

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

2016 INSIGHT

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

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

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

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

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

2017 EXPECTATIONS

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

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

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

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

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

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

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



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



400k (EJI)

Average number of roles advertised in Spain per quarter



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

(EJI)

TOP THREE AREAS BY ADVERTISED JOB VOLUME

- 1 Sales
- 2 Information technology
- 3 Marketing

(Salary Survey 2017)

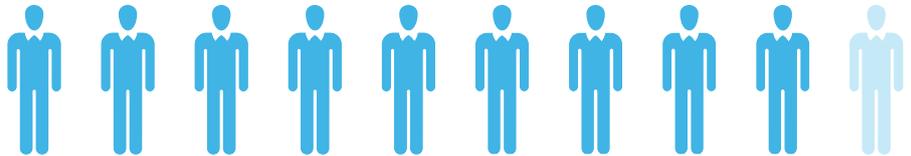
5% SALARY INCREASES EXPECTED FOR THESE SKILL SETS



Actuary



Building information modelling



(Whitepaper)

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



KEY FINDINGS

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

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

EJI: Robert Walters European Job Index, Q4 2016.

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

OVERVIEW

ACCOUNTING & FINANCE

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

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

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

BANKING & INSURANCE

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

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

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

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

ENGINEERING

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

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

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

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

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

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

KEY TRENDS

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

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

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

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

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

IT & DIGITAL

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

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

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

SALES & MARKETING

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

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

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

TAX & LEGAL

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

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

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

SPAIN

ACCOUNTING & FINANCE

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

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

SPAIN

BANKING & INSURANCE

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

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SPAIN

ENGINEERING

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

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SPAIN

ENGINEERING

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

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SPAIN

INFORMATION TECHNOLOGY & DIGITAL

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

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SPAIN

INFORMATION TECHNOLOGY & DIGITAL

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

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SPAIN

SALES & MARKETING

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

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

SPAIN

TAX & LEGAL

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

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