



HR trends &

salaries 2023.

introduction.

Looking back to 2022 we can notice a number of key trends that have affected the labor market, such as workplace changes, the continued growth of hybrid employment, and the use of new HR technologies.

The 2023 Randstad HR trends is dedicated to delivering insights into how companies are adapting to the current economic context, what are the challenges they are facing and how do they plan to deal with them in the following year.

440 business leaders from a variety of industries in Greece completed the survey between December 2022 and March 2023.

Some of the data is compared to the results of the Randstad HR Trends survey from 2022 and Workmonitor survey 2023.

Key topics covered in the report include business evolution and challenges, recruitment practice and talent retention, opportunities and challenges in the field of work.



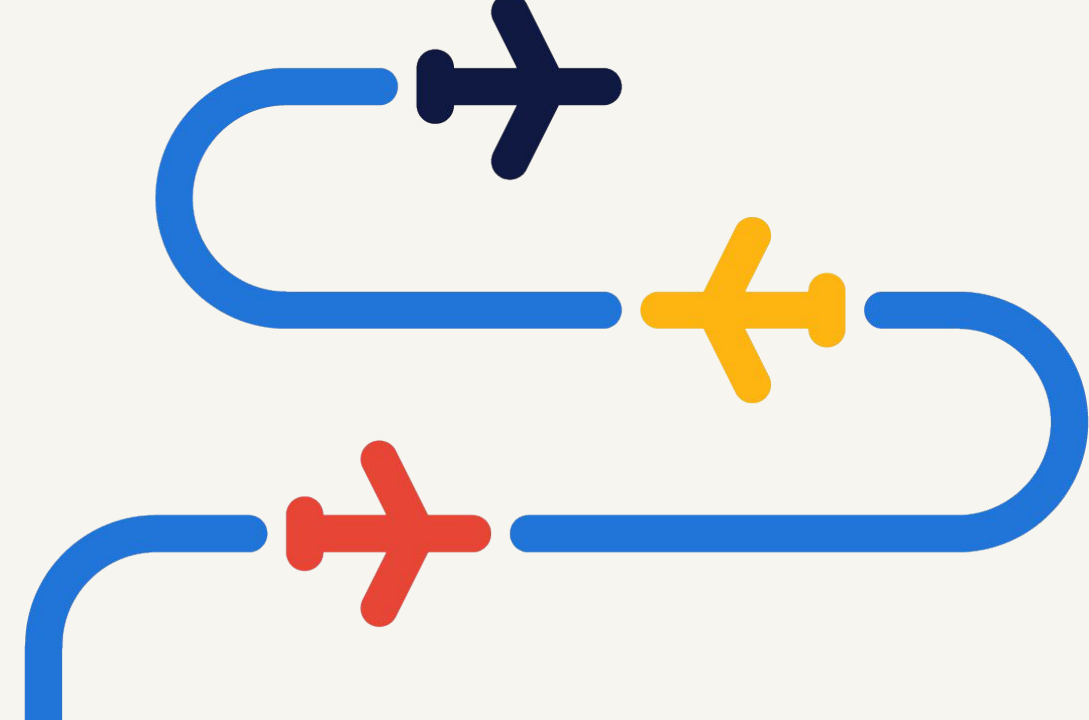
business

evolution.



business challenges expected in 2023.

	2022	2023
dealing with the higher 'cost of doing business'	-	45%
ensuring processes and guaranteeing productivity	24%	42%
managing high energy costs	-	37%
maintaining relationships with clients and/or suppliers	34%	33%
total employment cost (compensation & benefits)	-	32%
managing unexpected costs	24%	24%
dealing with an extraordinary increase in business	9%	21%
maintaining trade margins	20%	21%
avoiding significant financial losses	44%	18%
keeping the business operational	36%	16%
increasing digital security	9%	14%
guaranteeing access to supplies needed to operate	9%	11%
managing expenses incurred as a result of layoffs	-	2%
managing the temporary closure/cessation of business	12%	1%
other	3%	4%



45%

expect dealing with the higher 'cost of doing business' due to inflation to be the greatest challenge the current year.

42%

of respondents think ensuring processes and guaranteeing productivity will be difficult in the following year.

plans to deal with recession.

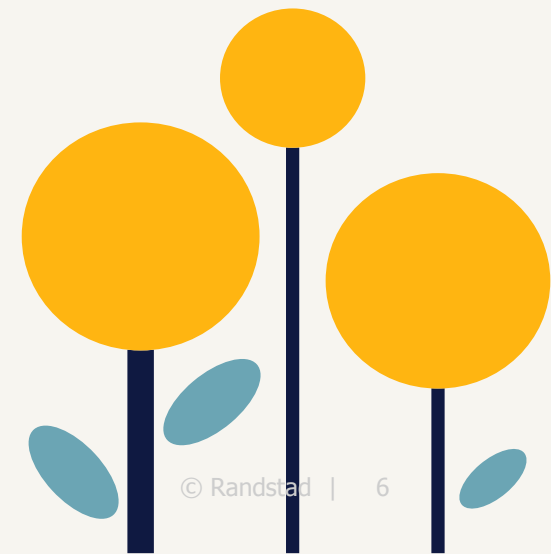
only 4% will reduce salaries to deal with a possible recession.

cutting back operating expenses	45%
reassess workforce needs or restructure the organizational chart	41%
build-up employee skills	40%
raise prices	27%
adjust products and services - offering only cost-efficient products	20%
reduce headcount	12%
offer more work from home days (decrease office energy costs)	12%
hire more seasonal/temporary workers (production peaks)	10%
reduce the compensation & benefits packages	4%
lower/decrease the production to save costs	3%
shorter schedule	3%
turn off heat to cut energy costs	3%
other	10%

In order to deal with a recession, **45%** of the respondents said their company would cut back operating expenses.

Another important measure for **41%** of the companies is to reassess workforce needs or restructure the organizational chart.

12% would offer more work from home days in order to decrease the office energy costs.



expected business evolution.

62% of the respondents expect their company's sales volume to grow.



62% vs 71% in 2022

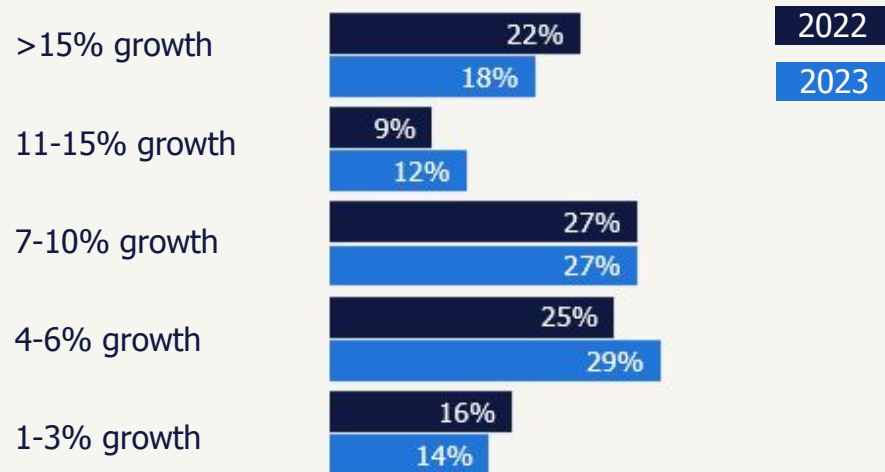
of respondents expect their sales volume to increase



2% vs 1% in 2022

of respondents expect their sales volume to decrease

expected sales increase.



28% vs 21% in 2022

of respondents expect their sales volume to remain stable

the remaining of the respondents, up to 100%, corresponds to "I don't know".



attracting

talent.



impediments when recruiting.

unrealistic salary expectations is the most frequent obstacle when recruiting.

	2022	2023
unrealistic salary expectations	49%	66%
no/limited industry working experience	49%	51%
specific educational skills	42%	42%
required years of working experience	35%	36%
work-life balance expectations	12%	17%
management tools experience	8%	8%
international experience	8%	5%
long notice period	6%	5%
other	7%	8%



HR challenges.

59% of the participants find it difficult to keep their employees engaged.

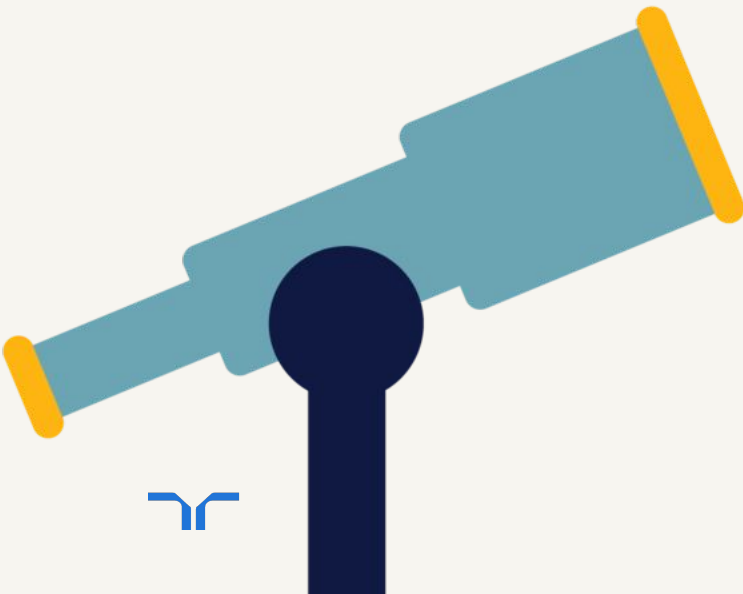
72%

of respondents consider attracting talent a major challenge while recruiting.

55%

find it difficult to retain top performers and developing talented leaders.

	2022	2023
attracting talent	58%	72% ↑
keeping employees engaged	40%	59% ↑
retaining top performers and developing talented leaders	37%	55% ↑
shortage of local talent	44%	43%
managing expectations on compensations and benefits	31%	40% ↑
managing skill shortage	30%	30%
onboarding new employees	27%	26%
employer branding	27%	26%
managing high turnover	26%	24%
ensuring employees' mental health	24%	19% ↓
internal/external mobility	20%	14% ↓
workplace inclusivity (diversity, transparency, etc.)	8%	11%
aligning flexible working-hours with the business needs	20%	11% ↓
managing internal change programs	13%	8% ↓
managing possible mass layoffs	-	2%
other	3%	1%



addressing HR challenges.

training programs and salary improvement are the top ways to overcome HR challenges.

	2022	2023
education and training programs	63%	68% ↑
improve salary	50%	56% ↑
offer remote - hybrid model of working	-	34%
offer personalized benefits pack	25%	33% ↑
offer more flexible work options to employees	42%	22% ↓
hire talent from other countries	17%	18%
increase use of externally hired contractors	19%	13% ↓
outsource business functions	16%	12% ↓
hire more part-time workers	5%	5%
other	8%	8%

training programs

+5pp



is the measure most respondent companies are willing to implement or already implemented in order to manage the human resources challenges they encounter.

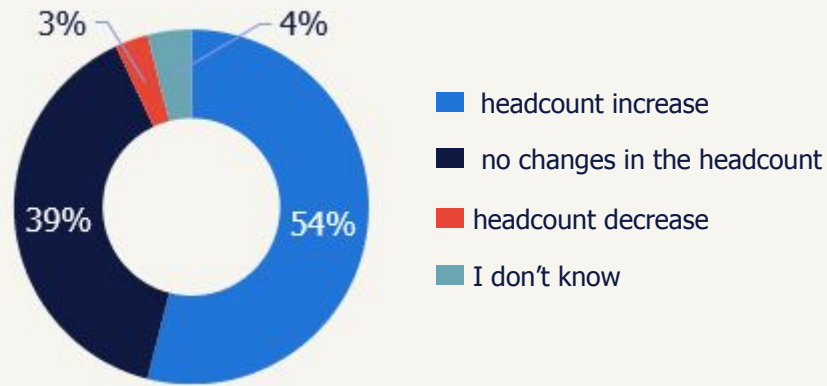
remote-hybrid work

becomes the third most effective way to overcome HR challenges.

offering personalized benefits pack

to employees represents a method of addressing HR challenges that has increased with 8pp since last year.

hiring plans for 2023.



54%

of total people surveyed plan to increase their headcount in 2023, a decrease of 24pp compared to 2022 (78%)

number of temporary open positions

1-4	13%
5-10	12%
11-45	11%
≥50	5%

number of permanent open positions

1-4	8%
5-10	6%
11-40	4%
≥50	6%

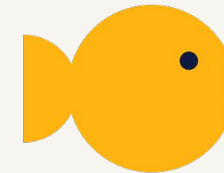


reasons for hiring.

	2022	2023
business growth	73%	76%
new positions are being created	7%	45% ↑
national/international growth of your company	34%	39% ↑
need for new skills in the organization	36%	35%
investment plans	29%	26%
staff turnover	27%	25%
launch of new department/new product	24%	22%
business diversification	7%	8%
employee retirement	5%	5%
other	3%	1%

76%

of the participant companies that have open positions this year state need to hire new employees due to the business growth of their companies.

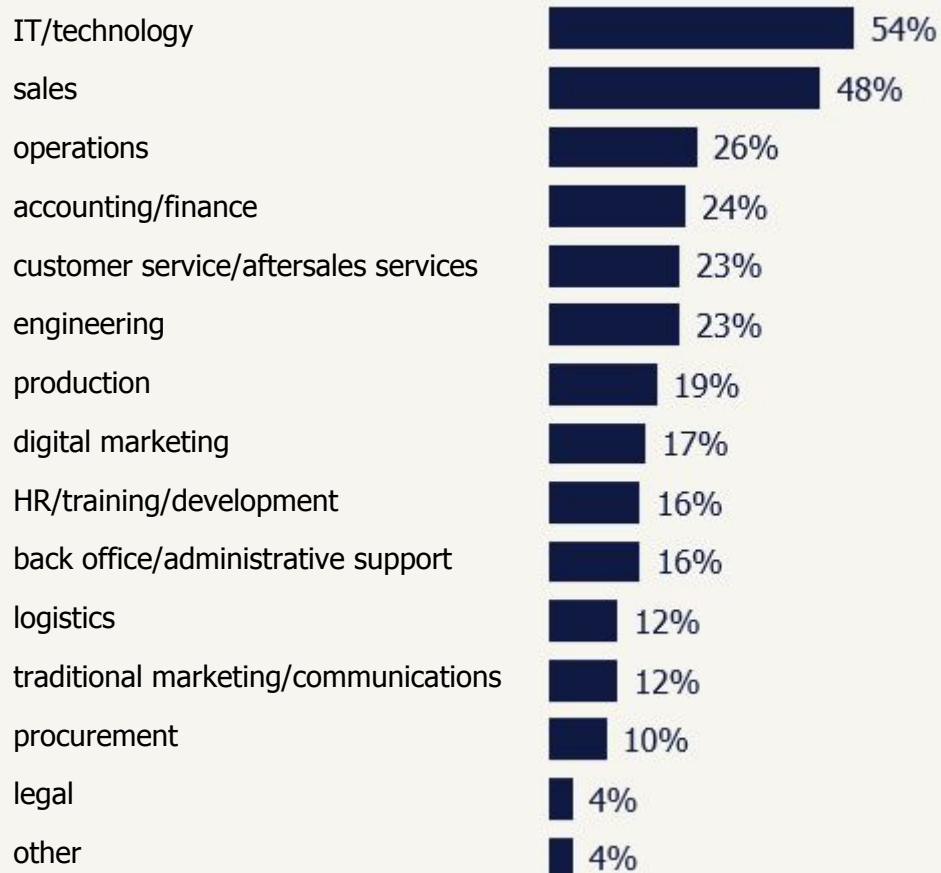


hiring intentions.

most companies are looking for candidates in the IT / technology or sales departments.



hiring intentions by department.



For each department the respondents are planning to hire talent in, they were asked how likely it is to find difficulties in finding candidates with those specific skills.

Here are the departments in which respondents find it hardest to hire:

01
IT/technology

89%

02
engineering

72%

03
sales

61%

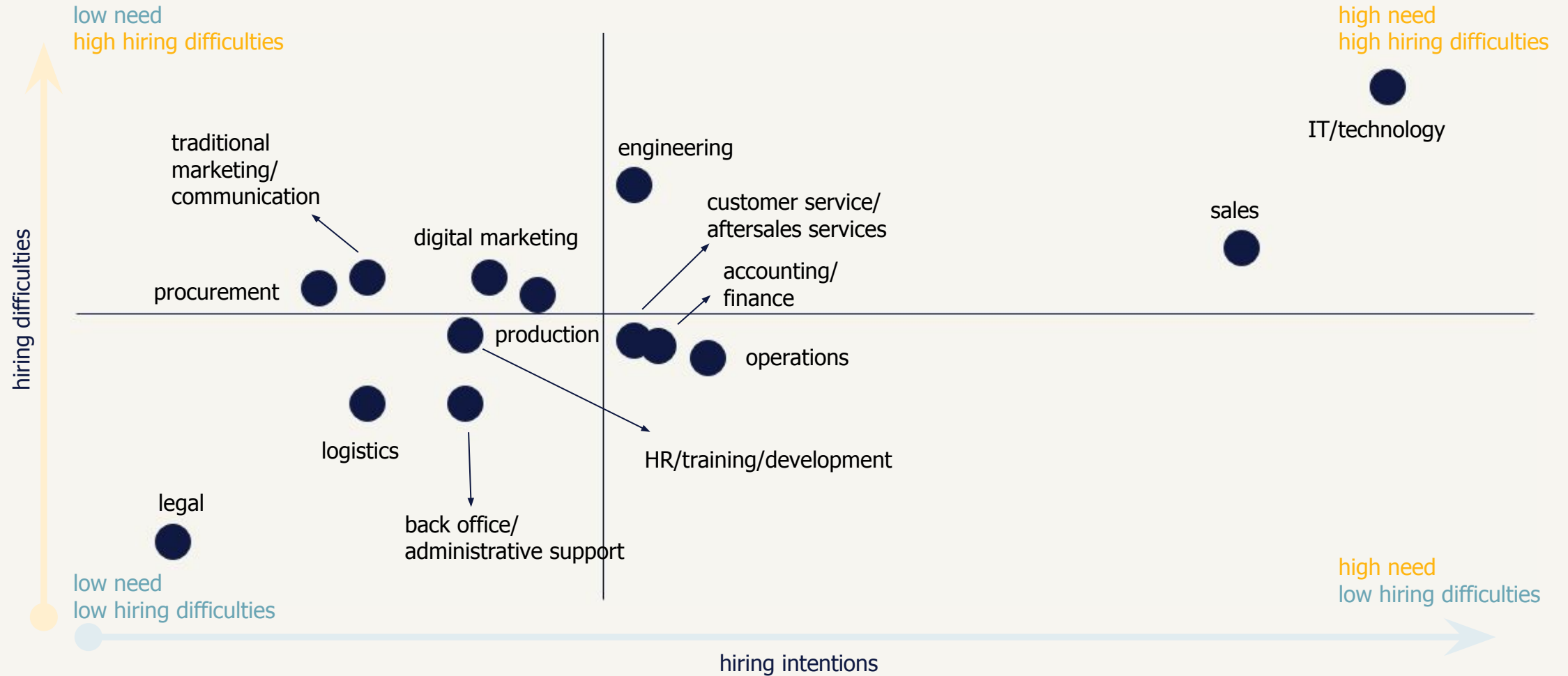
Some of the departments where the respondents are having troubles in finding the most suitable candidates are also among the departments with the highest hiring intentions.

You can find more details about which are the departments that are hardest to hire in and what is the demand of employees in those departments in the next slide.



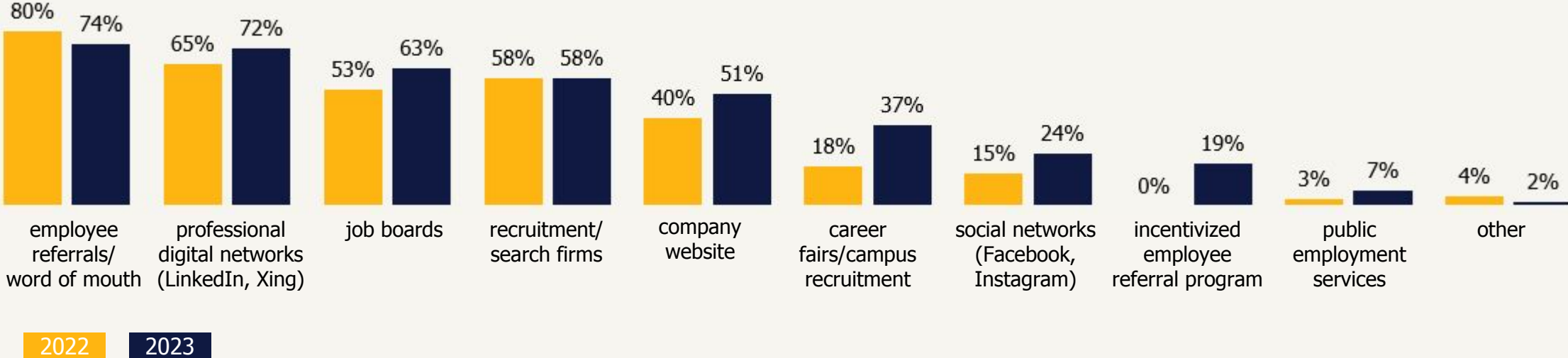
difficulty to hire matrix.

most companies expect difficulties to hire in the IT/technology sector.



recruiting sources.

most effective sources when recruiting talent.



employee referrals

will be the most frequently used method for finding the most suitable candidates in 2023 with 74% of the participating companies selecting it as one of the most effective recruitment source.



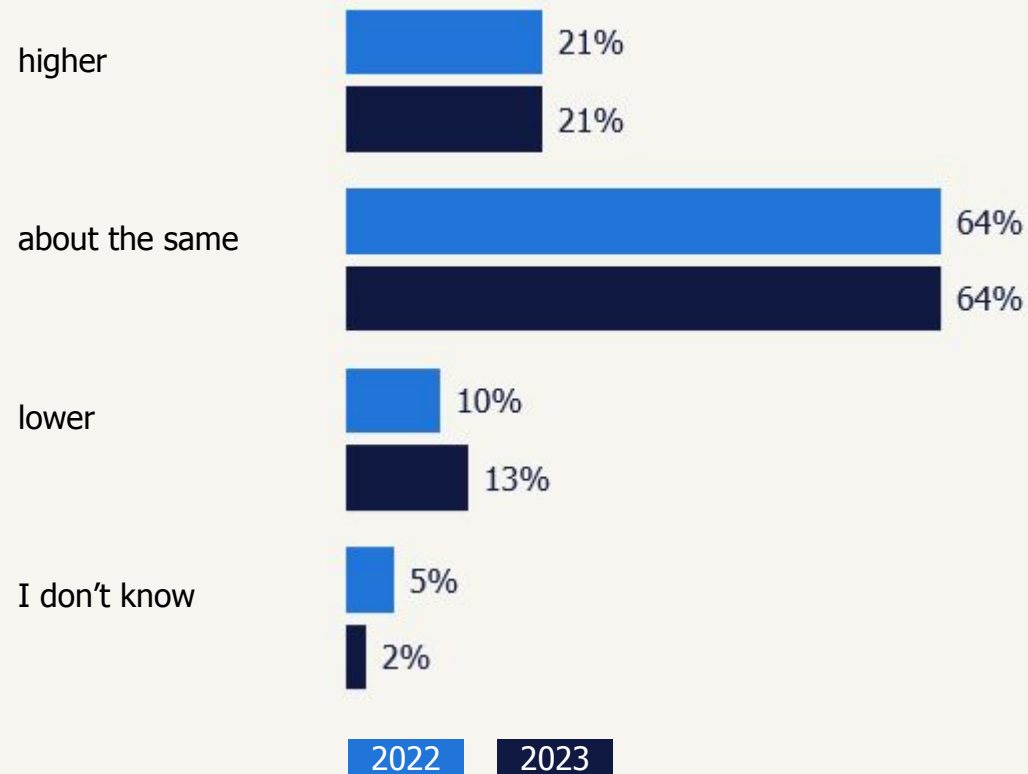
salary

evolution.

salary competitiveness.

21% consider their salaries to be higher than those offered by competitors.

salaries compared to competitors.



Almost 70% of the respondents estimate the salaries in their company to be the same as their competitors'.

13%

appreciate their salaries to be lower than those offered by competitors for the same position.



salary evolution.

most of the participant companies plan to increase salaries in 2023.

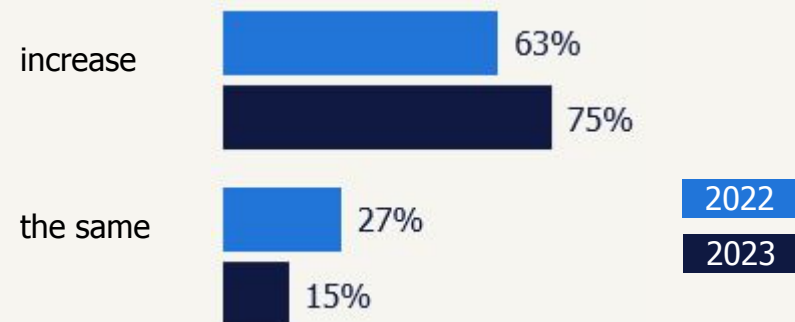
75%

of the participant companies are planning to increase their employees' salaries in 2023, while for 15%, the salaries will remain the same, compared to 27% last year.

none of the respondents

are planning to a salary decrease, same as last year.

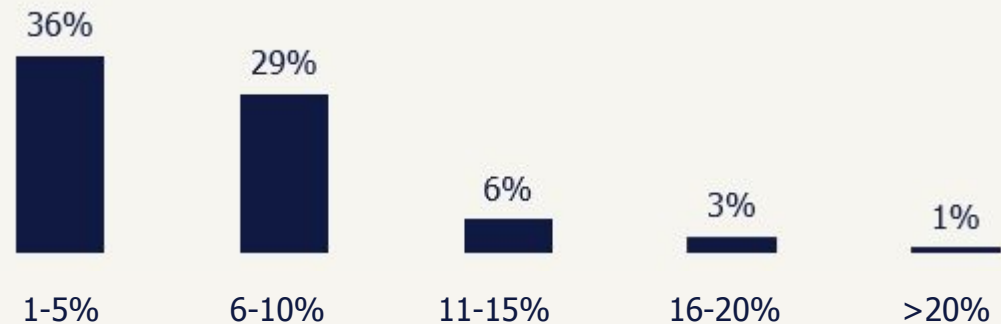
salaries evolution in the next twelve months.



4% of the respondents

are planning to offer a salary increase of 16% or higher.

the 75% respondents who plan a higher remuneration for their employees in 2023 will apply the raise as follows:





human capital

strategy.

what makes a company attractive?

have a good work-life balance is considered an important attribute.

	2022	2023
to offer competitive salary & employee benefits	75%	45%
to offer career progression opportunities	69%	40%
to have a pleasant working atmosphere	59%	38%
to ensure a good work-life balance	55%	38%
to be financially healthy	52%	32%
to have a strong employer branding	53%	32%
to offer hybrid or remote working model	-	29%
to have a strong image/strong values	44%	29%
to offer long-term job security	39%	25%
to offer interesting job content	39%	24%
to offer good training	43%	23%
to offer flexible working arrangements (flexitime)	49%	23%
to use latest technologies (innovative)	27%	20%
to have strong management	24%	15%
to offer quality products/services	22%	14%
to promote diversity management (age, gender, race)	22%	13%
to be environmentally & socially aware (CSR)	16%	12%
to offer international/global career opportunities	14%	11%
to be conveniently located	15%	11%

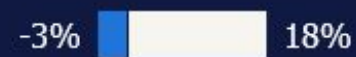
Most of the responding companies consider that offering an attractive salary and benefits alongside career progression opportunities are the top attributes that make their company attractive for candidates.

Almost 40% consider that it is very important for their companies to offer a pleasant working atmosphere or a good work-life balance, in order to attract and retain talent.



a part of the responding companies **plan to change** different benefits offered to their employees.

offering job security (e.g., more permanent contracts & decrease the ratio of temp workers)



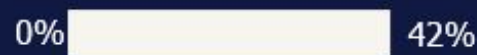
support for families and dependents (childcare support, parental leave, carer's leave)



flexibility in terms of working hours (ability to set the schedule)



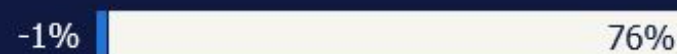
benefits (annual leave allocation, healthcare, pension plan etc.)



flexibility in terms of location (ability to work from home, remotely, or from different sites)



training or development opportunities



■ decrease ■ increase ■ no change



benefits offered by the companies.

wellbeing and skilling benefits.

	2022	2023
training	76%	84%
possibility to work from home (remote or hybrid model)	-	70%
flexible working schedule	51%	49%
non-financial rewards/recognition	48%	46%
additional leave days/sick days/sabbatical leave	40%	40%
paid parental leave/childcare benefits	33%	36%
health and wellness programs	31%	31%
employee support programs/tools	23%	25%
coaching & mentorship	24%	24%
psychological support	16%	23%

financial benefits.

	2022	2023
mobile phone	76%	87%
bonuses/individual performance bonuses	72%	81%
ticket restaurant coupons/lunch subsidy	53%	69%
company car	57%	67%
medical insurance/disability insurance	61%	66%
reimbursing travel expenses (public transport, gas)	44%	57%
life insurance	43%	47%
parking slots	40%	47%
pension plan	23%	25%
holiday vouchers	24%	23%
deductible expenses*	27%	18%
profit sharing	11%	14%

*deductible expenses refer to stationery, courier charges, home internet, etc.

22% of the companies supported their employees with a pay rise outside of the annual pay increase cadence in the past 6 months.

20%

supported their employees with subsidies for the cost of energy, transportation or other daily expenses.

17%

offered a monthly cost of living pay boost, to help employees cope with the increased cost of living.

14%

contributed with a one-off cost of living payment.

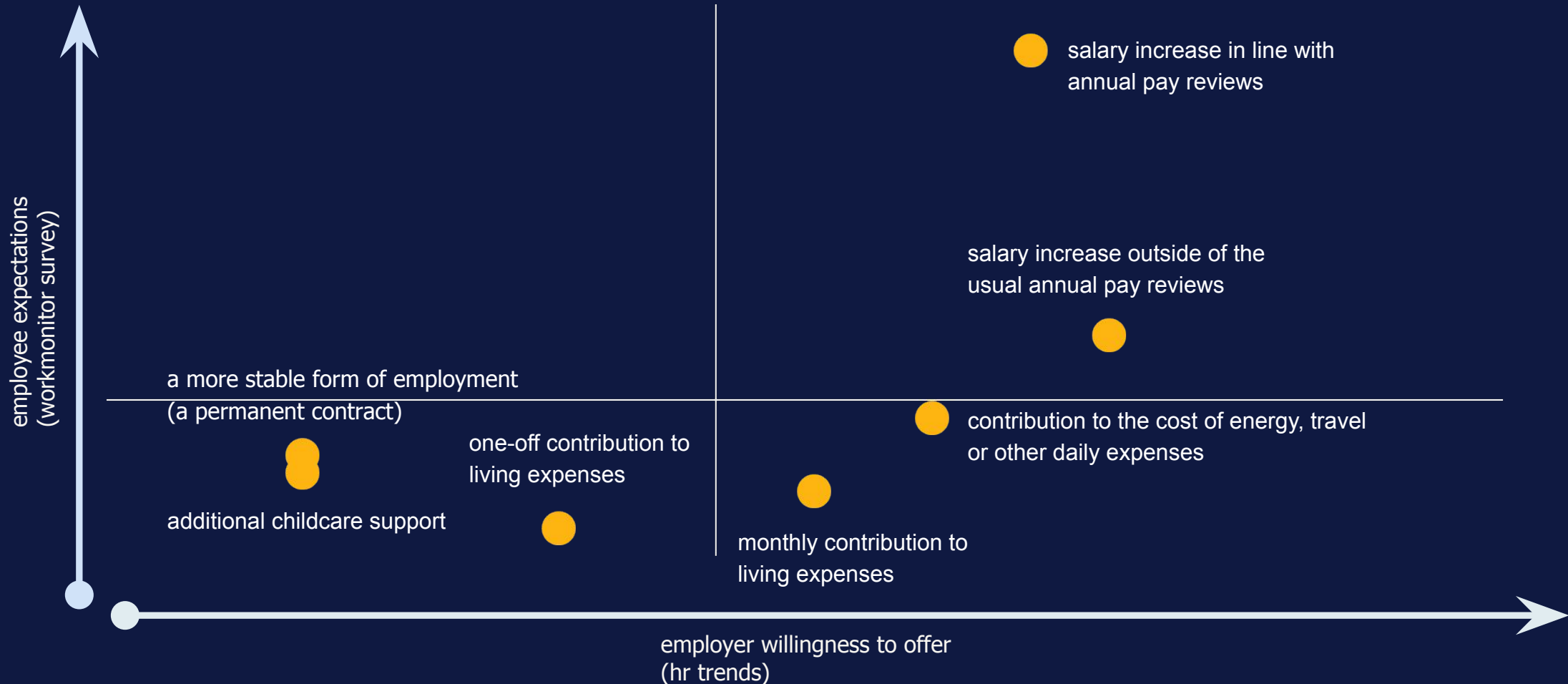
44%

did not offer any of the above mentioned.



expectations vs reality.

benefits to be offered in the current changing economic landscape.

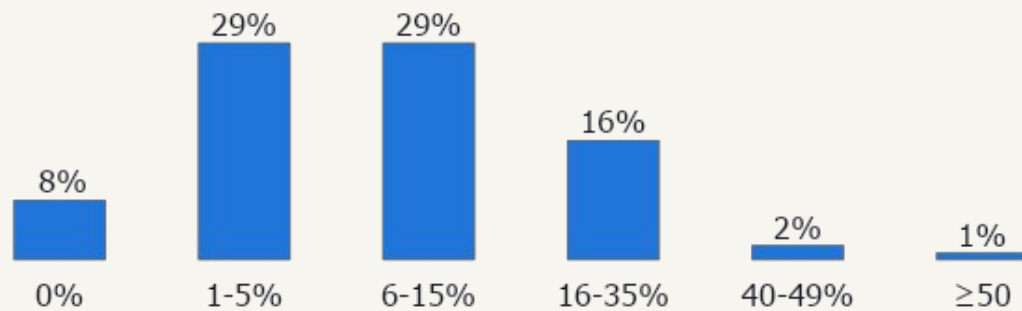


*if you want to see this information from the perspective of employees, please check out the Workmonitor 2023 edition

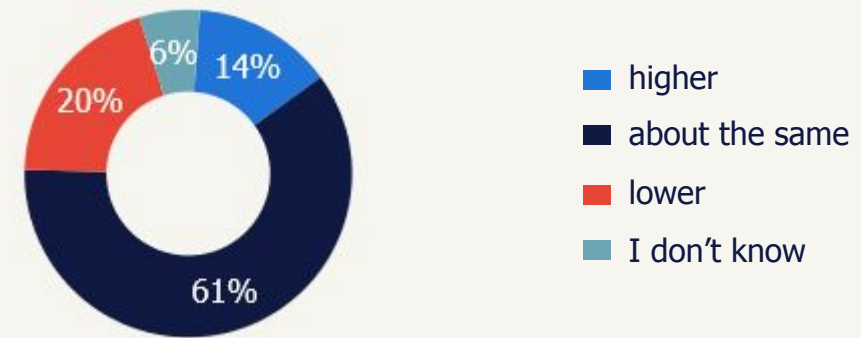
staff turnover.

14% of the companies expect a higher turnover in 2023.

turnover rate in 2022.



2023 expected turnover.



For most of the respondents, the 2022 turnover rate remained within reasonable levels, 66% of them reporting a turnover rate of less than 16%.

what determines employees to leave the company?

	2022	2023
receiving a better offer elsewhere (better pay, conditions)	58%	74%
more opportunities for career improvement elsewhere	45%	50%
to pursue a different career path	33%	26%
the workload is too heavy	19%	17%
relocating	14%	15%
not having a cultural fit	19%	14%
looking for more flexible work schedule	11%	12%
poor relationship with direct report	10%	9%
no work-life balance	11%	8%
did not feel supported by management	9%	6%
limited to no leadership direction or vision	7%	6%
hybrid - remote working model not offered	-	4%
did not want to return to the office	6%	2%
not happy with the company's reputation	4%	1%
I don't know	-	1%
other	1%	9%



74%

of the employees leave their job due to receiving a better pay or better conditions at another employer.



12%

of the employees also consider a flexible work schedule a reason to leave their job and search for a more convenient one.



respondent

profile.

summary.

The Randstad 2023 HR Trends report presents data gathered from Greek companies operating in a variety of industries.

The most represented sectors are IT/technology, trade (wholesale & retail), FMCG, and healthcare, together covering 57% of the sample.

Organizations employing more than 500 people represent 13% of the sample.

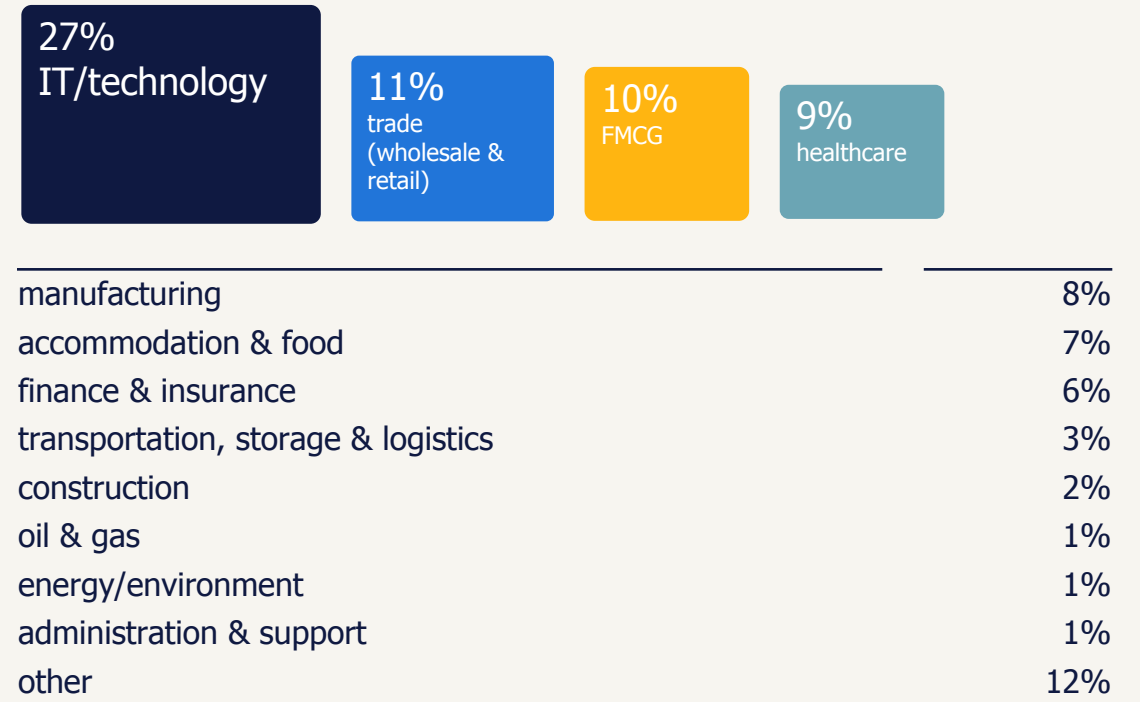
Almost 70% of the respondents work in the HR department and 25% in general management.

Also, 92% 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).

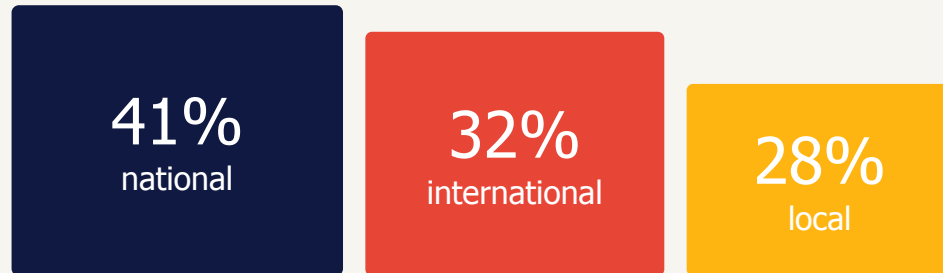
respondent profile.

by sector.

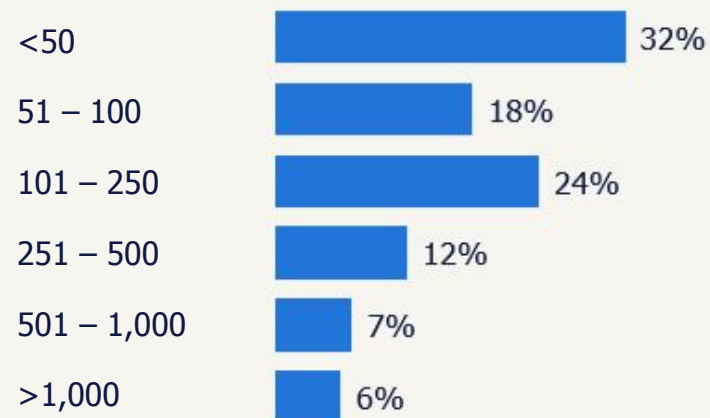


respondent profile.

by the level of the company's presence.



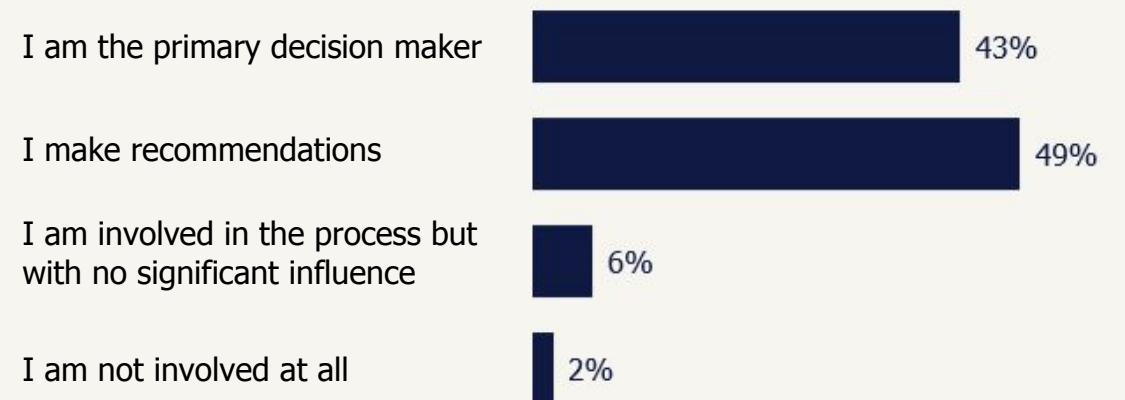
by number of employees.



by department.

human resources	63%
general management	25%
finance	5%
IT/technology	3%
sales/marketing	2%
other	2%

by participant's role.





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
administration assistant	1100	1600
back-office assistant	950	1400
company secretary	1100	1600
compliance officer	1700	2500
data processing administrator	1000	1300
executive / personal assistant	2000	3500
front desk customer service	1000	1200
guest relations officer	1200	1500
legal secretary	1500	3000
office manager	1300	2000
operations officer	1500	2500
receptionist	1000	1200
sales administrator	1000	1500
secretary	1000	1600
translator/interpreter	1600	3000
visitor services officer	1000	1500

construction.

position	band bottom	band top
architect	1500	2500
construction manager	3000	4500
cost engineer	2200	3200
engineer property manager	2000	2500
facilities manager	2500	3500
project manager	3500	5000
senior architect	2500	4000
site civil engineer	2500	3500

client services.

position	band bottom	band top
call center manager	2300	3000
call center supervisor	1800	2500
call center team leader	1500	1800
collection agents	800	1300
collections manager	2000	3000
collections supervisor	1700	2000
collections team leader	1300	1800
contact center manager	2500	3000
contact center specialist	1000	1700
customer care manager	2500	3200
customer care supervisor	1800	2500
customer experience manager	2500	3000
customer service agents	800	1300
customer service coordinator	1300	1800
head of customer service	3200	4000
inside sales specialist	1100	1500
inside sales supervisor	1600	2000
restructuring agents	950	1300
restructuring team leader	1500	1700
technical support agent	800	1000
freight forwarding agent	1500	2000
order customer support specialist	1300	1800
telesales agent	713	850
telesales team leader	1200	1600

crop science.

position	band bottom	band top
agricultural scientist	1500	3500
agronomist	1000	2500
field activation specialist	2000	4500
field scientist	1500	3500
plant scientist	1500	3500
rnd manager (crop science)	2300	5000
soil scientist	1500	3500

energy.

position	band bottom	band top
asset manager	3000	4000
construction manager	3000	4500
electrical design engineer	2000	3000
electrical engineer	1800	2500
energy conservation engineer	3000	3500
energy trader	1800	2500
environmental engineer	1800	2500
field engineer	1300	2200
mechanical engineer	1500	2500
o & m electrical engineer	1800	2500
project manager	3000	4000
res engineering consultant	2000	3500
site manager	3000	4500
technical manager	3000	5000

engineering production.

position	band bottom	band top
automation engineer	1800	2800
cathodic engineer	2000	2500
chemical engineer	1800	2500
controls engineer	2000	3000
development engineer	2500	3000
electrical engineer	1800	2800
engineering director	5000	7000
environmental, health & safety manager	3000	3500
facilities manager (inhouse)	2500	3500
industrial engineer	1500	2000
maintenance engineer (electrical & mechanical)	1800	2800
maintenance manager	2500	3500
mechanical design engineer	1800	2800
mechanical engineer	1500	2500
operations manager	3000	4000
planning manager	2500	3000
process engineer	2000	2500
production manager	3000	3500
production planner	1500	2200
project engineer	2500	3000
project manager	3000	4000
quality assurance engineer	1500	2000
quality assurance manager	2500	3000
quality control analyst	1500	1800
quality control manager	2500	3000
quality engineer	1800	2300
r&d engineer	2000	2800
r&d manager	3000	3500
sales engineer	1300	2500
sales technical director	3500	4500
technical director	4000	6000

finance & accounting.

position	band bottom	band top
accountant	1500	2500
actuary	2000	3000
assistant accountant	1000	1600
budget & reporting manager	2700	4500
chief accountant	3000	5000
commercial/sales analyst	1600	3000
compliance manager	3500	4000
compliance senior speacialist	2500	3500
cost accountant	3000	3800
credit manager	2500	4000
credit officer	1400	2000
data scientist	2000	4000
disputes senior specialist	2200	3000
disputes specialist	1600	2500
finance analyst	1800	3000
finance clerk (including invoicing, accounting, collecting, bookeeping, etc.)	900	1500
finance controller	3500	5000
finance manager or director, eg: cfo, vice president of finance, director of finance, director of audit, etc.	6000	10000
finance project manager	3500	6000
fraud models analyst	2500	3800
head of relationship manager	5000	8000
internal audit manager	3000	5000
internal audit officer	1600	2500
payroll manager	2700	4000
payroll specialist	1800	2700
relationship manager (banking/npl)	2200	3500
restructuring officer/financial advisor (npl)	1500	2500
risk manager	3000	7000
risk officer	2000	2800
treasurer	1500	3000

health.

position	band bottom	band top
aesthithician	900	1500
dietician	900	1700
lab technician	900	1600
midwife	900	1500
nurse	900	1500
pharmacist	1300	2500
pharmacist assistant	900	1200
physiotherapist	900	1500
radiology assistant	900	2000

hospitality & tourism.

position	band bottom	band top
bar manager	1500	2500
bartender	1200	1600
cook a	1800	2500
cook b	1200	1600
executive chef	4500	9000
f&b controller	1500	2200
food and beverage manager	2500	5000
food and beverage supervisor	1500	2400
front desk	1200	1600
front office manager	1600	2600
guest relations manager	1700	2500
guest relations officer	1200	1500
hotel manager	5000	9000
housekeeping assistant	1300	1900
housekeeping executive	2200	6050
housekeeping linen attendant	1100	1650
housekeeping maids	1100	1600
housekeeping manager	1800	3100
operations manager	4000	8000
reception clerk	1200	1600
reservation manager	2500	4000
rooms division manager	2200	5400
sous chef/pastry chef	2500	3500
waiter	1200	1600

HR.

position	band bottom	band top
compensation & benefits manager	3000	4000
compensation & benefits specialist	1700	2500
hr assistant/hr administrator	1100	1500
hr business partner	2500	3500
hr director	6000	9000
hr generalist	1600	2500
hr manager	3500	6000
multilingual recruiter	2200	3000
payroll manager	3500	4500
payroll officer/payroll administrator	1700	2500
talent acquisition manager	3000	4500
talent acquisition specialist	1700	2500
training & development manager	3000	4000
training & development specialist	1700	2500

insurance.

position	band bottom	band top
actuary	1300	1600
claims administrator	1000	1300
claims supervisor	2200	2500
junior underwriter	900	1100
senior actuary	2000	2500
senior underwriter	2300	2700
underwriter	1400	1800

legal.

position	band bottom	band top
compliance manager	2500	4500
contract administrator	1800	2500
corporate & legal affairs manager	4000	8000
data protection officer	2000	3500
head of legal department	5000	9000
legal associate	1700	3000
paralegal	1800	3500
senior legal counsel	3500	5000

logistics.

position	band bottom	band top
buyer	1800	2200
clark driver	1200	1500
driver	1000	1500
imports / exports assistant	1300	1600
imports / exports specialist	1800	2200
logistics assistant	1200	1800
logistics manager	3000	3500
warehouse assistant	1500	1800
warehouse clerk	900	1300
warehouse manager	2000	3000

marketing.

position	band bottom	band top
brand manager	2300	2800
crm specialist	2300	2700
digital account manager	1800	2200
digital content and social media specialist	1700	1900
digital marketing assistant	1600	1800
digital marketing manager	4000	5500
digital marketing specialist	2000	2500
digital performance/ growth strategist	3000	4000
e-commerce assistant	1800	2000
e-commerce manager	4000	5000
e-commerce specialist	2000	2500
insights analyst	2000	2500
junior brand manager	1700	2000
junior product manager	1800	2300
marketing & communication assistant	1600	1800
marketing & communications director	4000	5000
marketing & communications manager	3000	4000
marketing assistant	1300	1600
marketing director	4500	5500
marketing manager	4000	4500
online content manager	1300	1700
pr account manager	1800	2200
product manager (pharmaceutical)	3000	4000
product manager (tech & services)	3000	3500
senior brand manager	3000	3500
seo	2800	3800
trade marketing assistant	1800	2200
trade marketing manager	2800	3500

multilingual.

position	band bottom	band top
multilingual back-office agent	1100	1300
multilingual collection agent	1200	1600
multilingual customer service agent - hybrid	1100	1500
multilingual customer service agent - on-site	1200	1600
multilingual customer service agent - remote	1000	1400
multilingual payroll associate	1800	2000
multilingual recruiter	1500	2300
multilingual sales development representative	1400	1900
multilingual social media content moderators	1000	1300
multilingual team leader	1500	1900
multilingual technical support agent - 1st tier	1100	1500
multilingual technical support agent - 2nd tier	1400	1700
multilingual vendor desk agent - gatekeeper	1400	1800

pharma.

position	band bottom	band top
biostatistician	1500	4800
biotechnologist	1640	4000
clinical research associate i - v (1-5)	2500	4000
clinical study manager	3500	5000
head of regulatory affairs	4000	6000
market access assistant	1900	2500
market access coordinator	2500	3000
market access manager	4000	7000
medical advisor	2500	2800
medical affairs assistant	1800	2200
medical director	5000	9000
medical manager	4000	6500
medical science liaison	2000	2300
medical writer	2000	2500
pharmacovigilance	1800	2300
quality assurance officer	1900	2300
quality control analyst	1500	2000
quality control manager	2900	4600
r&d analyst	1500	2000
regulatory affairs manager	2900	4600
regulatory affairs officer	1900	2200
senior regulatory affairs officer	2000	2700
site research assistant	1300	1700
study coordinator	2000	2500
study startup specialist	1500	2000

sales.

position	band bottom	band top
account manager (energy/ tech/ telco)	2500	3500
area sales manager	2500	3500
b2b sales representative	1600	2000
business development manager	3000	4000
business unit director	7000	12000
commercial director	5000	7000
commercial manager	4500	6000
d2d sales representative	1100	1500
international key account manager	3000	4000
key account manager	2500	3500
medical sales representative	2000	2800
merchandiser	1300	1600
otc sales representative	1800	2200
presales manager	3000	4000
public sector account manager	3000	4500
retail area manager	2500	3200
sales director	4500	6000
sales engineer	2500	3800
sales export manager	3500	4500
sales export representative	2800	3500
sales manager	4000	5000
sales/ commercial planning analyst	2000	2500
store assistant manager	1300	1800
store manager	2000	2500
store sales advisor	800	1200
wholesales sales representative	2000	2500

shipping.

position	band bottom	band top
control & instrumentation engineer	2500	4000
crew manager	4500	6500
crew operator	2500	3500
fleet manager	5000	7000
fleet operator	2500	3500
freight forwarder	1500	2000
operation manager	5000	7000
operator	2500	4000
superintendent engineer	4000	7000
technical manager	6000	8000

supply chain.

position	band bottom	band top
demand planner	1800	2500
distribution center manager	3500	4000
distribution manager	2800	3200
order desk specialist	1300	1800
procurement assistant	1300	1800
procurement manager	3200	4000
procurement specialist	2000	2800
supply chain executive	3000	4000
tendering manager	2500	3000
tenders assistant	1500	1800

technology.

position	band bottom	band top
application support engineer	1800	3000
big data engineer	1800	4000
business intelligence professional	1700	4000
chief information officer (CIO)	7000	15000
cloud engineer	2200	4600
data engineer	1600	4000
data scientist / machine learning engineer	1600	3500
database administrator	1400	4000
database developer	1800	4000
devops engineer	2500	4100
ERP / CRM consultant	1600	4000
graphic designer	1600	3200
information security professional (including penetration tester, IT security analyst, GRC consultant etc.)	1600	4500
IT business analyst	2200	4000
IT manager / IT director	3000	5000
IT pre-sales engineer	2500	4000
IT project / program manager	2800	5000
IT service manager	2600	3800
IT support / helpdesk	1600	2400
IT systems engineer/administrator (windows & linux/unix)	1900	3700
mobile developer (android, iOS)	1400	4200
network engineer	2000	4000

position	band bottom	band top
SAP professional	2200	4600
scrum master / product owner	2500	4000
software architect / systems architect	3200	4500
software consultant	1800	3000
software developer / engineer – junior (.net/c#, java, php, c/c++, javascript, python, ruby, go etc)	1400	2100
software developer / engineer - mid level (.net/c#, java, php, c/c++, javascript, python, ruby, go etc)	2100	2800
software developer / engineer - senior (.net/c#, java, php, c/c++, javascript, python, ruby, go etc)	2800	3500
software development lead	3600	4500
software tester / QA engineer	1900	4000
telecommunications engineer	1400	3000
UI/UX designer / product designer	1800	3800

human

forward.

 randstad