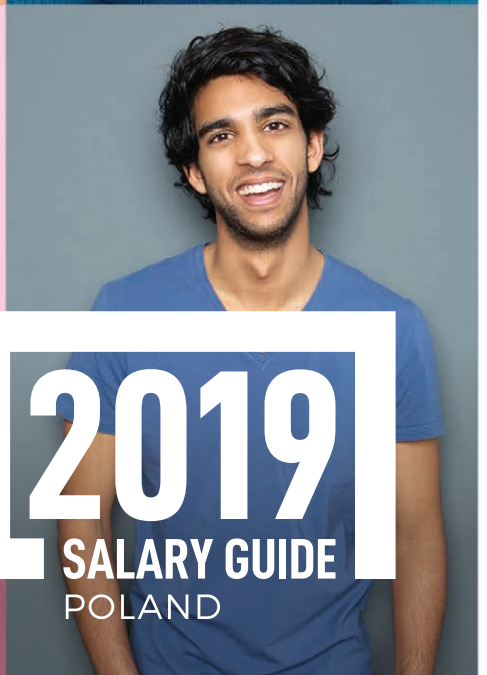
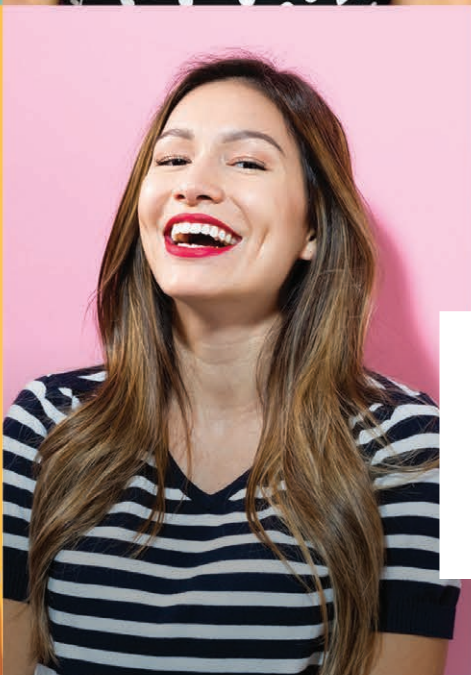
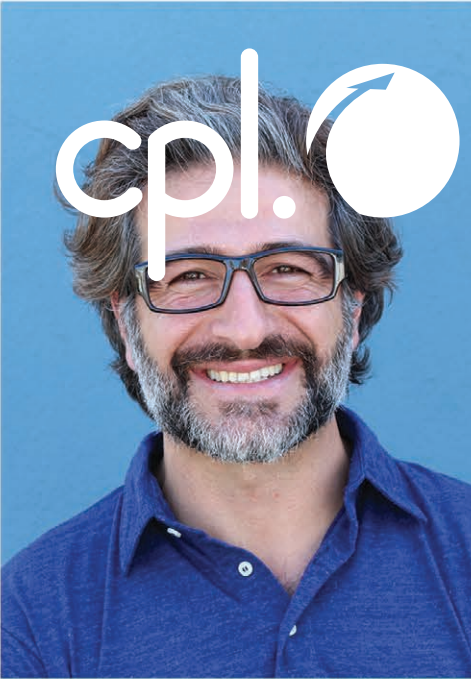


cpl.



2019

SALARY GUIDE
POLAND

2019
SALARY GUIDE
POLAND

THE BEST **PEOPLE** FOR THE JOB



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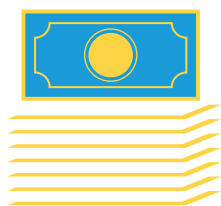
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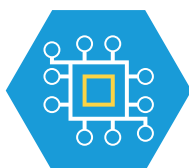
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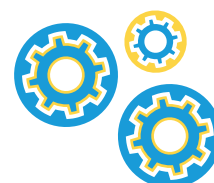
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CPL JOBS POLAND

COMPREHENSIVE SUPPLIER OF RECRUITMENT SOLUTIONS FOR BUSINESS

For almost 30 years, we have been providing consistent strategies for **acquiring talents, flexibly tailored** to the structure and organizational culture of the client's company.

Our knowledge comes from **many years of experience** in the recruitment market, in various business areas.

Thanks to the extensive network of offices, we have access to a **broad base of candidates**, offering the best specialists on the market.

We are characterized 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 customer company development**.

40
offices

9
countries

29
years in business

6.000
specialized experts

CPL Jobs Poland is a personal consulting and recruitment company,

belonging to the 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.

CPL Jobs Poland has been present on the Polish market since 2006, currently employing over 70 people in 4 locations: **Warsaw, Cracow, Wroclaw** and **Poznan**.

We offer specialized services in the field of:

- Permanent recruitment
- Recruitment Process Outsourcing
- Employer Branding
- Temporary recruitment
- Executive search
- IT Contracting
- On-site service

THE BEST PEOPLE FOR THE JOB

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.

We recruit in a wide range of industries and functions:

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

VALUES**We profess 5 fundamental values,**

which define the identity of our organization and set expectations for CPL Jobs employees.



Customer Focus
Accountability
Respect
Effective Communication
Empowerment

INTRODUCTION

SALARY SURVEY GUIDE 2019

Salary Survey Guide 2019 is a result of joint research performed by CPL Jobs recruitment experts and the Candidates who took an active part in our survey regarding the labour market in Poland. We would like to express our gratitude for their involvement, subject-related input as well as sharing their thoughts with us. Acting together, we have created a report which will hopefully become a valuable source of knowledge and will answer many potential questions about the Polish labour market needs in 2019.

RESEARCH METHODOLOGY

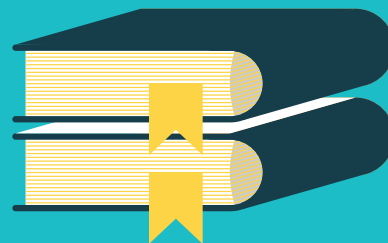
The ranges of salaries presented in the Salary Survey Guide 2019 have been compiled on the basis of data collected during recruitment projects conducted by CPL Jobs Poland. The team has thoroughly analysed the salaries currently offered by employers to candidates on independent positions as well as salary expectations of employees in the leading economic sectors country-wide.

Remunerations presented for selected positions are average monthly gross salaries offered on each 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 organization.

THE SURVEY RESPONDENTS

In order to create the report on the Polish labour market, a survey on employees' expectations has been conducted amount candidates who participated in CPL Jobs' recruitment projects. Thus, the respondent group was highly diverse in terms of experience, level of competency level, demography or gender. Only those respondents who provided answers to all questions were included in the survey.

The questionnaire contained the following types of questions: multiple-choice, closed and open-ended. To move on to the next question and successfully complete the survey, it was necessary to provide answers to all questions, thus we have eliminated the problem of missing data.



LANGUAGE GROUPS – explanation

- I - only English
- II - English + French/Spanish/Italian etc (medium)
- III - English + German/Dutch etc. (difficult)

TRENDS IN 2019

48%

the respondents plan to change jobs in 2019

64%

of the respondents claim that lack of development opportunities is likely to influence their decision to change jobs.

3 most appreciated benefits

- sports card (such as Multisport)
- basic medical scheme
- internal trainings
- modern and friendly office space

Do we only work for a better salary?

It is my pleasure to present you CPL Salary Survey Guide for 2019.

This year, in line with the trends on the present labour market in Poland, CPL Jobs above all recognizes the voice of our candidates. This Salary Guide is about their insight on how important remote work, learning, development, employer branding or CSR activities are when making a decision to choose an employer.

The candidate statements we managed to collect for the survey prove that they are conscious participants of the job market, whose awareness grows in line with Poland's economy development. Together with our Partner - Colliers International we also present the latest trends in creating an all-inclusive office - a modern space that attracts employees to the company.

It is evident that employers who are aware of the importance of work-life balance, provide training programmes, are open to flexibility and know how to engage employees definitely win the best candidate race and thus may plan the company's further development.

Our report presents development trends of selected regions and sectors: SSC/BPO/R&D, finance, sales&marketing, engineering and logistics, IT versus human resources potential and our recommendations on how to acquire and retain talent in your organisation.

If you require more detailed data or wish to discuss any of the related topics, feel free to contact us.

Wishing you a pleasant and insightful reading,
Yours sincerely,



ALEKSANDRA IWICKA

CEE Regional Manager

CPL Jobs

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OFFICE IN 2019

All-inclusive office

An office that attracts employees

Today, job seekers have specific expectations about where they want to work. Good location and transport links for getting to work quickly are the most important attributes. If these elements are missing, a job offer might be rejected.

The design of the office should be visually attractive and inspiring.

A well-designed office should offer differentiated zones for team or individual work.

There must be space to relax as well. Increasingly, the best employers offer chillout areas, massage armchairs, height adjustable desks and fitness rooms as standard. Flowers and plants are also a great plus to have in an office. Greenery improves the aesthetics of an office as it makes people feel relaxed and improves the air quality.



Priceless flexibility

Nowadays, employees appreciate flexibility. An ideal employer should equip the staff with a light laptop and smartphone with access to mail and useful applications, as well as a VPN system and secure wi-fi network so they can work remotely from anywhere inside and outside the office - from home, a café or during a business trip.

Atmosphere matters

Office space, even if well arranged, is not everything. The positive atmosphere, energy that attracts people and connects them with the company has a huge impact on the well-being of employees. The design of the office should go in line with the organisational culture. In an ideal office these elements work well together.



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What sort of office attracts employees?

- Flexible - providing tools to work away from the desk, outside the company's office, at home
- Inspiring - modern but cosy design that supports creativity and encourages interaction with other employees
- Individualized - tailored to the needs of employees, their preferences and the way they work
- Providing comfort - comfortable space where employees can work and relax
- Functional - where design is not overwhelming but supports employees' activities



„Strong candidate market and the clash of expectations of different generations on the labour markets are the main challenges for employers in terms of financial-accounting roles in 2019.“



SALARY SURVEY

WARSAW | CRACOW |
POZNAN | WROCLAW

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TEAM LEADER | WROCLAW

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MIKOŁAJ JAŚKIEWICZ
TEAM LEADER | WARSAW



In the SSC/BPO sector, 2019 is the time to seek candidates with knowledge of German and French languages. Organizations are expanding not only their accounting, financial and HR departments, but also customer service and helpdesks. Growth is expected also in the marketing departments due to digital marketing and e-commerce services.

High-volume demand of many organizations recruiting simultaneously results in a strong competition to reach best-matching candidates. In order to fill all vacancies and enjoy loyalty of employees, this sector should open up to fresh graduates, unexperienced persons or candidates with lower level of language knowledge who can be trained on site. Organizations should also consider hiring employees from other locations and countries – this can be achieved, among others, by attractive relocation packages offered to candidates.

In 2019, employers will consider not only the experience, education or language knowledge of candidates, but also their soft skills.

Ability to work in team, flexible adaptation to work environment, smooth establishing of good rapport with others will become an important criterion of choosing an employee.

CPL Jobs provides professional expertise in career development by recommending job offers tailored to individual needs and skills of the candidate. We assist in choosing the optimal type of employment, at the same time providing constant access to information on interesting projects, available on the market.



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Most in-demand foreign languages

- English
- German
- French
- Scandinavian languages

Areas of the largest growth potential

- marketing (digital, e-commerce)
- finance and accounting (controlling, tax, financial analysis, risk management)
- HR (payroll)

What attracts talents to the organization?

- Employer Branding – employer's positive image on the market
- modern and friendly office space (chill room, gym)
- non-cash benefits such as Netflix/Spotify subscriptions
- additional day off (e.g. on birthday)



ROLE	CRACOW		POZNAN		WARSAW		WROCLAW	
	MIN	MAX	MIN	MAX	MIN	MAX	MIN	MAX
CUSTOMER SERVICE								
Junior Customer Service Representative								
Language group I	800	1 000	700	1 000	700	1 000	700	1 000
Language group II	1 000	1 300	1 000	1 200	1 000	1 300	1 000	1 200
Language group III	1 300	1 400	1 300	1 500	1 300	1 500	1 300	1 500
Customer Service Representative								
Language group I	1 000	1 100	1 000	1 100	1 000	1 300	1 000	1 200
Language group II	1 100	1 300	1 000	1 300	1 300	1 500	1 100	1 300
Language group III	1 300	1 500	1 400	1 500	1 500	1 900	1 400	1 800
Senior Customer Service Representative								
Language group I	1 100	1 300	1 000	1 200	1 300	1 600	1 200	1 400
Language group II	1 300	1 400	1 300	1 400	1 500	1 700	1 300	1 500
Language group III	1 400	1 700	1 400	1 700	1 900	2 300	1 600	2 000
Customer Service Supervisor								
Customer Service Team Leader	1 600	2 500	1 500	2 300	2 100	2 800	1 900	2 600
Customer Service Manager	2 700	4 000	2 300	3 600	2 800	3 700	2 300	3 500
SALES								
Telesales Agent								
Language group I	900	1 100	900	1 000	900	1 200	1 000	1 100
Language group II	1 100	1 300	1 000	1 200	1 200	1 400	1 100	1 300
Language group III	1 300	1 700	1 300	1 700	1 400	2 000	1 300	1 800
Telesales Team Leader	1 700	2 000	1 600	2 100	1 600	2 300	1 700	2 200
Telesales Manager	2 500	3 600	2 200	3 600	2 700	4 200	2 400	3 700
REPORTING								
Junior Reporting Specialist	1 000	1 200	900	1 100	1 000	1 200	1 100	1 200
Senior Reporting Specialist	1 300	1 700	1 400	1 600	1 400	1 600	1 300	1 600
Reporting Specialist with VBA	1 200	1 700	1 200	1 700	1 300	1 800	1 200	1 700

SALES & MARKETING

2019

In 2019 almost every sector in the marketing and sales area will face the growing importance of e-commerce. This trend is reflected in the development of digital departments and increasing demand for marketing experts responsible for supporting and generating online sales, e.g. SEM, PPS or performance marketing.

The retail sector in Poland is facing the challenge of the increasing number of non-shopping Sundays. The largest chains compensate the losses by continuous development of omni-channel sales, which thanks to omni-channel sales, reaching customers on a larger scale.

In the B2B sales, companies tend to focus on the sales process itself. In order to improve efficiency and fully utilize the skills available within the organization, companies divide processes to stages. They create separate departments and positions such as Business Development Representative and Business Development Manager, which focus entirely on acquiring clients and managing customer relations. Other employees are involved in negotiations and successful closing of sales.

This year, sales & marketing candidates are attracted not only to high salaries but also to specific market sector, the company and its culture. Candidates' popular expectation is to work remotely (or even freelancing), which enables them to find time for additional, after-hours commissions.

Moreover, thanks to the "candidate's market" and high competition among other companies in the sector, the employers will have to conclude recruitment processes quickly, not to lose the best available talent.



KATARZYNA WALKIEWICZ
Recruitment Consultant

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What attracts talents to the organization?

- flexible working hours
- possibility to work remotely
- wide offer of employee benefits
- attractive bonuses and commissions
- interesting or innovative product/service

Specializations which are most difficult to fill in

- SEM/SEO/PPC
- performance Marketing
- e-commerce



ROLE	CRACOW		POZNAN		WARSAW		WROCLAW	
	MIN	MAX	MIN	MAX	MIN	MAX	MIN	MAX
Sales Representative	800	1 400	800	1 400	800	1 400	800	1 500
Inside Sales Representative	800	1 500	800	1 400	800	2 000	900	1 600
(Key) Account Manager	1 300	2 100	1 200	2 300	1 400	2 800	1 200	2 300
Business Development Manager	1 500	2 800	1 500	2 600	1 600	3 300	1 400	2 800
Sales Director	3 500	5 800	3 500	6 500	4 000	7 400	3 700	5 800
Sales Manager	2 100	3 500	2 100	3 500	2 300	4 000	2 300	4 000
Social Media Manager	1 300	2 100	1 100	2 600	1 200	2 300	1 400	2 300
SEM Specialist	1 500	2 100	1 300	2 000	1 600	2 100	1 300	2 000
Digital Marketing Manager	2 300	3 700	2 200	4 200	2 800	4 200	2 300	3 500
Head of Marketing	3 100	5 100	2 800	5 300	3 500	6 000	3 700	5 800
Account Manager (marketing)	1 800	2 800	1 500	2 600	1 900	3 500	1 600	2 800
Field Application Engineer	1 000	1 700	1 100	1 800	900	2 100	1 000	1 800

COMPETENCY GAP

In 2019 the need to re-organize marketing processes towards foreign markets has increased, thus companies are keen on attracting new staff who speak additional foreign languages apart from English. Currently the group of multilingual marketing specialists in Poland is rather small so they will be very attractive to employers both in 2019 and the years to follow.

ENGINEERING & LOGISTICS

2019

In the engineering and supply chain sector, 2019 will remain the year of the employee. Organizations should be prepared for candidates' growing expectations – not only in the area of remuneration and benefits but also organizational culture.

Work-life balance is not just a slogan anymore and the possibility to work remotely, at least to some extent (particularly in case of companies located outside of large agglomerations) has slowly become a standard, similar to private medical scheme. Organizations may actually benefit from this, as it will expand the pool of best specialists who will not be discouraged by the work location.

Whom will the employers most likely welcome on board? Due to more common matrix organizational structures, employees often report to local management but are also a part of international teams so fluent English becomes a must. Organizations are keen to offer higher salaries to specialists with German or French language knowledge.

Hard skills will be crucial to get hired, but not sufficient for those who would like to develop within their organization.

Persons who are willing to share their experience and cooperate well with others, can be sure of their development in the company. It has become increasingly important to be business-oriented and understand corporate financial goals, not only from the perspective of own position, but organization-wide.



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Most in-demand specialists

- experts in mechanical, electric and automation areas
- logistic processes optimization specialists
- production process engineers

Most in-demand foreign languages

- English
- German
- French

What attracts talents to the organization?

- competitive salary and benefits cafeteria
- Employer Branding – employer's positive image on the market
- flexible working hours and possibility of working remotely to some extent
- clear development paths and investment in trainings



ROLE	CRACOW		POZNAN		WARSAW		WROCLAW	
	MIN	MAX	MIN	MAX	MIN	MAX	MIN	MAX
Logistics Planner	1 300	1 700	1 300	1 800	1 400	2 000	1 300	1 700
Contract Specialist	1 200	1 800	1 000	2 000	1 200	2 100	1 000	1 900
Sourcing Specialist	2 100	1 300	1 000	1 300	1 000	1 400	1 000	1 300
Master Data/ Document Processing Specialist	1 600	1 700	1 000	1 400	1 000	1 700	1 000	1 500
Manufacturing & engineering								
Plant Manager	4 000	7 700	4 000	7 000	4 200	7 400	3 500	8 100
Production Manager	2 100	4 900	1 600	4 200	2 300	5 600	1 700	4 200
Project Manager	2 100	4 400	1 900	4 200	2 300	4 700	1 900	4 000
Technical Manager	1 600	3 000	1 900	3 300	1 900	3 300	1 900	3 000
Maintenance Manager	1 600	3 800	2 300	3 700	2 100	4 200	1 900	3 300
Quality Manager	2 300	4 200	2 800	4 200	2 800	4 700	2 600	4 000
Lean Manager	2 600	4 200	2 800	4 200	2 600	4 900	1 900	4 200
Manufacturing Shift Leader	1 200	2 300	1 200	2 300	1 500	2 700	1 200	2 100
Maintenance Engineer	1 200	2 000	1 400	2 100	1 300	2 300	1 400	2 600
Mechanical Engineer	900	1 700	1 200	1 900	1 300	2 300	1 400	2 300
Automation Engineer	1 200	1 700	1 200	2 100	1 300	2 600	1 500	2 300
Electrical Engineer	900	1 700	1 200	2 100	1 300	2 200	1 500	2 100
Production Engineer	1 200	1 900	1 200	2 300	1 300	2 100	1 400	2 300
Process Engineer	1 300	2 100	1 400	2 300	1 400	2 300	1 400	2 600
Production Planner	1 600	2 100	1 400	2 100	1 400	2 100	1 600	2 100
Quality Engineer	1 300	2 300	1 000	2 800	1 400	2 600	1 200	2 800
Lean Engineer	1 300	2 100	1 600	2 300	1 400	2 300	1 200	2 800
Design Engineer	1 200	2 100	1 200	2 800	1 300	2 300	1 400	2 800
Logistics & purchasing								
Supply Chain Manager	2 300	4 200	2 800	4 400	2 300	4 200	2 300	4 200
Logistics Manager	2 300	4 200	2 100	4 000	2 300	4 200	2 300	4 200
Warehouse Manager	1 400	2 600	1 700	3 300	1 900	3 000	1 400	2 600
Transport Manager	1 900	3 000	1 900	2 800	1 900	3 300	1 900	3 000
Purchasing Manager	2 300	4 200	2 600	4 200	2 600	4 700	2 300	4 200
Fleet Manager	1 600	2 600	1 500	2 300	1 600	2 800	1 600	2 600
Logistics specialist	1 400	2 100	1 300	1 900	1 400	2 300	1 400	2 100
Fleet specialist	900	1 400	900	1 300	900	1 400	900	1 400
Transport Coordinator	1 200	2 100	1 200	2 100	1 300	2 200	1 100	2 000
Demand Planner	1 300	2 300	1 300	2 100	1 600	2 700	1 300	2 300
Supply Planner	1 400	2 300	1 500	2 100	1 700	2 800	1 400	2 300
Strategic Buyer	1 900	2 800	1 800	3 300	1 900	3 500	1 900	3 000
Senior Buyer	1 700	2 700	1 600	2 600	1 700	2 800	1 700	2 700
Junior Buyer	1 000	1 600	800	1 200	1 000	1 400	800	1 300
Buyer	1 400	2 300	1 300	2 200	1 400	2 300	1 400	2 200

CORPORATE FINANCE

2019

In 2019 the growing market awareness among candidates will result in a more selective approach to job offers. Not only salary will be important for candidates – they will also pay close attention to growth opportunities, ambitious challenges, participation in interesting projects and maintaining work-life balance.

Flexible working hours, which used to be quite rare on such positions, are becoming increasingly more popular.

Strong candidate market and the clash of expectations of different generations on the labour markets are the main challenges for employers in terms of financial-accounting roles in 2019.

Tax specialists, financial analysts and controlling specialists are most in-demand. The companies will have to face salary increases on specialist positions, especially those requiring additional foreign languages, such as German or French. Accounting specialists (particularly GL) as well as tax and payroll specialists can expect higher remuneration.

Employers are more conscious of challenges which they have to face on the labour market and thus keen to improve staff qualification and invest intensely in trainings to keep the best talents in the organizations for as long as possible.



KATARZYNA KASZUBA

Team Leader

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Most in-demand specialists

- tax specialist
- financial analyst
- controlling specialist

Most in-demand foreign languages

- English
- German
- French

What attracts talents to the organization?

- growth opportunities
- flexible working hours
- modern and friendly office space (chill room, gym)



ROLE	CRACOW		POZNAN		WARSAW		WROCLAW	
	MIN	MAX	MIN	MAX	MIN	MAX	MIN	MAX
Cash Allocation Specialist	1 200	1 400	1 200	1 400	1 300	1 500	1 200	1 400
Senior Cash Allocation Specialist	1 300	1 600	1 500	1 600	1 450	1 700	1 500	1 600
Tax Accountant/Analyst	1 400	1 600	1 200	1 600	1 400	1 900	1 200	1 600
Senior Tax/VAT Analyst	1 400	2 100	1 600	2 000	1 900	2 300	1 600	2 100
Controller								
Controller	1 500	2 000	1 500	2 000	1 500	2 200	1 600	2 000
Senior Controller	1 900	3 000	1 900	2 300	1 900	3 200	2 000	2 900
F&A Manager	3 300	4 400	3 300	4 400	3 300	4 600	3 100	4 400
Controlling Manager	3 500	4 800	3 500	4 600	3 300	4 900	3 300	4 600
Junior Ap/Ar Accountant* (ASSOCIATE) process Manager								
Language group I	900	1 000	900	1 000	900	1 100	900	1 000
Language group II	1 000	1 200	1 000	1 100	1 000	1 200	1 000	1 200
Language group III	1 200	1 400	1 200	1 400	1 300	1 500	1 200	1 400
Ap/Ar Accountant*								
Language group I	1 000	1 300	1 000	1 300	1 100	1 400	1 000	1 300
Language group II	1 200	1 400	1 100	1 300	1 200	1 500	1 200	1 400
Language group III	1 300	1 700	1 300	1 500	1 400	1 600	1 300	1 500
Senior AR/AP Accountant*								
Language group I	1 400	1 600	1 300	1 500	1 400	1 600	1 400	1 500
Language group II	1 500	1 700	1 400	1 700	1 500	1 700	1 400	1 700
Language group III	1 600	1 800	1 500	1 900	1 600	1 900	1 500	1 900
AP/AR Team Leader								
AP/AR Team Leader	1 700	2 400	1 600	2 300	1 900	2 600	1 600	2 400
AP/AR Manager								
AP/AR Manager	2 400	4 000	2 200	4 000	2 600	4 000	2 500	4 000
Junior GL Accountant								
Junior GL Accountant	1 100	1 200	1 000	1 200	1 100	1 300	1 000	1 200
GL Accountant								
GL Accountant	1 200	1 400	1 200	1 500	1 300	1 600	1 200	1 500
Senior GL Accountant								
Senior GL Accountant	1 400	1 800	1 500	1 800	1 600	1 700	1 500	1 800
GL Team Leader								
GL Team Leader	1 800	2 800	1 800	2 600	1 900	3 100	1 800	2 800
Junior Billing Specialist								
Junior Billing Specialist	900	1 000	900	1 000	900	1 100	900	1 000
Billing Specialist								
Billing Specialist	1 000	1 200	1 000	1 200	1 100	1 300	1 000	1 200
Senior Billing Specialist								
Senior Billing Specialist	1 200	1 500	1 200	1 500	1 300	1 600	1 200	1 500
Financial Services								
Junior Fund Accountant								
Junior Fund Accountant	1 000	1 200	900	1 200	900	1 200	1 000	1 200
Fund Accountant								
Fund Accountant	1 200	1 600	1 200	1 600	1 200	1 600	1 200	1 600
Senior Fund Accountant								
Senior Fund Accountant	1 600	2 000	1 600	2 000	1 600	2 100	1 600	2 000
Junior Data Analyst								
Junior Data Analyst	900	1 100	900	1 000	1 000	1 200	900	1 100
Data Analyst								
Data Analyst	1 100	1 200	1 000	1 100	1 100	1 300	1 100	1 300
Senior Data Analyst								
Senior Data Analyst	1 200	1 700	1 100	1 700	1 300	1 800	1 200	1 800
Junior Financial Analyst								
Junior Financial Analyst	1 100	1 300	1 000	1 300	1 200	1 400	1 200	1 400
Financial Analyst								
Financial Analyst	1 200	1 600	1 200	1 500	1 400	1 700	1 400	1 700
Senior Financial Analyst								
Senior Financial Analyst	1 600	2 000	1 500	1 900	1 700	2 300	1 700	2 100
Junior Business Analyst								
Junior Business Analyst	1 100	1 400	900	1 300	1 000	1 400	1 100	1 400
Business Analyst								
Business Analyst	1 400	1 700	1 300	1 600	1 400	1 700	1 400	1 800
Senior Business Analyst								
Senior Business Analyst	1 700	2 000	1 600	2 000	1 700	2 200	1 800	2 400
Junior Project Manager								
Junior Project Manager	1 500	2 100	1 500	2 100	1 600	2 300	1 500	2 100
Senior Project Manager								
Senior Project Manager	2 800	4 000	2 800	4 000	2 900	4 200	2 800	4 000

SOFTWARE DEVELOPMENT

2019

In 2019 IT sector will continue to develop rapidly – there are no signs of a slow down. An unfulfilled demand for specialists is still apparent, their remunerations are often the highest on the job market. In recent years, Java (followed by JavaScript) remains the most wanted and best paid technology, although there are many specialists in this area, thus talent competition among them is high. The most valued framework is Spring, frequently applied solution – SpringBoot. Employers are still keen on sourcing Front-End Developers and software programmers, required for software creation.

Knowledge of both Front-End and Back-End is most desired by employers, resulting also in a growing need for Full Stack Developers. On the other hand, more and more organizations have been implementing DevOps, thus requiring devops experts who are still rather scarce.

In 2019, when choosing a new workplace, IT specialists will prioritize their potential professional development over salary package.

For most of them, work is passion; the constantly developing IT sector motivates them to move ahead. They are not keen to work on projects connected with system maintenance or slow-paced ones. The most attractive are interesting projects with new technological stack, opportunities to choose work tools and learn new technologies or change career path (for example, from a tester position to developer). Other important criteria are: the team, work methodology, scope of duties.



KAMILA PIETREWICZ

Team Leader

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COMPETENCE GAP

Despite a strong market demand for IT specialists, it is not homogenous. It is quite difficult to find the first job in this sector – there are relatively few junior positions available and as a rule the employers require at least a few months of experience.

Most in-demand programming languages

- Java
- C#.NET
- Python
- JavaScript

What attracts talents to the organization?

- possibility to choose between a labour contract and B2B contract
- possibility to work remotely
- increased tax deductible expenses due to creative work
- professional trainings, certificates

Best paid specialists

- Java
- Ruby on Rails
- Big Data



ROLE	CRACOW		POZNAN		WARSAW		WROCLAW	
	MIN	MAX	MIN	MAX	MIN	MAX	MIN	MAX
Junior Software Developer C/C++	1 300	1 700	1 300	1 700	1 500	2 200	1 300	1 800
Software Developer C/C++	1 600	2 400	1 900	2 600	2 200	2 900	1 800	2 900
Senior Software Developer C/C++	2 400	3 500	2 600	3 300	2 900	3 500	2 900	3 400
Junior Software Developer Java	1 400	2 300	1 600	2 400	1 900	2 300	1 500	2 400
Software Developer Java	2 300	3 300	2 400	3 500	2 300	3 700	2 400	3 700
Senior Software Developer Java	3 300	4 200	3 500	4 700	3 700	4 700	3 700	4 500
Junior .NET Developer	1 300	2 000	1 400	2 000	1 600	2 300	1 400	2 100
.NET Developer	2 000	3 000	2 000	2 900	2 300	3 300	2 100	3 300
Senior .NET Developer	3 000	4 000	2 900	4 200	3 300	4 200	3 300	4 100
Junior Python Developer	1 600	2 200	1 600	2 100	1 600	2 200	1 300	2 000
Python Developer	2 100	3 000	2 100	3 300	2 100	3 000	2 000	2 800
Senior Python Developer	3 000	3 700	3 300	4 000	3 000	3 700	2 800	3 600
Junior PHP Developer	1 400	1 600	1 400	1 900	1 400	1 600	1 300	1 600
PHP Developer	1 600	2 300	1 900	2 600	1 600	2 300	1 600	2 300
Senior PHP Developer	2 300	3 300	2 600	3 500	2 300	3 300	2 300	3 200
Junior Front-End Developer	1 600	2 300	1 600	2 800	1 600	2 300	1 600	2 100
Front-End Developer	2 100	3 500	2 300	3 500	2 600	3 500	2 100	3 500
Senior Front-End Developer	3 500	4 200	3 500	4 300	3 500	4 400	3 500	4 200
Mobile Developer (iOS / Android)	2 100	3 700	1 900	3 300	2 100	3 700	2 000	3 600
Team Leader Software Developer	3 700	4 700	3 700	5 000	4 200	5 100	4 000	4 400
Software Developer Manager	4 600	5 800	4 200	5 600	4 400	6 000	4 400	5 800
DevOps Engineer	2 600	3 700	2 600	4 200	2 600	4 200	2 600	3 700
Junior Business Intelligence Developer	1 800	2 500	1 500	2 100	1 600	2 300	1 500	2 200
Business Intelligence Developer	2 500	3 500	2 100	3 400	2 300	3 500	2 200	3 000
Senior Business Intelligence Developer	3 000	4 000	3 400	4 100	3 500	4 200	3 000	4 000
Test Engineer	2 200	3 000	2 000	3 300	2 300	3 000	2 300	3 000
Automation Test Engineer	2 600	3 500	2 100	3 700	2 600	3 500	2 500	3 500

IT INFRASTRUCTURE

2019

For 2019 we foresee an intensive development both in terms of growing demand for qualified IT specialists as well as an increasing pool of experts ready to take up jobs in this sector.

This year will also bring many new opportunities for IT infrastructure specialists due to cloud solutions and a growing need for optimization and automation of processes. Improvements implemented by very few organizations before, nowadays become the leading trend on the IT market.

Moreover, thanks to the changing approach towards building infrastructure, we can foresee a growing demand for skills connected with IT Networks Security.

The most developing areas within IT infrastructure are: cloud solutions, automation of processes, network security, database administration.

According to our analysis, in 2019 new employers on local market will emerge mainly in the banking and production sector. Both of these sectors are likely to invest in the development of process automation and network security. Although many IT specialists are interested to develop in such fields, there is still a lack of qualified staff with commercial experience which would combine hard-to-achieve skills with particular IT technologies.



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Most in-demand benefits

- trainings and certifications financed by the employer
- possibility to work remotely
- no shifts/on-call
- possibility of working on B2B contract

Positions which are best paid

- Infrastructure Security Manager
- Security Engineer
- Senior SysOps / DevOps Engineer
- Senior Cloud Engineer

What attracts talents to the organization?

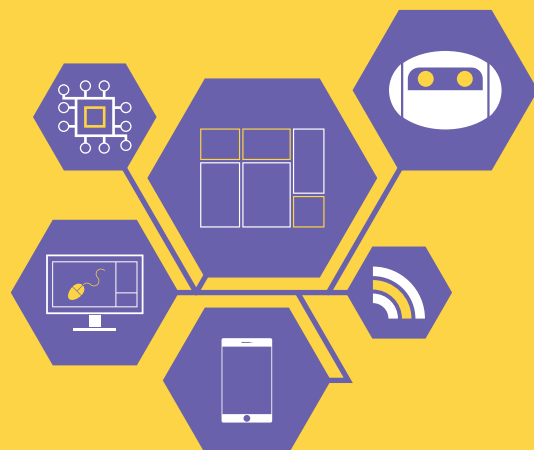
- investments in new technology solutions
- possibility of growth within the organization
- Employer Branding – employer's positive image on the market
- clear development path in the organization

Roles which are most difficult to fill

- DevOps Engineer
- Cloud SysOps Engineer
- Security Application Engineer
- Cloud Solutions Engineer

COMPETENCY GAP

Limited number of available specialists with larger experience in the area of Security and DevOps versus high demand for such senior specialists.



ROLE	CRACOW		POZNAN		WARSAW		WROCLAW	
	MIN	MAX	MIN	MAX	MIN	MAX	MIN	MAX
1st Line Technical Support								
Language group I	1 000	1 500	1 000	1 400	1 200	1 600	1 000	1 500
Language group II, III	1 400	1 900	1 400	1 900	1 500	2 000	1 400	1 900
2nd Line Technical Support								
Language group I	1 400	2 000	1 500	2 100	1 600	2 100	1 500	2 000
Language group II, III	1 900	2 100	1 800	2 200	2 000	2 300	1 900	2 200
3rd Line Technical Support								
Language group I	1 900	2 300	2 000	2 400	2 200	2 600	2 100	2 600
Language group II, III	2 100	2 600	2 100	2 600	2 300	2 800	2 300	2 800
IT Infrastructure								
Oracle Administrator	2 300	3 000	2 400	3 100	2 800	3 500	2 700	3 300
IT Service Desk Team Leader	1 800	2 400	1 700	2 400	2 100	2 800	2 000	2 800
IT Service Desk Process Manager	2 400	3 400	2 400	3 000	3 000	3 500	2 800	3 500
Network Engineer	1 900	2 300	2 000	2 500	2 000	2 800	2 100	2 800
Windows Administrator	2 100	2 600	2 300	2 800	2 300	3 000	2 100	2 600
Linux / Unix Administrator	2 000	3 000	2 400	2 700	2 600	3 000	2 100	2 600
Security Engineer	2 600	4 000	2 100	3 500	2 600	4 000	2 600	3 700
Security Manager	3 500	5 100	3 300	4 400	4 000	5 100	3 500	4 400
Security Application Engineer	2 800	3 500	2 600	3 300	2 800	3 700	2 600	3 300
SOC Analyst	2 100	2 800	2 300	2 800	2 300	3 000	2 100	2 600
Applications Engineer	3 300	3 700	2 000	3 500	3 000	4 200	2 300	3 300
Identity and Access Engineer	3 300	3 700	2 400	3 300	2 800	3 800	2 600	3 300
MSSQL Database Administrator	2 600	3 600	2 400	3 500	3 000	3 700	2 800	3 600
DBA Developer	2 600	3 400	2 700	3 400	3 000	3 500	2 600	3 500

„Doubtlessly in the coming year 2019, we will witness further evolution of the labour market and the negotiating advantage of expert candidates.“



REGIONAL CHALLENGES ON THE LABOUR MARKET

CRACOW | WARSAW |
POZNAN | WROCLAW

24 **CRACOW**

MAGDALENA GRZESIK
BRANCH MANAGER | CRACOW

26 **WARSAW**

KATARZYNA PIOTROWSKA
BRANCH MANAGER | WARSAW

28 **POZNAN**

PRZEMYSŁAW KONIECZNY
BRANCH MANAGER | POZNAN

30 **WROCLAW**

DAGMARA KATOWICZ
BRANCH MANAGER | WROCLAW

CRACOW

2019

Availability of qualified specialists

Cracow is a city of contrasts - rich heritage and both cultural and tourism potential perfectly combined with modern business locations and fast-growing economy.

Market trends for 2019 in Cracow noticeably indicate an increased demand and the largest development in the BFSI sector - Banking, Financial Services and Insurance. On the other hand, the demand for specialists in the following areas: Finance and Accountancy, Customer Service with languages, Engineering and IT will remain stable.

In 2019, candidates speaking foreign languages, with well-developed soft skills will become of particular interest to employers, who are facing a huge challenge.

Due to current combination of three generations on the labour market: X, Y, Z, which significantly differ from one another in the style of work, needs and motivation to work, listening and adapting to the candidates' expectations is a very important factor. Therefore, to attract the best talents, a close cooperation between Business and HR departments will be inevitable.

The trend that CPL Jobs supports is the implementation of activities aimed at "Total Employee Experience",

which means that efforts to keep an employee in the organization begins already at the stage of recruitment, and the professionalism and pace of the recruitment process became a core element of Employer Branding strategy of our clients.



MAGDALENA GRZESIK

Branch Manger

CPL Jobs | Cracow

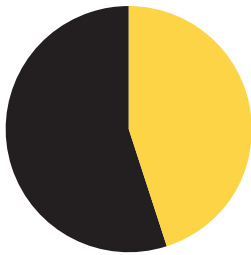
magdalena.grzesik@cpljobs.pl

“In 2019, candidates speaking foreign languages, with well-developed soft skills will become of particular interest to employers, who are facing a huge challenge.”



Are you satisfied with your current employer?

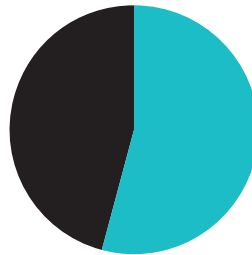
% of respondents among representatives of voivodships (Masovian, Greater Poland and Lower Silesian).



MASOVIAN

YES 45.45%

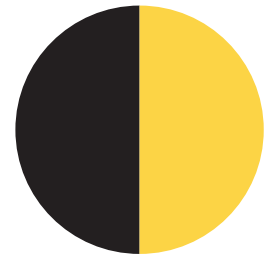
NO 54.55%



GREATER POLAND

YES 54.24%

NO 45.76%



LOWER SILESIA

YES 50%

NO 50%

In your opinion, what can employers do to stop employees from leaving the company?

% of respondents among selected representatives of voivodships (Masovian, Greater Poland and Lower Silesian).
A multiple choice question.

MASOVIAN

75.00%

Rise

75.00%

The possibility of promotion within the organization

68.18%

Training for employees

54.55%

The possibility of getting a bonus or commission for work results

52.27%

Defining a clear career development path

GREATER POLAND

77.97%

Rise

76.27%

The possibility of promotion within the organization

61.02%

The possibility of getting a bonus or commission for work results

59.32%

Defining a clear career development path

57.63%

Training for employees

LOWER SILESIA

76.19%

Rise

69.05%

Training for employees

57.14%

The possibility of getting a bonus or commission for work results

57.14%

The possibility of promotion within the organization

42.86%

Defining a clear career development path

Source: Survey carried out in February 2019 among candidates taking part in CPL Jobs Poland's recruitment processes.

WARSAW

2019

New investments market

New employers' interest in Warsaw start-ups will be noticeable also in 2019. The capital city remains a very attractive place for new investments. The top market investors are from the IT and SSC/BPO sector, mainly due to attractive city location, wide potential of the staff and dynamically functioning labour market, with abundance of candidates with experience particularly in technical solutions for banking and finance.

The year 2019 in Warsaw will also be the time of competition between talents. This rivalry as well as hiring process will become even more difficult because the capital has been lately observing one of the lowest unemployment rates in its history. In order to attract candidates, companies have already been offering more interesting benefits and conveniences, such as financing public transport tickets, benefits for traveling to work by bike, or an opportunity to bring own pet to the office.

The willingness to attract talents is the reason why employers are trying to flexibly meet the expectations of the candidates. As a motivating factor, many organizations have started to offer remote work - a solution that earlier was reserved mainly for IT companies and back-office positions. Remote work and Hot Desk Policy are going to be rising trends in 2019. In the IT and new technologies industries, we foresee a change in wages by 7-10%, as compared to 2018.

What CPL Jobs offers to new investors or employers who rapidly increase their employment on Warsaw market in course of large recruitment projects is a Recruitment Process Outsourcing (RPO) service.

Thanks to the RPO, our Clients can start recruitment processes immediately at reasonable cost without the need to hire more staff to internal HR teams. In case of new employers, an additional advantage is CPL Jobs' support provided in the form of campaigns and Employer Branding services.



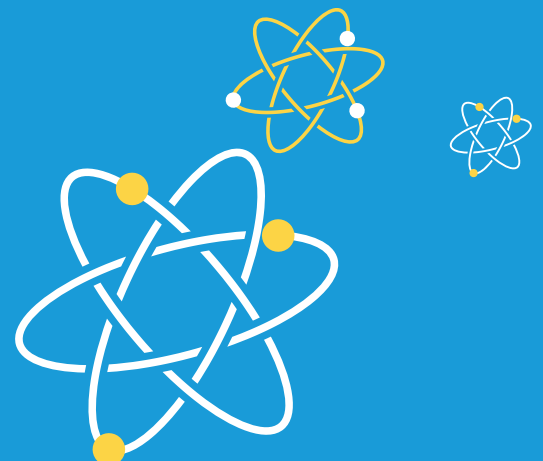
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Branch Manager

CPL Jobs | Warsaw

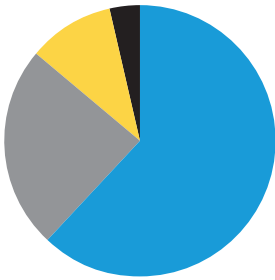
katarzyna.piotrowska@cpljobs.pl

“New employers' interest in Warsaw start-ups will be noticeable also in 2019. The capital city remains a very attractive place for new investments.”



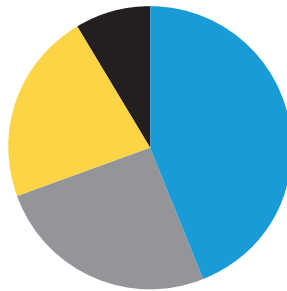
Are you planning to change your job in the nearest future?

% of respondents among representatives of voivodships
(Lesser Poland, Greater Poland, Lower Silesian).



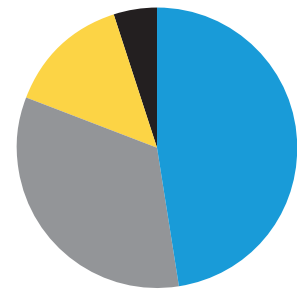
LESSER POLAND

YES 62.07%
MAYBE 24.14%
NO 3.45%
I did not think about it 10.34%



GREATER POLAND

YES 44.07%
MAYBE 25.42%
NO 22.03%
I did not think about it 8.47%



LOWER SILESIA

YES 47.62%
MAYBE 33.33%
NO 14.29%
I did not think about it 4.76%

Factors which may contribute to the decision of changing jobs,

listed by employees among selected representatives of voivodships
(Lesser Poland, Greater Poland, Lower Silesian).

A multiple choice question.

LESSER POLAND

72.41%
Higher salary offer

65.52%
No possibility of professional development / promotion at the current position

58.62%
Bad atmosphere

55.17%
No challenges in the current position (routine)

51.72%
Higher job position (promotion)

GREATER POLAND

84.75%
Higher salary offer

71.19%
Higher job position (promotion)

67.80%
No possibility of professional development / promotion at the current position

57.63%
Bad atmosphere

47.46%
No possibility to learn new things

LOWER SILESIA

76.19%
Higher salary offer

66.67%
No possibility of professional development / promotion at the current position

42.86%
No possibility to learn new things

38.10%
Lack of a clear career path

35.71%
Higher job position (promotion)

Source: Survey carried out in February 2019 among candidates taking part in CPL Jobs Poland's recruitment processes.

POZNAN

2019

High employment dynamics

In 2019, we will observe an organic development of companies that have already invested their capital and resources in the Poznan market. Not only will it be noticeable in the SSC and BPO sector, but also in production and logistics.

The main characteristic feature of the Poznan labour market is high employment dynamics among candidates in IT, engineering, finance or management. The candidates who in their daily work use at least two foreign languages will be continuously in-demand. In addition to proficiency in English, employers are primarily looking for people with German, French, Italian and Scandinavian languages.

Our daily conversations with clients show that Employer Branding activities which we offer to employers will gain in importance. With such support, clients can be sure that their recruitment campaigns are strong, and their brand directly communicates with the candidates on the labour market.

Candidates will expect a quicker and more reliable recruitment process than before. This trend does not change - besides basic salary and a wide package of benefits, candidates wish to work for an organization they identify themselves with. Employees need to be assured that their potential employer would meet their expectations, for instance, in terms of professional development and undertaken CSR activities. Doubtlessly in the coming year 2019, we will witness further evolution of the labour market and the negotiating advantage of expert candidates.



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“The main characteristic feature of the Poznan labour market is high employment dynamics among candidates in IT, engineering, finance or management.”



Benefits that employees receive from their current employers.

% among selected representatives of voivodships
(Mazovian, Lesser Poland, Lower Silesian).
A multiple choice.

MAZOVIAN

66.67%
Basic medical care

60.00%
Cards for sports activities
(e.g. Multisport)

42.22%
Mobile phone
(also for private use)

35.56%
Internal training

33.33%
Language courses

LESSER POLAND

62.07%
Cards for sports activities
(e.g. Multisport)

58.62%
Basic medical care

41.38%
Bonuses and financial bonuses

37.93%
Possibility of remote work
from home

34.48%
Internal training

LOWER SILESIA

69.05%
Cards for sports activities
(e.g. Multisport)

59.52%
Basic medical care

47.62%
Internal training

40.48%
Extended medical care (including
family members)

40.48%
Life insurance

The three most expected employee benefits

% among selected representatives of voivodships
(Mazovian, Lesser Poland, Lower Silesian).

MAZOVIAN

1. 42.22%
Extended medical care
(including family
members)

2. 35.56%
External training

3. 35.56%
Possibility of remote
work from home

LESSER POLAND

1. 41.38%
Basic medical care

2. 37.93%
Bonuses and financial
bonuses

3. 34.48%
Extended medical care
(including family
members)

LOWER POLAND

1. 57.14%
Extended medical care
(including family
members)

2. 35.71%
Possibility of remote
work from home

3. 35.71%
Bonuses and financial
bonuses

Source: Survey carried out in February 2019 among candidates taking part in CPL Jobs Poland's recruitment processes.

WROCLAW

2019

The power of qualified staff

Wroclaw is one of the best-developed cities in Poland that enjoys the opinion of a friendly place to live. In 2019, Wroclaw will remain the leader in research and development and innovation in the field of new technologies. Currently, the R&D sector is employing over 5600 specialists, and this number is still growing, among others, due to the organic increase in employment among current organizations.

The most wanted positions in the capital of Lower Silesia are Front-End Developers, Full-Stack Developers, IOS Developers, Scrum Masters, product managers, graphic designers, technical employees and engineers. Employees who perform non-routine activities in areas where work processes cannot be automated, can also expect the greatest interest from employers.

Job offers in Wroclaw attract candidates from engineering, chemistry, pharmacy, biotechnology and nanotechnology. It is possible thanks to the creation of a unique relation

and cooperation of the academic community, research institutions, municipality and business incubators.

The market is in high demand for talents and Wroclaw sets trends in terms of the substantive development of employees and their access to the latest technological solutions.

At the same time, a record low unemployment rate, which according to the Central Statistical Office in Wroclaw was only 1.8% at the end of 2018, has an impact on strengthening of employees' position on the labour market. A good economic situation increases the expectations of candidates towards employers, both in terms of financial matters and issues related to the form of employment.

Employers must be very flexible in their approach to candidates in both cooperation and recruitment. In this case, Employer Branding campaigns that support employers in attracting best talents will be highly appreciated by organizations.



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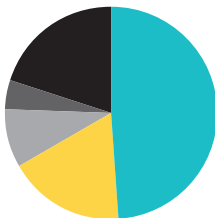
“A good economic situation increases the expectations of candidates towards employers, both in terms of financial matters and issues related to the form of employment.”



The willingness to relocate to another city and/or country

% among selected representatives of voivodships
(Masovian, Greater Poland, Lesser Poland).

MAZOVIAN



48.89% NO

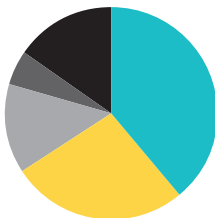
17.78% MAYBE

8.89% YES, but only to another city in my country

4.44% YES, but only to another country

20.00% YES, to another country and / or city

GREATER POLAND



38.98% NO

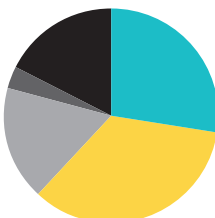
27.12% MAYBE

13.56% YES, but only to another city in my country

5.08% YES, but only to another country

15.25% YES, to another country and / or city

LESSER POLAND



27.59% NO

34.48% MAYBE

17.24% YES, but only to another city in my country

3.45% YES, but only to another country

17.24% YES, to another country and / or city

What benefits would attract employees to move to another city or country?

% of selected representatives of voivodships (Masovian, Greater Poland, Lesser Poland).

MASOVIAN

55.56%
Higher salary

42.22%
A more interesting job
in terms of duties

40.00%
Return of costs of relocation
by the employer

GREATER POLAND

66.10%
Higher salary

54.24%
Possibilities of promotion

52.54%
Travel options as part of
employee duties

LESSER POLAND

58.62%
Higher salary

41.38%
A more interesting job
in terms of duties

37.93%
Possibilities of promotion

Source: Survey carried out in February 2019 among candidates taking part in CPL Jobs Poland's recruitment processes.

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SALARY GUIDE POLAND 2019

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OUR JOB IS TO FIND
THE BEST
CANDIDATES
FOR OUR CLIENTS

AND TO FIND
THE BEST
JOBS FOR OUR
CANDIDATES

CPL Jobs Sp. z o.o. seated at Al. Jerozolimskie 81,
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