

SALARY SURVEY 2020
NETHERLANDS



**“ WE ARE POWERING
PEOPLE AND
ORGANISATIONS TO
FULFIL THEIR UNIQUE
POTENTIAL.**

”

WELCOME TO ROBERT WALTERS

SPECIALIST PROFESSIONAL RECRUITMENT



ROBERT WALTERS,
CHIEF EXECUTIVE OFFICER

Since opening our doors over 30 years ago, people have been at the heart of everything we do, from the jobseeker to the hiring manager and those who bring them together. As a market-leading global recruitment group, we see our role as that of a trusted advisor – helping our candidates and clients to build fulfilling careers and grow effective teams both now and into the future.

As we continue to grow internationally, we remain committed to our founding principles: a strong team-based culture that puts clients and candidates first, a passion for quality in all that we do, a commitment to treating people with integrity, and an innovative spirit that propels us to constantly improve.

These values lead us to prioritise building long-term relationships – we advise and consult but never force people into making decisions that aren't right for their business or career goals. We believe that our consultative approach sets us apart from the competition and continues to cement our reputation as a recruiter of choice, trusted by the world's leading organisations and professionals.

In addition, we are experts in the disciplines we recruit for, enabling us to provide our clients and candidates with quality insights into hiring and salary trends. Our regional Salary Surveys are designed to help you make informed hiring decisions and salary negotiations. If you would like to discuss these topics further, please don't hesitate to contact your local Robert Walters office listed in the back of this book.

Robert Walters

CEO

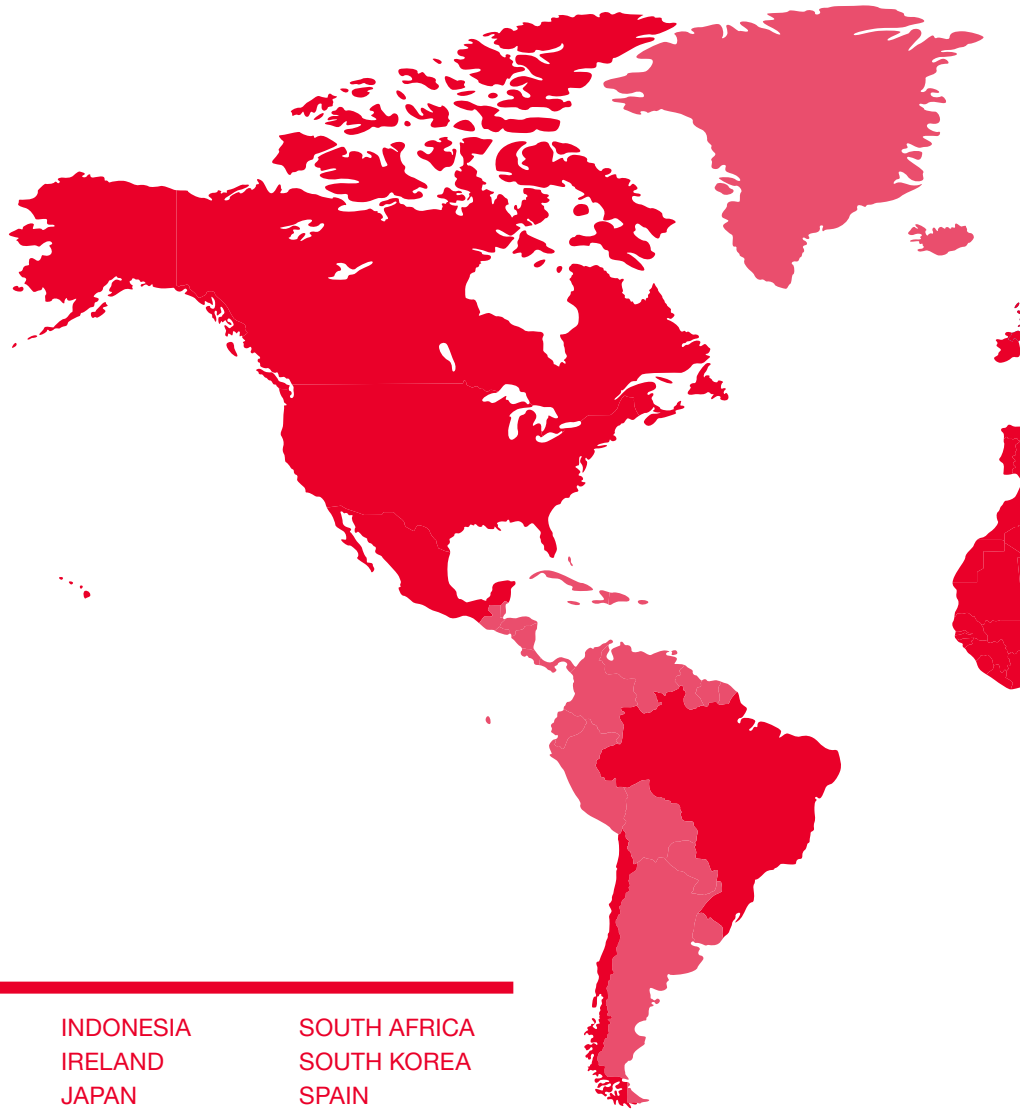
Robert Walters Group

69%

OF OUR BUSINESS
IS FOCUSED ON
PERMANENT
RECRUITMENT, 31%
ON CONTRACT

GLOBAL REACH, LOCAL EXPERTISE

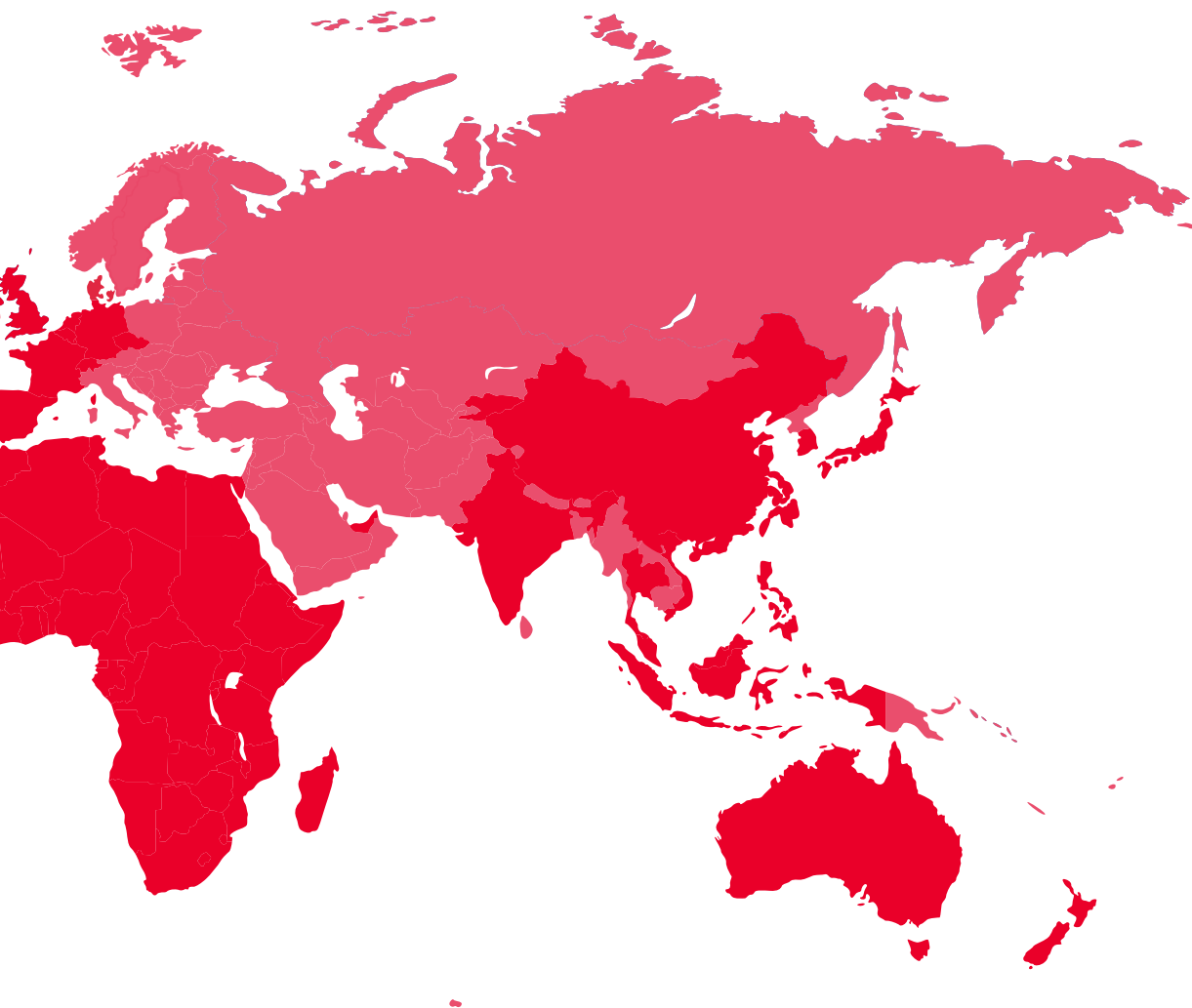
 Countries we operate in



31

WE RECRUIT
ACROSS 31
COUNTRIES
GLOBALLY

- | | | |
|----------------|-------------|--------------|
| AUSTRALIA | INDONESIA | SOUTH AFRICA |
| BELGIUM | IRELAND | SOUTH KOREA |
| BRAZIL | JAPAN | SPAIN |
| CANADA | LUXEMBOURG | SWITZERLAND |
| CHILE | MALAYSIA | TAIWAN |
| CHINA | MEXICO | THAILAND |
| CZECH REPUBLIC | NETHERLANDS | UAE |
| FRANCE | NEW ZEALAND | UK |
| GERMANY | PHILIPPINES | USA |
| HONG KONG | PORTUGAL | VIETNAM |
| INDIA | SINGAPORE | |



DOWNLOAD OUR SALARY SURVEY BOOKS

To discover hiring and salary trends across the world, read our Global Trends on page 10 or download our books covering:

- Australia & New Zealand
- Greater China & South East Asia
- Japan
- South Korea
- Belgium & Luxembourg
- France
- Germany
- Ireland
- Netherlands
- Portugal
- Spain
- Switzerland
- United Kingdom
- Middle East & Africa
- Canada
- Latin America

Download your copy today by visiting www.robertwalters.com/salary-survey



OUR SERVICE

In an increasingly complex global recruitment market, the Robert Walters Group builds great teams for our clients by offering an end-to-end recruitment service, on a local, regional or global basis.

OUR CORE DISCIPLINES INCLUDE:

- Banking & Finance
- Business Support
- Commerce
- Engineering & Construction
- Human Resources
- Legal
- Procurement & Supply Chain
- Sales & Marketing
- Technology

WHAT MAKES US DIFFERENT?

Bespoke, consultative service

1. Commitment to quality

We focus on building long-term, high-quality relationships with clients and candidates. We consult and advise, helping our candidates make the right career move. This builds trust and loyalty and ensures we continually have the industry's top talent for our clients.

2. Specialists

We hire from industry to ensure our consultants are specialists in the disciplines they recruit for. They also bring with them strong personal relationships and industry networks, enabling them to find hard to reach talent with niche skill sets.

“ Robert Walters is our preferred recruitment partner. They are able to identify talent that we would not have been able to find or engage with ourselves.

Razmig Hovaghimian,
Founder & CEO,
Hoodline, USA

”

“ Working with Robert Walters has been really seamless and rich, thanks to the insights that the consultants bring in. I've enjoyed my experience working with Robert Walters over the last 10 years.

Atul Gaur, HR Director,
L'Oréal, Singapore and
Malaysia

”

“ Robert Walters has open, honest and experienced consultants. They offer a broad knowledge of the market and have access to an extensive network of experienced candidates. I'd recommend using Robert Walters to any prospective organisation.

Shaq Mohajerani, Head
of Development, Hanwha
Energy, Australia

”

3. No individual commission

We operate a team-based profit-share system which, we believe, sets us apart from the vast majority of our competitors as it ensures the interests of both the client and candidate remain our number one priority. There is also no ownership of candidates, ensuring clients always see the best talent we have available.

4. Our people and culture

We promote long-term, international careers, which helps us to retain our top people, providing continuity for our clients. We're proud to say our senior management team is home-grown with an average tenure of 22 years.

5. Innovation culture

We were the first recruiter to launch a recruitment process outsourcing business and we continue to lead the way with an in-house innovation team which tests and trials the latest recruitment technologies.

6. Long-term business focus

Our strategy is one of organic growth through international expansion and discipline diversification. We invest in markets for the long term and maintain our presence, even in tough times.

7. End-to-end recruitment service

We offer clients a true end-to-end recruitment service, from permanent, contract and interim recruitment through to recruitment process outsourcing.

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ABOUT ROBERT WALTERS



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Drawing on our local knowledge and expertise across six continents we've produced a series of books covering:

- Australia & New Zealand
- Greater China & South East Asia
- Japan
- South Korea
- Belgium & Luxembourg
- France
- Germany
- Ireland
- Netherlands
- Portugal
- Spain
- Switzerland
- United Kingdom
- Middle East & Africa
- Canada
- Latin America

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“ WELCOME TO THE 21ST
EDITION OF THE GLOBAL
SALARY SURVEY PROVIDING
CREDIBLE INSIGHT INTO
HIRING AND SALARY TRENDS
WORLDWIDE.

”



ABOUT THE SALARY SURVEY

Welcome to the 21st edition of the annual Robert Walters Salary Survey.

As the first recruitment company to produce a comprehensive overview of global salaries and recruitment trends across the world, we are pleased to share the latest edition with you.

Our Salary Survey is based on the analysis of permanent, interim and contract placements made across each of our geographies and recruitment disciplines during 2019, and our predictions for the year ahead.

GET IN TOUCH

If you would like to find out more about salaries and recruitment trends in your industry, call one of our specialist consultants today. Contact details can be found at the back of this book.



GLOBAL TRENDS

GLOBAL OVERVIEW

Overall the global hiring market was active in 2019 despite widespread economic and political uncertainty. Demand for specialist technology skill sets as well as risk, regulatory and compliance professionals led to candidate shortages in many markets.

Across Europe, we saw demand for talent outstripping supply as businesses continued to hire. In France, the recruitment market performed well in 2019 despite employers pausing hiring activity during times of difficulty such as the yellow vests (gilets jaunes) protests.

Belgium experienced strong economic growth in 2019, which led to an active hiring market and widespread talent shortages. Across the border in Germany, hiring was buoyant as traditional Mittelstand companies focused on digitalisation and foreign companies grew their presence. Similarly, in the Netherlands, a strong economy and an exceptionally low unemployment rate led to candidate shortages across all disciplines.

In Spain, hiring activity was high in the first half of 2019 but reduced in the

second half due to uncertainty caused by the US-China trade war, Brexit and the difficulty of building a stable government in Spain.

Brexit continued to dominate the headlines in the UK, impacting hiring in many sectors; however, there were pockets of hiring activity across technology, fintech, property and professional services.

In the Middle East, recruitment activity was high for most of 2019. Nationalisation remains a key priority in the UAE and Saudi Arabia, leading to local talent shortages, wage inflation and nationals moving roles more frequently. We saw similar trends across Africa as companies sought to adhere to government nationalisation policies.

Throughout Greater China, the local market outlook became increasingly uncertain in the latter half of 2019, with the US-China trade war weighing heavily on sentiment. Candidates became harder to source as professionals proved reluctant to change roles in uncertain market conditions. We also saw manufacturers taking action to avoid US tariffs by

moving specific aspects of production out of Mainland China to locations such as Taiwan and South East Asia, which impacted hiring.

South East Asia experienced a predominantly buoyant hiring market in 2019, particularly in the high-growth markets of Indonesia, the Philippines, Thailand and Vietnam. Demand for 'glocal' talent – professionals with a strong understanding of both global business practices and local cultural mindsets – continued as more businesses internationalised.

In Japan, acute talent shortages continued due to the nation's declining and ageing population as well as high demand for bilingual professionals with international expertise. Companies specialising in cloud computing, AI,

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As top talent prioritise keeping their skills up to date, we recommend employers offer clear learning and development opportunities to attract in-demand professionals.

”

future mobility and smart factories increased hiring in 2019 in preparation for the rollout of 5G in 2020.

In Australia and New Zealand, the economic environment looks set to prevent any widespread jobs and salary growth in the near to mid-future. The exceptions will be in sectors where demand outstrips supply – most notably in technology, financial services and infrastructure.

KEY TRENDS

Acute tech talent shortages

Across most markets the demand for technology professionals with specialist skill sets will continue to outstrip supply in 2020. Digital transformations are continuing apace across many industries in China, Hong Kong, Australia and New Zealand, so in 2020 we expect to see employers vying for professionals with expertise in AI, big data, UX, development and cyber security.

Digital experts, data scientists and cyber security specialists will also be in high demand across Brazil, Chile and Mexico as companies migrate their businesses online and deal with the extra security challenges this presents. In San Francisco, companies will struggle to hire software and machine learning engineering specialists due to a shortage of qualified professionals.

Demand for risk and compliance skill sets

As regulatory requirements evolve alongside digitalisation, companies are seeking professionals with expertise in risk, compliance and audit. South East Asia saw strong demand for

these skill sets within the banking and financial services sector as businesses sought to adhere to new regulations and guidelines set by their central banks. Japan continued to strengthen its financial regulations and companies faced greater scrutiny over their handling of personal data, leading to high demand for audit, risk and compliance professionals. In the Netherlands, salaries for compliance, regulatory reporting and risk management specialists are expected to rise in 2020 due to extreme talent shortages.

Advice to employers

In order to secure top talent with specialist skill sets we recommend employers run swift and efficient recruitment processes, ensuring offers are made in a timely manner. As in-demand professionals consider moving roles they will focus on more than the salary on offer – they are keenly aware of the need to keep their specialist skills up to date, so we recommend businesses offer clear learning and development opportunities to attract the best talent on the market.



IN 2020 WE EXPECT TO SEE EMPLOYERS VYING FOR TALENT WITH EXPERTISE IN AI, BIG DATA, UX, DEVELOPMENT AND CYBER SECURITY.



REGIONAL TRENDS

With our presence spanning 31 countries across six continents our specialist teams offer in-depth knowledge of the sectors they recruit for. In this section our regional managing directors share their insights on hiring and salary trends in 2019 and their predictions for the year ahead.

Our regional overviews include:

- Australia & New Zealand
- Greater China
- Japan & South Korea
- South East Asia
- Europe
- Middle East & Africa
- US & Canada
- Latin America



**THE GROUP'S INTERNATIONAL NETWORK
OF OFFICES SPANS 31 COUNTRIES AND SIX
CONTINENTS ENABLING US TO MEET THE
DEMANDS OF CLIENTS AND CANDIDATES
WHOSE NEEDS EXTEND BEYOND LOCAL
MARKETS**



AUSTRALIA & NEW ZEALAND

INTRODUCTION

The prevailing global and local economic headwinds look set to prevent any widespread jobs and salary growth in the near to mid future. That said, in the Australia and New Zealand markets, 2020 offers some reasons for cautious optimism, as we anticipate salary growth in selected sectors where there is high demand and limited supply — most notably in technology, financial services and infrastructure.

BRIGHT FUTURE FOR TECH SPECIALISTS

Technology transformations are continuing unabated across every industry in Australia and New Zealand. As a result, 2020 will see employers vying for professionals with expertise in development, UX, data management

and cyber security. For professionals with these more niche skill sets, we anticipate further salary increases and premium rates for contractors.

Concerns about widespread unemployment due to automation and artificial intelligence have, so far, proved unfounded. In 2020, we expect some transactional roles to become obsolete, but new technology jobs will be created in areas such as design, programming and analysis.

REPAIR JOBS AT THE BANKS

In the wake of Australia's recent Royal Commission, financial institutions are under enormous pressure from regulators, legislators, government, media and their customers. The result is an unprecedented focus on risk,

Our presence in Australia & New Zealand:

- Adelaide
- Auckland
- Brisbane
- Chatswood
- Christchurch
- Melbourne
- Perth
- Sydney
- Wellington

remediation and compliance projects across the banking, financial services and insurance sectors — on both sides of the Tasman. Experienced professionals who can deliver these

massive programs are relatively scarce, and so demand (and salaries) are likely to remain high.

CAUTIOUS GROWTH IN INFRASTRUCTURE

Australia and New Zealand will remain committed to long-term nation-building programs throughout 2020. Investment in traditional infrastructure projects such as transport, health and education will continue to stimulate demand for civil engineers and project managers, as well as professionals in ancillary sectors. And while the emerging renewables sector is showing signs of promise, and the creation of some new jobs, uncertainty may linger until the Australian Government articulates a more comprehensive energy policy.

ADVICE FOR EMPLOYERS

Where skills shortages exist, hiring managers have much to do in 2020. Money talks, of course, but high salaries and premium rates may not be enough to entice specialists to join your organisation. Apart from flexible working, which remains a high priority for many, professionals are acutely aware of the need to keep their specialist skills up-to-date, so employers who can offer cutting-edge projects and substantial personal development opportunities will be those who attract and retain the best talent.

‘Potential’ should be the watchword for many employers in 2020. During selection processes, employers should remain open-minded when candidates are a good cultural fit but short on technical experience. A comprehensive learning and development strategy can help plug technical gaps, whilst also

helping to ease the disconnect between skills that the next generation of talent are being taught and what businesses need.

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In 2020, we anticipate salary growth in selected sectors of high demand and limited supply, most notably in technology, financial services and infrastructure.

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ADVICE FOR CANDIDATES

2020 will be a year of opportunity for professionals with skills in the aforementioned areas of high demand and short supply. Approaches and offers from prospective employers are likely to be common, but our advice to these individuals is that not every job is equal. Do your research about possible employers, know what your market value is, and remember that in a fast-moving jobs market this golden moment may not last long. In 2020, we recommend that in-demand specialists seize the day.

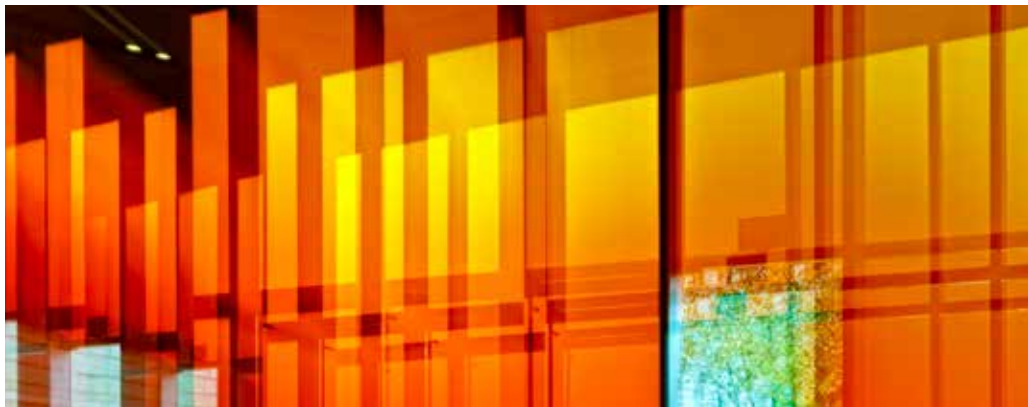
POLITICAL LANDSCAPE IN 2020

While the outcome of New Zealand's 2020 general election currently appears

too close to call, we can predict two possible knock-on effects. First, many employers are likely to wait until after the election before embarking upon any major hiring campaigns. Second, the jobs market in Wellington will be dominated by contract and contingent roles until after the election result is known.

In Australia, 2020 will see local elections in Queensland and the Australian Capital Territory. Enterprise employers in these states may see elections as an opportunity to gain an advantage over their competitors. Aggressive hiring campaigns in areas of skills shortages during election season could yield a windfall of talent, as many other employers may have scaled down their recruitment activity.

Both the Australian and New Zealand governments are currently tightening immigration restrictions. For many employers, this means that their best chance of hiring overseas talent in 2020 will be to work with a recruitment partner who can offer access to an international talent network as well as expert, up-to-the-minute skilled migration advice and support.





GREATER CHINA

GREATER CHINA

The global economy and local market outlook became increasingly uncertain in the second half of 2019, with the impact of the US-China trade war continuing to weigh on sentiment, particularly in Hong Kong and Mainland China.

Despite the risks, we saw demand for candidates in key growth areas. The technology industry was one of the fastest-growing markets across Greater China and, because of the innovative and highly skilled nature of the industry, there was an ongoing shortage of suitably qualified candidates. Employers found talent harder to source, as professionals were reluctant to switch roles because of the uncertainty caused by changing market conditions.

MAINLAND CHINA

The impact of lingering economic trade frictions and market uncertainties put pressure on the job market in 2019. The slowdown in hiring was more apparent in the manufacturing sector where companies are trying to avoid tariffs by moving specific aspects of production out of Mainland China.

Organisations in the region took steps to adapt by adding value to their existing products and considering expansion into international markets through free trade zones and the Belt and Road initiative. This drove demand for candidates with strong technical skills, solid business development capabilities and international work experience. Despite relatively slower growth, the country continues to strengthen its digital transformation

Our presence in Greater China:

- Beijing
- Shanghai
- Suzhou
- Southern China
- Hong Kong
- Taipei

capabilities, through initiatives such as the development of Shenzhen as a hi-tech model city. Technology will remain a growth sector with employers looking to secure experienced professionals in R&D, big data and artificial intelligence.

In 2020, we expect both candidates and hiring managers to remain cautious due to uncertain market conditions.

While the total number of jobs may decline, demand is expected to continue for highly skilled professionals.

HONG KONG

With ongoing political and economic uncertainty, Hong Kong has faced a challenging period in 2019, from trade and tourism to consumer sentiment and capital markets. Nevertheless, it retains its appeal to companies as a global business and finance hub.

In 2019, financial services firms took a relatively cautious approach to hiring, with the exception of virtual banking and fintech. With the issue of eight virtual banking licences, the demand for specialists ranging from C-level to managers has been on the rise in all areas of finance, legal, technology and risk and compliance, as well as operational and HR roles. This has been the backbone of financial services hiring over the last 12 months and we expect to see strong growth in this area in 2020.

Organisations across a range of different industries will continue their digital transformations, leading to sustained demand for analytics, big data, DevOps and digital specialists. At the same time, we have seen a noticeable shift towards contract hiring as businesses looked to build an agile workforce that can adapt to the fluid economic conditions. We expect this trend to continue in 2020.

TAIWAN

Taiwan started 2019 with better-than-expected economic growth, resulting in buoyant hiring levels across several industries, including technology, FMCG and healthcare.

Towards the second half of the year, export-oriented companies became more conservative in their operations due to the US-China trade war. We saw manufacturers and electronics companies reshoring some production

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There is an atmosphere of cautiousness across the region and the outcome of the US-China trade war will play a determining role in the market and employment conditions in 2020.

”

lines from Mainland China to other regions in Asia, including Taiwan. The inflow of investment has driven demand for technology and software talent. At the same time, there is continuous demand for engineering specialists within renewable energy industries. Compensation is expected to be steady, with levels set on a case-by-case basis, depending on individuals' expertise and performance.

OUTLOOK FOR 2020

Demand for specialists is likely to continue in 2020, despite the uncertain economic situation. With skills shortages likely to be exacerbated, companies are expected to place greater emphasis on retention strategies. Moderate salary rises are anticipated across Greater China, and companies are advised to promote clear career development and smart workplace policies like flexible working, which are increasingly valued by employees.

Candidates looking for a new role should embrace digitalisation and innovation to ensure they remain current and relevant in a changing job market. In-demand professions and specialist roles will continue to command premiums and yield lucrative new opportunities, but general salary inflation will be subject to, and defined by, the outcome of the variable macroeconomic conditions.





JAPAN & SOUTH KOREA

JAPAN

Despite global economic and geopolitical uncertainty, demand for talent far outstripped supply in 2019 with a job openings-to-applicants ratio of 1.6 to 1. Japan's labour shortages continued unabated due to its declining and ageing population, as well as increased demand for talent with English-language skills and international expertise. Both foreign-affiliated firms and Japanese companies operating internationally are driving this demand for bilingual talent with international or global business exposure. Other businesses operating locally, such as transport networks, retailers, hotels and service and entertainment companies, are beginning to follow suit.

Companies specialising in cloud computing, artificial intelligence (AI),

mobility (connected cars and autonomous driving), smart factories and medtech increased hiring in 2019 in preparation for the rollout of 5G in 2020. In addition, the digital sector has seen strong growth in smartphone payment services, with many new offerings launching in quick succession. As a result, talented individuals have flocked to the industry, including candidates with financial backgrounds, app developers, security experts and other professionals able to draw from a diverse range of experience and skills.

The medical industry continues to hire in order to keep pace with Japan's ageing population, with life sciences specialists in particularly high demand. Medical device firms and pharmaceutical companies are searching for professionals specialising

Our presence in Japan & South Korea:

- Osaka
- Seoul
- Tokyo

in central nervous system disorders, and oncology and regenerative medicine. Following Japan's interest in the 100-year lifespan concept, which focuses on positive longevity, hiring has increased at manufacturers producing ingredients for dietary supplements and organic food products.

In 2019, Japan continued to strengthen its financial regulations following several high-profile incidents involving

cryptocurrencies and smartphone payment fraud. Similarly, companies are under increased scrutiny regarding their collection and usage of personal data, which requires compliance with the Personal Information Protection Law. Both these things have led to increased demand for cyber security, audit, risk and compliance professionals.

In 2020, legislation designed to ensure equal pay for equal work will come into force. This will give those in part-time and temporary work more stable employment conditions, an uplift in wages and an increase in opportunities to receive full-time employment. On the employer side, we expect to see companies utilising contractors even more as they seek to secure specialised talent at short notice in order to launch new projects or move into new markets.

SOUTH KOREA

With the implementation of the 52-hour workweek, another rise in the minimum wage and prolonged US-China trade tensions, foreign direct investment (FDI) in Korea declined in the first half of 2019 compared to 2018. Despite this, FDI in the first half of 2019 actually surpassed the 10-year average, indicating that general upward movement continues.

In 2019, the Korean government invested heavily in the biotechnology sector, along with future mobility (autonomous and electric vehicles) and renewable energy, to lead the country's economic growth into the future. As a result, the biotechnology industry drew exceptional attention from foreign investors in 2019, with demand for highly skilled talent in this potentially

high-growth field remaining strong. In addition, the rapid growth of the biotechnology industry has expanded the market for analytical devices and diagnostics, leading to increased hiring in these areas.

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Both foreign-affiliated firms and Japanese companies operating internationally are driving demand for bilingual talent with overseas experience.

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Competition for technology specialists continued to intensify with the development of new business models converging IT and healthcare, as well as across-the-board digitalisation of many industries including retail, logistics, manufacturing and finance. Demand for new technology skills remains strong in the manufacturing sector, where a

transition to smart factories is taking place as part of the Fourth Industrial Revolution. Whereas manufacturers of internal-combustion engine vehicles experienced a decline against a backdrop of poor business performance in South Korea, the autonomous and electric car industries continued to boom. With that, the demand for bilingual data scientists, deep learning engineers and autonomous system platform specialists in the manufacturing field will continue in 2020.

Turning to new and renewable energy, the Korean government has announced the 'Renewable Energy 3020 Implementation Plan', with the goal of producing 20% of the country's energy from renewable sources by 2030. With the accelerated introduction of infrastructure for solar, wind and hydroelectric power generation, the demand for top talent in these areas is growing steadily.





SOUTH EAST ASIA

A SOLID GROWTH TRAJECTORY

In 2019, hiring activity in South East Asia was predominantly buoyant, particularly in the high-growth markets of Indonesia, the Philippines, Thailand and Vietnam. Elections in the first half of the year saw businesses take a more conservative approach to hiring, but activity recovered in the latter half of 2019. In Malaysia and Singapore, hiring showed steady signs of growth, with robust activity in technology.

Across the region, technology and transformation remains a major focus for businesses, which is in turn shaping hiring trends.

KEY HIRING TRENDS

Hybrid skill sets sought after

As companies continue their digitalisation journeys, hiring managers are looking for experienced technology professionals with hybrid skill sets. Specifically, they are seeking mid-level and senior managers who can help their teams navigate change and ensure the successful adoption of new technologies.

Outside of the technology function, employers are seeking professionals with the ability to leverage new technology within their work to drive the business forward. For example, HR professionals who are well-versed in workforce analytics and finance professionals with expertise in business intelligence are increasingly in demand.

Our presence in South East Asia:

- Indonesia
- Malaysia
- Philippines
- Singapore
- Thailand
- Vietnam

Across the board, there is strong demand for professionals who are able to apply their technical expertise to a broader commercial context that positions the organisation for growth. 'Glocal' talent, or professionals who have a good understanding of both global and local cultures and mindsets, are also in demand as businesses continue to internationalise.

Risk and compliance professionals in demand

Regulatory requirements and guidelines across the region have evolved alongside digitalisation. This has resulted in strong demand for risk and compliance professionals as businesses within the banking and financial services sector seek to align themselves with new regulations and guidelines set by their central banks.

As digital banking, fintech and online payment solutions continue to grow, so does the demand for risk, compliance and legal talent with specialist knowledge in technology.

Manufacturing growth drives hiring activity

The manufacturing industries in Thailand and Vietnam saw healthy growth in 2019, driven by a multitude of factors, including the Eastern Economic Corridor project in Thailand, the establishment of free trade agreements in Vietnam and growing external confidence in these markets. The US-China trade war also played a part as manufacturers and electronics companies moved some production lines from Mainland China to South East Asia to avoid tariffs.

This has spurred demand for professionals within the industry across key functions, such as human resources, accounting & finance, engineering, supply chain & procurement and logistics.

HIRING TOP TALENT

Broadly speaking, demand outstrips the supply of well-rounded talent who demonstrate strong expertise in their own field, the ability to leverage new technologies to drive efficiencies in their own work and a commercial mindset. As such, forward-thinking employers are starting to emphasise potential and transferrable skill sets over market

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Across functions, employers are seeking professionals with the ability to apply their technical expertise to a broader commercial context.

”

sector experience. For instance, businesses in fast-moving consumer goods (FMCG) are starting to hire technology talent from other industries such as financial services or retail.

The talented, modern jobseeker is looking for fresh challenges and the opportunity to deliver value to a business through their role. To secure and retain top professionals, hiring managers will need to show

a commitment to learning and development, while also demonstrating how the role contributes to the wider organisation.

To meet the need for ‘glocal’ talent, we encourage employers to search internationally, thereby tapping into the pool of local professionals based overseas. Organisations in the region have found high-quality local talent with niche skill sets and international expertise via our ‘Return Home’ campaigns – Pulang Kampung (Indonesia), Balik Bayan (Philippines), Balik Kampung (Singapore) and Come Home Phở Good (Vietnam).

LOOKING AHEAD

Global events like the US-China trade war may negatively influence hiring activity in specific industries and markets, but overall, we expect healthy levels of hiring across the region. Digitalisation will continue to build momentum and be a major driver of hiring trends in the coming year, and there will be growing demand for well-rounded, ‘glocal’ professionals, particularly for both mid-level and senior positions.





EUROPE

2019

Despite much publicised economic and political uncertainty across Europe, businesses continued to recruit in 2019.

In France, businesses adopted a “stop-and-go” approach to hiring. Concerns about the economy and the yellow vests (gilets jaunes) protests meant companies were quick to stop recruitment activity in times of distress. However, in general the recruitment market performed well in 2019 as companies had to make up for talent shortages in all sectors. Real estate and construction were particularly busy as Paris geared up for the 2024 Olympic Games and worked on delivering the Greater Paris project.

The Dutch economy was in great shape in 2019. The unemployment

rate was at an all-time low, resulting in increased scarcity of candidates across all disciplines, especially at the junior and mid levels. In a market where candidates were calling the shots, employers were forced to act fast to secure the best candidates. To overcome candidate shortages companies hired more expats, from countries both within and outside the EU, such as Turkey and South Africa.

Belgium continued to benefit from strong economic growth in 2019, which led to a busy hiring market. However, businesses were still constrained by widespread candidate shortages. This resulted in companies hiring permanent staff more quickly than in previous years whilst increasing interim recruitment in the fields of finance and project management.

Our presence in Europe:

- Belgium
- France
- Germany
- Ireland
- Luxembourg
- Netherlands
- Portugal
- Spain
- Switzerland
- United Kingdom

While the UK was defined by a year of political and economic instability due to Brexit, the hiring market performed better than anticipated. There were pockets of hiring activity within sectors that received

notable VC funding such as technology and fintech. Other areas of positive recruitment in 2019 were property, professional services and specific areas within banking such as hedge funds.

In 2019 there was a lot of negative press in Germany concerning the economic environment, political uncertainty and difficulties within the automotive industry. However, these stories did not lead to a slowdown in hiring. The professional skills shortage across finance, legal, technology and digital marketing showed no sign of abating and the market remained busy as traditional Mittelstand companies focused on digitalisation and international businesses grew their footprints in Germany.

Hiring activity in Spain was very high in the first half of the year as the strength of the economy facilitated growth. Businesses in the technology, automation, renewable energy, construction, chemical, pharmaceutical and tourism sectors were busiest. The second half of the year saw a reduction in hiring activity as commercial conflicts surrounding the USA and China, the UK's exit from the European Union and the difficulty of building a stable government in Spain reduced the appetite for hiring.

2020

It's very hard to predict what the European hiring market will look like in 2020 due to the unknown outcome of Brexit (at the time of writing) and ongoing economic and political uncertainty. However, we are confident that widespread candidate shortages will continue, resulting in demand for skilled professionals.

Recruitment has become less cyclical than it once was as business leaders have realised the value of being quick to adapt to market conditions, whilst remaining right-sized in order to take advantage of future growth.

In Belgium, we expect businesses will continue to expand in 2020. As a result, we will see an increase in demand for support professionals in HR, marketing, administration and supply chain. Like previous years, support staff with strong language capabilities in Dutch, French and English will be highly desirable.

The French hiring market is expected to remain relatively strong. For the first time in years the unemployment rate has fallen, causing further candidate shortages. As a result, companies will place greater emphasis on staff retention and succession planning.

In Spain, the technology sector will continue to be one of the biggest drivers of hiring. The focus on digital transformation is set to increase, which will lead to businesses recruiting specialist technology professionals. These professionals will need to have strong communication skills in order to work effectively and efficiently with departments outside of technology.

Whatever the outcome of Brexit in the UK, we will still see plenty of hiring activity amongst emerging industries, disruptors and SMEs. It's businesses in these categories that will drive the hiring agenda by recruiting agile, tech-proficient and commercially savvy professionals who have their finger on the pulse of developing markets. Salary increases will be most lucrative at the mid to senior level as companies try to attract more risk-averse talent who are conscious about job moves during a time of uncertainty.

In the Netherlands, the scarcity of candidates is expected to continue in 2020 at all levels of seniority and across all disciplines. After two years of substantial growth, salaries are expected to stabilise in 2020. However, pay for specialists in compliance, regulatory reporting, risk management and technology will continue to grow, as these specialists are extremely scarce.

In Germany, hiring volumes in financial services will be dependent on the outcome of Brexit. If economic conditions worsen, we may see finance departments hire professionals who focus on cost efficiencies rather than business partnering and growth. Due to candidate scarcity we will continue to see salary increases across the market.





MIDDLE EAST

2019

Recruitment activity was high across the Middle East for the majority of 2019, following a relatively flat first quarter. Businesses in the UAE, Saudi Arabia and Kuwait benefited from improved economic optimism and were the most active hirers.

In the UAE, the growing demand for nationals increased. Companies attempted to comply with 'Emiratization' legislation but struggled, due to available talent pools still being dominated by foreign expats. As a result, we have seen wage inflation for nationals at all levels and a trend of local candidates moving roles more frequently.

Multinationals continued to open their regional headquarters in Dubai, bringing further opportunities for skilled professionals. Digitalisation was at the forefront as companies looked to optimise performance and stay relevant. This led to greater demand for marketing and sales professionals with digital experience.

The job market in Saudi Arabia continued to be busy for government roles, with the

private sector starting to follow suit in the second half of the year. The rush to hire good-quality Gulf candidates resulted in increased candidate movement, especially in Saudi Arabia. Kuwait, often overshadowed by its larger neighbours, significantly increased hiring activity and continued to be a growing market.

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In 2020, the UAE economy is set to go through a new growth cycle, bringing about an increase in business confidence.

”

2020

In 2020 the UAE economy is set to go through a new growth cycle, bringing about an increase in business confidence. While Expo 2020 is not the silver bullet to solve everything, it is expected to act as a catalyst to kick-start 2020. With an optimistic economy forecasted, we expect a positive hiring market.

There will be a renewed focus on nationalisation, especially in the UAE and Saudi Arabia. Saudi Arabia has been the most stringent in enforcing nationalisation policies. This trend will accelerate throughout the year and we expect other GCC countries to follow suit.

The expected growth in Saudi Arabia means there are excellent career opportunities for Western-educated Saudi nationals and expats bringing best-practice skill sets from multinationals. The nation has immense hiring-potential and tangible opportunities that continue to grow in number. Social changes, such as the introduction of cinemas and women being permitted to drive, will continue at a steady pace and further investment into infrastructure is expected to support business growth. Kuwait will continue to be an area of focus for many companies and as a result we predict an active hiring market.

As the wider Middle East economic environment continues to improve, we expect to see salaries increasing during 2020.



AFRICA

SOUTH AFRICA **2019**

2019 was characterised by cautious hiring due to the general elections, a sluggish economy and unemployment of up to 29%. When businesses did hire, they sought internationally minded professionals with high adaptability and strong business acumen to minimise the downtime during onboarding.

The demand for employment equity (EE) professionals continued to influence hiring processes, resulting in salary increases of 10-15% for applicable candidates. Legal and finance specialists with high levels of technical competence and industry knowledge also received premium salaries.

2020

In 2020, we expect to see high demand for professionals with both technical ability and strategic acumen. Productivity and effectiveness of employees will be the highest priorities. Historically, specialist skill sets in candidates were considered a 'value-add', but we expect this to be a minimum requirement moving forward.

The modernity and agile approach of SMEs has made them more competitive in the hiring market than their larger competitors. In order to compete, larger businesses need to have a clear picture of the professional they are looking to hire and operate swift recruitment processes. Due to continued economic instability, salary increases are expected to be in line with inflation.

REST OF AFRICA **2019**

Across Africa there was an increasing drive towards nationalisation and a demand for diaspora professionals. The development of employees, succession planning and youth development were key focus areas for companies. Experienced finance professionals were highly sought after as companies looked to train and develop local staff.

Recruitment in both East and West Africa was particularly fast-paced due to the increased need for mid to senior level professionals within finance, legal, sales and operations. Across Central Africa the need for sales, marketing and finance professionals continued, with

an increased focus on digitalisation and engineering. As companies sought to adhere to government nationalisation policies while also facing a lack of local talent, we saw increased salary offers made to nationals for roles previously held by expats.

2020

The competition for skilled nationals will remain high across the continent. In East Africa, international companies can expect inflated salary demands due to candidate shortages. Businesses in more developed parts of Africa, such as the Indian Ocean region, can expect to see multiple counter-offers presented to top talent. With increased stability across North Africa, salary increases of 3-7% are likely.

Investment in skills development, staff retention and competitive benefits will be key trends in 2020. Employers looking for skilled nationals with international and cross-border experience will struggle to recruit these roles themselves and will need to rely more on specialist recruiters.



US & CANADA

SAN FRANCISCO

In 2019, we saw an unprecedented demand for talent across the Bay area. Strategic, hands-on leaders were the most highly sought after.

Hiring activity spiked across design functions as companies realised the impact that design-led thinking can have on business success. Sectors with the highest levels of recruitment included AI, autonomous vehicles, robotics, online marketplaces and fintech.

In 2020, machine learning and AI will remain challenging areas to recruit in, with demand for talent far outweighing the availability of qualified professionals. Hiring managers should streamline their recruitment processes in order to attract more candidates and remain competitive in securing top talent.

We have seen a significant increase in salaries across the board, in part due to the change in law in California which prohibited employers from asking job applicants for salary history information. Salaries continued to rise due to the highly competitive nature of the market, and we expect this to continue in 2020.

LOS ANGELES

In LA, businesses faced a shortage of CPA-qualified controllers with audit backgrounds, especially those with start-up experience. We expect this to continue in 2020.

Demand for operational leaders remained high in 2019. Many start-ups sought general managers and operational heads to manage the P&L, launch new markets, evaluate M&A possibilities, and provide insightful product and marketing feedback.

Our presence in the US & Canada:

- Los Angeles
- New York
- San Francisco
- Toronto

LA will continue to be at the centre of frontier categories such as e-commerce, direct to consumer, logistics, manufacturing and aerospace as well as AR/VR and gaming/esports in 2020. These categories will be powered by increases in venture capital, a pipeline of diverse engineering talent and a legacy of expertise in specialised industries.

In 2020, employers are advised to run swift and efficient hiring processes.

By engaging all relevant stakeholders at the outset, hiring managers can build a clearer profile of their ideal candidate and move quickly to make an offer to promising candidates.

NEW YORK

2019 saw high demand for talent in areas such as technology, data privacy, cyber security, AI and machine learning, leading to candidate shortages in these areas. Hiring activity was more measured in traditional areas such as accounting and finance, financial services operations and support functions. However, businesses in the fintech space and in pockets of the investment management industry were still strong hirers.

In many cases, interview processes were drawn out and due to the lack of swift decision making, clients missed out on securing top talent.

Demand for professionals in revenue generating roles, such as sales professionals across all industries and lawyers in private practice, remained high, and we expect this to continue in 2020.

In the financial services sector, highly quantitative candidates will remain in high demand, both in research and trading strategy roles and risk management positions.

VC-backed high-growth tech start-ups were major hirers in 2019. The need for hands-on leadership candidates will still be a high priority for all early stage firms looking to scale.

TORONTO

Canada witnessed a buoyant recruitment market in 2019 as the

economy continued to grow and unemployment rates reached their lowest levels in decades.

Large cohorts of baby boomers retiring combined with low numbers of millennials with STEM (science, technology, engineering, mathematics) skill sets entering the workforce is causing an acute skills shortage in the Canadian market.

“

Hiring managers should streamline their recruitment processes in order to effectively increase candidate attraction and remain competitive in securing top talent.

”

Accounting and finance professionals who remained in their current roles either did not receive a salary review or had

their salary adjusted in line with inflation (2% forecast for end of 2019). Those who did start new roles saw an average increase in base salary of 14%. This caused significant movement in the market.

In 2020, top calibre candidates will have multiple opportunities to consider when moving jobs. The Canadian government will continue turning towards mass immigration for highly skilled workers to ensure all skill gaps are filled.

Salaries for lawyers in private practice will increase \$10-20k with each year post-call, before stabilising at the nine-year post-call mark at between \$150k (in small- to medium-sized law firms) and \$220k (for national or Seven Sister firms). Lawyers who move firms will see an average increase of 7% on base salary, while compliance professionals moving firms will receive pay increases of up to 10%.





LATIN AMERICA

2019

Brazil, Chile and Mexico all experienced a challenging economic environment in 2019, which saw central banks cut interest rates to stimulate their economies.

Chile's economic slowdown was driven by weakening domestic demand and a slumping copper price, which drives many aspects of the economy. In Mexico, it was widely agreed that signs of economic stagnation were due to decisions made by the new president, most notably the cancellation of several high-profile construction projects, which shook investor confidence and dampened hopes for growth. In Brazil, early optimism that the new government would be good for business quickly cooled, following a series of distracting scandals and

ongoing delays with the vote on pension reforms.

Despite these economic challenges the demand for specialist technology talent remained consistent across all countries. While construction suffered in Mexico, the energy sector grew in Chile and there was an increased shortage of cyber security specialists in Brazil.

2020

Brazil, Chile and Mexico could all take very different paths in 2020, leading to a very mixed recruitment outlook for the region.

After years of economic misery, Brazil may finally see a long-awaited recovery spurred on by pension reform, which will most likely increase the level of foreign direct investment. The recovery

Our presence in Latin America:

- Brazil
- Chile
- Mexico

of the oil and gas sectors, as well as the construction industry, will also start to have an impact on the economy in 2020, but the overall gains will still be modest by international standards.

The government's focus on economic equality policies at the expense of economic growth and decisions such as the cancellation of government contracts will likely have a negative impact on the economy, especially in the

construction and energy industries. However, it remains to be seen if the government's budget stabilisation fund will be needed and if confidence will return.

Across the Andes, in Chile, where the business community has more confidence in the government's ability to manage economic challenges, the planned injection of USD \$600 million into the country's budget (for road construction, subsidised housing, healthcare and water projects) throughout 2020 should see the economy weather any challenges better than most in the region.

HIRING TRENDS

With independent and diverse economic challenges across the region there are unique hiring environments in each country; however, there are also some common trends.

In all markets the recruitment of professionals with a high level of business English will remain a key challenge, especially for finance, commercial and engineering roles. This is driven by two factors. Firstly, in many global firms, expats are being replaced with local employees, but as these roles are the main interface with head office, professionals with a high level of fluency in English are needed. Secondly, many domestic firms are looking to expand internationally, so they are now competing with global companies for the same talent.

In all countries there are shortages of digital experts, data scientists and cyber security specialists, as firms look to migrate their businesses

online and deal with the extra security challenges this presents. In many cases 'digital-first' businesses are taking most of the talent due to the attractiveness of this business model.

“

Despite economic challenges the demand for specialist technology talent remained consistent across all countries.

”

As a rule, employers seeking digital skill sets are looking for multi-skilled profiles, hoping to add greater value to their businesses, so there will be more demand for commercial finance profiles as well as digital natives who combine technology and marketing expertise.

There is increasing demand from candidates for better work-life balance, with firms having to offer flexible and innovative working options, which, in many cases, are just as important as salary increases to professionals looking for their next career move. In addition to this, employers need to be able to demonstrate equal opportunities for women in the workplace with proven examples of women progressing their careers while having a family.

Firms should also consider hiring from international talent pools, where they can attract professionals who will often be in the role for longer, which easily compensates for the time and cost of arranging work visas.



THE NETHERLANDS

2019

The state of the Dutch economy was excellent in 2019. The unemployment rate was at an all time low, resulting in an increased scarcity in candidates across all disciplines, especially at the junior and mid career level. In a market where candidates were calling the shots, employers were forced to act fast in their hiring processes, in order to avoid losing candidates.

Hiring levels were especially booming within the legal sector. Throughout the year, there was a serious shortage of lawyers within private practice, as a switch to an inhouse role became increasingly popular.

The ongoing trend of automation led to a merge of finance and IT positions. This caused an increased demand for skilled business controllers and professionals with BI experience, who can transform large amounts of data into reports upon which organisations can base strategic decisions.

To confront the tight candidate market, companies turned to hiring more expats from countries both within and outside the EU, such as Turkey and South-Africa. Given that the political climate was unstable due to Brexit and the trade war between the US and China, there was an upswing in temporary contracts, offering organisations more flexibility. Companies increasingly chose for a temporary to permanent contract, allowing for fast hiring decisions.

After a period of hesitance to hire interim professionals caused by the DBA legislation, interim demand showed stable levels with highest demand for interim professionals with experience in financial reporting, compliance and risk management.

89%

OF PROFESSIONALS ARE OPEN TO
A JOB OFFER WHEN NOT ACTIVELY
LOOKING

“

Legal firms were taking note of millennials' needs and started to make changes to working practices and environment in order to encourage retention

”



ROB VERMAAK,
REGIONAL MANAGING
DIRECTOR
BENELUX & GERMANY

2020

The scarcity for talent on the labour market is expected to continue in 2020 at all levels of seniority and across all disciplines. The demand for temporary and interim employees is expected to stabilise or slightly decrease in the upcoming year, due to the new employment legislation effective from January, by means of which the government aims to create better balance between permanent and flexible work arrangements.

Accounting firms continue to struggle, as on one side mid-career level professionals choose to move to an industry role, and on the other the number of graduates opting for a career in the Big 4 declined.

Business controllers will be highly sought after, especially by

organisations in the (semi) public sector. The ongoing transition within this sector results in a shift towards business control within finance departments. This calls for experienced business controllers with a strong vision and excellent stakeholder skills.

The demand for compliance professionals is here to stay. As the DNB legislation is assigning more responsibility to banks in preventing money laundering, financial institutions will continue to invest heavily in their compliance departments, in order to avoid reputational damage and fines. This will lead to a further increase in demand for specialists in compliance, regulatory reporting and risk management, on both a permanent and interim basis.



Year-on-year increase in the number of vacancies in the Netherlands



- 1 Amsterdam - Jobs up 23% year-on-year
- 2 Eindhoven - Jobs up 24% year-on-year
- 3 Rotterdam - Jobs up 26% year-on-year
- 4 Utrecht - Jobs up 29% year-on-year

**All statistics are drawn from Robert Walters industry research*

ACCOUNTING & FINANCE

KEY FINDINGS

GENDER DIVERSITY IN ACCOUNTING & FINANCE



1.5 years

The average tenure for accounting & finance professionals in the Netherlands is 1.5 years

MOST SOUGHT-AFTER PROFESSIONALS



Financial Controller



Assistant Accountant

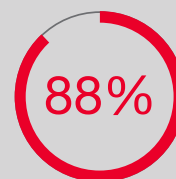


Business Controller

SALARY AND BONUS EXPECTATIONS



of finance professionals received a salary increase in 2019

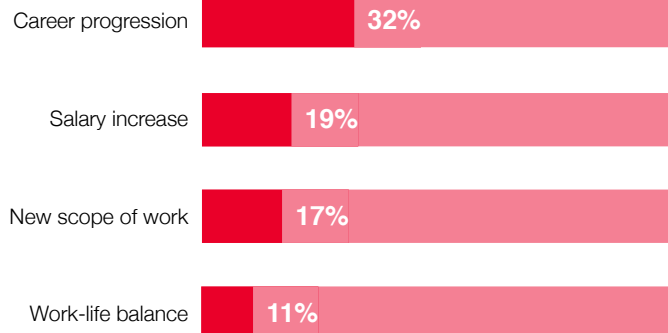


expect a salary increase in 2020

28%

The number of vacancies within accounting & finance increased 28% year-on-year

TOP 4 MOTIVATORS TO MOVE JOBS



ACCOUNTING & FINANCE

NETHERLANDS

PERMANENT

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	1 - 5 YRS' EXP		5 - 9 YRS' EXP		9+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
VP Finance/CFO					150k+	150k+
Finance Director			85 - 110k	85 - 110k	110 - 150k	110 - 150k
Planning						
M&A Manager/Director			90 - 120k	90 - 120k	120k+	120k+
FP&A Manager			70 - 90k	70 - 90k	90 - 120k	90 - 120k
Financial Analyst	50 - 65k	50 - 65k	65 - 85k	65 - 85k		
Business Analyst	45 - 65k	45 - 70k	65 - 80k	70 - 80k		
Governance						
Internal Audit	50 - 70k	50 - 70k	70 - 110k	70 - 110k	90 - 140k	90 - 140k
External Audit	45 - 65k	45 - 65k	65 - 95k	65 - 95k	95 - 140k	95 - 140k
Control						
Group Controller			85 - 125k	85 - 125k	125 - 150k	125 - 150k
Division Controller			80 - 100k	80 - 100k	100 - 125k	100 - 125k
Business Controller	50 - 75k	50 - 75k	75 - 95k	75 - 95k	95 - 115k	95 - 115k
Financial Controller	45 - 70k	45 - 70k	70 - 90k	70 - 90k	90 - 110k	90 - 110k
Accounting						
Shared Services Manager			80 - 110k	80 - 110k	110 - 130k	110 - 130k
Finance Manager			65 - 90k	65 - 90k	90 - 120k	90 - 120k
AP/AR/GL Team Leader	45 - 65k	45 - 65k	65 - 70k	65 - 70k	70 - 80k	70 - 80k
Management Accountant	45 - 65k	45 - 65k	65 - 75k	65 - 75k		
Credit Manager	45 - 60k	45 - 60k	60 - 70k	60 - 70k	70 - 80k	70 - 80k
Senior Financial Accountant	45 - 60k	45 - 60k	60 - 70k	60 - 70k	70 - 80k	70 - 80k

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

ACCOUNTING & FINANCE

NETHERLANDS

INTERIM

ROLE	INTERIM RATE PER HOUR EUR (€)	
	2019	2020
Accounting & Finance		
VP Finance/CFO	125+	125+
Corporate Recovery Expert	90 - 110	90 - 110
Finance Manager	85 - 105	85 - 105
Auditor (RA/CPA/ACCA)	80 - 110	80 - 110
Team Manager (GL/AP/AR)	75 - 90	75 - 90
Senior Payroll Specialist	55 - 75	60 - 85
Senior Financial Accountant	55 - 70	55 - 80
Senior GL Accountant	50 - 65	55 - 70
Planning		
FP&A Manager	90 - 110	90 - 110
Business Analyst	60 - 75	60 - 75
Financial Analyst	60 - 75	60 - 75
Control		
Financial/Business Controller (RC/RA)	85 - 100	85 - 110
Group Financial Controller	80 - 100	80 - 110
Assistant Financial Controller	55 - 70	55 - 70
Projects		
Project Manager	90 - 125	90 - 125
Transition Manager	90 - 125	90 - 125
Programme Manager	90 - 120	90 - 120

NB: Figures are basic hourly rates excluding agency fees.



BANKING & FINANCIAL SERVICES

KEY FINDINGS

GENDER DIVERSITY IN BANKING & FINANCIAL SERVICES



Male
65%



Female
35%

+29%

The number of finance vacancies within banking & financial services increased by 29% year-on-year

TOP 3 DRIVERS OF JOB SATISFACTION



Work-life balance

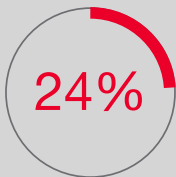


Remuneration & benefits



Challenging scope of work

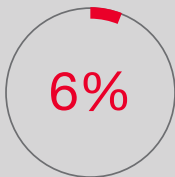
SALARY EXPECTATIONS FOR 2020



expect a
1-3% increase



expect a
4-6% increase



expect a
7-10% increase

31%

Of professionals within banking & financial services have received and accepted a counter offer

HIGHEST GROWTH IN DEMAND

Financial Advisor

+53%

Business Controller

+39%

Financial Analyst

+31%

Financial Controller

+30%

BANKING & FINANCIAL SERVICES

NETHERLANDS

PERMANENT

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	1 - 5 YRS' EXP		5 - 10 YRS' EXP		10+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
Financial & Control						
Manager			70 - 90k	80 - 100k	90 - 150k	100 - 150k
Financial Controller	50 - 70k	50 - 70k	70 - 90k	70 - 95k	90 - 140k	90 - 140k
Business Controller	50 - 70k	50 - 70k	70 - 95k	70 - 100k	90 - 140k	90 - 140k
Financial Analyst	45 - 70k	45 - 70k	70 - 85k	70 - 85k	75 - 85k	75 - 90k
Audit, Risk & Compliance						
Head of Compliance			100 - 150k	100 - 150k	120 - 190k	120 - 190k
Risk Manager (Market & Credit Risk)	55 - 75k	55 - 75k	75 - 115k	75 - 115k	90 - 140k	90 - 140k
Quantitative Analyst	50 - 80k	50 - 80k	75 - 115k	75 - 115k	115 - 170k	115 - 180k
Auditor	50 - 75k	50 - 75k	75 - 110k	75 - 110k	110 - 160k	110 - 170k
Operational Risk Manager	45 - 70k	45 - 75k	70 - 110k	70 - 115k	85 - 130k	85 - 130k
Compliance Officer	45 - 75k	45 - 75k	75 - 115k	75 - 115k	80 - 125k	80 - 130k

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

BANKING & FINANCIAL SERVICES

NETHERLANDS

INTERIM

ROLE	INTERIM RATE PER HOUR EUR (€)	
	2019	2020
Programme Manager	100 - 160	100 - 160
Project Manager	100 - 120	100 - 120
Regulatory Specialist	90 - 150	90 - 150
Reporting Specialist	90 - 130	90 - 130
Senior Quantitative Analyst	90 - 120	90 - 120
Compliance Officer	80 - 125	80 - 125
Business Controller	80 - 120	80 - 120
Financial Controller	80 - 120	80 - 120
Auditor	80 - 100	80 - 100
Operational Risk Manager	80 - 100	80 - 100
Credit Risk Manager	80 - 100	80 - 100
Risk Manager	80 - 100	80 - 100
Data Analyst Finance/Risk	80 - 100	80 - 100
Senior Financial Accountant	70 - 95	70 - 95
Junior Quantitative Analyst	70 - 90	70 - 90
KYC Officer	60 - 80	60 - 80
CDD Analyst	60 - 80	60 - 80

NB: Figures are basic hourly rates excluding agency fees.



HUMAN RESOURCES

KEY FINDINGS

GENDER DIVERSITY IN HR



Male
39%



Female
61%

1.1 years

The average tenure of HR professionals in the Netherlands is 1.1 years

FASTEST GROWING ROLES



Human Resources
Employee: +32%



HR and Payroll
Administrator: +25%

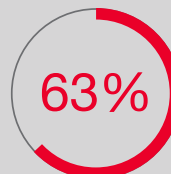


Corporate
Recruiter: +24%

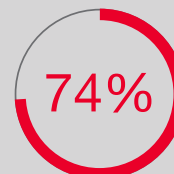


Human Resources
Advisor: +18%

SALARY EXPECTATIONS



of HR professionals
received a salary increase
in 2019



of HR professionals
expect a salary increase
in 2020

93%

Of HR professionals
are open to a job
approach when not
actively looking

TOP 4 MOTIVATIONS TO CHANGE JOBS

Career progression

32%

Scope of work

22%

Company culture

15%

Work-life balance

12%

HUMAN RESOURCES

NETHERLANDS

PERMANENT

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 6 YRS' EXP		6 - 9 YRS' EXP		9+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
HR Director					100k+	100k+
Compensation & Benefits Manager			75 - 100k	75 - 100k	95 - 150k	95 - 150k
Learning & Development Manager			60 - 80k	65 - 80k	80 - 100k	80 - 100k
Recruitment Manager	60 - 75k	60 - 75k	70 - 90k	70 - 90k	90 - 115k	90 - 115k
HR Manager	55 - 65k	55 - 65k	70 - 95k	70 - 95k	90 - 125k	90 - 125k
HR Business Partner	55 - 65k	55 - 65k	70 - 95k	70 - 95k	90 - 115k	90 - 115k
HR Advisor	43 - 58k	43 - 58k	55 - 75k	55 - 75k	70 - 95k	75 - 95k
Corporate Recruiter	42 - 65k	42 - 65k	65 - 80k	65 - 80k	80 - 100k	80 - 100k

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

INTERIM

ROLE	INTERIM RATE PER HOUR EUR (€)	
	2019	2020
Compensation & Benefits Manager	100 - 125	100 - 150
HR Director	90 - 125	90 - 125
Recruitment Manager	80 - 100	80 - 100
Learning & Development Manager	75 - 100	75 - 100
HR Manager	70 - 95	70 - 100
HR Business Partner	70 - 95	70 - 100
Corporate Recruiter	65 - 90	70 - 90
HR Advisor	60 - 80	60 - 80

NB: Figures are basic hourly rates excluding agency fees.

LEGAL

KEY FINDINGS

GENDER DIVERSITY IN LEGAL



88%

Of legal professionals are confident about the job opportunities in their field

TOP 3 DRIVERS OF JOB SATISFACTION



SALARY EXPECTATIONS



72%

Of legal professionals would consider a counter offer

HIGHEST GROWTH IN DEMAND



PERMANENT

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	1 - 4 YRS' EXP		4 - 7 YRS' EXP		7+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
In-house						
General Counsel					160k+	160k+
Manager Legal Affairs			90k+	90k+	115k+	120k+
Compliance Officer	50 - 65k	50 - 65k	65 - 95k	65 - 95k	95 - 150k	95 - 150k
Legal Counsel	45 - 60k	45 - 65k	65 - 90k	65 - 95k	90 - 125k	90 - 130k
Private Practice						
US & UK Firms - Partner					300k+	300k+
Dutch Firms - Partner					275k+	275k+
US & UK Firms - Associate	50 - 90k	50 - 90k	70 - 100k	70 - 110k	110 - 150k	110 - 150k
Dutch Firms - Associate	45 - 80k	45 - 80k	70 - 105k	70 - 105k	95 - 150k	95 - 150k

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

INTERIM

ROLE	INTERIM RATE PER HOUR EUR (€)	
	2019	2020
Interim Lawyer (Private Practice)	125 - 150	125 - 150
Specialised Legal Counsel	110 - 150	110 - 150
Civil Notary	110 - 150	110 - 150
Compliance Officer	100 - 150	100 - 150
Contract Manager	100 - 130	100 - 130
Legal Counsel	100 - 150	100 - 150

NB: Figures are basic hourly rates excluding agency fees.

PROCUREMENT & SUPPLY CHAIN

KEY FINDINGS

GENDER DIVERSITY IN PROCUREMENT & SUPPLY CHAIN



17%

Of procurement & supply chain professionals are satisfied with the training their company offers

MOST SOUGHT AFTER PROFESSIONALS



Supply Chain Manager



Logistics Manager



Operations Manager

WHAT PROFESSIONALS APPRECIATE IN THEIR CURRENT JOB



Flexible working hours



Ability to work from home



Work-life balance

22%

The number of vacancies within procurement and supply chain increased 22% year-on-year

FAST GROWING ROLES

Supply Chain Analyst

27%

Contract Manager

26%

Logistics Manager

19%

Procurement Manager

13%

PROCUREMENT

NETHERLANDS

PERMANENT

ROLE	PERMANENT SALARY PER ANNUM EUR (€)	
	2019	2020
Procurement		
CPO/Buying Director	150k+	150k+
Global Procurement Director	100 - 150k	100 - 150k
Category Manager HR/Professional Services	80 - 90k	85 - 95k
Category Manager IT	80 - 90k	85 - 95k
Procurement Manager	75 - 85k	75 - 85k
Category Manager Resale	70 - 80k	75 - 85k
Category Manager Indirect	70 - 80k	75 - 85k
Category Manager Raw Materials/Commodities	70 - 80k	75 - 85k
Sourcing Manager	70 - 80k	75 - 85k
Contract Manager	70 - 80k	70 - 80k
Buyer Raw Materials/Commodities	50 - 60k	55 - 65k
Buyer Indirect	50 - 60k	55 - 65k
Supply Chain		
Supply Chain Manager	100 - 120k	100 - 120k
S&OP Manager	75 - 85k	75 - 85k
Logistics Manager	70 - 80k	70 - 80k
Customer Service Manager	65 - 75k	65 - 75k
Process Improvement Manager	60 - 70k	65 - 75k
End-to-end Optimization Manager	60 - 70k	65 - 75k

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

PROCUREMENT

NETHERLANDS

INTERIM

ROLE	INTERIM RATE PER HOUR EUR (€)	
	2019	2020
Procurement		
CPO/Buying Director	120 - 200	120 - 200
Global Procurement Director	110 - 150	120 - 160
Category Manager HR/Professional Services	90 - 125	90 - 140
Category Manager IT	80 - 125	100 - 140
Category Manager Indirect	80 - 120	80 - 120
Category Manager Raw Materials/Commodities	80 - 110	80 - 120
Category Manager Resale	75 - 100	80 - 110
Contract Manager	75 - 95	80 - 100
Procurement Manager	70 - 100	70 - 100
Sourcing Manager	70 - 90	70 - 90
Buyer Indirect	70 - 90	70 - 90
Buyer Raw Materials/Commodities	60 - 80	60 - 80
Supply Chain		
Supply Chain Manager	80 - 110	80 - 110
Logistics Manager	70 - 90	70 - 90

NB: Figsures are basic hourly rates excluding agency fees.



(SEMI) PUBLIC
NETHERLANDS

PERMANENT

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	1 - 4 YRS' EXP		4 - 7 YRS' EXP		7+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
Healthcare (cure)						
CFO/ Board Member					100 - 190k	100 - 190k
Head of Administration (large company)	55 - 65k	55 - 65k	65 - 70k	65 - 70k	70 - 75k	70 - 80k
Manager Business Control			75 - 85k	75 - 90k	75 - 85k	75 - 90k
Head of Audit & Risk			75 - 85k	75 - 90k	75 - 85k	75 - 90k
Internal Controller	55 - 60k	55 - 65k	60 - 75k	65 - 75k	60 - 75k	65 - 75k
Business Controller	55 - 60k	55 - 65k	60 - 75k	65 - 75k	60 - 75k	65 - 75k
Financial Controller	50 - 55k	55 - 65k	55 - 65k	60 - 70k	60 - 75k	65 - 75k
Controller	50 - 55k	55 - 65k	55 - 65k	60 - 70k	60 - 75k	65 - 75k
Senior DBC Advisor	50 - 60k	50 - 60k	55 - 65k	55 - 65k	60 - 68k	60 - 68k
Assistant Controller	50 - 55k	50 - 60k	55 - 65k	55 - 65k	60 - 68k	60 - 68k
Healthcare (care)						
Board Member					100 - 190k	100 - 190k
Head of Administration (large company)	55 - 65k	55 - 65k	65 - 70k	65 - 70k	70 - 75k	70 - 80k
Manager Business Control			70 - 80k	70 - 90k	75 - 85k	75 - 90k
Head of Audit & Risk			70 - 80k	70 - 90k	75 - 85k	75 - 90k
Internal Controller	55 - 60k	55 - 65k	60 - 70k	65 - 70k	60 - 70k	65 - 70k
Business Controller	55 - 65k	55 - 65k	60 - 70k	65 - 70k	60 - 70k	65 - 70k
Financial Controller	50 - 55k	50 - 60k	55 - 65k	60 - 70k	55 - 65k	65 - 75k
Controller	50 - 55k	55 - 65k	55 - 65k	60 - 70k	60 - 75k	65 - 75k
Senior DBC Advisor	50 - 60k	50 - 60k	55 - 65k	55 - 65k	60 - 68k	60 - 68k
Assistant Controller	50 - 55k	50 - 60k	55 - 65k	55 - 65k	60 - 68k	60 - 68k

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

INTERIM

ROLE	INTERIM RATE PER HOUR EUR (€)	
	2019	2020
Healthcare		
CFO	100 - 135	100 - 135
Manager P&C	80 - 100	80 - 100
Business Controller	70 - 95	70 - 95
Financial Controller	70 - 80	70 - 80
Concern Controller	65 - 85	65 - 85
Head of Administration	60 - 75	60 - 75
DBC Advisor	50 - 65	50 - 65
Education		
Manager Finance	75 - 90	75 - 90
Business Controller	70 - 95	70 - 95
Financial Controller	70 - 80	70 - 80

NB: Figures are basic hourly rates excluding agency fees.

TAX & TREASURY

KEY FINDINGS

GENDER DIVERSITY IN TAX



Male
66%



Female
34%

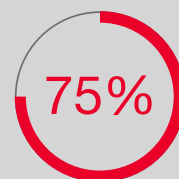
2.1 years

The average tenure for tax professionals in the Netherlands is 2.1 years

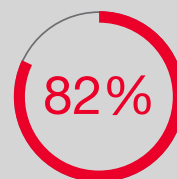
TOP 5 CRITERIA FOR JOB SATISFACTION

- 1 Challenging work
- 2 Transparent management
- 3 Competitive salary package
- 4 Work-life balance
- 5 Cultural fit

SALARY EXPECTATIONS



of tax professionals
received a salary
increase in 2019

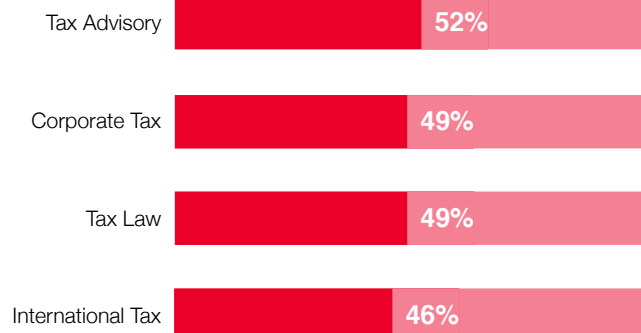


expect a salary
increase in 2020

96%

Of tax professionals
feel confident about
the job opportunities
in their field

TOP 4 SKILLS IN DEMAND



TAX & TREASURY

NETHERLANDS

PERMANENT

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	1 - 3 YRS' EXP		4 - 7 YRS' EXP		7+ YRS' EXP	
	2019	2020	2019	2020	2019	2020

Treasury

Head of Treasury					110 - 220k	110 - 220k
Treasurer			75 - 90k	75 - 90k	90 - 110k	90 - 110k
Assistant Treasurer	40 - 65k	40 - 65k	60 - 75k	60 - 75k	75 - 95k	75 - 95k
Cash Manager	40 - 60k	40 - 60k	55 - 70k	55 - 70k	65 - 90k	65 - 90k
Treasury Accountant/Analyst	40 - 60k	40 - 60k	55 - 70k	55 - 70k	65 - 80k	65 - 80k

Tax

Vice-President Tax					150 - 300k	150 - 300k
Tax Director					100 - 170k	100 - 170k
Senior Tax Manager					90 - 130k	90 - 130k
Tax Manager			70 - 90k	70 - 90k	85 - 120k	85 - 120k
Tax Consultant/Specialist	50 - 75k	50 - 75k	65 - 90k	65 - 90k		
Tax Accountant/Analyst	45- 60k	45 - 60k				

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

INTERIM

ROLE	INTERIM RATE PER HOUR (€)	
	2019	2020
Tax Director	125 - 200	125 - 200
Treasurer	100 - 140	100 - 140
Tax Manager	85 - 125	85 - 125
Cash Manager/Assistant Treasurer	75 - 100	75 - 100

NB: Figures are basic hourly rates excluding agency fees.

BI/ADVANCED ANALYTICS

KEY FINDINGS

GENDER DIVERSITY IN BI/ADVANCED ANALYTICS



Male
77%



Female
23%

1.8 years

The average tenure for IT professionals in the Netherlands is 1.8 years

TOP 5 CRITERIA FOR JOB SATISFACTION

- 1 Challenging scope of work
- 2 Good work-life balance
- 3 Open and effective management
- 4 Deciding on own tasks and planning
- 5 Salary and benefits package

FASTEST GROWING SKILLS



AWS



Microsoft Power BI

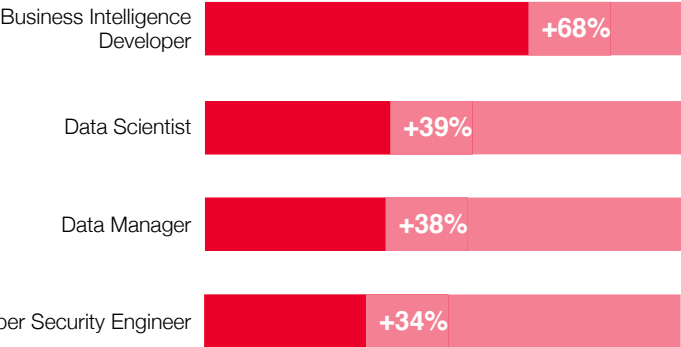


Jira

95%

Of IT professionals are open to a job approach when not actively looking

HIGHEST GROWTH IN DEMAND



BI/ADVANCED ANALYTICS

NETHERLANDS

PERMANENT

ROLE	PERMANENT SALARY PER ANNUM EUR (€)	
	2019	2020
Senior appointments		
CIO/Chief Data Officer/CTO/COO	125 - 250k	125 - 250k
IT Director/Digital Director	105 - 185k	105 - 185k
Transformation Director	105 - 185k	105 - 185k
BI/Data		
Head of BI/Data	85 - 125k	85 - 125k
BI/Data Manager	70 - 95k	70 - 95k
Business/BI/Data Analyst	70 - 85k	70 - 85k
Data Engineer	65 - 80k	65 - 80k
BI Consultant	60 - 80k	60 - 80k
DWH Developer/ETL Developer	55 - 80k	55 - 80k
BI Developer	55 - 75k	55 - 75k
Data Architect	55 - 75k	55 - 75k
Data Scientist	45 - 65k	45 - 65k
Projects & Programmes		
Head of Change	85 - 135k	85 - 135k
Programme Director/Manager	80 - 125k	80 - 125k
Delivery Manager	70 - 85k	75 - 90k
Product Owner	70 - 85k	75 - 90k
Scrum Master	70 - 85k	75 - 90k
Agile Coach	60 - 80k	60 - 80k

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

BI/ADVANCED ANALYTICS

NETHERLANDS

INTERIM

ROLE	INTERIM RATE PER HOUR EUR (€)	
	2019	2020
Senior appointments		
CIO/Chief Data Officer/CTO/COO	140 - 220	140 - 220
IT Director/Digital Director	140 - 200	140 - 200
Transformation Director	125 - 235	125 - 235
BI/Data		
Head of BI/Data	100 - 125	100 - 125
Business/BI/Data Analyst	95 - 125	95 - 125
Data Engineer	85 - 105	85 - 105
BI Consultant	85 - 105	85 - 105
BI/Data Manager	80 - 110	80 - 110
BI Developer	80 - 105	80 - 105
DWH Developer/ETL Developer	70 - 95	70 - 95
Data Architect	70 - 95	70 - 95
Data Scientist	70 - 95	70 - 95
Projects & Programmes		
Head of Change	140 - 170	140 - 170
Programme Director/Manager	95 - 155	95 - 155
Delivery Manager	90 - 110	95 - 115
Product Owner	90 - 110	95 - 115
Scrum Master	90 - 110	95 - 115
Agile Coach	80 - 95	80 - 95

NB: Figures are basic hourly rates excluding agency fees.

CONTRACT



ACCOUNTING & FINANCE

NETHERLANDS

CONTRACT

ROLE	CONTRACT SALARY PER ANNUM EUR (€)	
	2019	2020
Accounts Payable Team Leader	45 - 55k	45 - 55k
Accounts Receivable Team Leader	45 - 55k	45 - 55k
Senior Financial Administrator	45 - 55k	45 - 55k
Payroll Officer	40 - 50k	40 - 50k
Accounts Receivable Specialist	37 - 45k	39 - 45k
Accounts Payable Specialist	37 - 45k	39 - 45k
Credit Controller	35 - 45k	36 - 45k
Graduate (Bachelor/Master)	35 - 45k	35 - 45k
Junior Controller	32 - 42k	35 - 43k
Accounts Payable Administrator	30 - 37k	32 - 39k
Junior Credit Controller	30 - 35k	31 - 35k
Graduate (MBO/Secondary Vocational)	27 - 37k	27 - 37k

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

BANKING & FINANCIAL SERVICES

NETHERLANDS

CONTRACT

ROLE	CONTRACT SALARY PER ANNUM EUR (€)	
	2019	2020
Compliance		
Senior KYC/CDD Analyst	50 - 60k	55 - 65k
Medior KYC/CDD Analyst	40 - 50k	45 - 55k
Junior Compliance Officer	40 - 45k	45 - 50k
Junior KYC/CDD Analyst	32 - 40k	37 - 45k
Real Estate		
Property Accountant	45 - 55k	50 - 55k
Service Fee Administrator	40 - 50k	45 - 55k
Accountancy/Trust		
Financial Account Manager	45 - 55k	50 - 60k
Assistant Accountant	42 - 48k	42 - 48k
Junior Tax Specialist	42 - 48k	42 - 48k
Operational		
Underwriting Support	35 - 40k	35 - 40k
WFT Support	32 - 40k	32 - 40k
Graduates		
Corporate Finance Analyst	45 - 55k	45 - 55k
Junior Risk Analyst	40 - 45k	45 - 50k
Master Graduate	40 - 45k	42 - 50k
Junior Asset Manager	40 - 45k	42 - 47k
Credit Analyst	40 - 45k	40 - 45k
Bachelor Graduate	35 - 42k	40 - 45k
Student	30 - 35k	30 - 35k

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

HR SUPPORT

NETHERLANDS

CONTRACT

ROLE	CONTRACT SALARY PER ANNUM EUR (€)	
	2019	2020
Human Resource Manager	42 - 64k	42 - 64k
HR Generalist/Advisor	37 - 54k	39 - 55k
Corporate Recruiter	36 - 60k	36 - 61k
Mobility/Immigration Coordinator	36 - 55k	36 - 55k
Learning & Development Coordinator/Specialist	35 - 51k	35 - 51k
Training Coordinator	31 - 45k	32 - 45k
HR Assistant/HR Officer	30 - 42k	31 - 44k
Recruitment Coordinator	30 - 39k	30 - 39k

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

INFORMATION TECHNOLOGY

NETHERLANDS

CONTRACT

ROLE	CONTRACT SALARY PER ANNUM EUR (€)					
	JUNIOR		MEDIOR		SENIOR	
	2019	2020	2019	2020	2019	2020
Network Specialist (Administrator/Routing/Engineer/Telecom)	36 - 42k	38 - 44k	42 - 50k	45 - 53k	50 - 65k	54 - 70k
Functional (Application) Manager	33 - 37k	34 - 38k	38 - 45k	40 - 47k	46 - 64k	50 - 66k
Database Administrator	33 - 37k	33 - 38k	38 - 45k	38 - 46k	46 - 64k	47 - 65k
System Administrator (Unix/Windows/Linux, etc.)	32 - 36k	33 - 37k	38 - 45k	40 - 48k	46 - 64k	49 - 66k
IT Support Specialist	24 - 29k	25 - 30k	30 - 38k	32 - 42k	36 - 45k	42 - 51k

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

SECRETARIAL & OFFICE SUPPORT

NETHERLANDS

CONTRACT

ROLE	CONTRACT SALARY PER ANNUM EUR (€)	
	2019	2020
Executive & Personal Assistant	41 - 60k	42 - 60k
Office Manager	33 - 48k	33 - 48k
Legal Secretary	30 - 44k	32 - 45k
Management Assistant	29 - 41k	30 - 42k
Office Assistant	29 - 35k	30 - 36k
Receptionist	23 - 31k	25 - 32k

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

(SEMI) PUBLIC

NETHERLANDS

CONTRACT

ROLE	CONTRACT SALARY PER ANNUM EUR (€)	
	2019	2020
Assistant Controller	45 - 55K	45 - 55K
Head of Financial Administration (small/medium company)	40 - 55K	40 - 55K
Senior Payroll Officer	40 - 55K	40 - 55K
Senior Accounts Receivable employee	40 - 50K	40 - 50K
Senior Accounts Payable employee	40 - 50K	40 - 50K
Payroll Administrator	37 - 45K	37 - 45K
Senior DBC Advisor	36 - 50K	38 - 50K
Junior Financial Controller	36 - 50K	36 - 55K
Junior Business Controller	36 - 50K	36 - 55K
Credit Controller	32 - 41K	34 - 42K
DBC Advisor	28 - 40K	33 - 42K
Financial Administrator	26 - 36K	30 - 38K
Accounts Payable Administrator	26 - 36K	30 - 38K
Accounts Receivable Administrator	26 - 36K	30 - 38K
Master Graduate (0-2 yrs)	28 - 36K	30 - 38K
Bachelor Graduate (0-2 yrs)	26 - 33K	28 - 36K
MBO / Vocational Graduate (0-2 yrs)	23 - 32K	24 - 33K

NB: Figures are basic salaries exclusive of benefits

SUPPLY CHAIN

NETHERLANDS

CONTRACT

ROLE	CONTRACT SALARY PER ANNUM EUR (€)	
	2019	2020
Supply Chain Manager	45 - 66k	46 - 67k
Logistics Analyst	44 - 66k	44 - 66k
Demand & Supply Chain Planner	42 - 65k	43 - 65k
Buyer	42 - 64k	43 - 64k
Operations Manager	42 - 64k	43 - 64k
Customer Service Team Lead/Manager	35 - 50k	36 - 51k
Order Management Specialist	33 - 47k	35 - 48k
Supply Chain Coordinator	32 - 48k	34 - 49k
Export Associate	31 - 46k	32 - 46k
Inside Sales Support/Representative	30 - 46k	32 - 46k
Customer Service Representative (multilingual)	27 - 38k	29 - 38k
Data Entry Employee	25 - 33k	27 - 33k

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

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ABOUT ROBERT WALTERS

ROBERT WALTERS IS A GLOBAL, SPECIALIST PROFESSIONAL RECRUITMENT GROUP

Over the last 34 years the business has grown and so has our ambition. We now operate across 31 countries and employ over 4,200 people. It's a powerful success story built on the strength of our people. Organisations rely on us to find high-quality professionals for a range of specialist roles. Professionals who are looking for a new role, whether it's on a permanent, interim or contract basis, trust us to find them their ideal job.

MISSION & VALUES

We want to be the world's leading specialist recruitment group, the first name the world's businesses choose whenever they need to hire the best. But it's not just about being the biggest, it's about having a clear differentiation based on the quality of service delivered to our clients and our candidates. Our focus on quality in all we do, acting with integrity, and focusing on team-work are values that run through the heart of the business. From the first office to the 31st country, our team-based profit-share model ensures the needs of our clients and candidates come first.

OUR CORE RECRUITMENT DISCIPLINES

- Banking & Finance
- Business Support
- Commerce
- Engineering & Construction
- Human Resources
- Legal
- Procurement & Supply Chain
- Sales & Marketing
- Technology
- Recruitment Process Outsourcing

OUR SERVICES

SPECIALIST PROFESSIONAL RECRUITMENT

Permanent, contract and interim recruitment across the core disciplines of: banking & finance; business support; commerce; engineering & construction; human resources; legal; procurement & supply chain; sales & marketing; and technology.

RECRUITMENT PROCESS OUTSOURCING

Resource Solutions is a market leader in recruitment process outsourcing (RPO) and managed services. Resource Solutions designs and deploys tailored recruitment outsourcing solutions for clients across the globe.

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Robert Walters Group operations worldwide are fully carbon balanced through the World Land Trust Carbon Balanced Programme and The Woodland Trust.

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