

may 2025

HR trends 2025.

greece



randstad



partner for talent.

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01

introduction



introduction.

The 2025 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
- salary data

755 business leaders from a variety of industries in Greece completed the survey in October 2024 - March 2025.

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.

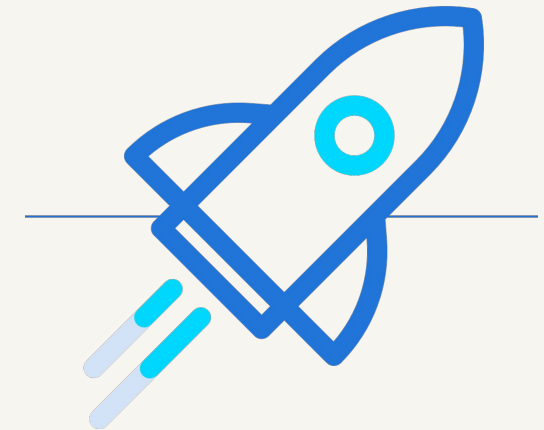


business challenges expected in 2025.

| | 2024 | 2025 |
|---|------|------|
| total employment cost (compensation & benefits) | 48% | 45% |
| ensuring processes and guaranteeing productivity | 46% | 39% |
| maintaining relationships with clients and/or suppliers | 34% | 33% |
| dealing with the higher 'cost of doing business' | 37% | 29% |
| managing unexpected costs | 18% | 22% |
| maintaining trade margins | 21% | 22% |
| managing high energy costs | 22% | 19% |
| dealing with an extraordinary increase in business | 16% | 18% |
| increasing digital security/digital transformation | 16% | 17% |
| keeping the business operational | 18% | 14% |
| avoiding significant financial losses | 13% | 13% |
| consequences of natural disasters/geopolitical changes | 18% | 10% |
| guaranteeing access to supplies needed to operate | 5% | 4% |
| managing expenses incurred as a result of layoffs | 2% | 2% |
| managing the temporary closure/cessation of business | 2% | 1% |
| other | 3% | 5% |

45%

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



39%

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.

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expected business evolution.

66% vs 67% in 2024



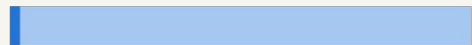
of respondents expect their sales volume to increase.

24% vs 20% in 2024



of respondents expect their sales volume to remain stable.

2% vs 2% in 2024



of respondents expect their sales volume to decrease.



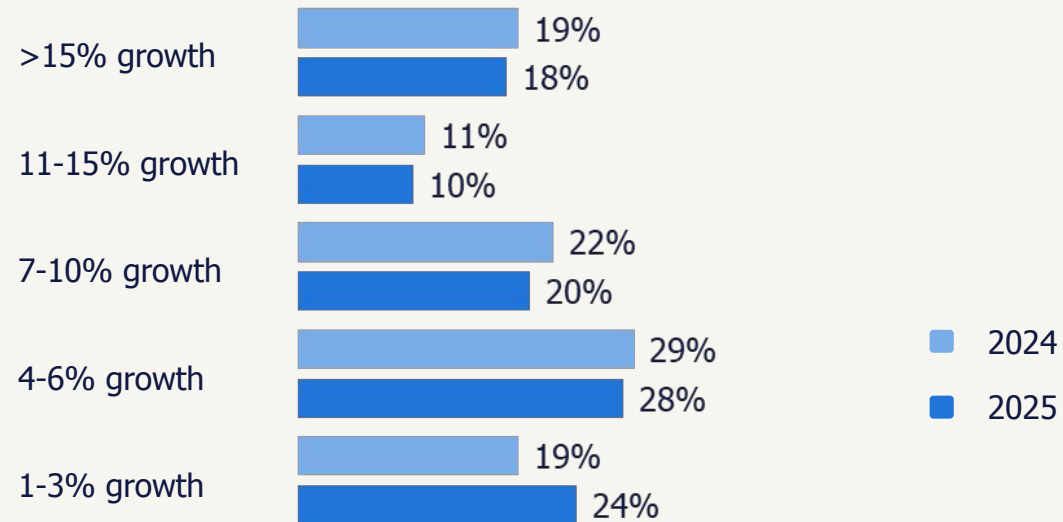
the rest of respondents up to 100% selected "I don't know".



expected business evolution.

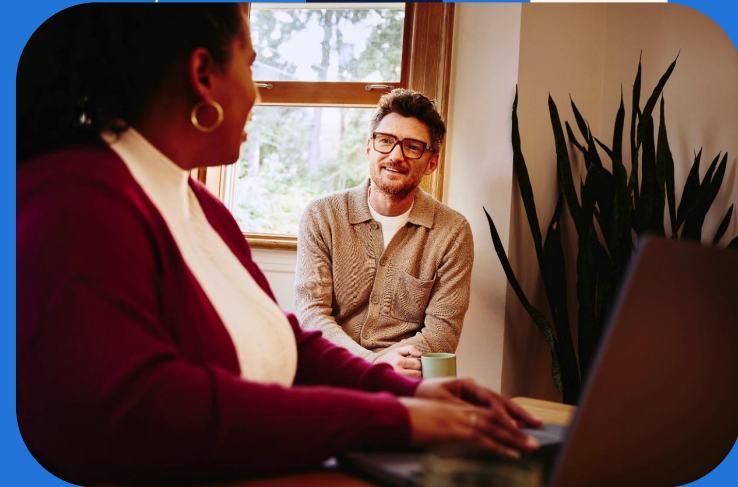
What is your estimation of the growth in sales volume in 2025 compared to last year?

expected sales increase.

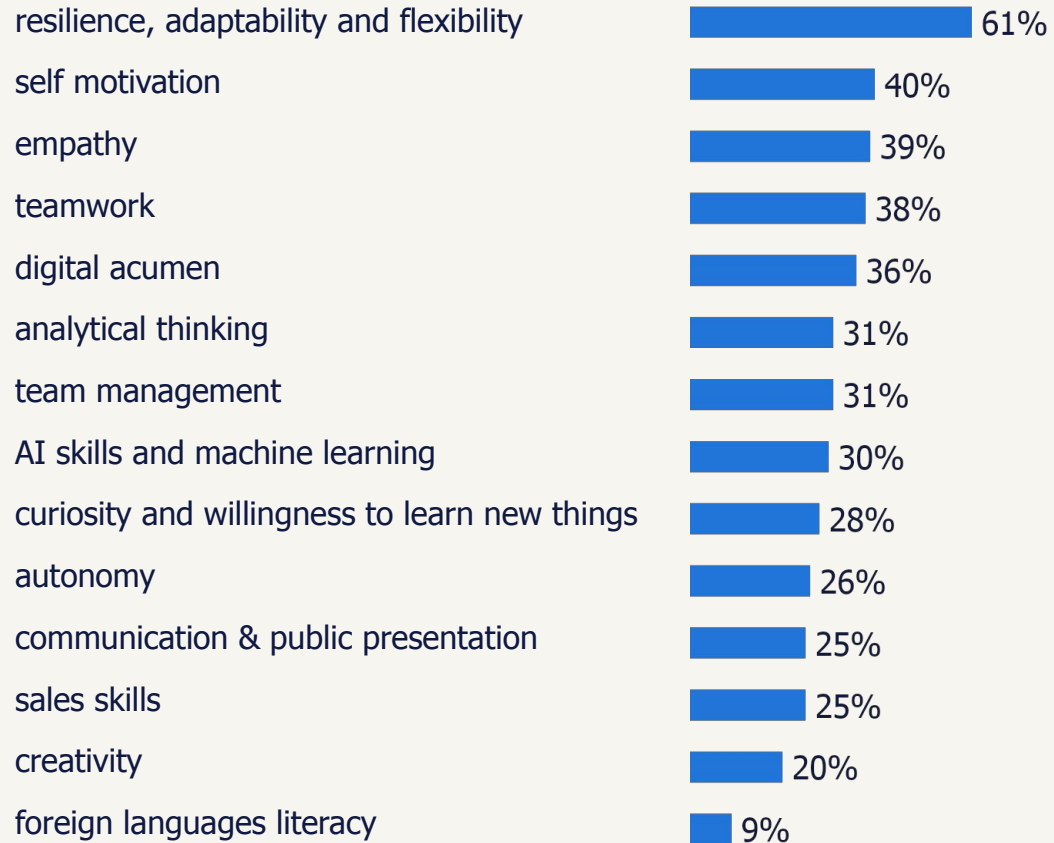


03

attracting talent.



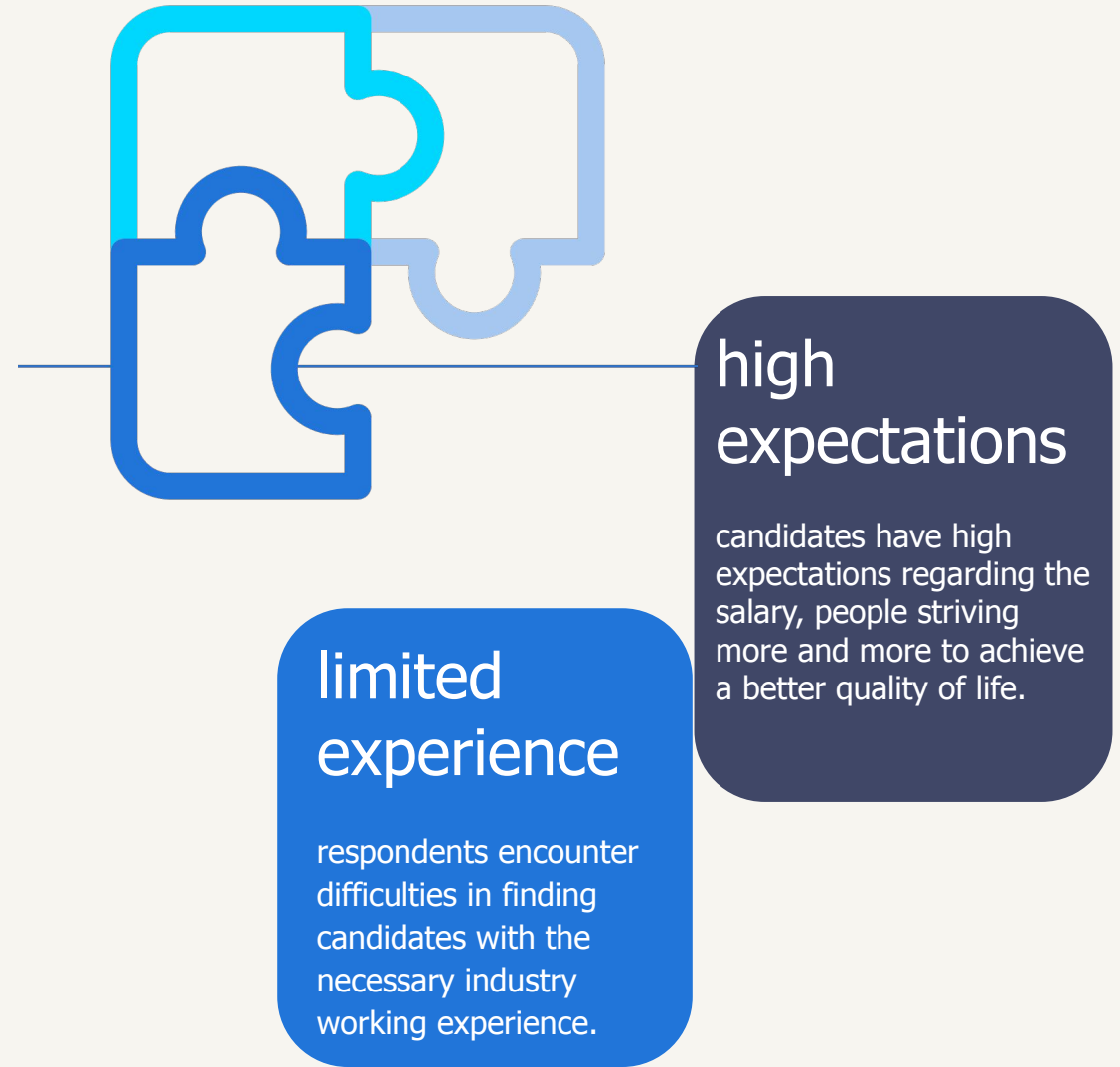
most demanding skills in the next 3 years.



impediments when recruiting.

| | 2024 | 2025 |
|---|------|------|
| unrealistic salary expectations | 63% | 65% |
| specific knowledge/ educational background/ skills | 41% | 43% |
| no/limited industry working experience | 53% | 40% |
| required years of working experience | 34% | 29% |
| candidates fall-off after they accepted the job offer | - | 22% |
| work life balance expectations | 17% | 13% |
| long interview and evaluation process | - | 9% |
| management tools experience | 6% | 7% |
| long notice period | 4% | 6% |
| international working experience | 5% | 4% |
| other | 7% | 7% |

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



HR challenges.

once again, attracting talent is identified as the most important challenge for companies.



| | 2024 | 2025 |
|--|------|------|
| attracting talent | 66% | 56% |
| keeping employees engaged | 54% | 50% |
| managing expectations on compensations and benefits | 38% | 39% |
| shortage of local talent | 39% | 37% |
| retaining top performers and developing talented leaders | 53% | 35% |
| managing skill shortage | 31% | 31% |
| use of the digital work card | - | 21% |
| managing multigenerational workforce | - | 20% |
| managing high turnover | 16% | 19% |

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

| | 2024 | 2025 |
|--|------|------|
| onboarding new employees | 22% | 19% |
| employer branding | 18% | 18% |
| managing remote work expectations | - | 15% |
| internal/external mobility | 9% | 14% |
| ensuring employees' mental health | 17% | 13% |
| managing internal change programs | 9% | 9% |
| aligning flexible working-hours with the business needs | 9% | 7% |
| workplace inclusivity (e.g. diversity, transparency, etc.) | 8% | 5% |
| managing possible mass layoffs | 2% | 3% |

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



addressing HR challenges.

| | 2024 | 2025 |
|--|------|------|
| improve salary | 59% | 55% |
| education and training programs | 63% | 50% |
| offer career progression/ promotion opportunities | - | 38% |
| improve transparency, internal communication/collaboration | - | 36% |
| providing frequent performance/progress feedback to employees | - | 27% |
| encouraging work-life balance to prevent burn-out | - | 25% |
| offer remote - hybrid model of working | 31% | 24% |
| providing employee satisfaction surveys | - | 24% |
| offer personalised benefits pack | 31% | 23% |
| implementing a strong performance management system (KPIs) | - | 23% |
| conduct skills-based hiring over degree qualifications | - | 21% |
| providing support for mental health and wellbeing in the workplace | - | 17% |
| offer more flexible work options to employees | 25% | 16% |
| implement data-driven HR* | - | 15% |
| apply DEI policies | - | 10% |
| hire talent from other countries | 14% | 8% |
| increase use of externally hired contractors | 13% | 6% |
| outsource business functions | 8% | 6% |
| hire more part-time workers | 3% | 4% |
| other | 11% | 5% |

improving salaries

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



offering education and training programs

also represents an important method of addressing HR challenges.

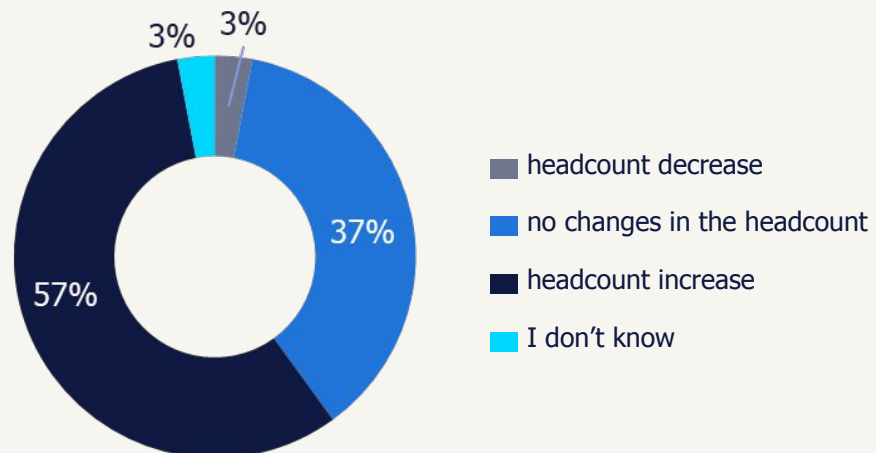


the total is more than 100% because more than one answer is possible.

*(policies procedures, decision making, projections etc.)

hiring plans for 2025.

Does your company plan to change the number of employees within 2025?



How many new jobs do you expect in 2025?

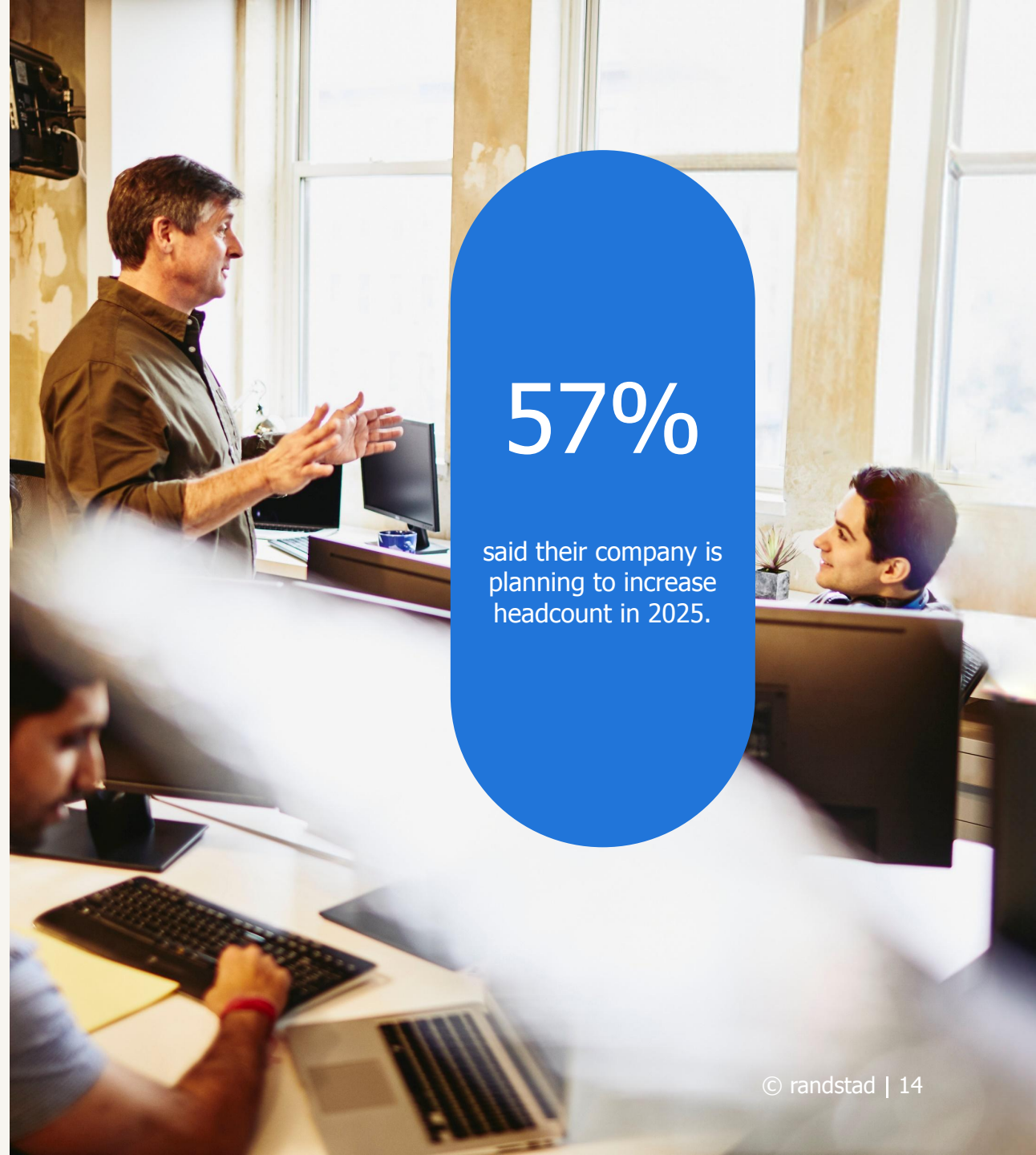
temporary open positions

| | |
|-------|-----|
| 1-4 | 32% |
| 5-10 | 23% |
| 11-45 | 15% |
| ≥50 | 6% |

permanent open positions

| | |
|-------|-----|
| 1-4 | 14% |
| 5-10 | 9% |
| 11-45 | 8% |
| ≥50 | 5% |

calculated based on the "headcount increase" responses; the rest until 100% is 0.



57%

said their company is planning to increase headcount in 2025.

reasons for hiring.

| | 2024 | 2025 |
|---|------|------|
| business growth | 89% | 70% |
| new positions are being created | 57% | 48% |
| need for new skills in the organisation | 30% | 24% |
| staff turnover | 19% | 23% |
| launch of new department/new product | 23% | 21% |
| national/international growth of your company | 25% | 18% |
| investment plans | 27% | 15% |
| employee retirement | 5% | 6% |
| business diversification | 5% | 2% |
| other | 1% | 1% |

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



70%

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



hiring intentions.

by department.

| | 2024 | 2025 |
|--------------------------------------|------|------|
| sales | 43% | 48% |
| IT/technology | 53% | 41% |
| accounting/finance | 25% | 26% |
| customer service/aftersales services | 25% | 19% |
| operations | 29% | 18% |
| production | 18% | 17% |
| engineering | 19% | 14% |
| digital marketing | 16% | 13% |
| logistics | 12% | 13% |
| HR/training/development | 16% | 10% |
| back office/administrative support | 18% | 10% |
| traditional marketing/communications | 8% | 9% |
| procurement | 5% | 5% |
| legal | 6% | 3% |
| other | 8% | 7% |

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

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

01

IT/technology

75%
vs 78% in 2024

02

engineering

69%
vs 83% in 2024

03

procurement

65%
vs 37% in 2024

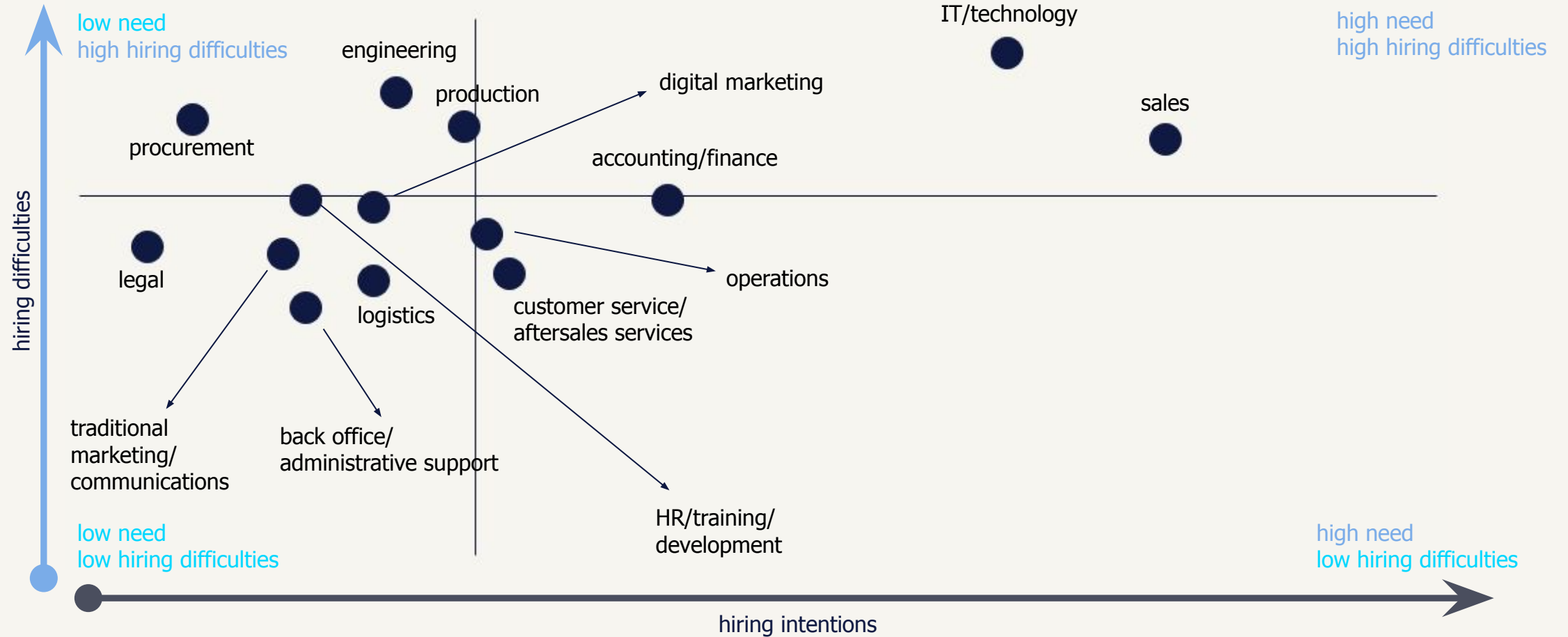
Some of the departments where the respondents are having troubles in finding the most suitable candidates are also among the departments with the highest hiring intentions.

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.



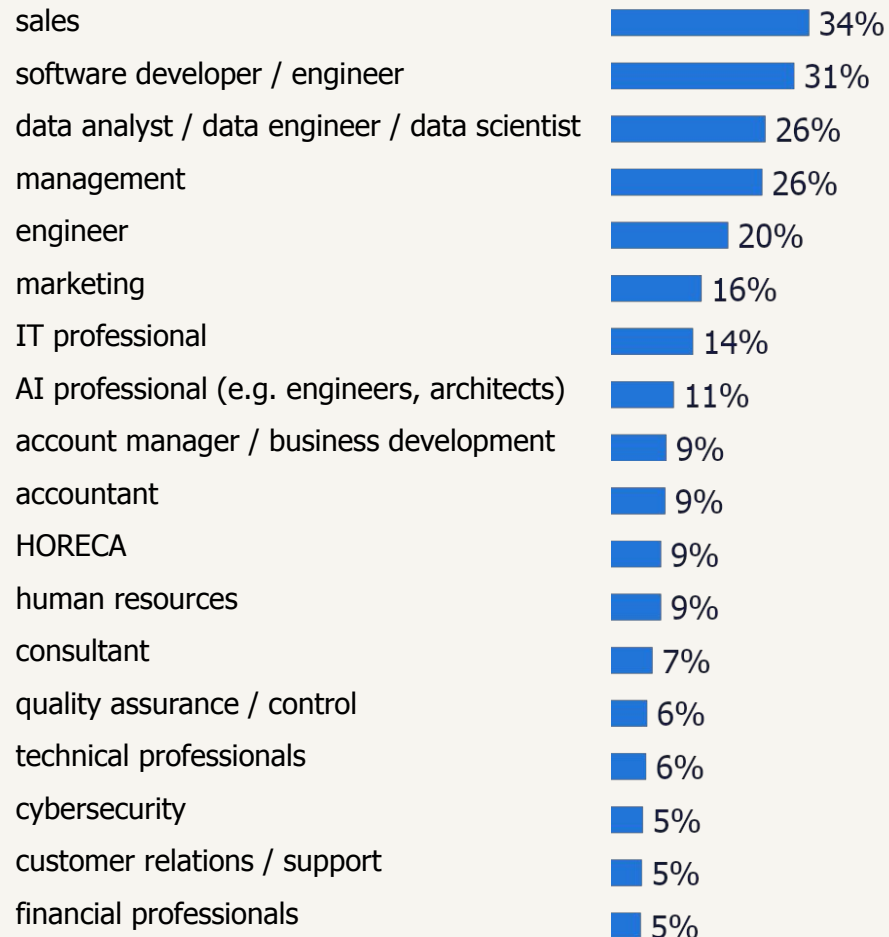
the total is more than 100% because more than one answer is possible.

difficulty to hire matrix.



top 5 most in-demand job roles within 2025.

most selected roles - total.



Respondents were asked what are the top 5 most in-demand job roles that they see in their industry in 2025.

The table on the left shows the roles selected based on the total responses recorded from all industries.

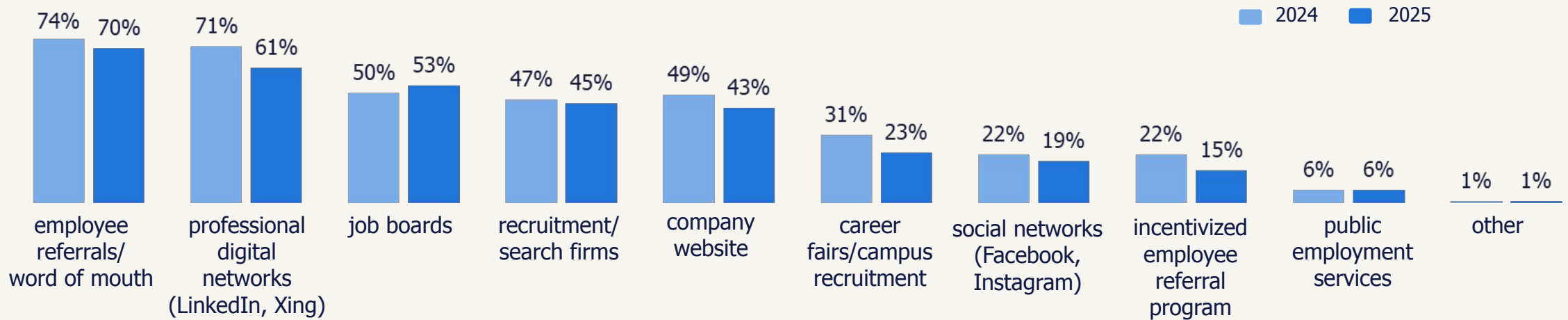
ranked as 1st most in-demand.

1. sales ★
2. software developer / engineer
3. data analyst / data engineer / data scientist
4. management
5. AI professional (e.g. engineers, architects)



recruiting sources.

most effective sources when recruiting talent.



employee referrals and word of mouth

will be the most frequently used methods for finding the most suitable candidates in 2025 with 70% of the participating companies selecting it as one of the most effective recruitment source.



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

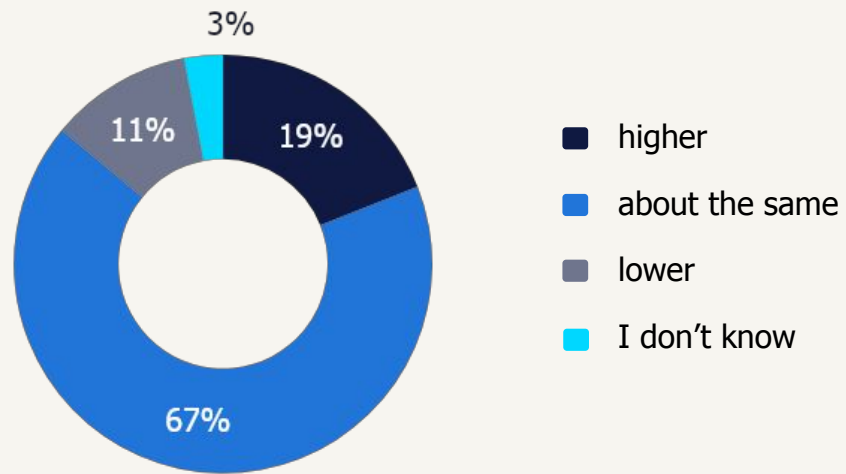
04

salary evolution.



salary competitiveness.

salaries compared to competitors.



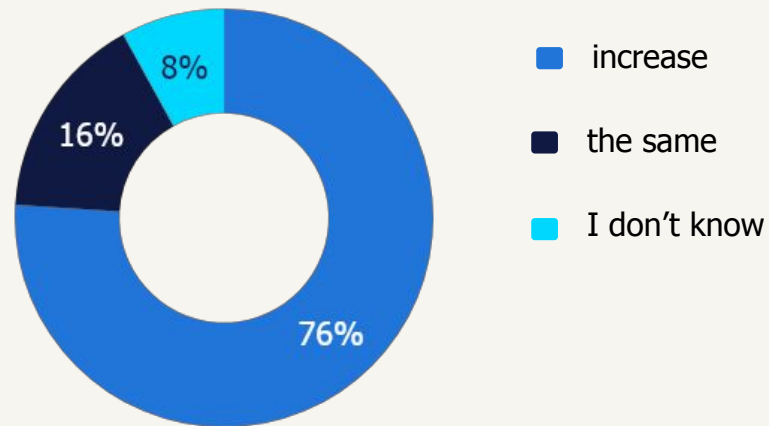
19%

said their company salaries are higher than the competitors.



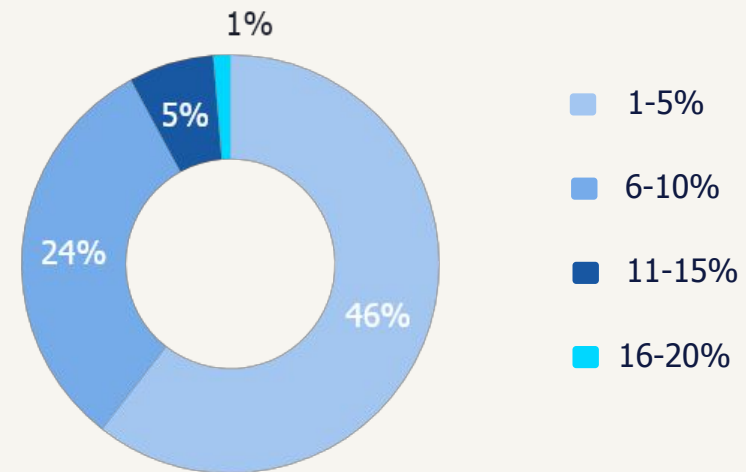
salary evolution.

salaries evolution in the next twelve months.



None of the respondents will **decrease the salaries** in 2025.

the **76%** respondents who plan a **higher remuneration** for their employees in 2025 will apply the raise as follows:



24% will increase their salaries with **6-10%**.

05

human capital strategy.



what makes a company attractive?

| | 2024 | 2025 |
|--|------|------|
| to offer competitive salary & employee benefits | 78% | 73% |
| to offer career progression opportunities | 63% | 56% |
| to have a pleasant working atmosphere | 58% | 56% |
| to ensure a good work-life balance | 54% | 43% |
| to offer hybrid or remote working model | 49% | 42% |
| to be financially healthy | 41% | 40% |
| to have a strong employer branding | 45% | 38% |
| to offer long-term job security | 37% | 31% |
| to offer flexible working arrangements (flexitime) | 40% | 30% |
| to offer good training | 38% | 29% |
| to offer interesting job content | 28% | 26% |
| to have a strong image/strong values | 34% | 26% |
| to have strong management | 18% | 18% |
| to be conveniently located | 18% | 18% |
| to promote diversity & equity management | 20% | 18% |
| to offer quality products/services | 17% | 17% |
| to use latest technologies (innovative) | 25% | 17% |
| to be environmentally & socially aware (CSR) | 16% | 12% |
| to offer international career opportunities | 12% | 9% |



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

benefits offered by the companies.

wellbeing and skilling benefits.

| | 2024 | 2025 |
|--|------|------|
| training | 78% | 73% |
| possibility to work from home (remote/hybrid model) | 58% | 50% |
| non-financial rewards/recognition | 45% | 46% |
| flexible working schedule | 41% | 41% |
| additional leave days/sick days/sabbatical leave | 37% | 34% |
| employee support programs/tools | 23% | 32% |
| paid parental leave/childcare benefits | 30% | 26% |
| volunteering opportunities - give back to society | - | 26% |
| coaching & mentorship | 21% | 22% |
| health and wellness programs | 28% | 21% |
| psychological support (support by specialized experts) | 20% | 18% |
| no, we do not offer any of the mentioned benefits | 8% | 8% |

financial benefits.

| | 2024 | 2025 |
|---|------|------|
| bonuses/individual performance bonuses | 74% | 77% |
| mobile phone | 74% | 75% |
| medical insurance | 64% | 67% |
| company car | 52% | 60% |
| meal vouchers/lunch subsidy | 61% | 59% |
| reimbursing travel expenses (public transport, gas) | 52% | 55% |
| parking slots | 41% | 40% |
| life insurance | 41% | 36% |
| pension plan | 20% | 24% |
| deductible expense* | 14% | 12% |
| profit sharing | 11% | 11% |
| holiday vouchers | 7% | 7% |
| no, we do not offer any of the mentioned benefits | 6% | 7% |



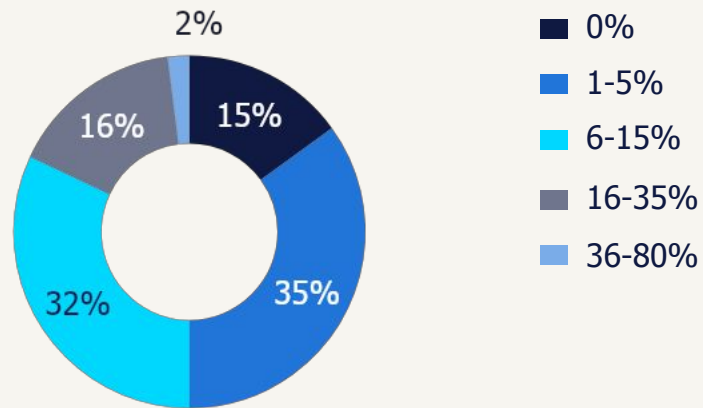
the total is more than 100% because more than one answer is possible.

*stationery, courier charges, home internet, etc.

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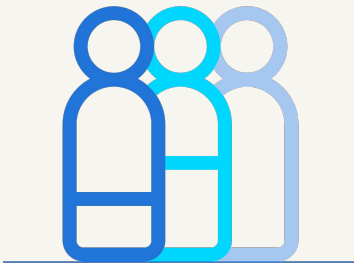
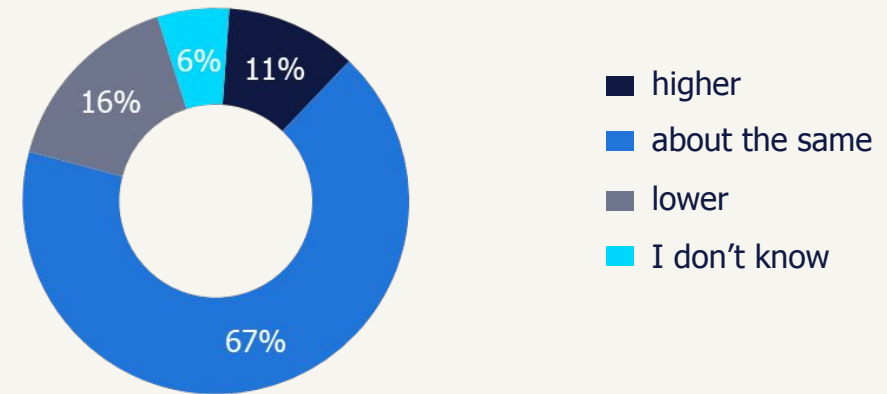
staff turnover.

turnover rate in 2024.



the total is more than 100% due to rounding.

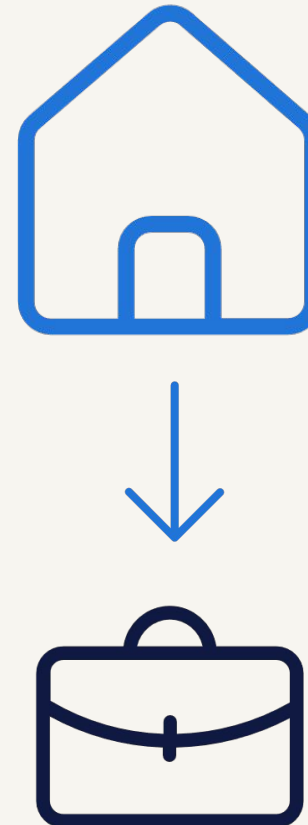
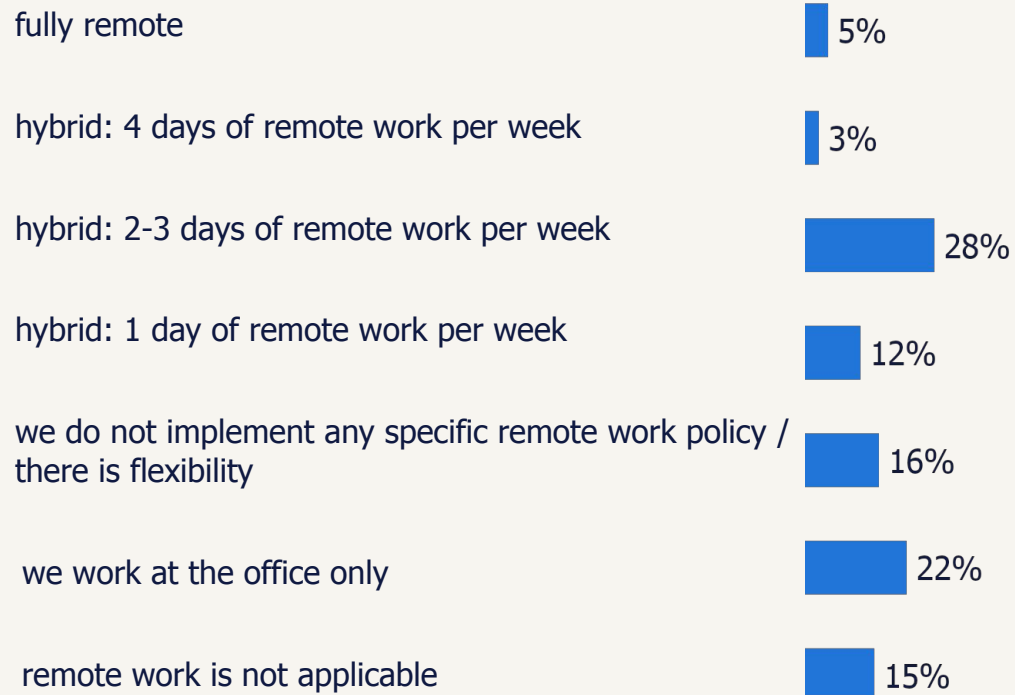
2025 expected turnover, compared to 2024.



For most of the respondents, the 2024 turnover rate remained within reasonable levels, **82%** of them reporting a turnover rate of **less than 16%**.

working model in 2025.

in departments or teams where remote working can be implemented, what is the working model you will follow in 2025?



28% of the companies surveyed reported that in 2025 they will implement a hybrid model, of 2-3 days per week.

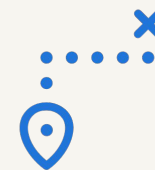
what determines employees to leave the company?

| | 2024 | 2025 |
|--|------|------|
| received a better offer elsewhere (better pay, conditions) | 64% | 58% |
| more opportunities for career improvement elsewhere | 46% | 40% |
| to pursue a different career path (non-corporate) | 18% | 23% |
| the workload is too heavy | 18% | 15% |
| not having a cultural fit | 17% | 11% |
| looking for more flexible work schedule | 15% | 10% |
| relocating | 14% | 9% |
| poor relationship with direct report | 8% | 8% |
| no work-life balance | 8% | 6% |
| limited to no leadership or management direction or vision | 6% | 5% |
| did not feel supported by management | 6% | 5% |
| hybrid - remote working model not offered | 4% | 4% |
| completely remote job | 9% | 3% |
| not happy with the company's reputation | 1% | 2% |
| they did not want to return to the office | 1% | 1% |
| other | 10% | 12% |
| I don't know | 3% | 3% |



58%

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



40%

of the employees also leave their job to pursue more opportunities and improve their career elsewhere.



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

06

artificial intelligence.



attitude towards AI.

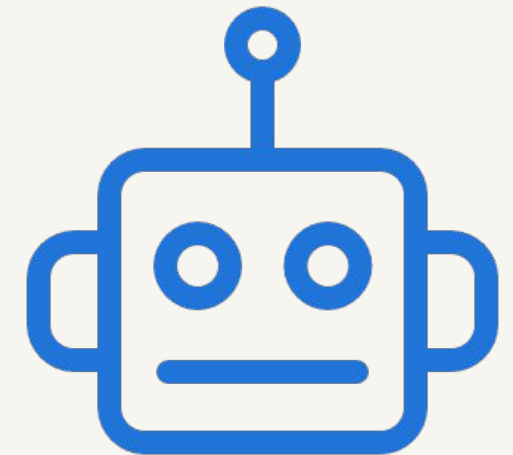
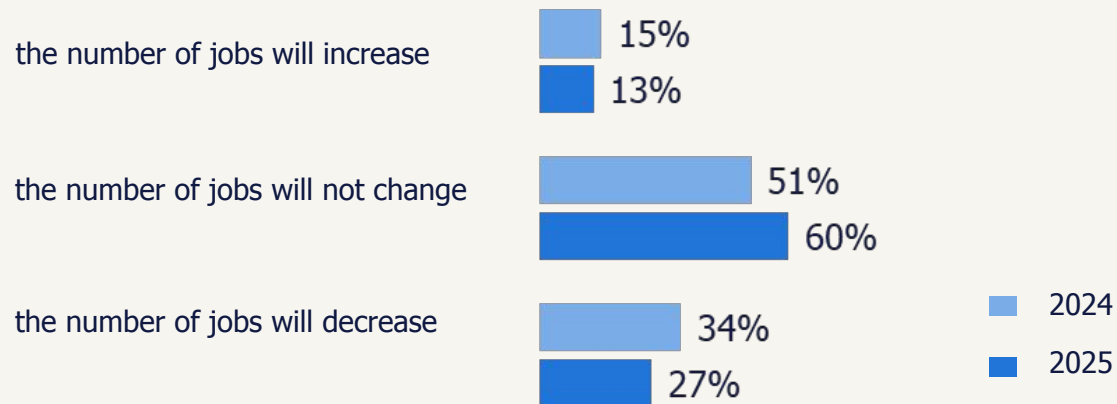
27% vs 25% in 2024
companies support the use of AI and plan to expand it at large. of respondent

29% vs 32% in 2024
of respondent companies are open to the use of AI, but only in certain areas.

33% vs 38% in 2024
of respondent companies do not have a clear view on the use of AI.

10% vs 4% in 2024
of respondent companies do not foresee the use of AI in the future.

impact that implementing AI will have on the labor market.



areas in which AI will be used.

| | 2024 | 2025 |
|--|------|------|
| IT/technology | 55% | 59% |
| marketing and advertising | 36% | 34% |
| personnel and human resources management | 26% | 33% |
| market analysis, development plans and strategies | 24% | 28% |
| administration | 23% | 26% |
| management | 15% | 25% |
| sales | - | 24% |
| customer service and support | 29% | 24% |
| finance and accounting | 16% | 19% |
| manufacturing | 13% | 15% |
| logistics and transport | 12% | 14% |
| supplier relations | 3% | 4% |
| we are not going to use artificial intelligence soon | 1% | 1% |
| other | 5% | 4% |



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



benefits and challenges.

AI's biggest benefits



| | 2024 | 2025 |
|--|------|------|
| faster processing of data, more accurate predictions | 69% | 58% |
| automation of repetitive tasks | 64% | 52% |
| higher labour productivity | 38% | 41% |
| better quality of work and outputs | 35% | 37% |
| enhanced human capabilities | 18% | 22% |
| improved customer service/customer satisfaction | 27% | 21% |
| support HR functions (onboarding, recruiting) | 21% | 18% |
| reduction of staff and cost savings | 18% | 17% |
| other | 3% | 3% |
| I do not believe AI would bring any benefits | 2% | 2% |
| none of the above | 1% | 3% |

AI's main challenges

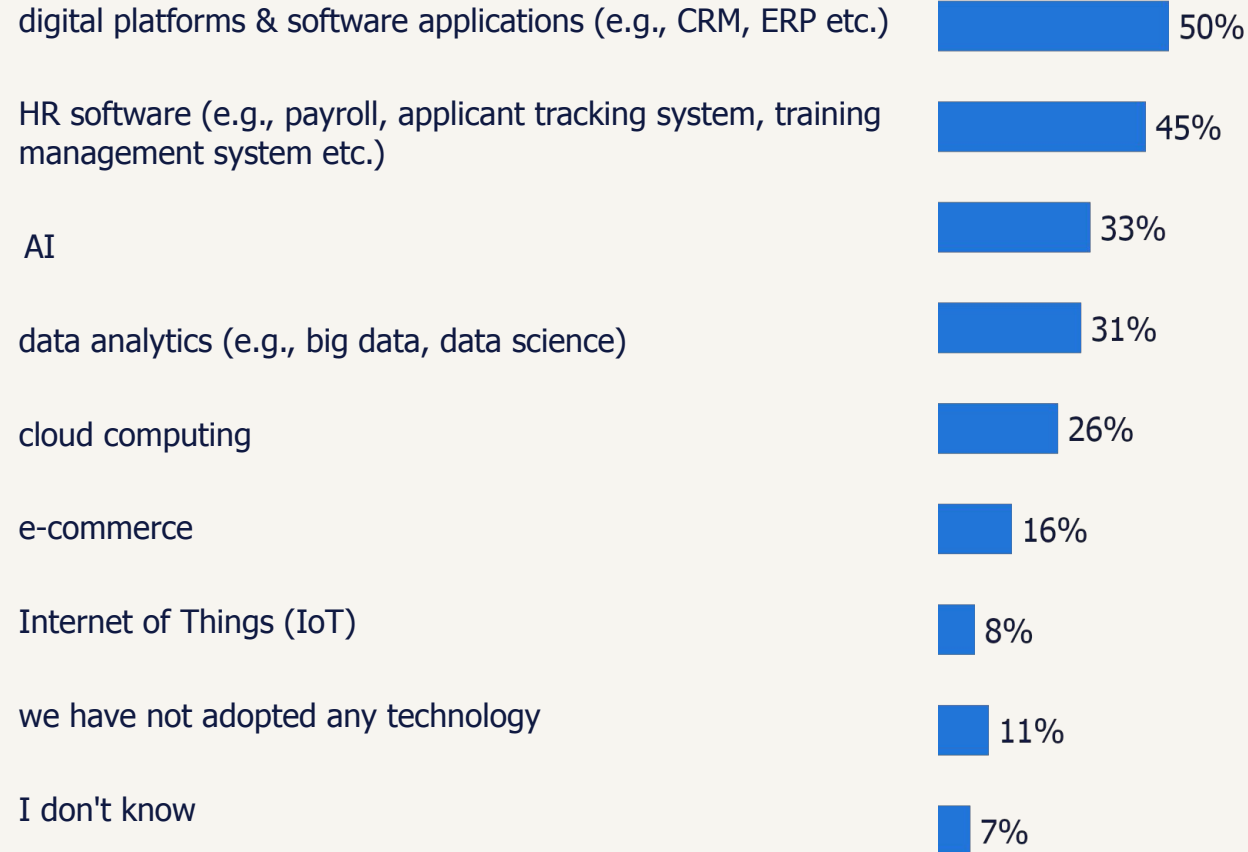


| | 2024 | 2025 |
|--|------|------|
| lack of qualified staff to work with AI | 53% | 54% |
| ensuring data security | 43% | 42% |
| ensuring confidentiality | 27% | 35% |
| high cost of implementing and operating AI | 34% | 32% |
| employee distrust of the benefits of AI | 26% | 23% |
| management distrust of the benefits of AI | 15% | 13% |
| other | 8% | 9% |



technologies adopted.

Which **technologies** have you recently adopted or plan to adopt soon?



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



07

respondent profile.



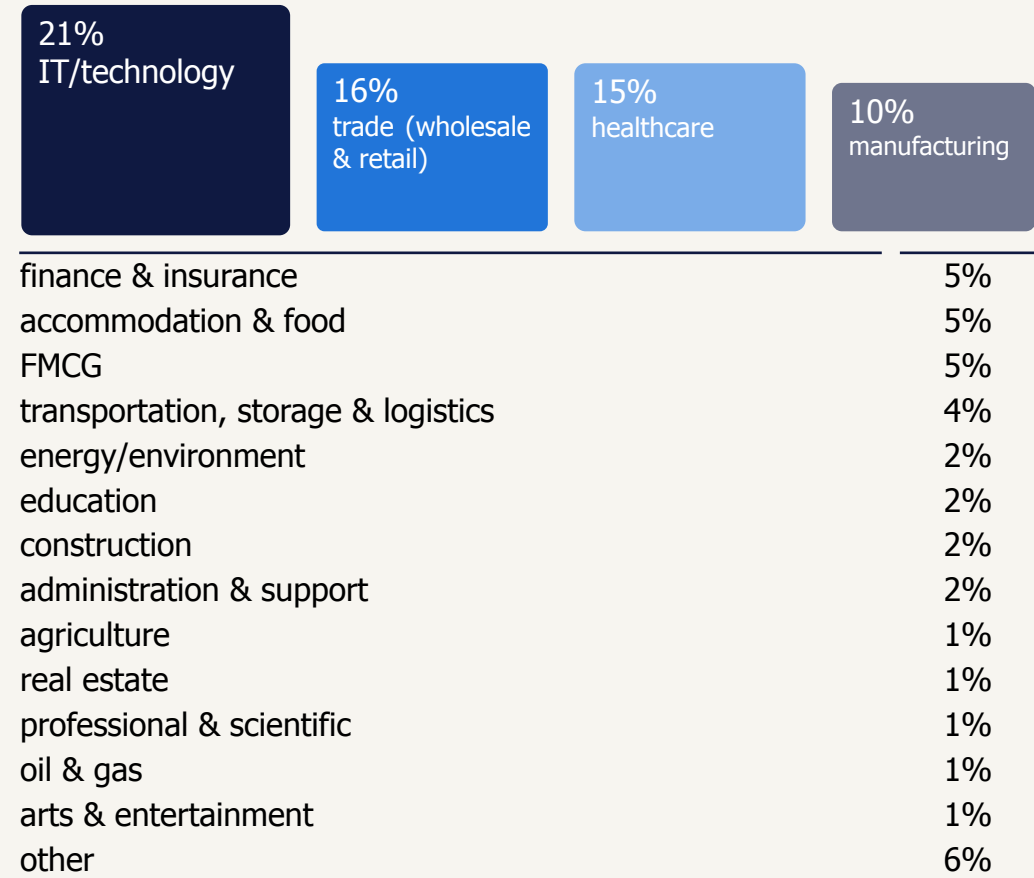
summary.

The Randstad 2025 HR Trends report presents data gathered from Greece companies operating in a variety of industries. The most represented sectors are IT/technology, trade, healthcare, manufacturing together covering 62% of the sample. Organizations employing more than 500 people represent 9% of the sample. 51% of the respondents work in the HR department and 33% in general management. Also, 91% 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).

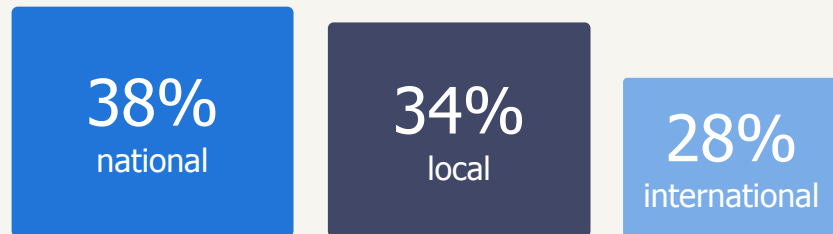
respondent profile.

by sector.

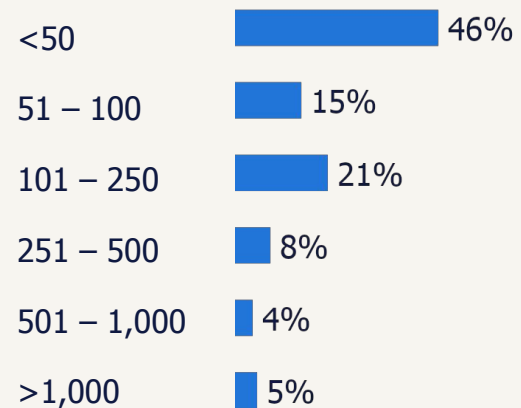


respondent profile.

by the size of the company.



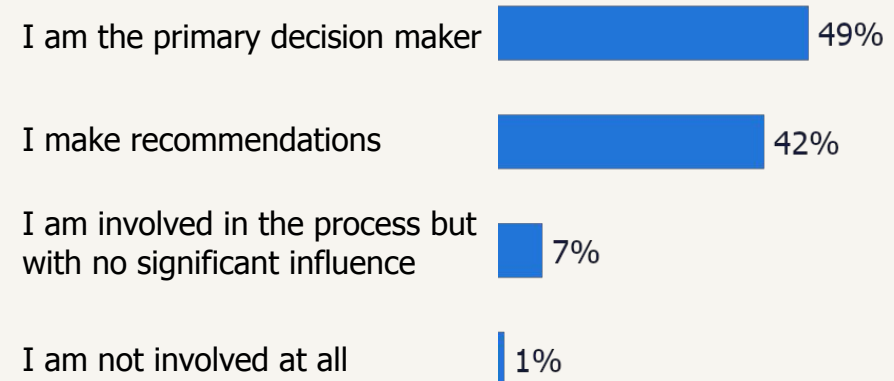
by number of employees.



by department.

| | |
|--------------------|-----|
| human resources | 51% |
| general management | 33% |
| sales/marketing | 6% |
| finance | 5% |
| IT/technology | 2% |
| other | 2% |

by participant's role.



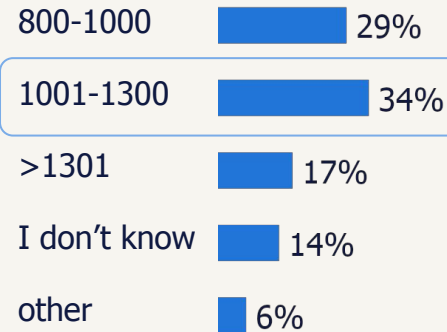
08

salary report.

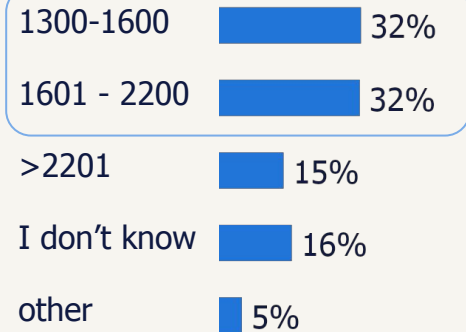


monthly gross salary per level of experience.

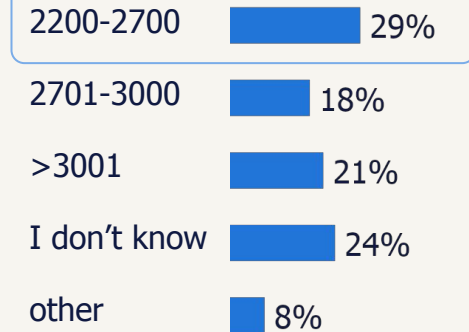
junior profiles (0-3 years of experience)



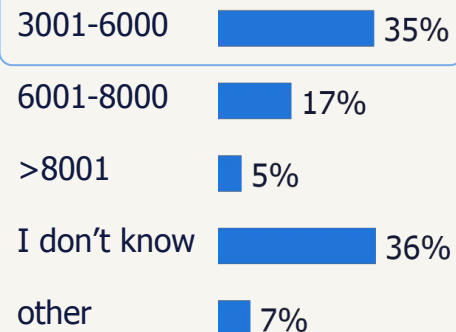
middle senior profiles (3-5 years of experience)



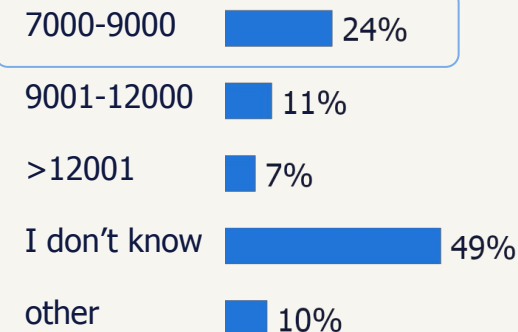
senior profiles (5-10 years of experience) or managers



senior directors

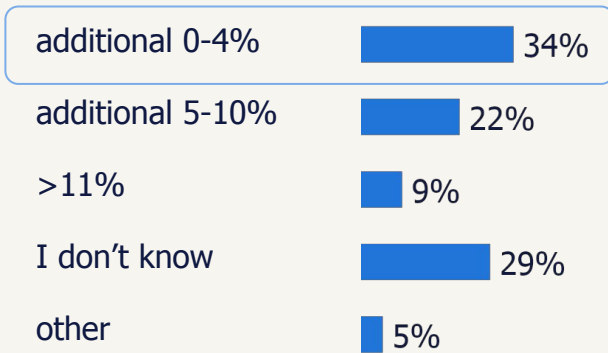


C level profiles

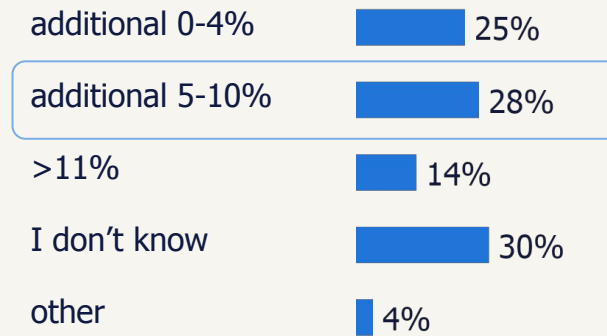


What is the package (salary + benefits) as an additional percentage of the total salary?

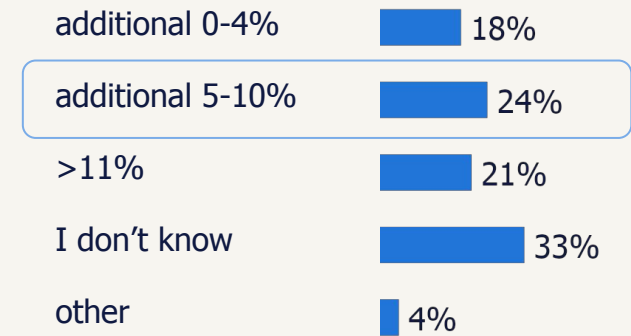
junior roles



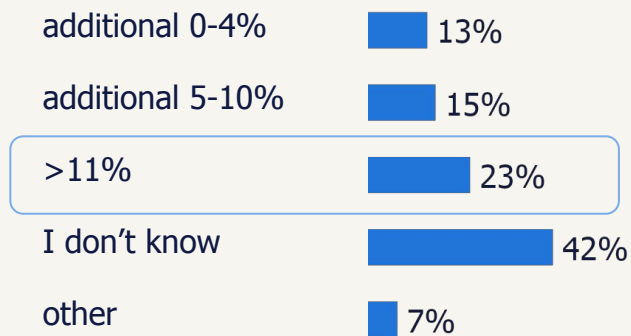
middle senior profiles



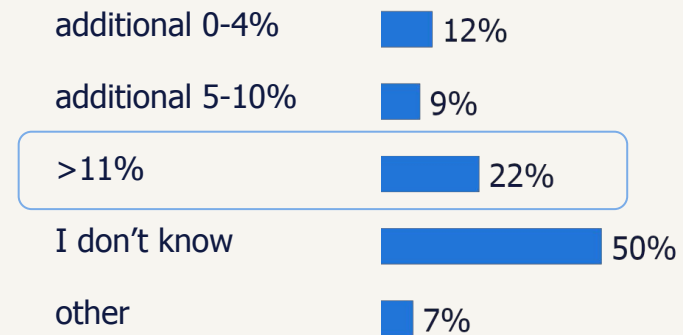
senior profiles



senior directors



C level profiles



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.



salary benchmark service:
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business support.

| position | band bottom | band top |
|---------------------------------|-------------|----------|
| administrative assistant | 1500 | 2000 |
| administrative coordinator | 1600 | 2500 |
| back office assistant | 1100 | 1500 |
| company secretary | 1300 | 1600 |
| compliance officer | 2000 | 2500 |
| data processing administrator | 1300 | 1500 |
| ethics & compliance partner | 2200 | 3000 |
| executive / personal assistant | 2500 | 3800 |
| front desk customer service | 1300 | 1600 |
| guest relations officer | 1300 | 1500 |
| legal secretary | 1500 | 3000 |
| office manager | 1800 | 2500 |
| operations officer / specialist | 1500 | 2400 |
| receptionist | 1300 | 1600 |
| sales administrator | 1500 | 2000 |
| sales support coordinator | 2000 | 2500 |
| secretary | 1300 | 2000 |
| translator/interpreter | 2000 | 3500 |
| visitor services officer | 1300 | 1600 |

client services.

| position | band bottom | band top |
|-----------------------------------|-------------|----------|
| call center manager | 2500 | 3000 |
| call center supervisor | 1800 | 2500 |
| call center team leader | 1700 | 2000 |
| collection agent | 1100 | 1300 |
| collection asset manager | 1600 | 2100 |
| collection b2b specialist | 1500 | 2000 |
| collections manager | 2000 | 3000 |
| collections supervisor | 1800 | 2200 |
| collections team leader | 1300 | 1800 |
| contact center manager | 2500 | 3000 |
| contact center specialist | 1200 | 1700 |
| customer care manager | 2500 | 3500 |
| customer care supervisor | 2000 | 2700 |
| customer experience manager | 2700 | 3500 |
| customer service agents | 1000 | 1300 |
| customer service coordinator | 1300 | 1800 |
| financial advisor | 1200 | 1500 |
| freight forwarding agent | 1700 | 2100 |
| head of customer service | 3500 | 4500 |
| helpdesk specialist | 1100 | 1300 |
| infodesk representative | 1000 | 1200 |
| inside sales specialist | 1200 | 1700 |
| inside sales supervisor | 1600 | 2000 |
| order customer support specialist | 1300 | 1800 |
| parking office assistant | 1000 | 1200 |
| restructuring agent | 1100 | 1500 |
| restructuring team leader | 1500 | 1800 |
| technical support agent | 1000 | 1300 |
| telesales agent | 1000 | 1200 |
| telesales team leader | 1400 | 1800 |



construction.

| position | band bottom | band top |
|----------------------------|-------------|----------|
| architect | 2000 | 2700 |
| bim engineer | 3500 | 5000 |
| civil engineer | 1800 | 2700 |
| construction manager | 3500 | 5000 |
| construction site manager | 4000 | 6000 |
| cost engineer | 2700 | 3500 |
| documentation engineer | 2300 | 3000 |
| electrical engineer | 2000 | 3000 |
| electrician | 1500 | 2200 |
| engineer property manager | 3000 | 4000 |
| facilities coordinator | 2500 | 3000 |
| facilities manager | 2700 | 3700 |
| fire protection engineer | 1800 | 2500 |
| hse engineer | 2700 | 3500 |
| hse manager | 3500 | 4000 |
| hvac engineer | 2800 | 3500 |
| interior designer | 1800 | 2500 |
| mechanical engineer | 2000 | 3000 |
| mep engineer | 3000 | 4000 |
| project engineer | 2500 | 3000 |
| project manager | 4000 | 5000 |
| project planner | 2700 | 3200 |
| proposal engineer | 2500 | 3500 |
| senior architect | 3000 | 4500 |
| senior civil engineer | 3000 | 4000 |
| senior electrical engineer | 3000 | 4000 |
| senior mechanical engineer | 3000 | 4000 |
| senior mep engineer | 5000 | 6000 |
| site architect engineer | 3500 | 5000 |
| site civil engineer | 3000 | 4000 |
| site civil engineer | 3000 | 5000 |
| site electrical engineer | 3500 | 5000 |
| site mechanical engineer | 3300 | 5000 |
| site supervisor | 2800 | 3500 |
| tender 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 | 1800 | 2800 |
| chemical engineer | 1800 | 2800 |
| continuous improvement engineer | 1800 | 2500 |
| controls engineer | 1800 | 2800 |
| deputy plant manager | 4000 | 5000 |
| design engineer (mechanical/electrical) | 1800 | 3000 |
| development engineer | 1800 | 2800 |
| electrical engineer | 1800 | 2800 |
| engineering director | 5000 | 7000 |
| environmental, health & safety manager | 3500 | 4500 |
| facilities manager (inhouse) | 3000 | 3500 |
| industrial engineer | 1800 | 2800 |
| maintenance engineer (electrical & mechanical) | 1800 | 2800 |
| maintenance manager | 3500 | 4500 |
| maintenance supervisor | 2800 | 3500 |
| mechanical engineer | 1800 | 2800 |
| operations manager | 3000 | 4000 |
| planning manager | 2500 | 3500 |
| plant manager | 5000 | 7000 |
| process engineer | 2000 | 2800 |
| production director | 4500 | 5500 |
| production manager | 3500 | 4500 |
| production planner | 1500 | 2500 |
| project engineer | 2000 | 3000 |
| project manager | 3000 | 4000 |
| quality assurance engineer | 1800 | 2800 |
| quality assurance manager | 3000 | 4000 |
| quality control analyst | 1500 | 2000 |
| quality control manager | 2500 | 3000 |
| quality engineer | 1800 | 2500 |
| r&d engineer | 2000 | 3000 |
| r&d manager | 3000 | 4000 |
| robotics & automation manager | 3000 | 4500 |
| senior design engineer | 3000 | 4000 |
| technical director | 5000 | 7000 |

energy.

| position | band bottom | band top |
|------------------------------|-------------|----------|
| asset manager | 3300 | 4000 |
| construction manager | 3500 | 5000 |
| electrical design engineer | 2500 | 3500 |
| electrical engineer | 2000 | 3000 |
| energy conservation engineer | 2000 | 3000 |
| energy trader | 2500 | 3500 |
| environmental engineer | 1800 | 2500 |
| field engineer | 1800 | 2500 |
| grid engineer | 3300 | 4200 |
| hse manager | 3500 | 4500 |
| mechanical engineer | 2000 | 3000 |
| o & m electrical engineer | 2000 | 3000 |
| o & m manager | 3500 | 5000 |
| offshore engineer | 3500 | 4500 |
| power systems engineer | 2500 | 3500 |
| process engineer (oil & gas) | 2000 | 2800 |
| project engineer | 2800 | 3500 |
| project manager | 3500 | 5000 |
| res engineering consultant | 2000 | 3500 |
| site engineer | 2300 | 3200 |
| site manager | 3000 | 4500 |
| solar commissioning engineer | 3000 | 3500 |
| solar design engineer | 2500 | 3500 |
| solar pv engineer | 3000 | 4000 |
| technical manager | 4000 | 5000 |
| wind energy engineer | 2500 | 3000 |



finance & accounting.

| position | band bottom | band top |
|--|-------------|----------|
| accountant | 1800 | 2500 |
| actuary | 2000 | 3000 |
| assistant accountant | 1100 | 1600 |
| budget & reporting manager | 3000 | 4500 |
| chief accountant | 3200 | 5000 |
| commercial/sales analyst | 2000 | 3500 |
| compliance manager | 3500 | 5000 |
| compliance senior specialist | 3000 | 3700 |
| cost accountant | 3500 | 5500 |
| credit manager | 3000 | 4000 |
| credit officer | 2000 | 2500 |
| data scientist | 3000 | 4000 |
| disputes senior specialist | 2500 | 3500 |
| disputes specialist | 1900 | 2500 |
| finance analyst | 2000 | 3500 |
| finance clerk (including invoicing, accounting, collecting, bookkeeping, etc.) | 1100 | 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 | 2800 | 3800 |
| head of relationship manager | 5000 | 8000 |
| head of treasury | 5000 | 10000 |
| 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 |
| treasury accountant | 1000 | 2000 |
| treasury analyst | 1500 | 3000 |
| treasury manager | 3000 | 5000 |

health.

| position | band bottom | band top |
|----------------------|-------------|----------|
| aesthetician | 900 | 1500 |
| dietician | 950 | 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 | 2200 | 3000 |
| employer branding manager | 3500 | 5000 |
| employer branding specialist | 1800 | 2500 |
| hr analyst | 1800 | 2500 |
| hr assistant/hr administrator | 1300 | 1600 |
| hr associate | 1500 | 2000 |
| hr business partner | 3000 | 4000 |
| hr director | 6500 | 9500 |
| hr generalist | 2000 | 3000 |
| hr manager | 4000 | 7000 |
| multilingual recruiter | 2500 | 3500 |
| payroll manager | 3000 | 4500 |
| payroll officer/payroll administrator | 1700 | 2500 |
| talent acquisition manager | 3000 | 4500 |
| talent acquisition specialist | 1800 | 2500 |
| total rewards manager | 4000 | 5000 |
| total rewards specialist | 2500 | 4000 |
| training & development manager | 3000 | 4000 |
| training & development specialist | 2000 | 2500 |



hospitality.

| position | City hotels | | Island Hotels | |
|------------------------------|-------------|----------|---------------|----------|
| | band bottom | band top | band bottom | band top |
| bar/restaurant manager | 2100 | 2500 | 2500 | 4000 |
| bartender | 1100 | 1550 | 1600 | 1900 |
| cook a | 2100 | 2400 | 2500 | 3300 |
| cook b | 1400 | 1700 | 1800 | 2100 |
| executive chef | 4000 | 5000 | 6000 | 9500 |
| f&b controller | 1600 | 2100 | 2100 | 2400 |
| food and beverage manager | 2100 | 3000 | 3000 | 5000 |
| food and beverage supervisor | 1700 | 2100 | 2100 | 2400 |
| front desk | 1100 | 1600 | 1700 | 2400 |
| front office manager | 1800 | 2100 | 2100 | 2600 |
| guest relations manager | 1700 | 2000 | 2100 | 2500 |
| guest relations officer | 1300 | 1400 | 1600 | 1700 |
| hotel gm/manager | 5000 | 9000 | 10000 | 12000 |
| housekeeping assistant | 1400 | 1600 | 1600 | 1800 |
| housekeeping executive | 3000 | 4000 | 4000 | 6000 |
| housekeeping linen attendant | 1200 | 1400 | 1400 | 1800 |
| housekeeping maids | 1200 | 1400 | 1400 | 2000 |
| housekeeping manager | 2000 | 2500 | 2000 | 3000 |
| operations manager | 4000 | 6000 | 4500 | 8000 |
| reception clerk | 1100 | 1600 | 1700 | 2400 |
| night auditor | 1200 | 1800 | 2000 | 2500 |
| reservation manager | 2100 | 2500 | 2500 | 4000 |
| rooms division manager | 2400 | 2600 | 2600 | 4000 |
| revenue manager | 2200 | 3000 | 2600 | 4000 |
| revenue coordinator | 1700 | 2200 | 2400 | 3300 |
| sous chef/pastry chef | 2500 | 3500 | 3500 | 5000 |
| waiter | 1100 | 1500 | 1700 | 1900 |



insurance.

| position | band bottom | band top |
|----------------------|-------------|----------|
| actuary | 2000 | 3000 |
| claims administrator | 1100 | 1400 |
| claims supervisor | 2200 | 2700 |
| junior underwriter | 1300 | 1600 |
| senior actuary | 2500 | 3700 |
| senior underwriter | 2500 | 3000 |
| underwriter | 1500 | 2000 |

legal.

| position | band bottom | band top |
|-----------------------------------|-------------|----------|
| compliance manager | 2500 | 4500 |
| contract administrator | 2000 | 3000 |
| corporate & legal affairs manager | 5000 | 9000 |
| data protection officer | 2500 | 3500 |
| head of legal department | 5000 | 10000 |
| legal associate | 2000 | 3000 |
| paralegal | 1900 | 3000 |
| senior legal associate | 2500 | 4000 |
| senior legal counsel | 3500 | 7000 |

logistics.

| position | band bottom | band top |
|-------------------------------|-------------|----------|
| buyer | 1800 | 2500 |
| clark driver/ forklift driver | 1300 | 1700 |
| driver | 1200 | 1600 |
| driver b category | 1300 | 1700 |
| driver c category | 1600 | 1800 |
| imports / exports assistant | 1400 | 1800 |
| imports / exports manager | 3000 | 4000 |
| imports / exports specialist | 1800 | 2500 |
| logistics assistant | 1300 | 1800 |
| logistics director | 3500 | 4500 |
| logistics manager | 3000 | 3500 |
| material planner | 1800 | 2500 |
| warehouse assistant | 1500 | 1800 |
| warehouse clerk | 1000 | 1300 |
| warehouse manager | 2500 | 3500 |



marketing.

| position | band bottom | band top |
|---|-------------|----------|
| account manager (marketing agencies) | 1800 | 2200 |
| brand manager | 1800 | 2500 |
| crm & loyalty specialist | 2000 | 2800 |
| digital account manager | 1800 | 2200 |
| digital content and social media specialist | 1500 | 1800 |
| digital marketing assistant | 1200 | 1600 |
| digital marketing manager | 2800 | 3500 |
| digital marketing specialist | 1800 | 2000 |
| digital performance/ growth strategist | 3000 | 4000 |
| digital transformation specialist | 2800 | 3300 |
| e-commerce manager | 3000 | 4000 |
| e-commerce specialist | 1800 | 2200 |
| head of marketing | 5000 | 8000 |
| head of performance | 4000 | 6000 |
| junior brand manager | 1500 | 1800 |
| junior product manager | 1800 | 2200 |
| marketing & communications manager | 3000 | 4000 |
| marketing assistant | 1200 | 1600 |
| marketing insights analyst | 1800 | 2500 |
| marketing manager | 4000 | 5000 |
| online content manager | 1300 | 1600 |
| product manager (pharmaceutical) | 3000 | 4000 |
| product manager (tech & services) | 2500 | 3000 |
| promoters | 900 | 1100 |
| senior brand manager | 2500 | 3100 |
| seo | 2500 | 3800 |
| team promoters supervisor | 1100 | 1400 |
| trade marketing assistant | 1800 | 2200 |
| trade marketing manager | 2500 | 3500 |

multilingual.

| position | band bottom | band top |
|---|-------------|----------|
| multilingual back office agent | 1200 | 1600 |
| multilingual collection agent | 1400 | 1700 |
| multilingual customer service agent - hybrid | 1100 | 1700 |
| multilingual customer service agent - on-site | 1200 | 1700 |
| multilingual customer service agent - remote | 1000 | 1500 |
| multilingual knowledge base specialist | 1400 | 1800 |
| multilingual partner & client relations manager | 1300 | 1500 |
| multilingual payroll associate | 1800 | 2500 |
| multilingual recruiter | 1800 | 2500 |
| multilingual sales development representative | 1500 | 2200 |
| multilingual social media content moderators | 1000 | 1450 |
| 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 | 2000 | 4800 |
| clinical research associate i - v (1-5) | 1800 | 4000 |
| clinical study manager | 3500 | 5000 |
| head of regulatory affairs | 4800 | 6000 |
| market access assistant | 1700 | 2500 |
| market access coordinator | 2500 | 3000 |
| market access manager | 4000 | 7000 |
| medical advisor | 2500 | 3200 |
| medical affairs assistant | 1600 | 2000 |
| medical director | 6000 | 9000 |
| medical manager | 4000 | 7000 |
| medical science liaison | 2000 | 2800 |
| medical writer | 2500 | 4000 |
| pharmacovigilance | 1600 | 2200 |
| quality assurance officer | 1900 | 2800 |
| quality assurance manager | 3500 | 5000 |
| quality control analyst | 1200 | 2000 |
| quality control officer | 1800 | 2800 |
| quality control manager | 2900 | 4500 |
| r&d analyst | 1200 | 2000 |
| regulatory affairs manager | 3000 | 5000 |
| regulatory affairs officer | 1900 | 2800 |
| 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 | 3000 |
| b2b sales representative | 1400 | 2000 |
| bid manager | 2700 | 3500 |
| business development manager | 3000 | 4000 |
| commercial director | 5000 | 9000 |
| commercial manager | 5000 | 7000 |
| d2d sales representative | 850 | 1100 |
| ecommerce key account manager | 2500 | 3500 |
| general manager (commercial background) | 10000 | 16000 |
| international key account manager | 3000 | 4000 |
| key account manager | 2500 | 3500 |
| medical sales representative | 1800 | 2800 |
| merchandiser | 1000 | 1300 |
| otc sales representative | 1600 | 2100 |
| presales engineer | 2500 | 3500 |
| presales manager | 3000 | 4000 |
| public sector account manager | 3500 | 4500 |
| retail area manager | 2500 | 3000 |
| sales director | 4500 | 6000 |
| sales engineer | 2500 | 3300 |
| sales export manager | 3000 | 4000 |
| sales export representative | 2200 | 3000 |
| sales manager | 4000 | 5000 |
| sales/ commercial planning analyst | 2000 | 2800 |
| store assistant manager | 1300 | 1800 |
| store manager | 1800 | 2500 |
| store manager (luxury brands) | 3000 | 4500 |
| store sales advisor | 850 | 1200 |
| visual merchandiser | 1400 | 1800 |
| wholesales sales representative | 1800 | 2300 |



shipping.

| position | band bottom | band top |
|------------------------------------|-------------|----------|
| 1st engineer | 5000 | 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 | 1800 | 2500 |
| operation manager | 5000 | 7000 |
| operator | 2500 | 4000 |
| superintendent engineer | 5000 | 8000 |
| technical manager | 6000 | 8000 |

supply chain.

| position | band bottom | band top |
|-----------------------------|-------------|----------|
| customer service manager | 2500 | 3000 |
| customer service specialist | 1500 | 2200 |
| demand planner | 2000 | 3000 |
| demand planner manager | 3000 | 4000 |
| distribution center manager | 3500 | 4500 |
| distribution manager | 3000 | 3500 |
| order desk specialist | 1500 | 1800 |
| procurement assistant | 1400 | 1800 |
| procurement manager | 3000 | 4000 |
| procurement specialist | 2000 | 2800 |
| purchase manager | 3000 | 3500 |
| purchase specialist | 1800 | 2500 |
| supply chain assistant | 1300 | 1800 |
| supply chain director | 5000 | 7000 |
| supply chain executive | 3000 | 4000 |
| supply chain manager | 3500 | 5000 |
| supply planner | 1500 | 2500 |
| tendering manager | 2500 | 3500 |
| 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 | 3200 | 4200 |
| 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 / motion 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 |

| position | band bottom | band top |
|---|-------------|----------|
| network engineer | 2100 | 4500 |
| sap professional | 2500 | 4700 |
| scrum master / product owner | 3000 | 4300 |
| software architect / systems architect | 3300 | 4300 |
| 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 | 1100 | 1800 |
| outbound travel designer | 1000 | 1600 |
| product developer | 2000 | 2900 |
| senior incoming travel designer | 1200 | 2000 |
| senior outbound travel designer | 1600 | 1900 |
| ticket agent | 1000 | 1600 |
| travel agent mice | 1200 | 2400 |
| travel designer manager | 2100 | 3000 |



thank
you.

