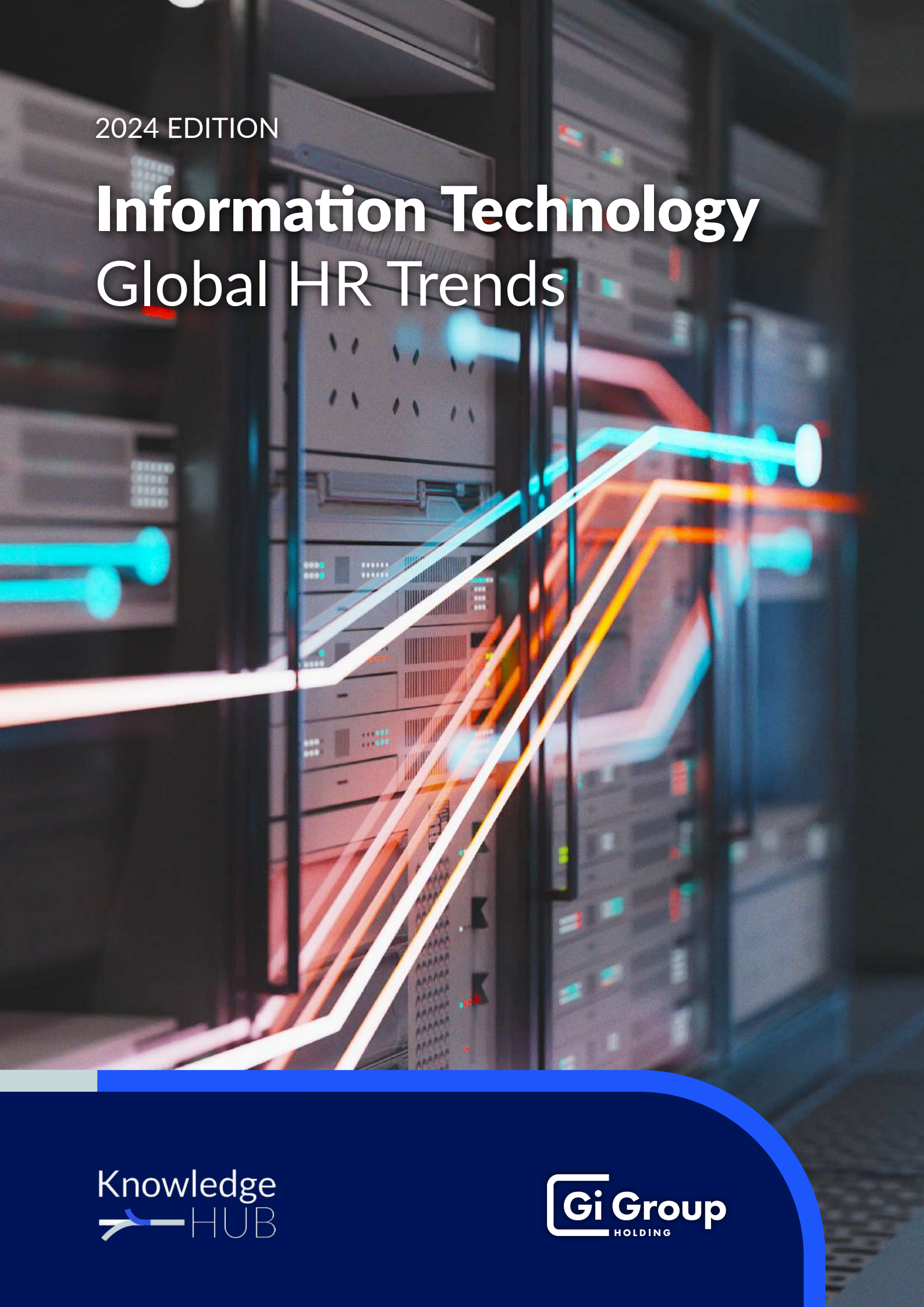


2024 EDITION

Information Technology
Global HR Trends

Knowledge HUB

Gi Group HOLDING

Knowledge HUB

The Knowledge Hub is Gi Group Holding's dedicated intelligence unit whose goal is to procure and disseminate knowledge on the evolution of the global labour market.
The unit works with recognised research centres and academic institutions, collecting verified data from candidates, unions, governments and corporations, to produce authoritative reports covering a wide range of sectors. In line with Gi Group Holding's values, **the Knowledge Hub aims to find and share information and recommendations which contribute to a sustainable and enjoyable Labour Market.**

Other reports in our **Global HR Trends collection**

2023 Edition

Logistics
Global HR Trends

2023 Edition

Manufacturing
Global HR Trends

2024 Edition

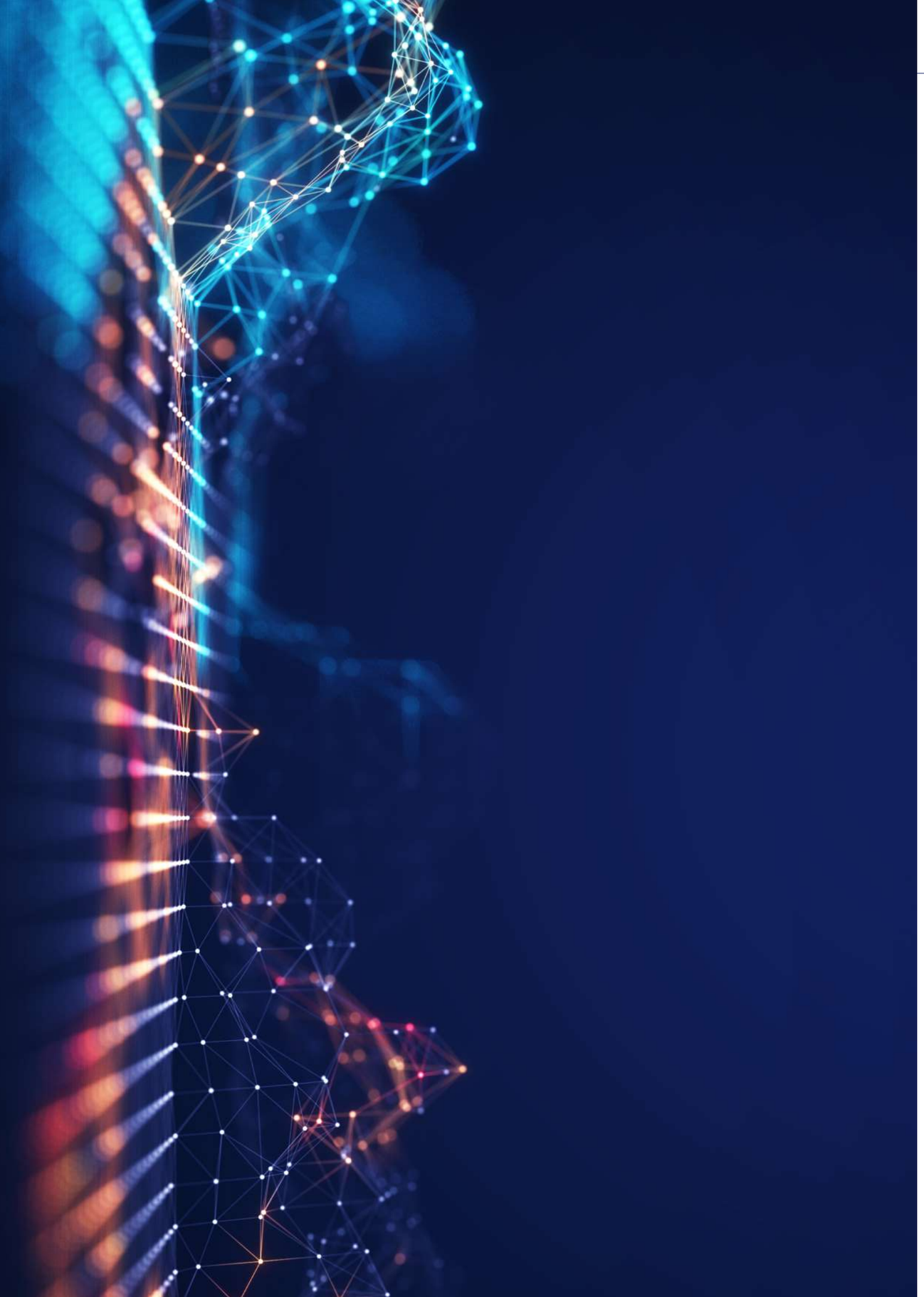
Automotive
Global HR Trends

Information Technology

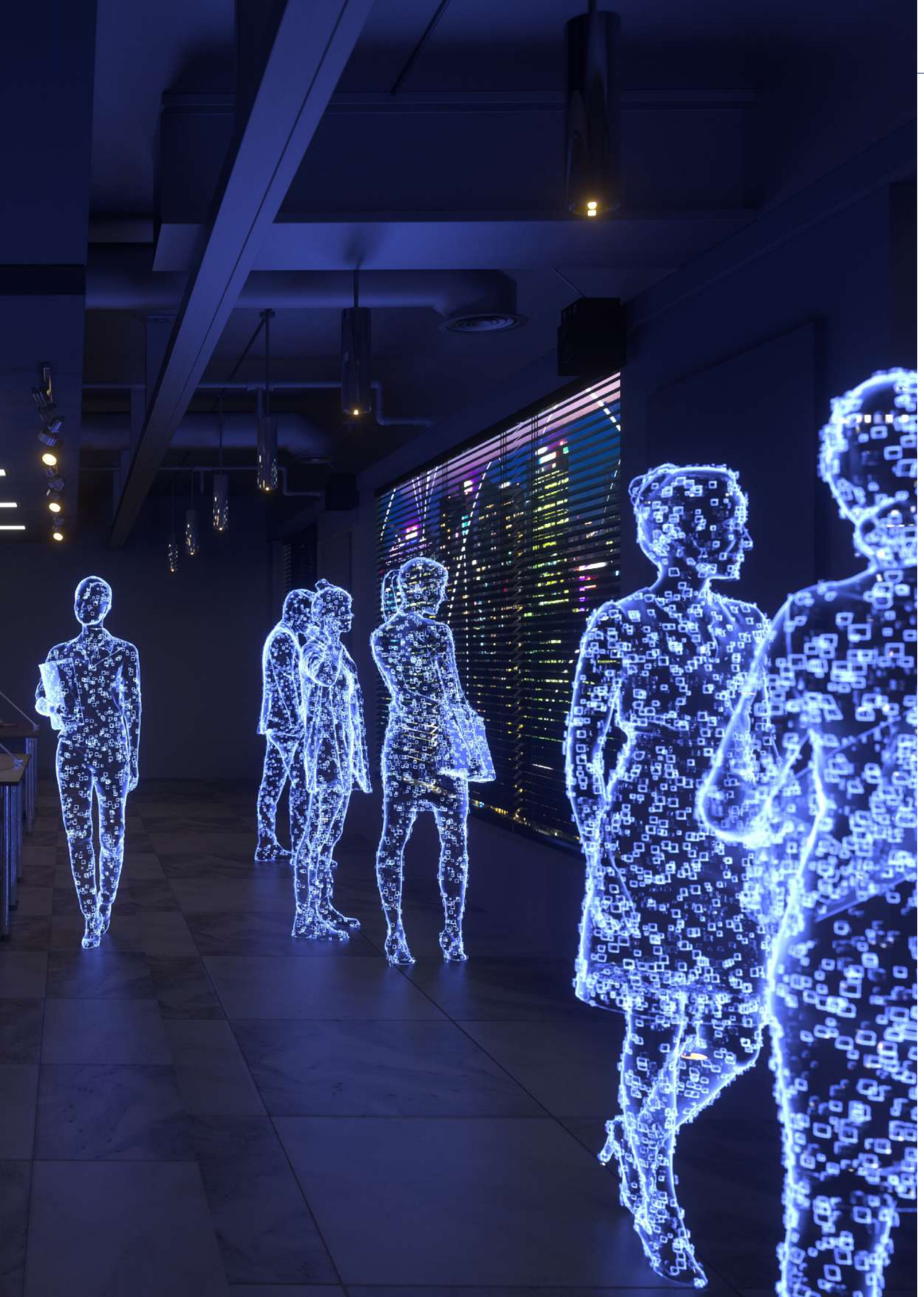
Global HR Trends

2024 EDITION

Gi Group HOLDING



Contents



Foreword

As we navigate the exciting frontier of the digital age, understanding the fast-paced tech industry is not just beneficial - it is essential.

Despite the considerable number of layoffs that occurred in 2023, the **thirst for tech talent persists,** with a **more optimistic forecast** for 2024. The demand for IT jobs is still strong, especially in smaller businesses and industries outside the tech sector.

Now, more than ever, for businesses aiming to future-proof their teams, it is vital to anticipate and respond to the trends likely to **reframe HR strategies.** These encompass shifting motivators for today's tech professionals, an increasing emphasis on continuous learning opportunities, and the critical issue of addressing gender disparities in the industry.

Our **IT Global HR Trends Report** aims at providing a **data-driven guide** to thriving in the ever-evolving world of technology.
Equipped with this knowledge, surviving and excelling in this competitive field will no longer feel like a daunting task but an exciting journey of transformation and empowerment.

.1
.2
.3
.4
.5

What is Shaping the Industry?

IT is the most rapidly evolving industry in the world and will continue that way for the foreseeable future. Technology is shaping the way people live and do work, unlocking new business models and creative possibilities. But IT industry trends are not simply a result of advances in technology - they're a product of geopolitics, education, culture, and global economics.

Let's look at the five main trends shaping the industry today.

Adoption of new technologies

The main technologies shaping careers and trends for IT workers are:

- **Artificial intelligence**
- **Big data analytics**
- **Cloud computing**
- **Cybersecurity**
- **5G and other advanced wireless technologies**

These technologies are making new business models and services possible for businesses of all sizes, in all locations. This is not only shaping the business landscape, but also creating fresh demand for specialist IT skills.

Lucian Giza

Senior Development Manager, Orbus Software

Certain industries and institutions opt to create vast systems tailored to their needs. Notable examples include banking, finance, insurance, public administration, and healthcare. They harbour specialised departments (or even standalone companies) dedicated to software development in alignment with contemporary trends and methodologies. These are full-fledged developer units, employing the same tools, infrastructure, and professionals as software companies. Technical requirements, expertise, and skill levels here are the highest among all proprietary software categories, demanding top-tier specialists.

Artificial Intelligence

A booming industry that's driving change

In the last five years, decades of AI research and development have finally come to fruition. Many businesses are now offering **AI-driven tools,** delivered via a **Software-as-a-Service (SaaS) model.**

The technologies available range from audio transcription tools to graphic design platforms and AI writing tools. Many companies are integrating AI into existing platforms to augment them in some way, while others - like fraud detection systems for banking - make AI the core of their business offering.

On top of this, AI systems are now breaking through into public consciousness. OpenAI's **ChatGPT** has become almost a household name due to its ability to produce human-like conversation with practical applications. What's more, some countries have begun to issue driving licenses for **autonomous vehicles.**

The AI industry is also booming due to the **availability of big data.** With the rise of IoT devices, cloud-based applications, and user-generated data, organisations can collect a wide range of useful data. AI systems can apply this data in diverse ways to improve algorithms, make predictions, and handle tasks effectively.
AI is also growing due to complementary technologies like **cloud computing** and **5G.** Having an improved ability to store and access data, businesses of all sizes can now utilise AI tools without heavy IT infrastructure.

With more businesses seeing the potential of AI to enhance productivity, solve problems, and improve customer experiences, this is only the beginning. **AI specialists are already in demand,** as the latest data shows: global job postings have significantly increased along with a surge in LinkedIn members adding AI skills, leading to a 21x rise in job posts mentioning new AI technologies and a 9x increase in members with AI skills between 2016-2023[1].

1. Source: LinkedIn AI at Work Report, 2023

Luba Manolova

Director Modern Work Western Europe, Microsoft

Another trend is generative AI, which is entering all business functions with great force. There is a digital transformation underway driven by generative AI. I am responsible for 10 countries in Europe and I see this trend everywhere in all industries and regarding all size of companies. It is also serving as a catalyst for SMEs to digitise, much like the pandemic did in the past. With generative AI, the required preparation for people changes. You no longer need to be a super expert in a specific tool or technology; you can start mastering them easily from the beginning. You need to know what are the queries and prompts to action.

Big Data Analytics

The key to data-driven decision making

Big data analytics is becoming increasingly accessible - and important - for businesses of all sizes. As more organisations move online and digitise their operations, they gain more **real-time access to data-driven insights.**

What's more, advancements in complementary technologies have made big data analysis more affordable and practical. Modern servers and computers have extraordinary processing power and can process huge amounts of data at unprecedented speeds. And with modern **cloud computing,** businesses can transfer, access, and analyse data from anywhere.

In addition, advancements in **AI** and **machine learning** make it possible to automate big data analysis, greatly simplifying complex processes. These fast data processes are increasingly enabled by technologies like **Parallel processing, Graphics Processing Units (GPUs),** and on-demand power spin-up tools.

With AI and Big data working hand-in-hand, modern businesses are increasingly using analytics in order to gain a competitive advantage. As these trends continue, **professionals with skills in data science** and **data ops** will be in high demand.

Laurentiu Diaconu

VP of Data, Verumex

As a Product company operating at the cross-roads between Technology and Commercial Real Estate, we have seen digital innovation affect both key internal processes, as well as key customer processes and initiatives. To serve our customers better and to deliver on the promise of an encompassing set of key business services, our company has seen a considerable increase in hiring for Digital Analysts – Commercial Real Estate professionals with key abilities in properly manipulating data locally or by making use of enterprise services such as Semantic Layers. These Analysts enable us to put meaningful Technology at work in a very purposeful business manner.

Zaira Panza

Global Talent & Learning Partner South Europe, Middle East & Africa, ABB

In large organisations there is an impressive amount of data. The problem is that sometimes we don't know how to use these data correctly in order to obtain predictive information useful to understand the evolution of the business, the organisation and the trends and to face and anticipate challenges.

Cloud Computing

A new era of business and collaboration models

Cloud computing has been mainstream for the last decade, and the industry is continuing to grow. As businesses become increasingly digitised, the amount of data they need to gather and analyse is growing exponentially. Cloud computing innovations facilitate businesses in storing and accessing this data without heavy upfront investment.

In addition, other emerging technologies that can give companies a competitive edge rely heavily on big data. Artificial intelligence, machine learning and big data analytics tools are becoming accessible to businesses of all sizes thanks to the cloud. Many popular **B2B tool** - such as chatbots and CRMs - are accessed through **cloud-driven SaaS business models.**

Moreover, in the post-Covid landscape, businesses with cloud-ready infrastructure are equipped to give their employees **flexible working arrangements.** The same off-site access to data is equally helpful to companies using IoT data as part of their business operations - such as agriculture enterprises using connected soil moisture sensors and irrigation systems.

- By 2026, **75% of organisations** will adopt a **digital transformation model predicated on cloud**[2].
- The global cloud computing **market size** is expected to reach USD **1554.94 billion by 2030**[3].

2. Source: Gartner, 2023

3. Source: Grand View Research

Silvia Leati

Country Lead Italy & Turkey, Alight Solutions

The move to cloud has led to an evolution of our skillset. Employees nowadays have more process-based skills wherein the past they were more technologically based. There is a need for today´s workforce to master topics such as data management methods, privacy and contracts. Moving forward, there will be a need to further develop soft skills particularly those related to emotional intelligence.

Cyber Security

A growing requirement across industries and sectors

Cybercrime is an ever-present threat to businesses, costing the global economy around **$445 billion every year.** What's more, the cyber security industry is constantly evolving due to changing regulations around data and privacy.

- Businesses are increasingly digitalising their operations and adopting cloud-based systems and IoT devices. These technologies store and transfer huge amounts of **sensitive data,** giving cyber criminals more avenues of attack.
- Cyber-attacks are becoming more advanced, involving **advanced persistent threats (ATPs), bots,** and **automated malware tools.** What's more, cyber criminals now typically operate in groups, with the most sophisticated attacks involving dozens or even hundreds of people.
- While cyber criminals have previously focused more on large corporations, they are now attacking **businesses of all sizes.** Small and medium businesses are most at risk, with only 18% taking appropriate security measures.

At the same time, government regulations on data handling are continually changing, obligating businesses to adopt complex security systems and protocols. As these pressures increase, businesses are investing in new technologies to protect their data and systems.

Eleonora Nardini

People & Communities Country Lead, Cisco

The most difficult profiles to recruit are Cyber Security Specialists and sales professionals who come from the SaaS world, who have averagely high salaries. A bubble has developed for the latter in recent years; having rare skills has raised their average salary and created a war of talents between the various organisations.

Pietro Tadolti

Cyber Security & Data Protection Senior Consultant, EY

In the cyber security field, four types of profiles are mainly needed: Strategy Compliance and Governance Expert, Cybersecurity Solutions Architect and Implementer, Ethical Hacker responsible to assess systems robustness and Security Operations Engineer to monitor security state and respond cyber incident. The former have a managerial, economic and legal academic background. The remaining ones are more specialist profiles with an engineering and IT background.

5G

The foundation for ground-breaking technology ecosystems

Since its launch in 2019, 5G has seen the fastest generational roll-out of any mobile technology, far outpacing 3G and 4G. The global spread of advanced smartphone increased the demand for the technology, and this was greatly amplified by the rise in remote working brought about by the Covid-19 pandemic.

What's more, the 5G service is enabling new technology ecosystems centred around **Internet of Things (IoT)** devices. With 5G offering up to 100x faster data transfer than 4G, the possibilities for smart cities, smart homes, and ultra-convenient commercial experiences are unending.

What's more, 5G is enabling businesses to adopt **time-sensitive technologies** like real-time monitoring, remote healthcare, and autonomous systems. And as **virtual reality, augmented reality,** and **autonomous vehicle innovations** improve, 5G will make these technologies available in a wider range of locations and contexts.

The 5G service is already common in countries like the UK, China, USA, Japan and South Korea, and is spreading to new markets like Brazil and India. While sub-Saharan Africa currently has less than 1% of 5G coverage, experts expect this figure to reach at least 16% by 2030.

- Experts expect the global 5G services market size to reach **$2,208 billion by 2030.**
- The 5G economy will create between 3.8-4.6 million jobs in the USA alone by 2030.
- Mobile subscriptions to 5G networks will reach 4.4 billion by the end of 2027[4].

4. Source: 2022 Ericsson Mobility Report

Which technologies are businesses adopting the most?

Businesses of all sizes are adopting new technologies into their workflows at a rapid pace. **Digital platforms and apps** (86.4%) are the most common, followed by with **Education and workforce development technologies** (80.9%).

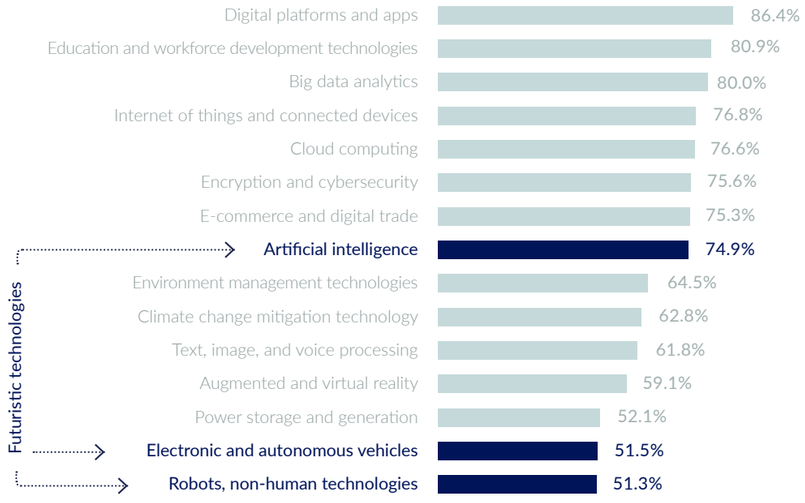
Clearly, most businesses are interested in technologies that enhance their workflows and support their staff. However, what's equally interesting is the **more 'futuristic' technologies** that are rapidly taking off.

- 74.9% of businesses will adopt artificial intelligence.
- 51.5% of businesses will adopt electronic and autonomous vehicles.
- 51.3% of businesses will adopt robots and non-human technologies.

However, advanced technologies are creating an increasing number of job positions in industries that do not normally employ large numbers of people. Meanwhile, the IT and Digital Comms industries are only expecting an 8% growth in job openings[5].

5. Source: Future of Jobs Report, World Economic Forum, 2023

Technologies likely to be adopted by companies by 2027



Source
World Economic Forum 2023

How does technology adoption vary between industries?

While some technologies are growing faster on average, there are some fascinating differences between industries.

- **Media** leads the way in adopting Digital platforms and apps (98%), Big Data Analytics (95%) and Internet of Things (91%).
- **Healthcare** scores the highest for health and care technologies (78%) and biotechnology (70%). However, it scores lower than any other industry for digital platforms and apps (72%) and encryption and cybersecurity (58%).
- **Manufacturing** is adopting a greater number of technologies than other sectors, and has the highest score for robots and non-humanoid technology (70%).

Legend

a. Accommodation, Food and Leisure
b. Agriculture and Natural Resources
c. Automotive and Aerospace
d. Care, Personal Services and Wellbeing
e. Education and training
f. Energy and Materials
g. Financial Services
h. Government and public sector
i. Health and healthcare
j. Information Technology and Digital Communications
k. Infrastructure
l. Manufacturing
m. Media, Entertainment and Sports
n. Non-governmental and Membership Organisations
o. Professional Services
p. Real estate
q. Retail and wholesale of consumer goods
r. Supply chain and transportation

Technologies likely to be adopted by companies in each sector

	Digital platforms and apps	Education and workforce development technologies	Big-data analytics	Internet of things and connected devices	Cloud computing	Encryption and cybersecurity	E-commerce and digital trade	Artificial intelligence	Environmental management technologies	Climate change mitigation technology	Text, image and voice processing	Augmented and virtual reality	Power storage and generation	Electric and autonomous vehicles	Robots, non-humanoid	Health and care technologies	Distributed ledger technology	Water-related adaptation technologies	3D/4D printing and modelling	Robots, humanoid	Quantum computing	Nanotechnology	Biodiversity protection technologies	New materials	Biotechnology	Cryptocurrencies	Agriculture technologies	Satellite services and space flight
a.	80	72	69	65	65	70	73	55	64	56	59	44	49	51	51	48	44	55	26	51	28	36	26	28	28	32	34	34
b.	74	63	63	65	60	68	73	61	77	87	45	30	48	45	50	50	53	72	19	27	20	37	67	43	57	17	71	37
c.	92	80	89	77	77	73	73	85	69	62	75	73	54	69	69	31	39	63	62	31	27	39	31	36	8	12	12	24
d.	95	95	81	86	71	76	52	71	71	52	76	57	48	52	57	76	33	62	48	55	35	33	24	38	33	25	14	10
e.	90	87	81	67	79	64	59	76	36	40	67	72	35	25	39	37	40	29	47	33	18	17	25	10	22	29	17	10
f.	83	78	75	81	74	80	65	72	85	84	44	56	75	62	61	51	34	60	39	30	27	40	39	50	25	14	15	16
g.	93	82	91	74	90	91	81	83	47	58	71	56	38	48	41	42	60	23	21	41	38	21	19	15	16	40	11	10
h.	96	91	70	73	83	78	70	65	68	65	65	61	44	48	44	39	39	35	35	23	18	17	30	23	26	17	17	13
i.	72	84	76	77	64	58	78	71	71	46	50	67	51	45	53	78	47	50	49	32	31	46	41	22	70	13	16	5
j.	90	80	89	81	87	82	81	88	51	54	77	70	45	44	50	51	64	31	44	43	44	33	25	25	21	40	21	28
k.	82	77	72	82	77	70	59	72	79	71	56	62	65	65	63	46	34	52	52	32	26	32	38	45	21	14	16	28
l.	84	84	80	80	73	73	80	74	83	74	54	62	70	65	70	56	44	61	55	41	30	41	39	39	34	17	32	20
m.	100	81	95	91	74	74	73	87	48	39	87	74	48	22	44	22	48	27	52	41	39	18	13	17	9	39	13	18
n.	95	91	76	76	76	86	52	71	62	52	67	48	48	29	29	50	48	48	33	20	24	19	19	24	19	14	19	14
o.	98	90	88	88	82	77	75	83	47	47	81	68	38	28	32	45	48	32	34	30	34	27	19	20	14	16	19	8
p.	81	63	58	89	62	63	74	59	59	58	42	54	62	54	42	50	42	50	27	19	8	8	31	35	15	19	15	12
q.	92	79	77	75	63	62	91	65	74	66	60	54	51	51	47	45	40	39	39	28	22	19	32	19	26	26	29	11
r.	81	72	71	73	69	79	75	61	68	71	54	52	47	79	53	33	36	28	16	30	26	25	29	24	15	9	9	16

Source
Personal elaboration of data from "World Economic Forum, The Future of jobs Report 2023"

The Fight for Talent

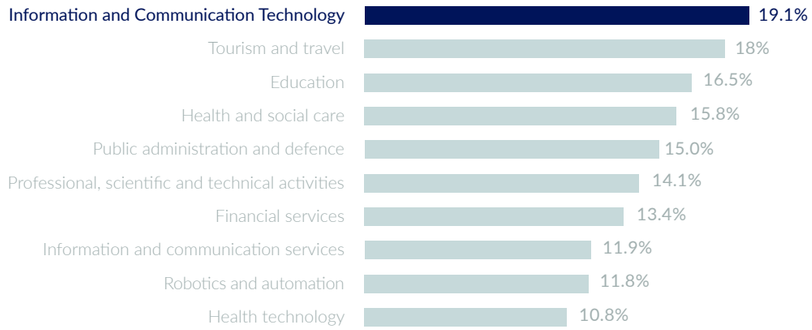
Technology is evolving quickly, and individuals with advanced digital skills are in high demand. As a result, many businesses are struggling to find the qualified IT specialists they need. In this chapter, we explore the real-life impact of these trends and how they affect different countries and industries.

How does the public view the IT sector?

Our research surveyed 5000 professionals from a wide range of sectors and backgrounds to see how they perceive different industries.

When asked which sector they prefer to work in, on average respondents **most commonly gave IT as their top answer.** Interestingly, IT came out ahead of other sectors that offer high earning potential, such as financial services.

What do you think is the best sector to work in?



Source
Gi Group Holding, IT International Survey – 2023

How do views of the IT industry change from country to country?

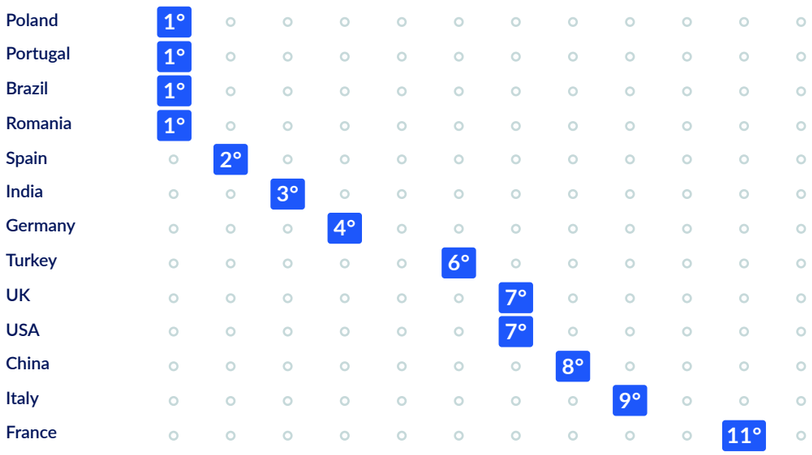
While IT appears to be the most attractive field for our respondents, this is based on an average score from all of our respondent data.

When we look at different countries, we see that IT is not always the first choice.

- IT was the most popular choice in Poland, Portugal, Brazil, and Romania.
- IT was one of the least popular choices in China, Italy, and France.

Source
Gi Group Holding, IT International Survey – 2023

IT sector reputation: country comparisons



Almost half of companies struggle when recruiting for digital skills

IT is seen as a prosperous career path today, and many young people are training to enter the field. Despite this, many IT specialities are in short supply, with companies competing for the interest of qualified candidates.

In the interviews we held, many decision-makers told us first-hand that **recruiting new employees is challenging.** Potential candidates are often sought out by multiple recruiters simultaneously and have the freedom to choose the best offers.

Lucjan Giza

Senior Development Manager, Orbus Software

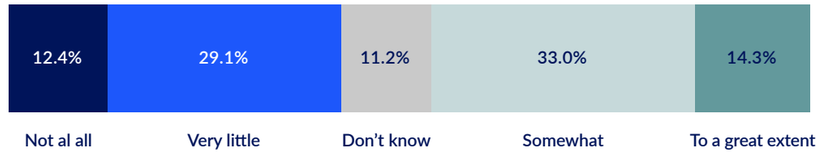
Finding adept employees in the software development industry has always been a difficult task. With a market largely dominated by employees, the intense competition for skilled candidates is palpable. Companies are constantly outdoing each other, providing comprehensive benefits, including additional holidays, gym memberships, and insurance plans, to attract top-level talent. Meanwhile, offered salaries keep rising, primarily shaping the attractiveness of job offers. Though there has been a surge in IT graduates, the call for proficient developers continues to grow.

These trends were reflected in our survey data. When asked how much their company had encountered difficulties in finding staff with advanced digital skills, 47.3% reported either 'somewhat' or 'to a great extent.'

Just 12.4% of respondents said they'd had no difficulties in finding employees with advanced digital skills.

Has your company faced challenges in recruiting candidates with advanced digital skills over the past three years?

Source
Gi Group Holding, IT International Survey – 2023



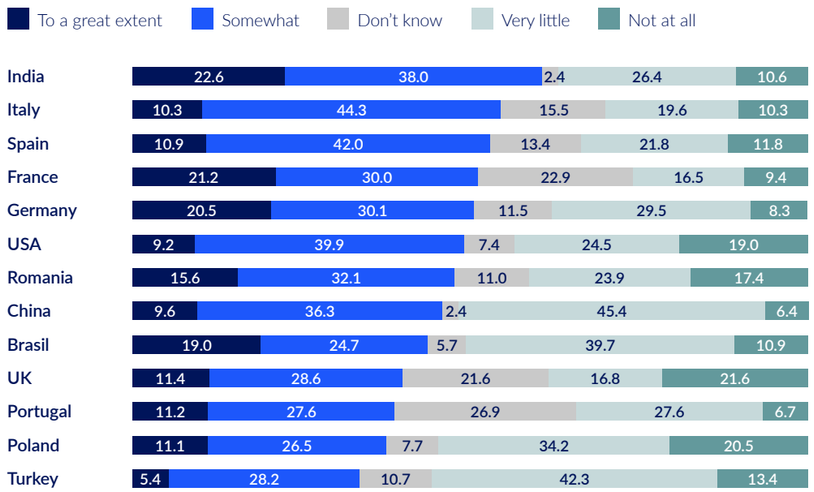
How do recruitment challenges vary from country to country?

The high demand for talent appears to be a global issue - but there are some interesing differences between different countries:

- India (60.6%), Italy (54.6%), and Spain (52.9%) struggled the most when recruiting for advanced digital skills.
- At the other end of the spectrum, just 33% of companies in Portugal said they struggled 'somewhat' or 'to a great extent'.
- The UK had the largest number of companies (21.6%) saying they had no problems at all recruiting for advanced digital skills.

Source
Gi Group Holding, IT International Survey – 2023

Has your company faced challenges in recruiting candidates with advanced digital skills over the past three years? (%)

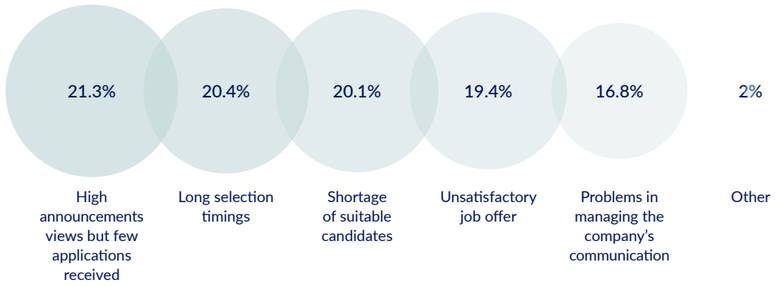


Companies face high competition for the best candidates

Globally, businesses are expressing difficulties due to limited application influx, lengthy selection timeframes, and a shortage of suitable IT professionals.

In your opinion, why is it so difficult to find personnel with advanced digital skills?

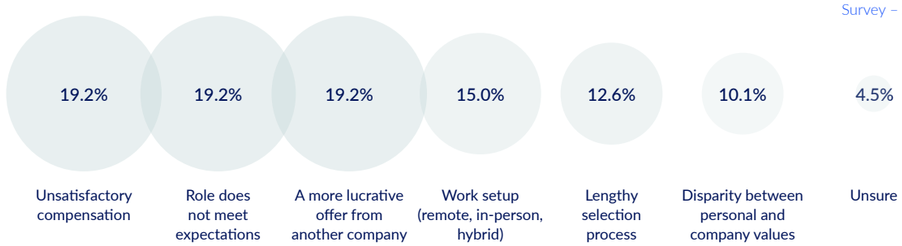
Source
Gi Group Holding, IT International Survey – 2023



On the other hand, root causes leading prospective employees to reject job offers include dissatisfaction with proposed salary structures, mismatched job expectations, and the allure of more enticing offers from competitor companies.

What was the main reason given by candidates who interrupted the process or rejected the offer?

Source
Gi Group Holding, IT International Survey – 2023



Zaira Panza

Global Talent & Learning Partner South Europe, Middle East & Africa, ABB

There is greater openness to recruiting diverse talent, for example graduates in communication or philosophy. Digital innovation is also leading to a revision of the profiles hired in technical functions, precisely because of the increased openness to candidates that can bring different points of view that enrich the organisation.

Laurentiu Diaconu

VP of Data, Verumex

Hiring Digital Analysts, particularly those who need to work closely with Data Providers, has been more challenging than usual. These analysts are crucial to our business as they help us adjust to evolving data needs. We've found success in recruiting directly from campuses and training them internally. We plan to do more of this and increase our reputation as a leader in Data & Technology in our main markets – Romania, Thailand, and India. Being viewed as a global innovator in Commercial Real Estate will help us continue successful recruitment and build a strong consensus that we do things in a purposeful and thoughtful manner.

Agnieszka Zakościelna

IT Delivery Center Manager, Grafton

An integral aspect of combating the candidate shortage is maintaining active engagement with potential hires, regardless of current staffing needs. Companies need to consistently communicate with candidates to maintain their interest and possibly consider them for future opportunities. Short-term events like webinar, candidate fairs, and open houses might not provide immediate hires but could prove beneficial down the line

Liliana Costa

Manager IT & Telecom, QiBit Portugal

There is no doubt the IT market is one of the most aggressive and competitive ones, where the talent shortage is huge, so companies need to be creative and strategic to be able to fulfil their recruitment needs. Therefore, it is essential that they are able to define what is critical for them in what concerns the very specific technical skills they cannot let go off, and on the other hand, in which ones can they bet on potential and ability to develop those competencies and knowledge. And soft skills play a very important part on this matter. We always try to make this arrangement and balance in all the recruitment projects we kick-off with our clients, to be able to clearly set expectations on the types of profiles they will be able to get on the market, and in which skills they will need to compromise and invest on development and potential. And this is crucial both in what concerns the ability to attract professionals but also to retain the talent.

.1
.2
.3
.4
.5

Attracting Top-notch Candidates

IT is currently an exciting field to work in, with great opportunities for skilled professionals. The rapidly evolving landscape gives aspiring specialists countless paths for employment and personal development. In addition, the high potential for remote work makes the industry appealing to many workers in the post-Covid world.

But what do potential employees actually want from their jobs? Let's explore what the data says.

What do IT candidates look for?

To attract the best staff in a competitive job market, companies need to understand what's attractive to them. While **salary** will be the most important choice for many workers, candidates also care about other **factors affecting their working lives.**

We asked our respondents what aspects are most important to them and measured how frequently they gave specific answers.

- **Income** (49%) was the most important factor.
- **Work-life balance** (31.2%) and **stress** (21.1%) ranked high in the list, reflecting that IT professionals want to avoid long hours and heavy workloads.
- While **career advancement** (25.3%) ranks third on the list, **training and skills development** (13.1%) is much lower.

What do you consider to be the most significant factors when searching for a job?

Source
Gi Group Holding, IT International Survey – 2023

Beyond the pay check: key motivational drivers of IT candidates

Lacramioara Hristache

Manager, Wyser

While salary is undeniably a significant factor, it's important to recognise that salary alone can't drive nor guarantee engagement and loyalty from employees. Besides offering a competitive salary, companies could focus on creating a positive work environment that fosters trust, respect, collaboration, and innovation through which they can secure candidates' commitment and loyalty. Moreover, organisations can boost employee engagement by implementing initiatives that focus on emotional well-being in the workplace, develop internal programs for career growth as well as for CSR initiatives which bring people together towards the same objective. Nevertheless, at the forefront of attracting and retaining talent remains the commitment to investing in on-the-job learning and training.

Liliana Costa

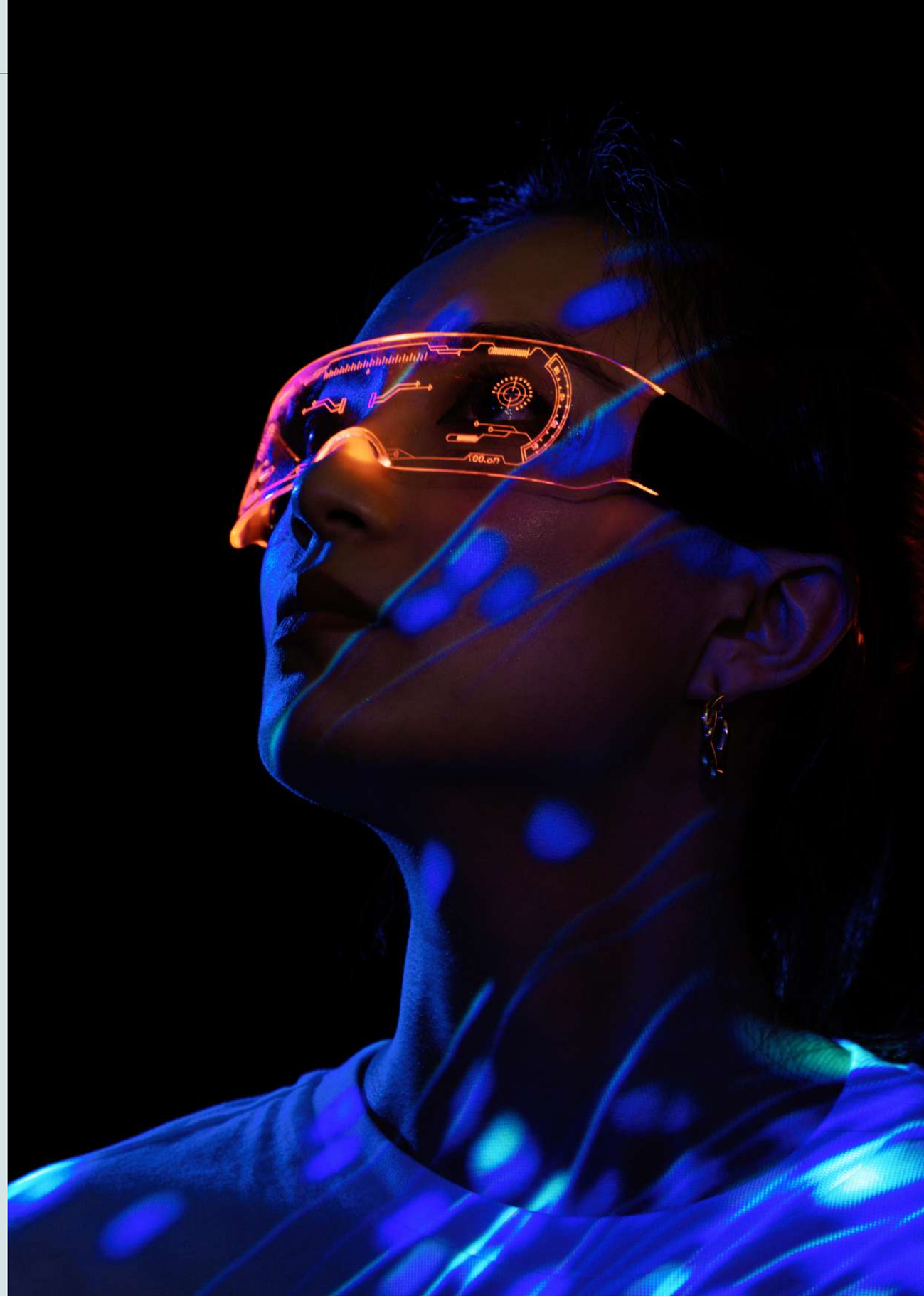
Manager IT & Telecom, QiBit Portugal

I wouldn't say that salary is the main driver, but it counts as an important part of the package that makes an IT professional choose and remain in a project. We are talking about a high-employability market, in Portugal almost with no unemployment at all since they are graduating from university, so it is fundamental that at least the company pays according to the market average. Additionally, and reinforced by the pandemic and the more remote and global work standards, we have a significant amount of IT professional that are working for international and abroad projects, which has set the salary averages quite higher, so it is clearly important that the company is able to be competitive in what concerns the salaries they offer. But there are other things, of course, these professionals value, such as working in a technically challenging environment, with innovative and state-of-the art technologies, or in agile environments. Regarding other benefits or perks, we clearly also highlight flexibility, both in what concerns location or working hours, a healthy work-life balance, additional days of holydays, or the possibility to choose a more customised and flexible benefits package according to their personal needs

Nicolas Chavelas

IT & Digital Division Manager, Grafton

Different IT job seekers want different things. Some like working for small businesses because they can develop projects quickly and possibly communicate directly with management, which in turn makes them feel useful and valued. Others prefer big and well-known companies, even though the work processes might be more rigid and complex.



The Transition Towards Flexible & Hybrid Work

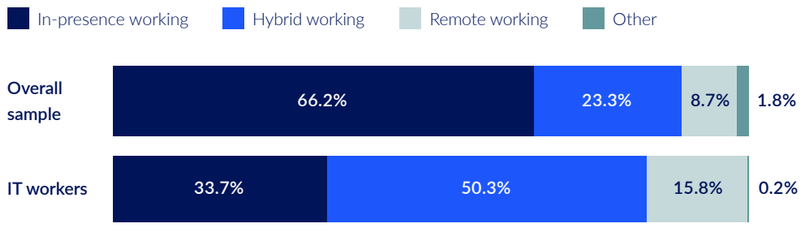
According to our survey data, flexible working is one of the top five priorities for IT professionals who are seeking a new job.
While the percentage of fully remote workforces has dropped dramatically since the Covid-19 pandemic, hybrid working is becoming more popular - by some estimations, 39% of new hires will join teams with hybrid work arrangements[1].

So how common is remote working? Surprisingly, only **15.8% of IT workers are fully remote.** The greatest difference is that **50.3% of IT workers enjoy hybrid working,** compared to 23.3% of the overall population.

1. Source: Cnbc, 2023, The future of remote work labor experts weigh in

Source
Gi Group Holding, IT International Survey – 2023

Which work arrangement do you primarily follow in your current role?



These trends are sculpting organisational models, changing not only how businesses collaborate, but how they recruit, train, and manage staff.

Vincenzo Summo
Head of Talent, Nestlè

The IT Talent Marketplace is very dynamic and flexibility/remote working is key to attract those talents. At Nestlé we created IT HUBS in different zones/markets to welcome diverse international professionals and be closer to where talents are based. While we grant flexibility in the organisation of the working schedule and the possibility to work from home, we are not going to fully remote model as we strongly believe that contamination in presence is key for development and to create a solid culture.

The Growing Appeal of Remote Work

Lacramioara Hristache
Manager, Wyser

Regarding individual productivity and performance, I find remote work to be a powerful facilitator. However, when considering remote work's impact on company culture and team cohesion, I observe a contrasting effect. Since it is mentioned in the question, I firmly believe that genuine connection is primarily built in analogue, face-to-face environments through shared support and the navigation of individual differences within a group setting. Nevertheless, it's important to note that there are AI-based mechanisms that offer team coaching using Natural Language Processing (NLP) and Natural Language Understanding (NLU). These AI solutions are designed to enhance team dynamics, especially in remote work scenarios.

Liliana Costa
Manager IT & Telecom, QiBit Portugal

Remote work was already common or valued in the IT industry, even before the pandemic, but without doubt, after that, became kind of a pre-requirement for candidates in this area. It is very unlikely that an IT professional considers an office-first policy. Flexibility, work-life balance, the possibility to work from anywhere or to support and accompany more closely their families are things these professionals tend to value, and that in fact they have the possibility to choose because they will always find an interesting and challenging project in the market that allows it. But of course, remote brings also extra challenges in what concerns connection and engagement towards the company and within teams, especially for new joiners or for teams that have for example a rapid growth. Even for full remote or remote-first opportunities, it is crucial that you keep fostering the relational part, in regular videocalls or touchpoints, but also promoting face-to-face team gatherings for team buildings or even to working purposes. The key is that if you suggest people going to the office, they go with a purpose and they are able to see it represents an added value, and on the contrary, don't feel they only go to the office because it is part of the company's policy and they have to tick the office-day."

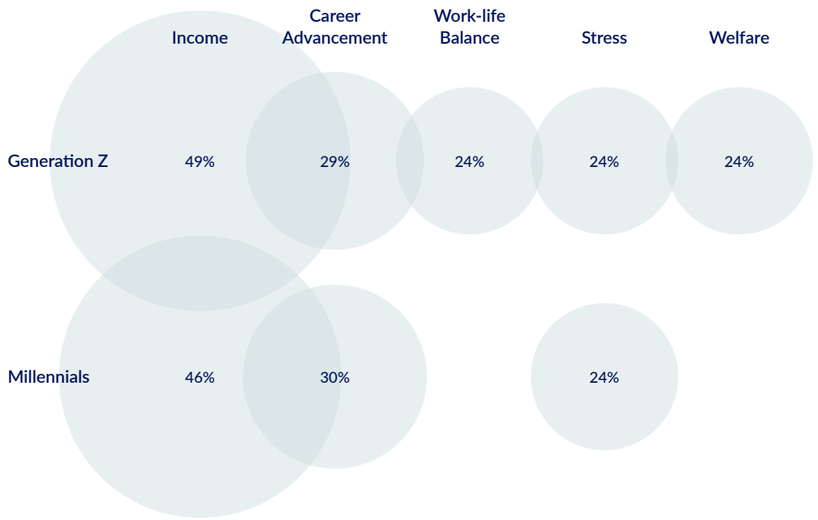
How can IT keep attracting young talent?

Young talent is the lifeblood of the IT sector, driven by a unique set of aspirations and needs shaping HR trends.

It's evident across generations that income remains the primary consideration. Nonetheless, **Generation Z** highly values opportunities for **career advancement,** reinforcing the need for clear progression routes and comprehensive professional development schemes. Meanwhile, **Millennials** give precedence to achieving **work-life balance,** thus highlighting the significance of flexible working hours, hybrid work arrangements, and leave policies that cater to their personal life requirements.

Source
Gi Group Holding, IT International Survey – 2023

Factors in IT sector attractive to young talents



Surpassing income, the quality of the work environment rises further up the priority list for **Gen Z.** They are in search of workplaces that encourage **connection and collaboration,** with the **company's reputation** serving as a significant motivator. This group doesn't view their job simply as a source of income, but as a part of their **identity,** stressing the role of employer branding in attracting this demographic.

Conversely, **Millennials** are influenced by the quality of relationships with their coworkers, job security, and the overall reputation of their industry. This inclination towards **stability, camaraderie** and **engagement** signifies their desire for a professional setting that is not only secure but also harmonious and engaging.

Factors in IT sector attractive to young talents

Source
Gi Group Holding, IT International Survey – 2023

	Work environment standards	Relationships with colleagues	Job security	Brand Awareness	Industry reputation
Generation Z	8.4%	8.4%		8.3%	
Millennials	8.2%		8.2%		8.2%

Maria Vittoria Giancola

Digital Strategy and Business Partners Director & Head of Innovation Lab, Prysmian Group

In addition to remuneration, young people appreciate flexibility. Ambition and career are interpreted differently than in the past: now they seek a balance between work, private life and interests. They also want to get involved right away, find a purpose, and see the impact of their work. They give less weight to having a stable job in a large company, which until a few years ago was considered important.

Luba Manolova

Director Modern Work Western Europe, Microsoft

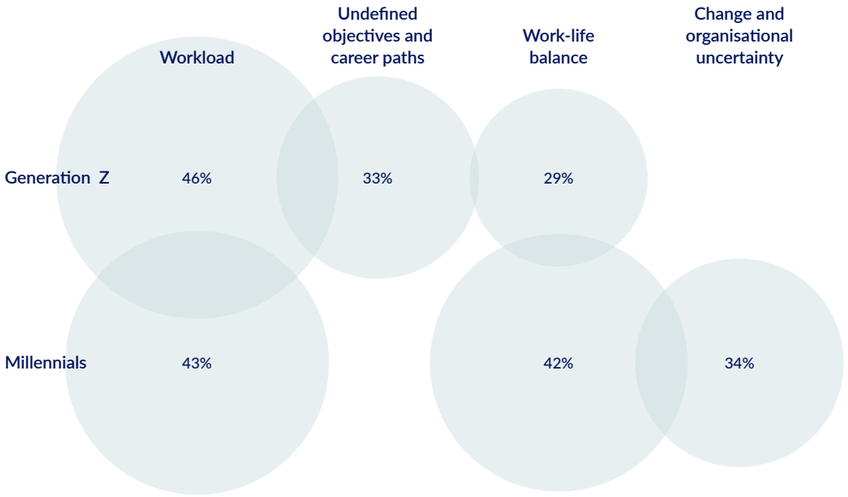
We are becoming more attractive because we offer the most advanced technologies. For instance, the partnership with Open AI has opened many opportunities in terms of attractiveness. Another strong appealing factor is that Microsoft focuses on the 360-degree employability of its people. Today, young profiles who used to prefer working for major consulting firms are inclined to start their careers with us because it provides numerous opportunities and an immediate exposure to the most innovative technologies.

However, the burden of **stress factors** in IT is significant, with an overwhelming **workload** being a common issue for both Gen Z and Millennials. The former struggle with unclear career paths and maintaining a work-life balance, indicating a need for clearer direction, organised structures, and personal time.

In the meantime, the fear of **organisational change and instability** plays a substantial role in increasing Millennials' stress levels. This suggests a need for open and clear communication during transformations, along with steady support systems.

Source
Gi Group Holding, IT International Survey – 2023

Stress factors in IT sector significant to young talents



Drawing from these insights, **HR strategy** must harmonise pay scales, growth structures, work settings, and stress management to resonate with the needs and concerns of the young IT workforce. By doing so, they are likelier to **attract** and **sustain this dynamic talent** - the chief architects of tomorrow's tech landscape.

Nicolas Chavelas
IT & Digital Division Manager, Grafton

"While older generations used to climb the ladder at one company, younger professionals prefer broad experience and are perennially exploring, driven by change and curiosity. This movement reflects a shift in how people think about careers, and it keeps a steady flow of new talent available, especially important for fast-changing fields like IT."

Opinion leaders we spoke with revealed their strategies for attracting candidates who are in the early stages of their IT careers.

Create fast selection and smooth onboarding processes.
Great candidates are often talking to multiple recruiters about potential roles. If the selection process is too long or company onboarding creates a bad first impression, candidates may go elsewhere.

Help young workers do impactful work.
Today, young IT workers are seeking challenging projects where they can make an immediate positive impact on the business. The benefits are dual - they can refine their skills to fast-track their careers, and also experience personal fulfilment by being a catalyst for change.

Support wellbeing and work-life balance.
Young candidates tend to prefer hybrid or remote working models, along with flexible hours and international mobility. Where possible, they also appreciate wellbeing-focused benefits like comprehensive health insurance, extended parental leave, and mental health counselling.

Offer career development opportunities.
This includes initiatives like training and further education, opportunities for career advancement, tuition reimbursement, and professional certifications. IT departments in other industries, such as agriculture and manufacturing, can appeal to young talent by offering managerial careers.

Enhance CSR initiatives.
Young candidates are placing a higher value on companies with solid corporate values and robust corporate social responsibility (CSR) initiatives. They appreciate when a company stands for more than just profitability, showing a commitment to ethical practices, sustainability, and contributing positively to society.

Moving towards equality

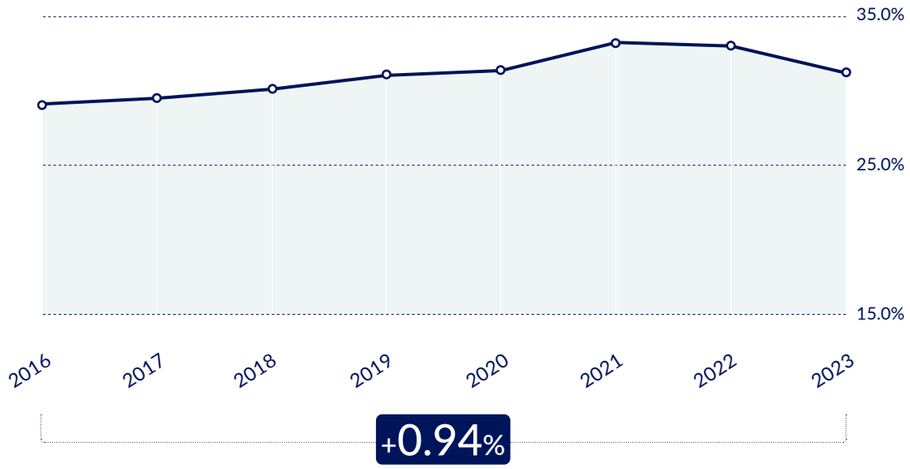
Women's participation within the Information Technology field is a critical area to focus on while striving for **gender parity.**

According to the 2023 Global Gender Gap Report from the World Economic Forum, women's representation in the Technology, Information, and Media industry has seen a **significant rise** since 2016, increasing by 0.94 percentage points. Women's presence in **senior leadership roles** has also escalated, surging from 30.8% in 2016 to 33.2% in 2022.

In **Vice President roles** as well, there has been substantial growth in women's representation, with a rise of 1.9 percentage points from 2016 to 2022.

Source
World Economic Forum Global Gender Gap Report 2023

Representation of women in the IT industry



Note
The 2023 data points only include data for Q1 2023

However, there's considerable room for improvement. The gender balance in STEM jobs across sectors still demonstrates significant disparity. For instance, in the Technology, Information and Media sector, women stand at just 23.4% in STEM occupations compared to men's 43.6%. This indicates that women are half as likely to engage in STEM careers within this field.

In light of these disparities, numerous organisations are emphasising **diversity and inclusion strategies** while seeking untapped potential within groups that are underrepresented in IT, particularly women. Corporations are taking proactive measures to attract more women to the IT workforce, promoting a more balanced sector that has traditionally been dominated by men. Some of the initiatives shared by our experts include:

- Funding **STEM training** for employees' daughters as an incentive for women to join their organisations.
- Employing specific tools to guarantee that job advertisements are void of any **discriminatory language.**
- Hosting or contributing to **university talks** where successful female IT professionals are invited to share their inspirational journeys.

These findings highlight the necessity of intensifying efforts to close the gender gap, to ensure that women have equitable opportunities for success in the IT industry and beyond. This is crucial not just from the standpoint of equality, but because diverse perspectives and inclusive teams foster more innovative, resilient, and successful businesses.

.1
.2
.3
.4
.5

Unlocking Talent Loyalty

New technologies are creating countless business opportunities, and many companies are scrambling to recruit specialists in AI, big data, and more.

However, as we established in chapter three, companies seeking the highest quality candidates face stiff competition. Understanding the needs and perceptions of the candidates themselves is vital for companies who are creating strategies to retain the best talent.

To investigate further, we surveyed and interviewed professionals already working in the industry to uncover their views.

Agnieszka Zakościelna
IT Delivery Center Manager, Grafton

Keeping IT employees engaged is all about creating a tech-savvy workspace. Companies need to stay on top of tech advancements and offer projects that spark curiosity and learning. This helps staff dodge monotony and keep broadening their skills.
Coupling an up-to-date tech landscape with captivating tasks that lead to personal growth can strike a balance that keeps IT professionals engaged and lowers staff leaving.

IT workers have greater job satisfaction than professionals in other industries

Our survey asked 5000 professionals from a wide range of industries to share how satisfied they are with their jobs, on a scale of 1-10.

IT appears to be the sector offering the most job satisfaction, with an average score of 8.4/10 from people working in the industry.

Source
Gi Group Holding, IT International Survey – 2023

How would you rate your level of satisfaction with your current place of employment?

Nicolas Chavelas
IT & Digital Division Manager, Grafton

The perception of IT teams in companies has seen a remarkable transformation. Once, these teams were usually deemed as a 'cost centre' and symbolically tucked away in the 'basements' of companies, implying that they were not considered integral components of the business. However, the narrative has evolved as their role is now acknowledged as crucial for the smooth operation of the business. This change speaks volumes about the heightened recognition, value, and significance that IT teams hold within today's business landscape.

How do IT workers think their employers are performing in key areas?

In an earlier analysis, we looked at what factors are most important to IT professionals who are seeking work. The top ones were:

- Income
- Work-life balance
- Career advancement

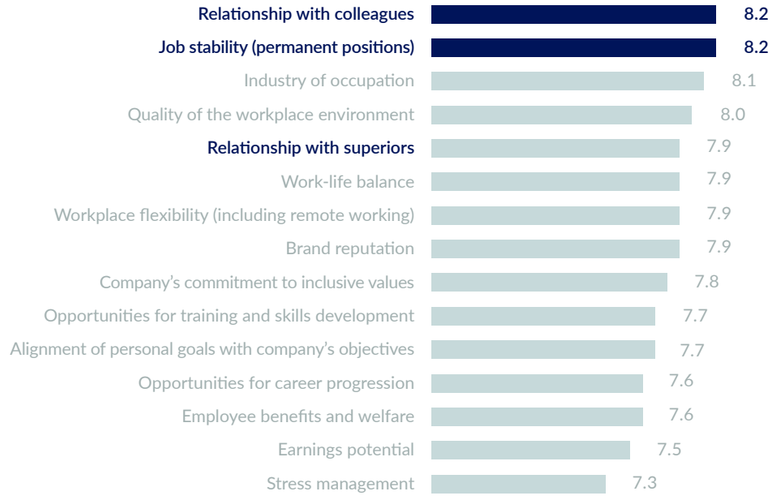
We asked respondents to rate key areas of their workplace out of 10 (with 10 being the most favourable score). So how do IT professionals rate their employers' performance?

- **Relationships with colleagues** (8.2) and **job security** (8.2) were both top of the list, followed by sector (8.1).
- **Stress** (7.3) and **income** (7.5) were at the bottom of the list, with career advancement (7.6) just above.

What's interesting here is that the lowest items inversely correlate with the data we viewed earlier. The things that employers do worse on - stress management, income, and career advancement - are what employees most want from their next job.

Considering your current company, how would you evaluate each of the following elements?

Source
Gi Group Holding, IT International Survey – 2023



What causes IT professionals the most stress at work?

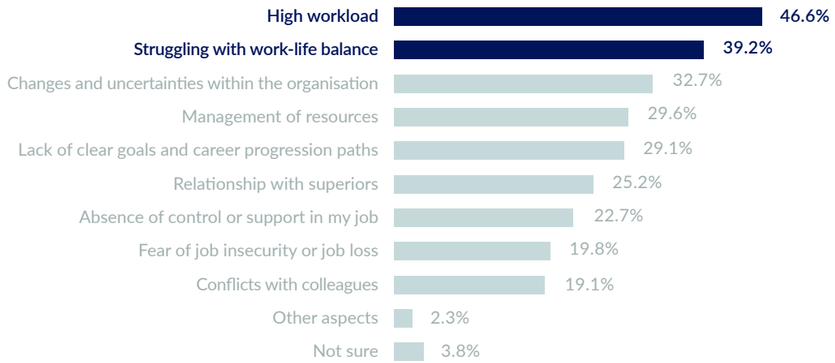
IT professionals cite stress as an important factor affecting their satisfaction at work—and something that matters to them when seeking jobs.

It's clear that reducing stress for workers could help businesses to retain valuable employees for longer. So, what's actually causing IT workers the most stress?

- **Workload** (46.6%) and **work-life balance** (39.2%) are at the top of the list (and are different sides of the same problem.)
- Undefined goals and growth plans were mentioned by 29.1% of respondents. This ties in with the earlier finding that IT professionals see career advancement as one of their top priorities at work.

Source
Gi Group Holding, IT International Survey – 2023

What aspects of your job do you find most stressful?



The good news is that many of these problems are within an organisation's control. With careful planning and well-executed **management strategies,** businesses can reduce these stresses and **encourage employees to stay longer.**

Beyond hiring
Effective strategies for IT candidate retention

Simran Nair
Head of Human Resources, Hexagon Geosystems

The preferences of the gig workforce are different from those of Gen X and Millennials, as they are more attracted to companies that offer desirable benefits and flexibility. Accordingly, our retention strategy takes into account the importance of each individual resource and is adapted to fit these needs.

Laurentiu Diaconu
VP of Data, Verumex

We have not had to implement specific retention programs to retain talented individuals in this sense. The work we do is very purposeful and thoughtful in nature, and we believe this is a key advantage in motivating individuals to grow, stay within our company and help us reach more customers and popularise how we do things.

Silvia Leati
Country Lead Italy & Turkey, Alight Solutions

Once we have recruited people, the challenge is to retain them. This task is not only relegated to HR as managers have a responsible part to play here. It is important to maintain constant dialogue with employees, organising team get togethers to foster ideas around improved ways of works. This is increasingly important in remote working conditions.

.1
.2
.3
.4
.5

Building The Skills of Tomorrow

It is evident that technology is changing the landscape of employment - both in and outside of the IT sector. While businesses are increasingly using it to handle administrative and data entry tasks, there is a growing need for **roles with specific technical knowledge.**

- The skills required for many jobs have changed by 25% since 2015, with that number expected to reach at least 65% by 2030 due to the rapid development of new technologies like AI[1].

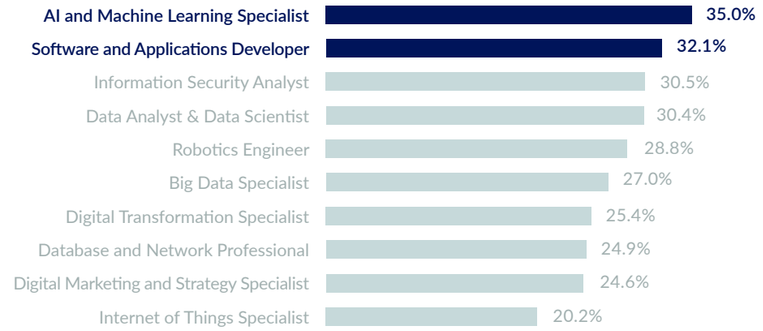
These new skill sets will allow businesses to get more out of the innovations they use, while better leveraging the human capabilities within their teams.

1. Source: LinkedIn Future of Work Report 2023

Which roles and skills will be most in demand?

To investigate this topic, we asked opinion leaders and HR professionals which roles they think will be most in demand in coming years:

Which job roles do you foresee will experience an increased demand in the upcoming years?



Source
Gi Group Holding, IT International Survey – 2023

Simran Nair

Head of Human Resources, Hexagon Geosystems

With the rapid advancement of technology and the growing importance of digital platforms, there is likely to be an increased demand for professionals with skills in fields such as data science, artificial intelligence, machine learning, software development, cybersecurity, digital marketing, and more. Organisations will seek individuals who can develop, implement, and maintain digital solutions. However, this could also lead to the transformation of existing roles, requiring employees to develop new skills to work alongside automated systems. This could impact traditional office-based roles and lead to an increase in freelance or remote work opportunities.

Lucjan Giza

Senior Development Manager, Orbus Software

As systems and applications become increasingly crucial to companies, demand for specialised digital roles, such as Data Engineers and System Security Engineers, has spiked. Data Engineers, with their rare blend of mathematical, statistical knowledge, and programming expertise, top the list of most desired professionals. They're instrumental to entities like banks, where data analysis and processing take precedence.
Meanwhile, System Security Engineers, responsible for orchestrating security systems, vulnerability assessment, and risk analysis, are also highly coveted. Their role is vital in maintaining the integrity of an organisation's core digital functions, preventing data leaks or system failures that could result in significant, irreversible damages.
However, finding these experts isn't easy. These are relatively new professions, meaning the pool of potential candidates is limited. As a result, job posts in these areas offer extensive benefits, conveniences, and competitive salaries to outshine competitors and attract these elite professionals.

Luba Manolova

Director Modern Work Western Europe, Microsoft

There is a significant demand for upskilling and reskilling related to digitalisation. We are heavily engaged on multiple educational fronts: from schools and universities to professionals who have exited the job market or employees who need to be trained on new technologies.

How important is continuous learning for businesses?

Employing a **skills-based talent approach** can help diversify hiring pipelines and encourage employee reskilling to meet changing workforce needs. According the WEF, 60% of workers' skills will be disrupted in the next five years and only half of workers have access to adequate training today. Businesses need to invest in **upskilling, reskilling,** and **coaching** their staff to find their balance in such dynamic and fast changing environment and maintain a competitive edge.

In terms of technical skills, most large multinational companies are prioritising **big data analytics** and **AI training** for their staff. Upskilling in these areas can give IT professionals greater opportunities for long-term job security and career progression. Data from Coursera 2022 enrolment indicates that learners, regardless of degree status, can achieve proficiency at similar rates.

As employees expand their skills, they adapt better to role changes and are suited for various positions and internal mobility within firms. This enhances **job satisfaction, productivity,** and **loyalty** while enabling career growth within the organisation. Companies can retain experienced employees in fresh roles, reducing hiring costs, preserving culture, and knowledge consistency. Hence, upskilling and reskilling are not solely competitiveness strategies but also investments in human development and organisational flexibility.

How do IT professionals acquire new skills?

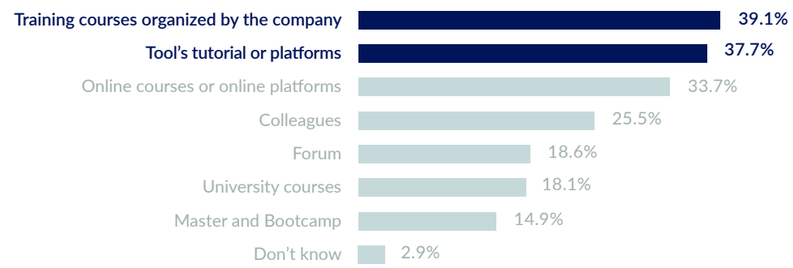
As we will see from the data in the next chapters, it's evident that **career advancement** is a major priority for IT professionals. And in the constantly evolving field of IT, new skills could give IT professionals and advantage in the job market.

So how are IT professionals improving their professional capabilities? To research this question, we asked our respondents which training resources they most commonly used.

- IT professionals most commonly learn from training courses organised by their employer (39.1%).
- However, many IT professionals use online training courses and platforms (33.7%) outside of their work.

It's clear that many IT professionals are proactive in their development, and self-driven learning initiatives are important for workers who desire an edge in the job market.

Which resources or tools have you found most beneficial for acquiring technical knowledge in the past few years?



Source
Gi Group Holding, IT International Survey – 2023

Future readiness through lifelong learning

Lacramioara Hristache
Manager, Wyser

Instead of focusing on a candidate shortage, I would rather encourage a closer look at the root problem and address the skills shortage as a critical concern in today's job market. This gap between the talent available on the market (the supply) and the skills required by companies (the demand) to stay competitive is blocking industry transformation, especially in the IT sector. In the face of the ever-evolving labour market, where some roles are becoming obsolete while new and unprecedented ones are emerging, it is paramount for companies to invest significantly in the implementation of reskilling and upskilling programs. For instance, consider the case of an IT company that has initiated an internal learning program called the "Prompt Engineering Bootcamp." This program is designed to better equip both current employees and potential candidates with the skills required to perform in these emerging job categories. This is particularly relevant because it showcases a real-world solution to the skills shortage issue, which bridges the gap between limited supply and the constantly increasing demand in the job market.

Agnieszka Zakościelna
IT Delivery Center Manager, Grafton

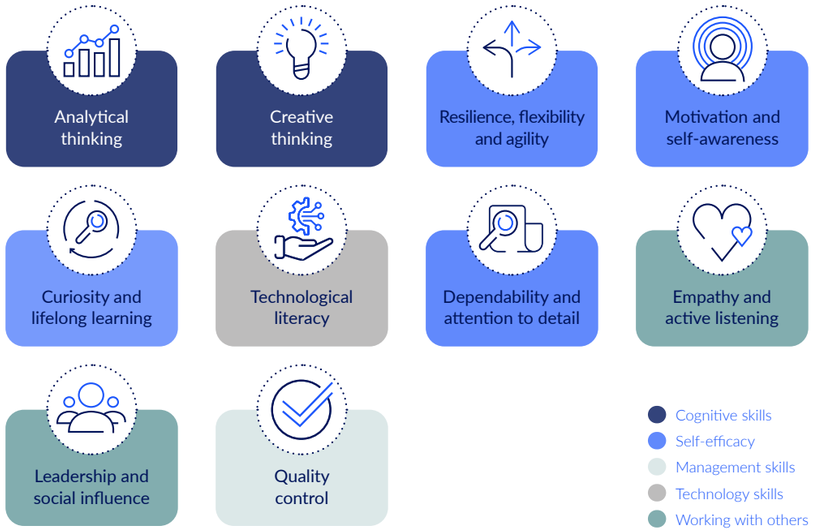
Plenty of IT junior talent exists, but the lack of experienced seniors can be challenging. It's crucial for businesses to explore every avenue, including international talent and those shifting industries via reskilling programs. From the get-go, companies need to adopt a flexible mindset, not waiting until they hit a hiring wall. Pre-emptively rejecting candidates only to consider them when preferred options run out is a misstep to be avoided.

The rising demand for soft skills

Technical skills are not the only important hiring criteria in 2023. With the rise in remote working, and the increased focus on empathising with customers across the business landscape, many businesses are prioritising non-technical and soft skills.

Top 10 IT Soft Skills in 2023

Businesses look favourably on cognitive, management, and technology skills, along with those that support self-efficacy and working with others.



Source
World Economic Forum, Future of Jobs Report 2023

Delia Pesenti

HR Director, HP

When we carry out selection processes, beyond technical skills, we need people to have a learning agility-oriented approach and an aptitude for growth, what we call in HP "growth mindset". Otherwise, they struggle to do well in a dynamic and evolving context like that of HP.

Rossella Consonni

HR Director, Oracle

Digitalisation is first of all a mindset and cultural change where technology skills are no longer purely sitting in IT. What you need to innovate in terms of skills is creative thinking, narrative, and inspirational abilities to create an emotional connection with your customers and to show the value of your solution in a different way than how we were used to.

Lacramioara Hristache

Manager, Wyser

Today, soft skills, often referred to as human skills, hold exceptional value due to their role in fostering effective collaboration, communication, and adaptability within the workplace. In some instances, soft skills take priority over hard skills when evaluating prospective candidates for certain roles.
One innovative approach I've came across in the context of soft skills assessment involves the use of an application that uses gamification to conduct psychometric tests. This approach immerses candidates in an interactive experience, making the assessment results closely mirror real-world behaviour and reactions.

Conclusions

Agnieszka Kaczmarczyk

Global Search & Selection Practice Director,
Gi Group Holding

The past few years have been turbulent for most companies as the pandemic, soaring commodity prices, high interest rates and inflation, geopolitical uncertainty have been disrupting the tech HR landscape and will continue to affect the industry in 2024. The competition between the US and China to achieve tech leadership will continue in areas including artificial intelligence (AI), chips and quantum technologies.

With technology's ever-growing presence in every aspect of public, commercial, and personal life, the demand for tech talent is increasing rapidly. Companies continue to focus on the technologies and skills that deliver meaningful business value, optimise business operations, modernise legacy systems, and improve cybersecurity. Software developers, technical support specialists, security experts, and data scientists were the job roles in highest demand during 2023. Employers hiring for AI positions and skills continued to increase. The impact will be felt in the tech industry. While humans will always write code, many AI tools can assist developers in doing the job better and faster, completing projects in less time and with fewer team members than would be required now. The continuous adoption of cloud and the Internet of Things (IoT), omnipresent hybrid workforce, rapid emergence and use of generative AI, and the evolving regulatory environment are forcing leaders to enhance their security and risk management solutions and spending.

The IT workplace is a vastly different place than it was five years ago - hybrid and remote work have become the norm and workers are pushing for them. There's growing support for the four-day workweek, which attracts and retains talent and makes employees happier and less stressed. Increase in specialisation and outsourcing is clear, many companies are focusing their operations and resources on their core activities, leaving all other secondary activities in the hands of outsourced partners.

A lack of talent is a top issue - to build, recruit, retain, and inspire an outstanding tech team is much more challenging. There's a wide gap between the demand for people with the skills needed. Companies should be on top of the talent market, ready to respond to notable shifts and to deliver a strong employer value proposition to the professionals they hope to hire and retain. Now is the time for executives to build an aggressive tech talent strategy and pipeline as people - not only technology - make the difference.

Who we are

Founded in 1998 in Milan, Italy, Gi Group Holding is **one of the world's leading providers of services for the evolution of the Labour Market.** Through a global staffing and recruitment business ecosystem that counts with eight individual yet **complementary brands** – Gi Group Holding, Gi Group, Grafton, Wyser, Gi BPO, Jobtome, Tack/TMI, INTOO –, the Group offers a 360° suite of offerings that generate relevant and impactful solutions. Gi Group Holding works to promote a sustainable and enjoyable global market for people, companies, and society, reflecting the ever-changing Labour Market needs. The company employs over 8,000 staff and is active in 34 countries across Europe, APAC, and the Americas. Providing services to more than 20,000 client companies and with revenues of +3.6 BLN € in 2022, Gi Group Holding is the **8th largest European staffing firm** and the 15th worldwide (according to Staffing Industry Analysts).

Our Vision

We firmly believe that people must be supported so that they remain employed for the majority of their working life. Work must be transformed to eliminate any factors that discourage or hinder workers from staying in, or entering the workforce.

To that end, our vision is to be recognised as the worldwide player responsible for creating a sustainable and enjoyable **Global Labour Market for Candidates and Companies,** reflecting Market needs.

Our Mission

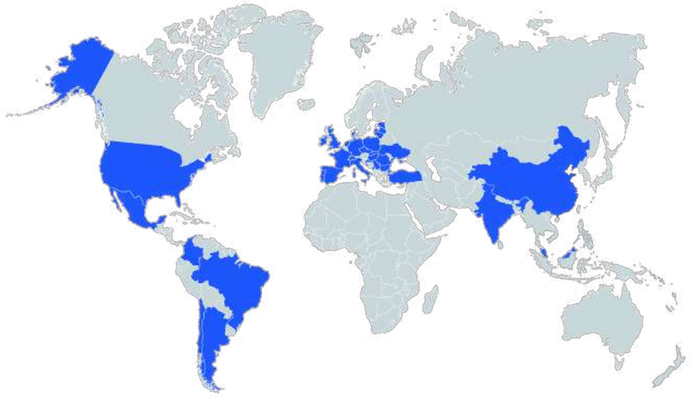
Through our services we want to contribute, as a key player and on a global basis, to the **evolution of the Labour Market and to emphasise the personal and social value of work.**

Our Global Presence

Today we have a direct presence in **more than 30 countries** across Europe, APAC and the Americas.

+650
branches and offices

+8,000
employees



Our Brands

Temporary and Permanent Staffing

Middle and Senior Manager Search & Selection

Programmatic Job Advertising Platform

Career Transition and Employability

Professional Staffing

Businesses Process Outsourcing

Learning and Development

Our Direct Presence

34
countries with direct presence

Argentina
Brazil
Bulgaria
Chile
Colombia
Croatia
Denmark
Estonia
Czech Republic
France
Germany
Greater China
Hungary
India
Ireland
Italy
Latvia
Liechtenstein
Lithuania
Malaysia
Mexico
Montenegro
Poland
Portugal
Romania
Serbia
Slovakia
Spain
Switzerland
The Netherlands
Türkiye
Ukraine
United Kingdom
USA

Information Technology
at a glance

Technologies that will **shape the future** of IT:

Artificial Intelligence
Members with AI skills betweem 2016-2023
9x increase

Big Data Analytics
Experts say that the market size will reach by 2030
$ **745** billion

5G
Experts say that the market size will reach by 2030
$ **2,208** billion

Cloud Computing
Expert forecasts say that the market will reach by 2030
$ **1,555** billion

Cyber Security
Cybercrime every year costs the global economy around
$ **445** billion

Business are **increasingly adopting** new technologies:

Is **the most attractive** sector

On average, IT employees are **highly satisfied** with their job:

Employees satisfaction rate:

8.2 **Relationships with colleagues**
8.2 **Job security**
8.1 Industry of occupation
8.1 Quality of workplace environment

Recruitment

Companies face **high competition** for the best IT candidates, who prioritise **income** and **work-life balance**

Main hiring challenges

21.3% **High announcements views but few application received**
20.4% Long selection timings
20.1% Shortage of suitable candidates

Candidates' top priorities

49% **Income**
31.2% Work-life balance
25.3% Career advancement

Skills of tomorrow

New skills will allow businesses to get more out of the innovations they use, while better leveraging their staff

By 2030 the skills required for many jobs will change by **65%**

Appendix Salary Guide

Cost of Living Index
34,7

		Regular permanent employment contract - Salary Currency: Euro -		
Job Area	Job Title	Minimum	Mid	Maximum
Service Desk	Technical Support 1st Line	7,200	15,700	24,100
Applications Management	Applications Support Specialist L1/2	14,400	22,900	31,400
System and Infrastructure Management	System Engineer (Windows/Linux/Unix)	7,200	19,300	31,400
	Database Developer	9,700	22,900	36,200
	Database Administrator	9,700	22,900	36,200
Software Development	Java Developer	9,700	35,000	60,400
	Full Stack Developer (Java/JS)	14,500	37,400	60,400
	C#/.NET Developer	9,700	35,000	60,400
	Embedded C/C++ Developer	9,700	35,000	60,400
	Python Developer	16,900	38,600	60,400
	Software Development Manager	36,200	72,400	108,700
Mobile Development	Android Developer	9,700	29,000	48,300
	iOS Developer	9,700	29,000	48,300
	Quality Assurance/Testing	36,200	72,400	108,700
	QA Engineer (automated)	14,500	29,000	43,500
Cross-functional positions	Business Analyst	14,500	37,400	60,400
	Software Solution Architect	29,000	56,700	84,500
	DevOps Engineer	24,100	48,300	72,400
Security	Security Operations Center Analyst	24,100	48,300	72,400
	Network Security Engineer	14,500	33,800	53,100
	Infrastructure Security Engineer	14,500	43,500	72,400
	Cloud development	16,900	38,600	60,400
	Salesforce/Azure Consultant	14,500	33,800	53,100
	Salesforce/Azure Developer	12,100	24,100	36,200

Cost of Living Index
40,5

Service Desk	Technical Support 1st Line	13,200	16,800	21,600
Applications Management	Applications Support Specialist L1/2	13,200	18,000	28,800
System and Infrastructure Management	System Engineer (Windows/Linux/Unix)	18,000	28,800	42,000
	Database Developer	19,200	34,800	45,600
	Database Administrator	16,800	24,000	28,800
Software Development	Java Developer	34,800	66,000	84,000
	Full Stack Developer (Java/JS)	31,200	51,600	72,000
	C#/.NET Developer	31,200	51,600	72,000
	Embedded C/C++ Developer	31,200	51,600	72,000
	Python Developer	31,200	51,600	72,000
	Software Development Manager	48,000	60,000	96,000
Mobile Development	Android Developer	31,200	48,000	72,000
	iOS Developer	31,200	48,000	72,000

Cost of Living Index
39,2

		Regular permanent employment contract - Salary Currency: Euro -		
Job Area	Job Title	Minimum	Mid	Maximum
	Quality Assurance/Testing	24,000	38,400	54,000
	QA Engineer (automated)	25,200	38,400	60,000
Cross-functional positions	Business Analyst	27,600	36,000	54,000
	Software Solution Architect	38,400	54,000	66,000
	DevOps Engineer	31,200	48,000	66,000
Security	Security Operations Center Analyst	18,000	30,000	42,000
	Network Security Engineer	24,000	36,000	48,000
	Infrastructure Security Engineer	24,000	36,000	48,000
	Cloud development	27,600	40,800	57,600
	Salesforce/Azure Consultant	19,200	36,000	50,400
	Salesforce/Azure Developer	25,200	38,400	55,200
Service Desk	Technical Support 1st Line	24,000	36,000	53,300
Applications Management	Applications Support Specialist L1/2	46,600	60,000	73,300
System and Infrastructure Management	System Engineer (Windows/Linux/Unix)	32,000	53,300	66,600
	Database Developer	33,300	53,300	73,300
	Database Administrator	20,000	33,300	46,600
Software Development	Java Developer	26,600	40,000	79,900
	Full Stack Developer (Java/JS)	24,000	42,600	53,200
	C#/.NET Developer	20,000	33,300	60,000
	Embedded C/C++ Developer	32,000	56,000	66,600
	Python Developer	24,000	40,000	53,300
	Software Development Manager	32,000	74,600	93,300
Mobile Development	Android Developer	9,700	29,000	48,300
	iOS Developer	9,700	29,000	48,300
	Quality Assurance/Testing	36,200	72,400	108,700
	QA Engineer (automated)	14,500	29,000	43,500
Cross-functional positions	Business Analyst	31,900	58,600	93,200
	Software Solution Architect	39,900	85,200	106,500
	DevOps Engineer	24,000	57,200	79,900
Security	Security Operations Center Analyst	33,300	46,600	66,600
	Network Security Engineer	24,000	49,300	66,600
	Infrastructure Security Engineer	47,900	73,200	72,400
	Cloud development	24,000	51,900	93,200
	Salesforce/Azure Consultant	31,900	51,900	66,600
	Salesforce/Azure Developer	24,000	26,600	53,200

Cost of Living Index
48,9

Service Desk	Technical Support 1st Line	19,600	23,500	26,900
Applications Management	Applications Support Specialist L1/2	29,400	36,700	39,200
System and Infrastructure Management	System Engineer (Windows/Linux/Unix)	31,800	41,600	53,900
	Database Developer	22,000	36,700	53,900
	Database Administrator	19,600	34,300	44,100

Cost of Living Index

54,8

Regular permanent employment contract
- Salary Currency: Euro -

Job Area	Job Title	Minimum	Mid	Maximum
Software Development	Java Developer	34,300	58,800	78,400
	Full Stack Developer (Java/JS)	39,200	51,400	63,700
	C#/.NET Developer	31,800	41,600	58,800
	Embedded C/C++ Developer	29,400	41,600	63,700
	Python Developer	29,400	44,100	58,800
	Software Development Manager	58,800	78,400	98,000
Mobile Development	Android Developer	34,300	49,000	63,700
	iOS Developer	34,300	49,000	63,700
	Quality Assurance/Testing	26,900	34,300	46,500
	QA Engineer (automated)	34,300	49,000	63,700
Cross-functional positions	Business Analyst	29,400	44,100	53,900
	Software Solution Architect	49,000	68,600	88,200
	DevOps Engineer	39,200	53,900	63,700
Security	Security Operations Center Analyst	24,500	36,700	49,000
	Network Security Engineer	34,300	41,600	49,000
	Infrastructure Security Engineer	39,200	53,900	68,600
	Cloud development	36,700	49,000	68,600
	Salesforce/Azure Consultant	34,300	44,100	53,900
	Salesforce/Azure Developer	44,100	58,800	73,500
Service Desk	Technical Support 1st Line	20,400	24,000	30,000
Applications Management	Applications Support Specialist L1/2	20,400	25,200	32,400
System and Infrastructure Management	System Engineer (Windows/Linux/Unix)	33,000	48,000	60,000
	Database Developer	33,000	48,000	60,000
	Database Administrator	22,800	36,600	62,400
Software Development	Java Developer	33,000	48,000	60,000
	Full Stack Developer (Java/JS)	33,000	48,000	60,000
	C#/.NET Developer	33,000	48,000	60,000
	Embedded C/C++ Developer	33,000	48,000	60,000
	Python Developer	33,000	48,000	60,000
	Software Development Manager	54,000	72,000	84,000
Mobile Development	Android Developer	33,000	48,000	66,000
	iOS Developer	33,000	48,000	66,000
	Quality Assurance/Testing	24,000	30,600	38,400
	QA Engineer (automated)	27,600	39,000	57,000
Cross-functional positions	Business Analyst	30,000	42,000	54,000
	Software Solution Architect	51,000	60,000	72,000
	DevOps Engineer	32,400	48,000	60,000
Security	Security Operations Center Analyst	28,800	42,000	48,000
	Network Security Engineer	30,000	42,000	60,000
	Infrastructure Security Engineer	30,000	42,000	60,000
	Cloud development	36,000	48,000	60,000
	Salesforce/Azure Consultant	N/A	N/A	N/A
	Salesforce/Azure Developer	N/A	N/A	N/A

Cost of Living Index

68,7

Regular permanent employment contract
- Salary Currency: Euro -

Job Area	Job Title	Minimum	Mid	Maximum
Service Desk	Technical Support 1st Line	24,000	30,000	35,000
Applications Management	Applications Support Specialist L1/2	30,000	34,000	42,000
System and Infrastructure Management	System Engineer (Windows/Linux/Unix)	38,000	53,300	66,600
	Database Developer	32,000	53,300	73,300
	Database Administrator	34,000	33,300	46,600
Software Development	Java Developer	36,000	40,000	79,900
	Full Stack Developer (Java/JS)	40,000	42,600	53,200
	C#/.NET Developer	34,000	33,300	60,000
	Embedded C/C++ Developer	34,000	56,000	66,600
	Python Developer	37,000	40,000	53,300
	Software Development Manager	50,000	74,600	93,300
Mobile Development	Android Developer	38,000	45,000	55,000
	iOS Developer	38,000	45,000	55,000
	Quality Assurance/Testing	30,000	40,000	50,000
	QA Engineer (automated)	35,000	45,000	55,000
Cross-functional positions	Business Analyst	38,000	55,000	75,000
	Software Solution Architect	50,000	65,000	90,000
	DevOps Engineer	45,000	60,000	75,000
Security	Security Operations Center Analyst	45,000	55,000	70,000
	Network Security Engineer	50,000	65,000	90,000
	Infrastructure Security Engineer	50,000	65,000	90,000
	Cloud development	40,000	50,000	65,000
	Salesforce/Azure Consultant	40,000	52,000	70,000
	Salesforce/Azure Developer	40,000	50,000	65,000
Service Desk	Technical Support 1st Line	25,000	30,500	36,000
Applications Management	Applications Support Specialist L1/2	29,000	34,500	40,000
System and Infrastructure Management	System Engineer (Windows/Linux/Unix)	45,000	60,000	75,000
	Database Developer	50,000	70,000	90,000
	Database Administrator	45,000	67,500	90,000
Software Development	Java Developer	50,000	65,000	80,000
	Full Stack Developer (Java/JS)	50,000	75,000	100,000
	C#/.NET Developer	50,000	70,000	90,000
	Embedded C/C++ Developer	40,000	70,000	100,000
	Python Developer	55,000	87,500	120,000
	Software Development Manager	70,000	125,000	180,000
Mobile Development	Android Developer	55,000	72,500	90,000
	iOS Developer	55,000	72,500	100,000
	Quality Assurance/Testing	50,000	85,000	120,000
	QA Engineer (automated)	50,000	85,000	120,000
Cross-functional positions	Business Analyst	70,000	110,000	150,000

Cost of Living Index

62,9

Cost of Living Index
39,2

Job Area	Job Title	Regular permanent employment contract - Salary Currency: Euro - Minimum	Mid	Maximum
	Software Solution Architect	80,000	115,000	150,000
	DevOps Engineer	50,000	70,000	90,000
Security	Security Operations Center Analyst	50,000	70,000	90,000
	Network Security Engineer	50,000	75,000	100,000
	Infrastructure Security Engineer	70,000	85,000	100,000
	Cloud development	60,000	92,500	125,000
	Salesforce/Azure Consultant	50,000	70,000	90,000
	Salesforce/Azure Developer	50,000	75,000	100,000
Service Desk	Technical Support 1st Line	17,400	22,100	25,300
Applications Management	Applications Support Specialist L1/2	18,900	25,300	31,600
System and Infrastructure management	System Engineer (Windows/Linux/Unix)	18,900	34,700	53,700
	Database Developer	37,900	47,400	56,800
	Database Administrator	31,600	44,200	53,700
Software Development	Java Developer	23,700	50,500	63,200
	Full Stack Developer (Java/JS)	26,800	50,500	66,300
	C#/.NET Developer	25,300	34,700	56,800
	Embedded C/C++ Developer	23,700	37,900	56,800
	Python Developer	23,700	37,900	56,800
	Software Development Manager	60,000	69,500	82,100
Mobile Development	Android Developer	23,700	37,900	50,500
	iOS Developer	23,700	37,900	50,500
	Quality Assurance/Testing	15,800	31,600	44,200
	QA Engineer (automated)	22,100	39,500	53,700
Cross-functional positions	Business Analyst	25,300	34,700	47,400
	Software Solution Architect	44,200	56,800	75,800
	DevOps Engineer	25,300	50,500	69,500
Security	Security Operations Center Analyst	18,900	37,900	53,700
	Network Security Engineer	22,100	44,200	63,200
	Infrastructure Security Engineer	22,100	44,200	63,200
	Cloud development	25,300	50,500	69,500
	Salesforce/Azure Consultant	22,100	41,100	60,000
	Salesforce/Azure Developer	22,100	44,200	75,800
Service Desk	Technical Support 1st Line	3,300	6,700	10,000
Applications Management	Applications Support Specialist L1/2	6,700	11,100	18,900
System and Infrastructure management	System Engineer (Windows/Linux/Unix)	5,600	10,000	15,600
	Database Developer	5,600	11,100	16,700
	Database Administrator	5,600	13,300	20,000
Software Development	Java Developer	7,800	16,700	24,400
	Full Stack Developer (Java/JS)	11,100	18,900	27,800

Cost of Living Index
22,4

Cost of Living Index
61,3

Job Area	Job Title	Regular permanent employment contract - Salary Currency: Euro - Minimum	Mid	Maximum
	C#/.NET Developer	11,100	18,900	27,800
	Embedded C/C++ Developer	10,000	16,700	24,400
	Python Developer	6,700	11,100	18,900
	Software Development Manager	11,100	18,900	27,800
Mobile Development	Android Developer	6,700	11,100	18,900
	iOS Developer	6,700	11,100	18,900
	Quality Assurance/Testing	6,700	11,100	18,900
	QA Engineer (automated)	6,700	11,100	18,900
Cross-functional positions	Business Analyst	6,700	11,100	18,900
	Software Solution Architect	11,100	18,900	27,800
	DevOps Engineer	6,700	11,100	18,900
Security	Security Operations Center Analyst	7,800	14,400	24,400
	Network Security Engineer	6,700	11,100	18,900
	Infrastructure Security Engineer	7,800	14,400	24,400
	Cloud development	7,800	14,400	24,400
	Salesforce/Azure Consultant	7,800	14,400	24,400
	Salesforce/Azure Developer	7,800	14,400	24,400
Service Desk	Technical Support 1st Line	19,600	23,000	30,000
Applications Management	Applications Support Specialist L1/2	23,000	28,000	35,000
System and Infrastructure management	System Engineer (Windows/Linux/Unix)	23,000	28,000	35,000
	Database Developer	25,000	35,000	40,000
	Database Administrator	37,000	50,000	80,000
Software Development	Java Developer	19,600	40,000	60,000
	Full Stack Developer (Java/JS)	28,000	45,000	60,000
	C#/.NET Developer	23,000	40,000	60,000
	Embedded C/C++ Developer	19,600	35,000	55,000
	Python Developer	28,000	40,000	80,000
	Software Development Manager	40,000	50,000	70,000
Mobile Development	Android Developer	28,000	45,000	80,000
	iOS Developer	28,000	45,000	80,000
	Quality Assurance/Testing	28,000	50,000	65,000
	QA Engineer (automated)	28,000	50,000	70,000
Cross-functional positions	Business Analyst	19,600	35,000	48,000
	Software Solution Architect	45,000	55,000	100,000
	DevOps Engineer	40,000	55,000	80,000
Security	Security Operations Center Analyst	19,600	35,000	43,000
	Network Security Engineer	20,000	38,000	60,000
	Infrastructure Security Engineer	28,000	45,000	65,000
	Cloud development	30,000	48,000	80,000
	Salesforce/Azure Consultant	25,000	60,000	120,000
	Salesforce/Azure Developer	25,000	45,000	70,000

Cost of Living Index
48,8

Job Area	Job Title	Regular permanent employment contract - Salary Currency: Euro - Minimum	Mid	Maximum
Service Desk	Technical Support 1st Line	18,000	21,600	25,200
Applications Management	Applications Support Specialist L1/2	28,800	32,400	36,000
System and Infrastructure management	System Engineer (Windows/Linux/Unix)	36,000	50,400	72,000
	Database Developer	27,600	54,000	72,000
	Database Administrator	24,000	36,000	48,000
Software Development	Java Developer	30,000	54,000	72,000
	Full Stack Developer (Java/JS)	30,000	54,000	78,000
	C#/.NET Developer	27,600	54,000	72,000
	Embedded C/C++ Developer	27,600	54,000	72,000
	Python Developer	27,600	54,000	78,000
	Software Development Manager	51,600	60,000	90,000
Mobile Development	Android Developer	27,600	54,000	72,000
	iOS Developer	30,000	54,000	78,000
	Quality Assurance/Testing	26,400	36,000	54,000
	QA Engineer (automated)	26,400	36,000	54,000
Cross-functional positions	Business Analyst	26,400	42,000	49,200
	Software Solution Architect	45,600	60,000	84,000
	DevOps Engineer	42,000	62,400	84,000
Security	Security Operations Center Analyst	30,000	45,600	60,000
	Network Security Engineer	24,000	48,000	72,000
	Infrastructure Security Engineer	24,000	48,000	72,000
	Cloud development	30,000	54,000	78,000
	Salesforce/Azure Consultant	30,000	48,000	72,000
	Salesforce/Azure Developer	30,000	54,000	78,000

Cost of Living Index
38,6

Job Area	Job Title	Regular permanent employment contract - Salary Currency: Euro - Minimum	Mid	Maximum
Service Desk	Technical Support 1st Line	15,800	19,800	21,100
Applications Management	Applications Support Specialist L1/2	25,100	29,000	42,200
System and Infrastructure management	System Engineer (Windows/Linux/Unix)	26,400	31,700	52,800
	Database Developer	30,400	39,600	60,700
	Database Administrator	26,400	34,300	48,800
Software Development	Java Developer	42,400	47,500	63,400
	Full Stack Developer (Java/JS)	39,600	47,500	60,700
	C#/.NET Developer	35,600	47,500	58,100
	Embedded C/C++ Developer	31,700	39,600	50,200
	Python Developer	31,700	42,200	55,400
	Software Development Manager	68,600	79,200	89,800
Mobile Development	Android Developer	34,300	40,900	52,800
	iOS Developer	34,300	42,200	63,400
	Quality Assurance/Testing	23,800	34,300	46,200
	QA Engineer (automated)	34,300	44,900	60,700
Cross-functional positions	Business Analyst	39,600	44,900	58,100
	Software Solution Architect	63,400	68,600	73,900

Cost of Living Index
45,3

Job Area	Job Title	Regular permanent employment contract - Salary Currency: Euro - Minimum	Mid	Maximum
	DevOps Engineer	58,100	71,300	79,200
Security	Security Operations Center Analyst	19,800	25,100	37,000
	Network Security Engineer	31,700	44,900	63,400
	Infrastructure Security Engineer	31,700	44,900	66,000
	Cloud development	55,400	63,400	71,300
	Salesforce/Azure Consultant	52,800	60,700	68,600
	Salesforce/Azure Developer	55,400	63,400	71,300
Service Desk	Technical Support 1st Line	17,500	25,000	28,000
Applications Management	Applications Support Specialist L1/2	21,000	30,000	40,000
System and Infrastructure management	System Engineer (Windows/Linux/Unix)	40,000	50,000	60,000
	Database Developer	40,000	50,000	66,000
	Database Administrator	40,000	50,000	66,000
Software Development	Java Developer	40,000	55,000	70,000
	Full Stack Developer (Java/JS)	40,000	55,000	70,000
	C#/.NET Developer	40,000	55,000	70,000
	Embedded C/C++ Developer	35,000	50,000	60,000
	Python Developer	40,000	55,000	70,000
	Software Development Manager	60,000	70,000	85,000
Mobile Development	Android Developer	40,000	55,000	70,000
	iOS Developer	40,000	55,000	70,000
	Quality Assurance/Testing	32,000	37,500	45,000
	QA Engineer (automated)	40,000	57,500	65,000
Cross-functional positions	Business Analyst	32,000	40,000	48,000
	Software Solution Architect	50,000	60,000	75,000
	DevOps Engineer	38,000	50,000	65,000
Security	Security Operations Center Analyst	35,000	50,000	65,000
	Network Security Engineer	40,000	50,000	65,000
	Infrastructure Security Engineer	40,000	55,000	70,000
	Cloud development	40,000	55,000	70,000
	Salesforce/Azure Consultant	35,000	50,000	60,000
	Salesforce/Azure Developer	35,000	50,000	60,000

Cost of Living Index
37,4

Job Area	Job Title	Regular permanent employment contract - Salary Currency: Euro - Minimum	Mid	Maximum
Service Desk	Technical Support 1st Line	11,900	15,200	18,400
	Technical Support 2nd Line	18,400	23,900	29,400
	Technical Support 3rd Line	29,400	34,900	40,400
	Team Leader Service Desk	44,100	49,600	55,100
	Digital Workplace Engineer (SCCM /Intune)	55,100	60,600	66,100
Applications Management	Applications Support Specialist L1/2	18,400	29,400	40,400
	Oracle Administrator	55,100	58,800	62,400
System and Infrastructure management	System Engineer (Windows/Linux/Unix)	47,800	60,600	66,100
	Database Developer	55,400	60,900	66,500
	Database Administrator	51,700	57,200	62,800

Regular permanent employment contract
- Salary Currency: Euro -

Job Area	Job Title	Minimum	Mid	Maximum
Software Development	Java Developer	29,400	58,800	66,100
	Full Stack Developer (Java/JS)	59,100	64,600	70,200
	C#/.NET Developer	44,100	55,100	62,400
	Embedded C/C++ Developer	33,100	51,400	62,400
	Python Developer	14,700	55,100	73,500
	React Software Developer	44,100	51,400	58,800
	Golang Developer	36,700	47,800	58,800
	Drupal Developer	47,800	55,100	62,400
	Software Development Manager	73,500	85,700	97,800
	.NET Team Lead	58,800	66,100	73,500
	Team Lead FullStack Developer	66,100	73,500	80,800
	Design Engineer	14,700	33,100	48,000
Mobile Development	Android Developer	44,300	55,400	66,500
	iOS Developer	44,300	55,400	66,500
	Quality Assurance/Testing	36,700	45,900	55,100
	QA Engineer (automated)	18,400	47,800	58,800
	QA Manual + Automation	47,800	51,400	55,100
Cross-functional positions	Business Analyst	36,700	44,100	55,100
	Software Solution Architect	84,500	97,300	110,200
	DevOps Engineer	44,100	55,100	66,100
	Data Engineer	47,800	62,400	73,500
	Data Science Specialist	47,800	56,900	66,100
Security	Security Operations Center Analyst	44,400	45,900	51,400
	Network Security Engineer	55,100	60,600	66,100
	Infrastructure Security Engineer	51,400	56,900	62,400
	Cloud development	51,700	59,100	66,500
	Salesforce/Azure Consultant	66,500	70,200	73,800
	Salesforce/Azure Developer	62,800	66,500	70,200
	Cybersecurity Consultant	51,400	56,900	62,400
	Security Solution Consultant	62,400	68,000	73,500
	Cybsersecurity Program Manager	73,500	82,700	91,800
Service Desk	Technical Support 1st Line	13,000	17,000	22,000
Applications Management	Applications Support Specialist L1/2	14,000	18,000	23,500
System and Infrastructure management	System Engineer (Windows/Linux/Unix)	20,000	28,000	46,000
	Database Developer	25,000	31,000	46,500
	Database Administrator	20,000	28,000	46,000
Software Development	Java Developer	22,000	35,000	60,000
	Full Stack Developer (Java/JS)	30,000	40,000	72,500
	C#/.NET Developer	21,000	35,000	52,500
	Embedded C/C++ Developer	30,000	37,500	55,000
	Python Developer	30,000	40,000	72,500
	Software Development Manager	35,000	50,000	77,500
Mobile Development	Android Developer	22,000	35,000	42,500
	iOS Developer	25,000	40,000	70,000

Cost of Living Index
37,2

Cost of Living Index
44,2

Regular permanent employment contract
- Salary Currency: Euro -

Job Area	Job Title	Minimum	Mid	Maximum
	Quality Assurance/Testing	19,000	35,000	45,000
	QA Engineer (automated)	25,000	41,000	55,000
Cross-functional positions	Business Analyst	25,000	35,000	50,000
	Software Solution Architect	26,500	35,000	50,000
	DevOps Engineer	29,000	47,500	77,500
Security	Security Operations Center Analyst	25,000	35,000	50,000
	Network Security Engineer	25,000	40,000	70,000
	Infrastructure Security Engineer	25,000	40,000	70,000
	Cloud development	25,000	43,500	85,000
	Salesforce/Azure Consultant	20,000	42,000	85,000
	Salesforce/Azure Developer	25,000	47,500	85,000
Service Desk	Technical Support 1st Line	16,800	19,200	21,600
Applications Management	Applications Support Specialist L1/2	24,000	27,600	31,200
System and Infrastructure management	System Engineer (Windows/Linux/Unix)	24,000	30,000	38,400
	Database Developer	28,800	34,800	44,400
	Database Administrator	24,000	30,000	36,000
Software Development	Java Developer	30,000	39,600	48,000
	Full Stack Developer (Java/JS)	30,000	42,000	48,000
	C#/.NET Developer	30,000	39,600	48,000
	Embedded C/C++ Developer	27,600	36,000	44,400
	Python Developer	28,800	36,000	44,400
	Software Development Manager	48,000	60,000	66,000
Mobile Development	Android Developer	26,400	37,200	45,600
	iOS Developer	27,600	38,400	48,000
	Quality Assurance/Testing	21,600	24,000	27,600
	QA Engineer (automated)	26,400	33,600	42,000
Cross-functional positions	Business Analyst	26,400	30,000	39,600
	Software Solution Architect	43,200	48,000	56,400
	DevOps Engineer	32,400	39,600	48,000
Security	Security Operations Center Analyst	33,600	38,400	42,000
	Network Security Engineer	30,000	33,600	39,600
	Infrastructure Security Engineer	42,000	45,600	48,000
	Cloud development	45,600	49,200	54,000
	Salesforce/Azure Consultant	42,000	45,600	48,000
	Salesforce/Azure Developer	32,400	39,600	48,000
Service Desk	Technical Support 1st Line	15,000	20,000	26,000
Applications Management	Applications Support Specialist L1/2	18,000	25,000	31,000
System and Infrastructure management	System Engineer (Windows/Linux/Unix)	25,000	38,000	55,000
	Database Developer	30,000	42,000	65,000
	Database Administrator	30,000	42,000	65,000

Cost of Living Index
50,6

Cost of Living Index

114,2

Job Area	Job Title	Regular permanent employment contract - Salary Currency: Euro - Minimum	Mid	Maximum
Software Development	Java Developer	25,000	45,000	65,000
	Full Stack Developer (Java/JS)	30,000	47,000	65,000
	C#/.NET Developer	27,000	45,000	65,000
	Embedded C/C++ Developer	25,000	43,000	65,000
	Python Developer	25,000	42,000	65,000
	Software Development Manager	40,000	55,000	65,000
Mobile Development	Android Developer	32,000	45,000	57,500
	iOS Developer	35,000	47,000	65,000
	Quality Assurance/Testing	25,000	32,000	45,000
	QA Engineer (automated)	32,000	40,000	50,000
Cross-functional positions	Business Analyst	30,000	40,000	50,600
	Software Solution Architect	45,000	60,000	72,500
	DevOps Engineer	30,000	45,000	67,500
Security	Security Operations Center Analyst	28,000	40,000	55,000
	Network Security Engineer	30,000	45,000	60,000
	Infrastructure Security Engineer	30,000	45,000	60,000
	Cloud development	32,000	45,000	60,000
	Salesforce/Azure Consultant	32,000	45,000	60,000
	Salesforce/Azure Developer	32,000	45,000	60,000
Service Desk	Technical Support 1st Line	46,800	50,000	60,000
Applications Management	Applications Support Specialist L1/2	46,800	50,000	70,000
System and Infrastructure management	System Engineer (Windows/Linux/Unix)	46,800	60,000	70,000
	Database Developer	46,800	60,000	80,000
	Database Administrator	46,800	50,000	60,000
Software Development	Java Developer	46,800	65,000	80,000
	Full Stack Developer (Java/JS)	46,800	65,000	80,000
	C#/.NET Developer	46,800	65,000	80,000
	Embedded C/C++ Developer	46,800	65,000	80,000
	Python Developer	46,800	65,000	80,000
	Software Development Manager	46,800	80,000	95,000
Mobile Development	Android Developer	46,800	65,000	80,000
	iOS Developer	46,800	65,000	80,000
	Quality Assurance/Testing	46,800	60,000	70,000
	QA Engineer (automated)	46,800	60,000	70,000
Cross-functional positions	Business Analyst	46,800	55,000	65,000
	Software Solution Architect	46,800	75,000	95,000
	DevOps Engineer	46,800	70,000	90,000
Security	Security Operations Center Analyst	46,800	50,000	60,000
	Network Security Engineer	46,800	50,000	60,000
	Infrastructure Security Engineer	46,800	70,000	80,000
	Cloud development	46,800	70,000	80,000
	Salesforce/Azure Consultant	46,800	60,000	70,000
	Salesforce/Azure Developer	46,800	60,000	80,000

Cost of Living Index

28,1

Job Area	Job Title	Regular permanent employment contract - Salary Currency: Euro - Minimum	Mid	Maximum
Service Desk	Technical Support 1st Line	9,000	10,200	11,400
Applications Management	Applications Support Specialist L1/2	19,200	21,600	24,000
System and Infrastructure management	System Engineer (Windows/Linux/Unix)	18,000	24,000	30,000
	Database Developer	14,400	19,800	25,200
	Database Administrator	26,400	31,200	36,000
Software Development	Java Developer	30,000	33,600	37,200
	Full Stack Developer (Java/JS)	22,800	27,000	31,200
	C#/.NET Developer	20,400	25,200	30,000
	Embedded C/C++ Developer	20,400	25,200	30,000
	Python Developer	27,600	31,800	36,000
	Software Development Manager	46,800	54,600	62,400
Mobile Development	Android Developer	24,000	27,600	31,200
	iOS Developer	26,400	30,000	33,600
	Quality Assurance/Testing	14,400	30,000	45,600
	QA Engineer (automated)	20,400	25,200	30,000
Cross-functional positions	Business Analyst	25,800	29,400	33,000
	Software Solution Architect	38,400	45,600	52,800
	DevOps Engineer	25,800	32,400	39,000
Security	Security Operations Center Analyst	29,400	34,200	39,000
	Network Security Engineer	46,800	26,400	30,000
	Infrastructure Security Engineer	22,800	26,400	30,000
	Cloud development	45,000	51,600	58,200
	Salesforce/Azure Consultant	29,400	35,400	41,400
	Salesforce/Azure Developer	29,400	35,400	41,400

Cost of Living Index

61,5

Job Area	Job Title	Regular permanent employment contract - Salary Currency: Euro - Minimum	Mid	Maximum
Service Desk	Technical Support 1st Line	30,000	35,000	40,000
Applications Management	Applications Support Specialist L1/2	32,000	37,000	41,000
System and Infrastructure management	System Engineer (Windows/Linux/Unix)	40,000	45,000	50,000
	Database Developer	40,000	45,000	50,000
	Database Administrator	55,000	62,000	70,000
Software Development	Java Developer	55,000	70,000	95,000
	Full Stack Developer (Java/JS)	60,000	75,000	100,000
	C#/.NET Developer	60,000	75,000	100,000
	Embedded C/C++ Developer	60,000	75,000	100,000
	Python Developer	70,000	85,000	115,000
	Software Development Manager	85,000	105,000	130,000
Mobile Development	Android Developer	70,000	85,000	100,000
	iOS Developer	70,000	85,000	100,000
	Quality Assurance/Testing	40,000	47,000	55,000
	QA Engineer (automated)	42,000	50,000	58,000
Cross-functional positions	Business Analyst	47,000	55,000	70,000
	Software Solution Architect	75,000	90,000	105,000

		Regular permanent employment contract - Salary Currency: Euro -		
Job Area	Job Title	Minimum	Mid	Maximum
	DevOps Engineer	60,000	70,000	80,000
Security	Security Operations Center Analyst	50,000	60,000	75,000
	Network Security Engineer	60,000	70,000	80,000
	Infrastructure Security Engineer	50,000	60,000	75,000
	Cloud development	55,000	70,000	80,000
	Salesforce/Azure Consultant	55,000	70,000	80,000
	Salesforce/Azure Developer	60,000	85,000	100,000

Methodology

This report is the result of research conducted by the Connected Car & Mobility Observatory of the Politecnico di Milano and the Data Intelligence company INTWIG.

The study was conducted in 13 countries (Brazil, China, France, Germany, India, Italy, Poland, Portugal, Romania, Spain, Turkey, USA, and the United Kingdom) and was structured following a rigorous methodology developed in 3 phases:

Desk Analysis: collection and systematisation of public data able to provide a broad and articulate reading of the IT sector worldwide;

Opinion leader interviews: 36 in-depth interviews with Opinion Leaders in the 13 countries surveyed;

International Survey: indicated as *"Gi Group Holding, IT International Survey – 2024"* a CAWI survey conducted on a sample of 500 residents in each of the 13 countries, aged 18 to 65 (including decision makers, HR manager, IT workers, open-to-work).

Data Research *and* Analysis

POLITECNICO MILANO 1863 SCHOOL OF MANAGEMENT

osservatori.net digital innovation

The **Digital Innovation Observatories of the School of Management** of the Politecnico di Milano were born in 1999 with the aim of creating culture in all the main areas of Digital Innovation. Nowadays, Observatories are a qualified reference point on Digital Innovation that integrates Research, Communication, Continuous Updating and Networking activities.

The **HR Innovation Practices Observatory** was founded in 2010 to address the radical transformation process of competences and of the role of the HR Department resulting from the spread of new digital technologies and organization models. The Observatory is the result of Research activities conducted over 12 years by the Digital Innovation Observatories of the Politecnico di Milano, particularly the Enterprise 2.0 and Intranet and Network Organization Observatories. It aims to support HR Executives in the human resources development and management process generated by the spread of new technologies and organization models. The Observatory is focused on being a point of reference in the development of the innovation culture in HR and foster the coming together and development of a community between demand and offering of technologies for the development and management of Human Resource management.

Data Research *and* Analysis + Graphic Design

IN.TWIG make data work

INTWIG is a **Data Intelligence company** that has been developing data management strategies since 2016. It offers support to companies to understand the context they move into, anticipate trends, optimise processes and make decisions quickly. INTWIG's method is customised, rigorous and covers the **entire Data Lifecycle:** collection, analysis, interpretation and visualization. Customised tools and solutions are developed by a team of researchers, analysts, data managers and communication experts with technical and cross-functional skills.

More than **Work**

Knowledge HUB

Gi Group HOLDING