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HAYS POLAND
SALARY GUIDE 2023

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INTRODUCTION



In 2023, some organisations may be more cautious in their recruitment decisions due to the ongoing uncertainty, but the demand for skilled professionals will remain high. The labour market for specialists and managers is not expected to see a significant slump, rather a levelling-off between employers and employees. In certain specialist areas, the candidate market may still be competitive, but the battle for talent is not predicted to be as intense.

Employers are likely to focus on cost optimisation, which may affect their ability to respond to salary pressure and the overall demand for employees. However, according to a Hays Poland survey, 87% of organisations plan to recruit in 2023, driven by employee turnover and the need to acquire new skills.

Overall, the labour market is predicted to be driven by skills, but this does not mean it will be easy to attract employees. Poland has a persistent skills gap and filling vacancies is made more difficult by the low unemployment rate and an ageing population. Attracting skilled talent will continue to be a challenge for organisations in 2023, and employers will have to put in extra effort to convince candidates to change jobs in the current uncertain climate.

Predictions for the entire year of 2023 are difficult to make, as many factors are constantly changing. A greater degree of caution is currently evident among employers and employees. The direction of the labour market will become clearer after the first quarter of the year, and it will be determined if there is indeed a slowdown or if the situation is stabilising.

I am pleased to present the latest Hays Poland Salary Guide, a report on remuneration and trends within the Polish labour market. This publication includes information on average salaries for specialists and managerial staff, categorised by specialisation.

The data was collected from several thousand recruitment projects conducted by Hays Poland experts, covering clients from medium-sized enterprises and large international corporations. The report includes figures for minimum, maximum, and optimal gross monthly remuneration offered to full-time employees, expressed in Polish zlotys and should be understood to represent average rates of pay across Poland.

I hope you find our analysis informative and helpful.

Alex Shteingardt
Managing Director Hays Poland

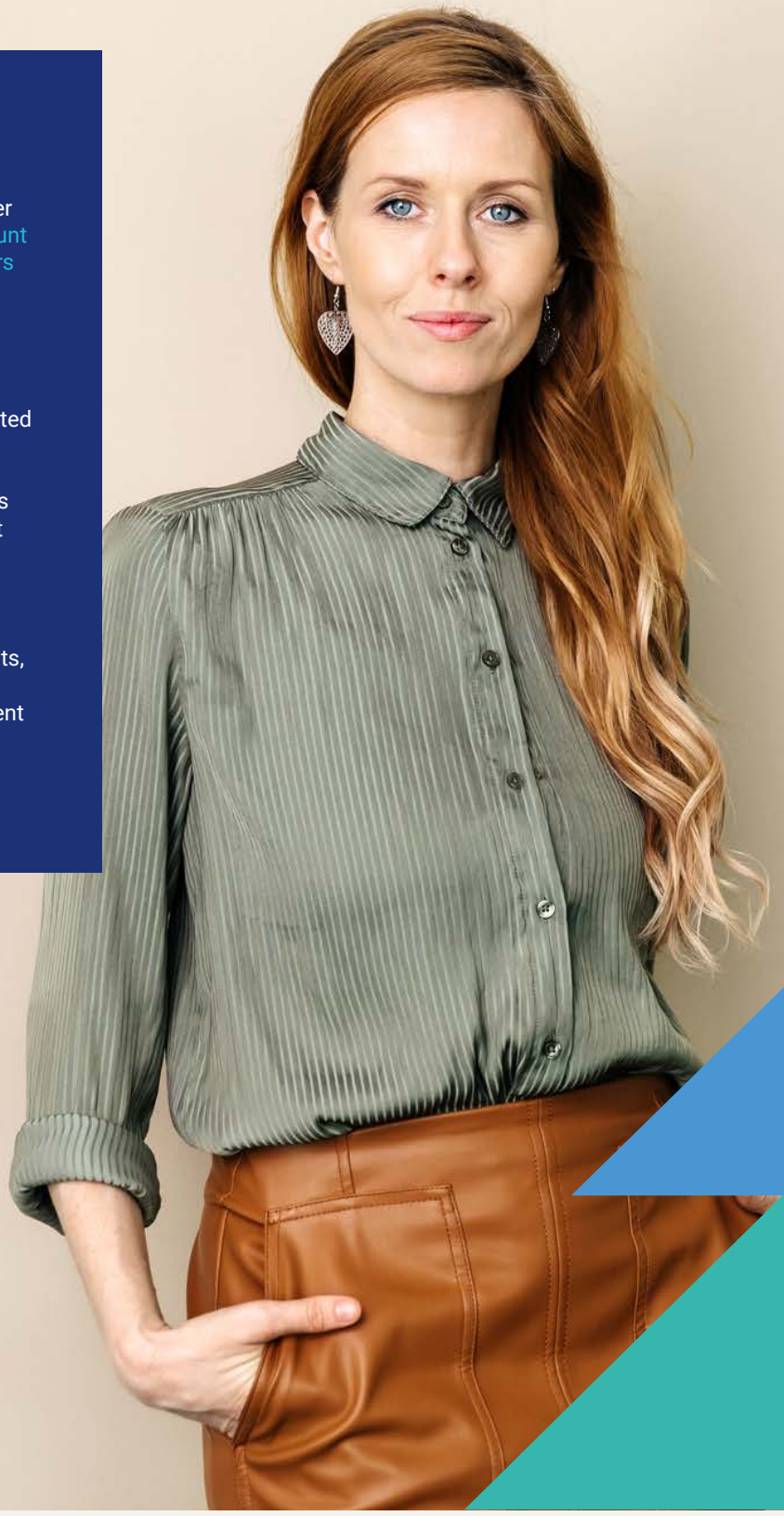
ABOUT THE GUIDE

METHODOLOGY

The remuneration analysis, prepared by Hays Poland's experts, presents data on pay rates in over 450 roles. The guide is based on the average amount offered to employees in the most important sectors of the economy across the whole of Poland. The salaries are those of independent specialists and managers with experience in team management unless the position name indicates otherwise.

Our Salary Guide insights are based on data collected during the recruitment processes carried out by Hays Poland in 2022. We supplemented this data with conclusions, expert comments and the results of a survey on the Polish labour market carried out at the end of 2022. This survey was completed by almost 2,700 employers operating in Poland, and close to 3,500 candidates and employees.

Thank you to all the experts and survey respondents, as well as our clients and candidates, for sharing valuable information and insights. Your commitment has allowed us to create a Salary Guide that will help both professionals and employers in making informed business and career decisions.



THE LABOUR MARKET IN **2023**



While the first half of 2022 was in many ways a record year for the labour market, the last quarter brought some cooling down. High inflation, as well as the uncertain geopolitical situation and global economic trends, have curtailed the expansion plans of some organisations and their willingness to increase recruitment. However, a slowdown in the labour market is not synonymous with a cessation of recruitment – employers still expect activity in 2023, but in the face of strong wage pressure and a skills gap, attracting and retaining professionals will remain a daunting task.

A calming of sentiment across the labour market is expected in 2023 – but any decline in values determining the condition of the market will also be due to the high comparative base of the record recruitment activity in late 2021 and early 2022.

Although organisations in the market sectors most strongly affected by the unfavourable economic and geopolitical situation will be much more cautious in their decisions to recruit, the demand for qualified specialists will remain high. 2023 will not bring a collapse in the specialist and managerial labour market, but rather a certain levelling-off between employers and employees. The candidate market will continue to be a fact of life in some specialised areas, while the battle for talent will not be as fierce as it has been in the past months.

In 2023, organisations will be hiring experts who will help them mitigate the consequences of a deteriorating economy, broken supply chains and falling consumption. Experts in technology, finance and accounting, sales talent and experts in manufacturing, engineering and logistics will continue to be in great demand. The need for employees will still be generated by foreign investors locating shared service centres, technology hubs and manufacturing plants in Poland.

Salary pressure is increasing

Despite pay rises for 62% of specialists and managers in 2022, overall salary satisfaction is falling. In this year's survey, only 40% of respondents said they were satisfied with the salaries and 12% could not give a clear answer to this question. This is mainly because pay rises of 5-15% do not compensate employees for the purchasing power lost due to high inflation, with 51% of employers giving pay rises of no more than 10%.

In 2023, 81% of employers plan salary increases. Increases of up to 10% are anticipated by every second organisation, at 10-19.9% by 28% of organisations and increases of 20% or more by 3% of surveyed employers. Only 3% anticipate salary reductions.

Employers are aware that in the face of double-digit inflation, further changes to the pay scale will be necessary to attract and retain employees. However, due to budget constraints, increases in 2023 will not be as high as in the past 12 months. Some organisations will probably only raise salaries for key employees or candidates that are extremely difficult to attract.

THE LABOUR MARKET IN **2023**

Job security is key when changing jobs

Only 52% of professionals report satisfaction with their current job. It is therefore not surprising that many professionals declare an openness to changing jobs if the new employer – in addition to an attractive salary – offers them a sense of stability.

In the current macroeconomic environment, for candidates, a job change carries more risk. They will decide to participate in recruitment and accept an offer with greater caution, carefully analysing whether the new organisation will offer them stable employment. This attitude makes it even more difficult for employers to recruit. This is confirmed by the results of the survey - in 2023, as many as 72% of organisations expect difficulties in recruiting employees.

In 2023, 20% of specialists and managers plan to take a job with another organisation and a further 18% expect to change their current career path in the coming months.

Recruitment plans

Almost one in three organisations participating in the survey cited a talent shortage as an obstacle to achieving their strategic goals. We expect that the skills gap will continue to trouble employers looking for highly qualified experts. In 2023, we will see a continuation of the skills-driven market, although in key specialisations employees will continue to have a stronger negotiating position.

In 2023, as many as 87% of organisations plan to recruit, and 72% of them expect recruitment challenges. Interestingly, business growth is most often cited as the main reason for recruitment (53%). Replacing employees who decide to leave ranked second.

Employers will widely recruit experts in technology, sales, manufacturing, engineering, finance, accounting and logistics. Organisations will also continue to strengthen their managerial structures, looking for effective leaders with highly developed soft skills. How crucial managerial skills are for organisations today is evident from the survey results. Managerial skills were identified as both the most needed and the most difficult to acquire (respectively 54% and 34% of responses).

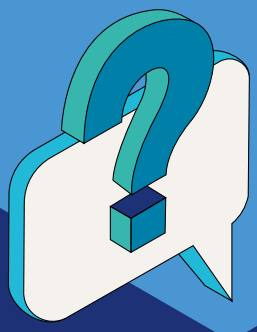
The importance of the working model

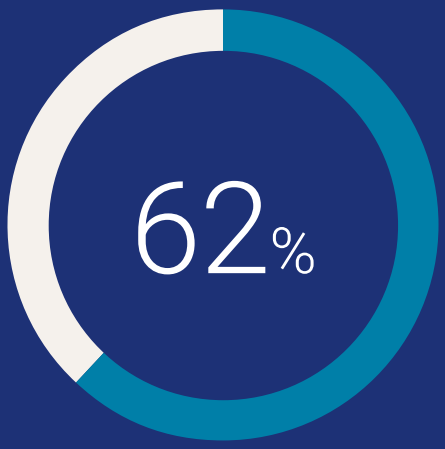
In 2022, the end of pandemic restrictions prompted many organisations to either implement their policies defining their target working model or make plans to do so in 2023. Decisions to return to the office are often met with dissatisfaction by employees. Those who currently have the opportunity to work remotely not only do not look favourably on job offers that include a fully office-based working model but also consider a return to such model as a sufficient reason to change jobs.

Of the professionals who currently work at least partially remotely, 43% would not accept a job offer involving a fully office-based working model. At the same time, if their current organisation decided to implement working exclusively from the office, as many as 36% would look for another employer.

Among the main factors determining the acceptance of a job offer, the working model (remote, hybrid or office-based) ranked high in fourth place. In a similar tone, employers indicated the availability of remote working as one of the key non-financial elements of the offer that allows them to attract employees.

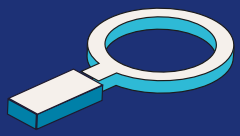
KEY **FINDINGS**





of employees in 2022 received a salary increase

87%



of organisations plan to recruit in 2023

72%



of employers expect recruitment challenges

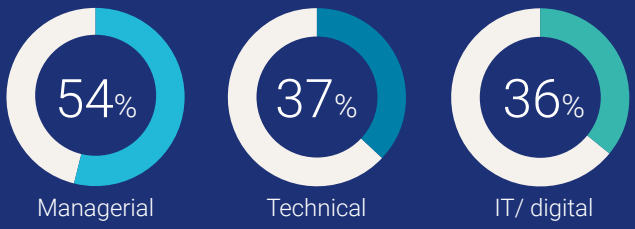
Employers will most frequently recruit specialists in:



68%

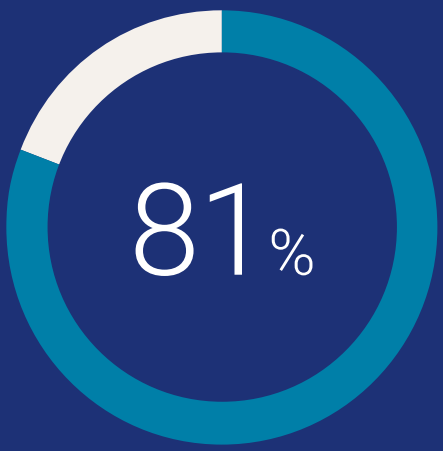
of organisations have the necessary skills to achieve current goals

Skills most needed by organisations:



20% of employees plan to change jobs in 2023

18% of employees plan to change their career path in 2023



of employers plan to increase salaries in 2023

LABOUR MARKET **TRENDS**



LABOUR MARKET TRENDS
RECRUITMENT PLANS

Despite the changes in labour market sentiment, the vast majority of organisations plan to continue high recruitment activity. As many as 87% of employers have included recruiting processes in their plans for 2023. Interestingly, 53% say business development is the main reason.

2022 for many organisations was a time of growth and investment in skills. 51% declared that employment levels had increased in 2022. At the same time, an analysis of the responses shows that some organisations have started to suffer the consequences of the economic downturn.

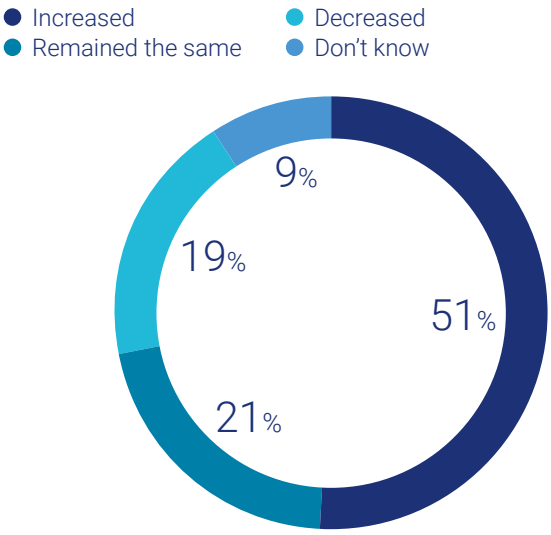
87% of employers expect to be recruiting in 2023. Such a high level of optimism may be surprising. However, it is worth considering the strong potential that the Polish labour market has developed over the last two years. After the pandemic, organisations are more resilient to new challenges, and their reaction to change is not as abrupt and negative as in 2020. Employers are also aware that the Polish market simply lacks employees with valuable skills, and attracting and retaining talent is not easy.

Business development (53%) and replacing employees who decide to leave (37%) are most often indicated as the main reasons for recruitment. The percentage of employers indicating business development fell by 3 pp compared to last year, while the group of organisations indicating turnover increased by 4 pp. It can therefore be concluded that in 2023, more recruitments than in the previous year will be aimed at filling a vacancy created by the departure of an employee, while fewer will be related to the creation of new jobs.

Employers operating in the IT, marketing, HR, engineering, finance and accounting, and e-commerce and digital industries, are showing the greatest openness to hiring. Recruitment is also on the agenda of the vast majority of organisations in the hospitality industry.

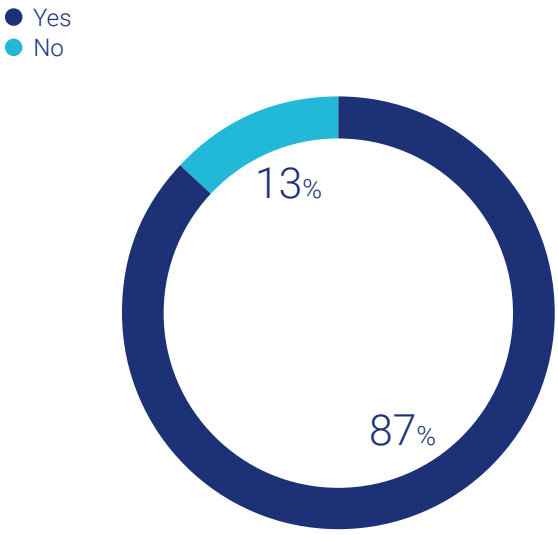
How did your employment levels change in 2022 compared to 2021?

Business perspective



Do you plan to recruit in 2023?

Business perspective



LABOUR MARKET TRENDS
RECRUITMENT PLANS

What will be the main reason for the planned recruitment?

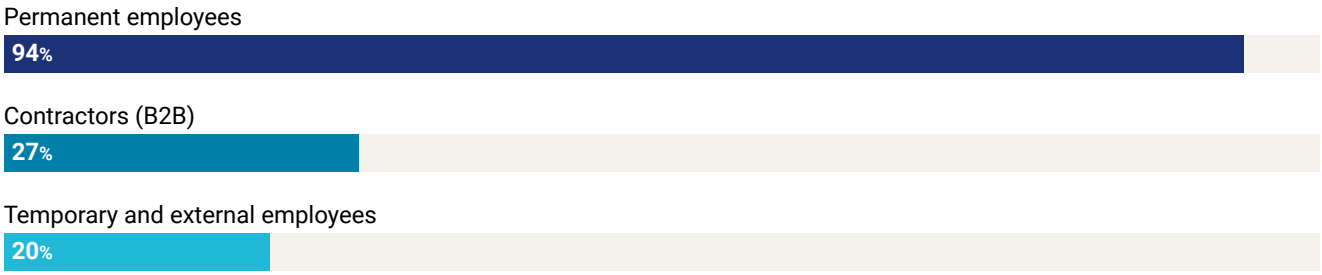
Business perspective

53%	37%	9%	1%
Business development	Turnover	Structural changes	Other

Only employers planning to recruit

What kind of employees will organisations recruit?

Business perspective



Only organisations planning to recruit. It was possible to select more than one answer

LABOUR MARKET TRENDS
RECRUITMENT CHALLENGES

Organisations predict that competition for employees will remain high. Still, almost three in four employers expect recruitment challenges in 2023. This is only 2 pp lower compared to last year.

As the economy changes, organisations are facing new challenges. Employers identify the rising costs for businesses as the biggest barrier to achieving strategic goals (36%), which of course is also influenced by rising labour costs. Talent shortages (27%) and budget constraints (16%) came next. One in ten respondents says salary pressure is the biggest obstacle.

In 2023, sourcing employees will be a challenge for 72% of employers. Although the overall recruitment activity of organisations may be lower, the recruitment challenges will remain. Why? Firstly, the problem of the skills gap in the Polish market remains. The Polish economy is undergoing a digital transformation, which increases the demand for highly qualified employees, and there is simply a shortage of these on the market. Secondly, it is more difficult for employers to convince passive candidates to change jobs. Some professionals are more hesitant about changing jobs, often withdrawing from the recruitment process at the final stage. Thirdly, the search for savings in organisations will limit their ability to compete for the best employees amid strong salary pressure.

Factors most likely to limit the achievement of organisations' strategic goals

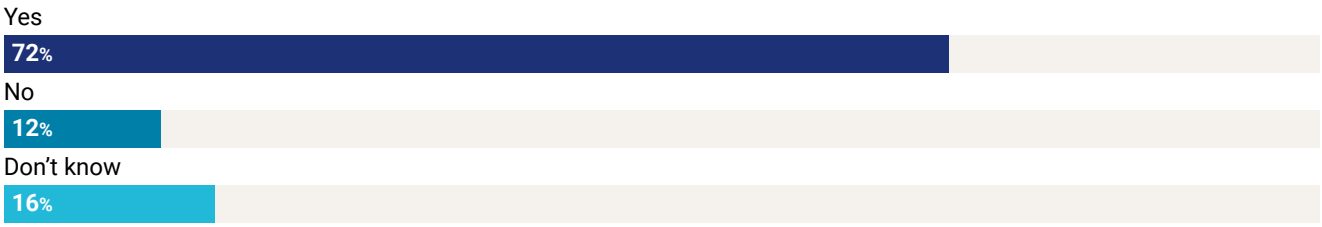
Business perspective



5 most frequent answers. It was possible to select more than one answer

Are difficulties expected when recruiting new employees in 2023?

Business perspective



LABOUR MARKET TRENDS
CAREER DEVELOPMENT PLANS

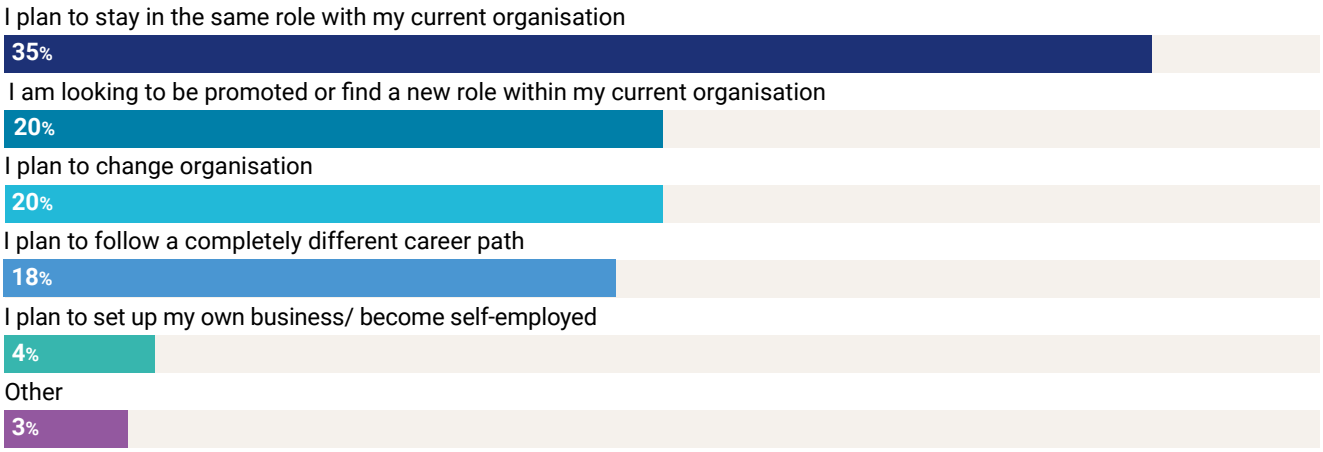
Only 52% of specialists are satisfied with their current job. This, along with widespread dissatisfaction with earnings means that in 2023, 38% of professionals plan to change jobs or career paths.

The vast majority of professionals expect a change in their working life in 2023 – either to a new position in their current organisation (20%), a change of employer (20%), or the direction of their career path (18%). Another 4% plan to set up their own business or become self-employed.

The most frequently indicated motivator to change jobs is invariably the pay (57%). In second place is the lack of career development opportunities (45%), while in third place is the lack of career progression (22%). One in five respondents planning to change jobs in 2023 says their poor work-life balance is the reason. 18% say their motivation to look for another organisation is dissatisfaction with their current supervisor.

What are your career plans for 2023?

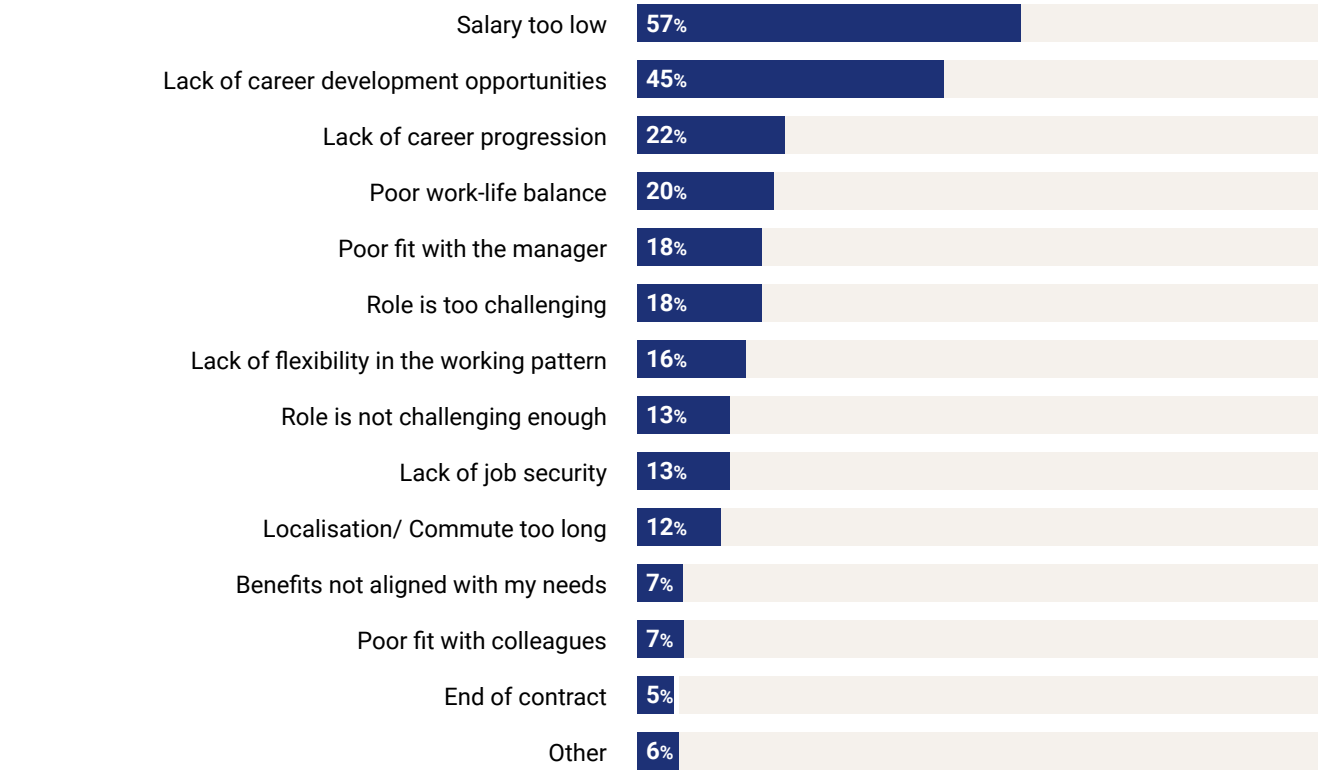
Employee perspective



LABOUR MARKET TRENDS
CAREER DEVELOPMENT PLANS

What are the main reasons for wanting to leave your current job?

Employee perspective



Only employees wanting to leave their current job. It was possible to select up to three answers

LABOUR MARKET TRENDS
REMUNERATION STRATEGIES

In the past year, 83% of employers increased their salaries. Despite the cost optimisation implemented in some organisations, as many as 81% plan further pay rises in 2023. This is 6 pp higher than last year.

Salary increases for 2022 were planned by 75% of employers, but 83% actually did so, and the scale of increases awarded was also greater. At the end of 2021, employers were aware of rising inflation and wage pressures, while the majority planned to grant increases of 2.5-5%. Ultimately, 51% of organisations increased salaries by less than 10%, while as many as 28% increased salaries between 10 and 19.9%, and a further 4% by 20% or more.

With inflation in Poland hitting double figures, organisations are experiencing very strong wage pressure. Despite rising costs and the threat of a global recession, 81% of employers have included pay rises in their plans for 2023. In all likelihood, however, increases will not be as large as in past months. Increases of up to 10% are anticipated by half of the surveyed organisations, between 10 and 19.9% by 28% of organisations, and increases of 20% or more by 3% of employers. Wage reductions are anticipated by only 3% of employers.

Salary pressure is very high, with 34% of professionals expecting a pay rise in 2023 - either at their current organisation or another. However, uncertainty is evident as 50% of respondents do not know if and how their salaries will change. Despite employees' dissatisfaction with their salaries, they are aware that price rises are also affecting organisations and therefore they may not be willing to respond to salary pressure.

How have salaries within your organisation changed in 2022?

Business perspective

4%	28%	51%	15%	2%
Increased by 20% or more	Increased by 10-19.9%	Increased by less than 10%	They remained unchanged	They have been reduced

Does your organisation plan to make any changes to salaries in 2023?

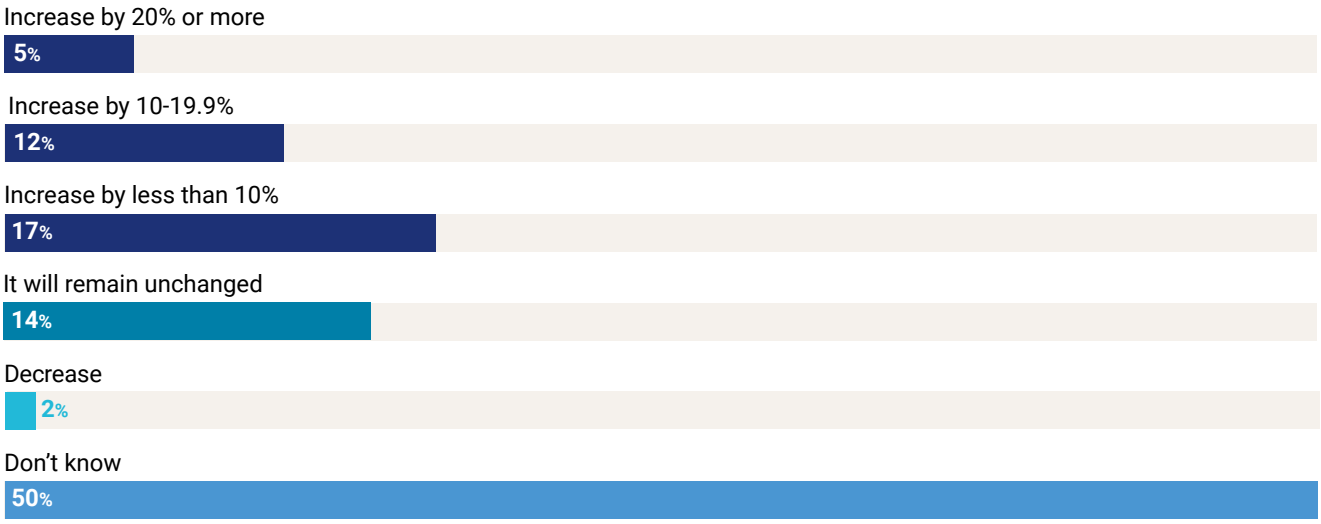
Business perspective

3%	28%	50%	16%	3%
Increase by 20% or more	Increase by 10-19.9%	Increase by less than 10%	They will remain unchanged	Will be reduced

LABOUR MARKET TRENDS
REMUNERATION STRATEGIES

Do you expect your salary to change in 2023?

Employee perspective



LABOUR MARKET TRENDS
BENEFITS

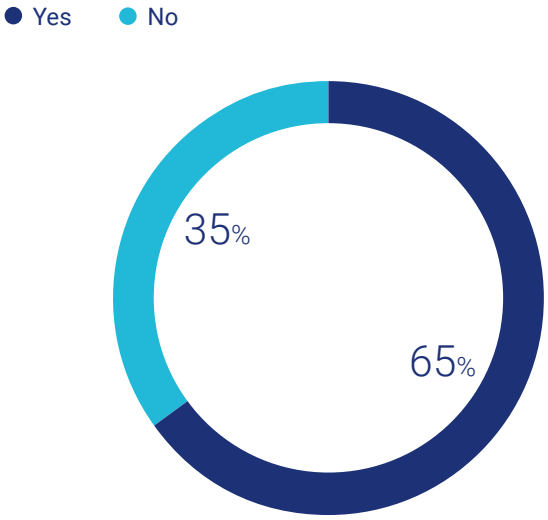
Budget constraints often prevent organisations from meeting the financial expectations of professionals. As a result, the focus of employers is increasingly on the benefits package – a key tool for retaining employees.

Non-financial benefits in the workplace are received by 65% of employees, which is 4 pp lower than last year. The composition of the benefits package is also changing. The proportion of organisations with a so-called cafeteria of benefits – where employees can pick their own benefits – is increasing (34% compared to 29% last year), allowing employees to choose the perks that are most attractive to them.

The benefits most attractive from the employees' perspective can be divided into two groups. They are most often related to flexibility and additional time off work or are a relief for the household budget. The second group, on the other hand, can include an extended healthcare package, a company car or a bill subsidy for remote working.

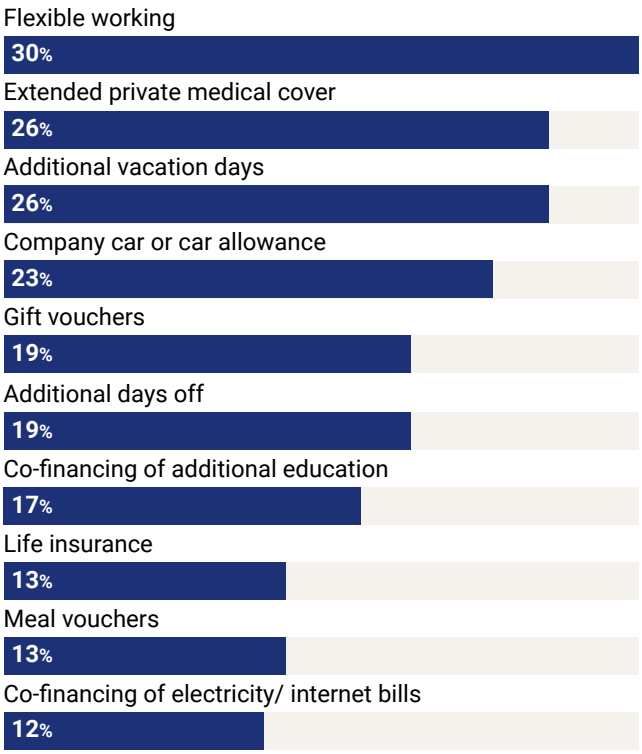
Do you receive benefits at your current workplace?

Employee perspective



Top 10 most attractive benefits

Employee perspective



It was possible to select more than one answer

LABOUR MARKET TRENDS
WORKING MODEL

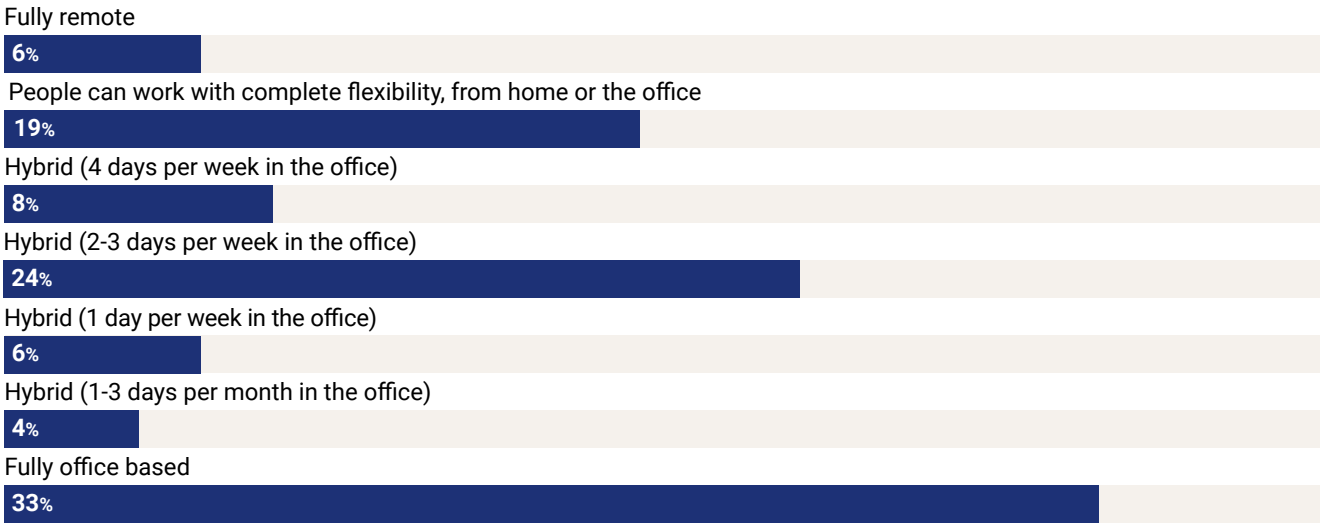
The majority of organisations work in a variant of the hybrid model, while 6% work fully remotely. If employers were to decide to move back to a fully office-based model, many specialists and managers would look to change jobs.

The largest number of organisations work in a hybrid model (42%). In this group, the most popular option involves 2-3 days of office work per week, and almost one in five organisations offers their employees full flexibility in where they perform their duties. The stationary model is in place in one in three organisations, while fully remote working is in place in 6% of organisations.

Professionals have become accustomed to greater workplace flexibility and are reluctant to give it up. Of those with home office options, 43% declare that they would not accept a job offer that is fully office-based. A similar reaction is to be expected if the current organisation reintroduced a fully stationary model. 36% of employees would react by looking for another job, while 43% would accept it if additional conditions were met – such as higher pay, flexible working hours or additional benefits.

How would you describe your current working model?

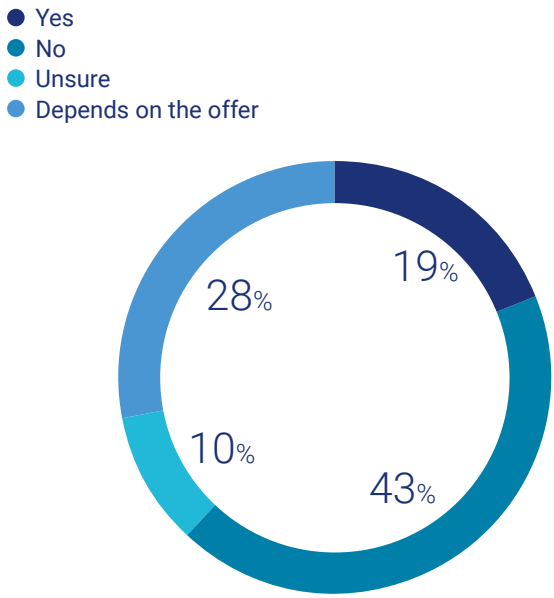
Business perspective



LABOUR MARKET TRENDS
WORKING MODEL

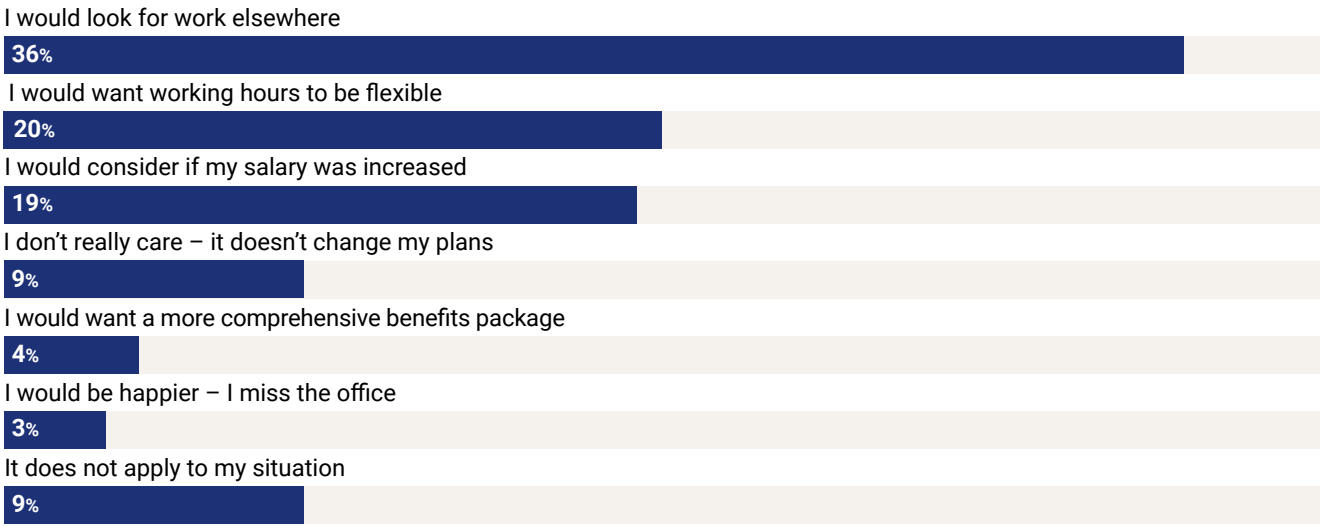
Would you accept a job if it was solely office based?

Employee perspective



How would you feel if your organisation went back into the office full-time?

Employee perspective



Only employees who currently work remotely or in a hybrid model

CHALLENGES OF **REGIONS**



CHALLENGES OF **REGIONS**



POMERANIA

In the past year, employers in the Pomerania region recruited mainly in the area of technology, the maritime sector, logistics and manufacturing. The largest year-on-year increase in job offers was in the financial and IT sectors. Maintaining a skilled workforce in the face of strong wage pressure and rising business costs was and will continue to be the key challenge for employers in 2023.

Magdalena Białek
Senior Manager



CENTRAL POLAND

The dynamic changes translate into greater uncertainty for employers, which in turn makes trend forecasting more difficult. Although it is hard to ignore the economic situation, the potential of Central Poland, the resilience of businesses to changes and the continuing interest of foreign investors allows us to look to the future with optimism.

Agnieszka Pietrasik
Executive Director



SILESIA

In the past year, the Silesian market once again proved how well it can cope with various challenges. As in previous years, in 2022 many investors decided to locate their branches or expand their existing business in the region – both in the manufacturing and business services sectors.

Karolina Szyndler
Senior Director

CHALLENGES OF **REGIONS**



LESSER POLAND

2022 was characterised by a battle for talent, a low unemployment rate and high wage pressure that not every employer was able to meet. 2023 looks less optimistic due to increasing uncertainty. However, it should be remembered that the past year was record-breaking in many aspects, and any slowdown will not be a hard landing, but rather a levelling off in the labour market.

Agnieszka Kolenda
Executive Director



GREATER POLAND

Greater Poland is a region that continues to grow, which was confirmed last year by the inflow of new foreign investments, realised in the manufacturing, business services and R&D sectors. Among investors locating their projects in the region, a significant percentage are organisations with Asian, American and German capital.

Ewelina Szwajca
Manager



LOWER SILESIA

Last year, despite the more difficult business environment, organisations located in Lower Silesia grew, implementing investment projects suspended in 2020. This has resulted in numerous recruitment processes and an increase in employment. Employers in many industries are experiencing the challenges of a candidate-driven market.

Tomasz Kowalski
Director

SALARY TRENDS



BANKING & INSURANCE **TRENDS**





Agnieszka Gajewska
Specialism Leader

> In the insurance industry, market consolidation continues. Some organisations are reorganising their structures after mergers, while others are preparing for them. We are seeing the further development of insurtechs, which use advanced technologies to link insurance and medical services, calculate insurance premiums or create tailor-made product offers.

Survey highlights for banking and insurance

87% of employers plan to recruit

67% of employers expect recruitment challenges

15% of specialists plan to change jobs in 2023

19% of specialists expect a salary increase in 2023

BANKING & INSURANCE
SALARIES

RETAIL BANKING

	Min*	Opt**	Max*
Sales Director	26 000	30 000	40 000
Regional Sales Director	15 000	22 000	28 000
e-Banking Manager	15 000	18 000	24 000
Senior Customer Service Specialist	9 000	11 000	12 000
Private Banker	7 000	11 000	18 000
Branch Director	8 000	11 000	15 000
Client Advisor	4 500	6 000	7 000

CORPORATE BANKING

	Min*	Opt**	Max*
Sales Director	26 000	33 000	45 000
Relationship Manager (Large Corporate)	11 000	15 000	22 000
Strategic Client Advisor* **	17 000	20 000	24 000
Relationship Manager (SME)	8 000	10 000	12 000
KYC Quality Check Specialist	9 000	13 000	15 000
Senior KYC/ AML Specialist	9 000	12 000	14 000

BANKING - RISK

	Min*	Opt**	Max*
Risk Manager	18 000	21 000	30 000
Risk Modelling Expert/ Specialist	11 000	13 000	18 000
Model Validation Expert/ Specialist	11 000	13 000	18 000
Credit Risk Analyst (Corporate)	10 000	13 000	18 000
Credit Risk Analyst (Detal)	7 000	9 000	12 000
ESG Risk Expert	10 000	14 000	18 000

* Monthly gross salary in PLN (full-time employment)
** Salary most often proposed at an equivalent position
*** Segment above PLN 40 MLN in turnover

Data for the report has been compiled using information gathered in 2022 during recruitment procedures carried out by Hays Poland

BANKING & INSURANCE
SALARIES

INSURANCE – INSURANCE ASSOCIATIONS

	Min*	Opt**	Max*
Sales Director	20 000	26 000	33 000
Branch Director	16 000	20 000	24 000
Claims Director	17 000	22 000	27 000
Product Director	17 000	21 000	26 000
Sales Manager	5 000	7 000	12 000
Bancassurance Manager	13 000	18 000	19 000
Claims Handling Manager	10 000	13 000	16 000
Product Manager	11 000	14 000	18 000
Chief Actuary	20 000	26 000	33 000
Actuary	13 000	15 000	20 000
Actuarial Analyst	7 000	10 000	12 000
Relationship Manager (Large Corporate)/Underwriter	8 000	12 000	16 000
Claims Handling Specialist	7 000	10 000	11 000
Key Account Manager – B2B2C	11 000	17 000	20 000

INSURANCE – BROKERS

	Min*	Opt**	Max*
Non-Life Insurance Broker	7 000	11 000	16 000
Life Insurance Broker	7 000	10 000	14 000
Financial Insurance Broker	8 000	11 000	14 000

* Monthly gross salary in PLN (full-time employment)
** Salary most often proposed at an equivalent position

Data for the report has been compiled using information gathered in 2022 during recruitment procedures carried out by Hays Poland

FINANCIAL SERVICES **TRENDS**





Justyna Doroszczuk
Manager

> Candidates from well-established financial institutions are increasingly looking for development opportunities in start-ups, fintechs or insurtechs. This is because these organisations are much more flexible in their approach to setting goals for employees and are quicker to adapt to the market situation. In these organisations, recruitment trends are following digital transformation.

Survey highlights for finance

94% of employers plan to recruit

77% of employers expect recruitment challenges

22% of specialists plan to change jobs in 2023

37% of specialists expect a salary increase in 2023

FINANCIAL SERVICES
SALARIES

	Min*	Opt**	Max*
Sales Director	18 000	25 000	30 000
Regional Sales Manager	10 000	17 000	25 000
Sales Manager	8 000	10 000	15 000
Debt Collection Manager	14 000	16 000	20 000
Debt Collection Senior Specialist	8 500	9 500	12 000
Debt Collection Specialist	7 500	10 000	12 000
Credit Portfolio Analyst	8 500	11 000	14 000
Senior Credit Analyst	13 000	15 000	20 000
Credit Analyst	9 000	11 000	12 000
Credit Controller	8 500	11 000	13 000
Fund Manager	20 000	30 000	40 000
Fund Analyst	13 000	16 000	25 000
Product Manager	14 000	16 000	22 000
Financial Modelling Analyst	12 000	14 000	18 000

We consider Leasing, Consumer Finance, Investment Funds, Brokerage Houses, Fintech and Debt Collection part of Financial Services

* Monthly gross salary in PLN (full-time employment)
** Salary most often proposed at an equivalent position

Data for the report has been compiled using information gathered in 2022 during recruitment procedures carried out by Hays Poland

ACCOUNTANCY & FINANCE **TRENDS**





Karolina Lis
Director

> The market for finance and accounting positions is evolving, which goes hand in hand with new professional opportunities. On the one hand, we are seeing the further development of specialisations in tax accounting or financial planning and analysis. On the other hand, new, more interdisciplinary fields are emerging at the interface between finance and IT such as database analytics and Business Intelligence.



Justyna Chmielewska
Executive Manager

> In the recruitment of managerial positions, in addition to substantive knowledge and analytical skills, soft skills play a key role. Employers are looking for candidates with the qualities of a leader who will not only implement top-down strategic actions but also build effective and motivated teams. Strong communication skills, empathy and understanding are therefore extremely important.

Survey highlights for finance

94% of employers plan to recruit

77% of employers expect recruitment challenges

21% of specialists plan to change jobs in 2023

37% of specialists expect a salary increase in 2023

ACCOUNTANCY & FINANCE
SALARIES

	Min*	Opt**	Max*
Regional CFO/ Board Member	35 000	40 000	60 000
CFO/ Board Member	28 000	35 000	55 000
Finance Director	25 000	30 000	40 000
Finance Manager	20 000	22 000	28 000
Controlling Manager	18 000	20 000	26 000
Plant Financial Controller* **	16 000	19 000	28 000
Financial Controller	14 000	17 000	20 000
Finance Business Partner/ Finance Executive	14 000	17 000	20 000
Senior/ Financial Analyst	12 000	14 000	16 000
Business Analyst	12 000	14 000	16 000
Junior Analyst	7 000	7 500	9 000
Chief Accountant* **	16 000	19 000	25 000
Deputy Chief Accountant	12 000	14 000	16 000
Independent/ Senior Accountant* **	10 000	12 000	15 000
Accountant	7 000	8 000	9 000
Junior Accountant	5 500	6 000	7 000
VAT/ CIT Accountant	8 500	9 500	11 000
Finance Department Assistant	4 500	5 000	6 000
Tax Manager	18 000	25 000	35 000
Tax Specialist	8 000	10 000	13 000
Treasury Manager	17 000	18 000	25 000
Internal Audit Manager	18 000	20 000	25 000
Senior/ Internal Auditor	13 000	17 000	21 000
Senior/ Audit Manager** **	17 000	19 000	24 000
Supervisor (Audit Department)	13 000	15 000	17 000
Senior Consultant (Audit Department)	12 000	13 000	14 000
Consultant (Audit Department)	8 500	9 500	11 000

Salaries for specific positions depend on experience, industry, team structure and size, reporting lines and whether the position is global or local.

* Monthly gross salary in PLN (full-time employment)
** Salary most often proposed at an equivalent position
*** Salary depends on the finance department's structure, employee seniority, the scope of responsibility and whether the position involves team management
**** Role connected with external audit

Data for the report has been compiled using information gathered in 2022 during recruitment procedures carried out by Hays Poland

LAW & TAXES **TRENDS**





Karolina Lis
Director

> Due to the announced changes in the law, in the coming months, employers will have to adapt their business activity to the new regulations. As a result, it is to be expected that there will be an increased demand for specialists in legal matters – not only labour or tax law. Finding the right candidates, however, will be one of the biggest HR challenges.



Małgorzata Jurek
Manager

> One of the challenges for tax professionals is keeping up with the constant changes in the law. Participation in courses and constant upskilling not only become essential for day-to-day work but also allows the candidate to stand out in the labour market. Recruiting employers pay a lot of attention to how open people are to continuous learning.

Survey highlights for legal and tax

83% of employers plan to recruit

27% of specialists plan to change jobs in 2023

60% of employers expect recruitment challenges

40% of specialists expect a salary increase in 2023

LAW & TAXES
SALARIES

	Min*	Opt**	Max*
Head of Legal/ Legal Manager	20 000	28 000	35 000
In-house Lawyer	11 000	14 000	25 000
Senior Associate	13 000	20 000	40 000
Lawyer/ Associate	8 000	12 000	16 000
Junior Associate	6 500	8 000	10 000
Legal Assistant	5 000	6 000	9 000
Tax Manager	18 000	25 000	35 000
Senior Tax Consultant	11 000	13 000	16 000
Tax Advisor	12 000	14 000	18 000
Tax Specialist	9 000	11 000	13 000
Tax Consultant	9 000	11 000	13 000
GDPR Specialist	11 000	14 000	20 000
Compliance Specialist/ Compliance Officer	10 000	15 000	25 000

Salary in the industry depends on the level of experience, location, the profile of the office, company and specialisation.

* Monthly gross salary in PLN (full-time employment)
** Salary most often proposed at an equivalent position

Data for the report has been compiled using information gathered in 2022 during recruitment procedures carried out by Hays Poland

PHARMA, CLINICAL TRIALS & MEDICAL DEVICES **TRENDS**





Mariusz Popin
Senior Manager

> In the coming months, the challenge for the life sciences industry will undeniably be the spectre of the global economic crisis, which is blocking the decisions of employers and specialists. Candidates are more hesitant to change jobs, perceiving it as risky. Organisations are also likely to put decisions to expand their teams on hold, waiting to see how the situation develops.



Aleksandra Figielska
Specialism Leader

> The intensive growth of the clinical trials industry in Poland contributes to an increased demand for employees with relevant experience. Medical departments are open to highly specialised candidates with not only theoretical knowledge but also experience in working in a dynamic environment and specific therapeutic areas.

PHARMA, CLINICAL TRIALS & MEDICAL DEVICES - **TRENDS**



Marta Cieciorko
Specialism Leader

> Candidates with the right skills are reluctant to change jobs if it involves taking on the same position in another organisation. They expect their potential employer to provide them with information about the planned development of the role or a clear career path. If this element is missing, they either drop out of the recruitment process or their motivation to change is significantly lower.



Iwona Szulc
Business Manager

> In the medical devices field, inside sales positions are growing in popularity. These are roles that are increasingly being performed remotely. Many organisations are using new technologies, such as VR equipment, which offer the opportunity to present the product effectively to clients based anywhere in the world.

Survey highlights for life sciences

91% of employers plan to recruit

18% of specialists plan to change jobs in 2023

60% of employers expect recruitment challenges

32% of specialists expect a salary increase in 2023

PHARMACY **SALARIES**

	Min*	Opt**	Max*
Medical Director	27 000	32 000	45 000
R&D Director	20 000	30 000	45 000
Business Unit Manager	25 000	32 000	40 000
Commercial Director	25 000	28 000	40 000
Market Access Manager	22 000	28 000	35 000
Marketing Manager	20 000	25 000	30 000
Multichannel & Digital Manager	20 000	25 000	35 000
Quality Director	18 000	23 000	28 000
Quality Control Department Manager	14 000	16 000	18 000
Product Manager (Innovation)	16 000	19 000	24 000
Product Manager RX (Generics)	14 000	16 000	20 000
Medical Advisor	17 000	20 000	24 000
Qualified Person	12 500	15 000	18 000
e-Commerce Manager	15 000	16 500	18 000
Public Relations Manager	14 000	15 000	17 000
Regulatory Affairs Manager CEE	20 000	25 000	28 000
Regulatory Affairs Manager	15 000	17 500	20 000
Pharmacovigilance Manager	15 000	16 500	19 000
MSL	14 500	16 500	19 000
Product Manager OTC	13 000	14 500	19 000
District Manager	11 000	14 000	17 000
KAM (Hospital, Pharmacy)	9 000	11 000	15 000
Junior Brand Manager	9 000	11 000	14 000
Junior Digital Manager	9 000	11 000	14 000
Pharmacovigilance Specialist	7 500	8 500	10 000
Regulatory Affairs Specialist	7 000	8 500	10 000
Marketing Specialist	7 000	9 000	11 000
Medical Representative	6 500	7 500	9 000
Pharmaceutical Representative	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 has been compiled using information gathered in 2022 during recruitment procedures carried out by Hays Poland

CLINICAL TRIALS
SALARIES

	Min*	Opt**	Max*
Clinical Research Director / Director of Clinical Trials	27 000	33 000	50 000
Associate Director of Clinical Operations	23 000	30 000	38 000
Clinical Operations Manager	20 000	26 000	28 000
Clinical Project Manager	18 000	26 000	34 000
Lead CRA	19 000	22 000	25 000
Senior CRA	16 000	18 500	22 000
CRA	12 500	15 000	18 000
Clinical Trial Assistant	6 000	8 500	9 500

* Monthly gross salary in PLN (full-time employment)
** Salary most often proposed at an equivalent position

Data for the report has been compiled using information gathered in 2022 during recruitment procedures carried out by Hays Poland

MEDICAL DEVICES
SALARIES

	Min*	Opt**	Max*
Country Manager	30 000	35 000	40 000
Sales Manager	17 000	20 000	25 000
Business Development Manager	12 000	13 500	16 000
Product Manager	8 000	10 000	13 500
Regulatory Affairs Manager	15 000	17 000	20 000
Regulatory Affairs Specialist	9 000	10 500	12 000
Service Manager	16 000	18 000	25 000
Service Engineer (5+ years of experience)	10 000	13 000	15 000
Service Engineer (2-5 years of experience)	7 000	8 500	10 000
Application Specialist	9 000	12 000	15 000
Sales Representative (5+ years of experience)* **	10 000	13 000	15 000
Sales Representative (2-5 years of experience)* **	7 000	8 500	10 000
Inside Sales Representative (with foreign languages)** **	9 000	10 000	12 000
Inside Sales Representative** **	7 000	8 500	10 000

* Monthly gross salary in PLN (full-time employment)
** Salary most often proposed at an equivalent position
*** Salary depends on the type of medical equipment
**** Required experience in sales

Data for the report has been compiled using information gathered in 2022 during recruitment procedures carried out by Hays Poland

CONSTRUCTION & PROPERTY **TRENDS**





Karolina Białowarczuk
Business Manager

> After several years of increased construction activity and high demand for workers, the past year has brought some calming of the mood. Construction and property specialists can still count on interesting offers, but many are more cautious about taking part in recruitment and changing jobs. This means that attracting the right candidate continues to be a challenge.

Survey highlights for construction and property

80% of employers plan to recruit

14% of specialists plan to change jobs in 2023

61% of employers expect recruitment challenges

38% of specialists expect a salary increase in 2023

CONSTRUCTION **SALARIES**

	Min*	Opt**	Max*
Project Director (Infrastructure)	28 000	35 000	45 000
Technical Director (Cube)	22 000	28 000	35 000
Project Manager* **	15 000	20 000	30 000
Junior Project Manager	10 000	12 000	14 000
Site Manager (Infrastructure)	12 000	17 000	20 000
Site Manager (Cube)	12 000	15 000	20 000
Electrical Works Manager	10 000	14 000	18 000
Sanitary Works Manager	11 000	14 000	17 000
Works Manager (Geotechnical)	7 000	10 000	14 000
Works Manager	9 000	11 000	14 000
Electrical Site Engineer	6 000	8 000	11 000
Sanitary Site Engineer	6 000	8 000	11 000
Site Engineer	6 000	7 000	9 000
BIM Coordinator	10 000	16 000	25 000
Tender Specialist (Roads)	7 000	10 000	13 000
Tender Specialist (Cube)	6 000	9 000	11 000
Designer (Geotechnical)	7 000	11 000	13 000
Designer (Infrastructure)	6 000	12 000	14 000
Electrical Designer	8 000	12 000	15 000
HVAC Designer**	8 000	12 000	15 000
Designer (Structure)	6 000	11 000	13 000
Assistant Mechanical Designer	4 500	5 500	7 500
Assistant Electrical Designer	5 000	6 500	9 000
Designer Assistant	4 500	5 000	7 000
Senior Architect/ Team Leader	10 000	14 000	17 000
Architect***	6 000	10 000	13 000
Junior Architect	4 500	6 000	7 000
Architect Revit	6 000	12 000	13 000
Fit-out Coordinator	7 000	11 000	15 000
Senior Cost Manager/ QS	15 000	18 000	20 000
Cost Manager/ QS	8 000	12 000	15 000

* Monthly gross salary in PLN (full-time employment)
** Salary most often proposed at an equivalent position
*** Knowledge of the investment process, experience in project and budget management
**** Work experience in Revit
***** Experience in the implementation of all design phases

Data for the report has been compiled using information gathered in 2022 during recruitment procedures carried out by Hays Poland

PROPERTY
SALARIES

	Min*	Opt**	Max*
Shopping Mall Director	15 000	20 000	28 000
Shopping Mall Manager	12 000	14 000	16 000
Senior Leasing Manager (Retail)	15 000	20 000	22 000
Leasing Manager (Retail)	12 000	16 000	19 000
Leasing Specialist (Retail)	7 000	9 000	11 000
Senior Leasing Manager (Office)	18 000	20 000	28 000
Leasing Manager (Office)	15 000	18 000	20 000
Senior Leasing Manager (Industrial)	20 000	25 000	35 000
Leasing Manager (Industrial)	12 000	17 000	22 000
Leasing Consultant (Office)	7 000	12 000	15 000
Junior Leasing Consultant (Office)	5 500	7 000	8 000
Head of Leasing Department (Office/ Retail/ Industrial)	22 000	28 000	35 000
Head of Property Management	20 000	25 000	30 000
Senior Property Manager (Office)	14 000	17 000	19 000
Property Manager (Office)	10 000	13 000	15 000
Junior Property Manager (Office)	7 000	8 000	9 000
Senior Property Manager (Industrial)	16 000	18 000	24 000
Property Manager (Industrial)	11 000	14 000	16 000
Asset Manager (Office/ Retail/ Industrial)	20 000	25 000	35 000
Investment Manager (Office/ Retail/ Industrial)	18 000	25 000	35 000
Portfolio Facility Manager/ Technical Director* **	15 000	20 000	25 000
Technical Facility Manager	14 000	16 000	19 000
Facility Manager	8 000	12 000	15 000
Facility Technician/ Facility Specialist	5 000	6 000	7 000
Business Development Manager (FM)	10 000	14 000	16 000
Land Acquisition Manager	13 000	20 000	25 000
Land Acquisition Coordinator	8 000	12 000	15 000
Residential Sales Director	15 000	18 000	25 000
Residential Sales Manager	10 000	12 000	15 000
Residential Sales Specialist	4 500	7 000	10 000

* Monthly gross salary in PLN (full-time employment)
** Salary most often proposed at an equivalent position
*** Hard and Soft Facility Management

Data for the report has been compiled using information gathered in 2022 during recruitment procedures carried out by Hays Poland

ENERGY **TRENDS**





Mateusz Buczak
Specialism Leader

> "The year 2023 will undoubtedly be full of challenges for employers. Organisations from the energy sector will simultaneously face high inflation, employee turnover and a future investment situation which will be difficult to predict."

Survey highlights for energy

80% of employers plan to recruit

67% of employers expect recruitment challenges

25% of specialists plan to change jobs in 2023

43% of specialists expect a salary increase in 2023

ENERGY
SALARIES

	Min*	Opt**	Max*
Project Director	20 000	28 000	35 000
Exploitation Director	17 000	23 000	25 000
Investment Director	18 000	25 000	30 000
HSE Director	17 000	20 000	23 000
Consulting Director	20 000	26 000	35 000
Project Manager	13 000	19 000	28 000
Technical Director	20 000	26 000	33 000
Site Manager	15 000	18 000	25 000
Works Manager	12 000	15 000	18 000
Maintenance Manager	12 000	14 000	17 000
Process Engineering Manager	16 000	20 000	25 000
Environmental Manager	10 000	12 000	16 000
Claim Manager	13 000	15 000	20 000
Scheduling Specialist	8 000	13 000	18 000
Gas Pipeline Designer	8 500	9 500	12 000
Designer - Power Transmission Lines	8 500	11 000	12 500
Project Support Specialist	7 000	10 000	12 000
Senior Electrical Engineer	9 000	10 000	14 000
Trader (sales of energy and gas)	9 000	16 000	19 000
Analysis Department Manager	13 000	16 000	20 000

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

* Monthly gross salary in PLN (full-time employment)
** Salary most often proposed at an equivalent position

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MANUFACTURING & ENGINEERING **TRENDS**





Tomasz Kowalski
Director

"Automation and digital transformation in the manufacturing industry are gaining momentum. This is important because our economy has a lot of catching up to do in terms of the degree of use of robots in manufacturing plants. This is both a challenge and an opportunity. Growing automation will increase the demand for highly skilled workers, which will ultimately change the investment landscape in Poland."



Paulina Kulanek
Manager

"In the current economic climate, business process planning is extremely difficult. For this reason, organisations in the manufacturing sector will develop more flexible hiring strategies, allowing human resources to be quickly adapted to the current situation. Decisions to launch recruitment will be made more carefully, based on qualitative data and forecasts."

Survey highlights for manufacturing and engineering

89% of employers plan to recruit

80% of employers expect recruitment challenges

19% of specialists plan to change jobs in 2023

34% of specialists expect a salary increase in 2023

MANUFACTURING & ENGINEERING **SALARIES**

	Min*	Opt**	Max*
Plant Manager (more than 500 FTEs)	35 000	40 000	55 000
Plant Manager (100-500 FTEs)	25 000	35 000	40 000
Plant Manager (up to 100 FTEs)	20 000	25 000	30 000
Operations Director (more than 500 FTEs)	25 000	30 000	35 000
Production Manager (more than 100 FTEs)	13 000	18 000	26 000
R&D Manager (10-15 FTEs)	13 000	18 000	25 000
Continuous Improvement Manager	13 000	18 000	25 000
Quality Manager	13 000	16 000	25 000
Engineering Manager	13 000	16 000	22 000
Project Manager	12 000	16 000	20 000
Supplier Quality Manager	12 000	14 000	16 000
Maintenance Manager	11 000	16 000	20 000
EHS Manager	11 000	14 000	20 000
EHS Specialist	8 000	9 000	12 000
Application Engineer* **	9 000	11 000	14 000
Tooling Engineer* **	8 000	11 000	15 000
R&D Engineer* **	8 000	11 000	14 000
Project Engineer* **	8 000	10 000	14 000
Design Engineer* **	8 000	10 000	13 000
Lean Manufacturing Engineer* **	8 000	10 000	12 000
Production/ Process Engineer* **	8 000	10 000	12 000
Electrical Engineer* **	8 000	9 000	12 000
Maintenance Engineer* **	8 000	9 000	10 000
Automation Engineer* **	7 500	10 000	12 500
Reliability Engineer* **	7 500	9 000	10 000
Packaging Engineer* **	7 000	8 500	10 000
Utilities Specialist* **	7 500	8 500	10 000
Quality Control Specialist* **	7 000	8 000	9 500
Electrical Technician* **	6 500	8 000	9 000
Production Planner* **	6 000	9 000	12 000

* Monthly gross salary in PLN (full-time employment)
** Salary most often proposed at an equivalent position
*** The remuneration applies to an employee with 3-5 years of experience

Data for the report has been compiled using information gathered in 2022 during recruitment procedures carried out by Hays Poland

SALES & MARKETING **TRENDS**





Justyna Chmielewska
Executive Manager

> Customers have increasingly high expectations of the shopping process, both in terms of the number of platforms through which they can purchase products and the user experience they offer. Clients expect online stores to be responsive and intuitive, and retailers to offer a wide range of products, convenient payment methods and post-purchase payment options. For organisations, this means the need to continuously improve the shopping experience.



Ewa Wiśniewska
Principal Consultant

> Omnichannel experiences and the blurring of the line between online and offline commerce continue to gain importance in the retail industry. The prospect of making an offline or online purchase in the same store, and the high level of service in each sales channel, make it possible to improve the shopping experience even further. For organisations, this means greater customer satisfaction and new growth opportunities.

SALES & MARKETING **TRENDS**



Katarzyna Turowska-Lange
Senior Manager

> Organisations often encounter challenges such as needing to increase product prices or falling short on agreed delivery dates. In these situations, the Sales Engineer - the primary point of contact for the customer - must possess not only technical expertise in the solutions offered, but also strong negotiation skills, the ability to establish long-lasting relationships, and the capability to effectively handle demanding clients.



Katarzyna Horzela
Specialism Leader

> To effectively advise clients on the best products and services, a combination of technical knowledge gained through education, soft skills, and market expertise is crucial. With an abundance of manufacturers, the role of experienced trainers who can share their knowledge and promote specific products or solutions is becoming increasingly important for driving sales growth.

Survey highlights for sales and marketing

83% of employers plan to recruit

66% of employers expect recruitment challenges

23% of specialists plan to change jobs in 2023

26% of specialists expect a salary increase in 2023

E-COMMERCE & DIGITAL **SALARIES**

E-COMMERCE & DIGITAL

	Min*	Opt**	Max*
Country Manager* **	25 000	35 000	52 000
Regional/ International Sales Director	20 000	32 000	45 000
Digital Marketing Director	23 000	28 000	35 000
Digital Marketing Manager	15 000	19 000	25 000
Digital Activation Manager	13 000	16 000	18 000
Digital Customer Experience Manager	15 000	17 000	22 000
Marketing Automation Specialist	9 500	10 500	13 000
Digital Specialist	8 500	10 000	12 500
e-Commerce Director	23 000	32 000	50 000
e-Commerce Manager	15 000	20 000	24 000
e-Commerce Specialist	9 000	11 000	13 000
Omnichannel Marketing Manager	15 000	18 000	23 000
Social Media Manager	15 000	17 000	20 000
Content Manager	10 000	14 000	16 000
Content Specialist	7 000	9 500	11 000
PR Manager	9 500	12 000	15 000
PR Specialist	7 000	8 500	10 000
Performance Marketing Manager	13 000	15 500	18 500
Performance Marketing Specialist	8 000	10 000	12 000
Traffic Manager	8 000	13 000	17 000
Web Analyst	9 000	11 000	14 500
CRM Manager	15 000	18 000	24 000
CRM Specialist	8 000	9 500	14 000
SEM Specialist	8 500	10 000	14 500
SEO Specialist	7 500	9 000	12 500
UX/ UI Designer	9 000	11 500	15 000
Graphic Designer	7 000	9 500	12 000

* Monthly gross salary in PLN (full-time employment)
** Salary most often proposed at an equivalent position
*** The salary depends on the scale of business

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FMCG - SALES & MARKETING **SALARIES**

FMCG – MARKETING

	Min*	Opt**	Max*
Marketing Director	25 000	32 000	45 000
Group Brand Manager/ Category Marketing Manager	16 000	19 000	25 000
Digital Marketing Manager	15 000	20 000	25 000
CX/UX Manager	15 000	20 000	25 000
CRM Manager	12 000	18 000	25 000
Brand Manager	12 000	16 000	18 000
PR Manager	12 000	15 000	20 000
Product Manager	9 000	13 000	15 000

FMCG – SALES

	Min*	Opt**	Max*
General Manager	35 000	45 000	55 000
Sales Director	22 000	32 000	42 000
Export Director	18 000	28 000	44 000
National Key Account Manager	18 000	25 000	30 000
Regional Sales Director/ Field Operations Manager	16 000	20 000	25 000
Export Manager	9 500	16 000	18 000
Key Account Manager	12 000	15 000	18 000
Area Sales Manager	12 000	15 000	18 000
Key Account Manager (online channel)	12 000	18 000	22 000

FMCG – SALES SUPPORT

	Min*	Opt**	Max*
Trade/ Customer Marketing Manager	12 000	16 000	19 000
Channel Manager	12 000	18 000	20 000
Category Manager	10 000	15 000	17 000
Sales Analyst	10 000	12 000	16 000

* Monthly gross salary in PLN (full-time employment)
** Salary most often proposed at an equivalent position

Data for the report has been compiled using information gathered in 2022 during recruitment procedures carried out by Hays Poland

B2B SERVICES - SALES & MARKETING **SALARIES**

B2B SERVICES – SALES SUPPORT

	Min*	Opt**	Max*
International Business Development Manager	16 000	20 000	25 000
Business Development Manager	12 000	16 000	20 000
Key Account Manager	9 000	15 000	18 000
Marketing Specialist	9 000	10 000	12 000
Sales Specialist	7 000	9 000	10 000

* Monthly gross salary in PLN (full-time employment)
** Salary most often proposed at an equivalent position

Data for the report has been compiled using information gathered in 2022 during recruitment procedures carried out by Hays Poland

RETAIL & HOSPITALITY
SALARIES

RETAIL

	Min*	Opt**	Max*
Sales/ Operations Director	23 000	28 000	44 000
Head of Collection/ Buying (Apparel sector)	16 000	22 000	26 000
Retail Manager	15 500	19 000	26 000
Brand/ Product Manager	14 000	18 000	25 000
Merchandise Planning Manager	14 000	18 000	22 000
Planning and Stock Allocation Manager	12 000	15 000	18 000
Store Director (Hypermarkets)	10 500	17 500	23 000
e-Commerce Manager	15 000	19 000	26 000
Digital Marketing Manager	16 000	19 000	25 000
CX Manager	10 000	16 000	19 000
Regional Manager	9 000	14 000	18 000
Visual Merchandising Manager	8 000	12 500	15 000
Marketing & PR Manager	13 000	16 000	21 000
Manager CRM	12 000	17 000	20 000
Social Media Manager	10 500	15 000	16 500
e-Commerce Analyst	10 000	12 000	15 000
Digital Marketing Specialist	9 000	11 000	12 500
e-Commerce Specialist	9 000	9 500	12 000
Fashion Buyer	7 000	10 000	11 000
SEO/ SEM Specialist	11 000	13 500	16 000
CRM Specialist	9 000	11 000	14 000
Store Manager (Apparel sector)	6 000	7 000	9 500
Deputy Store Manager (Apparel sector)	5 500	6 000	7 000
Sales Assistant (Apparel sector)	3 900	4 800	6 000

HOSPITALITY

	Min*	Opt**	Max*
General Manager/ Hotel Director	10 000	22 000	25 000
Sales & Marketing Director	10 000	18 000	20 000
Sales Manager	7 000	10 000	12 000
Front Office Manager	8 000	10 000	13 000
Food & Beverage Manager	7 500	12 000	14 000

* Monthly gross salary in PLN (full-time employment)
** Salary most often proposed at an equivalent position

Data for the report has been compiled using information gathered in 2022 during recruitment procedures carried out by Hays Poland

SALES & MARKETING TECHNOLOGIES
SALARIES

AUTOMOTIVE - SALES

	Min*	Opt**	Max*
General Manager	25 000	36 000	44 000
Sales Director	19 000	26 000	36 000
Fleet Sales Manager	16 000	18 500	23 000
Used Cars Sales Manager	15 000	17 500	21 000
Fleet Sales Specialist	8 500	10 000	13 500
Territory Manager (Dealer Network)	12 000	15 000	17 500
Aftersales Director	18 000	22 000	26 000
Territory Manager - Aftersales	11 000	15 000	17 000
Client Advisor	7 500	10 000	12 000
Parts Sales Specialist	8 000	10 000	12 500
Product Manager	11 500	14 500	18 000

CONSTRUCTION - SALES

	Min*	Opt**	Max*
General Manager	28 000	37 000	45 000
Sales Director	20 000	26 000	33 000
Regional Sales Manager	15 000	18 500	22 000
Business Development Manager	14 000	18 000	22 000
Key Account Manager	12 000	15 000	18 000
Junior Key Account Manager	10 000	12 000	14 000
Specification Engineer/ Manager	12 000	14 500	18 000
Sales Engineer	10 000	14 500	17 000
Technical Sales Specialist	8 000	10 000	12 000
Product Manager	13 000	16 500	19 000
Training Engineer/ Specialist	9 000	12 000	15 000

* Monthly gross salary in PLN (full-time employment)
** Salary most often proposed at an equivalent position

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SALES & MARKETING TECHNOLOGIES
SALARIES

INDUSTRY - SALES

	Min*	Opt**	Max*
General Manager	30 000	39 000	47 000
Sales Director	22 000	28 000	35 000
Sales Manager	17 000	19 000	22 000
Business Development Manager	15 000	18 500	21 000
Key Account Manager	12 000	14 000	17 000
Sales Engineer	10 000	14 500	17 000
Service Sales Engineer	9 500	12 500	15 000
Inside Sales Manager	10 500	13 000	16 000
Inside Sales Specialist	6 500	7 500	9 500
Technical Support Representative	9 500	12 500	15 000
Product Manager	13 000	16 500	19 500

TECHNICAL INDUSTRIES - MARKETING

	Min*	Opt**	Max*
Marketing Director	17 000	20 500	25 000
e-Commerce Manager	13 500	17 000	22 000
Trade Marketing Coordinator	11 500	13 000	15 000
Marketing Coordinator	10 000	11 500	14 000
Marketing Communications Coordinator	9 500	13 000	16 000
Digital Marketing Specialist	8 500	11 500	14 500
Marketing Specialist	7 500	9 000	10 500

* Monthly gross salary in PLN (full-time employment)
** Salary most often proposed at an equivalent position

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LOGISTICS & PROCUREMENT **TRENDS**





Iwona Sączawa
Executive Manager

> Employers looking to attract the best candidates in the labour market will need to be flexible with their financial offers. When recruiting for a specialised role that requires specific and hard-to-find skills, organisations will need to be open to negotiation – even increasing the budget originally planned.



Malwina Bugajak
Manager

> Poland continues to attract the interest of foreign investors. Procurement and logistics teams are being systematically relocated to the country, which goes hand in hand with interesting job opportunities and roles with an international scope of responsibility. In the past year, the area of planning and strategic purchasing enjoyed the greatest popularity.

LOGISTICS & PROCUREMENT **TRENDS**



Natalia Nowakowska
Senior Consultant

> Sustainability is one of the key trends in the market. Many organisations have decided to implement pro-environment solutions, aimed at reducing pollution and energy consumption, as well as made changes to the production, storage, order completion, distribution, delivery, and fulfilment process. In response, new positions with those responsibilities in scope are being created.

Survey highlights for logistics and procurement

92% of employers plan to recruit

70% of employers expect recruitment challenges

23% of specialists plan to change jobs in 2023

35% of specialists expect a salary increase in 2023

LOGISTICS
SALARIES

	Min*	Opt**	Max*
Supply Chain Director (Production)	25 000	30 000	40 000
Supply Chain Manager	18 000	25 000	30 000
Logistics Manager	13 000	17 000	25 000
Demand Planning Manager	15 000	18 000	24 000
Distribution Centre Manager	14 000	18 000	25 000
Warehouse Manager	10 000	13 000	18 000
Demand Planner	8 000	11 000	16 000
Planning Specialist	7 500	8 500	12 000
Logistics Specialist	7 500	9 000	12 000
Supply Chain Analyst	8 000	13 000	18 000
Order Management Specialist (with English)	4 500	8 000	10 000
Order Management Specialist (with English and another foreign language)* **	6 000	9 000	12 000
Business Development Manager (TSL)	15 000	18 000	24 000
Transport Manager	10 000	12 000	16 000
Forwarding Manager	9 000	11 000	13 000
International Forwarding Agent	6 000	8 000	12 000

* Monthly gross salary in PLN (full-time employment)
** Salary most often proposed at an equivalent position
*** Values may increase depending on the combination of foreign language skills.

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PROCUREMENT & CATEGORY MANAGEMENT
SALARIES

	Min*	Opt**	Max*
Purchasing Director (Production)	25 000	30 000	40 000
Purchasing Manager (Production)	16 000	20 000	25 000
Commodity Manager (Production)	13 000	16 500	20 000
Strategic Buyer/ Lead Buyer	10 000	14 000	17 000
Indirect Procurement Manager	18 000	25 000	35 000
Category Manager (Indirect)	16 000	20 000	28 000
Indirect/ Direct Buyer	8 000	12 000	16 000
Purchasing Specialist	7 000	8 500	10 000
Head of Procurement (Retail)	22 000	30 000	40 000
Category Manager (Retail)	9 000	12 000	18 000
Procurement Specialist (Retail)	6 000	7 500	9 000

* Monthly gross salary in PLN (full-time employment)
** Salary most often proposed at an equivalent position

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ADMINISTRATION **TRENDS**





Kamil Kogut
Manager

"The variety of duties performed by administrative staff is increasing, in line with the trend towards the centralisation of their functions. Often, in addition to coordinating the office, people in this type of position carry out tasks in the area of accounting or law, which is also an attractive development opportunity."



Katarzyna Dradra-Widuch
Senior Consultant

"We have recently seen an increase in the financial expectations of candidates, which is particularly noticeable in lower-level positions. This is due to both the higher minimum wage and the noticeable increase in the cost of living."

Survey highlights for administration

20% of specialists plan to change jobs in 2023

17% of specialists think they can grow in their current organisation

26% of specialists expect a salary increase in 2023

38% of specialists are satisfied with their job

ADMINISTRATION
SALARIES

	Min*	Opt**	Max*
Office Director	12 000	15 000	18 000
Office Manager	8 000	10 000	12 000
Office Coordinator	7 000	8 000	9 000
Executive/ Personal Assistant	7 000	9 000	10 000
Administrative Specialist	5 500	6 000	8 000
Board Assistant	6 000	7 500	9 000
Team Assistant	5 000	6 000	7 000
Office Assistant	4 500	5 000	6 000
Receptionist	4 000	4 500	5 000
Fleet Manager	10 000	13 000	16 000
Fleet Specialist	6 000	7 000	8 000

* Monthly gross salary in PLN (full-time employment)
** Salary most often proposed at an equivalent position

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HUMAN RESOURCES **TRENDS**





Ewelina Szwajca
Manager

> Diversity, equality and inclusion (DE&I) is gaining prominence as an overarching value in an increasing number of organisations, forming a pillar of employee acquisition, engagement and retention strategies. This is another area requiring support from HR departments, whose role is to guide the organisation through the transformation of organisational culture.



Ewa Pietrys
Senior Consultant

> Employers are aware that development goes beyond training. HR professionals are increasingly being tasked with creating comprehensive talent development programmes, succession plans and internal transfer schemes. This is not only a benefit for the organisation but also an interesting career development direction for HR experts.

Survey highlights for human resources

94% of employers plan to recruit

69% of employers expect recruitment challenges

15% of specialists plan to change jobs in 2023

43% of specialists expect a salary increase in 2023

HUMAN RESOURCES
SALARIES

	Min*	Opt**	Max*
HR Director	20 000	25 000	35 000
HR Manager	16 000	20 000	25 000
HR Business Partner	12 000	15 000	16 000
Payroll Manager	14 000	16 000	18 000
Talent Acquisition Manager	12 000	14 000	16 000
HR Generalist	8 000	10 000	12 000
Internal Trainer	8 000	10 000	12 000
HR Consultant	7 000	9 000	10 000
HR Specialist	7 000	9 000	10 000
Training Specialist	6 500	8 000	8 500
Compensation and Benefits Specialist	8 000	10 500	13 000
Payroll Specialist	8 000	9 000	11 000
Payroll Specialist (Finance Department)	7 500	8 500	9 500
Junior Payroll Specialist (Finance Department)	5 000	6 000	6 500
Talent Acquisition Specialist	8 000	10 000	12 000
Recruitment Specialist	6 500	8 000	9 000
Employer Branding Specialist	7 000	8 000	10 000
Junior HR Specialist	4 700	6 000	6 500
HR Assistant	4 200	5 000	5 500

* Monthly gross salary in PLN (full-time employment)
** Salary most often proposed at an equivalent position

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IT & TELECOMMUNICATIONS **TRENDS**





Alicja Malok
IT Perm Director

> The unquestionable advantage of the Polish market will remain its maturity and access to high-class experts in new technologies. This makes it all the more worthwhile to invest in education and create development opportunities for those interested in retraining and upskilling. Nevertheless, rising labour costs may make Poland lose its attractiveness as a location for IT investments over the coming years.

Survey highlights for IT

97% of employers plan to recruit

69% of employers expect recruitment challenges

20% of specialists plan to change jobs in 2023

44% of specialists expect a salary increase in 2023

IT & TELECOMMUNICATIONS
SALARIES

	Min*	Opt**	Max*
IT Director/ CIO	25 000	45 000	55 000
Software Development Director/ Manager	22 000	31 000	40 000
Java Developer	12 000	17 000	21 000
.NET/ C# Developer	12 000	16 000	20 000
C/ C++ Developer	12 000	14 000	16 000
Big Data Developer	15 000	18 000	21 000
Front-end Developer	12 000	15 000	17 000
JavaScript Developer	13 000	14 000	16 000
PHP Developer	10 000	13 000	15 000
Mobile Developer	13 000	16 000	19 000
RPA Developer	10 000	14 000	17 000
Automation Tester	11 000	14 000	17 000
Manual Tester	7 000	9 500	12 000
Business/ System Analyst	13 000	16 000	19 000
IT Project Manager	12 000	17 000	21 000
Network Administrator	11 000	14 000	16 000
Unix/ Linux Admin (Redhat, AIX, Solaris)	12 000	15 000	18 000
Microsoft Windows Server Admin	12 000	15 000	18 000
Infrastructure Manager	17 000	21 000	25 000
Database Administrator (Oracle, Microsoft SQL)	12 000	14 000	16 000
3rd Line Support	12 000	15 000	17 000
2nd Line Support	8 000	11 000	13 000
Service Desk Manager	15 000	20 000	25 000
SAP Consultant	19 000	23 000	26 000
SAP Business Analyst	14 000	16 000	18 000
ABAP Developer	14 000	16 000	19 000
Security Manager	25 000	30 000	35 000
Security Consultant	18 000	21 000	26 000
Infrastructure Security Specialist	16 000	18 000	20 000
Applications Security Specialist	15 000	18 000	20 000
IT Business Partner	21 000	23 000	26 000
DevOps Engineer	15 000	18 000	21 000
Cloud Engineer	15 000	18 000	21 000

* Monthly gross salary in PLN (full-time employment)
** Salary most often proposed at an equivalent position

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ABOUT US

Hays Poland is a part of Hays plc, the world's leading organisation in recruiting qualified, professional and skilled workers. Today, with over **50 years** of recruitment experience, the Group operates out over **254 offices** in **33 countries**, employing **12,100 staff** worldwide.

Having launched our first office in Poland in 2002, we are proud to have grown into the leading specialist recruitment organisation in the country. We offer tailor-made recruitment services on permanent, contract and temporary basis along with Executive Search, Recruitment Process Outsourcing (RPO) and recruitment marketing solutions.

6
offices

20
years in the market

290+
recruitment consultants

CONTACT US

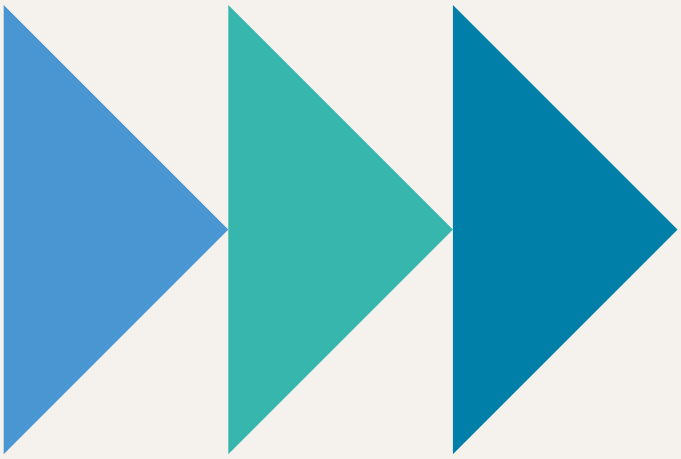
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