

AS THE SPANISH ECONOMY CONTINUED TO IMPROVE IN 2016, CONFIDENCE AMONGST HIRING MANAGERS AND CANDIDATES ROSE, LEADING TO AN INCREASE IN HIRING LEVELS.

#### 2016 INSIGHT

In 2016, Spain's economic recovery continued with global businesses increasing investment and setting up new operations, driving demand for professionals across a range of sectors.

Record-breaking levels of tourism boosted hospitality, transport, retail, leisure and FMCG, which increased hiring activity. Several multinational companies based their European shared service centres in Spain, creating jobs in accounting, payroll and IT. Spain has also become a centre for the European e-commerce industry. At the same time, the country continued to attract professionals from overseas, due to Spain's good quality of life and low cost of living, ensuring that multinational employers could convince staff to transfer to new subsidiaries based in the country.

The engineering sector was able to sell its expertise abroad during the downturn, developing an impressive infrastructure, with industries such as oil and gas, renewable energies, roads and railway facilities playing a key role in driving demand for Spanish engineers. Where these

companies had head offices in Spain, they were an important source of hiring activity, especially for finance and projects professionals.

As the economy recovered, many of these companies were active in recruiting FP&A managers, financial controllers, HR managers and legal counsellors. Tax legal specialists were also highly sought after by professional services firms to help their SME and larger clients develop and grow in an increasingly complex and globalised market.

#### 2017 EXPECTATIONS

Generally speaking, hiring levels increased in 2016 and we expect this trend to continue in 2017, with employers potentially facing skills shortages, particularly in IT and hospitality.

We also expect to see high demand for professionals with strong digital skills across a range of sectors. IT developers, IT architects and digital marketing specialists will be in highest demand. Project managers specialising in facilities and infrastructure construction who are willing to spend time abroad will also be highly sought after. Companies will also look for financial planners and HR specialists who can provide strategic insight and help shape business policy.

Britain's decision to leave the EU may play a role in shaping demand for financial services

professionals if banks relocate some middle and back office functions from London to Spain or other cities in Europe.

Increasingly, employers are looking for people working in HR and finance who can provide strategic insight and guidance, collaborating with stakeholders across several departments. IT professionals who can add tangible value, such as CTOs, CIOs and project leaders, will be highly sought after. Companies will also be keen to recruit sales and marketing professionals to work across multiple channels, particularly digital and e-commerce. Across all fields, employers will favour professionals with fluent English and experience of working in an international environment.

Employers who want to attract and retain the best candidates will need to offer a competitive salary and emphasise their positive working culture, good work-life balance and opportunities for career progression. Increasingly, jobseekers also value employers who are committed to integrating the latest systems and technology into their operations.

As demand for candidates increases, we expect to see salaries rise by an average of 8%. Spain will continue to be an attractive location for multinationals to base shared service centres, and for e-commerce firms.



Across all sectors, employers will favour professionals with fluent English and experience of working in an international environment.



# 400k (EJI)

Average number of roles advertised in Spain per quarter



Number of employers that have adopted flexible or remote working to attract and retain employees

(EJI)

## TOP THREE AREAS BY ADVERTISED JOB VOLUME

1

Sales

2

Information technology

3

Marketing

(Salary Survey 2017)

## 5% SALARY INCREASES EXPECTED FOR THESE SKILL SETS



Actuary



Building information modelling



(Whitepaper)

9 out of 10 professionals in Spain rate competitive pay and bonus as important in their jobs

EJI: Robert Walters European Job Index, Q4 2016.

Whitepaper: Robert Walters 'Attracting and Retaining Millennial Professionals', 2016.



## KEY FINDINGS

Spain will continue to be seen as an attractive location for e-commerce firms and as a base for multinationals' shared service centres.

As demand for candidates increases we expect to see salaries rise by an average of 8%.

# OVERVIEW

## ACCOUNTING & FINANCE

Demand was high for finance professionals who could provide strategic guidance to leaders at larger and smaller start-up companies in 2016. In particular, commercial finance analysts and business controllers were highly sought after, as companies developed their finance teams to provide support for strategic decision making. The creation of shared service centres in Spain for the EMEA region also played a role in creating demand for senior and mid-level candidates to fill management positions.

As was the case in 2015, recruitment levels remained high for newly and part-qualified accountants in 2016, with local companies in the telecommunications, digital, FMCG and pharmaceutical sectors driving hiring activity. There was also a strong demand for business controllers and accounting managers specialising in SSC who could support the transformation of finance teams.

Hiring managers recruited IT financial controllers to manage their IT systems overhauls and to improve their efficiency and profitability. Professionals with FP&A and controlling expertise will remain in highest demand in 2017 as companies continue to up-skill their finance functions and improve operational efficiency. However, it could be challenging to fill these positions due to a shortage of available candidates in this field with international work experience. Organisations will also recruit corporate finance and treasury professionals to maintain effective cash flow management.

## BANKING & INSURANCE

Political instability in Spain made 2016 a challenging year for banking and financial services firms. Regulated firms were concerned about possible regulatory change, and held back on plans for growth. As a result, recruitment slowed to 2015 levels. The political uncertainty meant retail banks put on hold planned recruitment for digitalisation projects.

However, we believe that 2017 will be a strong year as confidence increases. This, coupled with rising foreign investment, will encourage private equity and venture capital firms to grow. In turn, this will create jobs for financial analysts, M&A analysts and investment directors, and salaries will rise. As new, smaller financial firms grow and expand in 2017, business development managers with a financial background will be in demand.

In the insurance sector, the number of available jobs rose in 2016, as did salaries. Actuaries were in particularly high demand due to the rapidly changing risk landscape. They had a key role to play in implementing Solvency II, which will continue in the coming year. We expect actuaries' salaries to rise by 5% as a result.

As companies digitise more of their functions, big data and analytics professionals will be highly sought after. Front and middle office positions, such as key account managers and underwriters, will still be in demand due to the critical role they play in business development.

## ENGINEERING

The sharp drop in oil prices meant that 2016 was a challenging year for oil and gas and

EPC industrial firms. However, roles were still available for project directors, contract managers, QA/QC managers and project control managers who speak more than one language and who were willing to work outside Spain.

Spanish equipment manufacturers servicing the oil and gas industry were less affected by the drop in oil prices and recruited sales and project managers. In 2017, we expect salaries to remain largely stable, or even decrease, except where there is a shortage of jobseekers, when salaries could increase by up to 5%.

The Spanish renewable energy sector had a difficult year due to regulatory changes. Spain is a pioneer of renewable energy technologies so Spanish engineers are highly valued internationally. There was still demand for business development managers, project development managers, project managers and site managers, although salaries across the sector were unchanged. We expect this to continue in 2017.

While reforms across the energy industry have been a blow to established utilities companies, they are creating opportunities for new start-up firms. These firms are particularly keen to recruit origination managers (who can lead negotiations for power contracts and client management), operations managers, energy market analysts, traders and commercial positions. Such roles are key to project implementation, sales and cost control.

A fall in the price of key minerals led to a decline in recruitment across the mining sector and stagnating or falling salaries. However, several

## KEY TRENDS

- ▶ Start-ups will have a growing impact on demand for talent, compounding the shortage of top quality candidates.
- ▶ Britain's decision to leave the EU may lead some banks to relocate certain middle and back office functions from London to Spain.
- ▶ We expect to see high demand throughout 2017 for professionals with strong digital skills across a range of sectors such as IT developers, IT architects and digital marketing specialists.

Spanish firms are focusing on the cement sector, which Spain has extensive experience of, with major projects in LATAM. This focus contributed to demand for engineers, project managers and site managers.

Industry and supply chain professionals had a slight increase in wages in 2016, and candidates were more confident about looking for bigger projects and a higher salary. Quality control and maintenance process professionals were highly sought after in production plants, while technical sales engineers and product managers were recruited to increase market share. We expect the automotive and food sectors will be recruiting this year and that bonuses will increase by at least 10%.

In 2016, salaries in infrastructure and construction were stagnant. However, the real estate sector was able to capitalise on Spain's economic recovery and hiring managers recruited professionals who could develop new strategies for attracting international investors.

Wages will increase in 2017 as the political and economic climate stabilises, and could rise by up to 10% for roles with a highly specialised skill set. Project managers will be in demand, as will professionals who are qualified for technical roles, such as BIM managers. Their pay will rise by around 5%.

## IT & DIGITAL

In 2017, employers will increasingly look for IT professionals with strong soft skills to complement their technical abilities. Businesses are also embracing big data analytics, leading to higher demand for mathematicians, computer science engineers and professionals with a background in statistics. Demand for data architects will outstrip supply, but they will become easier to find as they are developing their own online communities.

Salaries increased marginally in 2016, but in 2017 wages will see a significant surge as employers compete to secure top talent. Professionals working in disciplines like data management and information security will see their salaries rise by at least 8%. Banks and insurers are likely to offer the highest rates of pay.

Technology focused start-ups will also put pressure on talent pools by offering a better work-life balance and working culture. Companies that want to keep top employees will have to offer something similar, as well as a competitive salary.

## SALES & MARKETING

In 2016, domestic consumption and investment continued to rise, spurring demand for sales and marketing professionals at the mid and senior level. The FMCG, consumer electronics, services, media, healthcare and biotech industries all enjoyed significant growth and were active in seeking specialists in e-commerce, CRM, customer excellence and business development.

Throughout 2017 hiring volumes for sales and marketing professionals will remain high, with online and start-up firms playing a significant role in driving demand. As employers look to expand their digital and e-commerce presence, professionals at junior to senior level will be sought after to fill roles in performance marketing and mobile sales, as well as higher level strategic positions in customer excellence, CLM & CRM, programmatic and RTB operations. Candidates with international experience and knowledge of two or more languages will be in particular demand as firms look to expand their businesses abroad, with employers recruiting extensively for export managers and international sales directors.

After years of stagnating or declining salaries, in 2016, wages and performance-related pay increments increased for professionals with an international background and we expect this trend to continue throughout 2017. As a result of the growing talent shortage, counter-offers are becoming popular to retain staff. Hiring managers who want to secure top talent must ensure that salaries and bonuses are competitive whilst also emphasising the potential for career development and work-life balance.

## TAX & LEGAL

In 2017 legal professionals with expertise in criminal litigation and compliance will be in high

demand due to reforms to the Spanish criminal code. The economic recovery means experts in commercial law, banking and real estate will also be highly sought after. Financial operators will want to hire financial regulatory specialists to provide advisory services.

Salary levels for real estate experts could rise significantly - welcome news for these professionals as many of them experienced a drop in salary during the recession. The best lawyers will see a substantial increase in their salary and benefit packages, across both private practice and in-house. However, in general, remuneration in this sector will remain stable in 2017. Although hiring managers may struggle to recruit the people they need, especially if they remain inflexible over their hiring criteria.

# SPAIN

## ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
<b>Generalist</b>						
Chief Financial Officer			80 - 120k	<b>80 - 110k</b>	120 - 200k	<b>120 - 200k</b>
Finance Director - SME	50 - 65k	<b>50 - 65k</b>	65 - 85k	<b>65 - 85k</b>	70 - 95k	<b>70 - 95k</b>
Head of Controlling			55 - 80k	<b>55 - 75k</b>	70 - 100k	<b>70 - 100k</b>
FP&A Manager	35 - 55k	<b>35 - 55k</b>	50 - 70k	<b>50 - 70k</b>	70 - 110k	<b>70 - 110k</b>
Financial Controller	35 - 50k	<b>35 - 55k</b>	55 - 70k	<b>55 - 70k</b>	70 - 95k	<b>70 - 95k</b>
Accounting Manager	40 - 50k	<b>40 - 55k</b>	55 - 70k	<b>55 - 75k</b>	70 - 85k	<b>75 - 85k</b>
Treasurer	40 - 50k	<b>40 - 50k</b>	50 - 65k	<b>50 - 65k</b>	65 - 80k	<b>65 - 80k</b>
Business Analyst	35 - 50k	<b>35 - 50k</b>	55 - 70k	<b>55 - 65k</b>	70 - 85k	<b>65 - 80k</b>
<b>Specialist</b>						
Plant Controller	40 - 55k	<b>40 - 55k</b>	55 - 80k	<b>55 - 80k</b>	80 - 95k	<b>80 - 95k</b>
Internal Auditor	35 - 50k	<b>35 - 50k</b>	55 - 75k	<b>55 - 75k</b>	75 - 95k	<b>75 - 95k</b>
Consolidation Manager	40 - 50k	<b>40 - 50k</b>	50 - 70k	<b>50 - 75k</b>	75 - 90k	<b>75 - 95k</b>
Project Finance Analyst	45 - 70k	<b>45 - 75k</b>	70 - 110k	<b>70 - 110k</b>	110 - 160k	<b>110 - 160k</b>
Strategy Consultant	45 - 60k	<b>45 - 60k</b>	65 - 85k	<b>65 - 85k</b>	90 - 125k	<b>90 - 125k</b>
Finance Business Partner	35 - 50k	<b>35 - 55k</b>	50 - 70k	<b>55 - 75k</b>	70 - 90k	<b>75 - 95k</b>

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

# SPAIN

## BANKING & INSURANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
<b>Banking</b>						
Institutional Sales	45 - 90k	<b>45 - 90k</b>	80 - 130k	<b>90 - 120k</b>	110 - 170k	<b>120 - 170k</b>
M&A	50 - 85k	<b>40 - 75k</b>	70 - 130k	<b>75 - 120k</b>	110 - 170k	<b>120 - 170k</b>
Private Equity	50 - 85k	<b>45 - 85k</b>	70 - 130k	<b>85 - 140k</b>	115 - 160k	<b>140 - 180k</b>
Risk Analyst	35 - 45k	<b>35 - 50k</b>	45 - 65k	<b>45 - 70k</b>	75 - 85k	<b>80 - 90k</b>
Real Estate Asset Manager	50 - 80k	<b>50 - 75k</b>	75 - 125k	<b>75 - 125k</b>	90 - 140k	<b>100 - 140k</b>
Portfolio Manager	35 - 50k	<b>40 - 50k</b>	45 - 70k	<b>50 - 70k</b>	70 - 120k	<b>75 - 125k</b>
Capital Markets Analyst	35 - 45k	<b>35 - 50k</b>	45 - 65k	<b>50 - 70k</b>	70 - 95k	<b>70 - 100k</b>
Compliance & AML Officer	50 - 75k	<b>35 - 60k</b>	70 - 100k	<b>60 - 90k</b>	100 - 150k	<b>100 - 150k</b>
Financial Controller	45 - 65k	<b>45 - 60k</b>	60 - 90k	<b>60 - 90k</b>	100 - 110k	<b>90 - 110k</b>
Product Manager	45 - 70k	<b>45 - 65k</b>	55 - 80k	<b>60 - 75k</b>	75 - 95k	<b>75 - 100k</b>
Credit Analyst	55 - 70k	<b>40 - 50k</b>	65 - 85k	<b>50 - 70k</b>	70 - 90k	<b>70 - 90k</b>
Middle Office	32 - 42k	<b>30 - 42k</b>	40 - 60k	<b>40 - 60k</b>	50 - 80k	<b>50 - 80k</b>
Back Office	25 - 38k	<b>25 - 35k</b>	35 - 58k	<b>35 - 50k</b>	50 - 70k	<b>50 - 65k</b>
<b>Insurance</b>						
Chief Actuary			70 - 100k	<b>75 - 100k</b>	100 - 150k	<b>100 - 160k</b>
Actuary	30 - 45k	<b>35 - 47k</b>	45 - 65k	<b>47 - 68k</b>		
Underwriter	30 - 45k	<b>30 - 45k</b>	45 - 65k	<b>45 - 65k</b>	60 - 85k	<b>75 - 90k</b>
Claims Manager	35 - 55k	<b>35 - 60k</b>	60 - 90k	<b>65 - 90k</b>	90 - 125k	<b>90 - 130k</b>
Key Account Manager	40 - 55k	<b>40 - 60k</b>	55 - 80k	<b>60 - 80k</b>	90 - 120k	<b>90 - 120k</b>
Audit Manager	40 - 55k	<b>40 - 55k</b>	50 - 65k	<b>50 - 65k</b>	65 - 85k	<b>65 - 85k</b>
Senior Auditor	45 - 55k	<b>40 - 55k</b>	50 - 70k	<b>55 - 70k</b>	70 - 85k	<b>70 - 85k</b>
Financial Controller	35 - 45k	<b>35 - 45k</b>	40 - 60k	<b>40 - 60k</b>	60 - 85k	<b>60 - 85k</b>

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# SPAIN

## ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
<b>Oil &amp; Gas/Conventional</b>						
Business Development Manager	45 - 60k	<b>45 - 60k</b>	80 - 100k	<b>80 - 100k</b>	100 - 160k	<b>100 - 160k</b>
Operations Director			85 - 100k	<b>85 - 100k</b>	110 - 130k	<b>110 - 130k</b>
Project Director	45 - 65k	<b>45 - 65k</b>	65 - 85k	<b>65 - 85k</b>	85 - 110k	<b>85 - 110k</b>
Engineering Manager	40 - 60k	<b>40 - 60k</b>	75 - 80k	<b>65 - 75k</b>	85 - 100k	<b>75 - 95k</b>
Procurement Manager	45 - 55k	<b>45 - 55k</b>	55 - 65k	<b>55 - 65k</b>	70 - 90k	<b>70 - 90k</b>
Process Leader	40 - 45k	<b>40 - 45k</b>	50 - 75k	<b>50 - 75k</b>	75 - 80k	<b>75 - 80k</b>
Lead Mechanical Engineer	45 - 50k	<b>40 - 50k</b>	55 - 60k	<b>50 - 60k</b>	65 - 75k	<b>60 - 75k</b>
Site Construction Manager	75 - 90k	<b>75 - 90k</b>	90 - 120k	<b>90 - 120k</b>	120 - 150k	<b>120 - 150k</b>
Site Contract Manager			90 - 120k	<b>90 - 120k</b>	120 - 150k	<b>120 - 150k</b>
Site Commissioning Manager	75 - 85k	<b>75 - 85k</b>	90 - 110k	<b>90 - 110k</b>	120 - 140k	<b>120 - 140k</b>
Site Project Control Manager	70 - 75k	<b>70 - 75k</b>	85 - 100k	<b>85 - 100k</b>	120 - 150k	<b>120 - 150k</b>
Site HSE Manager	60 - 80k	<b>50 - 75k</b>	80 - 90k	<b>75 - 90k</b>	90 - 120k	<b>90 - 120k</b>
<b>Renewable Energy/T&amp;D</b>						
Business Development Manager	50 - 60k	<b>50 - 60k</b>	55 - 80k	<b>55 - 80k</b>	70 - 120k	<b>70 - 120k</b>
Project Development Manager	40 - 45k	<b>40 - 45k</b>	55 - 70k	<b>55 - 70k</b>	60 - 80k	<b>60 - 80k</b>
Project Manager	40 - 55k	<b>40 - 55k</b>	50 - 70k	<b>50 - 70k</b>	65 - 100k	<b>65 - 100k</b>
Engineering Manager	40 - 55k	<b>40 - 55k</b>	50 - 70k	<b>50 - 70k</b>	65 - 100k	<b>65 - 100k</b>
Procurement Manager	35 - 55k	<b>35 - 55k</b>	45 - 65k	<b>45 - 65k</b>	55 - 75k	<b>55 - 75k</b>
Site Construction Manager	40 - 55k	<b>40 - 55k</b>	50 - 70k	<b>50 - 70k</b>	65 - 100k	<b>65 - 100k</b>
Site Commissioning Manager	40 - 50k	<b>40 - 50k</b>	50 - 65k	<b>50 - 65k</b>	65 - 95k	<b>65 - 95k</b>
O&M Manager	35 - 55k	<b>35 - 55k</b>	45 - 65k	<b>45 - 65k</b>	55 - 75k	<b>55 - 75k</b>
Senior Sales Manager	45 - 55k	<b>45 - 55k</b>	50 - 65k	<b>50 - 65k</b>	60 - 95k	<b>60 - 95k</b>
Asset Manager	35 - 55k	<b>35 - 55k</b>	50 - 65k	<b>50 - 65k</b>	60 - 90k	<b>60 - 90k</b>

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SPAIN

ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
<b>Mining</b>						
Project Director (Mining)			85 - 110k	<b>85 - 110k</b>	110 - 160k	<b>110 - 160k</b>
Mechanical Leader (Mining)	35 - 50k	<b>35 - 50k</b>	50 - 70k	<b>50 - 75k</b>	70 - 90k	<b>75 - 100k</b>
Process Leader (Mining)	35 - 50k	<b>35 - 50k</b>	50 - 65k	<b>50 - 75k</b>	65 - 90k	<b>75 - 100k</b>
Site manager (Mining)			70 - 100k	<b>70 - 90k</b>	100 - 150k	<b>90 - 130k</b>
<b>Industry &amp; Supply Chain</b>						
Business Development Manager	50 - 70k	<b>45 - 65k</b>	70 - 90k	<b>70 - 100k</b>	100 - 130k	<b>110 - 140k</b>
Regional Sales Manager	40 - 50k	<b>45 - 50k</b>	50 - 60k	<b>50 - 60k</b>	65 - 80k	<b>70 - 85k</b>
Sales Engineer/Product Manager	35 - 55k	<b>40 - 45k</b>	50 - 75k	<b>55 - 70k</b>	80 - 95k	<b>75 - 90k</b>
QA/QC Manager	45 - 60k	<b>40 - 50k</b>	50 - 65k	<b>50 - 70k</b>	65 - 80k	<b>70 - 85k</b>
Industrial/Plant Manager	45 - 60k	<b>45 - 60k</b>	65 - 80k	<b>65 - 90k</b>	90 - 110k	<b>90 - 120k</b>
Technical Director	40 - 60k	<b>45 - 60k</b>	60 - 80k	<b>65 - 75k</b>	90 - 110k	<b>80 - 100k</b>
Production Manager	40 - 60k	<b>35 - 50k</b>	60 - 80k	<b>50 - 70k</b>	90 - 110k	<b>70 - 95k</b>
Process Engineer	30 - 45k	<b>35 - 45k</b>	45 - 60k	<b>45 - 65k</b>	60 - 75k	<b>70 - 85k</b>
Logistics/Supply Chain Manager	35 - 50k	<b>40 - 55k</b>	50 - 65k	<b>60 - 75k</b>	70 - 90k	<b>80 - 110k</b>
Purchasing Manager	30 - 40k	<b>35 - 45k</b>	40 - 50k	<b>50 - 65k</b>	60 - 80k	<b>70 - 95k</b>
Maintenance/Facility Manager	35 - 45k	<b>35 - 45k</b>	45 - 60k	<b>45 - 55k</b>	60 - 80k	<b>60 - 75k</b>
<b>Infrastructure</b>						
Project Director	80 - 90k	<b>80 - 95k</b>	90 - 100k	<b>90 - 105k</b>	130 - 150k	<b>120 - 150k</b>
Project Manager	85 - 95k	<b>85 - 100k</b>	95 - 105k	<b>95 - 110k</b>	115 - 125k	<b>115 - 130k</b>
Site Construction Manager	70 - 80k	<b>70 - 80k</b>	80 - 90k	<b>80 - 90k</b>	110 - 130k	<b>110 - 130k</b>
Planning & Cost Manager	70 - 80k	<b>70 - 80k</b>	80 - 90k	<b>80 - 90k</b>	110 - 130k	<b>110 - 130k</b>
Technical Office Manager	75 - 85k	<b>75 - 85k</b>	85 - 95k	<b>85 - 95k</b>	95 - 105k	<b>95 - 105k</b>
Procurement Manager	60 - 70k	<b>60 - 70k</b>	70 - 80k	<b>75 - 85k</b>	80 - 90k	<b>85 - 95k</b>
MEP Manager	60 - 70k	<b>65 - 75k</b>	80 - 90k	<b>80 - 90k</b>	90 - 100k	<b>90 - 100k</b>

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# SPAIN

## INFORMATION TECHNOLOGY & DIGITAL

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
<b>Management</b>						
Chief Information Officer	75 - 85k	<b>80 - 90k</b>	85 - 115k	<b>90 - 120k</b>	100 - 170k	<b>110 - 190k</b>
Chief Technology Officer	70 - 80k	<b>70 - 85k</b>	80 - 110k	<b>80 - 115k</b>	100 - 160k	<b>100 - 170k</b>
Chief Operations Officer	50 - 60k	<b>50 - 65k</b>	60 - 100k	<b>65 - 105k</b>	95 - 165k	<b>100 - 170k</b>
IT Director	55 - 70k	<b>60 - 75k</b>	70 - 100k	<b>75 - 110k</b>	85 - 120k	<b>90 - 130k</b>
Head of Infrastructure	60 - 65k	<b>65 - 70k</b>	70 - 75k	<b>70 - 80k</b>	90 - 95k	<b>90 - 100k</b>
IT Manager	45 - 55k	<b>50 - 60k</b>	55 - 75k	<b>60 - 75k</b>	75 - 95k	<b>75 - 95k</b>
<b>Development</b>						
Development Director	55 - 70k	<b>60 - 75k</b>	70 - 95k	<b>75 - 100k</b>	90 - 125k	<b>95 - 130k</b>
Enterprise Architect	70 - 85k	<b>70 - 85k</b>	70 - 100k	<b>80 - 110k</b>	95 - 135k	<b>100 - 140k</b>
Development Project Manager	45 - 60k	<b>45 - 60k</b>	55 - 70k	<b>55 - 70k</b>	60 - 80k	<b>65 - 85k</b>
Front-end Developer	40 - 50k	<b>40 - 50k</b>	45 - 65k	<b>50 - 70k</b>		
Back-end Developer	35 - 40k	<b>35 - 45k</b>	40 - 50k	<b>45 - 60k</b>		
DevOps Engineer	35 - 50k	<b>35 - 55k</b>	45 - 60k	<b>55 - 70k</b>		
Mobile (iOS/Android) Engineer	35 - 45k	<b>35 - 45k</b>	40 - 55k	<b>45 - 60k</b>		
Tester/QA Analyst	40 - 45k	<b>40 - 55k</b>	45 - 65k	<b>50 - 70k</b>		
<b>ERPs</b>						
SAP Manager	50 - 55k	<b>50 - 60k</b>	50 - 60k	<b>60 - 70k</b>	70 - 75k	<b>70 - 85k</b>
SAP Analyst	45 - 50k	<b>45 - 50k</b>	50 - 55k	<b>50 - 55k</b>		
SAP Developer	35 - 45k	<b>35 - 45k</b>	45 - 50k	<b>45 - 50k</b>		
<b>Security</b>						
Chief Security Officer	50 - 70k	<b>55 - 75k</b>	60 - 80k	<b>65 - 85k</b>	80 - 110k	<b>85 - 120k</b>
Network Security Engineer	40 - 50k	<b>40 - 55k</b>	45 - 60k	<b>45 - 65k</b>	60 - 80k	<b>60 - 85k</b>
Reverse Engineer/Hacker	40 - 45k	<b>40 - 55k</b>	55 - 60k	<b>55 - 65k</b>		

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

# SPAIN

## INFORMATION TECHNOLOGY & DIGITAL

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
<b>Systems</b>						
Systems Director	80 - 85k	<b>80 - 95k</b>	95 - 100k	<b>95 - 110k</b>	110 - 130k	<b>110 - 130k</b>
Systems Administrator	40 - 45k	<b>40 - 55k</b>	55 - 60k	<b>55 - 65k</b>		
SysOps	40 - 55k	<b>45 - 55k</b>	55 - 75k	<b>55 - 80k</b>		
Site Reliability Engineer	40 - 45k	<b>45 - 50k</b>	45 - 55k	<b>50 - 60k</b>	55 - 75k	<b>60 - 80k</b>
Helpdesk/Support Manager	40 - 45k	<b>40 - 45k</b>	45 - 55k	<b>45 - 55k</b>	55 - 75k	<b>55 - 75k</b>
Network Engineer	40 - 50k	<b>40 - 50k</b>	45 - 60k	<b>45 - 60k</b>	60 - 80k	<b>60 - 80k</b>
<b>Data &amp; Analytics</b>						
Data & Analytics Manager	45 - 65k	<b>45 - 70k</b>	55 - 70k	<b>60 - 75k</b>	60 - 85k	<b>65 - 90k</b>
Data Architect	45 - 55k	<b>50 - 60k</b>	55 - 70k	<b>60 - 75k</b>	70 - 90k	<b>75 - 95k</b>
BI Specialist	35 - 40k	<b>40 - 45k</b>	40 - 50k	<b>45 - 55k</b>	45 - 65k	<b>50 - 70k</b>
Big Data Specialist	40 - 50k	<b>45 - 55k</b>				
Data Scientist	45 - 60k	<b>45 - 65k</b>				
DBA	40 - 50k	<b>40 - 55k</b>	55 - 65k	<b>55 - 65k</b>		
<b>Sales</b>						
Business Development Director	65 - 75k	<b>65 - 80k</b>	80 - 90k	<b>80 - 95k</b>	90 - 110k	<b>90 - 115k</b>
Account Manager Enterprise	45 - 50k	<b>45 - 55k</b>	55 - 65k	<b>55 - 75k</b>	75 - 80k	<b>75 - 85k</b>
Sales Director	60 - 65k	<b>60 - 65k</b>	65 - 80k	<b>65 - 80k</b>	80 - 90k	<b>80 - 95k</b>
Pre-sales Manager	40 - 55k	<b>40 - 55k</b>	55 - 70k	<b>55 - 70k</b>	65 - 75k	<b>65 - 80k</b>
Account Executive SMB	35 - 45k	<b>35 - 50k</b>	50 - 60k	<b>50 - 65k</b>	60 - 75k	<b>65 - 80k</b>

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

# SPAIN

## SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
<b>Sales</b>						
Sales Director	80 - 100k	<b>80 - 100k</b>	100 - 120k	<b>110 - 135k</b>	105 - 150k	<b>120 - 180k</b>
Trade Marketing Manager	40 - 60k	<b>40 - 60k</b>	70 - 90k	<b>60 - 85k</b>	80 - 100k	<b>70 - 90k</b>
Key Account Manager	50 - 70k	<b>50 - 65k</b>	70 - 85k	<b>60 - 85k</b>	75 - 120k	<b>75 - 110k</b>
<b>Marketing</b>						
Marketing Director	70 - 90k	<b>60 - 85k</b>	85 - 120k	<b>70 - 105k</b>	105 - 150k	<b>110 - 140k</b>
Brand Manager	40 - 60k	<b>40 - 60k</b>	55 - 70k	<b>70 - 85k</b>	75 - 90k	<b>75 - 95k</b>
Export Manager	40 - 50k	<b>40 - 55k</b>	50 - 70k	<b>55 - 75k</b>	65 - 85k	<b>70 - 90k</b>
Area Manager	35 - 45k	<b>35 - 45k</b>	50 - 65k	<b>50 - 65k</b>	65 - 80k	<b>65 - 80k</b>
Business Development Manager	35 - 55k	<b>35 - 55k</b>	45 - 65k	<b>50 - 70k</b>	60 - 85k	<b>65 - 90k</b>
Purchasing Manager	30 - 45k	<b>30 - 45k</b>	40 - 60k	<b>40 - 60k</b>	60 - 90k	<b>60 - 90k</b>
<b>Digital</b>						
Online Marketing Manager	45 - 75k	<b>45 - 70k</b>	80 - 95k	<b>75 - 90k</b>	100 - 120k	<b>85 - 115k</b>
E-commerce Manager	45 - 70k	<b>50 - 75k</b>	80 - 115k	<b>70 - 130k</b>		
CRM Manager	35 - 45k	<b>40 - 50k</b>	50 - 80k	<b>55 - 85k</b>		
SEM/SEO Manager	35 - 45k	<b>35 - 45k</b>	50 - 60k	<b>50 - 70k</b>		
Account Manager	35 - 50k	<b>30 - 55k</b>	45 - 70k	<b>55 - 80k</b>	65 - 85k	<b>70 - 95k</b>
Social Media Manager	35 - 45k	<b>35 - 45k</b>	40 - 50k	<b>40 - 50k</b>		
Startup Country Manager	55 - 75k	<b>60 - 75k</b>	65 - 85k	<b>65 - 90k</b>	80 - 120k	<b>85 - 135k</b>
New Business Manager	30 - 50k	<b>35 - 50k</b>	55 - 80k	<b>60 - 85k</b>		
CLM/Customer Excellence	45 - 60k	<b>45 - 60k</b>	60 - 80k	<b>60 - 85k</b>		
Head of Programmatic	45 - 70k	<b>45 - 75k</b>	75 - 95k	<b>75 - 105k</b>		
Trafficker	30 - 35k	<b>30 - 35k</b>	35 - 45k	<b>40 - 50k</b>		
Email Marketing Manager	30 - 35k	<b>30 - 35k</b>	40 - 50k	<b>40 - 55k</b>		

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

SPAIN

TAX & LEGAL

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
<b>In-house</b>						
Legal Counsel	35 - 75k	<b>35 - 75k</b>	70 - 100k	<b>70 - 100k</b>	100 - 150k	<b>100 - 150k</b>
Tax Manager			70 - 100k	<b>70 - 100k</b>	100 - 150k	<b>100 - 150k</b>
Compliance Manager			70 - 100k	<b>70 - 100k</b>	100 - 150k	<b>100 - 150k</b>
Compliance - AML Officer	35 - 75k	<b>35 - 75k</b>	45 - 80k	<b>50 - 85k</b>		
<b>Private Practice - Law Firms</b>						
Banking/Finance Lawyer	50 - 75k	<b>40 - 75k</b>	75 - 130k	<b>75 - 130k</b>	120 - 160k	<b>120 - 160k</b>
Corporate/M&A Lawyer	50 - 75k	<b>50 - 75k</b>	75 - 130k	<b>75 - 130k</b>	120 - 160k	<b>120 - 160k</b>
Litigation Lawyer	50 - 75k	<b>40 - 75k</b>	75 - 130k	<b>75 - 130k</b>	120 - 160k	<b>120 - 160k</b>
EU & Competition Lawyer	50 - 70k	<b>40 - 70k</b>	70 - 120k	<b>70 - 120k</b>	120 - 160k	<b>120 - 160k</b>
IP/IT Lawyer	45 - 70k	<b>45 - 70k</b>	70 - 100k	<b>70 - 100k</b>	120 - 160k	<b>120 - 160k</b>
Labour Lawyer	50 - 70k	<b>40 - 70k</b>	70 - 120k	<b>70 - 120k</b>	120 - 160k	<b>120 - 160k</b>
Regulatory Lawyer	50 - 70k	<b>40 - 70k</b>	70 - 120k	<b>70 - 120k</b>	120 - 160k	<b>120 - 160k</b>
Tax Lawyer	50 - 70k	<b>40 - 70k</b>	70 - 120k	<b>70 - 120k</b>	120 - 160k	<b>120 - 160k</b>
Legal Secretary/PA	28 - 35k	<b>28 - 35k</b>	35 - 45k	<b>35 - 45k</b>	45 - 60k	<b>45 - 60k</b>

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