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# THE HAYS SALARY GUIDE LABOUR MARKET TRENDS IN 2016

Czech Labour Market in 2016: Salary Guide and Employee Motivation Survey

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# INTRODUCTION

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Ladies and Gentlemen,

Welcome to our 2016 guide to salary and recruitment trends within the Czech Republic.

In the past year, the Czech economy performed very well, and companies have been hiring new employees intensively. The initial signals indicate that this trend will continue, and we have noticed increased demand for specialists also on the first months of the new year. The increased activity of employers and potential investors has also been reflected in this year's Salary Guide, and we have added new positions to our salary overviews, which have been searched by companies and job applicants.

Hays registered a successful year in the Czech Republic as well, having expanded our portfolio of services within the scope of temporary employment of qualified professionals under the Hays Response brand. We are thus reacting to the requirements of the labour market, where demand for flexible employment within specialised positions is becoming a sought-after service. Another new feature in our range of services is the Hays IT Contracting division – external IT professionals for time-limited projects.

We collected data for the publication continuously during 2015. We evaluated nearly 5,000 job offers that we registered and processed data obtained from 20,000 applicants, who had contacted us in the past year. The results of additional surveys among job applicants and employers, which you can also find in this publication, will enable us to predict the further development of the labour market and wages in 2016.

I hope you'll find the Hays Salary Guide for 2016 an informative read to aid your hiring activity or job hunting.

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

# DEVELOPMENTS IN THE CZECH LABOUR MARKET

The labour market in the Czech Republic has been showing further growth and positive development. It has visibly recovered since the economic crisis and is nearly approaching its level from before 2008. The unemployment level by the end of 2015 fell below 6%, and according to forecasts it is expected to stay below this in 2016 as well.

The Czech Republic remains an attractive location for new investors, and the largest inflow of investments has come from the manufacturing and construction sectors. In other segments, existing capacities have been expanded, and the number of open projects or activities has increased, particularly in the IT sector and in Shared Services Centres.

The total number of available jobs by the end of 2015 was around 108,000, which when compared to the situation in January 2015 represents an increase by nearly 75%.

Demand for qualified candidates has also been growing. The low numbers of unemployed and many open positions has resulted in roles in certain segments becoming difficult to fill and in applicants for such positions having the option of choosing from three or more roles. This is the case, for example, for candidates in IT, production and finance. Because of this situation, companies are now beginning to realise the importance and strength of brand marketing aimed at potential employees, and they are no longer focusing only on clients and end customers.

Even despite the significant rise in the number of available jobs and hard to fill jobs companies have not yet resorted to significant wage increases. This still mostly applies to specific positions, in which specific knowledge or experience is required, rather than to sectors in general. Companies are attempting to attract job applicants with new benefits, the option of using modern technologies and attractive work environments.

The labour market is currently driven by candidates, and companies' recruitment process require an adaptation to this fact. If a company wants to be successful in acquiring the right talent, then it will be necessary to reach out to potential applicants on the labour market carefully. This should be a direct business approach, in which the company actively tries to attract applicants and „sell itself” as a prospective employer.

The funds and technology necessary for business activities have been very readily available in recent years, thanks in part to low interest rates, and it is most critical to find new employees



# SURVEY: SALARIES AND BENEFITS IN 2016

In December 2015, we conducted a survey among Czech companies and their employees, in which we asked organisations about their plans related to recruitment, wage policies and changes in benefits. When surveying employees, we focused on determining their willingness to change jobs during 2016, the motivation for such changes and their future expectations. A total of 400 companies and 1,500 potential job applicants were surveyed.

## Thirty-seven percent of surveyed employees plan to make a career change next year

The economic recovery is not only apparent among companies that can look forward to good sales results, but it has also affected employees, who are currently enjoying a job boom and are more open to new offers. Nearly 5% of the employees who participated in our survey expect to change their positions within their current employer in 2016, whether as a result of promotion or transferring to other roles. Thirty-seven percent of people want to change their jobs, and another 40% do not exclude the possibility of changing their employers in 2016.

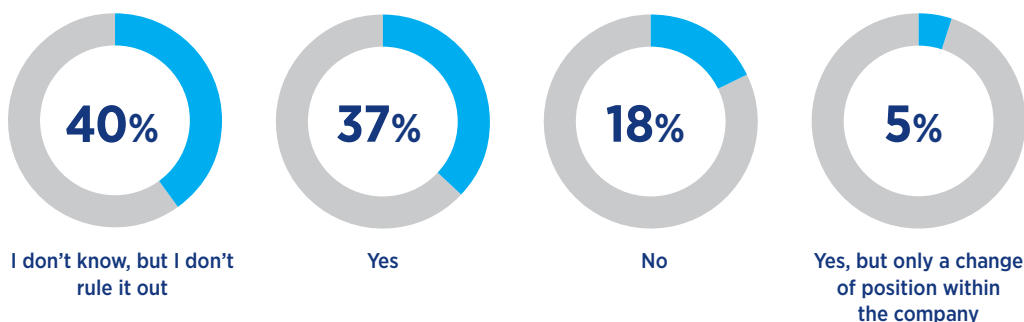
What employees primarily expect from their new roles are salary increases, which were cited by 69% of respondents. However, career advancement and being promoted to higher positions are of no less importance, and were cited by 62% of respondents. Changes in positions in order to obtain more attractive work duties are being considered by 51% of respondents.

As far as wage increases are concerned, more than 14% of employees stated that such increases occurred

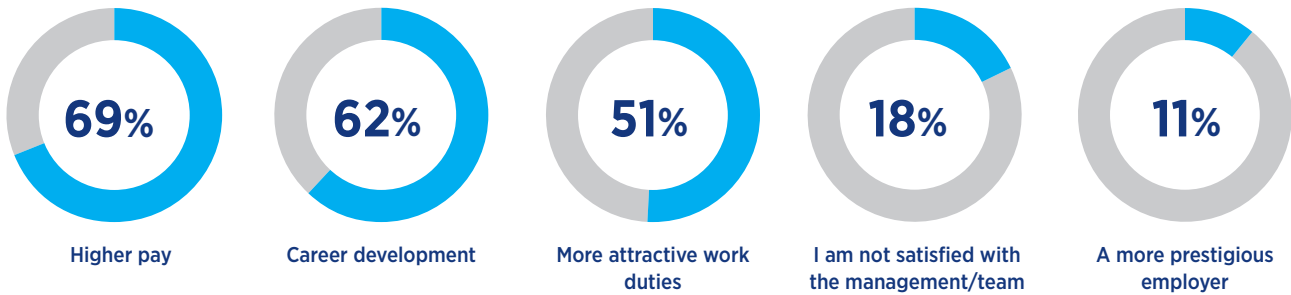
on a regular basis. According to our survey, a pay rise is increasingly becoming an individual matter. A total of 18% of respondents personally negotiated a pay rise with their superiors, and another 34% are planning to do so. The same number of employees, 34%, do not expect a pay rise in 2016.

As far as benefits are concerned, employees have had an opportunity to choose from multiple options, and the overwhelming majority of respondents agree that flexibility is the most attractive. The four most desired benefits are a flexible working hours (73%), extra days of holiday (73%), home office use (66%) and sick days (61%). Further education and/or professional courses are appreciated by 58% of employees, as were language courses (58%), use of a company vehicle (56%), a company mobile phone (55%) and meal vouchers or other forms of lunch contributions (52%). However, employees showed relatively little interest in company events, contributions for culture, public transport or holidays.

## Do you plan to change your job in 2016?



## What do you expect from the change?\*



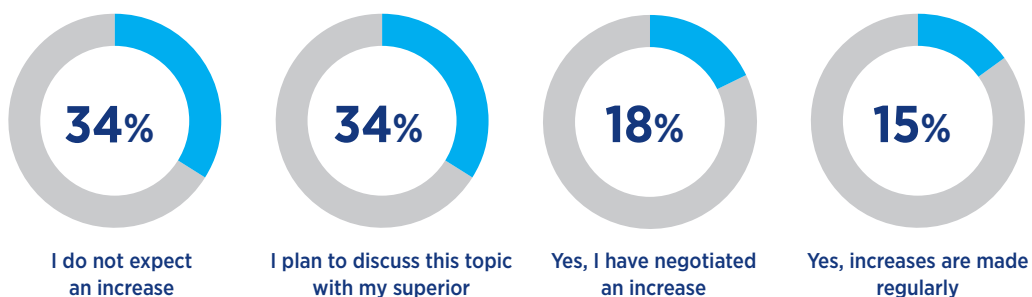
\*Respondents had the option of giving multiple answers

## What kinds of benefits would you appreciate?\*



\*Respondents had the option of giving multiple answers.

## Do you expect a pay rise in 2016?



## More than half of companies will hire new employees in 2016

The good financial results of companies in the past two years have resulted in an expansion of capacity and strengthening of sales teams. A total of 18% of the companies we surveyed said they had decided to increase their staff by more than 10%. About 45% of companies plan to increase their headcount by as much as 10% compared to their current number of staff, and 36% of companies will hire only replacements for leaving staff. Only 1.5% of companies surveyed said they intended to reduce their staff.

Companies' pay policies are also relatively in accordance with employees' claims. About 36% of them will increase wages across the board in 2016 by no more than 5%. Based on individual negotiations, wages are being increased in 21% of cases, and only 39% of companies surveyed are increasing wages only for selected employees. A total of 4.5% of companies surveyed do not intend to increase wages at all.

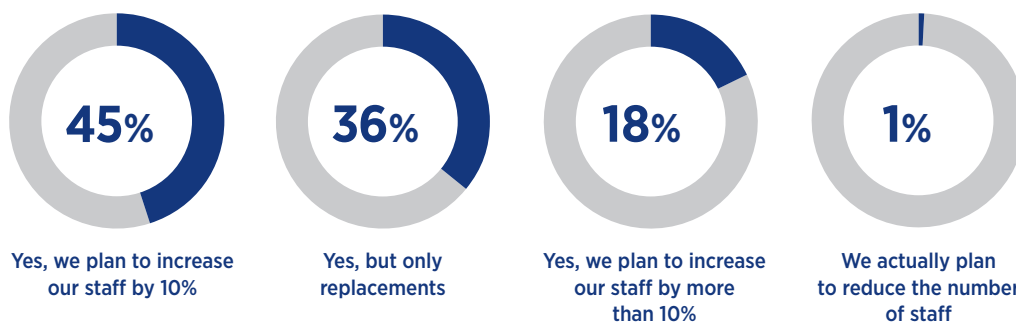
A total of 42% of companies surveyed plan to adjust their benefits based on employees' needs, and another 18% of companies plan to add new benefits to their existing offerings. A total of 40% of the companies surveyed do not plan to make any changes to their benefit systems.

Not a single company did not currently provide any company benefits.

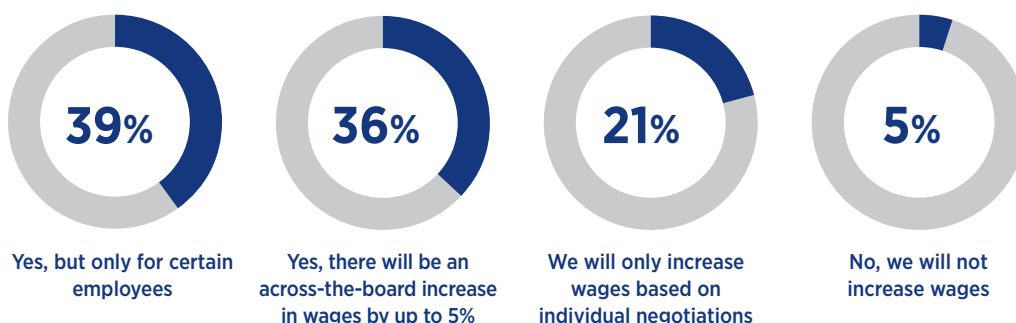
What kinds of company benefits are currently offered the most, and which do companies plan to introduce? Traditional offerings still prevail, although we have also noticed new trends. Meal vouchers are typical for 96% of companies, followed by mobile phones (79%), extra leave (75%), company events (73%) and a flexible working hours and language courses (73% respectively). Home office is provided by 49% of companies, but not across the board, it is usually linked to specific positions in the company. The same percentage of companies also provide sick days.

Providing pet-friendly offices is a latest trend this year, and more than 7% of companies surveyed said they had newly introduced it or they plan to do so. By contrast, only 3% of employers said they provided childcare. An overview of top benefits provided by companies can be seen below.

## Do you plan to recruit new employees in 2016?



## Will you increase wages in 2016?





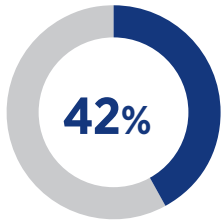
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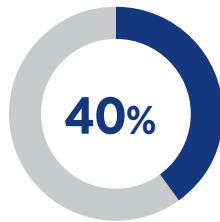
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## Will you be revising your benefits system?

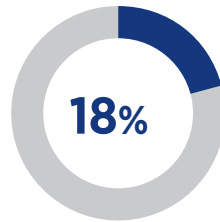
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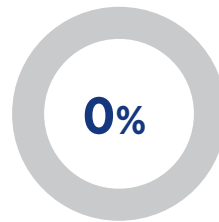
Yes, we are adjusting our current range of benefits, so that it better suits the needs of employees



No, we do not plan any changes



Yes, we plan new benefits in addition to the existing ones



We do not offer any benefits

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## What kind of benefits do you currently provide or plan to introduce?

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<b>96%</b>	A lunch contribution	<b>33%</b>	A contribution for sport
<b>79%</b>	A mobile phone	<b>32%</b>	A loyalty programme
<b>75%</b>	Extra days of holiday	<b>24%</b>	Above-standard medical care
<b>73%</b>	Company events	<b>24%</b>	A contribution for culture
<b>73%</b>	Language courses	<b>15%</b>	A contribution towards holiday
<b>73%</b>	Flexible working hours	<b>12%</b>	A contribution towards public transport
<b>69%</b>	A contribution to retirement / life insurance	<b>7%</b>	A pet-friendly office
<b>64%</b>	Further education / professional courses	<b>3%</b>	Company-provided childcare
<b>60%</b>	Refreshments in the workplace		
<b>49%</b>	Home office		
<b>49%</b>	Sick days		
<b>49%</b>	A company car		

## A&F SECTOR EXPERIENCES BOOM BOTH JOBS AND APPLICANTS ARE PLENTIFUL

The accountancy and finance sector was strengthened greatly in 2015 compared to the previous year. The number of job openings in this sector is increasing, including senior roles and those with a regional overlap. Together with the arrival of new investors to the Czech Republic, demand is appearing for people with qualifications in accounting, project controlling, mergers and acquisitions.



### **The Czech labour market offers quality experienced candidates However, many junior applicants do not meet companies' expectations**

There are currently enough high quality and qualified experts and professionals on the Czech labour market, who can easily satisfy companies' specific needs. However, the situation is different among junior candidates and graduates. Although they have a good understanding of theory from their studies, they lack relevant work experience to put that theory into practice. Prior practical experience helps new staff get used to new environments, and the work from these employees also better corresponds to companies' expectations.

### **Knowledge of English remains essential**

The positions recruited for the most include accounting roles that require knowledge of complex accounting, as well as payroll accountant roles requiring very good English.

Demand for experienced candidates from the areas of finance and business controlling with advanced knowledge of Excel and excellent analytic, presentation and communication skills has also increased. Demand for

English speaking accountants of various levels of seniority is also generally high, and those who have the needed experience are available on the market only for a short period. We can state in general that the labour market in the accountancy and finance sector is entering a situation similar to the one in 2008, when candidates (mainly accountants, reporting specialists and analysts) have more options and job offers. An increase in the job roles offered in the sector of development and construction companies is also apparent. There is also demand for financial specialists in production, pharmaceutical and FMCG companies.

### **The number of positions for managers have increased There are still more applicants than job offers**

As far as financial managers positions are concerned, demand for these roles currently still exceeds their supply. The role is often combined, where a potential employee will also be responsible for accounting. Companies in the regions have mainly been the ones suffering from a long-term shortage of quality staff with foreign language skills.

We have only noticed a slight increase in salaries, mainly in pharmaceutical and production companies.

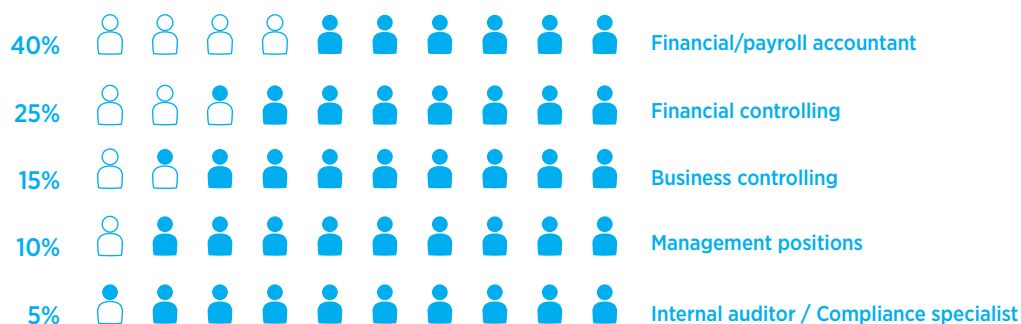
# SALARY GUIDE

## ACCOUNTANCY & FINANCE

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

ROLE	MIN	MAX	TYPICAL
Junior Accountant / Invoice Clerk	25 000	28 000	26 000
Junior Accountant / max 2 years exp.	25 000	30 000	28 000
Junior Accountant / 2+ years exp.	30 000	35 000	32 000
Senior Accountant	35 000	50 000	40 000
Chief Accountant	55 000	90 000	60 000
Accounting Manager	80 000	100 000	90 000
Junior Controller / 1 year exp.	25 000	30 000	27 000
Financial Controller / 2 years exp.	30 000	50 000	40 000
Financial Controller / 3-5 years exp.	45 000	100 000	70 000
Finance Manager / 5 years exp.	80 000	120 000	100 000
Finance Director	120 000	200 000	160 000
Internal Auditor	60 000	90 000	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 Advisor	35 000	80 000	45 000
Tax Manager	80 000	150 000	90 000

The most often filled positions within the Accountancy & Finance sector:



# REGULATORY ROLES ARE A CURRENT TRENDING ENGLISH LANGUAGE SKILLS REMAIN A PROBLEM

The banking and financial investment sector has been typically inactive. Although this year we have noticed increased activity, the recovery is still only slight compared to other sectors.



## Number of roles for Regulatory experts is growing Demand for credit analysts has declined significantly

Within the banking sector, there is currently a high demand for candidates with experience in regulation, in relation to the requirements of the Czech National Bank and other regulators (such as the EU). There has most often been demand for applicants for positions in auditing, compliance and in the roles of specialists with knowledge of a certain tool or field. However, we have noticed a decline in credit analyst positions which have declined by up to a quarter compared to 2013.

Clients also often require employees in supporting divisions to have both excellent analytical skills and very good communication skills.

## Applicants with career ambitions can not succeed without knowledge of English

This sector, more than other, can be characterised by a candidate base with insufficient English skills. This is mainly because candidates for financial positions do not always have the opportunity to practice English enough. Although English is not an essential requirement for all roles, if the applicant has an ambition for career growth, then he will not get by without knowledge of spoken and written English.

## Smaller banks offer higher pay Large institutions offer a more specifically focused roles

Pay for employees in the banking sector this year has not registered any major changes, and pay remains at a level similar to those in prior years. We have registered a tendency of applicants to apply to smaller banks which generally offer higher pay than large institutions. However, what is typical among smaller banks is the accumulation of responsibilities in a position, compared to larger institutions, where the extent of work duties is narrower, but where there is a greater focus on detail. However, this change, even despite better pay, will not necessarily satisfy all applicants.

# SALARY GUIDE

## BANKING

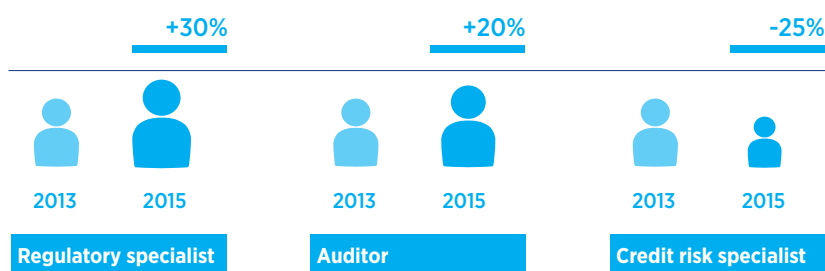
Basic monthly salaries in CZK for full time roles within BANKING sector:

1-3 years experience	MIN	MAX	TYPICAL
Credit Analyst	25 000	50 000	35 000
Back Office Settlement	25 000	37 000	30 000
Treasury	30 000	55 000	40 000
Risk Management	30 000	55 000	35 000
Internal Auditor	30 000	50 000	40 000
Regulatory Reporting Specialist	35 000	50 000	40 000

3+ years experience	MIN	MAX	TYPICAL
Credit Analyst	45 000	80 000	60 000
Back Office Settlement	35 000	55 000	45 000
Treasury	50 000	90 000	70 000
Risk Management	50 000	80 000	65 000
Internal Auditor	45 000	80 000	65 000
Regulatory Reporting Specialist	55 000	70 000	65 000

5+ years of experience	MIN	MAX	TYPICAL
Credit Analyst	60 000	120 000	85 000
Back Office Settlement	65 000	80 000	70 000
Treasury	80 000	170 000	110 000
Risk Management	70 000	140 000	110 000
Internal Auditor	80 000	140 000	110 000
Regulatory Reporting Specialist	65 000	100 000	80 000

The development of demand for selected positions in the banking segment:



\*Note: salary guide for sales and marketing roles within banks and financial institutions can be found in Sales & Marketing section

# THE IMPORTANCE OF HR ROLES CONTINUES TO GROW HR SPECIALISTS AND LAWYERS HAVE HIGHER WAGES

2015 registered an increase in demand for candidates in all areas of administration, HR and legal services. Companies mainly evaluate applicants' language skills and experience and place special emphasis on personal characteristics and qualities.

## HR departments in many companies are undergoing major transformation

### Duties and demands on HR specialists are increasing

The HR segment is changing significantly, mainly in production companies, and a lot of positions are being filled, both at the level of strategic management (HR managers and directors) and at the operations level, mainly involving recruiters roles.

Globalisation and trends related to it are influencing the role and perception of HR departments in companies. Various levels of management positions are changing and being transformed based on company strategies and according to the newest trends. Companies have increasingly been implementing the business partnering model and creating the positions of HR business partners, whose work duties and roles, however, differ depending on the type of company. HR roles are increasingly becoming more strategic and part of companies' top management.

The demands on HR management positions are rising, requiring knowledge of and experience with the performance of certain HR activities, mainly recruitment. This trend has mostly been apparent in small and medium-sized enterprises.

## The demand for attorneys remains high

The legal services segment has been experiencing a major boom since last year. In particular there is high demand for staff with various levels of compliance knowledge, from junior to senior candidates, and companies are also seeking internal lawyers.

## There are more positions with regional overlap

Due to the globalisation trend and centralisation of certain services (mainly finance, HR, procurement, law, logistics, etc.), regional management positions are being created, in which an HR manager or, for example, a company attorney is responsible for an assigned area in the entire region. Besides the Czech Republic this will often also include Slovakia, Hungary, Romania and Poland.

## The number of administrative roles has increased

### They are often combined with other professional responsibilities

In the area of administrative roles, demand has increased in all segments, from production and developer companies and financial institutions to pharmaceutical companies. The most sought-after positions in administration include the positions of receptionist, professional and executive administrative assistants and office manager, often in combination with financial roles and/or facility management. In these positions, gained experience is key, along with knowledge of English and/or another foreign language and personal qualities. However, where experience does not play such a role is in customer service positions, where candidates need only secondary school education. The trend among junior positions is a focus on candidates' personal characteristics and potential.

## Significant salary growth in senior roles

Pay in the HR sector, especially for the positions of HR business partner, generalists and managers, has risen by 10% on average. The wages of internal lawyers have also improved, and companies expect candidates to have greater experience, knowledge of the market or areas in which a company is involved, as well as a regional overlap.

For administrative roles, we have registered an increase in pay in the positions of Executive assistants.

# 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	20 000	28 000	23 000
Team / Specialized Assistant	25 000	40 000	30 000
Executive Assistant	30 000	50 000	35 000
Office Manager junior	25 000	35 000	30 000
Office Manager senior	30 000	60 000	40 000
Customer Support Specialist	18 000	30 000	23 000
Customer Support Team Leader	30 000	45 000	35 000

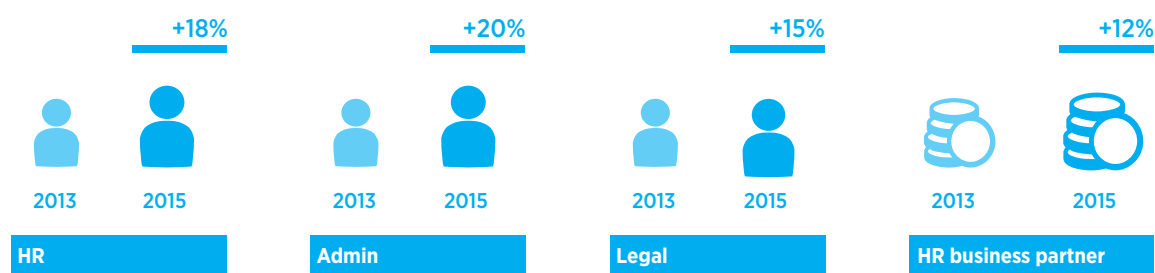
HR	MIN	MAX	TYPICAL
HR Support	25 000	30 000	25 000
HR Specialist	35 000	45 000	40 000
HR Generalist	45 000	60 000	55 000
HR Business Partner	50 000	80 000	60 000
HR Manager	60 000	100 000	80 000
HR Director	80 000	150 000	100 000

Legal	MIN	MAX	TYPICAL
Legal Support (law firm)	18 000	35 000	25 000
Legal Assistant (corporate)	25 000	35 000	30 000
Legal Trainee (law firm)	25 000	35 000	30 000
Junior Lawyer (corporate)	35 000	60 000	40 000
Senior Lawyer (corporate)	60 000	150 000	90 000

The numbers of open positions have grown across all sectors – HR, legal services and administration. The increase in importance of the role of HR Business Partner is pushing wages in these positions higher.

Opened roles growth by sector

Wage growth of the HRPB role



# ORGANISATIONAL CHANGES AND ADJUSTMENTS OF MOTIVATION PROGRAMMES HAVE RESULTED IN INCREASED LABOUR MARKET ACTIVITY IN THE BANKING SECTOR

In 2015 in the banking sector, several companies underwent changes in incentive and compensation systems. This has caused increased fluctuation, especially in certain sales positions.



## **Managers lay-offs** **Opportunities for graduates with short experience and language skills**

Some companies have also resorted to changes in structure, and in management positions there have been lay-offs, which have even affected very experienced and skilled managers. These circumstances caused greater movements on the labour market in sales positions within the finance sector. Talented junior candidates with language skills were also given more opportunities last year.

## **Number of open roles within the sector increased** **Experienced specialists can choose from multiple offers**

Employers are still very interested in experienced specialists for different roles in teams. The work environment, career growth opportunities, a variable work period and product offerings of companies are playing an increasing role. Candidates are more open to changes, and employers are willing to offer better conditions to high quality candidates. We have registered increased demand for acquirers in financial service sectors, such as insurance or leasing.

## **Pay in banking is stable** **Companies reward special skills and experience**

Despite changes and an increase in open positions, pay remains stable. It is rising only among experienced specialists. An employment contract for a fixed period of one year with the option of extension has become standard among almost all major companies.

Among employers from the banking sector, candidates' interest in financial matters and a pro-client approach are appreciated. In back office, emphasis is placed on experience and expert knowledge, including proficiency in English or another foreign language.



# SALARY GUIDE

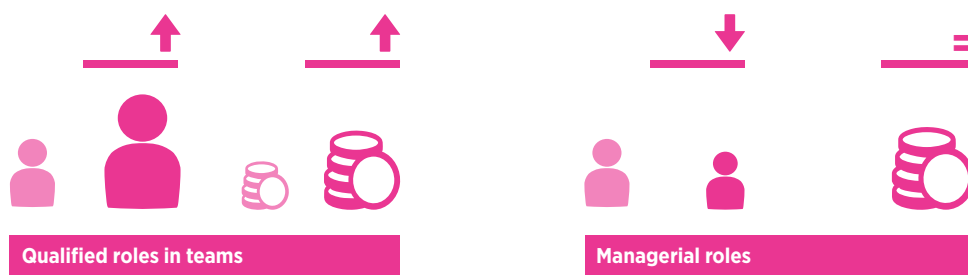
## SALES & MARKETING - BANKING & INSURANCE

Basic monthly salaries in CZK for full time roles within SALES & MARKETING sector, targeting roles within Banking & Insurance Sector:

Sales / Finance and Insurance	MIN	MAX	TYPICAL
Sales Representative FO	35 000	50 000	45 000
Relationship Manager	50 000	100 000	70 000
Senior Relationship Manager	80 000	150 000	100 000
Private Banker	40 000	80 000	55 000
Relationship Manager for Affluent Clients	27 000	50 000	40 000
Relationship Manager for Micro Clients	30 000	50 000	45 000
Sales Manager	35 000	60 000	45 000
Key Account Manager	35 000	50 000	40 000
Sales Director	80 000	150 000	100 000

Marketing / Finance and Insurance	MIN	MAX	TYPICAL
Senior Product Manager	45 000	80 000	60 000
Senior Marketing Specialist	50 000	65 000	55 000

The number of available positions for qualified staff in the banking sector is increasing, as are their wages. However, there are fewer opportunities for managers, and their compensation is not changing.



# FMCG COMPANIES SEEK EXPERTS IN SALES AND MARKETING DIGITAL IS THE KEY TREND

There was a significant increase in the number of job offers within sales departments in the FMCG sector, especially in the first half of the year. Companies sought salespersons both for independent positions and management roles, particularly for Key Account Managers.



Especially in the second quarter of 2015, there were more Key Account Manager positions within a company at the same time, while in the second half of the year the number of these positions was significantly lower. We registered a rise in the number of marketing roles within brand management and trade marketing mainly in the third quarter, and the increased demand for specialists and managers in online marketing is also continuing.

### **Companies are able to offer an competitive salary to candidates with exceptional skills**

Wages remain stable compared to previous years, except for small changes, but employers are increasingly willing to pay extra for professionals with expertise in their field. The key factors in this case are good sales results from previous employment, relevant work experience, ideally from the same position, and experience with a similar product as well as a personality.

Higher wages are generally paid by companies in the tobacco industry and in certain positions in the consumer electronics sector. As far as the ratio of fixed pay and bonuses are concerned, in the food industry the

bonus is 10-30% of the employee's yearly wages, and in the consumer electronics sector it can be as high as 50%.

### **Transfers between sectors are not welcomed**

Companies continue to give priority to applicants with work experience from the same sector, and they do not view transfers between sectors very positively. For an applicant, knowledge of English is also important, even if the applicant does not have many opportunities to use it actively.

# SALARY GUIDE

## SALES & MARKETING - FMCG

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

Sales FMCG	MIN	MAX	TYPICAL
Sales Representative	20 000	35 000	25 000
Area Sales Manager	35 000	70 000	55 000
Field Sales Manager	55 000	100 000	75 000
Junior Key Account Manager	30 000	40 000	50 000
Key Account Manager	40 000	65 000	60 000
Senior Key Account Manager	60 000	95 000	75 000
National Sales Manager / National KAM	70 000	130 000	100 000
Sales Director / Manager	70 000	200 000	145 000

Marketing FMCG	MIN	MAX	TYPICAL
Marketing Assistant	25 000	45 000	30 000
Junior Brand Manager	28 000	50 000	40 000
Brand Manager	35 000	70 000	55 000
Senior Brand Manager	50 000	100 000	75 000
Group Brand / Product Manager	65 000	120 000	90 000
Junior Trade Marketing Manager / Specialist	30 000	45 000	35 000
Trade Marketing Manager	45 000	100 000	75 000
Channel Marketing Manager	65 000	130 000	100 000
Marketing Manager	70 000	180 000	120 000
Market Research Manager	35 000	70 000	55 000
Market Research Analyst	25 000	60 000	45 000
Junior Category Manager	30 000	45 000	40 000
Category Manager	35 000	75 000	55 000
Senior Category Manager	50 000	120 000	80 000
PR Manager	45 000	120 000	60 000
Internal / External Communication	30 000	80 000	50 000
Online Marketing Specialist	28 000	45 000	60 000
Digital Marketing Manager	45 000	120 000	75 000

Companies are willing to pay extra to candidates if they fulfil their requirements or are able to offer something specific. Important are good sales results, personality, relevant experience and English language skills.



# IT SALES PROFESSIONALS SOUGHT AFTER HOWEVER, THERE ARE NOT ENOUGH OPPORTUNITIES IN TELECOMMUNICATIONS

In the IT/Telco sector, there is an increased decline in demand for sales professionals in telecommunications, and their salaries are continuing to stagnate. Companies have sought sales professionals in ICT infrastructure, software and integrated solutions.



## Companies are placing emphasis on acquisitions

Companies have most often sought experienced candidates for the positions of Key Account Manager - hunter, an acquirer, preferably with their own portfolio of contacts from prior sales activities. There has also been major interest in sales professionals for sale of cloud, data centre services, security, ERP, CRM, BI and DMS. Over the long term, there have also been regional and management positions available.

The wages of these professionals have grown slightly, although candidates originating from top IT corporations have had to dampen down their expectations.

We have also registered great demand for sales professionals for IT distribution, including management roles. Salaries for IT distribution are lower than for producers themselves. We have found that there is a shortage of candidates

for the positions of senior pre-sales consultant for various IT/ICT areas, due to their wages having risen by approximately 5-10% in the past year.

## The lack of specialists in online marketing is pushing pay higher

Within the marketing sector, there has been demand primarily for online marketing. There are still too few specialists and enthusiasts in the digital sector compared to the market's needs, which has pushed pay in the online marketing sector higher. Compared to previous years an experienced applicant now can be paid approximately 10% more.

**Specialists in digital and online marketing can now earn up to 10% more than in previous years. High demand for this position is pushing pay higher.**

Marketing – Logistics	MIN	MAX	TYPICAL
PR Manager	45 000	70 000	60 000
Marketing Specialist	30 000	55 000	45 000

# SALARY GUIDE

## SALES & MARKETING / IT & LOGISTICS

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

Sales IT / Telco	MIN	MAX	TYPICAL
Sales Representative	30 000	45 000	35 000
KAM - komerce	45 000	70 000	55 000
Business Dev. Manager	60 000	110 000	80 000
Sales Manager - Hunter	50 000	100 000	70 000
Partner Channel Manager	50 000	80 000	70 000
Sales Director	120 000	200 000	150 000
Business Unit Manager	70 000	160 000	100 000
KAM - public	50 000	90 000	70 000
Senior Presales Consultant	70 000	100 000	85 000
Presales Consultant	45 000	80 000	65 000

Marketing IT / Telco	MIN	MAX	TYPICAL
Junior Product Manager	25 000	45 000	35 000
Senior Product Manager	40 000	90 000	60 000
Group Product Manager	60 000	120 000	90 000
Marketing Manager	100 000	200 000	150 000
Market Research Manager	35 000	70 000	55 000
PR Manager	45 000	120 000	70 000
Market Research Analyst	25 000	50 000	40 000
Internal/External Communication	30 000	80 000	50 000
Trade Marketing Manager	45 000	90 000	60 000
Marketing Specialist	45 000	55 000	45 000
Online Marketing Specialist	40 000	70 000	55 000
Web Content Specialist	35 000	70 000	50 000
Online Campaign Manager	80 000	160 000	130 000
Creative Director	80 000	130 000	110 000
Copywriter	30 000	60 000	45 000

Sales - Logistics	MIN	MAX	TYPICAL
Sales Representative	20 000	45 000	30 000
Sales Executive/Hunter	35 000	60 000	50 000
Area Sales Manager	45 000	80 000	60 000
Key Account Manager	40 000	70 000	55 000
Sales Director / Manager	70 000	150 000	90 000
BDM - Director	70 000	120 000	85 000

# RETAIL COMPANIES ARE INVESTING IN STAFF DEVELOPMENT

## SALARIES ARE MAINLY RISING IN PRAGUE

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Last year we registered significantly higher demand for store managers, shop assistants and district managers, mainly due to organisational changes in certain companies. In particular, we have observed an increase in the number of open roles for senior managers with a regional overlap, particularly in the CEE region.



### Retail chains are improving the quality of their services They are investing into the development of employees

As a result of the situation in Russia and Ukraine, certain companies have seen a sharp decline in purchases from customers from those countries compared to the previous year, when Russian and Ukrainian customers accounted for a 50% share of Czech retail sector profit. Within the scope of improving the quality of services, a lot of companies are now investing more resources into employee development. They offer both internal trainings and external resources (leadership, sales skills, language skills, etc.).

### Demand for specialists in marketing is rising Companies can offer competitive salaries to skilled candidates

Demand has been rapidly rising for professionals in marketing and online marketing positions, and companies are able to pay competitive salaries to candidates who satisfy companies' requirements, both in junior and senior

positions. Several international retail chains will continue to boost marketing.

### Wages in Prague grew, unlike in the regions However, the pay of top managers in retail has fallen across the board

Wages in Prague have grown slightly, but in the regions they remain at a similar level as in the previous year, although in top management roles we have registered a slight decline in starting salaries, and even by as much as 20% in some cases.

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### Salaries of managers in retail have declined dramatically, in some cases by up to 20%

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# SALARY GUIDE

## RETAIL

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

Prague	MIN	MAX	TYPICAL
Shop Assistant	15 000	35 000	23 000
Department Manager	22 000	70 000	28 000
Store Manager	25 000	110 000	35 000
Area Manager	40 000	200 000	75 000
Visual Merchandiser	20 000	50 000	25 000
Area Visual Manager	30 000	55 000	50 000
Sales Director	80 000	250 000	120 000
Country Manager	70 000	250 000	100 000

Moravia	MIN	MAX	TYPICAL
Shop Assistant	15 000	25 000	19 000
Department Manager	21 000	30 000	25 000
Store Manager	22 000	50 000	32 000
Area Manager	40 000	80 000	60 000
Visual Merchandiser	18 000	30 000	22 000
District Manager	35 000	65 000	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	30 000	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	30 000	60 000	40 000
E-merchandising Manager	35 000	90 000	65 000
Online Analyst	30 000	70 000	50 000
E-marketing Specialist	25 000	50 000	35 000

Slovakia (EUR)	MIN	MAX	TYPICAL
Shop Assistant	520	925	700
Department Manager	770	1 480	800
Store Manager	800	1 850	1 100
Area Manager	1 450	2 960	2 200
Visual Merchandiser	620	1 100	925
Sales Director	1 800	5 500	2 900
Country Manager	2 200	5 500	2 500

# THE PHARMACEUTICAL MARKET IS UNDERGOING MORE CHANGES

## EXPERTS IN COMPLIANCE AND MARKET ACCESS ARE IN DEMAND

In the Life Sciences sector, we have registered continuing changes in the pharmaceutical market, with new cluster structures of companies and related changes in management positions or mergers as well as in relation to new trends in biological treatment, with a focus on the development of oncological and cardiological portfolios.



### **Biological treatment: Candidates are being attracted both by salaries and products**

The demand for candidates with experience in biological treatment increased. This area is very attractive for candidates, and the reason is not only that they are better paid than in comparable positions involving “standard” products. We have increasingly encountered strong motivation of candidates in relation to a specific product.

In general, pharma companies place greater emphasis on transparency and compliance. More open positions relate to this, such as Compliance Manager, Market Access Manager and roles focused on developing relationships with organisations representing patients.

### **The number of roles in clinical research dropped However, salaries rose**

In clinical research, we have noticed a decrease in the number of clinical trials being conducted in the Czech Republic, and as a result fewer job opportunities for

candidates who intend to switch jobs. This tendency has been very noticeable among junior and senior roles, while candidates with the average length of experience (2-5 years) do not usually have a problem with finding a new job. Although the number of opportunities has been declining, pay in clinical research, particularly in CRO companies, has continued to rise.

As far as the medical sector is concerned, there has been a major increase in the number of “field-based” positions such as Medical Science Liaison or Medical Adviser, mainly in the therapeutic segments of oncology and cardiology. By contrast, candidates in regulatory affairs and pharmacovigilance do not have as many job opportunities. Movement in this area is generally very low, and professionals in this field do not seek changes too often.



# 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	33 000	45 000	35 000
MSR Rx generics	30 000	40 000	33 000
MSR OTC	25 000	35 000	30 000
Sales Specialist / KAM	40 000	60 000	50 000
KAM (centric business)	50 000	80 000	65 000
KAM (whole hospital portfolio)	60 000	90 000	70 000
Tender Specialist	40 000	50 000	45 000
ASM (District, Team Leader)	55 000	75 000	60 000
Sales Manager	70 000	90 000	85 000
Brand Manager OTC	60 000	80 000	70 000
Product Manager Rx	70 000	85 000	80 000
Digital Marketing Manager	60 000	100 000	80 000
Portfolio Manager	90 000	120 000	100 000
Sales Effectiveness Manager	80 000	110 000	85 000
Business Unit Manager	90 000	120 000	100 000
Commercial/Sales Director	100 000	150 000	120 000

DIAGNOSTICS	MIN	MAX	TYPICAL
Medical Sales Representative	35 000	40 000	35 000
Sales Specialist	40 000	50 000	40 000
Product Specialist	40 000	50 000	45 000
Key Account Manager	50 000	70 000	60 000
Business Development Mgr.	60 000	80 000	70 000
Sales Manager	80 000	100 000	85 000
Application Specialist	40 000	50 000	45 000
Field Service Engineer	30 000	50 000	35 000
Field Service Manager	60 000	80 000	70 000
Product Mgr CEE/ Global role	100 000	130 000	115 000

The number of open positions in clinical research fell by approximately **15%**, but the salaries of these professionals rose by as much as **20%**.

# SALARY GUIDE

## LIFE SCIENCES

MEDICAL DEVICE	MIN	MAX	TYPICAL
Sales Specialist	35 000	40 000	35 000
Product Specialist	40 000	65 000	50 000
Application Specialist	40 000	50 000	45 000
Field Service Engineer	30 000	55 000	40 000
Field Service Manager	70 000	80 000	70 000
Sales (+Marketing) Manager	80 000	120 000	100 000
Product Manager	50 000	90 000	70 000
Education Manager – local role	50 000	100 000	70 000
Business / Market Dev. Mngr.	80 000	150 000	100 000
Business Unit Manager	90 000	130 000	100 000

MEDICAL	MIN	MAX	TYPICAL
Medical Scientific Liaison	50 000	80 000	65 000
Medical Advisor	70 000	90 000	80 000
Medical Manager	80 000	130 000	110 000
Medical Director	100 000	220 000	180 000
Medical Director CEE	150 000	220 000	200 000
Regulatory Specialist	30 000	50 000	40 000
Regulatory Manager	60 000	110 000	80 000
PVG Junior	30 000	45 000	38 000
PVG Manager	55 000	100 000	70 000
Qualified Person PV	80 000	150 000	100 000
PVG & Reg. Mng- local role	80 000	150 000	110 000
PVG Manager - regional role	120 000	180 000	150 000
Market Access Specialist	45 000	70 000	50 000
Market Access Manager	70 000	120 000	90 000
Governmental Affairs Manager	70 000	120 000	100 000
External&Public Affairs Manager	80 000	130 000	100 000
Compliance Manager	60 000	110 000	80 000
QA Specialist	30 000	55 000	50 000
QA Manager/Auditor GMP	80 000	130 000	120 000
QA Manager/Auditor GCP	100 000	150 000	120 000

<b>CLINICAL RESEARCH / PHARMA</b>	<b>MIN</b>	<b>MAX</b>	<b>TYPICAL</b>
CTA (no experience)	25 000	35 000	30 000
CRA (1 year experience)	35 000	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

<b>CLINICAL ROLES / CROs</b>	<b>MIN</b>	<b>MAX</b>	<b>TYPICAL</b>
CTA (no experience)	25 000	30 000	28 000
CRA (1 year experience)	45 000	55 000	45 000
CRA (2-3 years experience)	55 000	75 000	65 000
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

# GROWING OPPORTUNITIES FOR IT PROFESSIONALS APPLICANTS ARE AVAILABLE ON THE MARKET FOR TWO WEEKS MAXIMUM

The information and communication technology (ICT) sector is one of the most important sectors of the Czech economy. Several companies from various countries are currently moving their IT centres to the Czech Republic, especially to Prague and Brno.



**The number of development centres here has been increasing**

**The Czech Republic offers good prices and quality candidates**

New development centres are frequently being established, as well as branches focused on support, infrastructure or implementing new systems. Why is the Czech Republic the destination for giant international companies? The main reason is financial. Financial costs for establishing an IT centre, including wage costs, are among the lowest in Europe as far as the quality of IT candidates is concerned. Countries such as Poland and Slovakia rival the Czech Republic the most.

**A quality candidate will not remain available on the job market for long**

**They can get an offer within less than two weeks**

Demand for IT professionals remains very high, and there is particular interest in candidates with three to five years of experience and good English proficiency. Active job seekers tend to remain available on the labour market for approximately only one to two weeks. However, in view of the long-term growing demand from companies for IT specialists, there are relatively few available applicants on the market. So a significant role is played by working with

passive candidates, namely professionals who are currently employed and are not actively seeking new job offers. In such cases, correct motivation is very important, so that the candidate is willing to listen to the offer and ideally consider it. This applies in particular to candidates for positions related to Java, .NET, C++ and other specialised positions.

If companies wish to acquire new talent, they should not needlessly prolong recruitment or feedback processes. The opportunity to use a home office, a pleasant work environment and interesting projects are the largest motivation for IT candidates, besides financial considerations.

**IT specialists' salaries continue to rise**

**Demand for professionals will also rise next year**

During the year, we registered a slight increase in salaries among junior and experienced candidates, by approximately 2.5%. In connection with current trends, candidates with programming skills (JavaScript, Java, C++), IT security, cloud solutions and CRM and ERP systems are most in demand.

Considering the current situation on the labour market in IT, we anticipate that the demand for specialists in IT will continue to rise, and the number of available positions will likely rise by another 20%.

# SALARY GUIDE

## INFORMATION TECHNOLOGY / TELCO

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

Role	MIN	MAX	TYPICAL
Programmer / Analyst (Graduate)	27 000	42 000	40 000
Help Desk – 1st line	28 000	35 000	30 000
Application Specialist – 2nd and 3rd line	40 000	65 000	50 000
Systems Analyst / QA	35 000	70 000	50 000
Developer / Programmer – Java/. NET	44 000	95 000	75 000
Administrator / Support Engineer	35 000	60 000	50 000
Business Analyst	40 000	85 000	56 000
Technology/ Business Consultant	45 000	85 000	65 000
Project Manager	55 000	120 000	90 000
IT Manager	50 000	110 000	75 000
Architect	60 000	110 000	90 000
Test Analyst	35 000	60 000	45 000
Test Manager	50 000	100 000	70 000
Service Manager (ITIL)	70 000	110 000	80 000
SAP Specialist / Consultant	40 000	150 000	90 000
UX/UI Engineer	35 000	90 000	60 000
Web Developer	30 000	60 000	45 000
SW Engineer C/C++/Embedded	40 000	80 000	65 000
DHW Specialist / BI	40 000	80 000	65 000
DTB Administrator / Developer	35 000	80 000	65 000
JavaScript Engineer	50 000	80 000	70 000
Python Engineer	50 000	80 000	70 000
Security Analyst/Specialist	40 000	80 000	60 000
Technical Leader	70 000	90 000	80 000
Data Analyst	50 000	75 000	70 000
Cloud Engineer	50 000	100 000	80 000
System Administrator	50 000	80 000	60 000

Besides pay, other main motivations for IT candidates are the option of using a home office, a pleasant work environment and the attractiveness of the projects on which they will work.



# EMPLOYMENT OPPORTUNITIES IN MANUFACTURING RISE A SHORTAGE OF APPLICANTS PERSISTS

Thanks to the positive results of investment incentives, manufacturing companies' interest in expanding their production capacity or even building new production facilities has not declined. Two thirds of companies report an increase in production, and these companies plan to recruit new staff. In manufacturing, there is growing demand for qualified employees as well as for production workers.

## Technological centres demand high-quality people Developers remain one of professions in greatest demand

Stronger growth has been registered at technology centres, they no longer look for designers to support their colleagues in western countries, but rather actual development designers, who directly oversee development in their companies. For these positions, companies are seeking qualified applicants both locally and from other EU countries as well as from non-European destinations.

However the increased demand from employers is being further intensified by a shortage of technically qualified staff and graduates.

## Salaries remain stable Specialised skills increase an applicant's value

The industrial sector is continuing to keep wages at a level comparable to that of last year, and companies are seeking to offer more attractive benefits and other non-financial advantages. However, the number of

highly specialised professions is increasing, for which companies are able to offer higher pay than they normally do.

## Contributions for transport or relocation package is a motivation

There is a wide range of differing benefits in the industrial sector. Some companies have prepared the system so well that the benefits include almost everything that regularly appears on the market, and others offer only the absolute minimum (such as five days of leave extra). The region or the company's size does not matter as much as the culture of the particular company. Attractive benefits include contributions for transport, housing or relocation, because manufacturing companies often seek employees from outside of the regions where their facilities are located.

**Manufacturing companies seek to attract new talent and maintain their existing offering of attractive benefits. The most commonly offered benefits include:**



Contribution for transport / relocation package



5 weeks of holidays



Language and professional courses



Employment contract for indefinite period



# SALARY GUIDE

## MANUFACTURING, ENGINEERING & LOGISTICS

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

### LOGISTICS AND SUPPLY CHAIN (internal and outsourcing)

Purchasing	MIN	MAX	TYPICAL
Purchasing Assistant	21 000	26 000	23 000
Purchasing Coordinator	23 000	30 000	26 000
Operational Buyer	25 000	50 000	30 000
Strategic Buyer	30 000	70 000	45 000
Purchasing Manager	60 000	100 000	80 000

Logistics	MIN	MAX	TYPICAL
Supply Chain Coordinator	21 000	35 000	28 000
Logistics Process Developer	28 000	50 000	36 000
Logistics Specialist	23 000	45 000	32 000
Logistics Manager	80 000	120 000	90 000
Supply Chain Manager	70 000	100 000	85 000
Warehouse Shift Leader	25 000	35 000	29 000
Supply Planner	25 000	40 000	33 000
Demand Planner	30 000	50 000	42 000
Warehouse Manager	40 000	80 000	55 000
Distribution Center Manager	70 000	110 000	85 000



# SALARY GUIDE

## MANUFACTURING, ENGINEERING & LOGISTICS

### ENGINEERING / MANUFACTURING

Junior Engineer 0-3 yrs experience	MIN	MAX	TYPICAL
Production/Manufacturing Engineer	25 000	45 000	35 000
Quality Engineer	23 000	45 000	32 000
Maintenance Engineer	23 000	40 000	28 000
R&D Designer/Developer (electro, mechanical)	25 000	50 000	38 000
Project Engineer	30 000	50 000	35 000

Experienced Engineering 3-5 yrs	MIN	MAX	TYPICAL
Production/Manufacturing Engineer	30 000	50 000	45 000
Quality Engineer	30 000	50 000	43 000
Maintenance Engineer	30 000	45 000	38 000
R&D Designer/Developer (electro, mechanical)	35 000	60 000	50 000
Project Engineer	40 000	70 000	50 000

Senior, Team Leaders, Middle Management	MIN	MAX	TYPICAL
Production/Manufacturing Supervisor	35 000	70 000	55 000
Quality Supervisor	40 000	70 000	55 000
Maintenance Supervisor	30 000	60 000	45 000
R&D Designer/Developer (electro, mechanical)	45 000	90 000	60 000
Project Manager	50 000	90 000	70 000

Top Management	MIN	MAX	TYPICAL
Production Manager/Director	70 000	130 000	95 000
Quality Manager/Director	80 000	120 000	90 000
Maintenance Manager/Director	70 000	100 000	80 000
R&D Manager/Director	80 000	140 000	110 000
Project Manager	80 000	120 000	95 000

Special roles	MIN	MAX	TYPICAL
EHS Technician	25 000	50 000	32 000
EHS Manager	40 000	90 000	75 000
Production Planner	24 000	40 000	28 000
Lean Engineer	35 000	70 000	48 000
Continuous Improvement Manager	65 000	100 000	80 000

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

# CONTINUING INTEREST IN RESIDENTIAL AND LOGISTICS SCHEMES

## CONSTRUCTION COMPANIES ARE CAREFUL WHEN CHOOSING THEIR CONTRACTS

2015 saw a continuing and fruitful wave of investments into the development and construction sector. The financial resources streaming into the Czech Republic come mainly from institutional and real estate funds, however, private equity is noticeably represented as well.



This influx of investment creates opportunities for consultancies which are opening roles for candidates whose expertise lies in the area of investments, analysis or valuation. It is the continuing low interest rate on mortgages as well as predominantly automotive companies intending to start up their productions in the Czech Republic that are considered among the most positive factors determining the strong real estate market. This secures the ongoing interest in residential and logistics projects and we do not expect this to drop in 2016 either.

### **Companies looking for Acquisition and Project Managers Influx of subsidies to strengthen the railway infrastructure**

Developers continue to look for Project Managers alongside with specialists in the areas of Property, Letting or Asset Management. We have seen a new interest in Expansion or Acquisition Managers, i.e. candidates that are able to bring new lands, plots or even schemes in various stages of their project cycle. Construction companies are now no longer trying to win projects through dropping bidding prices, that would in the past often lead to their bankruptcies, but are carefully focusing on potentially profitable contracts. Perhaps surprisingly, the market is experiencing strong interest in Site and Project Managers in the construction of railway infrastructure. This trend is down to a massive influx

of state and EU subsidies.

### **Bonuses reach the levels of annual salaries**

The real estate and construction sector is truly dynamic and as such drives much greater demands from the side of the candidates that are open or willing to change jobs. The criterion is now a financial rise of at least 10 - 15% with a newly emerging emphasis on the bonus part of the salary package. Developers traditionally offer a bonus scheme of 2-4 month's salary, however, in some cases it can even be as high as a full year's salary.

Candidates are strongly motivated by the nature of the company where those coming from a construction or consultancy firm are looking to move to the developer or investor side of things.

Flat pay rises throughout the whole company usually only happens in line with the inflation rate.

A large pay rise is likely to be offered to a candidate that has been hired on a specific assignment. This is also due to the so called exit bonus granted upon a successful completion of the project.

# 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	30 000	70 000	50 000
Senior Project Manager - Construction	40 000	100 000	80 000
Junior Project Manager - Development	35 000	70 000	50 000
Senior Project Manager - Development	60 000	150 000	100 000
Project Manager fitouts	30 000	70 000	50 000
Site Manager	25 000	60 000	40 000
Estimator / Quantity Surveyor	25 000	40 000	35 000
Cost Manager	40 000	100 000	70 000
CAD Designer	25 000	50 000	35 000
Technical Director	50 000	120 000	90 000
Development Director	100 000	200 000	150 000
Acquisition Manager	30 000	80 000	40 000
HVAC designer / site manager	25 000	50 000	45 000
ME Specialist / Project Manager	40 000	100 000	70 000
Space Planner	25 000	60 000	40 000

Property	MIN	MAX	TYPICAL
Facility Manager	28 000	60 000	40 000
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	35 000	30 000
Real Estate Business Analyst	30 000	50 000	40 000
Real Estate Agency Broker (Residential)	10 000	30 000	20 000
Researcher	25 000	35 000	30 000
Investment Analyst Capital Markets	40 000	80 000	60 000
Valuer	30 000	80 000	50 000
Expansion (Site Selection)	30 000	90 000	50 000
Sales and Acquisition Consultant	30 000	70 000	50 000
Tenant Representation	35 000	100 000	60 000

Developers appeal to candidates through their attractive bonus schemes. A usual bonus is 2-4 month's salary, however, in some cases it can even be as high as a full year's salary.

# SHARED SERVICES CENTRES ARE GROWING QUALIFIED PROCESSES ARE HEADING TO THE CZECH REPUBLIC

In 2015, the Czech Republic has once again reasserted itself as an attractive destination for the establishment of shared services centres. Thanks to the Czech Republic's strategic location and qualified workforce, there has been constant interest among investors in establishing new shared services centres here.



## Investor interest is also spreading to the regions

In existing centres, we have observed growth, and they are expanding to include new processes requiring more qualifications, while simpler transaction roles are being moved farther east. Potential investors continue to have a major interest in Prague, Brno and Ostrava, but this year we have also registered interest in smaller regional cities, such as Plzen and Olomouc.

During 2014-2015, approximately 10,000 new jobs were created in shared services centres, and their number rose by approximately 16%.\*

## German and French languages still prevail The most job openings are in finance and IT

Companies continue to demand German or French-speaking candidates across all specialisms. There is also a newly appearing demand for languages from Eastern European and Middle Eastern countries, specifically Bulgarian, Romanian, Greek, Lithuanian, Turkish and Hebrew. Positions in the finance, accounting and information technology sectors continue to dominate and in the recent period we have noticed the most growth in demand in the areas of HR and procurement. For next year, we expect the sector to grow

at a similar pace as this year, and growth in the range of centres' services is also expected.

## Salaries grow mainly for non-managerial roles Managers have not seen their wages increase much

Salaries in this sector have increased slightly, mainly for non-managerial roles, while pay for management roles has remained at the same level as in the previous year. Salaries in this sector are also influenced by language skills. For roles with Scandinavian languages, wages tend to be approximately 20% higher in comparison to "English only" roles. German and French language skills are in-demand and can raise salaries by up to 15%. If we compare salaries among individual regions, then we can generally say that Prague offers 10% better pay conditions than Brno and 15% better conditions than Ostrava.

**Language skills can significantly influence staff pay in the Business Services sector: with German and French, pay can be up to 15% higher, and if you speak any Scandinavian languages then you will earn up to 20% more than those speaking only English.**

\*source: ABSL

# SALARY GUIDE

## BUSINESS SERVICES

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

Customer Service	MIN	MAX	TYPICAL
Junior	25 000	31 000	28 000
Specialist	28 000	35 000	33 000
Senior	33 000	38 000	35 000
Team Leader	35 000	55 000	45 000
Operations Manager	60 000	120 000	90 000

Finance P2P/O2C	MIN	MAX	TYPICAL
Junior	25 000	31 000	28 000
Specialist	31 000	35 000	33 000
Senior	34 000	42 000	38 000
Team Leader	42 000	60 000	50 000
Manager	65 000	120 000	100 000

Finance A2R	MIN	MAX	TYPICAL
Junior role	30 000	35 000	33 000
Specialist	33 000	38 000	35 000
Senior	38 000	55 000	45 000
Team Leader	45 000	70 000	55 000
Manager	70 000	130 000	110 000

IT (1st level support)	MIN	MAX	TYPICAL
Junior	28 000	35 000	31 000
Specialist	30 000	38 000	34 000
Senior	35 000	40 000	37 000
Team Leader	40 000	55 000	45 000
Operation Manager	60 000	120 000	85 000

# SALARY GUIDE

## BUSINESS SERVICES

IT (2nd level support)	MIN	MAX	TYPICAL
Junior	32 000	38 000	35 000
Specialist	37 000	45 000	40 000
Senior	42 000	50 000	47 000
Team Leader	50 000	70 000	60 000
Operation Manager	70 000	140 000	100 000

Sourcing & Procurement	MIN	MAX	TYPICAL
Junior	30 000	37 000	35 000
Specialist	35 000	45 000	40 000
Senior	45 000	85 000	60 000
Team Leader	45 000	85 000	60 000
Operations Manager	60 000	120 000	90 000

HR Operations	MIN	MAX	TYPICAL
Junior	28 000	34 000	32 000
Specialist	32 000	38 000	35 000
Senior	35 000	40 000	38 000
Team Leader	40 000	50 000	45 000
Manager	50 000	70 000	60 000

Sales	MIN	MAX	TYPICAL
Junior	25 000	35 000	30 000
Specialist	32 000	38 000	35 000
Senior	38 000	48 000	43 000
Team Leader	35 000	45 000	40 000
Coach	38 000	48 000	43 000
Operation Manager	60 000	130 000	90 000

Transition/Project managers	MIN	MAX	TYPICAL
Specialist	45 000	65 000	50 000
Senior	60 000	120 000	85 000

Head of SSC	MIN	MAX	TYPICAL
up to 70 FTEs	120 000	250 000	175 000
more than 70 FTEs	150 000	400 000	250 000

Note: Salary ranges above are valid for Shared service centres based in Prague. Salaries in Brno region are approximately 10% and in Ostrava 15% below these rates.



# FLEXIBLE FORMS OF EMPLOYMENT

## TEMPORARY ASSIGNMENTS FOR SPECIALISTS

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Temporary assignments for specialised and administrative positions is one of the preferred solutions when a company needs to solve recruitment needs flexibly. Companies most often use temporary staffing when their headcount limit is reached or when a new project is opened for a time-limited period.

### **Workforce flexibility and trial permanent hires**

Companies currently demand specialists from the areas of finance, project management, marketing, HR, customer service and administration, most often for a period of six months, although there are also sometimes requirements for temporary assignments lasting a year. This applies mainly to specialists' positions in project management or in administration (administrative assistants, office managers). Candidates for shorter terms are sought by companies for positions in shared service centres, across all sectors. Companies often use temporary assignments as probation periods, during which they verify candidates' skills and then sign employment contracts with those who succeed.

### **Number of interim managers in the Czech Republic is still not comparable to Western countries**

As far as interim management is concerned, the Czech Republic still lags behind Western Europe. By contrast, in countries such as Germany, the Netherlands, Belgium and the UK, the position of interim manager is common. However, if a company opts for this type of solution for an existing project it is mainly within the HR, finance, IT or manufacturing sectors. We can state generally that interim management and expert positions are a trend within the scope of flexible employment.

### **Salaries for temporary positions do not differ from permanent roles**

The pay of temporary employees must by law be comparable to that of regular employees, and therefore it has risen at the same pace. We can see wage increases for project and interim positions, when time limitations and specific tasks of these roles often result in higher wages being offered.

These laws relate to benefits as well and so the range of benefits provided to temporary employees is the same as for regular employees of a particular company. Benefits that have been newly added to the existing offer mainly include contributions for public transportation.



# AN OVERVIEW OF TEMPORARY SPECIALIST ROLES IN HIGH DEMAND

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## Administration



Receptionist  
Admin Support  
Assistant  
Data entry

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## Interim Management



HR Manager  
Project Manager  
Senior Medical Advisor  
Regulatory Manager

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## Customer Service



Customer Service Specialist  
Help Desk Support

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## Finance & Accounting



Invoice Clerk  
Accountant  
Financial Analyst

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## Human Resources



HR Administrator  
Recruiter  
HR Generalist  
HR Specialist

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## Information Technology



IT Help Desk  
Developer  
IT Analyst

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## Marketing & Sales



Marketing Support  
Marketing Specialist  
PR Specialist  
Pre-Sales  
Inside Sales / Technical Sales  
Sales Representative

# EXPERIENCED IT PROFESSIONALS WITH UNIQUE SKILLS HAYS IT CONTRACTING

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IT Contracting, or “body shopping” is a service that focuses on providing IT services through external experts and advisers. The advantages of hiring a contractor for a specific project is their expert knowledge and their ability to start work straight away without training.

## Why involve an IT contractor

The main advantage of IT Contracting is flexibility, larger companies approach this solution at times when they are unable to delegate tasks to internal staff due to a headcount limit or when it is necessary to involve larger numbers of staff to cover a higher volume of projects. Among smaller companies, this may involve time-limited projects, for which an IT contractor is an ideal solution. Another benefit for the company is getting new know-how. The contractor can also train existing employees.

This service is most often sought after by companies from the banking, telecommunications and pharmaceuticals sectors, and the roles most in demand include Developer, Tester, Analyst and Project Manager. Within companies there is a continuously high demand for Java technology and programmers who work on it.

## Prices of IT contractors have risen significantly However, the demand for Project Managers decreased

In the area of software development, we see a trend for pay increases due to a lack of specialists, especially Java programmers. Compared to 2010, there has been a pay increase by as much as 30%. We also notice the opposite trend among management positions. For example, Project Manager’s pay fell compared to 2010 by 25%, due to increased supply of these specialists exceeding demand.

As far as contractors motivation is concerned, an important factor is how interesting a particular project is. IT professionals also make their decisions based on technology, the extensiveness of projects, work flexibility and of course pay.

## What are contractor rates?

The costs for involving external IT specialists are influenced by seniority, the technology used, the length of a specific project and location. The greatest concentration of contractors is in Prague and Brno. In regions, the range of IT services on offer is limited to a certain extent, and costs are increased by the sum intended for relocation or commuting. Contractors’ willingness to relocate within the Czech Republic is relatively low, however, using a home office is an alternative.

The technologies currently most in demand on the job market include Java, .NET, PHP, C++ and mobile apps. By contrast, there is declining demand for Python, C, Flex, Delphi, SAP and Perl.

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## What are the contractors’ rates?

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Project Manager	6 000 – 10 000 MD
Business Analyst	6 000 – 9 000 MD
Programmer	5 000 – 9 000 MD
Tester	3 500 – 5 000 MD



## CONTACT US:

### Hays Czech Republic s.r.o.

#### Praha

Olivova 4/2096  
110 00 Praha 1  
T: +420 225 001 711  
F: +420 225 001 723  
E: [prague@hays.cz](mailto:prague@hays.cz)

#### Brno

Moravské nám 3  
602 00 Brno  
T: +420 542 519 122  
F: +420 542 519 128  
E: [brno@hays.cz](mailto:brno@hays.cz)

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