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ABOUT US

Hays Czech Republic s.r.o. is part of Hays plc, a global leader in recruiting qualified, professional and skilled people across a wide range of specialised industries and professions. Specialist recruitment is all about people. Over 10,000 people make up our worldwide team, working in 33 countries covering 20 specialisms.

Hays Czech Republic opened its first office in Prague in 1998 and is a leader in the Czech market in the recruitment sector. Its branches in Prague and Brno are staffed with more than 80 professional consultants, and the company has been increasing its activities in other regions of the country.

We are involved in the recruitment of qualified staff for permanent and temporary positions and/or contract roles. In addition to standard database searching, we also offer a direct searching service, as well as employee outplacement and employee recruitment outsourcing.

As market leader, if the best people aren't already talking to us, we know how to find them, engage with them and match them better than any other recruiter. In the complicated world of recruitment, Hays makes finding the best talent easier and quicker, and reduces the risks involved in hiring.

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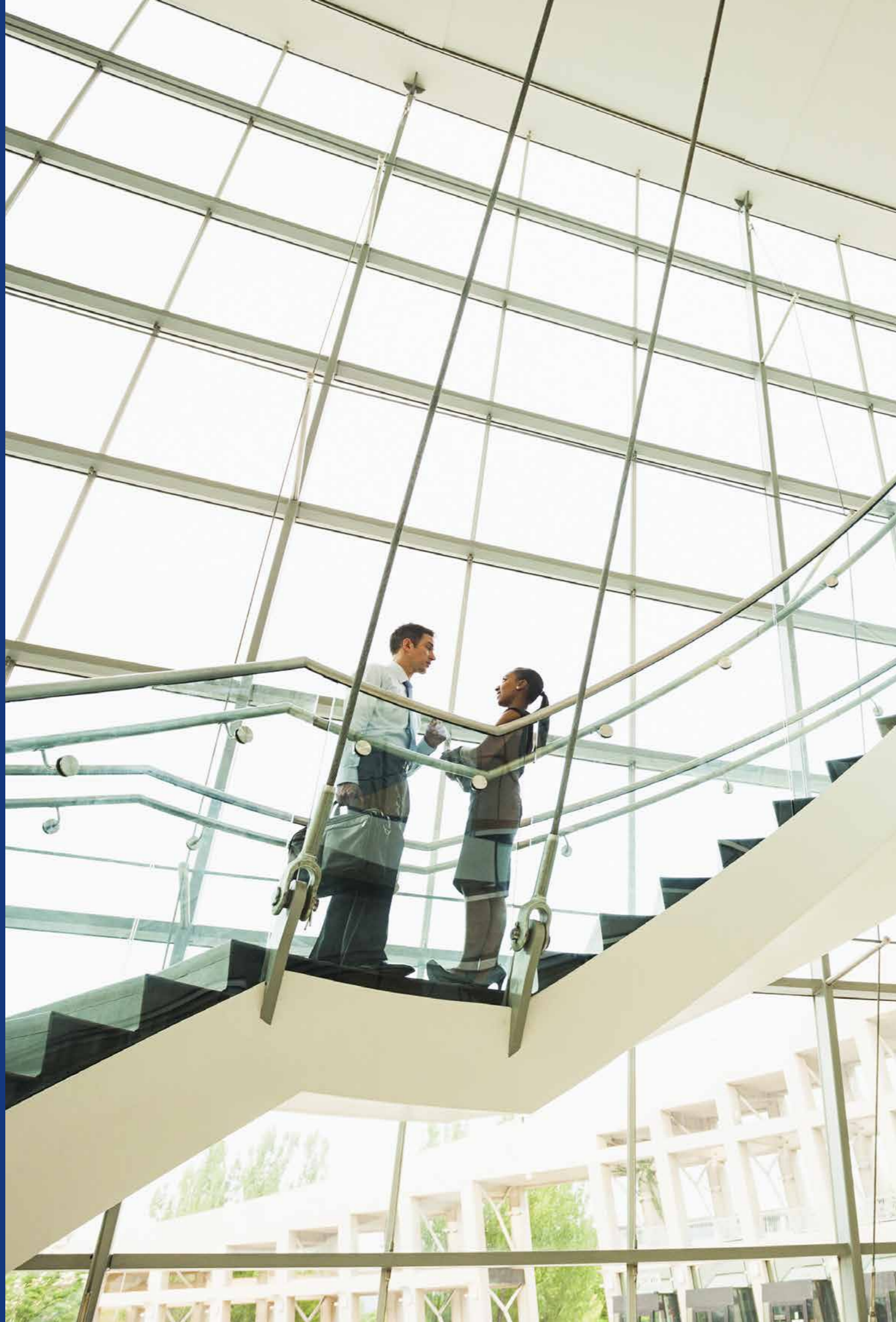
areas of expertise

Administration,
HR and law
Business Services
Banking
Accountancy & Finance
IT & Telecommunications
Life Sciences
Logistics

Sales & Marketing
Retail
Hospitality
Construction & Property
Production & Engineering
IT Contracting
Temporary Recruitment

For more information about our services or the current labour market trends, please contact your nearest Hays branch.

[hays.cz](https://www.hays.cz)



INTRODUCTION



I would like to take this opportunity to welcome you to the current issue of the Hays salary guide for 2018.

The Czech economy continues to prosper, we are currently experiencing a record low unemployment rate, and the number of open job positions has reached another record. Both these factors reflected simultaneously in another significant increase in salaries in the course of 2017.

The year of 2016 was characterised by an extremely high demand for graduates and junior candidates for newly created jobs. In the past year, this demand had been extended in a quite significant way by managerial roles, both for permanent and temporary employment, after a longer period of time.

However, the current situation in the labour market represents considerable constraints on companies. A lot of positions remain open over a long period of time because companies are unable to find qualified professionals. There are more vacancies in the market than high-quality candidates. The critical situation persists in technical fields where we are aware of the long-term low interest of students in this field; however, there is a shortage of experienced professionals as well.

Generally, now, people are more open to work changes, but they compare job offers more closely. They evaluate them not only from the perspective of offered salary and benefits,

but they also take into account the employer's reputation on the market, communication and speed during the selection process, and last but not least, the possibilities of personal and career growth.

Information and data for this year's edition of the Hays salary survey was collected continuously during 2017. They contain both data from companies that sought candidates for over 6,000 jobs in the last year, and from more than 20,000 candidates with whom we cooperated last year. We have also focused on preference changes in the benefits area of individual fields. This year's supplementary survey is focused on the retention and motivation of candidates, as this will become the area that will be decisive for companies across the specialities in the coming years. You can see the results on page 8.

I hope that you will find a great deal of useful information in the 2018 Hays salary survey and we look forward to discussing what these findings mean for your organisation.

Ladislav Kučera
Managing Director
Hays Czech Republic, s.r.o.

“ There is a skill shortage as there are more vacancies in the market than high-quality candidates. ”

LABOUR MARKET SITUATION DEVELOPMENT

The Czech economy was extremely successful in 2017. Year-on-year growth accelerated by 5% in the third quarter. Household consumption is now significantly contributing to the economic growth and household incomes have been rising due to the very low unemployment rate and the current labour market situation.

The unemployment rate in the Czech Republic is currently at the lowest level in the whole Europe* – seasonally adjusted at 2.7%. Positions are readily available for experts, as well as graduates, and a lack of work experience is no longer an obstacle. The number of vacancies continues to grow, and last October, it exceeded 200,000.

The increase in the number of available jobs occurred mainly due to the expansion of activities of existing companies, rather than the arrival of new investors. Companies have been expanding their field of activities, taking on new processes, introducing more specialised operations, and generally extending their portfolio with higher added value services. However, the further economic growth and prosperity of companies can be hampered by the critical shortage of employees, which is faced by companies in practically all fields and resolved in a variety of ways – by changing recruitment strategies and strengthening the HR role in organisational structures, addressing candidates abroad and, last but not least, accelerating automation.

CANDIDATES WANT A MORE EFFICIENT RECRUITMENT PROCESS AND CLEARER COMMUNICATION

Any change in recruitment processes should particularly focus on the efficiency, speed, and communication during selection processes. Insufficient or late feedback and unnecessary delays in recruitment processes represent the areas which candidates perceive as the most critical and importantly take them into account when deciding on accepting an offer. If a company communicates efficiently and can make quick decisions, it also improves its market reputation in a significant way. Employer branding is a big issue that companies deal with. Many new roles have been emerging and their task is marketing towards employees, including potential ones. Clear and transparent communication, which is uniform for both the external and internal business environment, become essential.

HR NEED TO FOCUS ON RETENTION

HR and the importance of HR positions has already experienced its great boom two years ago, and their importance continues to rise. The vast majority of business

leaders perceive HR planning as one of the most important business success activities. The labour market is very flexible, with many job applicants more willing to change thanks to the great amount of job offers. For this reason, in coming years, one of the main HR directions will be focused on employee retention, i.e., retention of one's own key talents.

COMPANIES WANT FOREIGN JOB APPLICANTS TO COVER THE SHORTCOMINGS OF THE LOCAL MARKET

Companies are no longer only seeking labourers and workers for low-qualification jobs abroad. Due to the lack of specialised professionals on the local market, companies are searching abroad more often. A significant proportion of the foreign workforce is, for example, represented in fields such as IT and technical professions in general, or in centres of shared services. The companies' willingness to employ foreigners is high; if the company also wants to hire third-country workers it needs to be blessed with great patience because thanks to the persistent rigid system, the wait could be for up to a half of a year before the related administration is processed. A process set like this significantly hampers the pursuit and prosperity of these companies.

THE FUTURE OF RECRUITMENT

The automation of some operations is another factor in a company's fight with the current critical labour shortage. Unmanned and smart devices are increasingly becoming a part of our personal lives, as well as the work environment. It is to be expected that some positions will disappear completely over the course of several years, but others will emerge. We can safely say that 65% of this year's first-graders will work in positions that we do not know yet, with technologies in which their development has not yet begun.

Companies must accept the fact that attracting the right talent will become increasingly more difficult. They will have to adjust their thinking and the requirements put on candidates. It will be necessary not to strictly adhere to the requirements for the years of work experience, but to work significantly more with the candidates' basic prerequisites and motivations for the role in question and enthusiasm for the field, and to focus more on internal training, education, and integration programmes. Talent investments will be high in the coming years, and companies must start preparing for that now.

*Based on data available as of 01/12/2017

RETENTION: 2017 EMPLOYEE SURVEY

SHOULD I STAY OR SHOULD I GO?



During November and December 2017, a survey of job candidates registered in the Hays database focused on employee retention was conducted. We were investigating the areas, in which they are aware of their current employers' reserves and, on the other hand, what motivates them to continue to work for the company. We obtained data from more than 600 respondents across fields, specialisations, and seniority mostly registered in 2016, so they are not currently active candidates. The objective of our survey was to provide organisations with information on what problems their employees face at the present moment, and under the current labour market development environment, and how their loyalty can be strengthened.

EMPLOYEE RETENTION WILL BECOME THE MAIN ISSUE OF HR

Employee retention is a topic that is becoming ever more important with the increasing number of vacancies and the decreasing number of talent available on the labour market. Within the HR teams, we see the emergence of new positions which should attend to employee satisfaction, adequate communication, implementation of corporate values, or ensuring correct, timely and, in particular transparent internal communication in general. These roles will become increasingly important over time, and their existence will be indispensable for the proper functioning of teams and organisations.

The current, and somewhat unfortunate trend of how companies in many fields fight for talent is overpaying salaries. In many cases, this method seems to work, but it provides job seekers with room to change jobs for purely speculative reasons, and it is almost impossible to use this strategy to build a stable team on a long-term basis.

WE WANT MORE MONEY AND GOOD RELATIONSHIPS WITH COLLEAGUES

So what do the candidates say? It is obvious that the vast majority of employees are well aware of the labour market situation. They know that companies are willing to provide higher salaries than in previous years and, therefore, they are more willing to change jobs.

So how are the individual factors for employees important for their happiness in the company? On the importance scale, finances were ranked first by 34% of the respondents, contentment within a team and good work relationships were ranked second with 23%, and the supervisor's approach ranked third with 11%. Career growth and flexibility, which was indicated by approximately 10% of respondents, are also significant. If employees are satisfied in these areas, they care less about the company's prestige or provided benefits.

What motivates employees to stay with the existing employer? Salary is a key element with 24% of respondents stating this. The team and colleagues, together with an interesting job, rank second with 18%, and the need for permanent income ranks third with 16%. Based on the answers, the prestige of the company, as well as a sense of loyalty to the company, were ranked the lowest.

89% OF EMPLOYEES ARE WILLING TO CHANGE THEIR JOBS

Only 11% of surveyed employees are satisfied in their profession to such an extent that they absolutely rule out any interest in changing jobs. Fourteen and a half percent of respondents say that this option is very realistic, or they are already in the process of looking for a new job.

Approximately 20% of employees are seeking non-binding information about job offers and 40% of respondents, although not actively looking, are open to interesting offers.

REASONS FOR LEAVING: MONEY, STAGNATION, AND LEADERSHIP

The reasons that could make employees leave their current jobs are in line with the previously mentioned results and preferences; the candidates were allowed to choose a maximum of 3 reasons. 65% of the respondents would leave for a better financial offer, 36% due to non-existent career growth, and 34% of those leaving would leave if they were unhappy with their team or company leadership. The team is also associated with the other most frequently cited reasons – bad interpersonal relationships at the workplace (28%) and unsatisfactory communication in the company (24%).

COUNTEROFFERS: A SHORT-TERM SOLUTION TO A PROBLEM

Counteroffers are also a common way for companies to fight talent outflow. In cases of a salary increase, 65% of the respondents would consider this over a job termination. However, the question is whether a salary is the only problem an employee deals with in a company; long-term experiences confirm that in most cases, such employees leave the company within six months anyway, since finances only act as a very short-term motivation. In addition, 31% of employees would change their minds if they got offered a different job, and 28% of respondents would do so in the case of time flexibility or a home office. Therefore, 18% of employees are convinced that if they decide to leave, they will do it without further negotiations.

So, what conclusions can be drawn from these findings? salary is undoubtedly the key reason why job applicants will consider other jobs, and the tense situation on the labour market works in their favour. However, the question is for how much longer companies will have the room for continuous salary growth. Below, we have four recommendations you can follow based on the findings:

Culture Fit

The team and supervisors represent the area that was often mentioned in the survey. It is, therefore, necessary for companies to focus during the selection process on the culture fit, i.e., the right personality for the team. It is good for a new employee to become acquainted with the team and take a look at the environment where they would work even before starting. On the starting day, they will feel more comfortable and will be better focused on the adaptation process.

Feedback

Pay attention to the feedback received from employees – regarding the functioning of the company as the whole, team work, employee satisfaction, and communication; request improvement suggestions, do not underestimate the importance of team meetings and individual sessions. These are all areas of interest and concern to the staff, and unwanted outflow of high-quality staff can be prevented by timely problem resolution.

Focus on benefits

In our survey, benefits had insignificant rankings. The explanation is probably simple – a number of provided corporate benefits are no longer considered by employees to be advantageous. This benefit category includes, for example, a mobile phone or notebook, meal vouchers, insurance contributions, or an extra week off. All of this must be included in the offer, but this list is considered standard. Currently, what candidates demand most is flexibility, a possibility of further education, and a possibility to compile tailored benefit packages. Therefore, review your existing benefits and try to adapt them more to your employee needs.

Employer branding

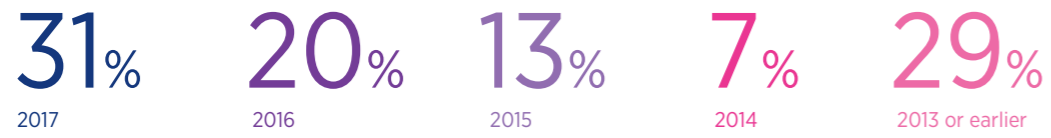
Strengthen your market reputation. Some candidates want to work for big and famous prestigious brands, but according to our survey, the brand's prestige is not the main thing. What really affects the candidates' decision-making is a good reputation and market references, such as a creative and imaginative work environment, modern work tools, aforementioned business benefits including education, low turnover, and long-term satisfied employees, good and clear communication, and a clear defined career map. Building a strong name on the market is a long and difficult task, but such companies are always a step ahead in order to get the best talents.

“ Higher salary, career development and a dissatisfaction with management are the most common reasons for leaving. ”

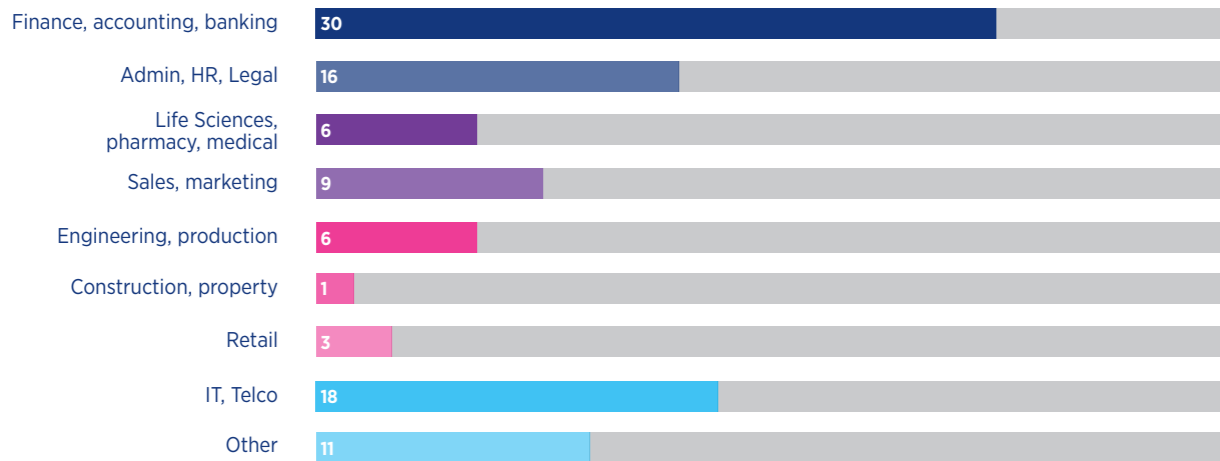
RETENTION: 2017 EMPLOYEE SURVEY

SHOULD I STAY OR SHOULD I GO?

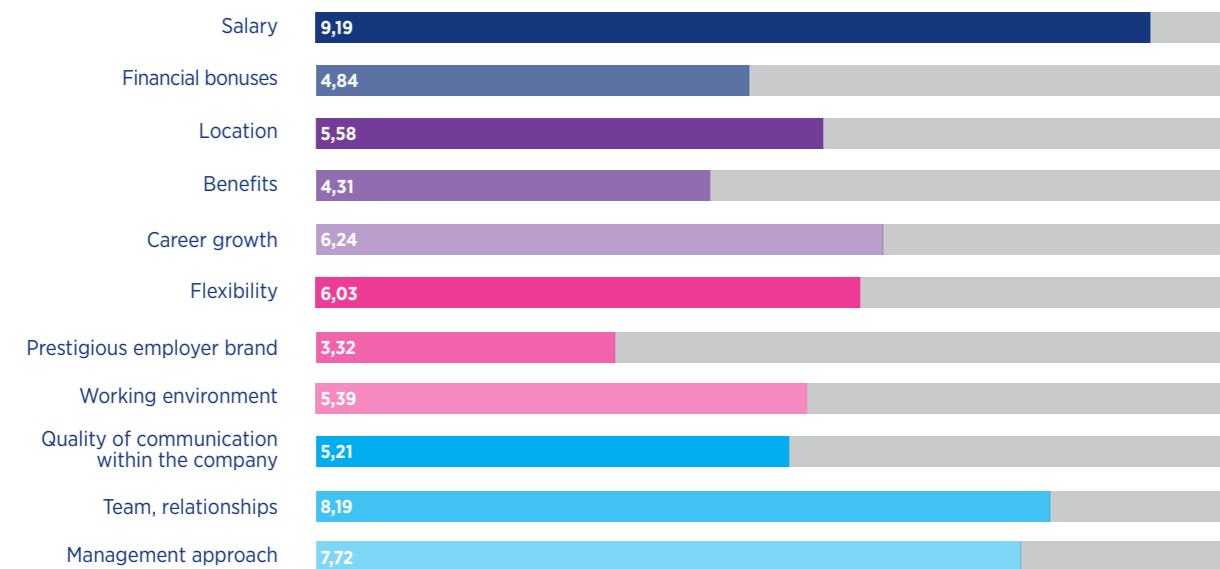
When did you join your current / last employer?



Your business area? Results in %

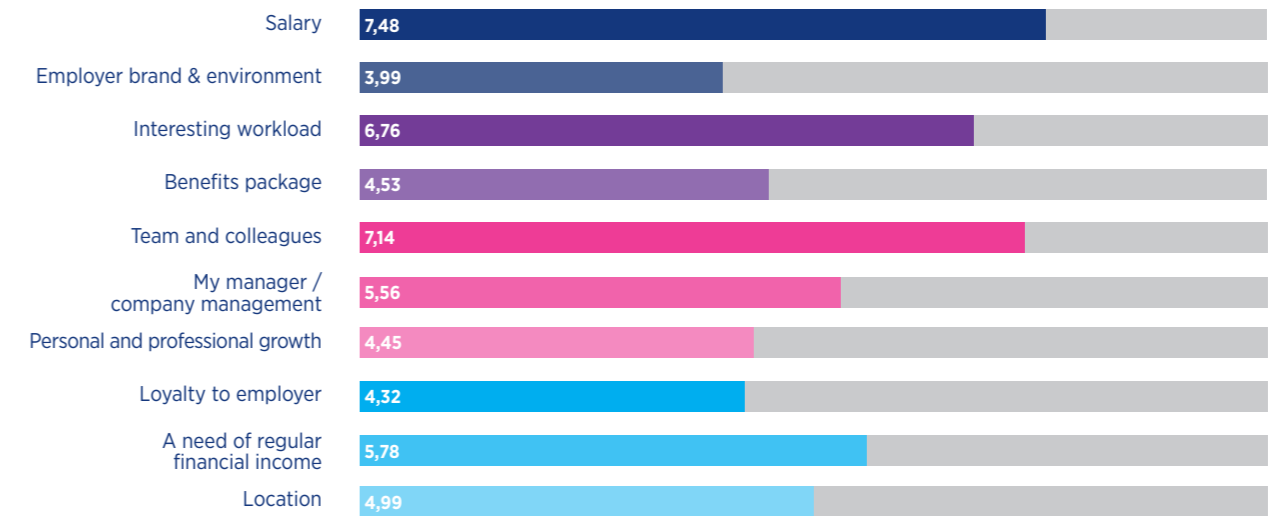


Please, consider following factors - how important they are for your satisfaction in your job? (1 = most important; 11 = no important):



Methodology: results are ranked according to the score obtained by the ratio of weight and number of responses per individual factor

What is your current motivation for staying with your current employer? Scored from 10 - most important, to 1 - no important



Methodology: results are ranked according to the score obtained by the ratio of weight and number of responses per individual factor

Are you seriously considering leaving your current employer?

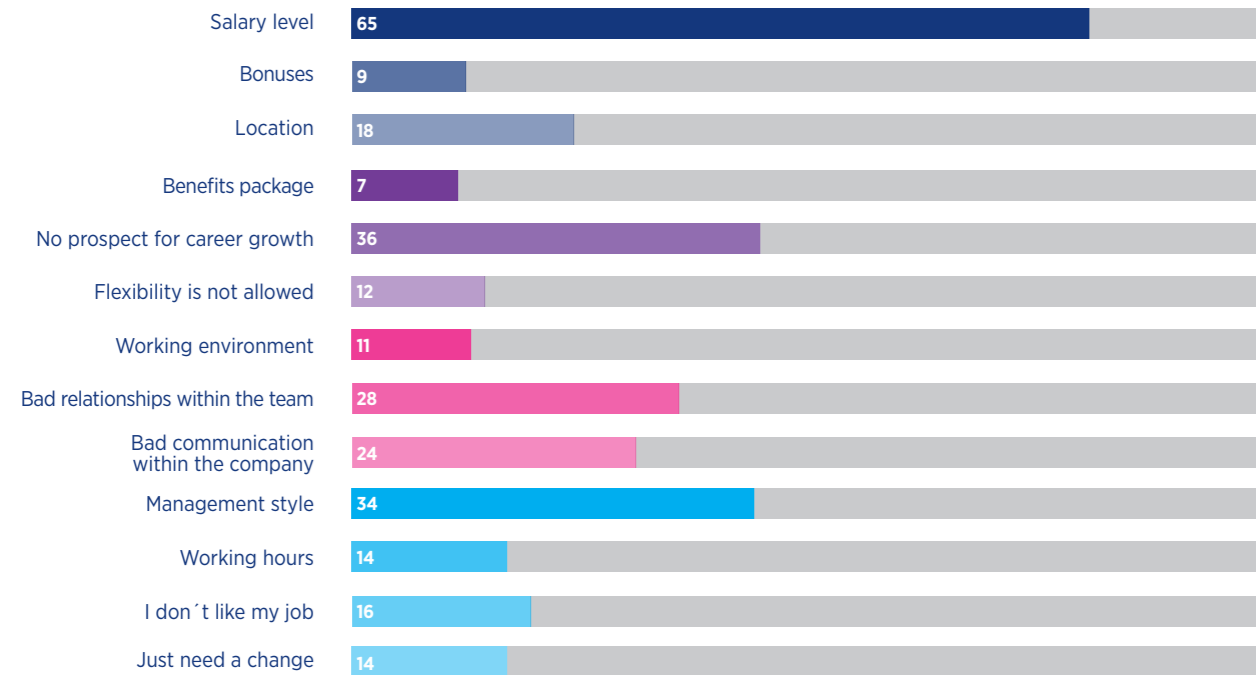


“ 89% of respondents are willing to change their job in case they will be offered an interesting opportunity. ”

RETENTION: 2017 EMPLOYEE SURVEY

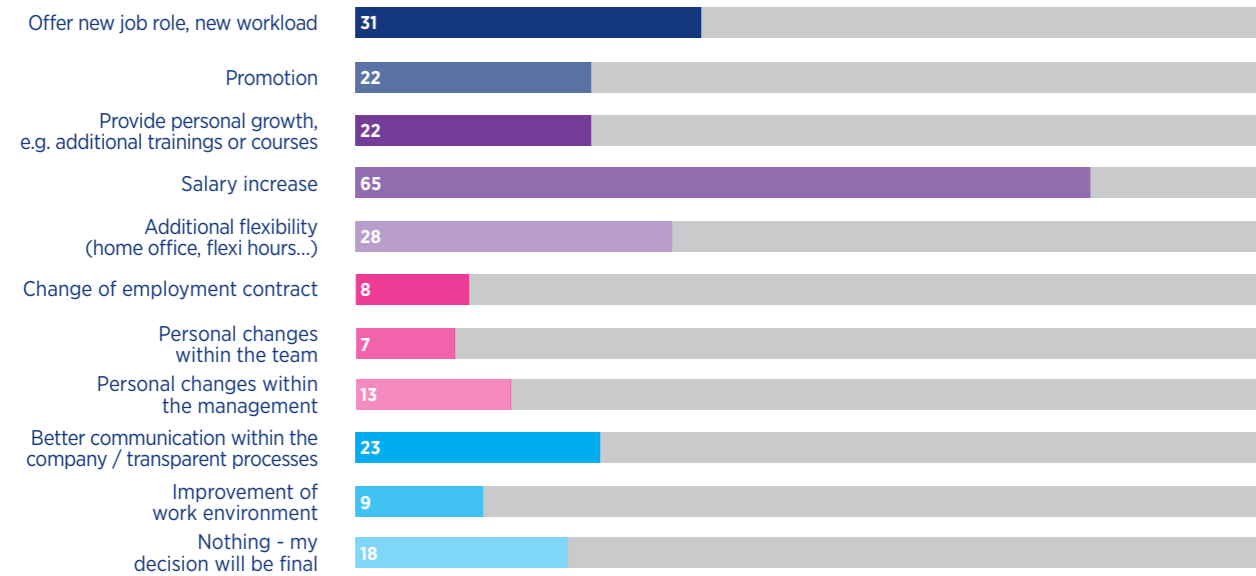
SHOULD I STAY OR SHOULD I GO?

Please, pick maximum 3 options which might become a reason for leaving your current employer (or they were in your last job)

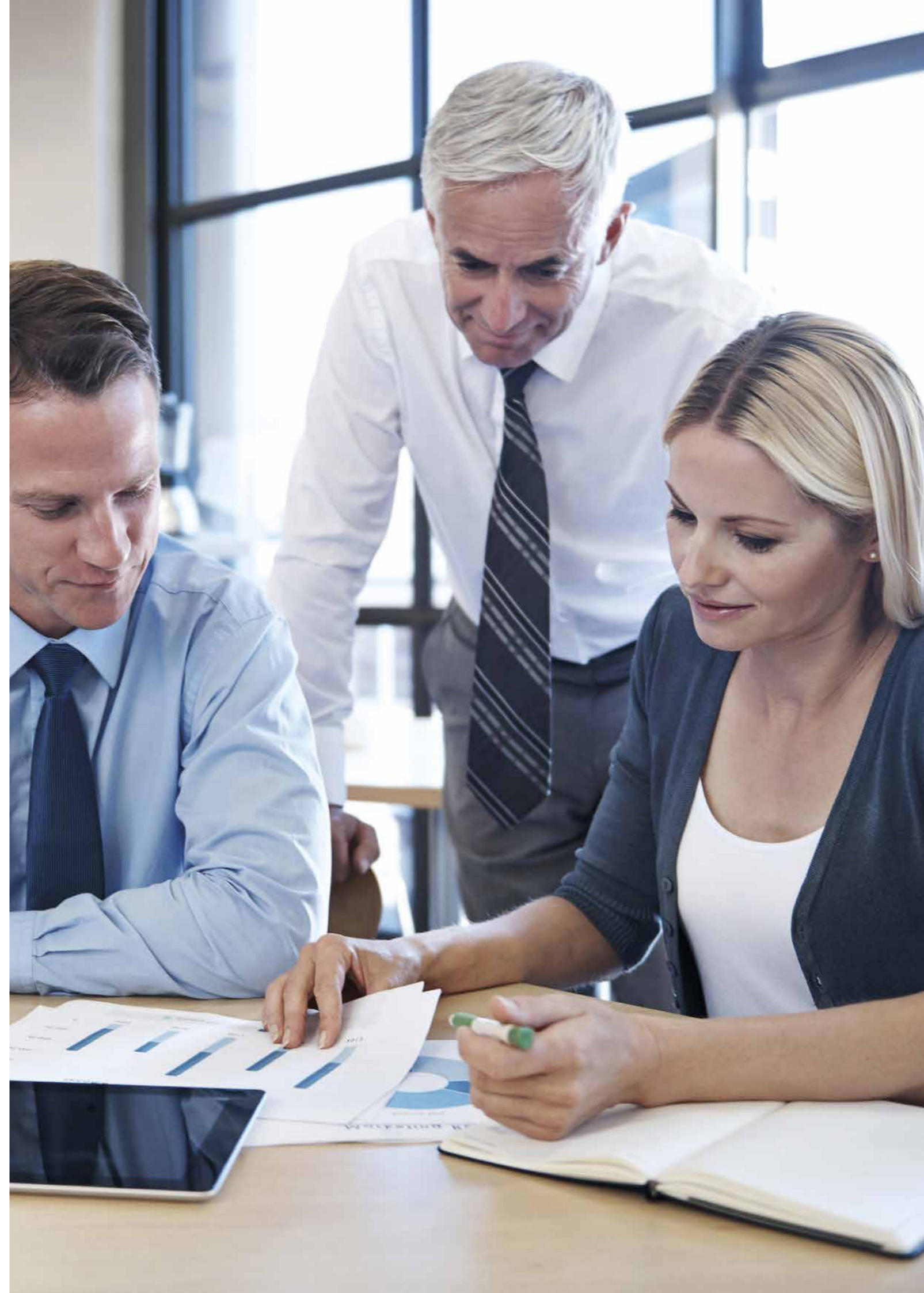


Note: respondents could pick up to 3 options. Results in %

What could your employer do to make you stay? Please, pick maximum 3 options.



Note: respondents could pick up to 3 options. Results in %



ACCOUNTANCY & FINANCE MORE OPPORTUNITIES FOR FINANCE MANAGERS



The labour market in the finance field was again very dynamic in 2017, and the pace set in the previous year did not slow down. Companies continue to thrive and expand their financial teams.

The Czech labour market has a relatively large base of finance and accounting professionals across all positions. However, it is more difficult to capture candidates' attention than before. In the labour market, financial experts are one of the most stable positions, and if they are satisfied with job descriptions and evaluations, they usually do not actively look for change.

SENIOR CANDIDATES DO NOT OFTEN SEEK CHANGE, JUNIOR CANDIDATES ARE MORE WILLING

Addressing these financial professionals directly is a necessity today. Such candidates also usually know exactly what they want to do and what position they are seeking. In addition to job description, they would also consider the job location – the more senior a candidate is, the more willing they are to commute or relocate.

Graduates from the financial field have been increasing their work experience during their studies. In particular, students of higher grades are well aware of the importance of gaining experience during their studies and are actively addressing this issue. In the case of graduates and junior candidates, we see a greater willingness to change, they are interested in the possibility of career growth and a wide variety of projects.

AFTER A LONGER PERIOD OF TIME, THERE ARE MORE OPPORTUNITIES FOR FINANCIAL MANAGERS

On the company side, we have noticed a significant increase in the number of available positions for Accountants, including Payroll Accountants. For the first time since 2010,

there are more job offers for Financial Managers. Compared to the last year, we can also see an increase in demand for Accounting Managers, Tax Specialists and Advisers, and a stable interest in Financial Analysts and Controllers.

The recruitment success is significantly affected by a number of offers received by candidates. Companies try to retain high-quality employees and, therefore, counteroffers are now used more often. That is why the quality and timely communication with a candidate during the selection process and the provision of feedback are very important to minimise the risk of failure.

ASIDE FROM AUDITING, SALARIES GREW ACROSS THE SECTOR

Salaries in the finance and accounting sectors continued to grow in 2017 across the full range of job positions. The highest growth was recorded in the positions of accountants and graduates, averaging up to 15% over the previous year. Other specialist positions and senior roles, including managerial positions, grew by 5-10%. There were no significant changes in the role of internal and external auditors.

Companies continue to work with the benefits system, especially if they reached the maximum salary for the given job position. An increasing number of candidates appreciate flexible working hours and the option to work from home. In exchange for that, they offer companies their high drive and possible overtime, yet this is a benefit that companies are just starting to offer in this sector.

IN COMING YEARS, COMPANIES WILL STRUGGLE TO KEEP THEIR KEY SPECIALISTS

In 2018, we expect salary adjustments for existing employees. Maintaining the key specialists will become critical across specialities, including the financial sector.

SALARY GUIDE ACCOUNTANCY & FINANCE

Basic monthly salaries in CZK for full time roles within ACCOUNTANCY & FINANCE sector:

ROLE	MIN	MAX	TYPICAL
Junior Accountant / Invoice Clerk	30 000	35 000	33 000
Junior Accountant / max. 2 years exp.	35 000	40 000	37 000
Financial Accountant / 2+ years exp.	38 000	45 000	40 000
Senior Accountant	45 000	60 000	50 000
Chief Accountant	70 000	90 000	75 000
Accounting Manager	85 000	120 000	100 000
Junior Controller / 1 year exp.	35 000	45 000	40 000
Financial Controller / 2 years exp.	45 000	55 000	50 000
Financial Controller / 3-5 years exp.	55 000	80 000	65 000
Finance Manager / 5 years exp.	100 000	150 000	120 000
Finance Director	130 000	250 000	160 000
Internal Auditor	60 000	100 000	80 000
Internal Audit Manager / regional	100 000	150 000	120 000
External Auditor / 0-2 years exp.	35 000	50 000	45 000
External Auditor / 3 years exp.	50 000	70 000	60 000
External Auditor / 4+ years exp.	60 000	120 000	80 000
External Audit Manager	80 000	150 000	110 000
Tax Assistant	30 000	40 000	35 000
Tax Specialist / 3 years exp.	55 000	80 000	70 000
Tax Consultant / 3 years exp.	60 000	80 000	70 000
Tax Manager	90 000	150 000	130 000

Most wanted benefits in the sector



Extra annual leave



Flexible working hours / Home office



Education and training



Financial bonuses

BANKING

SALARY POLICY CONTINUES TO BE CONSERVATIVE



Slightly increased banking market activity continued in 2017. Specialists and talented juniors are still demanded across segments and seniority levels.

Financial institutions in the Czech market try to make the product supply more attractive for clients, which leads to strategy changes, and companies put increased emphasis on high-quality marketing promotion. As a result of this, employers are interested in skilled and motivated job candidates, especially high-quality Sales Persons and Product and Marketing Specialists.

CANDIDATES NEED TO BE ADDRESSED DIRECTLY, THEY HAVE HIGHER EXPECTATIONS

Considering back office roles, the implementation of regulatory directives of the ČNB is being finalised, which keeps the requirements of high-level knowledge candidates. English at the communicative level is a must, and graduates are required to have advanced proficiency in Excel, be proactive, and have a great motivation to keep learning. In the case of senior candidates, expert opinion and practical experience are the main contributions.

Experienced candidates and specialists are rather passive on the labour market; they do not respond to advertising and are waiting to be called with an interesting offer. This trend is reflected in the salary expectations and other job offer parameters. Flexibility-related benefits are required – flexible working hours, home office options, additional annual leave exceeding the regular 25-day framework, and there is a high demand for business cars available for personal

use in the case of sales persons. It is not always possible for employers to meet these requirements, but during the selection process, this can significantly affect the candidate's decision. An employment contract for an indefinite period is still preferred.

SALARIES HAVE RISEN INDIVIDUALLY, THERE WERE NO BLANKET CHANGES

2017 brought a slight salary increase again. In the front office, it was on average 2-3%, in back office positions were up to 7%. However, this increase is not a blanket increase, it depends on the experience and quality of the candidates. In the case of junior candidates, their future potential is particularly assessed.

With regard to bank headquarters, 90% of back office roles are located in Prague. Demand for front office candidates, especially in sales, is distributed fairly evenly throughout the Czech Republic. However, salary differences in the regions continue to persist and may differ by 12-15% compared to Prague, depending on the specific location, and employers do not yet have the room to improve this situation.

COMPANIES WILL NEED TO FOCUS ON MOTIVATING THEIR STAFF

In 2018, we expect another moderate salary growth that will become more noticeable in the front office segment. Increased salary and benefit pressure from employees can be expected. This will force employers even more to set up high-quality retention programmes.

SALARY GUIDE

BANKING

Basic monthly salaries in CZK for full time roles within BANKING sector:

BACK OFFICE	MIN	MAX	TYPICAL
Credit Risk Analyst / retail	35 000	55 000	45 000
Credit Risk Analyst / corporate	35 000	80 000	70 000
Credit Risk Manager	60 000	120 000	85 000
Operational Risk Analyst	35 000	75 000	65 000
Market Risk Analyst	35 000	90 000	80 000
Market Risk Manager	70 000	130 000	100 000
ALM Specialist	40 000	85 000	75 000
Treasury Analyst	35 000	90 000	70 000
Treasury Manager	80 000	160 000	110 000
Regulatory Reporting Analyst	40 000	80 000	60 000
Internal Audit Specialist	35 000	80 000	60 000
Internal Audit Manager	85 000	150 000	120 000
Compliance Specialist	35 000	55 000	45 000

Note: Salary levels are influenced by Prague market standard where most of the financial institutions headquarter.

FRONT OFFICE	MIN	MAX	TYPICAL
Relationship Manager (SME)	50 000	100 000	70 000
Senior Relationship Manager (Large Corporate)	80 000	180 000	120 000
Private Banker	50 000	120 000	70 000
Relationship Manager (Affluent clients)	30 000	48 000	40 000
Relationship Manager (Top Affluent clients)	37 000	60 000	45 000
Junior Relationship Manager - Retail (SMB)	30 000	37 000	35 000
Relationship Manager - Retail (TOP SMB)	32 000	55 000	45 000
Personal Banker (mass retail)	20 000	30 000	26 000
Investment Specialist	35 000	48 000	42 000
Branch Manager	45 000	110 000	70 000
Sales Team Leader	30 000	55 000	45 000
Head of Corporate Banking Team (SME)	90 000	180 000	125 000
Head of Corporate Banking Division (Large Corporate)	110 000	220 000	160 000
Middle Office - B2B	30 000	50 000	40 000

Most wanted benefits in the sector



Flexible working hours /
Home office



Extra annual leave



Company car



Education and personal /
professional growth

OFFICE PROFESSIONALS GDPR BRINGS NEW ROLES INTO SUPPORT TEAMS



The support services sector also faces the consequences of the very low unemployment. New jobs openings have been added again, and companies are busy working on adjusting recruitment strategies to fill their job positions.

Companies work on new salary schemes, increase financial rewards, lower their demands on candidates, and also try to shorten the selection process duration.

For senior positions, especially in HR and law, the executive search service and direct search are now more frequently used.

THERE IS A LACK OF CAPABLE JUNIORS IN THE MARKET

The trend of increasing opportunities for skilled juniors and graduates continues, and companies are able and willing to invest resources in the high-quality training of a candidate who may have less relevant job experience. Yet they struggle with the lack of such skilled candidates, especially in junior roles for administration and HR. HR advertising on job portals does not work well and job applicants are not active in the labour market, which leads to an increase in demand for external staffing and consulting services.

The junior candidates are well aware of how much they are in demand in the job market in these fields. They intensively

work on the possibility of their career and personal growth, do not want to go through multiple selection rounds, and negotiate salaries.

SALARIES GREW THE MOST IN ADMINISTRATION, AND LEAST IN HR

Salary growth was most significant in administration, by 20%, mainly due to the lack of high-quality job seekers. The most frequently staffed positions are receptionists and assistants. In the area of human resources, salaries rose only moderately, up to about five percent, while in the legal sector by 7% on average.

Flexible working hours are the most frequently sought benefit across all sectors of supporting positions. Additionally, extra annual leave is the most demanded in administration, and extra bonuses, a company car, and sick leave days in human resources, as well as in the legal service sectors.

THE INCREASE IN DEMAND FOR JOB CANDIDATES IN 2018 WILL BE MOST SIGNIFICANTLY INFLUENCED BY GDPR

An increase in the number of available jobs is especially expected in the first half of 2018. A new EU directive on personal data handling – the GDPR – will be implemented in May, and it will virtually be reflected in every organisation. The biggest impact and demands related to the correct interpretation and implementation of these regulations will be on the legal, HR, and administrative teams of companies.

SALARY GUIDE OFFICE PROFESSIONALS

Basic monthly salaries in CZK for full time roles within OFFICE PROFESSIONALS sector:

ADMIN/ CUSTOMER SERVICE	MIN	MAX	TYPICAL
Assistant / Receptionist	25 000	35 000	28 000
Team / Specialized Assistant	28 000	40 000	30 000
Executive Assistant	35 000	60 000	45 000
Office Manager	40 000	60 000	50 000
Customer Support Specialist	22 000	30 000	25 000

HR	MIN	MAX	TYPICAL
HR Support	25 000	30 000	28 000
HR Administrator	28 000	40 000	35 000
HR Specialist	35 000	45 000	40 000
HR Generalist	45 000	70 000	55 000
HR Business Partner	50 000	90 000	60 000
HR Manager	70 000	110 000	80 000
HR Director	80 000	150 000	100 000

LEGAL	MIN	MAX	TYPICAL
Legal Support (law firm)	25 000	35 000	30 000
Legal Assistant (corporate)	25 000	40 000	30 000
Legal Trainee (law firm)	30 000	50 000	35 000
Junior Lawyer (corporate)	35 000	60 000	40 000
Senior Lawyer (corporate)	60 000	150 000	90 000

Most wanted benefits in the sector



Flexible working hours /
Home office



Training /
education



Career growth



Extra annual leave

SALES & MARKETING / IT & TELECOMMUNICATIONS

A PUSH ON SIMPLER AND QUICKER PROCESSES



In the IT and telecommunication companies, there is an increase in available jobs for competent sales persons and marketers. The majority of opportunities were created in new start-up companies and companies developing new applications and solutions.

Recruitment was also increased by telecommunication companies, continuing on from last year's trend. There is a particular demand for sales consultants, IT solutions and services sales persons, but fewer job offers for so-called "iron" sales persons.

IT COMPANIES ARE OFTEN TOO DEMANDING IN THEIR SELECTION OF CANDIDATES

There has been growing interest in foreign market sales persons as well. The most frequently staffed job positions are the Account Manager - hunter, Acquisition Consultant for software solutions or applications, as well as the Business Development Manager for new solutions or company products. Experience in the field, customer knowledge, and at least indicative knowledge of IT products and English continue to be the necessary criterion. Telecommunication companies have significantly lower job candidate requirements, usually experience in B2B business is sufficient, given that the Telco area is no longer an attractive field for sales persons.

Companies typically want multiple candidates in the selection process to be able to compare and select, and they further strictly require experience in selling the software or application in question. Often, the position staffing is disproportionately prolonged by waiting for an ideal candidate. Prolonging the selection to several weeks and late feedback causes doubt in candidates, which may

ultimately mean their withdrawing from a selection process or accepting another offer. Here too, the basic market rule applies - the fastest wins.

THE MORE SPECIFIC THE PRODUCT IS, THE FASTER THE SALARY GROWS

Salaries with independent business positions grew by approximately 5% in the past year, with specialists in unique applications or solutions by up to 10%. Salaries in managerial positions were rather stagnant or only went through a minimal increase. A company car, mobile phone, and notebook are now standard work equipment, and in the eyes of sales persons, these tools are not perceived as benefits. As for the offered benefits, the flexible working time, several sick leave days, and meal allowances are the standard. However, employees rather appreciate an increase in the floating wage component or non-capped-off bonuses.

Candidates are not only willing to change their jobs with the financial situation improvement vision, but they are also interested in their own IT development, the so-called delivery aspect, and also the competitiveness of the product and its potential, market saturation, and number of potential customers.

THERE WILL BE LESS CANDIDATES, COMPANIES ANTICIPATE NECESSARY INVESTMENTS

This year, we expect candidate demand to be similar in volume; however, the availability of talents and their willingness to change jobs will be decreasing. Company investment in their further development, product publicising, and sales support will be necessary. An increase in financial compensation in the form of a fixed salary or bonus will be necessary, but not the only condition for successful recruitment in the coming year.

SALARY GUIDE

SALES & MARKETING / IT & TELCO

Basic monthly salaries in CZK for full time roles within SALES & MARKETING sector, targeting roles within IT and Telco companies:

SALES IT/ TELCO	MIN	MAX	TYPICAL
Inside Account Manager	35 000	50 000	45 000
Sales Representative	35 000	50 000	45 000
KAM - corporates	50 000	80 000	60 000
Business Dev. Manager	60 000	120 000	90 000
Sales Manager - Hunter	50 000	100 000	70 000
Partner Manager / Channel Manager	50 000	100 000	80 000
Channel Specialist / Channel Account	50 000	80 000	60 000
Area Account Manager	50 000	70 000	60 000
Sales Director	120 000	200 000	150 000
Regional Sales Director / Manager	120 000	250 000	180 000
Business Unit Manager	80 000	160 000	120 000
KAM - public	50 000	80 000	70 000
Senior Presales Consultant	70 000	110 000	90 000
Presales Consultant	50 000	80 000	70 000
Purchaser IT / Telco	50 000	80 000	70 000

MARKETING IT/ TELCO	MIN	MAX	TYPICAL
Junior Product Manager	35 000	45 000	40 000
Senior Product Manager	50 000	90 000	70 000
Group Product Manager	70 000	150 000	100 000
Marketing Manager	100 000	200 000	150 000
Market Research Manager	50 000	80 000	70 000
PR Manager	50 000	120 000	70 000
Market Research Analyst	35 000	65 000	50 000
Internal / External Communication	40 000	80 000	50 000
Trade Marketing Manager	50 000	90 000	70 000
Marketing Specialist	40 000	60 000	45 000
Online Marketing Specialist	40 000	80 000	60 000
E-Care Specialist	50 000	90 000	70 000
E-Sales Specialist	50 000	90 000	70 000
Web Content Specialist	40 000	70 000	55 000
Online Campaign Manager	80 000	160 000	130 000
Online Marketing Director / Manger / VP	100 000	180 000	150 000
Creative Director	90 000	150 000	120 000
Copywriter	40 000	60 000	50 000

SALARY GUIDE SALES & MARKETING / LOGISTICS

SALES - LOGISTICS	MIN	MAX	TYPICAL
Sales Representative	35 000	50 000	40 000
Sales Executive / Hunter	40 000	60 000	50 000
Area Sales Manager	50 000	80 000	60 000
Key Account Manager	50 000	80 000	60 000
Sales Director / Manager	70 000	150 000	90 000
BDM	70 000	130 000	90 000

MARKETING - LOGISTICS	MIN	MAX	TYPICAL
PR Manager	40 000	70 000	50 000
Marketing Specialist	40 000	60 000	50 000

Most wanted benefits in the sector



Company car



Flexible working hours



Home office



Extra week off



SALES & MARKETING / TECHNICAL

CRITICAL SHORTAGE OF CANDIDATES PERSISTS



The Czech economy and quality sales persons continue to thrive, and companies have been expanding their sales and marketing teams. However, the acute shortage of candidates in this sector forces companies to a further increase of salaries.

Especially in sales jobs, there is a continuously high demand for talented juniors with good English. The number of free job applicants has still been declining on the job market and the same situation applies to the graduates of technical schools.

JUNIORS CAN EARN UP TO 20% MORE COMPARED TO THE PREVIOUS YEAR

Although the segment offers interesting job opportunities and attractive remuneration, the interest in studying technical disciplines continues to decrease; on the contrary, demand of companies for such specialists has been increasing and, therefore, there is significant pressure, especially on salaries. Companies fight for these junior candidates through higher financial offers – overpayment. They hope to increase their loyalty in this way and to raise them as full-fledged team members. Junior sales persons can now earn up to 20% more than compared with the previous year. Up to 80% of graduates can offer companies their relevant experience earned during their studies.

GETTING AN EXPERIENCED SALES PERSON FOR THE TECHNICAL AREA IS INCREASINGLY MORE DIFFICULT

The higher seniority demand the company has for candidates, the more difficult it is to recruit such a person. The English proficiency demand increases every year. Companies are particularly interested in sales persons from the competitors' environment who have a knowledge of

the product portfolio, can flexibly take over an agenda, and can build on the communication with assigned customers while being able to get new customers. It is also important to know the terrain, scope of own contacts, and links to the customers who trust their sales person. To allure an experienced sales person from a competitor means to give an interesting offer, and not just financial.

LACK OF SPECIALISTS PUSHES UP BASIC SALARIES, AS WELL AS BONUSES

Salaries in commercial, technical, and highly specialised roles have increased, in some cases twice in a year, by 5-10%. The increase was related to the basic salary or bonus component; in case of a company's urgent need, it was related to both components at the same time. There are very few high-quality job seekers on the labour market and, therefore, the method of direct addressing is increasingly being used. We do not expect any improvement this year either; on the contrary, the number of available candidates will continue to decline.

MARKETING TARGETS FOREIGN COUNTRIES, AND CANDIDATES WILL NOT MAKE IT WITHOUT ENGLISH

In the area of marketing, there has been a significant decrease in positions where English is not required. English is a must, especially because of communication with a parent organisation usually located outside the Czech Republic; in addition, marketing is increasingly targeting foreign customers as well. The desired candidate profile is a junior with international work experience. Increasingly, however, companies prefer the personality, language skills, motivation and enthusiasm of the candidate for a position instead of experience. There are growing opportunities in online marketing that combine both the technical and creative aspects of marketing.

Last year, the wages in marketing rose at a rate of 5-10%. Benefits contributing to greater flexibility of candidates are perceived here as automatic, rather than something extra.

SALARY GUIDE

SALES & MARKETING / TECHNICAL

Basic monthly salaries in CZK for full time roles within SALES & MARKETING / Technical sector:

SALES TECHNICAL	MIN	MAX	TYPICAL
Sales Representative	35 000	65 000	45 000
Sales Engineer	40 000	70 000	60 000
Sales Manager	55 000	95 000	75 000
Sales Support / Inside Sales Engineer	50 000	70 000	60 000
Key Account Manager	45 000	75 000	60 000
Sales Director	90 000	160 000	130 000

MARKETING TECHNICAL	MIN	MAX	TYPICAL
Marketing Coordinator	35 000	55 000	45 000
Marketing Specialist	45 000	65 000	55 000
Marketing Manager	70 000	140 000	85 000
PR Coordinator	40 000	60 000	50 000
Digital Coordinator	40 000	60 000	50 000
Digital Manager	70 000	120 000	90 000

Most wanted benefits in the sector



Flexible working hours



Home office



Company car



Education abroad

SALES AND MARKETING / FMCG CONSERVATIVE APPROACH COMPLICATES HIRING



The dynamics of the FMCG market continues, firms are demanding a wide range of talents, from graduates with potential up to experienced candidates.

Companies often specify their vacancies very closely through job requirements. FMCG business or marketing experience, language skills of a business-level candidate, good awareness and market knowledge or knowledge of specific customers thereby becomes necessary. The number of applicants on the market is limited, and companies often insist on three or more applicants to choose from. This persistent conservative approach of the firms may extend recruitment for several months.

IF A FIRM DOES NOT MAKE A DECISION WITHIN A WEEK, GRADUATES LOSE THEIR INTEREST

Good job opportunities are offered by the segment to both graduates and junior applicants. Companies introduce their Trainee Programmes or other projects to support young talents. The goal of these programmes is to educate and train new productive employees for positions according to their employers' specific needs. Applicants are interested in these programmes; however, they require quick and effective dealing. The selection of people for a programme should take place within no more than a week. During lengthy selection processes with multiple tests, assessment centres, and multiple-round interviews, young applicants lose motivation and simply are not interested in entering such selections.

The most often taken business roles are currently Key Account Managers for the modern or traditional market, Sales Representatives, or Export Managers. A significant emphasis is placed on the candidates' presentation and communication skills, as well as on their contacts and customer relationships.

In the field of marketing, companies most often searched for Product Managers, Brand Managers, Trade and Online Marketing – numerous companies see a future potential here.

SALARIES GROW SLOWER, FIRMS WORK MORE WITH BENEFITS

FMCG area salaries are not as dynamic as in other fields. It is a very competitive environment, employers do need talented persons, while candidates are in a position to choose. The basic salaries grew by 5% on average; however, benefits become more popular. Once again, flexibility maintained balance between one's work and private lives represent a major trend and theme. As far as benefit trends are concerned, the market appeals to so-called work-life balance. Employers gradually introduce flexible working hours and more often provide home office work opportunities, sick leave, and flexible workplace organisation as well. As for the bonus component in the sector, we have registered an increase by up to 15%.

COMPETITIVE FIGHT FOR APPLICANTS MAY PUSH SALARIES HIGHER THIS YEAR

The aforementioned roles will be the employers' focus in 2018 as well. We estimate the demand for candidates at a very similar level, but we do not expect a more pronounced relaxation of the recruitment criteria, which will continue to complicate the successful filling of vacancies. Consequently, employees will be dragged away from the competition, resulting in higher salaries in the sector.

Employers will also reassess their benefit systems taking into account the trend of flexibility, we can also expect changes in bonus schemes towards a larger share of the variable component in the applicant's total salary.

SALARY GUIDE SALES & MARKETING FMCG

Basic monthly salaries in CZK for full time roles within SALES & MARKETING in FMCG sector:

SALES FMCG	MIN	MAX	TYPICAL
Sales Representative	28 000	45 000	35 000
Area Sales Manager	45 000	80 000	60 000
Field Sales Manager	60 000	100 000	80 000
Junior Key Account Manager	40 000	60 000	50 000
Key Account Manager	50 000	80 000	60 000
Senior Key Account Manager	60 000	95 000	80 000
National Sales Manager / National KAM / Group KAM	80 000	150 000	120 000
Export Manager	60 000	80 000	120 000
Sales Director / Manager	90 000	200 000	160 000

MARKETING FMCG	MIN	MAX	TYPICAL
Marketing Assistant / Junior Marketing Specialist	30 000	45 000	35 000
Junior Brand Manager	30 000	50 000	40 000
Brand Manager	50 000	80 000	60 000
Senior Brand Manager	60 000	100 000	80 000
Group Brand / Senior Product Manager	70 000	140 000	100 000
Junior Trade Marketing Manager / Specialist	30 000	60 000	40 000
Trade Marketing Manager	50 000	100 000	75 000
Channel Marketing Manager	70 000	130 000	100 000
Marketing Manager	80 000	180 000	130 000
Market Research Manager	40 000	70 000	60 000
Market Research Analyst	30 000	60 000	45 000
Junior Category Manager	30 000	50 000	40 000
Category Manager	35 000	75 000	55 000
Senior Category Manager	50 000	120 000	80 000
PR Manager	50 000	120 000	70 000
Internal / External Communication	35 000	80 000	50 000
Online Marketing Specialist	40 000	90 000	70 000
Digital Marketing Manager	60 000	140 000	90 000

Most wanted benefits in the sector



Extra annual leave



Sick days



Company car



Training / language courses

SALES AND MARKETING / FINANCIAL INSTITUTIONS

NUMBER OF VACANCIES STAGNATES



Financial companies, regarding their business and marketing roles in the past year, were perhaps the only area that stagnated in terms of greater numbers of new roles. Employers demanded candidates for their vacancies in similar numbers compared to the previous year.

It was confirmed that the biggest demand is for acquisition-oriented candidates and experienced marketing and product specialists. Last year, financial companies more often demanded employees for management roles. They were especially increasingly interested in experienced managers and workers with necessary expertise.

EMPLOYERS PRIMARILY PUT THEIR SIGHTS ON MANAGERS; HOWEVER, JUNIORS FACE MULTIPLE OPTIONS AS WELL

In the area of marketing we saw a significant increase in demand in the previous two years, with both new positions and new projects being added. This was followed by growing salaries as well. In the past year, this situation stabilised, but the current demand also applied to management profiles. Like in sales business, primarily experienced managers are in demand.

Even junior applicants still have a good opportunity to work in this field. In these cases, employers invest in the future and offer various programmes to educate their future talents. Often, these promising juniors are trained in

preparatory stints or supporting roles, and upon obtaining sufficient knowledge and experience, they transfer to their independent business and marketing positions.

SALARIES GREW INDIVIDUALLY, ESPECIALLY IN EXPERT ROLES

During the past year, salaries did not generally increase in this sector. However, there was a visible increase in expert and acquisition positions, up to 7%.

There is a lack of quality applicants in the market, and they can still choose from multiple similarly interesting offers. Salary, rate of feedback and recruitment process play a key role overall.

FIRMS DO NOT CONSIDER HIGHER FINANCIAL OFFERS, THEY WILL HAVE TO FOCUS ON SPEED AND EFFICIENCY

Considerable fluctuations in demand or recruitment volumes are not expected in 2018. The pressure on employers in terms of recruitment speeds will rise in the coming year, and companies will have to be well prepared. Any delay in its selection procedures, unclear communication, or failure to observe the employer's terms with candidates will have a significant impact on decision-makers. As for salary increases, the assumption for this year is only a minimum increase of about 2-3%. Other topics such as benefits, flexibility, and professional and personal development will be addressed as well. A specific task will be to retain key talent and employees in general - we are already recording employers' efforts to set up higher quality retention processes.

SALARY GUIDE

SALES & MARKETING / FINANCE

Basic monthly salaries in CZK for full time roles within SALES & MARKETING sector, targeting roles within banking, insurance, leasing and B2B services:

LEASING	MIN	MAX	TYPICAL
Sales Representative	30 000	50 000	40 000
Key Account Manager	35 000	60 000	50 000
Middle Office - B2B	30 000	50 000	40 000

B2B SERVICES	MIN	MAX	TYPICAL
Sales Manager	40 000	80 000	60 000
Sales Director	80 000	220 000	160 000

MARKETING / PRODUCT	MIN	MAX	TYPICAL
Senior Product Manager	60 000	90 000	80 000
Senior Marketing Specialist	45 000	75 000	60 000
Digital Project Manager	50 000	90 000	80 000
CRM Manager	45 000	80 000	65 000
Junior Marketing Online Specialist	30 000	50 000	40 000
PPC Specialist	35 000	60 000	45 000
Marketing Communication Specialist	45 000	70 000	55 000
Marketing Manager	60 000	120 000	85 000
Project Manager	50 000	110 000	80 000

Most wanted benefits in the sector



Company car



Flexible working hours /
Home office



Bonus system



Continuous education,
language courses

RETAIL

WORLD BRANDS EXPAND IN THE CZECH REPUBLIC



The retail market experienced a rather dramatic change in 2017. Almost all the firms decided to respond to the shortage of candidates, both junior and experienced ones, and adjusted their salary schemes.

Rok 2017 byl typický zejména expanzí stávajících zaměstnavatelů, na český trh však vstoupily i nové značky. Podobnou tendenci sledujeme i na trhu slovenském. Nejvýrazněji se expanze týkala prémiových značek, dále fast-retailových společností a sektoru luxusního zboží. V pražské Pařížské ulici proběhlo několik openingů světových značek.

HIGH DEMAND REQUIRES QUICK NEGOTIATIONS WITH APPLICANTS

Compared with the previous year, the demand for new employees rose sharply, by up to 30%. A large increase in demand was demonstrated by the positions of Sales Assistants, Store Managers, Department Managers. There is still a high interest in Online Marketers.

A dramatic increase in the number of vacancies and the aggressive struggle of competition for high-quality employees has made companies streamline their recruitment processes. Based on our experience, we recommend that you enter the selection process, for example, with a store manager or junior district manager position within two weeks of the first contact with a candidate. In terms of junior positions – Sales Consultants or Deputy Managers, possibly in a week.

FIRMS TRY TO STACK UP AGAINST THE COMPETITION THROUGH ADJUSTED SALARIES AND OTHER BENEFITS

For 2017, we predicted a salary increase for junior roles by around 5%, which actually took place. In some rather rare

cases, companies increased salaries by up to 10%. After a longer period of stagnation, there was also a slight increase in the salaries of management roles. The changes were necessary, in particular, due to the underestimation of some employers when these companies were unable to compete.

We expect a similar trend in the coming year, when we expect a further increase in salaries of regular team positions due to the current segment prosperity, but also to the low motivation of the candidates for these roles.

Besides the basic salary, bonus and benefit schemes were adjusted as well. We are now watching an increase in the contributions to sports and leisure activities. Applicants appreciate the immediate availability of a bonus system without waiting for the trial period to end. Applicants appreciate the abolition of bonus limits, so they are more motivated to higher earnings. Benefits for managerial or senior positions should also include flexible working hours and a financial bonus equivalent to extra 1-2 month salaries. Strong motivation is also seen in career growth and education – external training, trainings abroad, language courses.

2018 OUTLOOK: HIGHER SALARIES AND MORE INTERESTING WORKING HOURS

We expect a dynamic development this year as well, not only in the remuneration area. The Czech market will see new employers, especially in fashion retail. According to the current signals, we assume that there will be a gradual decline in work in the short/long week mode, which is not found interesting by applicants.

Most wanted benefits in the sector



Uncapped bonuses



Bonuses immediately after joining the firm



Meal vouchers



Language courses

SALARY GUIDE

RETAIL

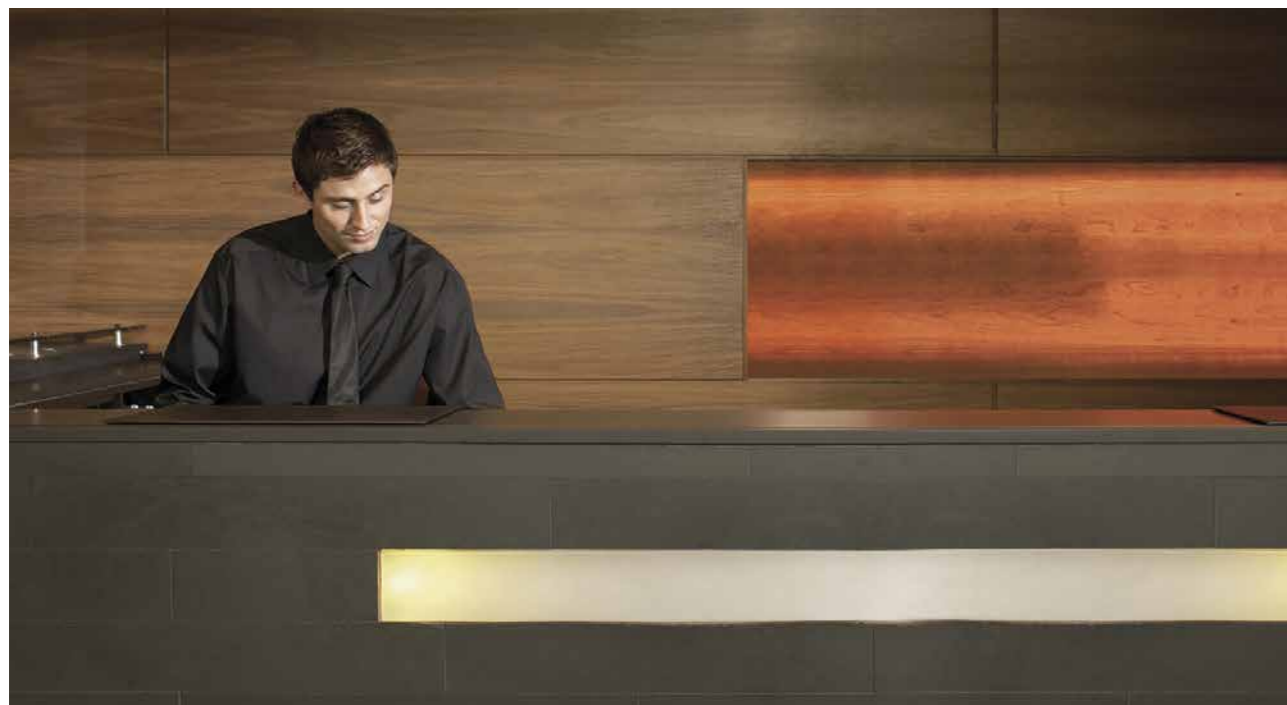
Basic monthly salaries in CZK for full time roles within RETAIL sector:

SALES BOHEMIA	MIN	MAX	TYPICAL
Shop Assistant	18 000	35 000	23 000
Department Manager	24 000	70 000	28 000
Store Manager	28 000	110 000	35 000
Area Manager	40 000	200 000	75 000
Visual Merchandiser	21 000	50 000	25 000
Area Visual Manager	35 000	60 000	50 000
Sales Director	80 000	250 000	120 000
Country Manager	70 000	250 000	100 000
SALES MORAVIA	MIN	MAX	TYPICAL
Shop Assistant	15 000	25 000	19 000
Department Manager	21 000	30 000	25 000
Store Manager	24 000	50 000	32 000
Area Manager	35 000	80 000	65 000
Visual Merchandiser	18 000	30 000	23 000
District Manager	35 000	70 000	60 000
Area Visual Manager	30 000	55 000	50 000
MARKETING	MIN	MAX	TYPICAL
Marketing Manager	50 000	150 000	90 000
Marketing Specialist	30 000	60 000	45 000
PR Manager	45 000	150 000	80 000
PR Specialist	33 000	60 000	45 000
Internal / External Communication	25 000	60 000	45 000
Marketing Specialist	40 000	60 000	50 000
E-commerce Manager	40 000	100 000	85 000
Online Specialist	33 000	60 000	40 000
E-merchandising Manager	35 000	90 000	65 000
Online Analyst	30 000	70 000	50 000
E-marketing Specialist	28 000	50 000	35 000
SLOVAKIA	MIN	MAX	TYPICAL
Shop Assistant	520	925	700
Department Manager	770	1 800	900
Store Manager	900	2 200	1 200
Area Manager	1 300	2 000	1 800
Visual Merchandiser	620	1 100	925
Sales Director	1 800	5 500	2 900
Country Manager	2 200	5 500	2 500

* Salaries in Slovakia region in EUR

HOSPITALITY

LOW SALARIES IN THE SECTOR COMPLICATE HIRING



The market is currently tense, especially due to the increased popularity of online accommodation platforms by private accommodation providers.

The hotel industry has been experiencing great success in recent years. The Czech Republic was visited by more than 30 million tourists last year, of which almost 8 million visitors visited Prague. According to the TripAdvisor web users, Prague was the 9th most popular destination in the world last year. For most of the year, the accommodation facilities report their full capacity, usually filled at their standard rates. However, thanks to the increasing popularity of online accommodation platforms, hotels cannot substantially increase their prices for provided services. However, planned regulatory change in legislation for these types of platforms could have a positive effect on domestic hotel owners.

THE GROWING SALARIES DO NOT FOLLOW GROWING DEMAND FOR STAFF

The greatest demand for hospitality still concerns junior positions in preparation and service, where the recruitment success is significantly complicated by the generally low salaries in the segment. Senior roles are often filled by promoted current staff due to cost optimisation. However, teams created in this way stagnate, therefore, we also register a slight increase in demand for these professionals from external sources as well. Dynamics and openness of the labour market bring opportunities for employing foreigners as well.

Although the segment is very successful from the economic point of view, salaries in the hospitality sector are still slightly below average, but usually balanced among employers, regardless of the segment in which they operate (low, standard, luxury). In the past year, employers generally attempted to at least get closer to the current trends in benefits, notably in providing contributions to sporting activities, increasing leave and introducing flexible working hours.

EXTERNAL APPLICANTS BRING NEW EXPERIENCES AND MANAGERIAL SKILLS

We expect a modest increase in salaries in 2018, but we will probably not be able to see any significant changes. Thus, the sector may still face a problem with getting high-quality employees who will be motivated by higher salaries provided outside the industry.

We also expect higher interest in external applicants from competing firms. The reason is the exhaustion of a company's resources, especially the need to introduce new trends, procedures and innovative and effective managerial approaches.

SALARY GUIDE

HOSPITALITY

Basic monthly salaries in CZK for full time roles within HOSPITALITY sector:

PRAHA	MIN	MAX	TYPICAL
General Manager	70 000	300 000	180 000
Deputy of General Manager	50 000	200 000	140 000
F & B Manager	40 000	150 000	55 000
Events & Groups Manager	40 000	70 000	55 000
Sales Manager	35 000	80 000	65 000
Casino Manager	60 000	250 000	100 000
Operations Manager / Fitness	30 000	80 000	50 000

Most wanted benefits in the sector



Extra annual leave



Language courses



Flexible working hours



Product / services discounts

LIFE SCIENCES

DEMAND ON HIGHER SALARIES AND A CAREER GROWTH



The Life Sciences sector has also failed to avoid the struggle for high-quality candidates. The current situation also supports greater willingness and openness to professional changes by candidates.

They have a choice and compare more similar offers, perceive a lower risk of changing jobs, and are also aware of a stronger bargaining position in relation to both current and future employers. Companies have a clear desire to motivate and retain their existing employees, both by raising their basic salaries, improving their benefits and rewards system, and by offering counter-offers in the event of an employee deciding to leave.

APPLICANTS JUDGE OFFERS IN A VERY COMPLEX MANNER

Motivation, however, is not only benefits and financial rewards, but also opportunities for one's career development and growth. Especially young ambitious candidates who are not afraid of any change and accept a new opportunity even at the cost of more frequent changes in their resume. The area of activity and a product portfolio, as well as the prestige and name of the employer, play an important role as well. Applicants get attracted by the traditional specific treatment areas like oncology, centre and biological treatment, or the area of rare diseases.

The selection process itself is equally important, especially its speed, feedback, shape and number of rounds. Candidates are well aware of the fact that, if a selection procedure is effective, there is no longer a time delay between the individual rounds and they receive continuous feedback. These factors can ultimately influence the applicant's decision-making.

A significant increase in demand, up to 20%, was observed in marketing positions. Companies were more often

searching for sales professionals and managers. In the medical sector, there is a continuing interest in candidates for the Medical Scientific Liaison and Medical Advisor positions. There are fewer opportunities for experts in Regulatory Affairs and pharmacovigilance, where fluctuations are generally low. Here, candidates with limited experience or university graduates who speak foreign languages, are also well placed.

THE GROWTH OF SALARIES ACCELERATED, BENEFITS WERE ADJUSTED AS WELL

Salaries increased by up to 10% on average. This is mainly due to the lack of suitable candidates and associated competition among employers. They seek to not only attract through salaries, but also through a huge variety of offered benefits. However, numerous companies realise that this is a short-term solution; therefore, they focus on the area of employer branding, talent, and juniors.

Salaries have been increasing more significantly in business roles as well – mostly in pharmaceutical companies and diagnostics, up to 10%. Salaries in clinical research and rewards have remained stable, and we have seen a modest increase in the Regulatory, Quality, and Medical areas.

In the area of benefits, a second week of extra leave is no longer an exception, including 5 or more days of sick leave or fully paid sickness time. Besides the standard benefits, flexibility in working hours, including the ability to work from home or PT employment are of great interest.

SALARIES WILL CONTINUE TO GROW, THE SPEED OF CHOICE WILL BE DECISIVE

This year we can expect a similar trend of salary wage growth and, above all, a strong competitive fight. The key to success is the simplicity and speed of the selection process, as well as feedback and the employer's brand.

SALARY GUIDE

LIFE SCIENCES

Basic monthly salaries in CZK for full time roles within LIFE SCIENCES sector:

PHARMA - SALES & MARKETING	MIN	MAX	TYPICAL
MSR Rx original	36 000	46 000	38 000
MSR Rx generics	34 000	44 000	35 000
MSR OTC	30 000	38 000	33 000
Sales Specialist / KAM	45 000	65 000	55 000
KAM (centric business)	62 000	85 000	70 000
KAM (whole hospital portfolio)	70 000	90 000	75 000
Tender Specialist	43 000	53 000	48 000
ASM (District, Team Leader)	60 000	75 000	65 000
Sales Manager	70 000	95 000	86 000
Brand Manager OTC	65 000	80 000	72 000
Product Manager Rx	75 000	95 000	83 000
Digital Marketing Manager	70 000	100 000	85 000
Portfolio Manager	90 000	120 000	100 000
Sales Effectiveness Manager	82 000	110 000	86 000
Business Unit Manager	100 000	135 000	115 000
Commercial / Sales Director	110 000	150 000	120 000

DIAGNOSTICS	MIN	MAX	TYPICAL
Medical Sales Representative	36 000	45 000	38 000
Sales Specialist	42 000	50 000	45 000
Product Specialist	45 000	55 000	50 000
Key Account Manager	55 000	75 000	63 000
Business Development Manager.	68 000	85 000	73 000
Sales Manager	80 000	100 000	85 000
Application Specialist	43 000	55 000	48 000
Field Service Engineer	35 000	55 000	40 000
Field Service Manager	60 000	80 000	70 000
Product Manager CEE / Global role	100 000	130 000	115 000

Most wanted benefits in the sector



Flexible working hours /
Home office



Sick days



Cafeteria



Company car

SALARY GUIDE LIFE SCIENCES

MEDICAL DEVICE	MIN	MAX	TYPICAL
Sales Specialist	35 000	42 000	37 000
Product Specialist	40 000	65 000	50 000
Application Specialist	40 000	50 000	45 000
Field Service Engineer	35 000	55 000	40 000
Field Service Manager	70 000	80 000	70 000
Sales (+Marketing) Manager	80 000	120 000	110 000
Product Manager	60 000	90 000	70 000
Education Manager / local role	60 000	100 000	70 000
Business / Market Development Manager	80 000	150 000	100 000
Business Unit Manager	95 000	130 000	100 000

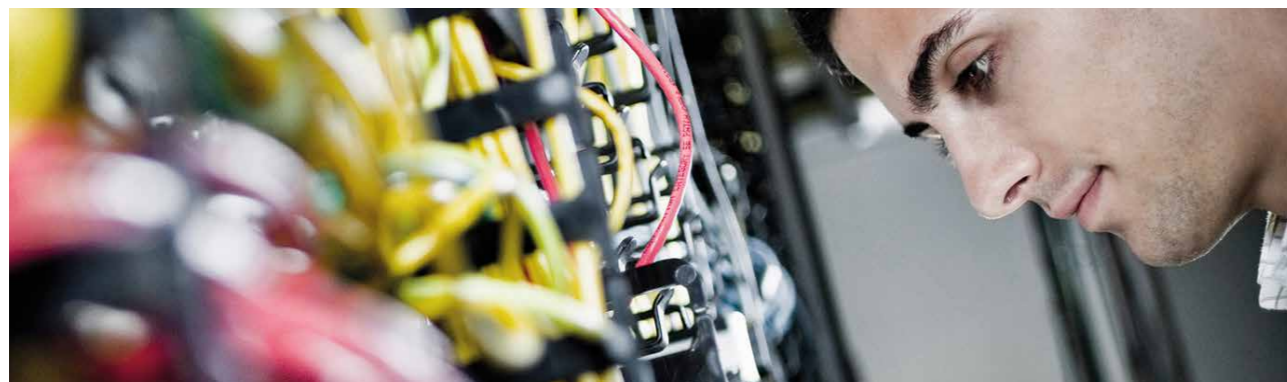
MEDICAL	MIN	MAX	TYPICAL
Medical Scientific Liaison	55 000	80 000	65 000
Medical Advisor	70 000	95 000	80 000
Medical Manager	80 000	130 000	110 000
Medical Director	120 000	220 000	180 000
Medical Director CEE	150 000	220 000	200 000
Regulatory Specialist	35 000	55 000	43 000
Regulatory Manager	60 000	110 000	80 000
PVG Junior	30 000	45 000	38 000
PVG Manager	60 000	100 000	70 000
Qualified Person PV	75 000	120 000	90 000
PVG & Reg. Manager / local role	80 000	150 000	110 000
PVG Manager / regional role	120 000	180 000	150 000
Market Access Specialist	50 000	70 000	52 000
Market Access Manager	70 000	120 000	90 000
Governmental Affairs Manager	75 000	120 000	100 000
External & Public Affairs Manager	80 000	130 000	100 000
Compliance Manager	65 000	110 000	80 000
QA Specialist	35 000	55 000	50 000
QA Manager / Auditor GMP / GDP	80 000	130 000	120 000
QA Manager / Auditor GCP	100 000	150 000	120 000

SALARY GUIDE LIFE SCIENCES

CLINICAL RESEARCH/ PHARMA	MIN	MAX	TYPICAL
CTA (no experience)	25 000	35 000	30 000
CRA (1 year experience)	40 000	50 000	45 000
CRA (2-3 years experience)	55 000	75 000	65 000
SCRA / Lead CRA (3-10 years experience)	75 000	100 000	85 000
Clinical Research Specialist	60 000	80 000	70 000
Clinical Study Manager	70 000	100 000	95 000
Clinical Research Country Lead	100 000	150 000	140 000

CLINICAL ROLES/ CROs	MIN	MAX	TYPICAL
CTA (no experience)	25 000	30 000	28 000
CRA (1 year experience)	45 000	55 000	48 000
CRA (2-3 years experience)	60 000	75 000	66 000
SCRA / Lead CRA (3-10 years experience)	70 000	120 000	80 000
Project Manager	90 000	130 000	110 000
Clinical Research Manager	80 000	130 000	100 000
Clinical Operations Manager	90 000	170 000	120 000

IT & TELECOMMUNICATIONS LOCAL MARKET IS UNABLE TO COVER FIRMS' NEEDS



The information technology area is currently one of the most dynamic disciplines. The labour market is missing about 70% of the required number of IT professionals which pushes salaries up.

Information technologies currently penetrate all aspects of human life, and this will continue growing in the future. Well paid IT positions are currently available in all the sectors – from prestigious financial institutions, through leading technology institutions, automotive or pharmaceutical giants, up to popular social networks.

WITH THE ARRIVAL OF DIGITISATION AND NEW TRENDS, THE DEMAND FOR IT PROFESSIONALS INCREASES RAPIDLY

The demand for qualified IT professionals continuously increases every year. Firms' needs have increased so greatly in recent years that even the growing number of job seekers and graduates cannot even remotely meet these needs. The rise in demand comes with the introduction of new trends such as, for example, digitisation, Big Data, IT security, the Internet of Things, and so on. The interest in .Net and Java developers identified in the previous years continues to persist.

Companies are successful in their recruitment if they are able to communicate quickly with the applicant. Applicants appreciate and respond well to their meeting with a direct supervisor or line manager. Specifically, IT specialists attach great importance to the good name of a company for which they should work. They identify market references and are interested in whether a company is able to retain its key

employees, for example, by offering continuous education, foreign experience, or providing flexibility.

SALARIES OF DEVELOPERS AND SECURITY EXPERTS INCREASED THE MOST

Firms are forced to fight the shortage of local experts, they are more open to foreign applicants every year, and become more flexible in terms of their financial offers. The salary growth in the IT sector especially accelerated after the end of the economic crisis. Compared with the previous year we see an increase surge, in some positions by up to 20%. The most significant increase was due to the high demand for Java, .NET and C ++ developers, as well as security, QA, and SAP experts.

We expect the salaries growth to continue in the coming years, but it will not be as strong, and firms will focus more on other incentives and benefits.

THE DEVELOPMENT OF SMART DEVICES AND DATA SECURITY WILL DETERMINE FUTURE DEMAND

What was seemingly like science fiction to us has today become a reality. The Internet of Things (IoT) is becoming more and more current, and the demand for capable programmers and developers to work on "smart" systems and projects will continue to rise.

Another major issue for IT specialists is personal data security. Already in May 2018, the new EU legislation on the management and handling of personal data (GDPR) enters into force. This regulation affects all the firms that work in any way with the personal data of individuals or other organisations. Therefore, we expect a significantly increased demand for IT professionals who are familiar with this area.

Most wanted benefits in the sector



Home office / flexible working hours



Working environment / company culture



Modern technologies and working tools



Interesting projects

SALARY GUIDE INFORMATION TECHNOLOGY / TELCO

Basic monthly salaries in CZK for full time roles within IT / TELCO sector:

ROLE	MIN	MAX	TYPICAL
ABAP Programmer	60 000	100 000	80 000
Administrator / Support Engineer	40 000	65 000	55 000
Application Specialist – 2nd and 3rd line	60 000	80 000	70 000
BI Developer	45 000	80 000	60 000
Big Data Analyst	50 000	100 000	80 000
Big Data Architect	130 000	200 000	150 000
Big Data Developer	90 000	160 000	120 000
Business Analyst	60 000	90 000	70 000
Cloud Engineer	60 000	100 000	80 000
Data Analyst	60 000	80 000	70 000
Developer / Programmer – Java / .NET	60 000	115 000	95 000
DHW Specialist / BI	50 000	100 000	70 000
DTB Administrator / Developer	45 000	90 000	65 000
Hadoop Data Engineer	60 000	110 000	80 000
iOS Developer	55 000	90 000	70 000
IT Auditor	45 000	100 000	80 000
IT Manager	50 000	110 000	80 000
JavaScript Engineer	50 000	100 000	90 000
Machine Learning / Artificial Intelligence Engineer	70 000	110 000	85 000
Network Security Engineer	50 000	80 000	70 000
Programmer / Analyst (Graduate)	35 000	50 000	45 000
Project Manager	55 000	120 000	90 000
Python Engineer	50 000	90 000	70 000
SAP Specialist / Consultant	50 000	150 000	100 000
Scrum Master	70 000	100 000	90 000
Security Analyst / Specialist	40 000	90 000	70 000
Security Officer	80 000	120 000	110 000
Service Manager (ITIL)	70 000	110 000	80 000
SW Architect	80 000	120 000	100 000
SW Engineer C/C++ / Embedded	40 000	90 000	70 000
System Administrator	50 000	80 000	60 000
Systems Analyst / QA	40 000	80 000	70 000
Technical Leader	70 000	100 000	90 000
Technical Writer	45 000	85 000	70 000
Technology / Business Consultant	45 000	85 000	65 000
Test Analyst	35 000	60 000	50 000
Test Manager	50 000	100 000	80 000
UX / UI Engineer	40 000	90 000	70 000

MANUFACTURING & ENGINEERING

THE SALARIES ARE AT COMPETITIVE LEVELS



As expected, the engineering and machinery markets are strong and growing with firms taking more orders and planning their future projects. However, their goals are considerably complicated by the critical shortage of employees.

Already in 2016, the market changed significantly to benefit candidates who have gradually started to determine the conditions under which they are able and willing to switch their jobs. Companies that responded to this fact, shortened their selection processes and adjusted their financial offers to the individual requirements, gaining a competitive advantage in the first half of the last year.

MANAGERS ARE MORE WILLING TO CHANGE, SPECIALISTS ARE VERY RARE

Since the summer of 2017, however, we have been observing the applicants' willingness to change again. The end of 2017 brought a very tense situation, especially in the positions of specialists and experts whose candidate market is significantly limited. On the other hand, candidates for managerial positions are more flexible and more willing to change and clearly understand their demands. The market is characterised by a complete lack of candidates with university education and two to five years of experiences, which is the most frequently demanded profile.

OPTIMISATION OF RECRUITMENT AND QUICK FEEDBACK

The roles of technicians, operators, and engineers are the most widely occupied positions, especially in the fields of electrical engineering, quality, design, and maintenance.

A significant issue preventing recruitment success is the number of rounds and time span of the entire process. The optimal solution can be one-round selections, which may take several hours and include, for example, a case study, the participation of all the hiring managers and working environment tour. A specific offer should then follow in 2-3 days, if there is interest. If a company is unable to provide applicants with quick feedback and an efficient selection process, it loses its applicants. This especially applies to expert positions, where the selection process is often completed by a single applicant.

EXPERT SALARIES GREW BY UP TO 20%

The salary growth affected a full range of positions, from specialists to managerial roles. More progressive salary increases have been seen in the positions of specialists and experts, i.e., engineers in production and HW developers, whose salaries increased by up to 20%. In the leadership and management positions, salaries grew by an average of 10%. The more specific the position and urgency of the employer's demands, the more likely it is not to place a budget position.

FIRMS WILL NO LONGER BE WILLING TO FURTHER RAISE SALARIES

The market in this sector has been facing a lack of applicants on a long-term basis, and this will not change significantly in 2018 either. However, the salaries offered by most companies are at competitive levels, and companies are no longer willing to further increase their financial rewards. They return to steady budgets for their given positions, albeit at higher levels. There are companies that, considering the rationalisation of salaries and demands of applicants, are considering transferring their production to other countries.

SALARY GUIDE

MANUFACTURING & ENGINEERING

Basic monthly salaries in CZK for full time roles within MANUFACTURING & ENGINEERING sector:

ENGINEERING/ MANUFACTURING

JUNIOR ENGINEER 0-3 YRS EXPERIENCE	MIN	MAX	TYPICAL
Production / Manufacturing Engineer	34 000	55 000	40 000
Quality Engineer	33 000	54 000	42 000
Maintenance Engineer	30 000	48 000	35 000
R&D Designer / Developer (electro, mechanical)	36 000	70 000	50 000
Project Engineer	36 000	70 000	48 000

EXPERIENCED ENGINEERING 3-5 YRS EXPERIENCE	MIN	MAX	TYPICAL
Production / Manufacturing Engineer	42 000	60 000	54 000
Quality Engineer	42 000	60 000	54 000
Maintenance Engineer	39 000	54 000	46 000
R&D Designer / Developer (electro, mechanical)	48 000	75 000	60 000
Project Engineer	40 000	70 000	50 000

SENIOR, TEAM LEADERS, MIDDLE MANAGEMENT	MIN	MAX	TYPICAL
Production / Manufacturing Supervisor	48 000	84 000	65 000
Quality Supervisor	48 000	84 000	65 000
Maintenance Supervisor	42 000	72 000	55 000
R&D Designer / Developer (electro, mechanical)	54 000	110 000	75 000
Project Manager	60 000	110 000	85 000

Most wanted benefits in the sector



Fixed salary rewards



Company car / car pooling



Flexible working hours / Home office



Extra annual leave

Note: salary levels depend on the type of industry, company culture and location within the Czech Republic

SALARY GUIDE

MANUFACTURING & ENGINEERING

TOP MANAGEMENT	MIN	MAX	TYPICAL
Production Manager / Director	70 000	130 000	110 000
Quality Manager / Director	80 000	150 000	110 000
Maintenance Manager / Director	70 000	100 000	80 000
R&D Manager / Director	80 000	140 000	120 000
Project Manager	80 000	130 000	100 000

SPECIAL ROLES	MIN	MAX	TYPICAL
EHS Technician	30 000	50 000	40 000
EHS Engineer	35 000	60 000	45 000
EHS Manager	70 000	120 000	85 000
Lean Engineer	40 000	70 000	50 000
Continuous Improvement Manager	90 000	120 000	110 000



Note: salary levels depend on the type of industry, company culture and location within the Czech Republic

PURCHASING & LOGISTICS QUICKER RECRUITMENT PROCESSES ARE ESSENTIAL



The field of logistics is on the rise, and we expect new challenges thanks to industrial automation and industry 4.0. For the next period, it will be important to prepare for a greater involvement of robotics in the sector, focus on implementing new strategies, and setting up processes correctly.

Beyond these measures, the key aspects will include human resources, and the need for experienced and well-trained managers to handle the load and speed of change.

The field of logistics is currently facing issues such as cybernetic attacks on sophisticated logistics systems or competitive struggle, where firms not only compete for clients but for applicants as well.

CANDIDATES WILL BE OBTAINED BY A FIRM THAT MAKES QUICKER DECISIONS

In the past year, companies began to work more closely with the scenario of what will follow, if vacancies are not filled in time. The acceleration of recruitment processes is evident, especially at the automotive and manufacturing companies. They were forced to make these changes because of the continuous increase in production and industry as a whole, which in turn leads to an increasing demand for qualified personnel. On the other hand, we see reserves in the FMCG area of firms whose complicated multiple-round selection processes still feature multiple tests. In these cases, applicants prefer an offer that comes quicker. This year, the most-ranked positions were in logistics – Buyers, Demand Planners, Customer Service Experts, and Automotive Logisticians.

SALARIES HAVE BEEN GROWING CONSIDERABLY, THE OFFERED BENEFITS MAY BE ADJUSTED TO SPECIFIC NEEDS

Thanks to the rise of the e-commerce segment, warehouse logistics, and all types of transport, there was a significant increase in salaries last year, specifically by 10-13%.

Companies have also been more involved in introducing new trends in their benefits. They strive to adjust their offers to more preferences and employee age groups. The millennial generation appreciates flexible working hours, the ability to work from home, corporate events, or health days off. Generation Y then favours a service car, the 13th-14th salaries, and various forms of contributions – to holidays, children's activities, or above-standard health care. A week of extra vacation, mobile, notebook, or supplemented retirement insurance is perceived as mandatory, and is no longer considered by the applicants as a benefit.

The employer's individual approach is increasingly perceived and acknowledged by applicants during the selection process and adaptation process. They appreciate it if the company tries to engage and convince them to decide on the company and its job.

2018 WILL BRING ADDITIONAL JOB OPPORTUNITIES

The 2018 outlook is very positive in logistics. The growing economy, corporate investments, and expansion of service portfolios leads to the need to address supply chains, export and import, distribution and logistics processes in general. Employee investments will become a necessity – to maintain your talents through their further development through education or training. However, a competitive financial offer will be of no less importance, with applicants still being critical.

SALARY GUIDE PURCHASING & LOGISTICS

Basic monthly salaries in CZK for full time roles within PURCHASING & LOGISTICS sector:

LOGISTICS AND SUPPLY CHAIN (INTERNAL AND OUTSOURCING)

PURCHASING	MIN	MAX	TYPICAL
Purchasing Assistant	35 000	45 000	38 000
Purchasing Coordinator	37 000	50 000	40 000
Operational Buyer	40 000	60 000	50 000
Strategic Buyer	45 000	80 000	60 000
Purchasing Manager	65 000	110 000	90 000

LOGISTICS	MIN	MAX	TYPICAL
Supply Chain Coordinator	30 000	55 000	45 000
Logistics Process Developer	30 000	55 000	45 000
Logistics Specialist	35 000	50 000	40 000
Logistics Manager	80 000	150 000	110 000
Supply Chain Manager	70 000	120 000	90 000
Warehouse Shift Leader	55 000	80 000	70 000
Supply Planner	45 000	70 000	55 000
Demand Planner	45 000	80 000	65 000
Warehouse Manager	50 000	80 000	65 000
Distribution Center Manager	80 000	130 000	100 000
Customer Service Specialist	35 000	45 000	40 000

Most wanted benefits in the sector



Company car



13th-14th salary / profit sharing



Home office



Flexible working hours

CONSTRUCTION & PROPERTY

THE MARKET ACTIVITY CREATES OTHER JOBS



Last year, developers started to implement projects that they had in their portfolio for a long time, but were waiting for a more favourable market situation or were obtaining the necessary permits. This allowed us to create additional job opportunities in project management.

The demand for Project Managers with experience in the initial phase of construction and licensing processes has increased. We also perceive the increasing popularity of the BIM (Building Information Model), where companies are more often looking for professionals in this area – both in design and implementation.

In real estate we perceive a constant demand for specialists in consulting companies. These mainly include analytical roles in real estate appraising and investment analysis.

A LARGE NUMBER OF COMPLETED PROJECTS INCREASED THE DEMAND FOR PROPERTY MANAGEMENT

In 2017, we offered more completed office projects, business centres, and convenient acquisitions in the commercial sphere; in this context, we now see growing demand for management roles, especially Property and Facility Managers. Quality property management, given its limited supply and competitive market, is becoming ever more important – companies are looking for professionals with comprehensive skills and qualifications, including knowledge of project management. In connection with the increase in demand for these roles, the experts in administrative and analytical positions who are supplementing this area are highly desirable.

SOME SALARIES JUMPED UP, BONUSES AND BENEFITS ARE OFTEN DISCUSSED

In general, remuneration in the civil construction and real estate sector is rather conservative, with salaries increasing by 5% on average. In the case of some specific specialists, as a result of the high demand and lack of expertise, there were sudden increases by up to 15-20%, such as in the facility technical support field.

Applicants are now more often motivated by a bonus component, which is increasingly being questioned during selection processes. In addition, an extra week of vacation is perceived as a standard; however, additional days off to one's vacation, such as sick leave, are a highly demanded part of the offer. Applicants also place great emphasis on transparent bonus systems and a clearly defined structure of career growth within the organisation.

Employee expectations and preferences for remuneration and company benefits vary by seniority. Graduates and juniors, as well as in many other sectors, have raised their demands by 15% on average, and besides salaries, they are mainly interested in further education. Experienced candidates over and above salaries also address the company's stability and reputation, its potential for new projects, manager's personality, and other numerous aspects.

THE DEMAND FOR EXPERTS WILL CONTINUE THIS YEAR, FIRMS WILL HAVE TO ACT QUICKLY

We assume that the demand for complex property management specialists will continue in 2018. We also expect enough opportunities for junior candidates and Project Managers with narrow specialisations. However, employers' competition on the market will increase the demand for communication speed and the entire recruitment process.

SALARY GUIDE

CONSTRUCTION & PROPERTY

Basic monthly salaries in CZK for full time roles within CONSTRUCTION & PROPERTY sector:

CONSTRUCTION & DEVELOPMENT	MIN	MAX	TYPICAL
Project Manager - Construction	40 000	70 000	50 000
Senior Project Manager - Construction	50 000	100 000	80 000
Junior Project Manager - Development	40 000	70 000	50 000
Senior Project Manager - Development	60 000	150 000	100 000
Project Manager Fitouts	40 000	70 000	50 000
Site Manager	35 000	60 000	45 000
Rozpočtář / Přípravář	30 000	50 000	35 000
Cost Manager	45 000	100 000	70 000
CAD Designer	25 000	50 000	35 000
Technical Director	60 000	120 000	90 000
Development Director	100 000	250 000	180 000
Acquisition Manager	40 000	80 000	50 000
HVAC designer / Site Manager	35 000	55 000	45 000
Space Planner	35 000	60 000	40 000
PROPERTY	MIN	MAX	TYPICAL
Facility Manager	40 000	60 000	50 000
Property Manager	40 000	80 000	60 000
Asset Manager	50 000	150 000	90 000
Letting Agent	30 000	60 000	40 000
Letting Manager	50 000	100 000	70 000
Senior Property / Letting Manager	60 000	100 000	80 000
Junior Agent	25 000	40 000	35 000
Real Estate Business Analyst	30 000	50 000	40 000
Real Estate Agency Broker (Residential)	20 000	35 000	25 000
Researcher	25 000	50 000	30 000
Investment Analyst Capital Markets	40 000	80 000	60 000
Valuer	40 000	80 000	50 000
Expansion (Site Selection)	35 000	90 000	50 000
Sales and Acquisition Consultant	35 000	70 000	50 000
Tenant Representation	35 000	100 000	60 000

Most wanted benefits in the sector



Flexible working hours /
Home office



Extra annual leave



Company car



Education and training

BUSINESS SERVICES

NEW JOBS AND HIGHER SALARIES IN THE SECTOR



The Business Service Centre sector in the Czech Republic has featured its typical continuous growth in the recent years. In spite of rising salaries, the Czech Republic continues to attract new investors.

New shared services centres not only originate in Prague and Brno, but also more often in other regions of the country. The existing centres then expand their teams and introduce new processes that bring additional job opportunities.

THE NUMBER OF JOB POSITIONS FOR EXPERIENCED CANDIDATES INCREASED

GERMAN, NORDIC AND SOUTHERN LANGUAGES ARE IN DEMAND

With the increasing number of processes provided by the centres for shared services, there is an increasing demand for more experienced job applicants. We have noticed a growing demand for Controllers, Compliance, Transition Managers, and Logistics Operators. There is a lasting high interest in applicants with knowledge of the Nordic languages. After years of stagnation, positions requiring the knowledge of Southern European languages, such as Italian and Spanish, have been added. The demand for German-speaking candidates is still growing.

Most wanted benefits in the sector



Home office



Flexible working hours



Cafeteria



Education, further qualifications

Applicants see the increase in vacancies positively and welcome the choice of multiple job offers. They are attracted by the possibility of engaging in more complex processes with more varied workloads, and are, therefore, more inclined to accept the offers of smaller centres that are able to offer them such opportunities.

FIRMS ATTRACT APPLICANTS THROUGH HIGHER SALARIES AND FLEXIBILITY

The low unemployment rate and growing shortage of applicants resulted in a further rise in salaries. Last year, applicants could increase their salaries by an additional 10-15%. Some companies have set higher salaries as a key incentive for their new employees to boost salary growth across the sector. Beyond the financial merit, firms strive to attract applicants through offered benefits in line with the current market trends and requirements, such as flexible working hours, home office options, or a cafeteria system.

FURTHER GROWTH OF THE SECTOR IN 2018

This year, we expect the arrival of new business centres, and new investors will enter the Czech market. Salaries are most likely to grow, especially in junior positions requiring 1-3 years of experience. We expect the continuing expansion of the existing teams and arrival of new, more complex and expert processes, which can be an interesting career path for applicants.



SALARY GUIDE BUSINESS SERVICES

Basic monthly salaries in CZK for full time roles within BUSINESS SERVICES sector:

CUSTOMER SERVICE	MIN	MAX	TYPICAL
Junior	32 000	38 000	35 000
Specialist	35 000	42 000	38 000
Senior	40 000	50 000	42 000
Team Leader	45 000	60 000	50 000

FINANCE AP/AR	MIN	MAX	TYPICAL
Junior	33 000	38 000	35 000
Specialist	35 000	40 000	38 000
Senior	40 000	50 000	42 000
Team Leader	50 000	80 000	60 000
Manager	80 000	130 000	100 000

FINANCE GL	MIN	MAX	TYPICAL
Junior role	35 000	40 000	37 000
Specialist	40 000	55 000	45 000
Senior	50 000	70 000	55 000
Team Leader	60 000	85 000	70 000
Manager	80 000	140 000	110 000

IT (1ST LEVEL SUPPORT)	MIN	MAX	TYPICAL
Junior	33 000	38 000	36 000
Specialist	37 000	45 000	40 000
Team Leader	50 000	70 000	60 000

IT (2ND LEVEL SUPPORT)	MIN	MAX	TYPICAL
Specialist	40 000	50 000	45 000
Senior	45 000	55 000	50 000
Team Leader	55 000	75 000	65 000

SALARY GUIDE BUSINESS SERVICES

SOURCING & PROCUREMENT & LOGISTICS	MIN	MAX	TYPICAL
Junior	32 000	40 000	37 000
Specialist	35 000	50 000	42 000
Senior	45 000	65 000	50 000
Team Leader	55 000	80 000	65 000
Operations Manager	75 000	120 000	90 000

HR OPERATIONS	MIN	MAX	TYPICAL
Junior	30 000	40 000	35 000
Specialist	35 000	45 000	40 000
Senior	40 000	50 000	45 000
Team Leader	45 000	70 000	50 000

SALES*	MIN	MAX	TYPICAL
Junior	28 000	35 000	32 000
Specialist	32 000	38 000	35 000
Senior	38 000	45 000	42 000
Team Leader	40 000	50 000	45 000

TRANSITION/PROJECT MANAGERS	MIN	MAX	TYPICAL
Specialist	60 000	80 000	70 000
Senior	80 000	120 000	100 000

HEAD OF SSC	MIN	MAX	TYPICAL
up to 70 FTEs	150 000	250 000	200 000
more than 70 FTEs	200 000	300 000	250 000

* basic monthly salary, bonuses are not included

Note: Salary ranges above are valid for Shared service centres for roles with English language only. Salaries with additional language are generally increased between 10 - 20% than salaries above.

TEMPORARY RECRUITMENT QUICK DECISIONS AND FLEXIBILITY



The market has changed quite a lot in temporary jobs, interim projects, and part time roles, compared to last year as companies request for more specialists, specialised roles.

The current demand ratio is approximately 60% of professional positions versus 40% of administrative or other supporting roles that do not require any long practice or special skills and abilities.

THE LENGTH OF CONTRACT, SPEED OF NEGOTIATIONS, AND FINANCIAL OFFER ARE DECISIVE

Project or time-limited roles grew by about 15%. The duration of contracts is extended, but most often for one year.

Time-limited roles do not motivate applicants. Given the current job market, a senior applicant prefers a permanent role and does not want to go through the selection process repeatedly in the short-term. A longer contract duration, potential for contract renewal or transition is a great advantage in these cases.

If companies specify too specific requirements for applicants, do not take into account a time-limited role in financial remuneration or disproportionately prolong selections, their positions become very difficult to fill. Applicants appreciate a quick process and quick feedback.

PART-TIME ROLES ARE STILL SCARCE, APPLICANTS WANT THEM

In the part-time area we only see a slight increase in demand, by about 5%, which unfortunately cannot cover the high demand for junior and experienced applicants who welcome and look for part-time opportunities.

Temporary roles are taken by applicants, regardless of their seniority, when they are offered by an attractive employer, the offered position is an interesting job, it allows them to develop their current skills and abilities, and in the case of juniors and graduates, they get their first valid work experience. A significant role is also played by the possibility of a better combination of their work and private life.

FIRMS WILL BE FORCED TO MAKE THEIR OFFERS MORE ATTRACTIVE TO MOTIVATE APPLICANTS TO WORK ON TEMPORARY PROJECTS AND IN TEMPORARY POSITIONS

We expect the number of temporary roles to grow slightly in 2018. However, the recruitment of senior applicants for project or temporary positions will be very problematic for the aforementioned reasons. Firms will need to change their approach, primarily in rewarding their project-specific roles. Financial rewards increased by 10-15%, which compared to permanent roles, will increase the applicant's motivation to accept a temporary offer. Another decisive factor will be flexible working time or an opportunity to work at home.

SALARY GUIDE TEMPORARY SERVICES

Hourly salaries in CZK for part time roles across typical specialisms:

ADMINISTRATION	PART TIME MIN	PART TIME MAX
Receptionist	120,- / h	140,- / h
Office Manager	150,- / h	200,- / h
Administrative Support	100,- / h	150,- / h

SALES & MARKETING	PART TIME MIN	PART TIME MAX
Marketing Trainee	120,- / h	150,- / h
Marketing Support	120,- / h	150,- / h
Marketing Specialist	140,- / h	190,- / h

FINANCE & ACCOUNTING	PART TIME MIN	PART TIME MAX
Junior Accountant	150,- / h	180,- / h
Senior Accountant	180,- / h	250,- / h
Data Administrator	170,- / h	200,- / h

INFORMATION TECHNOLOGY	PART TIME MIN	PART TIME MAX
1st Level Support Junior / Trainee	150,- / h	180,- / h
IT Help Desk	120,- / h	150,- / h
IT Tester (Java, C# etc.) Junior	160,- / h	180,- / h

HUMAN RESOURCES	PART TIME MIN	PART TIME MAX
HR Trainee	120,- / h	150,- / h
HR Administrator	130,- / h	170,- / h
Payroll Specialist	180,- / h	230,- / h



CONTACT US

For more information on salaries and recruitment trends in other sectors and professions or for help with your recruitment needs, contact your local office:

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