

A woman with long brown hair, wearing a black and white striped shirt, is pointing at a whiteboard. A man with short brown hair, wearing a checkered shirt, is looking at the whiteboard. The whiteboard has some diagrams and text on it. The background is a blurred office setting with a yellow and purple decorative element.

hr trends 2022.

randstad greece

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introduction.

The world is rapidly changing and adapting due to the pandemic, and so is HR. This edition of the HR Trends report brings together both the established questions regarding talent attraction, vacancies, salaries and benefits, and also new questions about actual modes of work, challenges and opportunities.

The 2022 Randstad HR trends report is dedicated to delivering insights into how companies are remodeling due the COVID-19 pandemic, what measures were taken and which of these measures will become the future of work, how will the crisis influence both people and organizations and what will be the impact from a human resources perspective.

More than 545 decision-makers and HR executives from a variety of industries in Greece completed the survey between November 2021 - February 2022.



executive summary.

2021 was the [year of embracing change and finding opportunities](#) among the unknown. The pandemic had a great impact on all levels, bringing drastic changes for both employees and organizations. Most people had to adjust their personal and professional life to the new world of work, learning how to maintain relationships and productivity while working remotely.

In 2022, although it was difficult to adapt to such [rapid changes](#), a significant part of the workforce seems to be accustomed to this [new work model](#), and even to find advantages and opportunities.

There is good news regarding the participants' sales forecast in 2022, [71% stated that their sales will increase](#) (vs. 49% the previous year). This offers an [optimistic outlook for the future](#), meaning that organizations across all industries are finding ways to keep their businesses running. It is important to note that the report has been concluded before the recent war in the Ukraine and the consequences that will follow, together with the energy crisis that has already emerged.

To make the business growth possible, 78% of the companies indicate that they are planning new hire.

In terms of salary, [33% of the companies indicate that they will increase salaries](#) in line with inflation and 30% above it.

Despite all the challenges due to the crisis, there are also positive aspects that came with it, such as flexible work policies. Thus, most valued and requested benefit in the past has become one of the most used HR solutions in the midst of the pandemic. This has [removed physical barriers](#) in hiring and will help organizations retain and attract talent if implemented in an innovative and sustainable way.

pandemic
impact

and adaptation.

pandemic impact and business recovery.

only 3% of the participant companies have not recovered from the pandemic crisis.

Positively, most of the participants state that the pandemic is behind them, being now fully recovered from the damages this crisis created in the past two years.

Guaranteeing productivity and managing unexpected costs are challenges most respondents still encounter as a consequence of the pandemic.

 76%

of the respondents state that their company recovered after the pandemic crisis, while 21% are still struggling or have just partly recovered.

 44%

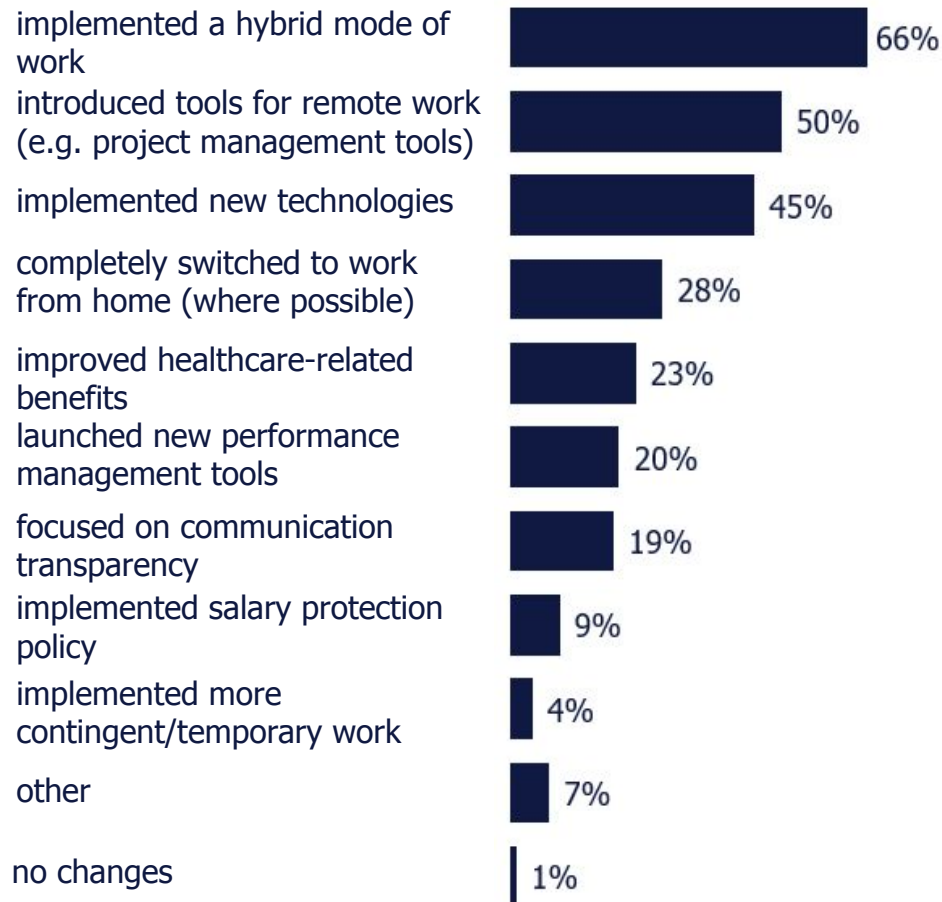
find it challenging to avoid significant financial losses as a consequence of the coronavirus pandemic and 38% encounter difficulties in managing telecommuting.

challenges companies encounter due to the pandemic.

avoiding significant financial losses	44%
managing telecommuting	38%
keeping the business operational	36%
maintaining relationships with clients and/or suppliers	34%
managing unexpected costs	24%
ensuring processes and guaranteeing productivity	24%
maintaining trade margins	20%
managing/dealing with the temporary closure or cessation of business	12%
managing expenses incurred as a result of a mass leave	10%
guaranteeing access to supplies needed to operate	9%
dealing with an extraordinary increase in business	9%
increasing digital security	9%
managing temporary unemployment	7%
other	3%

changes introduced in the past year.

28% of the participant companies totally switched to remote work for some departments.



In order to protect their personnel, more than half of the respondents said their company implemented a hybrid mode of work and 50% developed tools for the employees working from home.

Another important aspect that changed within about 45% of the companies is that new technologies and tools have been developed either for those working remotely or in a hybrid model.

99%

will definitely keep these changes in the future (80%) or consider keeping them (19%).



implementing a hybrid or remote mode of work.

way of implementing the hybrid mode of work.

1 day in the office & 4 days at home	6%
2 days in the office & 3 days at home	14%
3 days in the office & 2 days at home	21%
4 days in the office & 1 day at home	7%
the employees are free to choose their schedule	24%
we are offering a limited number of remote working days per month	15%
other	13%

challenges since switching to hybrid/remote working.

cooperation between home & office teams	51%
having managers able to work with remote teams	46%
keeping employees well informed	30%
inability to measure performance & productivity	24%
ensuring digital security	18%
productivity decreased	11%
assessing the training needs	10%
creating different benefit packs for work from home employees	5%
other	17%

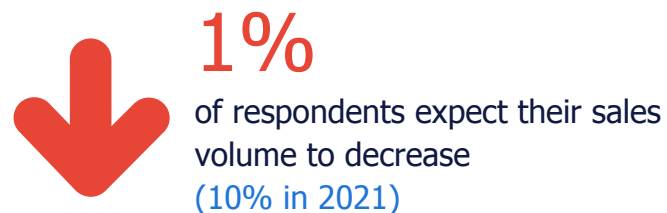
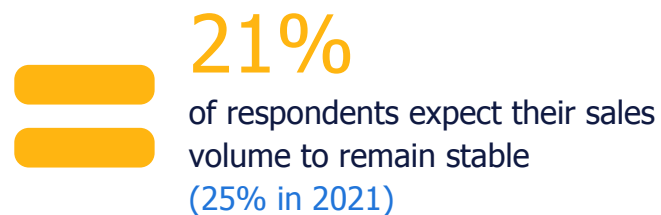
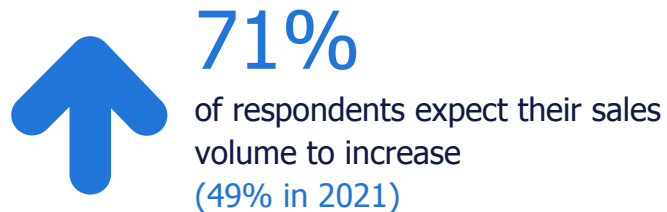
The direction work is heading towards is flexible work, either hybrid or fully remote, 24% of those who implemented a hybrid model offering their employees the possibility to choose their schedule.

In spite of all the advantages remote work proved to bring in the past years, cooperation between on-site and work from home teams and managers coordinating remote teams have been challenging for those who implemented a hybrid or a fully remote working model.



expected business evolution.

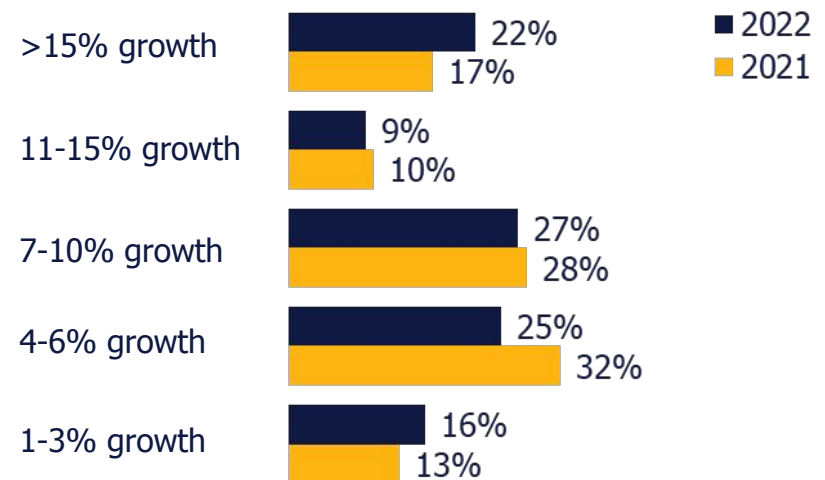
More than 70% of the respondents expect their company's sales volume to grow.



Compared to 49% in 2021, 71% of the respondents expect their sales volume to increase during 2022, showing either a strong recovery from the pandemic damage, or adapting and switching to newer business models.

A very small percent of 1% think their company's sales volume will decrease this year and 21% believe their business volume will be similar to last year's.

expected sales increase.



*the decrease does not have a breakdown as it is not relevant for such a small percent

A woman with curly hair and a man with dark curly hair are standing in a modern kitchen, looking at a laptop on a white countertop. The woman is smiling and pointing at the screen, while the man holds a cup of coffee. The kitchen has a large window overlooking a city, a gold pendant light, and a bookshelf in the background. The scene is warmly lit, suggesting a relaxed and collaborative work environment.

attracting

talent.

impediments and challenges when recruiting.

impediments when recruiting.

	2021	2022
unrealistic salary expectations	-	49%
no/limited industry working experience	47%	49%
specific educational skills	10%	42%
required years of working experience	18%	35%
low willingness to change jobs	-	20%
work-life balance expectations	-	12%
international experience	6%	8%
management tools experience	6%	8%
long notice period	-	6%
other	6%	7%

recruiting challenges for the HR department.

finding candidates with the required skills	68%
competing with other companies for talent	50%
identifying quality candidates matches quickly	40%
effectively screening and assessing the candidates pre-interview	19%
effectively assessing candidates in the interview	19%
preparing and negotiating a competitive offer	19%
having an updated candidate pool	14%
demonstrating the values and culture of the company	14%
virtual recruiting	10%
determining the candidate's work from home productivity potential	10%
balancing empathy and professionalism during the hiring process	10%
other	4%



skill shortages.

most prominent skill shortages in candidates.

specific job-related competencies	51%
problem solving/critical thinking	49%
professional behavior	35%
leadership	34%
scheduling/time management	28%
flexibility	27%
innovation and creativity	24%
proficiency in the use of technology	20%
teamwork/collaboration	19%
foreign languages proficiency	17%
other	6%

51%

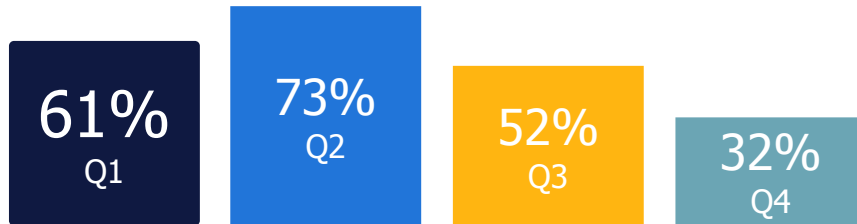
of respondents consider specific job-related competencies to be the most prominent skill shortage in candidates. Almost half of the respondents encounter difficulties sourcing candidates who have problem solving abilities and critical thinking.



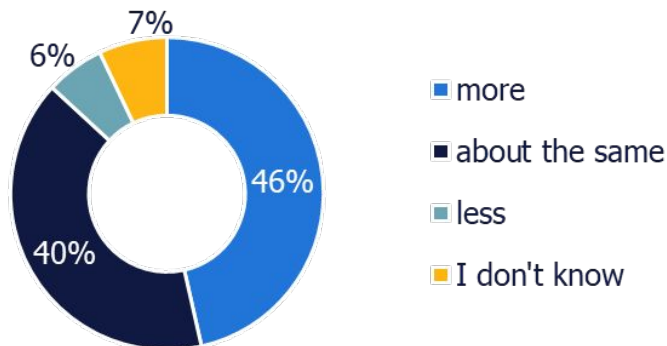
recruitment time and vacancies.

hiring plans by quarter.

78% of the respondent companies plan to increase headcount in 2022. Most of them plan to hire new employees in the second quarter of this year.



time to find the right talent compared to last year.

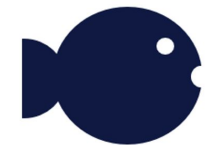


reasons for hiring.

	2021	2022
business growth	72%	73%
need for new skills in the organisation	31%	36%
national/international growth of your company	20%	34%
investment plans	21%	29%
staff turnover	32%	27%
launch of new department/new product	28%	24%
business diversification	9%	7%
new positions are being created due to the pandemic	-	7%
employee retirement	6%	5%
other	4%	3%

34%

of the respondent companies will hire in 2022 because of national/international expansion plans. (vs. 20% in 2021)



hiring plans for 2022.

65%

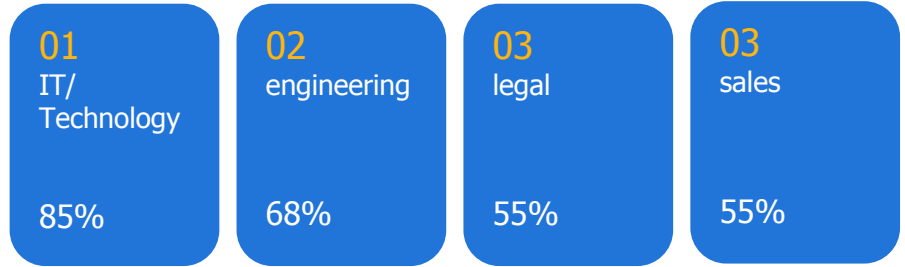
of respondents have plans for hiring temporary employees in 2022.

31%

of respondents have plans for hiring permanent employees in 2022.

Respondents were asked how likely it is to have difficulties in finding candidates with the required skills (for each department where they plan to hire).

Here are the departments in which respondents believe it is likely or very likely to encounter difficulties in finding talent:



hiring intentions by department.



hiring plans for 2022.

78% of respondents will hire new employees in 2022 (31% permanent; 65% temporary).

temporary vacancies.

83%

of the respondents who plan to hire temporary personnel, will have less than 25 opened positions in 2022.

open temporary positions

1-10	67%
11-25	16%
26-50	9%
51-100	3%
101-250	3%
more than 250	2%

permanent vacancies.

76%

of the participant companies who will recruit permanent candidates, plan on having less than 25 openings.

open permanent positions

1-10	69%
11-25	7%
26-50	7%
51-100	5%
101-250	7%
more than 250	5%



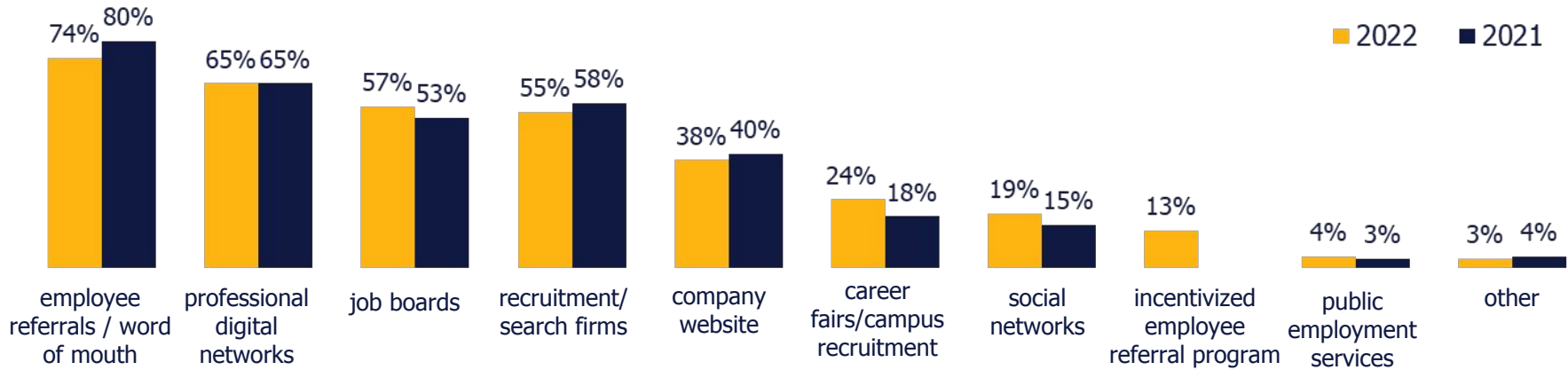
difficulty to hire matrix.

most companies expect difficulties to hire in the IT & engineering departments.



recruiting talent.

most effective sources when recruiting.



note: professional digital networks refer to LinkedIn, etc. and social networks refer to Facebook, Instagram.



employee referrals,

professional digital networks such as LinkedIn and job boards are top three sources used by the respondents when recruiting.



opportunities and challenges for the HR department.

future opportunities for the HR department.

access to online training platforms	53%
possibility to access talent in different locations	51%
ease of implementing employee engagement programs	31%
ease of monitoring the employee's engagement & sentiment through new/better/improved tools	31%
usage of artificial intelligence/people analytics to help in the recruitment process	26%
other	5%



main human resources challenges expected in 2022.

	2021	2022
attracting talent	42%	58%
shortage of local talent	22%	44%
keeping employees engaged	-	40%
retaining top performers and developing talented leaders	-	37%
managing expectations on salary and benefits	20%	31%
managing skill shortage	16%	30%
onboarding new employees		27%
employer branding	28%	27%
managing high turnover	-	26%
ensuring employees' mental health	-	24%
internal/external mobility	10%	20%
aligning flexible working-hours with the business needs	-	20%
health and safety compliance	-	16%
workforce scheduling	-	15%
managing internal change programs	12%	13%
workplace inclusivity (diversity, transparency)	5%	8%
reporting to the authorities	-	6%
other	3%	3%

addressing HR challenges.

salary increase and education programs are the top approaches to overcome HR challenges.

actions to address the HR challenges.

	2021	2022
education and training programs	74%	63%
improve salary	49%	50%
offer more flexible work options to employees	25%	42%
offer personalised benefits pack	-	25%
increase use of externally hired contractors	7%	19%
hire talent from other countries	15%	17%
outsource business functions	14%	16%
hire more part-time workers	-	5%
other	3%	8%



education

and training programs or salary increase are the top measures to overcome HR challenges for the participant companies.



flexibility

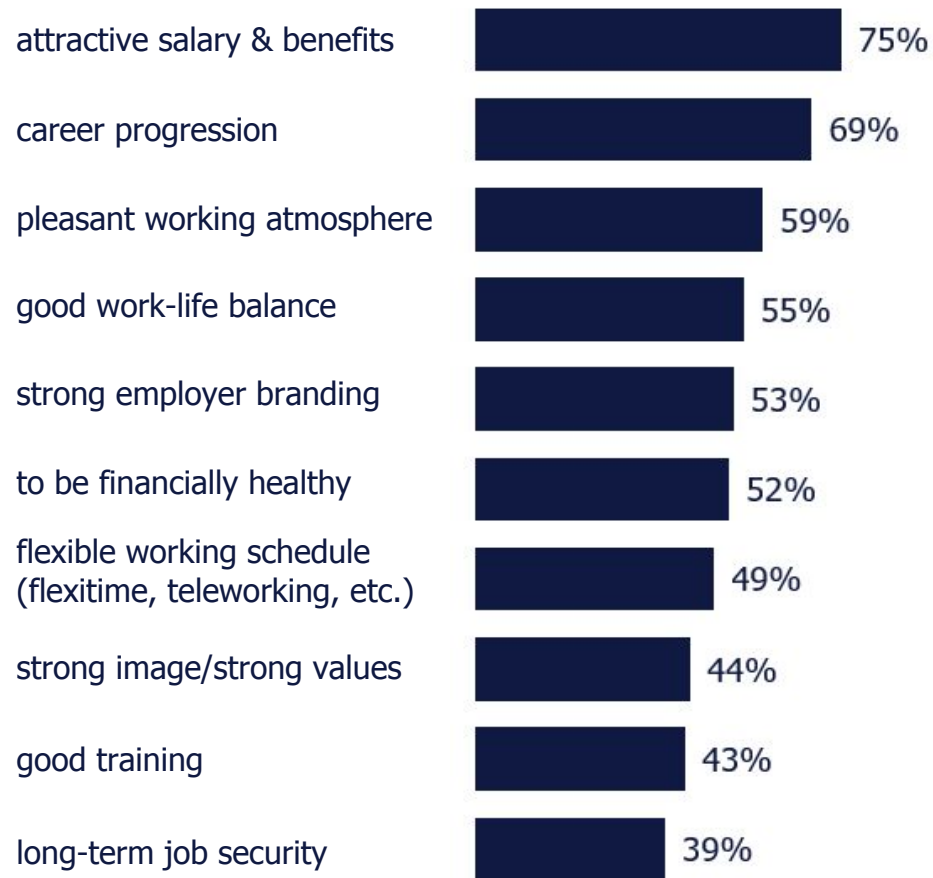
is one of the most appreciated benefits for employees now, with 42% of the participant companies trying to broaden its implementation in order to address human-resources related challenges in 2022.

A man and a woman are sitting on a wooden bench outdoors, working on laptops. The man is wearing a purple shirt and glasses, and the woman is wearing a dark blue shirt. They are both smiling and looking at their screens. The background shows a green hedge and some flowers. The image has a yellow and blue color scheme with a lens flare effect.

**human
capital**

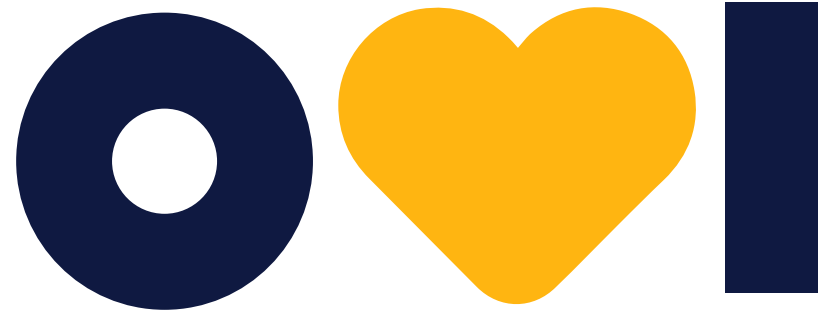
strategy

what makes a company attractive?



Most of the responding companies consider that offering an attractive salary and benefits and good career progression opportunities are the top attributes that make their company attractive for candidates.

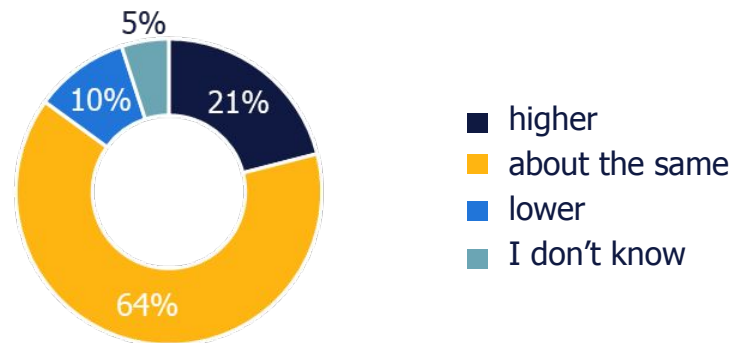
Almost 60% consider that it is very important for their companies to offer a pleasant working atmosphere to the employees.



salaries.

none of the participant companies will decrease the salaries in 2022.

salaries compared to competitors.

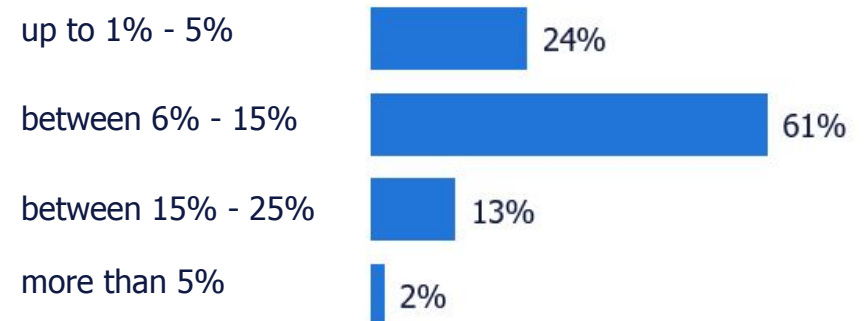


86%

of the participant companies are willing to pay more in order to attract and retain talent.

The majority of respondents estimate the salaries in their company to be the same as those offered by their competitors. 21% evaluate their salaries to be higher than those offered by the competition.

how much more are companies willing to pay to attract and retain talent.



salaries evolution in the next twelve months.

we plan to increase salaries with the inflation	33%
we plan to increase salaries higher than inflation	30%
salaries will remain the same	27%
I don't know	10%



benefits.

training and flexible working schedule are one of the most offered wellbeing benefits in 2022.

wellbeing and skilling benefits.

	2021	2022
training	77%	76%
flexible working schedule	44%	51%
non-financial rewards/recognition	41%	48%
additional leave days/sick days/sabbatical leave	20%	40%
paid parental leave/childcare benefits	23%	33%
health and wellness programs (gym access, fitness trackers, etc.)	23%	31%
coaching & mentorship	-	24%
employee support programs/tools	-	23%
psychological support	-	16%
no, we do not offer any of the mentioned benefits	-	6%

financial benefits.

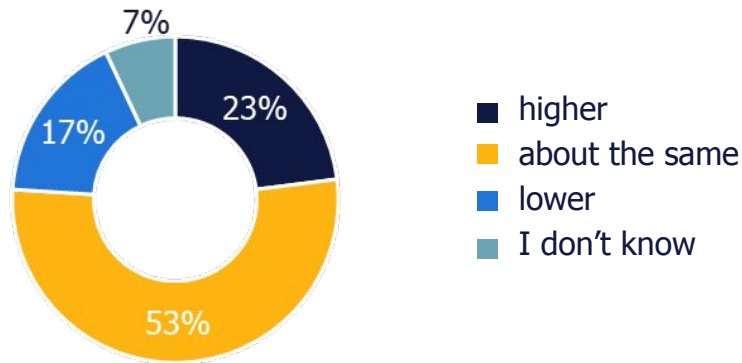
	2021	2022
	67%	76%
	69%	72%
	61%	61%
	55%	57%
	52%	53%
	-	44%
	35%	43%
	-	40%
	38%	27%
	-	24%
	21%	23%
	9%	11%
	-	3%



staff turnover and reasons to leave.

a better financial offer is the main reason why employees leave their companies.

2022 expected turnover compared to last year.



33%

of the participant companies state that one of the most frequent reasons why employees choose to leave is because they want to pursue a different career path.

reasons why employees leave the company.

received a better offer elsewhere	58%
more opportunities for career improvement elsewhere	45%
to pursue a different career path	33%
not having a cultural fit	19%
the workload is too heavy	19%
relocating	14%
looking for more flexible work schedule	11%
no work-life balance	11%
poor relationship with direct report	10%
did not feel supported by management	9%
limited to no leadership or management direction or vision	7%
did not want to return to the office	6%
not happy with the company's reputation	4%
other	1%

respondent

profile.

25



summary.

The Randstad 2022 HR Trends report presents data gathered from Greek companies operating in a variety of industries.

The most represented sectors are Information and Communication Technology, wholesale and retail trade and healthcare, together covering 50% of the sample.

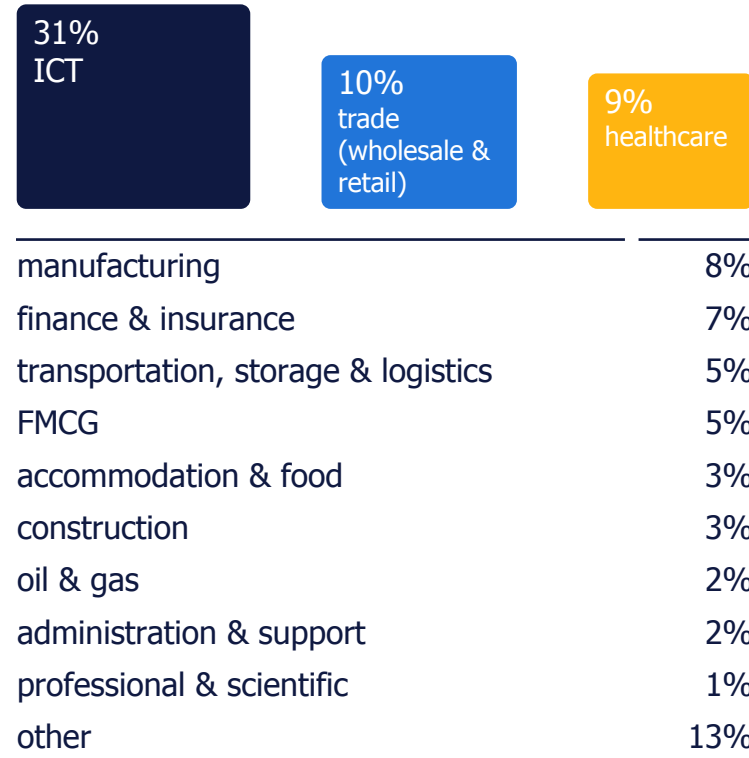
Organizations employing more than 100 people represent 37% of the sample.

Half of the respondents work in the HR department and 31% in the general management. Also, 86% of the respondents are involved in the recruitment process, having either a decisional or recommending role.

For the research, analysis and design of this report, Randstad partners with Evalueserve, a global market research and analytics firm (www.evalueserve.com).

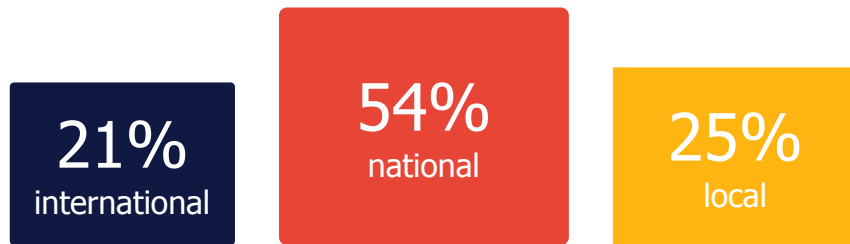
respondent profile.

by sector.

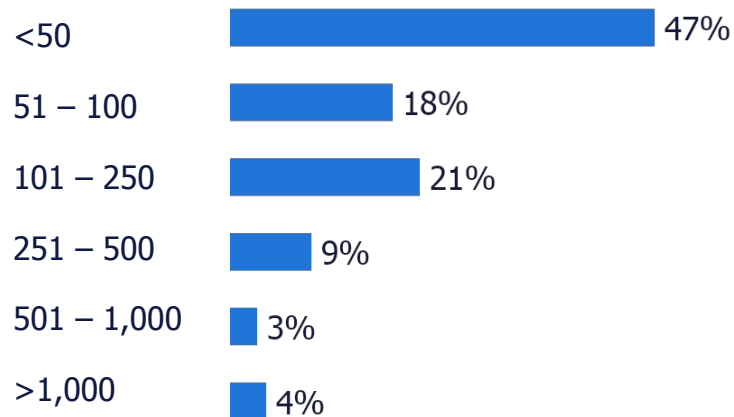


respondent profile.

by the size of the company.



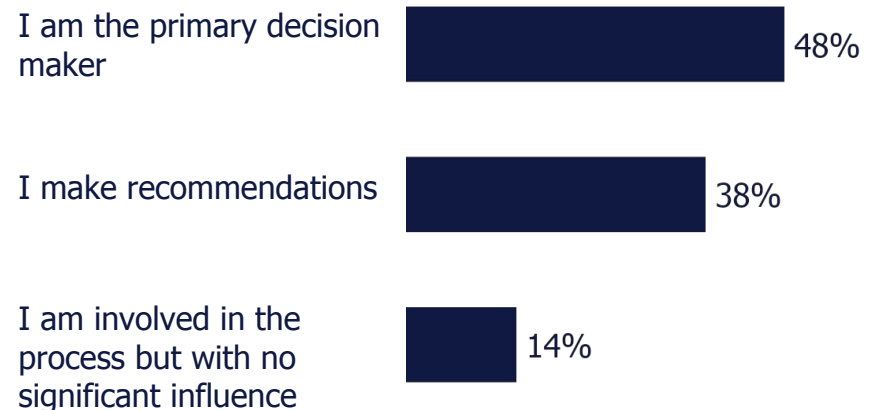
by the number of employees of respondent's companies.



by department.

human resources	51%
general management	31%
finance	6%
sales/marketing	5%
IT/technology	3%
engineering	1%
other	3%

by participant's role in the hiring process.





salary

report.



salary report highlights.

- The following slides present the band bottom and band top salaries for different job positions.
- The main positions listed are in the sales & marketing, business support, insurance, HR, pharma, legal, finance & accounting, technology, engineering, logistics and client services sectors.
- The listed salaries in the following tables refer to **gross** salaries and are based on 14 salaries per year.



business support.

position	band bottom	band top
executive / personal assistant	1.800	3.500
compliance officer	1.700	2.500
office manager	1.300	2.000
sales administrator	1.300	1.800
company secretary	1.100	1.600
administration assistant	900	1.500
guest relations officer	1.100	1.500
secretary	800	1.500
receptionist	800	1.300
data processing administrator	900	1.200
front desk customer service	800	1.100

construction.

position	band bottom	band top
project manager	3.500	5.000
construction manager	3.000	4.500
senior architect	3.000	4.000
facilities manager	2.500	3.500
site civil engineer	2.500	3.500
cost engineer	2.200	3.200
architect	2.000	3.000
real estate management engineer	2.000	2.500

client services.

position	band bottom	band top
head of customer service	3.000	3.700
call center manager	2.000	3.000
collections manager	2.000	3.000
contact center manager	2.200	3.000
customer care manager	2.200	3.000
customer experience manager	2.200	3.000
call center supervisor	1.500	2.000
collections supervisor	1.500	2.000
customer care supervisor	1.400	2.000
inside sales supervisor	1.500	2.000
customer service coordinator	1.300	1.800
call center team leader	1.400	1.600
collections team leader	1.300	1.600
contact center specialist	1.000	1.600
inside sales specialist	1.000	1.500
restructuring team leader	1.300	1.500
customer service agents	663	1.300
restructuring agents	900	1.300
collection agents	800	1.200
technical support agent	750	900

energy.

position	band bottom	band top
technical manager	3.000	5.000
construction manager	3.000	4.500
project manager	2.800	4.500
site manager	3.000	4.500
asset manager	3.000	4.000
energy conservation engineer	3.000	3.500
res engineering consultant	2.000	3.500
electrical design engineer	1.800	2.500
electrical engineer	1.800	2.500
energy trader	1.800	2.500
environmental engineer	1.800	2.500
mechanical engineer	1.800	2.500
o & m electrical engineer	1.800	2.500
field engineer	1.200	2.200

finance & accounting.

position	band bottom	band top
finance manager or director, eg: CFO, vice president of finance, director of finance, director of audit, etc.	5.000	10.000
head of relationship manager	5.000	8.000
risk manager	3.000	7.000
chief accountant	2.800	5.000
finance controller	2.800	5.000
internal audit manager	3.000	5.000
budget & reporting manager	2.700	4.500
compliance manager	3.500	4.000
credit manager	2.500	4.000
finance project manager	3.500	4.000
payroll manager	2.700	4.000
fraud models analyst	2.500	3.800
compliance senior specialist	2.000	3.500
cost accountant	2.500	3.500
relationship manager (banking/npl)	2.200	3.500
actuary	2.000	3.000
disputes senior specialist	2.200	3.000
treasurer	1.500	3.000
risk officer	2.000	2.800
payroll specialist	1.800	2.700
accountant	1.500	2.500
commercial/sales analyst	1.600	2.500
disputes specialist	1.600	2.500
finance analyst	1.600	2.500
internal audit officer	1.600	2.500
restructuring officer/financial advisor (npl)	1.500	2.500
credit officer	1.000	1.800
assistant accountant	1.000	1.500
finance clerk (including invoicing, accounting, collecting, bookkeeping, etc.)	900	1.500

hospitality & tourism.

position	band bottom	band top
food and beverage manager	2.075	6.074
housekeeping executive	2.900	6.000
operations manager	2.075	5.035
reservation manager	2.586	3.984
housekeeping manager	2.000	3.300
housekeeping assistant	1.100	2.100
reception clerk	973	1.909
housekeeping maids	1.085	1.540
guest relations officer	1.100	1.500
housekeeping linen attendant	800	1.085
front desk customer service (junior)	750	1.000



HR.

position	band bottom	band top
HR director	5.000	7.000
HR manager	3.000	5.000
talent acquisition manager	3.000	4.500
compensation & benefits manager	3.000	4.000
payroll manager	3.000	4.000
training & development manager	3.000	4.000
HR business partner	2.500	3.500
HR generalist	1.500	2.500
payroll officer	1.500	2.500
multilingual recruiter	1.800	2.300
compensation & benefits specialist	1.500	2.000
talent acquisition specialist	1.300	2.000
training & development specialist	1.500	2.000
HR assistant	1.000	1.500

legal.

position	band bottom	band top
corporate & legal affairs manager	4.000	8.000
head of legal department	4.000	8.000
senior legal counsel	3.000	5.000
compliance manager	2.000	4.000
data protection officer	2.000	3.000
legal associate	1.500	3.000

insurance.

position	band bottom	band top
claims supervisor	2.200	2.500
senior actuary	1.600	2.500
actuary	1.300	1.600
insurance underwriters	1.100	1.400
claims administrator	1.000	1.300

logistics.

position	band bottom	band top
logistics manager	2.500	3.500
warehouse manager	2.000	3.000
buyer	1.800	2.200
imports / exports specialist	1.800	2.200
logistics assistant	1.200	1.800
warehouse assistant	1.300	1.800
imports / exports assistant	1.300	1.600
clark driver	1.000	1.300
driver	1.000	1.300
warehouse clerk	.800	1.200



marketing.

position	band bottom	band top
digital marketing manager	4.000	5.500
marketing director	4.500	5.500
e-commerce manager	4.000	5.000
marketing & communications director	4.000	5.000
marketing manager	3.800	4.500
digital performance/ growth strategist	3.500	4.000
marketing & communications manager	3.000	4.000
product manager (pharmaceutical)	3.000	4.000
product manager (tech & services)	2.500	3.500
senior brand manager	3.000	3.500
SEO specialist	2.500	3.500
trade marketing manager	2.800	3.500
brand manager	2.300	2.800
digital marketing specialist	2.000	2.500
e-commerce specialist	2.000	2.500
CRM specialist	1.900	2.300
junior product manager	1.800	2.300
digital account manager	1.800	2.200
trade marketing assistant	1.800	2.200
junior brand manager	1.500	2.000
digital marketing assistant	1.600	1.800
e-commerce assistant	1.600	1.800
marketing & communication assistant	1.600	1.800
digital content and social media specialist	1.400	1.700
marketing assistant	1.300	1.500
online content manager	1.300	1.500

multilingual.

position	band bottom	band top
multilingual recruiter	1.500	2.300
multilingual team leader	1.500	1.800
multilingual inside sales agent	1.400	1.700
multilingual technical support agent - 2nd tier	1.400	1.700
multilingual collection agent	1.200	1.600
multilingual vendor/order desk agent	1.200	1.600
multilingual customer service agent - on-site	1.300	1.500
multilingual technical support agent - 1st tier	1.100	1.500
multilingual customer service agent - hybrid	1.100	1.400
multilingual customer service agent - remote	1.000	1.300
multilingual back office agent	1.000	1.200
multilingual social media content moderators	1.000	1.200



pharma.

position	band bottom	band top
clinical research associate	2.300	3.500
regulatory affairs manager	2.500	3.200
medical advisor	2.500	2.800
quality assurance officer (pharma industry)	2.200	2.600
regulatory affairs officer	1.900	2.600
medical affairs assistant	1.800	2.200
study coordinator	1.600	2.200
pharmacist	1.300	2.000
quality control analyst	1.500	2.000
R&D analyst	1.500	2.000
site research assistant	1.300	1.700
lab technician	900	1.600
midwife	900	1.300
nurse	900	1.300
pharmacist assistant	900	1.200

production & engineering.

position	band bottom	band top
engineering director	4.000	5.000
sales technical director	3.500	4.500
environmental, health & safety manager	2.300	3.500
facilities manager (inhouse)	2.500	3.500
operations manager	3.000	3.500
production manager	2.200	3.500
project manager	3.000	3.500
R&D manager	2.500	3.020
controls engineer	2.000	3.000
development engineer	2.500	3.000
planning manager	2.500	3.000
project engineer	2.500	3.000
sales engineer	1.300	2.700
automation engineer	1.800	2.500
cathodic engineer	2.000	2.500
chemical engineer	1.800	2.500
electrical engineer	1.800	2.500
maintenance engineer (electrical&mechanical)	1.500	2.500
mechanical design engineer	1.500	2.500
mechanical engineer	1.500	2.500
process engineer	2.000	2.500
R&D engineer	2.000	2.500
quality engineer	1.800	2.300
industrial engineer	1.500	2.000
quality control analyst	1.500	1.800

sales.

position	band bottom	band top
business unit director	7.000	12.000
commercial director	5.000	7.000
sales director	4.000	6.000
commercial manager	4.500	5.500
sales manager	3.500	4.500
export manager	2.800	4.200
regional sales manager	3.000	4.000
international key account manager	2.800	3.800
presales manager	2.500	3.800
account manager (energy/ tech/ telco)	2.300	3.500
area sales manager	2.500	3.500
business development manager	2.500	3.500
public sector account manager	2.500	3.500
key account manager	2.300	3.000
retail area manager	2.200	3.000
sales engineer	1.800	3.000
medical sales representative	1.800	2.500
store manager	2.000	2.500
sales analyst	1.800	2.200
wholesales sales representative	1.900	2.200
B2B sales representative	1.500	2.000
OTC sales representative	1.600	2.000
store assistant	1.300	1.800
D2D sales representative	1.000	1.500
merchandiser	1.300	1.500
store sales advisor	800	1.000

shipping.

position	band bottom	band top
technical manager	6.000	8.000
fleet manager	5.000	7.000
operation manager	5.000	7.000
crew manager	4.500	6.500
superintendent engineer	4.000	5.500
operator	2.500	4.000
freight forwarder	1.300	1.800

supply chain.

position	band bottom	band top
distribution center manager	3.000	4.000
supply chain executive	3.000	4.000
procurement manager	2.800	3.500
tendering manager	2.300	3.000
distribution manager	2.200	2.800
procurement specialist	1.800	2.500
demand planner	1.800	2.300
order desk specialist	1.300	1.800
procurement assistant	1.300	1.800
tenders assistant	1.300	1.800

technology.

position	band bottom	band top
CIO	7.000	14.000
IT project/program manager	2.700	4.600
digitalization specialist	2.700	4.500
IT manager/IT director	2.500	4.500
SAP professional	2.100	4.400
software architect /systems architect	3.100	4.400
IT security professional	1.500	4.300
software development lead	3.400	4.200
business intelligence professional	1.600	4.000
software developer/engineer	1.500	4.000
ERP/CRM consultant	1.600	4.000
mobile developer	1.200	4.000
devops engineer	2.400	3.900
database developer	1.600	3.800
IT business analyst	2.000	3.800
network engineer	1.800	3.800
scrum master/product owner	1.800	3.800
big data engineer	1.700	3.700
IT service manager	2.500	3.700
software tester/QA engineer	1.900	3.700
IT pre-sales engineer	2.200	3.600
IT systems engineer/administrator	1.800	3.500
UI/UX designer/product designer	1.600	3.500
data scientist/machine learning engineer	1.600	3.400
database administrator	1.400	3.400
computational linguist	1.800	3.000
graphic designer	1.500	3.000
telecommunications engineer	1.300	2.800
application support engineer	1.400	2.500
IT support/helpdesk	1.400	2.200



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human forward.

