



# HAYS NETHERLANDS **SALARY GUIDE 2023**



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## A GUIDE OF THE LABOUR MARKET

### The Methodology

For the first time, Hays The Netherlands produces a complete guide to employment and salary trends, in an attempt to better understand the skilled labour market in The Netherlands.

This first edition is divided into two parts:

- An analysis of recruitment dynamics in specific market areas and sectors, accompanied by salary scales with the minimum, average values and maximums usually practiced for qualified functions in the country.
- An analysis of the motivations and preferences of professionals and organisations. This is based on the responses from the survey of

qualified professionals and employers in an anonymous online survey conducted by Hays between December 2022 and February 2023.

This Guide can be perceived as a benchmark of the labour market. The data and insights presented here are based on the results of surveys carried out by Hays, augmented with the experience and market knowledge of our Consultants. This knowledge is obtained through the recruitment processes carried out and thousands of interviews and meetings with professionals and employers across the country.

We're always happy to hear from you. For any questions or suggestions please contact [marcom@hays.nl](mailto:marcom@hays.nl).

Thank you and good reading.

## INTRODUCTION



**David Trollope**  
Managing Director

It gives me great pride to unveil Hays Netherlands' first edition of our National Salary Guide. Hays is a worldwide leading provider of innovative, integrated recruiting services. In partnership with our customers, we are committed to an ambitious agenda focused on driving growth and prosperity through the creation of new skills and opportunities for people. We deliver flexible solutions that meet clients' needs at every stage in their business life cycle.

In The Netherlands, Hays offers a suite of services on a continuum from basic payroll services to a fully blended MSP/RPO or total talent management solution, with everything in between. Our purpose and passion are to guide the right people to the right job faster than anyone else.

Over the past three years, Hays Netherlands has grown and developed as an organisation, further establishing us as recruiting experts in the various specialisations we offer. With a long history as an employer, Hays Netherlands integrates more than 150 employees from 25 different nationalities, and backgrounds, making it one of the most multicultural workplaces inside Hays.

As a result of our passion for inclusion and diversity, as well as our commitment to our employees, we've been awarded the "Great Place to Work" certification for the

second time in a row. Navigator through the labour market in The Netherlands, and briefly summarise:

We believe that retaining staff is and will continue to be a challenge in the year ahead. Therefore, a variety of factors are increasingly being considered by companies, including well-being, flexibility, and purpose.

As a result of the war in Ukraine, companies in very specific industries have become more cautious when hiring. In contrast, organizations are now more flexible to meet the needs of their employees as a result of COVID period.

While salaries continue to be influential, other factors such as well-being and work-life balance are now more crucial than ever.

In response to a challenging labour market and rising inflation expectations, Dutch employers plan to increase their pay rise budgets in 2023. Having a clear strategy for compensation and understanding one's own competitive position is imperative for organisations in today's dynamic environment.

“With a long history as an employer, Hays Netherlands integrates more than 150 employees from 25 different nationalities, and backgrounds, making it.”

In conclusion, despite many factors in motion, confidence in the Dutch job market remain in 2023.

The Hays Salary Guide 2023 is another contribution to the discussion of these and other challenges that lie ahead. Part of our mission as recruitment and human resources specialists involves identifying the trends that will shape the future of the workplace, impacting employers and employees, as well as corporations and economies. Our goal is to continue to work closely with the breadth of our customers to empower organisational success and guide people on the path to their passion.



## HAYS – THE VISION

The pandemic significantly changed the world of work and accelerated powerful, interrelated mega trends. Both employers and employees have been asking for new ways of working for years. Many skilled workers are increasingly looking for interesting – and often well-paid – non-permanent positions, accelerating the explosion of freelance careers in the Netherlands. The demand for flexible working increased, which is strongly supported by the increasing use of remote and hybrid working models. Digitisation and the climate transition are changing the face of almost every industry worldwide and employers are struggling to find the talent they need, this increasing shortage leads to higher salary demands. This fierce competition for talent puts inflation pressure on organisations.



We are now experiencing unprecedented times, with a job market that has not been under such tension since the 1970s.



Dynamics are a key driver of recruiting and talent markets, and organisational turnover is on the rise due to trends such as the 'Great Resignation' and the growing recognition that real talent can work anywhere. Also, the rising cost of living worldwide is creating greater incentives for workers to hunt for a new job with a greater income. We live in an era of unprecedented access to training, upskilling, and development, making people's careers and progression pathways more open than ever.

Awareness of the importance of sustainability and DE&I (Diversity, Equity & Inclusion) is growing among all employers – in their business operations, within their culture, and communicated in their employee value proposition. Many employees want to work for a purpose-driven organisation that aligns with their societal and cultural values. All kinds of thematic strands are unifying. We are now experiencing unprecedented times, with a job market that has not been under such tension since the 1970s. For decades, we have been providing the worldwide market with various insights into the world of work of tomorrow. In today's ever evolving landscape, deep and meaningful insight is more important than ever, so I hope you find this informative reading.

**Maurice Roy**  
Sales Director Enterprise Solutions

Employers in the recruitment industry can suffer from the stigma of promoting harsh and unforgiving performance cultures where internal competition is an art form. Hays profiles itself within this sector as an employer where you can be yourself, there are equal opportunities for everyone and where you are rewarded equally. A transparent remuneration and promotion policy offers sales professionals a clear framework within which they can work towards measurable goals.

Since 2019, we have worked out basic salaries and variable remuneration structures in various Career Guides for each position in both commercial functions and staff services. These so-called Career Guides can be viewed by all colleagues via our intranet. Because we have introduced transparency into this, employees feel confident that everyone has equal opportunities, regardless of the current position, position in the organisation, age, origin or gender. In addition to equal pay, we also attach great importance to equal career opportunities. All vacancies are posted internally and shared within the organisation through a monthly internal vacancy mailing. When someone applies internally, this person is always included in the selection procedure. Most of our population are sales and recruitment professionals in their first, second career step or first managerial job. A fair and transparent remuneration structure and promotion policy ensures mutual peace and trust in the working atmosphere. This is essential to keep our focus on the service we provide to our candidates and clients.

Every six months we conduct an internal employee satisfaction survey called 'Your Voice.' The results of this research are shared internally and we communicate openly what we will do with these results to continuously improve our culture and way of working together.

**Natascha van Beek**  
People & Culture Director



Employees feel confident that everyone has equal opportunities, regardless of the current position, position in the organisation, age, origin or gender.



Economically, the year 2022 was an eventful year, in which the consequences of the war in Ukraine will be felt strongly by everyone in the Netherlands. The Dutch economy grew solidly in the first half of 2022 but was hit in the second half of the year as a result of the conflict. Nevertheless, the Central Planning Bureau (CPB) and De Nederland's Bank (DNB) expect our economy to show growth in 2023 (0.8%) and 2024 (1.6%). The current support measures from the government for the increased energy prices are expected to contribute to this.

The high energy prices are an important cause of the historically high inflation of 11.5% in 2022. Despite all the measures taken, an inflation rate of 4.9% is expected in 2023 (Source DNB), mainly due to high core inflation as a result of passing energy inflation on to the prices of other goods and services. In many collective labour agreement negotiations, trade unions are strongly committed to high indexations to compensate for the inflation effect on employees, which will lead to an increase in the overall salary levels.

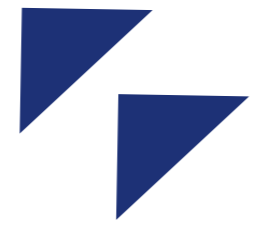
In addition, a shortage of permanent workers shortage in the job market will also be visible, which will lead to more tension. This effect is further fueled by historically low unemployment – there are currently an average of 121 vacancies per 100 unemployed. In short, this strengthens the image of a clear candidate market at the moment.

In the Netherlands, Hays provides our customers with a broad service package, from acting as a Managed Service Provider to supervising recruitment and selection procedures on both a permanent and temporary basis. These services will contribute to our ability to serve you optimally in the current tight market and provide solutions for the suitable fulfilment of any personnel capacity requirement.

**Peter van Meer**  
Finance Director



“ Despite all the measures taken, an inflation rate of 4.9% is expected in 2023 (Source DNB), mainly due to high core inflation as a result of passing energy inflation on to the prices of other goods and services. ”



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## OUR AREAS OF EXPERTISE

# INSIGHTS FROM OUR EXPERTS

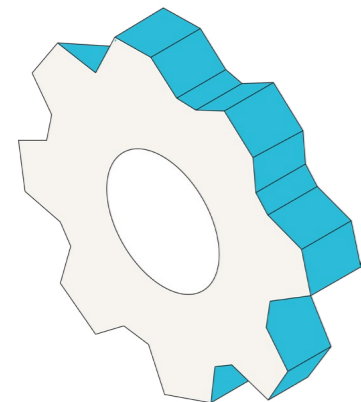
## Life Sciences

In the past year, we have seen several trends that can all be traced back to the post-COVID period and/or the economic pressure from the situation in Ukraine. Major differences were seen between pharmaceutical companies based on the type of product they develop or produce.

“ In the past year, we have seen several trends that can all be traced back to the post-COVID period and/or the economic pressure from the situation in Ukraine. ”

For example, the vaccine industry had to grow very rapidly due to the high demand of new COVID-19 vaccines during the pandemic. Especially last year, the vaccines were developed, and their focus was on producing the vaccines. This resulted in a substantial change by down scaling on Research & Development of vaccines and increasing their operational staff in manufacturing, Quality Control and Quality Assurance. For companies focusing on other products such as gene-therapy, rare diseases, or antibodies, we noticed that their Research & Development activities increased again and that they were mainly focusing on becoming more independent and specialised by, for example, less outsourcing and building specialistic teams in-house. By making these strategic decisions, companies were capable of operating more cost-efficiently and to be more in control of their own processes.

**Ricardo Vos**  
Manager Life Science



## Technology

2022 was a year of significant transformation. And a year when freelancers in the IT world were in high demand in The Netherlands, making it a challenge to find the right fit.

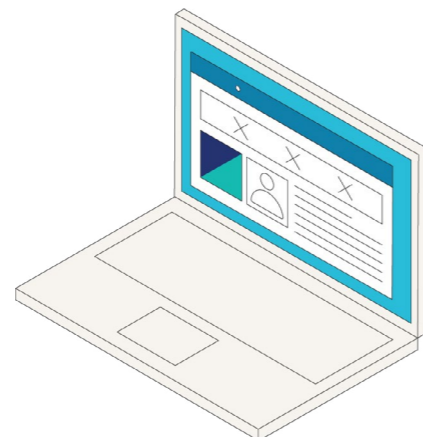
A year in which we emerged from a pandemic, characterised by an abrupt break in global supply chains and a war in Europe which led to inflationary pressure on economies globally.

It was also the year for all freelancers in the IT world. The economic environment, combined with strong technological acceleration and the consequent increase in demand for digital services, with obvious repercussions on the IT job market. This was not only in terms of remuneration but also in the way we view all aspects of work-life.

The past year proved to be a challenging one for employers as they struggled to find suitable candidates who were also available. Various factors, such as the allure of higher hourly wages from competing employers during initial interviews and the need for a quick hiring process, played significant roles in this difficulty. Additionally, once employers did manage to secure a freelancer, they were often faced with the risk of losing them to other offers with better pay. This situation, along with the surge in demand for remote work, are issues critical issues for 2023.

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**Rosita Akkerman**  
Manager Technolog



## Engineer, Supply Chain & Logistics

Engineering in the year 2022 had unique circumstances. High demand for vacancies at the start of the year contributed to the apparent tightening of the job market throughout the year.

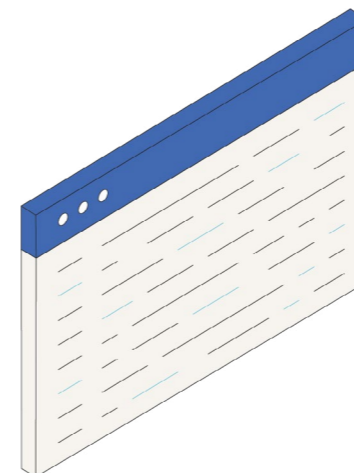
After a pandemic, we now must deal with the energy crisis, galloping inflation and the consequences of a disastrous war. The uncertainty regarding its outcome is reflected in the economy and in the job market.

This can be seen in the salary expectations of candidates. Inflation is so high that people only want to switch jobs if their compensation package is substantially increased. In an uncertain market such as this, employees will be more inclined to hold onto their horses if their requirements aren't met. This applies to Engineering, Manufacturing and Supply Chain.

I believe that recruitment in the coming months could have a slight impact because of the lack of direction in the market. Despite the above, I believe that this blow will not be significant and that we will have a dynamic market in 2023, with an emphasis on specialised staff.

**Marc Bakker**  
Manager Engineering, Supply Chain & Logistics

“ Despite the above, I believe that this blow will not be significant and that we will have a dynamic market in 2023, with an emphasis on specialised staff. ”



## Accounting & Finance

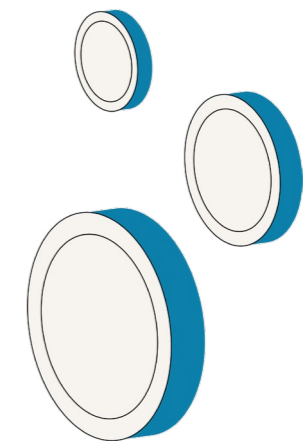
After the 'hiring freezes' and the initial dip in the job market as a result of the first Corona lockdown, Hays Netherlands has seen that the demand for financial talent has only increased. Due to this demand, market shortages have also reached a historic high.

The impact of this development on our clients has been that they are no longer 'in the lead' in the recruitment process. This requires a certain degree of flexibility.

“ Hays Netherlands has seen that the demand for financial talent has only increased. Due to this demand, market shortages have also reached a historic high. ”

Our customers who concluded this in time were able to hire qualified staff. Those who were successful in attracting talent made a combination of adjustments to their recruitment strategies. These adjustments include making concessions to selection criteria, creating more competitive offers and implementing an efficient and shortened selection process. Additionally, providing flexibility through hybrid work models or working-from-home allowances has become increasingly important. Finally, these successful customers have streamlined their selection process by eliminating unnecessary steps such as additional selection rounds with extra interviewers, case studies and assessments, resulting in a more efficient and effective recruitment process.

**Tom Schraeverus**  
Manager Accounting & Finance



## Legal & HR

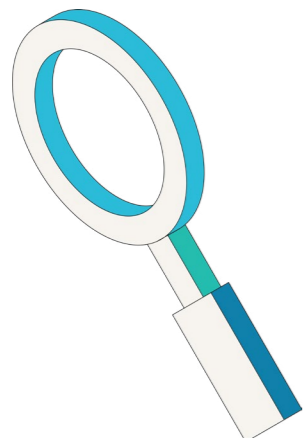
The shortage of candidates for medium-to-senior positions was clearly the biggest challenge in 2022. When we all anticipated that the easing of the contingencies caused by the pandemic would finally give us an opportunity to resume what we remembered as “normal times”, we were faced with a war in Europe and an energy crisis. This is the “new normal” that forces us to respond to uncertainty with the logic of constant adaptation.

In the area of Human Resources, we witnessed increasing volatility in the job market, in which the phenomenon of “great resignation” generates a large turnover of employees between organisations and across several areas. This has had more impact in sectors that were already hindered by a lack of qualified professionals.

Add to all this a low level of unemployment and we have an extremely complex scenario to be managed by organisations. The result is that Human Resources must be viewed as the cornerstone of any organisation. In terms of the Legal job market, the areas of corporate, tax, public law, labour, and litigation stand out with the greatest movement. These are a reflection on the one hand of highly regulatory dynamic and external challenges, but on the other hand, they are related to the daily affairs of companies – the changes in the ways we now work require constant legal monitoring.

“ In the area of Human Resources, we witnessed increasing volatility in the job market, in which the phenomenon of “great resignation” generates a large turnover of employees between organisations and across several areas ”

**Sandra Boerekamp**  
Senior Consultant Partner, HR & Legal



## Financial Markets

The past year has been busy at Financial Markets. The scarcity on the labour market was also more than noticeable here. Because all financial institutions must comply with the laws and regulations imposed by the regulator, they have been under a magnifying glass for some time.

“ Because all financial institutions must comply with the laws and regulations imposed by the regulator, they have been under a magnifying glass for some time ”

No banking institution or insurer can escape it anymore, which has resulted in many budgets for new staff in order to avoid fines and sanctions. In other words, last year was extremely busy within finance, audit, risk & compliance. Failure to comply with laws and regulations can lead to high fines and sanctions, leaving no room for error. As a result, many institutions have had to ramp up their hiring efforts to ensure they have enough staff to comply with regulations and avoid fines.

**Hasse de Kok**  
Manager Financial Markets



## Sales & Marketing

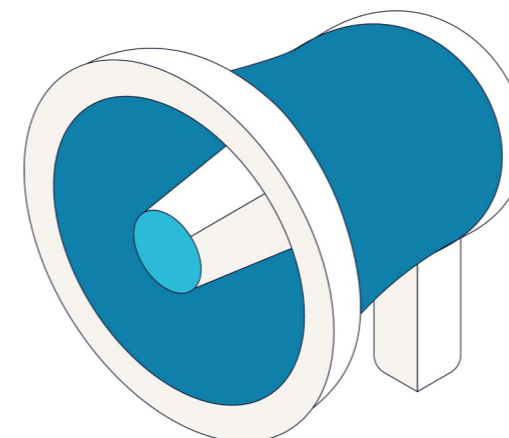
The job market as we know has evolved very sharply in recent years. If the beginning of the year started with a high demand for positions, especially in customer service, there was clearly a slowdown in the market for Sales & Marketing functions. Instability caused by the war, as well as the increase in inflation to historic highs, had a visible impact on organisations.

They are now biding their time to see what will happen. Organisations also shifted their perception of the ideal candidate. Today, companies understand that Sales & Marketing teams that are well organized and have a high capacity for working together and with the rest of the business, while being highly motivated, are the teams that make a difference to the bottom line.

“ We see that for candidates, besides adequate economic rewards, quality of life considerations are increasingly more important. ”

We see that for candidates, besides adequate economic rewards, quality of life considerations are increasingly more important. Location of the workplace, amenities in the office, and a conducive work environment, are a must for working in the office. Competent managers with prominent levels of interactivity and empathy and opportunities for personal and professional advancement are needed to allow the best talent to flourish. Flexible hours and remote working options are essential to engage highly qualified people at the beginning of their career journey.

**Natascha Koster**  
Interim Manager Sales & Marketing





# THE QUALIFIED JOB MARKET



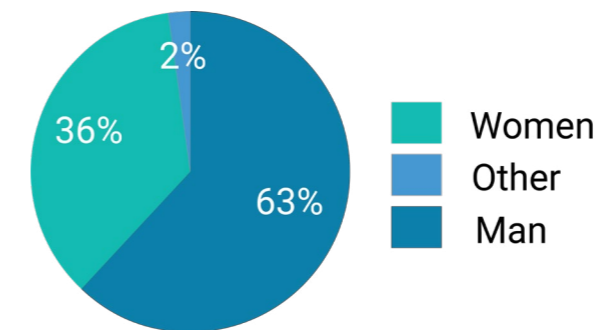
## A word to Employers and Professionals

For this first edition of the Hays Salary Guide, several professionals and employees agreed to share with us their perspectives, expectations and ambitions for 2023, through anonymous online surveys. The responses we received to this year's surveys helped us not only to identify the evolution of the main challenges of the job market but also to foresee the trends that will impact the structure and strategy of thousands of companies operating in The Netherlands.

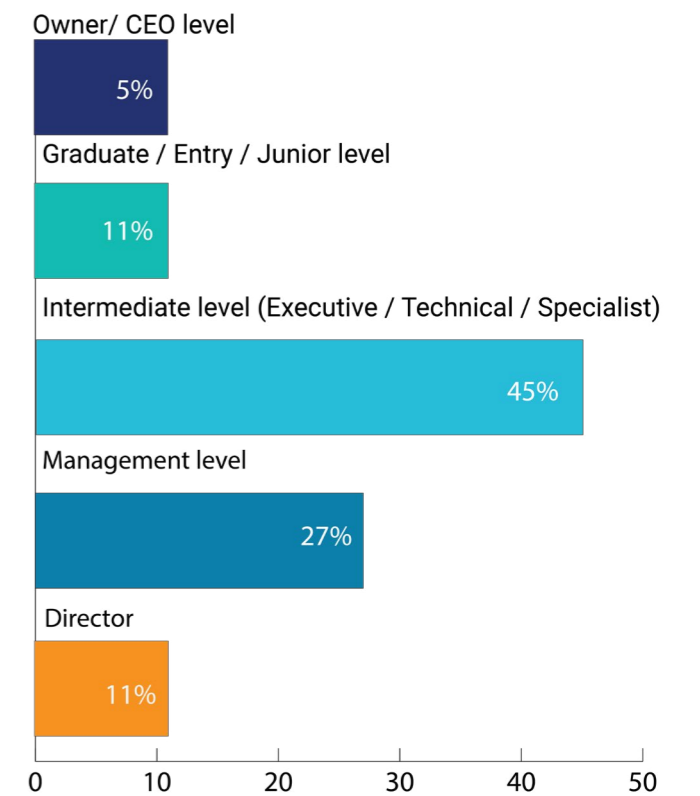
## Employers and Professionals Perspective

The first step is to establish a brief profile of all employers and employees who took part in our survey. We present some data regarding a range of ages, genders, seniorities, positions, areas of expertise and the characterisation of the company in which they manage their duties at the present time.

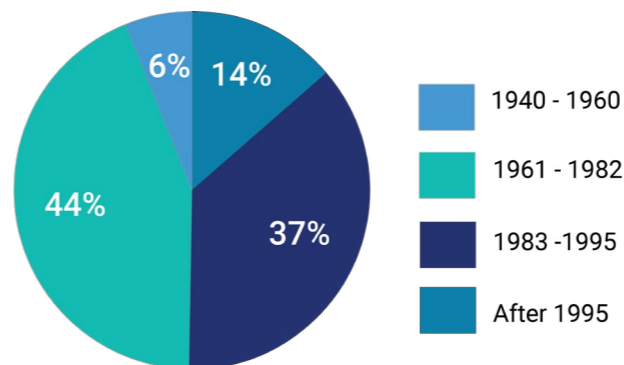
### GENDER



### SENIORITY LEVEL

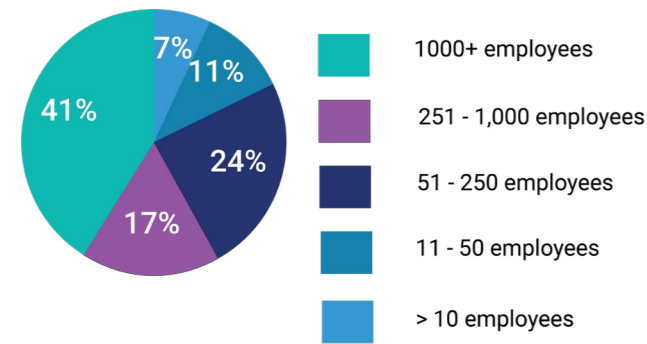


### AGE PROFILES RANGE

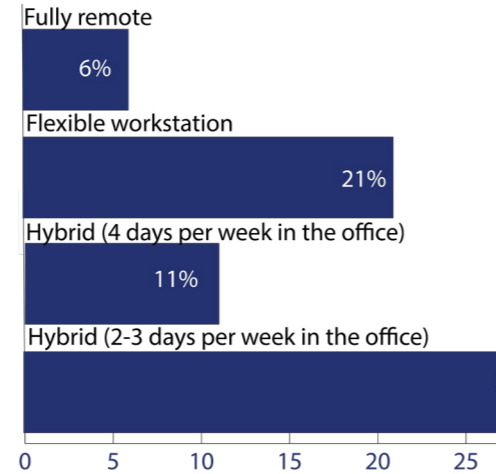




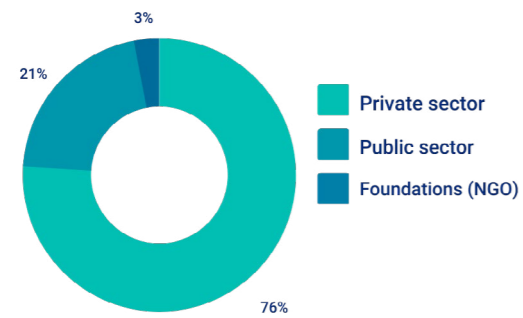
## HEADCOUNT



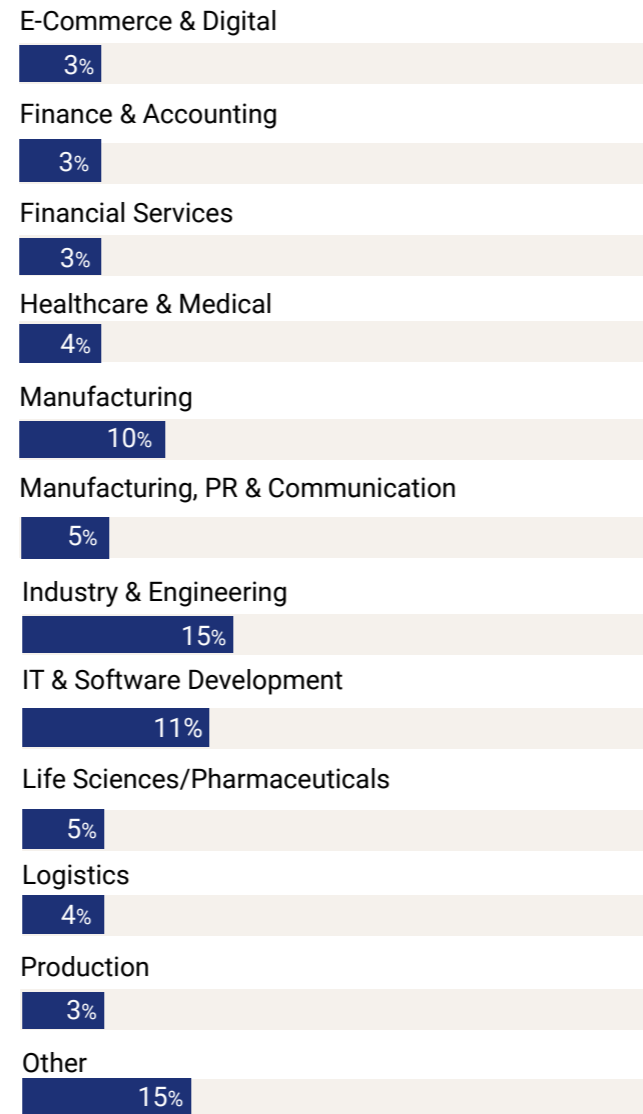
## WORKING MODEL



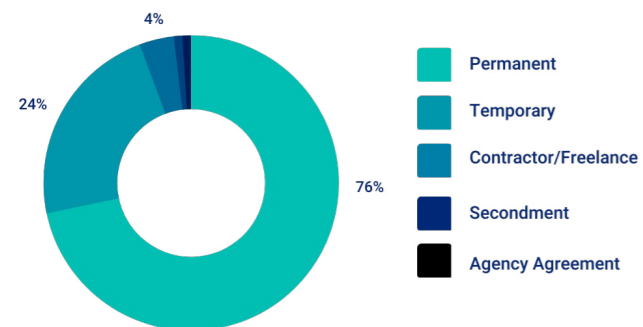
## SECTOR



## INDUSTRY



## CONTRACT TYPE



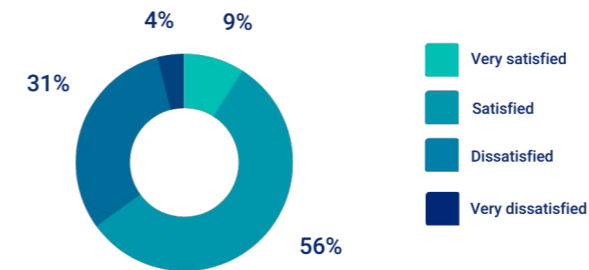
# SKILLED JOB MARKET

Challenging: this was the most chosen word by employers who participated in our survey when asked to describe their experience in 2022.

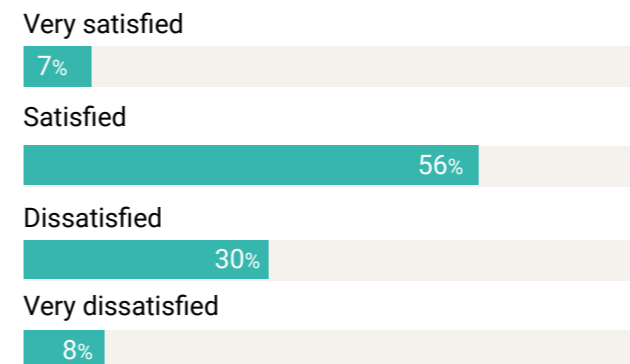
Our goal was to gain a better understanding of this experience by asking some questions concerning their organisation's current strategy and indicators. The responses indicate a scenario of relative growth and stability in the last year, punctuated by some difficulty navigating a labour market that is experiencing a shortage of qualified candidates.

## EMPLOYEE SATISFACTION

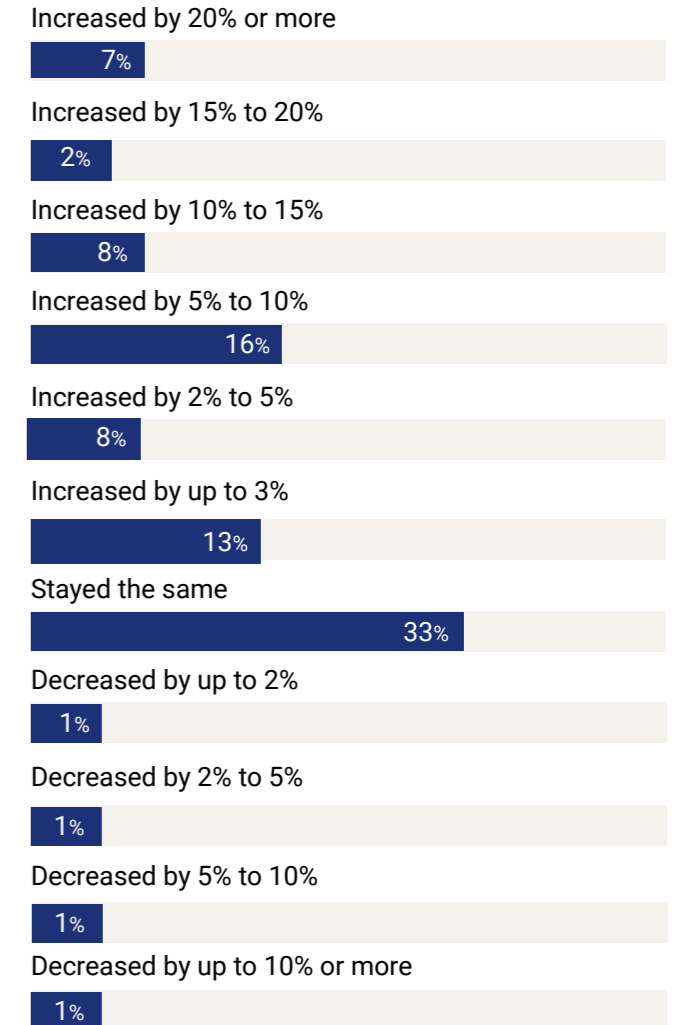
Our survey found that most employees were overall satisfied in their current position and organisation representing 56% of the responses. With 9% reported that the results exceeded expectations. On the other hand, 31% reported that their job satisfaction was not in line with their expectation.



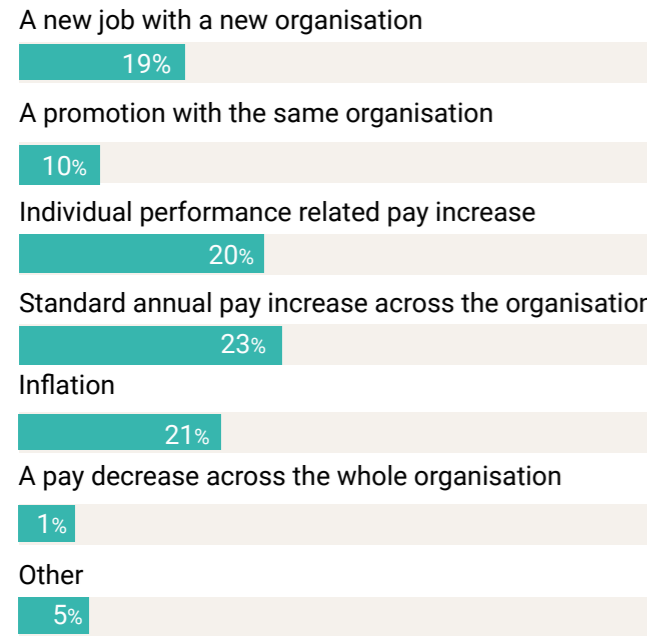
## SALARY GRATIFICATION



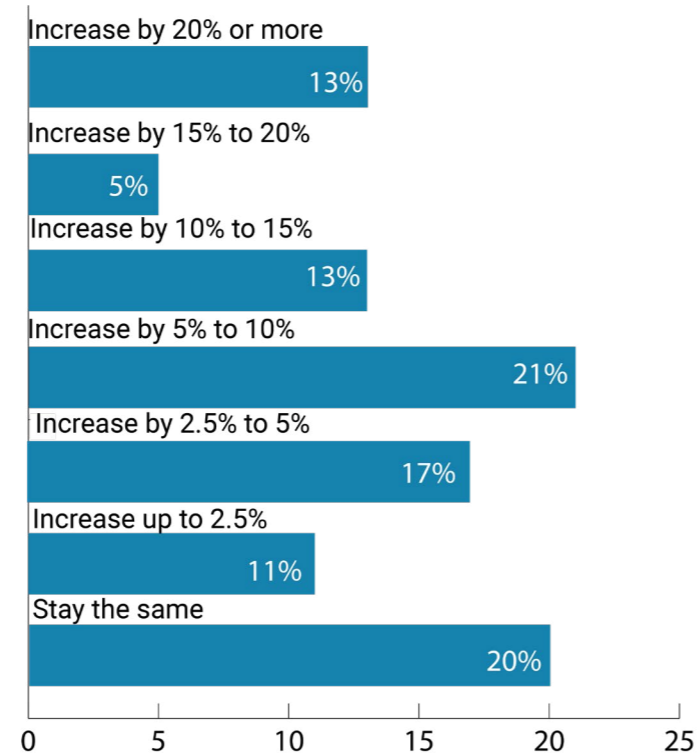
## SALARY INCREASE IN THE LAST 12 MONTHS



### REASON FOR SALARY CHANGES IN THE LAST YEAR

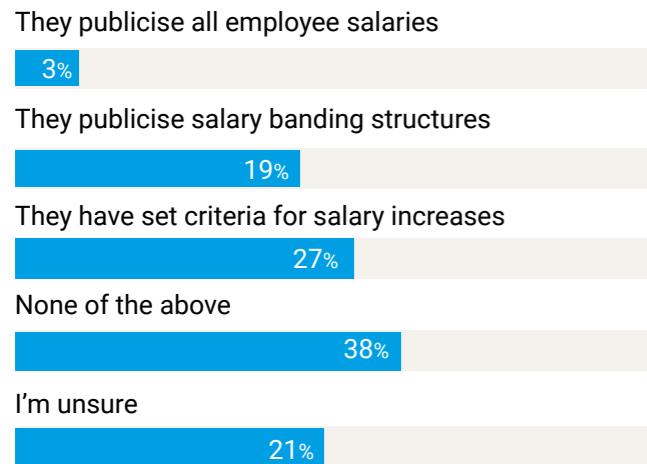


### SALARY EXPECTATIONS FOR 2023

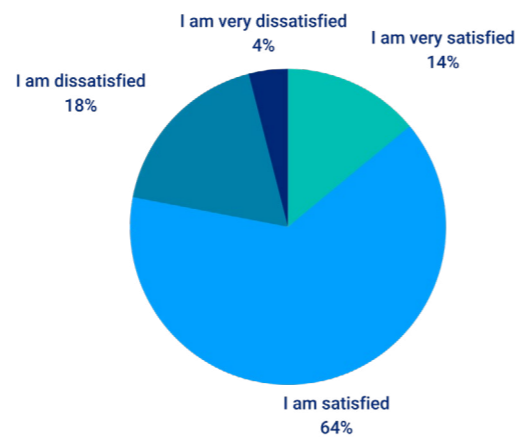


### TRANSPARENCY IN THE ORGANISATION

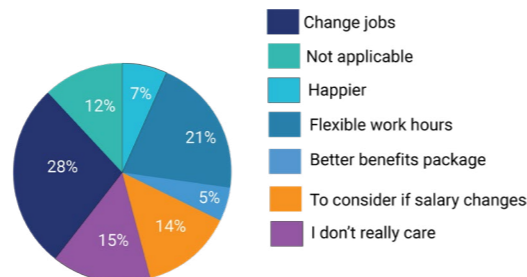
When asked how transparent their organisation is about ensuring how pay levels and pay rises are set, 38% said they do not see any of these forms of transparency in the policy, 27% have set criteria for a salary increase, 21% doesn't know, 19% has transparent salary scales and at 3% all employee salaries are transparent.



### WORK-LIFE BALANCE

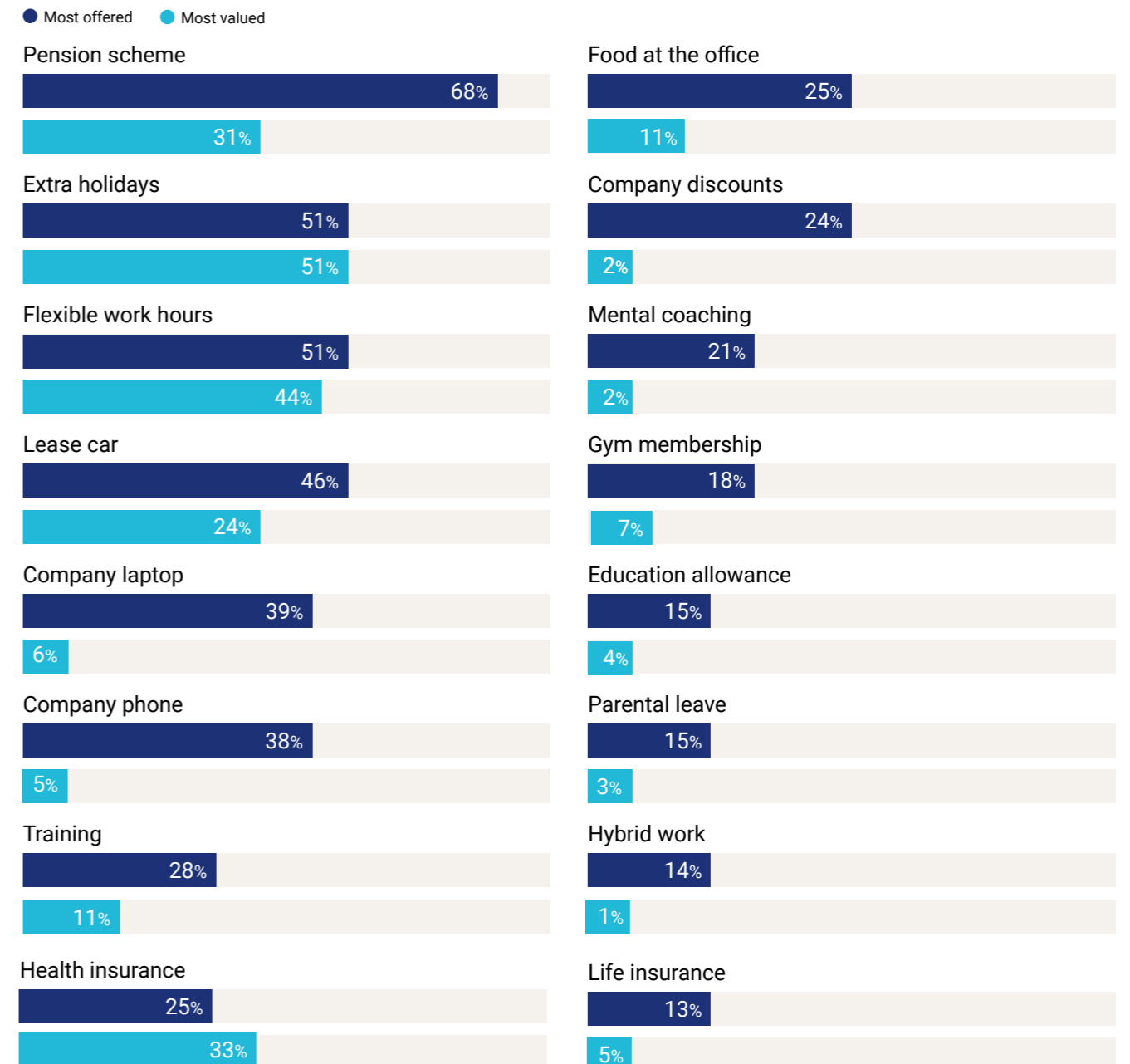


If a company were to introduce full-time office model 28% of employees would look for work elsewhere and 21% said they would look for more flexible hours if so.

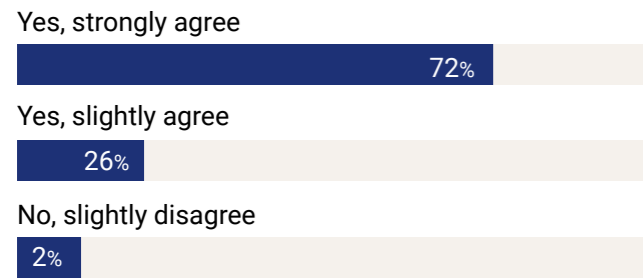


### MOST OFFERED VERSUS MOST VALUED BENEFITS

There are a few things that stand out when we compare the most frequently offered extra benefits with our employees needs. It is clear that although companies offer a variety of additional benefits, employees are most likely to value a few of them. With 51% of the votes, extra holidays are ranked first among the most valued benefits. 44% of responses mentioned flexible working as the second most valued benefit. Currently, this need is being met by both parties: employers and employees. The third place is occupied by health insurance, with 33% of the votes from employees. In comparison to the amount of health insurance offered, there is a greater demand for this service and what is actually offered by organisations. Meanwhile, pension plans, company laptops, training courses, and free meals/food are offered more frequently than employees value as extra benefits.

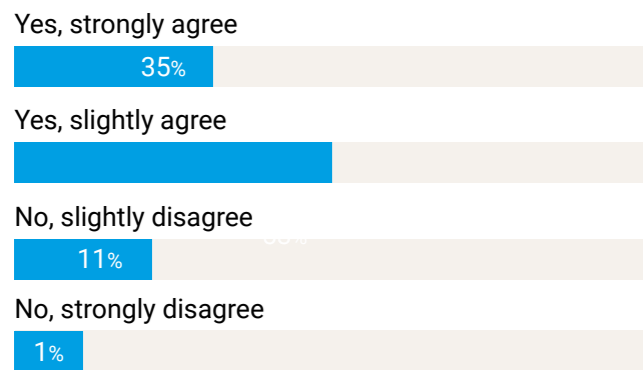


### SKILLS: WHERE DO YOU STAND?



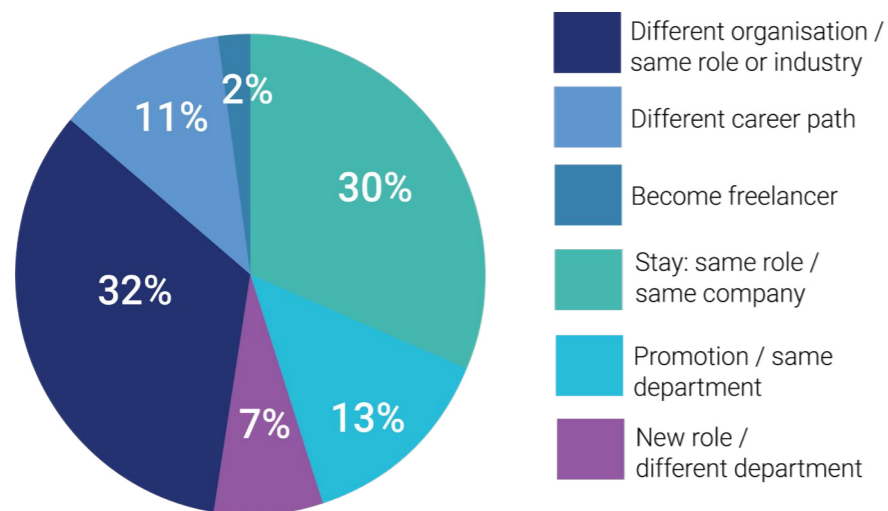
When asked if the individual believes having the right skills to fulfil their role in 2023, 72% strongly believe they do, against 2% that believe they don't have the right skills for their current job.

### DO ORGANISATIONS HAVE THE SKILLS IT NEEDS TO ACHIEVE ITS CURRENT OBJECTIVES?



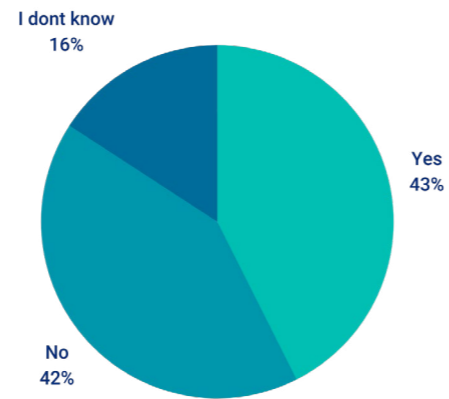
### PLANS TO CHANGE FUNCTION

According to the responses received, 32% of the employees are willing to change organisation but stay within the same role or industry. On the other hand, 30% are planning to stay in the same role within the same company.



### SCOPE FOR CAREER PROGRESSION

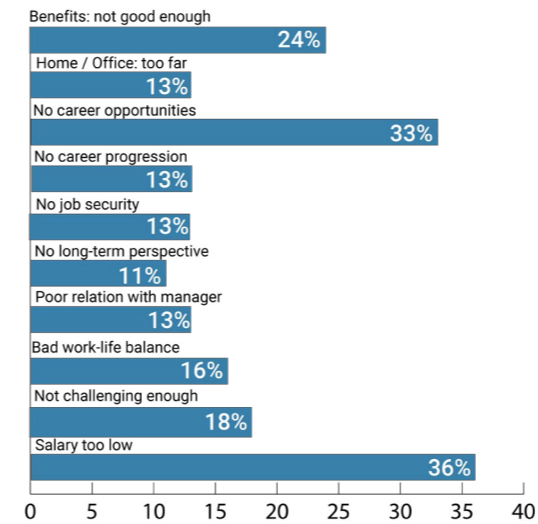
Most of the responses received, indicate that 43% believes there's scope for career progression within the current organisation, where 42% don't think otherwise.



### HOW TO COMBAT SKILLS SHORTAGE?

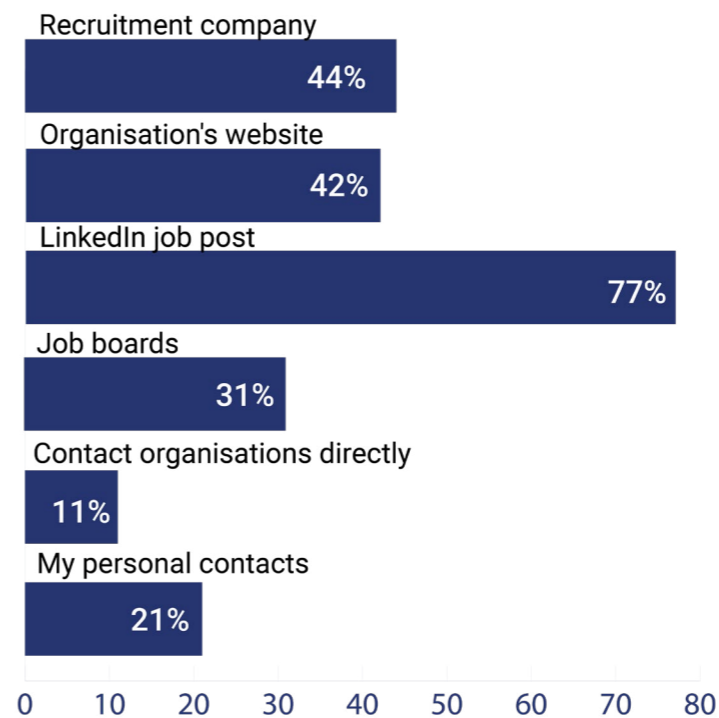
Increase our international recruitment through offshoring	10%
Strengthening our Employer Branding	43%
Increasing the use of recruitment agencies	33%
Reviewed recruitment strategies	29%
Investing in employee retention	36%
Upskilling and reskilling the existing workforce	25%
Offering remote work	15%
Increase local hiring efforts	35%

### REASONS TO CHANGE JOB

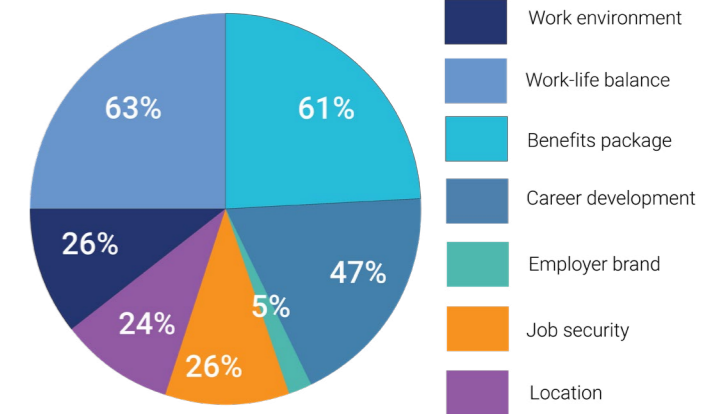


### NEW JOB OPPORTUNITIES NETWORK

It is reported that 77% of respondents said that LinkedIn was their first choice for finding a job. This social media platform has become the most important platform for job seekers today. Recruitment organisations dominate the second place with 44% of the responses, followed by job postings on company websites.



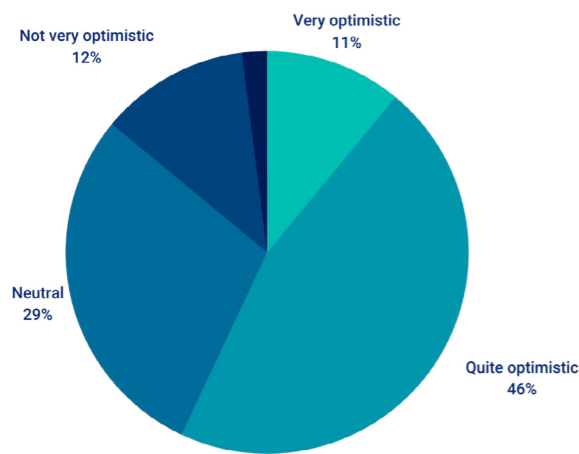
### FACTORS TO CONSIDER IN A NEW ROLE – ASIDE SALARY



# EMPLOYER PERSPECTIVE



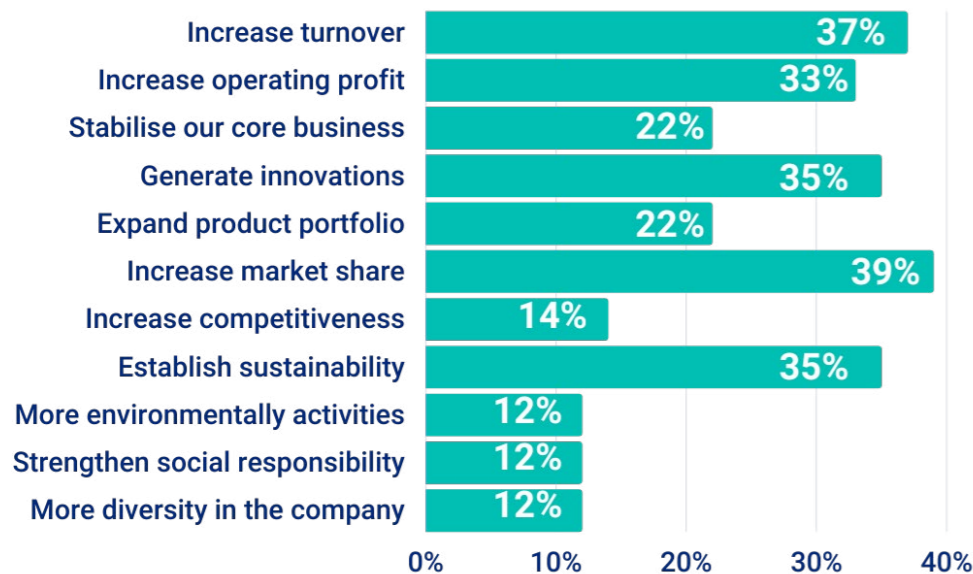
## ECONOMIC CLIMATE CHANGE AND EMPLOYMENT OPPORTUNITIES



## STRATEGIC GOALS

The three most popular strategic goals within organisations are:

- 39% Gaining market share
- 37% increase turnover
- 35% Generate innovations



## ORGANISATIONAL INVESTMENTS

The three most popular organisational investments:

- Business Development
- Product Development
- Strategic Development

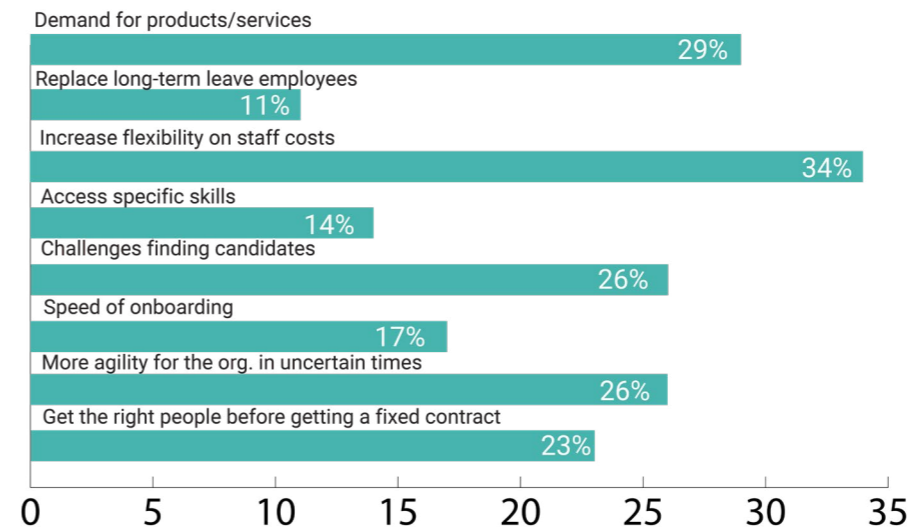
## WORKFORCE: WHAT TO EXPECT?



## THE REASONS BEHIND THE KIND OF ROLES

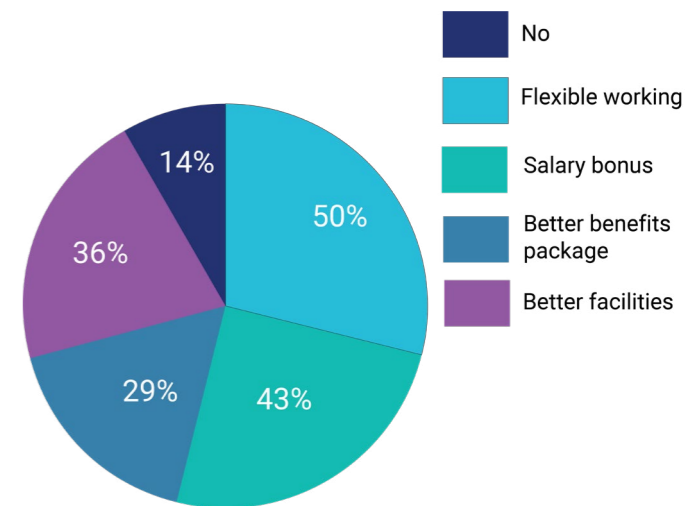
When recruiting Contract, Temp and Freelance staff, the following are the most popular reasons why:

- 34% increasing the flexibility of their staffing costs
- 29% Covering the periodic increases in demand for the products or services
- 26% increases the agility of the organisation in times of economic uncertainty
- 26% struggle to find the right candidate for perm employment



## SPACE FOR INCENTIVE

50% of organisations plan on offering remote working, with 42% also agreeing to add salary bonus's in 2023.





05  
MARKET TRENDS

# LIFE SCIENCES



## NETHERLANDS – A VIBRANT COUNTRY FOR AN EVEN MORE VIBRANT INDUSTRY

Life Sciences was originally a science sector, but social and communication skills are also becoming increasingly important. With the tumultuous developments in biotechnology, pharma and medical devices, the demand for well-trained professionals is increasing.

Life Sciences is a sector of opportunity and growth. A vibrant industry with companies of various shapes and sizes: from startups to SMEs (Small to Medium enterprises ) and large corporate organisations.

The sector has grown strongly in the past decade. In addition to the more traditional workplaces, for example at universities or research institutes, new employment opportunities have emerged in the business community. Various industries are doing considerable research to keep innovating and developing new products. Products that are often worth a lot of thanks to patents.

And the field is not only expanding – new competencies are also being demanded from the people who work there.

### MORE AND FEWER REQUESTED PROFILES

The highest demand was for staff within the production, quality control and quality assurance divisions. There was a lower need for staff in research and development, and if this was the case it was often linked to process development such as process engineers. In addition, there was a great demand for professionals with 0-5 years of experience and fewer senior positions were available such as scientists and project managers.

### 2023 BUSINESS OUTLOOK

Economic pressure will determine the strategy for 2023, in which we expect a similar picture as in 2022. The focus will also be on developing and producing as efficiently and economically as possible. In addition to this, companies will assess their structure – and

may even redesign it. Another potential shift is that companies will become even more critical of the staff they hire. This will make hiring speed essential, and in attempts to retain staff for as long as possible the use of emp-to-perm contracts will gain popularity, so they can quickly recruit replacements for leavers.

### RECRUITMENT DYNAMICS

#### MOST REQUESTED PROFILES

- Process engineer
- Quality (QA) specialist
- Project manager
- Team lead manufacturing
- QC technician

#### HARDEST TO FIND

- Validation Engineer
- C&Q engineer
- Process Engineer

# LIFE SCIENCES

Job Title	Experience	Minimum	Medium	Maximum
Operator (Excl. shift allowance)	0-3 years	€ 28.600	€ 31.200	€ 33.800
	3-6 years	€ 33.800	€ 38.350	€ 42.900
	6+ years	€ 42.900	€ 47.450	€ 52.000
Validation Engineer	0-3 years	€ 36.000	€ 40.000	€ 44.000
	3-6 years	€ 44.000	€ 52.000	€ 60.000
	6+ years	€ 60.000	€ 70.000	€ 80.000
(Research / QC) Technician	0-3 years	€ 31.000	€ 36.500	€ 42.000
	3-6 years	€ 42.000	€ 45.500	€ 49.000
	6+ years	€ 49.000	€ 54.500	€ 60.000
(Research) Scientist	0-3 years	€ 45.000	€ 50.000	€ 55.000
	3-6 years	€ 55.000	€ 58.750	€ 62.500
	6+ years	€ 62.500	€ 71.250	€ 80.000
Quality Assurance Specialist	0-3 years	€ 35.000	€ 39.600	€ 44.200
	3-6 years	€ 44.200	€ 48.100	€ 52.000
	6+ years	€ 52.000	€ 66.000	€ 80.000
Qualified Person	0-3 years	€ 60.000	€ 67.500	€ 75.000
	3-6 years	€ 75.000	€ 82.500	€ 90.000
	6+ years	€ 90.000	€ 120.000	€ 150.000
Regulatory Affairs Specialist	0-3 years	€ 32.500	€ 35.750	€ 39.000
	3-6 years	€ 39.000	€ 45.500	€ 52.000
	6+ years	€ 52.000	€ 66.000	€ 80.000
Project manager	0-3 years	€ 45.000	€ 50.000	€ 55.000
	3-6 years	€ 55.000	€ 58.750	€ 62.500
	6+ years	€ 62.500	€ 71.250	€ 80.000
Teamlead manufacturing / Manager	0-3 years	€ 55.000	€ 60.000	€ 65.000
	3-6 years	€ 65.000	€ 70.000	€ 75.000
	6+ years	€ 75.000	€ 80.000	€ 85.000
Account Manager Pharma/medical devices	0-3 years	€ 45.000	€ 52.500	€ 60.000
	3-6 years	€ 60.000	€ 70.000	€ 80.000
	6+ years	€ 80.000	€ 90.000	€ 100.000

# TECHNOLOGY



## “DO YOU SPEAK TECH”?

The importance of digital infrastructure has increased immensely in the last three years. What was already a priority for many organisations suddenly became a necessity. As a result, the number of tech jobs available skyrocketed.

Now, these organisations have had time to stabilise, reflect, and assess their needs for the future. It's no secret that digital skills are already imperative for many in the workforce and innovation means that these will continue to be in demand among employers.

Organisations need people who will take responsibility for running projects and working closely with all those involved. These roles revolve around soft skills and seeing the bigger picture of the overall strategy.

### MORE AND FEWER REQUESTED PROFILES

The market continues to demand Business IT consultants and Business IT analysts. With the latest trends in technology, a new market has opened for functions such as Scrum Master, DevOps Engineer, and Data Analyst. Particularly in the Netherlands, we see a need for functional managers and front-end developers with 3 to 5 years of experience.

In contrast, positions such as Agile Coach, IT Architect, Cyber Security, Data Scientist, and Java Developer were requested less by our clients in 2022.

### 2023 BUSINESS OUTLOOK

Naturally, the demand for people with technical knowledge remains high. Developers and engineers are essential in designing and constructing products and solutions for both internal and external use. It's also here that DevOps engineers continue to be in high demand, given the scope they have. Furthermore, organisations require professionals to extract the data and provide insights to the business in the form of actionable solutions. In all of these roles, adaptability will be a crucial skill. As many workers will operate in growth or transformation environments, being agile will be a significant asset.

### RECRUITMENT DYNAMICS

#### MOST REQUESTED PROFILES

- Agile Project Manager
- IT Business Consultant
- Business Analyst IT

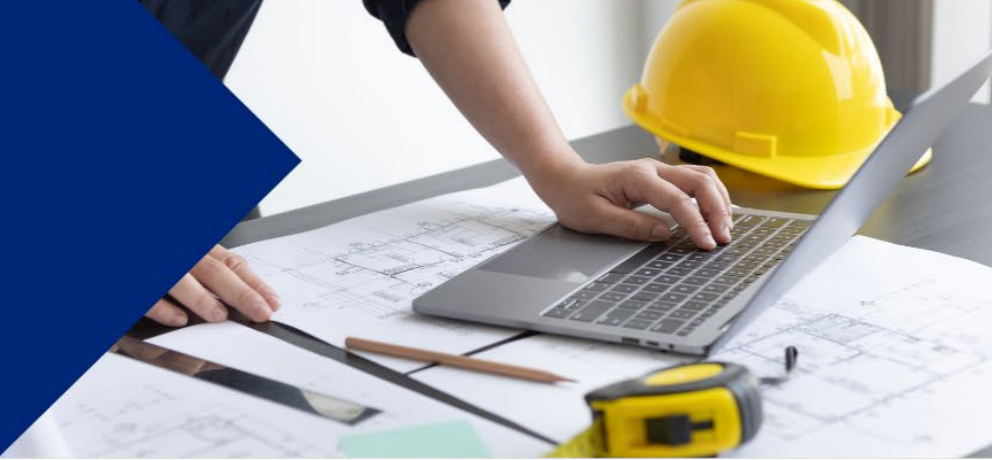
#### HARDEST TO FIND

- Software Engineer - Developer
- DevOps Engineer - Developer
- Cyber Security Consultant – Engineer
- SAP Consultant with knowledge of PP and Splunk Engineer

# TECHNOLOGY

Job Title	Experience	Minimum	Medium	Maximum
Cloud Engineer	0-3 years	€ 40.000	€ 50.000	€ 60.000
	3-6 years	€ 60.000	€ 70.000	€ 80.000
	6+ years	€ 80.000	€ 87.500	€ 95.000
Front End Developer	0-3 years	€ 50.000	€ 57.500	€ 65.000
	3-6 years	€ 65.000	€ 70.000	€ 75.000
	6+ years	€ 75.000	€ 82.500	€ 90.000
IT Specialist	0-3 years	€ 30.000	€ 35.000	€ 40.000
	3-6 years	€ 40.000	€ 45.000	€ 50.000
	6+ years	€ 50.000	€ 57.500	€ 65.000
Product Owner	0-3 years	€ 55.000	€ 62.500	€ 70.000
	3-6 years	€ 70.000	€ 72.500	€ 75.000
	6+ years	€ 75.000	€ 82.500	€ 90.000
Network Technician	0-3 years	€ 30.000	€ 32.500	€ 35.000
	3-6 years	€ 35.000	€ 42.500	€ 50.000
	6+ years	€ 50.000	€ 60.000	€ 70.000
Network Engineer	0-3 years	€ 32.000	€ 34.000	€ 36.000
	3-6 years	€ 36.000	€ 42.000	€ 48.000
	6+ years	€ 48.000	€ 56.500	€ 65.000
Software Engineer	0-3 years	€ 35.000	€ 38.000	€ 41.000
	3-6 years	€ 41.000	€ 58.000	€ 75.000
	6+ years	€ 75.000	€ 85.000	€ 95.000
IT Support	0-3 years	€ 27.000	€ 31.000	€ 35.000
	3-6 years	€ 35.000	€ 40.000	€ 45.000
	6+ years	€ 45.000	€ 51.500	€ 58.000
Technical Support	0-3 years	€ 32.000	€ 37.000	€ 42.000
	3-6 years	€ 42.000	€ 48.000	€ 54.000
	6+ years	€ 54.000	€ 59.000	€ 64.000
IT Consultant	0-3 years	€ 32.000	€ 37.000	€ 42.000
	3-6 years	€ 42.000	€ 51.000	€ 60.000
	6+ years	€ 60.000	€ 70.000	€ 80.000
Project Manager	0-3 years	€ 38.000	€ 44.000	€ 50.000
	3-6 years	€ 50.000	€ 62.500	€ 75.000
	6+ years	€ 75.000	€ 85.000	€ 95.000
Data Engineer	0-3 years	€ 30.000	€ 35.000	€ 40.000
	3-6 years	€ 40.000	€ 50.000	€ 60.000
	6+ years	€ 60.000	€ 70.000	€ 80.000

# ENGINEERING



## BRIDGING THE TALENT PIPELINE IN ENGINEERING

In Europe, the demand for engineers with specialist experience is many times greater than the supply. The Netherlands is no exception. When it comes to skills shortages in the market, technology and maintenance are ranked third. Dutch industrial companies are eager for highly trained technicians.

Engineers are in short supply in the manufacturing sector. This is due to a variety of factors, ranging from a lack of investment in the sector to the high demand for these professionals in the pharmaceutical, chemical, and food industries.

As the demand for engineers in the Netherlands is higher than the supply, an alternative solution is to seek expertise outside the country. The globalisation of the job market, widespread remote working solutions, and transformation of onboarding processes in recent years makes this a more and more viable option.

### MORE AND FEWER REQUESTED PROFILES

Due to the high demand for engineering positions in various industries, process engineers, engineering E&I engineers, drilling engineers, automation engineers, and reliability engineers are in high demand. The competition and earning potential across the different sectors make it incredibly attractive to candidates that are looking for career changes.

### 2023 BUSINESS OUTLOOK

As a result of the energy transition, it is expected that the tech and engineering industry will continue to grow. It is likely that the automotive sector will continue to grow at the fastest rate. There will be a fallback in high-tech in the first half of the year, but machine builders, semiconductor detector manufacturers, and their many suppliers in the metals and electrical engineering industries will be well-positioned to rebound when the economy picks up.

**RECRUITMENT DYNAMICS**

**MOST REQUESTED PROFILES**

- Mechanical engineer
- Project Manager
- Engineer Manager

**HARDEST TO FIND**

- Electrical Engineer
- Service Engineer

# ENGINEERING

Job Title	Experience	Minimum	Medium	Maximum
Maintenance Manager	0-3 years	€ 65.000	€ 70.000	€ 75.000
	3-6 years	€ 75.000	€ 82.500	€ 90.000
	6+ years	€ 90.000	€ 97.500	€ 105.000
Operations Manager	0-3 years	€ 75.000	€ 77.500	€ 80.000
	3-6 years	€ 80.000	€ 90.000	€ 100.000
	6+ years	€ 100.000	€ 110.000	€ 120.000
Engineering Manager	0-3 years	€ 70.000	€ 77.500	€ 85.000
	3-6 years	€ 85.000	€ 92.500	€ 100.000
	6+ years	€ 100.000	€ 107.500	€ 115.000
Process Engineer	0-3 years	€ 50.000	€ 57.500	€ 65.000
	3-6 years	€ 65.000	€ 72.500	€ 80.000
	6+ years	€ 80.000	€ 87.500	€ 95.000
Project Engineer	0-3 years	€ 50.000	€ 57.500	€ 65.000
	3-6 years	€ 65.000	€ 72.500	€ 80.000
	6+ years	€ 80.000	€ 87.500	€ 95.000
Supply Chain Manager	0-3 years	€ 80.000	€ 85.000	€ 90.000
	3-6 years	€ 90.000	€ 105.000	€ 120.000
	6+ years	€ 120.000	€ 140.000	€ 160.000
Warehouse Manager	0-3 years	€ 70.000	€ 72.500	€ 75.000
	3-6 years	€ 75.000	€ 80.000	€ 85.000
	6+ years	€ 85.000	€ 90.000	€ 95.000
Procurement Manager	0-3 years	-	-	-
	3-6 years	€ 80.000	€ 87.500	€ 95.000
	6+ years	€ 95.000	€ 100.000	€ 105.000
Logistics Engineer	0-3 years	€ 45.000	€ 50.000	€ 55.000
	3-6 years	€ 55.000	€ 65.000	€ 75.000
	6+ years	€ 75.000	€ 85.000	€ 95.000
Strategic Buyer	0-3 years	€ 50.000	€ 55.000	€ 60.000
	3-6 years	€ 60.000	€ 67.500	€ 75.000
	6+ years	€ 75.000	€ 85.000	€ 95.000



# FINANCIAL MARKETS

## THE BIG CHANGE

Developments in the financial labour market have been influenced by a number of recent factors. One of the most important factors is the increasing importance of risk and compliance in the financial sector. With the increasing number of regulations and compliance requirements, financial institutions are putting more emphasis on hiring and/or hiring individuals with expertise in risk management and compliance.

Another trend is the increasing demand for highly skilled professionals in the sector. With the rise of technology and automation, traditional finance functions are being replaced by more specialized functions that require advanced technical skills. Not to mention that the role of Finance is changing, due to new technologies that make Finance's work more efficient, due to the enormous amount of data from which the financial professional can gain insights and due to legislation that helps to regulate this.

In addition, the gig economy is becoming increasingly important in the financial industry, with many professionals opting for freelance or contract work over traditional full-time positions. In addition, there are also sector-specific factors that shape the financial labour market. This reflects the unique challenges and opportunities in this sector, which require specialized knowledge and skills. The role of Finance will always exist, only the world and the work itself will change.

## MORE AND FEWER REQUESTED PROFILES

In the past year, most of the demand within Financial Markets was related to compliance, for example combating incorrect money flows and money laundering. As a consequence, positions such as Internal Audit and Operational Risk Management have been extremely popular. The trend for positions such as Treasury, Cash Management, and Tax has been less pronounced than in previous years.

## 2023 BUSINESS OUTLOOK

In view of the previously bustling job market in which there were more jobs than qualified applicants. We expect this year's requests and demands to be more balanced. As a result of this change, we will have access to more people for a newly created position. As a result, there will be a more balanced job market, although compliance will not be affected significantly.

This is in conjunction with another tightening by the De Nederlandsche Bank (DNB) and ECB (European Central Bank). In addition, everything will be increasingly data-driven, and certain positions will evolve in classification and scope.

### RECRUITMENT DYNAMICS

#### MOST REQUESTED PROFILES

- Compliance KYC & AML
- Risk Manager
- Audit Manager

#### HARDEST TO FIND

- Compliance Specialist 2nd LOD
- Reporting Specialist
- Registered Accountant

# FINANCIAL MARKETS

Job Title	Experience	Minimum	Medium	Maximum
Internal/External Auditor	0-3 years	-	-	€ 55.000
	3-6 years	€ 55.000	€ 67.500	€ 80.000
	6+ years	€ 80.000	€ 102.500	€ 125.000
Compliance Officer	0-3 years	-	-	€ 55.000
	3-6 years	€ 55.000	€ 67.500	€ 80.000
	6+ years	€ 80.000	€ 100.000	€ 120.000
Risk Manager	0-3 years	-	-	€ 65.000
	3-6 years	€ 65.000	€ 75.000	€ 85.000
	6+ years	€ 85.000	€ 107.500	€ 130.000
Accountant RA	0-3 years	-	-	€ 60.000
	3-6 years	€ 65.000	€ 77.500	€ 90.000
	6+ years	€ 90.000	€ 110.000	€ 130.000
Finance Manager	0-3 years	-	-	€ 50.000
	3-6 years	€ 50.000	€ 57.500	€ 65.000
	6+ years	€ 65.000	€ 82.500	€ 100.000
Reporting Specialist	0-3 years	-	-	€ 55.000
	3-6 years	€ 55.000	€ 67.500	€ 80.000
	6+ years	€ 80.000	€ 87.500	€ 95.000
Business Controller	0-3 years	-	-	€ 55.000
	3-6 years	€ 55.000	€ 62.500	€ 70.000
	6+ years	€ 70.000	€ 105.000	€ 140.000
Financial Controller	0-3 years	-	-	€ 55.000
	3-6 years	€ 55.000	€ 62.500	€ 70.000
	6+ years	€ 70.000	€ 90.000	€ 110.000
Finance Director	0-3 years	-	-	€ 80.000
	3-6 years	€ 80.000	€ 105.000	€ 130.000
	6+ years	€ 130.000	-	-
CFO	0-3 years	-	-	€ 85.000
	3-6 years	€ 85.000	€ 117.500	€ 150.000
	6+ years	€ 150.000	-	-

# MARKETING



## THE DIGITAL TRANSFORMATION

We have supported many organisations undertaking digital transformation over the past few years, including key players in the marketing industry. We understand that harnessing the digital enterprise is the key to digital transformation in marketing. By continuing to evolve the traditional business model in all aspects, new business functions are being created in the Netherlands.

An innovative idea, a bold leader, or a major initiative aren't enough to succeed in marketing in the digital age. The process of making effective digital decisions requires a series of deliberate, iterative steps.

### MORE AND FEWER REQUESTED PROFILES

Content and online marketing have become increasingly critical as a result of the digitalisation of the marketing sector. Additionally, Brand and Product Managers, plus Marketing and Communications specialists with 0-5 years' experience are required to improve the look and feel of the product on social media. In contrast, we observed a lower demand for CMR and Marketing automation specialists after a high pick during the pandemic.

### 2023 BUSINESS OUTLOOK

Social Media spending in The Netherlands is expected to grow to 1.2 billion euros in 2023, therefore the demand for functions related to this upcoming trend will increase.

Additionally, the increase in competition has required companies to hire trained professionals to keep their brand front of mind, with digital media helping to achieve this. In this sense,

Marketing and communication professionals are increasingly influential.

Due to the team management component, Marketing Management will be the stand-out role for achieving organisational success, along with SEM, SEO, and Digital Marketing Specialists.

### RECRUITMENT DYNAMICS

#### MOST REQUESTED PROFILES

- Online Marketeer
- Content Marketeer
- Brand/ Product Manager

#### HARDEST TO FIND

- Proposition marketeer
- Brand Manager
- CRM/Marketing automation specialist

# MARKETING

Job Title	Experience	Minimum	Medium	Maximum
Online Marketeer	0-3 years	€ 35.000	€ 39.500	€ 44.000
	3-6 years	€ 44.000	€ 52.000	€ 60.000
	6+ years	€ 60.000	€ 67.500	€ 75.000
Content Marketeer	0-3 years	€ 31.000	€ 33.500	€ 36.000
	3-6 years	€ 36.000	€ 46.500	€ 57.000
	6+ years	€ 57.000	€ 66.000	€ 75.000
Campaign Marketeer	0-3 years	€ 31.000	€ 33.500	€ 36.000
	3-6 years	€ 36.000	€ 48.000	€ 60.000
	6+ years	€ 60.000	€ 67.500	€ 75.000
Marketing Communication Specialist	0-3 years	€ 32.000	€ 38.500	€ 45.000
	3-6 years	€ 45.000	€ 52.500	€ 60.000
	6+ years	€ 60.000	€ 67.500	€ 75.000
Product Manager	0-3 years	€ 40.000	€ 45.000	€ 50.000
	3-6 years	€ 50.000	€ 57.500	€ 65.000
	6+ years	€ 65.000	€ 72.500	€ 80.000
CRM Marketeer	0-3 years	€ 38.000	€ 41.500	€ 45.000
	3-6 years	€ 45.000	€ 52.500	€ 60.000
	6+ years	€ 60.000	€ 70.000	€ 80.000
Marketing Automation Specialist	0-3 years	€ 36.000	€ 41.500	€ 47.000
	3-6 years	€ 47.000	€ 56.000	€ 65.000
	6+ years	€ 65.000	€ 75.000	€ 85.000
Allround Marketeer	0-3 years	€ 31.000	€ 33.500	€ 36.000
	3-6 years	€ 36.000	€ 46.500	€ 57.000
	6+ years	€ 57.000	€ 66.000	€ 75.000
Marketing Manager	0-3 years	€ 58.000	€ 61.500	€ 65.000
	3-6 years	€ 65.000	€ 72.500	€ 80.000
	6+ years	€ 80.000	€ 87.500	€ 95.000
E-commerce Specialist	0-3 years	€ 31.000	€ 34.950	€ 38.900
	3-6 years	€ 38.900	€ 45.350	€ 51.800
	6+ years	€ 51.800	€ 58.250	€ 64.700

# SALES



## TIME TO FOCUS

In an exceptional year for headcount in commercial areas, organisations focused on hiring experienced professionals, especially if we spotlight the energy, logistics, food and pharma industries.

Jobseekers know what their skills are worth in the job market. This means they can search for an opportunity in an organisation that reflects their beliefs about key issues such as sustainability, corporate social responsibility, renewable energies or electric mobility. Professionals are also more concerned about work-life balance, so benefits such as flexibility of hours and workplace are increasingly valued.

### MORE AND FEWER REQUESTED PROFILES

In energy and pharma projects, companies have expanded their commercial teams, hiring highly qualified professionals. Among the most sought-after profiles is also the role of Key Account Manager, as organisations look to increase customer loyalty and make the most of existing business.

We can also witness high demand for Account Managers, Business Development Managers, and Sales Executives with 2-10 years of experience, respectively.

### 2023 BUSINESS OUTLOOK

No major changes are to be expected, as the last quarter was more stable than the months before. This resulted in a more mature market with the capability to focus more on the quality of the candidate. We expect that this year will once again be a fantastic year for the sales specialist job market.

## RECRUITMENT DYNAMICS

- ### MOST REQUESTED PROFILES
- Business Development Manager
  - Key Account Manager
  - Account Manager

- ### HARDEST TO FIND
- Account Manager Electrotonic
  - Business Developer Manager
  - Junior Sales Manager

# SALES

Job Title	Experience	Minimum	Medium	Maximum
Account / Sales Support	0-3 years	€ 31.000	€ 32.500	€ 34.000
	3-6 years	€ 34.000	€ 39.500	€ 45.000
	6+ years	€ 45.000	-	-
Account / Sales Executive	0-3 years	€ 32.000	€ 34.000	€ 36.000
	3-6 years	€ 36.000	€ 41.500	€ 47.000
	6+ years	€ 47.000	-	-
Inside Sales Representative	0-3 years	€ 32.000	€ 34.000	€ 36.000
	3-6 years	€ 36.000	€ 42.500	€ 49.000
	6+ years	€ 49.000	-	-
Account Manager	0-3 years	€ 34.000	€ 38.000	€ 42.000
	3-6 years	€ 42.000	€ 50.000	€ 58.000
	6+ years	€ 58.000	-	-
Key Account Manager	0-3 years	€ 38.000	€ 41.500	€ 45.000
	3-6 years	€ 45.000	€ 55.000	€ 65.000
	6+ years	€ 65.000	-	-
Country Manager	0-3 years	€ 45.000	€ 48.500	€ 52.000
	3-6 years	€ 52.000	€ 65.000	€ 78.000
	6+ years	€ 78.000	-	-
Business Development Manager	0-3 years	€ 52.000	€ 56.000	€ 60.000
	3-6 years	€ 60.000	€ 80.000	€ 100.000
	6+ years	€ 100.000	-	-
Sales Manager	0-3 years	€ 52.000	€ 56.000	€ 60.000
	3-6 years	€ 60.000	€ 80.000	€ 100.000
	6+ years	€ 100.000	-	-
Sales Director	0-3 years	€ 60.000	€ 70.000	€ 80.000
	3-6 years	€ 80.000	€ 100.000	€ 120.000
	6+ years	€ 120.000	-	-
Head of Inside Sales / Teamleader Sales	0-3 years	€ 38.900	€ 42.150	€ 45.400
	3-6 years	€ 45.400	€ 48.600	€ 51.800
	6+ years	€ 51.800	€ 64.800	€ 77.800

# ACCOUNTING & FINANCE



## HYBRID WORK IS HERE TO STAY!

The accounting and finance industry has experienced salary inflation due to market dynamics and the challenge of attracting and retaining top talent. This trend has been further fuelled by the global increase in prices. Consequently, there has been a significant surge in candidates' demands for better salary packages and conditions, which has been a prominent trend in the financial sector.

Another noteworthy trend is the growing preference for hybrid teleworking models, which allow employees to work remotely for some days while attending the office on others. This trend has gained immense popularity, with many employees resisting the idea of returning to a 100% face-to-face schedule. This shift towards hybrid teleworking models has been driven by the desire for greater flexibility and work-life balance, as well as the increasing use of technology in the industry.

### MORE AND FEWER REQUESTED PROFILES

There are several highly sought-after job functions in the Accounting and Finance industry, including Controller, Business Controller, and Financial Analyst. Due to the need for enhanced financial and operational control by companies, and the desire for support in the management and decision-making processes, these are the stand-out roles.

It is also noteworthy that functions as Financial Manager and Accounting Technician also stand out due to the natural rotation of professionals. Of course, previously exotic roles such as Tax Specialists, Payroll Coordinators and Treasury Experts are becoming increasingly relevant in the Dutch market.

### 2023 BUSINESS OUTLOOK

We expect a correction in the market where we will have more people available for new functions. However, we do not expect this to swing into total stagnation, more of a slight contraction in demand for the time being – not the widespread 'hiring freezes' we saw during the pandemic.

### RECRUITMENT DYNAMICS

#### MOST REQUESTED PROFILES

- Financial Controller
- Business Controller
- Accountant / Financial Analyst

#### HARDEST TO FIND

- Payroll specialist
- Tax Specialist
- Accounting

# ACCOUNTING & FINANCE

Job Title	Experience	Minimum	Medium	Maximum
Financial Controller	0-3 years	€ 45.000	€ 50.000	€ 55.000
	3-6 years	€ 48.000	€ 54.000	€ 60.000
	6+ years	€ 50.000	€ 65.000	€ 80.000
Business Controller	0-3 years	€ 45.000	€ 50.000	€ 55.000
	3-6 years	€ 48.000	€ 54.000	€ 60.000
	6+ years	€ 50.000	€ 65.000	€ 80.000
Finance Manager	0-3 years	€ 60.000	€ 75.000	€ 90.000
	3-6 years	€ 65.000	€ 85.000	€ 105.000
	6+ years	€ 70.000	€ 95.000	€ 120.000
Accountant	0-3 years	€ 40.000	€ 50.000	€ 60.000
	3-6 years	€ 45.000	€ 57.500	€ 70.000
	6+ years	€ 50.000	€ 65.000	€ 80.000
Payroll Specialist	0-3 years	€ 40.000	€ 55.000	€ 70.000
	3-6 years	€ 47.500	€ 66.250	€ 85.000
	6+ years	€ 55.000	€ 77.500	€ 100.000
Treasury	0-3 years	€ 40.000	€ 55.000	€ 70.000
	3-6 years	€ 47.500	€ 66.250	€ 85.000
	6+ years	€ 55.000	€ 77.500	€ 100.000
Business Analyst	0-3 years	€ 40.000	€ 50.000	€ 60.000
	3-6 years	€ 45.000	€ 57.500	€ 70.000
	6+ years	€ 50.000	€ 65.000	€ 80.000
Financial Analyst	0-3 years	€ 40.000	€ 50.000	€ 60.000
	3-6 years	€ 45.000	€ 57.500	€ 70.000
	6+ years	€ 50.000	€ 65.000	€ 80.000
AP Specialist	0-3 years	€ 35.000	€ 47.500	€ 60.000
	3-6 years	€ 40.000	€ 55.000	€ 70.000
	6+ years	€ 45.000	€ 62.500	€ 80.000
AR Specialist	0-3 years	€ 32.400	€ 38.900	€ 45.400
	3-6 years	€ 38.900	€ 45.350	€ 51.800
	6+ years	€ 42.000	€ 50.150	€ 58.300

## LEGAL & HR

### RETENTION OF TALENT MARKS THE MARKET

The current market presents significant challenges for HR and Legal recruitment in the Dutch market. The merging of the issues of an upcoming generation of talent and the rapidly changing economic and social climate has accelerated the need for organisations to adapt their culture and compensation packages. To remain relevant in an increasingly complex environment, businesses must adopt new approaches and innovative solutions.

The legal sector, in particular, is experiencing a dynamic job market, with significant growth opportunities for law firms in the energy, technology, media, and telecommunications sectors. These areas are subject to heightened regulation, especially in the energy and digital markets, and require specialised legal knowledge and skills.

### MORE AND FEWER REQUESTED PROFILES

Due to HR staff shortages across the board last year, professionals experienced heavy workloads and were required to cover a variety of functions. In reaction, we anticipate that in 2023 organisations will increase efforts in the search for HR employees, generalists, and advisors who can perform operational work.

## LEGAL

Job Title	Experience	Minimum	Medium	Maximum
Legal Counsel	0-3 years	€ 38.880	€ 42.440	€ 46.000
	3-6 years	€ 46.000	-	€ 75.000
	6+ years	€ 75.000	-	€ 95.000
Legal Director	0-3 years	-	-	-
	3-6 years	-	-	-
	6+ years	€ 100.000	-	€ 160.000
Jurist Labour Law	0-3 years	€ 38.880	-	€ 46.000
	3-6 years	€ 46.000	€ 63.000	€ 80.000
	6+ years	€ 80.000	-	€ 150.000
Privacy Officer	0-3 years	€ 38.880	€ 42.440	€ 46.000
	3-6 years	€ 46.000	€ 63.000	€ 80.000

### 2023 BUSINESS OUTLOOK

2023 will continue to see heightened regulation in the energy market and in the digital market. Functions in the energy sector will remain on the wanted list, along with Labour, Tax, Corporate, and Real Estate.

Salary offers tend to increase in medium and large companies, attracting professionals from smaller firms. Candidates today are also very conscious of what they expect from their employer, especially concerning benefits such as hybrid working, higher pensions, or more annual leave.

### RECRUITMENT DYNAMICS

### MOST REQUESTED PROFILES

- Interim Recruiter
- HR Adviser
- HR Business Partner

### HARDEST TO FIND

- HR generalist
- Recruiter
- Consul – energy specialisation

## HR

Job Title	Experience	Minimum	Medium	Maximum
HR Administrator	0-3 years	€ 32.400	€ 38.700	€ 45.000
	3-6 years	-	-	-
	6+ years	-	-	-
Junior HR Advisor	0-3 years	€ 32.400	-	€ 47.000
	3-6 years	-	-	-
	6+ years	-	-	-
HR Advisor	0-3 years	€ 32.400	-	€ 47.000
	3-6 years	€ 47.000	€ 51.000	€ 55.000
	6+ years	-	-	-
Junior HR Business Partner	0-3 years	€ 32.400	€ 39.700	€ 47.000
	3-6 years	€ 47.000	€ 51.000	€ 55.000
	6+ years	-	-	-
HR Business Partner	0-3 years	-	-	-
	3-6 years	€ 55.000	€ 67.500	€ 80.000
	6+ years	€ 80.000	€ 100.000	€ 120.000
European HR Business Partner	0-3 years	-	-	-
	3-6 years	€ 60.000	€ 70.000	€ 80.000
	6+ years	€ 80.000	€ 102.500	€ 125.000
Recruiter	0-3 years	€ 30.000	€ 38.000	€ 46.000
	3-6 years	€ 46.000	€ 53.000	€ 60.000
	6+ years	€ 60.000	-	-
Career Advisor	0-3 years	€ 39.000	€ 42.500	€ 46.000
	3-6 years	€ 46.000	€ 53.000	€ 60.000
	6+ years	€ 60.000	€ 71.000	€ 82.000
HR Director	0-3 years	-	-	-
	3-6 years	-	-	-
	6+ years	€ 90.000	€ 110.000	€ 130.000
European HR Director	0-3 years	-	-	-
	3-6 years	-	-	-
	6+ years	€ 100.000	€ 130.000	€ 160.000



## ABOUT HAYS

### CREATE YOUR TOMORROW!

At Hays, we believe in being partners - to our people as well as our customers. Together, we will work for your tomorrow, and the possibilities are endless.

With over 50 years of business success, we have a reputation as the world leader in specialist recruitment and workforce solutions. But joining Hays isn't just about being part of a global business leader, it's about making a difference in the world of work.

With a team of over 12,000, working across 32 countries, we help millions of people achieve their own career goals while providing organisations of all sizes with workforce solutions that set them up for success.

### BUILD PARTNERSHIPS

Partnerships power what we can achieve. We take the time to listen and understand people's needs and aspirations so that we can meet them. Collaboration and inclusivity are at the heart of our approach, creating solutions together, learning from each other and sharing our knowledge and experience. That's what supports strong relationships and enables shared success,

### THINK BEYOND

Our knowledge and ambition is what drives us forward. We challenge ourselves and our customers because we bring open, inquisitive minds that consider every angle and aren't held back by "that's the way we've always done it". We see the big picture today while we build a long-term perspective of tomorrow that anticipates change and enables us to be confident and agile with our advice. That's what makes us experts.

### DO THE RIGHT THING

We always act in the best interests of our candidates, our clients, our communities and each other. There is always more than one solution and we want to find the right one every time, because every person and situation is different. We stand by our commitments, we keep our promises and we treat everyone with the respect they deserve. That's what earns trust.

## OUR AREAS OF EXPERTISE



## ENTERPRISE SOLUTIONS



MSP



RPO

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