

THE DUTCH RECRUITMENT MARKET WAS ON AN UPWARD TRAJECTORY IN 2015, FOLLOWING SEVERAL YEARS OF REDUCED GROWTH. WITH A MORE BUOYANT ECONOMY AND LOWER INTEREST RATES, CONSUMER CONFIDENCE WAS ON THE RISE.

In previous years, fears about job security made professionals tentative to move roles, however, the strengthening economy led to increased confidence in 2015. Changes in Dutch labour laws, which essentially limit repeat temporary contracts, also increased the demand for hiring temp employees indirectly, driving a rise in the demand for self-employed interim professionals and people working in temp contracting.

We noted an increased need for professionals to support businesses, in roles from supply chain to secretarial, pointing to a broader-based recovery. In 2016, we expect three specific trends to continue: anticipated high demand for contract candidates, stability within the interim market and an increased number of permanent roles.

## 2015 INSIGHT

Employers looking to hire more skilled professionals in contract or interim positions found that they were in short supply relative to demand in 2015. Improvements in the permanent recruitment market were not quite as positive but there was nonetheless a steady increase in vacancies. In particular, there were more opportunities for junior, degree-educated professionals in the finance and accounting space. In response to this trend, many firms sought to nurture their top talent, making it difficult to tempt people away from current roles. There was little movement across manager-level positions in the €100k+ bracket as limited demand resulted in static salaries, and, as a result, little incentive to move.

After several slow years, we observed a resurgence in the banking sector, with higher demand for both permanent and interim risk and compliance professionals. However, there remains a lack of high-potential candidates within the country.

## 2016 EXPECTATIONS

We anticipate a general sentiment of optimism among hiring managers across all areas in 2016. In particular, new financial regulation will drive a focus on sourcing specialists in risk and compliance, as well as tax accounting professionals who have knowledge of changes to restructuring legislation.

Candidates across the market will be focusing on the benefits of moving roles, both for their careers and in terms of work-life balance. In turn, HR professionals who can structure compensation and benefits packages, and those that can improve overall corporate recruitment, will be in demand. For employers, this means that the recruitment process needs to be fast and flawless to attract and secure the best talent.

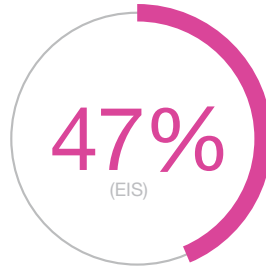


In 2016, we expect three specific trends to continue: anticipated high demand for contract candidates, stability within the interim market and an increased number of permanent roles.



**+ 17%** (EJI)

Year-on-year increase in the number of jobs advertised in the Netherlands



Dutch professionals who stated a lack of career progression as the main reason for leaving a role

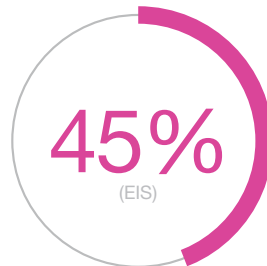


## KEY FINDINGS

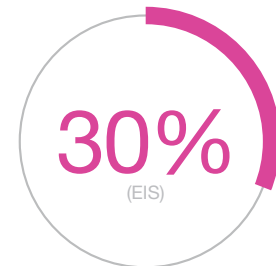
We anticipate a general sentiment of optimism among hiring managers across all areas in 2016.

Employers should remember that compensation focused on learning and education, work-life balance and flexibility, will be more important in recruiting and retaining talent in 2016.

Dutch professionals who believe they're paid their market value



Dutch professionals who would consider moving abroad for better career opportunities



**+ 32%** (EJI)

Year-on-year increase in advertised roles in **accounting and finance**

EJI: Robert Walters European Job Index, Q3 2014 v Q3 2015.

EIS: Robert Walters Employee Insights Survey 2015: 7,000 respondents.

## THE NETHERLANDS

## OVERVIEW

## ACCOUNTING &amp; FINANCE

The strong performance in accounting and finance that began in 2014 continued throughout 2015. For the first time since the financial crisis, there was an increase in interim hiring to replace people who had resigned; by contrast, interim hiring in 2014 was mainly project-driven. As a result, candidates had a choice of several assignments as 2015 progressed. The demand for bilingual, junior and educated interim professionals will increase in 2016, particularly for those holding a bachelor's or master's degree or chartered accountants and certified management accountants. There will be greater hiring activity for interim internal auditors within accountancy firms, as well as former 'Big 4' tax accounting professionals. It is likely that hourly rates for these in-demand roles will rise accordingly.

The market for contract roles developed significantly throughout 2015. This was primarily driven by increased confidence in economic expectations. As anticipated, the changes to Dutch labour laws affecting probation periods in short-term contracts led to more temp-to-perm contracts. The legislation primarily benefits contractors who may previously have moved between assignments with some uncertainty. Consequently the market began shifting away from an employer-driven market, where recruiters have a broad choice of talent, to a candidate-driven one. In 2016 the best candidates will only briefly be in the market for new opportunities – they will be offered contracts quickly, and will often have multiple options. This trend should create momentum for employers to speed up

their recruitment process and find unique ways to sell their company to candidates.

Rates of pay are expected to increase slightly, particularly for well-educated junior finance professionals with all-round experience, accounts payable and accounts receivable specialists with a broad knowledge of specific ERP systems, and experienced payroll officers.

Digitisation within finance divisions is driving the need for well-educated personnel with proven skills in financial IT systems, both on a project and permanent basis. Whereas in 2015 activity resulted in more opportunities at junior and middle management level, in 2016 there will be more movement among senior positions. Organisations will look to reinforce teams with business-aligned controllers, and high-potential professionals who may have experienced slower than expected career development in a post-crisis economy will be impatient to move roles. These candidates will have the best choice of available opportunities.

Employers should remember that compensation focused on learning and education, work-life balance and flexibility will be more important in recruiting and retaining talent in 2016.

## BANKING &amp; FINANCIAL SERVICES

The market for both permanent and interim roles in banking and financial services grew in 2015.

Interim roles were offered primarily within projects driven by new regulations, such as Markets in Financial Instruments Directive

(MiFID) I and II, Market Abuse Directive (MAD), OTC derivatives, central counterparties and trade repositories (European Market Infrastructure Regulation) and Capital Requirements Regulation and Directive (CRD) IV. Subsequently, there was increased competition for interim risk and compliance experts.

These regulations also created more permanent roles for specialists in regulatory reporting, compliance, risk management and internal control, particularly for those with two to five years' experience.

In 2016, we envisage that the banking sector will make a major comeback. Market, financial and operational risk and compliance professionals will be a popular hiring option as a result of increased legislation from the European Central Bank. This will create a variety of roles, both for interim professionals and permanent positions.

Ongoing process improvement or outsourcing, and the development of in-house shared service centres are driving change programmes across the banking industry. As a result, operational accounting professionals will need more verbal and advisory skills, and those that can adapt to a new way of working will be particularly popular hiring choices.

There remains an overall scarcity of high-potential talent within the banking industry, following several lean years of recruitment, and for certain specific roles companies are choosing to source people abroad, particularly from the UK. Despite this, remuneration will generally remain the same for interim and permanent employees in 2016.

## KEY TRENDS

- ▶ In 2016 the best candidates will only briefly be on the market for new opportunities – they will be offered contracts quickly, and will often have multiple options.
- ▶ There remains an overall scarcity of high-potential talent within the banking industry, following several lean years of recruitment, and for certain specific roles companies are choosing to source people abroad, particularly from the UK.
- ▶ A significant increase in export activities in the Netherlands had a major influence on the recruitment market in 2015, with many roles available in supply chain, export and IT support particularly.
- ▶ With more multinationals seeking to retain full control over their tax position, tax risk was a significant theme last year. The resulting demand for tax accounting expertise is set to continue into 2016.

However, there will be increased pressure to fill key roles with specific requirements for transition managers, regulatory specialists (MiFID II) and subject matter experts.

## BUSINESS SUPPORT

A significant increase in export activities in the Netherlands had a major influence on the recruitment market in 2015, with many roles available in supply chain, export and IT support particularly. Businesses in other countries were looking to the Netherlands for supply chain professionals to achieve cost reductions and make sure all processes within organisations were as lean as possible. In IT, employers were looking to find candidates with cloud-based solutions experience as fast as possible. A key theme throughout the year was the demand for specific multilingual expertise across roles, from customer service, to supply chain and secretarial support. French and German-speaking candidates were a particularly key hiring priority.

In 2016, it is likely that employers will be demanding more specialist skill sets, but they will struggle to find them in the overstretched market. Hiring will also intensify for IT support professionals, where we anticipate further talent shortages. We expect there will be increased mobility among supply chain and secretarial roles, with candidates open to new opportunities, particularly those that offer greater personal development. Employers will need to be aware that securing a candidate's commitment to an offer may be more difficult – it is likely that candidates will have multiple options, and will be forced to make a decision quickly. With this in mind, we encourage employers to consider how they can better appeal to top talent.

In general, remuneration in this sector will remain stable in 2016, with the only notable increases for multilingual specialists moving jobs or receiving a promotion.

## HUMAN RESOURCES

In 2015 there was an overall increase in mobility within the Dutch jobs market. This was good news for HR professionals across various sectors, who were then required to focus on growing their talent acquisition strategies and enhancing corporate recruitment teams.

The threat of losing in-house talent to competitors in this reinvigorated recruitment market also meant HR teams were tasked with improving compensation and benefit structures, with a focus on creating effective retention strategies. As a result, HR professionals with specialist legal skills were in high demand to draft contracts, calculate salaries and compare extra legal benefits, ensuring all changes to compensation and benefits structures were in line with labour law.

We expect that in 2016 there will be greater demand for HR professionals, particularly those with expertise in talent acquisition and development, corporate recruitment and compensation & benefits packages. A shortage of these specialists will drive slight increases in salary, but for general HR positions remuneration will remain similar to 2015.

## LEGAL

There was significant growth in vacancies in the legal sector in 2015, mainly in the Randstad. The most urgent hiring priorities were specialists in banking, compliance, mergers and acquisitions, IT and contract law, both in corporate and in private practice.

In private practice and notarial law there was strong demand for professionals with at least three years' experience. In 2016, we anticipate a skills shortage of notarial lawyers in corporate and real estate particularly, in light of the positive changes to the housing and commercial property market.

In corporate business, there will be continued desire among senior legal counsels, general counsels and managers to move to new roles. This stems from the trend in 2015 for legal professionals to move from private firms to in-house roles – with aspirations for a greater work-life balance, and declining interest in becoming a partner. In 2016, this trend will increase the demand for commercial lawyers with strong business acumen, owing to their ability to advise in-house teams. IT law specialists will also be highly sought after to manage issues including cyber security and data protection.

In line with the rest of the sector, the interim legal market improved. There was a significant

increase in demand for interim legal counsels and notaries. Demand for interim lawyers outstripped supply and many worked on multiple assignments simultaneously – we anticipate the same for 2016. Despite an uncertain future because of rising overheads, developments in the Trust sector in 2015 will lead to an increase in the number of vacancies available in 2016.

Overall, 2016 will see small increases in remuneration, fringe benefits and bonuses across the country.

## SALES & MARKETING

The recruitment market for sales professionals did not see significant change in 2015, with little movement in salaries. We anticipate that increased export activity, which makes sales processes more complex, will result in a surge of demand in 2016 for higher-educated, developed sales professionals who are able to act as business partners.

Within marketing, there was a vast increase in job movements for professionals, making the supply of skilled candidates scarce in the coming year. Employers will be looking beyond traditional marketers and seeking candidates with knowledge of digital media and big data, offering higher compensation packages for these specialists.

## TAX & TREASURY

In 2015 there was greater demand for transfer pricing specialists, but with reduced mobility at board level. The year saw constant demand for BTW specialists too, especially those with knowledge of automation. With more multinationals seeking to retain full control over their tax position, tax risk was a significant theme last year. The resulting demand for tax accounting expertise is set to continue into 2016. Many former 'Big 4' tax accounting employees will move into the private sector, which means employers will have a good choice of candidates, particularly in interim roles. Salaries in the tax sector will remain stable in 2016, with the exception of transfer pricing specialists.

# NETHERLANDS

## ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	1 - 5 YRS' EXP		5 - 9 YRS' EXP		9+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
<b>Planning</b>						
FP&A Manager			60 - 90k	<b>60 - 90k</b>	90 - 110k	<b>90 - 110k</b>
M&A Manager/Director			80 - 120k	<b>80 - 120k</b>	120 - 140k+	<b>120 - 140k+</b>
Business Analyst	45 - 65k	<b>45 - 65k</b>	65 - 75k	<b>65 - 75k</b>	75 - 90k	<b>75 - 90k</b>
Financial Analyst	40 - 60k	<b>40 - 60k</b>	60 - 70k	<b>60 - 70k</b>		
<b>Governance</b>						
Internal Audit Manager/Director			80 - 110k	<b>80 - 110k</b>	110 - 130k+	<b>110 - 130k+</b>
Internal Auditor	50 - 70k	<b>50 - 70k</b>	70 - 85k	<b>70 - 85k</b>	85 - 100k	<b>85 - 100k</b>
Risk Analyst/Manager	45 - 60k	<b>45 - 60k</b>	60 - 80k	<b>60 - 80k</b>	80 - 100k	<b>80 - 100k</b>
<b>Control</b>						
Group Controller/FD			80 - 120k	<b>80 - 125k</b>	120 - 150k+	<b>120 - 150k+</b>
Division Controller			70 - 100k	<b>70 - 100k</b>	100 - 110k	<b>100 - 115k</b>
Business Controller	45 - 65k	<b>45 - 65k</b>	65 - 90k	<b>65 - 90k</b>	90 - 110k	<b>90 - 110k</b>
Financial Controller	45 - 65k	<b>45 - 65k</b>	65 - 90k	<b>65 - 90k</b>	80 - 95k	<b>80 - 100k</b>
<b>Accounting</b>						
VP Finance/CFO					150k+	<b>150k+</b>
Shared Services Manager			75 - 100k	<b>75 - 100k</b>	100 - 130k	<b>100 - 130k</b>
AP/AR/GL Team Leader	45 - 60k	<b>45 - 60k</b>	60 - 65k	<b>60 - 65k</b>	65 - 70k	<b>65 - 70k</b>
Credit Controller	40 - 50k	<b>40 - 50k</b>	50 - 60k	<b>50 - 60k</b>	60 - 70k	<b>60 - 70k</b>
Finance Manager			50 - 80k	<b>50 - 80k</b>	80 - 100k	<b>80 - 100k</b>
Financial Accountant	40 - 50k	<b>40 - 50k</b>	50 - 55k	<b>50 - 55k</b>	55 - 65k	<b>55 - 65k</b>
Management Accountant	40 - 60k	<b>40 - 60k</b>	60 - 70k	<b>60 - 70k</b>		
<b>'Big 4'</b>						
Consultancy	45 - 65k	<b>45 - 65k</b>	65 - 95k	<b>65 - 95k</b>	95 - 140k	<b>95 - 140k</b>
Auditor	45 - 65k	<b>45 - 65k</b>	65 - 95k	<b>65 - 95k</b>	95 - 135k	<b>95 - 135k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# NETHERLANDS

## BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	1 - 5 YRS' EXP		5 - 10 YRS' EXP		10+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
<b>Finance &amp; Control</b>						
Manager	45 - 65k	<b>45 - 65k</b>	65 - 90k	<b>65 - 90k</b>	90 - 150k	<b>90 - 150k</b>
Finance Control	45 - 70k	<b>45 - 70k</b>	70 - 90k	<b>70 - 90k</b>	90 - 150k	<b>90 - 150k</b>
Business Control	50 - 65k	<b>50 - 65k</b>	65 - 80k	<b>65 - 80k</b>	80 - 120k	<b>80 - 120k</b>
Financial Analyst	45 - 60k	<b>45 - 60k</b>	60 - 80k	<b>60 - 80k</b>	75 - 85k	<b>75 - 85k</b>
<b>Audit, Risk &amp; Compliance</b>						
Head of Compliance			150 - 175k	<b>150 - 175k</b>	175 - 200k	<b>175 - 200k</b>
Compliance Officer	35 - 60k	<b>35 - 60k</b>	65 - 100k	<b>65 - 100k</b>	100 - 130k	<b>100 - 130k</b>
Risk Manager (Market & Credit Risk)	50 - 70k	<b>50 - 70k</b>	70 - 110k	<b>70 - 110k</b>	110 - 180k	<b>110 - 180k</b>
Operational Risk Manager	35 - 65k	<b>35 - 65k</b>	65 - 100k	<b>65 - 100k</b>	100 - 130k	<b>100 - 130k</b>
Auditor	55 - 70k	<b>55 - 70k</b>	70 - 100k	<b>70 - 100k</b>	100 - 150k	<b>100 - 150k</b>
Quantitative Analyst	40 - 70k	<b>40 - 70k</b>	70 - 110k	<b>70 - 110k</b>	110 - 150k	<b>110 - 150k</b>

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# NETHERLANDS

## INTERIM MANAGEMENT

ROLE	INTERIM RATE PER DAY EUR (€)	
	2015	2016
<b>Accounting &amp; Finance</b>		
VP Finance/CFO	900 - 1700	<b>900 - 1700</b>
Finance Manager	600 - 850	<b>600 - 850</b>
Team Leader	450 - 750	<b>450 - 750</b>
Financial Accountant	400 - 520	<b>400 - 520</b>
Senior GL Accountant	350 - 550	<b>400 - 560</b>
Operational AP/AR Officer	300 - 440	<b>300 - 440</b>
Payroll Officer	350 - 500	<b>350 - 520</b>
Auditor (RA/ACCA)	560 - 1000	<b>560 - 1000</b>
Corporate Recovery Expert	1000 - 2500	<b>1000 - 2500</b>
<b>Planning</b>		
FP&A Manager	600 - 800	<b>600 - 800</b>
Business Analyst	400 - 520	<b>450 - 550</b>
Financial Analyst	400 - 520	<b>450 - 550</b>
<b>Control</b>		
Group Controller	700 - 1000	<b>700 - 1000</b>
Financial/Business Controller	520 - 800	<b>520 - 800</b>
Assistant Controller	400 - 550	<b>450 - 550</b>
<b>Banking &amp; Financial Services</b>		
Risk Manager	700 - 1000	<b>700 - 1000</b>
Compliance Manager	700 - 1000	<b>700 - 1000</b>
<b>Projects</b>		
Programme Manager	1000 - 1300	<b>1000 - 1300</b>
Transition Manager	800 - 1200	<b>800 - 1200</b>
Project Manager	800 - 1000	<b>800 - 1000</b>
Service Delivery Employee	450 - 650	<b>450 - 650</b>

NB: Interim management figures are daily rates and do not include benefits/bonuses.

# NETHERLANDS

## LEGAL

### PERMANENT

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	1 - 4 YRS' EXP		4 - 7 YRS' EXP		7+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
<b>In-house</b>						
General Counsel					125k+	<b>125k+</b>
Manager Legal Affairs			85k+	<b>85k+</b>	100k+	<b>110k+</b>
Legal Counsel	45 - 60k	<b>45 - 60k</b>	57 - 80k	<b>60 - 85k</b>	80 - 110k	<b>85 - 110k</b>
Compliance Officer	47 - 55k	<b>50 - 60k</b>	55 - 90k	<b>60 - 90k</b>	90 - 120k	<b>90 - 120k</b>
<b>Private Practice</b>						
US & UK Firms - Partner					250k+	<b>250k+</b>
Dutch Firms - Partner					225k+	<b>250k+</b>
US & UK Firms - Associate	45 - 70k	<b>45 - 70k</b>	70 - 105k	<b>70 - 105k</b>	110 - 150k	<b>110 - 150k</b>
Dutch Firms - Associate	40 - 65k	<b>40 - 65k</b>	60 - 90k	<b>60 - 90k</b>	90 - 125k	<b>90 - 125k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

### INTERIM

ROLE	INTERIM RATE PER DAY EUR (€)	
	2015	2016
Interim Lawyer (Private Practice)	800 - 1200	<b>800 - 1200</b>
Specialised Legal Counsel	900 - 1200	<b>900 - 1200</b>
Compliance	800 - 1200	<b>800 - 1200</b>
Contract Manager	800 - 1200	<b>800 - 1200</b>
Civil Notary	800 - 1100	<b>800 - 1200</b>
Legal Counsel	750 - 1100	<b>750 - 1200</b>

NB: Interim figures are daily rates and do not include benefits/bonuses.



# NETHERLANDS

## SALARIES

### SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	2 - 5 YRS' EXP		5 - 10 YRS' EXP		10+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
<b>Sales</b>						
Country Manager					120 - 180k	<b>120 - 180k</b>
Commercial Director			80 - 105k	<b>80 - 105k</b>	110 - 165k	<b>110 - 165k</b>
Sales Director			65 - 120k	<b>65 - 120k</b>	100 - 170k	<b>100 - 170k</b>
National Sales Manager			55 - 75k	<b>55 - 75k</b>	70 - 110k	<b>70 - 110k</b>
Regional Sales Manager	40 - 55k	<b>40 - 55k</b>	45 - 75k	<b>45 - 75k</b>	70 - 100k	<b>70 - 100k</b>
Account Manager	30 - 45k	<b>30 - 45k</b>	40 - 70k	<b>40 - 70k</b>	60 - 90k	<b>60 - 90k</b>
<b>Marketing</b>						
Marketing Director			60 - 90k	<b>70 - 95k</b>	80 - 150k	<b>80 - 150k</b>
Marketing Intelligence Manager			50 - 85k	<b>55 - 90k</b>	80 - 100k	<b>80 - 100k</b>
Brand/Category Manager	35 - 50k	<b>35 - 50k</b>	50 - 65k	<b>55 - 70k</b>	65 - 90k	<b>65 - 90k</b>
Trade Marketing Manager	35 - 50k	<b>35 - 50k</b>	50 - 70k	<b>55 - 75k</b>	65 - 85k	<b>65 - 85k</b>
Online Marketer	40 - 55k	<b>40 - 55k</b>	55 - 75k	<b>60 - 80k</b>	60 - 80k	<b>65 - 85k</b>
Marketing Analyst	35 - 50k	<b>35 - 50k</b>	50 - 65k	<b>55 - 70k</b>	60 - 85k	<b>60 - 85k</b>

### HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 6 YRS' EXP		6 - 9 YRS' EXP		9+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
HR Director					90k+	<b>90k+</b>
Compensation Manager			75 - 90k	<b>75 - 95k</b>	90 - 135k	<b>90 - 150k</b>
HR Manager	52 - 65k	<b>52 - 65k</b>	65 - 90k	<b>65 - 90k</b>	90 - 125k	<b>90 - 125k</b>
Recruitment Manager	50 - 60k	<b>50 - 65k</b>	60 - 75k	<b>65 - 80k</b>	75 - 100k	<b>80 - 110k</b>
HR Advisor	42 - 55k	<b>42 - 55k</b>	55 - 72k	<b>55 - 72k</b>	70 - 90k	<b>70 - 90k</b>
Corporate Recruiter	40 - 55k	<b>42 - 60k</b>	55 - 65k	<b>60 - 75k</b>	67 - 75k	<b>75 - 90k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# NETHERLANDS

## TAX & TREASURY

### PERMANENT

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 6 YRS' EXP		6 - 9 YRS' EXP		9+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
<b>Treasury</b>						
Treasurer			80 - 110k	<b>80 - 110k</b>	110 - 220k	<b>110 - 220k</b>
Corporate Finance Manager			70 - 90k	<b>70 - 90k</b>	90 - 125k	<b>90 - 125k</b>
Assistant Treasurer	45 - 70k	<b>45 - 70k</b>	70 - 85k	<b>70 - 85k</b>	85 - 100k	<b>85 - 100k</b>
Treasury Analyst	50 - 70k	<b>50 - 70k</b>	70 - 90k	<b>70 - 90k</b>	70 - 90k	<b>70 - 90k</b>
Treasury Accountant	50 - 70k	<b>50 - 70k</b>	70 - 85k	<b>70 - 85k</b>	85 - 95k	<b>85 - 95k</b>
Cash Manager	45 - 70k	<b>45 - 70k</b>	70 - 80k	<b>70 - 80k</b>	80 - 95k	<b>80 - 95k</b>
<b>Tax</b>						
Tax Director (Europe)			90 - 130k	<b>90 - 130k</b>	130 - 240k	<b>130 - 240k</b>
Tax Manager	55 - 80k	<b>55 - 80k</b>	80 - 110k	<b>80 - 110k</b>	110 - 150k	<b>110 - 150k</b>
Tax Compliance	55 - 75k	<b>55 - 75k</b>	75 - 85k	<b>75 - 85k</b>	85 - 105k	<b>85 - 105k</b>
Tax Consultant	50 - 70k	<b>50 - 70k</b>	70 - 95k	<b>70 - 95k</b>	95 - 140k	<b>95 - 140k</b>
Tax Accountant	50 - 70k	<b>50 - 75k</b>	70 - 80k	<b>75 - 85k</b>		

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### INTERIM

ROLE	INTERIM RATE PER DAY EUR (€)	
	2015	2016
Tax Accountant	600 - 800	<b>600 - 800</b>
Treasury Manager	750 - 1100	<b>750 - 1100</b>
Tax Manager	800 - 1200	<b>800 - 1200</b>
Cash Manager	500 - 750	<b>500 - 800</b>

NB: Interim figures are daily rates and do not include benefits/bonuses.

# NETHERLANDS

## CONTRACT BUSINESS SUPPORT

ROLE	CONTRACT SALARY PER ANNUM EUR (€)	
	2015	2016
<b>Secretarial &amp; Management Support</b>		
Executive & Personal Assistant	35 - 52k	<b>35 - 53k</b>
Office Manager	30 - 45k	<b>30 - 45k</b>
Legal Secretary	26 - 40k	<b>28 - 40k</b>
HR Support	25 - 36k	<b>25 - 36k</b>
Management Assistant	24 - 38k	<b>24 - 38k</b>
Receptionist	23 - 31k	<b>23 - 31k</b>
Data Entry	23 - 31k	<b>23 - 31k</b>
Starter (Bachelor/Master)	20 - 32k	<b>20 - 32k</b>
<b>Sales &amp; Supply Chain</b>		
Operations Manager	36 - 52k	<b>36 - 52k</b>
Demand & Supply Chain Planner	35 - 58k	<b>35 - 58k</b>
Logistics Analyst/Third Party Logistics	35 - 58k	<b>35 - 58k</b>
Supply Chain Co-ordinator	30 - 42k	<b>30 - 42k</b>
Inside Sales Support	25 - 45k	<b>25 - 45k</b>
Export Associate	25 - 40k	<b>25 - 42k</b>
Sales Representative	23 - 42k	<b>23 - 42k</b>
Order Management Specialist	25 - 38k	<b>25 - 38k</b>
Customer Service Representative	23 - 33k	<b>23 - 33k</b>
<b>IT Support</b>		
System Administrator	30 - 60k	<b>30 - 60k</b>
Application Administrator	30 - 60k	<b>30 - 60k</b>
Network Administrator	30 - 60k	<b>30 - 60k</b>
IT Helpdesk (1st/2nd/3rd line)	25 - 40k	<b>25 - 40k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# NETHERLANDS

## CONTRACT FINANCE

ROLE	CONTRACT SALARY PER ANNUM EUR (€)	
	2015	2016
Accounts Payable Team Leader	35 - 50k	<b>40 - 50k</b>
Accounts Payable Specialist	30 - 40k	<b>30 - 40k</b>
Accounts Payable Administrator	23 - 33k	<b>25 - 35k</b>
Accounts Receivable Team Leader	38 - 50k	<b>40 - 50k</b>
Accounts Receivable Specialist	30 - 40k	<b>30 - 40k</b>
Credit Controller	23 - 33k	<b>25 - 35k</b>
Junior Controller	33 - 40k	<b>33 - 40k</b>
Senior Financial Administrator	35 - 40k	<b>35 - 40k</b>
Payroll Officer	40 - 50k	<b>40 - 50k</b>
Starter (Bachelor/Master)	30 - 40k	<b>30 - 40k</b>
Data Entry	20 - 30k	<b>20 - 30k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.