

april 2024

hr trends 2024.

greece



partner for talent.

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01

introduction



introduction.

The 2024 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
- artificial intelligence

585 business leaders from a variety of industries in Greece completed the survey in October 2023 - March 2024.

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



02

business evolution.

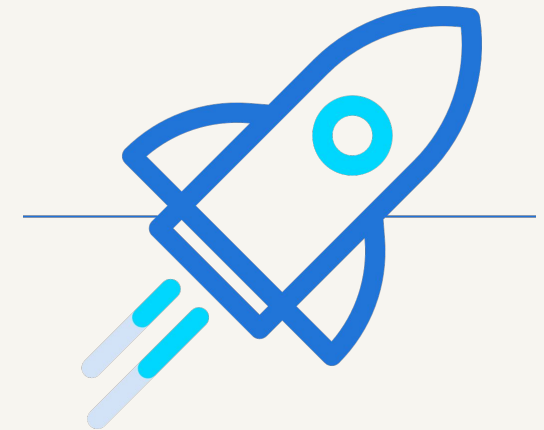


business challenges expected in 2024.

	2023	2024
total employment cost (compensation & benefits)	32%	48%
ensuring processes and guaranteeing productivity	42%	46%
dealing with the higher 'cost of doing business'	45%	37%
maintaining relationships with clients and/or suppliers	33%	34%
managing high energy costs	37%	22%
maintaining trade margins	21%	21%
managing unexpected costs	24%	18%
consequences of natural disasters/geopolitical changes	-	18%
keeping the business operational	16%	18%
dealing with an extraordinary increase in business	21%	16%
increasing digital security	14%	16%
avoiding significant financial losses	18%	13%
guaranteeing access to supplies needed to operate	11%	5%
managing the temporary closure/cessation of business	1%	2%
managing expenses incurred as a result of layoffs	2%	2%
other	4%	3%

48%

expect the total employment cost to be the greatest challenge next year.



46%

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



the total is more than 100% because more than one answer is possible.

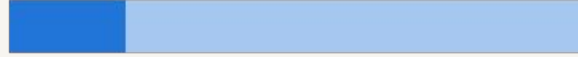
expected business evolution.

67% vs 62% in 2023



of respondents expect their sales volume to increase.

20% vs 28% in 2023



of respondents expect their sales volume to remain stable.

2% vs 2% in 2023



of respondents expect their sales volume to decrease.

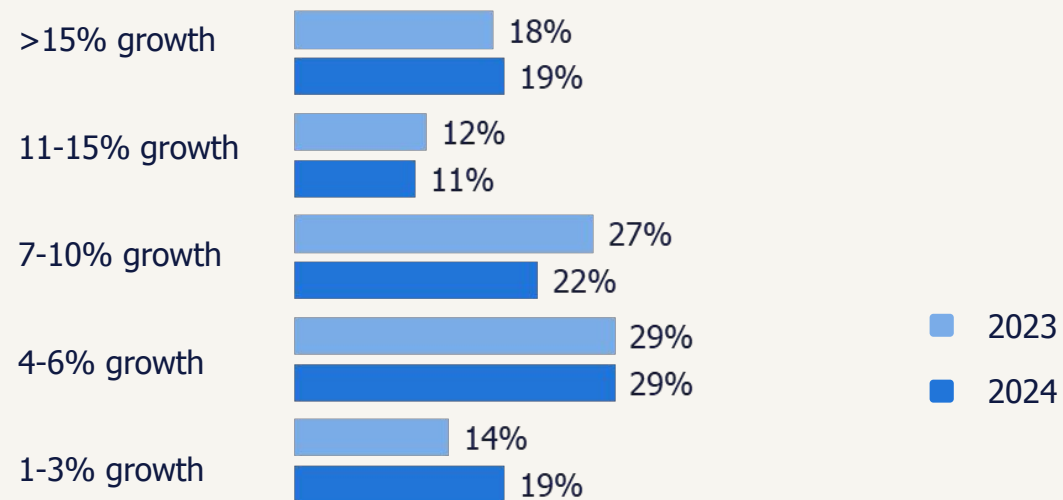


the rest of respondents up to 100% selected "I don't know".



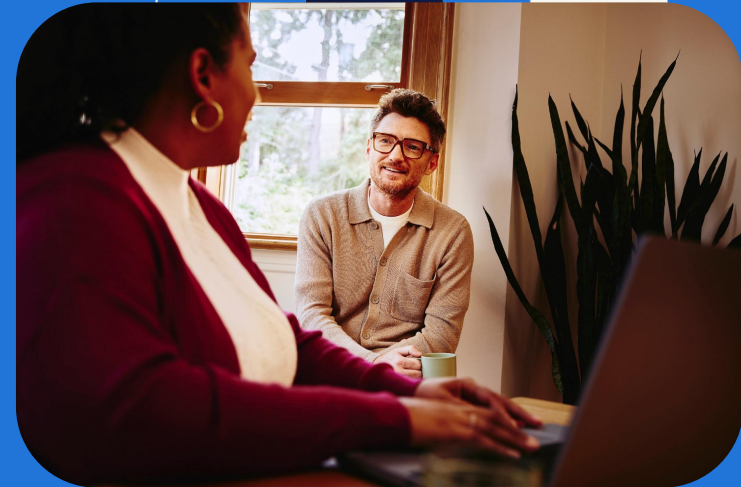
expected business evolution.

expected sales increase.



03

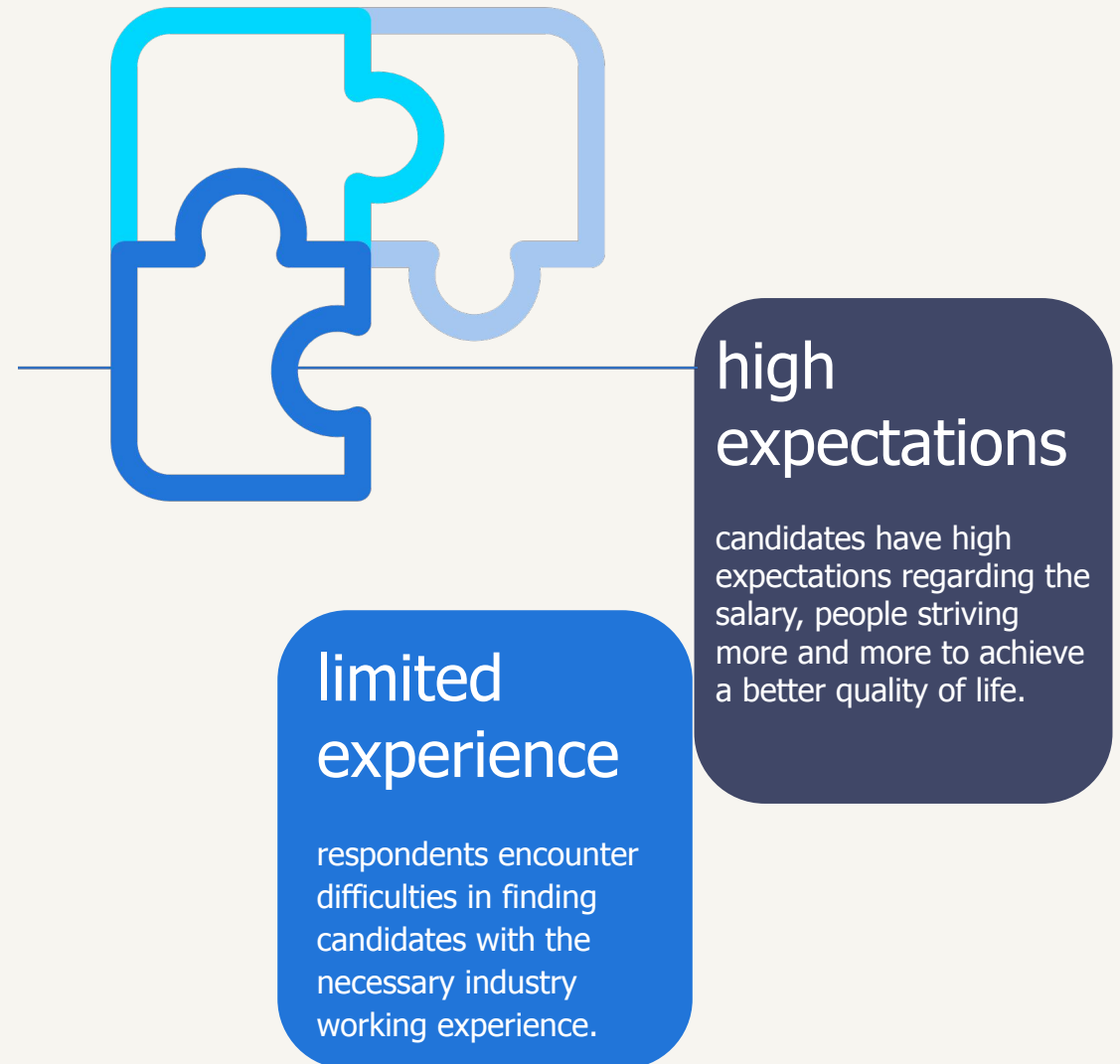
attracting talent.



impediments when recruiting.

	2023	2024
unrealistic salary expectations	66%	63%
no/limited industry working experience	51%	53%
specific educational skills	42%	41%
required years of working experience	36%	34%
work-life balance expectations	17%	17%
management tools experience	8%	6%
international working experience	5%	5%
long notice period	5%	4%
other	8%	7%

the total is more than 100% because more than one answer is possible.



HR challenges.

66%

of respondents consider attracting talent to be a major challenge.



54%

find it difficult to keep the employees engaged.



	2023	2024
attracting talent	72%	66%
keeping employees engaged	59%	54%
retaining top performers and developing talented leaders	55%	53%
shortage of local talent	43%	39%
managing expectations on compensations and benefits	40%	38%
managing skill shortage	30%	31%
onboarding new employees	26%	22%
employer branding	26%	18%
ensuring employees' mental health	19%	17%
managing high turnover	24%	16%
aligning flexible working-hours with the business needs	11%	9%
internal/external mobility	14%	9%
managing internal change programs	8%	9%
workplace inclusivity (e.g. diversity, transparency, etc.)	11%	8%
managing possible mass layoffs	2%	2%
other	1%	1%

the total is more than 100% because more than one answer is possible.

addressing HR challenges.

	2023	2024
education and training programs	68%	63%
improve salary	56%	59%
offer remote - hybrid model of working	34%	31%
offer personalised benefits pack	33%	31%
offer more flexible work options to employees	22%	25%
hire talent from other countries	18%	14%
increase use of externally hired contractors	13%	13%
outsource business functions	12%	8%
hire more part-time workers	5%	3%
other	8%	11%

the total is more than 100% because more than one answer is possible.

education and training programs

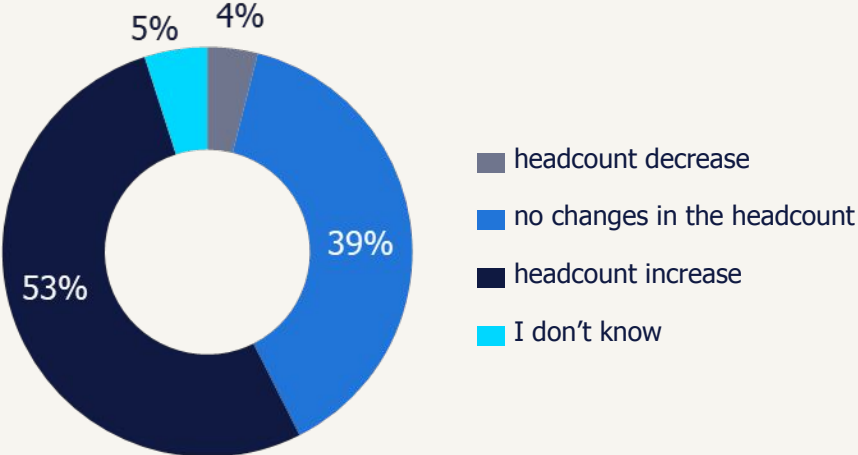
is the measure most respondent companies are willing to implement to manage the HR challenges they encounter.



improving employees' salaries

also represents an important method of addressing HR challenges.

hiring plans for 2024.

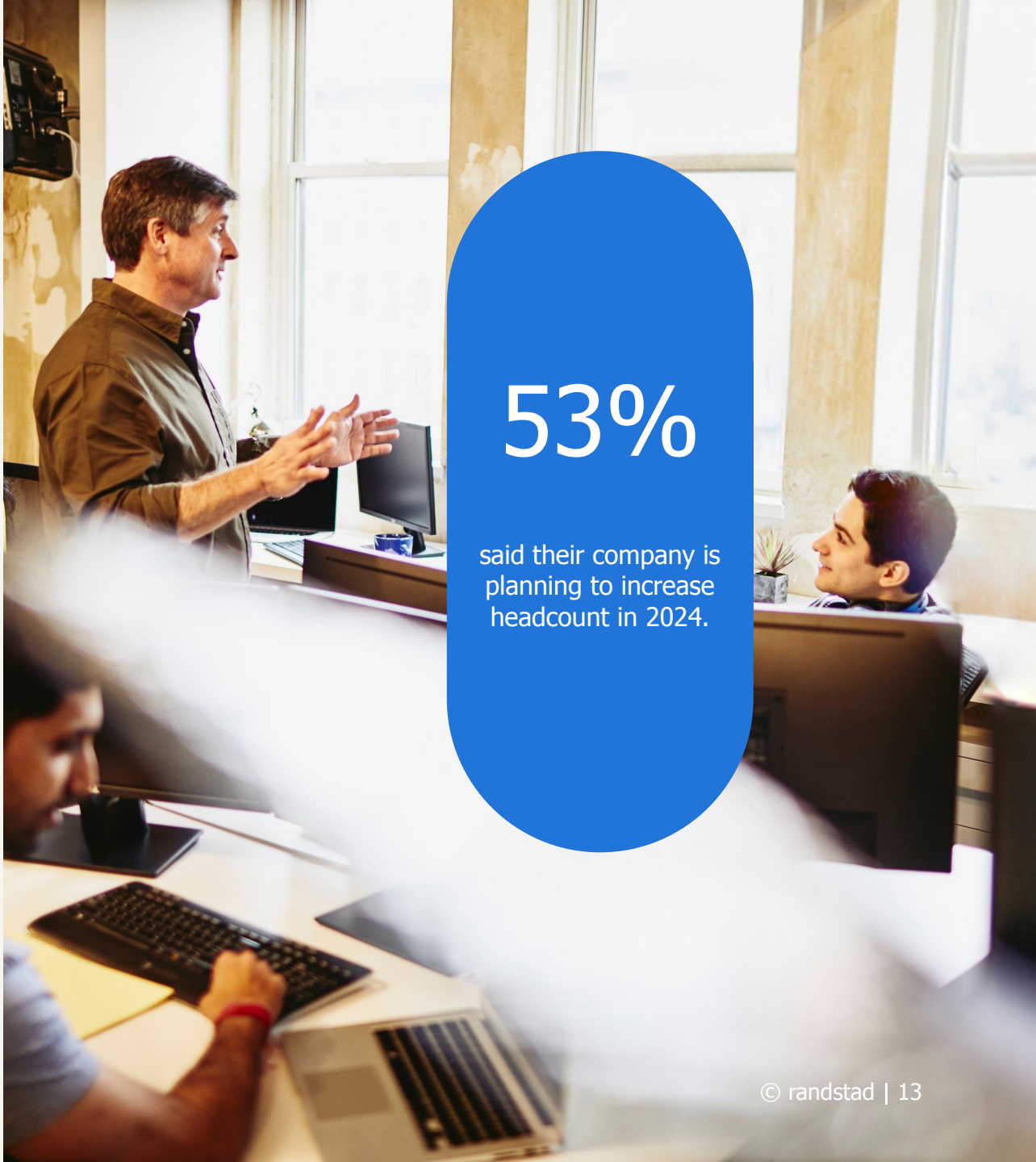


temporary open positions

1-4	12%
5-10	15%
11-45	8%
≥50	5%

permanent open positions

1-4	7%
5-10	5%
11-45	4%
≥50	5%



53%

said their company is planning to increase headcount in 2024.

reasons for hiring.

	2023	2024
business growth	76%	89%
new positions are being created	45%	57%
need for new skills in the organisation	35%	30%
investment plans	26%	27%
national/international growth of your company	39%	25%
launch of new department/new product	22%	23%
staff turnover	25%	19%
employee retirement	5%	5%
business diversification	8%	5%
other	1%	1%

the total is more than 100% because more than one answer is possible.



89%

will hire new people
due to the growth of their
business.

hiring intentions.

by department.

	2023	2024
IT/technology	54%	53%
sales	48%	43%
operations	26%	29%
customer service/after-sales services	23%	25%
accounting/finance	24%	25%
engineering	23%	19%
production	19%	18%
back office/administrative support	16%	18%
digital marketing	17%	16%
HR/training/development	16%	16%
logistics	12%	12%
traditional marketing/communications	12%	8%
legal	4%	6%
procurement	10%	5%
other	4%	8%

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
engineering

83%
vs 72% in 2023

02
IT/technology

78%
vs 89% in 2023

03
production

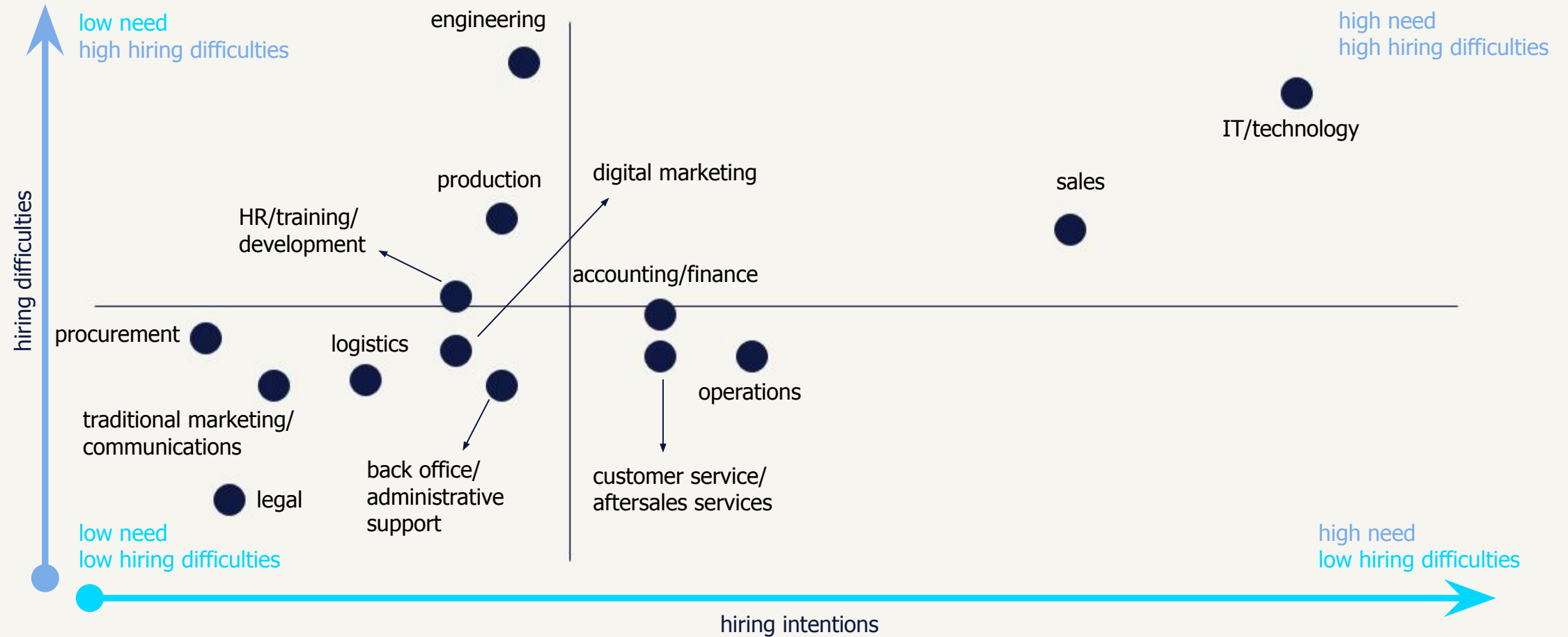
57%
vs 53% in 2023

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.



recruiting sources.

most effective sources when recruiting talent.



employee referrals and word of mouth

will be the most frequently used methods for finding suitable candidates in 2024, being selected by 74% of the participating companies.

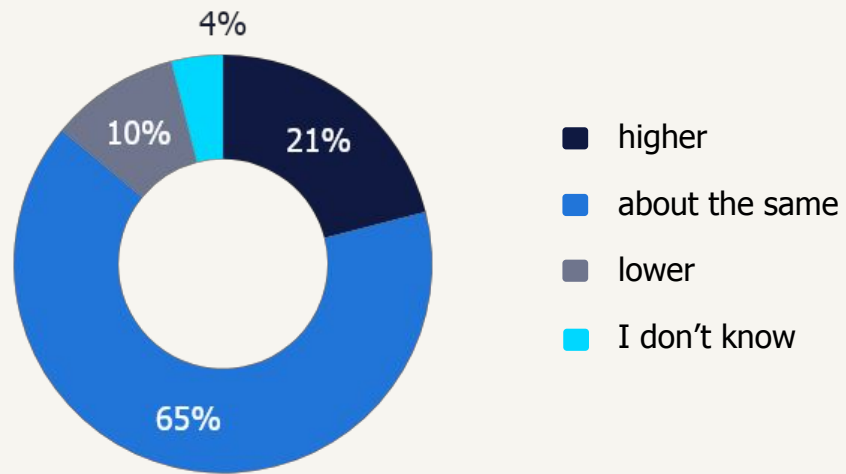
04

salary evolution.



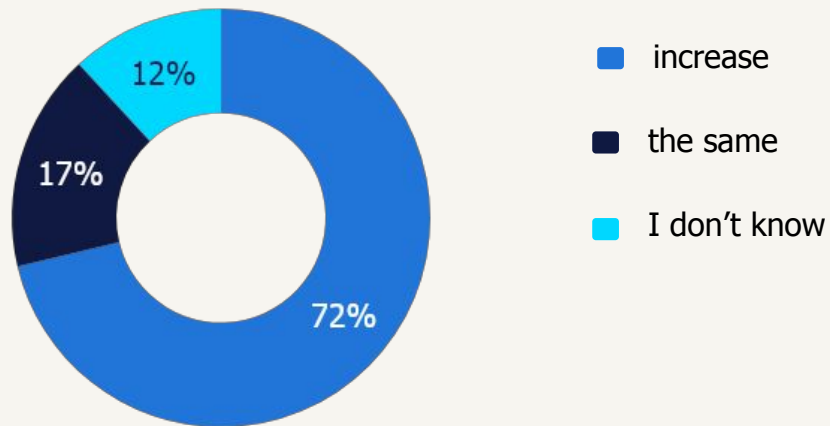
salary competitiveness.

salaries compared to competitors.



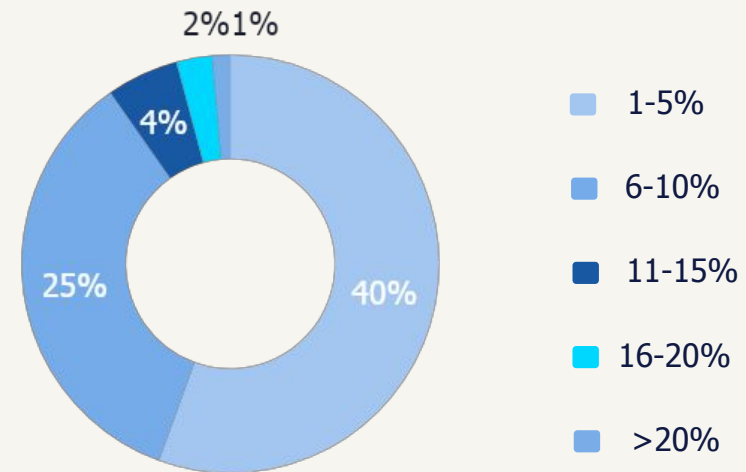
salary evolution.

salaries evolution in the next twelve months.



None of the respondents will decrease the salaries in 2024.

the 72% respondents who plan a higher remuneration for their employees in 2024 will apply the raise as follows:



05

human capital strategy.



what makes a company attractive?

	2023	2024
to offer competitive salary & employee benefits	180	217
to offer career progression opportunities	160	175
to have a pleasant working atmosphere	152	161
to ensure a good work-life balance	152	150
to offer hybrid or remote working model	116	136
to have a strong employer branding	128	125
to be financially healthy	128	114
to offer flexible working arrangements (flexitime)	92	111
to offer good training	92	106
to offer long-term job security	100	103
to have a strong image/strong values	116	94
to offer interesting job content	96	78
to use latest technologies (innovative)	80	69
to promote diversity management (age, gender, race)	52	56
to be conveniently located	44	50
to have strong management	60	50
to offer quality products/services	56	47
to be environmentally & socially aware (CSR)	48	44
to offer international career opportunities	44	33

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.

Offering a **competitive salary and benefits** is more than twice as important compared to the rest of the drivers and significantly increased even from last year's score.



Due to changes in the sample composition, the 2023 and 2024 data was not comparable anymore. Therefore, the results shown are recalculated as indices (dividing the % of each driver to the average % of all drivers).

The average of all the index scores will always be 100. For example, a driver that has a score of 50 is valued only half as important as the average, while a driver that has an index score of 200, is valued twice as important as the average of all drivers.

benefits offered by the companies.

wellbeing and skilling benefits.

	2023	2024
training	84%	78%
possibility to work from home (remote/hybrid model)	70%	58%
non-financial rewards/recognition	46%	45%
flexible working schedule	49%	41%
additional leave days/sick days/sabbatical leave	40%	37%
paid parental leave/childcare benefits	36%	30%
health and wellness programs	31%	28%
employee support programs/tools	25%	23%
coaching & mentorship	24%	21%
psychological support	23%	20%
no, we do not offer any of the mentioned benefits	5%	8%

financial benefits.

	2023	2024
mobile phone	87%	74%
bonuses/individual performance bonuses	81%	74%
medical insurance/disability insurance	66%	64%
ticket restaurant coupons/lunch subsidy	69%	61%
company car	67%	52%
reimbursing travel expenses (public transport, gas)	57%	52%
parking slots	47%	41%
life insurance	47%	41%
pension plan	25%	20%
deductible expenses*	18%	14%
profit sharing	14%	11%
holiday vouchers	23%	7%
no, we do not offer any of the mentioned benefits	5%	6%

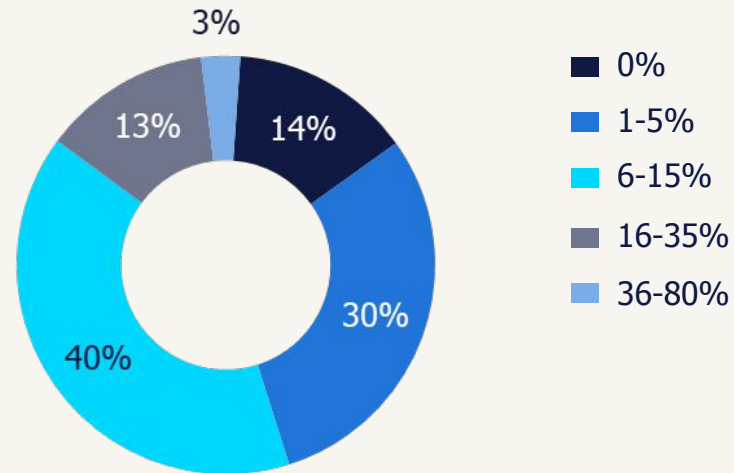
*stationery, courier charges, home internet, etc.



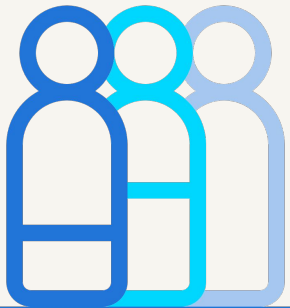
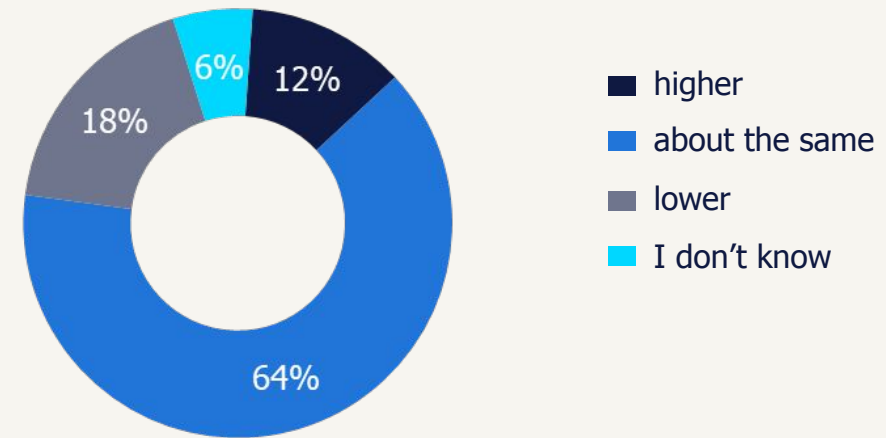
the total is more than 100% because more than one answer is possible.

staff turnover.

turnover rate in 2023.



2024 expected turnover.



For most of the respondents, the 2023 turnover rate remained within reasonable levels, 70% of them reporting a turnover rate of 1-15%.

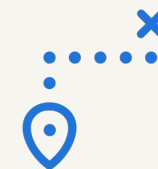
what determines employees to leave the company?

	2023	2024
received a better offer elsewhere (better pay, conditions)	74%	64%
more opportunities for career improvement elsewhere	50%	46%
to pursue a different career path (non-corporate)	26%	18%
the workload is too heavy	17%	18%
not having a cultural fit	14%	17%
looking for more flexible work schedule	12%	15%
relocating	15%	14%
completely remote job	-	9%
poor relationship with direct report	9%	8%
no work-life balance	8%	8%
did not feel supported by management	6%	6%
limited to no leadership or management direction or vision	6%	6%
hybrid - remote working model not offered	4%	4%
they did not want to return to the office	2%	1%
not happy with the company's reputation	1%	1%
other	9%	10%
I don't know	1%	3%



64%

of the employees leave their job due to receiving better pay and conditions with another employer.



46%

of the employees are seeking more opportunities and career progression elsewhere.



the total is more than 100% because more than one answer is possible.

06

artificial intelligence.



attitude towards AI.

25%

of respondent companies **support** the use of AI and plan to **expand** it at large.

32%

of respondent companies are **open** to the use of AI, but only in **certain areas**.

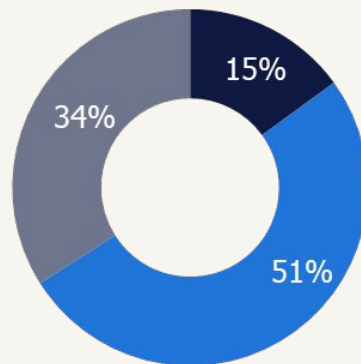
38%

of respondent companies do **not have a clear view** on the use of AI.

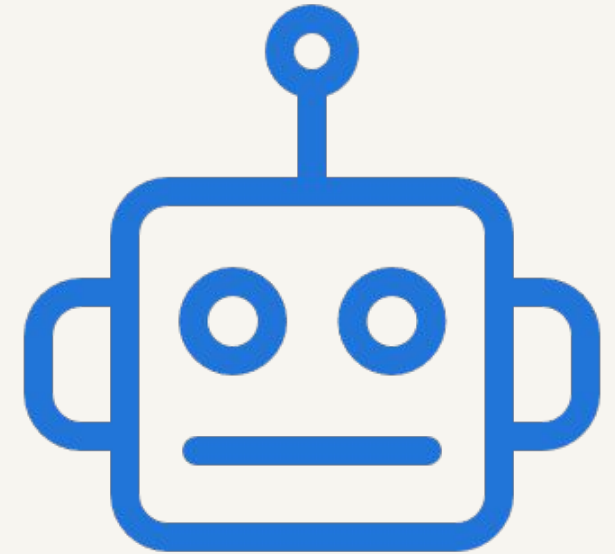
4%

of respondent companies **do not foresee** the use of AI in the future.

impact that implementing AI will have on the labor market.



- the number of jobs will increase
- the number of jobs will not change
- the number of jobs will decrease



areas in which AI will be used.

IT/technology	55%
marketing and advertising	36%
customer service and support	29%
personnel and human resources management	26%
market analysis, development plans and strategies	24%
administration	23%
business development	19%
finance and accounting	16%
management	15%
manufacturing	13%
logistics and transport	12%
supplier relations	3%
other	5%



57%

of the respondent
companies said they
support and they are
open to the use of
artificial intelligence.

AI's benefits and challenges.

AI's biggest benefits



faster processing of data, more accurate predictions	69%
automation of repetitive tasks	64%
higher labour productivity	38%
better quality of work and outputs	35%
improved customer service and customer satisfaction	27%
support HR functions such as onboarding and recruiting	21%
reduction of staff and cost savings	18%
enhanced human capabilities	18%
other	3%
I do not believe AI would bring any benefits	2%
none of the above	1%

AI's main challenges



lack of qualified staff to work with AI	53%
ensuring data security	43%
high cost of implementing and operating AI	34%
ensuring confidentiality	27%
employee distrust of the benefits of AI	26%
management distrust of the benefits of AI	15%
other	8%

07

respondent profile.



summary.

The Randstad 2024 HR Trends report presents data gathered from Greece companies operating in a variety of industries.

The most represented sectors are [IT/technology](#), [healthcare](#), [trade and manufacturing](#), together covering almost 60% of the sample.

Organizations employing more than 500 people represent 12% of the sample.

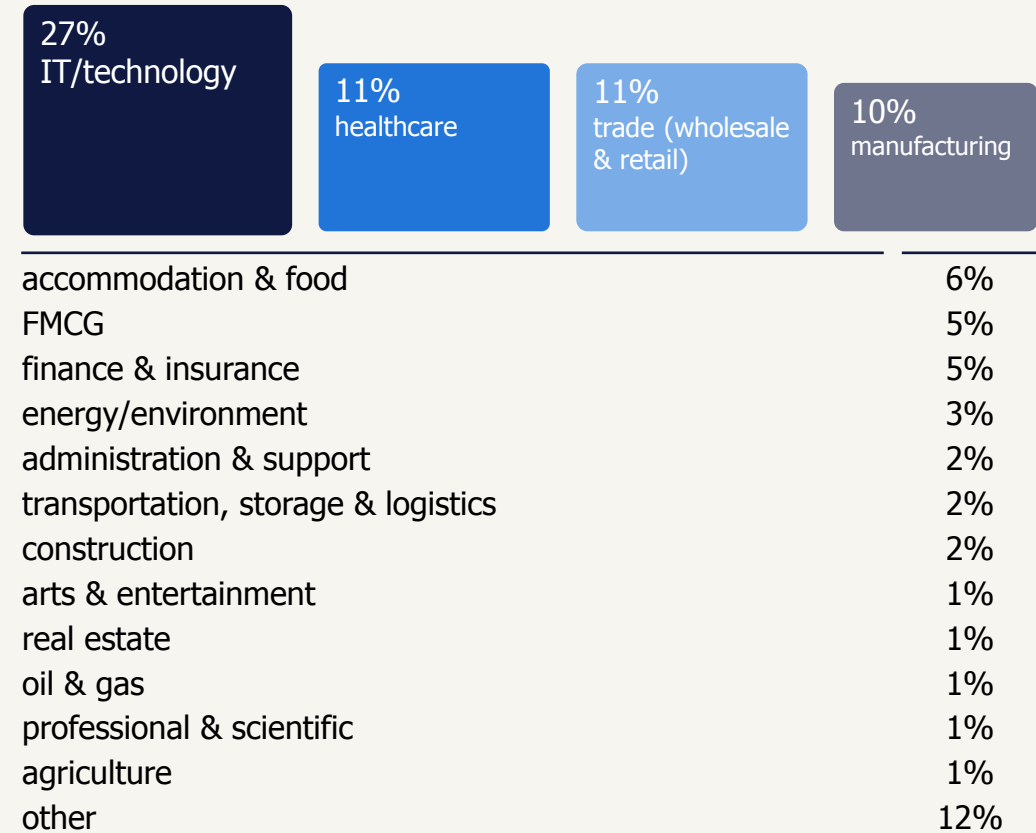
Almost 60% of the respondents work in the HR department and 32% in general management.

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).

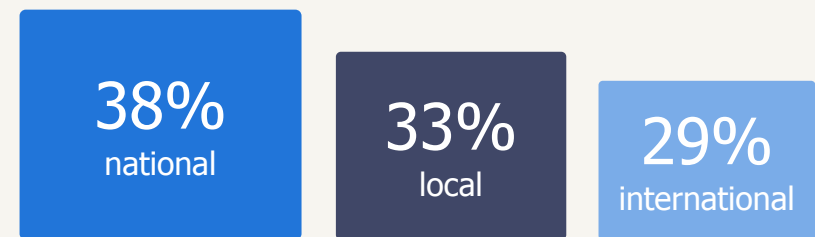
respondent profile.

by sector.

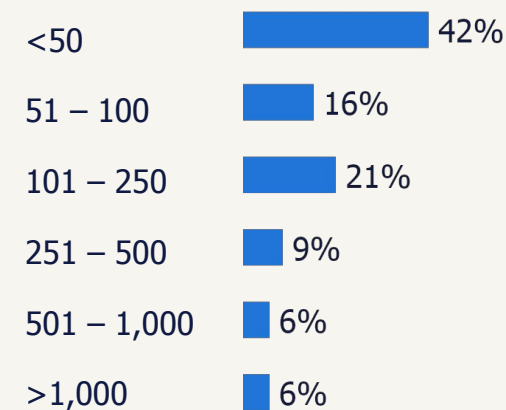


respondent profile.

by the size of the company.



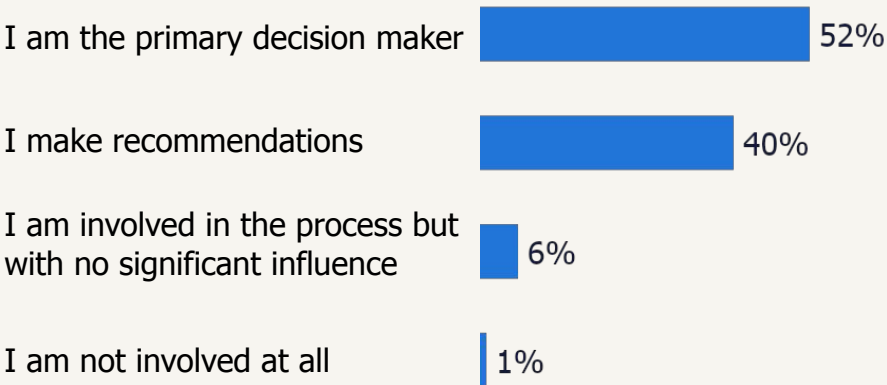
by number of employees.



by department.

human resources	56%
general management	32%
IT/technology	4%
sales/marketing	3%
finance	2%
other	3%

by participant’s role.



08

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
administrative assistant	1300	1900
administrative coordinator	1600	2200
back-office assistant	1050	1500
company secretary	1200	1500
compliance officer	2000	2500
data processing administrator	1200	1400
ethics & compliance partner	2200	3000
executive / personal assistant	2400	3500
front desk customer service	1200	1400
guest relations officer	1200	1400
legal secretary	1500	3000
office manager	1500	2200
operations officer	1500	2200
receptionist	1300	1500
sales administrator	1500	1800
secretary	1200	1600
translator/interpreter	1800	3500
visitor services officer	1100	1500

client services.

position	band bottom	band top
call center manager	2500	3000
call center supervisor	1800	2500
call center team leader	1600	1900
collection agents	900	1300
collections manager	2000	3000
collections supervisor	1700	2100
collections team leader	1300	1800
contact center manager	2500	3000
contact center specialist	1100	1700
customer care manager	2500	3200
customer care supervisor	1800	2500
customer experience manager	2700	3000
customer service agents	900	1300
customer service coordinator	1300	1800
freight forwarding agent	1600	2100
head of customer service	3500	4000
inside sales specialist	1200	1600
inside sales supervisor	1600	2000
restructuring agents	1000	1500
restructuring team leader	1500	1800
technical support agent	900	1200
order customer support specialist	1300	1800
telesales agents	850	1000
telesales team leader	1200	1700

construction.

position	band bottom	band top
architect	1500	2500
construction manager	3000	4500
civil engineer	1500	2500
cost engineer	2200	3200
electrical engineer	1800	2500
electrical design engineer	1800	3000
engineer property manager	2000	2500
facilities coordinator	1400	2000
facilities manager	2500	3500
mechanical engineer	1500	2500
project engineer	1800	2500
project manager	3500	5000
senior architect	2500	4000
site civil engineer	2500	3500

crop sciences.

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

engineering production.

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

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	1500	2500
hse manager	3500	4500
mechanical engineer	1500	2500
o & m electrical engineer	1800	2500
o & m manager	3500	5000
project engineer	1800	2500
project manager	3000	4500
res engineering consultant	2000	3500
site engineer	1800	2500
site manager	3000	4500
technical manager	4000	5000

finance & accounting.

position	band bottom	band top
accountant	1700	2500
actuary	2000	3000
assistant accountant	1000	1600
budget & reporting manager	2700	4500
chief accountant	3000	5000
commercial/sales analyst	2000	3500
compliance manager	3500	5000
compliance senior specialist	3000	3500
cost accountant	3500	5500
credit manager	3000	4000
credit officer	1800	2500
data scientist	3000	4000
disputes senior specialist	2500	3500
disputes specialist	1800	2500
finance analyst	2000	3500
finance clerk (including invoicing, accounting, collecting, bookkeeping, etc.)	1000	1500
finance controller	3500	5000
finance manager or director, e.g.: cfo, vice president of finance, director of finance, director of audit, etc.	6000	10000
finance project manager	3500	6000
fraud models analyst	2800	3800
head of relationship manager	5000	8000
internal audit manager	3500	5000
internal audit officer	2000	2800
payroll manager	3000	4000
payroll specialist	2000	3000
relationship manager (banking/npl)	1800	3500
restructuring officer/financial advisor (npl)	2500	3000
risk manager	3000	7000
risk officer	2500	3000
treasurer	2500	3500

health.

position	band bottom	band top
aesthethician	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

hr.

position	band bottom	band top
compensation & benefits manager	3000	4000
compensation & benefits specialist	2000	2800
hr assistant/hr administrator	1300	1600
hr business partner	2800	3500
hr director	6500	9500
hr generalist	2000	2800
hr manager	4000	6500
multilingual recruiter	2500	3500
payroll manager	3000	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	2000	2500

hospitality.

position	band bottom	band top
bar manager	1500	2500
bartender	1300	1800
cook a	1800	3000
cook b	1400	1800
executive chef	5000	9500
f&b controller	1600	2400
food and beverage manager	2500	5000
food and beverage supervisor	1600	2400
front desk	1300	1600
front office manager	1800	2600
guest relations manager	1700	2500
guest relations officer	1300	1600
hotel gm/manager	5000	12000
housekeeping assistant	1400	2000
housekeeping executive	2500	6000
housekeeping linen attendant	1200	1800
housekeeping maids	1200	1800
housekeeping manager	2100	3200
operations manager	4000	9000
reception clerk	1300	1600
reservation manager	2500	4000
rooms division manager	2500	5000
revenue coordinator	2100	3200
sous chef/pastry chef	3000	4000
waiter	1200	1600



insurance.

position	band bottom	band top
actuary	2000	3000
claims administrator	100	1300
claims supervisor	2200	2500
junior underwriter	1200	1500
senior actuary	2500	3500
senior underwriter	2500	3000
underwriter	1400	1800

legal.

position	band bottom	band top
compliance manager	2500	4500
contract administrator	2000	3000
corporate & legal affairs manager	5000	9000
data protection officer	2200	3500
head of legal department	5000	10000
legal associate	2000	3000
paralegal	1900	3000
senior legal counsel	3500	7000

logistics.

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

marketing.

position	band bottom	band top
marketing director	5000	7000
marketing manager	4000	5000
marketing & communications director	4000	5000
marketing & communications manager	3000	4000
crm & loyalty specialist	2000	2500
head of performance	4000	6000
digital marketing manager	3000	4000
digital performance/ growth strategist	3000	4000
digital account manager	1800	2200
digital content and social media specialist	1600	2000
digital marketing specialist	1800	2200
digital marketing assistant	1300	1600
e-commerce manager	3500	4500
e-commerce specialist	1800	2200
marketing insights analyst	1800	2500
senior brand manager	3000	3500
brand manager	2300	2800
junior brand manager	1600	2000
product manager (pharmaceutical)	3000	4000
product manager (tech & services)	3000	3500
junior product manager	1800	2200
marketing & communication assistant	1600	1800
marketing assistant	1200	1600
online content manager	1300	1600
pr account manager	1800	2200
seo	2500	3800
trade marketing manager	2800	3500
trade marketing assistant	1800	2200
team promoters supervisor	1100	1400
promoters	800	1100

multilingual.

position	band bottom	band top
multilingual back-office agent	1200	1500
multilingual collection agent	1300	1700
multilingual customer service agent - hybrid	1100	1500
multilingual customer service agent - on-site	1200	1700
multilingual customer service agent - remote	1000	1400
multilingual payroll associate	1800	2500
multilingual recruiter	1800	2500
multilingual sales development representative	1500	2000
multilingual social media content moderators	1000	1400
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	2000	4800
biotechnologist	2000	4000
clinical research associate i - v (1-5)	1500	4000
clinical study manager	3500	5000
head of regulatory affairs	4000	6000
market access assistant	1700	2500
market access coordinator	2500	3000
market access manager	4000	7000
medical advisor	2500	2800
medical affairs assistant	1600	2000
medical director	5000	9000
medical manager	4000	6500
medical science liaison	2000	2500
medical writer	2300	2800
pharmacovigilance	1600	2000
quality assurance officer	1900	2300
quality control analyst	1500	2000
quality control manager	2900	4300
r&d analyst	1500	2000
regulatory affairs manager	3000	4600
regulatory affairs officer	1900	2500
senior regulatory affairs officer	2000	3000
site research assistant	1300	1700
study coordinator	2000	2500
study startup specialist	1500	2000

sales.

position	band bottom	band top
general manager (commercial background)	10000	16000
commercial director	5000	9000
commercial manager	4500	6000
business development manager	3500	4500
sales director	4500	6000
sales manager	4000	5000
international key account manager	3000	4000
key account manager	2500	3500
account manager (energy/ tech/ telco)	2500	3500
ecommerce key account manager	2500	3500
area sales manager	2500	3500
b2b sales representative	1600	2000
d2d sales representative	850	1300
medical sales representative	2000	2800
otc sales representative	1800	2200
merchandiser	1000	1300
presales manager	3000	4000
public sector account manager	3500	4500
sales engineer	2500	3800
sales export manager	3500	4500
sales export representative	2200	3000
wholesales sales representative	2000	2500
sales/ commercial planning analyst	2000	2800
retail area manager	2500	3200
store manager (premium brands)	3000	4500
store manager	1800	2500
store assistant manager	1300	1800
store sales advisor	800	1200
visual merchandiser	1600	2000

shipping.

position	band bottom	band top
1st engineer	4000	7000
2nd engineer	3000	5000
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
customer service specialist	1500	2200
customer service manager	2500	3000
demand planner	2000	3000
distribution center manager	3500	4000
distribution manager	2800	3500
order desk specialist	1300	1800
procurement assistant	1300	1800
procurement manager	3000	4000
procurement specialist	1800	2800
supply chain executive	3000	4000
tendering manager	2500	3000
tenders assistant	1500	2000

technology.

position	band bottom	band top
application support engineer	1800	3200
big data engineer	2200	4600
business intelligence professional	1900	3300
chief information officer (CIO)	7000	15000
chief product officer (CPO)/product director/manager	3800	5200
chief technology officer (CTO)/VP of software engineering	7000	15000
cloud architect	3500	5000
cloud engineer	2800	3500
data engineer	2100	4300
data scientist / machine learning engineer / AI engineer	2300	4300
database administrator	1800	4500
database developer	2000	3500
devops engineer	2800	4300
digital transformation manager	4000	5500
ERP / CRM consultant	1800	3200
graphic designer	1500	3200
information security professional (including penetration tester, IT security analyst, GRC consultant etc.)	2000	4600
IT business analyst	2800	4200
IT manager / it director	4000	8000
IT pre-sales engineer (private/public sector)	2500	4000
IT project / program manager	2800	5000
IT service manager	2600	3800
IT support / helpdesk	1500	2500
IT systems engineer/administrator (windows & linux/unix)	1900	3500
mobile developer (android, iOS)	2500	4200
network engineer	2100	4500
SAP professional	2500	4700
scrum master / product owner	3000	4300
software architect / systems architect	3300	4300

position	band bottom	band top
software consultant	2500	3500
software developer / engineer - junior (.NET/C#, Java, PHP, C/C++, JavaScript, Python, Ruby, Go etc)	1800	2800
software developer / engineer - mid level (.NET/C#, Java, PHP, C/C++, JavaScript, Python, Ruby, Go etc)	2800	3400
software developer / engineer - senior (.NET/C#, Java, PHP, C/C++, JavaScript, Python, Ruby, Go etc)	3500	4700
software development lead	4700	5300
software engineering manager	5200	7000
software tester / qa engineer	2700	3800
telecommunications engineer	2500	3300
UI/UX designer / product designer	2000	3800

travel/tourism.

position	band bottom	band top
incoming travel designer	1200	1700
senior incoming travel designer	1700	2100
outbound travel designer	1000	1600
senior outbound travel designer	1600	1900
ticket agent	1000	1600
product developer	2100	3000
travel agent mice	1200	1800
travel designer manager	2100	3000

thank
you.

