



# CPL BUSINESS SERVICES

2018 SALARY SURVEY

## TABLE OF CONTENTS

### 00 INTRODUCTION

ALEKSANDRA IWICKA, CEE Regional Manager, Warsaw

### 01 FINANCE & ACCOUNTING

KATARZYNA PIOTROWSKA | Branch Manager, Warsaw

### 02 FINANCIAL SERVICES

MIROSLAVA NOVOSÁDOVÁ | Branch Manager, Brno

### 03 HUMAN RESOURCES

DOROTTYA SAMSON | Branch Manager, Budapest

### 04 IT TECHNICAL SUPPORT

MACIEJ BIELAWSKI | Branch Manager, Krakow

### 05 SOFTWARE DEVELOPMENT

MAŁGORZATA ŚMIETAŁO | Team Leader, Warsaw

### 06 MANAGEMENT

AGNIESZKA LIPÍŃSKA | Senior Executive Recruitment Consultant, Warsaw

### 07 LOGISTICS & PROCUREMENT

PRZEMYSŁAW KONIECZNY | Branch Manager, Poznan

### 08 BUSINESS SUPPORT & SALES

ANNA SCHWARCZOVÁ | Team Leader, Bratislava

CZECH REPUBLIC

25,52 CZK

SLOVAKIA

-

HUNGARY

314,00 HUF

POLAND

4,25 PLN

#### DISCLAIMER

The salary guides contained herewith have been constructed to represent average salaries across a range of roles and sectors within organizations operating across the Central Eastern European region. These figures represent monthly salaries only and therefore do not include bonuses, pensions, health, stock options or shares, cars or car allowances or any other pay or non-pay benefits.

#### METHODOLOGY

All salary data presented in this report is based on a detailed analysis of offers made by employers operating in the CEE region and the salary expectations of the candidates from business services sectors across the CEE region for the first half of 2016.

#### LANGUAGE GROUPS EXPLANATION

I – only English

II – English + French/Spanish/Italian etc. (medium)

III – English + German/Dutch etc. (difficult)

OUR JOB IS TO FIND **THE BEST CANDIDATES** FOR OUR CLIENTS AND TO FIND **THE BEST JOBS** FOR OUR CANDIDATES.

**ALEKSANDRA IWICKA**

**CEE Regional Manager**

**T: +48 22 488 65 00 | E: [aleksandra.iwicka@cpljobs.pl](mailto:aleksandra.iwicka@cpljobs.pl) |**



Central and Eastern Europe (CEE) remains a region of unfaltering potential in business services understood as captive Shared Services Centres (SSC), Business Process Operations (BPO), IT and R&D centres. In Poland alone this sector is responsible for the annual average employment growth between 15 and 20 percent in the recent years.

CEE market is cost competitive, offers strategic location for most investments, supplies highly educated workforce with a good cultural fit to both European and American regions.

## **HOW TO GIVE YOURSELVES A HEAD START AND OFFER TAILOR MADE AND JUST RIGHT SALARY PACKAGES TO YOUR EMPLOYEES?**

Let me invite you to go through the most recent salary survey prepared by CPL experts where we juxtapose the current salary expectations in relevant SSC/BPO areas with industry insights and comments of our Team.

We would like to share our expertise but also encourage you to talk to us about it.

# FINANCE & ACCOUNTING

PROCESSES IN SSC ARE BECOMING INCREASINGLY AUTOMATED, BUT COMPLETE REPLACEMENT OF HUMAN WORK BY ROBOTS WILL NEVER HAPPEN.



**KATARZYNA PIOTROWSKA**

**BRANCH MANAGER** | Warsaw

**T:** +48 22 488 65 00 |

**E:** [katarzyna.piotrowska@cpljobs.pl](mailto:katarzyna.piotrowska@cpljobs.pl) |

The demand for accounting & finance positions in the business services sector is huge, which results in a significant growth of wages in the industry. Candidates who speak at least two languages fluently will have no difficulty finding a new job, though it turns out that

**LANGUAGE SKILLS  
ARE NOW A MORE  
IMPORTANT FACTOR IN  
THE MARKET THAN HARD  
SKILLS.**

However, the upcoming years will be primarily characterized by digitalization and the sector will be constantly undergo upgrading in terms of complexity of jobs. The expectations of candidates follow these changes.

# FINANCE & ACCOUNTING

## GROSS MONTHLY SALARIES IN EUR

| ROLE                              | CZECH REPUBLIC |       |       |       | SLOVAKIA   |       | HUNGARY  |       | POLAND |       |        |       |        |       |         |       |          |       |
|-----------------------------------|----------------|-------|-------|-------|------------|-------|----------|-------|--------|-------|--------|-------|--------|-------|---------|-------|----------|-------|
|                                   | PRAGUE         |       | BRNO  |       | BRATISLAVA |       | BUDAPEST |       | KRAKOW |       | WARSAW |       | POZNAN |       | WROCLAW |       | TRI-CITY |       |
|                                   | MIN            | MAX   | MIN   | MAX   | MIN        | MAX   | MIN      | MAX   | MIN    | MAX   | MIN    | MAX   | MIN    | MAX   | MIN     | MAX   | MIN      | MAX   |
| Process Manager                   | 2 500          | 4 000 | 2400  | 4 000 | 1 800      | 3 500 | N/A      | N/A   | 2 400  | 4 300 | 2 500  | 4 500 | 2 200  | 4 200 | 2 400   | 4 300 | 2 450    | 4 250 |
| Cash Allocation Specialist        | 1 000          | 1 200 | 1 000 | 1 150 | 1 000      | 1 200 | 1 050    | 1 200 | 1 200  | 1 450 | 1 300  | 1 450 | 1 200  | 1 500 | 1 150   | 1 450 | 1 300    | 1 500 |
| Senior Cash Allocation Specialist | 1 300          | 1 500 | 1 100 | 1 350 | 1 200      | 1 400 | 1 300    | 1 500 | 1 350  | 1 650 | 1 450  | 1 600 | 1 350  | 1 650 | 1 300   | 1 650 | 1 400    | 1 600 |
| Tax Accountant/Analyst            | 1 400          | 1 850 | 1 100 | 1 350 | 1 200      | 1 400 | 1 250    | 1 400 | 1 200  | 1 450 | 1 350  | 2 000 | 1 300  | 1 550 | 1 150   | 1 450 | 1 400    | 1 900 |
| Senior Tax/VAT Analyst            | 1 850          | 2 800 | 1 400 | 1 900 | 1 400      | 1 800 | 1 400    | 2 000 | 1 400  | 1 800 | 1 750  | 2 400 | 1 400  | 1 800 | 1 400   | 1 800 | 1 600    | 2 100 |
| Controller                        | 1 200          | 1 900 | 1 400 | 1 600 | 1 200      | 1 400 | 1 250    | 1 400 | 1 500  | 2 000 | 1 600  | 2 000 | 1 300  | 1 500 | 1 300   | 1 600 | 1 550    | 1 800 |
| Senior Controller                 | 1 700          | 2 600 | 1 800 | 2 150 | 1 500      | 2 000 | 2 000    | 2 400 | 2 000  | 3 000 | 2 000  | 3 000 | 1 600  | 2 200 | 1 800   | 2 500 | 2 000    | 3 000 |
| FP&A Manager                      | 3 000          | 4 400 | 2 800 | 4 000 | 2 800      | 4 000 | 2 000    | 3 000 | 3 300  | 4 400 | 3 500  | 4 500 | 3 000  | 4 500 | 3 000   | 4 000 | 3 000    | 4 200 |
| Controlling Manager               | 3 000          | 3 800 | 2 800 | 4 000 | 2 800      | 4 000 | 3 100    | 3 300 | 3 500  | 5 000 | 3 000  | 4 500 | 3 000  | 4 500 | 3 000   | 4 000 | 3 000    | 4 000 |

# FINANCE & ACCOUNTING

## GROSS MONTHLY SALARIES IN EUR

| ROLE                                 | CZECH REPUBLIC |       |       |       | SLOVAKIA   |       | HUNGARY  |       | POLAND |       |        |       |        |       |         |       |          |       |
|--------------------------------------|----------------|-------|-------|-------|------------|-------|----------|-------|--------|-------|--------|-------|--------|-------|---------|-------|----------|-------|
|                                      | PRAGUE         |       | BRNO  |       | BRATISLAVA |       | BUDAPEST |       | KRAKOW |       | WARSAW |       | POZNAN |       | WROCLAW |       | TRI-CITY |       |
|                                      | MIN            | MAX   | MIN   | MAX   | MIN        | MAX   | MIN      | MAX   | MIN    | MAX   | MIN    | MAX   | MIN    | MAX   | MIN     | MAX   | MIN      | MAX   |
| JUNIOR AP/AR ACCOUNTANT* (ASSOCIATE) |                |       |       |       |            |       |          |       |        |       |        |       |        |       |         |       |          |       |
| Language group I                     | 900            | 1 100 | 850   | 1 000 | 850        | 1 100 | 1 000    | 1 100 | 900    | 1 050 | 900    | 1 000 | 850    | 950   | 900     | 1 000 | 900      | 1 000 |
| Language group II                    | 1 000          | 1 400 | 1 000 | 1 100 | 900        | 1 100 | 1 100    | 1 200 | 950    | 1 100 | 950    | 1 200 | 900    | 1 100 | 900     | 1 100 | 950      | 1 150 |
| Language group III                   | 1 200          | 1 400 | 1 100 | 1 200 | 1 100      | 1 200 | 1 200    | 1 300 | 1 100  | 1 300 | 1 200  | 1 300 | 1 100  | 1 200 | 1 100   | 1 250 | 1 000    | 1 250 |
| AP/AR ACCOUNTANT*                    |                |       |       |       |            |       |          |       |        |       |        |       |        |       |         |       |          |       |
| Language group I                     | 1 100          | 1 200 | 1 000 | 1 150 | 1 000      | 1 200 | 1 100    | 1 150 | 1 000  | 1 100 | 1 000  | 1 200 | 1 000  | 1 200 | 1 000   | 1 200 | 950      | 1 200 |
| Language group II                    | 1 200          | 1 400 | 1 100 | 1 200 | 1 100      | 1 300 | 1 150    | 1 250 | 1 200  | 1 300 | 1 200  | 1 300 | 1 100  | 1 300 | 1 200   | 1 400 | 1 250    | 1 350 |
| Language group III                   | 1 300          | 1 400 | 1 250 | 1 300 | 1 200      | 1 400 | 1 250    | 1 400 | 1 300  | 1 400 | 1 300  | 1 450 | 1 200  | 1 400 | 1 200   | 1 500 | 1 200    | 1 500 |
| SENIOR AR/AP ACCOUNTANT*             |                |       |       |       |            |       |          |       |        |       |        |       |        |       |         |       |          |       |
| Language group I                     | 1 400          | 1 450 | 1 200 | 1 300 | 1 200      | 1 400 | 1 250    | 1 350 | 1 300  | 1 400 | 1 300  | 1 400 | 1 200  | 1 400 | 1 200   | 1 400 | 1 300    | 1 400 |
| Language group II                    | 1 500          | 1 650 | 1 300 | 1 450 | 1 300      | 1 500 | 1 300    | 1 450 | 1 400  | 1 550 | 1 350  | 1 500 | 1 300  | 1 500 | 1 400   | 1 600 | 1 350    | 1 450 |
| Language group III                   | 1 500          | 1 650 | 1 400 | 1 600 | 1 300      | 1 600 | 1 400    | 1 650 | 1 500  | 1 750 | 1 600  | 1 750 | 1 400  | 1 650 | 1 600   | 1 850 | 1 400    | 1 600 |

# FINANCE & ACCOUNTING

## GROSS MONTHLY SALARIES IN EUR

| ROLE                           | CZECH REPUBLIC |       |       |       | SLOVAKIA   |       | HUNGARY  |       | POLAND |       |        |       |        |       |         |       |          |       |
|--------------------------------|----------------|-------|-------|-------|------------|-------|----------|-------|--------|-------|--------|-------|--------|-------|---------|-------|----------|-------|
|                                | PRAGUE         |       | BRNO  |       | BRATISLAVA |       | BUDAPEST |       | KRAKOW |       | WARSAW |       | POZNAN |       | WROCLAW |       | TRI-CITY |       |
|                                | MIN            | MAX   | MIN   | MAX   | MIN        | MAX   | MIN      | MAX   | MIN    | MAX   | MIN    | MAX   | MIN    | MAX   | MIN     | MAX   | MIN      | MAX   |
| AP/AR Team Leader              | 1 650          | 2 400 | 1 000 | 1 950 | 1 500      | 2 200 | 1 700    | 2 250 | 1 700  | 2 450 | 1 650  | 2 600 | 1 600  | 2 300 | 1 500   | 2 400 | 1 550    | 2 200 |
| AP/AR Manager                  | 2 500          | 3 700 | 2 500 | 3 500 | 2 000      | 3 500 | 3 300    | 3 500 | 2 400  | 4 000 | 2 500  | 4 000 | 2 400  | 3 500 | 2 500   | 4 000 | 2 500    | 3 500 |
| Junior GL Accountant           | 1 100          | 1 300 | 1 000 | 1 200 | 1 000      | 1 300 | 1 200    | 1 400 | 1 000  | 1 100 | 1 000  | 1 300 | 1 000  | 1 100 | 950     | 1 000 | 950      | 1 050 |
| GL Accountant                  | 1 300          | 1 650 | 1 150 | 1 350 | 1 200      | 1 600 | 1 400    | 1 600 | 1 050  | 1 350 | 1 250  | 1 500 | 1 050  | 1 400 | 1 100   | 1 500 | 1 050    | 1 500 |
| Senior GL Accountant           | 1 650          | 2 200 | 1 350 | 1 500 | 1 500      | 2 000 | 1 800    | 2 100 | 1 200  | 1 550 | 1 500  | 1 800 | 1 250  | 1 750 | 1 300   | 1 650 | 1 250    | 1 750 |
| GL Team Leader                 | 2 000          | 3 000 | 1 600 | 2 100 | 1 800      | 2 200 | 2 300    | 2 800 | 1 800  | 2 300 | 1 800  | 2 850 | 1 650  | 2 600 | 1 450   | 2 500 | 1 500    | 2 700 |
| Junior Billing Specialist      | 1 000          | 1 200 | 900   | 1 000 | 900        | 1 000 | 1 100    | 1 300 | 900    | 1 050 | 900    | 1 000 | 850    | 950   | 900     | 950   | 900      | 1 000 |
| Billing Specialist             | 1 200          | 1 300 | 950   | 1 100 | 1 000      | 1 200 | 1 300    | 1 400 | 1 000  | 1 100 | 1 000  | 1 150 | 900    | 1 100 | 900     | 1 100 | 950      | 1 150 |
| Senior Billing Specialist      | 1 300          | 1 650 | 950   | 1 300 | 1 200      | 1 400 | 1 400    | 1 700 | 1 200  | 1 550 | 1 200  | 1 650 | 1 200  | 1 550 | 1 200   | 1 550 | 1 200    | 1 450 |
| Junior Fixed Assets Specialist | 1 000          | 1 250 | 900   | 1 050 | 900        | 1 100 | 1 100    | 1 300 | 1 000  | 1 400 | 1 200  | 1 500 | 1 000  | 1 350 | 1 000   | 1 350 | 1 050    | 1 200 |
| Fixed Assets Specialist        | 1 250          | 1 450 | 1 100 | 1 200 | 1 000      | 1 200 | 1 350    | 1 500 | 1 150  | 1 550 | 1 450  | 1 500 | 1 150  | 1 450 | 1 150   | 1 450 | 1 100    | 1 550 |
| Senior Fixed Assets Specialist | 1 500          | 1 850 | 1 250 | 1 450 | 1 200      | 1 500 | 1 450    | 1 700 | 1 400  | 1 600 | 1 650  | 1 900 | 1 350  | 1 600 | 1 400   | 1 800 | 1 450    | 1 850 |

# FINANCIAL SERVICES

FINANCIAL SERVICES IN CEE MARKET ARE ATTRACTIVE FOR SSC, IT AND ENGINEERING COMPANIES. SSC ARE MAINLY LOCATED IN WARSAW, BUDAPEST AND PRAGUE.



**MIROSLAVA NOVOSÁDOVÁ**

**AREA MANAGER** | Eastern CZK & SK

**T:** +420 515 800 805 |

**E:** miroslava.novosadova@cpljobs.cz |

We perceive the CEE market as growing, however it has some restrictions. A number of senior employees in business services sector willing to change their job is limited.

## **ADDITIONALLY, WE ARE FACING AN INCREASINGLY DEMANDING GENERATION Z.**

This generation is not just salary-oriented but also considering the company culture, benefits and work-life balance. We recommend that companies should invest in young talents, devote time and resources to train them. Candidates in the market will still migrate from one company to another after 2-3 years of employment but the number of trained employees with experience will only benefit the whole industry.

# FINANCIAL SERVICES

## GROSS MONTHLY SALARIES IN EUR

| ROLE                     | CZECH REPUBLIC |       |       |       | SLOVAKIA   |       | HUNGARY  |       | POLAND |       |        |       |        |       |         |       |          |       |
|--------------------------|----------------|-------|-------|-------|------------|-------|----------|-------|--------|-------|--------|-------|--------|-------|---------|-------|----------|-------|
|                          | PRAGUE         |       | BRNO  |       | BRATISLAVA |       | BUDAPEST |       | KRAKOW |       | WARSAW |       | POZNAN |       | WROCLAW |       | TRI-CITY |       |
|                          | MIN            | MAX   | MIN   | MAX   | MIN        | MAX   | MIN      | MAX   | MIN    | MAX   | MIN    | MAX   | MIN    | MAX   | MIN     | MAX   | MIN      | MAX   |
| Junior Fund Accountant   | 9 00           | 1 100 | 900   | 1 000 | 900        | 1 200 | 1 000    | 1 200 | 1 100  | 1 200 | 950    | 1 200 | 900    | 1 100 | 900     | 1 050 | 950      | 1 050 |
| Fund Accountant          | 1 100          | 1 300 | 950   | 1 050 | 1 000      | 1 400 | 1 200    | 1 500 | 1 200  | 1 600 | 1 200  | 1 850 | 1 200  | 1 650 | 1 200   | 1 750 | 1 100    | 1 600 |
| Senior Fund Accountant   | 1 300          | 1 600 | 1 200 | 1 500 | 1 200      | 1 600 | 1 500    | 1 850 | 1 400  | 1 850 | 1 500  | 2 150 | 1 400  | 1 900 | 1 500   | 1 900 | 1 450    | 2 100 |
| Junior Data Analyst      | 1 100          | 1 300 | 950   | 1 050 | 950        | 1 200 | 1 100    | 1 250 | 950    | 1 100 | 950    | 1 200 | 900    | 1 000 | 950     | 1 100 | 900      | 1 150 |
| Data Analyst             | 1 300          | 1 500 | 1 050 | 1 300 | 1 000      | 1 300 | 1 200    | 1 400 | 1 100  | 1 200 | 1 000  | 1 500 | 950    | 1 100 | 1 000   | 1 200 | 1 000    | 1 250 |
| Senior Data Analyst      | 1 500          | 1 700 | 1 300 | 1 650 | 1 200      | 1 500 | 1 300    | 1 700 | 1 350  | 1 800 | 1 350  | 1 800 | 1 350  | 1 700 | 1 350   | 1 800 | 1 400    | 1 800 |
| Junior Financial Analyst | 1 100          | 1 500 | 1 000 | 1 200 | 1 000      | 1 300 | 1 100    | 1 300 | 1 150  | 1 300 | 1 200  | 1 550 | 1 000  | 1 300 | 1 000   | 1 300 | 1 000    | 1 450 |
| Financial Analyst        | 1 500          | 2 050 | 1 100 | 1 500 | 1 300      | 1 500 | 1 400    | 1 550 | 1 250  | 1 550 | 1 450  | 1 650 | 1 150  | 1 500 | 1 150   | 1 650 | 1 350    | 1 600 |
| Senior Financial Analyst | 2 000          | 2 500 | 1 500 | 2 000 | 1 500      | 2 000 | 1 700    | 2 000 | 1 550  | 2 000 | 1 800  | 2 500 | 1 550  | 1 900 | 1 550   | 2 000 | 1 500    | 1 800 |
| Junior Business Analyst  | 1 100          | 1 500 | 1 000 | 1 300 | 1 000      | 1 300 | 1 250    | 1 350 | 1 300  | 1 500 | 1 000  | 1 500 | 950    | 1 300 | 1 000   | 1 300 | 1 000    | 1 350 |
| Business Analyst         | 1 300          | 1 650 | 1 300 | 1 650 | 1 200      | 1 700 | 1 450    | 1 600 | 1 600  | 1 700 | 1 450  | 1 650 | 1 200  | 1 550 | 1 250   | 1 500 | 1 300    | 1 500 |
| Senior Business Analyst  | 1 700          | 2 600 | 1 650 | 2 600 | 1 500      | 2 000 | 1 700    | 2 100 | 1 800  | 2 050 | 1 800  | 2 250 | 1 650  | 2 000 | 1 650   | 2 000 | 1 650    | 2 000 |
| Junior Project Manager   | 1 300          | 1 600 | 1 200 | 1 600 | 1 000      | 1 300 | 2 000    | 2 600 | 1 550  | 2 150 | 1 600  | 2 250 | 1 550  | 2 150 | 1 550   | 2 150 | 1 650    | 2 100 |
| Senior Project Manager   | 2 300          | 3 300 | 1 850 | 3 000 | 1 750      | 2 500 | 2 700    | 3 500 | 2 850  | 4 000 | 2 850  | 4 200 | 2 600  | 4 000 | 2 600   | 4 000 | 2 500    | 4 000 |

# HUMAN RESOURCES

DUE TO DYNAMIC CHANGES IN THE LAST ONE AND A HALF YEAR, COMPANIES ARE IN GREAT NEED OF THE SUPPORT AND EXPERTISE OF HR SPECIALISTS.



**DOROTTYA SAMSON**

**BRANCH MANAGER** | Budapest

**T:** +36 1 501 5460 |

**E:** [dorottya.samson@cpljobs.hu](mailto:dorottya.samson@cpljobs.hu) |

HR departments have become an increasingly important strategic player in developing of the business.

With the recovery of the economy, there is a huge focus on finding and engaging real talents and also long term employee retention, which is often not an easy task. As a result - similarly to other areas in the market - besides the importance of HR professionals, their wages have also increased significantly. This phenomenon is typical of both recruitment agencies and corporates.

In the light of the above, the demand for HR professionals has also increased, so there is labour shortage in this market too.

Since finding the right candidate for the open position is so difficult, it becomes obvious that

## **THE ROLE OF RECRUITERS IS EXTREMELY IMPORTANT FOR THE COMPANIES TO GROW.**

Therefore there is an outstanding need for them, regardless their experience. Also online job advertising portals confirm that trend as there are plenty of companies looking for new researchers, recruitment specialists and so on.

Beginners and professionals with 3-5 years of experience are most needed. This target group's wages have raised by 15-20% recently.

# HUMAN RESOURCES

## GROSS MONTHLY SALARIES IN EUR

| ROLE                               | CZECH REPUBLIC |       |       |       | SLOVAKIA   |       | HUNGARY  |       | POLAND |       |        |       |        |       |         |       |          |       |
|------------------------------------|----------------|-------|-------|-------|------------|-------|----------|-------|--------|-------|--------|-------|--------|-------|---------|-------|----------|-------|
|                                    | PRAGUE         |       | BRNO  |       | BRATISLAVA |       | BUDAPEST |       | KRAKOW |       | WARSAW |       | POZNAN |       | WROCLAW |       | TRI-CITY |       |
|                                    | MIN            | MAX   | MIN   | MAX   | MIN        | MAX   | MIN      | MAX   | MIN    | MAX   | MIN    | MAX   | MIN    | MAX   | MIN     | MAX   | MIN      | MAX   |
| Junior Payroll Specialist          | 900            | 1 000 | 950   | 1 100 | 1 000      | 1 200 | 1 100    | 1 250 | 1 000  | 1 100 | 900    | 1 000 | 850    | 950   | 900     | 1 000 | 900      | 1 100 |
| Payroll Specialist                 | 1 000          | 1 300 | 1 150 | 1 300 | 1 200      | 1 400 | 1 200    | 1 500 | 1 150  | 1 450 | 1 100  | 1 500 | 1 000  | 1 500 | 1 000   | 1 450 | 1 000    | 1 400 |
| Senior Payroll Specialist          | 1 100          | 1 500 | 1 300 | 1 500 | 1 400      | 1 600 | 1 500    | 1 800 | 1 450  | 2 000 | 1 550  | 2 000 | 1 500  | 1 900 | 1 550   | 2 000 | 1 500    | 2 000 |
| Junior HR Admin&Reporting          | 900            | 1 000 | 950   | 1 050 | 900        | 1 200 | 1 100    | 1 200 | 1 000  | 1 100 | 1 000  | 1 200 | 900    | 950   | 900     | 1 000 | 950      | 1 050 |
| HR Admin&Reporting                 | 1 000          | 1 300 | 1 000 | 1 150 | 1 000      | 1 400 | 1 100    | 1 300 | 1 200  | 1 450 | 1 200  | 1 500 | 1 000  | 1 350 | 1 100   | 1 350 | 1 100    | 1 450 |
| Senior HR Admin&Reporting          | 1 300          | 1 600 | 1 200 | 1 400 | 1 400      | 1 700 | 1 400    | 1 600 | 1 450  | 2 050 | 1 450  | 2 000 | 1 200  | 1 650 | 1 300   | 1 850 | 1 300    | 1 800 |
| Junior Recruitment Specialist      | 900            | 1 200 | 950   | 1 050 | 1 000      | 1 300 | 900      | 1 100 | 950    | 1 200 | 1 000  | 1 050 | 950    | 1 050 | 900     | 1 000 | 900      | 1 000 |
| Recruitment Specialist             | 1 050          | 1 300 | 1 100 | 1 200 | 1 200      | 1 500 | 1 250    | 1 350 | 1 200  | 1 400 | 1 250  | 1 450 | 1 100  | 1 300 | 1 150   | 1 300 | 1 100    | 1 300 |
| Senior Recruitment Specialist      | 1 300          | 1 700 | 1 200 | 1 500 | 1 400      | 1 800 | 1 600    | 1 800 | 1 500  | 1 700 | 1 400  | 1 650 | 1 200  | 1 550 | 1 350   | 1 600 | 1 300    | 1 550 |
| Compensation & Benefits Specialist | 1 300          | 1 700 | 1 200 | 1 550 | 1 500      | 1 650 | 1 500    | 1 900 | 1 300  | 1 600 | 1 500  | 1 850 | 1 000  | 1 450 | 1 100   | 1 500 | 1 600    | 1 700 |
| HR SUPPORT*                        |                |       |       |       |            |       |          |       |        |       |        |       |        |       |         |       |          |       |
| Language group I                   | 900            | 1 100 | 950   | 1 050 | 1 000      | 1 100 | 1 100    | 1 200 | 1 000  | 1 200 | 1 000  | 1 200 | 900    | 950   | 950     | 1 000 | 900      | 1 000 |
| Language group II                  | 1 000          | 1 300 | 1 000 | 1 100 | 1 100      | 1 400 | 1 200    | 1 400 | 1 200  | 1 400 | 1 200  | 1 350 | 1 000  | 1 100 | 1 000   | 1 200 | 1 000    | 1 200 |
| Language group III                 | 1 300          | 1 600 | 1 000 | 1 250 | 1 200      | 1 500 | 1 400    | 1 600 | 1 500  | 1 600 | 1 400  | 1 650 | 1 200  | 1 500 | 1 200   | 1 500 | 1 200    | 1 500 |

# IT TECHNICAL SUPPORT

DURING RECENT YEARS WE HAVE OBSERVED A CHANGE  
IN THE MARKET INTO A CANDIDATE-DRIVEN ONE.



**MACIEJ BIELAWSKI**  
**BRANCH MANAGER** | Krakow  
**T:** +48 12 379 08 84 |  
**E:** [maciej.bielawski@cpljobs.pl](mailto:maciej.bielawski@cpljobs.pl) |

Candidates are in high demand. Significant increase of wages is more and more visible, particularly in the Software Development industry. Nonetheless the same development speed can be observed in IT services sector which is the reason to take a more flexible approach to alternative employment types, such as B2B or Contracting.

**THE LATTER ALLOWS  
US TO EXTEND THE  
CANDIDATES' BASE AND  
BE MORE ATTRACTIVE  
TO THE POTENTIAL  
CLIENT.**

We expect this trend to continue, however companies naturally observe their budgets during the recruitment process and tend to reject candidates only because their salary expectations exceed those plans.

# IT TECHNICAL SUPPORT GROSS MONTHLY SALARIES IN EUR

| ROLE                            | CZECH REPUBLIC |       |       |       | SLOVAKIA   |       | HUNGARY  |       | POLAND |       |        |       |        |       |         |       |          |       |
|---------------------------------|----------------|-------|-------|-------|------------|-------|----------|-------|--------|-------|--------|-------|--------|-------|---------|-------|----------|-------|
|                                 | PRAGUE         |       | BRNO  |       | BRATISLAVA |       | BUDAPEST |       | KRAKOW |       | WARSAW |       | POZNAN |       | WROCLAW |       | TRI-CITY |       |
|                                 | MIN            | MAX   | MIN   | MAX   | MIN        | MAX   | MIN      | MAX   | MIN    | MAX   | MIN    | MAX   | MIN    | MAX   | MIN     | MAX   | MIN      | MAX   |
| 1ST LINE TECHNICAL SUPPORT      |                |       |       |       |            |       |          |       |        |       |        |       |        |       |         |       |          |       |
| Language group I                | 1 200          | 1 300 | 950   | 1 150 | 900        | 1 000 | 1 000    | 1 100 | 900    | 1 100 | 950    | 1 100 | 900    | 1 000 | 900     | 1 100 | 900      | 1 100 |
| Language group II, III          | 1 350          | 1 650 | 1 100 | 1 250 | 1 000      | 1 200 | 1 100    | 1 400 | 1 000  | 1 200 | 1 000  | 1 200 | 1 000  | 1 200 | 1 000   | 1 200 | 950      | 1 200 |
| 2ND LINE TECHNICAL SUPPORT      |                |       |       |       |            |       |          |       |        |       |        |       |        |       |         |       |          |       |
| Language group I                | 1 500          | 1 650 | 1 200 | 1 550 | 1 100      | 1 200 | 1 200    | 1 300 | 1 100  | 1 250 | 1 200  | 1 350 | 1 100  | 1 300 | 1 200   | 1 350 | 1 100    | 1 200 |
| Language group II, III          | 1 650          | 1 850 | 1 200 | 1 600 | 1 200      | 1 500 | 1 400    | 1 650 | 1 200  | 1 300 | 1 200  | 1 500 | 1 200  | 1 450 | 1 200   | 1 500 | 1 150    | 1 400 |
| 3RD LINE TECHNICAL SUPPORT      |                |       |       |       |            |       |          |       |        |       |        |       |        |       |         |       |          |       |
| Language group I                | 2 100          | 2 200 | 1 350 | 1 600 | 1 300      | 1 500 | 1 300    | 1 500 | 1 300  | 1 500 | 1 300  | 1 600 | 1 300  | 1 500 | 1 300   | 1 600 | 1 250    | 1 500 |
| Language group II, III          | 2 200          | 2 500 | 1 600 | 2 000 | 1 700      | 1 800 | 1 600    | 2 100 | 1 500  | 2 000 | 1 650  | 2 200 | 1 550  | 2 000 | 1 500   | 2 200 | 1 500    | 2 100 |
|                                 |                |       |       |       |            |       |          |       |        |       |        |       |        |       |         |       |          |       |
| Oracle Administrator            | 1 900          | 2 400 | 1 300 | 2 000 | 1 100      | 1 300 | 1 200    | 1 500 | 1 200  | 1 650 | 2 300  | 3 300 | 1 150  | 1 500 | 1 200   | 1 600 | 1 000    | 1 600 |
| IT Service Desk Team Leader     | 2 400          | 3 100 | 1 400 | 1 600 | 1 800      | 2 000 | 1 800    | 2 500 | 1 650  | 2 500 | 1 800  | 2 650 | 1 650  | 2 600 | 2 000   | 2 200 | 1 900    | 2 200 |
| IT Service Desk Process Manager | 2 400          | 3 200 | 2 200 | 3 300 | 2 000      | 2 500 | 3 000    | 4 000 | 2 400  | 3 350 | 3 000  | 3 800 | 2 400  | 3 250 | 3 000   | 3 500 | 2 500    | 3 500 |
| Network Engineer                | 1 700          | 2 400 | 1 400 | 2 000 | 1 200      | 1 400 | 1 500    | 1 750 | 1 000  | 1 200 | 1 200  | 1 550 | 1 000  | 1 250 | 1 000   | 1 200 | 1 000    | 1 200 |
| Windows Administrator           | 1 800          | 2 400 | 1 400 | 2 000 | 1 500      | 1 800 | 1 850    | 2 500 | 1 800  | 2 500 | 2 000  | 3 000 | 1 850  | 2 300 | 1 800   | 2 300 | 1 800    | 2 200 |
| Linux / Unix Administrator      | 2 000          | 2 800 | 1 600 | 2 200 | 1 800      | 2 500 | 2 100    | 2 600 | 2 000  | 3 000 | 2 500  | 3 000 | 1 900  | 2 500 | 2 000   | 2 500 | 2 000    | 2 500 |
| Security Engineer               | 2 000          | 2 800 | 3 000 | 3 500 | 3 000      | 3 500 | 3 000    | 4 000 | 3 000  | 4 000 | 3 200  | 4 200 | 3 000  | 4 000 | 3 000   | 4 000 | 3 000    | 4 000 |
| Security Manager                | 4 000          | 5 200 | 3 500 | 4 500 | 3 500      | 4 500 | 5 000    | 6 000 | 4 000  | 5 000 | 4 200  | 5 200 | 4 000  | 5 200 | 4 000   | 5 000 | 4 000    | 4 500 |
| Security Application Engineer   | N/A            | N/A   | N/A   | N/A   | 2 200      | 2 500 | 2 200    | 4 000 | 3 300  | 4 500 | 3 000  | 4 500 | 3 500  | 4 000 | 3 000   | 4 500 | 3 500    | 4 000 |
| Applications Engineer           | N/A            | N/A   | N/A   | N/A   | 2 050      | 2 300 | 1 830    | 3 660 | 3 300  | 4 500 | 3 300  | 4 500 | 3 500  | 4 200 | 3 300   | 4 500 | 3 500    | 4 200 |
| Identity and Access Engineer    | N/A            | N/A   | N/A   | N/A   | N/A        | N/A   | 2 000    | 3 500 | 3 300  | 4 500 | 3 300  | 4 500 | 3 500  | 4 000 | 3 300   | 4 500 | 3 500    | 4 000 |
| MSSQL Database Administrator    | N/A            | N/A   | N/A   | N/A   | 2 000      | 2 500 | 1 830    | 2 830 | 2 800  | 4 000 | 2 800  | 4 300 | 2 500  | 3 500 | 2 800   | 4 000 | 2 500    | 3 500 |

# SOFTWARE DEVELOPMENT

WE CONTINUE TO SEE SIGNIFICANT INCREASE  
OF TREND TO BUILD SSC/BPO IN MAJOR CITIES IN  
POLAND.



**MAŁGORZATA ŚMIETAŁO**

**TEAM LEADER** | Warsaw

**T:** +48 22 488 65 32 |

**E:** malgorzata.smietalo@cpljobs.pl |

CEE IT market is attractive for corporate newcomers thanks to its software developers.

**THEY ARE THEN HIGHLY  
VALUED BECAUSE OF  
GOOD QUALITY OF CODE  
AND NO BARRIERS IN THE  
COMMUNICATION.**

The depth of IT candidate pool with renewable workforce thanks to graduates every year makes opening IT SSC/BPO in CEE a less risk than anywhere else in Europe.

# SOFTWARE DEVELOPMENT

## GROSS MONTHLY SALARIES IN EUR

| ROLE                                   | CZECH REPUBLIC |       |       |       | SLOVAKIA   |       | HUNGARY  |       | POLAND |       |        |       |        |       |         |       |          |       |
|----------------------------------------|----------------|-------|-------|-------|------------|-------|----------|-------|--------|-------|--------|-------|--------|-------|---------|-------|----------|-------|
|                                        | PRAGUE         |       | BRNO  |       | BRATISLAVA |       | BUDAPEST |       | KRAKOW |       | WARSAW |       | POZNAN |       | WROCLAW |       | TRI-CITY |       |
|                                        | MIN            | MAX   | MIN   | MAX   | MIN        | MAX   | MIN      | MAX   | MIN    | MAX   | MIN    | MAX   | MIN    | MAX   | MIN     | MAX   | MIN      | MAX   |
| Junior Software Developer C/C++        | 1 400          | 1 600 | 1 200 | 1 450 | 1 200      | 1 600 | 1 500    | 1 900 | 1 250  | 1 650 | 1 350  | 1 800 | 1 250  | 1 600 | 1 250   | 1 550 | 1 200    | 1 550 |
| Software Developer C/C++               | 2 150          | 2 500 | 1 450 | 2 100 | 1 500      | 2 000 | 2 000    | 2 500 | 1 500  | 2 150 | 1 900  | 2 400 | 1 700  | 2 300 | 1 550   | 2 150 | 1 500    | 2 200 |
| Senior Software Developer C/C++        | 2 500          | 2 950 | 2 100 | 2 800 | 2 000      | 3 000 | 2 300    | 4 000 | 2 500  | 3 500 | 2 150  | 3 350 | 2 100  | 3 400 | 1 900   | 2 850 | 2 000    | 3 000 |
| Junior Software Developer Java         | 1 600          | 1 950 | 1 300 | 1 600 | 1 300      | 1 800 | 1 700    | 2 000 | 1 200  | 1 900 | 1 350  | 2 150 | 1 200  | 1 700 | 1 200   | 1 900 | 1 300    | 2 100 |
| Software Developer Java                | 2 200          | 2 950 | 1 600 | 2 400 | 1 500      | 2 200 | 2 100    | 2 500 | 2 150  | 3 350 | 2 250  | 3 500 | 2 000  | 2 800 | 2 000   | 3 000 | 2 000    | 2 600 |
| Senior Software Developer Java         | 2 950          | 4 700 | 2 400 | 3 500 | 2 300      | 3 000 | 3 000    | 4 000 | 2 400  | 3 600 | 3 000  | 3 200 | 2 400  | 3 500 | 3 000   | 3 500 | 2 300    | 3 500 |
| Team Leader Software Developer         | 2 950          | 3 750 | 2 500 | 3 800 | 2 500      | 3 500 | 4 000    | 5 000 | 2 400  | 3 800 | 3 000  | 4 000 | 2 800  | 3 500 | 3 000   | 3 500 | 2 800    | 3 600 |
| Software Developer Manager             | 3 200          | 4 050 | 2 800 | 4 000 | 3 000      | 5 000 | 4 000    | 5 500 | 2 850  | 4 500 | 3 000  | 4 650 | 2 800  | 3 800 | 3 500   | 3 800 | 3 000    | 4 000 |
| .NET Developer                         | 1 750          | 2 950 | 1 500 | 2 400 | 1 500      | 2 000 | 2 200    | 2 600 | 2 000  | 2 950 | 2 150  | 3 200 | 2 000  | 2 500 | 2 000   | 2 600 | 2 000    | 2 800 |
| Senior .NET Developer                  | 2 950          | 3 750 | 2 500 | 3 300 | 1 600      | 3 000 | 2 600    | 3 800 | 3 000  | 4 000 | 3 200  | 4 000 | 3 000  | 3 500 | 2 800   | 3 200 | 2 600    | 3 600 |
| Front-end Developer                    | 1 700          | 2 950 | 1 400 | 2 800 | 1 500      | 2 200 | 1 900    | 2 600 | 1 500  | 3 500 | 2 000  | 4 000 | 1 500  | 3 500 | 1 500   | 3 000 | 1 500    | 2 500 |
| Business Intelligence Developer        | 2 400          | 3 450 | 1 700 | 3 500 | 2 000      | 2 500 | 1 500    | 2 300 | 2 000  | 3 000 | 2 000  | 3 500 | 2 000  | 3 000 | 2 000   | 2 500 | 1 800    | 3 000 |
| Senior Business Intelligence Developer | 3 450          | 3 950 | 3 500 | 4 500 | 2 500      | 3 200 | 2 400    | 3 500 | 3 000  | 4 000 | 3 500  | 4 000 | 2 800  | 3 500 | 2 500   | 3 000 | 2 300    | 4 000 |

# MANAGEMENT

ONE OF THE MOST DYNAMIC GROWTH OF SSC AND IT  
MARKETS IS BEING OBSERVED IN THE CEE REGION.



**AGNIESZKA LIPIŃSKA**

**SENIOR EXECUTIVE**

**RECRUITMENT CONSULTANT** | Warsaw

**T:** +48 22 488 65 00 |

**E:** [agnieszka.lipinska@cpljobs.pl](mailto:agnieszka.lipinska@cpljobs.pl) |

The steady market growth means that highly specialized managers with many years are highly sought-after. Experienced Managers of Centres are really at their limit. Therefore, we can observe a natural replacement in companies' management and increasing presence of young managers. They bring modern and innovative approach to business which results in new visionary employees with unconventional thinking skills in the teams.

**THOSE NEWLY  
RECOGNIZED ABILITIES  
MAKE THEM ALWAYS UP-  
TO-DATE AND REACTING  
FASTER TO THE MARKET  
CHALLENGES.**

# MANAGEMENT

## GROSS MONTHLY SALARIES IN EUR

| ROLE                          | CZECH REPUBLIC |        |       |       | SLOVAKIA   |        | HUNGARY  |        | POLAND |        |        |        |        |        |         |        |          |        |
|-------------------------------|----------------|--------|-------|-------|------------|--------|----------|--------|--------|--------|--------|--------|--------|--------|---------|--------|----------|--------|
|                               | PRAGUE         |        | BRNO  |       | BRATISLAVA |        | BUDAPEST |        | KRAKOW |        | WARSAW |        | POZNAN |        | WROCLAW |        | TRI-CITY |        |
|                               | MIN            | MAX    | MIN   | MAX   | MIN        | MAX    | MIN      | MAX    | MIN    | MAX    | MIN    | MAX    | MIN    | MAX    | MIN     | MAX    | MIN      | MAX    |
| Head of SSC up to 100 FTE     | 4 500          | 5 500  | 3 800 | 5 500 | 4 000      | 5 500  | 3 000    | 4 500  | 5 000  | 6 000  | 5 000  | 6 500  | 4 500  | 6 500  | 5 000   | 6 500  | 4 500    | 6 000  |
| Head of SSC up to 100-499 FTE | 5 500          | 8 000  | 5 500 | 7 500 | 5 500      | 8 000  | 5 000    | 6 500  | 6 000  | 8 000  | 6 500  | 8 500  | 5 500  | 8 000  | 6 000   | 8 500  | 6 000    | 8 000  |
| Head of SSC up to 500+ FTE    | 8 000          | 12 000 | 7 500 | 9 500 | 6 500      | 10 000 | 7 000    | 10 000 | 8 000  | 12 500 | 8 000  | 12 500 | 7 500  | 10 000 | 7 500   | 12 000 | 7 000    | 11 000 |
| Process Operations Director   | 4 000          | 7 000  | 3 500 | 5 000 | 4 000      | 6 000  | 3 550    | 5 000  | 5 000  | 7 000  | 5 000  | 7 000  | 5 250  | 7 000  | 5 000   | 7 000  | 6 500    | 8 000  |
| Transition Manager            | 3 000          | 5 500  | 2 500 | 4 400 | 2 800      | 5 000  | 3 000    | 4 750  | 3 000  | 5 000  | 3 550  | 5 500  | 2 850  | 5 000  | 3 000   | 5 000  | 3 000    | 4 500  |
| HR Director                   | 3 500          | 5 500  | 3 000 | 4 500 | 3 000      | 5 000  | 3 000    | 4 500  | 3 500  | 5 000  | 3 800  | 5 500  | 2 850  | 5 000  | 2 850   | 5 500  | 3 500    | 5 000  |
| Process Manager               | 2 300          | 4 400  | 2 100 | 4 000 | 2 500      | 3 500  | 2 500    | 4 500  | 3 000  | 4 500  | 3 500  | 5 000  | 3 350  | 4 500  | 3 000   | 4 500  | 3 500    | 5 000  |
| Process Team Leader           | 2 000          | 2 800  | 1 800 | 2 500 | 1 800      | 3 000  | 2 000    | 3 000  | 2 050  | 3 350  | 2 150  | 3 500  | 2 000  | 3 300  | 2 000   | 3 300  | 3 000    | 4 500  |
| Procurement Manager           | 3 000          | 5 000  | 2 500 | 4 000 | 3 000      | 4 500  | 2 800    | 3 500  | 3 000  | 4 000  | 3 500  | 5 000  | 2 850  | 4 750  | 2 850   | 4 750  | 3 100    | 4 250  |
| Finance Manager               | 4 500          | 7 000  | 2 500 | 5 000 | 3 500      | 6 000  | 4 000    | 6 000  | 4 000  | 5 000  | 3 500  | 5 000  | 3 500  | 5 000  | 3 500   | 5 000  | 3 000    | 4 000  |

# LOGISTICS & PROCUREMENT

INCREASING DEMAND FROM THE STAKEHOLDERS FOR RAISING TURNOVER WITHIN COMPANIES LEADS TO A GROWING NEED FOR COST SAVINGS AND PROCESS IMPROVEMENTS.



**PRZEMYSŁAW KONIECZNY**

**BRANCH MANAGER** | Poznań

**T:** +48 531 621 727 |

**E:** przemyslaw.konieczny@cpljobs.pl |

The role of Procurement department has become more important than ever and it is reflected in the increasing candidates' expectations towards salary level and the company itself.

**PARTICULARLY AS THE CEE REGION HAS BECOME CRUCIAL FOR THE SUPPLY CHAIN AND WAREHOUSING INDUSTRY ACROSS THE GLOBE.**

Worldwide range international business partners in the industry raise an expectation of foreign languages proficiency particularly in German, Swedish, Norwegian, Danish and of course English.

Apart from that, companies are becoming more and more automatized and robotized, thereby we can witness a creation of new professions where narrow technical skills will be required. What is certain, we are facing yet another exciting year within the procurement and logistics.

# LOGISTICS & PROCUREMENT

## GROSS MONTHLY SALARIES IN EUR

| ROLE                                        | CZECH REPUBLIC |       |       |       | SLOVAKIA   |       | HUNGARY  |       | POLAND |       |        |       |        |       |         |       |          |       |
|---------------------------------------------|----------------|-------|-------|-------|------------|-------|----------|-------|--------|-------|--------|-------|--------|-------|---------|-------|----------|-------|
|                                             | PRAGUE         |       | BRNO  |       | BRATISLAVA |       | BUDAPEST |       | KRAKOW |       | WARSAW |       | POZNAN |       | WROCLAW |       | TRI-CITY |       |
|                                             | MIN            | MAX   | MIN   | MAX   | MIN        | MAX   | MIN      | MAX   | MIN    | MAX   | MIN    | MAX   | MIN    | MAX   | MIN     | MAX   | MIN      | MAX   |
| Procurement Team Lead                       | 1 600          | 2 600 | 1 450 | 2 100 | 1 600      | 2 500 | 1 900    | 3 200 | 1 850  | 3 100 | 2 000  | 3 200 | 1 650  | 2 600 | 1 900   | 2 800 | 2 300    | 2 800 |
| Senior Buyer                                | 1 600          | 2 600 | 1 600 | 2 000 | 1 800      | 3 000 | 1 600    | 2 400 | 1 500  | 2 500 | 2 000  | 2 800 | 1 600  | 2 200 | 1 600   | 2 200 | 1 600    | 2 200 |
| Buyer                                       | 1 200          | 1 500 | 1 200 | 1 500 | 1 400      | 1 800 | 1 200    | 1 500 | 1 250  | 1 950 | 1 500  | 2 300 | 1 200  | 1 650 | 1 200   | 1 600 | 1 400    | 1 800 |
| Demand Planner                              | 1 000          | 1 400 | 1 100 | 1 400 | 1 200      | 2 000 | 1 000    | 1 600 | 1 500  | 2 000 | 1 900  | 2 500 | 1 400  | 2 200 | 1 500   | 2 000 | 1 050    | 1 800 |
| Inventory Specialist                        | 1 000          | 1 400 | 1 000 | 1 200 | 1 200      | 1 400 | 1 000    | 1 100 | 1 000  | 1 250 | 1 200  | 1 600 | 1 000  | 1 500 | 1 000   | 1 400 | 1 200    | 1 600 |
| Logistics Planner                           | 1 000          | 14 00 | 1 100 | 1 400 | 1 200      | 1 500 | 800      | 1 500 | 1 400  | 1 500 | 1 400  | 2 000 | 1 250  | 1 500 | 1 100   | 1 500 | 1 050    | 1 400 |
| Contract Specialist                         | 1 100          | 1 500 | 1 000 | 1 400 | 1 000      | 1 300 | 800      | 1 300 | 1 200  | 1 800 | 1 200  | 2 100 | 1 000  | 1 500 | 950     | 1 400 | 1 000    | 1 400 |
| Sourcing Specialist                         | 1 100          | 1 800 | 1 300 | 1 850 | 1 000      | 1 400 | 1 100    | 1 800 | 1 000  | 1 250 | 1 000  | 1 600 | 1 000  | 1 200 | 1 000   | 1 250 | 1 000    | 1 500 |
| Master Data/ Document Processing Specialist | 1 000          | 1 300 | 1 000 | 1 200 | 1 000      | 1 500 | 900      | 1 200 | 1 000  | 1 650 | 1 400  | 2 000 | 1 000  | 1 400 | 1 000   | 1 400 | 1 200    | 1 800 |

# BUSINESS SUPPORT & SALES

BUSINESS SUPPORT ROLES ARE CONSTANTLY  
DEVELOPING AND HAVE BEEN TRANSFORMING INTO  
MORE COMPLEX ROLES IN THE RECENT YEARS.



**ANNA SCHWARCZOVÁ**

**TEAM LEADER** | Bratislava

**T:** +421 232 191 202 |

**E:** [anna.schwarczova@cpljobs.sk](mailto:anna.schwarczova@cpljobs.sk) |

Most of the business support projects consist of multilingual roles where candidates are expected to speak at least one more foreign language besides English. Shared Services Centres and Centres of Excellence have a strong demand for multilingual speakers and candidates with knowledge of "rare" languages.

**THE MOST WANTED  
LANGUAGES THESE DAYS  
ARE GERMAN, FRENCH,  
SPANISH AND ITALIAN. BUT  
THE MOST DIFFICULT TO BE  
FOUND NOWADAYS ARE  
GERMAN SPEAKERS.**

Candidates also take into consideration other aspects of the offered role during their acceptance process. Very popular and most desirable benefits are home office possibilities, extra holiday days or flexible working hours.

# BUSINESS SUPPORT & SALES

## GROSS MONTHLY SALARIES IN EUR

| ROLE                                   | CZECH REPUBLIC |       |       |       | SLOVAKIA   |       | HUNGARY  |       | POLAND |       |        |       |        |       |         |       |          |       |
|----------------------------------------|----------------|-------|-------|-------|------------|-------|----------|-------|--------|-------|--------|-------|--------|-------|---------|-------|----------|-------|
|                                        | PRAGUE         |       | BRNO  |       | BRATISLAVA |       | BUDAPEST |       | KRAKOW |       | WARSAW |       | POZNAN |       | WROCLAW |       | TRI-CITY |       |
|                                        | MIN            | MAX   | MIN   | MAX   | MIN        | MAX   | MIN      | MAX   | MIN    | MAX   | MIN    | MAX   | MIN    | MAX   | MIN     | MAX   | MIN      | MAX   |
| CUSTOMER SERVICE                       |                |       |       |       |            |       |          |       |        |       |        |       |        |       |         |       |          |       |
| Customer Service Representative        |                |       |       |       |            |       |          |       |        |       |        |       |        |       |         |       |          |       |
| Language group I                       | 1 000          | 1 200 | 950   | 1 050 | 900        | 1 100 | 1 000    | 1 100 | 950    | 1 100 | 1 000  | 1 100 | 950    | 1 000 | 950     | 1 000 | 900      | 1 000 |
| Language group II                      | 1 100          | 1 400 | 1 000 | 1 100 | 1 000      | 1 200 | 1 150    | 1 250 | 1 150  | 1 300 | 1 000  | 1 200 | 1 000  | 1 200 | 1 000   | 1 200 | 1 000    | 1 200 |
| Language group III                     | 1 300          | 1 400 | 1 050 | 1 500 | 1 200      | 1 350 | 1 200    | 1 600 | 1 300  | 1 500 | 1 300  | 1 500 | 1 200  | 1 500 | 1 200   | 1 500 | 1 200    | 1 300 |
| Senior Customer Service Representative |                |       |       |       |            |       |          |       |        |       |        |       |        |       |         |       |          |       |
| Language group I                       | 1 100          | 1 300 | 1 050 | 1 200 | 1 100      | 1 300 | 1 200    | 1 300 | 1 200  | 1 300 | 1 000  | 1 200 | 1 000  | 1 200 | 1 000   | 1 200 | 1 000    | 1 200 |
| Language group II                      | 1 250          | 1 400 | 1 100 | 1 300 | 1 300      | 1 400 | 1 300    | 1 550 | 1 300  | 1 400 | 1 150  | 1 400 | 1 300  | 1 400 | 1 150   | 1 400 | 1 100    | 1 300 |
| Language group III                     | 1 300          | 1 600 | 1 200 | 1 400 | 1 400      | 1 500 | 1 400    | 1 600 | 1 400  | 1 600 | 1 350  | 1 600 | 1 400  | 1 650 | 1 350   | 1 600 | 1 200    | 1 600 |
| Customer Service Team Leader           | 1 300          | 1 850 | 1 300 | 2 000 | 1 500      | 1 800 | 1 700    | 1 900 | 1 500  | 2 500 | 1 500  | 2 500 | 1 400  | 2 000 | 1 500   | 2 500 | 1 500    | 2 000 |
| Customer Service Manager               | 1 800          | 3 500 | 1 600 | 3 000 | 1 600      | 2 200 | 3 000    | 4 000 | 3 000  | 4 000 | 3 000  | 4 000 | 2 000  | 3 500 | 3 000   | 4 000 | 2 500    | 3 500 |
| SALES                                  |                |       |       |       |            |       |          |       |        |       |        |       |        |       |         |       |          |       |
| Telesales Agent                        |                |       |       |       |            |       |          |       |        |       |        |       |        |       |         |       |          |       |
| Language group I                       | N/A            | N/A   | N/A   | N/A   | 900        | 1 000 | 900      | 1 000 | 950    | 1 100 | 950    | 1 200 | 900    | 1 000 | 900     | 1 200 | 900      | 1 00  |
| Language group II                      | N/A            | N/A   | N/A   | N/A   | 1 000      | 1 200 | 1 000    | 1 200 | 1 150  | 1 250 | 1 000  | 1 400 | 1 000  | 1 200 | 1 000   | 1 400 | 1 000    | 1 200 |
| Language group III                     | N/A            | N/A   | N/A   | N/A   | 1 300      | 1 500 | 1 200    | 1 400 | 1 250  | 1 400 | 1 200  | 1 800 | 1 000  | 1 300 | 1 200   | 1 800 | 1 100    | 1 300 |
| Telesales Team Leader                  | N/A            | N/A   | N/A   | N/A   | 1 500      | 1 800 | 1 400    | 1 700 | 1 500  | 2 000 | 1 500  | 2 000 | 1 400  | 2 000 | 1 500   | 2 000 | 1 500    | 1 900 |
| Telesales Manager                      | N/A            | N/A   | N/A   | N/A   | 1 500      | 1 900 | 1 700    | 2 500 | 2 500  | 3 500 | 3 000  | 4 000 | 2 000  | 3 500 | 3 000   | 4 000 | 2 000    | 3 000 |
| REPORTING                              |                |       |       |       |            |       |          |       |        |       |        |       |        |       |         |       |          |       |
| Junior Reporting Specialist            | 1 100          | 1 300 | 950   | 1 150 | 1 000      | 1 200 | 1 100    | 1 350 | 1 150  | 1 250 | 1 000  | 1 150 | 900    | 1 100 | 1 000   | 1 150 | 850      | 1 100 |
| Senior Reporting Specialist            | 1 500          | 2 000 | 1 150 | 1 700 | 1 400      | 2 000 | 1 400    | 1 600 | 1 300  | 1 700 | 1 100  | 1 400 | 1 400  | 1 600 | 1 100   | 1 400 | 1 000    | 1 300 |
| Reporting Specialist with VBA          | 1 800          | 2 500 | 1 150 | 1 900 | 1 600      | 2 000 | 1 300    | 1 700 | 1 200  | 1 700 | 1 300  | 1 800 | 1 200  | 1 700 | 1 300   | 1 500 | 1 200    | 1 600 |

AS A COMPANY, WE'RE ONLY AS GOOD AS THE PEOPLE WE WORK WITH, WHICH IS WHY WE ONLY WORK WITH THE BEST: **THE BEST CLIENTS, THE BEST CANDIDATES, THE BEST EMPLOYEES.**

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SPECIALIST  
SECTORS

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COUNTRIES

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BUSINESS

# CONTACT US

## POLAND

### WARSAW

Al. Jerozolimskie 81  
02-001 Warszawa  
T: +48 22 695 08 10  
E: warsaw@cpljobs.pl

### WROCLAW

ul. Świętego Mikołaja 7  
50-125 Wrocław  
T: +48 22 695 08 10  
E: wroclaw@cpljobs.pl

### POZNAN

ul. Szyperska 14  
61-754 Poznań  
T: +48 61 626 88 00  
E: poznan@cpljobs.pl

### KRAKOW

ul. Wadowicka 6  
30-415 Krakow  
T: +48 12 379 08 00  
E: talents@cpl.ie

## CZECH REPUBLIC

### BRNO

Masarykova 26  
60200 Brno  
T: +420 515 800 800  
E: brno@cpljobs.cz

### PRAGUE

Jindřišská 16  
110 00 Praha 1  
T: +420 221 773 631  
E: praha@cpljobs.cz

## SLOVAKIA

### BRATISLAVA

Vysoká 14  
811 06 Bratislava  
T: +421 232 191 200  
E: bratislava@cpljobs.sk

## HUNGARY

### BUDAPEST

Teréz boulevard 55  
A building, 2nd floor  
1062 Budapest  
T: +36 1 501 5460  
E: budapest@cpljobs.hu

## IRELAND | Cpl HQ

### DUBLIN

8 – 34 Percy Place  
Dublin 4  
T: +353 1 614 6000  
E: info@cpl.ie

## GERMANY

### MUNICH

Excellent Business Center  
Josephspitalstrasse 15  
80331 München  
T: +49 89 380 35 925

## NETHERLANDS

### AMSTELVEEN

Haven 1  
2161KS Lisse  
Postbus 19  
T: +31 252 43 02 00

## SPAIN

### BARCELONA

Gran via de les corts Catalanes 583  
5 planta  
08011 Barcelona  
T: +34 932752267  
E: seleccion@cpl.ie

## TUNISIA

### TUNIS

Sana Business Center, Office n° A7  
Centre Urbain Nord  
T: +216 29 778 675  
E: info@cpljobs.tn

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