ethics and data protection. Recruitment levels were consistently high as regulated entities put processes in place to ensure compliance with new regulations such as

“

Counter-offers and revised offers were frequent in the market as organisations sought to attract and retain specialist knowledge.

”

GDPR and MiFID II. We also witnessed an increased number of positions coming on to the senior end of the market as a result of Brexit start-ups.

Retail banks and insurance firms focused on boosting their consumer protection and AML functions. These entities are now becoming more flexible in their approach to hiring, as they look outside their own industry to attain the best talent.

Recruitment for temporary and contract compliance roles increased, particularly in relation to the increase in AML financial crime remediation projects, regulatory risk and data protection.

Salaries increased for professionals with four to eight years' experience. As a result, counter-offers and revised offers were frequent in the market as organisations sought to attract and retain specialist knowledge, a trend we expect will continue in 2019.

Organisations will need to increase the speed of their recruitment processes, as candidates, at all levels will have multiple opportunities available to them.



49%

OF IRISH PROFESSIONALS PLAN
TO CHANGE JOBS IN THE NEXT
12 MONTHS

CYBER SECURITY & IT RISK

The recruitment market in 2018 was busy across all areas of information security and IT risk. The sector as a whole faced a European-wide skills shortage, which meant that networking and market knowledge remained crucial to the recruitment process.

We saw increased hires at the junior end of the market, with focus on relevant degrees, one to three years' work experience and specific technical skills. Roles at the senior end of the market were focused around ISOs, heads of information security, security architects and senior IT risk, all requiring candidates with high levels of technical and management skills.

Top skills in demand were security monitoring, vulnerability management, threat hunting and technical project management.

In 2019, we expect the market to be increasingly candidate led, with more importance being placed on the relationship between the external recruiter and internal talent acquisition and HR teams.

The interim/contract market is certainly growing, and we expect to see this develop further as organisations implement more security-focused projects.

Areas such as Security Operations Centre (SOC), security architecture and forensics saw substantial pay increases, with instances of 20% inflation on salaries. Salaries in financial services led the way,

with large consultancy firms losing significant talent to large corporations in the financial services field.

Companies will need to move quickly when dealing with top-calibre candidates in 2019 as they will be involved in multiple processes. In 2019, organisations with rigid pay structures and less attractive packages struggled to recruit talent. Companies will need to focus more on training graduates or juniors to fill gaps rather than being reactive to any vacancies.

Salaries will continue to increase across the board for professionals within cyber security, information security and IT risk. Candidates who are not being challenged, up-skilled or trained in new technology will move roles every one to three years.

The market will continue to speed up hiring processes, with the average recruitment process in information security and IT risk taking as little as three weeks.

ENGINEERING

The recruitment market for supply chain and engineering was very active, particularly within companies in the sectors related to FMCG, pharmaceutical and engineering.

At present the market is very buoyant, but with Brexit on the horizon there is a level of uncertainty within the food industry and among companies who rely on the UK as a major exporting hub.

TOP FOUR FACTORS DETERMINING JOB SATISFACTION



Work-life balance



Remuneration and benefits



Feedback and encouragement from management



Day-to-day work

There was an ongoing requirement for specific roles within supply chain, such as demand and supply planners and category procurement managers.

Salaries increased in 2018, in part, because the market became very candidate driven and companies had to adhere to salary increases to both retain and attract staff.

In 2019, the engineering sector will see hiring managers struggle to hire process, project and automation engineers due to a shortage of candidates. There will also be a shortage of demand/supply planners, procurement analysts and category managers in the supply chain sector.

Companies engaged in hiring processes should be aware of current salary levels and benefit packages, and be on a par with competitors to both attract and retain staff. With an increase in commuter times, professionals are seeking to maintain a healthy work-life balance, and there will be a need for companies to offer flexible working and work from home options if feasible.

INFORMATION TECHNOLOGY

Professionals in the IT infrastructure and support market were in high demand throughout 2018. Businesses recognised the need to retain talent at all levels, resulting in an increase in the amount of counter-offers and mid-year salary increases.

In 2018, the introduction of public cloud solutions and businesses migrating to this model had a big impact on the infrastructure market.

The implications for 2019 will be an acute skills shortage as we wait for graduates to gain experience and up-skill. Businesses will have to look outside of Ireland to attract talent to deliver current projects.

As businesses move away from premise solutions, demand will be high for talented cloud architects and support staff. In 2019, we will see a rise in SME businesses offering this service.

Candidates will be in many processes at any one time, and businesses will miss out on talent if they do

“

In order to attract professionals, salaries will need to be competitive and companies will need to offer alternative options, such as working from home.

”

not move through an interview process efficiently. In fact, it won't be uncommon in 2019 to see candidates changing jobs every 12-18 months in order to keep up to date with emerging technologies such as cloud, AI, robotic process automation and data analysis.

To counteract this, companies should offer employees the opportunity to up-skill and grow within the business, whether that be through investing in training or up-skilling, or offering the opportunity to work on new and different projects to enhance existing skill sets.

LEGAL

The legal market in Dublin went from strength to strength in 2018 as a result of a number of international law firms setting up European headquarters in the city. There was also an influx of UK law firms making Brexit-related moves to Ireland.

The appearance of these new firms resulted in an increase in salaries, as both established and new firms competed to retain and attract top talent. We have seen an increase in salaries for candidates

40%

OF PROFESSIONALS WOULD BE MOTIVATED BY A SALARY INCREASE OR PROMOTION TO STAY IN THEIR CURRENT ROLE

at the two to five years' PQE level, including those working within property, corporate, investment funds and commercial industries.

In addition, there was an increased demand for company secretaries across all industries. Candidates with an ICSA qualification and two to six years' experience were highly sought after as companies looked to expand and increase their headcount in Ireland.

With the continued expansion of companies in Ireland, office space is becoming increasingly difficult to come by, which has resulted in a common theme of flexible hours and working from home.

In 2019, hiring managers will be seeking top talent with expertise in their respective industries. Legal professionals coming from either the UK or any other EU jurisdiction with international experience will be highly valued. To aid this migration, we will see relocation and sponsorship packages offered to legal professionals seeking opportunities in Dublin.

Company secretaries and legal support staff will be in short supply in 2019. In order to attract professionals, salaries will need to be competitive and companies will need to offer alternative options, such as working from home.

The consistent need for solicitors in private practice will continue – namely within the property, banking, technology and construction

sectors. Those with in-depth knowledge and experience in specific sectors will be able to command premium salaries. As workloads increase due to new regulations and increased sales, we expect to see an increase in recruitment levels in-house for lawyers at the one to three years' PQE.

Hiring managers need to run an efficient and prompt interview process, as candidates will likely have multiple interview processes running at the same time. All decision makers will need to attend interviews and decide as efficiently and effectively as possible.

SECRETARIAL & BUSINESS SUPPORT

The number of business support opportunities remained strong in 2018. Key hiring roles included personal & executive assistants, receptionists, administrators, office managers, HR assistants and marketing administrators.

Salaries rose as strong candidates increasingly became more vocal about their ability to add input and value to the overall success of the business.

Hiring at the junior-mid level proved difficult as candidates with one to two years' experience were not accepting below €30-35k. In order to retain top talent, companies provided work from home arrangements or alternative working patterns.

The biggest change in 2018 was the increase in time-to-hire. Processes that may have taken

three interviews over a four to six week period are now taking place within a week. Companies increasingly placed importance on support staff functions and moved quickly to ensure they were securing top-calibre candidates. Across support, hiring managers are looking for candidates with multiple skill sets including bookkeeping, facilities, procurement and office management. This developed from companies wanting to offer the opportunity for candidates to experience all areas of the business with a view to retaining and growing talent internally.

In 2019, this increased level of activity is expected to remain. With top candidates likely to receive multiple offers, potential employers should move quickly during hiring processes to avoid any uncertainty or hesitancy on the candidate's part.

Due to the speed and volume of opportunities in 2019, we can expect hiring managers to continue to look at diverse profiles across all levels of experience. As a result of new market entrants, the right fit will be seen as one of the most important factors when making a hire and will be heavily emphasised to candidates throughout the interview process.

IRELAND

ACCOUNTING & FINANCE

ROLE	FINANCIAL SERVICES		COMMERCE	
	SALARY PER ANNUM EUR (€)		SALARY PER ANNUM EUR (€)	
	2018	2019	2018	2019
CFO/Finance Director	120 - 180k	125 - 200k	120 - 180k	120 - 180k
Head of Finance	120 - 180k	120 - 150k	110 - 130k	110 - 130k
Financial Controller	90 - 110k	100 - 110k	80 - 100k	80 - 100k
Finance Manager	80 - 90k	80 - 90k	70 - 85k	75 - 85k
Senior Financial Accountant	60 - 75k	65 - 75k	65 - 70k	65 - 70k
Head of FP&A	110 - 130k	110 - 130k	100 - 120k	100 - 120k
FP&A Manager	75 - 90k	80 - 90k	75 - 90k	80 - 90k
Senior Financial Analyst	60 - 75k	65 - 75k	60 - 70k	65 - 70k
Head of Internal Audit	100 - 150k	100 - 150k	100 - 135k	100 - 140k
Internal Audit Manager	80 - 90k	80 - 90k	75 - 80k	75 - 80k
Senior Internal Auditor	60 - 70k	65 - 75k	60 - 70k	65 - 70k
Newly Qualified Accountant (Financial Accountant/Management Accountant/Financial Analyst)	50 - 60k	50 - 60k	50 - 60k	50 - 60k
Finalist – ACCA/CIMA	40 - 45k	40 - 45k	40 - 45k	40 - 45k
PQ Accountant – ACA/ACCA/CIMA	35 - 40k	35 - 40k	35 - 40k	35 - 40k
Accounts Assistant	30 - 35k	30 - 35k	30 - 35k	30 - 35k
Accounts Payable/Accounts Receivable Manager	40 - 50k	40 - 55k	40 - 55k	40 - 55k
Accounts Payable Specialist	30 - 45k	35 - 40k	35 - 40k	35 - 40k
Accounts Receivable Specialist	35 - 40k	35 - 40k	35 - 40k	35 - 40k
Payroll Manager	50 - 65k	50 - 65k	50 - 65k	50 - 65k
Payroll Specialist	35 - 45k	35 - 45k	35 - 45k	35 - 45k
Credit Control Manager	45 - 55k	45 - 55k	45 - 55k	45 - 55k
Credit Controller	30 - 35k	30 - 35k	30 - 35k	30 - 35k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

IRELAND

BANKING & FINANCIAL SERVICES FRONT OFFICE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER DAY EUR (€)	
	2018	2019	2018	2019
Chief Operating Officer	150 - 250k	150 - 250k		
Corporate/Wholesale Banking				
Director	110 - 150k	110 - 150k	423 - 577	423 - 577
Associate Director	80 - 110k	80 - 110k	308 - 423	308 - 423
Relationship Manager	65 - 90k	65 - 90k	250 - 346	250 - 346
Credit Manager	60 - 90k	60 - 90k	231 - 346	231 - 346
Credit Analyst	40 - 60k	40 - 60k	154 - 231	154 - 231
Relationship Support Analyst	40 - 50k	40 - 50k	154 - 192	154 - 192
Corporate Finance/Private Equity				
Director	110 - 175k	120 - 175k	423 - 673	462 - 673
Senior Manager/Associate Director	80 - 110k	80 - 120k	308 - 423	308 - 462
Manager	60 - 80k	60 - 80k	231 - 308	231 - 308
Executive/Analyst	40 - 65k	40 - 65k	154 - 250	154 - 250
Asset Management/Stockbroking				
Head of Investments/CIO	130 - 190k	140 - 200k	500 - 731	539 - 769
Head of Trading/Execution	130 - 200k	130 - 200k	500 - 769	500 - 769
Senior Strategist/Manager	80 - 130k	80 - 130k	308 - 500	308 - 500
Senior Research Analyst	100 - 140k	100 - 140k	385 - 539	385 - 539
Portfolio Manager	80 - 120k	80 - 120k	308 - 462	308 - 462
Proposition Manager	75 - 100k	75 - 100k	288 - 385	288 - 385
Investment Product Manager	75 - 110k	75 - 110k	288 - 423	288 - 423
Research Analyst	75 - 100k	75 - 100k	288 - 385	288 - 385
Investment Analyst	50 - 70k	50 - 70k	192 - 270	192 - 270

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

IRELAND

BANKING & FINANCIAL SERVICES FRONT OFFICE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER DAY EUR (€)	
	2018	2019	2018	2019
Treasury & Global Markets				
Head of Treasury	120 - 175k	130 - 190k	462 - 673	500 - 731
Senior Manager	80 - 120k	80 - 130k	308 - 462	308 - 462
Treasury Dealer	55 - 130k	65 - 130k	212 - 500	212 - 500
Manager	55 - 80k	55 - 80k	212 - 308	212 - 308
Analyst	35 - 55k	35 - 55k	135 - 212	135 - 212
Insurance/Reinsurance				
Pricing Manager	75 - 110k	75 - 110k	288 - 423	288 - 423
Senior Underwriter	55 - 90k	55 - 90k	212 - 346	212 - 346
Junior Underwriter	35 - 50k	35 - 50k	135 - 192	135 - 192
Actuarial Analyst	50 - 75k	50 - 80k	192 - 288	192 - 288
Reinsurance Analyst	40 - 55k	40 - 55k	154 - 212	154 - 212

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

IRELAND

BANKING & FINANCIAL SERVICES MIDDLE & BACK OFFICE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER DAY EUR (€)	
	2018	2019	2018	2019
Fund Administration				
Head of Fund Accounting	90 - 140k	100 - 150k	346 - 539	346 - 560
Fund Accounting Manager	55 - 85k	60 - 85k	212 - 327	212 - 327
Fund Accounting Supervisor	42 - 50k	45 - 55k	162 - 192	162 - 192
Fund Accountant	27 - 45k	30 - 45k	104 - 173	108 - 173
Trustee Manager	55 - 95k	55 - 95k	212 - 327	212 - 327
Trustee Associate	28 - 50k	28 - 50k	108 - 192	108 - 192
Head of Transfer Agency	90 - 140k	100 - 150k	346 - 538	346 - 560
Transfer Agency Supervisor/Team Leader	40 - 50k	50 - 60k	154 - 192	154 - 212
Transfer Agency Administrator	28 - 40k	30 - 45k	108 - 154	108 - 173
Client Services Manager	65 - 75k	70 - 75k	250 - 289	250 - 289
Client Services Administrator	65 - 75k	65 - 75k	250 - 289	250 - 289
Funds Oversight	55 - 85k	60 - 85k	212 - 327	212 - 327
Custody Manager	55 - 75k	60 - 75k	212 - 289	212 - 289
Custody Team leader	45 - 50k	50 - 55k	173 - 192	173 - 212
Middle Office & Operations				
Middle Office/Operations Manager	55 - 80k	60 - 80k	212 - 327	212 - 327
Middle Office/Operations Analyst	35 - 55k	40 - 55k	135 - 212	173 - 212
Portfolio Operations	30 - 40k	40 - 45k	115 - 154	115 - 173
Banking Operations Administrator	40 - 55k	42 - 55k	154 - 212	154 - 212
Treasury Operations				
Operations Payment Specialist	35 - 45k	40 - 45k	135 - 173	154 - 173
Global Equity Trade Settlement Administrator	40 - 55k	45 - 55k	154 - 212	173 - 212
Trading Operations Specialist	40 - 55k	45 - 55k	154 - 212	173 - 212
Treasury Support Group Manager	75 - 90k	80 - 90k+	288 - 346	288 - 346
Cash Manager	60 - 75k	70 - 80k	231 - 288	231 - 288
Insurance				
Pension and Investment Administrator	30 - 40k	35 - 42k	115 - 154	115 - 160
Claims Handler	35 - 40k	35 - 42k	135 - 154	135 - 160

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

IRELAND

BANKING & FINANCIAL SERVICES RISK

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER DAY EUR (€)	
	2018	2019	2018	2019
Chief Risk Officer	130 - 325k	130 - 325k		
Market Risk				
Director/Head of Market Risk	110 - 175k	120 - 200k	423 - 673	462 - 769
Senior Manager	100 - 145k	110 - 145k	385 - 558	423 - 558
Manager	80 - 100k	80 - 110k	308 - 385	308 - 423
Senior Analyst	60 - 80k	60 - 80k	231 - 308	231 - 308
Analyst	40 - 60k	40 - 60k	154 - 231	154 - 231
Credit Risk/Stress Testing				
Director/Head of Credit Risk/Stress Testing	140 - 170k	140 - 170k	539 - 654	539 - 654
Senior Manager	110 - 140k	110 - 140k	423 - 539	423 - 539
Manager	70 - 110k	70 - 110k	269 - 423	269 - 423
Senior Analyst	60 - 70k	60 - 70k	231 - 269	231 - 269
Analyst	45 - 60k	45 - 60k	173 - 231	173 - 231
Operational Risk				
Director/Head of Operational Risk	120 - 140k	120 - 140k	462 - 539	462 - 539
Senior Manager	90 - 120k	90 - 120k	346 - 462	346 - 462
Manager	60 - 90k	60 - 90k	231 - 346	231 - 346
Analyst	40 - 60k	40 - 60k	154 - 231	154 - 231
Quantitative Risk & Analysis				
Director/Head of Quantitative Risk & Analysis	145 - 175k	145 - 175k	558 - 673	558 - 673
Senior Manager	95 - 145k	95 - 145k	365 - 558	365 - 558
Manager	75 - 95k	75 - 95k	289 - 365	289 - 365
Analyst	50 - 75k	50 - 75k	192 - 289	192 - 289
Enterprise Risk				
Director/Head of Enterprise Risk	105 - 130k	105 - 130k	404 - 500	404 - 500
Senior Manager	75 - 105k	75 - 105k	288 - 404	288 - 404
Manager	55 - 75k	55 - 75k	212 - 288	212 - 288
Analyst	40 - 55k	40 - 55k	154 - 212	154 - 212

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

IRELAND

COMPLIANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER DAY EUR (€)	
	2018	2019	2018	2019
Chief Compliance Officer	140 - 190k	140 - 190k	538 - 730	538 - 730
Group Head of Compliance	110 - 140k+	120 - 150k+	423 - 538	423 - 650
Senior Compliance Manager	90 - 110k+	95 - 115k+	346 - 423	365 - 440
Compliance Officer/Manager	65 - 90k	65 - 95k	250 - 346	250 - 365
Compliance Analyst	45 - 60k	50 - 70k	173 - 231	192 - 269
Compliance Administrator	30 - 45k	30 - 50k	115 - 173	115 - 192
MLRO/Head of Financial Crime	90 - 130k	100 - 130k	346 - 500	385 - 500
AML/Financial Crime Manager	60 - 90k	65 - 90k	231 - 346	250 - 346
AML/KYC Analyst	45 - 60k	45 - 65k	173 - 231	173 - 250
AML Administrator	30 - 42k	30 - 42k	115 - 162	115 - 162
Fraud Manager	65 - 90k	65 - 100k	250 - 346	250 - 385
Data Protection Officer	80 - 100k+	80 - 120k	308 - 385+	308 - 462
Data Protection Executive	55 - 70k	55 - 70k	200 - 231	200 - 231

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

IRELAND

CYBER SECURITY & IT RISK

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER DAY EUR (€)	
	2018	2019	2018	2019
CISO	90 - 130k	90 - 150k	600 - 1000	600 - 1200
Cyber Incident Response Analyst	50 - 75k	50 - 85	350 - 450	350 - 500
Cyber Security Analyst	30 - 50k	30 - 55k	200 - 300	200 - 300
Cyber Security Manager	55 - 80k	55 - 90k	400 - 600	400 - 600
IT Risk Manager	70 - 85k	70 - 95k	400 - 700	400 - 700
Head of IT Audit	70 - 90k	70 - 95k	400 - 600	400 - 650
Identity Access Management	30 - 60k	30 - 60k	300 - 450	300 - 450
Incident Response	50 - 75k	50 - 85k	350 - 450	300 - 450
Information Security Architect	70 - 90k	75 - 100k	400 - 700	400 - 800
Information Security Engineer	60 - 90k	60 - 100k	400 - 700	400 - 800
InfoSec Ops Analyst	30 - 50k	30 - 55k	200 - 300	200 - 300
GRC Analyst	30 - 50k	30 - 55k	200 - 300	200 - 300
IT Audit Manager	65 - 85k	65 - 85k	400 - 600	400 - 600
IT Risk Analyst	30 - 50k	30 - 55k	200 - 300	200 - 300
IT Security Analyst	30 - 50k	30 - 55k	200 - 300	200 - 300
Penetration Tester	30 - 60k	30 - 65k	200 - 400	200 - 400
SOC Analyst	50 - 75k	50 - 85k	350 - 450	350 - 500
SOC Manager	60 - 90k	60 - 95k	400 - 600	400 - 600

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

IRELAND

ENGINEERING, SUPPLY CHAIN & PROCUREMENT

ROLE	PERMANENT SALARY PER ANNUM EUR (€)	
	2018	2019
Supply Chain		
Operations Manager	75 - 100k	75 - 100k
Demand/Supply Planner	45 - 60k	45 - 60k
Supply Chain Manager	45 - 60k	50 - 75k
Logistics Manager	50 - 65k	55 - 65k
Warehouse Manager	60 - 80k	60 - 80k
Transport Manager	65 - 100k	65 - 100k
Procurement		
Procurement/Purchasing Manager	65 - 80k	65 - 80k
Category Manager	50 - 75k	55 - 75k
Buyer	60 - 75k	60 - 75k
Procurement Analyst	45 - 60k	45 - 60k
Procurement/Purchasing Specialist	60 - 70k	60 - 70k
Vendor Manager	50 - 65k	50 - 65k
Engineering		
Engineering Manager	75 - 90k	80 - 95k
Project Manager	65 - 75k	70 - 80k
Facilities Manager	55 - 70k	55 - 75k
Mechanical/Electrical Engineer	45 - 60k	45 - 60k
Electrical Engineer	40 - 55k	40 - 60k
Health & Safety	45 - 50k	45 - 55k

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IRELAND

INFORMATION TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER DAY EUR (€)	
	2018	2019	2018	2019
Management				
IT Director	100 - 180k	100 - 180k	600 - 1000	600 - 1000
IT Manager	80 - 120k	80 - 120k	500 - 750	500 - 750
Infrastructure Manager	80 - 130k	80 - 130k	500 - 800	500 - 800
Helpdesk/Service Desk Manager	60 - 90k	60 - 90k	400 - 500	400 - 500
Project Services				
Programme Manager	90 - 120k	90 - 130k	600 - 750	600 - 850
Project Manager	75 - 100k	75 - 100k	500 - 700	500 - 700
Business Analyst	50 - 80k	50 - 80k	400 - 600	400 - 600
Infrastructure & IT Support				
Systems Engineer	50 - 95k	55 - 100k	350 - 600	350 - 700
Systems Administrator	40 - 80k	40 - 90k	350 - 550	350 - 600
Desktop Support	40 - 65k	40 - 65k	250 - 450	250 - 450
Network Engineer CCNA - CCIE	35 - 90k	45 - 100k	300 - 600	300 - 700
IT Helpdesk	35 - 55k	30 - 60k	250 - 350	250 - 350

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IRELAND

LEGAL

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER DAY EUR (€)	
	2018	2019	2018	2019
Private Practice				
Salaried Partner	150k+	160k+		
Senior Associate	100 - 130k	110 - 130k+		
Associate (3 - 8 yrs' exp)	85 - 110k	88 - 115k		
Associate (1 - 3 yrs' exp)	65 - 85k	65 - 88k		
Newly-Qualified	50 - 65k	50 - 65k5		
In-house				
General Counsel	150 - 220k+	150 - 220k		
Senior Legal Counsel (8+ yrs' exp)	100 - 130k	100 - 130k		
Data Privacy Counsel	90 - 110k	90 - 120k		
Legal Counsel (4 - 8 yrs' exp)	80 - 95k	85 - 110k		
Legal Counsel (1 - 4 yrs' exp)	60 - 80k	70 - 85k		
ISDA Negotiator	45 - 55k+	45 - 60k		
Company Secretarial				
Director of Company Secretarial	80 - 100k+	90 - 100k+	308 - 385+	346 - 385
Company Secretarial Manager	65 - 80k	65 - 90k	250 - 308	250 - 346
Listings Executive	40 - 60k	40 - 60k	154 - 231	154 - 231
Company Secretarial Assistant	40 - 65k	40 - 70k	154 - 231	154 - 250
Legal Support				
Paralegal	30 - 48k	30 - 48k	115 - 185	115 - 185
Contracts Assistant	30 - 40k	30 - 42k	115 - 154	115 - 160
Legal Administrator	28 - 35k	28 - 35k	108 - 135	108 - 135
Legal Assistant	28 - 35k	28 - 38k	108 - 135	108 - 135
Legal Secretary	32 - 45k	32 - 45k	123 - 173	123 - 173

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IRELAND

SECRETARIAL & BUSINESS SUPPORT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2018	2019	2018	2019
Office Support				
Executive Assistant	40 - 60k	40 - 65k	20 - 31	20 - 33
Personal Assistant	35 - 45k	35 - 55k	18 - 23	18 - 28
Office Manager	35 - 45k	35 - 50k	18 - 23	18 - 25
Secretary	30 - 38k	30 - 40k	15 - 19	15 - 19
Receptionist	30 - 38k	30 - 40k	15 - 19	15 - 19
Administrator	25 - 35k	25 - 35k	13 - 16	14 - 19
Marketing Administrator	25 - 35k	25 - 38k	13 - 18	14 - 19
Marketing Executive	30 - 45k	30 - 45k	15 - 23	15 - 23
Recruitment Administrator	22 - 28k	25 - 30k	11 - 14	12 - 15
Recruitment Coordinator	30 - 40k	25 - 32k	12 - 15	12 - 16
HR Administrator	27 - 35k	30 - 40k	13 - 18	15 - 20
HR Assistant	30 - 38k	30 - 40k	15 - 19	15 - 20
Data-entry	22 - 28k	25 - 30k	11 - 14	12 - 15
Facilities Coordinator	25 - 30k	28 - 32k	13 - 15	14 - 16
Site Administrator	25 - 30k	28 - 32k	13 - 16	14 - 16
Sales Administrator	25 - 35k	25 - 35k	13 - 18	13 - 18
Contracts Administrator	25 - 35k	28 - 35k	13 - 18	14 - 18
Events Coordinator	25 - 35k	28 - 35k	13 - 18	14 - 18

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

IRELAND

SECRETARIAL & BUSINESS SUPPORT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2018	2019	2018	2019
Customer Service				
Customer Service Team Leader	35 - 40k	38 - 45k	18 - 21	18 - 23
Bilingual Customer Service Agent	28 - 35k	30 - 35k	14 - 16	15 - 18
Customer Service Agent	25 - 35k	28 - 35k	13 - 16	14 - 18
Order Management Administrator	28 - 32k	28 - 35k	14 - 16	14 - 18

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LUXEMBOURG

2018

The recruitment market in Luxembourg was largely consistent with the trends seen in 2018, with financial services seeing the highest levels of activity.

Luxembourg continues to remain a dynamic and attractive market for national and international candidates, with professionals benefiting from great working conditions, foreign investment and a great place to live and develop one's career.

The impact of Brexit has remained a key factor in recruitment activity levels, as more international companies sought to set up offices in major European countries that have a strong financial services base. As such, professionals currently based in the UK and across Europe took an active interest in opportunities available within the market.

Widespread candidate shortages meant professionals received multiple offers at once, which in turn pushed up salaries. In an effort to control costs while still attracting top-calibre candidates, some companies linked salary and bonus packages to company and/or individual performance.

While the market was candidate short, we saw increased activity from professionals looking for new roles. In many cases, professionals took a "passive jobseeking" approach, speaking to recruiters discreetly in order to gain a better understanding of the kinds of opportunities available to them.

“

We expect steady economic growth to continue in Luxembourg throughout 2019, creating demand for professionals in the banking and financial services sector.

”



ROB VERMAAK,
MANAGING DIRECTOR,
BENELUX

2019

We expect steady economic growth to continue in Luxembourg throughout 2019, creating demand for professionals across the board.

With Britain's departure from the EU imminent, it is expected that Luxembourg will continue to see more international companies setting up offices in the country, triggering an increased demand for financial services professionals.

The increased pressure from regulations such as MiFID II and CRD IV will cause a continued increase in demand for specialists within compliance, risk and legal aspects of financial services.

Besides offering competitive salaries, employers will need to shorten recruitment processes and consider other factors, including career development and work-life balance, in order to attract top talent.

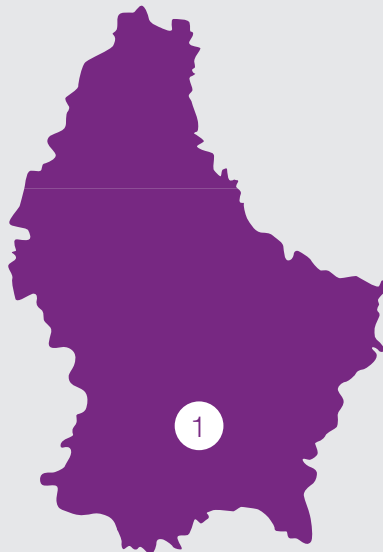
BANKING & FINANCIAL SERVICES

The financial services sector experienced a buoyant period in 2018, with recruitment levels increasing.

In 2019, the focus on the need for risk and compliance professionals with experience in regulatory reporting at all levels of seniority will continue, with salaries increasing in line with the demand.

1 64%

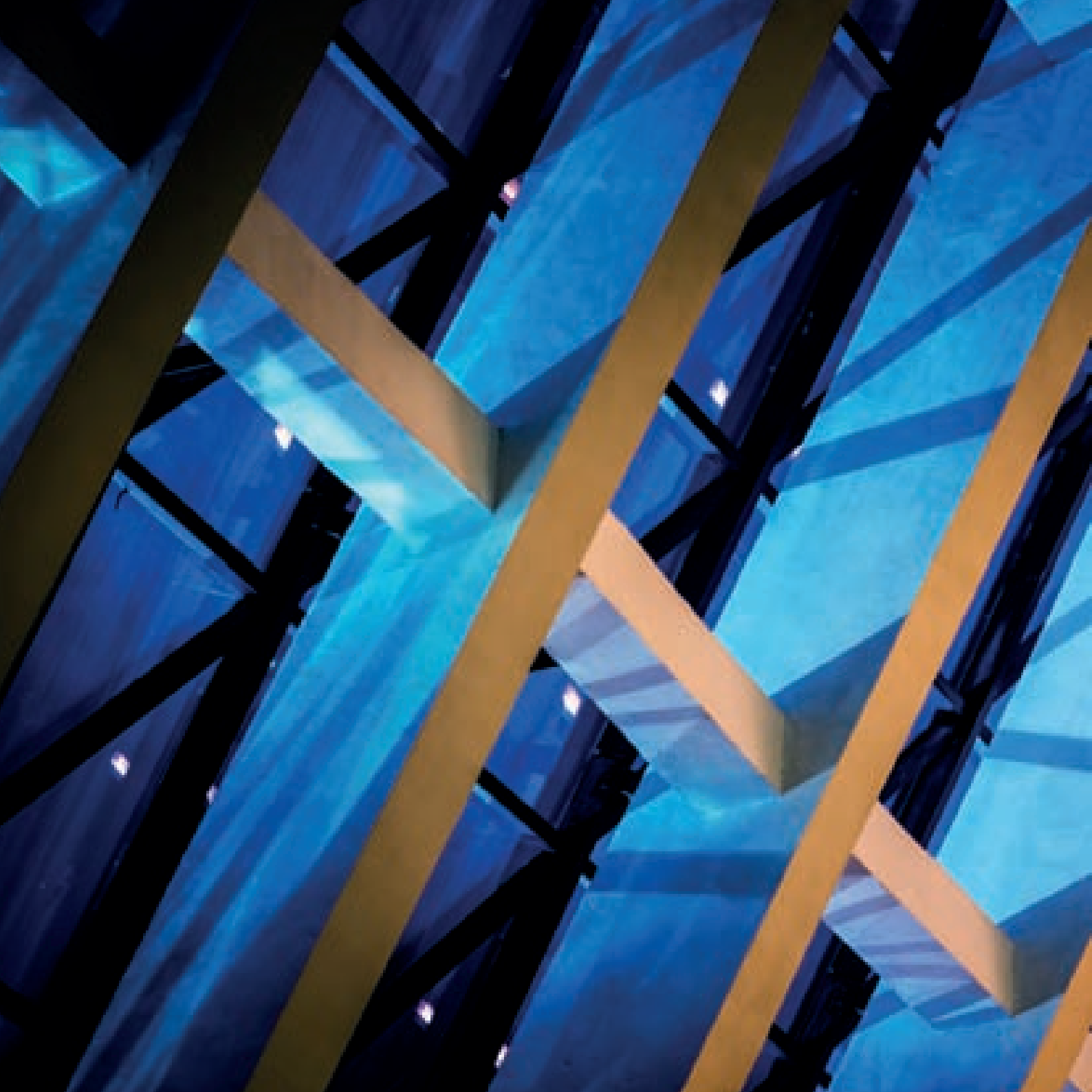
OF PROFESSIONALS WOULD
MOVE ROLES FOR BETTER
REMUNERATION AND BENEFITS



“

Business growth may be impacted by tax reform, with professionals potentially attracted to the region by the new tax regime.

”



LUXEMBOURG

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 5 YRS' EXP		5 - 10 YRS' EXP		10+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
CFO					140 - 285k	140 - 285k
Head of Fund Administration					125 - 175k	125 - 175k
Head of Treasury			100 - 135k	100 - 135k	125 - 185k	125 - 185k
Finance Manager/Director			100 - 125k	100 - 125k	115 - 230k	115 - 230k
Accounting Manager/Director			90 - 125k	90 - 125k	105 - 150k	105 - 150k
Risk Manager			100 - 145k	100 - 145k	160 - 175k	160 - 175k
Fund Manager	55 - 80k	55 - 80k	80 - 135k	80 - 135k	135 - 210k	135 - 210k
Private Banker	75 - 100k	75 - 100k	85 - 120k	85 - 120k	110 - 155k	110 - 155k
Internal Audit	55 - 90k	55 - 90k	85 - 110k	85 - 110k	110 - 145k	110 - 145k
Accountant	65 - 75k	65 - 75k	80 - 115k	80 - 115k	110 - 150k	110 - 150k

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THE NETHERLANDS

2018

The economy continued to perform well in 2018, resulting in a spike in demand for junior- and mid-level professionals. Mobility at the senior level also showed significant growth. As a result, employers were met with a scarcity of candidates and were required to think outside the box in order to fill positions, with education or experience not always being the deciding factor.

Companies focused on attracting graduates straight out of university and employing them in junior roles. Firms were also taking note of millennials' needs and started to make changes to working practices and environment in order to encourage retention.

At the start of 2018, organisations were hesitant to contract interim professionals as they were uncertain about the impact of the DBA Act, which established new conditions for the hiring of self-employed staff. Once this agreement was postponed, interim demand picked up quickly and kept growing throughout the year. Flexibility is key in organisations' ability to scale up in this fast-growing economy, creating a spur in hiring levels for temporary staff.

In banking and financial services, budgets across all disciplines were tight, resulting in salaries remaining relatively fixed. The focus was on hiring critical roles in risk and compliance.

Ample opportunities remained within the commerce, healthcare and manufacturing sectors, and in the legal sector demand was high for candidates from a privacy law or intellectual property background.

90%

OF PROFESSIONALS ARE OPEN TO
A JOB OFFER WHEN NOT ACTIVELY
LOOKING

“

Firms were also taking note of millennials' needs and started to make changes to working practices and environment in order to encourage retention.

”



ROB VERMAAK,
MANAGING DIRECTOR,
BENELUX

2019

Whilst Brexit is not anticipated to have much of an impact on the Dutch job market, there are signs that the Netherlands is becoming increasingly popular with well-educated expats in search of a great career and lifestyle.

This will be of particular importance for the finance sector, where demand for candidates with strong skills in data analysis, artificial intelligence, compliance and risk will outnumber supply. Companies searching for top talent will benefit by searching across country borders and offering competitive salaries, housing and relocation packages.

The candidate journey and employee experience will become increasingly important for hiring and retaining staff. Our advice to hiring managers is to work on keeping the recruitment process as short and smooth as possible.

Salaries are predicted to increase, but in order to attract and retain employees' it is important for companies to focus on other areas including a clear career path for candidates, training opportunities, flexible workspace and hours and a generous benefits package.

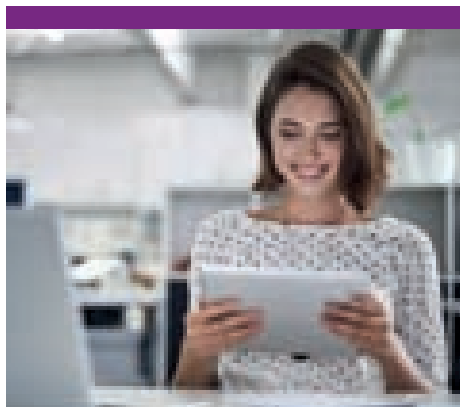


Increase in the number of
vacancies in the Netherlands



- 1 Amsterdam - Jobs up 35% year-on-year
- 2 Eindhoven - Jobs up 50% year-on-year
- 3 Rotterdam - Jobs up 44% year-on-year

OVERVIEW



34%

OF PROFESSIONALS ARE
EXPECTING A SALARY INCREASE
OF MORE THAN 5% IN 2019

ACCOUNTING & FINANCE

Ongoing economic growth in 2018 led to an increase in job vacancies in the accounting and finance sector. However, hiring managers were having to contend with candidate shortages, particularly at the junior level. As a result, students were receiving job offers while still in university.

Specialists in compliance, risk and audit were particularly scarce, as well as IT literate financials with experience in data mining, data analytics and business intelligence (BI) reporting.

Given the fast-growing and changing nature of the market, there was a spur in hiring levels for temporary finance professionals. At the start of 2018 there was some hesitancy in firms hiring interim candidates due to the DBA Act, but this quickly subsided as workloads increased and familiarity with the implications of the Act grew.

The first signs of a highly competitive market in 2018 were present in salaries at the junior to mid-level. Counter-offers were common and junior- and mid- level candidates were able to attain double-digit salary increases when transferring to a new role. Interim rates remained stable in 2018. They showed strong growth in 2017, when the limits of salaries were reached, especially for mid-level roles.

In 2019, the number of vacancies will grow at all levels of seniority. Companies will venture further into making AI and big data a part of

their business. As such, candidates with a finance and analytical background and experience in BI tooling will be highly sought after.

The continued focus on compliance will result in high demand for specialists in regulatory reporting (IFRS, US GAAP). Talented candidates from a 'Big 4' background with multilingual skills will also be highly sought after.

Hiring managers will look for finance professionals who have a more holistic view of finance, and who can understand and integrate all aspects of the financial process instead of looking at individual elements.

Finance salaries will increase across all levels and industries in

“

The fast-growing and changing nature of the market led to a growth in hiring levels for temporary finance professionals.

”

2019. As the number of interim assignments and projects grows, interim rates will increase as well.

BANKING & FINANCIAL SERVICES

Compliance and risk professionals, both financial and non-financial, were in high demand in 2018.

Automation of processes within the financial services and banking industry led to a decrease in the number of operational roles. In addition, Basel III brought about changes to the methodology regarding capital requirements, resulting in a higher cost of capital for financial institutions. This led to a strong focus on cutting operational costs, with some savings being made through job cuts and hiring freezes.

In addition to Basel III, new regulations such as IFRS 9 and Anacredit impacted financial reporting departments within financial institutions and led them to hire interim expertise. This led to candidate shortages in the interim market.

In 2018, we saw that banks were increasingly moving into an agile environment using scrum methodology. As a result, hiring managers sought professionals with the right mindset to excel in such working conditions.

Salaries for finance, risk and compliance related roles grew moderately in 2018, whilst general finance and interim rates remained stable – excluding specialist roles in regulatory reporting, compliance and risk.

In 2019, we will continue to see increased recruitment activity from asset management and private equity companies in the Netherlands, mainly by those investing in real estate.

Basel guidelines will continue to have a significant impact on financial institutions and their urge to cut costs. Internal moves will be preferred over acquiring talent externally. The only exception for this will be for risk and compliance, as this experience and knowledge is not readily available. Internally, demand for regulatory reporting and risk professionals will remain high for both permanent and interim roles.

Candidates with experience in Know Your Customer (KYC), anti-money laundering (AML) and financial economic crime (FEC) will be in high demand in 2019 as banks increasingly look to limit all forms of reputational risk.

Analytical reporting experts will also be sought after as it becomes more common for reports to be directly extracted from big data centres, creating a need for analytical experts with a holistic approach.

In 2019, salaries will show little growth due to cost cuts, with the exception of compliance roles, which will be in high demand.

LEGAL

Recruitment levels remained high in 2018. Hiring managers were having to contend with a continuous shortage of candidates in private practice, especially for



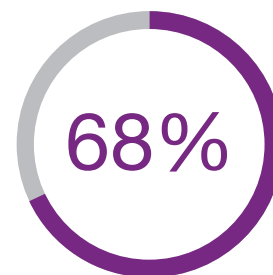
71%

OF PROFESSIONALS ARE SATISFIED WITH THEIR CURRENT SALARY

associates with three to six years' experience, civil law notaries and professionals within the trust sector.

In-house legal departments saw growth as a result of a strong economic climate and a busy mergers & acquisitions and estate market.

The particularly buoyant real estate market led to an increased number of



Of professionals would consider a counter-offer after resigning

projects within private practice, civil notary firms and real estate investors.

Banks, investment companies and regulated companies had some additional challenges to face in 2018. The implementation of GDPR put pressure on compliance departments and in turn interim candidates were sought after to take on project-based and operational assignments.

Permanent salaries increased for both private practice and in-house lawyers, along with compensation and benefits packages, including perks such as study and car allowances.

Within Dutch companies, we noticed modest salary increases compared to US firms. Trust companies attracted top talent by offering healthy salary increases and more lucrative benefits packages.

In order to avoid gaps when filling interim positions in 2019, hiring managers should start to explore the market when the first signs of an upcoming interim role become visible.

HUMAN RESOURCES

Many companies began to place an increased emphasis on human resources (HR) departments in 2018. Where HR was previously viewed as a support department in many organisations, there was a shift of companies considering HR as a true business partner. Mid-senior level candidates with specialist experience in areas such as compensation and benefits, as well as HR generalists with one to two years' experience were highly sought after.

In 2019, we will continue to see the trend of companies discovering the added value that HR can

bring and firms willing to invest in attracting talented HR staff.

There will be more focus from employers on in-house recruitment processes and improving employer branding in order to attract talent in a scarce market.

Candidates with experience in HR analytics and HR automation tools will be highly sought after. HR analytics is not new, but it is now becoming a booming industry and we expect to see a growing number of HR analytics vacancies. Salaries are expected to increase in 2019, especially for specialist roles.

INFORMATION TECHNOLOGY

In 2018, we witnessed historical candidate shortages as a result of the rapid pace at which IT and tech products were adopted by businesses. As IT continued to be seen as a direct driver of business success, companies focused on transforming their current IT infrastructure.

Legacy systems take up more than 70% of available resources, resulting in an increased demand for IT specialists who could help change a company's organisational set-up.

Demand for IT candidates will keep rising over the next two to five years. Even in traditional industries, the corporate environment is becoming increasingly dynamic with regards to IT, with digital solutions becoming attractive alternatives and barriers for change decreasing. The trend towards adopting Cloud solutions,



91%

OF PROFESSIONALS FEEL
CONFIDENT ABOUT
JOB OPPORTUNITIES IN
THEIR OWN SECTOR

and in some cases becoming 'Cloud only', will continue.

Developers and programmers (PHP, Java, C++ and .NET), database specialists and helpdesk staff will all be in very high demand in 2019 as a result of advanced software solutions.

We will see companies offering IT students at all educational levels their first contract before graduating. Hiring managers should make sure they know what drives candidates, speak their language and know how the organisation can contribute to IT candidates' career goals.

PROCUREMENT & SUPPLY CHAIN

Market conditions were strong for procurement professionals in 2018. Due to the favourable tax environment, large expat community and superb infrastructure, many international companies set up centralised procurement departments in the Netherlands. This resulted in an increased demand for highly skilled procurement professionals with a global scope.

The highest hiring levels were seen in third party freight suppliers, pharmaceuticals, IT, retail and FMCG.

Salaries showed fairly strong growth across all levels in 2018 and are expected to grow at the same pace, of 3-5% in 2019.

As the global economy continues to improve, we will see an increased focus on strategic investments

that aim to stabilise the cost of procurement with regards to fluctuating commodity prices. Organisations will increasingly rely on procurement professionals to create value rather than just limit costs.

The emerging need for increased traceability will mean that candidates with experience in big data and risk management will be highly sought after.

Due to the continuous focus on centralisation and globalisation, contracts are increasingly negotiated on a global level, which requires candidates with strategic vision combined with an analytical mindset.

Procurement will evolve into a more international discipline, and hiring managers will need to proactively search for international and multilingual candidates.

SECRETARIAL & OFFICE SUPPORT

As the economy has been doing well, many organisations are upscaling their teams, driving demand for support staff. Sectors with the highest levels of hiring activity for support staff were retail, IT, consultancy, FMCG and real estate.

In 2019, candidates with a bachelor's degree, multilingual capabilities and experience in international organisations will be highly sought after to help fill roles in executive and management support.

The market will be tight as candidates will have multiple job

TOP FOUR FACTORS DETERMINING JOB SATISFACTION



Work/life balance



Remuneration and benefits



Day-to-day work



Flexible working

applications running at the same time. Personal development and a good work-life balance with flexible hours, remote working and the possibility to work part-time will be important factors in attracting new employees.

Salaries for support staff are expected to rise by around 3% in 2019. High-performing candidates looking to move roles will be in a position to negotiate for a bigger raise.

(SEMI) PUBLIC

Demand for finance professionals in the (semi) public sector was incredibly high in 2018, as finance departments are being modernised. Recruitment activity in healthcare and education was particularly busy due to the changing strategies in finance departments,

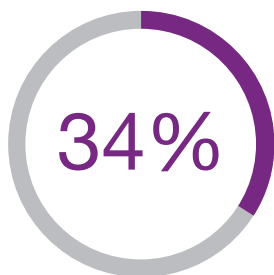
along with IT development and automation of financial processes.

Whereas hiring managers previously placed specific industry experience at the top of their wish lists, in 2018 we saw the criteria shift as companies started to recognise the value of finance professionals with cross-industry experience.

In 2019, most hiring will take place at the mid-level. As finance departments within healthcare organisations modernise, the need for highly skilled financial controllers and business controllers who can manage complex financial flows will increase. We expect candidate scarcity to become an issue at this level.

Controllers who can also act as business partners will be particularly sought after. There will also be ample opportunities for DBC advisors and healthcare administrators in 2019.

We will see finance managers and directors look for new opportunities, bringing about movement in the market at the senior level. Experienced candidates from the



Of professionals received a pay rise of more than 5% in 2018

private sector who are seeking organisations that operate from a more ethical rather than commercial standpoint may well make the move into the public sector.

Salaries for permanent roles will remain mostly stable except for assistant controller and operations director salaries, which will show growth. Interim rates will increase by around 2-5% at all levels of seniority.

Although salaries in healthcare are generally lower than in the commercial market, hiring managers should look to convey the value of gaining experience in a public sector organisation known for its unique product structures and complex financial flows.

TAX & TREASURY

Demand for treasury professionals remained stable in 2018. Movement in the market, especially within the specialised treasury field, was slow, with salary levels remaining flat.

Similarly, recruitment of tax professionals slowed down as a result of the uncertainty caused by the OECD and European Union's action plans to avoid Base Erosion and Profit Shifting (BEPS).

Despite this, 2018 was still a candidate driven market from junior to senior level. The demand was primarily strong for specialist roles in VAT, transfer pricing and tax compliance.

The highest hiring levels were seen in international companies, as those companies were most affected by the changing tax

“

Personal development and a good work-life balance with flexible hours, remote working and the possibility to work part-time will be important factors in attracting new employees.

”

environment (BEPS and trust).

In 2019, we expect the market to recuperate as regulations become more clear.

We will also see companies moving from a trust environment to an independently registered holding company, in order to create substance in line with the changing tax regulations. This will result in tax professionals starting to make the move from trust companies to these new holding companies.

Professionals in VAT, transfer pricing and tax compliance at the mid-level will be highly sought after. Automation of processes will increase demand for data driven tax professionals.

Salaries are already high in this field, so it is difficult to attract new talent with a competitive salary. Tax and treasury professionals are more interested in flexible working hours and a better work-life balance, as these are benefits they often do not have.

NETHERLANDS

ACCOUNTING & FINANCE

PERMANENT

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	1 - 5 YRS' EXP		5 - 9 YRS' EXP		9+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
VP Finance/CFO					150k+	150k+
Finance Director			80 - 110k	85 - 110k	110 - 150k	110 - 150k
Planning						
FP&A Manager			65 - 90k	70 - 90k	90 - 120k	90 - 120k
M&A Manager/Director			80 - 120k	90 - 120k	120k+	120k+
Business Analyst	45 - 65k	45 - 65k	65 - 80k	70 - 80k		
Financial Analyst	45 - 65k	50 - 65k	65 - 80k	65 - 85k		
Governance						
Internal Audit Manager/Director			80 - 110k	85 - 110k	110 - 130k	110 - 140k
Internal Auditor	50 - 70k	50 - 70k	70 - 90k	75 - 90k	90 - 110k	90 - 120k
Risk Analyst/Manager	45 - 65k	60 - 65k	65 - 80k	65 - 85k	80 - 110k	85 - 120k
Control						
Group Controller			80 - 125k	85 - 125k	125 - 150k	125 - 150k
Division Controller			75 - 100k	80 - 100k	100 - 125k	100 - 125k
Business Controller	45 - 70k	50 - 75k	70 - 95k	75 - 95k	95 - 115k	95 - 115k
Financial Controller	45 - 70k	45 - 70k	70 - 90k	75 - 90k	90 - 110k	90 - 110k
Accounting						
Shared Services Manager			75 - 110k	80 - 110k	110 - 130k	110 - 130k
AP/AR/GL Team Leader	45 - 65k	45 - 65k	65 - 70k	65 - 70k	70 - 80k	70 - 80k
Credit Manager	45 - 55k	45 - 60k	55 - 65k	60 - 70k	65 - 70k	70 - 80k
Finance Manager			60 - 90k	65 - 90k	80 - 110k	90 - 120k
Senior Financial Accountant	45 - 55k	45 - 60k	55 - 65k	60 - 70k	65 - 75k	70 - 80k
Management Accountant	45 - 65k	45 - 65k	65 - 75k	65 - 75k		
'Big 4'						
Consultancy	45 - 65k	45 - 65k	65 - 95k	65 - 95k	95 - 140k	95 - 140k
Auditor	45 - 65k	45 - 65k	65 - 95k	65 - 95k	95 - 140k	95 - 140k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

NETHERLANDS

ACCOUNTING & FINANCE

INTERIM

ROLE	INTERIM RATE PER DAY EUR (€)	
	2018	2019
Accounting & Finance		
VP Finance/CFO	1200 - 2000	1200 - 2000
Finance Manager	600 - 880	600 - 920
Team Manager (GL/AP/AR)	600 - 800	560 - 800
Senior Financial Accountant	480 - 600	480 - 640
Senior GL Accountant	480 - 600	480 - 600
Senior Payroll Specialist	450 - 620	440 - 620
Auditor (RA/CPA/ACCA)	560 - 1000	560 - 1000
Corporate Recovery Expert	1000 - 2500	1000 - 2500
Planning		
FP&A Manager	600 - 800	600 - 800
Business Analyst	500 - 600	500 - 640
Financial Analyst	500 - 600	600 - 640
Control		
Group Financial Controller	700 - 1200	700 - 1200
Financial/Business Controller (RC/RA)	600 - 800	600 - 920
Assistant Financial Controller	500 - 600	480 - 600
Projects		
Programme Manager	1000 - 1300	1000 - 1300
Transition Manager	800 - 1200	800 - 1200
Project Manager	800 - 1000	720 - 1000
Service Delivery Employee	450 - 650	440 - 650

NB: Figures are basic daily rates excluding agency fees.

NETHERLANDS

BANKING & FINANCIAL SERVICES

PERMANENT

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	1 - 5 YRS' EXP		5 - 10 YRS' EXP		10+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Financial & Control						
Manager			70 - 90k	70 - 90k	90 - 150k	90 - 150k
Financial Controller	50 - 70k	50 - 70k	70 - 90k	70 - 90k	90 - 150k	95 - 150k
Business Controller	50 - 70k	50 - 70k	70 - 80k	75 - 95k	90 - 130k	95 - 140k
Financial Analyst	45 - 65k	45 - 70k	65 - 80k	70 - 85k	75 - 85k	75 - 85k
Audit, Risk & Compliance						
Head of Compliance			160 - 180k	160 - 180k	180 - 200k	180 - 200k
Compliance Officer	45 - 70k	45 - 75k	70 - 110k	75 - 115k	110 - 140k	115 - 150k
Risk Manager (Market & Credit Risk)	55 - 75k	55 - 75k	75 - 115k	75 - 115k	115 - 190k	115 - 190k
Operational Risk Manager	45 - 70k	45 - 70k	70 - 110k	70 - 110k	110 - 140k	110 - 140k
Auditor	55 - 75k	50 - 75k	75 - 110k	75 - 110k	110 - 160k	110 - 160k
Quantitative Analyst	50 - 75k	50 - 80k	75 - 115k	80 - 115k	115 - 160k	115 - 160k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

INTERIM

ROLE	INTERIM RATE PER DAY EUR (€)	
	2018	2019
Senior Financial Accountant	560 - 760	560 - 760
Financial Controller	740 - 900	780 - 940
Business Controller	800 - 960	800 - 960
Reporting Specialist	800 - 1080	840 - 1120
Compliance Officer	960 - 1320	960 - 1400
Regulatory Specialist	920 - 1440	980 - 1600
Risk Manager (Operational, Credit & Financial)	760 - 1200	760 - 1200
Project Manager	800 - 880	800 - 940
Programme Manager	900 - 1200	900 - 1280

NB: Figures are basic daily rates excluding agency fees.

NETHERLANDS

HUMAN RESOURCES

PERMANENT

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 6 YRS' EXP		6 - 9 YRS' EXP		9+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
HR Director					100k+	100k+
HR Manager	55 - 65k	55 - 65k	65 - 90k	70 - 95k	90 - 125k	90 - 125k
HR Business Partner	50 - 60k	55 - 65k	65 - 90k	70 - 95k	90 - 110k	90 - 115k
HR Advisor	43 - 53k	43 - 58k	55 - 70k	55 - 75k	70 - 90k	75 - 95k
Compensation & Benefits Manager			75 - 95k	75 - 100k	90 - 150k	95 - 150k
Recruitment Manager	60 - 70k	60 - 75k	70 - 90k	70 - 90k	90 - 115k	90 - 115k
Corporate Recruiter	42 - 65k	42 - 65k	65 - 80k	65 - 80k	80 - 100k	80 - 100k
Learning & Development Manager			60 - 75k	65 - 80k	80 - 100k	80 - 100k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

NETHERLANDS

LEGAL

PERMANENT

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	1 - 4 YRS' EXP		4 - 7 YRS' EXP		7+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
In-house						
General Counsel					150k+	160k+
Manager Legal Affairs			90k+	90k+	115k+	115K+
Legal Counsel	45 - 60k	45 - 65k	65 - 90k	65 - 90k	90 - 125k	90 - 125K
Compliance Officer	50 - 65k	50 - 65k	65 - 95k	65 - 95k	90 - 120k	95 - 150k
Private Practice						
US & UK Firms - Partner					270k+	300k+
Dutch Firms - Partner					250k+	275k+
US & UK Firms - Associate	45 - 80k	50 - 90k	70 - 105k	70 - 110k	110 - 150k	110 - 150k
Dutch Firms - Associate	40 - 75k	45 - 80k	65 - 95k	70 - 105k	95 - 140k	95 - 150k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

INTERIM

ROLE	INTERIM RATE PER DAY EUR (€)	
	2018	2019
Interim Lawyer (Private Practice)	1000 - 1300	1000 - 1300
Specialised Legal Counsel	950 - 1300	950 - 1300
Compliance	800 - 1200	800 - 1200
Contract Manager	800 - 1200	800 - 1200
Civil Notary	900 - 1200	900 - 1200
Legal Counsel	800 - 1200	800 - 1200

NB: Figures are basic daily rates excluding agency fees.

NETHERLANDS

INFORMATION TECHNOLOGY

INTERIM

ROLE	INTERIM RATE PER DAY EUR (€)					
	JUNIOR		MEDIOR		SENIOR	
	2018	2019	2018	2019	2018	2019
Agile Coach	600 - 700	600 - 700	700 - 800	700 - 800	800 - 900	800 - 900
Agile Product Owner(General/Java/BI/Business Objects)	500 - 600	500 - 600	600 - 700	600 - 700	700 - 760	700 - 780
Agile Scrum Master (General/Java/BI/Business Objects)	600 - 675	600 - 700	675 - 750	700 - 800	750 - 840	800 - 840
Application Analyst - General	480 - 540	480 - 540	540 - 600	560 - 620	600 - 680	640 - 700
Business Manager - Data Migration	500 - 560	500 - 560	560 - 640	560 - 640	640 - 720	640 - 720
Business Operations - Data Migration	500 - 540	500 - 540	540 - 580	540 - 580	580 - 640	580 - 640
Change Analyst	480 - 540	480 - 540	540 - 580	540 - 580	580 - 640	580 - 640
Change Manager	540 - 600	540 - 600	600 - 680	600 - 680	680 - 760	680 - 760
Database Administrator (DBA)	440 - 480	440 - 480	480 - 520	480 - 520	520 - 560	520 - 560
Implementation Manage	540 - 580	540 - 580	580 - 680	580 - 680	680 - 760	680 - 760
Lean Change Agent	440 - 480	440 - 480	480 - 520	480 - 520	520 - 560	520 - 560
PMO Analyst	380 - 420	400 - 440	420 - 500	440 - 540	500 - 600	540 - 640
PMO Manager	440 - 480	440 - 520	480 - 560	520 - 600	560 - 680	600 - 800
Programme Director	640 - 740	640 - 740	740 - 840	740 - 840	840 - 900	840 - 900
Programme Manager	640 - 720	640 - 720	720 - 760	720 - 760	760 - 800	760 - 800
Project Manager (General/BI/Infrastructure)	540 - 580	540 - 580	580 - 660	580 - 660	660 - 760	660 - 780
Project Manager - SAP	600 - 660	600 - 660	660 - 720	660 - 720	720 - 900	720 - 900
Software Developer - BI/Business Objects/Java/Microsoft .NET/Oracle	450 - 580	480 - 580	480 - 620	500 - 620	540 - 660	540 - 700
Software Developer - BI/Hadoop	600 - 680	640 - 700	680 - 760	700 - 800	760 - 900	800 - 940
Software Developer - SAP Basis/ABAP/Finance/PI/Security	540 - 660	560 - 680	580 - 720	600 - 740	640 - 800	680 - 840
Software Developer - SAS	540 - 580	540 - 580	580 - 640	580 - 680	640 - 740	680 - 780
Software Developer - Webtechnologies	500 - 540	500 - 540	540 - 580	540 - 620	580 - 620	620 - 680
Technology Consultant (BI/Data Migration/Microsoft/Oracle)	440 - 580	440 - 580	580 - 640	580 - 640	520 - 740	520 - 740
Technology Consultant - SAP BI/CRM/Finance	540 - 600	540 - 640	580 - 700	580 - 740	680 - 800	700 - 840

NB: Figures are basic daily rates excluding agency fees.

NETHERLANDS

PROCUREMENT

INTERIM

ROLE	INTERIM RATE PER DAY EUR (€)	
	2018	2019
Buyer Raw Materials	480 - 640	500 - 670
Buyer Indirect	560 - 720	580 - 750
Category Manager Raw Materials	640 - 820	670 - 840
Category Manager Indirect	680 - 840	700 - 880
Category Manager Food	600 - 760	630 - 800
Category Manager Non-Food	600 - 760	630 - 800
Category Lead Raw Materials	800 - 960	840 - 1000
Category Lead Indirect	800 - 960	840 - 1000
Category Manager IT/ICT	880 - 1040	920 - 1100
CPO/Buying Director	1040 - 1400	1100 - 1475

NB: Figures are basic daily rates excluding agency fees.

NETHERLANDS

(SEMI) PUBLIC

PERMANENT

ROLE	PERMANENT SALARY PER ANNUM EUR (€)	
	2018	2019
Operations Director/CFO	90 - 110k	100 - 130k
Manager Planning & Control	85 - 100k	85 - 100k
Head of Administration	55 - 70k	55 - 70k
Manager Internal Audit	75 - 95k	75 - 95k
Internal Auditor	65 - 85k	65 - 85k
Business Controller	60 - 80k	60 - 80k
Concern Controller	60 - 80k	60 - 80k
Financial Controller	60 - 80k	60 - 80k
Assistant Controller	40 - 52k	40 - 60k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

INTERIM

ROLE	INTERIM RATE PER DAY EUR (€)	
	2018	2019
Board Member/CFO	720 - 1200	720 - 1200
Financial Director/CFO	680 - 780	680 - 900
Manager Planning & Control	630 - 720	640 - 720
Financial Manager	500 - 650	540 - 700
Business Controller	540 - 720	560 - 720
Financial Controller	460 - 520	480 - 560
Concern Controller	650 - 700	680 - 720
AO/IC Specialist	480 - 520	490 - 560
Senior Financial Accountant	380 - 460	400 - 480
Manager Healthcare Administration	540 - 720	550 - 720
Coordinator Healthcare Administration	450 - 520	480 - 560
Employee Healthcare Administration	300 - 350	330 - 400

NB: Figures are basic daily rates excluding agency fees.

NETHERLANDS

TAX & TREASURY

PERMANENT

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	1 - 3 YRS' EXP		4 - 7 YRS' EXP		7+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Treasury						
Head of Treasury					110 - 220k	110 - 220k
Treasurer			75 - 90k	75 - 90k	90 - 110k	90 - 110k
Assistant Treasurer	40 - 65k	40 - 65k	60 - 75k	60 - 75k	75 - 95k	75 - 95k
Cash Manager	40 - 60k	40 - 60k	55 - 70k	55 - 70k	65 - 90k	65 - 90k
Treasury Accountant/Analyst	40 - 60k	40 - 60k	55 - 70k	55 - 70k	65 - 80k	65 - 80k
Tax						
Vice-President Tax					150 - 300k	150 - 300k
Tax Director					90 - 150k	100 - 170k
Senior Tax Manager					90 - 130k	90 - 130k
Tax Manager			65 - 90k	70 - 90k	85 - 120k	85 - 120k
Tax Consultant	50 - 70k	50 - 75k	60 - 80k	65 - 90k		
Tax Accountant/Analyst	40 - 50k	45 - 60k				

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

INTERIM

ROLE	INTERIM RATE PER DAY EUR (€)	
	2018	2019
Cash Manager/Assistant Treasurer	600 - 800	600 - 800
Treasurer	800 - 1100	800 - 1100
Tax Manager	700 - 1000	700 - 1000
Tax Director	900 - 1200	900 - 1300

NB: Figures are basic daily rates excluding agency fees.

NETHERLANDS

CONTRACT

FINANCE

ROLE	CONTRACT SALARY PER ANNUM EUR (€)	
	2018	2019
Junior Controller	30 - 40k	32 - 42k
Accounts Payable Team Leader	40 - 50k	45 - 55k
Accounts Payable Specialist	37 - 45k	37 - 45k
Accounts Payable Administrator	30 - 37k	30 - 37k
Accounts Receivable Team Leader	40 - 50k	45 - 55k
Accounts Receivable Specialist	37 - 45k	37 - 45k
Credit Controller	35 - 40k	35 - 45k
Junior Credit Controller	30 - 35k	30 - 35k
Senior Financial Administrator	40 - 50k	45 - 55k
Payroll Officer	40 - 50k	40 - 50k
Graduate (Bachelor/Master)	32 - 42k	35 - 45k
Graduate (MBO/Secondary Vocational)	27 - 37k	27 - 37k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

BANKING & FINANCIAL SERVICES

ROLE	CONTRACT SALARY PER ANNUM EUR (€)	
	2018	2019
Payment Officer	32 - 37k	32 - 37k
Accounts Receivable Officer	32 - 37k	32 - 37k
Accounts Assistant	35 - 40k	35 - 40k
Underwriting Support	32 - 37k	32 - 37k
Junior Risk Analyst	35 - 40k	37 - 42k
Junior Credit Analyst	37 - 42k	37 - 42k
Junior Compliance Officer	35 - 40k	37 - 42k
Junior Asset Manager	35 - 40k	40 - 45k
Junior Trader	35 - 40k	35 - 40k
Financial Accountant	45 - 50k	45 - 55k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

NETHERLANDS

CONTRACT

INFORMATION TECHNOLOGY

ROLE	CONTRACT SALARY PER ANNUM EUR (€)					
	JUNIOR		MEDIOR		SENIOR	
	2018	2019	2018	2019	2018	2019
(Functional) Application Manager	32 - 36k	33 - 37k	37 - 42k	38 - 45k	42 - 60k	46 - 64k
System Administrator (Unix/Windows/Linux/Citrix/etc)	32 - 36k	33 - 37k	37 - 42k	38 - 45k	42 - 60k	46 - 64k
Network Specialist (Administrator/Routing Engineer/Telecom)	34 - 39k	36 - 42k	39 - 45k	42 - 50k	45 - 62k	50 - 65k
Database Administrator	32 - 36k	33 - 37k	37 - 42k	38 - 45k	42 - 60k	46 - 64k
Data Specialist (Warehousing/BI/Architect/Science)	32 - 40k	33 - 42k	41 - 54k	43 - 57k	55 - 77k	58 - 80k
Developer (PHP/JAVA/.net/C++/DevOps)	32 - 40k	33 - 42k	41 - 54k	43 - 57k	55 - 77k	58 - 80k
1st Line Service Desk Agent	23 - 27k	24 - 29k	23 - 27k	24 - 29k	23 - 27k	24 - 29k
2nd Line Service Desk Agent	28 - 34k	30 - 38k	28 - 34k	30 - 38k	28 - 34k	30 - 38k
3rd Line Service Desk Agent	34 - 42k	36 - 45k	34 - 42k	36 - 45k	34 - 42k	36 - 45k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

NETHERLANDS

CONTRACT

SUPPLY CHAIN

ROLE	CONTRACT SALARY PER ANNUM EUR (€)	
	2018	2019
Supply Chain Manager	44 - 66k	45 - 66k
Demand & Supply Chain Planner	40 - 63k	42 - 65k
Logistics Analyst	42 - 64k	44 - 66k
Buyer	40 - 60k	42 - 64k
Operations Manager	38 - 60k	42 - 64k
Supply Chain Coordinator	31 - 44k	32 - 48k
Export Associate	27 - 43k	31 - 46k
Data Entry	24 - 32k	25 - 33k
Order Management Specialist	30 - 44k	33 - 47k
Inside Sales Support/Representative	28 - 45k	30 - 46k
Customer Service Representative (multilingual)	25 - 37k	27 - 38k
Customer Service Team Lead/Manager	32 - 45k	35 - 50k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

NETHERLANDS

CONTRACT

SECRETARIAL & OFFICE SUPPORT

ROLE	CONTRACT SALARY PER ANNUM EUR (€)	
	2018	2019
Executive & Personal Assistant	39 - 58k	41 - 60k
Management Assistant	28 - 39k	29 - 41k
Office Manager	32 - 46k	33 - 48k
Office Assistant	28 - 34k	29 - 35k
Legal Secretary	29 - 42k	30 - 44k
Receptionist	23 - 31k	23 - 31k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

HR SUPPORT

ROLE	CONTRACT SALARY PER ANNUM EUR (€)	
	2018	2019
HR Assistant	29 - 41k	30 - 42k
HR Generalist/Advisor	36 - 53k	37 - 54k
Corporate Recruiter	35 - 58k	36 - 60k
Recruitment Coordinator	28 - 38k	30 - 39k
Training Coordinator	30 - 42k	31 - 45k
Learning & Development Coordinator	35 - 50k	35 - 51k
Resource Manager	41 - 62k	42 - 64k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

PORTUGAL

2018

The Portuguese economy experienced another good year with steady growth of 2% after a turbulent few years. The unemployment rate has been decreasing year-on-year, from 18% in 2016, 7.9% in 2017, to 6.7% in 2018: the lowest unemployment rate since the second quarter of 2004. One thing was clear in 2018 – companies were recruiting again.

Business investment increased, and parallel to this, we saw an increase in the number of international companies beginning to open in Portugal. With this came an abundance of opportunities across all sectors.

Leading the way was the IT sector, with IT developers being particularly sought after. As in previous years, hiring managers had to contend with a large candidate shortage in this area. As a result, the sector was driven by temps and freelancers who were able to command premiums.

Increased business confidence had a positive impact on the real estate sector. We saw a number of companies invest through the purchase of buildings and real estate refurb programmes, along with buying land and constructing new developments. A boost in consumer confidence and tourism meant that the services sector was back to recruiting at high levels, particularly in large metropolitan areas.

Whilst salaries in the IT sector have increased year-on-year, other sectors did not experience the same salary growth in 2018. It was not uncommon for those in management positions to have more focus placed on progression, rather than remuneration packages.

37%

OF PROFESSIONALS IN PORTUGAL
ARE ACTIVELY LOOKING TO CHANGE
JOBS

“

The Portuguese economy experienced another good year with steady growth of 2%.

”



MARCO LAVEDA,
MANAGING DIRECTOR,
SPAIN & PORTUGAL

2019

A strong pipeline of EU co-funded investment projects for the next four years is expected to provide a boost of investment and business confidence, meaning we can expect another positive year for the recruitment market. However Portugal will continue to struggle to attract European candidates, due to salaries being less competitive than other European countries.

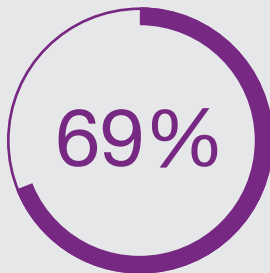
Manufacturers will be in demand for the engineering sector, whilst in IT, developers and researchers will continue to be a focus for hiring managers.

In 2019, the skills gap in IT and tech will be particularly apparent and will take at least two years to balance

out. Companies should focus on upskilling existing employees in an attempt to counteract this.

Whilst there will be an acute shortage of workers in specialised fields, it is expected that there will be a healthy candidate pool for a number of 'generalist' roles. This will result in high-performing candidates moving into industries or roles with smaller talent pools as a way of diversifying their skill sets.

As salaries are set to remain relatively steady in 2019, hiring managers should not only focus on increasing salaries as a tool to attract top talent, but also focus on offering career progression opportunities as a method to keep employees engaged.



Of professionals in Portugal are expecting a salary increase in 2019

- 1 Lisbon - 82% of professionals feel confident about job opportunities in their sector



TOP FOUR FACTORS FOR CHANGING JOBS

- 1 Improved career development
- 2 Remuneration and benefits
- 3 Attractive company culture
- 4 Change of responsibilities

OVERVIEW



98%

OF PROFESSIONALS ARE OPEN TO A JOB APPROACH WHEN NOT ACTIVELY LOOKING

ACCOUNTING & FINANCE

Economic growth and renewed business confidence resulted in an increased appetite for hiring within accounting and finance.

In 2018, we saw the role of an accounting and finance professional change, as senior management sought to bring the historically back office role to

the forefront of the company and make it more central to decision-making.

The rapid development and adoption of technology in the finance sector meant that candidates who were technically aware and proficient were highly sought after. Hiring managers were also seeking candidates with expertise in risk, particularly in compliance and internal audit, and in-depth knowledge of the regulatory environment, along with advanced excel skills and general knowledge of ERP systems.

It will be another good year for the accounting and finance sector in 2019, with healthcare, real estate and technology sectors looking to hire.

Technology will play a pivotal role in the year ahead, requiring senior-level candidates and decision-makers to be aware of or accustomed to data analytics, blockchain, trust economy and the Cloud.

Whilst salaries will increase by 10% in 2019 for roles aligned to tech, companies will have to do a lot more to attract millennials who are likely to be

lured into less traditional fields where work-life balance and flexi-hours are more common.

ENGINEERING & OPERATIONS

In 2018, the engineering and operations recruitment sector was very busy. Demand for candidates was especially high in the automotive, construction, equipment, energy and real estate sectors, showing good growth compared to 2017.

Recruitment levels were particularly high for mid-senior-level candidates who had a clear mix of personal, professional and technical attributes.

Hiring managers sought candidates who were proactive, strong interpersonally and good at multi tasking.

Although salaries remained relatively steady in 2018, employees benefitted from internal promotions and increased salaries aligned to new job titles.

Unlike other sectors, the engineering and operations market has not suffered from a skills shortage. However, if hiring trends follow similar patterns to that of 2018, and we continue to operate in a

buoyant market, hiring managers may find themselves having to contend with a candidate shortage in the near future.

In Portugal, where taxes are high, salaries are a deciding factor for candidates looking to move roles, so hiring managers should look at how they can guarantee the liquidity of a salary by incorporating benefits such as a company car or private health care.

INFORMATION TECHNOLOGY

Demand for high-quality candidates from an IT or tech background across all industries was high in 2018, resulting in a salary increase of around 8-10%. Areas of exponential growth in 2018 were within web development, cybersecurity, data science and analysis.

Whilst technical proficiency was a must, candidates who were more well-rounded and possessed soft skills such as the ability to communicate well, were not on the market for long.

In 2019, job roles in tech will increase by as much as 20%, with key growth areas including blockchain, artificial intelligence, the internet of things (IoT), big data and virtual & augmented reality. Companies should look to upskill existing teams now in order to combat the pending candidate and skills shortage.

SALES & MARKETING

Opportunities in the sales and marketing sector have increased year-on-year since 2016.

Due to globalisation, candidates are expected to be able to speak



44%

OF PROFESSIONALS IN PORTUGAL
RECEIVED A SALARY INCREASE IN
2018

two languages fluently, with English and German being the most preferred.

FMCG businesses remained the biggest recruiter in the sector, with the most in-demand skills being SEO, digital marketing, analytical thinking and market analysis. Strong soft skills such as being hands-on, proactive, dynamic and people-focused continue to be highly regarded by hiring managers. Digital professionals benefitted from operating in a relatively immature market, with candidate shortages seen at the senior level for e-commerce positions.

An increased turnover in the pharmaceutical market resulted in more recruitment in the areas of medical affairs, market access

and commercial marketing. Key account managers, pharmacy channel delegates and product managers were in highest demand. A degree in health science and strong communication skills were highly valued by HR departments.

There was a slight increase in salary compared to previous years, with the highest pay rises seen in FMCG and digital industries.

In 2019, the e-commerce and digital sectors will continue to grow, resulting in an increased demand for high-quality candidates. Hiring managers should ensure they offer clear career paths, salary progression and an attractive work environment in order to recruit favourable candidates.

PORTUGAL

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	2 - 5 YRS' EXP		5 - 10 YRS' EXP		10+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Generalist						
Chief Financial Officer	60 - 70k	70 - 75k	75 - 85k	80 - 90k	85 - 110k	90 - 120k
Finance Director - SME	45 - 55k	45 - 55k	55 - 70k	55 - 75k	60 - 80k	65 - 85k
FP&A Manager	35 - 40k	35 - 40k	40 - 45k	45 - 50k	50 - 60k	55 - 65k
Financial Controller	35 - 45k	35 - 45k	35 - 45k	35 - 47k	47 - 50k	47 - 50k
Accounting Manager	30 - 40k	30 - 40k	40 - 45k	40 - 45k	45 - 55k	45 - 55k
Chartered Accountant	25 - 28k	25 - 28k	28 - 35k	28 - 35k	35 - 40k	35 - 40k
Commercial Controller	35 - 45k	35 - 45k	45 - 50k	45 - 50k	53 - 65k	53 - 65k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

PORTUGAL

ENGINEERING & OPERATIONS

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	2 - 5 YRS' EXP		5 - 10 YRS' EXP		10+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Manufacturing						
Operations Director	45 - 75k	50 - 75k	48 - 80k	55 - 80k	60 - 130k	70 - 130k
Plant Manager	60 - 75k	60 - 75k	60 - 75k	60 - 75k	75 - 130k	75 - 120k
Production Manager	35 - 50k	45 - 60k	40 - 60k	50 - 75k	55 - 75k	55 - 75k
Logistics Manager	35 - 50k	40 - 50k	35 - 55k	45 - 55k	45 - 60k	45 - 60k
Maintenance/Facility Manager	30 - 50k	40 - 50k	40 - 50k	45 - 55k	45 - 60k	50 - 65k
Purchasing Manager	30 - 40k	30 - 40k	38 - 45k	38 - 45k		
Procurement Manager	30 - 40k	30 - 40k	38 - 45k	38 - 45k		
Demand Planning	25 - 40k	35 - 45k	35 - 45k	38 - 50k		
Customer Service Manager	28 - 35k	30 - 40k	35 - 50k	35 - 50k		
QA/QC Manager	30 - 40k	40 - 50k	40 - 55k	45 - 60k		
R&D Manager	35 - 45k	42 - 50k	45 - 65k	45 - 65k	50 - 65k	50 - 65k
Continuous Improvement Manager	30 - 40k	30 - 40k	40 - 60k	40 - 60k		
Sales						
Sales Director			50 - 95k	65 - 95k	65 - 120k	65 - 120k
Business Development Manager	40 - 50k	40 - 60k	45 - 95k	55 - 95k	65 - 135k	65 - 100k
Regional Sales Manager	35 - 50k	45 - 55k	30 - 50k	50 - 60k	40 - 85k	50 - 85k
Sales Engineer	30 - 50k	30 - 45k	25 - 40k	35 - 50k	40 - 50k	45 - 55k
Construction & Energy						
Engineering Director	40 - 60k	55 - 65k	60 - 90k	60 - 90k	85 - 140k	85 - 140k
Project Director	40 - 55k	60 - 70k	60 - 90k	60 - 90k	70 - 130k	70 - 130k
Construction Director	50 - 70k	50 - 70k	65 - 80k	65 - 80k	80 - 110k	80 - 110k
Project Manager	25 - 45k	40 - 55k	45 - 80k	50 - 80k	70 - 90k	70 - 90k
Contract Manager			45 - 65k	45 - 65k	55 - 85k	55 - 85k
Site Manager	40 - 60k	40 - 60k	60 - 90k	60 - 90k	65 - 100k	65 - 100k
Commissioning Manager	35 - 50k	35 - 50k	40 - 55k	40 - 55k	50 - 80k	50 - 80k
Mechanical/Electrical Engineer	25 - 45k	25 - 45k	40 - 55k	40 - 55k		

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

PORTUGAL

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	2 - 5 YRS' EXP		5 - 10 YRS' EXP		10+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Management						
Chief Information Officer	75 - 80k	80 - 85k	80 - 95k	85 - 100k	90 - 110k	90 - 120k
Chief Technology Officer	60 - 70k	65 - 75k	85 - 90k	90 - 100k	90 - 95k	95 - 110k
Chief Operations Officer	55 - 60k	55 - 60k	80 - 90k	80 - 90k	85 - 95k	85 - 95k
IT Manager			50 - 60k	55 - 70k	65 - 80k	65 - 80k
Infrastructure Director	40 - 50k	45 - 55k	60 - 75k	60 - 80k	80 - 90k	80 - 95k
Delivery Manager	35 - 45k	35 - 45k	50 - 65k	55 - 70k	70 - 80k	70 - 80k
Solutions Engineer	23 - 28k	23 - 28k	30 - 40k	35 - 45k	50 - 60k	50 - 65k
Digital Transformation Manager	40 - 50k	40 - 50k	55 - 65k	55 - 70k	70 - 80k	70 - 85k
Outsystems Delivery Manager	30 - 40k	35 - 45k	50 - 60k	50 - 65k	55 - 65k	70 - 80k
Development						
Development Director	50 - 60k	50 - 60k	65 - 80k	65 - 85k	70 - 85k	75 - 90k
Front-end Developer	30 - 45k	30 - 45k	50 - 60k	50 - 60k		
Back-end Developer	25 - 35k	25 - 40k	40 - 45k	40 - 55k		
DevOps Engineer	40 - 50k	40 - 55k	55 - 70k	60 - 75k		
Tester/QA Analyst	25 - 35k	25 - 35k	35 - 45k	40 - 48k		
Full-Stack Developer	30 - 40k	30 - 45k	45 - 60k	50 - 65k	65 - 75k	70 - 80k
Machine Learning Engineer	30 - 40k	30 - 45k	40 - 60k	45 - 70k		
UX/UI Designer	20 - 35k	20 - 38k	35 - 45k	35 - 50k	40 - 50k	40 - 55k
Outsystems Developer	25 - 35k	25 - 40k	40 - 45k	40 - 50k	50 - 60k	50 - 70k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

PORTUGAL

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	2 - 5 YRS' EXP		5 - 10 YRS' EXP		10+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
ERPs						
SAP Manager	45 - 55k	45 - 55k	50 - 60k	50 - 60k	55 - 70k	55 - 75k
SAP Analyst	35 - 45k	35 - 45k	45 - 60k	45 - 60k	55 - 65k	55 - 65k
Security						
Chief Security Officer	40 - 65k	40 - 65k	55 - 75k	60 - 80k	70 - 90k	75 - 95k
Blockchain Engineer	45 - 65k	50 - 75k				
Cybersecurity Manager	35 - 60k	40 - 60k	50 - 60k	65 - 75k	70 - 80k	80 - 90k
Data & Analytics						
Data & Analytics Manager	55 - 65k	60 - 65k	60 - 70k	75 - 85k		
Data Architect	45 - 55k	45 - 60k	55 - 65k	55 - 65k		
Data Analyst	30 - 40k	30 - 45k	40 - 50k	45 - 50k		
BI Specialist	30 - 35k	30 - 35k	45 - 50k	50 - 55k		
Big Data Specialist	40 - 50k	45 - 55k				
Data Scientist	45 - 55k	50 - 60k				

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PORTUGAL

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	2 - 5 YRS' EXP		5 - 10 YRS' EXP		10+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Digital						
E-commerce Director	28 - 35k	35 - 45k	38 - 50k	42 - 55k	55 - 70k	55 - 80k
Head of Digital	28 - 35k	35 - 45k	40 - 50k	42 - 68k	60 - 80k	68 - 90k
Digital Marketing Specialist	21 - 40k	25 - 42k	30 - 48k	35 - 50k	42 - 50k	45 - 60k
Digital Marketing Coordinator	21 - 40k	24 - 42k	30 - 38k	35 - 42k	42 - 50k	45 - 60k
SEO/SEM Manager	21 - 40k	24 - 42k	30 - 38k	35 - 42k	42 - 50k	45 - 60k
Healthcare						
Business Unit Manager	45 - 60k	55 - 70k	60 - 75k	70 - 90k	65 - 80k	75 - 110k
Business Developer Manager	21 - 35k	28 - 42k	42 - 58k	45 - 60k	50 - 65k	60 - 75k
Sales Manager	28 - 45k	35 - 50k	49 - 70k	49 - 70k	56 - 77k	55 - 77k
Area Manager	28 - 35k	30 - 42k	30 - 45k	40 - 47k	42 - 49k	45 - 55k
Key Account Manager	21 - 30k	28 - 35k	28 - 42k	30 - 45k	40 - 50k	42 - 56k
Hospital Sales Specialist	21 - 30k	28 - 35k	28 - 42k	30 - 45k	32 - 42k	35 - 50k
Sales Representative	21 - 30k	28 - 35k	28 - 42k	30 - 45k	35 - 45k	35 - 45k
Sales Pharmacy Channel	21 - 30k	28 - 35k	28 - 42k	30 - 45k	32 - 42k	32 - 42k
Marketing Director	40 - 50k	42 - 55k	45 - 65k	55 - 70k	65 - 75k	70 - 85k
Marketing Manager	38 - 45k	42 - 55k	45 - 65k	55 - 70k	65 - 75k	70 - 85k
Product Manager	25 - 32k	28 - 35k	30 - 42k	35 - 49k	42 - 60k	50 - 70k
Brand Manager	25 - 32k	28 - 35k	30 - 42k	35 - 49k	42 - 60k	49 - 70k
Product Specialist	18 - 25k	21 - 28k	28 - 42k	30 - 47k	38 - 48k	42 - 50k
Head of Market Research	18 - 21k	21 - 28k	21 - 37k	28 - 42k	25 - 35k	28 - 42k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

PORTUGAL

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	2 - 5 YRS' EXP		5 - 10 YRS' EXP		10+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Marketing						
Marketing Director	35 - 48k	42 - 50k	40 - 60k	55 - 70k	70 - 90k	80 - 100k
Communications Director	30 - 40k	38 - 50k	40 - 60k	55 - 70k	55 - 70k	70 - 90k
Marketing Manager	21 - 38k	25 - 45k	28 - 40k	30 - 45k	42 - 55k	40 - 60k
Product Manager	21 - 38k	25 - 45k	28 - 40k	30 - 45k	42 - 55k	40 - 60k
Brand Manager	21 - 38k	25 - 45k	28 - 40k	30 - 45k	42 - 55k	40 - 60k
Trade Marketing Manager	21 - 38k	25 - 45k	30 - 50k	35 - 42k	42 - 55k	40 - 60k
Business Analyst	18 - 25k	21 - 35k	35 - 48k	42 - 50k	40 - 50k	45 - 60k
Marketing Research	18 - 25k	21 - 35k	35 - 48k	42 - 50k	42 - 55k	45 - 60k
Sales						
Commercial Director	30 - 42k	35 - 48k	45 - 50k	50 - 70k	60 - 80k	60 - 90k
Sales Manager	30 - 42k	35 - 48k	40 - 55k	45 - 60k	60 - 80k	50 - 80k
Regional Sales Director	28 - 35k	30 - 38k	30 - 40k	35 - 45k	30 - 42k	33 - 48k
Export Director	38 - 45k	42 - 50k	30 - 45k	40 - 55k	42 - 55k	50 - 70k
International Markets Development Manager	35 - 42k	40 - 50k	32 - 46k	40 - 56k	42 - 55k	56 - 70k
Key Account Manager	25 - 38k	25 - 42k	28 - 40k	30 - 50k	40 - 55k	42 - 60k
Commercial Director - FMCG	32 - 48k	35 - 58k	48 - 60k	58 - 70k	60 - 90k	70 - 100k
Sales Manager - FMCG	25 - 35k	28 - 42k	48 - 60k	45 - 70k	60 - 80k	65 - 90k
National Account Manager - FMCG	18 - 28k	18 - 28k	35 - 42k	38 - 55k	42 - 57k	50 - 63k
Key Account Manager - FMCG	18 - 28k	18 - 28k	28 - 35k	30 - 40k	30 - 42k	35 - 46k
Head of Sales - FMCG	18 - 21k	18 - 28k	18 - 25k	21 - 28k	25 - 35k	28 - 38k

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SPAIN

2018

The economy has continued to perform well for a fifth consecutive year, this had a positive knock-on effect within the labour market which in previous years has suffered from the economic crisis. For the first time in years we saw job creation across the board, with the service sector proving the most resilient.

The highest demand for candidates continued to be within labour-intensive sectors, most notably in housing (construction and real estate), automotive and tourism.

Spain was highly competitive in the renewable energy sector, resulting in an increase in demand for engineers. The same was true for investment banking, where analysts and portfolio managers were highly sought after.

Barcelona has been consolidating its image in the digital world, and so the demand for digital profiles grew significantly compared to previous years. The country as a whole has made a name for itself in the information security (IT) sector which is one of the biggest areas of recruitment in Europe. However companies have had to contend with both a skills and candidate shortage, which we expect to continue in 2019.

Salaries have increased at a slower rate than the growth of the economy. In 2018, salaries increased by 10%, following eight years of stagnation.

68%

OF PROFESSIONALS IN SPAIN
ARE EXPECTING A SALARY INCREASE
IN 2019

“

The Spanish market will continue to perform well in 2019, demand for quality candidates will remain high.

”



MARCO LAVEDA,
MANAGING DIRECTOR,
SPAIN & PORTUGAL

2019

There will be an increase of jobs created for contract and part-time roles, as a way for businesses to continue programmes of work without having to invest their capital upfront. This is prevalent in tourism and housing industries, that are more susceptible to external macroeconomic conditions.

The construction industry has a healthy pipeline of projects in real estate, which will make this market particularly buoyant in 2019.

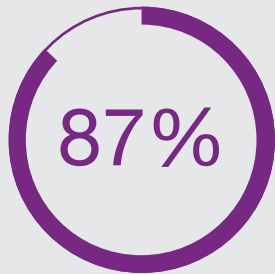
Spain continues to be a leading source globally for renewable energy; as a result experienced engineers will be able to command premium salaries.

The digital and IT sector will continue to grow at a quicker pace

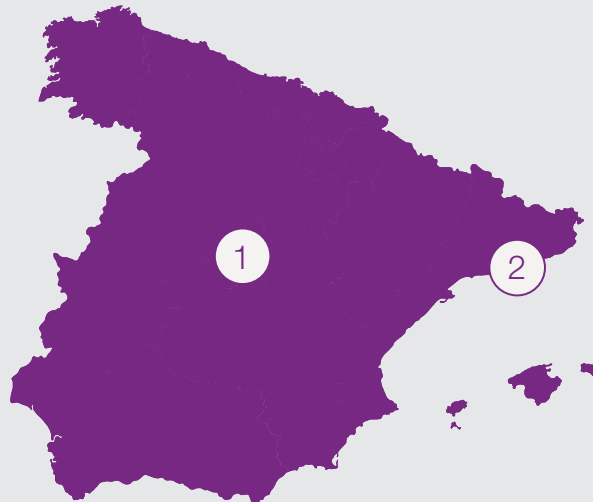
than the amount of candidates entering the market. Companies should be open to international candidates with relevant experience, both to cover headcount and to help train local employees.

Salaries will continue to increase for professionals in demand as companies battle to secure top talent.

Hiring managers will need to understand the needs of millennials and how to meet their personal and career needs. This may require changes in company culture, including flexible working and building in performance-related incentives and fun working environments, along with ethical working practices and CSR initiatives.



Of professionals in Spain say it is important to work for a company that fosters collaboration between co-workers



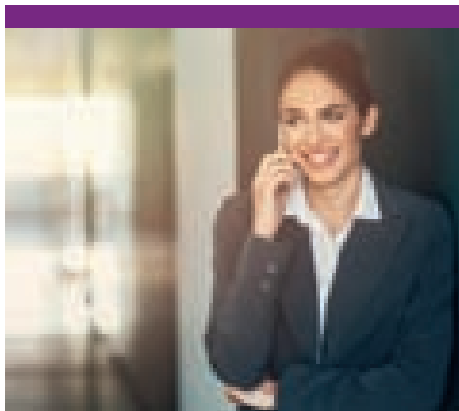
1

Madrid - 72% of professionals feel confident about opportunities in their sector

2

Barcelona - 81% of professionals feel confident about opportunities in their sector

OVERVIEW



31%

OF PROFESSIONALS STARTED
THEIR CAREER WITH AN
INTERNSHIP PROGRAMME

ACCOUNTING & FINANCE

It was another positive year in 2018 for the accounting and finance sector, spurred on by the growth of the industrial sector. As a result there was a noticeable increase in demand for finance professionals.

The real estate industry has been going through a period of change

and restructure, resulting in the strengthening of back office functions. The growing presence of investment funds in real estate increased the need for mid-senior level candidates with a higher level of financial and compliance knowledge.

Candidates with business partnering skills, particularly those at the financial advisor level with strong communication skills and a background in project management, were in high demand as companies looked to improve sales and operations processes.

For companies undertaking corporate finance operations, candidates with experience in mergers & acquisitions and internal control were highly sought after.

For financial candidates, salaries saw a marginal inflation in 2018. For the first half of 2019, salaries are expected to remain relatively stable whilst the wider-European economy levels out. However, for the second half of 2019 we expect to see a 5% increase in salaries within accounting and finance roles.

The Spanish market will continue to perform well in 2019, and demand for quality candidates will remain high. Hiring managers will have to contend with a candidate shortage for mid-senior positions requiring specialist skills, namely finance business partners, M&A analysts, commercial finance analysts and industrial control specialists.

Salaries will be a key factor for securing top talent. For roles in demand we expect to see salaries increase higher than the general market rate. For high-performing millennials, career progression, responsibility and challenging and exciting projects will be important. Companies will also need to look at their employer brand and

“

Hiring managers will have to contend with a candidate shortage for mid-senior positions requiring specialist skills.

”

consider introducing flexible working initiatives and improvements to workplace conditions in order to remain competitive.

BANKING & INSURANCE

The banking sector in Spain performed well in 2018. Traditional banks – retail and commercial – continued digitalisation plans, arguably at the expense of other areas in the business, whilst international and investment banking benefited from good macroeconomic conditions, resulting in some growth.

The liquidity in the market led to buoyant recruitment activity on the buy side, in particular the creation and availability of private equity and venture capital-backed funds for real estate and middle market sectors. Companies led by debt funds seeking alternative financing kept the banking sector relatively busy.

Increased activity within banking has had a knock-on effect for corporate operations, namely mergers, acquisitions and financing operations functioning in the advisory field. As such, international banks, boutiques and consulting firms have all been on the hunt for top-level candidates to help grow their teams.

Spanish banks focused their efforts on ridding large debt portfolios off balance sheets, resulting in the emergence of large funds. Subsequently we saw mergers and acquisitions via the NPLs/REOs platforms. Hiring activity in this area remained high as contractors became vital components

in the management of such portfolios, leading to significant salary increases.

2019 will be a year of consolidation of growth, particularly within retail banking. The political situation will create an air of uneasiness with companies and investors and which will likely have an impact on hiring levels.

ENGINEERING

Increased hiring levels and a strong end to 2017, meant that hiring managers were having to contend with a candidate shortage in the beginning of 2018.

For the first time in years, the real estate and renewable energy sectors started to hire again. For real estate and construction, candidates with a technical and commercial background were highly sought after throughout the country. Given the growing domestic and international profile of the renewable energy sector, the demand to fill commercial positions was particularly high.

There was a steady pipeline of engineering projects in 2018, predominantly in the petrochemical and infrastructure sectors, leading to continued demand for candidates with management experience in projects, contracts, cost control and planning.

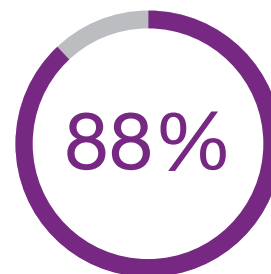
The automotive, industrial equipment goods and processed foods sectors remained the foundation of the Spanish economy, subsequently leading to an increased growth within the manufacturing industry.



79%

OF PROFESSIONALS IN SPAIN
WOULD CONSIDER WORKING
ABROAD

Companies focused their efforts on improving the quality and optimisation of production processes, mainly to make themselves more competitive in the export market. Companies were hiring across the country for roles in manufacturing, procurement, supply chain and logistics.



Of professionals in Spain
believe that women are
under-represented in
leadership roles

In 2019, there will be a strong level of hiring activity within real estate and renewable energy sectors. Skills in particular demand will be customer and people management and results-driven mindsets.

HUMAN RESOURCES

The highest levels of hiring activity in 2018 were seen in areas relating to payroll, mobility, and compensation & benefits. Roles in these areas saw salary increases of between 7-10%, compared to the average 4-7% salary increases for other human resources (HR) professionals.

People managers and directors continue to become more prominent, gradually positioning themselves at the same level of importance as that of the board of directors. Similarly, there was strengthening of the role of area

managers' which evolved into talent catalyst positions within high-growth organisations.

We also saw senior HR professionals increasingly play a role as business partners with a more generalist focus, supported by CEO's.

In 2019, the rise of HR data analyst profiles will create increased demand, and as a result hiring managers will likely contend with a candidate shortage.

Due to the consolidated internationalisation of sectors, expertise in legal, tax and labour, as well as EMEA, MENA and APAC will be highly sought after.

Professionals in HR will be up against three major challenges in 2019. Firstly, an increasing number of organisations

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The increased presence of investment funds in real estate increased the need for mid-senior level candidates with a higher level of financial and compliance knowledge.

”

will start to incorporate health and well-being initiatives. As part of this, HR managers will have a significant role in ensuring this structure is effectively put into place. As well as incentivising healthy habits, happiness at work will continue to be a key objective for many HR professionals.

HR professionals will also be tasked with improving the candidate experience, in particular for areas where talent shortages will be a reality. As well as salary and work-life balance, hiring managers will have to pay close attention to the behaviour of digital and IT start-ups that offer more personalised approaches for candidates.

The last challenge for HR directors, and one that will become increasingly more important for most organisations, is diversity, especially in terms of gender. HR directors and managers will be tasked with encouraging candidates into industries that historically they may not have entered, and so HR departments and professionals will be required to think outside of the box.

INFORMATION TECHNOLOGY & DIGITAL

2018 was a buoyant year for IT and digital industries, with big

40%

OF PROFESSIONALS WOULD NOT CONSIDER A COUNTER OFFER FROM THEIR CURRENT EMPLOYER

data, artificial intelligence and machine learning helping the market flourish. Demand was particularly prevalent for developers, data scientists, and software engineers, who were in short supply.

We saw start-ups and alternative companies up-skilling existing candidates, as well as trying to increase the number of women and STEM students into the field. Despite these efforts, hiring managers were still having to contend with a candidate shortage.

Cyber security professionals saw significant salary increases in 2018 as companies started to understand the importance of information security and the ramifications if not dealt with properly. The arrival of GDPR in May 2018 left all organisations with no choice but to take compulsory action.

Whilst demand increased for software manufacturers, the Internet of Things is still a hardware-related game, and so candidates in this field will find themselves in good stead for 2019. New, more personalised distribution lines mean digital can

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Economic growth and intensification of investment in several sectors, both national and international, increased the potential and likelihood for companies to use interim management.

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now be applied to anything, and so professionals who understand how this new channel will affect their business will be highly sought after. Whilst candidates in sales professions will still be required, they will need to adapt to this digital transformation in order for their skills to remain relevant.

In 2019, professionals with a background in mathematics, physics or statistics will be highly sought after, whilst data engineers, software developers and information security experts will see salary increases of around 12%.

Whilst cryptocurrencies have certainly made some noise in the tech world, the impact on the recruitment market will remain to be seen as uptake from large banks seems to be slower than initially anticipated.

INTERIM MANAGEMENT

Economic growth and intensification of investment in several sectors, both national and international, increased the potential and likelihood for companies to use interim management.

Interim management has increasingly been viewed as a tool that aids development and leads strategic change. As such, positions in finance, engineering & operations and directors in tech departments have been growing in significance.

In 2019, salaries are expected to moderately increase for most specialisms due to the notable

TOP FOUR FACTORS DETERMINING JOB SATISFACTION



Remuneration and benefits



Work-life balance



Learning from management



Day-to-day work/
Type of role

focus on the professionalisation of most industries. Companies or sectors that get the interim-management structure right will see the value in these candidates and, as a result, will be willing to pay a premium for the right person.

PHARMA, HEALTHCARE & BIOTECH

The most in-demand candidates in 2018 were those working in medical sciences liaison, medical advisory and regulatory affairs. Commercial profiles were also highly sought after for the introduction of new products.

In the operations sector, candidates with a background in quality assurance, compliance, manufacturing and supply chain were the most in demand.

In 2019, companies will look for senior candidates with specific knowledge of pathology and expertise in the line of therapy they manage. Candidates with a more commercial background will be in demand for both junior and senior positions. On the operations side, strong international and those experienced in FDA guidelines will be in high demand in both pharma and biotech industries.

Salary trends for 2019 will be similar to those of 2018, although we expect a 5% increase for strategic profiles that are in demand. There will be a strong consolidation of commercial and medical teams as well as market access profiles, especially for biosimilars.

Whilst the pharma sector is known for investing in its employees and provides the most attractive career plans, competition for attracting

top talent has always been high. This struggle to recruit will likely cause salary increases in strategy departments. For commercial profiles, a bonus rise is expected depending on objectives.

In order to attract top talent, hiring managers will have to take into account career plans which include annual salary reviews. Work-life balance and manageable schedules are already established benefits in this industry and so deciding factors are likely to be salary based.

SALES & MARKETING

Sales and marketing professionals were highly sought after in 2018 as many sectors continued to enjoy fairly strong and sustained demand. FMCG, retail and food & beverage were areas of strong growth both on domestic and

international fronts, whilst demand in the services industry increased towards the end of 2018. In particular hiring activity was high in marketing, communications, and brand & product management.

Demand remained high for mid-senior level sales professionals, whilst more companies started to see the value in hiring high-quality ambitious junior candidates as a way to protect their businesses against future candidate shortages. Export professionals from food and beverage sectors were in high demand as Spanish companies became more globally focused.

For marketing professionals, salaries rose by 10% in 2018, as the need for candidates with international experience increased. As for sales, fixed salaries remained unchanged, while the variable/bonus element improved.

2019 should be the confirmation of the last two years' market trends. We expect that highly qualified, multilingual candidates will be highly sought after. The FMCG and food & beverage industries are expected to keep growing, and the services industry will dictate where the most activity is within the recruitment market.

In 2019, hiring managers will struggle to recruit export managers, key account managers, product managers, business insights & innovation and business development profiles, and candidates can expect to see a 10% salary increase.



46%

OF PROFESSIONALS SAY THAT
THEIR TOP CAREER PRIORITY
IS A REWARDING AND
SATISFACTORY JOB

Top talent will consider a number of factors, outside of salary, when deciding on their next job move. Flexibility, work-life balance, company culture, professional development and training, as well as clear career progression are top of the list.

TAX & LEGAL

Both national and international law firms were actively hiring throughout 2018, as were medium and large companies that have reinforced their legal departments. Salaries increased in 2018 as a result of demand and a stable economic environment.

The stability of the economy has meant that Spain is an attractive country to invest in, and so mergers and acquisitions will continue to be the most dynamic area.

The sectors that have been driving demand are real estate, energy, infrastructure, IT, banking and finance, which have been either creating or expanding their legal in-house teams.

Demand was high for candidates with three to five years' experience to fill mid-level positions. Law firms placed particular value on candidates who went on to further education or who practice in a specialist area.

In 2019, hiring managers will struggle to find top-quality candidates in real estate, data protection, banking and finance. Fintech is one of the newer industries that will be looking at making hires within the legal sector.

Data protection will be impacted by skills shortages as very few professionals have longstanding experience in this area. Due to the positive recovery of the economy, real estate will likely have a buoyant year, resulting in an increase in demand for tax and legal professionals in the area.

We will continue to see salary increases in 2019 as the market remains competitive and law firms and companies aim to attract and

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Due to the positive recovery of the economy, real estate will likely have a buoyant year, resulting in an increase in demand for tax and legal professionals in the area.

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retain the best talent. Ways in which organisations can achieve this are by ensuring that there are enough career advancement opportunities, recognising success and rewarding achievement.

Ensuring a healthy work-life balance is part of the culture, open communication and an opportunity for employees to have a voice within the organisation are also high on candidates' wish lists.

SPAIN

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Generalist						
Chief Financial Officer			80 - 110k	80 - 110k	120 - 200k	120 - 200k
Finance Director - SME	50 - 65k	50 - 65k	70 - 90k	70 - 90k	85 - 110k	85 - 110k
Head of Controlling			60 - 80k	60 - 80k	75 - 110k	75 - 110k
FP&A Manager	40 - 55k	40 - 55k	55 - 75k	55 - 75k	75 - 110k	75 - 110k
Financial Controller	40 - 55k	40 - 55k	55 - 75k	55 - 75k	75 - 95k	75 - 95k
Accounting Manager	45 - 55k	45 - 55k	55 - 75k	55 - 75k	75 - 95k	75 - 95k
Treasurer	40 - 50k	40 - 50k	50 - 75k	50 - 75k	70 - 90k	70 - 90k
Business Analyst	40 - 55k	40 - 55k	55 - 75k	55 - 75k	75 - 95k	75 - 95k
Specialist						
Plant Controller	40 - 55k	40 - 55k	55 - 80k	55 - 80k	80 - 95k	80 - 95k
Internal Auditor	35 - 50k	35 - 50k	55 - 75k	55 - 75k	75 - 95k	75 - 95k
Consolidation Manager	40 - 50k	40 - 50k	50 - 75k	50 - 75k	75 - 95k	75 - 95k
Project Finance Analyst	45 - 75k	45 - 75k	70 - 115k	70 - 115k	120 - 180k	120 - 180k
Strategy Consultant	45 - 65k	45 - 65k	65 - 90k	65 - 90k	95 - 150k	95 - 150k
Finance Business Partner	40 - 55k	40 - 55k	60 - 80k	60 - 80k	75 - 100k	75 - 100k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SPAIN

BANKING & INSURANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Retail Banking & Consumer Finance						
Retail Director			70 - 90k	70 - 90k	90 - 110k	90 - 110k
Finance Director			80 - 90k	80 - 90k	90 - 120k	90 - 120k
Finance Manager	50 - 70k	50 - 70k	70 - 90k	70 - 90k		
Risk Director			80 - 90k	80 - 90k	90 - 120k	90 - 120k
Risk Manager	50 - 70k	50 - 70k	70 - 90k	70 - 90k		
Audit Manager	50 - 70k	50 - 70k	70 - 90k	70 - 90k		
Investment Banking						
M&A Director					130 - 270k	130 - 270k
M&A VP			90 - 160k	90 - 160k	90 - 160k	90 - 160k
M&A Associate	60 - 125k	60 - 125k				
M&A Analyst	35 - 65k	35 - 65k				
Structure & Project Finance Director			80 - 130k	80 - 130k	100 - 180k	100 - 180k
Structure & Project Finance Associate	60 - 100k	60 - 100k				
Structure & Project Finance Analyst	45 - 60k	45 - 60k				
Corporate Banking						
Director			90 - 110k	120 - 140k	110 - 130k	140 - 160k
Associate	55 - 65k	60 - 70k				
Cash Management Director			90 - 110k	100 - 120k	110 - 130k	120 - 140k
Trade Finance Director			90 - 110k	100 - 120k	110 - 130k	120 - 140k
Private Banking & Asset Management						
Private Banker	35 - 50k	35 - 50k	50 - 75k	55 - 80k	75 - 120k	80 - 130k
Asset & Portfolio Manager	50 - 65k	50 - 65k	65 - 85k	70 - 90k	85 - 130k	90 - 140k
Investment Manager			75 - 95k	80 - 100k	95 - 140k	100 - 150k
Institutional Sales	50 - 65k	50 - 65k	65 - 85k	70 - 90k	85 - 130k	90 - 140k
Funds Manager			75 - 95k	80 - 100k	95 - 140k	100 - 150k
Private Equity & Venture Capital						
Investment Director			120 - 145k	120 - 150k	145 - 180k	150 - 200k
Investment Associate	55 - 70k	65 - 120k				
Investment Analyst	40 - 70k	40 - 70k				

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SPAIN

BANKING & INSURANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Debt & Credit Management						
CFO			120 - 150k	140 - 180k	150 - 200k	170 - 220k
COO			120 - 150k	130 - 160k	150 - 200k	160 - 200k
Head of Asset Management			90 - 120k	100 - 130k	110 - 140k	120 - 150k
Head of Servicing			90 - 120k	100 - 130k	110 - 140k	120 - 150k
Underwriting Director			100 - 130k	120 - 140k	150 - 180k	150 - 180k
Underwriting Manager			55 - 90k	65 - 100k	90 - 110k	100 - 130k
Portfolio Manager (NPLs/REOs)	45 - 65k	50 - 70k	55 - 70k	60 - 90k	60 - 80k	70 - 100k
Asset Manager	35 - 45k	45 - 50k	45 - 50k	50 - 60k	50 - 60k	60 - 80k
Insurance						
Chief Actuary			75 - 100k	75 - 100k	100 - 160k	100 - 160k
Actuary	35 - 47k	35 - 47k	47 - 68k	47 - 68k		
Underwriter	30 - 45k	30 - 45k	45 - 65k	45 - 65k	75 - 90k	75 - 90k
Claims Manager	35 - 60k	35 - 60k	65 - 90k	65 - 90k	90 - 130k	90 - 130k
Key Account Manager	40 - 60k	40 - 60k	60 - 80k	60 - 80k	90 - 120k	90 - 120k
Audit Manager	40 - 55k	40 - 55k	50 - 65k	50 - 65k	65 - 85k	65 - 85k
Financial Controller	35 - 45k	35 - 45k	40 - 60k	40 - 60k	60 - 85k	60 - 85k

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SPAIN

ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Oil & Gas/Conventional						
Business Development Manager	45 - 65k	45 - 65k	80 - 110k	85 - 115k	110 - 160k	115 - 175k
Operations Director			85 - 100k	90 - 120k	110 - 140k	120 - 160k
Project Director	45 - 65k	45 - 65k	65 - 85k	70 - 90k	85 - 120k	90 - 130k
Engineering Manager	40 - 60k	40 - 60k	65 - 75k	65 - 75k	75 - 95k	75 - 95k
Procurement Manager	45 - 55k	45 - 55k	55 - 65k	55 - 65k	70 - 90k	70 - 90k
Proposal Manager	40 - 45k	40 - 45k	50 - 75k	50 - 75k	75 - 80k	75 - 80k
Process Leader	40 - 45k	40 - 45k	50 - 75k	50 - 75k	75 - 80k	75 - 80k
Lead Mechanical Engineer	40 - 50k	40 - 50k	50 - 60k	50 - 60k	60 - 75k	60 - 75k
Site Construction Manager	75 - 90k	75 - 90k	90 - 120k	90 - 120k	120 - 150k	120 - 150k
Site Contract Manager			90 - 120k	90 - 120k	120 - 150k	120 - 150k
Site Commissioning Manager	75 - 85k	75 - 85k	90 - 110k	90 - 110k	120 - 140k	120 - 140k
Site QA/QC Manager	50 - 75k	50 - 75k	75 - 90k	75 - 90k	90 - 120k	90 - 120k
Site Project Control Manager	70 - 75k	70 - 75k	85 - 100k	85 - 100k	120 - 150k	120 - 150k
Site HSE Manager	50 - 75k	50 - 75k	75 - 90k	75 - 90k	90 - 120k	90 - 120k
Trader (Commodities)	40 - 55k	40 - 55k	55 - 80k	55 - 80k	80 - 120k	80 - 120k
Renewable Energy/T&D						
General Manager			120 - 150k	120 - 150k	150 - 200k	150 - 200k
Business Development Manager	40 - 60k	40 - 60k	50 - 75k	50 - 75k	65 - 115k	65 - 115k
Project Development Manager	35 - 45k	35 - 50k	50 - 65k	50 - 70k	55 - 75k	55 - 80k
Project Manager	35 - 55k	35 - 60k	45 - 65k	45 - 70k	60 - 95k	60 - 95k
Engineering Manager	35 - 55k	35 - 55k	45 - 60k	45 - 60k	60 - 95k	60 - 95k
Procurement Manager	30 - 55k	30 - 55k	40 - 60k	40 - 60k	50 - 70k	50 - 70k
Site Construction Manager	35 - 55k	35 - 55k	45 - 65k	45 - 70k	60 - 95k	60 - 95k
Site Commissioning Manager	35 - 50k	35 - 50k	45 - 60k	45 - 60k	60 - 90k	60 - 90k
O&M Manager	30 - 55k	30 - 55k	40 - 60k	40 - 60k	50 - 75k	50 - 75k
Site O&M Manager	30 - 40k	30 - 40k	35 - 45k	35 - 45k	45 - 50k	45 - 50k
Senior Sales Manager	40 - 55k	40 - 55k	45 - 60k	45 - 60k	55 - 90k	55 - 90k
Asset Manager	30 - 55k	35 - 55k	45 - 60k	50 - 65k	55 - 85k	60 - 90k
Project Engineer	30 - 38k	30 - 38k	38 - 45k	38 - 45k		
R&D Engineer	30 - 40k	30 - 40k	30 - 40k	30 - 40k	30 - 40k	30 - 40k

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SPAIN

ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Mining & Cement						
Project Director			85 - 110k	85 - 110k	110 - 160k	110 - 160k
Underground Mining Operations Director			85 - 130k	90 - 140k	180 - 200k	185 - 210k
Mechanical Leader	35 - 50k	35 - 50k	50 - 75k	50 - 75k	75 - 100k	75 - 100k
Process Leader	35 - 50k	35 - 50k	50 - 75k	50 - 75k	75 - 100k	75 - 100k
Planning Engineer	45 - 55k	45 - 55k	55 - 65k	55 - 65k	65 - 80k	65 - 80k
Site Manager			70 - 90k	70 - 90k	90 - 130k	90 - 130k
Industry & Supply Chain						
Operations Director	50 - 70k	60 - 75k	80 - 100k	80 - 120k	100 - 130k	120 - 150k
Sales Director	60 - 80k	65 - 85k	80 - 100k	85 - 110k	110 - 140k	115 - 145k
Technical Director	45 - 55k	50 - 60k	60 - 80k	60 - 75k	90 - 110k	80 - 120k
Area Sales Manager	50 - 55k	60 - 65k	60 - 70k	75 - 85k	80 - 90k	95 - 100k
Export Manager	50 - 60k	65 - 70k	65 - 75k	80 - 85k	80 - 100k	105 - 110k
Product Manager	40 - 45k	40 - 50k	50 - 60k	55 - 65k	65 - 75k	70 - 80k
Automation Team Leader	40 - 45k	40 - 45k	45 - 50k	50 - 55k	60 - 70k	70 - 80k
Technical Support Team Leader	35 - 40k	35 - 45k	40 - 45k	40 - 50k	50 - 60k	55 - 65k
Sales Engineer	45 - 50k	50 - 55k	55 - 75k	60 - 80k	80 - 95k	85 - 100k
Pre-Sales Engineer	35 - 40k	35 - 45k	45 - 50k	50 - 55k	55 - 65k	60 - 70k
Software Engineer	30 - 35k	35 - 40k	35 - 40k	40 - 45k	40 - 50k	45 - 55k

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SPAIN

ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Industry & Supply Chain						
Hardware Engineer	30 - 35k	30 - 35k	35 - 40k	35 - 40k	40 - 50k	40 - 50k
Field Service Engineer	30 - 35k	30 - 35k	35 - 40k	40 - 45k	50 - 60k	55 - 65k
Robotics Programmer	30 - 35k	30 - 35k	40 - 45k	40 - 50k	50 - 60k	50 - 60k
Commercial Technician	35 - 40k	35 - 45k	45 - 50k	50 - 55k	55 - 65k	60 - 70k
Business Development Manager	45 - 60k	50 - 75k	60 - 90k	75 - 100k	100 - 130k	100 - 150k
Industrial/Plant Manager	50 - 65k	60 - 75k	60 - 85k	75 - 90k	90 - 120k	100 - 120k
Production Manager	30 - 45k	40 - 50k	55 - 70k	60 - 70k	75 - 90k	75 - 100k
Engineering Manager	50 - 65k	50 - 70k	65 - 80k	60 - 80k	80 - 100k	75 - 100k
Continuous Improvement Manager	40 - 50k	40 - 55k	50 - 65k	60 - 70k	65 - 80k	75 - 90k
Logistics/Supply Chain Manager	45 - 55k	50 - 70k	60 - 80k	75 - 90k	90 - 105k	100 - 150k
Purchasing Manager	40 - 55k	40 - 60k	55 - 70k	60 - 80k	75 - 90k	90 - 120k
Maintenance/Facility Manager	40 - 50k	40 - 55k	50 - 65k	50 - 70k	60 - 80k	70 - 90k
HSE Manager	40 - 50k	40 - 50k	50 - 60k	50 - 60k	60 - 75k	65 - 75k
QA/QC Manager	40 - 55k	45 - 55k	55 - 70k	50 - 70k	65 - 90k	70 - 90k
Demand Planner	30 - 40k	30 - 45k	40 - 50k	45 - 60k	50 - 60k	60 - 75k
Aftersales Engineer	35 - 45k	40 - 45k	40 - 50k	50 - 60k	60 - 80k	65 - 80k
System Engineer	35 - 45k	40 - 55k	50 - 70k	60 - 80k	70 - 85k	75 - 90k
Process Engineer	40 - 50k	35 - 50k	50 - 70k	50 - 60k	75 - 95k	75 - 95k
R&D Engineer	35 - 45k	35 - 45k	50 - 60k	45 - 60k	65 - 75k	60 - 80k
External auditor	40 - 50k	40 - 55k	50 - 60k	55 - 65k		

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SPAIN

ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Infrastructure and Construction						
COO			100 - 110k	110 - 120k	110 - 120k	120 - 130k
Business Development Manager/Commercial Manager			90 - 100k	90 - 100k	110 - 120k	110 - 120k
Technical Director			80 - 85k	80 - 85k	90 - 100k	90 - 100k
Project Director			90 - 105k	90 - 105k	120 - 150k	120 - 150k
Construction Director			80 - 90k	80 - 90k	95 - 105k	95 - 105k
Project Manager	85 - 100k	85 - 100k	95 - 110k	95 - 110k	115 - 130k	115 - 130k
Regional Manager	60 - 70k	70 - 80k	100 - 110k	100 - 110k	120 - 140k	120 - 140k
Bid Manager/Tender Manager	45 - 55k	45 - 55k	65 - 75k	65 - 75k	75 - 85k	75 - 85k
Site Manager	70 - 80k	70 - 80k	80 - 90k	80 - 90k	110 - 130k	110 - 130k
Planning & Cost Manager	70 - 80k	70 - 80k	80 - 90k	80 - 90k	110 - 130k	110 - 130k
Procurement & Purchasing Manager	60 - 70k	60 - 70k	75 - 85k	75 - 85k	85 - 95k	85 - 95k
Technical Office Manager	75 - 85k	75 - 85k	85 - 95k	85 - 95k	95 - 105k	95 - 105k
MEP Manager	50 - 60k	50 - 60k	65 - 70k	65 - 70k	75 - 80k	75 - 80k
HSE Manager	40 - 45k	40 - 45k	50 - 55k	50 - 55k	60 - 65k	60 - 65k
QA/QC Manager	40 - 45k	40 - 45k	50 - 55k	50 - 55k	60 - 65k	60 - 65k
Project Engineer	35 - 40k	35 - 40k	45 - 50k	45 - 50k	55 - 60k	55 - 60k
BIM Manager	45 - 50k	50 - 65k	60 - 70k	70 - 80k		

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SPAIN

ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Real Estate						
CEO					200 - 250k	220 - 270k
COO					140 - 170k	150 - 180k
Real Estate Business Unit Manager			80 - 90k	85 - 95k	95 - 105k	95 - 105k
Director of Real Estate Development			75 - 80k	75 - 80k	85 - 95k	85 - 95k
Land Development Manager			80 - 90k	80 - 90k	95 - 105k	95 - 105k
Product Development Manager			60 - 70k	60 - 70k	75 - 80k	75 - 80k
Regional Manager	60 - 70k	60 - 70k	80 - 90k	80 - 90k	90 - 100k	90 - 110k
Real Estate Technician	30 - 40k	30 - 40k	45 - 50k	45 - 55k	50 - 55k	55 - 60k
Property Manager	45 - 50k	45 - 50k	60 - 70k	60 - 70k	75 - 80k	75 - 80k
Asset Manager	50 - 60k	50 - 60k	65 - 75k	65 - 75k	80 - 85k	80 - 85k
Facility Manager	40 - 50k	40 - 50k	55 - 60k	55 - 60k	65 - 70k	65 - 70k
Real Estate Manager	40 - 50k	40 - 50k	55 - 60k	65 - 70k	65 - 70k	65 - 70k
Real Estate Consultant	35 - 40k	35 - 40k	45 - 55k	45 - 55k	55 - 60k	55 - 60k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SPAIN

HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Generalist						
HR Director	55 - 80k	55 - 85k	75 - 120k	75 - 125k	95 - 145k	95 - 152k
HR Manager	40 - 60k	40 - 65k	55 - 80k	55 - 85k	75 - 100k	75 - 105k
HRBP	40 - 55k	40 - 55k	45 - 70k	45 - 70k	65 - 80k	65 - 80k
Specialist						
Labour Relations Manager	35 - 50k	35 - 55k	45 - 60k	45 - 60k	60 - 85k	60 - 90k
Talent Acquisition Manager	30 - 50k	30 - 50k	40 - 55k	40 - 55k	50 - 65k	50 - 65k
Training & Development Manager	30 - 50k	30 - 50k	40 - 55k	40 - 55k	45 - 65k	45 - 70k
Payroll & General Administration Manager	30 - 45k	30 - 45k	35 - 52k	35 - 55k	40 - 55k	40 - 60k
Compensation & Benefits Manager	35 - 50k	35 - 58k	45 - 60k	48 - 70k	60 - 80k	60 - 90k

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INTERIM MANAGEMENT

ROLE	INTERIM RATE PER MONTH EUR (€)	
	2018	2019
Finance Director	5000 - 9000	6000 - 9000
Head of Controlling	4500 - 7800	5000 - 8000
Plant Director	5600 - 8000	5800 - 8500
Quality Director	4200 - 6500	4400 - 6600
Sales Director	4800 - 8600	5000 - 9000
Business Development Manager	3700 - 6900	3800 - 7000
CIO	5500 - 10000	5500 - 10000
PMO Manager	4200 - 6600	4200 - 6800
Digital Transformation Director	4800 - 8000	5000 - 8500
HR Director	5200 - 7400	5400 - 7400
Legal Counsel	3700 - 5300	3800 - 5300
General Manager	7000 - 11000	7500 - 12500
Strategy Consultant	5300 - 9100	5500 - 9500

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SPAIN

INFORMATION TECHNOLOGY & DIGITAL

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
IT Management						
Chief Information Officer	85 - 95k	85 - 100k	95 - 125k	90 - 130k	115 - 195k	120 - 200k
Chief Technology Officer	75 - 90k	75 - 95k	85 - 120k	90 - 125k	105 - 175k	105 - 175k
COO	55 - 70k	60 - 75k	70 - 110k	75 - 110k	110 - 180k	110 - 180k
IT Director	65 - 80k	65 - 85k	80 - 115k	85 - 120k	115 - 135k	120 - 150k
IT Manager	50 - 65k	50 - 65k	60 - 80k	65 - 80k	75 - 95k	80 - 95k
Software Development						
Development Director	65 - 75k	65 - 80k	80 - 100k	80 - 100k	95 - 130k	90 - 130k
Enterprise Architect	75 - 85k	75 - 85k	85 - 110k	85 - 110k	110 - 140k	110 - 145k
Software Architect	40 - 50k	40 - 55k	45 - 55k	50 - 60k	50 - 60k	55 - 65k
Development Project Manager	50 - 60k	50 - 65k	60 - 75k	60 - 75k	70 - 85k	70 - 85k
UX/UI Designer	35 - 50k	35 - 50k				
Frontend Developer/Engineer	40 - 50k	35 - 55k	50 - 60k	45 - 65k		
Backend Developer/Engineer	40 - 55k	35 - 60k	50 - 65k	45 - 65k		
Fullstack Developer/Engineer	35 - 45k	35 - 45k	40 - 50k	40 - 50k		
Mobile (iOS/Android) Developer/Engineer	35 - 50k	35 - 45k	40 - 55k	45 - 55k		
QA Analyst	40 - 55k	40 - 55k	50 - 70k	55 - 75k		

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SPAIN

INFORMATION TECHNOLOGY & DIGITAL

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
ERPs						
ERP Manager	55 - 65k	55 - 65k	65 - 80k	60 - 80k	70 - 90k	70 - 90k
ERP Consultant	45 - 50k	40 - 55k	50 - 55k	50 - 60k		
ERP Developer	35 - 50k	30 - 50k	50 - 60k	45 - 60k		
Product & Project Management						
CPO (Chief Product Officer)	60 - 75k	65 - 80k	70 - 85k	75 - 90k	80 - 90k	85 - 95k
Portfolio Manager	65 - 80k	65 - 80k	80 - 105k	85 - 105k	100 - 130k	100 - 130k
Delivery Manager	50 - 60k	50 - 65k	60 - 75k	65 - 75k	75 - 95k	75 - 95k
Product Manager	50 - 75k	50 - 80k				
Project Manager	40 - 55k	40 - 55k	50 - 65k	55 - 70k	60 - 75k	65 - 80k
Product Owner	40 - 50k	40 - 55k	45 - 55k	50 - 65k		
Scrum Master	50 - 60k	50 - 60k	60 - 85k	60 - 85k		
Security						
Chief Information Security Officer	60 - 80k	65 - 85k	75 - 95k	80 - 100k	85 - 150k	90 - 160k
Cybersecurity Manager	45 - 60k	50 - 65k	50 - 75k	55 - 80k	60 - 80k	65 - 90k
Security Architect	45 - 60k	50 - 70k	50 - 75k	60 - 80k	60 - 80k	65 - 90k
Applications Security Specialist	35 - 55k	40 - 55k	45 - 70k	45 - 70k	50 - 75k	50 - 75k
Pentester	35 - 55k	35 - 55k	45 - 70k	45 - 70k	50 - 75k	50 - 75k
Infrastructures/Systems						
Head of Infrastructure	65 - 75k	65 - 75k	75 - 90k	75 - 95k	95 - 110k	95 - 115k
Systems Director	80 - 95k	80 - 95k	95 - 115k	95 - 115k	115 - 135k	115 - 135k
Systems Administrator	40 - 55k	35 - 55k	55 - 65k	55 - 65k		
DevOps	45 - 55k	45 - 55k	55 - 80k	50 - 80k		
Network Engineer	45 - 55k	45 - 55k	60 - 65k	55 - 65k	65 - 85k	65 - 85k
Cloud Architect	45 - 60k	45 - 65k	50 - 70k	50 - 75k	65 - 90k	65 - 90k
Cloud Systems Administrator	40 - 55k	40 - 60k	55 - 70k	55 - 70k		

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SPAIN

INFORMATION TECHNOLOGY & DIGITAL

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Data & Analytics						
Chief Data Officer	60 - 80k	65 - 90k	75 - 95k	75 - 100k	85 - 150k	90 - 150k
Business Intelligence Manager	45 - 70k	45 - 75k	55 - 75k	55 - 80k	60 - 85k	65 - 90k
Digital Analytics Manager	45 - 70k	50 - 75k	55 - 75k	60 - 80k		
Big Data/Data Architect	45 - 60k	50 - 70k				
Big Data/Data Engineer	40 - 55k	35 - 55k				
Data Scientist	45 - 80k	45 - 80k				
Sales						
Sales Director	65 - 75k	65 - 75k	70 - 85k	70 - 85k	85 - 100k	90 - 120k
Business Development Director	70 - 85k	70 - 85k	85 - 100k	85 - 100k	95 - 120k	95 - 120k
Account Executive Manager	45 - 55k	45 - 55k	55 - 80k	55 - 80k	75 - 90k	75 - 90k
Pre-sales Manager	45 - 55k	45 - 60k	55 - 75k	55 - 80k	70 - 85k	75 - 90k
Sales Engineer	50 - 60k	45 - 65k	55 - 65k	55 - 75k	65 - 75k	70 - 90k
Digital Solutions Account Manager	40 - 50k	40 - 50k	45 - 65k	50 - 70k	55 - 75k	55 - 75k
Sales Programmatic Manager	35 - 50k	35 - 50k	45 - 65k	50 - 75k	65 - 90k	65 - 90k
Account Manager SMB	35 - 50k	35 - 50k	50 - 65k	50 - 65k	65 - 85k	65 - 85k
Inside Sales Executive	35 - 50k	35 - 50k	45 - 55k	45 - 55k	55 - 60k	50 - 65k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SPAIN

PHARMA, HEALTHCARE & BIOTECH

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Corporate						
Global Manufacturing Operations Director			100 - 150k	100 - 160k	170 - 300k	180 - 320k
Global Quality & Compliance Director			90 - 140k	100 - 150k	140 - 250k	150 - 250k
Portfolio Director			80 - 110k	85 - 115k	110 - 220k	115 - 240k
BD&L Manager			80 - 100k	80 - 100k	110 - 180k	110 - 180k
Operations						
Site Manager/Contract Manufacturing Manager	60 - 90k	60 - 90k	90 - 120k	90 - 120k	120 - 160k	120 - 160k
Site Quality Manager	45 - 60k	45 - 60k	60 - 80k	60 - 85k	80 - 95k	85 - 100k
QA Compliance/QA Manager	40 - 60k	40 - 60k	60 - 90k	60 - 90k	95 - 100k	95 - 100k
Supply Chain Manager	40 - 50k	40 - 55k	50 - 80k	55 - 80k	80 - 110k	80 - 115k
Tech Transfer Manager	40 - 55k	40 - 60k	55 - 75k	60 - 85k	75 - 100k	85 - 120k
Sales						
Sales Director	45 - 60k	45 - 60k	60 - 90k	60 - 90k	95 - 120k	95 - 120k
Area Sales Manager	40 - 55k	40 - 55k	60 - 75k	60 - 85k	70 - 90k	70 - 90k
Key Account Manager	40 - 50k	40 - 50k	50 - 60k	50 - 60k	60 - 70k	60 - 70k
Medical Representative	30 - 35k	30 - 35k	35 - 45k	35 - 45k	45 - 55k	45 - 55k
Market Access Manager	45 - 60k	50 - 65k	60 - 80k	60 - 80k	65 - 85k	70 - 90k
Marketing & Communication						
Marketing & Communications Director	45 - 55k	45 - 55k	55 - 70k	60 - 75k	75 - 95k	75 - 100k
Product Manager/Product R&D Manager	35 - 45k	35 - 50k	50 - 65k	50 - 65k	55 - 70k	55 - 70k
Communications & Patient Advocacy	30 - 45k	30 - 45k	45 - 55k	45 - 55k	55 - 70k	55 - 70k
Medical & R&D						
Medical Director	60 - 70k	60 - 70k	75 - 90k	80 - 95k	90 - 120k	95 - 125k
Medical Advisor	45 - 55k	45 - 55k	60 - 80k	60 - 80k	80 - 120k	80 - 120k
Medical Science Liaison	45 - 55k	45 - 55k	60 - 70k	60 - 70k	70 - 90k	70 - 90k
R&D Manager	45 - 55k	45 - 55k	60 - 80k	60 - 80k	75 - 90k	75 - 90k
Regulatory Affairs/Pharmacovigilance Manager	45 - 55k	45 - 55k	60 - 70k	65 - 75k	70 - 80k	70 - 85k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SPAIN

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
FMCG/F&B						
Sales Director			60 - 90k	60 - 90k	90 - 140k	90 - 150k
Business Development Manager	40 - 55k	40 - 55k	55 - 70k	55 - 80k		
Area Manager	40 - 50k	40 - 50k	55 - 70k	55 - 70k		
Key Account Manager	30 - 45k	35 - 50k	45 - 60k	45 - 65k	65 - 80k	65 - 85k
Export Manager	35 - 45k	35 - 45k	45 - 65k	45 - 65k	65 - 90k	65 - 90k
Purchasing Manager	30 - 45k	30 - 45k	45 - 65k	45 - 65k	70 - 95k	70 - 95k
Marketing Director	60 - 85k	55 - 80k	70 - 110k	75 - 120k	115 - 145k	120 - 160k
Brand Manager	40 - 60k	40 - 60k	70 - 85k	70 - 85k	75 - 95k	75 - 95k
Product Manager	35 - 45k	35 - 45k	45 - 70k	45 - 70k		
Category Manager	30 - 45k	35 - 45k	45 - 65k	45 - 65k		
Trade Marketing	35 - 45k	35 - 50k	45 - 60k	50 - 65k	60 - 80k	65 - 85k
Retail						
Country Manager			90 - 120k	90 - 120k	120 - 150k	120 - 150k
Retail Manager	50 - 65k	50 - 65k	65 - 90k	65 - 90k	85 - 110k	90 - 120k
Area Manager	35 - 45k	35 - 45k	45 - 60k	45 - 60k		
Key Account Manager	30 - 45k	35 - 45k	45 - 55k	45 - 60k	55 - 70k	60 - 70k
Store Director	30 - 45k	30 - 45k	45 - 55k	45 - 55k		
Expansion/Franchise Manager	30 - 40k	35 - 45k	40 - 60k	45 - 65k	60 - 100k	65 - 110k
Virtual Merchandising Manager	30 - 40k	30 - 40k	40 - 50k	40 - 55k		
Marketing Director	40 - 50k	40 - 55k	50 - 75k	55 - 80k	80 - 95k	80 - 100k
Category Manager	30 - 40k	30 - 40k	40 - 55k	40 - 55k		
Product Manager	35 - 45k	35 - 45k	45 - 60k	45 - 65k		
Communications & PR	30 - 45k	35 - 45k	45 - 60k	45 - 60k	60 - 90k	60 - 90k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SPAIN

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Services						
Sales Manager	30 - 45k	30 - 45k	45 - 60k	45 - 65k	60 - 75k	65 - 80k
Marketing Director	30 - 45k	30 - 45k	45 - 60k	45 - 60k	60 - 75k	60 - 75k
Key Account Manager	30 - 40k	30 - 40k	40 - 55k	40 - 55k		
Account Manager	25 - 35k	25 - 35k				
Business Development Manager	30 - 40k	30 - 45k	40 - 60k	45 - 65k	60 - 75k	65 - 80k
Operations Manager	40 - 60k	40 - 60k	60 - 75k	60 - 80k	75 - 100k	80 - 100k
Communications & PR Manager	30 - 45k	30 - 45k	45 - 60k	45 - 60k	60 - 80k	60 - 80k
Innovation/Project Manager	30 - 40k	30 - 40k	40 - 50k	40 - 55k	50 - 65k	55 - 75k
Business Insights	27 - 45k	27 - 45k	45 - 70k	45 - 70k		
Strategy Consultant	40 - 65k	40 - 65k	65 - 90k	65 - 90k		
Digital						
Chief Digital Officer	110 - 130k	110 - 140k	120 - 150k	120 - 160k	140 - 180k	140 - 190k
Digital Marketing Manager	45 - 70k	45 - 70k	75 - 90k	75 - 90k	85 - 115k	85 - 115k
E-commerce Manager	50 - 75k	45 - 75k	70 - 130k	70 - 110k		
Chief Marketing Officer	40 - 70k	50 - 75k	65 - 85k	70 - 90k	80 - 130k	80 - 130k
Conversion Rate Optimiser	30 - 40k	35 - 50k	50 - 60k	50 - 70k		
Growth Hacker	45 - 65k	45 - 65k	55 - 85k	55 - 85k	80 - 130k	80 - 130k
Performance Manager	40 - 55k	45 - 60k	50 - 65k	55 - 70k	55 - 70k	60 - 75k
CRM Manager	40 - 75k	40 - 70k	80 - 100k	70 - 100k		
Email Marketing Manager	30 - 35k	30 - 40k	40 - 55k	40 - 55k		
SEM/SEO Manager	35 - 55k	35 - 55k	50 - 70k	50 - 70k		
Acquisition Manager	35 - 55k	40 - 55k	45 - 80k	45 - 75k		
Social Media Manager	35 - 45k	35 - 45k	40 - 50k	40 - 55k		
Head of Sales	45 - 55k	45 - 60k	55 - 70k	55 - 80k	70 - 100k	75 - 105k
New Business Manager	35 - 50k	35 - 50k	60 - 85k	60 - 80k		
Account Manager	30 - 55k	30 - 55k	55 - 80k	55 - 75k	70 - 95k	70 - 95k
Start-up Chief Operations Officer	40 - 55k	45 - 60k	55 - 70k	60 - 75k	70 - 100k	70 - 100k
Head of Programmatic	45 - 75k	50 - 75k	75 - 105k	75 - 110k		
Business Analyst	30 - 40k	35 - 45k	40 - 50k	45 - 60k	50 - 70k	50 - 70k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SPAIN

TAX & LEGAL

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
In-house						
Head of Legal			65 - 100k	65 - 100k	100 - 150k	100 - 150k
Legal Counsel	35 - 75k	35 - 75k	70 - 100k	70 - 100k	100 - 150k	100 - 150k
Tax Manager/Specialist			70 - 100k	70 - 100k	100 - 150k	100 - 150k
Compliance Manager			70 - 100k	70 - 100k	100 - 150k	100 - 150k
Data Protection Officer	30 - 60k	30 - 60k				
Compliance - AML Officer	35 - 75k	35 - 75k	50 - 85k	50 - 85k		
Funds Legal Adviser	40 - 80k	40 - 80k				
Private Practice - Law Firms						
Associate/Partner						
Banking/Finance	40 - 75k	40 - 75k	75 - 130k	75 - 130k	120 - 160k	120 - 160k
Corporate/M&A	40 - 75k	40 - 75k	75 - 130k	75 - 130k	120 - 160k	120 - 160k
Litigation	40 - 75k	40 - 75k	75 - 130k	75 - 130k	120 - 160k	120 - 160k
EU & Competition	40 - 70k	40 - 70k	70 - 120k	70 - 120k	120 - 160k	120 - 160k
IP/IT	45 - 70k	45 - 70k	70 - 100k	70 - 100k	120 - 160k	120 - 160k
Labour	40 - 70k	40 - 70k	70 - 120k	70 - 120k	120 - 160k	120 - 160k
Financial Regulatory	40 - 75k	40 - 75k	75 - 130k	75 - 130k	120 - 160k	120 - 160k
Tax	40 - 75k	40 - 75k	75 - 130k	75 - 130k	120 - 160k	120 - 160k
Real Estate/Real Estate Finance	40 - 75k	40 - 75k	75 - 130k	75 - 130k	120 - 160k	120 - 160k
Data Protection	40 - 70k	40 - 70k	70 - 120k	70 - 120k	120 - 160k	120 - 160k
Energy and Infrastructure	45 - 70k	45 - 70k	70 - 100k	70 - 100k	120 - 160k	120 - 160k
Criminal Law/White Collar	40 - 70k	40 - 70k	70 - 120k	70 - 120k	120 - 160k	120 - 160k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SWITZERLAND

2018

The Swiss recruitment market remained steady in 2018, with no real major peaks or troughs.

Demand was most prevalent within the IT sector as companies looked towards process optimisation and automation as a way of remaining competitive on both a domestic and international level.

An ongoing focus on innovation and an upturn in fintech companies linked to crypto currency, meant that candidates with a strong technology background continued to be highly sought after.

Switzerland continues to be a hub for wealth management, with all major international banks having a base in the region. Despite this, migration of finance-related top talent from abroad has always been relatively low and, as a result, companies were having to contend with an acute lack of specialists across the fiduciary sector, most notably asset managers.

The pharmaceutical sector, saw an increase in skilled labour coming into the country, with Switzerland being a wise choice for those looking to learn from the best and future-proof their careers.

67%

OF SWISS PROFESSIONALS BELIEVE
THAT ORGANISATIONS SHOULD DO
MORE TO KEEP EMPLOYEES
ENGAGED

“

Switzerland continues to be a hub for wealth management, with all major international banks having a base in the region.

”



NICK DUNNETT
MANAGING DIRECTOR
GERMANY & SWITZERLAND

2019

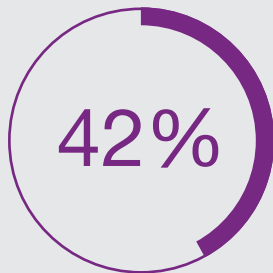
The economy will continue to remain stable, with no major increase to salaries expected. In order to maintain its positive rate of economic growth, Switzerland is reliant on certain industries and specialists within these disciplines, be it IT, engineering, financial services or pharmaceuticals. However growth may be stunted due to a small pool of qualified staff available.

For sectors that are experiencing a skills shortage, there will be a real focus on companies trying to train up staff and increase staff retention.

In particular, digitisation is advancing at great speed and profoundly changing the job profile of certain occupations. An ageing workforce

could also mean that Switzerland will face a significant candidate shortage. Companies that are growing at faster rates should invest in their employer brand and working practices in order to make themselves more attractive to international talent.

With its international orientation, Geneva will be a region to watch in 2019 – attracting candidates from abroad for traditional mid-senior financial roles in the private sector. Despite this, Switzerland will remain an 'intimate market' so European candidates with Swiss experience will be preferred over those with less local knowledge.



1

Of professionals believe they deserve an increase in salary



2

Professionals in the highest demand in the Romandy area in 2019 will be in finance commerce, marketing, sales, health care and IT.

TOP THREE FACTORS DETERMINING EMPLOYEE ENGAGEMENT AT WORK

1

Work-life balance

2

Remuneration and benefits

3

Varied and interesting work

*All statistics are drawn from Robert Walters industry research

OVERVIEW



78%

OF PROFESSIONALS WANT
OPEN AND GENUINE
COMMUNICATION WITH TEAM
LEADERS

ACCOUNTING & FINANCE

Demand for accounting and finance professionals was steady with high value placed on professionals with the right IT and language skills, preferably German, English, French and Italian.

For SMEs, we saw an increase in recruitment activity in business controlling, as companies looked to understand their processes better, cut costs and improve efficiencies. Candidates at the junior-mid level with experience in margins and savings, and IT were particularly sought after.

Similarly, demand for interim candidates remained relatively stable, with the majority of hiring taking place at mid-level. Recruitment was particularly prevalent for finance professionals with a background in technology or IT. Those with experience in SAP, FI/CO and MS Dynamics were particularly sought after.

In the permanent market, digitisation and an increased headcount abroad will affect individuals working for international companies. Retaining candidates with the right skill sets will be difficult and salaries are likely to slightly increase as the Swiss economy continues to perform well.

We will also see demand for interim recruitment in 2019 for short-term troubleshooting or restructuring projects. Companies

will seek candidates with change-management experience, preferably at the mid-senior level.

FINANCIAL SERVICES

In 2018, the demand for good quality candidates was high, most notably for mid-level professionals from a compliance and operations background within the banking industry.

Demand was also high for candidates with a background in regulatory, business analysis and technology. Ambitious and self-motivated candidates were not on the market for long.

The interim market slowed down slightly in 2018 due to cost constraints as companies transferred roles to permanent employees in order to aid

“

Retaining candidates with the right skill sets will be difficult and salaries are likely to slightly increase as the Swiss economy continues to perform well.

”

retention, future-proof departments and save on expenditure.

The demand for interim professionals will increase in 2019, due to the increase of technology and regulatory projects and the need for niche skill sets not available within the perm market. Professionals with these hard-to-find skill sets will be able to command higher daily rates.

Demand will still be present for candidates within operations, IT and those with experience in run-the-bank/close-the-bank projects. Relationship managers with existing client books will be willing to move for the right offer, with demand mostly coming from private banks.

In 2019, salaries within the financial services sector will remain attractive yet stable. As a result, candidates will look at the wider benefits package and the give-and-take approach increasingly being adopted by a number of companies.

ENGINEERING

Switzerland's mechanical and electrical engineering industries continue to generate around a third of Switzerland's total exports. Much of this success is based on the innovative and high-tech products and services produced. Thanks to the country's long-standing admirable reputation, companies are able to attract high-calibre professionals and top talent.

The increasing presence of technology and digitalisation within the sector is providing a huge

opportunity for further growth and expansion and we expect an ongoing demand for highly skilled engineers with digital and technological expertise in 2019.

HEALTHCARE

The worldwide healthcare sector continues to undergo dramatic change, with ageing populations and chronic diseases rapidly driving up costs for all providers. Organisations and governments have been looking for innovative and cost-efficient ways to deliver patient-centric healthcare solutions, providing an ideal back-drop for innovation and specialist products in the sector.

In this respect, Switzerland continues to lead the way in the life sciences industries and experienced a buoyant year in 2018. The dominance of large pharmaceutical firms and presence of highly innovative biotech, medtech and nanotech companies, allowed the country to attract some of the best international talent.

Geneva is beginning to return to being a place of prominence in biotech, with the region being cited as the "number one cluster for life sciences research in continental Europe".

We anticipate ongoing demand across all areas, with particular emphasis on quality and regulatory specialists, as well as sales and business development professionals.

LUXURY SALES

2018 was a year of recovery for luxury sales in Switzerland, with the watch industry driving the market forward.



62%

OF PROFESSIONALS APPLY FOR ROLES EVEN IF THEY DO NOT MEET THE CRITERIA

Demand was high for mid-level candidates, with long-standing companies seeking professionals who were experienced in the sector but who also possessed the desire to upskill and train. In the communications and sales fields, candidates with digital experience were sought after.

In 2019, hiring managers will need to be flexible and consider candidates from other sectors within luxury sales, as professionals seek to widen out their experience and make use of their transferable skills.

Demand will increase for interim positions at the mid-senior level for strategic roles, as candidates will be hired to replace temporarily lost headcount due to maternity or sick leave.

Salaries will likely see an increase as Swiss companies match the competitive rates of companies abroad. Candidates in marketing and communication with knowledge of the market will receive even higher salaries.

PROFESSIONAL SERVICES

In 2018, we saw growth in demand for specialist candidates and consultants across financial services, technology, digital transformation and analytics.

Hiring levels were particularly high for mid-level candidates in the business and technology consultancy area, who possessed two to six years' experience. Companies sought confident candidates who could understand client needs, design the right solution, then deliver and implement it.

Candidates with a mixed technical and business background with experience in operations, digital transformation,

regulatory, big data and big science were highly sought after.

Technology will continue to play an increasing part in the professional services sector. As the market becomes more mature, salaries will increase. With a healthy project pipeline in place for 2019, demand will continue but hiring managers will have to contend with skills shortages, pushing up salaries for roles that require niche specialisms.

As well as an attractive salary package, career progression and flexible working hours will be the key factors to attract and retain top talent.

TECHNOLOGY

In 2018, the IT market went through a rapid global transformation. Whilst demand for infrastructure specialists stagnated, hiring levels for digitalisation specialists sky rocketed from junior through to senior positions.

Demand was particularly high for mid-senior candidates across both software and cloud specialists, which was not just concentrated in the IT industry but also within financial services, e-commerce, digital media, pharma, manufacturing and public services sectors.

Candidates with experience in App development, data centres, web portals, hosting, Microsoft 365, Azure and virtualisation were highly sought after. Increased demand at the mid-senior level, in particular for software developers, resulted in inflated salaries.

In 2019, mid-senior-level IT specialists with no cloud experience will find themselves (for the first time) competing with junior candidates who have trained in this area. Software and App developers will continue to be in high demand, whilst hiring managers will struggle to come across cloud specialists with high-level skills in technology and consulting. In order to counteract the skills and candidate shortage, companies should look to invest in their training programmes.

Junior candidates will seek progressive organisations that provide ample training opportunities. For mid-level candidates the extent of career progression on offer will be important and at the senior-level work-life balance will be key.



59%

OF PROFESSIONALS BELIEVE
GOOD LEADERSHIP HAS A
POSITIVE EFFECT ON INDIVIDUAL
PERFORMANCE

SWITZERLAND

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM (CHF)		PERMANENT SALARY PER ANNUM (CHF)		INTERIM RATE PER DAY (CHF)	
	3 - 7 YRS' EXP		7+ YRS' EXP			
	2018	2019	2018	2019	2018	2019
Accounting & Finance						
Chief Financial Officer			160 - 250k	160 - 250k	1000+	1000+
Finance Director			160 - 200k	160 - 200k	800 - 1200+	800 - 1200+
Group Controller	100 - 140k	100 - 140k	140 - 190k	140 - 190k	700 - 1000	700 - 1000
Finance Manager	120 - 160k	120 - 160k	160 - 200k	160 - 200k	700 - 900	700 - 900
Chief Accountant/Accounting Manager	100 - 140k	100 - 140k	120 - 160k	120 - 160k	600 - 850	600 - 850
Audit Manager	130 - 160k	130 - 160k	150 - 180k	150 - 180k	600 - 800	600 - 800
Auditor	100 - 130k	100 - 130k	120 - 150k	120 - 150k	500 - 700	500 - 700
Consolidation Accountant	120 - 150k	120 - 150k	130 - 170k	130 - 170k	650 - 700	650 - 700
FP&A Manager	120 - 150k	120 - 150k	140 - 170k	140 - 170k	550 - 650	550 - 650
Controller (Management Accounting)	120 - 150k	100 - 140k	140 - 170k	140 - 170k	500 - 700	500 - 700
Cost Controller	110 - 140k	110 - 140k	140 - 170k	140 - 170k	550 - 750	550 - 750
Business Analyst/Financial Analyst	90 - 120k	85 - 120k	110 - 140k	110 - 140k	550 - 650	550 - 650
Tax Specialist	120 - 150k	120 - 150k	140 - 180k	140 - 180k	500 - 700	500 - 700
Treasury Manager	110 - 160k	110 - 160k	160 - 200k	160 - 200k	600 - 850	600 - 850
General Ledger Accountant	70 - 110k	70 - 110k	70 - 110k	85 - 110k	300 - 480	300 - 480
Credit Controller/Analyst	70 - 110k	70 - 110k	70 - 110k	70 - 110k	350 - 480	350 - 480
Payroll Accountant	60 - 110k	60 - 110k	60 - 110k	80 - 110k	300 - 480	300 - 480
Projects						
Project Manager					700 - 1200	700 - 1200
SAP/ERP Specialist					700 - 1200	700 - 1200

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SWITZERLAND

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM (CHF)		PERMANENT SALARY PER ANNUM (CHF)		INTERIM RATE PER DAY (CHF)	
	3 - 7 YRS' EXP		7+ YRS' EXP			
	2018	2019	2018	2019	2018	2019
Compliance & Legal						
Head of Legal/Compliance			200 - 350k	200 - 350k	1000 - 1800	1000 - 1800
Legal Counsel	140 - 180k	140 - 180k	180 - 300k	180 - 300k	600 - 950	600 - 950
Compliance Manager	140 - 180k	130 - 180k	190 - 300k	180 - 300k	650 - 900	650 - 900
Regulatory Compliance Officer	120 - 140k	120 - 145k	150 - 190k	150 - 190k	550 - 850	550 - 850
Financial Crime Compliance Officer	90 - 120k	85 - 120k	120 - 150k	120 - 160k+	500 - 750	500 - 750
Onboarding & KYC	90 - 110k	85 - 110k	120 - 130k	115 - 140k	400 - 600	400 - 600
Risk						
CRO			220 - 300k	220 - 300k+	800 - 1400	800 - 1400
Market Risk	120 - 140k	120 - 140k	140 - 180k	140 - 180k	600 - 800	600 - 800
Credit Risk	110 - 130k	110 - 130k	130 - 160k	130 - 160k	500 - 700	500 - 700
Operational Risk	120 - 140k	120 - 140k	140 - 180k	140 - 180k	600 - 800	600 - 800
Corporate Functions						
CFO/COO			250 - 350k	250 - 350k	1200+	1200+
Financial Controller	110 - 140k	110 - 140k	150 - 180k	150 - 180k	700 - 1000	700 - 1000
Financial/Tax Accountant	95 - 120k	95 - 120k	120 - 170k	120 - 175k	500 - 700	500 - 700
Internal Audit	120 - 150k	120 - 150k	150 - 300k	150 - 300k	500 - 700	500 - 700
Product Control	90 - 120k	90 - 120k	120 - 180k	120 - 180k		
Investment Management						
Portfolio Manager	100 - 120k	100 - 130k	120 - 180k	120 - 180k		
Equity/Fixed Income/PE Analyst	100 - 120k	100 - 130k	120 - 220k	125 - 220k		
Quantitative Analyst	100 - 120k	100 - 120k	120 - 180k	120 - 180k	550 - 800	550 - 800
Marketing & Communications	100 - 120k	90 - 120k	120 - 160k	120 - 160k	550 - 700	550 - 700
Sales	100 - 160k	100 - 160k	150 - 220k	150 - 220k		
Middle & Back Office	90 - 120k	85 - 120k	120 - 160k	120 - 180k	500 - 800	500 - 800

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SWITZERLAND

ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM (CHF)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Research & Development						
R&D Director			140k+	140k+	160k+	160k+
Project Manager			120k+	120k+	140k+	140k+
Manufacturing						
COO			160k+	160k+	180k+	180k+
Plant Manager	110 - 130k	110 - 130k	130 - 160k	130 - 160k	160k+	160k+
Maintenance Manager	90 - 110k	90 - 110k	110 - 130k	110 - 130k	130k+	130k+
Head of Production	90 - 120k	90 - 120k	120 - 140k	120 - 140k	140k+	140k+
Quality Director			120 - 160k	120 - 160k	160k+	160k+
Continuous Improvement Manager	95 - 110k	95 - 110k	110 - 130k	110 - 130k	130k+	130k+
HSE Manager	90 - 110k	90 - 110k	110 - 130k	110 - 130k	130k+	130k+
Supply Chain						
Supply Chain Director			130 - 170k	130 - 170k	170k+	170k+
Procurement Director			120 - 160k	120 - 160k	160k+	160k+
Purchaser	80 - 100k	80 - 100k	100 - 120k	100 - 120k		

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SWITZERLAND

HEALTHCARE

ROLE	PERMANENT SALARY PER ANNUM (CHF)					
	5 - 10 YRS' EXP		10 - 15 YRS' EXP		15+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Regulatory Affairs Manager	100 - 130k	100 - 130k	130 - 145k	130 - 145k	145 - 160k	145 - 160k
Quality Assurance Manager	100 - 130k	100 - 130k	130 - 145k	130 - 145k	145 - 160k	145 - 160k
R&D Project Manager	100 - 120k	100 - 120k	120 - 140k	120 - 140k	140 - 150k	140 - 150k
Clinical Research Manager	100 - 120k	100 - 120k	120 - 140k	120 - 140k	140 - 150k	140 - 150k
Medical Marketing Manager	120 - 140k	120 - 140k	140 - 155k	140 - 155k	155 - 170k	155 - 170k
Business Developer	120 - 140k	120 - 140k	140 - 160k	140 - 160k	160 - 180k	160 - 180k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SWITZERLAND

LUXURY, SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM (CHF)					
	5 - 7 YRS' EXP		7 - 12 YRS' EXP		12+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
National Sales Director			160 - 190k	160 - 190k	180 - 220k	180 - 220k
Regional Sales Director			150 - 180k	150 - 180k	170 - 200k	170 - 200k
Key Account Manager	80 - 110k	80 - 110k	90 - 120k	90 - 130k	100 - 140k	100 - 150k
Sales Representative	50 - 80k	50 - 80k	70 - 90k	70 - 90k	80 - 100k	70 - 100k
Marketing Director	100 - 130k	100 - 130k	120 - 160k	100 - 160k	120 - 180k	130 - 180k
Marketing Manager	80 - 120k	75 - 120k	100 - 140k	95 - 140k	120 - 160k	120 - 160k
Online Marketing Manager	80 - 130k	75 - 130k	115 - 140k	95 - 140k	120 - 150k	100 - 150k
Brand Manager	75 - 110k	75 - 120k	95 - 130k	95 - 140k	120 - 140k	110 - 160k
Category Manager	75 - 110k	75 - 120k	95 - 130k	95 - 140k	110 - 130k	100 - 140k
Product Manager B2B	75 - 110k	75 - 110k	95 - 130k	95 - 130k	120 - 140k	120 - 145k
Product Manager B2C	75 - 110k	75 - 110k	95 - 130k	95 - 130k	120 - 140k	120 - 145k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SWITZERLAND

PROFESSIONAL SERVICES & CONSULTING

ROLE	PERMANENT SALARY PER ANNUM (CHF)					
	2 - 5 YRS' EXP		5 - 13 YRS' EXP		13+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Sales Director			160 - 190k	160 - 190k	180 - 220k	180 - 220k
Key Account Manager	80 - 110k	80 - 110k	90 - 120k	90 - 120k	100 - 140k	100 - 140k
Business Development Manager	90 - 120k	90 - 120k	100 - 130k	100 - 130k	110 - 150k	110 - 150k
IT Business Analyst/Project Manager	105 - 130k	105 - 130k	130 - 140k	130 - 140k	140 - 150k	140 - 150k
Data Science Consultant	90 - 120k	90 - 120k	120 - 160k	120 - 160k	160k+	160k+
Business Intelligence Consultant	90 - 115k	90 - 115k	115 - 140k	115 - 140k	140k+	140k+
Business Consulting						
Consultant	90 - 125k	90 - 125k				
Principal			140 - 160k	140 - 160k	160k+	160k+
Manager	125 - 130k	125 - 130k	130 - 160k	130 - 160k	160k+	160k+
Director					180 - 240k	180 - 240k
Strategy Consulting						
Consultant/Associate	110 - 130k	110 - 130k				
Senior Consultant	140 - 155k	140 - 155k				
Project Leader			170 - 190k	170 - 190k		
(Associate) Partner					200 - 250k	200 - 250k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SWITZERLAND

TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM (CHF)		PERMANENT SALARY PER ANNUM (CHF)		INTERIM RATE PER DAY (CHF)	
	3 - 7 YRS' EXP		7+ YRS' EXP			
	2018	2019	2018	2019	2018	2019
Software						
Development	85 - 110k	95 - 110k	110 - 130k	110 - 130k	800 - 1300	800 - 1300
Testing	80 - 105k	80 - 105k	105 - 125k	105 - 125k	750 - 1200	750 - 1200
Requirement Engineering	90 - 120k	90 - 120k	120 - 150k	120 - 150k	850 - 1400	850 - 1400
Architect	105 - 130k	110 - 140k	120 - 160k	140 - 170k		
Project Leader	110 - 130k	110 - 130k	130 - 145k	130 - 150k		
Project Manager	110 - 125k	120 - 130k	120 - 160k	140 - 170k		
Infrastructure						
System Engineer	75 - 100k	85 - 110k	100 - 130k	100 - 130k	700 - 1200	700 - 1200
Project Leader	105 - 120k	105 - 120k	120 - 150k	120 - 150k		
Project Manager	105 - 120k	110 - 130k	120 - 160k	130 - 160k		
Team Leader	110 - 120k	110 - 130k	120 - 170k	130 - 170k		
SAP						
SAP Consultant	90 - 120k	90 - 120k	120 - 150k	120 - 150k	900 - 1600	900 - 1600
ABAP Developer	80 - 110k	80 - 110k	110 - 135k	110 - 135k	700 - 1000	700 - 1000
Hybrid Developer	95 - 125k	95 - 125k	125 - 150k	125 - 150k	900 - 1400	900 - 1400

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

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