

SALARY SURVEY 2020

SPAIN



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PEOPLE AND
ORGANISATIONS TO
FULFIL THEIR UNIQUE
POTENTIAL. ”**

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SPECIALIST PROFESSIONAL RECRUITMENT



**ROBERT WALTERS,
CHIEF EXECUTIVE OFFICER**

Since opening our doors over 30 years ago, people have been at the heart of everything we do, from the jobseeker to the hiring manager and those who bring them together. As a market-leading global recruitment group, we see our role as that of a trusted advisor – helping our candidates and clients to build fulfilling careers and grow effective teams both now and into the future.

As we continue to grow internationally, we remain committed to our founding principles: a strong team-based culture that puts clients and candidates first, a passion for quality in all that we do, a commitment to treating people with integrity, and an innovative spirit that propels us to constantly improve.

These values lead us to prioritise building long-term relationships – we advise and consult but never force people into making decisions that aren't right for their business or career goals. We believe that our consultative approach sets us apart from the competition and continues to cement our reputation as a recruiter of choice, trusted by the world's leading organisations and professionals.

In addition, we are experts in the disciplines we recruit for, enabling us to provide our clients and candidates with quality insights into hiring and salary trends. Our regional Salary Surveys are designed to help you make informed hiring decisions and salary negotiations. If you would like to discuss these topics further, please don't hesitate to contact your local Robert Walters office listed in the back of this book.

Robert Walters

CEO

Robert Walters Group

69%

OF OUR BUSINESS
IS FOCUSED ON
PERMANENT
RECRUITMENT, 31%
ON CONTRACT

GLOBAL REACH, LOCAL EXPERTISE

 Countries we operate in



31

**WE RECRUIT
ACROSS 31
COUNTRIES
GLOBALLY**

AUSTRALIA

BELGIUM

BRAZIL

CANADA

CHILE

CHINA

CZECH REPUBLIC

FRANCE

GERMANY

HONG KONG

INDIA

INDONESIA

IRELAND

JAPAN

LUXEMBOURG

MALAYSIA

MEXICO

NETHERLANDS

NEW ZEALAND

PHILIPPINES

PORTUGAL

SINGAPORE

SOUTH AFRICA

SOUTH KOREA

SPAIN

SWITZERLAND

TAIWAN

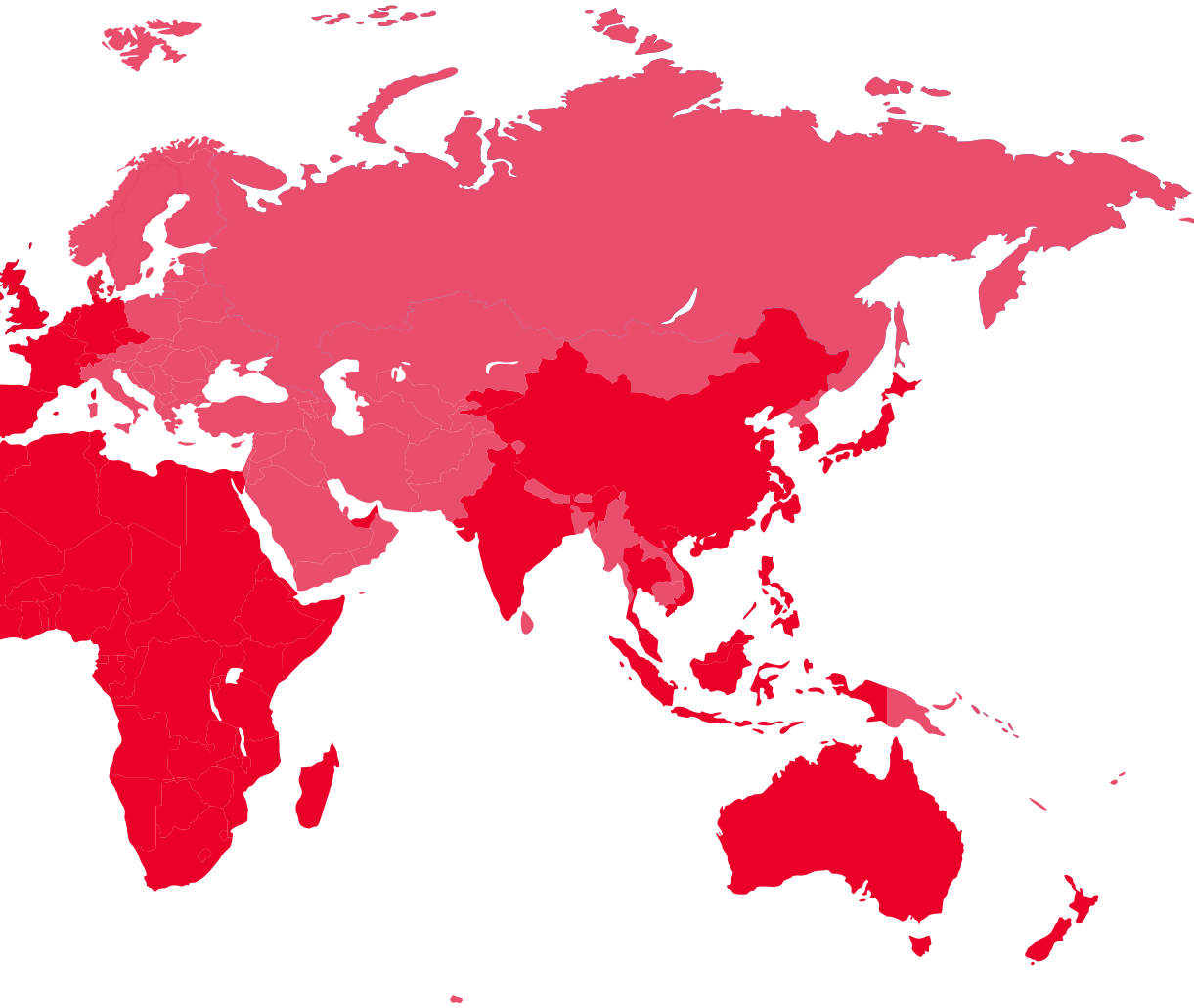
THAILAND

UAE

UK

USA

VIETNAM



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To discover hiring and salary trends across the world, read our Global Trends on page 10 or download our books covering:

- Australia & New Zealand
- Greater China & South East Asia
- Japan
- South Korea
- Belgium & Luxembourg
- France
- Germany
- Ireland
- Netherlands
- Portugal
- Spain
- Switzerland
- United Kingdom
- Middle East & Africa
- Canada
- Latin America

Download your copy today by visiting www.robertwalters.com/salary-survey



OUR SERVICE

In an increasingly complex global recruitment market, the Robert Walters Group builds great teams for our clients by offering an end-to-end recruitment service, on a local, regional or global basis.

OUR CORE DISCIPLINES INCLUDE:

- Banking & Finance
- Business Support
- Commerce
- Engineering & Construction
- Human Resources
- Legal
- Procurement & Supply Chain
- Sales & Marketing
- Technology

WHAT MAKES US DIFFERENT?

Bespoke, consultative service

1. Commitment to quality

We focus on building long-term, high-quality relationships with clients and candidates. We consult and advise, helping our candidates make the right career move. This builds trust and loyalty and ensures we continually have the industry's top talent for our clients.

2. Specialists

We hire from industry to ensure our consultants are specialists in the disciplines they recruit for. They also bring with them strong personal relationships and industry networks, enabling them to find hard to reach talent with niche skill sets.

“ Robert Walters is our preferred recruitment partner. They are able to identify talent that we would not have been able to find or engage with ourselves.

Razmig Hovaghimian,
Founder & CEO,
Hoodline, USA

”

“ Working with Robert Walters has been really seamless and rich, thanks to the insights that the consultants bring in. I've enjoyed my experience working with Robert Walters over the last 10 years.

Atul Gaur, HR Director,
L'Oréal, Singapore and
Malaysia

”

“ Robert Walters has open, honest and experienced consultants. They offer a broad knowledge of the market and have access to an extensive network of experienced candidates. I'd recommend using Robert Walters to any prospective organisation.

Shaq Mohajerani, Head
of Development, Hanwha
Energy, Australia

”

3. No individual commission

We operate a team-based profit-share system which, we believe, sets us apart from the vast majority of our competitors as it ensures the interests of both the client and candidate remain our number one priority. There is also no ownership of candidates, ensuring clients always see the best talent we have available.

4. Our people and culture

We promote long-term, international careers, which helps us to retain our top people, providing continuity for our clients. We're proud to say our senior management team is home-grown with an average tenure of 22 years.

5. Innovation culture

We were the first recruiter to launch a recruitment process outsourcing business and we continue to lead the way with an in-house innovation team which tests and trials the latest recruitment technologies.

6. Long-term business focus

Our strategy is one of organic growth through international expansion and discipline diversification. We invest in markets for the long term and maintain our presence, even in tough times.

7. End-to-end recruitment service

We offer clients a true end-to-end recruitment service, from permanent, contract and interim recruitment through to recruitment process outsourcing.

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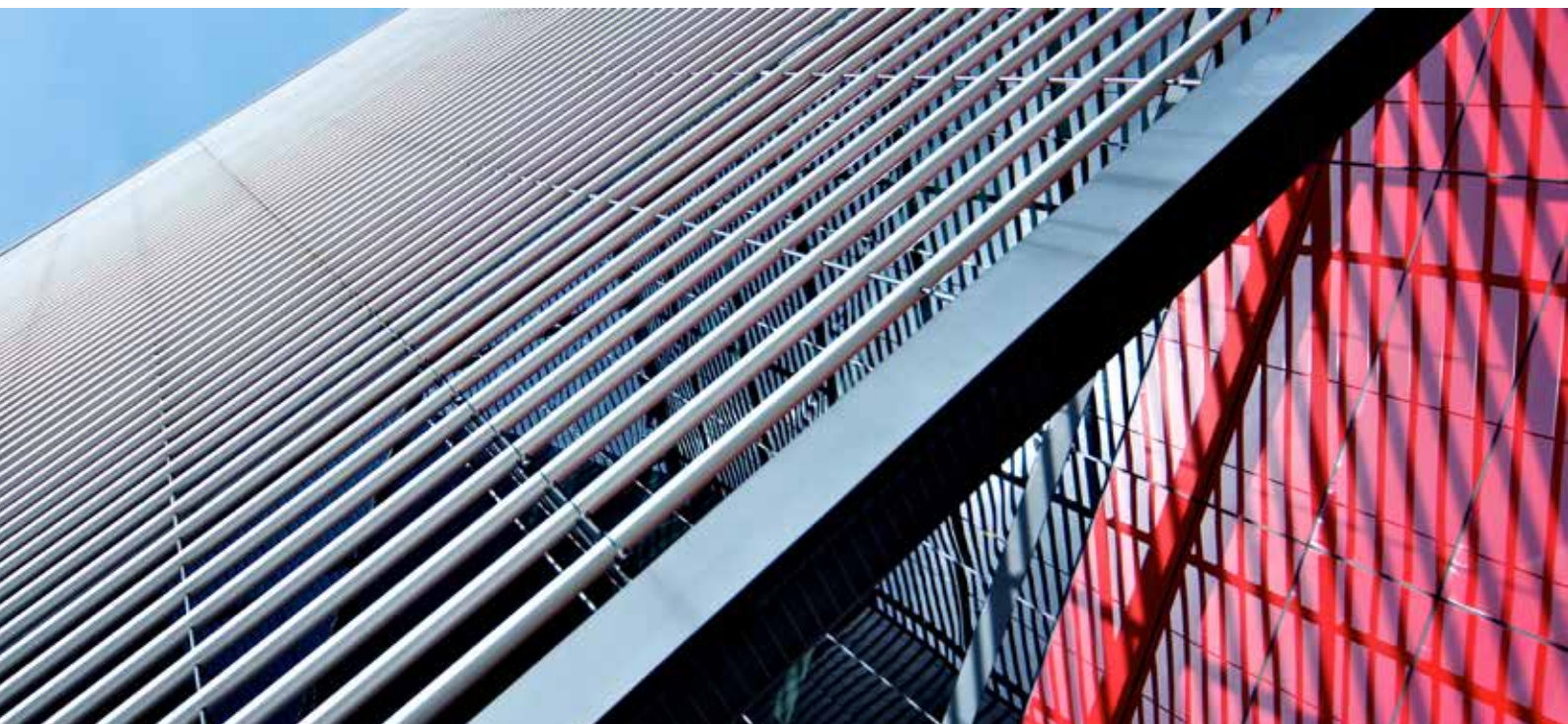
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“ WELCOME TO THE 21ST
EDITION OF THE GLOBAL
SALARY SURVEY PROVIDING
CREDIBLE INSIGHT INTO
HIRING AND SALARY TRENDS
WORLDWIDE. ”



ABOUT THE SALARY SURVEY

Welcome to the 21st edition of the annual Robert Walters Salary Survey.

As the first recruitment company to produce a comprehensive overview of global salaries and recruitment trends across the world, we are pleased to share the latest edition with you.

Our Salary Survey is based on the analysis of permanent, interim and contract placements made across each of our geographies and recruitment disciplines during 2019, and our predictions for the year ahead.

GET IN TOUCH

If you would like to find out more about salaries and recruitment trends in your industry, call one of our specialist consultants today. Contact details can be found at the back of this book.

GLOBAL TRENDS

GLOBAL OVERVIEW

Overall the global hiring market was active in 2019 despite widespread economic and political uncertainty. Demand for specialist technology skill sets as well as risk, regulatory and compliance professionals led to candidate shortages in many markets.

Across Europe, we saw demand for talent outstripping supply as businesses continued to hire. In France, the recruitment market performed well in 2019 despite employers pausing hiring activity during times of difficulty such as the yellow vests (gilets jaunes) protests.

Belgium experienced strong economic growth in 2019, which led to an active hiring market and widespread talent shortages. Across the border in Germany, hiring was buoyant as traditional Mittelstand companies focused on digitalisation and foreign companies grew their presence. Similarly, in the Netherlands, a strong economy and an exceptionally low unemployment rate led to candidate shortages across all disciplines.

In Spain, hiring activity was high in the first half of 2019 but reduced in the

second half due to uncertainty caused by the US-China trade war, Brexit and the difficulty of building a stable government in Spain.

Brexit continued to dominate the headlines in the UK, impacting hiring in many sectors; however, there were pockets of hiring activity across technology, fintech, property and professional services.

In the Middle East, recruitment activity was high for most of 2019. Nationalisation remains a key priority in the UAE and Saudi Arabia, leading to local talent shortages, wage inflation and nationals moving roles more frequently. We saw similar trends across Africa as companies sought to adhere to government nationalisation policies.

Throughout Greater China, the local market outlook became increasingly uncertain in the latter half of 2019, with the US-China trade war weighing heavily on sentiment. Candidates became harder to source as professionals proved reluctant to change roles in uncertain market conditions. We also saw manufacturers taking action to avoid US tariffs by

moving specific aspects of production out of Mainland China to locations such as Taiwan and South East Asia, which impacted hiring.

South East Asia experienced a predominantly buoyant hiring market in 2019, particularly in the high-growth markets of Indonesia, the Philippines, Thailand and Vietnam. Demand for 'glocal' talent – professionals with a strong understanding of both global business practices and local cultural mindsets – continued as more businesses internationalised.

In Japan, acute talent shortages continued due to the nation's declining and ageing population as well as high demand for bilingual professionals with international expertise. Companies specialising in cloud computing, AI,

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As top talent prioritise keeping their skills up to date, we recommend employers offer clear learning and development opportunities to attract in-demand professionals.

”

future mobility and smart factories increased hiring in 2019 in preparation for the rollout of 5G in 2020.

In Australia and New Zealand, the economic environment looks set to prevent any widespread jobs and salary growth in the near to mid-future. The exceptions will be in sectors where demand outstrips supply – most notably in technology, financial services and infrastructure.

KEY TRENDS

Acute tech talent shortages

Across most markets the demand for technology professionals with specialist skill sets will continue to outstrip supply in 2020. Digital transformations are continuing apace across many industries in China, Hong Kong, Australia and New Zealand, so in 2020 we expect to see employers vying for professionals with expertise in AI, big data, UX, development and cyber security.

Digital experts, data scientists and cyber security specialists will also be in high demand across Brazil, Chile and Mexico as companies migrate their businesses online and deal with the extra security challenges this presents. In San Francisco, companies will struggle to hire software and machine learning engineering specialists due to a shortage of qualified professionals.

Demand for risk and compliance skill sets

As regulatory requirements evolve alongside digitalisation, companies are seeking professionals with expertise in risk, compliance and audit. South East Asia saw strong demand for

these skill sets within the banking and financial services sector as businesses sought to adhere to new regulations and guidelines set by their central banks. Japan continued to strengthen its financial regulations and companies faced greater scrutiny over their handling of personal data, leading to high demand for audit, risk and compliance professionals. In the Netherlands, salaries for compliance, regulatory reporting and risk management specialists are expected to rise in 2020 due to extreme talent shortages.

Advice to employers

In order to secure top talent with specialist skill sets we recommend employers run swift and efficient recruitment processes, ensuring offers are made in a timely manner. As in-demand professionals consider moving roles they will focus on more than the salary on offer – they are keenly aware of the need to keep their specialist skills up to date, so we recommend businesses offer clear learning and development opportunities to attract the best talent on the market.



IN 2020 WE EXPECT TO SEE EMPLOYERS VYING FOR TALENT WITH EXPERTISE IN AI, BIG DATA, UX, DEVELOPMENT AND CYBER SECURITY.



REGIONAL TRENDS

With our presence spanning 31 countries across six continents our specialist teams offer in-depth knowledge of the sectors they recruit for. In this section our regional managing directors share their insights on hiring and salary trends in 2019 and their predictions for the year ahead.

Our regional overviews include:

- Australia & New Zealand
- Greater China
- Japan & South Korea
- South East Asia
- Europe
- Middle East & Africa
- US & Canada
- Latin America



THE GROUP'S INTERNATIONAL NETWORK OF OFFICES SPANS 31 COUNTRIES AND SIX CONTINENTS ENABLING US TO MEET THE DEMANDS OF CLIENTS AND CANDIDATES WHOSE NEEDS EXTEND BEYOND LOCAL MARKETS



AUSTRALIA & NEW ZEALAND

INTRODUCTION

The prevailing global and local economic headwinds look set to prevent any widespread jobs and salary growth in the near to mid future. That said, in the Australia and New Zealand markets, 2020 offers some reasons for cautious optimism, as we anticipate salary growth in selected sectors where there is high demand and limited supply — most notably in technology, financial services and infrastructure.

BRIGHT FUTURE FOR TECH SPECIALISTS

Technology transformations are continuing unabated across every industry in Australia and New Zealand. As a result, 2020 will see employers vying for professionals with expertise in development, UX, data management

and cyber security. For professionals with these more niche skill sets, we anticipate further salary increases and premium rates for contractors.

Concerns about widespread unemployment due to automation and artificial intelligence have, so far, proved unfounded. In 2020, we expect some transactional roles to become obsolete, but new technology jobs will be created in areas such as design, programming and analysis.

REPAIR JOBS AT THE BANKS

In the wake of Australia's recent Royal Commission, financial institutions are under enormous pressure from regulators, legislators, government, media and their customers. The result is an unprecedented focus on risk,

Our presence in Australia & New Zealand:

- Adelaide
- Auckland
- Brisbane
- Chatswood
- Christchurch
- Melbourne
- Perth
- Sydney
- Wellington

remediation and compliance projects across the banking, financial services and insurance sectors — on both sides of the Tasman. Experienced professionals who can deliver these

massive programs are relatively scarce, and so demand (and salaries) are likely to remain high.

CAUTIOUS GROWTH IN INFRASTRUCTURE

Australia and New Zealand will remain committed to long-term nation-building programs throughout 2020. Investment in traditional infrastructure projects such as transport, health and education will continue to stimulate demand for civil engineers and project managers, as well as professionals in ancillary sectors. And while the emerging renewables sector is showing signs of promise, and the creation of some new jobs, uncertainty may linger until the Australian Government articulates a more comprehensive energy policy.

ADVICE FOR EMPLOYERS

Where skills shortages exist, hiring managers have much to do in 2020. Money talks, of course, but high salaries and premium rates may not be enough to entice specialists to join your organisation. Apart from flexible working, which remains a high priority for many, professionals are acutely aware of the need to keep their specialist skills up-to-date, so employers who can offer cutting-edge projects and substantial personal development opportunities will be those who attract and retain the best talent.

'Potential' should be the watchword for many employers in 2020. During selection processes, employers should remain open-minded when candidates are a good cultural fit but short on technical experience. A comprehensive learning and development strategy can help plug technical gaps, whilst also

helping to ease the disconnect between skills that the next generation of talent are being taught and what businesses need.

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In 2020, we anticipate salary growth in selected sectors of high demand and limited supply, most notably in technology, financial services and infrastructure.

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ADVICE FOR CANDIDATES

2020 will be a year of opportunity for professionals with skills in the aforementioned areas of high demand and short supply. Approaches and offers from prospective employers are likely to be common, but our advice to these individuals is that not every job is equal. Do your research about possible employers, know what your market value is, and remember that in a fast-moving jobs market this golden moment may not last long. In 2020, we recommend that in-demand specialists seize the day.

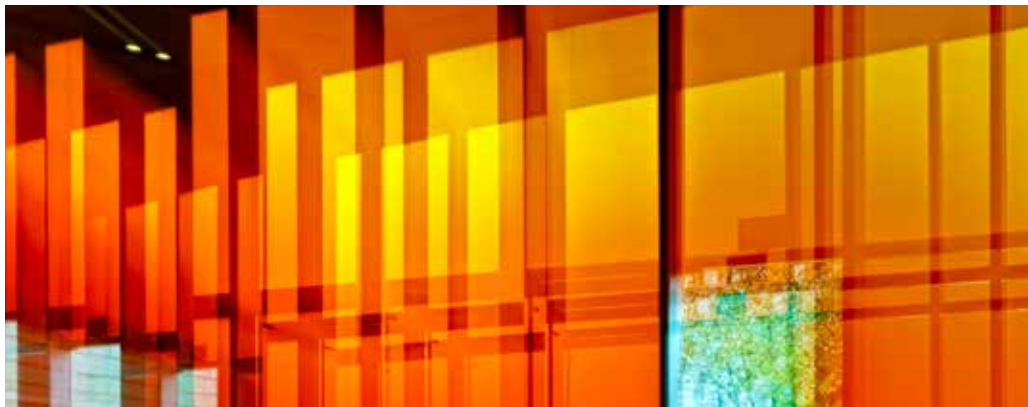
POLITICAL LANDSCAPE IN 2020

While the outcome of New Zealand's 2020 general election currently appears

too close to call, we can predict two possible knock-on effects. First, many employers are likely to wait until after the election before embarking upon any major hiring campaigns. Second, the jobs market in Wellington will be dominated by contract and contingent roles until after the election result is known.

In Australia, 2020 will see local elections in Queensland and the Australian Capital Territory. Enterprise employers in these states may see elections as an opportunity to gain an advantage over their competitors. Aggressive hiring campaigns in areas of skills shortages during election season could yield a windfall of talent, as many other employers may have scaled down their recruitment activity.

Both the Australian and New Zealand governments are currently tightening immigration restrictions. For many employers, this means that their best chance of hiring overseas talent in 2020 will be to work with a recruitment partner who can offer access to an international talent network as well as expert, up-to-the-minute skilled migration advice and support.





GREATER CHINA

GREATER CHINA

The global economy and local market outlook became increasingly uncertain in the second half of 2019, with the impact of the US-China trade war continuing to weigh on sentiment, particularly in Hong Kong and Mainland China.

Despite the risks, we saw demand for candidates in key growth areas. The technology industry was one of the fastest-growing markets across Greater China and, because of the innovative and highly skilled nature of the industry, there was an ongoing shortage of suitably qualified candidates. Employers found talent harder to source, as professionals were reluctant to switch roles because of the uncertainty caused by changing market conditions.

MAINLAND CHINA

The impact of lingering economic trade frictions and market uncertainties put pressure on the job market in 2019. The slowdown in hiring was more apparent in the manufacturing sector where companies are trying to avoid tariffs by moving specific aspects of production out of Mainland China.

Organisations in the region took steps to adapt by adding value to their existing products and considering expansion into international markets through free trade zones and the Belt and Road initiative. This drove demand for candidates with strong technical skills, solid business development capabilities and international work experience. Despite relatively slower growth, the country continues to strengthen its digital transformation

Our presence in Greater China:

- Beijing
- Shanghai
- Suzhou
- Southern China
- Hong Kong
- Taipei

capabilities, through initiatives such as the development of Shenzhen as a hi-tech model city. Technology will remain a growth sector with employers looking to secure experienced professionals in R&D, big data and artificial intelligence.

In 2020, we expect both candidates and hiring managers to remain cautious due to uncertain market conditions.

While the total number of jobs may decline, demand is expected to continue for highly skilled professionals.

HONG KONG

With ongoing political and economic uncertainty, Hong Kong has faced a challenging period in 2019, from trade and tourism to consumer sentiment and capital markets. Nevertheless, it retains its appeal to companies as a global business and finance hub.

In 2019, financial services firms took a relatively cautious approach to hiring, with the exception of virtual banking and fintech. With the issue of eight virtual banking licences, the demand for specialists ranging from C-level to managers has been on the rise in all areas of finance, legal, technology and risk and compliance, as well as operational and HR roles. This has been the backbone of financial services hiring over the last 12 months and we expect to see strong growth in this area in 2020.

Organisations across a range of different industries will continue their digital transformations, leading to sustained demand for analytics, big data, DevOps and digital specialists. At the same time, we have seen a noticeable shift towards contract hiring as businesses looked to build an agile workforce that can adapt to the fluid economic conditions. We expect this trend to continue in 2020.

TAIWAN

Taiwan started 2019 with better-than-expected economic growth, resulting in buoyant hiring levels across several industries, including technology, FMCG and healthcare.

Towards the second half of the year, export-oriented companies became more conservative in their operations due to the US-China trade war. We saw manufacturers and electronics companies reshoring some production

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There is an atmosphere of cautiousness across the region and the outcome of the US-China trade war will play a determining role in the market and employment conditions in 2020.

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lines from Mainland China to other regions in Asia, including Taiwan. The inflow of investment has driven demand for technology and software talent. At the same time, there is continuous demand for engineering specialists within renewable energy industries. Compensation is expected to be steady, with levels set on a case-by-case basis, depending on individuals' expertise and performance.

OUTLOOK FOR 2020

Demand for specialists is likely to continue in 2020, despite the uncertain economic situation. With skills shortages likely to be exacerbated, companies are expected to place greater emphasis on retention strategies. Moderate salary rises are anticipated across Greater China, and companies are advised to promote clear career development and smart workplace policies like flexible working, which are increasingly valued by employees.

Candidates looking for a new role should embrace digitalisation and innovation to ensure they remain current and relevant in a changing job market. In-demand professions and specialist roles will continue to command premiums and yield lucrative new opportunities, but general salary inflation will be subject to, and defined by, the outcome of the variable macroeconomic conditions.





JAPAN & SOUTH KOREA

JAPAN

Despite global economic and geopolitical uncertainty, demand for talent far outstripped supply in 2019 with a job openings-to-applicants ratio of 1.6 to 1. Japan's labour shortages continued unabated due to its declining and ageing population, as well as increased demand for talent with English-language skills and international expertise. Both foreign-affiliated firms and Japanese companies operating internationally are driving this demand for bilingual talent with international or global business exposure. Other businesses operating locally, such as transport networks, retailers, hotels and service and entertainment companies, are beginning to follow suit.

Companies specialising in cloud computing, artificial intelligence (AI),

mobility (connected cars and autonomous driving), smart factories and medtech increased hiring in 2019 in preparation for the rollout of 5G in 2020. In addition, the digital sector has seen strong growth in smartphone payment services, with many new offerings launching in quick succession. As a result, talented individuals have flocked to the industry, including candidates with financial backgrounds, app developers, security experts and other professionals able to draw from a diverse range of experience and skills.

The medical industry continues to hire in order to keep pace with Japan's ageing population, with life sciences specialists in particularly high demand. Medical device firms and pharmaceutical companies are searching for professionals specialising

Our presence in Japan & South Korea:

- Osaka
- Seoul
- Tokyo

in central nervous system disorders, and oncology and regenerative medicine. Following Japan's interest in the 100-year lifespan concept, which focuses on positive longevity, hiring has increased at manufacturers producing ingredients for dietary supplements and organic food products.

In 2019, Japan continued to strengthen its financial regulations following several high-profile incidents involving

cryptocurrencies and smartphone payment fraud. Similarly, companies are under increased scrutiny regarding their collection and usage of personal data, which requires compliance with the Personal Information Protection Law. Both these things have led to increased demand for cyber security, audit, risk and compliance professionals.

In 2020, legislation designed to ensure equal pay for equal work will come into force. This will give those in part-time and temporary work more stable employment conditions, an uplift in wages and an increase in opportunities to receive full-time employment. On the employer side, we expect to see companies utilising contractors even more as they seek to secure specialised talent at short notice in order to launch new projects or move into new markets.

SOUTH KOREA

With the implementation of the 52-hour workweek, another rise in the minimum wage and prolonged US-China trade tensions, foreign direct investment (FDI) in Korea declined in the first half of 2019 compared to 2018. Despite this, FDI in the first half of 2019 actually surpassed the 10-year average, indicating that general upward movement continues.

In 2019, the Korean government invested heavily in the biotechnology sector, along with future mobility (autonomous and electric vehicles) and renewable energy, to lead the country's economic growth into the future. As a result, the biotechnology industry drew exceptional attention from foreign investors in 2019, with demand for highly skilled talent in this potentially

high-growth field remaining strong. In addition, the rapid growth of the biotechnology industry has expanded the market for analytical devices and diagnostics, leading to increased hiring in these areas.

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Both foreign-affiliated firms and Japanese companies operating internationally are driving demand for bilingual talent with overseas experience.

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Competition for technology specialists continued to intensify with the development of new business models converging IT and healthcare, as well as across-the-board digitalisation of many industries including retail, logistics, manufacturing and finance. Demand for new technology skills remains strong in the manufacturing sector, where a

transition to smart factories is taking place as part of the Fourth Industrial Revolution. Whereas manufacturers of internal-combustion engine vehicles experienced a decline against a backdrop of poor business performance in South Korea, the autonomous and electric car industries continued to boom. With that, the demand for bilingual data scientists, deep learning engineers and autonomous system platform specialists in the manufacturing field will continue in 2020.

Turning to new and renewable energy, the Korean government has announced the 'Renewable Energy 3020 Implementation Plan', with the goal of producing 20% of the country's energy from renewable sources by 2030. With the accelerated introduction of infrastructure for solar, wind and hydroelectric power generation, the demand for top talent in these areas is growing steadily.





SOUTH EAST ASIA

A SOLID GROWTH TRAJECTORY

In 2019, hiring activity in South East Asia was predominantly buoyant, particularly in the high-growth markets of Indonesia, the Philippines, Thailand and Vietnam. Elections in the first half of the year saw businesses take a more conservative approach to hiring, but activity recovered in the latter half of 2019. In Malaysia and Singapore, hiring showed steady signs of growth, with robust activity in technology.

Across the region, technology and transformation remains a major focus for businesses, which is in turn shaping hiring trends.

KEY HIRING TRENDS

Hybrid skill sets sought after

As companies continue their digitalisation journeys, hiring managers are looking for experienced technology professionals with hybrid skill sets. Specifically, they are seeking mid-level and senior managers who can help their teams navigate change and ensure the successful adoption of new technologies.

Outside of the technology function, employers are seeking professionals with the ability to leverage new technology within their work to drive the business forward. For example, HR professionals who are well-versed in workforce analytics and finance professionals with expertise in business intelligence are increasingly in demand.

Our presence in South East Asia:

- Indonesia
- Malaysia
- Philippines
- Singapore
- Thailand
- Vietnam

Across the board, there is strong demand for professionals who are able to apply their technical expertise to a broader commercial context that positions the organisation for growth. 'Glocal' talent, or professionals who have a good understanding of both global and local cultures and mindsets, are also in demand as businesses continue to internationalise.

Risk and compliance professionals in demand

Regulatory requirements and guidelines across the region have evolved alongside digitalisation. This has resulted in strong demand for risk and compliance professionals as businesses within the banking and financial services sector seek to align themselves with new regulations and guidelines set by their central banks.

As digital banking, fintech and online payment solutions continue to grow, so does the demand for risk, compliance and legal talent with specialist knowledge in technology.

Manufacturing growth drives hiring activity

The manufacturing industries in Thailand and Vietnam saw healthy growth in 2019, driven by a multitude of factors, including the Eastern Economic Corridor project in Thailand, the establishment of free trade agreements in Vietnam and growing external confidence in these markets. The US-China trade war also played a part as manufacturers and electronics companies moved some production lines from Mainland China to South East Asia to avoid tariffs.

This has spurred demand for professionals within the industry across key functions, such as human resources, accounting & finance, engineering, supply chain & procurement and logistics.

HIRING TOP TALENT

Broadly speaking, demand outstrips the supply of well-rounded talent who demonstrate strong expertise in their own field, the ability to leverage new technologies to drive efficiencies in their own work and a commercial mindset. As such, forward-thinking employers are starting to emphasise potential and transferrable skill sets over market

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Across functions, employers are seeking professionals with the ability to apply their technical expertise to a broader commercial context.

”

sector experience. For instance, businesses in fast-moving consumer goods (FMCG) are starting to hire technology talent from other industries such as financial services or retail.

The talented, modern jobseeker is looking for fresh challenges and the opportunity to deliver value to a business through their role. To secure and retain top professionals, hiring managers will need to show

a commitment to learning and development, while also demonstrating how the role contributes to the wider organisation.

To meet the need for 'glocal' talent, we encourage employers to search internationally, thereby tapping into the pool of local professionals based overseas. Organisations in the region have found high-quality local talent with niche skill sets and international expertise via our 'Return Home' campaigns – Pulang Kampung (Indonesia), Balik Bayan (Philippines), Balik Kampung (Singapore) and Come Home Phở Good (Vietnam).

LOOKING AHEAD

Global events like the US-China trade war may negatively influence hiring activity in specific industries and markets, but overall, we expect healthy levels of hiring across the region. Digitalisation will continue to build momentum and be a major driver of hiring trends in the coming year, and there will be growing demand for well-rounded, 'glocal' professionals, particularly for both mid-level and senior positions.





EUROPE

2019

Despite much publicised economic and political uncertainty across Europe, businesses continued to recruit in 2019.

In France, businesses adopted a “stop-and-go” approach to hiring. Concerns about the economy and the yellow vests (gilets jaunes) protests meant companies were quick to stop recruitment activity in times of distress. However, in general the recruitment market performed well in 2019 as companies had to make up for talent shortages in all sectors. Real estate and construction were particularly busy as Paris geared up for the 2024 Olympic Games and worked on delivering the Greater Paris project.

The Dutch economy was in great shape in 2019. The unemployment

rate was at an all-time low, resulting in increased scarcity of candidates across all disciplines, especially at the junior and mid levels. In a market where candidates were calling the shots, employers were forced to act fast to secure the best candidates. To overcome candidate shortages companies hired more expats, from countries both within and outside the EU, such as Turkey and South Africa.

Belgium continued to benefit from strong economic growth in 2019, which led to a busy hiring market. However, businesses were still constrained by widespread candidate shortages. This resulted in companies hiring permanent staff more quickly than in previous years whilst increasing interim recruitment in the fields of finance and project management.

Our presence in Europe:

- Belgium
- France
- Germany
- Ireland
- Luxembourg
- Netherlands
- Portugal
- Spain
- Switzerland
- United Kingdom

While the UK was defined by a year of political and economic instability due to Brexit, the hiring market performed better than anticipated. There were pockets of hiring activity within sectors that received

notable VC funding such as technology and fintech. Other areas of positive recruitment in 2019 were property, professional services and specific areas within banking such as hedge funds.

In 2019 there was a lot of negative press in Germany concerning the economic environment, political uncertainty and difficulties within the automotive industry. However, these stories did not lead to a slowdown in hiring. The professional skills shortage across finance, legal, technology and digital marketing showed no sign of abating and the market remained busy as traditional Mittelstand companies focused on digitalisation and international businesses grew their footprints in Germany.

Hiring activity in Spain was very high in the first half of the year as the strength of the economy facilitated growth. Businesses in the technology, automation, renewable energy, construction, chemical, pharmaceutical and tourism sectors were busiest. The second half of the year saw a reduction in hiring activity as commercial conflicts surrounding the USA and China, the UK's exit from the European Union and the difficulty of building a stable government in Spain reduced the appetite for hiring.

2020

It's very hard to predict what the European hiring market will look like in 2020 due to the unknown outcome of Brexit (at the time of writing) and ongoing economic and political uncertainty. However, we are confident that widespread candidate shortages will continue, resulting in demand for skilled professionals.

Recruitment has become less cyclical than it once was as business leaders have realised the value of being quick to adapt to market conditions, whilst remaining right-sized in order to take advantage of future growth.

In Belgium, we expect businesses will continue to expand in 2020. As a result, we will see an increase in demand for support professionals in HR, marketing, administration and supply chain. Like previous years, support staff with strong language capabilities in Dutch, French and English will be highly desirable.

The French hiring market is expected to remain relatively strong. For the first time in years the unemployment rate has fallen, causing further candidate shortages. As a result, companies will place greater emphasis on staff retention and succession planning.

In Spain, the technology sector will continue to be one of the biggest drivers of hiring. The focus on digital transformation is set to increase, which will lead to businesses recruiting specialist technology professionals. These professionals will need to have strong communication skills in order to work effectively and efficiently with departments outside of technology.

Whatever the outcome of Brexit in the UK, we will still see plenty of hiring activity amongst emerging industries, disruptors and SMEs. It's businesses in these categories that will drive the hiring agenda by recruiting agile, tech-proficient and commercially savvy professionals who have their finger on the pulse of developing markets. Salary increases will be most lucrative at the mid to senior level as companies try to attract more risk-averse talent who are conscious about job moves during a time of uncertainty.

In the Netherlands, the scarcity of candidates is expected to continue in 2020 at all levels of seniority and across all disciplines. After two years of substantial growth, salaries are expected to stabilise in 2020. However, pay for specialists in compliance, regulatory reporting, risk management and technology will continue to grow, as these specialists are extremely scarce.

In Germany, hiring volumes in financial services will be dependent on the outcome of Brexit. If economic conditions worsen, we may see finance departments hire professionals who focus on cost efficiencies rather than business partnering and growth. Due to candidate scarcity we will continue to see salary increases across the market.





MIDDLE EAST

2019

Recruitment activity was high across the Middle East for the majority of 2019, following a relatively flat first quarter. Businesses in the UAE, Saudi Arabia and Kuwait benefited from improved economic optimism and were the most active hirers.

In the UAE, the growing demand for nationals increased. Companies attempted to comply with 'Emiratization' legislation but struggled, due to available talent pools still being dominated by foreign expats. As a result, we have seen wage inflation for nationals at all levels and a trend of local candidates moving roles more frequently.

Multinationals continued to open their regional headquarters in Dubai, bringing further opportunities for skilled professionals. Digitalisation was at the forefront as companies looked to optimise performance and stay relevant. This led to greater demand for marketing and sales professionals with digital experience.

The job market in Saudi Arabia continued to be busy for government roles, with the

private sector starting to follow suit in the second half of the year. The rush to hire good-quality Gulf candidates resulted in increased candidate movement, especially in Saudi Arabia. Kuwait, often overshadowed by its larger neighbours, significantly increased hiring activity and continued to be a growing market.

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In 2020, the UAE economy is set to go through a new growth cycle, bringing about an increase in business confidence.

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2020

In 2020 the UAE economy is set to go through a new growth cycle, bringing about an increase in business confidence. While Expo 2020 is not the silver bullet to solve everything, it is expected to act as a catalyst to kick-start 2020. With an optimistic economy forecasted, we expect a positive hiring market.

There will be a renewed focus on nationalisation, especially in the UAE and Saudi Arabia. Saudi Arabia has been the most stringent in enforcing nationalisation policies. This trend will accelerate throughout the year and we expect other GCC countries to follow suit.

The expected growth in Saudi Arabia means there are excellent career opportunities for Western-educated Saudi nationals and expats bringing best-practice skill sets from multinationals. The nation has immense hiring-potential and tangible opportunities that continue to grow in number. Social changes, such as the introduction of cinemas and women being permitted to drive, will continue at a steady pace and further investment into infrastructure is expected to support business growth. Kuwait will continue to be an area of focus for many companies and as a result we predict an active hiring market.

As the wider Middle East economic environment continues to improve, we expect to see salaries increasing during 2020.



AFRICA

SOUTH AFRICA **2019**

2019 was characterised by cautious hiring due to the general elections, a sluggish economy and unemployment of up to 29%. When businesses did hire, they sought internationally minded professionals with high adaptability and strong business acumen to minimise the downtime during onboarding.

The demand for employment equity (EE) professionals continued to influence hiring processes, resulting in salary increases of 10-15% for applicable candidates. Legal and finance specialists with high levels of technical competence and industry knowledge also received premium salaries.

2020

In 2020, we expect to see high demand for professionals with both technical ability and strategic acumen. Productivity and effectiveness of employees will be the highest priorities. Historically, specialist skill sets in candidates were considered a 'value-add', but we expect this to be a minimum requirement moving forward.

The modernity and agile approach of SMEs has made them more competitive in the hiring market than their larger competitors. In order to compete, larger businesses need to have a clear picture of the professional they are looking to hire and operate swift recruitment processes. Due to continued economic instability, salary increases are expected to be in line with inflation.

REST OF AFRICA **2019**

Across Africa there was an increasing drive towards nationalisation and a demand for diaspora professionals. The development of employees, succession planning and youth development were key focus areas for companies. Experienced finance professionals were highly sought after as companies looked to train and develop local staff.

Recruitment in both East and West Africa was particularly fast-paced due to the increased need for mid to senior level professionals within finance, legal, sales and operations. Across Central Africa the need for sales, marketing and finance professionals continued, with

an increased focus on digitalisation and engineering. As companies sought to adhere to government nationalisation policies while also facing a lack of local talent, we saw increased salary offers made to nationals for roles previously held by expats.

2020

The competition for skilled nationals will remain high across the continent. In East Africa, international companies can expect inflated salary demands due to candidate shortages. Businesses in more developed parts of Africa, such as the Indian Ocean region, can expect to see multiple counter-offers presented to top talent. With increased stability across North Africa, salary increases of 3-7% are likely.

Investment in skills development, staff retention and competitive benefits will be key trends in 2020. Employers looking for skilled nationals with international and cross-border experience will struggle to recruit these roles themselves and will need to rely more on specialist recruiters.



US & CANADA

SAN FRANCISCO

In 2019, we saw an unprecedented demand for talent across the Bay area. Strategic, hands-on leaders were the most highly sought after.

Hiring activity spiked across design functions as companies realised the impact that design-led thinking can have on business success. Sectors with the highest levels of recruitment included AI, autonomous vehicles, robotics, online marketplaces and fintech.

In 2020, machine learning and AI will remain challenging areas to recruit in, with demand for talent far outweighing the availability of qualified professionals. Hiring managers should streamline their recruitment processes in order to attract more candidates and remain competitive in securing top talent.

We have seen a significant increase in salaries across the board, in part due to the change in law in California which prohibited employers from asking job applicants for salary history information. Salaries continued to rise due to the highly competitive nature of the market, and we expect this to continue in 2020.

LOS ANGELES

In LA, businesses faced a shortage of CPA-qualified controllers with audit backgrounds, especially those with start-up experience. We expect this to continue in 2020.

Demand for operational leaders remained high in 2019. Many start-ups sought general managers and operational heads to manage the P&L, launch new markets, evaluate M&A possibilities, and provide insightful product and marketing feedback.

Our presence in the US & Canada:

- Los Angeles
- New York
- San Francisco
- Toronto

LA will continue to be at the centre of frontier categories such as e-commerce, direct to consumer, logistics, manufacturing and aerospace as well as AR/VR and gaming/esports in 2020. These categories will be powered by increases in venture capital, a pipeline of diverse engineering talent and a legacy of expertise in specialised industries.

In 2020, employers are advised to run swift and efficient hiring processes.

By engaging all relevant stakeholders at the outset, hiring managers can build a clearer profile of their ideal candidate and move quickly to make an offer to promising candidates.

NEW YORK

2019 saw high demand for talent in areas such as technology, data privacy, cyber security, AI and machine learning, leading to candidate shortages in these areas. Hiring activity was more measured in traditional areas such as accounting and finance, financial services operations and support functions. However, businesses in the fintech space and in pockets of the investment management industry were still strong hirers.

In many cases, interview processes were drawn out and due to the lack of swift decision making, clients missed out on securing top talent.

Demand for professionals in revenue generating roles, such as sales professionals across all industries and lawyers in private practice, remained high, and we expect this to continue in 2020.

In the financial services sector, highly quantitative candidates will remain in high demand, both in research and trading strategy roles and risk management positions.

VC-backed high-growth tech start-ups were major hirers in 2019. The need for hands-on leadership candidates will still be a high priority for all early stage firms looking to scale.

TORONTO

Canada witnessed a buoyant recruitment market in 2019 as the

economy continued to grow and unemployment rates reached their lowest levels in decades.

Large cohorts of baby boomers retiring combined with low numbers of millennials with STEM (science, technology, engineering, mathematics) skill sets entering the workforce is causing an acute skills shortage in the Canadian market.

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Hiring managers should streamline their recruitment processes in order to effectively increase candidate attraction and remain competitive in securing top talent.

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Accounting and finance professionals who remained in their current roles either did not receive a salary review or had

their salary adjusted in line with inflation (2% forecast for end of 2019). Those who did start new roles saw an average increase in base salary of 14%. This caused significant movement in the market.

In 2020, top calibre candidates will have multiple opportunities to consider when moving jobs. The Canadian government will continue turning towards mass immigration for highly skilled workers to ensure all skill gaps are filled.

Salaries for lawyers in private practice will increase \$10-20k with each year post-call, before stabilising at the nine-year post-call mark at between \$150k (in small- to medium-sized law firms) and \$220k (for national or Seven Sister firms). Lawyers who move firms will see an average increase of 7% on base salary, while compliance professionals moving firms will receive pay increases of up to 10%.





LATIN AMERICA

2019

Brazil, Chile and Mexico all experienced a challenging economic environment in 2019, which saw central banks cut interest rates to stimulate their economies.

Chile's economic slowdown was driven by weakening domestic demand and a slumping copper price, which drives many aspects of the economy. In Mexico, it was widely agreed that signs of economic stagnation were due to decisions made by the new president, most notably the cancellation of several high-profile construction projects, which shook investor confidence and dampened hopes for growth. In Brazil, early optimism that the new government would be good for business quickly cooled, following a series of distracting scandals and

ongoing delays with the vote on pension reforms.

Despite these economic challenges the demand for specialist technology talent remained consistent across all countries. While construction suffered in Mexico, the energy sector grew in Chile and there was an increased shortage of cyber security specialists in Brazil.

2020

Brazil, Chile and Mexico could all take very different paths in 2020, leading to a very mixed recruitment outlook for the region.

After years of economic misery, Brazil may finally see a long-awaited recovery spurred on by pension reform, which will most likely increase the level of foreign direct investment. The recovery

Our presence in Latin America:

- Brazil
- Chile
- Mexico

of the oil and gas sectors, as well as the construction industry, will also start to have an impact on the economy in 2020, but the overall gains will still be modest by international standards.

The government's focus on economic equality policies at the expense of economic growth and decisions such as the cancellation of government contracts will likely have a negative impact on the economy, especially in the

construction and energy industries. However, it remains to be seen if the government's budget stabilisation fund will be needed and if confidence will return.

Across the Andes, in Chile, where the business community has more confidence in the government's ability to manage economic challenges, the planned injection of USD \$600 million into the country's budget (for road construction, subsidised housing, healthcare and water projects) throughout 2020 should see the economy weather any challenges better than most in the region.

HIRING TRENDS

With independent and diverse economic challenges across the region there are unique hiring environments in each country; however, there are also some common trends.

In all markets the recruitment of professionals with a high level of business English will remain a key challenge, especially for finance, commercial and engineering roles. This is driven by two factors. Firstly, in many global firms, expats are being replaced with local employees, but as these roles are the main interface with head office, professionals with a high level of fluency in English are needed. Secondly, many domestic firms are looking to expand internationally, so they are now competing with global companies for the same talent.

In all countries there are shortages of digital experts, data scientists and cyber security specialists, as firms look to migrate their businesses

online and deal with the extra security challenges this presents. In many cases 'digital-first' businesses are taking most of the talent due to the attractiveness of this business model.

“

Despite economic challenges the demand for specialist technology talent remained consistent across all countries.

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As a rule, employers seeking digital skill sets are looking for multi-skilled profiles, hoping to add greater value to their businesses, so there will be more demand for commercial finance profiles as well as digital natives who combine technology and marketing expertise.

There is increasing demand from candidates for better work-life balance, with firms having to offer flexible and innovative working options, which, in many cases, are just as important as salary increases to professionals looking for their next career move. In addition to this, employers need to be able to demonstrate equal opportunities for women in the workplace with proven examples of women progressing their careers while having a family.

Firms should also consider hiring from international talent pools, where they can attract professionals who will often be in the role for longer, which easily compensates for the time and cost of arranging work visas.

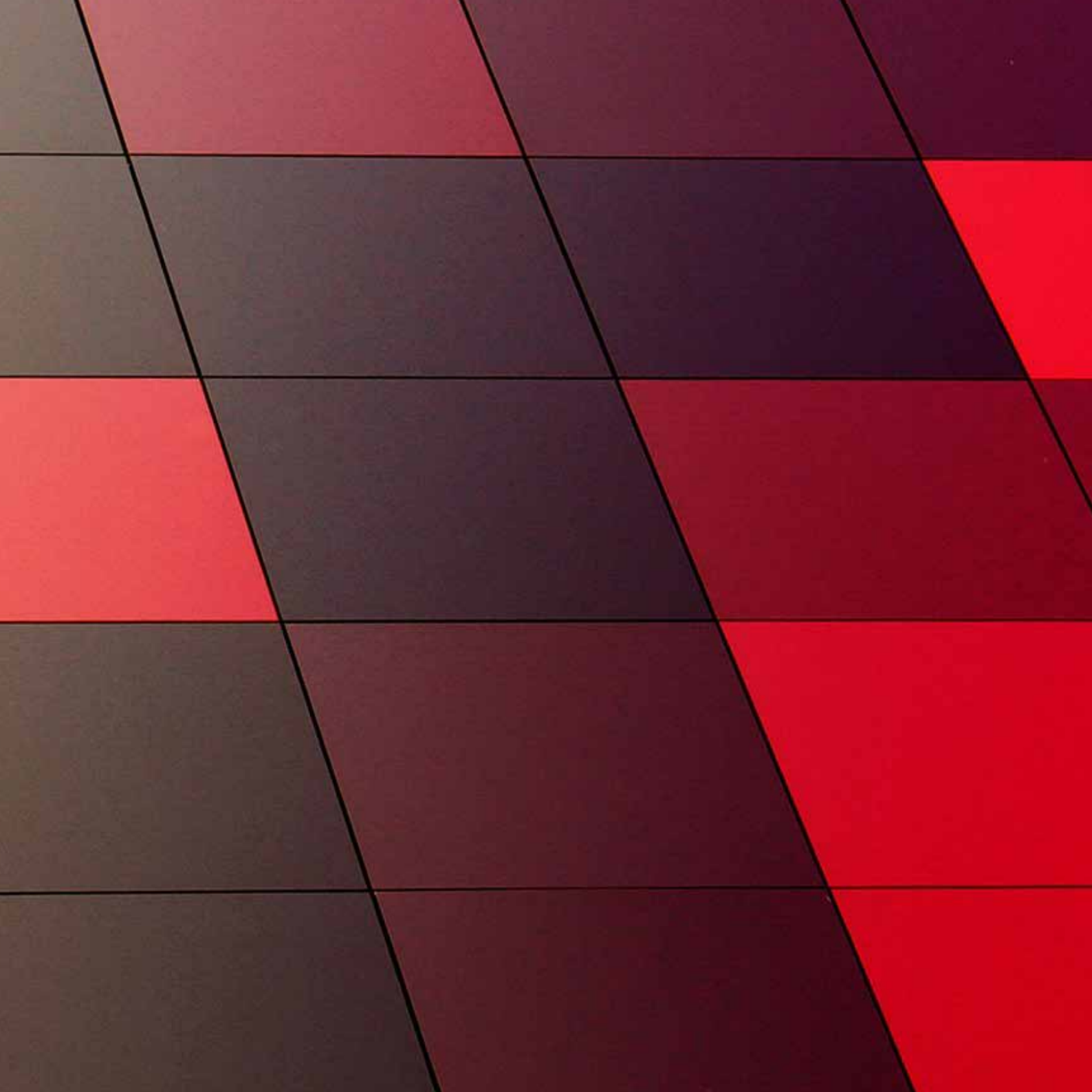


INDUSTRY TRENDS – SPAIN

In this section we delve deeper into the hiring and salary trends for 2020 of the recruitment areas we specialise in.

The specialisations covered include:

- Accounting & Finance
- Banking & Insurance
- Human Resources
- Engineering
- Information Technology
- Interim Management
- Pharma, Healthcare & Biotech
- Sales & Marketing
- Tax & Legal



SPAIN

2019

2019 proved prosperous for the Spanish labour market, with the unemployment rate decreasing significantly. Hiring activity was high, particularly in the technological, automation, renewable energy, construction, chemical, pharmaceutical, mass market and tourism sectors.

The strength of the economy due to exports and tourism facilitated the growth of companies, forcing them to improve the quality of their actions as well as the productivity of their processes. In order to compete, companies started to strengthen their support functions in Finance, Human Resources, Quality and R&D, and made more decisive progress in the digital transformation of their internal processes, marketing and sales channels through the incorporation of specialized profiles.

Business Controllers, Finance Managers, Accountants, IT technicians/Managers and HR generalists were among the most demanded roles, requiring an advanced level of English, good interpersonal skills and a business partner mindset.

In the last months of the year, we saw a slight slowdown in the growth of job creation. This is expected to continue in 2020. Further to international uncertainties, there is the difficulty of building a stable government in Spain which has been exacerbated by the rise of new parties, ending with the longstanding tradition of bipartisanship.

55%

OF PROFESSIONALS ARE ACTIVELY
LOOKING TO CHANGE JOBS

“

There is the difficulty of building a stable government in Spain, which has been exacerbated by the rise of new parties, ending with the longstanding tradition of bipartisanship

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**MARCO LAVEDA,
MANAGING DIRECTOR,
SPAIN & PORTUGAL**

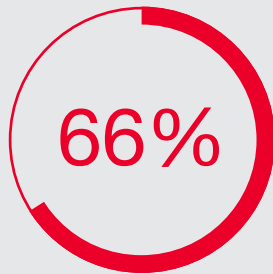
2020

In 2020, the technology sector is expected to continue hiring at great pace. Advances in renewable energies, and the “green” transformation of cities and the transport sector will also lead to demand for candidates. The tourism and agri-food sectors, along with the pharmaceutical and insurance industries will remain active hirers in 2020. Madrid, Barcelona, Valencia, Bilbao and Seville will show the highest demand for specialist candidates.

To improve productivity in an increasingly difficult macroeconomic environment, companies should focus on boosting their digital transformation. IT and digital roles will be in high demand in every

sector, and companies will be looking for specialist professionals to work in support roles. As a result, the war for talent will intensify.

Companies will look for specialists who can handle the new technological levers that are impacting their industry. Those that have a good level of English, to work in an increasingly global market and good communication skills to interact efficiently with stakeholders will be in highest demand. Soft skills including adaptability, analytical thinking and flexibility will also be highly sought after.



Of professionals are expecting a salary increase in 2020



1

Madrid - 67% of professionals feel confident about opportunities in their sector

2

Barcelona - 34% of professionals believe that further professional development is important when considering a new role

3

Valencia - 97% of professionals are open to a job offer when not actively looking

ACCOUNTING & FINANCE

KEY FINDINGS

TOP 3 DRIVERS OF JOB SATISFACTION



Work/life balance



Remuneration and benefits



Feedback and encouragement from management

45%

Of professionals would not consider a counter offer from their current employer

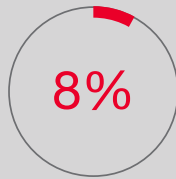
ANNUAL SALARY INCREMENT EXPECTATIONS



Expecting a 0-6% increase

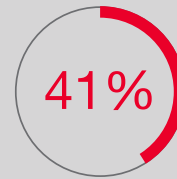


Expecting a 7-15% increase

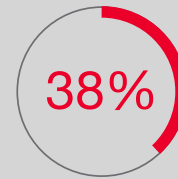


Expecting a 16%+ increase

ANNUAL BONUS EXPECTATIONS (% OF SALARY)



Expecting 0-6% bonus



Expecting 7-15% bonus



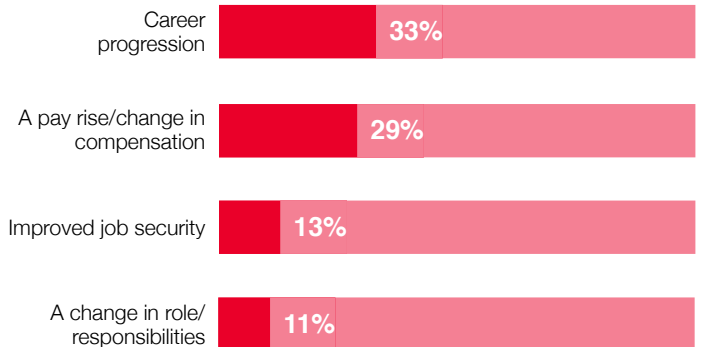
Expecting 16%+ bonus

42%

Of professionals consider ethical practices are key for a healthy corporate culture



TOP 4 MOTIVATORS TO MOVE JOBS



ACCOUNTING & FINANCE

SPAIN

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
Generalist						
Chief Financial Officer			80 - 110k	80 - 120k	120 - 200k	120 - 200k
Finance Director - SME	50 - 65k	55 - 65k	70 - 90k	70 - 100k	85 - 110k	90 - 110k
Head of Controlling			60 - 80k	70 - 85k	75 - 110k	80 - 110k
FP&A Manager	40 - 55k	45 - 55k	55 - 75k	60 - 75k	75 - 110k	80 - 110k
Financial Controller	40 - 55k	40 - 55k	55 - 75k	55 - 75k	75 - 95k	75 - 95k
Accounting Manager	45 - 55k	40 - 55k	55 - 75k	55 - 70k	75 - 95k	80 - 100k
Treasurer	40 - 50k	45 - 50k	50 - 75k	55 - 75k	70 - 90k	75 - 100k
Business Analyst	40 - 55k	40 - 50k	55 - 75k	50 - 70k	75 - 95k	75 - 95k
Specialist						
Plant Controller	40 - 55k	45 - 60k	55 - 80k	50 - 80k	80 - 95k	80 - 100k
Internal Auditor	35 - 50k	30 - 45k	55 - 75k	50 - 75k	75 - 95k	70 - 95k
Consolidation Manager	40 - 50k	45 - 55k	50 - 75k	55 - 75k	75 - 95k	80 - 100k
Project Finance Analyst	45 - 75k	50 - 70k	70 - 115k	70 - 100k	110 - 180k	120 - 180k
Strategy Consultant	45 - 65k	50 - 60k	65 - 90k	65 - 90k	95 - 150k	90 - 150k
Finance Business Partner	40 - 55k	40 - 55k	60 - 80k	60 - 80k	75 - 100k	75 - 100k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

BANKING & INSURANCE

KEY FINDINGS

TOP 3 DRIVERS OF JOB SATISFACTION



Remuneration and benefits



Work/life balance



Day to day work

3 out of 5

Professionals are satisfied with their current salary

ANNUAL SALARY INCREMENT EXPECTATIONS



Expecting a 0-6% increase

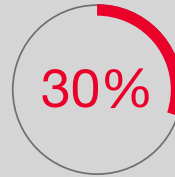


Expecting a 7-15% increase

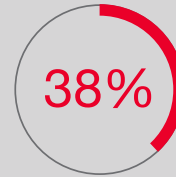


Expecting a 16%+ increase

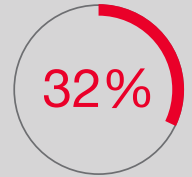
ANNUAL BONUS EXPECTATIONS (% OF SALARY)



Expecting 0-6% bonus



Expecting 7-15% bonus



Expecting 16%+ bonus

47%

Of professionals say it is important to work for a company that fosters collaboration between co-workers

TOP 4 MOTIVATORS TO MOVE JOBS



BANKING & INSURANCE

SPAIN

ROLE	PERMANENT SALARY PER ANNUM EUR (€)	
	2019	2020
Retail Banking & Consumer Finance		
Commercial Director	90 - 110k	100 - 120k
CFO	100 - 130k	120 - 150k
Finance Director	90 - 110k	100 - 120k
Finance Manager	70 - 90k	80 - 100k
Controller	40 - 60k	50 - 70k
Risk Director	90 - 120k	100 - 140k
Risk Manager	70 - 90k	80 - 100k
Risk Analyst	40 - 60k	50 - 70k
Audit Manager	70 - 90k	80 - 100k
Corporate Banking (Tier 1)		
Managing Director	150 - 200k	150 - 200k
Director	120 - 150k	120 - 150k
Associate	80 - 100k	80 - 100k
Analyst	55 - 75k	55 - 75k
Corporate Banking (Tier 2)		
Managing Director	100 - 140k	100 - 140k
Director	70 - 90k	70 - 90k
Associate	45 - 55k	45 - 55k
Analyst	35 - 45k	35 - 45k
Transactional Banking		
Cash Management Managing Director	150 - 200k	150 - 200k
Trade Finance Managing Director	150 - 200k	150 - 200k
Cash Management Director	120 - 150k	120 - 150k
Trade Finance Director	70 - 90k	70 - 90k
Cash Management Associate	45 - 55k	45 - 55k
Trade Finance Associate	45 - 55k	45 - 55k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

BANKING & INSURANCE

SPAIN

ROLE	PERMANENT SALARY PER ANNUM EUR (€)	
	2019	2020
Investment Banking (Tier 1)		
M&A Managing Director	200 - 250k	200 - 250k
M&A Director	180 - 220k	180 - 220k
M&A VP	130 - 180k	130 - 180k
M&A Associate	90 - 110k	90 - 110k
M&A Analyst	55 - 85k	55 - 85k
Investment Banking (Tier 2)		
M&A Managing Director	120 - 150k	120 - 150k
M&A Director	85 - 110k	85 - 110k
M&A VP	65 - 85k	65 - 85k
M&A Associate	50 - 65k	50 - 65k
M&A Analyst	35 - 55k	35 - 55k
Structure & Project Finance (Tier 1)		
Structure & Project Finance Managing Director	150 - 200k	150 - 200k
Structure & Project Finance Director	120 - 150k	120 - 150k
Structure & Project Finance Associate	80 - 100k	80 - 100k
Structure & Project Finance Analyst	55 - 75k	55 - 75k
Structure & Project Finance (Tier 2)		
Structure & Project Finance Managing Director	100 - 140k	100 - 140k
Structure & Project Finance Director	70 - 90k	70 - 90k
Structure & Project Finance Associate	45 - 55k	45 - 55k
Structure & Project Finance Analyst	35 - 45k	35 - 45k
Private Banking (International)		
Senior Private Banker	120 - 180k	120 - 180k
Private Banker	80 - 110k	80 - 110k
Junior Private Banker	45 - 70k	45 - 70k
Assistant Private Banker	35 - 50k	35 - 50k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

BANKING & INSURANCE

SPAIN

ROLE	PERMANENT SALARY PER ANNUM EUR (€)	
	2019	2020
Private Banking (National)		
Senior Private Banker	100 - 150k	100 - 150k
Private Banker	70 - 100k	70 - 100k
Junior Private Banker	45 - 70k	45 - 70k
Assistant Private Banker	35 - 50k	35 - 50k
Asset Management (Tier 1)		
Country Head	180 - 250k	180 - 250k
Institutional Sales Director	120 - 150k	120 - 150k
Institutional Sales Manager	65 - 90k	65 - 90k
Sales Support / Client Services	40 - 50k	40 - 50k
Asset Management (Tier 2)		
Country Head	150 - 200k	150 - 200k
Institutional Sales Director	100 - 130k	100 - 130k
Institutional Sales Manager	50 - 80k	50 - 80k
Sales Support / Client Services	35 - 45k	35 - 45k
Private Equity Mid Caps		
Investment Director	110 - 140k	110 - 140k
Investment Associate	65 - 80k	65 - 80k
Investment Analyst	45 - 55k	45 - 55k
Private Equity Large Caps		
Investment Director	140 - 170k	140 - 170k
Investment Associate	110 - 120k	110 - 120k
Investment Analyst	70 - 90k	70 - 90k
Debt Fund Mid Caps		
Investment Director	100 - 130k	100 - 130k
Investment Associate	50 - 70k	50 - 70k
Investment Analyst	35 - 45k	35 - 45k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

BANKING & INSURANCE

SPAIN

ROLE	PERMANENT SALARY PER ANNUM EUR (€)	
	2019	2020
Debt Fund Large Caps		
Investment Director	130 - 180k	130 - 180k
Investment Associate	90 - 110k	90 - 110k
Investment Analyst	55 - 85k	55 - 85k
Real Estate Fund		
Investment Director	90 - 130k	90 - 130k
Investment Associate	50 - 80k	50 - 80k
Investment Analyst	35 - 45k	35 - 45k
Renewables Fund		
Investment Director	80 - 120k	80 - 120k
Investment Associate	50 - 75k	50 - 75k
Investment Analyst	40 - 50k	40 - 50k
Venture Capital		
Investment Director	70 - 100k	70 - 100k
Investment Associate	50 - 60k	50 - 60k
Investment Analyst	35 - 45k	35 - 45k
Debt & Credit Management (Tier 1)		
CFO	150 - 200k	150 - 200k
COO	160 - 200k	160 - 200k
Head of Asset Management	120 - 150k	140 - 170k
Head of Servicing	110 - 140k	120 - 150k
Underwriting Director	120 - 140k	120 - 140k
Underwriting Manager	65 - 100k	65 - 100k
Underwriting Analyst	45 - 55k	45 - 55k
Portfolio Manager Unsecured	50 - 70k	50 - 70k
Portfolio Manager Secured	60 - 90k	60 - 90k
Asset Manager	45 - 50k	45 - 50k
Real Estate Asset Manager	50 - 65k	50 - 65k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

BANKING & INSURANCE

SPAIN

ROLE	PERMANENT SALARY PER ANNUM EUR (€)	
	2019	2020
Debt & Credit Management (Tier 2)		
CFO	120 - 150k	120 - 150k
COO	120 - 150k	120 - 150k
Head of Asset Management	90 - 120k	90 - 120k
Head of Servicing	90 - 120k	90 - 120k
Underwriting Director	85 - 100k	85 - 100k
Underwriting Manager	60 - 80k	60 - 80k
Underwriting Analyst	40 - 55k	40 - 55k
Portfolio Manager Unsecured	50 - 70k	50 - 70k
Portfolio Manager Secured	60 - 90k	60 - 90k
Asset Manager	45 - 50k	45 - 50k
Real Estate Asset Manager	50 - 65k	50 - 65k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
Insurance						
Chief Actuary	50 - 75k	55 - 80k	75 - 100k	80 - 110k	100 - 160k	110 - 160k
Actuary	35 - 47k	35 - 47k	47 - 68k	50 - 70k	65 - 100k	70 - 100k
Quantitative Analyst	35 - 47k	40 - 50k	45 - 70k	50 - 70k	70 - 100k	70 - 100k
Head of Underwriting	50 - 70k	55 - 70k	70 - 100k	70 - 100k	100 - 130k	100 - 130k
Underwriter	30 - 45k	35 - 45k	45 - 65k	50 - 70k	75 - 90k	70 - 85k
Claims Manager	35 - 60k	35 - 60k	65 - 90k	65 - 90k	90 - 130k	85 - 120k
Claims Handler	25 - 30k	25 - 30k	28 - 35k	30 - 35k	35 - 50k	30 - 45k
Key Account Manager	35 - 55k	35 - 55k	60 - 80k	65 - 80k	90 - 120k	90 - 120k
Account Executive	25 - 30k	30 - 35k	28 - 35k	35 - 40k	35 - 50k	40 - 50k
Head of Finance / Finance Director	80 - 100k	85 - 110k	100 - 150k	110 - 150k	150 - 150k	120 - 160k
Audit Manager	40 - 55k	40 - 55k	50 - 65k	50 - 65k	65 - 85k	65 - 85k
Financial Controller	35 - 45k	40 - 50k	40 - 60k	45 - 65k	60 - 85k	65 - 88k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

HUMAN RESOURCES

KEY FINDINGS

GENDER DIVERSITY IN HUMAN RESOURCES



TOP SKILLS



Payroll



Talent management



Training & development

TOP 3 DRIVERS OF JOB SATISFACTION



Flexible working

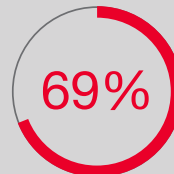


Work/life balance



Remuneration & benefits

ANNUAL SALARY INCREMENT EXPECTATIONS



Expecting a 0-6% increase



Expecting a 7-15% increase

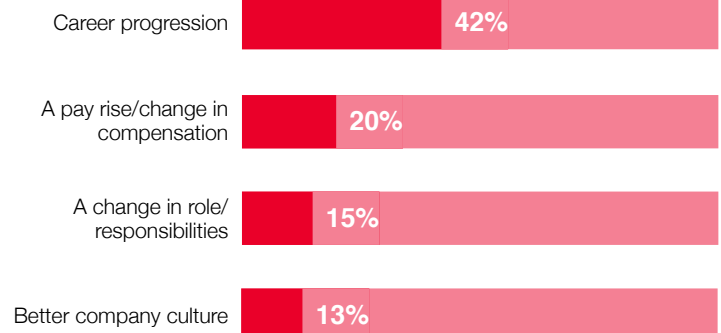


Expecting a 16%+ increase

52%

Of professionals would not consider a counter offer from their current employer

TOP 4 MOTIVATORS TO MOVE JOBS



HUMAN RESOURCES

SPAIN

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
Generalist						
HR Director	55 - 85k	55 - 85k	75 - 125k	75 - 125k	95 - 152k	95 - 152k
HR Manager	40 - 65k	40 - 65k	55 - 85k	55 - 85k	75 - 105k	75 - 105k
HRBP	40 - 55k	35 - 55k	45 - 70k	45 - 70k	65 - 80k	65 - 80k
Specialist						
Labour Relations Manager	35 - 55k	40 - 60k	45 - 60k	45 - 70k	60 - 90k	65 - 95k
Talent Acquisition Manager	30 - 50k	30 - 50k	40 - 55k	40 - 55k	50 - 65k	50 - 65k
Training & Development Manager	30 - 50k	30 - 50k	40 - 55k	40 - 55k	45 - 70k	45 - 70k
Payroll & General Administration Manager	30 - 45k	30 - 50k	35 - 55k	40 - 60k	40 - 60k	40 - 60k
Compensation & Benefits Manager	35 - 58k	35 - 58k	48 - 70k	48 - 70k	60 - 90k	60 - 90k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

ENGINEERING

KEY FINDINGS

GENDER DIVERSITY IN ENGINEERING



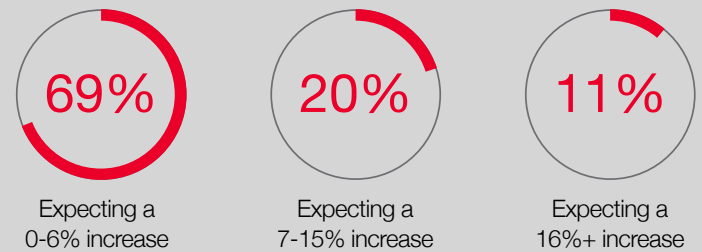
3 out of 5

Professionals are satisfied with their current salary

TOP 3 DRIVERS OF JOB SATISFACTION



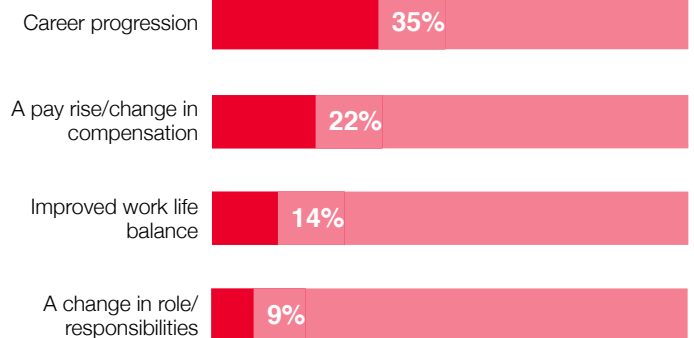
ANNUAL SALARY INCREMENT EXPECTATIONS



44%

Of professionals would not consider a counter offer from their current employer

TOP 4 MOTIVATORS TO MOVE JOBS



ENGINEERING

SPAIN

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
Oil & Gas/Conventional						
Business Development Manager	45 - 65k	45 - 65k	85 - 115k	85 - 120k	115 - 175k	120 - 180k
Operations Director			90 - 120k	90 - 125k	120 - 160k	120 - 165k
Project Director	45 - 65k	45 - 65k	70 - 90k	70 - 95k	90 - 130k	95 - 135k
Engineering Manager	40 - 60k	40 - 60k	65 - 75k	65 - 80k	75 - 95k	80 - 100k
Procurement Manager	45 - 55k	45 - 55k	55 - 65k	55 - 65k	70 - 90k	70 - 90k
Proposal Manager	40 - 45k	40 - 45k	50 - 75k	50 - 75k	75 - 80k	75 - 80k
Process Leader	40 - 45k	40 - 45k	50 - 75k	50 - 75k	75 - 80k	75 - 80k
Lead Mechanical Engineer	40 - 50k	40 - 50k	50 - 60k	50 - 60k	60 - 75k	60 - 75k
Site Construction Manager	75 - 90k	75 - 90k	90 - 120k	90 - 120k	120 - 150k	120 - 150k
Site Contract Manager			90 - 120k	90 - 120k	120 - 150k	120 - 160k
Site Commissioning Manager	75 - 85k	75 - 85k	90 - 110k	90 - 110k	120 - 140k	120 - 140k
Site QA/QC Manager	50 - 75k	50 - 75k	75 - 90k	75 - 90k	90 - 120k	90 - 120k
Site Project Control Manager	70 - 75k	70 - 75k	85 - 100k	85 - 100k	120 - 150k	120 - 150k
Site HSE Manager	50 - 75k	50 - 75k	75 - 90k	75 - 90k	90 - 120k	90 - 120k
Trader (Commodities)	40 - 55k	40 - 55k	55 - 80k	55 - 80k	80 - 120k	80 - 120k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

ENGINEERING

SPAIN

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
Renewable Energy/T&D						
General Manager			120 - 150k	110 - 150k	150 - 200k	150 - 200k
Business Development Manager	40 - 60k	40 - 70k	50 - 75k	50 - 90k	65 - 115k	65 - 120k
Project Development Manager	35 - 50k	40 - 70k	50 - 70k	50 - 80k	55 - 80k	60 - 100k
Project Manager	35 - 60k	35 - 60k	45 - 70k	45 - 70k	60 - 95k	60 - 95k
Engineering Manager	35 - 55k	35 - 55k	45 - 60k	45 - 70k	60 - 95k	60 - 95k
Procurement Manager	30 - 55k	30 - 55k	40 - 60k	40 - 60k	50 - 70k	50 - 80k
Site Construction Manager	35 - 55k	35 - 60k	45 - 70k	45 - 70k	60 - 95k	60 - 95k
Site Commissioning Manager	35 - 50k	35 - 50k	45 - 60k	45 - 60k	60 - 90k	60 - 90k
O&M Manager	30 - 55k	30 - 55k	40 - 60k	45 - 65k	50 - 75k	55 - 85k
Site O&M Manager	30 - 40k	30 - 40k	35 - 45k	35 - 45k	45 - 50k	45 - 50k
Senior Sales Manager	40 - 55k	40 - 55k	45 - 60k	45 - 65k	55 - 90k	55 - 90k
Asset Manager	35 - 55k	35 - 55k	50 - 65k	50 - 65k	60 - 90k	60 - 90k
Project Engineer	30 - 38k	30 - 40k	38 - 45k	38 - 45k		
R&D Engineer	30 - 40k	30 - 40k	30 - 40k	30 - 40k	30 - 40k	30 - 45k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

ENGINEERING

SPAIN

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
Mining & Cement						
Project Director			85 - 110k	85 - 110k	110 - 160k	110 - 160k
Underground Mining Operations Director			90 - 140k	90 - 140k	185 - 210k	185 - 210k
Mechanical Leader	35 - 50k	35 - 50k	50 - 75k	50 - 75k	75 - 100k	75 - 100k
Process Leader	35 - 50k	35 - 50k	50 - 75k	50 - 75k	75 - 100k	75 - 100k
Planning Engineer	45 - 55k	45 - 55k	55 - 65k	55 - 65k	65 - 80k	65 - 80k
Site Manager			70 - 90k	70 - 90k	90 - 130k	90 - 130k
Industry & Supply Chain						
Operations Director	60 - 75k	50 - 70k	80 - 120k	75 - 110k	120 - 150k	120 - 150k
Sales Director	65 - 85k	60 - 85k	85 - 110k	90 - 120k	115 - 145k	125 - 145k
Technical Director	50 - 60k	40 - 55k	60 - 75k	60 - 75k	80 - 120k	80 - 120k
Area Sales Manager	60 - 65k	50 - 60k	75 - 85k	75 - 85k	95 - 100k	95 - 100k
Export Manager	65 - 70k	45 - 60k	80 - 85k	65 - 85k	105 - 110k	85 - 110k
Product Manager	40 - 50k	40 - 50k	55 - 65k	55 - 65k	70 - 80k	70 - 80k
Automation Team Leader	40 - 45k	40 - 45k	50 - 55k	50 - 55k	70 - 80k	70 - 80k
Technical Support Team Leader	35 - 45k	40 - 45k	40 - 50k	40 - 50k	55 - 65k	60 - 65k
Sales Engineer	50 - 55k	45 - 55k	60 - 80k	60 - 80k	85 - 100k	85 - 100k
Pre-Sales Engineer	35 - 45k	40 - 50k	50 - 55k	55 - 60k	60 - 70k	65 - 85k
Software Engineer	35 - 40k	40 - 45k	40 - 45k	45 - 55k	45 - 55k	55 - 65k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

ENGINEERING

SPAIN

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
Industry & Supply Chain						
Hardware Engineer	30 - 35k	35 - 40k	35 - 40k	45 - 55k	40 - 50k	55 - 65k
Field Service Engineer	30 - 35k	30 - 35k	40 - 45k	40 - 45k	55 - 65k	55 - 65k
Robotics Programmer	30 - 35k	30 - 35k	40 - 50k	40 - 50k	50 - 60k	50 - 60k
Commercial Technician	35 - 45k	35 - 45k	50 - 55k	50 - 55k	60 - 70k	60 - 70k
Business Development Manager	50 - 75k	50 - 75k	75 - 90k	75 - 90k	100 - 120k	100 - 120k
Industrial/Plant Manager	60 - 75k	60 - 75k	75 - 100k	75 - 100k	100 - 150k	100 - 150k
Production Manager	40 - 50k	40 - 50k	60 - 70k	60 - 70k	75 - 100k	75 - 100k
Engineering Manager	50 - 70k	50 - 70k	60 - 80k	60 - 80k	75 - 100k	75 - 100k
Continuous Improvement Manager	40 - 55k	40 - 55k	60 - 70k	60 - 70k	75 - 90k	75 - 90k
Logistics/Supply Chain Manager	50 - 70k	40 - 50k	75 - 90k	60 - 75k	100 - 150k	80 - 120k
Purchasing Manager	40 - 60k	40 - 55k	60 - 80k	65 - 85k	90 - 120k	90 - 120k
Maintenance/Facility Manager	40 - 55k	40 - 55k	50 - 70k	50 - 70k	70 - 90k	70 - 90k
HSE Manager	40 - 50k	40 - 50k	50 - 60k	50 - 60k	65 - 75k	65 - 75k
QA/QC Manager	45 - 55k	45 - 55k	50 - 70k	50 - 70k	70 - 90k	70 - 90k
Demand Planner	30 - 45k	30 - 45k	45 - 60k	45 - 60k	60 - 75k	60 - 75k
Aftersales Engineer	40 - 45k	40 - 45k	50 - 60k	50 - 60k	65 - 80k	65 - 80k
System Engineer	40 - 55k	40 - 55k	60 - 80k	60 - 80k	75 - 90k	75 - 90k
Process Engineer	35 - 50k	35 - 45k	50 - 60k	45 - 60k	75 - 95k	65 - 80k
R&D Engineer	35 - 45k	40 - 45k	45 - 60k	50 - 65k	60 - 80k	70 - 90k
External Auditor	40 - 55k	35 - 40k	55 - 65k	60 - 70k		

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

ENGINEERING

SPAIN

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
Infrastructure & Construction						
COO			110 - 120k	110 - 125k	120 - 130k	125 - 140k
Business Development Manager/Commercial Manager			90 - 100k	90 - 100k	100 - 120k	110 - 120k
Technical Director			80 - 85k	80 - 90k	85 - 100k	90 - 100k
Project Director			80 - 90k	80 - 90k	90 - 100k	90 - 100k
Construction Director			80 - 90k	80 - 95k	90 - 105k	95 - 105k
Project Manager	55 - 65k	60 - 70k	65 - 85k	70 - 90k	85 - 95k	85 - 95k
Regional Manager	70 - 80k	75 - 90k	80 - 95k	90 - 100k	95 - 110k	100 - 115k
Bid Manager/Tender Manager	45 - 55k	45 - 55k	55 - 65k	55 - 65k	65 - 85k	65 - 85k
Site Manager	40 - 55k	45 - 55k	55 - 80k	55 - 80k	80 - 100k	80 - 100k
Planning & Cost Manager	35 - 45k	35 - 45k	45 - 60k	45 - 60k	60 - 80k	60 - 80k
Procurement & Purchasing Manager	45 - 55k	45 - 55k	60 - 75k	60 - 75k	80 - 95k	80 - 95k
Technical Office Manager	40 - 50k	45 - 55k	50 - 75k	55 - 75k	75 - 95k	75 - 95k
MEP Manager	40 - 50k	45 - 55k	50 - 70k	55 - 70k	70 - 85k	70 - 90k
HSE Manager	30 - 40k	30 - 40k	40 - 50k	40 - 50k	50 - 60k	50 - 60k
QA/QC Manager	30 - 40k	35 - 45k	40 - 50k	45 - 55k	50 - 60k	50 - 60k
Project Engineer	35 - 40k	35 - 45k	40 - 50k	45 - 55k	50 - 60k	50 - 60k
BIM Manager	35 - 50k	40 - 60k	50 - 65k	60 - 80k		

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

ENGINEERING

SPAIN

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
Infrastructure & Construction						
Country Manager			110 - 120k	115 - 130k	120 - 130k	130 - 145k
Business Development Manager/Commercial Manager			90 - 100k	90 - 100k	110 - 120k	110 - 120k
Technical Director			80 - 85k	80 - 90k	90 - 100k	90 - 100k
Project Director			90 - 105k	95 - 110k	105 - 120k	110 - 125k
Construction Director			80 - 90k	85 - 100k	95 - 105k	100 - 110k
Project Manager	85 - 100k	85 - 105k	95 - 110k	100 - 115k	115 - 130k	115 - 130k
Bid Manager/Tender Manager	55 - 65k	55 - 65k	65 - 75k	65 - 75k	75 - 85k	75 - 85k
Site Manager	70 - 80k	70 - 85k	80 - 90k	85 - 95k	100 - 120k	100 - 120k
Planning & Cost Manager	70 - 80k	65 - 75k	80 - 90k	75 - 90k	110 - 130k	90 - 110k
Procurement & Purchasing Manager	60 - 70k	65 - 75k	75 - 85k	75 - 90k	85 - 95k	90 - 100k
Technical Office Manager	65 - 75k	65 - 75k	75 - 85k	75 - 90k	85 - 100k	90 - 100k
MEP Manager	50 - 60k	55 - 65k	65 - 70k	65 - 80k	75 - 80k	80 - 90k
HSE Manager	40 - 50k	40 - 50k	50 - 60k	50 - 60k	60 - 70k	60 - 70k
QA/QC Manager	40 - 50k	40 - 50k	50 - 60k	50 - 60k	60 - 70k	60 - 70k
Project Engineer	40 - 50k	40 - 50k	50 - 60k	50 - 60k	60 - 70k	60 - 70k
BIM Manager	50 - 65k	55 - 70k	70 - 80k	75 - 85k		

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

ENGINEERING

SPAIN

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
Real Estate						
CEO					220 - 270k	240 - 270k
COO					150 - 180k	160 - 180k
Real Estate Business Unit Manager			85 - 95k	85 - 95k	95 - 105k	95 - 105k
Director of Real Estate Development			75 - 80k	75 - 80k	85 - 95k	85 - 95k
Land Development Manager			80 - 90k	85 - 90k	95 - 105k	95 - 105k
Product Development Manager			60 - 70k	65 - 75k	75 - 80k	75 - 80k
Regional Manager	60 - 70k	65 - 75k	80 - 90k	80 - 90k	90 - 110k	90 - 110k
Real Estate Technician	30 - 40k	35 - 45k	45 - 55k	45 - 55k	55 - 60k	55 - 60k
Property Manager	45 - 50k	45 - 50k	60 - 70k	60 - 70k	75 - 80k	75 - 80k
Asset Manager	50 - 60k	50 - 60k	65 - 75k	65 - 75k	80 - 85k	80 - 85k
Facility Manager	40 - 50k	40 - 50k	55 - 60k	55 - 60k	65 - 70k	65 - 70k
Real Estate Manager	40 - 50k	40 - 50k	65 - 70k	65 - 70k	65 - 70k	65 - 70k
Real Estate Consultant	35 - 40k	35 - 40k	45 - 55k	45 - 55k	55 - 60k	55 - 60k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

INFORMATION TECHNOLOGY & DIGITAL

KEY FINDINGS

GENDER DIVERSITY IN IT



Male
76%



Female
24%

4 out of 5

Professionals are satisfied with their current salary

TOP 3 DRIVERS OF JOB SATISFACTION



Work/life balance

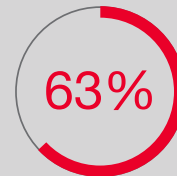


Flexible working

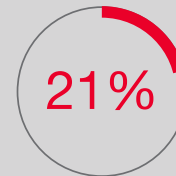


Ability to work remotely

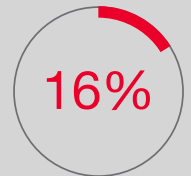
ANNUAL SALARY INCREMENT EXPECTATIONS



Expecting a 0-6% increase



Expecting a 7-15% increase



Expecting a 16%+ increase

40%

Of professionals say it is important to work for a company that fosters collaboration between co-workers

TOP 4 MOTIVATORS TO MOVE JOBS



INFORMATION TECHNOLOGY & DIGITAL

SPAIN

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
IT Management						
Chief Information Officer	85 - 100k	90 - 110k	90 - 130k	100 - 140k	120 - 200k	140 - 220k
Chief Technology Officer	75 - 95k	80 - 100k	90 - 125k	100 - 130k	105 - 175k	110 - 185k
COO	60 - 75k	65 - 80k	75 - 110k	85 - 125k	110 - 180k	115 - 190k
IT Director	65 - 85k	70 - 90k	85 - 120k	90 - 130k	120 - 150k	130 - 160k
IT Manager	50 - 65k	60 - 75k	65 - 80k	70 - 90k	80 - 95k	90 - 105k
Project Manager	40 - 55k	45 - 60k	55 - 70k	60 - 75k	65 - 80k	70 - 85k
Portfolio Manager	65 - 80k	70 - 90k	85 - 105k	90 - 110k	100 - 130k	105 - 135k
PMO Officer	50 - 65k	55 - 70k	75 - 90k	80 - 95k	85 - 100k	90 - 105k
Digital Transformation Leader	75 - 90k	80 - 95k	100 - 140k	105 - 150k	130 - 210k	140 - 225k
IT Strategist	50 - 60k	65 - 80k	95 - 110k	100 - 115k	105 - 120k	110 - 125k
Software Development						
Development Director	65 - 80k	65 - 80k	80 - 100k	80 - 100k	90 - 130k	90 - 130k
Enterprise Architect	75 - 85k	65 - 85k	85 - 110k	85 - 110k	110 - 145k	110 - 150k
Software Architect	40 - 55k	45 - 60k	50 - 60k	50 - 70k	55 - 65k	60 - 70k
Development Project Manager	50 - 65k	50 - 65k	60 - 75k	60 - 75k	70 - 85k	70 - 90k
UX/UI Designer	35 - 50k	35 - 50k				
Frontend Developer/Engineer	35 - 55k	40 - 65k	45 - 65k	50 - 75k		
Backend Developer/Engineer	35 - 60k	35 - 65k	45 - 65k	50 - 75k		
Fullstack Developer/Engineer	35 - 45k	35 - 50k	40 - 50k	45 - 50k		
Mobile (iOS/Android) Developer/Engineer	35 - 45k	35 - 55k	45 - 55k	50 - 70k		
QA Analyst	40 - 55k	40 - 55k	55 - 75k	55 - 75k		

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

INFORMATION TECHNOLOGY & DIGITAL

SPAIN

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
ERPs						
ERP Manager	55 - 65k	55 - 65k	60 - 80k	55 - 80k	70 - 90k	70 - 100k
ERP Consultant	40 - 55k	40 - 60k	50 - 60k	50 - 70k		
ERP Developer	30 - 50k	30 - 50k	45 - 60k	40 - 60k		
Product						
CPO (Chief Product Officer)	65 - 80k	65 - 80k	75 - 90k	75 - 100k	85 - 95k	
Product Manager	65 - 80k	50 - 80k	85 - 105k	70 - 90k		
Product Owner	50 - 65k	40 - 55k	65 - 75k	50 - 70k		
Security						
Chief Information Security Officer	65 - 85k	75 - 90k	80 - 100k	85 - 110k	90 - 160k	110 - 170k
Cybersecurity Manager	50 - 65k	60 - 70k	55 - 80k	65 - 80k	65 - 90k	80 - 100k
Security Architect	50 - 70k	50 - 70k	60 - 80k	65 - 85k	65 - 90k	70 - 90k
Applications Security Specialist	40 - 55k	40 - 55k	45 - 70k	55 - 75k	50 - 75k	60 - 80k
Pentester	35 - 55k	35 - 55k	45 - 70k	50 - 75k	50 - 75k	50 - 75k
IT Audit Consultant	40 - 50k	40 - 50k	50 - 60k	50 - 60k	60 - 70k	60 - 70k
IT Audit Manager	70 - 80k	70 - 80k	80 - 90k	80 - 90k	100 - 120k	100 - 120k
Infrastructures/Systems						
Head of Infrastructure	65 - 75k	70 - 80k	75 - 95k	80 - 100k	95 - 115k	100 - 120k
Systems Director	80 - 95k	85 - 100k	95 - 115k	100 - 120k	115 - 135k	120 - 140k
Systems Administrator	35 - 55k	40 - 60k	55 - 65k	60 - 70k	70 - 80k	70 - 80k
DevOps	45 - 55k	50 - 60k	50 - 80k	55 - 85k	90 - 100k	90 - 100k
Network Engineer	45 - 55k	45 - 55k	55 - 65k	55 - 65k	65 - 85k	65 - 85k
Cloud Architect	45 - 65k	45 - 65k	50 - 75k	55 - 80k	65 - 90k	70 - 95k
Cloud Systems Administrator	40 - 60k	45 - 60k	55 - 70k	60 - 75k	70 - 95k	70 - 95k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

INFORMATION TECHNOLOGY & DIGITAL

SPAIN

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
Data & Analytics						
Chief Data Officer	65 - 90k	75 - 90k	75 - 100k	90 - 120k	90 - 150k	100 - 150k
Business Intelligence Manager	45 - 75k	50 - 70k	55 - 80k	60 - 80k	65 - 90k	70 - 90k
Digital Analytics Manager	50 - 75k	60 - 80k	60 - 80k	70 - 90k		
Big Data/Data Architect	50 - 70k	55 - 75k				
Big Data/Data Engineer	35 - 55k	40 - 55k				
Data Scientist	45 - 80k	45 - 70k				
Sales						
Sales Director	65 - 75k	75 - 80k	70 - 85k	90 - 100k	90 - 120k	100 - 120k
Business Development Director	70 - 85k	70 - 90k	85 - 100k	95 - 105k	95 - 120k	100 - 130k
Account Executive Manager	45 - 55k	40 - 60k	55 - 80k	65 - 80k	75 - 90k	80 - 95k
Pre-sales Manager	45 - 60k	55 - 65k	55 - 80k	70 - 80k	75 - 90k	95 - 105k
Sales Engineer	45 - 65k	45 - 65k	55 - 75k	65 - 75k	70 - 90k	85 - 95k
Digital Solutions Account Manager	40 - 50k	40 - 45k	50 - 70k	50 - 70k		
Sales Programmatic Manager	35 - 50k	40 - 50k	50 - 75k	55 - 80k		
Account Manager SMB	35 - 50k	40 - 50k	50 - 65k	55 - 70k	65 - 85k	65 - 85k
Inside Sales Executive	30 - 40k	30 - 40k	45 - 50k	45 - 50k	50 - 65k	50 - 65k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

INTERIM MANAGEMENT

KEY FINDINGS

GENDER DIVERSITY IN INTERIM MANAGEMENT



Male
78%



Female
22%

5 out of 10

Interim professionals manage a team

TOP 3 DRIVERS OF JOB SATISFACTION



Work/life
balance

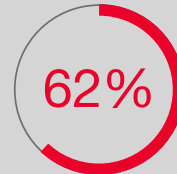


Training
opportunities



Remuneration &
benefits

ANNUAL SALARY INCREMENT EXPECTATIONS



Expecting a
0-6% increase



Expecting a
7-15% increase



Expecting a
16%+ increase

43%

Of professionals
consider ethical
practices as the key
factor of a corporate
culture

TOP 4 MOTIVATORS TO MOVE JOBS



INTERIM MANAGEMENT

SPAIN

ROLE	INTERIM RATE PER MONTH EUR (€)	
	2019	2020
Finance Director	6000 - 9000	7000 - 12000
Head of Controlling	5000 - 8000	5500 - 9000
Plant Director	5800 - 8500	6100 - 9600
Quality Director	4400 - 6600	4700 - 7000
Sales Director	5000 - 9000	6500 - 10000
Business Development Manager	3800 - 7000	4000 - 9000
CIO	5500 - 10000	6500 - 16000
PMO Manager	4200 - 6800	4600 - 7400
Digital Transformation Director	5000 - 8500	5500 - 9500
HR Director	5400 - 7400	5900 - 8200
Legal Counsel	3800 - 5300	4100 - 6300
General Manager	7500 - 12500	8000 - 19000
Strategy Consultant	5500 - 9500	6000 - 10300

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

PHARMA, HEALTHCARE & BIOTECH

KEY FINDINGS

GENDER DIVERSITY IN PHARMA, HEALTHCARE & BIOTECH



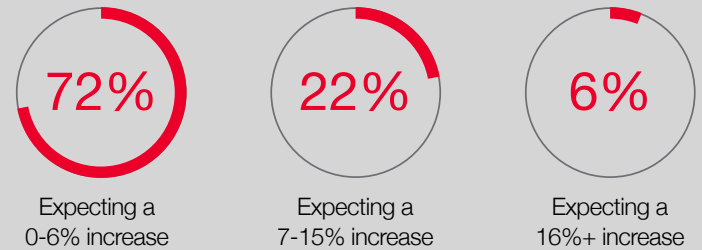
56%

Of professionals would not consider a counter offer from their current employer

TOP 3 DRIVERS OF JOB SATISFACTION



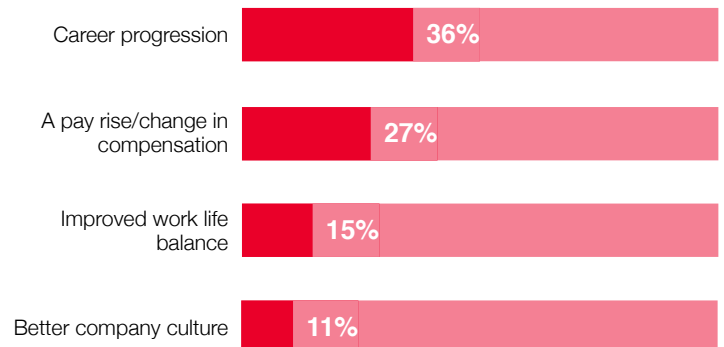
ANNUAL SALARY INCREMENT EXPECTATIONS



65%

Of professionals say it is important to work for a company that supports environmental initiatives

TOP 4 MOTIVATORS TO MOVE JOBS



PHARMA, HEALTHCARE & BIOTECH

SPAIN

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
Corporate						
Global Manufacturing Operations Director			100 - 160k	100 - 160k	180 - 330k	180 - 320k
Global Quality & Compliance Director			100 - 150k	100 - 150k	150 - 250k	150 - 250k
Portfolio Director			85 - 115k	85 - 115k	115 - 240k	115 - 240k
BD&L Manager			80 - 100k	80 - 100k	110 - 180k	110 - 180k
Operations						
Site Manager/Contract Manufacturing Manager	60 - 90k	60 - 90k	90 - 120k	90 - 120k	120 - 160k	120 - 160k
Site Quality Manager	45 - 60k	45 - 60k	60 - 80k	60 - 85k	80 - 95k	85 - 100k
QA Compliance/QA Manager	40 - 60k	40 - 60k	60 - 85k	60 - 90k	95 - 100k	95 - 100k
Supply Chain Manager	40 - 55k	40 - 55k	55 - 80k	60 - 80k	80 - 115k	80 - 115k
Tech Transfer Manager	40 - 60k	40 - 60k	60 - 85k	60 - 85k	80 - 110k	85 - 120k
Sales						
Sales Director	45 - 60k	45 - 65k	60 - 90k	65 - 90k	90 - 120k	95 - 120k
Area Sales Manager	40 - 55k	40 - 55k	55 - 85k	60 - 85k	70 - 90k	75 - 90k
Key Account Manager	40 - 50k	45 - 55k	50 - 60k	55 - 65k	60 - 70k	65 - 75k
Medical Representative	30 - 35k	30 - 35k	35 - 45k	35 - 45k	45 - 55k	45 - 55k
Market Access Manager	50 - 65k	55 - 65k	55 - 80k	60 - 80k	70 - 90k	70 - 100k
Marketing & Communication						
Marketing & Communications Director	45 - 55k	45 - 55k	55 - 75k	60 - 75k	75 - 100k	75 - 100k
Product Manager/Product R&D Manager	35 - 45k	35 - 50k	45 - 60k	50 - 65k	50 - 70k	55 - 75k
Communications & Patient Advocacy	30 - 45k	30 - 45k	45 - 55k	45 - 55k	55 - 70k	55 - 70k
Medical & R&D						
Medical Director	60 - 70k	60 - 70k	80 - 95k	80 - 100k	95 - 125k	100 - 130k
Medical Advisor	45 - 55k	45 - 55k	60 - 80k	60 - 85k	80 - 120k	85 - 120k
Medical Science Liaison	45 - 55k	45 - 60k	60 - 70k	65 - 75k	70 - 90k	70 - 90k
R&D Manager	45 - 55k	45 - 60k	60 - 75k	60 - 80k	75 - 90k	75 - 95k
Regulatory Affairs/Pharmacovigilance Manager	40 - 55k	45 - 55k	60 - 75k	65 - 75k	70 - 85k	75 - 90k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SALES & MARKETING

KEY FINDINGS

TOP 3 DRIVERS OF JOB SATISFACTION



Work/life balance



Feedback and encouragement from management

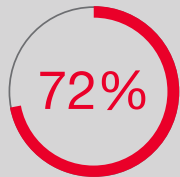


Remuneration and benefits

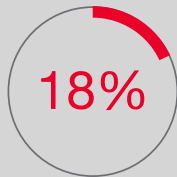
49%

Of professionals would not consider a counter offer from their current employer

ANNUAL SALARY INCREMENT EXPECTATIONS



Expecting a 0-6% increase

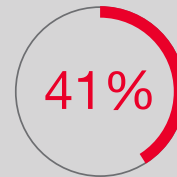


Expecting a 7-15% increase



Expecting a 16%+ increase

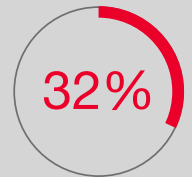
ANNUAL BONUS EXPECTATIONS (% OF SALARY)



Expecting 0-6% bonus



Expecting 7-15% bonus



Expecting 16%+ bonus

37%

Of professionals says it is important to work for a company that launches initiatives to improve their employees health

TOP 4 MOTIVATORS TO MOVE JOBS

Career progression

44%

A pay rise/change in compensation

27%

Better company culture

10%

Improved work life balance

7%

SALES & MARKETING

SPAIN

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
FMCG/F&B						
Sales Director			60 - 90k	60 - 90k	90 - 150k	90 - 150k
Business Development Manager	40 - 55k	40 - 60k	55 - 80k	55 - 80k		
Area Manager	40 - 50k	40 - 50k	55 - 70k	55 - 60k		
Key Account Manager	35 - 50k	35 - 50k	45 - 65k	45 - 65k	65 - 85k	65 - 85k
Export Manager	35 - 45k	35 - 55k	45 - 65k	55 - 70k	65 - 90k	70 - 95k
Purchasing Manager	30 - 45k	30 - 45k	45 - 65k	45 - 70k	70 - 95k	70 - 100k
Marketing Director	55 - 80k	55 - 80k	75 - 120k	75 - 120k	120 - 160k	120 - 160k
Brand Manager	40 - 60k	40 - 60k	70 - 85k	70 - 85k	75 - 95k	75 - 95k
Product Manager	35 - 45k	35 - 50k	45 - 70k	50 - 70k		
Category Manager	35 - 45k	35 - 55k	45 - 65k	45 - 70k		
Trade Marketing	35 - 50k	35 - 50k	50 - 65k	50 - 65k	65 - 85k	65 - 85k
Retail						
Country Manager			90 - 120k	90 - 120k	120 - 150k	120 - 150k
Retail Manager	50 - 65k	50 - 65k	65 - 90k	65 - 90k	90 - 120k	90 - 120k
Area Manager	35 - 45k	40 - 50k	45 - 60k	50 - 65k		
Key Account Manager	35 - 45k	35 - 45k	45 - 60k	45 - 60k	60 - 70k	60 - 70k
Store Director	30 - 45k	30 - 45k	45 - 55k	45 - 55k		
Expansion/Franchise Manager	35 - 45k	35 - 45k	45 - 65k	45 - 65k	65 - 110k	65 - 110k
Virtual Merchandising Manager	30 - 40k	30 - 40k	40 - 55k	40 - 55k		
Marketing Director	40 - 55k	40 - 55k	55 - 80k	55 - 80k	80 - 100k	80 - 100k
Category Manager	30 - 40k	30 - 40k	40 - 55k	40 - 55k		
Product Manager	35 - 45k	35 - 45k	45 - 65k	45 - 65k		
Communications & PR Specialist	35 - 45k	35 - 45k	45 - 60k	45 - 60k	60 - 90k	60 - 90k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SALES & MARKETING

SPAIN

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
Services						
Sales Manager	30 - 45k	35 - 45k	45 - 65k	45 - 65k	65 - 80k	65 - 80k
Marketing Director	30 - 45k	40 - 45k	45 - 60k	50 - 65k	60 - 75k	60 - 80k
Key Account Manager	30 - 40k	30 - 40k	40 - 55k	40 - 55k		
Account Manager	25 - 35k	30 - 35k				
Business Development Manager	30 - 45k	35 - 45k	45 - 65k	50 - 65k	65 - 80k	65 - 80k
Operations Manager	40 - 60k	40 - 60k	60 - 80k	60 - 80k	80 - 100k	80 - 100k
Communications & PR Manager	30 - 45k	35 - 45k	45 - 60k	45 - 60k	60 - 80k	60 - 80k
Innovation/Project Manager	30 - 40k	35 - 40k	40 - 55k	45 - 55k	55 - 75k	55 - 75k
Business Insights Specialist	27 - 45k	30 - 45k	45 - 70k	45 - 70k		
Strategy Consultant	40 - 65k	40 - 65k	65 - 90k	65 - 90k		
Digital						
Chief Digital Officer	110 - 140k	110 - 140k	120 - 160k	120 - 160k	140 - 190k	140 - 190k
Start-up Chief Operations Officer	45 - 60k	45 - 60k	60 - 75k	60 - 75k	70 - 100k	70 - 100k
Digital Marketing Manager	45 - 70k	50 - 70k	60 - 80k	60 - 85k	85 - 115k	85 - 115k
E-commerce Manager	45 - 75k	45 - 75k	70 - 110k	70 - 110k		
Chief Marketing Officer	50 - 75k	50 - 75k	70 - 90k	70 - 90k	80 - 130k	80 - 130k
Conversion Rate Optimiser	35 - 50k	40 - 55k	50 - 70k	55 - 75k		
Growth Hacker	45 - 65k	45 - 65k	55 - 85k	55 - 85k	80 - 130k	80 - 130k
Performance Manager	40 - 50k	45 - 55k	55 - 70k	55 - 70k	60 - 75k	60 - 75k
CRM Manager	40 - 60k	45 - 60k	55 - 80k	60 - 90k		
Email Marketing Manager	30 - 40k	30 - 40k	40 - 55k	40 - 55k		
SEM/SEO Manager	30 - 45k	35 - 50k	45 - 60k	50 - 65k		
Acquisition Manager	35 - 50k	40 - 55k	45 - 60k	50 - 65k		
Social Media Manager	35 - 45k	35 - 45k	40 - 55k	40 - 55k		
Head of Sales	45 - 60k	45 - 60k	45 - 60k	45 - 60k	75 - 105k	75 - 105k
New Business Manager	35 - 50k	40 - 55k	60 - 80k	60 - 80k		
Account Manager	30 - 40k	30 - 40k	40 - 60k	45 - 65k	70 - 95k	70 - 95k
Head of Programmatic	45 - 60k	50 - 65k	55 - 80k	60 - 90k		
Business Analyst	35 - 40k	40 - 50k	45 - 60k	50 - 70k		

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

TAX & LEGAL

KEY FINDINGS

TOP SKILLS



Credit management



Leases



Data privacy

GENDER DIVERSITY IN TAX & LEGAL

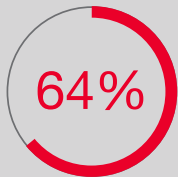


Male
47%

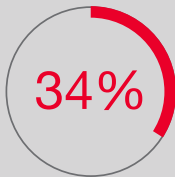


Female
53%

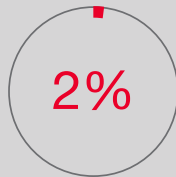
ANNUAL SALARY INCREMENT EXPECTATIONS



Expecting a
0-6% increase

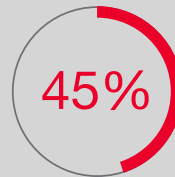


Expecting a
7-15% increase

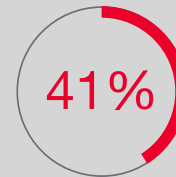


Expecting a
16%+ increase

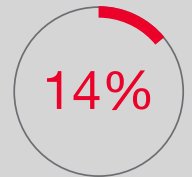
ANNUAL BONUS EXPECTATIONS (% OF SALARY)



Expecting
0-6% bonus



Expecting
7-15% bonus

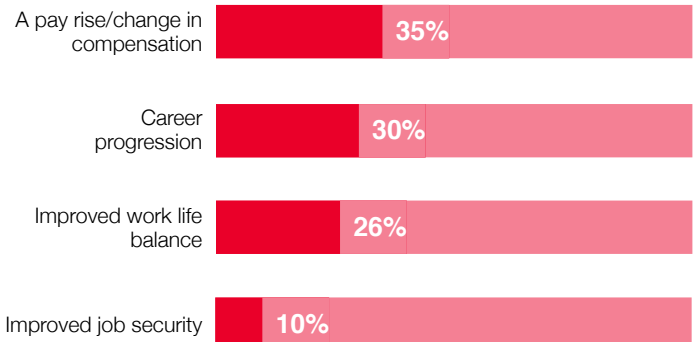


Expecting
16%+ bonus

45%

Of professionals
consider ethical
practices as the
key factor of a
corporate culture

TOP 4 MOTIVATORS TO MOVE JOBS



TAX & LEGAL

SPAIN

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
In-house						
Head of Legal			65 - 100k	65 - 100k	100 - 150k	100 - 150k
Legal Counsel	35 - 75k	40 - 75k	70 - 100k	70 - 100k	100 - 150k	100 - 150k
Tax Manager/Specialist			70 - 100k	70 - 100k	100 - 150k	100 - 150k
Compliance Manager			70 - 100k	70 - 100k	100 - 150k	100 - 150k
Data Protection Officer	30 - 60k	35 - 60k				
Compliance - AML Officer	35 - 75k	40 - 75k	50 - 85k	50 - 85k		
Funds Legal Adviser	40 - 80k	40 - 80k				
Private Practice - Law Firms						
Associate/Partner						
Banking/Finance	40 - 75k	40 - 75k	75 - 130k	75 - 130k	120 - 160k	120 - 160k
Corporate/M&A	40 - 75k	40 - 75k	75 - 130k	75 - 130k	120 - 160k	120 - 160k
Litigation	40 - 75k	40 - 75k	75 - 130k	75 - 130k	120 - 160k	120 - 160k
EU & Competition	40 - 70k	40 - 70k	70 - 120k	70 - 120k	120 - 160k	120 - 160k
IP/IT	45 - 70k	45 - 70k	70 - 100k	70 - 100k	120 - 160k	120 - 160k
Labour	40 - 70k	40 - 70k	70 - 120k	70 - 120k	120 - 160k	120 - 160k
Financial Regulatory	40 - 75k	40 - 75k	75 - 130k	75 - 130k	120 - 160k	120 - 160k
Tax	40 - 75k	40 - 75k	75 - 130k	75 - 130k	120 - 160k	120 - 160k
Real Estate/Real Estate Finance	40 - 75k	40 - 75k	75 - 130k	75 - 130k	120 - 160k	120 - 160k
Data Protection	40 - 70k	40 - 70k	70 - 120k	70 - 120k	120 - 160k	120 - 160k
Energy and Infrastructure	45 - 70k	45 - 70k	70 - 100k	70 - 100k	120 - 160k	120 - 160k
Criminal Law/White Collar	40 - 70k	40 - 70k	70 - 120k	70 - 120k	120 - 160k	120 - 160k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

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