

# HAYS NETHERLANDS SALARY GUIDE 2024

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# HAYS HELPS SHAPE THE FUTURE OF THE WORLD OF WORK

The world of work is changing rapidly, with clients and candidates facing many new challenges and opportunities.

Powerful and increasingly fast-moving trends are helping shape the labour market.

## METHODOLOGY

Hays Netherlands' Salary Guide 2024 is a comprehensive report on trends in employment and wages. Based on a survey of employees and employers between October and November 2023, we find out what concerns are of the cornerstones of our labour market. But it doesn't stop there – we also survey our consultants who conduct thousands of interviews with candidates and companies every year, and who can provide insight into the motivations of both parties like no other.

Finally, we dive deep into our database to bring you the most accurate and recent salary data for the most in-demand profiles in every sector Hays serves. If you want to know how much you can earn or how much you should pay an employee, you can quickly find the info you need in this guide.

If you have any questions or suggestions, please feel free to contact us at [marcom@hays.nl](mailto:marcom@hays.nl).

We hope you find this guide informative and useful.

Happy reading!

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# PREFACE



company, almost half are dissatisfied with their salary and almost 70% are open to a new position! Add to that the fact that 98% are confident in their own abilities, means that, as employers, we need to do our best to up our game in terms of our Employee Value Proposition (EVP).

Finally, a reflection on artificial intelligence (AI) in our labour market; this is a topic that is being discussed widely at the moment in terms of what the impact will be for companies and for employees. According to our survey, just over a quarter of all employees are using AI currently and only four in 10 employers are actively promoting its use. There is still a lot of uncertainty and lack of knowledge around this subject, and we will elaborate on that in this guide, especially in terms of how AI can be used to boost productivity and lift the workload, if used in the right way.

Let our salary guide be your guide to future-proof your career and/or business.

**Jane Bamford**  
Managing Director, Hays Netherlands

The only constant in the world of work that we live in today, is change. We are constantly having to adapt to changes in the political and economic context, new technologies & trends. As employers and employees, we have only one viable option, to keep moving forward and embrace these new challenges.

Throughout the survey we carried out at the end of last year, we found a growing awareness among employees of 'fulfilling work': the need for learning and growth opportunities, a healthy work-life balance, a good atmosphere at work ... This is not just guesswork, because in 2023, exactly those reasons were in the top 5 for people who changed jobs last year and they feature as the top motivators to move again this year. Of course, salary is a key driver linked to job satisfaction but it is not the most important element and as employers, we should be aware of that and act accordingly.

It is therefore, encouraging to see that the majority of employers are focusing on these elements in order to attract and retain talent. Retention is an absolute priority for half of all employers surveyed, for 2024.

This is good to see because a third of employees surveyed are dissatisfied with their job, another third do not see any career prospects in their current

# OUR VISION FOR 2024



# OUR VISION FOR 2024

Our experts share their views on the labour market in the Netherlands in their summary of 2023 and look ahead to 2024.



**Florian Hofstee**  
Head of Hays  
Specialist Recruitment



**Maurice van der Zouwen**  
Commercial Director



2023 featured a tight labour market, as a result of fewer unemployed people and a constant number of vacancies. This will not be immediately different in 2024, according to Florian Hofstee, Head of Specialist Recruitment, and Maurice van der Zouwen, Commercial Director.

In line with expectations for 2023, the number of employees and self-employed grew by 1.4% (165,000) and the number of hours worked increased by 1.2%. However, the vacancy rate remained fairly stable, putting pressure on the labour market.

About 2024, Florian and Maurice are optimistic. The number of jobs is growing by 0.5% (61,000) and the number of hours worked by 0.4%. "The continued skill shortages, are putting pressure on the labour market, and this is expected to remain the same in the coming years", Maurice continued. The Dutch economy is one of the

strongest in Europe and is held up by the Technology, Business Services, Engineering, Manufacturing, Logistics, Food and Energy Sectors. Innovation has always played a big part in the success story of the Netherlands and is one of the reasons why it is attractive for international companies and investors. In all of these sectors, this increases the demand for talent as the number of positions is simply higher than the number of people available.

To be able to attract the best talent in the market, employers should offer an equal mix of the following important components: an attractive remuneration package (including benefits), a solid Learning & Development programme, a smooth candidate-journey right from the first contact with the potential employee right through the onboarding stage and a clearly-defined Employer Value Proposition (EVP).

Patrick Staffen, Head of Enterprise Solutions, explains how Recruitment Process Outsourcing (RPO) and Managed Service Provider (MSP) programmes can support other companies.

You are not yet familiar with Recruitment Process Outsourcing (RPO) or Managed Service Provider (MSP)? That doesn't matter - we are happy to explain. "RPO is usually used to outsource the recruitment of permanent staff," says Patrick. "This includes vacancy intake, sourcing, interviews, assessments, salary negotiations and drafting contracts on behalf of the company."

But an RPO can do much more than that. "The service can also oversee the development of your Employer Value Proposition (EVP) and employer brand, which can support effective communication with potential candidates in the labour market. Our RPO programmes are supported by effective and optimised processes and targeted technology."

Outsourcing the management of sourcing channels for temps and freelancers, in turn, is known as a Managed Service Provider (MSP). "In an MSP, a company outsources the management of sourcing channels, with the MSP provider working closely with the client to determine how best to meet its needs for temps or freelancers. To do so, the provider searches a wide talent pool of 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 contracts, onboarding, timesheets, invoicing and compliance through efficient processes and using the necessary technology."

Looking at the future of talent acquisition for both temporary and permanent staff, several trends are emerging. Patrick highlights, for example, that "MSP and RPO are coming closer and closer together, resulting in integrated staffing solutions".

"Compliance remains a key focus, especially GDPR regulations and managing freelancers and other types of employees," he continues. "In addition, a strong employer brand is crucial to attract and retain niche or scarce talent, while technology is increasingly important to support efficient processes and data security. Moreover, the freelance market is a vital source of talent, and international recruitment is common practice."

Finally, according to Patrick, workforce volatility will continue, requiring organisations to adapt quickly and respond faster. "Outsourcing to an expert can be the solution to reduce the burden, and optimise quality and flexibility."



**Patrick Staffen**  
Head of  
Enterprise Solutions



# GENERAL TRENDS

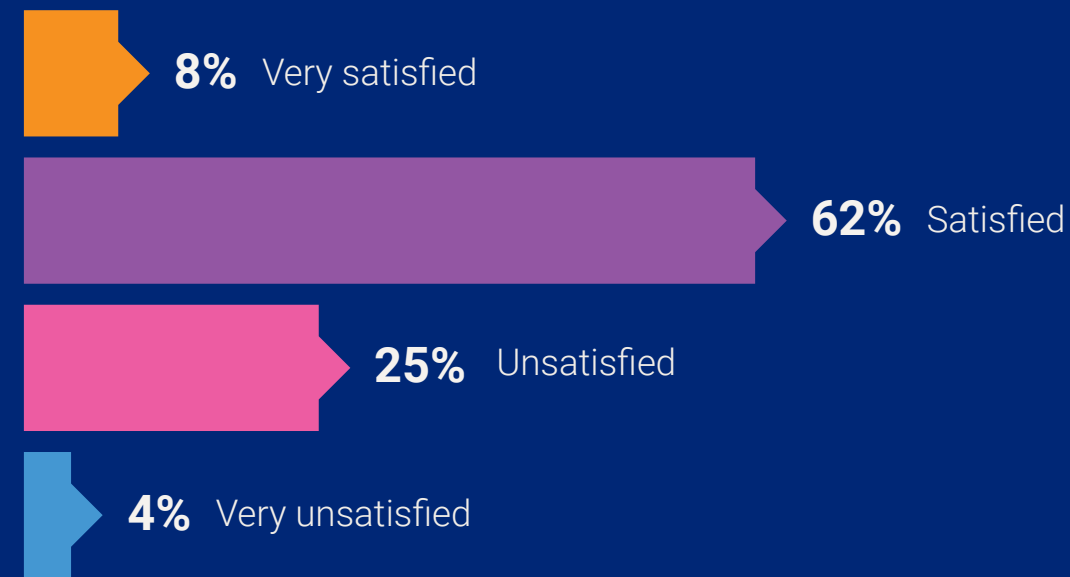


# WHAT WE NOTICED

What marked 2023 and will continue to play an important role in 2024? A very critical workforce, it seems. One that is not afraid to seek its happiness elsewhere once it is no longer feeling the connection with an organisation. And employers seem to realise this, as retention is ranked

as the No 1 priority for the year ahead. Surprisingly, what does not appear to be such a priority, either among candidates or companies, is artificial intelligence (AI).

## How satisfied are employees with their job?



# 35%

of employees has a job that is 100% office based

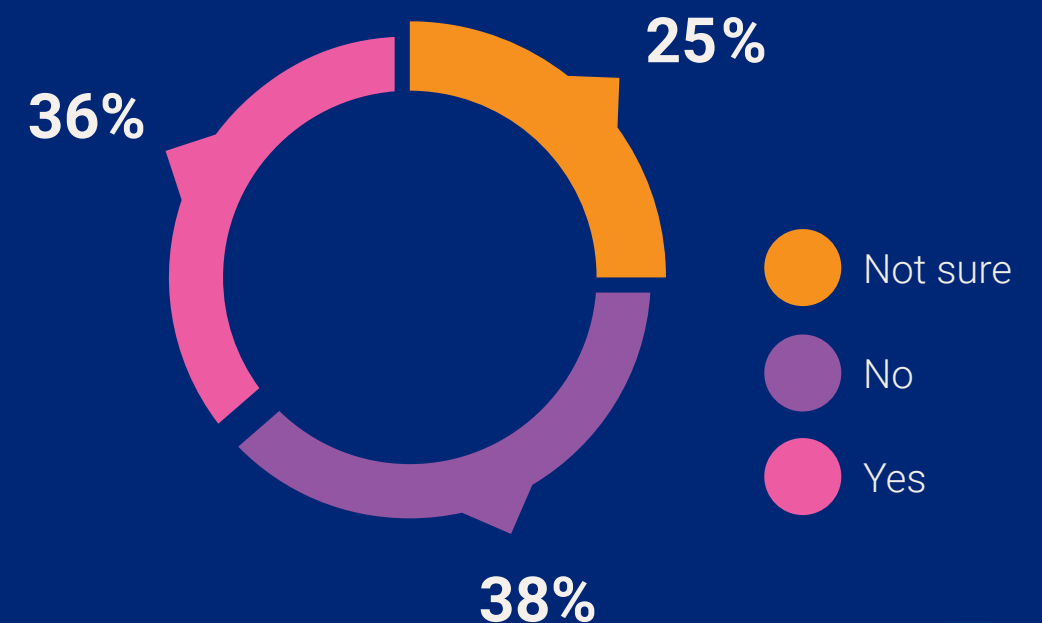
# 40%

of the employers considers retention as top priority for 2024

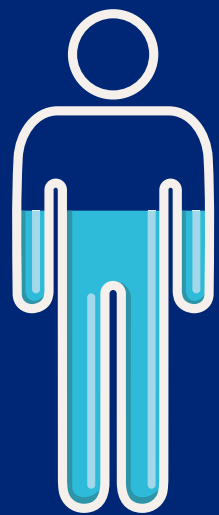
## For what reasons are employees looking for another job in 2024?



## Do employees see scope for career progression in their company?

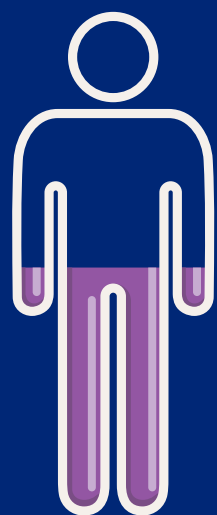


## AI: not unknown, but unloved



72%

of the employees never uses AI at work



54%

of the companies has no guidelines concerning AI

# RESULTS

## DO EMPLOYEES AND EMPLOYERS UNDERSTAND EACH OTHER?



We have been surprised and, at times, amazed by the results of our survey. What did we actually learn from it?

### Flexibility as a solution to the 'war for talent'

The labour market is constantly changing, posing challenges to both employees and employers. Employees have to adapt to the new situation and higher living costs. Employers have to take into account the changing expectations and needs of the workforce, and potentially lower profits.

Yet there are also opportunities for all. Workers can choose from more jobs that suit them, and employers can count on a large pool of skilled and enthusiastic workers ready for a new challenge. It is therefore about supply and demand, give and take, flexibility and innovation. In this way, employees and employers can enjoy the changing labour market together.

### The gap between expectation and reality

How satisfied are employees? That is a question many employers ask themselves. The answer is not simple, as many factors come into play. One important factor is pay. What do employees earn, and what do they want to earn? Our survey shows that many employees are dissatisfied with their pay, with 4 in 10 saying their pay is too low or not appropriate for their job. Almost 8 in 10 workers expect a raise in 2024, and that might not be a vain hope: just as many employers expect to (have to) pay their staff more in the coming year. Possibly some light at the end of the tunnel!

And this is necessary because the gap between expectation and reality leads to job dissatisfaction. One in three employees is dissatisfied with their job, with salary being one of the most important factors in job satisfaction. But lack of career progression, poor work-life balance and insufficient training also mean almost half of employees will consider changing jobs this year.

In other words, many workers feel either underpaid, undervalued, or underutilised. They want more challenges, more flexibility, and more security. They are also flexible: they are open to job or sector change. This is a challenge for employers, who want to keep their top performers and find new talent. They will have to accommodate the (potential) employees, and make them a good offer, before they move to the competition.

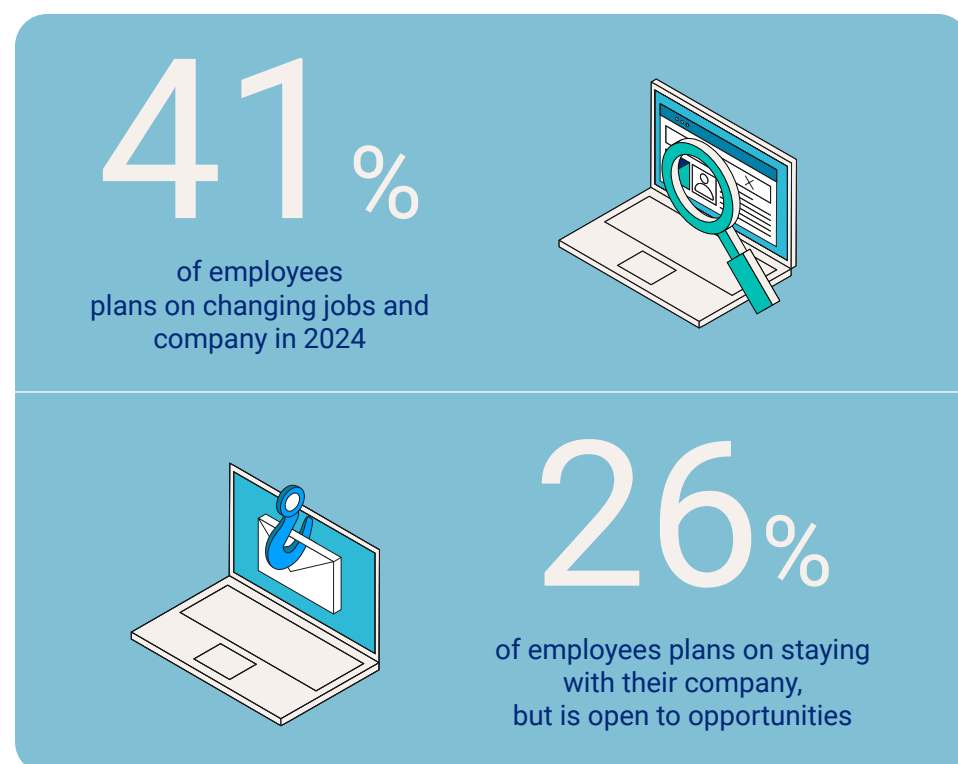


### Top 5 reasons why people changed jobs last year

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%

### Top 5 reasons why people will change jobs in 2024

Lack of learning and 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%





# RESULTS

## DO EMPLOYEES AND EMPLOYERS UNDERSTAND EACH OTHER?



### Gen Z'ers not so special after all?

Generation Z: the green heroes, the idealists who would rather work for a good cause than a good salary, the adventurers who know no limits. Or that's what you read in the many articles trying to get to the bottom of this young generation. Unfortunately (or fortunately), our survey shows that they are not as unique as they seem.

Gen Z's top five favourite fringe benefits are almost identical to those of other generations and, just like everyone else, they do care about money after all. For instance, almost half of Gen Z'ers want to look for other work, mainly because they feel they earn too little. And what about flexible work, because surely they want to enjoy life more? That's sort of true, but still, almost 40% are stuck in an office job, with no option to work from home or remotely.

Fortunately, you don't have to forget everything you know about this generation. If there is one thing that is true, and vital to attract them, is that they see their career as a playground. Gen Z'ers want to learn and grow. In that quest, they will not hesitate to go play somewhere else if they get bored. As we said, 5 in 10 Gen Z'ers want to change jobs this year, a figure that is even higher than in 2023, when 4 in 10 were looking for a new challenge. Why? Not enough challenge and growth in their careers. Unlike all the other clichés, the latter is definitely something to keep in mind if you want to attract and retain the best young talent.

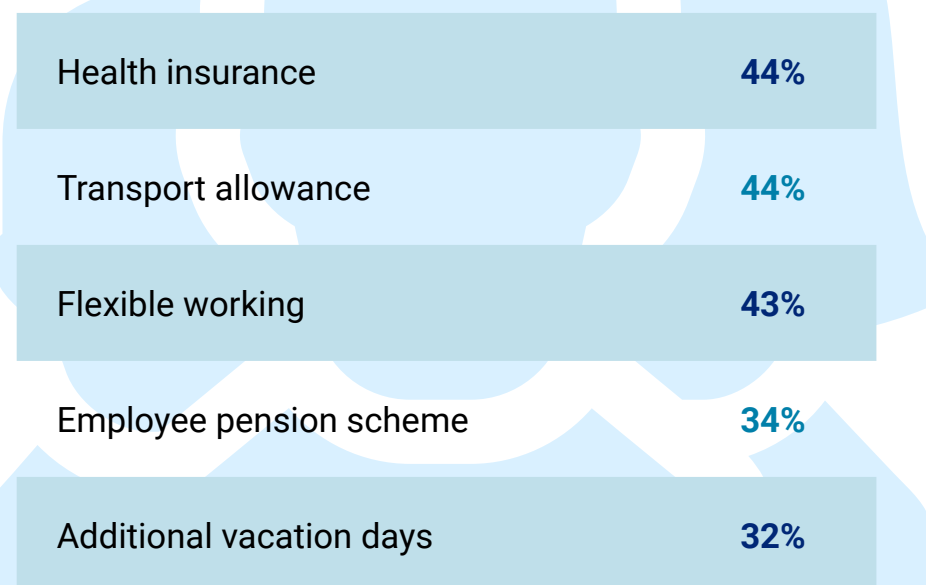
### AI: not unknown, but still unloved

AI, the magical world where anything is possible. Or at least almost anything. Because we have a wealth of possibilities here, but we have to dig a little deeper to find them. We examined for the first time how companies and employees use AI, and what we discovered was a little disappointing.

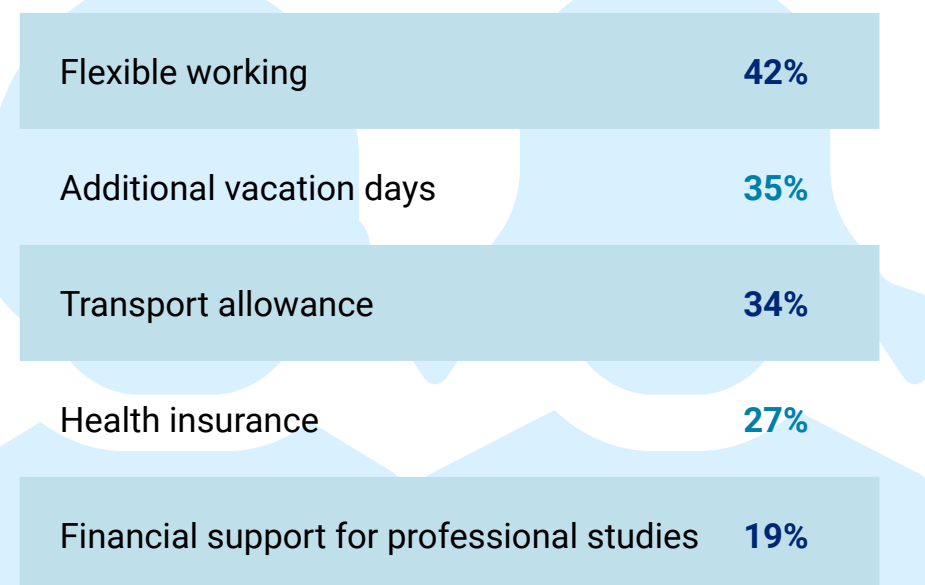
Our survey shows that there is still a big gap between the potential and the reality of AI use in the workplace. Most employees do know what AI is – how could they not with all the media coverage! – but they do little with it. Just over one in four workers use AI in their jobs, while 75% have access to it.

More than half of companies do not have clear rules about AI, which can cause all kinds of problems. Additionally, employees don't get training on AI either: 84% have never received training, while more than 82% want to. Almost 70% would even change jobs to work more with AI. You might think that workers are afraid AI will take their jobs, but that is not really the case. About half are neutral or optimistic and the other half are pessimistic. Employers, on the other hand, are mostly optimistic: almost 70% expect no or even a positive impact on employment.

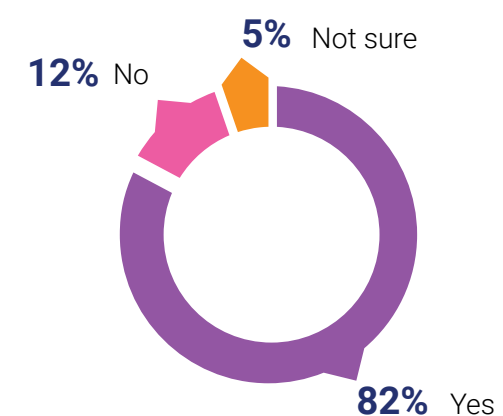
#### Top 5 of most valued benefits (entire population)



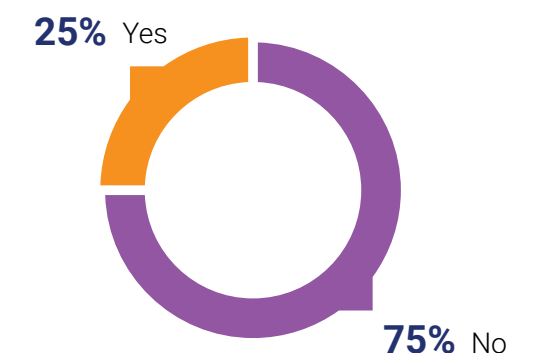
#### Top 5 of most valued benefits (Generation Z)



#### Would you follow trainings to learn about AI?



#### Is access to AI blocked in your company?



# RECOMMENDATIONS

## WHAT SHOULD EMPLOYERS CONSIDER?



That the labour market is getting tighter is no longer news. Employers have to fight for the best talent. How can they find the pearl in the oyster?

### Top talent will still cost a pretty penny

We all know that life is walk in the park. Everything is getting more expensive, from rent to groceries. And if that is not enough, it is also becoming increasingly difficult to find good staff. The talent pool has become so small that you sometimes have to pay a fortune to keep your employees happy. But what if they leave for a better offer?

Our research shows that pay is an important reason why people change jobs. You don't want your best workers to leave you, do you? Fortunately, we have a solution for you. With our salary guide, you can compare your pay and bonuses with those of the market. That way you will know exactly whether you are paying too much or too little. And if you want even more certainty, you can also call on our team of experts. They can help you understand even more about what is prevalent for your sector.

This will not only save you money in the short term, but also in the long term. After all, a happy employee is a loyal employee. And that is (also) priceless, right?

### Are you 'the one'?

Salary is important, but it is not everything. Employees look for more than a good salary in a new job. There are more jobs than suitable candidates in the labour market. This means that as a company, you need to do your best to attract and retain the best talent.

You need to show what you have to offer, besides a nice salary. How about career opportunities, for example? Our research shows that this is the main reason why employees change jobs.

So you better make sure you have a clear career path for your employees, so they know where they stand and what to expect. That way, you will keep your current employees happy and attract new candidates who are ambitious and motivated. But that's not all. People also seem to need enough challenge in their roles to keep them interested, especially Generation Z, which sees 'challenge' as the third most important requirement to get or stay in a job!

Number one quality of a company, however, according to the employees surveyed, is a good atmosphere in the workplace. This in itself is not very surprising, as after all, people spend a large part of their time at work. However, creating such an atmosphere is not always a 'walk in the park' and is an important focus for the leadership team of the company and the HR department.

Sensing what resonates with people, whether through formalised surveys or not, is essential to avoid frustrations growing and potential feuds between colleagues or teams. Happy people are not only more productive – they are also the perfect ambassadors for your company to create a word-of-mouth buzz among potential new employees.

### Top 5 most important qualities of a company

Good work atmosphere	54%
Benefits package	44%
Career development initiatives	43%
Challenging roles and projects	37%
Work-life balance initiatives	30%



# RECOMMENDATIONS

## WHAT SHOULD EMPLOYERS CONSIDER?



### Use AI wisely

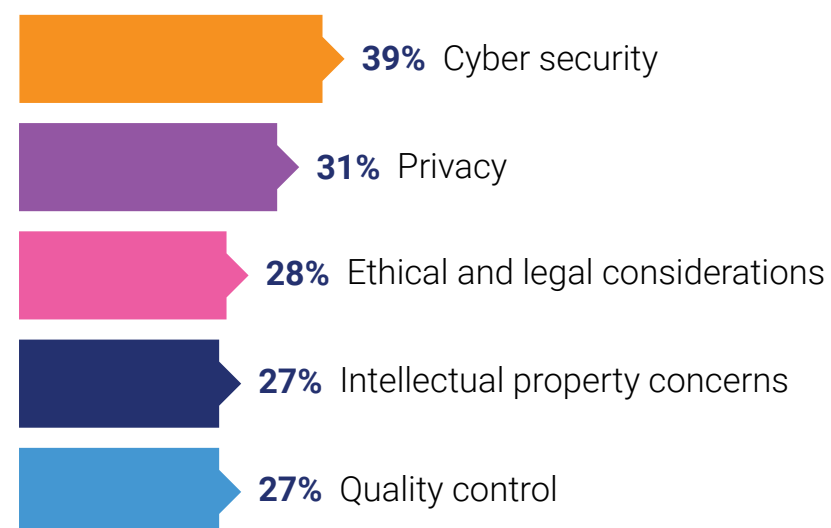
Artificial intelligence (AI) is a complex and powerful technology that requires a lot of knowledge and skills. As many as 84% of employees feel lost when it comes to AI. They don't know how to use it, what it can do and what the benefits are. This is a problem because AI will play a significant role in the future of work.

As an employer, you can solve this problem by creating a supportive environment where your employees can learn and grow. Invest in training programmes, workshops and mentorship that help your employees understand and apply AI. This way, you will ensure that they not only master AI, but also have confidence in it.

However, you also need to ensure security. Many companies surveyed are concerned about the security risks of AI. They fear that data will be stolen, misused or compromised, which is understandable, as personal data is a valuable commodity. So you need to ensure a robust data security infrastructure. You also need to establish clear guidelines on how to use AI ethically and responsibly.

AI also requires you to try not to be left behind, as this technology is changing rapidly. This is yet another reason to encourage your employees to constantly educate and develop themselves so that they are with you and ready for the future. After all, a learning culture promotes business agility, and that can only be a good thing, right?

### Biggest concerns about AI



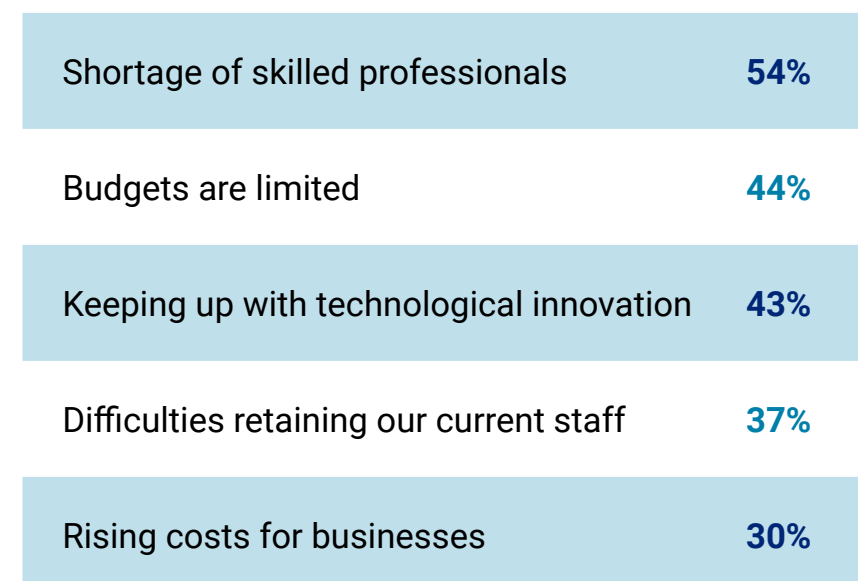
### Retain the talent you already have

Almost half of employers surveyed say there is a shortage of skilled professionals and a quarter feel there is a shortage of workers of all 'levels'. For several years now, we have had a 'candidates market' in the Netherlands where the number of vacancies far exceeds the number of available workers. Certainly, talented people have the luxury of choosing the job and company they feel most comfortable with.

Therefore, two things are crucial: making sure your company stands out among the rest and ensuring that the talent you already have in house stays with you. How to 'entice' potential employees can be read on the previous page. But how to retain your people?

First of all, we can happily note that almost half of surveyed employers put retention high on their priority list for the coming years. In other words, the awareness is definitely there among a large group, and that is a good (and necessary) start.

### What challenges do companies face to reach their goals in 2024?

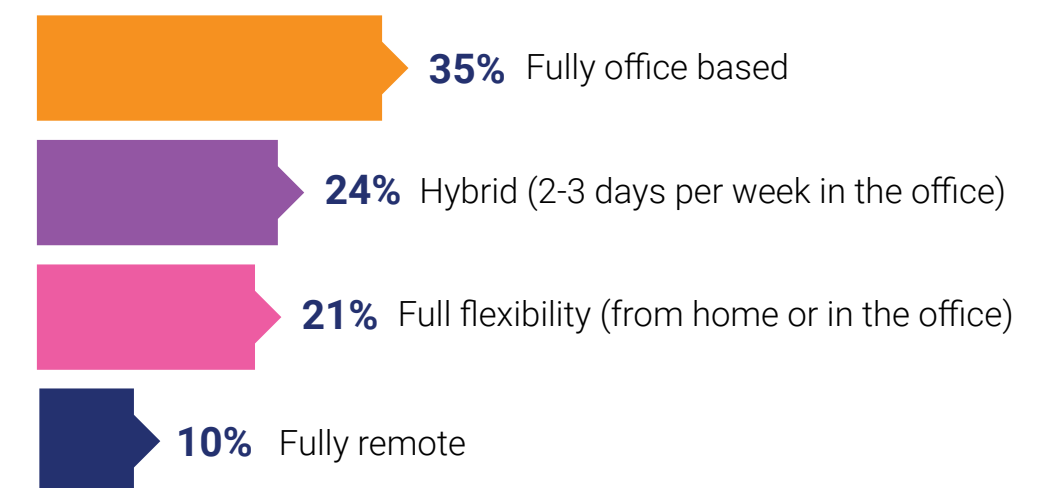


To put that ambition into practice, you can take a few things into account, such as a well-developed career path, accessible training paths and moving away from 'office-based' working – unless that is impossible in your sector, such as in a production environment, of course.

It is extraordinary that a few years after the pandemic, where working from home quickly felt like the norm, we still see one-third of companies where no form of flexible work exists, even in non-production environments.

Employees are not necessarily happy about this: almost half of those who cannot work flexibly are dissatisfied or very dissatisfied with their worklife balance, compared to only one-fifth among those with some form of flexible work. So by sticking to office work, companies risk losing a significant part of their current workforce. How much non-rapidly replaceable talent does that include?

### How flexible are our companies?



# RECOMMENDATIONS

## HOW CAN EMPLOYEES TAKE CONTROL OF THEIR CAREERS?



As an employee or applicant, how can you increase your chances of finding and getting the job of your dreams, if such a thing still exists?

### Take the plunge

You may still think this is a bad time to switch jobs, but don't be put off by pessimists. Our survey shows that there is huge demand for skilled professionals and employers are still busy recruiting.

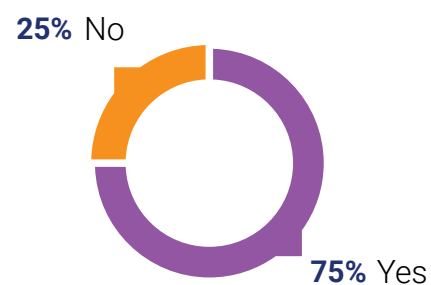
This is your chance to find your dream job. Organisations are eager for people like you and are keen to reward you with higher pay, better conditions and more flexibility. Get help from your Hays recruiter, who can discuss your motivations and aspirations so as to be able to guide you towards taking the next step in your career.

### What really makes you happy?

Pay is important, of course, but that is not the only thing that matters. You also want a job that captivates, motivates and values you. You want to work somewhere where you can develop, where you can contribute, where you feel comfortable. You want a job that matches your values, passions and ambitions.

But do you really know what you want? Before you throw yourself into the search for your next job, take a moment to think about that. That way, your recruiter can better help you find the ideal job that fully meets your expectations.

### Do you have the right skills to fulfill your role?



### Try a new path

Finding permanent staff is a challenge, so employers have become much more flexible. They prefer to hire someone who is eager to learn and not afraid of change. So if you want to go down a whole new path, now is the time to take the plunge. Because why not?

Companies want to put more effort into digitalisation and automation in 2024, and they are looking for people from all kinds of backgrounds to fill these roles. So whether you are a marketer, accountant or engineer, there is bound to be a place for you in that wide world of opportunities.

### Don't stop learning

The world of work does not stand still, so neither should you. You need to keep learning to keep your skills up-to-date. Learning new skills is essential no matter where you are in your career – whether you are a beginner, an expert or something in between.

If you can demonstrate this eagerness to learn to potential employers, you will have an edge in the fast-changing job market. Because who knows what new challenges and opportunities await you tomorrow? You don't want to be left behind by the rest, do you? So keep learning, keep growing, keep improving yourself.

### How will companies address their recruitment challenges?



### Benefits of using AI in the workplace

Increased productivity	61%
More creativity and idea generation	50%
Reduced risk of human error	47%
Higher quality of work	36%
Enhanced communication and clarity	28%

### Make AI your ally

Of those using AI, 61% report an increase in productivity. That number is significantly high. Identify specific AI applications aimed at improving efficiency and output within different functions. Think chatbots, speech recognition, or image analysis, for example. By highlighting these successes, you motivate others to embrace similar tools. Or rather, to not fear them.

The finding that a majority of workers are willing to change professions in response to AI developments highlights the need for flexibility. You cannot stay stuck in your old habits. In a time of constant technological advancement, an environment that adapts and constantly learns is the key to success, not only for a company, but also for your career. So don't be afraid of AI, take advantage of it.

### Would you change careers due to AI advancements?

69% Yes



# SECTORS TRENDS & SALARIES



# ACCOUNTING & FINANCE

## THE YEAR OF CANDIDATE SHORTAGES



**Tom Schraeverus**  
Manager Accounting  
& Finance at Hays

### What kind of jobs are there?

There are fewer jobs for people entering data or keeping records. Those tasks can increasingly be done by computers. But there will be more opportunities for people who understand IFRS (International Financial Reporting Standards) or ESG (Environmental, Social and Governance) finance. These are and will continue to be important topics in finance.

### What does 2024 look like?

We expect there will still be too few candidates in 2024, but we also think the recession will have less impact. The labour market is very complicated right now. Many things are at play, including economic conditions, demographic shifts and technological advances. Different skills and knowledge are needed than before. Those looking for a job need to take this into account and keep abreast of what is going on in their field to grab the best opportunities.

We are currently facing an interesting paradox in the labour market. Despite technically being in a recession in the first two quarters of 2023, there was a huge shortage of candidates. This is because of the resilience of the Dutch economy and its ability to bounce back. The CBS said on August 16th 2023 that the economy had contracted a little. But that is not as bad as it seems. The financial sector also saw more profit than last year. All this affects the people who work.



There are fewer jobs for people entering data or keeping records. Those tasks can increasingly be done by computers.



## Which benefits do employees value most?

1



Extra  
vacation days

2

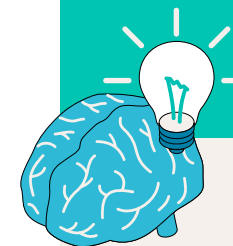


Company car  
or car allowance

3



Flexible working



### The role of AI

AI is changing the financial sector and the way tasks are done, performing routine tasks faster and better. Some, especially lower-skilled, employees will lose their jobs, but others will get new opportunities and better work. Financial institutions can focus more on difficult tasks, such as risk and investment, which require more knowledge and insight.

AI also helps to support customers better with chatbots and assistants that are always available. So this technology has advantages and disadvantages for the financial sector. However, financial institutions should continue to train their staff to keep up with AI developments.

### One who seeks, shall find?

#### Most in demand

- Financial Controller
- Accountant
- Business Controller

#### Hardest to find

- Credit Controller
- Payroll Specialist
- Treasury Analyst



# ACCOUNTING & FINANCE SALARIES

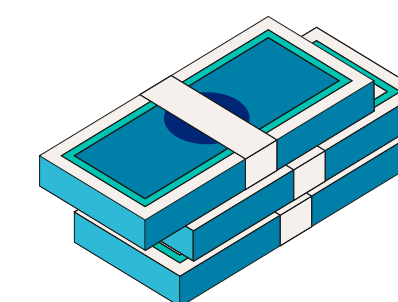


## Financial markets

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

## Accounting & Finance

Job title	Experience	Min	Medium	Max
<b>Financial Controller</b>	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
<b>Business Controller</b>	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
<b>Finance Manager</b>	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
<b>Accountant</b>	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
<b>Payroll Specialist</b>	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
<b>Treasury</b>	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
<b>Business Analyst</b>	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
<b>Financial Analyst</b>	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
<b>AP Specialist</b>	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
<b>AR Specialist</b>	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

## THE CHALLENGE OF CULTURAL FIT



**in**  
**Aba Latifi**  
 Managing Consultant  
 Engineering

Market dynamics are changing rapidly, and this has a clear impact on the needs and expectations of companies. They are now primarily looking for professionals who not only have the right technical skills, but also fit well with their organisation's culture. Moreover, they want to retain highly skilled professionals for the long term, realising the value of investing in their workforce and building a strong talent pipeline.

Finding and matching the right talent with the right organisation is crucial. Recruitment consultants do their best to provide clients with the best possible service and respond to their changing needs.

“  
 Companies are hiring more experienced professionals because they want to avoid risk.”

### What kind of jobs are there?

It is not easy to find the right candidate for engineering positions, but it is very important to devote sufficient time and resources to attracting top talent. Successful engineering recruitment can lead to better organisational performance, more innovation and higher product quality.

As recruitment consultants, we know how important it is to match highly skilled engineering professionals with the right organisations and we are committed to providing our clients with an exceptional service that matches their unique recruitment needs.

### What does 2024 look like?

The engineering industry is one that is constantly evolving. In the Netherlands, Engineers are in demand across various key industries. These include oil and gas, chemical, pharmaceuticals, food production, technology, and manufacturing. Notably, the semiconductor industry stands out as an area of emphasis. Engineers with experience working in these sectors will be able to choose, to a certain extent, which company they want to work for as there are more available roles than candidates.



## Which benefits do employees value most?

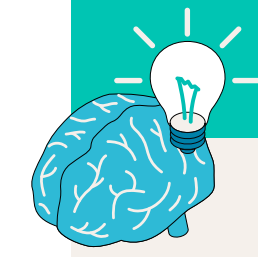
1  
 Transport allowance



2  
 Extra vacation days



3  
 Health insurance



### The role of AI

AI is going to change the Dutch tech sector, both for companies and engineers. Dutch engineers need to learn new skills to work with AI technologies, especially in robotics, automation and machine learning. AI will create more jobs that require this expertise, but also provide more challenges and opportunities for engineers. Engineers who can adapt and develop the necessary skills will be successful in the future.

### One who seeks, shall find?

**Most in demand**  
 Technical Operators  
 Manual Operators  
 Maintenance Engineer WTB

**Hardest to find**  
 Project Engineer  
 Maintenance Engineer  
 Team Lead Production





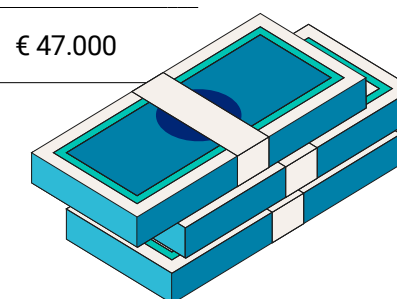
# ENGINEERING SALARIES

## Job title

Job title	Experience	Min	Medium	Max
<b>Maintenance Manager</b>	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
<b>Operations Manager</b>	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
<b>Engineering Manager</b>	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
<b>Process Engineer</b>	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
<b>Project Engineer</b>	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
<b>QESH Manager</b>	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
<b>HSE Officer</b>	0-3 years	€ 35.000	€ 40.000	€ 45.000
	3-6 years	€ 45.000	€ 50.000	€ 55.000
	6+ years	€ 55.000		

## Job title

Job title	Experience	Min	Medium	Max
<b>HSE Coordinator</b>	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
<b>QA/QC Engineer</b>	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
<b>Team Lead Production</b>	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
<b>Technical Support Engineer</b>	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
<b>Service Engineer</b>	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
<b>Monteur TD</b>	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
<b>Operator</b>	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

## PART-TIME WORK FOR MORE MONEY



### What kind of jobs are there?

It is difficult to recruit middle management professionals with 3 to 7 years of experience. Organisations demand that they do a lot of operational work, which they don't like. They prefer to work strategically and lead HR projects. That is why the job title HR Business Partner has lost some of its appeal – even new starters expect this position right away.

So, it is more about the tasks than the title. Some companies have rigid job descriptions that deter talent. It is also difficult to find permanent recruiters, as many have become self-employed. With competition in the interim market, some are now looking for permanent jobs. But employers need to offer more than just a job, as people want to work for a company with a good reputation, interesting projects and growth opportunities.

### What does 2024 look like?

More interim workers have entered HR, due to the need for flexibility and freedom. But this also creates a shortage of permanent HR professionals, making it harder to find and keep top talent.

The hope is that by 2024, more interim HR professionals will opt for permanent jobs. This will give companies more stability and HR professionals more connection to the organisation. It also allows HR professionals to get to know the organisation's culture and values better, which is important for talent management and engagement.

It is difficult to predict how the market will develop, but companies can take steps to attract and retain HR professionals. For example, they can offer good salaries and benefits, create and communicate development opportunities, and promote a positive working atmosphere. In this way, they can ensure they have the talent they need to compete in a challenging market.

Employers have become more critical when hiring, as they often hired candidates who were simply not good enough. This is due to a shortage of candidates who master the Dutch language. Clients judge applicants more strictly. Job seekers more often want to work part-time and earn more, which sometimes does not fit organisations' culture and salaries. This is tricky for both parties, as employers want to attract and retain top talent, but must also pay attention to organisational needs and budget.

AI cannot replace human judgement, especially in face-to-face interviews and assessments.

## Which benefits do employees value most?



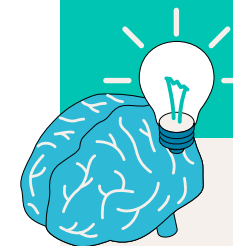
Flexible working



Extra vacation days



Health insurance



### The role of AI

HR is about managing and developing a company's workforce. It is a human-centred field that requires empathy, critical thinking and emotional intelligence. AI can improve HR processes, especially in recruitment and selection, for example, by reviewing CVs and applications and selecting candidates.

However, AI cannot replace human judgement, especially in face-to-face interviews and assessments. In short, AI can help HR, but not replace human interaction and decision-making in areas such as engagement, talent management and succession.

### One who seeks, shall find?

#### Most in demand

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

#### Hardest to find

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



# HR & LEGAL SALARIES

## HR

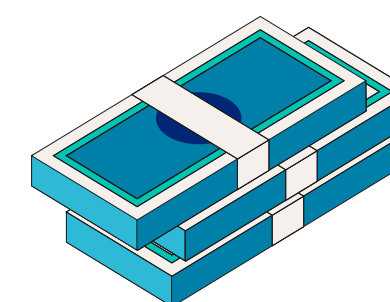
### Job title

	Experience	Min	Medium	Max
<b>HR Administrator</b>	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
<b>Junior HR Advisor</b>	0-3 years	€ 32.400	€ 40.000	€ 47.000
	3-6 years	€ 48.000	€ 50.000	€ 55.000
	6+ years	-	-	-
<b>HR Advisor</b>	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
<b>Junior HR Business Partner</b>	0-3 years	€ 32.400	€ 39.700	€ 47.000
	3-6 years	€ 47.000	€ 51.000	€ 55.000
	6+ years	-	-	-
<b>HR Business Partner</b>	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
<b>European HR Business Partner</b>	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
<b>Recruiter</b>	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
<b>Career Advisor</b>	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
<b>HR Director</b>	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
<b>European HR Director</b>	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

### Job title

	Experience	Min	Medium	Max
<b>Legal Counsel</b>	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
<b>Legal Director</b>	0-3 years	-	-	-
	3-6 years	100000	€ 120.000	€ 150.000
	6+ years	€ 120.000	€ 140.000	€ 160.000
<b>Jurist Labour Law</b>	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
<b>Privacy Officer</b>	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 OF DIFFICULT DECISIONS



For example, they had to offer good salaries and benefits, create development opportunities, and promote a positive working atmosphere. In this way, they could distinguish themselves as attractive employers and ensure their long-term success in a competitive market.

### What kind of jobs are there?

As in 2023, operational staff in manufacturing environments are in high demand this year, including operators, engineers, QC specialists, QA specialists and supervisors. Fewer positions are available in research and development (R&D).

### What does 2024 look like?

The future of the labour market depends on the economy, which is difficult to predict. But we can make projections based on trends and patterns. The demand for operational staff, especially operators, will remain high. The manufacturing sector will grow and expand, requiring more skilled operators and engineers.

People with skills in automation and robotics will also be needed. Companies will have to put more effort into attracting and retaining skilled professionals as competition for talent increases.

2023 was a year full of changes in the labour market. Many large multinationals in the Netherlands had to take difficult decisions due to poor sales results, rejected products and the economic situation. They took rigorous measures, such as closing or selling branches and major reorganisations. This caused a shift in the labour market, where many highly skilled professionals were looking for new jobs.

The result was a lot of talent available, but also fierce competition among companies to attract and retain that talent. Companies had to develop effective strategies to find and keep the best candidates.

Companies took rigorous measures, such as closing or selling branches and major reorganisations.

## Which benefits do employees value most?



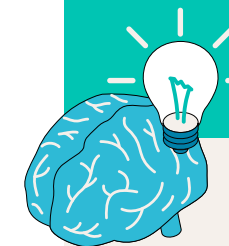
1  
Additional pension scheme



2  
Flexible working



3  
Extra vacation days



## The role of AI

AI is growing rapidly in the pharmaceutical and biotech industries. Companies see the potential of AI to discover, test and produce drugs faster and cheaper. AI is helping to solve old problems such as high failure rates, long development times and inefficient resources.

Highly skilled staff are still in high demand, but with different expertise, such as life sciences, automation and IT. AI does not replace human expertise, but enhances it. It changes the workforce, creates new skills, streamlines processes and increases efficiency. People with technical and domain-specific skills are in high demand.

## One who seeks, shall find?

Most in demand

Operators  
Quality Assurance Specialist  
Manager/Supervisor Operation & Manufacturing

Hardest to find

Junior Operators



# LIFE SCIENCES

## SALARIES

Job title	Experience	Min	Medium	Max
<b>Operator (Excl. shift allowance)</b>	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
<b>Validation Engineer</b>	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
<b>(Research / QC) Technician</b>	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
<b>(Research) Scientist</b>	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
<b>Quality Assurance Specialist</b>	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
<b>Qualified Person</b>	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
<b>Regulatory Affairs Specialist</b>	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
<b>Project Manager</b>	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
<b>Team Lead Manufacturing / Manager</b>	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
<b>Account Manager Pharma/edical</b>	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

## MORE DEMAND FOR THEORETICAL KNOWLEDGE



The job market for logistics and operations has become more complex as companies want to cut costs, keep customers happy and streamline processes. Therefore, they seek candidates who not only have experience, but also theoretical knowledge of logistics and operations management.

This is especially important for middle managers, who have to lead teams and improve processes. This trend is positive for the industry, as managers with the right skills and knowledge can help companies stay ahead of the competition and deliver more value to customers.



Increased collaboration, innovation and efficiency will lead to more value for customers, lower costs and competitive advantage.

### What kind of jobs are there?

Professionals who can lead teams and manage complex environments in the logistics and operations sector are in high demand. The role of Logistics Teamleader has become more important as companies seek to optimise their processes and efficiency.

In complex environments, such as distribution centres or warehouses, a Logistics Teamleader must manage a team and ensure that products are received, stored and shipped properly. This requires strong leadership skills and knowledge of logistics processes. The logistics and operations sector is changing rapidly and the demand for this role in complex environments is an example of this.

### What does 2024 look like?

In 2024, the logistics and operations labour market will see more collaboration with other departments to better serve customers and reduce costs. Companies want to streamline operations and reduce waste to stay competitive. By working more closely with other departments and using new technologies, logistics and operations professionals can help cut costs without compromising on quality or service.

The outlook for the logistics and operations industry in 2024 is positive, as greater collaboration, innovation and efficiency will lead to more value for customers, lower costs and a competitive advantage.



## Which benefits do employees value most?



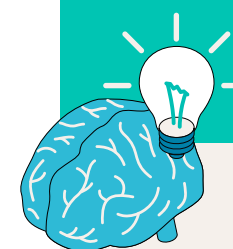
Health insurance



Flexible working



Extra vacation days



### The role of AI

The logistics sector has many challenges and needs to be innovative to remain profitable. A major challenge is labour availability, which affects the operations of logistics service providers. The industry also has small margins, so cost reduction and efficiency are crucial.

One solution is the use of AI in logistics. AI can streamline processes and make them more efficient, reducing costs. It can also help create predictive models for market demand and trends, giving logistics providers valuable insights about how best to deploy their resources. With AI, the logistics sector can optimise its operations and remain profitable in the long run.

### One who seeks, shall find?

Most in demand

Logistics Team Lead  
Logistics Manager  
Logistics Engineer

Hardest to find

Logistics Engineer  
Consultant - with a specific industry focus



# LOGISTICS & OPERATIONS SALARIES



## Job title

Experience	Min	Medium	Max
<b>Warehouse Manager</b>			
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
<b>Logistics Manager</b>			
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
<b>Logistics Engineer</b>			
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 SHIFT TOWARDS FREELANCE



The labour market for marketing jobs in 2023 focused on flexibility and agility, a trend that is likely to continue in the coming years. Many companies and marketing professionals opted for freelance and interim positions. This was due to the demand for specialised skills and the gig economy. Freelance and interim positions offered flexibility, variety and work-life balance. Permanent marketing professionals with specific skills and experience were also in demand.

“  
The recruitment process requires a thorough understanding of the labour market, business needs and talent pool.”

## What kind of jobs are there?

The most challenging job profiles are found in very specific areas within small companies with limited marketing teams. These positions require specialised skills or knowledge that few candidates possess. Content marketing roles, which involve creating and distributing valuable content to an audience, have a larger pool of skilled candidates, making them generally less challenging to fill.

Specialised marketing roles at larger companies offer better salaries and benefits. The recruitment process requires a thorough understanding of the job market, business needs and talent pool.

## What does 2024 look like?

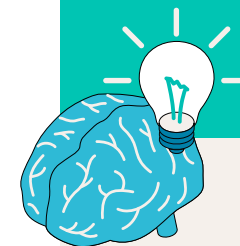
There is a growing demand for professionals with expertise in AI and marketing (also see box). Some of the most in-demand roles are AI marketers, AI strategists, data analysts and AI engineers. AI marketers develop and implement marketing strategies with AI technologies, while AI strategists help companies make long-term plans for integrating AI into their marketing activities. Data analysts use AI tools to analyse large amounts of data and gain valuable insights for marketing decisions, while AI engineers build and maintain AI-driven marketing systems

## Which benefits do employees value most?

1   
Flexible working

2   
Extra vacation days

3   
Company car or car allowance



## The role of AI

AI is becoming increasingly important for marketing and will play a bigger role in the coming years. It can help companies analyse and understand consumer behaviour, personalise marketing messages and automate marketing processes. This can lead to more efficient marketing campaigns, better customer engagement and higher ROI.

Many marketing professionals also want to develop their AI skills to stay competitive in the job market. This includes learning about AI technologies, algorithms and tools, and understanding how AI can be integrated into marketing strategies. Companies that invest in AI-driven marketing solutions can gain a competitive advantage in their industries.

## One who seeks, shall find?

Most in demand  
Online Marketer  
Content Marketer  
Marketing Specialist

Hardest to find  
General Marketing jobs  
Offline Marketing jobs





# SALES WANTED: SPECIALISTS



The labour market increasingly demands specialised Sales professionals with a lot of experience and expertise. They need to manage complex sales processes, build strong customer relationships and drive revenue growth. The demand for junior sales professionals with less specialised skills and experience has decreased.

Companies are looking for sales professionals who can bring in new ideas and strategies and adapt to changing market conditions. Employers are also looking for professionals with strong communication and interpersonal skills and the ability to work well in a team. Candidates who are successful in sales



Sales professionals need knowledge and experience of the product, market and consumer behaviour, which AI cannot replace.

and willing to learn and grow are highly valued. Sales professionals need to continuously learn and develop to succeed in their careers.

### What kind of jobs are there?

It is difficult to find inside sales candidates who meet clients' high demands. They often prefer field sales positions, which offer more flexibility, autonomy and growth opportunities. To find top sales inside sales talent, companies and recruiters can create a more attractive and supportive work environment and use technology and data analytics to identify potential candidates.

The role of account manager is less challenging to fill. This role is broader and requires a wider range of skills and experience. Account managers must maintain customer relationships, manage sales accounts and identify new opportunities for business growth.

### What does 2024 look like?

The labour market increasingly demands specialised Sales professionals with a lot of experience and expertise. They need to manage complex sales processes, build strong customer relationships and drive revenue growth. The demand for these positions is driven by the complexity of business operations, technological changes and competition in industries.

Companies are looking for candidates who can bring in new ideas and perspectives and drive growth and innovation. However, recruiting and retaining top talent in these areas is challenging. There are few candidates with the necessary skills and experience, and they demand competitive salaries and more benefits. The demand for these positions will continue to grow in the coming years. Companies that attract and retain top talent will be successful in their industries, while professionals with the necessary skills and experience will have many career opportunities.

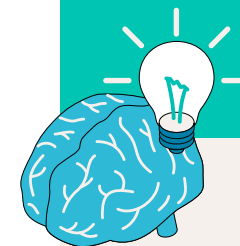


## Which benefits do employees value most?

1   
Flexible working

2   
Extra vacation days

3   
Company car or car allowance



### The role of AI

AI can improve some processes in sales, but will not have much impact on sales jobs in the labour market. AI can automate data analysis and forecasting, but not the interpersonal skills needed for successful sales. Sales professionals also need knowledge and experience of the product, market and consumer behaviour, which AI cannot replace. AI is a tool that can improve sales, but cannot replace sales professionals.

### One who seeks, shall find?

Most in demand

- Key Account Manager
- Business Development Manager
- Account Manager

Hardest to find

- Internal Sales



# SALES & MARKETING SALARIES

## Marketing

Job title	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

Job title	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

## THE NEED FOR FLEXIBILITY



There are fewer temporary vacancies than in previous years, due to a shift towards permanent hires or more skilled workers. As recruitment consultants, we help jobseekers and employers find the best fit.

### What does 2024 look like?

The supply chain industry has razor-thin margins and a severe shortage of labour capacity. There is an urgent need for innovation in the sector, such as automation, new skills and training programmes. Companies also need to adapt to changes in global trade affecting the flow of goods. As recruitment consultants, we find candidates with the right mix of skills, experience and education to meet these challenges.

Supply chains were highly volatile in 2023 due to fluctuating demand for goods and parts. Professionals in the sector are under pressure to meet demand despite global disruptions causing delays and higher costs. They need to adopt innovative strategies to mitigate risks and develop a robust and flexible supply chain network.

### What kind of jobs are there?

The job market in 2024 will be more competitive and demanding in terms of quality and cultural fit. Employers are looking for candidates who have the necessary skills and fit their corporate culture and values.

**“**  
The supply chain industry has razor-thin margins and a severe shortage of labour capacity.  
**”**

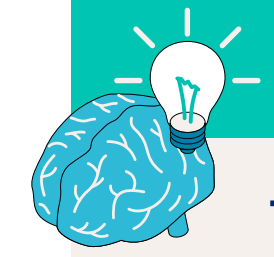


## Meest gewaardeerde extralegale voordelen

1   
Flexible working

2   
Health insurance

3   
Psychological support



### The role of AI

AI will play an important role in the future of supply chain and procurement professionals. AI can help make better decisions, identify bottlenecks, optimise inventory levels and automate tasks. This can improve organisations' agility, responsiveness, efficiency, productivity and added value. The role of AI in the supply and procurement industry will increase in the coming years. AI can help supply chain professionals optimise their operations and reduce the impact of disruptions and uncertainties.

### One who seeks, shall find?

**Most in demand**  
Supply Chain Planner  
Supply Chain Manager  
Supply Chain Consultant

**Hardest to find**  
Supply Chain Planner



# SUPPLY CHAIN & PROCUREMENT SALARIES

Job title	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

## FREELANCERS LOSING THEIR EDGE?



### What kind of jobs are there?

The IT industry demands a lot from architects, such as network, enterprise, cloud, data and security architects. These professionals are in high demand and often hold leadership positions. Organisations are keen to retain them. There are also many AI-related positions, but there are few experienced professionals in this field. The IT industry is fast-paced and all professionals are in high demand. It is difficult to find the least challenging positions.

### What does 2024 look like?

The technology industry will have more AI-related jobs, requiring more skilled professionals. Companies are choosing permanent contracts more often than freelance positions, resulting in fewer freelancers.

Organisations making data-driven decisions need more and more data engineers, analysts and architects. Security is also important, especially with many people working remotely. Therefore, more IAM security specialists are needed. DevSecOps is popular to address security risks early.

Many organisations are moving from on-premises to cloud solutions, so cloud architects and engineers are in high demand. The Netherlands is a start-up hub, so many software developers are needed.



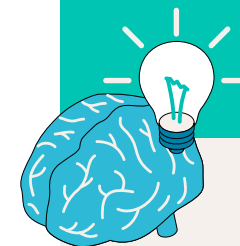
The Netherlands is a start-up hub, so many software developers are needed.

## Meest gewaardeerde extralegale voordelen

1   
Health insurance

2   
Flexible working

3   
Life insurance



### The role of AI

AI chatbots are transforming communication between businesses and customers. They provide 24/7 customer support, streamline communication processes and increase efficiency. Professionals in conversational AI engineering, data and AI consulting, ML engineering and AI engineering are in high demand. They design, develop, integrate, optimise and maintain AI systems and applications. Many job seekers are choosing careers in this sector. There are also more courses and training in AI and related fields.

### One who seeks, shall find?

Most in demand  
Specialists in Data  
Security  
Cloud

Hardest to find  
Architects  
AI Engineers  
IAM Security



# TECHNOLOGY SALARIES

## Job title

Job title	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



# ABOUT HAYS



As a global leader in specialised recruitment and staffing solutions, we ensure that people and organisations achieve their goals, now and in the future. Our national focus from our offices in Tilburg and Amsterdam, combined with our international network allows us to work with both multinationals and local companies in both the private and public sectors.

## Qualitative recruitment

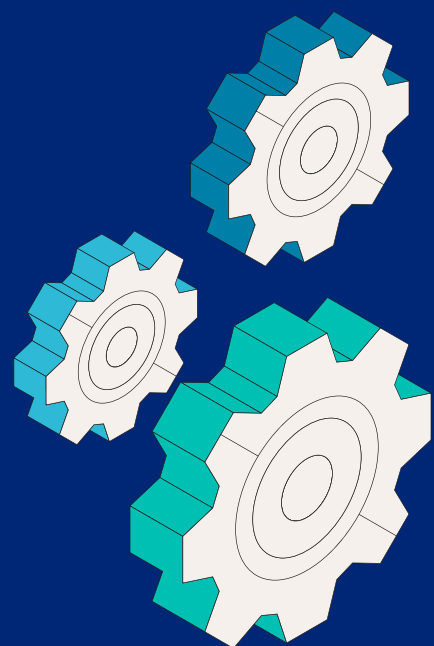
We are a world leader in the recruitment of qualified professionals, for temporary and permanent recruitment or contracting in various sectors. Our main focus is to offer quality recruitment services to both our clients and our candidates.

## Outsourced recruitment solutions

We provide services such as Recruitment Process Outsourcing (RPO), Managed Service Provider (MSP) services, Vendor Management Solutions (VMS) and modular services. We can also help you with your strategies for attracting talent and enhancing your brand through the latest technologies and digital tactics.

## Our specialisms

- Accounting & Finance
- Engineering
- HR & Legal
- Life Sciences
- Logistics & Operations
- Marketing
- Sales
- Supply Chain & Procurement
- Technology



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