

2021 CEE Salary Guide

Cpl Czech Republic • Cpl Hungary • Cpl Slovakia • Cpl Poland

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About us

Cpl CEE is a part of the international Cpl Resources Plc group based in Ireland, a leading provider of recruitment, HR and outsourcing solutions for HR services throughout Europe and worldwide.

WORK THE FUTURE

We advise on career development and help candidates choose the optimal type of employment, while providing constant access to information on the most interesting projects on the market.

- For over **30 years**, we have been providing consistent strategies for acquiring talents, flexibly **tailored** to the structure and organisational culture of the **client's company**.
- Our knowledge comes from **many years of experience in the recruitment market, in various business areas**.
- Thanks to our extensive network of offices, we have **access to a broad base of candidates**, offering **the best specialists in the market**.

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Cpl Czech Republic has been present in the Czech market since 2002, currently in 2 locations: Prague and Brno.

Cpl Hungary has been present in the Hungarian market since 2009, with an office in Budapest.

Cpl Poland has been present in the Polish market since 2006, currently in 4 locations: Warsaw, Cracow, Wroclaw and Poznan.

Cpl Slovakia has been present in the Slovak market since 2004, with an office in Bratislava.

We recruit in a wide range of industries and functions:

- Information Technology
- Shared Service/Business Process Outsourcing
- Engineering & Logistics
- Sales & Marketing
- Corporate finance
- Life Science

- We are characterised by **fast work dynamics**, often **in unpredictable and difficult business realities**.
- We always work on the basis of the **highest ethical and business standards**, providing our clients with **innovative solutions** supporting the development of their business.
- We offer **support at every stage of the recruitment process** and at various stages of client company development.

CEE SALARY GUIDE 2021

The CEE Salary Guide 2021 is a result of joint research performed by Cpl CEE experts and partners – Knight Frank and Pro Progressio.

In the publication, you will find a summary of remuneration levels for professionals and managers divided into four countries (Czech Republic, Hungary, Poland and Slovakia) and the leading economic sectors, as well as analysis and forecasts for the labour market in 2021. Additionally, the CEE Salary Guide has been enriched with two expert articles on the latest trends in creating office spaces in 2021 and business reality in the BSS industry.

COLLECTED DATA

The ranges of salaries presented in The CEE Salary Guide 2021 have been compiled on the basis of data collected during recruitment projects conducted by Cpl Czech Republic, Cpl Hungary, Cpl Poland and Cpl Slovakia.

All the teams have thoroughly analysed the salaries currently offered by employers to candidates for independent positions as well as the salary expectations of employees in the leading economic sectors in each of the 4 countries.

The presented pay rates for selected positions are the average gross monthly salary offered for a given position. The salary does not include any additional cash or non-cash benefits offered to employees by their employers. Over 150 positions were analysed and differentiated basing on employees' experience and rank in the organisation.



CEE Salary Guide 2021 Overview

I am pleased to present to you the CEE Salary Guide 2021.

CEE Salary Guide 2021 presents a list of remuneration levels in the Czech Republic, Poland, Slovakia and Hungary. The publication also contains extensive expert comments, based on many years of experience in the industry and forecasts of market trends for 2021. We also invited partners – Pro Progressio and Knight Frank – with whom we present respectively: business reality in the BSS industry and the latest trends in creating office spaces in 2021. The articles were written from the perspective of the end of 2020, when business had begun to adapt to life in the new reality, but many aspects remain largely unknown to us.

Strong companies in uncertain times

The CEE region has been hit hard by COVID-19. Although the pandemic surprised everyone, the second half of the year showed that companies from the CEE region quickly began to adapt to the changing working conditions and thus reacted on an ongoing basis to the emerging, often unexpected, changes. Thanks to this flexibility and the will to fight for survival in the market, the **CEE region has presented itself as a proven place to continue or relocate a business.** Most companies managed the transfer of work from offices to homes, while maintaining the continuity of business.

- For new investors, this is a clear
- signal that CEE is a safe place for
- their companies, regardless of
- changing economic conditions.

Challenges for Employers in 2021

The year 2020 forced many companies to change the way business is done. The massive shift from working in an office to working at home where possible has shifted our way of thinking in terms of the future of the workplace and the concept of remote working. The model

of a remote or hybrid workforce will be part of many companies' present and future, rather than seen as a possible perk or extra privilege for the chosen few. It will open the doors to much larger labour markets, as location will no longer be of such great importance.

- What the working model will be for
- those businesses who do not need
- a full onsite presence will be the
- issue that is closely watched by all
- of the communities.

Changing the way of working naturally forced companies to rapidly digitise and automate business processes, which at the beginning was a real challenge for many organisations and IT departments, who suddenly had to meet the growing needs of users. Organisations who moved their hardware and software to a remote network model, or were flexible enough to change quickly to adapt to their environment, succeeded in organising their work well and were not as affected by the pandemic.

- In 2021, flexibility in the
- transformation of the organisation
- and speed of decision-making in the
- change management process will
- still play significant roles. Companies
- that quickly adapt to changes, invest
- in IT technologies and, importantly,
- engage their employees in it, will be
- successful in business and will be
- able to implement their strategies.

The crisis has shown that many organisations had to reduce employment or combine roles in two or even three positions – hybrid roles. In this way, **new employee competencies emerged, which, combined with progressive information automation, may change the work of many departments and companies in the coming years.**

The Future of work

The speed of infection in this pandemic meant that no organisation/person was fully prepared for the vast changes that occurred; the power and importance of interpersonal relations were crucial in keeping companies strong and functioning well.

Although we have been working remotely, the human factor was always at play, well-functioning teams, conflict resolution, creating a friendly work environment and making employees feel safe in these uncertain times were key determinants of survival.

It is proven that
a well-coordinated team
will work better, react
faster, and get involved
in the necessary actions.

Please feel free to contact Cpl for detailed information, in-depth analysis or discussion.

Kind regards,



Shane Hanrahan

CEE Associate Director

Cpl CEE & Cpl Institute

shane.hanrahan@cpl.ie

Financial view on 2021 labour market

For many companies, the year 2020 brought dramatic change to the way they do business and to their plans and strategies for the future. All companies have entered an uncertain time – some experienced an alarming drop in income, while others were able to hold their own and even grow. Many factors may have been in play, but the key difference is whether a company reacted to the market pandemic challenges with extreme caution (dismissing employees, cutting costs, even closing some of the branches) or proactively by making changes, introducing different ideas or solutions, and even by providing new services via new investments for their existing and new customers. Finding the right balance between these two approaches is the key to success in 2021, a year where the economy will still struggle to recover.



Pavol Nagy

Head of Finance CEE | Cpl CEE
pavol.nagy@cpl.ie

What will the labour market look like after Covid-19?

As history has shown, choices made during crises can shape the world for years to come. What will remain critical is the need for cooperative achievement to build economies that deliver growth, prosperity and security for all. However, the world after Covid-19 is unlikely to return to the world that was. There are many trends already in markets that are being accelerated by the impact of the pandemic, such as the rise of digital activity, remote working, distance learning, online shopping & entertainment etc. **When the economy returns to normal, companies will have to resume hiring, in many cases for the open spots that were vacated during the pandemic.** There is going to be a complete shift in recruitment, from an economy with a talent shortage and dearth of professionals to one with high unemployment and a remote work approach.

How to prepare for changes in 2021

It is very important for each company to fully prepare for hiring in the future. It is a must to have a proper succession plan followed by lining up the best talent to fill future roles. Besides those, each firm needs to adjust their HR policies, get remote technology online to allow remote work and even in some cases to raise benefits.

- From the financial perspective it will
- be more critical than ever before to
- control cash flow and have generally
- healthy finances.

A good business owner knows how to maintain a fair balance between money raised through debt and cash earned through the sale of their services.

There are two primary reasons why businesses fail: lack of proper planning and poor leadership. **Nowadays every company needs to concentrate on 4 main areas:**

- **Stabilizing revenue connected with effective credit control**
(unpaid invoices, too much debt, low bank balance is the main risk within these difficult times as obtaining bank loans can be unattainable)
- **Planning a weekly/monthly prediction to cover all necessary expenses** (Working capital is the cash necessary to keep the business operating. It is essentially the value of current assets minus current liabilities)
- **Optimizing/Analysing expenditure connected with cutting avoidable costs without which a company can survive for a certain period** (such as travel, entertainment, consultancy, marketing campaigns etc)
- **Improving team performance** (employees' work-related state of mind and their work engagement should be at an even stronger level than before the pandemic in order to contribute to the company's success and survival)

There will be no room for mistakes, such as bad investments, as these could destroy the whole company's business.

Recruitment services as a real support for your business

As many clients will be in safe mode during the economic recovery, new recruitment services will push to the fore. Permanent fees might be considered to be a significant cost in the current market situation when budgets are strained, so additional employment options such as **temporary or "try and hire" will seem to be more reasonable alternatives, where the necessity of spreading costs over a few months comes into play. Separately we can also mention managed solutions and outsourcing. These types of services play a vital role in consolidating business operations, as businesses and enterprises make increasing efforts to focus resources on strategic goals to increase their income through sales strategies.**

Employees can pull the company out of trouble

Every company lives its own life and there is no magic formula or miraculous solution that suits everyone. A company's values help people know the difference between right and wrong choices, and they help companies determine if they are on the right path to fulfilling their business goals. **Every business needs to identify and acknowledge their values, especially during these turbulent times, in order to achieve profitability and health of the company.** The other main area that companies should focus on is building employees' work engagement. It is important to promote people's awareness that their work makes sense and that they are aware of their own contribution to the process of achieving the goal. People who understand the meaning of their activities have lower absence from work, are less exposed to the risk of leaving the company and, last but not least, are more willing to cooperate. **Only aware, motivated employees can make the right decisions that can pull a company out of trouble during difficulties and global crises.**

Business reality in the **BSS industry** 2020/2021



BPO, SSC or GBS operations centres have now been present in Central and Eastern Europe for 20+ years. Within that time, Countries like Poland, Czech Republic, Slovakia, Hungary, Romania, Bulgaria and Lithuania have proved they are perfect locations for international companies who are growing their businesses by centralization of processes in either outsourcing or a shared services model.



Wiktor Doktor

CEO of Pro Progressio,
Editor of OutsourcingPortal.eu
and Outsourcing&More Magazine

Podcaster, author of Polish and English
podcasts – “BSS bez tajemnic”
and “Good Morning BSS World”

wiktor.doktor@proprogressio.pl

The second decade of the 21st century especially was a very dynamic period, where thousands of new operations centres and hundreds of thousands of new jobs were created. As every business trend is created globally, it faces not only ups but also some downs. That is how the speed of creating new operations centres behaved in the years 2018 – 2020. Especially the previous year, 2020, the global pandemic had a significant impact leading to a huge slowdown of new BSS investments in Europe. In fact, Europe was not the only outsourcing destination that suffered – the growth of new operations centres was also limited or stopped completely in Asia, Africa and South America.

- Does this mean that the process is going to continue? Can we speculate on what will happen within the coming months of 2021, and what has BSS World learned from the period of the pandemic?

Here are two trends that I strongly believe will take place in 2021.

Recruitment everywhere

Due to remote work, companies have realized they can work with teams who are located anywhere. It is no longer necessary to recruit teams in the cities or countries where companies have their operations centres. This process has in fact already started and is currently undergoing dynamic growth. In Poland, for example, companies that have their BPO or GBS centres in large Tier 1 cities (like

Warsaw, Krakow or Wroclaw), started to grow their virtual teams in other locations, including Tier 2, Tier 3 or even Tier 4 towns or cities. The obvious question is where those teams will work once the pandemic is over. Actually, the answer is very simple – **some employees will continue to work from home while others will move to coworking or serviced offices who are being opened in smaller or larger office buildings.** The flexibility of using single desks or smaller short-term lease offices is already being used by some businesses and I am sure it will continue to grow.

2nd locations for Asia located operations centres

In some cases, especially in the first wave of the pandemic, companies who had their operations centres in Asia (India or the Philippines, for example), failed to ensure business continuity due to a lack of logistics and the low quality of remote work. Sometimes remote work was not possible at all. Operations centres based in Europe, including the CEE Region, did not face such troubles and in some cases even took extra jobs from the Asian centres.

- The move to remote/home work in Europe went smoothly and proved that business continuity for BPOs and SSCs is secure in this part of the World. Europe is a more expensive location in comparison to Asia but, in the case of business continuity, costs are less important than business stability.

Due to the above, I strongly believe that companies that have not had operations centres present in the CEE region so far will start opening smaller sister or daughter companies in this region, and by doing so will stabilize their businesses. This will mean the potential creation of dozens of new companies and hundreds of new jobs.

There are other potential trends that may appear in 2021, but the two described above are very likely to happen. The only limitation preventing faster growth of both of them is the lockdowns in European Countries. The sooner the lockdowns are removed, the faster the growth of BSS can be expected in the CEE region.





Czech Republic
Sales Report 2021

17	•	SSC / BPO
19	•	Corporate Finance
21	•	Engineering & Logistics
22	•	Sales & Marketing
23	•	Software Development
24	•	IT Infrastructure & Support
25	•	Life Sciences

Regional challenges in the labour market **Czech Republic**

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In 2020 most businesses, be it local companies or multinational corporations, found themselves experiencing a sudden and unforeseen need to shift towards the online environment. The digital environment is currently the strongest channel for communication with employees, decision makers and clients. Management created programs to move employees from their office to a home office and back again. To do this, they provided them with technical equipment, which was not easy for some companies. Despite concerns about the implementation of remote work, most industries have dealt with it in a positive way. Working from home has thus become part of many employees’ lives and even more flexibility will be allowed in this respect in the future than was the case before the current crisis. The year 2021 will bring a number of changes in the labour market in relation to the candidate’s expectations towards the employer, which will remain with us for a long time.



The labour market with even bigger demand for IT specialists

IT departments were forced to react very quickly, increase their capacities to handle the workload and react to the remote working environment. This presented the labour market with even greater demand for IT specialists. On the other hand, in Software Development, during the first half of 2020 a slight increase of experienced candidates available in the market was noticeable. This was a very short period and most of those people found new jobs immediately. By the third quarter of 2020 the situation had returned to the same state as at the beginning of 2020 – demand for highly skilled candidates significantly exceeds the number of candidates available in the market. In 2021 we are forecasting this trend to continue and expect an increasing shortage of candidates. In addition, the salary expectations of experienced candidates have risen significantly and even though the expectations may vary around various regions of the Czech Republic,

- Prague and Brno are still hotspots in the IT market and will continue to set the trend in 2021. Companies have to face greater hesitancy on the part of the candidates as they tend to re-evaluate their current employment and generally think twice before deciding to leave
- a secure and stable job.

Employer branding has become a big challenge and companies need to pay more attention to their image in the labour market. Cpl has been supporting its clients in recruitment for many years, while at the same time building their image in the market, and as such we make sure that not only do we provide the right profiles but also tremendously improve companies' value in the labour market.

Prolonged hiring process for engineering companies

The situation was most prominent in the automotive sector, nevertheless it affected all industries to a degree. Based on the predictions, the unemployment rate was set to rise and even highly skilled people were expected to appear in the labour market. This did not turn out to be the case, however, and when it comes to searching for specific technical profiles, clients still must expect a prolonged hiring process and be prepared to consider various strategies. Our Engineering team in Cpl, which combines almost 20 years of experience, is able to help with even the most difficult roles for the most demanding clients. We have a wide network of candidates, who we are regularly in touch with, and so we are able to provide you with benchmarks and give advice regarding the setting up of suitable hiring strategies, compensation and benefit packages etc.

Business back on track

In the SSC sector, employers were worried about a drop in productivity due to working from home. This did not take place. Most employees do the same amount of work whether they are at home or in the office. As part of building good working relationships, many employers plan not only formal online meetings, but also informal online meetings to maintain team spirit. Until the summer of 2021, employees will tend to be more careful when it comes to changing jobs and this will cause less fluctuation, similar to 2020.

- Most SSC companies don't plan to increase the number of their employees and would prefer to maintain their employment level up to the end of the year, but people may be more open to making career moves in the second part of 2021.

In the Life science sector, many companies restructured their teams and also had to part with some of their employees. Job supply is no longer as sharply skewed as it was in previous years, but it is still higher than demand. Companies are following a trend from last year – the introduction of hybrid roles, where, for example, sales combine with marketing in a single commercial role. Just as with other fields, this sector has to focus on digitalization and remote cooperation in 2021.

Candidates' expectations

Candidates are concerned about changing jobs, but despite this, **we are seeing higher responsiveness of applicants for advertised positions.** The subdued labour market has caused a stagnation, or slight reduction, of candidates' wage claims. More than the ratings, the candidates are interested in securing a position in the organization and knowing the scope of its operation.

- Employees are looking for job stability over and above their other expectations towards the employer
- – e.g. willingness to negotiate salary.

All interviews are conducted online and onboarding of new staff is carried out using an online connection. Now, as never before, the most important issue in seeking candidates is the effectiveness of reaching and maintaining contact. As a recruitment organization with over 30 years of experience, Cpl has developed standards of online cooperation with candidates, which are successfully

implemented by our consultants specialized in various sectors.

New perks are coming

The home office is no longer a luxury, but a necessity. The employer's contribution to building a quality ergonomic environment for employees working from home is a very popular and frequently-provided benefit. Companies are also investing more in the health of their employees. They support them, for example, by providing vitamin supplements or over-the-counter medical care.



Kristýna Matasová

Branch Manager Brno | Cpl Czech Republic
kristyna.matasova@cpljobs.cz



Andrea Horáková

Branch Manager Prague | Cpl Czech Republic
andrea.horakova@cpljobs.cz

ROLE	PRAGUE		BRNO	
	MIN CZK	MAX CZK	MIN CZK	MAX CZK
CUSTOMER SERVICE				
Junior Customer Service Representative				
Language group I	25 000	28 000	25 000	27 000
Language group II	28 000	30 000	27 000	29 000
Language group III	32 000	35 000	30 000	32 000
Language group IV	38 000	40 000	36 000	39 000
Customer Service Representative				
Language group I	30 000	32 000	27 000	29 000
Language group II	34 000	36 000	29 000	31 000
Language group III	36 000	40 000	32 000	35 000
Language group IV	40 000	42 000	39 000	42 000
Senior Customer Service Representative				
Language group I	35 000	38 000	29 000	32 000
Language group II	38 000	42 000	31 000	35 000
Language group III	42 000	45 000	35 000	40 000
Language group IV	45 000	50 000	42 000	45 000
Customer Service Supervisor				
Customer Service Team Leader (it depends on language knowledge)	40 000	60 000	35 000	55 000
Customer Service Manager	60 000	80 000	60 000	90 000
Reporting				
Junior Reporting Specialist	35 000	40 000	33 000	37 000
Senior Reporting Specialist	50 000	60 000	40 000	55 000
Reporting Specialist with VBA	45 000	65 000	42 000	55 000
Junior Ap/Ar Accountant* (ASSOCIATE)				
Language group I	30 000	32 000	25 000	28 000
Language group II	32 000	35 000	28 000	30 000
Language group III	35 000	37 000	30 000	32 000
Language group IV	37 000	40 000	35 000	39 000
Ap/Ar Accountant*				
Language group I	39 000	42 000	28 000	30 000
Language group II	42 000	44 000	30 000	32 000
Language group III	44 000	46 000	32 000	34 000
Language group IV	45 000	48 000	39 000	42 000

Currency: CZK

ROLE	PRAGUE		BRNO	
	MIN CZK	MAX CZK	MIN CZK	MAX CZK
Senior AR/AP Accountant*				
Language group I	42 000	44 000	30 000	35 000
Language group II	45 000	48 000	32 000	36 000
Language group III	48 000	52 000	34 000	39 000
Language group IV	50 000	55 000	42 000	45 000
AP/AR Team Leader	50 000	65 000	40 000	52 000
AP/AR Manager	65 000	90 000	50 000	70 000
GL Accountant				
Junior GL Accountant	38 000	42 000	35 000	40 000
GL Accountant	42 000	50 000	40 000	45 000
Senior GL Accountant	50 000	65 000	45 000	55 000
GL Team Leader	60 000	80 000	50 000	70 000

Currency: CZK

The language group explanation:

- I

– only English
- II

– English + Italian/Spanish
- III

– English + German/French
- IV

– English + Dutch/all Scandinavian languages

TOP 3 most in-demand languages in the SSC/BPO sector:

- German
- French and Polish
- Italian



ROLE	PRAGUE		BRNO	
	MIN CZK	MAX CZK	MIN CZK	MAX CZK
Cash Allocation Specialist	38 000	45 000	35 000	45 000
Senior Cash Allocation Specialist	45 000	60 000	42 000	60 000
Tax Accountant/Analyst	35 000	45 000	32 000	40 000
Senior Tax/VAT Analyst	50 000	70 000	40 000	50000+
Controller	55 000	70 000	40 000	50 000
Senior Controller	70 000	90 000	50 000	60 000
FP&A Manager	75 000	120 000	60 000	100 000
Controlling Manager	80 000	100 000	60 000	80 000
Accounting				
Junior Ap/Ar Accountant* (ASSOCIATE)	30 000	38 000	25 000	28 000
Ap/Ar Accountant*	35 000	40 000	28 000	32 000
Senior AR/AP Accountant*	36 000	50 000	30 000	36 000
AP/AR Team Leader	50 000	60 000	40 000	45 000
AP/AR Manager	55 000	65 000	48 000	60 000
Junior GL Accountant	42 000	48 000	35 000	40 000
GL Accountant	49 000	55 000	40 000	45 000
Senior GL Accountant	50 000	59 000	45 000	55 000
GL Team Leader	55 000	65 000	55 000	70 000
Junior Billing Specialist	30 000	38 000	23 000	27 000
Billing Specialist	33 000	38 000	25 000	30 000
Senior Billing Specialist	35 000	38 000	30 000	35 000
Junior Fixed Assets Specialist	32 000	35 000	30 000	35 000
Fixed Assets Specialist	35 000	40 000	32 000	37 000
Senior Fixed Assets Specialist	35 000	45 000	35 000	40 000

Currency: CZK

ROLE	PRAGUE		BRNO	
	MIN CZK	MAX CZK	MIN CZK	MAX CZK
Financial Services				
Junior Fund Accountant	35 000	38 000	29 000	34 000
Fund Accountant	38 000	45 000	33 000	43 000
Senior Fund Accountant	45 000	53 000	43 000	55 000
Junior Data Analyst	38 000	45 000	34 000	40 000
Data Analyst	45 000	50 000	40 000	45 000
Senior Data Analyst	50 000	65 000	45 000	55 000
Junior Financial Analyst	38 000	44 000	35 000	40 000
Financial Analyst	45 000	55 000	40 000	50 000
Senior Financial Analyst	55 000	65 000	50 000	60 000
Junior Business Analyst	40 000	50 000	35 000	45 000
Business Analyst	55 000	65 000	45 000	55 000
Senior Business Analyst	70 000	85 000	50 000	80 000
Junior Project Manager	40 000	45 000	37 000	42 000
Senior Project Manager	60 000	80 000	55 000	70 000
Compliance Officer	45 000	80 000	40 000	70 000
Credit Risk Analyst	50 000	70 000	40 000	55 000
Quantitative Risk Specialist / Analyst	45 000	65 000	45 000	60 000
Project Manager	50 000	65 000	42 000	55 000

Currency: CZK

Most wanted specialists in Corporate Finance:

- Financial Controller
- Independent Financial Accountant
- Tax Accountant
- Invoicing Accountant



ROLE	PRAGUE		BRNO	
	MIN CZK	MAX CZK	MIN CZK	MAX CZK
Logistics Planner	25 000	35 000	25 000	35 000
Master Data/ Document Processing Specialist	28 000	40 000	28 000	40 000
MANUFACTURING & ENGINEERING				
Plant Manager	150 000	220 000	110 000	175 000
Production Manager	65 000	110 000	65 000	110 000
Project Manager	35 000	80 000	35 000	80 000
Technical Manager	70 000	110 000	70 000	110 000
Maintenance Manager	50 000	80 000	50 000	80 000
Quality Manager	80 000	140 000	70 000	120 000
Lean Manager	80 000	140 000	60 000	100 000
Manufacturing Shift Leader	25 000	40 000	25 000	40 000
Maintenance Engineer	35 000	55 000	35 000	55 000
Mechanical Engineer	35 000	55 000	35 000	55 000
Automation Engineer	35 000	55 000	35 000	55 000
Electrical Engineer	35 000	55 000	35 000	55 000
Production Engineer	35 000	50 000	35 000	50 000
Process Engineer	35 000	65 000	35 000	65 000
Production Planner	30 000	45 000	30 000	45 000
Quality Engineer	35 000	70 000	35 000	70 000
Lean Engineer	35 000	65 000	35 000	65 000
Design Engineer	35 000	70 000	30 000	55 000
LOGISTICS & PURCHASING				
Supply Chain Manager	80 000	130 000	50 000	85 000
Logistics Manager	80 000	130 000	45 000	80 000
Warehouse Manager	45 000	60 000	45 000	60 000
Transport Manager	50 000	70 000	40 000	55 000
Purchasing Manager	80 000	120 000	50 000	60 000
Logistics specialist	35 000	50 000	30 000	45 000
Supply Planner	35 000	45 000	35 000	45 000
Strategic Buyer	55 000	75 000	45 000	65 000
Senior Buyer	50 000	65 000	50 000	65 000
Strategic Buyer	55 000	75 000	45 000	65 000
Senior Buyer	50 000	65 000	50 000	65 000
Strategic Buyer	55 000	75 000	45 000	65 000
Senior Buyer	50 000	65 000	50 000	65 000

Currency: CZK

ROLE	PRAGUE		BRNO	
	MIN CZK	MAX CZK	MIN CZK	MAX CZK
Sales Representative	27 000	40 000	28 000	50 000
Inside Sales Representative	25 000	33 000	28 000	50 000
(Key) Account Manager	35 000	85 000	40 000	60 000
Business Development Manager	55 000	90 000	60 000	100 000
Sales Director	90 000	150 000	80 000	120 000
Sales Manager	70 000	120 000	60 000	80 000
Social Media Manager	50 000	90 000	50 000	80 000
SEM Specialist	30 000	49 000	35 000	45 000
Digital Marketing Manager	65 000	10 000	60 000	90 000
Head of Marketing	90 000	130 000	80 000	110 000
Account Manager (marketing)	45 000	65 000	40 000	60 000
Field Application Engineer	40 000	55 000	35 000	50 000
PPC Specialist	30 000	45 000	35 000	50 000
E-commerce Manager	50 000	85 000	45 000	60 000
SEO Specialist	30 000	45 000	35 000	45 000
Marketing Specialist	30 000	45 000	40 000	60 000
Marketing Director	100 000	140 000	90 000	120 000
Brand Manager	40 000	80 000	80 000	100 000
Trade Marketing Manager	40 000	80 000	60 000	100 000
Product Manager	35 000	70 000	60 000	90 000
Commercial director	80 000	130 000	80 000	120 000
Vendor marketing	30 000	55 000	30 000	50 000
Copywriter	30 000	45 000	30 000	40 000
Category Specialist	35 000	55 000	35 000	50 000
Marketing analyst	32 000	55 000	35 000	50 000
Business unit manager	60 000	110 000	60 000	80 000

Currency: CZK



ROLE	PRAGUE		BRNO	
	MIN CZK	MAX CZK	MIN CZK	MAX CZK
Junior Software Developer C/C++	40 000	45 000	35 000	40 000
Software Developer C/C++	45 000	90 000	40 000	85 000
Senior Software Developer C/C++	90 000	100 000	85 000	10 000
Junior Software Developer Java	40 000	60 000	40 000	55 000
Software Developer Java	55 000	75 000	55 000	75 000
Senior Software Developer Java	75 000	120 000	75 000	10 000
Junior .NET Developer	40 000	60 000	40 000	55 000
.NET Developer	60 000	80 000	55 000	70 000
Senior .NET Developer	80 000	100 000	70 000	95 000
Junior Python Developer	40 000	50 000	35 000	50 000
Python Developer	55 000	75 000	50 000	70 000
Senior Python Developer	75 000	100 000	70 000	90 000
Junior PHP Developer	40 000	50 000	35 000	45 000
PHP Developer	50 000	65 000	45 000	55 000
Senior PHP Developer	70 000	75 000	55 000	60 000
Junior Ruby on Rails Developer	50 000	55 000	40 000	50 000
Ruby on Rails Developer	55 000	75 000	50 000	60 000
Senior Ruby on Rails Developer	75 000	90 000	60 000	75 000
Junior Front-end Developer	45 000	60 000	40 000	55 000
Front-end Developer	60 000	70 000	55 000	65 000
Senior Front-end Developer	70 000	90 000	65 000	85 000
Mobile Developer (iOS / Android)	70 000	90 000	60 000	80 000
Solution Architect	100 000	150 000	90 000	120 000
Team Leader Software Developer	70 000	100 000	65 000	85 000
Software Developer Manager	80 000	120 000	70 000	100 000
Junior Business Intelligence Developer	55 000	60 000	45 000	55 000
Business Intelligence Developer	60 000	75 000	55 000	65 000
Senior Business Intelligence Developer	75 000	100 000	65 000	75 000
Test Engineer	50 000	60 000	40 000	55 000
Automation Test Engineer	50 000	70 000	45 000	70 000
Test Manager	60 000	80 000	50 000	70 000
System Analyst	75 000	90 000	65 000	75 000
Data Scientist	80 000	120 000	70 000	90 000
Junior DevOps Engineer	50 000	65 000	45 000	55 000
DevOps Engineer	70 000	90 000	50 000	70 000
Senior DevOps Engineer	90 000	120 000	70 000	100 000
Cloud Engineer	60 000	100 000	50 000	90 000
Full-stack Developer	90 000	150 000	80 000	120 000
IT Project Manager	50 000	90 000	45 000	80 000

Currency: CZK

ROLE	PRAGUE		BRNO	
	MIN CZK	MAX CZK	MIN CZK	MAX CZK
1st Line Technical Support				
Language group I	30 000	37 000	25 000	27 000
Language group II, III	37 000	45 000	27 000	35 000
Language group IV	45 000	50 000	35 000	45 000
2nd Line Technical Support				
Language group I	40 000	47 000	30 000	35 000
Language group II, III	47 000	53 000	35 000	43 000
Language group IV	53 000	60 000	43 000	55 000
3rd Line Technical Support				
Language group I	60 000	75 000	55 000	65 000
Language group II, III	75 000	80 000	65 000	70 000
Language group IV	80 000	85 000	70 000	80 000
Oracle Administrator	70 000	80 000	65 000	70 000
IT Service Desk Team Leader	45 000	55 000	40 000	47 000
IT Service Desk Process Manager	50 000	60 000	45 000	50 000
Network Engineer	40 000	80 000	40 000	80 000
Windows Administrator	45 000	100 000	45 000	90 000
Linux / Unix Administrator	45 000	100 000	45 000	90 000
Security Engineer	50 000	70 000	45 000	65 000
Security Manager	60 000	80 000	50 000	70 000
Security Application Engineer	50 000	70 000	45 000	65 000
SOC Analyst	70 000	100 000	60 000	90 000
Applications Engineer	45 000	60 000	40 000	50 000
Identity and Access Management Engineer	45 000	60 000	40 000	50 000
MSSQL Database Administrator	50 000	70 000	50 000	70 000
DBA Developer	65 000	85 000	60 000	80 000

Currency: CZK

Experience in IT:

- JUNIOR0-2 years
- REGULAR3-5 years
- SENIOR6+ years

The language group explanation:

- I– only English
- II– English + Italian/Spanish
- III– English + German/French
- IV– English + Dutch/all Scandinavian languages

	PRAGUE	BRNO
ROLE	MIN CZK	MAX CZK
Trade		
Pharmaceutical representative	35 000	55 000
Key account manager	45 000	85 000
Product manager	45 000	75 000
Area sales manager	65 000	95 000
Sales manager	80 000	130 000
Business unit manager	90 000	140 000
Marketing		
Brand manager	50 000	90 000
Marketing manager	90 000	140 000
E-commerce specialist	30 000	55 000
E-commerce manager	60 000	100 000
Digital Marketing manager	90 000	130 000
Business unit manager	90 000	140 000
Medical & technical roles		
Medical advisor	60 000	110 000
Quality assurance	30 000	45 000
Quality manager	75 000	120 000
Market Access Manager	90 000	130 000
Service Technician	50 000	90 000
Service Manager	80 000	120 000
Pharmacovigilance	35 000	60 000
Regulatory affairs specialist	30 000	65 000
Regulatory affairs manager	60 000	95 000
Purchasing Manager	80 000	120 000

Currency: CZK

The MOST DESIRABLE positions in IT Infrastructure & Support:

- IT tech support 1st, 2nd level
- Network specialist
- System administrator

The BEST PAID positions/specialists in each industry:

- Tech Lead
- Senior Architect
- Senior DevOps

The most desirable benefits for ENGINEERING:

- 5 weeks of vacation and home office
- financial benefits
- regular salary increase
- meal vouchers
- benefit card
- training and courses
- company car
- more holiday
- sickness leave



Hungary

Sales Report 2021

- 31 • SSC / BPO
- 32 • Corporate Finance
- 33 • Engineering & Logistics
- 34 • Sales & Marketing
- 35 • Software Development
- 34 • IT Infrastructure & Support

Regional challenges in the labour market **Hungary**

.....

The past year definitely brought some unexpected changes to both our everyday and professional lives. Due to the challenges of the pandemic, 2020 was extremely difficult for leadership teams to find a way of responding to the new circumstances and create a revised business plan with a new strategy, altered solutions and adjusted processes - which obviously also had a significant impact on hiring plans.

In the labour market the most critical period was between March and June 2020, where the market experienced a significant change in the number of open positions as well as in the number of job applicants. Although it was a difficult period from several perspectives, it was extremely satisfying to see how companies overcame these critical months and how they adapted their strategy to the Covid-19 situation.



Protecting employees' health and securing jobs was the key focus of HR

Hospitality and tourism had to face the biggest challenges almost immediately

- after Covid-19 appeared, and
- this had an impact not just on
- small businesses, but on large
- multinational companies as well –
- including the Shared Services sector.

Strategies to protect people's health was one of the key areas of focus in Human Resources departments – adopting strict health and safety standards and remote work was also quickly introduced together with the launch of strong internal communication.

Covid-19 had a significant impact on the labour market in many regards

Before 2020 the general trend was that the real average salary was increasing rapidly, and companies were allocating budgets each year to cover the cost increase. In 2020 fewer companies allocated a budget for a yearly salary correction and those that are still planning a salary increase reported a lower percentage than in 2019 or 2018.

Before the pandemic, **staff turnover** caused several challenges for companies.

- Since the start of the Covid-19
- period, people consider safety as
- a top priority, therefore they are less
- likely to change employment, which
- enables companies to focus on how
- to retain their best talents and they
- are also able to keep their turnover
- rate at a lower level.

Besides a competitive base salary and other financial benefits, candidates are looking for a **Home Office** option, flexible working hours and a sense of stability.

- The companies who are paying
- attention to the current needs
- of their employees can build up
- an organisation full of loyal and
- engaged colleagues.

Since communication and sales were mostly transferred online, there was increased demand for positions related to the digital realm: online marketers, website developers and content managers experienced more opportunities than before. Positions related to strategy creation, communication, product development and customer success were also in demand.

The demand for highly-skilled IT specialists continues to grow

Following the trend of the previous years, IT specialists are still highly sought after in the Hungarian labour market.

Although the Information Technology sector is a very layered area with a lot of different functions and shades, we can highlight some professions that are always welcomed by our clients. Undoubtedly, in the software development area the greatest demand is currently for Java Software Engineers, but other languages, such as Python, .Net and C/C++/C#, are also popular. Cpl Hungary offers a wide range of solutions to clients who need support in finding the best talents in the field of the IT sector, based on our expertise in the industry.

Decisive and resilient managers are essential to cope with the Covid-19 crisis

Middle and top managers had to face the rapid spread of the virus together with an economic crisis. 2020 showed which managers are the ones who are able to effectively lead even during crises, and the missing competencies of some leaders were also revealed. After the first wave of the pandemic, many companies decided to further strengthen their leadership by acquiring the missing skillsets in team leader, middle managerial or top managerial roles to ensure the survival of their company.

- What an organisation should do in
- these times is to observe the needs
- of their potential candidates, build
- and/or strengthen the employer
- branding and make sure that the
- hiring process also meets the
- requirements of the candidates.

Cpl offers customised solutions for those employers who are determined to find the best talents for their organisation.



Katalin Somogyi

Recruitment and Employer Branding Manager
Cpl Hungary

katalin.somogyi@cpljobs.hu

BUDAPEST		
ROLE	MIN HUF	MAX HUF
CUSTOMER SERVICE		
Customer Service Representative		
Language group I	400 000	440 000
Language group II	400 000	460 000
Language group III	420 000	460 000
Language group IV	460 000	550 000
Customer Service Supervisor		
Customer Service Team Leader (it depends on language knowledge)	550 000	700 000
Customer Service Manager	850 000	1 100 000
Reporting		
Senior Reporting Specialist	400 000	490 000
Reporting Specialist with VBA	450 000	600 000
Ap/Ar Accountant*		
Language group I	400 000	460 000
Language group II	420 000	480 000
Language group III	440 000	520 000
Language group IV	480 000	560 000
GL Accountant		
Junior GL Accountant	450 000	520 000
GL Accountant	520 000	580 000
Senior GL Accountant	580 000	700 000
GL Team Leader	700 000	800 000

Currency: HUF

The language group explanation:

- I – only English
- II – English + Italian/Spanish
- III – English + German/French
- IV – English + Dutch/all Scandinavian languages

BUDAPEST		
ROLE	MIN HUF	MAX HUF
Tax Accountant/Analyst	550 000	640 000
Senior Tax/VAT Analyst	650 000	800 000
Controller	700 000	900 000
FP&A Manager	950 000	1 200 000
Controlling Manager	1 000 000	1 300 000
Accounting		
AP/AR Team Leader	600 000	750 000
AP/AR Manager	850 000	1 200 000
GL Accountant	700 000	850 000
GL Team Leader	750 000	900 000
Billing Specialist	450 000	550 000
Fixed Assets Specialist	480 000	650 000
Financial Services		
Fund Accountant	550 000	750 000
Data Analyst	500 000	650 000
Financial Analyst	550 000	750 000
Business Analyst	650 000	850 000

Currency: HUF





Most wanted specialists in Corporate Finances:

- Chief accountant
- Controlling specialist
- GL accountant
- Business analyst

BUDAPEST

ROLE	MIN HUF	MAX HUF
Logistics Planner	400 000	600 000
Sourcing Specialist	400 000	600 000
MANUFACTURING & ENGINEERING		
Plant Manager	1 700 000	2 000 000
Production Manager	1 300 000	1 700 000
Project Manager	800 000	1 000 000
Maintenance Manager	800 000	1 200 000
Quality Manager	900 000	1 300 000
Lean Manager	900 000	1 300 000
Mechanical Engineer	550 000	650 000
Production Engineer	650 000	750 000
Process Engineer	530 000	570 000
Production Planner	450 000	490 000
Quality Engineer	620 000	650 000
LOGISTICS & PURCHAISING		
Supply Chain Manager	900 000	1 300 000
Logistics Manager	900 000	1 300 000
Warehouse Manager	750 000	1 000 000
Purchasing Manager	900 000	1 300 000
Fleet Manager	900 000	1 300 000
Logistics specialist	450 000	700 000
Fleet specialist	400 000	500 000
Transport Coordinator	300 000	350 000
Demand Planner	500 000	700 000
Supply Planner	500 000	700 000
Strategic Buyer	550 000	750 000
Buyer	450 000	600 000

Currency: HUF

BUDAPEST

ROLE	MIN HUF	MAX HUF
Sales Representative	450 000	800 000
(Key) Account Manager	650 000	1 000 000
Business Development Manager	900 000	1 600 000
Sales Director	1 350 000	2 000 000
Sales Manager	1 100 000	1 600 000
Digital Marketing Manager	700 000	900 000
Head of Marketing	900 000	1 500 000
Account Manager (marketing)	600 000	750 000

Currency: HUF

The most desirable positions in Sales and Marketing:

- UX designer
- Online marketing manager
- Marketing campaign analyst
- Communications manager



BUDAPEST

ROLE	MIN HUF	MAX HUF
Software Developer C/C++	400 000	600 000
Senior Software Developer C/C++	600 000	900 000
Junior Software Developer Java	450 000	650 000
Software Developer Java	650 000	1 000 000
Senior Software Developer Java	1 000 000	1 400 000
Junior .NET Developer	400 000	600 000
.NET Developer	600 000	900 000
Senior .NET Developer	900 000	1 300 000
Junior Python Developer	400 000	600 000
Python Developer	600 000	900 000
Senior Python Developer	900 000	1 300 000
Junior PHP Developer	400 000	600 000
PHP Developer	600 000	900 000
Senior PHP Developer	900 000	1 300 000
Ruby on Rails Developer	550 000	850 000
Senior Ruby on Rails Developer	850 000	1 200 000
Junior Front-end Developer	400 000	600 000
Front-end Developer	600 000	900 000
Senior Front-end Developer	900 000	1 200 000
Mobile Developer (iOS / Android)	800 000	1 200 000
Solution Architect	800 000	1 300 000
Team Leader Software Developer	1 000 000	1 500 000
Software Developer Manager	1 000 000	1 500 000
Junior Business Intelligence Developer	400 000	550 000
Business Intelligence Developer	550 000	850 000
Senior Business Intelligence Developer	850 000	1 150 000
Test Engineer	600 000	850 000
Automation Test Engineer	650 000	900 000
System Analyst	600 000	850 000
Data Scientist	450 000	650 000
Junior DevOps Engineer	350 000	550 000
DevOps Engineer	550 000	750 000
Senior DevOps Engineer	750 000	1 150 000

Currency: HUF

BUDAPEST

ROLE	MIN HUF	MAX HUF
1st Line Technical Support		
Language group I	400 000	420 000
Language group II, III	420 000	460 000
Language group IV	480 000	580 000
Oracle Administrator	550 000	850 000
IT Service Desk Team Leader	600 000	700 000
Network Engineer	600 000	900 000
Windows Administrator	600 000	1 000 000
Linux / Unix Administrator	650 000	1 200 000
Security Engineer	800 000	1 000 000
Security Manager	900 000	1 300 000
Security Application Engineer	650 000	900 000
SOC Analyst	800 000	1 100 000
Applications Engineer	650 000	950 000
Identity and Access Management Engineer	600 000	900 000
MSSQL Database Administrator	400 000	600 000
DBA Developer	450 000	650 000

Currency: HUF

Experience in IT:

JUNIOR	0-2 years
REGULAR	3-5 years
SENIOR	6+ years

The language group explanation:

- I – only English
- II – English + Italian/Spanish
- III – English + German/French
- IV – English + Dutch/all Scandinavian languages



Slovakia

Sales Report 2021

- 41 • SSC / BPO
- 43 • Corporate Finance
- 44 • Engineering & Logistics
- 45 • Sales & Marketing
- 46 • Software Development
- 47 • IT Technical Support

Regional challenges in the labour market **Slovakia**

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In 2020, the situation caused by the Covid-19 pandemic turned the business world upside down. Some companies were forced to reduce their headcounts immensely, for other companies the situation was devastating/fatal. On the other hand, there have been segments in which the pandemic situation launched new opportunities. What is undoubtedly common to all enterprises is the progressive IT automatization of processes in companies, which was a novelty and a surprise for some industries. The race to survive in the times of crisis will be won by those who react quickly to the changing environment and adjust their employment to the market needs.



2021 – Golden Age for logistics

There are many companies in logistics that boosted their results substantially and this is one of the most profitable segments at the moment. An immense amount of supplies is delivered not only to business units, but also to households. The increase in online shopping means additional workplaces in warehouses that must cope with increased orders from customers. Therefore warehouses are filled with products and the delivery chains are overloaded.

- For clients who need to hire a large number of new employees, but are not sure about how long they will need them, we recommend temporary recruitment, which offers a wide range of cooperation opportunities

– to supplement staff shortages within a specified period or in case of seasonality in

business and increased demand for staff. As a total talent solution partner, we provide permanent and temporary recruitment of new members of a team, analyses, consultancy and complete execution of HR processes – for sure we provide solutions tailored to the client's needs.

SSC sector in 2021

At the beginning of the pandemic, the Shared Services Centres tried to optimize their roles and tasks. By the end of the year the situation changed. Now we are returning to supporting clients with recruitment to cover for their reduced headcounts.

Many companies are moving their SSCs on both European and world level to Bratislava

and growing their teams steadily in this market. In 2021, the most desirable languages will still be English and German.

- For employers, in addition to hard skills such as education, knowledge of Excel or foreign languages, soft skills will be important – customer orientation or flexible adaptation to working conditions.

The industry is very effective at working remotely – so in 2021 **employers should focus even more on teamwork**, including during informal meetings to better integrate employees with the company.

IT as the biggest beneficiary of the crisis

However, the most segment that experienced the biggest boost since the start of the pandemic was IT. Many IT companies have registered a growth in profit. Many companies had to adapt to the new situation with remote working processes. Therefore, they were forced to digitalize their functioning from home offices, which has brought a wide portfolio of solutions to the market. The fast-paced computerization and development of solutions in the field of artificial intelligence and machine learning will translate in 2021 to greater demand for Java, Python, C++ and PHP specialists. Nowadays, the pool of candidates has brought high quality of expertise to the labour market. Although IT specialists are often eager to change jobs,

- in 2021, more attention will be paid to the employer's position in the market. Stabilization and participation in interesting projects will be the key issues in making a decision to change jobs.

IT specialists will look for employment contracts, and on the other hand, employers will want to minimize costs. The answer to the combination of the needs of both parties

may be implemented by Cpl Outsourcing IT, which enables the employment of specialists to implement a project without the employer incurring costs.

Employees' needs

The end of 2020 shows that companies are coping better and better in the crisis and want to fight for their position on the market. In order to achieve this, employers will have to respond to the new needs of employees in the market. The benefits desired by the employee will certainly continue to include the possibility of remote work and the employer's help in organizing work at home. Moreover, the possibility of professional development and participation in interesting projects will also be important. **In 2021, employees will pay more attention to the form of employment and look for stable companies in the market that have coped with the period of the pandemic.** Employers, who provide all of this to their employees, will secure a motivated team, that will implement the company's strategy with commitment.



Katarína Mokránová

Country Manager | Cpl Slovakia
katarina.mokranova@cpljobs.sk

BRATISLAVA

ROLE	MIN EUR	MAX EUR
CUSTOMER SERVICE		
Junior Customer Service Representative		
Language group I	1 000	1 200
Language group II	1 100	1 300
Language group III	1 200	1 400
Language group IV	1 300	1 500
Customer Service Representative		
Language group I	1 100	1 300
Language group II	1 200	1 400
Language group III	1 300	1 500
Language group IV	1 400	1 600
Senior Customer Service Representative		
Language group I	1 200	1 400
Language group II	1 300	1 500
Language group III	1 400	1 600
Language group IV	1 500	1 700
Customer Service Supervisor		
Customer Service Team Leader (it depends on language knowledge)	1 500	2 000
Customer Service Manager	2 000	3 000
Reporting		
Junior Reporting Specialist	1 300	1 500
Senior Reporting Specialist	1 500	1 700
Reporting Specialist with VBA	1 600	1 900
Junior Ap/Ar Accountant* (ASSOCIATE)		
Language group I	1 000	1 200
Language group II	1 100	1 300
Language group III	1 100	1 300
Language group IV	1 300	1 500
Ap/Ar Accountant*		
Language group I	1 200	1 400
Language group II	1 300	1 500
Language group III	1 300	1 500
Language group IV	1 400	1 600

Currency: EURO

BRATISLAVA

ROLE	MIN EUR	MAX EUR
CUSTOMER SERVICE		
Senior AR/AP Accountant*		
Language group I	1 300	1 600
Language group II	1 400	1 700
Language group III	1 400	1 700
Language group IV	1 500	1 800
AP/AR Team Leader	1 700	2 500
AP/AR Manager	2 200	3 200
GL Accountant		
Junior GL Accountant	1 200	1 400
GL Accountant	1 400	1 700
Senior GL Accountant	1 700	2 200
GL Team Leader	2 000	3 400

Currency: EURO

The language group explanation:

- I – only English
- II – English + Italian/Spanish
- III – English + German/French
- IV – English + Dutch/all Scandinavian languages



BRATISLAVA

ROLE	MIN EUR	MAX EUR
Cash Allocation Specialist	1 100	1 400
Senior Cash Allocation Specialist	1 300	1 500
Tax Accountant/Analyst	1 200	1 700
Senior Tax/VAT Analyst	1 500	2 000
Controller	1 800	2 200
Senior Controller	2 000	2 500
FP&A Manager	2 200	2 800
Controlling Manager	2 400	3 000
Accounting		
Junior Ap/Ar Accountant* (ASSOCIATE)	1 000	1 300
Ap/Ar Accountant*	1 100	1 400
Senior AR/AP Accountant*	1 300	1 600
AP/AR Team Leader	1 500	1 800
AP/AR Manager	1 800	2 200
Junior GL Accountant	1 100	1 400
GL Accountant	1 300	1 600
Senior GL Accountant	1 500	1 800
GL Team Leader	1 800	2 200
Junior Billing Specialist	1 000	1 300
Billing Specialist	1 100	1 400
Senior Billing Specialist	1 300	1 600
Junior Fixed Assets Specialist	1 200	1 400
Fixed Assets Specialist	1 300	1 500
Senior Fixed Assets Specialist	1 500	1 800
Financial Services		
Junior Fund Accountant	1 200	1 400
Fund Accountant	1 300	1 500
Senior Fund Accountant	1 500	1 800
Junior Data Analyst	1 100	1 300
Data Analyst	1 300	1 500
Senior Data Analyst	1 500	1 800
Junior Financial Analyst	1 300	1 500
Financial Analyst	1 500	1 800
Senior Financial Analyst	1 700	2 200
Junior Business Analyst	1 300	1 500
Business Analyst	1 500	1 800
Senior Business Analyst	1 700	2 200
Junior Project Manager	1 500	1 800
Senior Project Manager	1 800	2 200

Currency: EURO

BRATISLAVA

ROLE	MIN EUR	MAX EUR
Logistics Planner	1 300	2 500
Contract Specialist	1 100	1 600
Sourcing Specialist	1 200	1 700
Master Data/ Document Processing Specialist	1 100	1 800
MANUFACTURING & ENGINEERING		
Plant Manager	2 500	7 000
Production Manager	2 000	4 000
Project Manager	1 800	4 000
Technical Manager	1 600	4 000
Maintenance Manager	1 600	3 500
Quality Manager	1 200	3 750
Lean Manager	1 800	4 000
Manufacturing Shift Leader	1 200	2 500
Maintenance Engineer	1 200	2 500
Mechanical Engineer	1 200	2 500
Automation Engineer	1 300	3 000
Electrical Engineer	1 200	2 500
Production Engineer	1 200	2 500
Process Engineer	1 200	3 000
Production Planner	1 100	2 000
Quality Engineer	1 200	2 500
Lean Engineer	1 200	2 500
Design Engineer	1 200	2 500
LOGISTICS & PURCHASING		
Supply Chain Manager	2 000	4 500
Logistics Manager	2 500	4 000
Warehouse Manager	1 200	2 500
Transport Manager	1 500	2 500
Purchasing Manager	2 500	4 500
Fleet Manager	1 500	2 500
Logistics specialist	1 100	1 900
Fleet specialist	1 100	1 800
Transport Coordinator	1 200	2 200
Demand Planner	1 200	2 500
Supply Planner	1 200	2 500
Strategic Buyer	1 500	3 000
Senior Buyer	1 800	3 500
Junior Buyer	1 300	1 700
Buyer	1 300	3 500

Currency: EURO



BRATISLAVA

ROLE	MIN EUR	MAX EUR
Sales Representative	1 100	1 500
Inside Sales Representative	1 300	1 700
(Key) Account Manager	1 500	2 000
Business Development Manager	1 800	2 500
Sales Director	2 000	2 800
Sales Manager	1 800	2 500
Social Media Manager	1 500	2 000
Digital Marketing Manager	1 800	2 500
Head of Marketing	2 000	2 800
Account Manager (marketing)	1 500	2 000

Currency: EURO

Most wanted specialists in Corporate Finances:

- Accountants
- VAT Specialists
- Mathematicians
- Treasury Specialists

The most desirable positions in Sales and Marketing:

- Key Account Manager
- Tender Manager
- Marketing Specialist
- Customer Service Representative
- Business Development Manager

BRATISLAVA

ROLE	MIN EUR	MAX EUR
Junior Software Developer C/C++	1 500	1 800
Software Developer C/C++	1 800	2 500
Senior Software Developer C/C++	2 500	3 500
Junior Software Developer Java	1 500	1 800
Software Developer Java	1 800	2 500
Senior Software Developer Java	2 500	3 500
Junior .NET Developer	1 500	1 800
.NET Developer	1 800	2 500
Senior .NET Developer	2 500	3 500
Junior Python Developer	1 500	1 800
Python Developer	1 800	2 500
Senior Python Developer	2 500	3 500
Junior PHP Developer	1 400	1 800
PHP Developer	1 800	2 300
Senior PHP Developer	2 300	2 600
Junior Ruby on Rails Developer	1 700	2 000
Ruby on Rails Developer	2 000	2 500
Senior Ruby on Rails Developer	2 500	3 100
Junior Front-end Developer	1 500	1 800
Front-end Developer	1 800	2 500
Senior Front-end Developer	2 500	2 800
Mobile Developer (iOS / Android)	2 100	3 600
Solution Architect	2 850	4 800
Team Leader Software Developer	2 200	3 250
Software Developer Manager	2 500	4 300
Junior Business Intelligence Developer	1 700	2 000
Business Intelligence Developer	1 900	2 500
Senior Business Intelligence Developer	2 500	3 400
Test Engineer	1 800	3 350
Automation Test Engineer	1 900	3 450
Test Manager	2 500	4 100
System Analyst	1 950	3 500
Data Scientist	2 500	4 450
Junior DevOps Engineer	1 800	2 000
DevOps Engineer	2 000	2 500
Senior DevOps Engineer	2 500	3 300
Cloud Engineer	1 850	3 400
Full-stack Developer	1 850	3 400
IT Project Manager	2 100	3 750

Currency: EURO



BRATISLAVA

ROLE	MIN EUR	MAX EUR
1st Line Technical Support		
Language group I	950	1 100
Language group II, III	1 100	1 250
Language group IV	1 250	1 400
2nd Line Technical Support		
Language group I	1 300	1 600
Language group II, III	1 400	1 650
Language group IV	1 600	1 800
3rd Line Technical Support		
Language group I	1 700	1 900
Language group II, III	1 800	2 000
Language group IV	1 900	2 200
Oracle Administrator	1 800	3 000
IT Service Desk Team Leader	1 900	2 200
IT Service Desk Process Manager	2 000	2 750
Network Engineer	1 600	2 500
Windows Administrator	1 700	3 000
Linux / Unix Administrator	1 700	3 000
Security Engineer	3 000	3 900
Security Manager	3 500	4 500
Security Application Engineer	2 250	3 400
Applications Engineer	2 000	2 500
Identity and Access Management Engineer	1 600	2 700
MSSQL Database Administrator	1 800	3 000

Currency: EURO

Experience in IT:

JUNIOR	0-2 years
REGULAR	3-5 years
SENIOR	6+ years

The language group explanation:

- I – only English
- II – English + Italian/Spanish
- III – English + German/French
- IV – English + Dutch/all Scandinavian languages

II

In 2021, more attention will be paid to the employer's position in the market.

Stabilization and participation in interesting projects will be the key issues in making a decision to change jobs.



Poland

Sales Report 2021

- 53 • SSC / BPO
- 55 • Corporate Finance
- 57 • Engineering & Logistics
- 58 • Sales & Marketing
- 59 • Software Development
- 60 • IT Infrastructure & Support

Regional challenges in the labour market **Poland**

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The new reality that is shaping as a result of the global Covid-19 pandemic has undoubtedly had a strong impact and continues to affect the economy both in Poland and around the world. Along with the implementation of various types of restrictions and recommendations, due to the spread of the Covid-19 disease, the way of doing business and priorities have also changed. Companies have been forced to become very flexible and adapt to the challenges posed by the market. However, the end of 2020 showed that many companies did better than had been expected at the beginning of the pandemic. A large number of companies have returned to intensified recruitment processes and shared their development plans for 2021 with us.



Business returning to the growth and development strategy

Despite the challenges that appeared in 2020,

- both the SSC / BPO and Corporate
- Finance sectors are returning to the
- growth and development strategy.

Organizations intend to build entire teams of loyal employees whose experience will constitute the lion's share of their corporate talents. People using languages such as German, French, Spanish, Italian and Scandinavian languages will again be able to count on a wide offer in both customer service, accounting and banking departments as well as IT support. Outsourcing or temporary work enjoys unflagging interest. It is not only a form of temporary replacement, but also a solution to seasonal increases in staffing needs and a situation where a company is struggling with frozen jobs, which we could observe in the first phase of the pandemic. Cpl supports clients in this area, offering solutions tailored to the individual needs of customers.

Sales and marketing departments play a major role in the company's success in the time of Covid-19. The growing role of the e-commerce industry has been visible for a long time. This translates into the development of digital departments and a great demand for marketers responsible for supporting and generating online sales. Companies that invested in properly built IT systems and shifted their sales online benefited from the pandemic.

Large-scale computerization also translates into the work of logistics departments. The increase in online shopping is creating additional jobs in warehouses and the entire supply chain. Courier companies and those delivering home products are also evolving to meet customer needs. This is inevitably associated with an increase in the demand for specialists in the logistics industry who have strong competences in their field.

- Employers should prepare for
- the growing expectations of
- candidates – not only in the area
- of remuneration and non-wage
- benefits, but also in terms of
- organizational culture.

The interest in IT specialists is constantly growing in the Polish market

Software developers will still have a range of offers to choose between, but job offers are also waiting for specialists in infrastructure or help-desk work.

The pandemic has caused a significant acceleration of the previously visible trend of business digitization.

As a result, the labour market is also undergoing a digital transformation. Even traditional businesses had to run many processes remotely/online during the pandemic. Companies are being forced to use new technologies, e-commerce platforms, advanced IT systems and automation on a larger scale.

- Therefore, we forecast an increase in
- interest in specialists in digitization,
- automation, cloud solutions,
- cybersecurity as well as AI (artificial
- intelligence).

Although most companies are afraid of the consequences of the crisis in the market, employees of IT companies can count on pay raises in 2021 in the amount of several percent or even more.

How to attract the best talents in hard times

The situation related to the pandemic changed the approach and rules of functioning not only of companies, but also of candidates, who have started to approach changing jobs with a little more caution than in previous years.

- A job offer, in addition to an
- attractive salary or favourable
- non-wage benefits, will first
- of all have to contain a sense
- of employment stability.

Employers should consider proposing open-ended contracts and providing a clear career path.

Employees will also pay more attention than before to the **possibility of remote work** and the employer's approach to the general principles of employee safety.

2021 will be a time of many challenges faced by companies in the Polish market, in terms of both building and strengthening the employer branding. The key to success may be comprehensive recruitment services combined with employer branding for the benefit of the employer, which Cpl has been offering to its clients for years. What's more, companies that provide development opportunities and those that see the need to reward, not only financially but also by appreciating the knowledge and competences of the employee, will win in the market.



Anna Kulawiak

Operations Manager | Cpl Poland
anna.kulawiak@cpljobs.pl



Katarzyna Piotrowska

Senior Commercial Manager | Cpl Poland
katarzyna.piotrowska@cpljobs.pl

ROLE	WARSAW		WROCLAW		POZNAN		KRAKÓW	
	MIN PLN	MAX PLN	MIN PLN	MAX PLN	MIN PLN	MAX PLN	MIN PLN	MAX PLN
CUSTOMER SERVICE								
Junior Customer Service Representative								
Language group I	4 000	4 500	4 000	4 200	3 800	4 200	4 000	4 200
Language group II	4 800	5 800	4 500	4 800	4 500	4 800	4 500	4 800
Language group III	5 200	6 500	4 700	5 500	4 700	5 300	4 700	5 300
Language group IV	6 800	7 800	5 500	6 000	5 000	5 800	5 500	6 000
Customer Service Representative								
Language group I	4 800	5 300	4 500	5 500	4 500	5 300	4 500	5 500
Language group II	5 800	6 800	4 800	5 800	4 800	5 800	5 000	6 000
Language group III	6 300	7 300	5 500	7 000	5 300	6 300	5 500	7 000
Language group IV	7 800	8 800	6 000	7 500	5 800	6 800	6 000	7 500
Senior Customer Service Representative								
Language group I	6 000	7 500	5 500	7 000	5 500	6 500	5 500	7 000
Language group II	6 800	8 300	5 800	7 500	5 800	6 800	5 800	7 500
Language group III	8 300	10 300	7 000	8 000	6 300	7 300	7 000	7 800
Language group IV	8 800	11 300	7 500	9 000	6 800	8 800	7 500	9 000
Customer Service Supervisor								
Customer Service Team Leader (it depends on language knowledge)	10 000	12 000	7 000	9 500	7 000	10 000	7 000	9 000
Customer Service Manager	12 500	16 000	10 000	14 500	10 000	14 000	10 000	14 000
Reporting								
Junior Reporting Specialist	5 000	6 000	4 500	5 500	4 500	5 500	4 500	5 500
Senior Reporting Specialist	6 500	8 500	5 500	7 000	5 500	7 500	5 500	7 000
Reporting Specialist with VBA	7 500	8 500	7 000	9 000	6 500	9 000	7 000	8 500
Junior Ap/Ar Accountant* (ASSOCIATE)								
Language group I	4 500	5 200	4 200	4 800	4 500	4 800	4 300	4 800
Language group II	5 200	6 000	4 500	5 500	4 500	5 300	4 500	5 500
Language group III	5 800	6 500	5 000	6 000	4 800	5 800	5 000	6 000
Language group IV	7 000	8 000	5 500	6 500	5 500	6 300	5 500	6 200
Ap/Ar Accountant*								
Language group I	5 500	6 500	5 000	6 000	5 000	6 000	5 000	6 000
Language group II	6 000	7 000	5 500	6 800	5 500	6 500	5 500	6 800
Language group III	6 500	7 500	6 000	7 500	6 000	7 000	6 000	7 500
Language group IV	7 500	8 500	6 800	8 000	6 500	7 500	6 500	8 000

Currency: PLN

ROLE	WARSAW		WROCLAW		POZNAN		KRAKÓW	
	MIN PLN	MAX PLN	MIN PLN	MAX PLN	MIN PLN	MAX PLN	MIN PLN	MAX PLN
CUSTOMER SERVICE								
Senior AR/AP Accountant*								
Language group I	6 500	7 500	6 000	7 500	6 000	7 500	6 000	7 500
Language group II	7 000	8 000	6 800	7 800	6 500	7 500	6 800	8 000
Language group III	8 500	9 500	7 000	8 500	7 000	8 000	7 000	8 500
Language group IV	9 500	11 000	8 500	10 000	8 000	9 000	8 500	10 000
AP/AR Team Leader	9 500	12 500	8 000	11 000	8 000	12 000	8 000	11 000
AP/AR Manager	13 000	17 000	11 000	16 000	11 000	15 500	11 000	16 000
GL Accountant								
Junior GL Accountant	6 000	7 000	5 000	6 000	5 000	6 000	5 000	6 000
GL Accountant	7 500	9 500	6 500	8 000	6 500	8 000	6 000	7 000
Senior GL Accountant	9 500	11 000	8 000	10 000	7 500	9 000	8 000	10 000
GL Team Leader	10 400	14 700	9 000	13 000	9 000	12 500	9 000	13 000

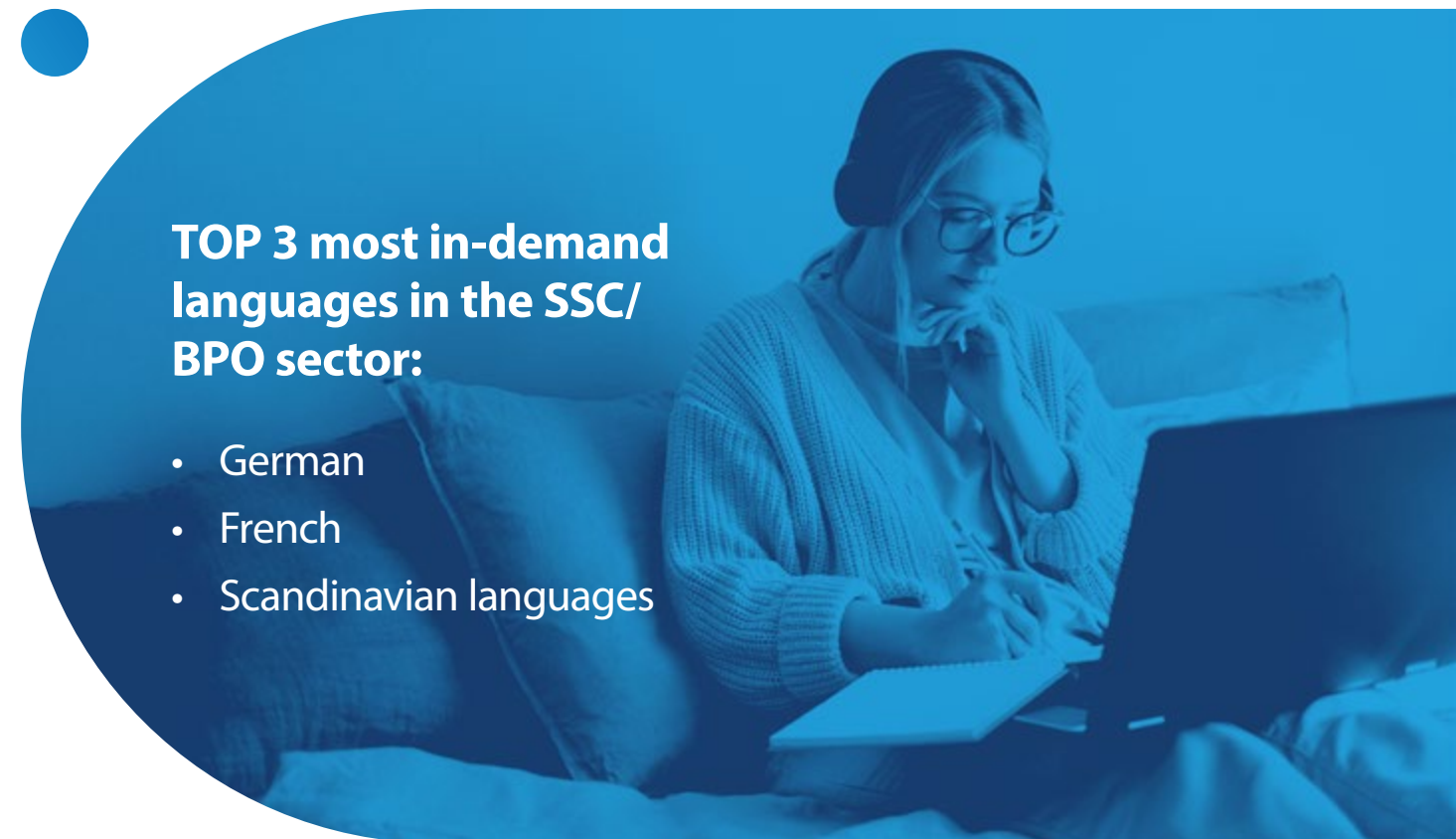
Currency: PLN

The language group explanation:

- I – only English
- II – English + Italian/Spanish
- III – English + German/French
- IV – English + Dutch/all Scandinavian languages

TOP 3 most in-demand languages in the SSC/BPO sector:

- German
- French
- Scandinavian languages



ROLE	WARSAW		WROCLAW		POZNAN		KRAKÓW	
	MIN PLN	MAX PLN	MIN PLN	MAX PLN	MIN PLN	MAX PLN	MIN PLN	MAX PLN
Cash Allocation Specialist	5 800	6 800	5 300	6 300	5 500	6 300	5 300	6 300
Senior Cash Allocation Specialist	6 800	8 800	6 300	8 000	6 300	8 300	5 800	8 000
Tax Accountant/Analyst	6 800	8 800	6 300	8 500	5 800	8 300	6 300	8 500
Senior Tax/VAT Analyst	8 800	10 300	6 800	9 000	7 000	8 800	7 300	9 000
Controller	8 000	11 000	6 800	9 000	6 800	9 000	6 800	9 000
Senior Controller	11 000	15 000	9 000	14 000	8 500	13 500	9 000	14 000
FP&A Manager	16 000	20 000	15 000	18 000	14 500	18 500	14 500	18 000
Controlling Manager	16 000	21 000	15 000	20 000	15 000	20 000	15 000	20 000
Accounting								
Junior Ap/Ar Accountant* (ASSOCIATE)	4 500	5 000	3 800	4 500	4 000	4 500	3 800	4 500
Ap/Ar Accountant*	6 000	7 500	4 800	6 000	4 700	6 000	4 700	6 200
Senior AR/AP Accountant*	7 000	9 000	6 000	8 000	6 000	8 500	5 500	8 000
AP/AR Team Leader	9 500	12 300	8 000	11 000	8 000	11 000	8 000	11 000
AP/AR Manager	13 700	17 100	11 000	16 000	11 000	15 500	11 000	16 000
Junior GL Accountant	6 000	7 000	5 000	6 000	5 000	6 000	5 000	6 000
GL Accountant	7 500	9 500	6 500	8 000	6 000	8 000	6 000	8 000
Senior GL Accountant	9 000	10 900	8 000	10 000	7 500	9 000	8 000	10 000
GL Team Leader	10 400	14 700	9 000	13 000	9 000	12 500	9 000	13 000
Junior Billing Specialist	4 500	5 500	4 000	5 000	4 500	5 000	4 000	5 000
Billing Specialist	5 300	6 800	4 800	6 300	4 800	5 800	4 800	6 300
Senior Billing Specialist	6 800	7 800	6 300	7 300	6 300	7 300	6 300	7 300
Junior Fixed Assets Specialist	4 800	5 800	3 800	5 000	4 300	4 800	3 800	5 000
Fixed Assets Specialist	5 800	6 800	4 800	6 800	4 800	6 500	4 800	6 800
Senior Fixed Assets Specialist	6 800	7 800	6 300	7 500	6 300	8 800	6 300	7 500

Currency: PLN

ROLE	WARSAW		WROCLAW		POZNAN		KRAKÓW	
	MIN PLN	MAX PLN	MIN PLN	MAX PLN	MIN PLN	MAX PLN	MIN PLN	MAX PLN
Financial Services								
Junior Fund Accountant	5 000	6 000	4 500	5 500	4 500	5 000	4 500	5 500
Fund Accountant	6 300	7 800	6 300	7 000	5 500	6 800	5 300	7 000
Senior Fund Accountant	7 800	9 800	6 800	9 000	6 800	8 800	6 800	9 000
Junior Data Analyst	4 300	5 300	3 800	4 800	4 300	5 000	3 800	4 800
Data Analyst	5 800	7 800	5 000	6 500	5 300	7 000	5 000	6 500
Senior Data Analyst	6 800	8 800	6 500	8 000	6 500	8 300	6 500	8 000
Junior Financial Analyst	5 300	6 300	5 000	5 800	5 000	5 800	5 000	5 800
Financial Analyst	6 800	7 800	6 000	7 500	6 000	7 300	6 300	7 500
Senior Financial Analyst	7 800	9 800	7 500	9 000	7 500	9 300	7 500	9 000
Junior Business Analyst	5 300	6 300	5 000	6 000	5 000	6 000	5 000	5 800
Business Analyst	6 800	7 800	6 000	8 000	6 000	7 500	6 000	8 000
Senior Business Analyst	8 300	10 800	7 800	10 000	7 800	9 800	7 800	10 000
Junior Project Manager	7 300	10 300	6 000	9 500	6 000	9 000	6 000	9 800
Senior Project Manager	12 800	17 500	11 000	16 000	10 000	15 000	11 000	16 000
Compliance Officer	8 000	12 000	7 000	9 000	7 000	9 000	7 000	9 000
Credit Risk Analyst	7 000	12 000	6 000	10 000	6 000	10 000	6 000	10 000
Quantitative Risk Specialist / Analyst	8 500	14 000	8 000	12 000	8 000	12 000	8 000	12 000
Project Manager	10 000	15 000	9 000	13 000	9 000	13 000	9 000	13 000

Currency: PLN

Most wanted specialists in Corporate Finance:

- AP / AR Accountant with German
- GL Accountant
- Financial Controller
- Project Manager



ROLE	WARSAW		WROCLAW		POZNAN		KRAKÓW	
	MIN PLN	MAX PLN	MIN PLN	MAX PLN	MIN PLN	MAX PLN	MIN PLN	MAX PLN
Logistics Planner	6 000	9 000	6 500	10 000	5 000	7 500	6 000	9 000
Contract Specialist	5 000	8 500	5 500	9 000	4 500	5 500	5 500	8 500
Sourcing Specialist	5 000	6 500	5 000	6 500	4 500	6 000	5 500	6 500
Master Data/ Document Processing Specialist	6 000	8 000	5 000	7 500	5 500	7 500	6 000	8 000
MANUFACTURING & ENGINEERING								
Plant Manager	19 000	32 500	19 000	33 000	18 000	30 000	19 000	32 000
Production Manager	10 000	22 000	10 000	24 000	9 000	19 000	9 000	22 000
Project Manager	10 000	18 500	9 500	19 000	8 500	16 500	9 500	16 500
Technical Manager	8 500	14 000	8 000	13 000	9 000	14 500	8 500	14 000
Maintenance Manager	9 000	16 500	9 000	16 000	10 000	16 000	9 500	16 500
Quality Manager	11 000	18 500	11 000	22 000	11 000	14 500	11 500	18 500
Lean Manager	11 000	19 500	11 000	22 000	10 000	15 000	11 000	19 500
Manufacturing Shift Leader	6 500	11 500	7 000	11 000	6 500	10 000	7 000	12 000
Maintenance Engineer	6 000	9 500	6 000	9 000	6 000	9 500	6 000	9 500
Mechanical Engineer	5 500	9 500	6 000	10 000	5 500	8 000	6 000	9 500
Automation Engineer	5 500	10 000	6 500	10 000	5 500	9 500	6 000	10 000
Electrical Engineer	5 000	10 000	5 000	9 000	5 000	9 500	5 000	10 000
Production Engineer	6 000	8 500	5 500	9 000	6 000	9 500	6 000	9 000
Process Engineer	5 500	10 000	5 500	9 500	6 000	10 000	6 000	10 000
Production Planner	6 000	8 500	6 500	10 500	6 000	9 500	6 500	9 000
Quality Engineer	6 000	11 000	6 500	12 000	5 000	12 500	6 000	11 000
Lean Engineer	6 000	10 000	6 000	11 000	6 500	10 000	6 000	11 000
Design Engineer	5 500	9 500	6 000	8 500	6 000	11 000	5 500	9 500
LOGISTICS & PURCHASING								
Supply Chain Manager	9 000	17 500	11 000	19 000	10 500	17 000	10 000	18 000
Logistics Manager	9 000	16 500	9 500	16 500	9 000	14 500	9 000	16 500
Warehouse Manager	7 000	12 500	9 000	13 000	8 000	14 500	7 500	12 500
Transport Manager	7 000	13 500	8 500	13 500	8 500	12 500	7 500	13 500
Purchasing Manager	11 000	20 500	10 500	19 000	11 000	18 000	11 000	19 000
Fleet Manager	6 500	11 000	7 500	11 000	6 500	10 000	7 000	11 000
Logistics specialist	5 500	9 500	6 000	9 000	5 500	8 000	5 500	8 500
Fleet specialist	4 500	6 500	4 500	7 500	4 500	6 000	4 500	6 500
Transport Coordinator	5 000	9 500	5 000	8 500	6 000	10 000	5 500	9 500
Demand Planner	6 500	11 000	7 500	11 000	5 500	9 500	7 000	11 000
Supply Planner	7 000	11 000	7 500	11 000	5 500	9 500	7 000	11 000
Strategic Buyer	8 000	13 000	9 500	14 000	8 000	14 000	8 500	13 500
Senior Buyer	7 500	13 000	7 500	11 500	6 500	11 000	7 500	12 000
Junior Buyer	4 500	7 500	5 000	7 500	4 500	5 500	4 500	7 500
Buyer	6 500	9 500	6 500	9 500	6 000	9 500	6 500	9 500

Currency: PLN

ROLE	WARSAW		WROCLAW		POZNAN		KRAKÓW	
	MIN PLN	MAX PLN	MIN PLN	MAX PLN	MIN PLN	MAX PLN	MIN PLN	MAX PLN
SALES								
Commercial director	17 000	25 000	16 000	23 000	15 000	20 000	15 000	22 000
Sales Director	20 000	33 000	18 000	30 000	17 000	28 000	18 000	30 000
Sales Manager	13 000	18 000	10 000	18 000	10 000	15 000	10 000	16 000
Business Development Manager	8 500	14 000	7 600	14 000	7 600	12 500	8 000	12 000
(Key) Account Manager	7 100	12 000	6 600	11 500	6 600	9 500	6 600	8 500
Sales Representative	5 200	7 600	4 700	7 600	4 700	6 500	4 500	6 500
Inside Sales Representative	5 500	7 500	4 700	7 500	4 700	7 000	4 700	7 000
Field Application Engineer	6 000	9 500	5 200	9 500	5 200	7 500	5 400	7 500
MARKETING								
Head of Marketing	16 000	25 000	15 000	26 000	12 500	22 000	13 500	22 000
Marketing Director	18 000	35 000	16 000	32 000	15 000	30 000	16 000	32 000
Digital Marketing Manager	13 000	19 000	10 500	19 000	10 000	16 100	10 500	16 000
E-commerce Manager	13 000	24 000	12 000	23 000	11 000	19 000	12 000	23 000
Account Manager (marketing)	9 500	15 300	7 500	14 500	7 000	12 000	7 500	12 000
Brand Manager	10 000	18 000	10 000	18 000	10 000	16 000	10 000	17 000
Product Manager	10 000	18 000	9 000	18 000	8 500	15 000	9 000	17 000
Marketing Specialist	5 000	9 500	5 000	9 000	4 500	9 000	5 000	9 000
SEM Specialist	7 000	10 000	6 000	9 500	6 000	9 000	6 500	9 500
SEO Specialist	7 000	10 000	7 000	10 000	6 000	9 000	6 000	9 500
Social Media Manager	8 500	13 500	6 500	13 000	6 600	10 500	7 500	12 000

What attracts talents to the organization:

- company and employment stability
- possibility of working remotely and flexible working hours
- attractive salary with explicitly stated bonus system
- clearly defined career development path with the possibility of internal and external training



ROLE	WARSAW		WROCLAW		POZNAN		KRAKÓW	
	MIN PLN	MAX PLN	MIN PLN	MAX PLN	MIN PLN	MAX PLN	MIN PLN	MAX PLN
Junior Software Developer C/C++	7 000	10 000	7 000	10 000	6 000	9 000	7 000	10 000
Software Developer C/C++	10 000	14 000	9 000	14 000	8 500	13 000	8 500	14 000
Senior Software Developer C/C++	14 000	17 000	14 000	17 000	13 500	16 000	14 000	17 000
Junior Software Developer Java	8 000	11 000	7 000	10 000	7 000	9 000	7 000	10 000
Software Developer Java	11 000	16 000	10 000	16 000	9 000	15 000	10 000	16 000
Senior Software Developer Java	16 000	22 000	15 000	21 000	15 000	21 000	15 000	22 000
Junior .NET Developer	6 000	9 000	5 500	9 000	5 500	8 500	5 500	9 000
.NET Developer	9 000	13 000	9 000	13 000	8 500	11 600	9 000	12 000
Senior .NET Developer	13 000	17 000	13 000	17 000	12 000	16 000	12 000	16 500
Junior Python Developer	7 000	9 000	6 500	9 000	6 000	8 500	6 000	8 500
Python Developer	9 000	14 000	9 000	14 000	8 500	13 000	8 500	14 000
Senior Python Developer	14 000	18 000	14 000	18 000	13 000	16 000	14 000	17 000
Junior PHP Developer	5 000	7 000	5 000	7 000	4 500	6 000	5 000	7 000
PHP Developer	7 000	11 000	7 000	10 000	6 000	9 000	7 000	11 000
Senior PHP Developer	11 000	15 000	10 000	15 000	9 000	14 000	11 000	15 000
Junior Ruby on Rails Developer	9 000	11 000	8 500	10 000	8 000	9 500	8 500	10 000
Ruby on Rails Developer	11 000	14 000	10 000	13 500	9 500	13 000	10 000	14 000
Senior Ruby on Rails Developer	14 000	18 000	13 500	17 000	13 000	16 500	14 000	17 000
Junior Front-end Developer	7 000	11 000	7 000	10 000	6 000	9 500	7 000	10 000
Front-end Developer	11 000	14 000	10 000	14 000	9 500	13 500	10 000	14 000
Senior Front-end Developer	14 000	18 000	14 000	17 000	13 500	16 000	14 000	17 000
Mobile Developer (iOS / Android)	9 000	17 000	9 000	17 000	8 500	16 000	9 000	17 000
Solution Architect	17 000	22 000	16 000	23 000	16 000	22 000	17 000	22 000
Team Leader Software Developer	17 000	22 000	17 000	21 000	16 000	20 000	16 000	22 000
Software Developer Manager	24 000	28 000	24 000	25 300	19 000	24 500	19 300	24 800
Junior Business Intelligence Developer	6 500	11 000	6 000	10 500	6 000	10 000	6 500	11 000
Business Intelligence Developer	11 000	14 000	10 500	13 500	10 000	13 500	11 000	13 500
Senior Business Intelligence Developer	14 000	17 000	13 500	16 000	13 000	16 000	13 500	16 500
Test Engineer	8 000	13 000	8 000	12 000	7 000	11 000	8 000	13 000
Automation Test Engineer	11 000	16 000	10 000	16 000	9 500	15 000	10 000	15 000
Test Manager	14 000	18 000	13 000	17 500	12 000	16 000	14 000	17 500
System Analyst	11 000	15 000	10 000	14 500	9 000	14 000	10 000	15 000
Data Scientist	12 000	18 000	11 500	17 500	11 000	16 500	11 000	17 000
Junior DevOps Engineer	10 000	12 000	10 000	12 000	9 000	12 000	10 000	12 000
DevOps Engineer	12 000	16 000	12 000	15 000	12 000	14 500	12 000	16 000
Senior DevOps Engineer	16 000	22 000	15 000	22 000	14 500	20 000	16 000	22 000
Cloud Engineer	16 000	23 000	15 000	22 000	14 000	19 000	15 000	22 000
Full-stack Developer	14 000	19 000	13 500	18 500	13 000	18 000	13 500	18 500
IT Project Manager	12 000	18 000	12 000	17 000	11 000	16 000	12 000	17 000

Currency: PLN

ROLE	WARSAW		WROCLAW		POZNAN		KRAKÓW	
	MIN PLN	MAX PLN	MIN PLN	MAX PLN	MIN PLN	MAX PLN	MIN PLN	MAX PLN
1st Line Technical Support								
Language group I	4 500	6 000	4 300	5 700	3 800	5 200	4 500	5 500
Language group II, III	6 000	8 000	5 500	7 600	5 000	7 000	5 500	7 500
Language group IV	8 000	10 000	7 800	9 500	7 000	9 000	7 500	10 000
2nd Line Technical Support								
Language group I	6 200	8 700	6 000	8 500	5 500	7 500	6 000	8 500
Language group II, III	7 000	10 000	6 400	9 500	6 000	9 500	6 500	10 000
Language group IV	9 200	11 000	9 000	10 500	8 000	10 000	9 000	10 500
3rd Line Technical Support								
Language group I	7 800	11 000	7 300	10 500	7 000	10 000	7 000	10 100
Language group II, III	9 600	12 400	9 200	11 700	8 400	11 200	8 700	11 500
Language group IV	11 900	13 800	11 500	13 100	10 700	12 600	11 000	13 000
Oracle Administrator	9 000	15 000	8 000	14 000	7 000	14 000	8 500	15 000
IT Service Desk Team Leader	9 500	14 000	9 000	14 000	8 000	13 500	9 000	13 500
IT Service Desk Process Manager	14 000	19 000	14 000	18 000	13 500	18 000	13 000	18 500
Network Engineer	9 000	15 000	8 000	15 000	7 000	14 500	8 000	14 000
Windows Administrator	9 500	14 000	9 000	14 000	8 000	13 000	9 000	13 000
Linux / Unix Administrator	8 500	14 000	8 000	13 500	8 000	13 000	8 500	13 500
Security Engineer	10 000	17 000	9 000	16 000	8 000	15 500	9 000	16 500
Security Manager	17 000	23 000	17 000	22 000	15 000	21 000	16 000	22 000
Security Application Engineer	10 000	17 000	9 500	16 000	9 000	15 000	10 000	16 500
SOC Analyst	9 000	15 000	8 700	14 500	8 000	14 000	8 500	15 000
Applications Engineer	7 000	14 000	6 500	14 000	6 500	12 500	7 000	13 000
Identity and Access Management Engineer	11 000	19 000	10 000	18 000	10 000	18 000	10 000	18 000
MSSQL Database Administrator	8 500	16 000	8 000	15 000	7 000	14 400	7 500	15 500
DBA Developer	12 000	15 000	11 500	14 500	10 700	14 000	11 000	14 000

Currency: PLN

Experience in IT:

JUNIOR 0-2 years
REGULAR 3-5 years
SENIOR 6+ years

The language group explanation:

I – only English
II – English + Italian/Spanish
III – English + German/French
IV – English + Dutch/all Scandinavian languages

The office in 2021 – what will change for employers?

Even before the pandemic, remote work was positively perceived by many potential employees who were more willing to apply to employers who offered such an opportunity. However, there was still a large group of companies that were reluctant to introduce it, arguing that it would create a need for new health and safety requirements and additional formalities. In fact, they were supporters of the traditional work model, i.e. working in an office, which they believed created the possibility of effective cooperation and efficient information flow. The pandemic very quickly reversed this phenomenon, and within a few days, employees were sent home to work remotely, resulting in empty offices. For the most part, the whole process was carried out efficiently, which surprised many employers and after several months of remote operation,



Izabela Dąbrowska

Associate Director, Tenant Representation
Knight Frank

it turned out that the overall effectiveness and productivity of teams remained at an equally high level. Nevertheless, after some time employees themselves began to point out the disadvantages of such a solution – lack of self-discipline, the risk of being distracted by other household activities and a very important social aspect – lack of contact with colleagues, which led many to indicate that their preferred work model was a hybrid, i.e. combining work in the office with remote work.

This is confirmed by the results of a survey conducted by Knight Frank, in which

80%

of over 2,000 respondents believe that after the Covid-19 pandemic, **they would like to work in a model that combines remote work with working from the office. Only 8% of respondents would choose to work from home, and 12% would stay with the previous model of working only in the office.**

It is worth noting that employers indicate the lack of direct contact and meetings as well as reduced information flow, especially between departments, as a negative effect of remote work. And these are the main factors that mean that full-time remote work will not work for a large number of companies. Our clients, who are tenants, confirm and clearly emphasize that they do not plan to abandon their offices, but rather reorganize the workplace to adapt it to the current requirements and the nature of the work. Developing a new work environment model is, of course, a lengthy process, but many companies already see such a need.

According to the results of a survey conducted by Knight Frank of 225 companies with a total of 927 offices in Europe,

almost 60%

of respondents believe they need a new workplace strategy. While only 10% of the respondents said they would reduce their offices, the vast majority indicated that after the introduction of the hybrid working model, their offices may have lower occupancy, but in turn staff will need more space to work together.

Therefore, we anticipate that major changes will occur in the way new offices are designed and rearranged. We will see an acceleration in the process of moving away from traditional jobs to “hot desks”, and in the development of more space for collaborative work. There will be more technological solutions in offices - including sub-desk sensors that allow you to determine in real time which desks are available to users, or ceiling sensors that count the number of people in the office. Also – 68% of respondents declare that they will pay more attention to the well-being of employees in the workplace. Companies recognize that the office should be a space that inspires and positively influences the productivity and creativity of employees.

Changes in the remote working model and in the design of offices were taking place even before the pandemic. More and more employers, wanting to meet the expectations of employees, adapted the working environment to their requirements, but these changes were introduced slowly and gradually. The pandemic significantly accelerated this process, forcing employers to develop a new working model as quickly as possible. We are constantly conducting analyses aimed at studying the directions of these changes so as to inform the market about the latest trends, changes in employee preferences and the evolution of the work environment.

What will the office of the future be like?

Safe

- Employers and property managers will
- implement solutions and systems aimed at
- ensuring the safety of office users – increasing
- air flow, replacing filters, introducing shift work
- systems, changing the layout of the office and
- furniture.

Ecological

- Employers are increasingly noticing
- a growing environmental awareness among
- their employees, which is why more and
- more often solutions will be implemented in
- offices to reduce material consumption
- and CO² emissions.

Active

- Every year, we also have been seeing an
- increase in the number of people commuting
- actively, in particular by cycling, but we expect
- that in 2021, after the pandemic, this trend is
- likely to take on a new dimension.

Inspirational

- Our research shows that a significant
- proportion of tenants want to allocate
- more space in their offices than before to
- cooperation-friendly spaces, and the key
- element regarding the workplace will be the
- emphasis on the quality of the arranged space.

Flexible

- To increase the productivity, commitment and
- satisfaction of employees, the working model
- in many companies will increasingly be based
- on combining different environments, places,
- working hours or “agile working conditions”.
- We expect that more and more companies will
- systematically move towards different location
- strategies and a hybrid model, while adjusting
- the space arrangement accordingly.

HR trends in 2021

2020 was a year that changed a lot in terms of the way we behave, think and act on a scale we never thought would happen. Long-lasting and repeated lockdowns impacted the economy, leading from one crisis to another, and also transformed our day-to-day lives causing significant changes in our usual work-life routines. At the outset, 2021 seems the same.

Each country is coping with the Covid-19 pandemic in their own way. Differing levels of security measures related to the health and safety of society or the working environment are being recommended, but in general there are a few trends that can be observed regardless of regional differences.

Remote working

What was considered to be a benefit became a health and safety requirement.

A change that would have never otherwise happened so fast became a reality under the unusual circumstances. It seems that somehow most companies settled into full or mixed



Sylwia Strzeboński-Gancarczyk

CEE HR Lead | Cpl CEE
sylwia.strzebonski@cpljobs.pl

remote working solutions. However, the new way of working has triggered a number of completely new challenges. They relate not only to the work-life balance of employees who are struggling with their home-working environment, but also to the organisation and management of matrix/remote teams.

Wellbeing/benefits and employee engagement changes

A significant change has been observed over the years in terms of remote wellbeing solutions, such as virtual workshops and stress release classes. **In 2021 employee wellbeing will go into a new dimension.** The new year will bring increased interest not only in the physical, but also psychological, wellbeing of staff. More and more companies are becoming aware of the long-term stressful situation that Covid-19 has caused in each employee's everyday life and its impact on productivity.

The creativity of employee engagement solutions comes into play because of the lack of face-to-face meetings. **Virtual coffees, lunches or games are intended to fill the gap in personal relations and create a semi-normal working environment.** Thanks to this, companies that provide innovative virtual solutions are blooming.

Leadership team upskilling

2020 was a year of crisis mode; the whole world was adjusting to the new reality on the go, which resulted in more understanding employees, who were able to forgive more mistakes in the running of a business due to the unusual circumstances. However, expectations are rising now that we have settled down. **Companies that want to be competitive in the market, must invest in upskilling their leaders. It is important to ensure that leaders are able to manage people in a matrix/remote environment and at the same time develop skills for**

change management which have become even more important. And finally, as technical literacy has become one of the biggest added values nowadays, and it seems to come quite easy to Millennials and Generation Z, this creates a challenge to Baby Boomers and Generation X, who currently constitute almost 60% of the employment market and fill most of the leadership roles.

Large pool of general soft-skilled talent

With a crisis a higher unemployment rate always follows, which has a significant impacts on the market. A trend that can be observed in the market at the moment, which will probably continue to increase, is a large supply of general soft-skilled talent. Most companies affected by Covid-19 downsized all non-critical roles within their structures or performed restructuring during 2020. This resulted in the availability of a large amount of talent on the market. However, the lack of some specialisations has become more visible in the talent pool. **The number of CV submissions is increasing whilst recruitment teams are not able to diligently go through all of the applications received. This is where the support of a good ATS or recruitment agency comes into play, as both can support overwhelmed recruitment divisions in the faster pre-screening of applicants.**

Low supply of highly-skilled talent

As mentioned above, it seems that there are a high number of candidates available on the market. So why is it that companies are struggling with recruitment processes? The answer is simple – highly-skilled talent and top management are rather reluctant to change their jobs. In the current unstable situation, a company that we know and consider to be a safe working environment is easier to be loyal to and stay within. This is why, if a company is growing rapidly or has some specific

requirements for the role, an **experienced recruiter (even one hired in-house) or the external support of a consulting agency might come in handy in encouraging a candidate to even consider a new role. This paradoxical situation requires a broad skillset to navigate.**

Staff retention policies

In such a demanding market, it is easier and cheaper to maintain current talent, so companies should focus on ensuring that they keep their workforce motivated. However, in terms of motivation, expectations have not changed much. **Retention policies should still be set up around attractive learning and development opportunities (only the way these are delivered must change) and relationships with direct management, when again the upskilling of the leadership team becomes vital.**

Overall, even though the working environment has changed greatly and most of the market players have become conservative in their decision-making processes, it is important that we do not lose sight of how the whole situation affects people. In the end, these people will remember how particular companies reacted to the new reality.

HR trends for 2021:

- REMOTE WORKING
- WELLBEING/BENEFITS AND EMPLOYEE ENGAGEMENT \ CHANGES
- LEADERSHIP TEAM UPSKILLING
- LARGE POOL OF GENERAL SOFT-SKILLED TALENT
- LOW SUPPLY OF HIGH-SKILLED TALENT
- STAFF RETENTION POLICIES

Locations

Czech Republic

Prague

Cpl Jobs s.r.o.
Politických vězňů 912/10
Nové Město,
110 00 Prague 1
Czech Republic

T: +420 724 931 822
E: praha@cpljobs.cz
W: www.cpljobs.cz

Brno

Cpl Jobs s.r.o.
Uzka 488/8,
60200 Brno,
Czech Republic

T: +420 724 931 825
E: brno@cpljobs.cz
W: www.cpljobs.cz

Hungary

Budapest

Cpl Jobs Kft.
Terez krt. 55.
A building 2nd _oor,
1062 Budapest,
Hungary

T: +36 1 501 5460
E: budapest@cpljobs.hu
W: www.cpljobs.hu

Poland

Warsaw

Cpl Jobs Sp. z o.o.
Al. Jerozolimskie 81,
02-001 Warszawa,
Poland

T: +48 22 488 6500
E: warsaw@cpljobs.pl
W: www.cpljobs.pl

Wroclaw

Cpl Jobs Sp. z o.o.
ul. Podwale 83,
OVO Offices, IIIp. lokal 9,
50-414 Wrocław

T: +48 717 356 6200
E: wroclaw@cpljobs.pl
W: www.cpljobs.pl

Poznan

Cpl Jobs Sp. z o.o.
ul. Szyperska 14,
61-754 Poznan,
Poland

T: +48 61 626 8800
E: poznan@cpljobs.pl
W: www.cpljobs.pl

Krakow

Cpl Jobs Sp. z o.o.
ul. Cystersów 26B/4,
31-553 Kraków
Poland

E: krakow@cpljobs.pl
W: www.cpljobs.pl

Slovakia

Bratislava

Cpl Jobs S.r.o
Vysoka 14,
811 06 Bratislava,
Slovakia

T: +421 232 191 200
E: bratislava@cpljobs.ie
W: www.cpljobs.sk

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