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ABOUT US

Hays Czech Republic s.r.o. is part of Hays PLC, a global leader in recruiting qualified, professional and skilled people.

Hays currently has more than 250 offices in 33 countries and employs 9,000 people in 20 different specialisms.

Hays Czech Republic opened its first office in Prague in 1998 and is a leading company on the Czech market in the specialised recruitment sector. Its branches in Prague and Brno are staffed with more than 60 professional consultants, and the company has been increasing its activities in other regions of the country.

We are involved in the recruitment of qualified staff for permanent and temporary work positions and project roles. Besides standard database search, we also offer a direct search service as well as outplacement and the outsourcing of employee recruitment.

At Hays we place emphasis on narrowly defined specialisations of individual divisions and focus on a specific market segment. Our consultants are professionals in their field, have detailed information about the development of the labour market in the entrusted sector and therefore are able to provide a qualified advisory service and other quality services to clients as well as job seekers.

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areas of specialisation

Administration,
HR and law
Business Services
Banking
Accountancy
and finance
IT and
telecommunications
Life Sciences
Logistics

Sales and marketing
Retail
Construction
and property
Production
and engineering
IT Contracting
Temporary recruitment

For more information on salaries and trends in recruitment, please contact your local Hays office.

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



INTRODUCTION



Ladies and gentlemen,

I would like to take this opportunity to welcome you to the current issue of the Hays Salary guide for 2017.

The positive development of the Czech economy continued during last year as well, which was not only reflected in the volume of newly created jobs and the needs of new staff, but also in the increase in wages in most sectors. With the arrival of 2017 this situation is unchanging, the company continues to boost its teams, and interest in qualified staff remains high.

We have not only observed an increased interest among employers in the recruitment of full-time specialised staff, but demand has also nearly doubled in our temporary staffing division. Flexible forms of employment relationships for specialists are therefore gradually acquiring a stable position on the Czech labour market, as a result of which we are getting close to advanced economies.

Company activity in recruitment for newly created jobs has also increased demand for junior job seekers and graduates, although it is with regret that I continue to see insufficient flexibility from the education system. The connection of the academic sphere with practical experience in real work environments remains minimal, job seekers' language skills are stagnating and the motivation of students for technical fields, where demand from companies is most critical, is very low. Many unoccupied positions in these sectors could in the future slow the Czech economy, if we realise how significant a share industry has in the GDP of the Czech Republic.

Information and data for this year's edition of the Hays Salary guide was collected continuously during 2016. We prepared nearly 6,000 job offers that we registered in the past year, and we supplemented them with data obtained from more than 20,000 job seekers who contacted us regarding changing employment. We also focused on the preferences of job seekers in relation to benefits and trends across individual sectors. The additional research in this year relates to the motivation and perception of work effectiveness from employees, the results of which are shown on page 8.

I hope that you will find a great deal of useful information in the Hays Salary guide of 2017.

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

“ The connection of the academic sphere with practical experience in real work environments remains minimal. ”

DEVELOPMENT OF THE SITUATION IN THE LABOUR MARKET

The growth of the Czech economy compared to 2015 slowed slightly, but the positive development continues, and last year companies further intensified their recruitment of employees.

In September 2016, the number of available jobs exceeded 140,000 and the unemployment rate by the end of the year had fallen to below 5%. Compared to the same period in the prior year, unemployment fell by 1%, and in 2015 there were 30,000 fewer available jobs.

The Czech Republic remains an attractive destination for new investors, although there were many more new investments in 2015 compared to last year. Last year was more significant mainly due to the development of existing investments and the shifting of new activities from abroad to already developed centres. Foreign companies verified the competitiveness and quality of the labour force in the Czech Republic and continued to shift operations with higher added value to our market.

Although a significant share of demand from employers has long been for unqualified roles, there has also been an increase in job opportunities for specialists. Companies were not only searching for replacements for outgoing staff, but they were also expanding their teams in the areas of administration and HR as well as business and sales teams and IT staff. In connection with this situation, the battle for candidates is intensifying, and if companies want to impress and attract the right talent, they must accept changes to recruitment strategies and motivation plans. The speed of recruitment processes is becoming crucial, and job seekers in exposed areas tend to receive more offers that they can choose from. The speed of communication and overall actions taken by a company is one of the most important criteria on which a candidate makes a final decision.

Despite the problems that some organisations have with filling their available positions, they are not always willing to accept changes, and their approach is complicating recruitment. The solution is to boost the role of HR to a strategic level and to have HR employees actively participating in the recruitment strategy of the company and proposing the optimal setting of processes so that crucial roles are filled in time and without unnecessary gaps.

Throughout the year we have also intensively perceived an effort by companies to retain and motivate their experienced staff, and many of them have invested significant amounts into innovation of benefits and training of their talented staff. This trend culminated during the year in the increased need of staff with less work experience for newly created positions in companies. Thanks to high company interest, these junior job seekers most significantly witnessed a shift in their financial rewards in most sectors and areas.

Increased interest in junior job seekers has also been positively reflected in options for graduates to realise their potential. If a graduate has solid language skills and relevant experience, they are free on the job market for only a very short time. The most varying opportunities for realising their potential are now being found by graduates from a whole range of technical fields, which are among the most demanded throughout Europe. Opportunities have also increased in supporting roles, such as in administration, HR and law as well as in sales and shared service centres. The language skills of job seekers remains a problem, and skills obtained during study are insufficient for the full realisation of their potential on the labour market. Job seekers most often lack practical experience with the use of a foreign language, and their levels of verbal communication often do not satisfy the expectations of companies.

EMPLOYEE RESEARCH 2016

WORK EFFECTIVENESS AND MOTIVATION



In November 2016, we conducted a survey of effectiveness and motivation in the work environment. We addressed more than 700 employees and candidates registered in the Hays database across fields, specialisations and seniority. We were interested in learning how current employees use their working hours, to what extent they feel effective as well as what employers could do to further improve the effectiveness of their teams and what currently motivates staff to achieve better work performance. The aim of the survey was to obtain up-to-date information and feedback for the company regarding how to work with people, what areas should be focused on to improve processes and how the potential of staff could be used.

For some questions the respondents had the option of giving multiple answers, so in some results we see a result greater than 100%.

MOST EMPLOYEES DON'T NEED TO WORK OVERTIME

The work period is usually sufficient for us to manage everything expected of us, which is quite a surprising finding. A total of 73% of respondents said there was no need for them to work overtime and that they could manage their agendas during standard work periods. However, nearly 34% of them admit that managing everything in the time provided is often very demanding for them. A total of 40% of those who cannot get by without overtime said they needed less than five overtime hours per week, while 22% of respondents devoted 10 extra hours per week and 7% of those addressed spent more than 10 hours per week working overtime.

We view the fact that for 61% of companies it is more important to monitor performed work than the actual number of hours worked as a positive trend. Just under 33% of respondents say that both factors are of equal importance.

THREE QUARTERS OF EMPLOYEES EFFECTIVELY USE MORE THAN 70% OF THEIR WORK PERIOD

Employees in the Czech Republic admit that they do not devote their entire work period to work matters. Most often 70-90% of the work period is sufficient for them to fulfil their work tasks, 35% of respondents said. Another 33% of employees are convinced that they effectively use more than 90% of the time. On the other hand, 11% of respondents said that they devoted less than half of their work period to work activities.

Most of the respondents in our survey believe that they have all the necessary tools to carry out their work without problems and with maximum effectiveness (57%).

However, the remaining 43% say they see room for improvement. A total of 49% of respondents blame company management for lower effectiveness and the absence of well-functioning management with the ability to properly motivate staff. More than 33% of respondents say they lack good communication with the team, the necessary technology or technical resources as well as necessary training and other education of staff in addition to better organisation of work on the team. Just under 30% of respondents would welcome the expansion of their existing team, since they say they cannot manage the assigned work tasks alone with the current number of staff.

MONEY IS STILL THE MAIN MOTIVATOR PRAISE FROM THE BOSS IS CRUCIAL

Financial reward is a factor that staff best perceive as a form of appreciation of work quality and it motivates them to achieve better work performance. This opinion was given by nearly 75% of respondents. Respondents positively perceive praise from their superiors (56%). Within the scope of

motivation, employees would also appreciate the opportunity to have a flexible work period or home office (54%); this response was most often given by employees who have been with the current employer for more than four years. Another impulse is represented by individual rewards for above-standard performance in the form of vouchers, experiences, etc., (47%), or the acquisition of new skills (people management, responsibility for new activity, training –44%), and 40% of employees appreciate promotions.

COMPANY EVENTS ARE NOT ESPECIALLY POPULAR WITH STAFF, BUT NEWCOMERS LOVE THEM

Newcomers working in the company for less than one year are also more enthusiastic about spending time with colleagues outside of the regular work environment and most often appreciated the opportunity to participate in company events and/or to be provided with various team rewards and joint experiences. However, both of these activities in our survey conclude the table of motivation preferences, with 10-15% interested in this type of motivation.

Several respondents beyond the scope of specified responses said that they would appreciate individual opportunities for both professional and financial career advancement which was not dependant on the number of years worked in the company but on each individual's skills.

A total of 4% of respondents said that they did not need further motivation because they were already satisfied.

If employees are to evaluate their motivation and satisfaction with their current employment more comprehensively, 43% of respondents who are not currently seeking a change said they would evaluate this positively. A total of 57% of respondents said they currently lacked proper motivation and may be open to new job opportunities.

Based on the findings described above, we have presented the following five recommendations that can help increase involvement and staff motivation:

1. Conduct staff satisfaction surveys regularly

A company that has an overview of the general mood in it and the satisfaction of its staff can more easily avoid the undesired exodus of talent. Conduct the survey anonymously and let respondents provide notes or comments beyond the scope of predefined answers. It is necessary to monitor multiple areas such as to what extent employees feel involved, how satisfied they are with overall communication and the work environment and whether they see an opportunity for personal development in the company as well as how they see their financial rewards and benefits compared to the competition.

It is usually sufficient to conduct such surveys once annually, or whenever there are major changes affecting all employees such as mergers or extensive reorganisation. Do not forget to familiarise employees with the outcome and action steps that you decide to take. In this phase, you can involve employees and divide up specific responsibilities. The worst thing that can happen is that the results of research are

ignored and left without reaction. It is not possible to satisfy everyone, but a positive approach to feedback will make it clear that you care about your employees' opinions and their satisfaction.

2. Show interest in feedback from staff for improving the work environment or processes

This feedback can be part of satisfaction surveys, but it is more practical to have a place available where employees can submit their recommendations throughout the entire year. Something more trustworthy and potentially used more will be an online form rather than a physical box for questions. It is necessary to exactly specify the aim of this collection point in advance. If we are interested in improving processes, then it is a good idea to explain that we are interested in specific and implementable ideas and that the box is not, for example, intended for complaints.

Again, feedback is important. Leave it up to the people to decide if they want to be anonymous.

3. Appreciate good ideas and quality work performance

Do not hesitate to praise your staff, and if there is a reason, praise them often. As is clear from our findings, staff members appreciate praise and it is important to them. This does not have to involve a long official statement in front of a team; instead, short personal expressions of thanks for good work have the best effect. Do not delay praise – praise given once a task has been completed will have more effect.

4. Nurture your talent

Your employees are the most important for the proper functioning of every company. Today, companies are literally fighting over talent and they are often forced to exaggerate their offers; hence, job seekers are the ones who are selective. Therefore, caring for the development of experienced staff is extremely important. Do not let them stagnate: you can offer services such as training for the acquisition of new skills, as well as new responsibilities and career advancement. It is beneficial to implement a loyalty bonus plan in which you can provide benefits for a set number of hours worked, such as time off or additional sick days, the option of working from home, contributions for vacations, etc.

5. Listen

Listening in various forms relates to the previous points. The overwhelming majority of staff members appreciate and value a human approach and want to have the opportunity to discuss their work problems and share their successes. Relationships in the workplace based on trust and options for open communication are among the most crucial for a company and are most promising for the future.

“ Employees view financial reward as the best acknowledgement for quality work. Praise from the boss is crucial. ”

EMPLOYEE RESEARCH 2016 WORK EFFECTIVENESS AND MOTIVATION

Will you manage to complete all your job tasks during your regular working hours?



How many overtime hours you work per week?



What is more important in your organisation?



According to your opinion, what part of your working hours you use for completing your daily tasks?



According to your opinion, do you have all necessary tools to be effective in your job?



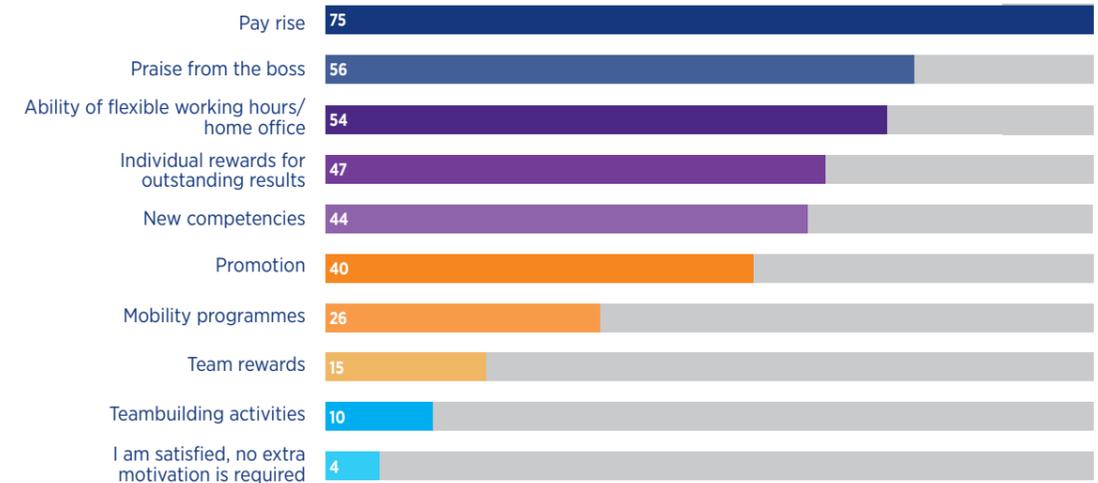
“Only 27% of staff members have a regular need to work overtime.”

EMPLOYEE RESEARCH 2016 WORK EFFECTIVENESS AND MOTIVATION

Currently, what do you miss in your job so you can fulfill your daily tasks effectively?*



What motivates you in your job?*



Do you feel sufficient motivation in your current job?



How long are you employed with your current employer?



* Respondents had the option of giving multiple answers

JOBS IN THE FINANCE SECTOR HAVE INCREASED AGAIN WAGES HAVE RISEN MAINLY FOR ACCOUNTANTS



Major improvement in the finance and accounting sector has been evident since 2015; however, in 2016 the dynamics of the market became even more pronounced. The number of available positions, both junior and senior grew, although the latter to a lesser extent, including roles with regional overlap.

THERE ARE QUALITY CANDIDATES IN THE MARKET HOWEVER, COMPANIES CANNOT RELY ON ADVERTISING

This year the Czech labour market has been characterised by a relatively large number of qualified experts and professionals in accounting and finance. Companies that often perceive very specific needs are even able to fill senior roles with job seekers who, within a short time, become able to get involved in the entire process without needing to be trained extensively in advance. Since specialists in this field are among the most stable and most loyal, they are not very active on the labour market and do not respond to ads. It is therefore necessary to address them directly with attractive opportunities.

With many available positions currently on the job market, companies are even open to hiring junior applicants. Graduates whose theoretical knowledge is supplemented with valid experience and language skills are offered interesting opportunities for the realisation of potential and significantly higher starting wages. However, despite this situation, a large percentage of graduates lack both relevant experience and language skills as well as adequate work involvement. This makes it more difficult for them to find suitable positions, and employers do not express great interest in these candidates.

ACCOUNTANTS ARE IN GREAT DEMAND DEMAND FOR CONTROLLERS HAS DECREASED SLIGHTLY

An increase in available financial positions has occurred in all sectors, but mainly in the manufacturing and pharmaceutical sectors, as well as in banking and financial institutions. The most filled positions include the roles of accountants with various levels of experience. Compared to last year, demand for accountants has nearly doubled. A frequent requirement of employees is knowledge of specific accounting software (usually SAP). Experienced accountants with knowledge of English seek new opportunities for a very short amount of time and often consider multiple job offers. Compared to last year, demand for experienced candidates in business and financial controlling has decreased. As far as the positions of financial managers are concerned, there are plenty of them compared to the number of candidates on the market.

WAGES IN THE SECTOR HAVE RISEN SIGNIFICANTLY HOWEVER, TOP MANAGERS HAVE NOT BEEN GREATLY AFFECTED BY THE INCREASE

Wages continued to grow gradually in 2016. The highest growth was for accounting positions, as they saw a wage increase as high as 10-15%. The graduates and junior job applicants mentioned above could also benefit, as their starting salaries in positions such as financial assistants and junior controllers are close to those of more experienced candidates. In some cases their gross monthly salary was up to CZK 40,000. For very senior roles there has not been an increase in wages, which have remained at a level similar to the previous year.

TABLE OF SALARIES ACCOUNTANCY & FINANCE

Basic monthly salaries in CZK for full time roles within Accountancy and Finance sector:

ROLE	MIN	MAX	TYPICAL
Junior Accountant/ Invoice Clerk	28 000	33 000	30 000
Junior Accountant/ max 2 years exp.	30 000	35 000	32 000
Financial Accountant/ 2+ years exp.	35 000	40 000	37 000
Senior Accountant	40 000	55 000	45 000
Chief Accountant	60 000	90 000	65 000
Accounting Manager	80 000	100 000	90 000
Junior Controller/ 1 year exp.	30 000	40 000	35 000
Financial Controller/ 2 years exp.	40 000	50 000	45 000
Financial Controller/ 3-5 years exp.	50 000	80 000	65 000
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

What kinds of benefits are most appreciated by candidates in the finance and accounting sector?



Flexible working hours
and home office



Extra leave



Bonuses, 13th
or 14th salaries



Education, professional
development

FINANCIAL INSTITUTIONS ARE BOOSTING THEIR TEAMS HOWEVER WAGES HAVE NOT CHANGED MUCH



In 2016 the labour market saw increased activity in the banking sector, which will continue this year. Demand for specialists for front office and back office positions is also anticipated.

THE MERGER OF ORGANISATIONS AND RESPONSIBILITIES TRANSFERRED FROM FOREIGN BRANCHES ARE CREATING NEW JOBS

A reason for the positive trend is the merger of companies and the transfer of various activities from foreign branches to the Czech Republic. There continues to be demand for quality candidates who have both professional skills and a professional approach, but also who are loyal and focus on the needs of their employer. For back office roles it is necessary to have at least a communicative level of English, and in the front office we expect continuation of the trend toward opportunities for junior front office staff with 1-2 years of experience.

INSTITUTIONS ARE UNDERGOING CHANGES CANDIDATES SEEK JOB SECURITY AND STABILITY

Several institutions last year experienced mergers and others expect major changes this year. These will relate in particular to new legislation and obligations for non-banking institutions. In connection with the on-going regulations from the Czech National Bank, some companies are reducing their activities and focusing on fulfilling the requirements of directives and regulations imposed by the Czech National Bank. This is leading to uncertainty among employees and job seekers, who are more open to changes in their work environments. When searching for new employers, job seekers prefer stable companies.

Despite this uncertain development, anticipated demand for quality employees in 2017 is stable. In some areas demand may increase by as much as 20%. This applies mainly to highly specialised roles and acquisition-focused sales positions.

NEITHER WAGES NOR BONUS PLANS HAVE BEEN THROUGH MAJOR CHANGES

Wages in this segment are relatively stable. Wages have slightly increased on average by 5% among candidates with up to two years of experience, but only among quality candidates with the required work performance and quality and potential for the future.

More major changes have not occurred in relation to bonus plans and we do not expect many changes to them this year either. Greater emphasis is placed on internal development and employee satisfaction – training, benefits, flexibility. Wage levels and additional financial rewards are influenced by length of experience, know-how, business contacts, responsibility and location. Prague is leading in this area, and wages in regions may be 10 - 20% lower depending on the company and the location. Nonetheless, lower living costs and often shorter work periods make up for this difference.

CONTRACTS FOR INDEFINITE PERIODS OF TIME AS WELL AS ACTIVE COMMUNICATION ARE POPULAR

Standard benefits (meal vouchers, five weeks of leave, product discounts, medical leave, etc.) are expected by employees, and there is demand for premium benefits such as flexible work periods, home working options, contributions for personal development, paid disability from the first day and/or company vehicles for personal use. Employees remain very interested in wages and further financial remuneration.

Candidates prefer certainty and are drawn by the opportunity to sign employment contracts for an indefinite period of time. This year this trend will continue, and we expect to have a greater impact on decisions made by candidates regarding the acceptance of job offers. However, roles are also played by other factors, including wages, benefits, the speed of the recruitment processes and the approach by the potential employer, with clear and quick communication appreciated. Employers are already encountering great competition. It is not unusual for quality candidates to choose from multiple attractive offers and to eventually decide in response to communication and a proactive approach from a potential employer.

TABLE OF SALARIES BANKING

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

BANKING - BACK OFFICE	MIN	MAX	TYPICAL
Credit Risk Analyst - retail	28 000	40 000	35 000
Credit Risk Analyst - corporate	35 000	80 000	60 000
Credit Risk Manager	60 000	120 000	85 000
Operational Risk Analyst	35 000	70 000	60 000
Market Risk Analyst	35 000	90 000	80 000
Market Risk Manager	70 000	130 000	100 000
Treasury Analyst	35 000	90 000	70 000
Treasury Manager	80 000	160 000	110 000
Regulatory Reporting Analyst	40 000	80 000	60 000
Internal Audit Specialist	35 000	80 000	60 000
Internal Audit Manager	85 000	150 000	120 000

All salaries reflect the situation in Prague, where usually seat headquarters of banks. Bonuses are not included.

BANKING - FRONT OFFICE	MIN	MAX	TYPICAL
Relationship Manager	50 000	100 000	70 000
Senior Relationship Manager	80 000	150 000	100 000
Privátní bankéř	50 000	120 000	60 000
Poradce pro bonitní klientelu	30 000	48 000	35 000
Firemní bankéř - retail	32 000	55 000	43 000
Osobní bankéř	20 000	30 000	25 000
Investiční garant	35 000	48 000	42 000
Branch Manager	45 000	80 000	60 000
Sales Team Leader	30 000	55 000	45 000
Head of Corporate Banking Team	90 000	160 000	110 000
Head of Corporate Banking Division	110 000	200 000	160 000

What kinds of benefits are most appreciated by candidates in the banking and financial sector?



Flexible working hours and home office



Benefit programmes



Extra leave



Company vehicles

THE NUMBER OF POSITIONS INCREASED SIGNIFICANTLY WAGES IN SUPPORTING ROLES ARE INCREASING



Due to the good economic results of companies practically in all segments, the need for organisations to expand their support teams is also growing. Roles that used to be complex and include a large number of specific activities that are being divided up so that teams are capable of better handling increased workloads.

SUPPORT TEAMS ARE EXPANDING AND MANY POSITIONS ARE BEING CREATED FOR GRADUATES AND JUNIOR CANDIDATES

In senior and mid-level positions companies are changing the scope of responsibilities assigned and are attempting to motivate and retain their current experienced staff who can pass on their experience and train juniors on their teams. Therefore, there is very high demand for graduates and candidates with a short amount of experience of one to three years who join companies in newly created jobs resulting from the mentioned division of roles. These primarily include administrative, legal and HR support roles. Something new in the HR area is the position of an internal recruitment researcher, which until now was typical only for recruitment agencies.

HIGH DEMAND IS DRIVING GRADUATES WAGES HIGHER

In 2016, companies filled 15% more law and HR positions and filled 20% more administrative positions.

The high demand for these junior candidates last year led to a significant increase in rewards for them. Candidates are informed of the current situation from media and advertising job websites and job fairs, and they know that the situation in the market is very favourable for them and therefore their financial demands are increasing. The wages of junior staff, HR administrators and receptionists have increased by

approximately 10%, although increases in starting wages by up to 25% compared to previous years.

EXPERIENCE AND PERSONALITY ARE IMPORTANT

The final offer is influenced by several factors, mainly including the length of experience, specific knowledge and special skills in a particular field as well as the demands of the position and the demand for the candidate profile on the labour market. Companies continue to place great emphasis on the personal qualities of a job candidate and therefore select people whose personality will complement the existing team.

NEW HR TRENDS

We continue to observe increased demand for HR business partners, and this role already has its strategic importance in large organisations. In connection with great demand for new staff, companies are putting together source teams that actively seek potential candidates and are implementing the role of talent acquisition consultants whose responsibility is to select staff and coordinate the recruitment process.

Corporations and business service companies then focus these teams on seeking candidates for the entire EMEA region.

GRADUATES WANT PROMOTIONS, EXPERIENCED JOB SEEKERS SEEK FLEXIBILITY

The motivation of candidates for office professional positions varies in particular based on seniority. While graduates and junior candidates place emphasis on professional and career advancement, the absence of which is often a reason for their departure from companies, experienced job seekers give priority to flexible work periods and the option of working from home. Both of these groups positively accept opportunities for company-sponsored language courses. Something standard in offered benefits which should not be missing is an extra week of leave along with a contribution to meals (meal vouchers).

TABLE OF SALARIES OFFICE PROFESSIONALS

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

ADMIN/ CUSTOMER SERVICE	MIN	MAX	TYPICAL
Assistant/ Receptionist	22 000	28 000	25 000
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	20 000	30 000	23 000
Customer Support Team Leader	30 000	45 000	35 000

HR	MIN	MAX	TYPICAL
HR Support	22 000	30 000	25 000
HR Administrator	28 000	40 000	35 000
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	70 000	100 000	80 000
HR Director	80 000	150 000	100 000

LEGAL	MIN	MAX	TYPICAL
Legal Support (law firm)	20 000	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

What kinds of benefits are most attractive for candidates for office professional positions?



Flexible working hours and home office



Training and education



Extra leave



Sick days

COMPANIES CONTINUE TO BOOST THEIR SALES TEAMS BOTH SPECIALISTS AND JUNIORS ARE IN DEMAND



In 2016, demand in the segment of sales and marketing increased overall. Companies introduced new products, new services, and new solutions, and therefore it is important for them to hire quality candidates for the first line of activity – sales and marketing.

CANDIDATES WITH RELEVANT EXPERIENCE SUCCEED CORRECT MOTIVATION AND A POSITIVE APPROACH ARE SUFFICIENT FOR JUNIORS

The most sought after profile was that of a sales representative with 3-7 years of experience in the relevant B2B or B2C segment, preferably with a similar line of sales and knowledge of the particular business cycle and familiarity with groups of customers. Another important factor in decisions made by employers is correct motivation and an appetite to come up with new ideas and a lack of fear of new approaches and ways of reaching customers. The emphasis on motivation and openness has mostly impressed juniors with less or minimal experience.

The shortage of these junior candidates with the right motivation has pushed their starting wages up, and in 90% of cases they exceeded CZK 30,000, and in technical and ICT segments the salaries for these candidates with the necessary education have already stabilised at around CZK 40,000.

FOLLOWING STAGNATION LAST YEAR, TELECOMMUNICATION COMPANIES ARE AGAIN SEEKING NEW TALENT

The ICT/Telco segment also has registered increased demand among telecommunication companies, which are seeking skilled sales professionals not only for the sale of telecommunication services but also for related ICT products and services. There is demand for the positions of project marketing specialists, presale specialists and e-commerce specialists, and experienced candidates have also been sought after for online marketing positions.

ICT companies continue to seek experienced sales representatives for new software solutions, mobile applications, the Internet of Things and custom software

solutions. Companies have not even been successful in finding sales representatives for indirect partnering sales. Demand has also increased for experienced candidates for business development manager roles for the development of new markets, new products, solutions and development of sales in general.

In order for companies to increase the motivation of their candidates, they often offer an unlimited bonus package or highly sought after flexibility. Besides financial benefits, crucial factors for candidates also include the outlook for sales, flexibility and the company working environment. Increased demand has enabled a partial shift among segments, although among senior positions the market has remained conservative.

JUNIOR WAGES HAVE INCREASED THE MOST

An old rule still applies, which is that the longer the business cycle the higher the wage rewards and potential bonuses. Juniors and specialised sales representatives with 2-5 years of experience have primarily improved financially. Their fixed wages have grown by 10-15%, and bonus packages have also increased.

Wages at larger companies and multinational corporations for similar positions are up to 15% higher than at small and medium-sized companies.

COMPANIES ASSIGN GREATER IMPORTANCE TO MOTIVATION THEY ARE TRYING TO ADAPT TO EMPLOYEES' NEEDS

There has been a visible effort among companies to motivate staff with attractive bonus plans and to make these bonuses achievable in order to minimise fluctuations in sales teams. We have observed a trend of implementing performance bonuses, which are payable when KPIs are fulfilled satisfactorily regardless of achieved sales. Flexible work periods and company vehicles are also expected for sales positions.

Besides financial rewards and other benefits, candidates also consider the stability and reputation of the company, the potential of the product or service, the personality of the manager, company culture and other aspects not specifically referred to in the job offer.

TABLE OF SALARIES SALES & MARKETING – IT/ TELCO COMPANIES

Basic monthly salaries in CZK for full time roles within Sales and marketing sector, targeting IT and logistic companies:

SALES IT/ TELCO	MIN	MAX	TYPICAL
Inside Account Manager	30 000	50 000	40 000
Sales Representative	30 000	45 000	40 000
KAM – corporates	50 000	80 000	60 000
Business Dev. Manager	60 000	120 000	90 000
Sales Manager - Hunter	50 000	100 000	70 000
Partner Manager/ Channel Manager	50 000	100 000	80 000
Channel Specialist/ Channel Account	50 000	80 000	60 000
Area Account Manager	45 000	70 000	60 000
Sales Director	120 000	200 000	160 000
Regional Sales Director/Manager	120 000	250 000	190 000
Business Unit Manager	80 000	160 000	120 000
KAM – public	50 000	80 000	70 000
Senior Presales Consultant	70 000	110 000	90 000
Presales Consultant	45 000	80 000	65 000
Nákupčí/ Purchaser IT/ telco	40 000	80 000	65 000

MARKETING IT/ TELCO	MIN	MAX	TYPICAL
Junior Product Manager	25 000	45 000	40 000
Senior Product Manager	40 000	90 000	70 000
Group Product Manager	60 000	150 000	100 000
Marketing Manager	100 000	200 000	150 000
Market Research Manager	35 000	70 000	60 000
PR Manager	45 000	120 000	70 000
Market Research Analyst	25 000	65 000	50 000
Internal/ External Communication	30 000	80 000	50 000
Trade Marketing Manager	45 000	90 000	65 000
Marketing Specialist	40 000	55 000	45 000
Online Marketing Specialist	40 000	80 000	60 000
E-Care Specialist	50 000	90 000	70 000
E-Sales Specialist	50 000	90 000	70 000
Web Content Specialist	35 000	70 000	55 000
Online Campaign Manager	80 000	160 000	130 000
Online Marketing Director/ Manger/ VP	80 000	180 000	150 000
Creative Director	80 000	130 000	110 000
Copywriter	30 000	60 000	45 000

TABLE OF SALARIES SALES & MARKETING – IT/ TELCO COMPANIES

SALES - LOGISTICS	MIN	MAX	TYPICAL
Sales Representative	30 000	50 000	40 000
Sales Executive/ Hunter	35 000	60 000	50 000
Area Sales Manager	45 000	80 000	60 000
Key Account Manager	40 000	80 000	60 000
Sales Director/ Manager	70 000	150 000	90 000
BDM	70 000	130 000	80 000

MARKETING - LOGISTICS	MIN	MAX	TYPICAL
PR Manager	45 000	70 000	50 000
Marketing Specialist	30 000	55 000	45 000

What kinds of benefits are most appreciated by candidates in the sales and marketing sector?



Flexible working hours
and home office



Company vehicles
– the brand and
quality are decisive



Extra leave



Medical leave, paid
disability benefits

“ The most used bonus model is 60/40, meaning that at a fixed wage of 60,000 a bonus of 40,000 is paid. However, in purely acquisition sales positions, bonuses represent double up to five times fixed wages. ”



GREAT EMPHASIS IN TECHNICAL GRADUATES IN SALES EXPERIENCE IS APPRECIATED IN MARKETING



The technology sales sector is currently undergoing major transformation. The preferences and requirements of companies and candidates are changing, wages are increasing and there are more opportunities for skilled graduates.

ABOVE-AVERAGE SALARIES FOR GRADUATES OF TECHNICAL SCHOOLS

In junior positions in sales we have observed increased demand for graduates with the priority of companies being sales knowledge and skills instead of the experience and work history of candidates. Graduates of technical universities realise their potential very well, and their starting salaries tend to be high and above the market average, and if a candidate has brief experience received during study, there are more offers to choose from.

Companies are now filling their sales roles more often with junior candidates who are both motivated by the opportunity for professional growth within the organisation and by bonus packages offered in addition to wages. Knowledge of English is now a necessity for almost all sales positions in the technical sector. The most sought after candidate profile is a sales representative who is a capable negotiator and knows how to see an entire transaction through to finish.

HOME OFFICE OPTIONS INCREASE THE LIKELIHOOD OF JOB OFFER ACCEPTANCE

A current trend in sales is the opportunity to work at home or to have flexible work periods. This is a frequent requirement from candidates, and companies are adapting to this trend and including flexibility in their benefits. The absence of this benefit package is often the reason why candidates eventually decide for a competitor's offer.

EXPERIENCE FROM THE SEGMENT IS NO LONGER CRUCIAL FOR MARKETING PERSONALITY, EXPERIENCE AND COMMITMENT ARE APPRECIATED

Marketing strategies of companies are often set by company headquarters abroad, and branches are made responsible for their successful implementation on local markets. Good knowledge of English is therefore essential. For marketing positions companies place increased emphasis on the personal presentation of the candidate and they expect a major commitment to work and enthusiasm. University education is gradually becoming an expected standard.

Unlike the case of sales positions, in marketing specialists with experience are more successful in finding jobs than graduates without prior experience. Many companies no longer strictly require candidates from the same sector and enable transitions between individual sectors, but it is necessary for them to have knowledge of B2B and B2C marketing.

WAGES ARE GROWING MAINLY FOR GRADUATES AND JUNIORS

In the sales sector university graduates with technical majors are seeing their wages increase and the basic starting monthly wage of such candidates, if they can prove the necessary knowledge and skills, can in some cases be as high as CZK 45,000. The situation is similar in marketing, and wages are rising by approximately 5-10%, particularly in more junior positions with potential for the future, while the wages of seniors have not changed much. In general, the wages in junior positions have grown very quickly compared to the remuneration of managers.

TABLE OF SALARIES SALES & MARKETING – TECHNICAL COMPANIES

Basic monthly salaries in CZK for full time roles within the Sales and marketing sector, targeting technical companies:

SALES TECHNICAL	MIN	MAX	TYPICAL
Sales Representative	30 000	50 000	40 000
Sales Engineer	35 000	60 000	45 000
Sales Manager	40 000	75 000	65 000
Sales Support/ Inside Sales Engineer	40 000	55 000	45 000
Key Account Manager	40 000	65 000	55 000
Sales Director	90 000	160 000	130 000

MARKETING TECHNICAL	MIN	MAX	TYPICAL
Marketing Coordinator	30 000	45 000	40 000
Marketing Specialist	40 000	65 000	50 000
Marketing Manager	60 000	130 000	80 000
PR Coordinator	35 000	50 000	43 000

What kinds of benefits are most appreciated by candidates in the sales and marketing sector?



Flexible working hours and home office



Company vehicles – the brand and quality are decisive



Extra leave



Medical leave, paid disability benefits

IN FMCG, WAGES HAVE RISEN THE MOST FOR JUNIORS THEY STILL LAG BEHIND IN OTHER SECTORS



Recently in the sector of quick turnover goods there has been a trend in online purchases, with interest in this service from customers rising sharply in the FMCG sector. Therefore, we can expect that in the coming year companies will boost their marketing teams and also focus significantly on specialists in e-commerce.

JUNIOR STAFF ARE ALSO BEING OFFERED MORE INTERNSHIPS

In the segment of quick turnover goods (FMCG) in the past year we registered major growth in demand, particularly for young talent and candidates ideally with two years of experience in the sector. Besides standard offers of full-time employment, organisations have also been offering them opportunities to gain experience through work-related internships.

Demand for experienced candidates in semi-senior and management positions has remained at a level similar to last year. The most commonly filled positions include the roles of key account manager, sales representative or area sales manager, be it for a modern or traditional market. In the area of marketing, companies have filled the positions of brand manager, trade marketer and product marketing manager. An essential requirement for senior roles in both areas, specifically sales and marketing, has been prior experience in FMCG in similar positions.

WAGES HAVE GROWN BY AS MUCH AS 10% HOWEVER, THEY STILL HAVE NOT REACHED THE LEVELS IN OTHER SALES SECTORS

In view of the increased demand and lack of talent and candidates with little experience, starting wages have gradually increased by 5-10%, particularly for junior positions. Nonetheless, even despite this growth these employees have remained under-appreciated compared, for example, to the situation in technical companies.

Generally higher wages are offered by companies in the tobacco industry and in consumer electronics. The bonus package is 10-33% of annual wages, and the bonus is most often paid quarterly.

THE PREFERENCES AND MOTIVATIONS OF CANDIDATES VARY DEPENDING ON SENIORITY

Junior candidates prefer the work environments and attractiveness of larger corporations, where they are offered opportunities to learn many skills and processes, to work together with foreign colleagues and, last but not least, to have career advancement. However, experienced professionals with many years of experience tend to prefer smaller and mid-sized companies, which provide them with more freedom and room for creativity and the realisation of their own potential.

Companies also give priority to employees with work experience from the same segment and do not view transitions between sectors very favourably. Candidates are often required to have English language skills, even if they cannot always actively use them in the workplace.

TABLE OF SALARIES SALES & MARKETING – FMCG

Basic monthly salaries in CZK for full time roles within the Sales and marketing sector, targeting FMCG companies:

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

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

What kinds of benefits are most appreciated by candidates in the sales and marketing sector?



Flexible working hours
and home office



Company vehicles
– the brand and quality
are decisive

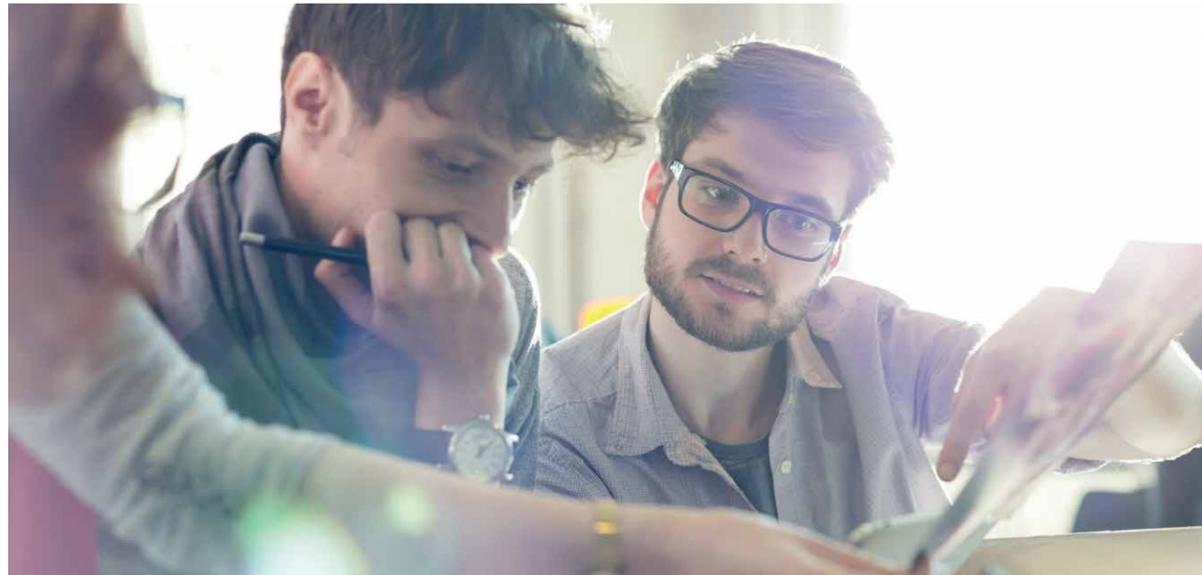


Extra leave



Medical leave, paid
disability benefits

ONLINE IS ALSO A TREND IN FINANCIAL INSTITUTIONS ORGANISATIONS EXPAND THEIR BENEFIT OFFERS



The upward trend of the labour market in the past year has also continued in sales and marketing in the financial segment. The demand has most strongly affected marketing and acquisition of sales positions, and we expect the same trend in the year 2017 as well.

A WIDE RANGE OF OPTIONS ARE OFFERED ONLINE BOTH TO EXPERIENCED CANDIDATES AND JUNIORS

In the past two years we have noticed a gradual increase in demand for experts in online and digital marketing. These do not only involve replacements for departing employees, but new jobs are being created which offer candidates many opportunities to realise their potential. Until recently, marketing and online needs in financial companies have been resolved using external companies. Now these institutions are seeking in-house specialists and are creating opportunities for talented candidates from agencies. With the increased demand there has also been more interest in junior talent. Standard marketing positions remain as the recruitment trend in this segment has been either stable or in a slight decline.

QUALITY CANDIDATES CHOOSE FROM MANY OFFERS WAGES, BENEFITS AND THE COMPANY'S APPROACH ARE DECISIVE

Employees are increasingly accepting job offers based on salary and other financial benefits. The attractiveness of a project that a candidate will focus on is also important. The brand and market reputation of a company are also decisive factors.

This year each aspect of the offer will have an influence on whether it is accepted by a candidate, including the speed of the recruitment process and the approach of the potential employer, with clear and quick communication being important for candidates. Employers are already encountering great competition. It is not unusual for quality job seekers to choose from three equally attractive offers. The candidate then considers the individual merits of each offer and often decides conscientiously.

As in many other segments, standard benefits include meal vouchers, five weeks of leave, product discounts and medical leave, which are automatically expected by potential employees and therefore must be included. However, candidates are even more attracted by offers exceeding the standard, such as those including flexible work periods, home working options, contributions to personal development, opportunities for professional internships, inspiring work environments with options of sharing experience and know-how, paid disability benefits from the first day and/or company vehicles that can be used for personal trips.

WAGES IN SALES ROLES ARE NOT CHANGING MARKETERS ARE NOW EARNING MORE

Wages in sales positions have not changed significantly; in marketing however we have observed gradual single-digit growth. However, for positions in online marketing increases may be up to 15% compared to the previous year. Financial companies prefer quality and knowledge and are willing to negotiate with such candidates regarding benefits, including customised complete benefit packages.

TABLE OF SALARIES SALES & MARKETING – BANKS AND FINANCIAL INSTITUTIONS

Basic monthly salaries in CZK for full time roles within the Sales and marketing sector, targeting Financial institutions:

SALES FINANCE	MIN	MAX	TYPICAL
Sales Representative FO (Leasing)	30 000	45 000	35 000
Key Account Manager (Leasing)	35 000	55 000	40 000
Sales Manager (B2B)	40 000	80 000	60 000
Sales Director (B2B)	80 000	220 000	160 000

MARKETING FINANCE	MIN	MAX	TYPICAL
Senior Product Manager	50 000	80 000	60 000
Senior Marketing Specialist	40 000	70 000	50 000
Digital Project Manager	50 000	80 000	70 000
CRM Manager	45 000	80 000	65 000
Junior Marketing Online Specialist	28 000	38 000	35 000
PPC Specialist	30 000	45 000	35 000
Marketing Communication Specialist	40 000	60 000	50 000
Marketing Manager	60 000	100 000	80 000
Project Manager	50 000	100 000	70 000

What kinds of benefits are most appreciated by candidates in the sales and marketing sector?



Flexible working hours and home office



Company vehicles – the brand and quality are decisive

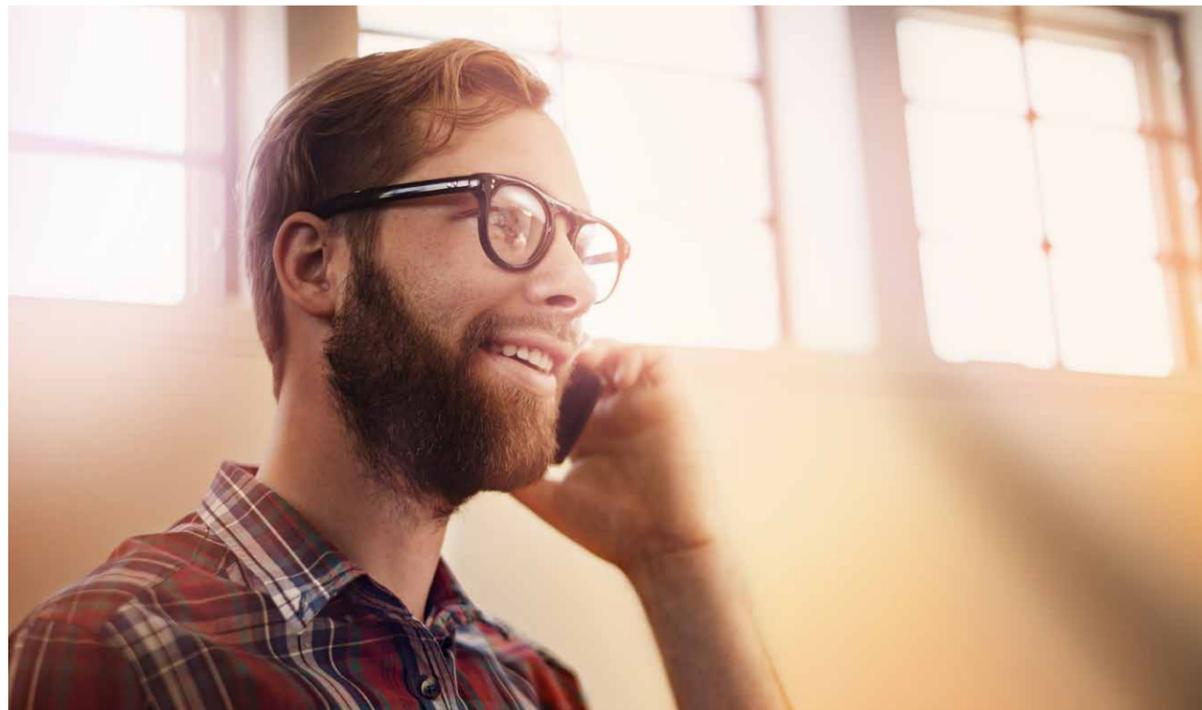


Extra leave



Medical leave, paid disability benefits

DEMAND FOR EMPLOYEES IN RETAIL HAS GROWN THERE IS GREAT COMPETITION ON THE MARKET



The market of retail chains in the Czech Republic is undergoing further growth and development in companies. This trend is most apparent in fast retail companies, which are actively focusing on future development and employee wages.

THE ACTIVITIES IN ONLINE MARKETING ARE NOT HAVING A NEGATIVE IMPACT ON THE PROFITS OF TRADITIONAL STORES

E-commerce is a trend in all sales areas, including retail. If a company has not been involved in this until now, they will implement it, and existing e-commerce teams are being further expanded very quickly. In view of the increased buying power in the Czech Republic, companies are observing with enthusiasm that the profitability of e-shops is not negatively affecting the profits of traditional stores and shops in shopping centres.

DEMAND FOR EMPLOYEES IN RETAIL HAS BEEN INCREASING RAPIDLY

During the year there has been a few smaller expansions of retail chains into regions, particularly in the fashion industry, which are now also focusing on regional towns in the country. The overall sales successes of companies have significantly increased demand for new staff. In the case of sales consultants and other junior positions, this has involved increases by up to 60%. In Bohemia, companies have most often filled positions of sales consultants, assistant shop managers, shop managers and area managers. In Moravia there has mainly been demand for assistant shop managers.

QUICK NEGOTIATIONS AND COMMUNICATION WITH CANDIDATES IS CRUCIAL FOR SUCCESSFUL RECRUITMENT

Huge and aggressive competition in the retail industry is forcing companies to speed up the recruitment process. If a company is seeking new employees, it is absolutely essential for it to act quickly and not to unnecessarily drag out the recruitment process. Thanks to a large number of open positions, particularly for juniors, candidates have choices. Besides bonus packages, the motivation for decisions for a particular company may also include the brand and position of the brand on the market and offered training as well as options for further development.

WAGES ARE SLIGHTLY INCREASING AND COMPANIES ARE WORKING WITH BENEFITS

In view of the high demand, wages in the sector rose slightly in the last year and we expect the same tendency this year as well. The increase in financial rewards will be by as much as 5%, both for senior positions and for more junior positions.

In order for companies to support the success of their recruitment, they are working with the system of bonuses and benefits. For positions in mid-level and top management, we have seen a tendency of companies to include external training of their employees, which is very popular. Standard benefits including traditional meal vouchers, bonuses, product discounts and internal training are being supplemented with above-standard offers including extra leave, medical leave and insurance.

TABLE OF SALARIES RETAIL

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

ČECHY	MIN	MAX	TYPICAL
Shop Assistant	15 000	35 000	23 000
Department Manager	22 000	70 000	30 000
Store Manager	25 000	110 000	35 000
Area Manager	40 000	200 000	75 000
Visual Merchandiser	20 000	50 000	28 000
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

MORAVA	MIN	MAX	TYPICAL
Shop Assistant	15 000	25 000	19 000
Department Manager	21 000	30 000	26 000
Store Manager	22 000	50 000	32 000
Area Manager	35 000	80 000	65 000
Visual Merchandiser	18 000	30 000	23 000
District Manager	35 000	70 000	60 000
Area Visual Manager	30 000	55 000	50 000

What kinds of benefits are most appreciated by candidates in the retail sector?



Financial bonuses based on sales results



Extra leave



Mobile phones



Flexible work hours (for senior roles)

TABLE OF SALARIES

RETAIL

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*	MIN	MAX	TYPICAL
Shop Assistant	520	925	700
Department Manager	770	1 800	900
Store Manager	800	2 200	1 200
Area Manager	1 300	2 000	1 800
Visual Merchandiser	620	1 100	925
Sales Director	1 800	5 500	2 900
Country Manager	2 200	5 500	2 500

* Salaries in the Slovakia region are in Euros per month.



CANDIDATES CAREFULLY COMPARE OFFERS DECISIVE FACTORS VARY



The pharmaceutical market remains influenced by the results of major changes in structure as well as mergers that have taken place. There has been an apparent increase in activities particularly involving medical device companies focusing, for example, on diagnostics and biotechnology.

JUNIORS WITH EXPERIENCE ARE BEST ABLE TO REALISE THEIR POTENTIAL IN CLINICAL RESEARCH HOWEVER, THERE ARE NOT MANY POSITIONS

In the Czech Republic, as well as in the rest of Central and Eastern Europe, there has been a continuing decline in the number of conducted clinical trials, and in relation to this lower demand for staff to carry them out persists. While experienced candidates who are considering a change have fewer options to choose from, they do not tend to have a problem with realising their potential. In the last year we have also observed increased interest from employers, particularly CRO companies, in junior candidates with 1-2 years of experience. It is apparent that companies are willing to invest in training and the development of their future talent.

In the medicine segment there has been an increase in interest in the positions of medical scientific liaison, medical advisor, product specialist and key account manager. Newly available opportunities have involved specialisations such as cardiology, oncology and biological treatment.

CANDIDATES CAREFULLY COMPARE WORK OFFERS MULTIPLE FACTORS PLAY A ROLE

Uchazeči jsou na pracovním trhu obecně méně aktivní. Candidates on the labour market are generally less active, and so recruitment for open positions is often handled by directly addressing potential hires. Candidates focus on the attractiveness of the offer as a whole and sensitively view

even small differences, such as in offered benefits, the name or reputation of the company on the market and, last but not least, the speed of the recruitment process itself.

WAGES HAVE PRIMARILY RISEN FOR SALES REPRESENTATIVES AND IN THE MEDICAL DEVICES SECTOR

In the past year wages have primarily increased slightly for candidates in sales positions and for specialists in the medical devices sector. The reason for this is the battle for quality candidates, qualified professionals with experience and language skills who, thanks to the favourable situation on the labour market and the high employment levels, do not tend to be available on the market. We have noticed an increase by as much as 10% in sales and marketing positions relating to very specific areas requiring unique knowledge.

Regional presence in the Czech Republic is not having a significant impact on wage levels. Wages tend to be influenced more by the location of the company's headquarters than the location where the employee is assigned to work. In companies with headquarters outside of Prague and Central Bohemia, remuneration in sales roles can be as much as 25% lower than the wages specified in the overview.

STANDARD BENEFITS ARE NOT AN ATTRACTING FACTOR, BUT MUST NOT BE NEGLECTED

Many factors in the sector are considered standard and are offered automatically. These include an extra week of leave, contributions to meals, supplementary retirement insurance, a mobile phone, a language course or medical leave, with companies most often offering 3 to 5 sick days. This is the traditional offering, and candidates are also more motivated by the opportunity to use a flexible work period or to work from home. However, they do not want to be deprived of the standard to which they have become accustomed. Employees also consider development programmes and further education to be important.

TABLE OF SALARIES LIFE SCIENCES

Basic monthly salaries in CZK for full time roles within the 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

What kinds of benefits are appreciated the most by candidates in the life sciences sector?



Flexible working hours
and home office



Sick days



Extra leave



Cafeteria

TABLE OF SALARIES 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

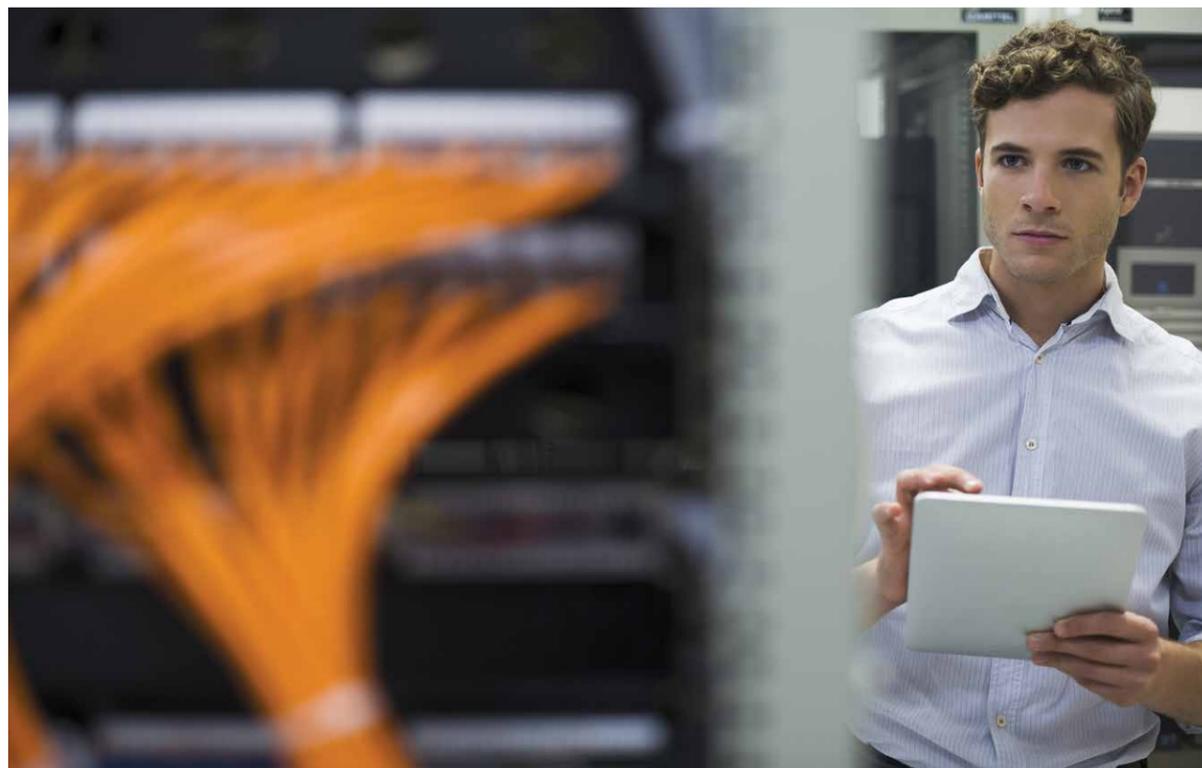
MEDICAL	MIN	MAX	TYPICAL
Medical Scientific Liaison	50 000	80 000	65 000
Medical Advisor	70 000	90 000	80 000
Medical Manager	80 000	130 000	110 000
Medical Director	120 000	220 000	180 000
Medical Director CEE	150 000	220 000	200 000
Regulatory Specialist	30 000	50 000	40 000
Regulatory Manager	60 000	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 Spec.	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

TABLE OF SALARIES LIFE SCIENCES

CLINICAL RESEARCH/ PHARMA	MIN	MAX	TYPICAL
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

CLINICAL ROLES/ CROS	MIN	MAX	TYPICAL
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

A SHORTAGE OF IT PROFESSIONALS DEMAND ON WAGES IS INCREASING



The IT field in recent years has not only seen huge demand for experienced professionals, but also for prospective graduates. The situation will not change this year either, and quality IT professionals will be necessary both in Prague and in other regions of the Czech Republic.

DEMAND FOR THESE EMPLOYEES IS INCREASING IN PRAGUE AND BRNO AS WELL AS IN OTHER REGIONS

Thousands of new employees are needed annually in the IT sector. In the past five years the number of employee positions has risen by a third. The shortage of IT professionals is not being helped much by the number of university students and graduates in this field. It is becoming very difficult for companies to fill their open positions. In the coming year we expect further growth in demand for employees in Prague and Brno, as several new positions will be created in places including Liberec, Ostrava and Plzeň.

DEVELOPERS IN PARTICULAR CAN SELECT FROM A RANGE OF OFFERS

As far as the profiles of candidates are concerned, the most sought after candidates are developers in .net, Java and C++, ideally with 3-5 years of experience. Other very often filled positions include JavaScript experts, QA engineers and application administrators. In the overwhelming majority of cases these are candidates that are not active on the

labour market, do not read job ads and therefore need to be targeted using different methods of recruitment. IT companies often use the services of employment agencies, and they are expanding their internal sourcing teams so that they can be most effective. If they are not successful in the local market they often seek their talent abroad as well, such as in Slovakia, Poland, Italy and Spain, where the Czech Republic is able to compete with higher wages and candidates are willing to relocate. It still applies that if a job applicant is available on the labour market and has the required knowledge, they will receive an offer in just a few days.

THE LACK OF APPLICANTS IS CAUSING A FURTHER RISE IN WAGES ATTRACTIVE BENEFITS ARE ALSO PLAYING A ROLE

Companies that are expanding their presence, activities and therefore their teams are often inclined to increase financial rewards. In the past year wages in IT have increased on average by 5%. Software developers in particular have much discretion when comparing offers, and wages are among the key factors under their consideration. The attractiveness of a job offer is also increased by home working options, the appeal of a particular project and the company's reputation.

Companies are increasingly taking an accommodating approach towards job applicants and providing above-standard benefit programmes, which include working at home up to 100% of the time, a company vehicle and company preschool. Such offers remain an exception, but are often very positively evaluated by job applicants.

TABLE OF SALARIES IT AND TELECOMMUNICATIONS

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

ROLE	MIN	MAX	TYPICAL
Programmer / Analyst (Graduate)	30 000	50 000	45 000
Help Desk - 1st line	28 000	36 000	35 000
Application Specialist - 2nd and 3rd line	45 000	70 000	60 000
Systems Analyst / QA	40 000	80 000	70 000
Developer / Programmer - Java/. NET	50 000	100 000	90 000
Administrator / Support Engineer	35 000	60 000	50 000
Business Analyst	50 000	85 000	60 000
Technology/ Business Consultant	45 000	85 000	65 000
Project Manager	55 000	120 000	90 000
IT Manager	50 000	110 000	80 000
Architect	80 000	120 000	100 000
Test Analyst	35 000	60 000	50 000
Test Manager	50 000	100 000	80 000
Service Manager (ITIL)	70 000	110 000	80 000
SAP Specialist / Consultant	50 000	150 000	100 000
UX/UI Engineer	40 000	90 000	70 000
Web Developer	30 000	60 000	45 000
SW Engineer C/C++/Embedded	40 000	90 000	70 000
DHW Specialist / BI	40 000	90 000	70 000
DTB Administrator / Developer	35 000	80 000	65 000
JavaScript Engineer	50 000	100 000	90 000
Python Engineer	50 000	90 000	70 000
Security Analyst/Specialist	40 000	90 000	70 000
Technical Leader	70 000	100 000	90 000
Data Analyst	50 000	75 000	70 000
Cloud Engineer	50 000	100 000	80 000
System Administrator	50 000	80 000	60 000

What kinds of benefits are most appreciated by candidates in the IT sector?



Flexible working hours
and home office



Bonuses



Professional courses,
education, certification



Career advancement

A CRITICAL LACK OF TECHNICIANS REMAINS COMPANIES ARE WILLING TO REVISE THEIR OFFERS



In view of the further development of production companies and the production industry, demand for technicians among specialists is continuing to grow. Companies are seeking a large number of staff in the Czech market, just like in most European markets, but there has long been an extreme shortage of these candidates.

AVAILABLE POSITIONS CONTINUE TO INCREASE COMPANIES ARE ADDRESSING CANDIDATES ABROAD AND LOWERING REQUIREMENTS

Available positions in engineering and manufacturing by the end of 2016 numbered more than 80,000, as is stated by official sources, while 40% of them were for positions requiring special qualifications. However, with the increase in demand there is an increasingly apparent difference between the number of available positions and the number of graduates in technical fields, and therefore the huge demand is not being satisfied. The situation is expected to improve in the years to come but unfortunately this is not likely.

If companies are unable to fill available positions based on their original requirements, they will show greater flexibility and will start being open to even hiring staff from abroad, and they will give opportunities to less skilled candidates and invest resources in their proper training.

THERE IS INTEREST IN PROFESSIONALS WITH A FOCUS ON QUALITY COMMUTING TO WORK IS STILL A PROBLEM

In the past year companies have most often filled positions in the quality assurance sector, such as quality engineers, quality managers as well as skilled designers

with knowledge of the CATIA programme (mechanical or electrical). Interest remains high in technicians, process engineers and specialists in improving the effectiveness of production. Candidates are most motivated by the levels of financial rewards as well as by more suitable locations, opportunities for career advancement as well as pleasant work environments.

Generally the willingness of employees in the Czech Republic to commute to work is very low, although candidates in this sector tend to be more flexible due to the character of the field. However, the commute distance and time is an important factor in candidates' decisions. A candidate's decision may be influenced by the amount contributed to the cost of commuting and in senior positions by the option of using a company vehicle.

WAGES IN THE SECTOR ARE GROWING COMPANIES ARE NOT OPPOSED TO INDIVIDUAL AGREEMENTS

The long-term shortage of staff in the production sector is increasing pressure on wages, and in the past year we have observed growth in wages among qualified staff by as much as 5-10% depending on the position and field. The amount of the financial offer is significantly influenced by the candidate's prior experience, fields of expertise and language skills. The difference in remuneration particularly among graduates and junior candidates with experience acquired during study can be as much as 25% compared to a candidate without experience; however, besides the already mentioned language skills, having studied the field is also important.

However, the huge need for new staff is forcing companies to adapt and change offers of benefits and companies often accept individual agreements, and approximately three-quarters of them are willing to consider and revise the amounts of their financial offers following agreement.

TABLE OF SALARIES ENGINEERING

Basic monthly salaries in CZK for full time roles within the Manufacturing and Engineering sector:

ENGINEERING/ MANUFACTURING

JUNIOR ENGINEER 0-3 YRS EXPERIENCE	MIN	MAX	TYPICAL
Production/ Manufacturing Engineer	28 000	45 000	35 000
Quality Engineer	27 000	45 000	35 000
Maintenance Engineer	27 000	40 000	29 000
R&D Designer/ Developer (electro, mechanical)	30 000	50 000	38 000
Project Engineer	30 000	50 000	35 000

EXPERIENCED ENGINEERING 3-5 YRS EXPERIENCE	MIN	MAX	TYPICAL
Production/Manufacturing Engineer	35 000	60 000	45 000
Quality Engineer	35 000	60 000	45 000
Maintenance Engineer	32 000	45 000	38 000
R&D Designer/ Developer (electro, mechanical)	40 000	60 000	50 000
Project Engineer	40 000	70 000	50 000

SENIOR, TEAM LEADERS, MIDDLE MANAGEMENT	MIN	MAX	TYPICAL
Production/ Manufacturing Supervisor	40 000	70 000	55 000
Quality Supervisor	40 000	70 000	55 000
Maintenance Supervisor	35 000	60 000	45 000
R&D Designer/ Developer (electro, mechanical)	45 000	90 000	60 000
Project Manager	50 000	90 000	70 000

What kinds of benefits are most appreciated by candidates in the manufacturing and engineering sector?

			
Canteens or meal vouchers	Extra leave	Company vehicles	Contributions to education

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

TABLE OF SALARIES ENGINEERING

TOP MANAGEMENT	MIN	MAX	TYPICAL
Production Manager/ Director	70 000	130 000	95 000
Quality Manager/ Director	80 000	130 000	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	130 000	95 000

SPECIAL ROLES	MIN	MAX	TYPICAL
EHS Technician	29 000	50 000	35 000
EHS Manager	46 000	90 000	75 000
Production Planner	30 000	40 000	34 000
Lean Engineer	40 000	70 000	50 000
Continuous Improvement Manager	65 000	100 000	80 000

“ With the increase in demand, there is an increasingly apparent difference between the number of available positions and the number of graduates in technical fields, and therefore the huge demand is not being satisfied. ”



Pozn.: výše platů se liší v závislosti na výrobním zaměření firmy, firemní kultuře a lokalitě v rámci ČR

INTEREST IN LOGISTICS POSITIONS IS INCREASING HOWEVER, SALARIES ARE STAGNATING



In the Czech Republic, a new industrial revolution has begun in which logistics are playing a leading role in development. Probably the biggest boom is being experienced by the e-commerce sector, which is retaining its long-term position as a leader.

Last year online vendors acquired more than 300,000 m² of storage space on the Czech real estate market, of which two-thirds service customers primarily from Germany and the rest of Western Europe. The remaining spaces are available to Czech customers. Over the long-term, Prague has retained a dominant 40% share of the market. Brno (14.9%) and Plzeň (15.3%) are battling for second place.*

ONE PROBLEM IS THE LACK OF UNQUALIFIED EMPLOYEES

THERE IS A SIGNIFICANT LACK OF QUALIFIED EXPERTS IN THE AUTOMOTIVE SECTOR

The logistics sector has been dealing with a shortage of unqualified labour, such as warehouse workers, drivers and operators. Although companies in their industrial parks are trying to support the comfort of their workers, for example by organising shared commutes from locations accessible by public transportation and other motivation programmes and the option of company-wide catering or a contribution to transport and other benefits, there are still too few candidates for these positions compared to demand.

However, among specialists and qualified workers we have noticed a stabilising tendency. Companies are developing their talented staff and often offer them internal job changes in career advancement within the organisation, and they are

providing company training and motivation programmes. The rule that generally applies is that external logistics are open to people from internal logistics, although in practice this does not function very well. Compared to past years, there are in total enough candidates in logistics, except in the automotive sector, where with just-in-time production it is not easy to keep pace.

THE GREATEST INTEREST IS IN MANAGERS FOR LOGISTICS AND STORAGE HOWEVER, WAGES HAVE NOT CHANGED MUCH

The most filled qualified positions in the sector of external logistics are managers for logistics and storage. Companies are expanding their storage spaces and seeking quality candidates with experience from Greenfield projects. Wages in the sector are stable and compared to the previous year have not undergone major changes, even despite the relatively high interest in these positions among candidates. The same applies for internal logistics, where potential is currently being realised mostly in the field of customer service and the supply chain.

Candidates to a great extent are motivated by opportunities for professional growth, flexible work periods and of course benefits. They seek bonuses, 13th salaries and the ability to use company vehicles for personal trips. A standard expectation is an extra week of leave, three sick days, contributions to insurance and meal vouchers. They are mostly attracted by training, motivation and work focused on the individual needs of each employee. For organisations we can clearly recommend a special development programme in cooperation with the HR department and manager, in which efforts and investments of this type will pay off substantially.

*Source: JLL, Industrial Research Forum, BW

TABLE OF SALARIES LOGISTICS

Basic monthly salaries in CZK for full time roles within the Purchasing and Logistics sectors:

LOGISTICS AND SUPPLY CHAIN (INTERNAL AND OUTSOURCING)

PURCHASING	MIN	MAX	TYPICAL
Purchasing Assistant	25 000	30 000	28 000
Purchasing Coordinator	25 000	35 000	30 000
Operational Buyer	28 000	50 000	35 000
Strategic Buyer	35 000	70 000	45 000
Purchasing Manager	60 000	110 000	90 000

LOGISTICS	MIN	MAX	TYPICAL
Supply Chain Coordinator	25 000	40 000	30 000
Logistics Process Developer	30 000	50 000	38 000
Logistics Specialist	25 000	50 000	35 000
Logistics Manager	80 000	120 000	90 000
Supply Chain Manager	60 000	100 000	80 000
Warehouse Shift Leader	30 000	35 000	30 000
Supply Planner	30 000	40 000	35 000
Demand Planner	30 000	50 000	45 000
Warehouse Manager	40 000	80 000	60 000
Distribution Center Manager	70 000	110 000	85 000
Customer Service Specialist	30 000	40 000	35 000

What kinds of benefits are most appreciated by candidates in the purchasing and logistics sector?



A company vehicle for personal use



Flexible working hours and home office



5 sick days



Cafeteria

THE CONSTRUCTIONS SECTOR CONTINUE TO GROW THE PROCESS OF ACQUIRING PROJECTS IS DIFFICULT



The real estate sector for the third year in a row has been experiencing a significant boom, which, however, has been accompanied by certain frustrations. This is being caused by unprecedented acquisition and building interest from investors on one hand, and lengthy permit processes and approved projects on the other.

DEVELOPERS ARE INTERESTED IN LAND, BUT THE OFFER PRESENTED IN THE MARKET DOES NOT COVER THEIR NEEDS

Development and investment companies have free capital available, but the market is not offering enough projects for them to purchase. There has been particular interest in available land ideally with construction permits.

What's more, with this situation there continues to be demand for specialists in acquisition and expansion at all levels of professional seniority. There has been similar interest in project managers who can offer experience with the entire developer phase of the project. It usually takes between three and seven years, and employers greatly value experience with approval processes and the ability to secure permits for owned or acquired land. Candidates who are able to offer this receive as much as 15% more year-to-year.

BONUSES ARE A CRUCIAL PART OF REMUNERATION

Candidates continue to not only be motivated by basic wages, but also increasingly by bonus packages, which vary depending on positions. These are most influenced by the remuneration of project managers as well as managers responsible for the leasing of newly constructed or existing premises. This bonus ranges in total annually between

two and six monthly salaries. However, employers are able to offer a greater bonus, in exceptional cases even in the amount of 8 to 12 monthly salaries. This applies for example to successfully approved projects or during their exit and subsequent sale.

DEMAND FOR CANDIDATES IN THIS SECTOR HAS INCREASED BY 15%

The intensive activity of companies during a period of recovery in the construction sector and real estate has created more jobs and more need for new talent. Compared to the past year, 15% more available positions have been added for specialists across individual areas of the segment.

Construction companies are in particular currently seeking budget specialists and production preparers. This is due to the large number of tenders in which companies participate and which they must cover.

Due to increased investments in development, consultation companies are now filling positions more often that are focused on investment analysis, real estate valuation and newly with an emphasis on specialists with an awareness of the usability of plots of land for development. An ideal candidate for these roles is one with analytical experience from the construction sector.

Corresponding to this trend is the interest of facility companies and owners of real estate in experienced facility managers focused on technical management of buildings, usually office spaces. A motivating factor during a change is the type of company in which candidates from the environment of management companies are flocking to owners. The same is true for the previous situation in which candidates from consulting companies are seeking work positions among developers and investors.

TABLE OF SALARIES CONSTRUCTION & PROPERTY

Basic monthly salaries in CZK for full time roles within the Construction and 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
Rozpočtář/ Přípravář	25 000	50 000	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	250 000	180 000
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)	15 000	30 000	20 000
Researcher	25 000	50 000	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

What kinds of benefits are most appreciated by candidates in the construction and real estate sector?



Flexible working hours
and home office



Company vehicles

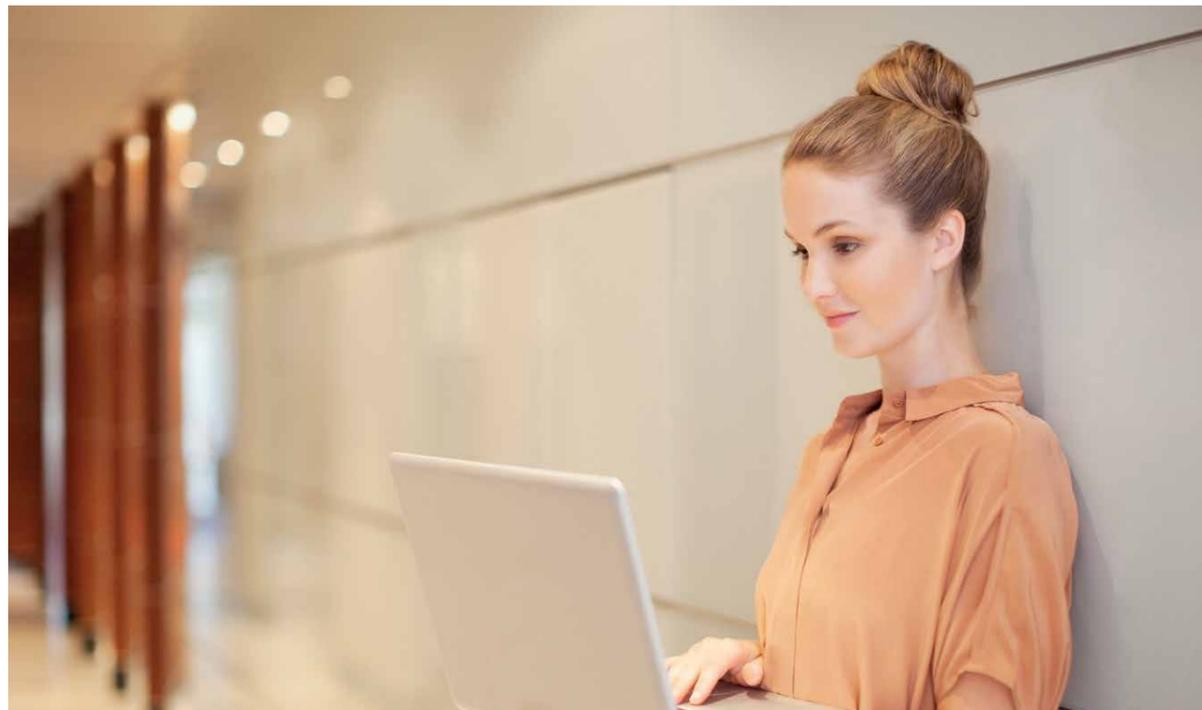


Professional development
- training



Extra leave

THE BUSINESS SERVICES SECTOR CONTINUES TO GROW IN 2017 IT WILL OFFER THOUSANDS OF NEW JOBS



The Czech Republic is among the top 10 most popular worldwide destinations for establishing and developing business service centres (BSC). It is also the fourth most popular world location for foreigners¹⁾, both graduates with minimal experience and experienced professionals.

THE CONTINUOUS INTEREST FROM INVESTORS IS BRINGING THOUSANDS OF OPPORTUNITIES TO THE CZECH REPUBLIC FOR CANDIDATES WITH LANGUAGE SKILLS

The interest among investors in establishing new BSC in the Czech Republic or expanding the portfolio of provided services in existing centres is one of the most important characteristics of this segment over the past year. The number of employees in BSC has increased by 19% year-to-year, and based on signals and development of the market the segment is expected to grow in 2017 by an additional 25%. Besides coming from new investments, this growth will primarily originate from the development of existing centres both in the expansion of provided services and the expansion of the customer base.

ENGLISH ALONE IS NOT ENOUGH

BSC in the Czech Republic provide services to customers on five continents in 31 languages. For several years, the most sought after languages after English have been German, French, Italian, Spanish and Dutch. Our experience and the

planned development of BSC confirm that these languages will remain sought after in the years to come. The range of sought after languages is expanding each year with interest in Eastern European languages such as Bulgarian and Romanian has been increasing, and there is also increasing demand for Hebrew and Arabic.

COMPANIES ARE ATTRACTING CANDIDATES WITH HIGHER WAGES AND INTERESTING BENEFITS

The BSC segment is beginning to suffer a shortage of suitable candidates in the market. Therefore, companies are beginning to offer above-standard wages and more attractive benefits. We have observed an increase across the board in wages in all positions, including mid-level management, by 10-15%, and in some positions by as much as 20%. Higher wages are influenced by language skills, and knowledge of highly sought after languages often results in wages that are 15-20% higher than those of employees who only speak English.

Benefits also play a major role in remuneration and recruitment of new BSC staff. Many centres this year have changed or considered changing their structure of provided benefits, mainly for the purpose of retaining their current staff or attracting new qualified employees. The most common selection is the Cafeteria benefit, which offers employees a wide range of benefits based on their preferences. The employer's contribution to benefits provided in the Cafeteria system most often ranges from CZK 4,500 to CZK 9,000 per month.

¹⁾ Source: HSBC Expat Explorer Survey

THE BUSINESS SERVICES SECTOR CONTINUES TO GROW IN 2017 IT WILL OFFER THOUSANDS OF NEW JOBS

EXPAT EXPLORER THE MOST POPULAR DESTINATIONS FOR FOREIGNERS

1. Singapore
2. New Zealand
3. Canada
- 4. Czech Republic**
5. Switzerland
6. Norway
7. Austria
8. Sweden
9. Bahrain
10. Germany
11. Australia
12. United Arab Emirates
13. Hong Kong
14. Taiwan
15. Netherlands

Source: HSBC Expat Explorer Survey

“ In 2016, approximately 75,000 employees were employed in centres; nearly 40% were foreigners and more than 60% were university graduates with a major in IT, HR, logistics, finance and accounting or marketing. Each year, nearly 10,000 fresh graduates begin their careers in BSC. Within two years, the total number of employees in centres is expected to be CZK 100,000. ”

What kind of benefits are most appreciated by candidates in the business services sector?



Flexible working hours
and home office



Cafeteria



Training and
certification



Language courses

TABLE OF SALARIES BUSINESS SERVICES

Basic monthly salaries in CZK for full time roles within the Business Services sector:

CUSTOMER SERVICE	MIN	MAX	TYPICAL
Junior	28 000	33 000	30 000
Specialist	33 000	37 000	35 000
Senior	35 000	40 000	37 000
Team Leader	40 000	60 000	50 000
Operations Manager	60 000	120 000	90 000

FINANCE P2P/ O2C	MIN	MAX	TYPICAL
Junior	30 000	35 000	33 000
Specialist	32 000	37 000	35 000
Senior	37 000	45 000	40 000
Team Leader	50 000	70 000	60 000
Manager	80 000	130 000	100 000

FINANCE A2R	MIN	MAX	TYPICAL
Junior role	32 000	36 000	33 000
Specialist	35 000	40 000	38 000
Senior	40 000	55 000	45 000
Team Leader	55 000	75 000	60 000
Manager	80 000	140 000	110 000

IT (1ST LEVEL SUPPORT)	MIN	MAX	TYPICAL
Junior	30 000	35 000	32 000
Specialist	32 000	38 000	35 000
Senior	39 000	45 000	40 000
Team Leader	50 000	70 000	60 000
Operation Manager	80 000	130 000	100 000

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	55 000	75 000	60 000
Operation Manager	80 000	140 000	110 000

TABLE OF SALARIES BUSINESS SERVICES

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	50 000	85 000	60 000
Operations Manager	75 000	120 000	90 000

HR OPERATIONS	MIN	MAX	TYPICAL
Junior	28 000	35 000	32 000
Specialist	32 000	38 000	35 000
Senior	35 000	40 000	38 000
Team Leader	45 000	70 000	50 000
Manager	50 000	80 000	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	70 000	130 000	90 000

TRANSITION/PROJECT MANAGERS	MIN	MAX	TYPICAL
Specialist	48 000	75 000	55 000
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

FLEXIBLE FORMS OF EMPLOYMENT TEMPORARY ASSIGNMENTS



Temporarily assigned employees in specialised areas and administrative positions tend to be the preferred solution when a company needs to resolve its recruitment requirements flexibly, such as when achieving a limit in the number of regular staff or when opening a new project for a time-limited period.

TEMPORARY POSITIONS HAVE INCREASED THERE ARE NOW OPPORTUNITIES OFFERED BY MULTIPLE FIELDS

Interest in temporary qualified staff is continuing to grow among companies. In the last year we recorded an increased demand of nearly 20%. Together with the positive development of the economy, the need of companies to concentrate on ensuring the requirements of their customers is increasing, and temporary staff members are allowing them to meet these needs.

Compared to last year, there has been greater variability in required positions, and currently frequent roles in financing, marketing, HR, business services and customer service are being supplemented by positions in IT or in consulting firms. Organisations are seeking both experienced senior candidates for longer-term projects and juniors from the ranks of graduates for trainee positions. The period of temporary assignment most often ranges between three and six months, although projects for one year or more are not an exception. Part-time positions have increased significantly, and besides administrative support roles there has also been increased interest in relatively highly specialised positions, such as in pharmaceuticals and tax advice. Based on cooperation with our clients, we can confirm that this trend will continue this year as well.

POSITIONS WITH OPTIONS TO EXTEND CONTRACTS ARE MOST ATTRACTIVE

Candidates are now more open to temporary offers, particularly if a company offers the potential for extension of the employment contract. Candidates generally view offers of temporary positions favourably, and a major motivation tends to be the option of temporary employees becoming regular staff.

We see great interest in temporary roles among specialists, particularly in HR or financing, where candidates are reacting positively to yearly interim projects, such as in controlling. We have also observed a change among students and graduates. Young people are more often seeking opportunities during school, either in part-time roles, temporary positions, short-term projects or in trainee programmes. This relates in particular to positions in IT, marketing and administration, as well as in the positions of receptionist, junior office managers and administrative support. Besides students, parents on parental leave are often valuable candidates for companies offering part-time job opportunities.

WORK PROJECT DIVERSITY AND THE ACQUISITION OF EXPERIENCE MOTIVATIONS FOR TEMPORARY STAFF VARY DEPENDING ON CANDIDATE SENIORITY

Experienced employees particularly appreciate the diversity of projects in which they can apply their prior experience and flexibility on the labour market. For graduates and students, this type of employment is an ideal opportunity to acquire new experience and makes it easier to choose the field or focus of the company in which they will later wish to pursue a career. In particular, junior candidates appreciate the opportunity to try out different work environments over a short time and then decide in what type of company they will be most satisfied.

TIME LIMITS ON PROJECTS OR SPECIFIC TASKS PLAY A ROLE IN THE AMOUNTS OF REWARDS

Salaries for temporary employees must by law be comparable with the salaries of regular employees, and therefore they have increased at the same pace. We have observed growth in wages for project-based and interim positions, where time limits and specific roles of positions often result in higher wages.

In the area of benefits, companies must provide assigned staff with comparable conditions, and so the scale of benefits provided to temporary staff is the same as that provided to regular staff. Companies now more frequently offer, for example, contributions to public transport costs, the Cafeteria system of benefits or language courses paid by the employer.

TABLE OF SALARIES TEMPORARY SERVICES

Basic monthly salaries in CZK for both full time and part time temporary assignment within typical sectors:

ADMINISTRATION	PART TIME MIN	PART TIME MAX	FULL TIME MIN	FULL TIME MAX
Receptionist	120,- / hod	140,- / hod	25 000	28 000
Office Manager	150,- / hod	200,- / hod	30 000	35 000
Admin Support	100,- / hod	150,- / hod	25 000	30 000

SALES & MARKETING	PART TIME MIN	PART TIME MAX	FULL TIME MIN	FULL TIME MAX
Sales Representative	N/A	N/A	27 000	35 000
Product Trainer	N/A	N/A	35 000	45 000
Marketing Support	120,- / hod	150,- / hod	25 000	30 000
Marketing Specialist	120,- / hod	150,- / hod	25 000	30 000
Inside Sales/Technical Sales	N/A	N/A	30 000	40 000

FINANCE & ACCOUNTING	PART TIME MIN	PART TIME MAX	FULL TIME MIN	FULL TIME MAX
Junior Accountant	150,- / hod	180,- / hod	28 000	35 000
Senior Accountant	180,- / hod	250,- / hod	35 000	45 000
Finance Controller	N/A	N/A	45 000	50 000
Junior Financial Analyst	N/A	N/A	35 000	45 000
Senior Financial Analyst	N/A	N/A	45 000	80 000

INFORMATION TECHNOLOGY	PART TIME MIN	PART TIME MAX	FULL TIME MIN	FULL TIME MAX
1st level support junior/ trainee	150,- / hod	180,- / hod	22 000	25 000
1st level support	N/A	N/A	30 000	40 000
IT Help Desk	120,- / hod	150,- / hod	25 000	30 000
IT Tester (Java, C# etc.) Junior	160,- / hod	180,- / hod	25 000	30 000

HUMAN RESOURCES	PART TIME MIN	PART TIME MAX	FULL TIME MIN	FULL TIME MAX
Hr Administrator	120,- / hod	150,- / hod	25 000	30 000
Payroll Specialist	180,- / hod	230,- / hod	30 000	40 000
Recruiter	N/A	N/A	30 000	40 000
HR Generalist	N/A	N/A	30 000	35 000
HR Business Partner	N/A	N/A	50 000	80 000

INTERIM MANAGEMENT	FULL TIME MIN	FULL TIME MAX
HR Manager	80 000	120 000
Project Manager	60 000	100 000
Regulatory Manager	60 000	100 000

CONTACT

Prague

Olivova 4/2096
110 00 Praha 1
CZECH REPUBLIC
T: +420 225 001 711
F: +420 225 001 723
E: prague@hays.cz

Brno

Moravské nám 3
602 00 Brno
CZECH REPUBLIC
T: +420 542 519 122
F: +420 542 519 128
E: brno@hays.cz

hays.cz