

HAYS NETHERLANDS SALARY GUIDE 2024

hays.nl



HAYS' FUTURE AT THE HEART OF THE WORLD OF WORK

The world of work is rapidly changing, with clients and candidates facing many new challenges and opportunities. Powerful and accelerating megatrends shape the world of work.

METHODOLOGY

We are pleased to introduce the ultimate guide to the labour market in the Netherlands!

It is with great pride that Hays The Netherlands presents this comprehensive report analyzing the employment and wage trends in the Netherlands.

First, the section examines recruitment dynamics in specific market areas and sectors, providing detailed salary scales with minimum, average, and maximum values for qualified positions.

According to a survey conducted by Hays between October and November '23, the second section examines the motivations and preferences of professionals and companies.

This guide provides valuable insights and data on the labour market based not only on survey results but also on the extensive experience and market knowledge of our consultants.

As a result of the recruitment processes we have conducted and the thousands of interviews and meetings we have conducted with professionals and employers throughout the country, we have gained a thorough understanding of the skilled labour market in The Netherlands.

As Hays The Netherlands, we strive to be at the forefront of the industry and provide the highest level of service to our clients. In addition to being a valuable resource for professionals, this guide is also a valuable tool for employers.

If you have questions, doubts, or suggestions, please feel free to contact us at marcom@hays.nl. Thank you for choosing Hays The Netherlands as your partner in recruitment.

We hope you find this guide informative and useful.

Happy reading!

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INTRODUCTION A WORD FROM OUR MD



I am delighted to be able to introduce the second Salary Guide from Hays Netherlands. Before we kick off, let me introduce myself. I joined Hays over 20 years ago, starting in the UK, but soon realised that Europe was the region I wanted to work in. From there, I managed large recruitment businesses in Hays Spain and France and as of the 1st October, I am Managing Director of Hays Netherlands. I am very excited to lead the brilliant team of professionals that makes up our business in the Netherlands. Together we offer a wide range of recruitment services to our clients, from Specialist recruitment in Temporary, permanent and Contracting to a consolidated suite of Outsourced service solutions in the form of RPO/CMO and MSP programmes.

We take pride in putting the client at the centre of everything we do; we act as partners to be able to work together to resolve staffing challenges and to advise on the best solutions to attract talent. One of our core values is to do the right thing which I truly believe in. Our aim is to create and nurture long-term relationships with both candidates and clients.

In the Netherlands, we are operating in a market where the war for talent is fierce, there is a lot of competition to attract and retain the best people. Our role

in finding and introducing the right candidate to an organisation adds value to the enterprise and transforms the lives of our candidates. We listen to the needs of our candidates and clients to ensure that we offer the best service possible. Whether that's finding the perfect fit for an organisation, or the job that takes a person's career to the next level, it's a privilege to be able to do the work we do every day and we do not take it for granted.

Information is power. As experts in Life Sciences, Financial Services, Accountancy & Finance, Sales & Marketing, Engineering, Logistics and Technology, we have access to information and insights that we want to share. You can leverage these to help make the important decisions in life, whether that decision is driving your workforce strategy or your career path. As a multi-national organisation with presence in 33 countries, we collaborate internationally to address your needs in the Netherlands and beyond. The world of work has evolved significantly over the last few years. The reality we live in nowadays means we cannot limit ourselves to a region or country. So, just like you, we see the bigger picture and look beyond borders.

The overall market outlook this year is one of a multi-layered challenge, including geo-political tensions, economic uncertainty, cyber-security threats, environmental challenges, and an escalating skill shortage that is set to intensify. We all need to work together to find innovative solutions to these challenges. Companies are seeking sustainable strategies to mitigate their effects, while people want to thrive and not just survive. Our broad range of experience and expertise makes us the perfect thinking partner for both our clients and candidates. In this salary guide, we provide up-to-date salary information based on real-time data, along with a vision of the forces that are shaping the world of work.

Jane Bamford

Jane Bamford
Managing Director Hays Netherlands

As of the 1st of October I am the Managing Director of Hays Netherlands. I am very excited to lead our team in The Netherlands which is made up of a brilliant team of professionals.



Our expert leaders share their vision of the workforce in The Netherlands, including a summary of 2023 and predictions for the job market in 2024.



THE VISION THE INSIGHTS FROM OUR LEADERSHIP TEAM

According to both Florian and Maurice, “A decline in the number of unemployed people and a consistent number of open positions contributed to a tight labour market in 2023.”

As predicted, the number of employed and self-employed workers grew by 1.4% (165,000) in 2023, and the number of hours worked increased by 1.2%.

However, their outlook for 2024 is relatively more conservative, “Expectations are lower this year, with a projected job growth of 0.5% (61,000 jobs) and an increase in the number of hours worked by 0.4%. The discrepancy between the number of hours worked and the number of jobs between 2023 and 2024 will result in a decrease in the average number of hours covered per job.”

Maurice van der Zouwen, continues explaining that “The lower economic growth and ongoing labour shortages are putting pressure on the labour market, and this is not expected to ease much in the coming years. However, certain sectors such as information and communication, care and welfare, and business services are expected to continue to do well, while the outlook is less positive for industry, construction and agriculture.”

Overall and even with some reservations regarding 2024 workforce, both Florian and Maurice, agreed that “at nearly 1.4 million, the number of unfilled vacancies will still be higher than in 2019, the year before the corona pandemic.”

Despite the reservations regarding some sectors of the workforce, both gentlemen, agreed, “At nearly 1.4 million, the number of unfilled vacancies will still be higher than in 2019, the year before the pandemic.”

Florian Hofstee & Maurice van der Zouwen
Head of Hays Specialist Recruitment & Commercial Director Hays NL

Patrick Staffen, Head of Outsourced Services, explains how Hays can support other businesses through Recruitment Process Outsourcing (RPO) and Managed Service Provider (MSP) programs. “RPO is typically utilised to outsource the talent acquisition function for permanent recruitment. This involves running the job intake, sourcing, interviewing, assessments, salary negotiations, and contracting on your behalf.”

“Additionally, an RPO can involve the development of your Employer Value Proposition (EVP) and employer brand, supporting effective communication with the potential candidates in the labour market. Our RPO programmes are supported by effective and optimised processes and fit-for-purpose technology.”

In contrast, the outsourcing of the management of sourcing channels for contingent workers is known as a Managed Service Provider (MSP). Patrick explains, “An MSP involves outsourcing the management of sourcing channels, working closely with the end client to determine how to best fulfil their needs for contingent workers, such as suppliers, freelancers, consultants, Statement of Work providers, and gig workers. Once the right candidate is found for a role or assignment, the MSP takes care of contracting, onboarding, time writing, billing, and compliance through effective processes supported by technology.”

Workforce volatility is here to stay, requiring organisations to adapt quickly and respond faster to trends and developments. Outsourcing to an expert can be a solution to reduce the burden and improve quality and flexibility.

Looking towards the future of talent acquisition for both contingent and perm, several trends are emerging. For instance, Patrick highlights, “MSP and RPO are getting closer to each other, resulting in integrated workforce solutions. Compliance remains a significant focus, especially with GDPR regulations and managing freelancers and other worker types.

“Additionally, a strong employer brand is crucial to attract and retain niche or scarce talent, while technology is becoming increasingly important to support efficient processes and data security. Furthermore, the freelance market is an essential source for talent, and international hiring is a common practice.

“Finally, workforce volatility is here to stay, requiring organisations to adapt quickly and respond faster to trends and developments. Outsourcing to an expert can be a solution to reduce the burden and improve quality and flexibility.”

Patrick Staffen
Head of Enterprise Solutions NL



INSIGHTS FROM OUR EXPERTS HOW AI IMPACTS THE WORKFORCE



ACCOUNTING & FINANCE

With the rapid advancements in technology, Artificial Intelligence (AI) is starting to have a profound impact on the financial sector, revolutionising the way tasks are performed.

One of the significant benefits of AI in finance is the automation of routine tasks. Previously, tasks such as data entry, record keeping, and reconciliations were time-consuming and required manual labour. However, the introduction of AI has enabled these tasks to be automated, leading to increased efficiency and accuracy.

Furthermore, AI has also enabled financial institutions to provide better customer service by using chatbots and virtual assistants to interact with clients. These AI-powered tools can provide 24/7 support and assistance, improving customer satisfaction and increasing customer loyalty.

As a result, some low-skilled workers previously responsible for the completion tasks have been displaced. This has led to concerns about job security in the financial sector. However, it's important to note that AI has also created new job opportunities and has improved the quality of work throughout the industry.

The implementation of AI has also allowed financial institutions to focus on more complex tasks, such as risk management and investment strategy. These responsibilities demand a higher degree of proficiency and human judgment from professionals.

Furthermore, AI has also enabled financial institutions to provide better customer service by

using chatbots and virtual assistants to interact with clients. These AI-powered tools can provide 24/7 support and assistance, improving customer satisfaction and increasing customer loyalty.

In conclusion, while AI has had a significant impact on the financial sector, it has both positive and negative effects on the workforce. As AI technology continues to evolve, it's crucial for financial institutions to adapt and reskill their workforce to meet the ever-evolving demands of the industry.

Tom Schraeverus
Manager Accounting & Finance at Hays



ENGINEERING

Artificial Intelligence (AI) is set to revolutionise the Engineering workforce in The Netherlands, transforming the way businesses operate and the role of engineers in these organisations. With the increasing adoption of AI technologies, Dutch engineers will be required to develop new skill sets to meet the changing demands of the industry.

AI is already playing a key role in automating many manual tasks, allowing engineers to focus on higher-level activities that require critical thinking and problem-solving skills. In The Netherlands, we are seeing a growing demand for engineers with experience in AI technologies, particularly in fields such as robotics, automation and machine learning.

As AI continues to advance, we can expect to see an increasing number of engineering jobs requiring expertise in these areas. For example, engineers will be needed to design and develop AI algorithms, to integrate AI technologies into existing systems, and to develop new systems that leverage the power of AI.

Overall, AI will play a critical role in the Engineering workforce in The Netherlands, presenting both challenges and opportunities for engineers in the industry. Those who are able to adapt to these changes and develop the necessary skills will be well-positioned for success in the years to come.

Marc Bekker
Manager Engineering at Hays

More than 44% of jobs in the Netherlands are highly or very highly exposed to generative artificial intelligence (AI), such as ChatGPT. The professions and industries that are highly exposed to this form of AI are often those with a higher probability of labour market shortages. Moreover, these highly exposed industries tend to actually adopt AI. Generative AI can therefore help increase productivity and alleviate labour market pressures. We solicited the professional insights of our recruitment experts regarding the influence of Artificial Intelligence (AI) on the present workforce in The Netherlands.

PWC



HR & LEGAL

Human Resources (HR) is a field that is centred on the management and development of a company's workforce. While technological advancements have revolutionised the way businesses operate, HR remains a human-centric domain. It is a discipline that requires empathy, critical thinking, and emotional intelligence to identify and address the needs of employees.

That being said, AI has the potential to augment HR processes, particularly in the area of recruitment. AI-powered tools can help assess resumes and applications, shortlisting candidates based on pre-defined criteria, thereby easing the workload of HR professionals.

It is important to note that AI cannot replace human judgement, particularly in the final stages of the recruitment process, where personal interviews and assessments are crucial in determining a candidate's suitability for a role.

However, it is important to note that AI cannot replace human judgement, particularly in the final stages of the recruitment process, where personal interviews and assessments are crucial in determining a candidate's suitability for a role.

In summary, while AI can be a valuable tool in HR, it cannot replace the importance of human interaction and decision-making in areas such as employee engagement, talent management, and succession planning.

Sandra Boerekamp
Senior Consultant Partner, Headhunter (HR & Legal)

LIFE SCIENCES

In recent years, the utilisation of AI has experienced a rapid increase in the pharmaceutical and biotech industries. Companies within these sectors have recognised the potential of AI to revolutionise drug discovery, clinical trials, and manufacturing processes.

The industry faces significant pressures to accelerate the discovery and development of new drugs while also minimising costs. AI has emerged as a promising tool to address long-standing challenges such as high failure rates, lengthy development timelines, and resource inefficiency.

Despite the integration of AI, there remains a consistent demand for professional staffing. However, there is a shift in the required expertise, with a greater emphasis on professionals with a background in bioscience, automation, and IT.

In conclusion, the use of AI in the life sciences industries has the potential to reshape the workforce, creating a demand for new skill sets while also streamlining processes and increasing efficiency.

While there may be concerns about job displacement, it is important to consider AI as a tool to enhance human expertise, not replace it.

Therefore, individuals with a combination of technical and domain-specific skills will be in high demand as the life sciences industries continue to adopt and integrate AI. As such, it is important for the workforce to adapt and acquire the necessary skills to remain competitive in this evolving landscape.

Ricardo Vos
Manager Life Sciences

LOGISTICS & OPERATIONS

The logistics industry faces numerous challenges that require innovative solutions to remain profitable.

One of the biggest challenges is the availability of labour, which can significantly impact the operations of logistics service providers.

One of the biggest challenges is the availability of labour, which can significantly impact the operations of logistics service providers.

Additionally, the industry operates on small margins, which means that it is crucial to find ways to cut costs and increase efficiency.

One solution that has gained significant attention in recent years is the use of AI in logistics. AI can streamline manual processes and make them more efficiency, which can help reduce operational costs.

Furthermore, AI can help predict market demand and developments with more accuracy, providing logistical service providers with valuable insights that they can use to make informed decisions.

By utilising the potential of AI, the logistics industry can optimise its operations and ensure that it remains profitable in the long run.

As technology continues to evolve, it is essential for logistics service providers to stay up-to-date with the latest innovations and trends to remain competitive in the market.

Alex Broekmeulen
Consultant Partner Logistics & Operations

MARKETING

As AI continues to evolve and become more sophisticated, businesses are increasingly turning to this technology to streamline their operations and gain a competitive edge. In particular, the use of AI in marketing is becoming more prevalent, as companies seek to leverage the power of AI to better understand consumer behaviour, personalise marketing campaigns, and optimise their marketing strategies.

As a result, candidates with a strong understanding of AI and how to use it in marketing will be in high demand in the coming years. This includes individuals with experience in machine learning, data analytics, and other AI-related fields. Those who can demonstrate a deep understanding of AI and its applications in marketing will be well-positioned to succeed in this rapidly evolving field.

In response to this growing demand, we can expect to see more people specialising in AI and pursuing careers in this field. This includes individuals who are currently working in marketing or related fields, as well as those who are just starting their careers and looking to build skills in this area.

Overall, the increasing focus on AI in marketing represents a significant shift in the industry, one that will require businesses and candidates alike to adapt and evolve to stay ahead of the curve.

Nancy Henriët
Managing Consulting Sales & Marketing



SALES

The role of AI in the sales industry is an interesting topic of discussion. While AI has the potential to improve certain processes within sales, it is not expected to have a significant impact on sales jobs or the labour market.

“
In response to this growing demand, we can expect to see more people specialising in AI and pursuing careers in this field. This includes individuals who are currently working in marketing or related fields, as well as those who are just starting their careers and looking to build skills in this area.”

Although AI has the ability to automate certain tasks like data analysis and forecasting, it is unlikely to replace the interpersonal skills that are critical to successful sales. Sales professionals require strong communication and relationship-building skills, which are difficult for AI to replicate.

Moreover, sales positions often require a deep understanding of the product or service being sold, as well as the market and consumer behaviour. While AI can assist with data analysis and market research, it cannot replace the knowledge and experience of human sales professionals.

Overall, it is clear that AI is a powerful tool that can enhance many aspects of the sales industry, but it is not expected to have a significant impact on sales jobs or the labor market.

Nancy Henriët
Managing Consulting Sales & Marketing

SUPPLY CHAIN & PROCUREMENT

AI is set to play a key role in the future of supply chain and procurement workforce, particularly in light of the volatility and disruptions seen in global supply chains in recent years. With uncertainties surrounding demand and availability of goods and parts, as well as the impact of global disruptions, it is clear that supply chain professionals will need to leverage the power of AI to remain competitive and effective.

AI has the potential to revolutionise supply chain and procurement functions by providing real-time insights and data analysis that can help organisations make better decisions. For example, AI can be used to predict demand patterns, identify potential bottlenecks in the supply chain, and optimize inventory levels. By leveraging AI technologies, organisations can improve their agility and responsiveness to changing market conditions, thereby reducing the impact of disruptions and uncertainties.

Furthermore, AI can be used to automate many of the manual and time-consuming tasks involved in supply chain and procurement, freeing up professionals to focus on higher-level activities that require critical thinking and problem-solving skills. This will not only improve efficiency and productivity but also enable professionals to add more value to their organisations.

In summary, the role of AI in supply chain and procurement industry is set to increase significantly in the coming years, as organisations seek to improve their agility and responsiveness to changing market conditions. By learning to leverage the power of AI, supply chain professionals can optimise their operations, reduce the impact of disruptions, and add more value to their organisations.

Alex Broekmeulen
Consultant Partner Logistics & Operations



TECHNOLOGY

The rise of AI chatbots has drastically changed the way businesses interact with their customers. With this new technology, companies can now provide 24/7 customer support, streamline communication processes and increase overall efficiency. As a result, there has been a surge in demand for skilled professionals in AI engineering, conversational AI engineering, data and AI consulting, and ML engineering.

AI engineers are responsible for developing and maintaining AI systems and applications. Meanwhile conversational AI engineers are responsible for designing and developing AI-powered chatbots and voice assistants that can understand and respond to human language. Data and AI consultants help businesses integrate AI technologies into their operations, while ML engineers build and optimise machine learning models to improve the performance of AI systems.

“
As the demand for these professionals continues to grow, many job seekers are changing their career paths to take advantage of the many opportunities available in the industry.”

As the demand for these professionals continues to grow, many job seekers are changing their career paths to take advantage of the many opportunities available in the industry.

To meet this demand, more universities and institutions are now offering courses and training programmes in AI and related fields. This trend is expected to continue in the coming years, with the AI industry predicted to experience significant growth and innovation.

Florian Hofstee
Head of Technology



THE QUALIFIED JOB MARKET



A MESSAGE FOR EMPLOYERS AND PROFESSIONALS

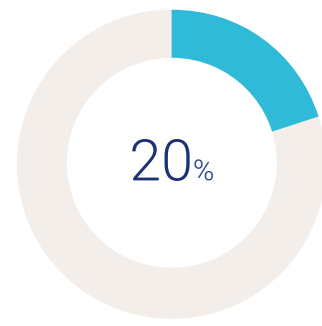
We are delighted to present Hays Salary Guide 2024, which was made possible by the participation of numerous professionals and employees who shared their perspectives, expectations and ambitions for 2024 through anonymous online surveys.

The responses we received not only helped us to identify the evolving challenges of the job market, but also to anticipate the trends that will impact the structure and strategy of thousands of companies operating in the Netherlands.

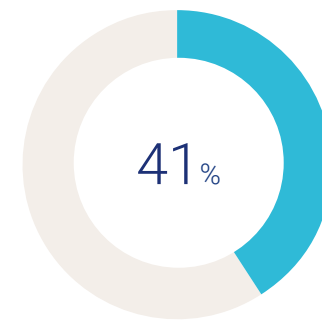
OUTLOOK FOR EMPLOYERS AND PROFESSIONALS

The first step is to provide a brief profile of all employers and employees who participated in our survey. We present data on their age range, gender, seniority level, position, area of expertise, and the characteristics of the company where they currently work.

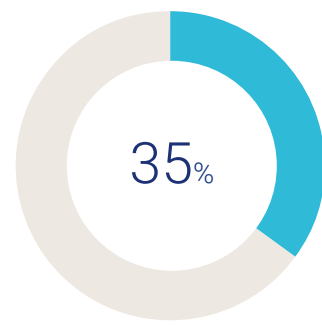
Age profiles range



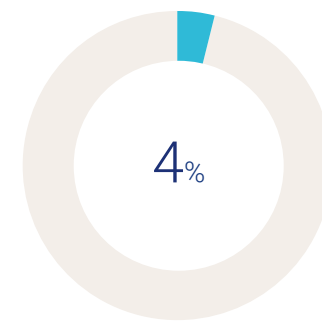
Born after 1995



Born between 1983 and 1995



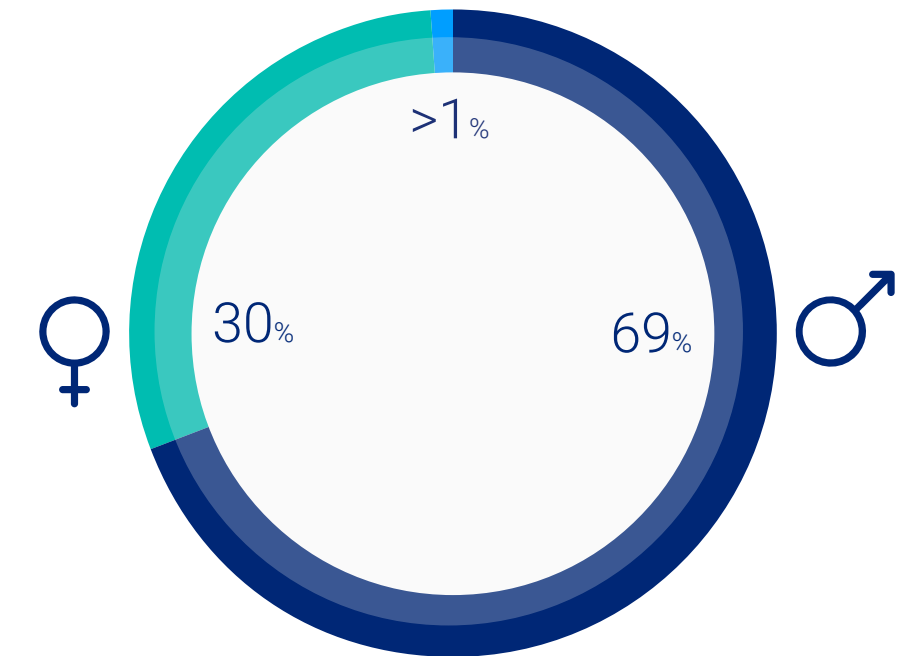
Born between 1961 and 1982



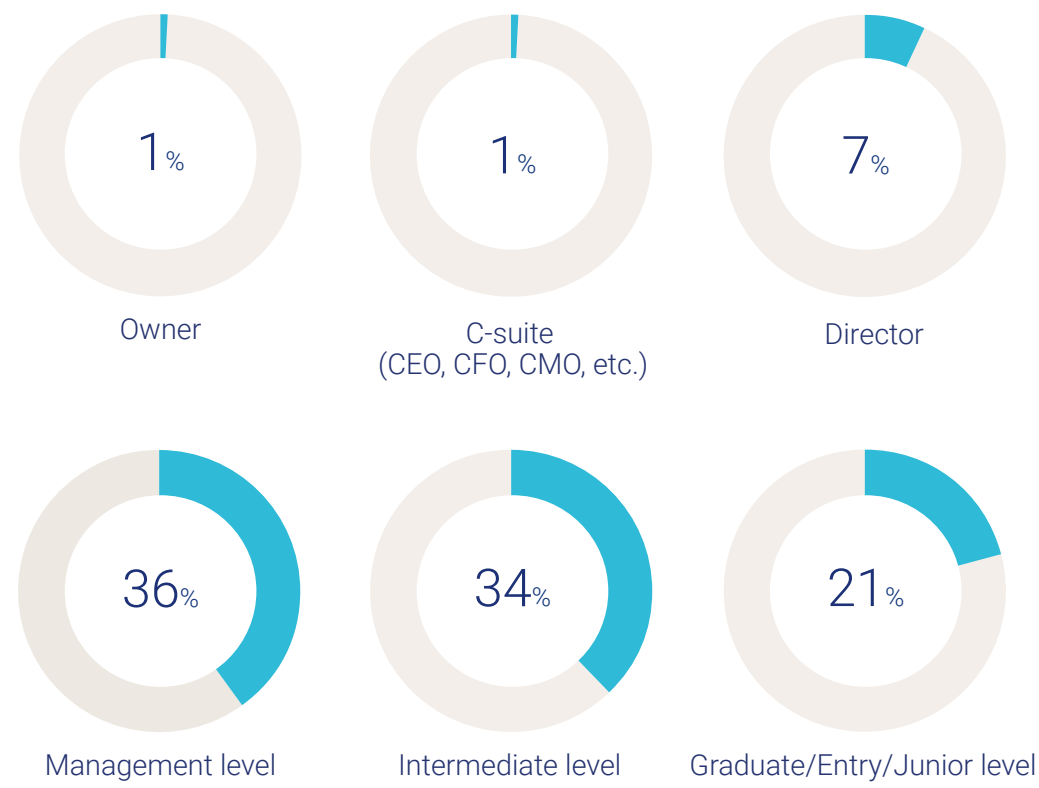
Born between 1940 and 1960

Gender

● Male ● Female ● Other



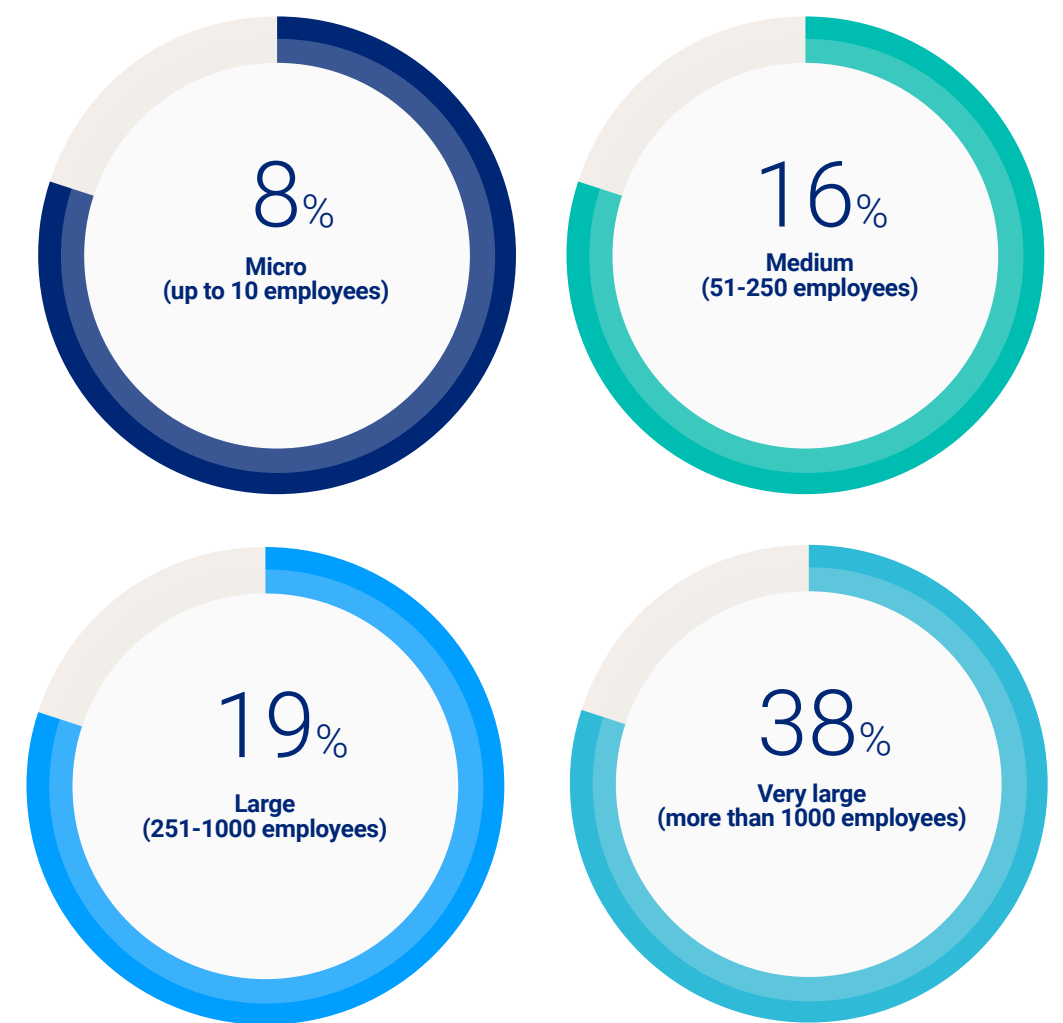
Seniority level



Industry

IT (including Software Development)	19%
Other	19%
Engineering	15%
Sales & Marketing	14%
Life Sciences (including Pharma & Medical Devices)	13%
Logistics	6%
Financial Services	5%
Banking & Insurance	4%
Energy & Renewables	4%
Accounting & Finance	2%

Organisation headcount



THE SKILLED LABOUR MARKET

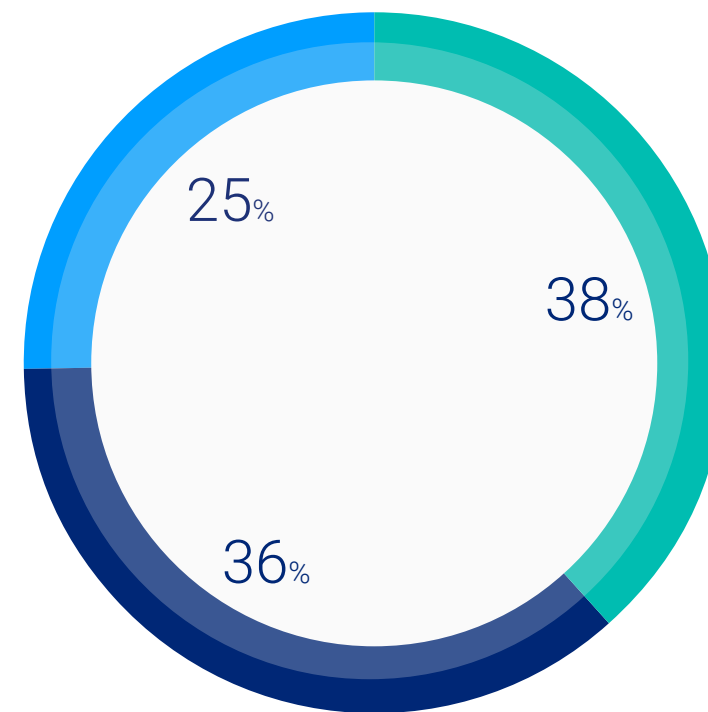


In today's challenging labor market, where the demand for highly qualified candidates is extremely high, it's crucial to understand their needs. Therefore, we conducted a survey to gain a better understanding of their expectations, experience, and wishes.

The responses revealed that achieving a work-life balance is highly valued, as well as the need for training, personal development, and a positive work environment. These factors play a crucial role in the decision-making process of staying with the current employer or seeking new opportunities elsewhere.

Do employees see scope for career progression in their current organisation?

● Yes ● No ● Unsure



Employee satisfaction

Satisfied

62%

Dissatisfied

25%

Very satisfied

8%

Very dissatisfied

4%

Contract type

Permanent employment contract

71%

Temporary employment contract

19%

Contractor / Freelance / B2B / Self-employment

10%

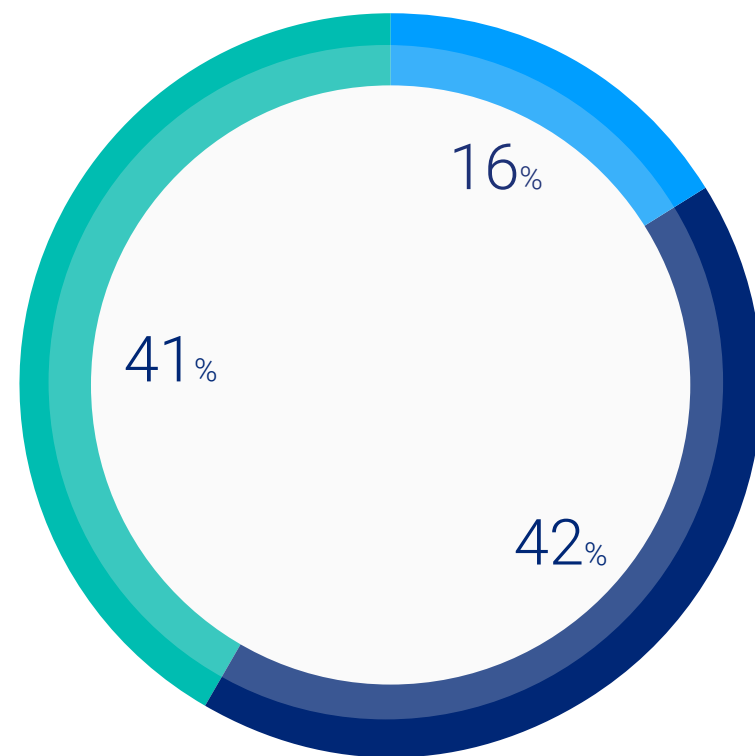


When asked, employees feel they have the right skills to fulfill their role

Yes – strongly agree	74%
Yes – slightly agree	24%
No – slightly disagree	1%
No – strongly disagree	1%

Do employees feel their salary reflects the responsibility of their role?

● Yes ● No ● Unsure



The reasons employees received a salary change in 2023



The reasons people changed job in 2023

Salary too low	35%
Lack of job security	26%
Lack of career progression	24%
Poor work-life balance	24%
Lack of learning and development opportunities	22%
Commute distance was too far	18%
Benefits were not aligned with my needs	16%
Lack of mental health support	14%
Role was not challenging enough	14%
Other	12%
Lack of opportunities to travel	10%
Poor relationship with manager	10%
Poor relationship with colleagues	7%
Role was too challenging	5%
Lack of flexibility in working pattern	2%
Lack of diversity in my organisation or team	1%

The reason they'll change job in 2024

Lack of career development opportunities	38%
Lack of career progression	37%
Salary too low	32%
Lack of long-term opportunities	22%
Benefits are not aligned with my needs	16%
Lack of job security	16%
Role is not challenging enough	16%
Poor work-life balance	12%
Lack of opportunities to travel	11%
Poor relationship with manager	8%
Commute distance is too far	7%
Lack of diversity in my organisation or team	7%
Other	6%
Lack of flexibility in working pattern	6%
End of contract (due to contract role/retirement/redundancy)	6%
Lack of mental health support	5%
Poor relationship with colleagues	2%
Role is too challenging	1%



Salary Change in 2023

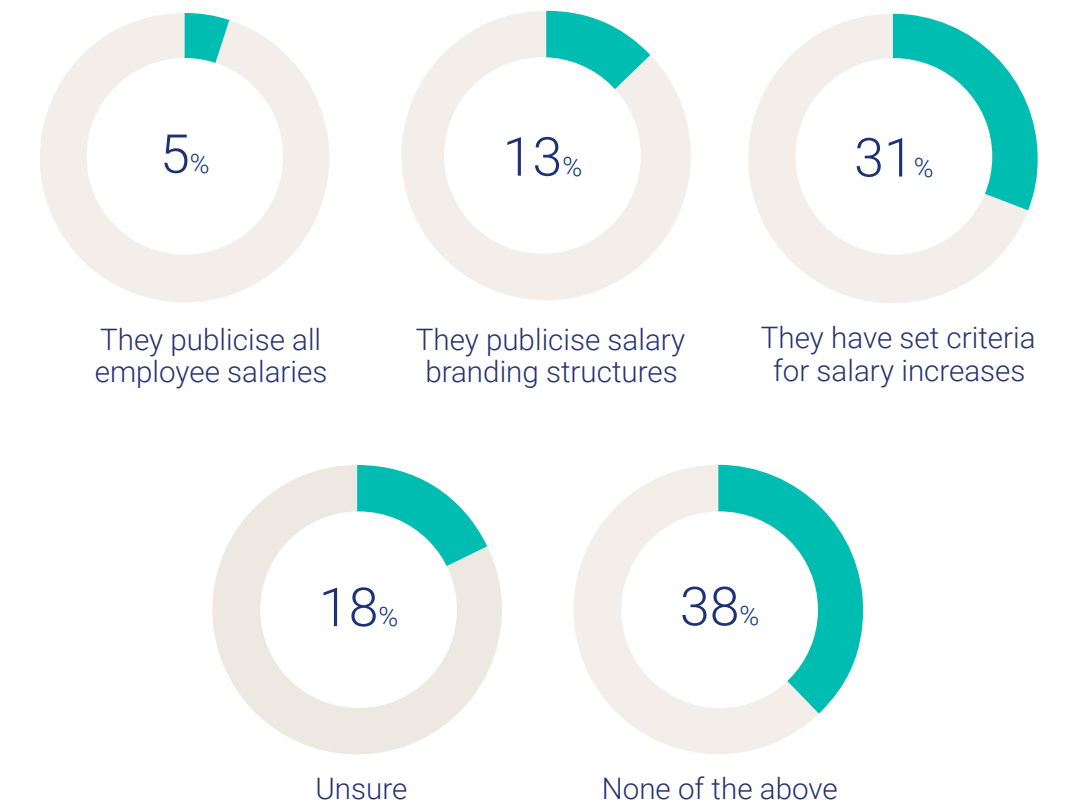
Stayed the same	41%
Increased by up to 5%	14%
Increased by up to 10%	12%
Increased by up to 2.5%	10%
Increased by up to 15%	9%
Increased by more than 20%	7%
Increased by up to 20%	5%
Decreased by up to 10%	1%
Decreased by up to 2.5%	>1%
Decreased by up to 5%	>1%
Decreased by more than 10%	>1%

Salary change expectations in 2024

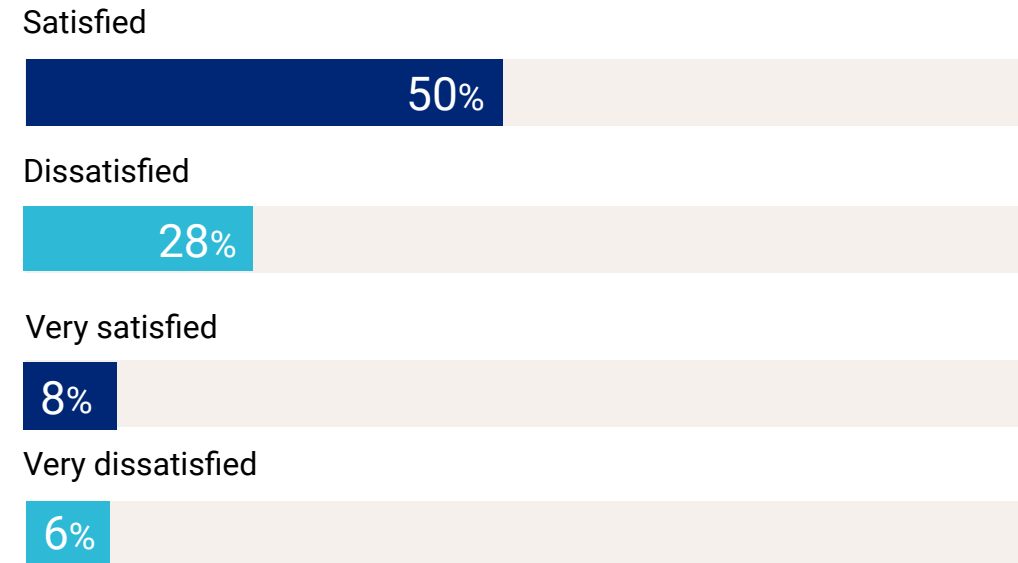
Stays the same	23%
Increase by more than 20%	21%
Increase by up to 10%	16%
Increase by up to 5%	12%
Increase by up to 20%	9%
Increase by up to 15%	9%
Increase by up to 2.5%	9%
I expect my pay will decrease	2%



How organisations are demonstrating salary transparency in the eyes of employees



Salary satisfaction



Do you expect a promotion in 2024

Yes	29%
No	47%
I'm unsure	23%

Working model

Fully office based	35%
Hybrid (2-3 days per week in the office)	24%
I can work with complete flexibility, from home or the office	21%
Fully remote	10%
Hybrid (4 days per week in the office)	5%
Hybrid (1 day per week in the office)	4%



Organisations most important qualities

Good work atmosphere	54%
Benefits package	44%
Career development initiatives	43%
Challenging role or projects	37%
Work-life balance initiatives	30%
Job security	27%
Remote work	17%
Location	15%
Employer brand and reputation	7%
Diversity initiatives	5%
Sustainability initiatives	4%
Social responsibility initiatives	2%

Most valued benefits in 2023

Health insurance or private medical cover	44%	Extended parental leave	12%
Transport allowance	44%	Gym membership	12%
Flexible working	43%	Psychological support	11%
Employee pension scheme	34%	Co-financing of home office equipment	9%
Additional vacation days	32%	Financial support for professional studies	8%
Life insurance	24%	Co-financing of electricity or internet bills	7%
Business computer for private use	22%	Discount on your organisation's products or services	7%
Meal vouchers	22%	Child education allowances	5%
Business telephone for private use	21%	Other	5%
Company car or car allowance	18%	Unlimited annual leave	4%
Subsidised food, drink, or cafeteria	17%	Co-financing of additional education	3%
Share incentives	16%	Co-financing of childcare	1%
Employee loans	12%		



AI IN THE WORKFORCE



The increasingly powerful role of Artificial Intelligence (AI) in various sectors such as healthcare, banking, and transportation is undeniable. However, concerns about job displacement as AI advances are also valid.

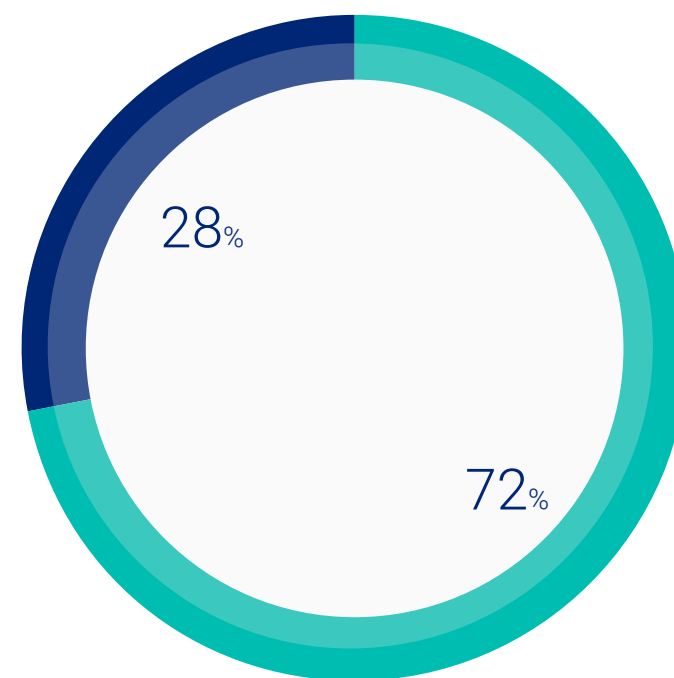
During this year's salary guide survey, we wanted to understand the impact of AI on the work floor: While AI can significantly improve productivity by efficiently automating tasks, there is a fear that it may lead to unemployment and economic instability. Nevertheless, the future of AI in the workplace is likely to involve a collaborative effort between humans and AI tools. As AI takes over monotonous or risky tasks, humans can focus on more creative and empathetic work, resulting in a more fulfilling and rewarding work environment.

Additionally, the future of text generation with AI appears to be promising as the technology continues to evolve and advance.



AI used in your role

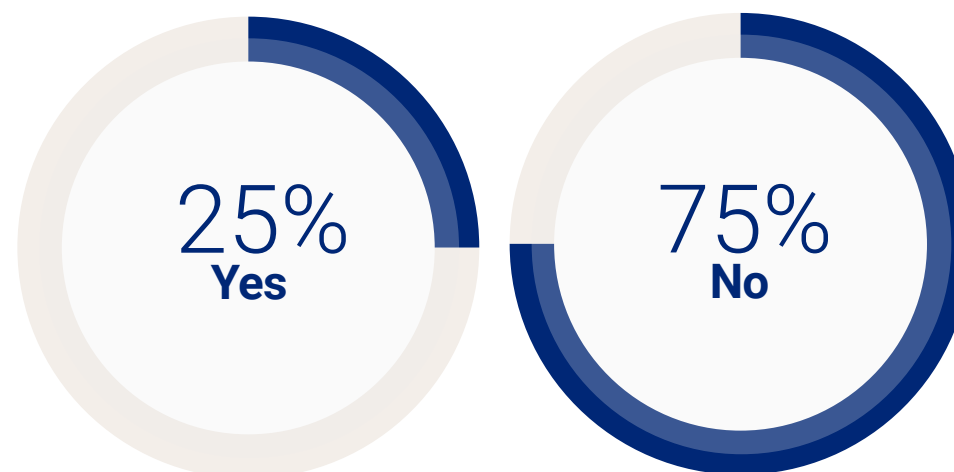
● Yes ● No



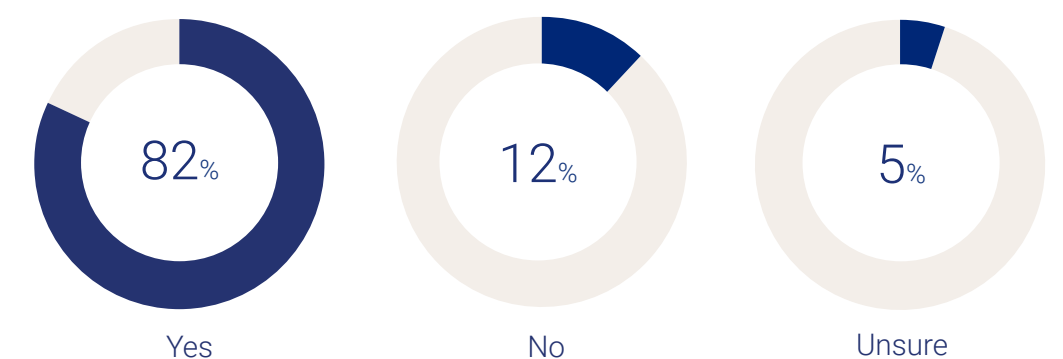
Benefits of AI use in workplace

Increased productivity and efficiency	61%
Creativity and idea generation	50%
Reduced risk of human error	47%
Higher quality of work	36%
Enhanced communication and clarity	28%
Enhanced decision-making capabilities	20%

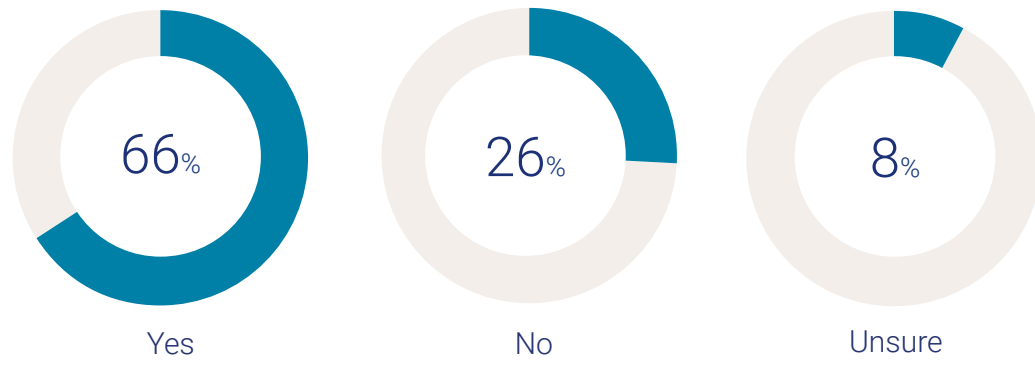
AI use prohibited in workplace



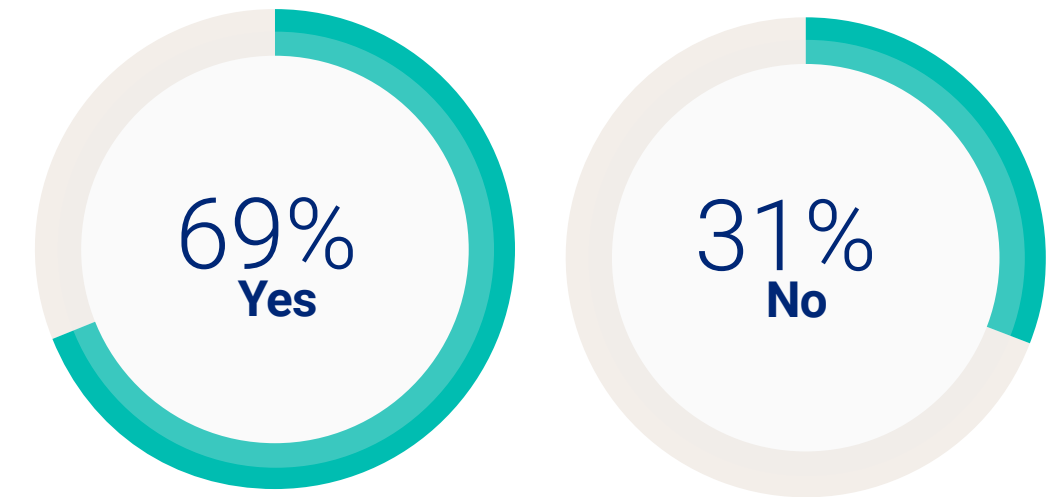
Interest in AI upskilling



AI quality assurance in workplace



Change in career due to AI advancements



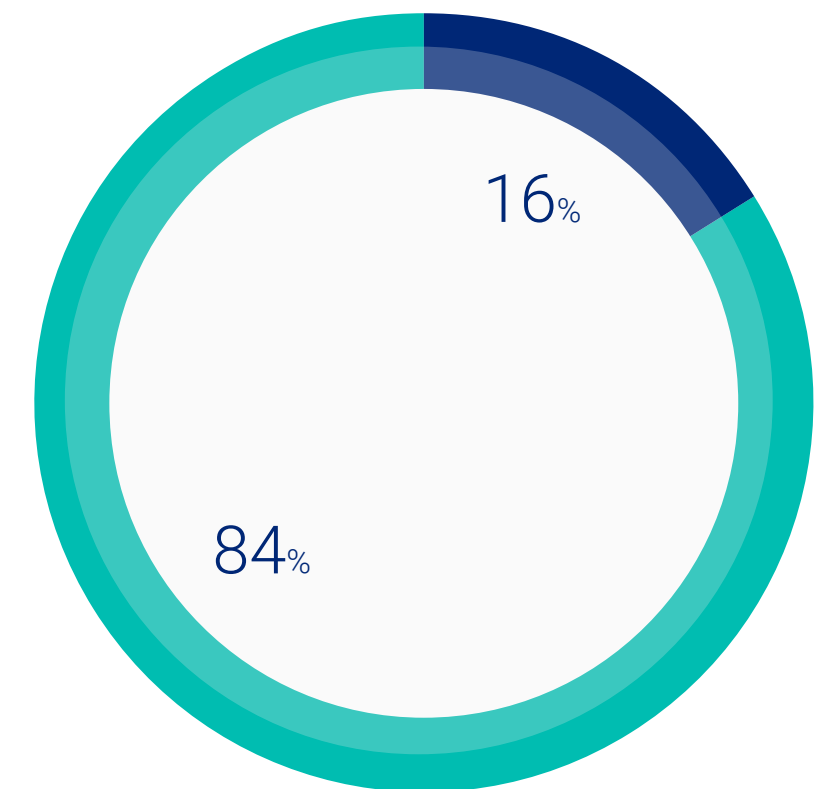
AI use in workplace is concerning

Quite concerned	39%
Not very concerned	34%
Very concerned	18%
Not concerned at all	8%



Role specific AI training in workplace

● Yes ● No

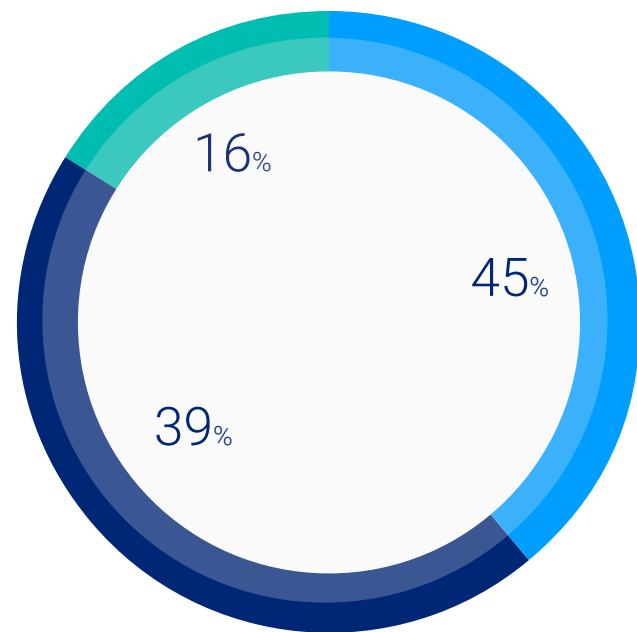


AI - EMPLOYERS PERSPECTIVE



Encouragement of AI use in workplace

● Yes ● No ● Unsure



Problems with AI use in workplace

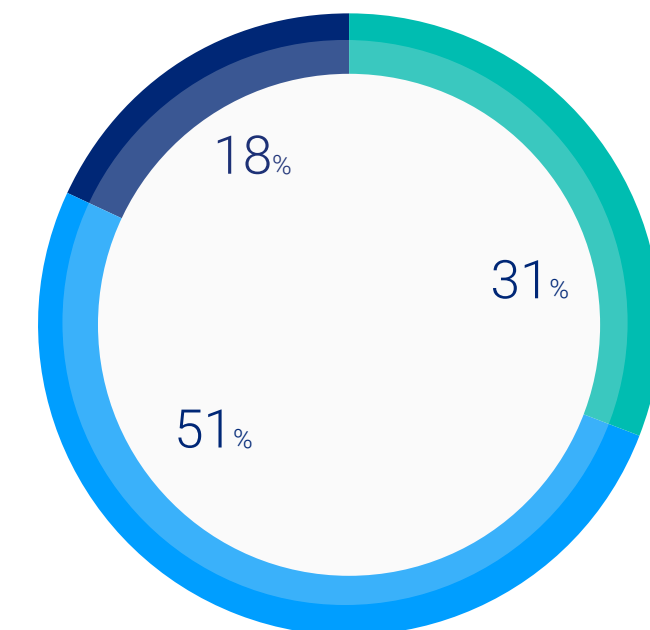
Security risks	39%
Privacy concerns	31%
Ethical and legal considerations	28%
Intellectual property concerns	27%
Quality control	27%
Don't see the benefits	21%
Unsure	21%
Regulatory compliance	20%
Lack of training and support	20%
Impact on existing workforce	3%

Solutions to negative impact in workplace

Unsure	41%
We're still considering the implications of AI usage before taking action	25%
We're making employees aware of our current/future AI policy	16%
We offer upskilling/reskilling training programs to employees	15%

AI impact in recruitment

● Increased employment opportunities
 ● Decreased employment opportunities
 ● No significant difference



WORKFORCE SOLUTIONS



We also surveyed employers to gain insight into their vision for the labor market and to explore the potential of the workforce in the Netherlands. We sought to understand whether there is room for expansion and whether career or personal development is on today's employer agenda.

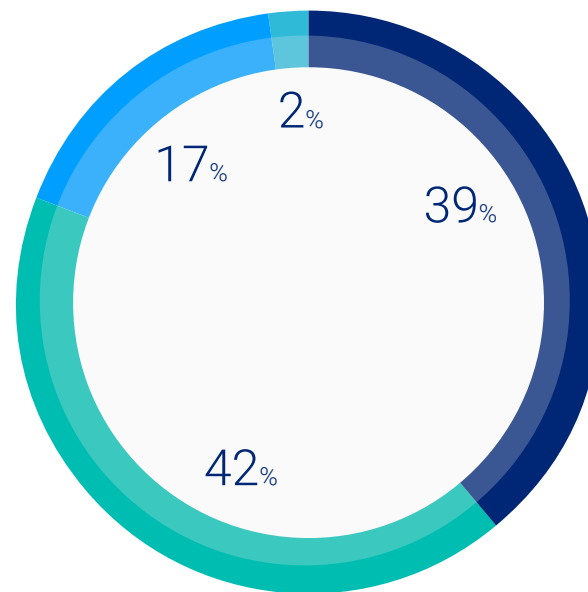
In summary to the survey, the report analyses significant labour market trends, such as the digital revolution and the flexibilisation of employment, highlighting the need to identify their social and economic significance and the policy responses required to address them.

In conclusion, the future of work in the Netherlands may be uncertain and challenging, but there is a growing awareness of the importance of good work and efforts are being made to understand crucial labour market trends and their implications, including the potential for expansion and the emphasis on career and personal development in today's employers' agenda.



My organisation has the relevant skills

● Yes - strongly ● Yes - slightly ● No - strongly ● No - slightly



Training available for employees

Internal training courses (online)	52%
Externally delivered training courses (in person)	39%
Certified courses	39%
Mentoring	37%
Externally delivered training courses (online)	36%
We are not currently offering training	7%



Challenges in achieving goals

Shortage of skilled professionals on the market	24%
Organisational finances or budgets are limited	19%
Keeping up with technology innovation	17%
Difficulties retaining our current workforce	10%
Rising costs for businesses	10%
I'm unsure	6%
Rising cost of living for staff	5%
Shortage of management level candidates on the market	4%
Shortage of graduates and young people entering the job market	4%

HR Investment focus in 2024

Employee retention	40%
Adapting organisational structures	33%
Employee recruitment	32%
Automation of processes	25%
Employer Value Proposition / Employer Branding	24%
Digitalisation of processes	19%
Implementing AI into processes	14%
Internal mobility programmes	9%
I'm unsure	7%
We are unable to invest	2%

Working model

Hybrid (2-3 days per week in the office)	34%
Fully office based	32%
Employees can work with complete flexibility, from home or the office	14%
Hybrid (4 days per week in the office)	13%
Hybrid (1 day per week in the office)	4%



Salary Change in 2024

Increase by up to 5%	27%
Increase by up to 10%	20%
Stay the same	14%
Increase by up to 2.5%	11%
Increase by up to 15%	11%
Increase by more than 20%	9%
Increase by up to 20%	6%
Decrease by up to 5%	>1%
Decrease by up to 10%	>1%

Transparency for salary in 2024



Addressing recruitment challenges

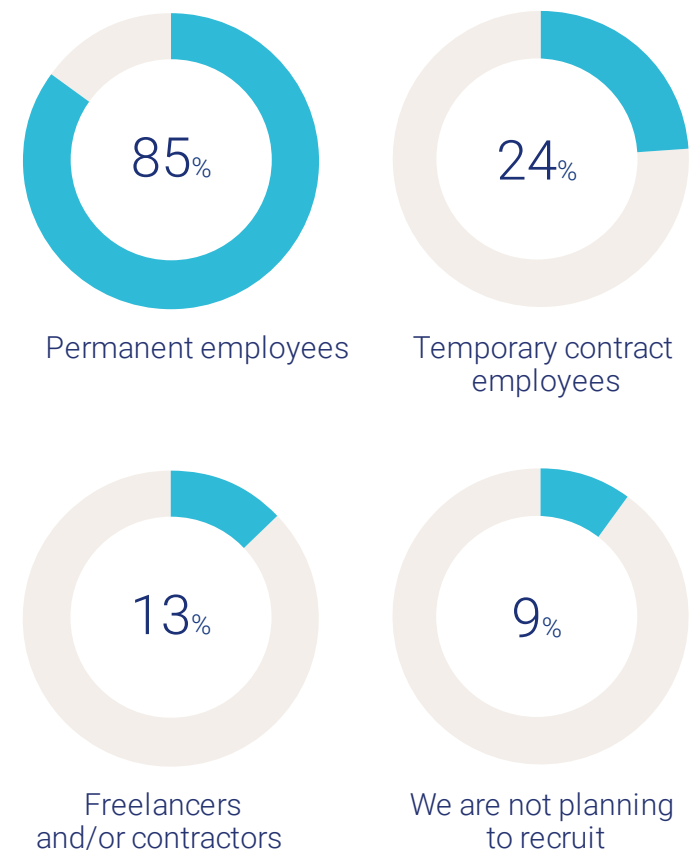
Strengthening our Employer Brand	49%
Increasing the use of recruitment agencies	34%
Upskilling and reskilling the existing workforce	32%
Increase our international recruitment	29%
Encouraging a more diverse range of applicants	28%
Using or setting up shared service centres	20%
Increasing remote work offer	17%
Offering of conversion from part-time to full-time	11%
None of the above	11%



Strategic goals in 2024

Increase our operating profit	49%
Increase our turnover	37%
Establish sustainability	32%
Stabilise our core business	30%
Generate innovations	29%
Gaining market share	27%
Strengthen social responsibility	19%
Expand product portfolio	18%
Increasing environmentally friendly activities	17%
Increase competitiveness	15%
Increase diversity in the company	13%
Increase prestige	7%
I'm unsure	2%

Recruiting roles in 2024



Change in career due to advancements

There is a shortage of skilled professionals	46%
Overall, there are more candidates applying for jobs than in the past	29%
Competition from other employers is very fierce	24%
There is an overall candidate shortage	24%
The supply of skilled professionals is sufficient	19%
All candidates have unrealistic salary requirements	19%
The overall supply of employees is sufficient	18%
The number of entry-level candidates is sufficient	16%
Immigration restrictions limit our talent pool	11%
There is a shortage of entry-level candidates	9%
None of the above	2%



ACCOUNTING & FINANCE THE YEAR OF CANDIDATE SHORTAGES

We are currently faced with an interesting paradox in the labour market. Despite being technically in a recession in the first two quarters of 2023, there is a severe shortage of candidates. The Dutch economy has shown marginal economic contraction, as reported by CBS on 16th August 2023. Although the Netherlands has technically entered a recession, this marginal minus can be attributed to an early recovery of the Dutch economy from the impact of pandemic, in comparison to other European economies, which have now stagnated. Additionally, we have observed higher profits in the financial services industry in Q1 and 2 of this year than in the same quarter of last year. All these market developments have an impact on the workforce.

MORE AND FEWER REQUESTED PROFILES

The demand for roles that involve data entry and record keeping is expected to decrease. In contrast, there will be a continued rise in demand for professionals with expertise in International Financial Reporting Standards (IFRS) and those with experience in Environmental, Social, and Governance (ESG) financials.

2024 BUSINESS OUTLOOK

We anticipate that the shortages in the labour market will persist through 2024.

However, we also believe that the impact of the marginal recession will gradually find a balance. It is worth noting that the current workforce market situation is a complex interplay of various factors, including economic conditions, demographic shifts, and technological advancements.



Tom Schraeverus
Manager Accounting
& Finance at Hays



Recruitment Dynamics

Most requested profiles

Financial Controller
Accountant
Business Controller

Hardest to find

Credit Controller
Payroll Specialist
Treasury Analyst



SALARY PROFILES

FINANCIAL MARKETS

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

ACCOUNTING & FINANCE

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



ENGINEERING MISSION: FIND THE RIGHT FIT

There has been a noticeable change in the needs and expectations of clients in response to the rapidly evolving market dynamics. They now prioritise finding professionals who not only possess the necessary technical skills but also display a strong cultural fit with their organisation.

Additionally, we have observed a growing trend towards retaining highly skilled professionals for the long term, as businesses recognise the value of investing in their workforce and building a robust talent pipeline. It is essential to identify and match the right talent with the right organisation, and recruitment consultants are committed to providing clients with the best possible service to meet their evolving needs.

MORE AND FEWER REQUESTED PROFILES

Despite the challenges of finding the right candidate for engineering positions, it is essential to invest the necessary time and resources to identify and attract top talent.

Ultimately, successful recruitment efforts in the engineering field can lead to better organisational performance, increased innovation, and improved product quality.

As a recruitment consultant, we understand the importance of connecting highly skilled engineering professionals with the right organisations and are committed to providing exceptional service to our clients to meet their unique hiring needs.

2024 BUSINESS OUTLOOK

The current labour market is characterised by significant uncertainty and unpredictability, as businesses grapple with the ongoing impact of the pandemic and other economic factors.

One trend that has emerged in recent months is a shift towards hiring more experienced professionals, as businesses seek to minimise risk and ensure that they have the necessary expertise to navigate these challenging times successfully.

This has resulted in a decrease in the number of junior positions available, as companies prioritise candidates with a proven track record of success in their respective fields.



Recruitment Dynamics

Most requested profiles

Technical Operators
Manual Operators
Maintenance Engineer WTB

Hardest to find

Project Engineer
Maintenance Engineer
Team Lead Production



SALARY PROFILES

ENGINEERING

Function

Function	Experience	Min	Medium	Max
Maintenance Manager	0-3 years	€ 65.000	€ 70.000	€ 75.000
	3-6 years	€ 75.000	€ 82.500	€ 90.000
	6+ years	€ 90.000	€ 97.500	€ 105.000
Operations Manager	0-3 years	€ 75.000	€ 77.500	€ 80.000
	3-6 years	€ 80.000	€ 90.000	€ 100.000
	6+ years	€ 100.000	€ 110.000	€ 120.000
Engineering Manager	0-3 years	€ 70.000	€ 77.500	€ 85.000
	3-6 years	€ 85.000	€ 92.500	€ 100.000
	6+ years	€ 100.000	€ 107.500	€ 115.000
Process Engineer	0-3 years	€ 50.000	€ 57.500	€ 65.000
	3-6 years	€ 65.000	€ 72.500	€ 80.000
	6+ years	€ 80.000	€ 87.500	€ 95.000
Project Engineer	0-3 years	€ 50.000	€ 57.500	€ 65.000
	3-6 years	€ 65.000	€ 72.500	€ 80.000
	6+ years	€ 80.000	€ 87.500	€ 95.000
QESH Manager	0-3 years	€ 65.000	€ 70.000	€ 75.000
	3-6 years	€ 75.000	€ 85.000	€ 90.000
	6+ years	€ 90.000	€ 100.000	€ 115.000
HSE Officer	0-3 years	€ 35.000	€ 40.000	€ 45.000
	3-6 years	€ 45.000	€ 50.000	€ 55.000
	6+ years	€ 55.000		

Function

Function	Experience	Min	Medium	Max
HSE Coordinator	0-3 years	€ 37.000	€ 42.000	€ 48.000
	3-6 years	€ 48.000	€ 53.000	€ 58.000
	6+ years	€ 58.000	€ 65.000	€ 70.000
QA/QC Engineer	0-3 years	€ 40.000	€ 42.500	€ 45.000
	3-6 years	€ 45.000	€ 50.000	€ 55.000
	6+ years	€ 60.000	€ 65.000	€ 70.000
Team Lead Production	0-3 years	€ 45.000	€ 47.000	€ 49.000
	3-6 years	€ 50.000	€ 52.000	€ 54.000
	6+ years	€ 55.000	€ 57.500	€ 60.000
Technical Support Engineer	0-3 years	€ 45.000	€ 47.000	€ 49.000
	3-6 years	€ 50.000	€ 52.000	€ 54.000
	6+ years	€ 55.000	€ 57.500	€ 60.000
Service Engineer	0-3 years	€ 37.000	€ 42.000	€ 48.000
	3-6 years	€ 48.000	€ 53.000	€ 58.000
	6+ years	€ 53.000	€ 60.000	€ 65.000
Monteur TD	0-3 years	€ 35.000	€ 40.000	€ 45.000
	3-6 years	€ 45.000	€ 50.000	€ 55.000
	6+ years	€ 55.000	€ 60.000	€ 65.000
Operator	0-3 years	€ 35.000	€ 38.000	€ 41.000
	3-6 years	€ 38.000	€ 41.000	€ 44.000
	6+ years	€ 41.000	€ 44.000	€ 47.000



HR & LEGAL BALANCE IS CRITICAL

Employers have become increasingly discerning in their selection of candidates due to recent experiences where employees were hired for positions despite not fully meeting the requirements.

This has been a result of a shortage of Dutch-speaking candidates in the market. Consequently, clients have become more critical in their evaluation of job applicants.

On the other hand, job seekers are increasingly seeking part-time work arrangements and higher salaries which may not align with the work ethic and salary structures of some organisations.

This presents a cumulative challenge for both parties, as employers seek to attract and retain top talent while balancing organisational needs and budget constraints.

MORE AND FEWER REQUESTED PROFILES

The recruitment of mid-level professionals, with 3 to 7 years of work experience, has become increasingly challenging. Such roles require a significant amount of operational work, which candidates may no longer find appealing. Instead, they aspire to work in a more strategic capacity, leading HR projects and initiatives.

As a result, the jobs described as a “HR Business Partner” have lost appeal, with even entry-level candidates expecting this title for their role. Some companies have developed job descriptions that are rigidly tied to specific job titles, which can make it more difficult to attract the right talent. Therefore, it is important to focus on the job responsibilities rather than just the job title.

In addition, it remains challenging to attract permanent recruiters, as many have chosen to work as self-employed professionals in recent years. However, this has created a more competitive interim market, leading some workers to seek permanent positions.

However, organisations need to go beyond just the job at hand to attract top talent. Candidates are attracted to companies with strong employer branding, challenging projects and development opportunities.

2024 BUSINESS OUTLOOK

In recent years, the Human Resources (HR) workforce has seen a trend towards an increase in interim workers. This shift has been driven by several factors, including the need for flexibility and the desire for a diverse range of experiences. However, this trend has also led to a shortage of permanent HR professionals, making it increasingly challenging for organizations to attract and retain top talent.

To address this challenge, there is a growing hope that in 2024 more interim candidates will choose to transition to permanent roles. This would provide companies with a more stable workforce and allow HR professionals to build long-term relationships with both their organisation and the people within it. Additionally, it would enable HR professionals to develop a deeper understanding of the organisational culture and values, which is crucial for effective talent management and employee engagement.

While it remains difficult to predict how the market will develop, there are several steps that companies can take to attract and retain HR professionals. These include offering competitive salaries and benefits, providing opportunities for professional development, and creating a positive work environment that emphasises employee well-being. By taking these steps, companies can help ensure that they have the talent they need to succeed in an increasingly competitive business environment.



Sandra Boerekamp
Senior Consultant Partner,
Headhunter (HR & Legal)

Recruitment Dynamics

Most requested profiles

HR Advisor (Dutch speaking)
HR Business Partner
HR Officer

Hardest to find

HR Advisor (Dutch speaking)
HR Business Partner
HR Officer
Recruiter



SALARY PROFILES

HR

Function

	Experience	Min	Medium	Max
HR Administrator	0-3 years	€ 32.400	€ 38.700	€ 45.000
	3-6 years	€ 45.000	€ 55.000	€ 65.000
	6+ years	€ 60.000	€ 65.000	€ 69.000
Junior HR Advisor	0-3 years	€ 32.400	€ 40.000	€ 47.000
	3-6 years	€ 48.000	€ 50.000	€ 55.000
	6+ years	-	-	-
HR Advisor	0-3 years	€ 32.400	€ 40.000	€ 47.000
	3-6 years	€ 47.000	€ 51.000	€ 55.000
	6+ years	€ 60.000	€ 70.000	€ 78.000
Junior HR Business Partner	0-3 years	€ 32.400	€ 39.700	€ 47.000
	3-6 years	€ 47.000	€ 51.000	€ 55.000
	6+ years	-	-	-
HR Business Partner	0-3 years	€ 50.000	€ 54.000	€ 60.000
	3-6 years	€ 55.000	€ 67.500	€ 80.000
	6+ years	€ 80.000	€ 100.000	€ 120.000
European HR Business Partner	0-3 years	€ 50.000	€ 60.000	€ 75.000
	3-6 years	€ 60.000	€ 70.000	€ 80.000
	6+ years	€ 80.000	€ 102.500	€ 125.000
Recruiter	0-3 years	€ 30.000	€ 38.000	€ 46.000
	3-6 years	€ 46.000	€ 53.000	€ 60.000
	6+ years	€ 60.000	€ 65.000	€ 75.000
Career Advisor	0-3 years	€ 39.000	€ 42.500	€ 46.000
	3-6 years	€ 46.000	€ 53.000	€ 60.000
	6+ years	€ 60.000	€ 71.000	€ 82.000
HR Director	0-3 years	€ 85.000	€ 100.000	€ 120.000
	3-6 years	€ 100.000	€ 110.000	€ 130.000
	6+ years	€ 90.000	€ 120.000	€ 150.000
European HR Director	0-3 years	€ 85.000	€ 100.000	€ 120.000
	3-6 years	€ 110.000	€ 115.000	€ 140.000
	6+ years	€ 100.000	€ 130.000	€ 160.000

LEGAL

Function

	Experience	Min	Medium	Max
Legal Counsel	0-3 years	€ 38.880	€ 42.440	€ 46.000
	3-6 years	€ 46.000	€ 70.000	€ 80.000
	6+ years	€ 75.000	€ 90.000	€ 100.000
Legal Director	0-3 years	-	-	-
	3-6 years	100000	€ 120.000	€ 150.000
	6+ years	€ 120.000	€ 140.000	€ 160.000
Jurist Labour Law	0-3 years	€ 38.880	€ 40.000	€ 46.000
	3-6 years	€ 46.000	€ 63.000	€ 80.000
	6+ years	€ 80.000	€ 100.000	€ 150.000
Privacy Officer	0-3 years	€ 38.880	€ 42.440	€ 46.000
	3-6 years	€ 46.000	€ 63.000	€ 80.000
	6+ years	€ 80.000	€ 100.000	€ 150.000

LIFE SCIENCES THE SIDE EFFECTS

2023 has proven to be a year of significant transformation in the job market. Large multinational organisations in the Netherlands have been forced to make difficult decisions due to a variety of factors, including disappointing sales results, product non-approvals by health authorities, and the prevailing economic climate. As a result, many organisations have implemented rigorous measures such as site closures, site sales, and significant reorganisations.

This has resulted in a significant shift in the job market, with many highly skilled professionals now seeking new job opportunities. The availability of such professionals has created a unique situation in the market, with companies having access to a network of talented candidates. However, this has also increased competition among organisations to attract and retain top talent. Given this scenario, companies need to develop effective strategies to attract and retain the best candidates.

This includes offering competitive salaries and benefits, providing opportunities for professional development, and creating a positive work environment that fosters employee well-being. By doing so, companies can position themselves as desirable employers and help ensure their long-term success in an increasingly competitive business environment.

MORE AND FEWER REQUESTED PROFILES

Similar to the job market in 2022, there has been a significant demand for operational staff in manufacturing environments in the current year. This includes positions such as operators, engineers, QC specialists, QA specialists, and supervisors. Conversely, there has been a decline in the number of available positions in research and development.

2024 BUSINESS OUTLOOK

The job market's future prospects are always subject to the prevalent economic environment, which can be difficult to predict. However, it is possible to make informed projections based on current trends and patterns. Looking ahead to 2024, there are several factors that are likely to influence the job market landscape. The demand for operational staffing, including operators, is expected to remain high in the coming years. The manufacturing sector, in particular, is likely to see continued growth and expansion, leading to an increased need for skilled operators and engineers.

As technology continues to advance, there will also be a need for individuals with specialised skills in automation and robotics.

Moreover, companies will need to place greater emphasis on attracting and retaining skilled professionals in the face of growing competition for talent. This includes offering competitive salaries and benefits, providing opportunities for professional growth and development, and creating a positive work environment that fosters employee satisfaction and well-being.

Predicting the job market's development in 2024 is a challenging task, but it is clear that operational staffing roles will continue to be in high demand. Companies must adapt to this trend and take proactive steps to attract and retain top talent in order to ensure their long-term success.



Ricardo Vos
Manager Life Sciences

Recruitment Dynamics

Most requested profiles

Operators
Quality Assurance Specialist
Manager/Supervisor Operation
& Manufacturing

Hardest to find

Junior Operators



SALARY PROFILES

LIFE SCIENCES

Function

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



LOGISTICS & OPERATIONS LICENCE TO DELIVER

In recent years, logistics and operations labour market have become increasingly complex as companies strive to reduce costs, improve customer satisfaction, and streamline their processes. As a result, there has been a shift towards placing greater emphasis on theoretical knowledge in the industry. Employers are now looking for candidates who not only have practical experience but also possess a solid understanding of the principles that underpin logistics and operations management.

This trend is most noticeable in middle management positions, where individuals are responsible for overseeing teams and ensuring that processes are running smoothly. In these roles, a strong theoretical foundation can help managers to identify inefficiencies, develop new strategies, and implement best practices that can improve overall performance.

Overall, the trend towards greater emphasis on theoretical knowledge in logistics and operations is a positive development for the industry. By equipping managers with the skills and knowledge they need to optimize processes and drive efficiency, companies can stay ahead of the competition and deliver better value to their customers.

MORE AND FEWER REQUESTED PROFILES

In the logistics and operations industry, there is a growing demand for professionals who can lead teams and manage complex environments. The role of a Logistics Team leader is becoming increasingly important as companies seek to optimise their processes and improve their overall efficiency.

In more complex environments, such as those found in distribution centres or warehouses, a Logistics Team leader is responsible for overseeing a team of workers, ensuring that products are received, stored, and shipped in a timely and efficient manner. This requires not only strong leadership skills but also a deep understanding of the logistical processes involved.

Overall, the logistics and operations industry is evolving rapidly, and the demand for Teamleader Logistics candidates in more complex environments is just one example of this. As companies continue to seek new ways to improve their processes and drive efficiency, the demand for skilled professionals in the industry is likely to remain strong.

2024 BUSINESS OUTLOOK

Looking ahead to 2024, it is expected that the logistics and operations labour market will see a significant shift towards increased collaboration with other departments in order to better serve clients while reducing costs.

Companies are looking for ways to streamline their operations and reduce waste in order to remain competitive. By working more closely with other departments and leveraging new technologies, logistics and operations professionals can help to identify areas where cost savings can be achieved without sacrificing quality or customer service.

The overall, the outlook for the logistics and operations industry in 2024 is one of increased collaboration, innovation, and efficiency. By working together with other departments and embracing new technologies, logistics and operations professionals will be able to deliver better value to clients while reducing costs and maintaining a competitive edge in the marketplace.



Alex Broekmeulen
Consultant Partner
Logistics & Operations

Recruitment Dynamics

Most requested profiles

Logistics Team Lead
Logistics Manager
Logistics Engineer

Hardest to find

Logistics Engineer
Consultant - with a specific industry focus

SALARY PROFILES

LOGISTICS & OPERATIONS

Function

	Experience	Min	Medium	Max
Warehouse Manager	0-3 years	€ 70.000	€ 72.500	€ 75.000
	3-6 years	€ 75.000	€ 80.000	€ 85.000
	6+ years	€ 85.000	€ 90.000	€ 95.000
Logistics Manager	0-3 years	€ 70.000	€ 72.500	€ 75.000
	3-6 years	€ 75.000	€ 85.000	€ 90.000
	6+ years	€ 85.000	€ 95.000	€ 120.000
Logistics Engineer	0-3 years	€ 45.000	€ 50.000	€ 55.000
	3-6 years	€ 55.000	€ 65.000	€ 75.000
	6+ years	€ 75.000	€ 92.500	€ 110.000
	6+ years	€ 62.500	€ 71.250	€ 80.000



MARKETING THE RISING OF A NEW STAR

During 2023, the job market for marketing positions saw a significant shift towards freelance and interim positions. This trend was driven by a number of factors, including the increasing demand for specialised skills and the rise of the gig economy.

As companies sought to remain competitive and adapt to changing market conditions, many turned to freelance and interim marketing professionals to fill key roles within their teams. This allowed them to quickly access the specific skills and expertise they needed, without the long-term commitment and expense associated with permanent hires.

At the same time, many marketing professionals were attracted to the flexibility and variety offered by freelance and interim positions. This allowed them to work on a range of projects and with a variety of clients, while also enjoying greater control over their work/life balance.

Despite the shift towards freelance and interim positions, there remained a strong demand for permanent marketing professionals with specific skill sets and experience. However, many companies were increasingly open to the idea of using freelance and interim professionals to fill these roles on a temporary basis, particularly during periods of high demand or when seeking to implement new marketing strategies.

As the industry continues to evolve and adapt to changing market conditions, it is likely that this trend towards greater flexibility will continue to play a key role in shaping the job market in the years to come.

MORE AND FEWER REQUESTED PROFILES

It's widely acknowledged in the recruitment industry that the most challenging job profiles are typically in very specific areas within small companies, who have small marketing team. In such companies, roles that require specialised skills or knowledge can be particularly difficult to fill due to the limited number of candidates with the required expertise.

On the other hand, the least challenging job profiles are often found in the area of content marketing. Given the broad nature of this area, there are typically more candidates with the necessary skills and experience to fill these roles. Content marketing roles typically involve the creation and distribution of valuable content to

attract and retain a clearly defined audience. This can include creating blog posts, videos, social media posts and other types of content.

It's important to note, however, that the job market can vary greatly by industry and location. In some regions or industries, even content marketing roles can be difficult to fill due to competition from other companies. Conversely, some specialised roles in larger companies may offer more competitive salaries and benefits, making them more attractive to job seekers. Ultimately, the recruitment process requires a thorough understanding of the job market, the company's needs and the available talent network to find the right candidates for each role.

2024 BUSINESS OUTLOOK

AI is becoming an increasingly important part of marketing, and it's expected to play an even bigger role in the coming years. AI can help companies better analyse and understand consumer behaviour, personalise marketing messages and automate various marketing processes. This can lead to more efficient marketing campaigns, better customer engagement and improved ROI.

As a result, there's a growing demand for professionals with expertise in AI and its application to marketing. Some of the most in-demand roles in this area include AI marketers, AI strategists, data analysts and AI engineers. AI marketers are responsible for developing and implementing marketing strategies that use AI technologies, while AI strategists help companies develop long-term plans for integrating AI into their marketing operations. Data analysts use AI tools to analyse large volumes of data and extract valuable insights that can inform marketing decisions,

while AI engineers build and maintain AI-powered marketing systems.

In addition to these specialised roles, many marketing professionals are also looking to develop their AI skills to stay competitive in the job market. This includes learning about AI technologies, algorithms and tools, as well as developing an understanding of how AI can be integrated into marketing strategies.

Overall, the use of AI in marketing is expected to continue to grow in the coming years, creating many new job opportunities for those with the right skills and expertise. Businesses that invest in AI-powered marketing solutions can gain a competitive advantage in their industries, and marketing professionals who are able to use AI effectively will be highly valued by employers.



Nancy Henriët

Managing Consulting
Sales & Marketing

Recruitment Dynamics

Most requested profiles

Online Marketer
Content Marketer
Marketing Specialist

Hardest to find

Common Marketing jobs,
so not specialised and Offline
Marketing jobs



SALES THE SPECIALIST

In the current job market, there has been a noticeable increase in demand for high-level, specialised sales professionals. These individuals with extensive experience and expertise in their specific area of sales and are sought after by companies looking to enhance their sales strategies and improve business performance. The role of these professionals can vary by industry, but generally involves managing complex sales processes, building strong customer relationships and driving revenue growth.

On the other hand, the demand for junior sales professionals with less specialised skills and experience has decreased. This trend can be attributed to the increasing complexity of sales processes and the need for companies to remain competitive in their respective industries. Companies are now looking for sales professionals who can bring new ideas and strategies to the table and who have the ability to adapt to changing market conditions.

In addition to specialised sales skills, employers are also looking for professionals with strong communication and interpersonal skills, as well as the ability to work well in a team environment. Candidates who can demonstrate a track record of sales success and a willingness to learn and grow are highly valued in today's job market.

Overall, the changing demands of the job market underline the importance of continuous learning and development for sales professionals. Those who are able to keep abreast of the latest sales trends and technologies, and who are able to adapt to the changing demands of the marketplace, will be well positioned to succeed in their careers.

MORE AND FEWER REQUESTED PROFILES

In the recruitment industry, it's becoming increasingly difficult to find internal sales candidates who meet the high demands of clients. This is because the profiles that clients are looking for often prefer to work in external sales roles, which offer more flexibility, autonomy and growth opportunities. As a result, recruiters and hiring managers are finding it difficult to source internal sales candidates who meet the specific requirements of the role.

On the other hand, the account manager role is generally less challenging to fill than internal sales roles. This is because the scope of the role tends to be broader, requiring a wider range of skills and experience. Account managers are responsible for maintaining relationships

with existing customers, managing sales accounts and identifying new opportunities for business growth. While the role can be demanding, the skills required are often more generalist in nature, making it easier to find candidates with the necessary skills and experience.

Despite the challenges of finding internal sales candidates, there are ways to attract and retain top talent in this area. One approach is to create a more attractive and supportive working environment, offering a range of benefits such as flexible working arrangements, training and development opportunities and clear career paths. Another approach is to use technology and data analytics to identify potential candidates who may not have considered internal sales roles in the past, but who have the skills and experience required.

While finding quality internal sales candidates can be difficult, there are steps that companies and recruiters can take to address this challenge. By creating a more attractive working environment and using technology to identify potential candidates, it's possible to attract and retain top talent in this important area of sales.

2024 BUSINESS OUTLOOK

The most sought-after job profiles will be those that require specialised skills and experience, particularly at senior levels. Employers will continue to look for candidates who have a deep understanding of their field and a track record of success in similar roles.

The demand for specialised, senior roles is driven by a number of factors, including the increasing complexity of business operations, the rapid pace of technological change and the need for organisations to remain competitive in their respective industries. Companies are looking for candidates who can bring new ideas and perspectives to their teams and help drive growth and innovation.

Some examples of highly specialised, senior roles that are in high demand include software engineers, data scientists, cyber security experts and marketing directors. These roles require a unique set of skills and experience, and often involve managing complex projects, leading teams and making strategic decisions that affect the direction of the business.

Despite the high demand for these specialised roles, there are also challenges associated with recruiting and retaining top talent in these areas. For example, there may be a limited pool of candidates with the necessary skills and experience, which can make it difficult for employers to find the right fit for their teams. In addition, highly specialised professionals may require more competitive salaries and benefits, which can put pressure on company budgets.

Despite these challenges, the demand for specialised, senior roles is expected to continue to grow in the coming years. Companies that are able to attract and retain top talent in these areas will be well positioned to succeed in their respective industries, while professionals with the necessary skills and experience will have many opportunities to advance their careers.



Recruitment Dynamics

Most requested profiles

Key Account Manager
Business Development
Manager
Account Manager

Hardest to find

Internal Sales

SALARY PROFILES

MARKETING

Function

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

SALES

Function

Function	Experience	Min	Medium	Max
Account / Sales Support	0-3 years	€ 31.000	€ 32.500	€ 34.000
	3-6 years	€ 34.000	€ 39.500	€ 45.000
	6+ years	€ 45.000	€ 50.000	€ 55.000
Account / Sales Executive	0-3 years	€ 32.000	€ 34.000	€ 36.000
	3-6 years	€ 36.000	€ 41.500	€ 47.000
	6+ years	€ 47.000	€ 60.000	€ 80.000
Inside Sales Representative	0-3 years	€ 32.000	€ 34.000	€ 36.000
	3-6 years	€ 36.000	€ 42.500	€ 49.000
	6+ years	€ 49.000	€ 60.000	€ 80.000
Account Manager	0-3 years	€ 34.000	€ 38.000	€ 42.000
	3-6 years	€ 42.000	€ 50.000	€ 58.000
	6+ years	€ 58.000	€ 69.000	€ 80.000
Key Account Manager	0-3 years	€ 38.000	€ 41.500	€ 45.000
	3-6 years	€ 45.000	€ 55.000	€ 65.000
	6+ years	€ 65.000	€ 85.000	€ 110.000
Country Manager	0-3 years	€ 45.000	€ 48.500	€ 52.000
	3-6 years	€ 52.000	€ 65.000	€ 78.000
	6+ years	€ 78.000	€ 105.000	€ 130.000
Business Development Manager	0-3 years	€ 52.000	€ 56.000	€ 60.000
	3-6 years	€ 60.000	€ 80.000	€ 100.000
	6+ years	€ 100.000	€ 100.000	€ 120.000
Sales Manager	0-3 years	€ 52.000	€ 56.000	€ 60.000
	3-6 years	€ 60.000	€ 80.000	€ 100.000
	6+ years	€ 100.000	€ 100.000	€ 120.000
Sales Director	0-3 years	€ 60.000	€ 70.000	€ 80.000
	3-6 years	€ 80.000	€ 100.000	€ 120.000
	6+ years	€ 120.000	€ 125.000	€ 150.000
Head of Inside Sales / Teamleader Sales	0-3 years	€ 38.900	€ 42.150	€ 45.400
	3-6 years	€ 45.400	€ 48.600	€ 51.800
	6+ years	€ 51.800	€ 64.800	€ 77.800



SUPPLY CHAIN & PROCUREMENT INSIDE OUT

The year 2023 has seen unprecedented volatility in global supply chains. Demand for goods and parts has fluctuated, creating great uncertainty in the availability of resources. As a result, supply chain professionals are under immense pressure to ensure that demand for goods is met without interruption.

However, the disruptions caused on a global scale have made it difficult to achieve this goal. The disruptions have had a severe impact on the supply chain, causing delays and increasing transport costs.

The situation has made it imperative for supply chain professionals within organisations to adopt innovative strategies to mitigate risks and ensure the smooth flow of goods and parts. The need of the hour is to develop a robust and agile supply chain network that can adapt to changing market conditions and ensure business continuity.

MORE AND FEWER REQUESTED PROFILES

Looking to 2023, we can see that the job market is becoming increasingly competitive and demanding in terms of quality requirements and cultural fit with organisations. As a result, employers are placing greater emphasis on hiring candidates who not only have the necessary skills, but who also align with their corporate culture and values.

We have also seen a decrease in the number of temporary job requests compared to the previous two years. This could be due to a number of factors, including a shift towards more permanent hiring arrangements or an increase in the availability of skilled workers.

As recruitment consultants, we understand the importance of keeping abreast of the latest market trends and requirements. Our aim is to help both jobseekers and employers navigate these changes and find the best fit for their needs.

2024 BUSINESS OUTLOOK

The world of Supply Chain has always been a challenging environment due to its razor-thin margins. The industry is facing a major problem where the demand for labour capacity far exceeds the available supply. As a result, there is an urgent need for innovation in the Supply Chain Industry. This means that logistics companies must better align their knowledge, IT systems and workforce skills with the fast-paced nature of the business.

Looking to the future, we can see that the logistics industry will face even greater challenges in finding the right level of experience and training. The rise of automation in logistics will mean that many of the current roles will be replaced by automated systems. This will require the development of new skills and training programmes that can keep pace with the changing needs of the industry.

In addition, the impact of global trade on logistics will become increasingly apparent. Companies will need to adapt to changes in trade policies, tariffs and other factors that can affect the flow of goods across borders. As recruitment consultants, we understand the importance of finding candidates with the right mix of skills, experience and education to meet these challenges. We are committed to helping our clients navigate these changes and find the best talent for needs.



Alex Broekmeulen
Consultant Partner
Logistics & Operations

Recruitment Dynamics

Most requested profiles
Supply Chain Planner
Supply Chain Manager
Supply Chain Consultant

Hardest to find
Supply Chain Planner

SALARY PROFILES

SUPPLY CHAIN & PROCUREMENT

Function

	Experience	Min	Medium	Max
Supply Chain Manager	0-3 years	€ 80.000	€ 85.000	€ 90.000
	3-6 years	€ 90.000	€ 105.000	€ 120.000
	6+ years	€ 120.000	€ 140.000	€ 160.000
Procurement Manager	0-3 years	€ 75.000	€ 85.000	€ 120.000
	3-6 years	€ 85.000	€ 95.000	€ 130.000
	6+ years	€ 100.000	€ 120.000	€ 160.000
Procurement Coordinator	0-3 years	€ 45.000	€ 65.000	€ 75.000
	3-6 years	€ 65.000	€ 85.000	€ 100.000
	6+ years	€ 95.000	€ 120.000	€ 150.000
Strategic Buyer	0-3 years	€ 50.000	€ 60.000	€ 70.000
	3-6 years	€ 60.000	€ 75.000	€ 80.000
	6+ years	€ 80.000	€ 95.000	€ 110.000



TECHNOLOGY MATRIX - THE TRILOGY

As organisations embrace data-driven decision making, the demand for data engineers, analysts and architects continues to grow. In addition, the focus on security has increased with the rise of remote working, leading to a need for more IAM security specialists. DevSecOps has also gained popularity as a means of addressing security risks early in the application development process. In addition, the ongoing migration from on-premises to cloud solutions has created a high demand for cloud architects and engineers. Finally, with the Netherlands emerging as a hub for start-ups, there are many job opportunities in software development.

MORE AND FEWER REQUESTED PROFILES

The most demanding roles in the IT industry are those related to architecture, including network, enterprise, cloud, data and security architects. These professionals are highly sought after and often hold senior positions within their respective organisations.

As a result, organisations are working hard to retain them. Another challenge is the significant increase in AI-related positions.

Unfortunately, there is a shortage of experienced professionals in this area. In a fast-paced IT industry, all professionals are in high demand, making it difficult to identify the least challenging positions.

2024 BUSINESS OUTLOOK

The technology industry is expected to see a further increase in AI-related jobs, leading to a higher demand for skilled professionals in this field. In addition, there appears to be a growing trend among companies to favour permanent contracts over freelance positions, leading to a potential decline in the number of freelancers employed.



Florian Hofstee
Head of Hays Specialist
Recruitment NL

Recruitment Dynamics

Most requested profiles
Specialists in Data
Security
Cloud

Hardest to find
Architects
AI Engineers
IAM Security

SALARY PROFILES

TECHNOLOGY

Function

	Experience	Min	Medium	Max
Cloud Engineer	0-3 years	€ 40.000	€ 50.000	€ 60.000
	3-6 years	€ 60.000	€ 70.000	€ 80.000
	6+ years	€ 80.000	€ 95.000	€ 110.000
Front-end Developer	0-3 years	€ 30.000	€ 40.000	€ 50.000
	3-6 years	€ 45.000	€ 62.500	€ 80.000
	6+ years	€ 70.000	€ 80.000	€ 90.000
Back-end Developer	0-3 years	€ 30.000	€ 40.000	€ 50.000
	3-6 years	€ 45.000	€ 62.500	€ 80.000
	6+ years	€ 70.000	€ 85.000	€ 100.000
Product Owner	0-3 years	€ 45.000	€ 55.000	€ 65.000
	3-6 years	€ 65.000	€ 70.000	€ 75.000
	6+ years	€ 75.000	€ 82.500	€ 90.000
Network Engineer	0-3 years	€ 36.000	€ 43.000	€ 50.000
	3-6 years	€ 45.000	€ 55.000	€ 65.000
	6+ years	€ 55.000	€ 72.500	€ 90.000
Security Engineer	0-3 years	€ 36.000	€ 43.000	€ 50.000
	3-6 years	€ 42.000	€ 56.000	€ 70.000
	6+ years	€ 65.000	€ 77.500	€ 90.000
IT Support	0-3 years	€ 27.000	€ 33.500	€ 40.000
	3-6 years	€ 35.000	€ 42.500	€ 50.000
	6+ years	€ 45.000	€ 55.000	€ 65.000
UX/UI Design	0-3 years	€ 30.000	€ 37.500	€ 45.000
	3-6 years	€ 42.000	€ 51.000	€ 60.000
	6+ years	€ 50.000	€ 62.500	€ 75.000
Project Manager	0-3 years	€ 30.000	€ 40.000	€ 50.000
	3-6 years	€ 50.000	€ 62.500	€ 75.000
	6+ years	€ 70.000	€ 80.000	€ 90.000
Data Engineer	0-3 years	€ 30.000	€ 45.000	€ 60.000
	3-6 years	€ 45.000	€ 65.000	€ 85.000
	6+ years	€ 65.000	€ 87.500	€ 110.000



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THE NETHERLANDS

Hays in the Netherlands operates from two offices: Eindhoven and Amsterdam. This geographical presence allows our consultants to both serve the domestic market and leverage opportunities for cooperation with our international network.

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