



TRENDS IN THE LABOUR MARKET CHALLENGES, EXPECTATIONS AND OPPORTUNITIES



The challenges that companies will have to face in the coming months are mainly related to the shortage of suitable candidates, as well as high and clearly defined expectations of the youngest generations on the labour market. Another challenging issue is the decrease in employee loyalty and the fact that now it is harder than ever to build commitment in the organisation.

Due to insufficient availability of specialised candidates with specific competences and skills, companies are increasingly competing for employees. Managers and HR departments need to develop an employment strategy to meet high expectations of candidates. This means offering decent salaries as well as interesting career paths and packages of relevant non-financial benefits.

I am very pleased to present the latest Hays Poland's report on remuneration and trends on the Polish labour market. In the publication, you will find a summary of information about salaries for specialists and managerial staff by specialisations. The data collected over the last 12 months are a source of information on salaries offered on the Polish labour market and current trends in employment.

The analysis of salaries in individual market sectors was based on several thousand recruitment projects completed by Hays Poland experts – both for clients from the medium-sized businesses and large international organisations.

The report contains lists of the minimum, maximum and optimal gross monthly salaries (in PLN) offered to full-time employees. The data represent average figures for Poland.

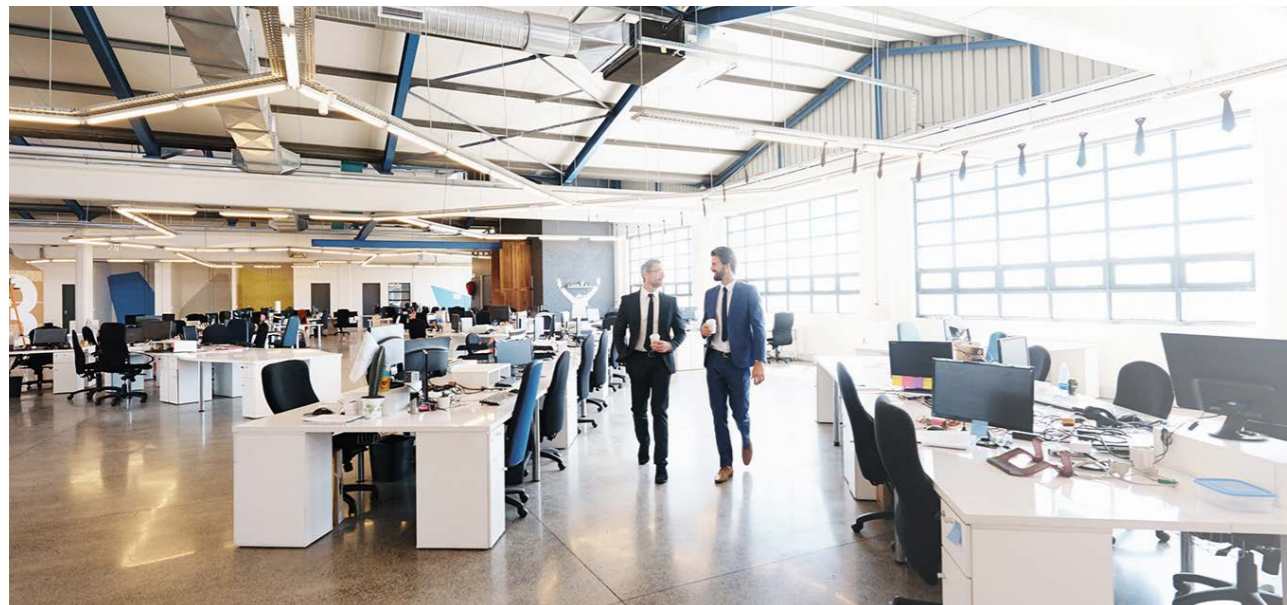
Charles Carnall
Managing Director, Hays Poland

“ The situation on the labour market gets more and more complicated. It is becoming crucial to implement innovative solutions and to focus on the competences of candidates rather than on their knowledge or skills. ”



LABOUR MARKET CHALLENGES

GLOBAL TALENT SHORTAGE



Forecasts from economists and business analysts indicate that global economic growth will maintain its momentum over the next twelve months. Key areas for further growth include investing in the competences of the future and effectively avoiding the crisis that may be caused by the growing shortage of employees having sought-after skills.

When asked about the outlook for 2019, the majority of companies assume high activity in areas related to human resources. As many as 87% of employers plan to benefit from the healthy economic situation and increase their employment levels. Development plans are ambitious, although the number of planned recruitment projects is smaller than last year. Companies will focus mainly on hiring full-time employees, but they do not say no to temporary and contractual work solutions. What specialists will employers look for? Just like one year ago, the largest number of offers will be available to specialists in IT, sales, broadly understood production and engineering, as well as finance and accounting.

TALENT SHORTAGE

On the one hand, employers believe that difficulties in recruiting new employees will be the result of the shortage of suitable candidates on the market. On the other hand, however, they mention the challenging nature of competition between businesses and the need to outdo each other in

offering the best possible conditions. The challenge is all the greater as currently fewer than 50% of the companies are sure that they have the competence resources necessary to achieve business objectives and build competitive advantage. In the majority of companies, competence needs are only partially met. At the same time, the competences that companies need most are the same as those that are the most difficult to find on today's market.

Key activities undertaken by companies are related to a broadly understood increase in employment by recruiting temporary or contractual employees, as well as organising traineeships making it possible for young people to join the organisation and, after a period of traineeship, to become its regular employees. Many companies at the same time focus on strengthening the employer's brand on the market and conscious investing in activities supporting the image. One of the key objectives of the strategy of building an attractive brand is to become a first choice employer, where both young graduates and specialists with many years of professional experience want to build or develop their careers.

OFFER FOR THE EXISTING EMPLOYEES

In addition to the challenges of recruiting new employees on a competitive and demanding market, companies are stepping up their efforts to retain the existing – especially the best – employees. One of the solutions used by employers is to make counteroffers to employees considering a change of their job. The percentage of companies that decide to make an offer to at least some employees in such a situation is higher than last year.

The loss of employees (particularly the experienced ones) who have advanced knowledge and perform excellently is challenging from the companies' perspective. All the more so as it is often difficult to quickly find a suitable replacement on today's labour market. Recruitment of a new employee involves both additional costs and the need to engage managerial staff. To the time-consuming recruitment one has to add the time needed to introduce a new employee to their job and to train them, as well as the risk that the new person will not be suitable for the organisation and it will be necessary to restart the recruitment process. This is the reason why an increasing number of employers try to retain employees intending to leave the company by making a counteroffer guaranteeing an increase in their salaries, additional benefits, promotion or change of position.

DECENT SALARIES

As many as 83% of companies decided to increase salaries in 2018. The percentage of organisations that offered higher salaries to employees is higher than in the previous year. The dynamics of remuneration increases does not slow down – and in the coming months three out of four employers want to raise the salaries of their employees (usually by 2.5-5%). All this is because the increase in salaries in many industries and areas of specialisation remains a key element in retaining qualified employees whose competences and experience are essential for further business growth. Responding to the financial expectations of candidates and employees is increasingly important also because more than half of the employees are not satisfied with their current salaries.

In addition to increased remuneration, almost all employers offer their employees additional benefits. The vast majority of companies offer basic medical care packages and sports cards. More than half of employers offer team-building events and trips, as well as work tools, which employees can also use for private purposes. Life insurance, co-financing of further education and flexible work are becoming more and more popular. A growing concern for the well-being of employees is also evident in the offer of employers. Medicinal drug coverage policy, free dental care, additional breaks at work for physical activity, and even a doctor's office and rehabilitation procedures at the workplace are becoming more popular. Unfortunately, just like last year, the benefits offered only partially address the needs of employees. For the employees, the most important is private medical care, but in an extended package, and flexible working schemes.

THE FUTURE IS DIFFERENT

According to economists, we should make use of the stable situation in the global economy and increase investment in technology and infrastructure, which will have a positive impact on productivity growth. Long-term trends are important – for business, decision-makers and employees alike. Many economies (including the Polish one) are at a critical juncture where the lack of solutions to the problem of mismatch between employees and labour market requirements will lead to serious consequences. The challenge is to keep up with the pace of development observed all over the world and provide companies with access to the skills currently necessary in the business environment.

It is extremely important in the current business situation to make sure that employees are prepared for technological development and ready for continuous development. At the same time, it is worth investing in infrastructure and state-of-the-art solutions. Training and education programmes are a key element of the strategy – this that will enable companies to keep pace with dynamic changes in the environment. Corporate culture that promotes diversity in all its forms is also helpful. The implementation of recommendations will not solve all the problems facing employers and labour markets. Paying particular attention to and tackling these issues is the first step towards the success of companies and further development of competitiveness of markets.



Tomasz Stolarski
Team Leader, Hays Warsaw

“ The coming months will mean a lot of work and preparation for the revolution, for instance the implementation of the Payment Services Directive 2 (PSD2) which is extremely important for the sector. There will also be plenty of interesting job offers, especially in cyber security, Internet payments, as well as risk and audit. ”

TABLE OF SALARIES BANKING

RETAIL BANKING	MIN*	OPT**	MAX*
Sales Director	22 000	26 000	38 000
Regional Sales Director	12 000	20 000	26 000
Private Banker	6 000	10 000	15 000
Branch Director	6 000	10 000	12 000
Client Advisor	3 000	4 000	6 000
Credit Analyst	5 000	7 000	11 000

CORPORATE BANKING	MIN*	OPT**	MAX*
Sales Director	22 000	31 000	42 000
Relationship Manager (Large companies)	9 500	15 000	22 000
Relationship Manager (SME)	6 000	8 000	10 000
Credit Analyst	7 000	9 000	14 000

RISK & AUDIT	MIN*	OPT**	MAX*
Risk Manager	16 000	18 000	25 000
Risk Expert	12 500	14 000	16 000
Risk Specialist	7 000	10 000	12 000
Model Validation Expert	12 000	14 000	16 000
Model Validation Specialist	6 500	10 000	11 500
Senior Internal Auditor	11 000	13 000	16 000
Internal Auditor	8 000	10 000	12 000

* Monthly gross salary in PLN (full-time employment)

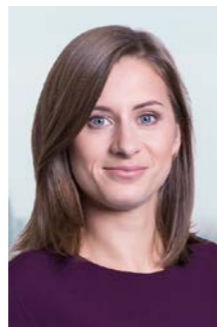
** Salary most often proposed at an equivalent position

Data for the report have been obtained in recruitment procedures carried out by Hays Poland in 2018



Karolina Lis
Team Manager, Hays Warsaw

“ In the entire financial and accounting specialisation, the biggest challenge for employers in recruiting experienced specialists is to meet their growing expectations. Insufficient command of English, as well as still not very high mobility of experts, is a challenge. It turns out that specialists are reluctant to decide even when it comes to change the location to another part of the town or to its outskirts. Managers and directors are more willing to compromise and take into account other aspects of the offer, giving less priority to the location itself. ”



Justyna Chmielewska
Business Manager, Hays Katowice

“ Companies increasingly tend to combine functions in organisation structures, e.g. accounting and controlling or accounting and IT. The huge amount of data, automation of processes, development of tools and technologies supporting everyday work of financiers make it a perfect time for candidates who have extensive knowledge and experience gained in financial positions, and at the same time, thanks to their analytical and technical skills, would like to develop as part of IT process implementation or development projects. ”

TABLE OF SALARIES ACCOUNTANCY & FINANCE

POSITION	MIN*	OPT**	MAX*
CFO/ Board Member	25 000	40 000	55 000
Finance Director	20 000	25 000	35 000
Finance Manager	13 000	18 000	25 000
Controlling Manager	15 000	18 000	22 000
Chief Accountant	12 000	17 000	25 000
Financial Controller (Team Leader)	12 000	15 000	18 000
Senior Internal Auditor	12 000	15 000	18 000
Business Analyst	10 000	12 000	14 000
Finance Business Partner/ Finance Executive	10 000	12 000	14 000
Chief Accountant Deputy	9 000	12 000	15 000
Financial Controller (Independent)	10 000	13 000	15 000
Internal Auditor	9 000	12 000	14 000
Senior Accountant	7 000	10 000	12 000
Consultant (Audit Department)	6 500	8 000	9 000
Senior Consultant (Audit Department)	8 000	10 000	12 000
Reporting & Analysis Specialist	7 000	9 000	11 000
Analyst/ Senior Financial Analyst	7 000	10 000	14 000
Independent Accountant	7 000	8 500	10 000
Project Accountant	7 000	8 000	9 000
Payroll Specialist (Finance Department)	6 000	7 000	8 000
Accountant	6 000	7 000	7 500
VAT Accountant	6 500	7 500	8 500
Junior Analyst	5 500	6 000	6 500
Junior Accountant	4 000	5 000	5 500
Junior Payroll Specialist (Finance Department)	4 500	5 000	5 500
Finance Department Assistant	3 500	4 000	5 000

* Monthly gross salary in PLN (full-time employment)

** Salary most often proposed at an equivalent position

Data for the report have been obtained in recruitment procedures carried out by Hays Poland in 2018



Małgorzata Sułkowska
Specialism Leader, Hays Warsaw

“ There are many challenges to be faced by companies and law firms. In the era of modern technologies and digitally proficient generations, employers have to take more and more non-standard actions in order to attract the best candidates. When competing for the best employees, flexibility is also essential – both at the stage of recruitment and in the process of retaining talent. This aspect is particularly important for the members of the youngest generations who are just entering the labour market. ”



Justyna Chmielewska
Business Manager, Hays Katowice

“ Law firms have won many contracts following the implementation of the General Data Protection Regulation. Also new are the positions of specialists and data protection officers in companies. Their salaries depend on their experience, scope of responsibility and size of the company. An important aspect is also the place in the organisational structure and the expected course of action. ”

TABLE OF SALARIES LAW AND TAXES

POSITION	MIN*	OPT**	MAX*
Head of Legal	15 000	25 000	40 000
Senior Lawyer/ Senior Associate	18 000	25 000	35 000
Tax Manager	15 000	20 000	25 000
Lawyer/ Associate	10 000	15 000	25 000
In-house Lawyer	8 000	13 000	20 000
GDPR Specialist	10 000	14 000	25 000
Tax Advisor	6 500	12 000	18 000
Senior Tax Consultant	10 000	12 000	15 000
Tax Specialist	7 000	8 000	12 000
Tax Consultant	7 000	8 000	10 000
Junior Lawyer	5 000	6 000	7 000
Legal Assistant	3 500	5 000	6 000

* Monthly gross salary in PLN (full-time employment)

** Salary most often proposed at an equivalent position

Data for the report have been obtained in recruitment procedures carried out by Hays Poland in 2018





Agnieszka Gajewska
Senior Consultant, Hays Warsaw

“ Digitalisation in the industry is increasing, although many clients still prefer to purchase insurance through traditional sales channels. Consequently, a high demand for high-class sales managers intensifying cross-selling efforts and developing business through cooperation with multi-agents. At the same time, insurers are also looking for less obvious sales directions, not only through cooperation with banks, but also, for example, with telecommunications companies. ”



Tomasz Stolarski
Team Leader, Hays Warsaw

“ The insurance industry is open to experts having experience from outside the sector, especially in risk management. On the labour market, we see increased efforts of companies to develop risk departments in insurance companies, in which people having experience in banking risk are welcome. Engineers, on the other hand, may be employed in engineering risk assessment. ”

TABLE OF SALARIES INSURANCE

POSITION	MIN*	OPT**	MAX*
Sales Director***	18 000	24 000	30 000
Branch Manager	15 000	18 000	22 000
Claims Director	15 000	20 000	25 000
Product Director	15 000	19 000	24 000
Sales Manager	3 500	6 000	10 000
Bancassurance Relationship Manager	12 000	16 000	17 000
Claims Manager	9 000	11 000	14 000
Product Manager	10 000	13 000	16 000
Chief Actuary	18 000	24 000	30 000
Actuary	10 000	13 000	18 000
Actuarial Analyst	6 000	8 500	10 000
Corporate Sales Specialist	6 000	10 000	14 000
Claims Handling Specialist	5 000	8 000	9 000
Property Broker	6 000	9 000	14 000
Life Insurance Broker	6 000	8 000	11 000

* Monthly gross salary in PLN (full-time employment)

** Salary most often proposed at an equivalent position

*** Base salary

Data for the report have been obtained in recruitment procedures carried out by Hays Poland in 2018



Mariusz Popin
Specialism Leader Pharma, Hays Warsaw

“ The past months have been a very good time for many R&D professionals. There are many indications that this trend is going to continue. The number of large services centres and hubs employing people in specialist medical positions and roles in clinical research is steadily increasing. Poland is perceived as a country with well-educated specialist staff. It is in our country that more and more companies decide to open regional offices or their R&D centres. ”



Maria Neścioruk
Consultant, Hays Warsaw

“ Clinical trials are the foundation of modern medicine – a condition for access to modern therapies and broadening doctors’ knowledge. Salaries in clinical trials are very diverse and depend on numerous factors. The organisational structure and capital of the company are important, similarly as candidates’ competences. It happens that unique competences are required in specialist positions, which affects the remuneration offers. ”

TABLE OF SALARIES PHARMACY & CLINICAL TRIALS

PHARMACY	MIN*	OPT**	MAX*
Medical Director	27 000	33 000	55 000
R&D Director	24 000	30 000	45 000
Sales/ Commercial Director	24 000	28 000	38 000
Marketing Manager	18 000	21 000	25 000
Product Manager (Innovation)	14 000	18 000	23 000
Medical Advisor	14 000	17 000	20 000
Product Manager (Generics)	10 000	13 000	17 000
Regulatory Affairs Manager	13 000	14 000	16 000
Pharmacovigilance Manager	13 000	14 000	16 000
Brand Manager OTC	11 000	14 000	17 000
District Manager	10 000	13 000	17 000
MSL	10 000	12 000	14 000
KAM (Hospital, Pharmacy)	8 000	10 000	13 000
Pharmacovigilance Specialist	7 000	8 000	9 000
Regulatory Affairs Specialist	6 000	6 500	8 000
Medical Representative	4 000	6 000	8 500
Pharmaceutical Representative	4 000	5 500	7 000

CLINICAL TRIALS	MIN*	OPT**	MAX*
Clinical Research Director/ R&D Director	24 000	30 000	45 000
Clinical Operations Manager	18 000	24 000	26 000
Lead CRA	16 000	20 000	22 000
Clinical Project Manager	18 000	25 000	28 000
Senior CRA	15 000	19 000	20 000
CRA II	12 000	16 000	18 000
CRA I	10 000	14 000	15 000
Clinical Trial Assistant	7 000	8 000	9 000

* Monthly gross salary in PLN (full-time employment)

** Salary most often proposed at an equivalent position

Data for the report have been obtained in recruitment procedures carried out by Hays Poland in 2018



Iwona Szulc
Specialism Leader Medical Devices,
Hays Warsaw

“ The market continues to move towards digitisation and cyber medicine. Development of science makes it possible to improve methods used in remote patient treatment and robot-assisted surgeries. Employers are still looking for candidates from the world of science who want to develop in business or who already have such experience. ”

TABLE OF SALARIES MEDICAL DEVICES

POSITION	MIN*	OPT**	MAX*
Country Manager	20 000	25 000	35 000
Sales Manager	12 000	15 000	16 000
Business Development Manager***	12 000	15 000	16 000
Key Account Manager	6 000	7 000	8 000
Product Specialist (2-3 years of experience)	6 000	8 000	13 000
Sales Representative (over 3 years of experience)	6 000	8 000	10 000
Sales Representative (2-3 years of experience)	5 000	6 000	7 000

* Monthly gross salary in PLN (full-time employment)

** Salary most often proposed at an equivalent position

*** Introducing new company to the Polish market

Data for the report have been obtained in recruitment procedures carried out by Hays Poland in 2018



Sandra Zalewska
Senior Consultant, Hays Warsaw

“ Digitalisation is a trend that is increasingly affecting the construction industry. Despite the traditional approach of the construction sector to many aspects, which constitutes a barrier to modern technologies, we can hear about the first effects of cooperation between companies from the general contracting industry with electronics companies and the IT industry. The borderline between the construction industry and IT is also becoming more and more blurred. Civil engineers even decide to change the industry, e.g. in favour of programming. ”

TABLE OF SALARIES CONSTRUCTION

POSITION	MIN*	OPT**	MAX*
Technical Director	18 000	22 000	30 000
Project Manager***	12 000	17 000	25 000
Junior Project Manager	6 000	9 000	10 000
Site Supervisor	6 000	9 000	12 000
Site Manager (Infrastructure)	7 000	14 000	20 000
Site Manager (Cubature)	9 000	13 000	16 000
Electrical Works Manager	9 000	12 000	15 000
Sanitary Works Manager	8 000	10 000	13 000
Works Manager (Geotechnical)	7 000	8 500	11 000
Works Manager (Cubature)	7 000	9 000	13 000
Electrical Site Engineer	5 000	7 000	9 000
Sanitary Site Engineer	3 500	5 000	7 000
Site Engineer	5 000	6 500	7 000
BIM Engineer	5 000	8 500	10 000
BIM Manager	9 000	12 000	25 000
Tender Specialist (Roads)	5 000	8 000	12 000
Tender Specialist (Cube)	6 000	7 500	9 000
Electrical Cost Estimator	3 500	7 000	10 000
Mechanical Cost Estimator	3 500	6 000	8 000
Designer (Geotechnical)	7 000	10 000	12 000
Designer (Infrastructure)	6 000	9 000	12 000
Electrical Designer	6 000	10 000	14 000
Mechanical Designer****	5 500	8 000	14 000
Designer (Structure)	6 000	8 000	12 000
Assistant Mechanical Designer	3 000	5 500	7 500
Assistant Electrical Designer	3 000	6 500	9 000
Designer Assistant	2 500	5 000	7 000
Senior Architect/ Team Leader	10 000	14 000	17 000
Architect*****	6 000	8 000	13 000
Junior Architect	3 000	5 000	7 000
BIM Architect (Archicad, Revit)	6 000	7 500	12 000
Fit-out Coordinator	7 000	10 000	14 000
Claim Specialist	8 000	14 000	22 000
Quantity Surveyor	6 000	9 000	15 000
Installation Maintenance Specialist	4 000	8 000	10 000

* Monthly gross salary in PLN (full-time employment)

** Salary most often proposed at an equivalent position

*** Knowledge of the investment process, experience in project management

**** Experience at work in Revit

***** Experience in the implementation of all project phases

Data for the report have been obtained in recruitment procedures carried out by Hays Poland in 2018



Jacek Bogusiewicz
Specialism Leader, Hays Warsaw

“ Despite many attractive offers, the situation on the labour market for candidates is not as favourable as it was a few years ago. Many experts have chosen better paid foreign contracts – and many others are interested in such development opportunities. ”



Michał Zamora
Consultant, Hays Warsaw

“ The challenges of climate change, rising prices and the need to reduce harmful emissions are a good development opportunity for companies operating in the field of energy efficiency. Interesting job offers are available to experienced technical salespeople who have had the opportunity to hold business talks related to offering smart solutions for industry and construction. ”

TABLE OF SALARIES ENERGY

POSITION	MIN*	OPT**	MAX*
Technical Director	20 000	25 000	30 000
Commissioning Manager	12 000	16 000	19 000
Project Manager (Engineering consultancy)	10 000	13 000	16 000
Project Coordinator Power	14 000	15 000	23 000
Head of Planning & Control	18 000	21 000	23 000
Planner	8 000	15 000	20 000
Commissioning Engineer	8 000	12 000	14 000
Welding Engineer	10 000	12 000	15 000
Project Manager (Gas pipeline)	18 000	20 000	23 000
Welding Manager (Gas pipeline)	12 000	14 000	16 000
Works Manager (Gas pipeline)	15 000	18 000	20 000
Maintenance Manager (Energy infrastructure)	15 000	20 000	25 000
Works manager (Substation)	12 000	15 000	17 000
Electrical & IC Supervisor	8 000	12 000	16 000
Electrical Engineer (High Voltage and Substations)	8 000	12 000	13 000
Service Engineer	6 000	7 000	10 000
Boiler Engineer	8 000	12 000	16 000
HSE Manager	13 000	20 000	24 000
Power Trader	9 000	12 000	15 000
Stress Engineer/ Designer	8 000	10 000	12 000
Key Account Manager (Electricity)	5 000	7 000	11 000
Senior Sales Manager	15 000	20 000	25 000
O&M Engineer (Wind)	9 000	10 000	13 000
Mechanical Designer	7 000	9 000	11 000
Tendering Specialist	6 000	8 000	12 000
Piping Designer	5 500	8 000	11 000

* Monthly gross salary in PLN (full-time employment)

** Salary most often proposed at an equivalent position

Data for the report have been obtained in recruitment procedures carried out by Hays Poland in 2018

Salaries in the energy sector depend on the experience of the candidates, the scale of the contract, the size of the company and the team, relocation and nature of the work (e.g. customer portfolio for sales positions).



Rafał Żukowski
Principal Consultant, Hays Warsaw

“ The role of property owner and manager is changing rapidly. Managing the building is no longer the topical issue – it is rather managing the community in the building. The change in perspective is dictated by growing competition, increasing rental opportunities and other needs of the youngest generations who enter the labour market. ”



Wiktoria Bożek
Consultant, Hays Warsaw

“ The vast majority of companies from the real estate sector, but also those operating in the construction business and architecture, plan to increase their employment levels. At the same time, almost all employers expect difficulties in recruitment, especially in facility management. One of the reasons is the lack of young engineers who would like to specialise in this area. This is caused, among other things, by the lack of awareness of the rapid development of the industry and possible career paths. ”

TABLE OF SALARIES REAL ESTATE

POSITION	MIN*	OPT**	MAX*
Shopping Mall Director	15 000	18 000	28 000
Shopping Mall Manager	10 000	12 000	15 000
Senior Leasing Manager (Retail)	14 000	18 000	20 000
Leasing Manager (Retail)	10 000	14 000	16 000
Leasing Specialist (Retail)	7 000	8 000	9 000
Leasing Manager (Office)	12 000	16 000	18 000
Senior Leasing Manager (Office)	16 000	22 000	25 000
Leasing Consultant (Office)	7 000	10 000	14 000
Junior Leasing Consultant (Office)	5 000	6 000	8 000
Head of Leasing Department (Office/ Retail)	22 000	26 000	35 000
Property Manager (Office)	8 000	10 000	12 000
Senior Property Manager (Office)	12 000	14 000	16 000
Portfolio Manager (Office)	14 000	15 000	18 000
Leasing Manager (Industrial)	12 000	15 000	18 000
Senior Leasing Manager (Industrial)	20 000	24 000	28 000
Property Manager (Industrial)	10 000	12 000	14 000
Senior Property Manager (Industrial)	16 000	18 000	24 000
Asset Manager	20 000	24 000	33 000
General Manager (Asset Management Company)	30 000	50 000	60 000
Portfolio Facility Manager (Hard & Soft FM)/ Technical Director	15 000	18 000	22 000
Senior Facility Manager (Hard FM)/ Project Manager	13 000	15 000	17 000
Facility Manager (Hard FM)	7 000	10 000	12 000
Facility Manager (Soft FM)	8 000	11 000	15 000
Facility Coordinator	5 000	6 000	7 000
Business Development Manager (FM)	10 000	13 000	16 000
Land Acquisition Coordinator	7 000	10 000	12 000
Land Acquisition Manager	12 000	16 000	22 000
Residential Sales Director	15 000	18 000	27 000
Residential Sales Manager	10 000	12 000	15 000
Residential Sales Specialist	4 000	6 000	7 000

* Monthly gross salary in PLN (full-time employment)

** Salary most often proposed at an equivalent position

Data for the report have been obtained in recruitment procedures carried out by Hays Poland in 2018



Karolina Szyndler
Branch Manager, Hays Katowice

“ Specialisation in a given field is becoming a noticeable trend. This applies primarily to specialist positions – engineers and technologists. An example is the FMCG sector, in which, as it develops, a new demand has been created: the demand for packaging engineers specialised in the processing of particular materials (glass, paper, plastics). The situation is similar in the food industry – there is a demand for processing technologists there. ”



Jacek Bogusiewicz
Specialism Leader, Hays Warsaw

“ Central and Eastern Poland is becoming more and more often considered a place for new investments of international manufacturing plants. This is due to the access to skilled workers, still lower salaries than in the Western countries and increasingly better infrastructure. This region is also attractive for the FMCG sector. International companies are willing to open new factories in the vicinity of Warsaw and Łódź, and organisations already operating in Poland are expanding their plants. ”

TABLE OF SALARIES MANUFACTURING & ENGINEERING

POSITION	MIN*	OPT**	MAX*
Plant Manager (more than 500 FTEs)	30 000	35 000	45 000
Plant Manager (100-500 FTEs)	17 000	27 000	35 000
Plant Manager (up FTEs)	14 000	18 500	25 000
Operations Director (more than 500 FTEs)	23 000	28 000	33 000
R&D Manager (10-15 FTEs)	13 000	17 500	22 000
Production Manager (more than 100 FTEs)	10 000	15 500	23 000
Lean Manager	10 000	15 500	22 000
Quality Manager	12 000	15 000	20 000
Engineering Manager	10 000	15 000	20 000
Black Belt	10 000	14 500	20 000
Logistics Manager	9 000	14 000	20 000
Project Manager	10 000	13 500	20 000
Maintenance Manager	9 000	13 000	18 000
EHS Manager	9 000	12 000	18 000
Commodity Buyer***	7 000	10 500	15 000
Project Buyer***	7 000	9 500	12 000
Tooling Engineer***	7 000	9 000	14 000
Supplier Quality Development Engineer***	6 000	9 000	12 000
R&D Engineer***	6 000	9 000	12 000
Project Engineer***	6 000	8 000	11 000
Lean Manufacturing Engineer***	6 000	8 000	11 000
Production/ Process Engineer***	6 000	8 000	10 000
Shift Leader (50-100 FTEs)	6 000	7 500	11 000
Customer Quality Engineer***	6 000	7 500	11 000
Supplier Quality Assurance Engineer***	6 000	7 500	10 000
Maintenance Engineer***	5 500	7 500	10 000
Electrical Engineer***	6 000	8 000	10 000
Automation Engineer***	6 000	9 000	12 000
EHS Specialist***	5 000	7 500	10 000
Quality Process Engineer***	6 000	7 500	9 500
Design Engineer***	5 500	7 000	10 000
Product Engineer***	5 500	7 000	9 000
Purchasing Specialist***	4 500	6 500	9 000
Logistics Specialist***	4 000	6 000	9 000
Production Planner***	4 000	6 000	9 000

* Monthly gross salary in PLN (full-time employment)

** Salary most often proposed at an equivalent position

*** Salary pertains to an employer with 3-5 years of experience

Data for the report have been obtained in recruitment procedures carried out by Hays Poland in 2018



Kinga Ignerowicz
Senior Consultant, Hays Warsaw

“ Companies face difficulties in finding employees who fully meet the expectations of business. Therefore, more and more often they decide to invest in the development of candidates with less experience, but who have natural predispositions to work in the chosen channel and are willing to develop. ”



TABLE OF SALARIES FMCG & B2B

FMCG - MARKETING	MIN*	OPT**	MAX*
Marketing Director	23 000	30 000	40 000
Group Brand Manager/ Category Marketing Manager	14 000	18 000	22 000
Brand Manager	10 000	13 000	15 000
PR Manager	10 000	12 000	18 000
Product Manager	8 000	10 000	12 000

FMCG - SALES	MIN*	OPT**	MAX*
General Manager	35 000	40 000	50 000
Sales Director	20 000	32 000	40 000
Export Director	15 000	25 000	40 000
National Key Account Manager	15 000	22 000	30 000
Regional Sales Director/ Field Operations Manager	12 000	16 000	20 000
Export Manager	15 000	17 000	20 000
Group Key Account Manager	8 000	13 000	16 000
Key Account Manager	10 000	12 000	15 000
Area Sales Manager	8 000	10 000	12 000
Ecommerce Key Account Manager	11 000	14 000	17 000

FMCG - SALES SUPPORT	MIN*	OPT**	MAX*
Head of Insights	12 000	16 000	20 000
Trade/ Customer Marketing Manager	10 000	13 000	17 000
Channel Manager	10 000	12 000	14 000
Category Manager	10 000	14 000	17 000
Sales Analyst	8 000	10 000	11 000

B2B - SALES SUPPORT	MIN*	OPT**	MAX*
International Business Development Manager	14 000	17 000	22 000
Business Development Manager	9 000	10 000	14 000
Key Account Manager B2B	6 000	8 000	10 000
B2B Marketing Specialist	5 000	7 000	9 000
B2B Sales Specialist	4 500	6 000	7 500

* Monthly gross salary in PLN (full-time employment)

** Salary most often proposed at an equivalent position

Data for the report have been obtained in recruitment procedures carried out by Hays Poland in 2018



Mateusz Panawa
Consultant, Hays Warsaw

“ Many of the companies that are leaders in their category create in-house departments, which are composed of experts with extensive experience in the online advertising industry. A phenomenon that can affect the labour market in this area is the fall in salaries due to the development of artificial intelligence and process automation. We can already observe this trend on Western markets. ”

TABLE OF SALARIES MEDIA & ADVERTISING, DIGITAL & E-COMMERCE

MEDIA & ADVERTISING	MIN*	OPT**	MAX*
Country Manager***	20 000	32 000	40 000
Regional/ International Sales Director	17 000	28 000	35 000
New Business Director	15 000	20 000	30 000
Creative Director	18 000	20 000	30 000
Strategy Director	17 000	20 000	25 000
Account Director	12 000	15 000	20 000
Art Director	10 000	15 000	20 000
Research & Analytics Director	10 000	15 000	20 000
Omni-channel Marketing Manager	10 000	12 000	16 000
Revenue Growth Management Analyst	10 000	12 000	15 000
Media Manager	10 000	12 000	15 000
New Business Manager	9 000	11 000	15 000
Account Manager/ Project Manager	6 000	10 000	12 000
Traffic Manager	6 000	10 000	14 000
Web Analyst	7 000	9 000	10 000
Econometrician/ Analyst	6 500	8 500	10 000
Copywriter	5 000	8 000	10 000
Strategy Planner	5 500	7 500	9 500
Graphic Designer	5 000	7 000	10 000
Media Planner & Buyer/ Communications Planner	6 000	7 000	9 500

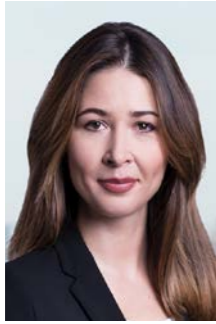
DIGITAL & E-COMMERCE	MIN*	OPT**	MAX*
E-Commerce Manager	11 000	15 000	25 000
Digital Manager	13 000	17 000	22 000
Digital Marketing Manager	12 000	15 000	20 000
E-Key Account Manager	12 000	15 000	20 000
Affiliate Manager	9 000	14 000	20 000
Digital Sales Manager	11 000	14 000	17 000
Digital Brand Manager	11 000	12 000	17 000
e-Commerce Analyst	8 500	10 000	12 000
SEM Specialist	6 000	7 500	9 000
SEO Specialist	6 000	7 500	9 000
e-Commerce Specialist	6 000	7 000	9 000

* Monthly gross salary in PLN (full-time employment)

** Salary most often proposed at an equivalent position

*** The salary depends on the scale of business

Data for the report have been obtained in recruitment procedures carried out by Hays Poland in 2018



Marta Bentkowska
Team Manager, Hays Warsaw

“ The automotive industry is on the verge of a product revolution. Vehicles are to be not only electric, but also increasingly autonomous. The way they are used and their functionality should be similar to that of the latest smartphone models. Leading car manufacturers are already working to make it happen so perhaps in a few years' time, each driver will just rest on their way and the car will drive by itself. This trend means challenges for technology departments, but it will also lead to greater demand for experts in marketing and product launching, because a revolution must take place in the consumers' minds. ”

TABLE OF SALARIES AUTOMOTIVE

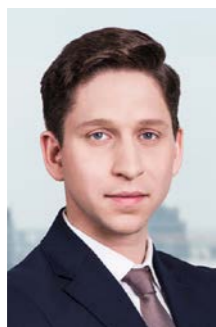
AUTOMOTIVE - SALES	MIN*	OPT**	MAX*
General Manager	25 000	35 000	42 000
Sales Director	18 000	25 000	35 000
Fleet Sales Manager	15 000	18 000	22 000
Used Cars Sales Manager	14 000	17 000	20 000
Fleet Sales Key Account Manager	12 000	14 000	17 000
Fleet Sales Specialist	6 000	8 000	9 000
Territory Manager (Dealer Network)	10 000	14 000	16 000
Aftersales Director	17 000	20 000	25 000
Territory Manager (Aftersales)	10 000	13 000	15 000
Key Account Manager e-Commerce	10 000	14 000	18 000
e-Commerce Manager	12 000	15 000	20 000
Parts Sales Specialist	5 000	6 500	8 000

AUTOMOTIVE - MARKETING	MIN*	OPT**	MAX*
Marketing Director	15 000	18 000	22 000
Product Manager	10 000	13 000	16 000
Brand Manager	10 000	15 000	18 000
Marketing Communications Coordinator	8 000	12 000	14 000
Marketing Specialist	5 000	7 000	8 000
Digital Marketing Specialist	6 000	8 500	10 000
Service Marketing Specialist	5 500	7 500	8 500

* Monthly gross salary in PLN (full-time employment)

** Salary most often proposed at an equivalent position

Data for the report have been obtained in recruitment procedures carried out by Hays Poland in 2018



Kamil Dmuchowski
Senior Consultant, Hays Warsaw

“ Sales in IT continue to be highly competitive and expectations towards employers are changing and growing. Employers expect candidates to be quick to act, creative, with a broad perspective and the ability to build long-term relationships. However, for sales experts, new technologies are one of the industries that provide the greatest opportunities. Simply speaking, it is good to sell in IT. ”



Katarzyna Turowska
Senior Consultant, Hays Warsaw

“ The increasingly noticeable development of the fire protection sector is an interesting trend in the construction industry. The number of companies, which expand the range of offered solutions to include both passive and active fire protection systems, is constantly increasing. ”



Anna Kawecka
Consultant, Hays Katowice

“ More and more companies in the construction industry are developing their investment and project sales departments. This part of the business is focused on the development of direct sales, but based on the development of relationships with contractors, designers and architects. Specialists and project sales managers become strategic positions in the construction industry. ”

TABLE OF SALARIES IT & TELECOMMUNICATIONS, CONSTRUCTION

IT & TELECOMMUNICATIONS – SALES AND MARKETING	MIN*	OPT**	MAX*
Sales Director (IT Integrator)	18 000	20 000	26 000
Sales Consultant (Producer)	16 000	18 000	24 000
Channel Account Manager	15 000	20 000	25 000
Sales Director (Producer)	20 000	25 000	35 000
Pre Sales (Producer)	12 000	15 000	20 000
Business Development Manager	10 000	15 000	18 000
Marketing Manager (Producer)	12 000	13 000	16 000
Key Account Manager (IT Integrator)	9 000	12 000	14 000
Pre Sales (Integrator)	9 000	12 000	13 000
Marketing Manager (IT Integrator)	9 000	10 000	12 000
Key Account Manager (Distributor)	6 000	8 000	9 000
Junior Key Account Manager	5 000	6 000	7 500

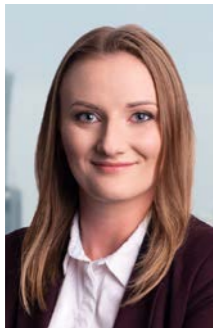
CONSTRUCTION – SALES	MIN*	OPT**	MAX*
General Manager	25 000	35 000	40 000
Sales Director	18 000	25 000	30 000
Sales Manager	12 000	15 000	18 000
Business Development Manager	10 000	14 000	18 000
Key Account Manager	10 000	13 000	16 000
Specification Engineer/ Manager	9 000	12 000	15 000
Regional Sales Manager	8 000	12 000	15 000
Sales Engineer (Construction)	8 000	10 000	12 000
Technical Sales Advisor	6 500	8 000	9 000
Junior Key Account Manager	6 000	7 000	8 500

CONSTRUCTION – MARKETING	MIN*	OPT**	MAX*
Marketing Director	15 000	18 000	20 000
Product Manager	10 000	12 000	15 000
Marketing Communications Coordinator	8 000	11 000	15 000
Trade Marketing Coordinator	9 000	10 000	13 000
Marketing Specialist	6 000	7 500	9 000
Digital Marketing Specialist	6 000	8 000	10 000

* Monthly gross salary in PLN (full-time employment)

** Salary most often proposed at an equivalent position

Data for the report have been obtained in recruitment procedures carried out by Hays Poland in 2018



Dominika Tutak-Faryna
Consultant, Hays Poznan

“ Increasing automation of production processes and more and more widespread use of modern technologies are a clear signal that industry enters the 4.0 era. This is reflected in companies offering industrial systems, which now more than ever before need sales engineers with extensive experience and IT expertise. ”



Justyna Pietroń
Consultant, Hays Warsaw

“ In both industry and printing, there is growing demand for specialists in increasingly narrower areas. Employers are looking for candidates having professional higher education, as well as soft skills and a technical flair at the same time. Attractive offers and salaries wait for the best specialists. These salaries are less and less different from those offered to managers. ”



Olga Paprocka
Consultant, Hays Warsaw

“ Companies from the agricultural sector compete primarily for candidates who have technical expertise and well-developed soft skills. Such a combination makes it possible to build long-term relationships with customers, present them with an expert point of view and become a real support. Both employers and employees know that the ability to solve problems is the key to success in the rapidly developing agricultural industry. ”

TABLE OF SALARIES INDUSTRY, PRINTING & PACKAGING, AGRICULTURE

INDUSTRY, PRINTING & PACKAGING – SALES	MIN*	OPT**	MAX*
General Manager	25 000	30 000	40 000
Sales Director	18 000	25 000	30 000
Sales Manager	12 000	15 000	20 000
Business Development Manager	10 000	14 000	18 000
Key Account Manager	10 000	12 000	15 000
Sales Engineer	6 000	10 000	12 000
Regional Sales Manager	8 000	12 000	15 000
Inside Sales Specialist	4 000	5 000	6 000
Inside Sales Manager	9 000	12 000	15 000
Technical Support Representative	8 000	11 000	15 000
Service Sales Engineer	7 000	9 000	10 000

INDUSTRY, PRINTING & PACKAGING – MARKETING	MIN*	OPT**	MAX*
Marketing Director	15 000	20 000	25 000
Product Manager	10 000	13 000	16 000
Marketing Coordinator	8 000	10 000	12 000
Marketing Specialist	5 000	6 000	8 000

AGRICULTURE – SALES	MIN*	OPT**	MAX*
General Manager	25 000	35 000	40 000
Sales Director	16 000	23 000	30 000
Business Development Manager	12 000	16 000	20 000
Regional Sales Manager	8 000	12 000	16 000
Crop Advisor	5 000	7 000	10 000
Crop Expert	8 000	13 000	20 000
Sales Specialist	5 500	10 000	12 000

AGRICULTURE – MARKETING	MIN*	OPT**	MAX*
Marketing Director	12 000	15 000	20 000
Product Manager	10 000	12 000	15 000
Marketing Coordinator	6 000	8 000	12 000
Marketing Specialist	5 000	6 000	8 000

* Monthly gross salary in PLN (full-time employment)

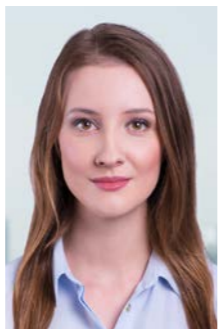
** Salary most often proposed at an equivalent position

Data for the report have been obtained in recruitment procedures carried out by Hays Poland in 2018



Dorota Hechner
Team Manager, Hays Warsaw

“ Digitalisation in the retail sector is increasing, which can be seen, for example, in the form of more and more numerous store concepts connecting brick-and-mortar stores with e-commerce, as well as in consistent omni-channel communication. An interesting example in this respect is the first eobuwie.pl brick-and-mortar store and retail chains such as Carrefour or Empik, operating in new concepts with digital elements. ”



Paulina Semczuk
Consultant, Hays Warsaw

“ More and more businesses cooperate with Polish artists and influencers, and reach for non-standard methods of engaging consumers. Such adaptation of global communication strategies to local markets by international brands is an interesting trend thanks to which marketing managers and brand managers can count on attractive offers. ”

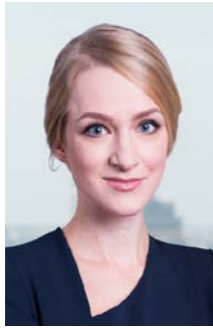
TABLE OF SALARIES RETAIL

POSITION	MIN*	OPT**	MAX*
Sales/ Operations Director	20 000	25 000	40 000
Head of Collection/ Buying (Apparel Sector)	15 000	20 000	25 000
Clothes Constructor	7 000	8 500	10 000
Garment Technologist	6 000	7 000	9 000
Retail Manager	15 000	18 000	25 000
Brand/ Product Manager	14 000	18 000	25 000
Merchandise Planning Manager	13 000	17 000	20 000
Store Director (Hypermarkets)	9 000	15 000	20 000
e-Commerce Manager	12 000	15 000	20 000
Digital Marketing Manager	12 000	15 000	20 000
Regional Manager	8 000	13 000	17 000
Visual Merchandising Manager	7 000	12 000	14 000
Marketing & PR Manager	10 000	12 000	16 000
Manager CRM	9 000	12 000	15 000
Social Media Manager	8 000	10 000	12 000
e-Commerce Analyst	8 500	10 000	14 000
Digital Marketing Specialist	7 000	8 000	10 000
e-Commerce Specialist	7 000	8 000	9 000
Fashion Buyer	6 500	8 000	10 000
CRM Specialist	5 000	6 500	8 000
SEO/ SEM Specialist	5 000	6 000	9 000
Fashion Designer	5 000	7 000	9 000
Allocator/ Merchandise Planner	5 000	6 500	8 500
Store Manager (Apparel Sector)	4 500	5 500	8 000
Deputy Store Manager (Apparel Sector)	3 000	4 000	4 500
Sales Assistant (Apparel Sector)	2 400	3 000	3 500
Digital Graphic Designer	6 500	7 000	9 000
UX Designer/ Web Designer	6 500	8 000	10 000

* Monthly gross salary in PLN (full-time employment)

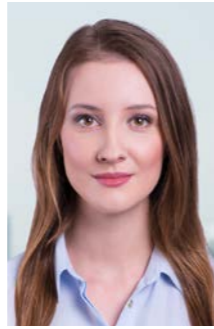
** Salary most often proposed at an equivalent position

Data for the report have been obtained in recruitment procedures carried out by Hays Poland in 2018



Dorota Hechner
Team Manager, Hays Warsaw

“ The challenge faced by the hotel and tourism sectors is to adapt to the generational change and the youngest generations who will soon be the predominant group of both employees and guests. New technologies are helping, although the presence of another human being is still the most important in hotel services. The level of service will invariably be a key factor in terms of the competitiveness on the market. ”



Paulina Semczuk
Consultant, Hays Warsaw

“ Demographic changes – ageing and labour migration of young people – cause a reduction in the active population. On the other hand, high staff turnover, especially at lower levels in the hotel industry, may reduce the quality of services. The employee market we have now is conducive to an increase in remuneration pressure and, as a result, lowers the profitability of the business. ”



TABLE OF SALARIES HOSPITALITY & TRAVEL

HOTELS AND RESTAURANTS	MIN*	OPT**	MAX*
General Manager/ Hotel Director	9 000	15 000	25 000
Sales & Marketing Director	9 000	15 000	20 000
Sales Manager (Hotels)	6 000	7 500	11 000
Front Office Manager	7 000	9 000	13 000
Food & Beverage Manager	6 000	8 000	14 000
Revenue Manager	8 000	12 000	17 000
Restaurant Manager	5 500	9 000	13 000
Chief	6 000	9 000	17 000

TRAVEL	MIN*	OPT**	MAX*
Booking Clerk	3 500	4 500	6 000
Operations Manager	8 000	10 000	12 000
Key Account Manager	6 500	8 000	10 000
Sales Manager	6 500	7 000	9 000

* Monthly gross salary in PLN (full-time employment)

** Salary most often proposed at an equivalent position

Data for the report have been obtained in recruitment procedures carried out by Hays Poland in 2018



Magdalena Fila-Dzioba
Consultant, Hays Warsaw

“ As far as purchasing is concerned, we observe an increasing specialisation. Companies expand their purchasing departments, entrusting responsibility for specific categories to individual specialists. The role of the buyer changes from a position where general purchasing knowledge is required to the position of an expert in a given field. In the coming months, such people will continue to be in demand. ”



Iwona Sączawa
Team Manager, Hays Warsaw

“ Employers who want to keep the best employees in their structures must pay particular attention to the management of all generations of employees and the development of managerial skills. Management style is a decisive factor affecting employee engagement. This is why leaders who are capable of building teams and effectively managing them are increasingly sought after. ”

TABLE OF SALARIES LOGISTICS & PROCUREMENT

POSITION	MIN*	OPT**	MAX*
Logistics Director (Production)	20 000	25 000	30 000
Logistics Manager	12 000	15 000	18 000
Supply Chain Analyst Manager	11 000	12 000	15 000
Demand Planning Manager	12 000	15 000	17 000
Distribution Centre Manager	12 000	15 000	18 000
Warehouse Manager	8 000	11 000	13 000
Customer Service Manager	9 000	14 000	16 000
Customer Service Specialist (with English)	4 500	6 500	8 000
Customer Service Specialist (with English and other foreign language)***	5 500	8 000	9 000
Demand Planner	8 000	10 000	12 000
Logistics Analyst	7 000	9 000	11 000
Planning Specialist	6 000	8 000	10 000
Logistics Specialist	6 000	8 000	10 000
Purchasing Director (Production)	20 000	23 000	26 000
Purchasing Manager (Production)	14 000	17 000	20 000
Commodity Manager (Production)	13 000	15 000	18 000
Strategic Buyer/ Lead Buyer	12 000	13 000	15 000
Indirect Procurement Manager	15 000	20 000	23 000
Category Manager (Indirect)	13 000	15 000	19 000
Global Buyer (Indirect/ Direct)	10 000	12 000	14 000
Indirect Buyer	8 000	10 000	12 000
Procurement Analyst	8 000	10 000	12 000
Procurement Specialist (Retail)	6 000	7 000	8 000
Junior Category Manager (Retail)	7 000	8 000	9 000
Category Manager (Retail)	9 000	10 000	16 000
Head of Procurement (Retail)	20 000	25 000	35 000
Business Development Manager (TSL)	17 000	19 000	23 000
Branch Manager (TSL)	10 000	14 000	18 000
Contract Logistics Manager	12 000	15 000	20 000
Transport Manager	9 000	13 000	15 000
Forwarding Manager	8 000	12 000	13 000
International Forwarding Agent	6 000	7 500	9 000

* Monthly gross salary in PLN (full-time employment)

** Salary most often proposed at an equivalent position

***Certain combinations of foreign languages can raise the salary

Data for the report have been obtained in recruitment procedures carried out by Hays Poland in 2018



Małgorzata Sułkowska
Specialism Leader, Hays Warsaw

“ Responsibility in administrative positions can be very high. Increasingly, an office manager, especially in a large company, is the person who can relieve the management board of the burden of coordinating all administrative matters. This makes it easier for key people to focus exclusively on issues strategic for the company. ”



TABLE OF SALARIES ADMINISTRATION

POSITION	MIN*	OPT**	MAX*
Office Director	10 000	12 000	15 000
Fleet Manager	9 000	11 000	13 000
Office Manager	8 000	9 000	11 000
Executive Assistant/ Personal Assistant	7 000	8 000	12 000
Fleet Specialist	6 000	7 000	8 000
Office Coordinator	6 000	7 000	7 500
Board Assistant	5 500	6 500	8 000
Team Assistant	5 000	6 000	7 000
Administrative Specialist	5 000	6 000	7 000
Office Assistant	3 000	4 000	4 500

* Monthly gross salary in PLN (full-time employment)

** Salary most often proposed at an equivalent position

Data for the report have been obtained in recruitment procedures carried out by Hays Poland in 2018



Małgorzata Sułkowska
Specialism Leader, Hays Warsaw

“ The past months were the time when HR departments faced the increasing automation of recruitment processes and the need to implement systemic solutions for personal data protection. Year 2019 will also bring many job offers for people specialising in personnel controlling and HR analysis. Business increasingly expects investment in people to be translated into business indicators and goals, and HR departments have to meet these expectations. ”



Anna Czyż
Executive Manager, Hays Warsaw

“ HR departments, which have expanded their structures in recent years, will now have to prove that their actions and investments in human capital have a real impact on business growth, effectiveness and implementation of the company’s strategy. Consequently, employers will look for candidates with a wide range of competencies and skills. Attractive offers will be addressed to specialists with knowledge of new technologies who are able to manage information, analyse data and demonstrate the return on investment. ”

TABLE OF SALARIES HUMAN RESOURCES

POSITION	MIN*	OPT**	MAX*
HR Director	20 000	25 000	35 000
HR Manager	15 000	20 000	25 000
HR Business Partner	10 000	14 000	18 000
Learning and Development Manager	10 000	12 000	15 000
Compensation and Benefits Manager	12 000	18 000	30 000
Payroll Manager	10 000	12 000	16 000
HR Consultant	7 000	9 000	10 000
Trainer	8 000	9 000	10 000
HR Specialist	6 000	7 500	9 000
Training Specialist	6 000	7 500	8 500
Compensation and Benefits Specialist	7 000	10 000	12 000
Payroll Specialist	6 000	7 000	8 500
Recruitment Specialist	5 000	7 000	8 000
Employer Branding Specialist	5 000	7 000	8 000
Junior HR Specialist	4 000	4 500	5 000
HR Assistant	3 000	3 500	4 000
HR Analyst	6 000	7 000	8 000

* Monthly gross salary in PLN (full-time employment)

** Salary most often proposed at an equivalent position

Data for the report have been obtained in recruitment procedures carried out by Hays Poland in 2018



Łukasz Grzeszczyk
Head of IT Perm Poland, Hays Warsaw

“ The growing demand for automation specialists also increases the demand for soft skills. Employers emphasise that communication skills are the key to success in positions on the borderline of IT and business. ”



Alicja Malok
Team Manager, Hays Katowice

“ Automation, present in almost all industries and companies striving for improvements, savings and efficiency, is also visible in the high-tech sector. Since mainly repetitive activities are subject to robotisation, there is no decrease in the demand for employees with professional competencies supporting the automation of work. ”

TABLE OF SALARIES IT & TELECOMMUNICATIONS

POSITION	MIN*	OPT**	MAX*
IT Director/ CIO	18 000	25 000	40 000
Systems Development Director/ Manager	18 000	25 000	30 000
Java Developer	10 000	14 000	17 000
.NET/ C# Developer	9 000	12 000	15 000
C/ C++ Developer	7 500	9 500	12 000
Big Data Developer	12 000	14 000	16 000
Front-End Developer	7 000	8 000	9 000
JavaScript Developer	10 000	12 000	14 000
PHP Developer	8 000	10 000	12 000
Mobile Developer	10 000	13 000	16 000
RPA Developer	9 000	13 000	16 000
Automation Tester	8 000	11 000	14 000
Manual Tester	7 000	9 500	12 000
Business/ System Analyst	12 000	15 000	18 000
IT Project Manager	12 000	16 000	20 000
Network Administrator	10 000	13 000	16 000
Unix/ Linux Admin (Redhat, AIX, Solaris)	12 000	14 000	17 000
Microsoft Windows Server Admin	10 000	12 000	14 000
Infrastructure Manager	14 000	17 000	20 000
Database Administrator (Oracle, Microsoft SQL)	10 000	13 000	16 000
Database Developer (Oracle, PL/ SQL)	12 000	14 000	16 000
Database Developer (Microsoft, T-SQL)	12 000	13 500	15 000
2nd Line Support	7 000	8 000	10 000
3rd Line Support	10 000	13 000	16 000
Service Desk Manager	15 000	20 000	24 000
SAP Consultant	14 000	17 000	23 000
SAP Business Analyst	13 000	14 500	16 000
ABAP Developer	10 000	13 000	16 000
Infrastructure Security Specialist	12 000	14 000	16 000
Applications Security Specialist	13 000	15 000	18 000
Security Consultant	11 000	16 000	22 000
Security Manager	18 000	24 000	35 000
IT Business Partner	18 000	20 000	25 000

* Monthly gross salary in PLN (full-time employment)

** Salary most often proposed at an equivalent position

Data for the report have been obtained in recruitment procedures carried out by Hays Poland in 2018

CONTACT

Warsaw

T: +48 22 584 5650
E: warsaw@hays.pl

Cracow

T: +48 12 290 4460
E: krakow@hays.pl

Katowice

T: +48 32 603 7480
E: katowice@hays.pl

Szczecin

T: +48 91 886 46 00
E: szczecin@hays.pl

Tricity

T: +48 58 782 6880
E: tricity@hays.pl

Poznan

T: +48 61 625 9111
E: poznan@hays.pl

Lodz

T: +48 42 209 40 50
E: lodz@hays.pl

Wroclaw

T: +48 71 347 9980
E: wroclaw@hays.pl

hays.pl