

Candidate Salary Expectations and Market Research



Dear Partners

Having an opportunity to work with many recruitment projects daily, we get to understand the job market thoroughly. Therefore, we continue our tradition to share our insights regarding the market with you so that you could have that edge of being one step ahead. This year we have released two market reports (for 1Q and 3Q), where the first one was oriented towards performing individuals / candidates and their decision to accept or decline job offers making process. This report is dedicated for candidate salary expectation changes and, along with Baltic Salary Survey, we have released a first tool of its kind, where salary expectations are compared to actual income per given role.



Matas Martinkėnas
Partner

Four Business Line Managers from People share their insights regarding the market in their field in further chapters of this report. Also, you will find charts for salary expectations and their comparisons to actual incomes for each sector separately. We hope that this will assist you in your budgeting process for 2023 and will also help you make more insightful decision on team expansion questions.

Finally, we include an introduction to our newest service, called Talent Acquisition Optimization. We want to share with you a process we developed for ineffective recruitment and talent acquisition processes elimination.

#onesteapahead

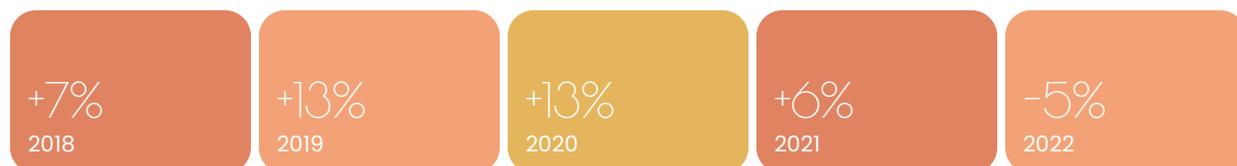
Market research

Anticipating compensation increase in 2023 – another growth year?

One of the highest inflations in Lithuania drastically changed the overall situation of employee compensation this year. At the end of 2021, a slowdown of salary increases was anticipated by authorities and market players, yet we had one of the highest increases (14% annual total net cash) within the last 5 years (source: Baltic Salary Survey). Even with this increase, **most employees experienced a -5% decrease in real wages, when the compensation is adjusted for inflation.**

Along with this, labor market authorities from time to time release information about layoffs (mostly from small/medium enterprises) and some increases in employment rates. Nevertheless, it is critical to assess specific sectors individually, as the vast majority of the job market is still incredibly hot with high turnover rates, high demand for talent, and very active headhunting from most of the top companies. It is hard to anticipate how much compensation budgets will be affected, yet most companies are now planning to pursue a compensation budget **increase of 7-10% for the first compensation review for the next year.**

Real wages 2018-2022



Reasons under “unreasonably” high candidate salary expectations

In this paper, you will find candidate salary expectation chart within different sectors, percent of salary expectation change within 6 months, and a comparison of salary expectations to actual compensation means (data derived from People Link and Baltic Salary Survey). According to data gathered from thousands of candidates and employees, we can see, that for most roles candidates have 15-30% higher salary expectations than their actual compensation levels.

Probably any company would be happy about paying 30% higher salaries to newcomers, leaving their current teams underpaid. On the other hand, it is also easy to imagine a candidate, who expects an increase of 20-30%, one can be sure that their current employer will provide a counter offer, which usually is an increase of 15-20%. For these reasons, it is a very common situation, when candidates change their minds about salary expectations, actually increasing the numbers in the later stages of selection. Also, due to this tendency of counter offers, only 30-40% of candidates who get job offers, actually accept them. In most cases, they drop out at the final stages of the selection and the hiring company has to start from zero.

So what can be done? **We recommend always having a Plan B candidate in the selection and also consider candidates with slightly fewer years of experience than required. In many cases, these candidates tend to quickly catch up and start meeting all of the expectations, but they are easier to hire and they have lower salary expectations.**

How much have salary expectations changed in the last 6 months?

Assessing the overall data out of 600 recruitment searches we already had in 2022, we found that within 75% of roles assessed, expectations did not increase within the last 6 years. On the other hand, this does not apply to the IT sector, where candidates had a higher expectation in 82% of the measured roles. **In those roles, where candidates had higher expectations, the average increase was 12%.**

Measuring candidate salary expectations is useful when we try to spot some niche roles that for whatever reason, are in high demand and candidates tend to rapidly increase their salary expectations. Within the last 5 months, we noticed a spike in salary expectations increase in such roles as junior lawyers (21% increase), junior recruiters (21% increase), junior production quality engineers (21% increase), and IT quality assurance specialists (31% increase).

It is highly recommended to approach each selection with a whiteboard approach, being open to spot sometimes unexpected anomalies and act upon these.

8 out of 10

Of assessed roles within IT sector, had an increase of candidate salary expectations

75%

Of assessed roles, candidate salary expectations did not increase within 6 months

12%

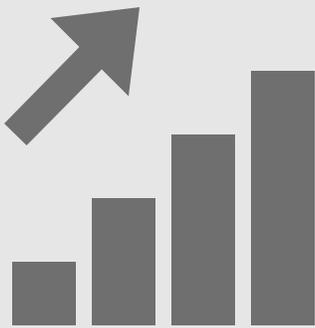
This is the average increase of salary expectations for those roles, where increase was spotted

Trends in executive compensation

The general trend of salary increase also affected the roles of C-level directors and executives. There's little variation between the industries, but there's observed a significant difference in salaries based on the company/department turnover, as presented in the table below.

	Up to EUR 20 million in turnover	From 20 million EUR revenue	From 100 million EUR revenue
Heads of Departments	5000 - 7000 EUR gross per month + 15-20% annual bonus	6000 - 8500 EUR gross per month + 15-20% annual bonus	6500 - 9000 gross per month + 15-20% annual bonus
CEO	7000 - 10000 EUR gross per month +20-30% annual bonus	10000 - 13000 EUR gross per month +20-30% annual bonus	13000 - 15000 EUR gross per month + 15-20% annual bonus

Overview of industries and candidate's salary expectations



Financial and Management Professionals

*The Finance and Management Selection Team at Peoplelink works with the selection of Finance, Accounting, Legal, Compliance, HR and administration positions, as well as other positions in business support functions. **Deimantė Mikalauskė**, the Head of Sector and HR consulting, shares her insights.*



Is it true that you might pay more for competences of junior candidate?

When we analyzed the salary trends of candidates, we noticed the significant increase in salary expectations of junior candidates with no (or minimal) experience. If several years ago we could successfully hire an administrator for EUR 1,000 gross, now candidates are expecting to get the same one thousand just after -tax deduction. During the recent period, the most significant change of young specialists' expectations was found in administration, legal specialists' position as well junior recruiters and financial analysts.

We see two reasons that might cause the increase: the first of which is obvious - inflation. But we will not comment this much here as this reason is obvious. The second and the one we should consider is that the new Z generation is entering the market, and they are currently starting their careers. And generational differences are obvious, if generation Y wanted to "prove" that they are worth the salary that they get, candidates of generation Z already know that they are. Recommendation for employers: if you cannot immediately respond to the candidate's expectation – communicate growth plan as well as possibilities to earn more in the future, when the needed competence (or experience) will be gained to get the desired salary.

Why now is not the best time to headhunt an accountant? The time flies and we are already in the second half of 2022, which means that most of companies already started to plan their Christmas parties. The end of the year is the busiest time for us recruiters as organizations look to start the New Year with a renewed team.

Before the end of the year, the biggest challenge is finding accountants, because year-close period is very intensive for employees in this field in terms of work. Therefore, attracting an accountant in a following couple of months is quite difficult. However, there is another side of the coin. You shouldn't be happy if you manage to get accountants' CV during this period. If the accountant leaves the most responsible jobs and comes to you, this is a signal that the same employee may leave you sooner or later in the same situation: facing the year-end period or audit. So, a few tips how to choose wisely:

- Consider add one more extra month to the search that the final candidate could hand over work before leaving his current organization. This will be important gesture for a responsible and values-driven candidate.
- If the search can wait - start it in February-March, when the audit period comes to an end.
- Invest in job advertisement to attract active candidates, as the headhunt may not fruitful. Perhaps you will attract someone who is currently unemployed or a candidate who has a possibility to hand over the work to his colleague before leaving.
- During the interview, ask how the employee would behave after receiving the offer, how they would leave/transfer their jobs.

Efficient selection process - more chances to get "yes". In the recent period, we have noticed a significant increase in the ratio of "win-backs" especially for finance and administration selections. Selection sometimes has to be done more than once, or even twice, because one after another final candidate decides not to accept the offer and to stay in his company. This can often be blamed on a long and inefficient selection process. The more stages and weeks the candidate spends in the selection process, the more we move away from the peak of his motivation and the more doubts or reconsiderations candidate can develop.

So how to avoid disappointment in the selection finals:

THE BANDAGE NEEDS TO BE RIPENED QUICKLY:: shorten the number of stages and do hesitate motivating the candidate from the very first contact, presenting what value awaits him in your organization. If you make an offer at the peak of candidate's motivation, your offer is less likely to be rejected.

Candidate salary expectations

EUR month/gross

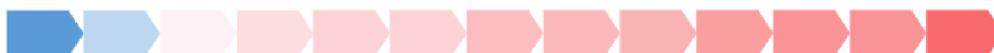
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	Range EUR	Moda EUR	Change %	Range EUR	Moda EUR	Change %	Range EUR	Moda EUR	Change %
Bookkeeper	1400 - 1900	1700	0%	1700 - 2000	1900	0%	1900 - 2400	2100	0%
Accountant	1500 - 2100	1900	0%	2400 - 3300	3000	0%	3300 - 5000	4500	10%
Finance Analyst	1700 - 2400	2100	11%	2600 - 3600	3300	0%	3300 - 5000	4100	0%
Finance Controller	-	-	-	3300 - 4100	3800	0%	4100 - 5000	4600	0%
Finance Manager	-	-	-	5000 - 6000	5800	7%	6600 - 8000	7400	0%
Credit Analyst	1900 - 2400	2200	0%	2400 - 3000	2700	0%	3100 - 3600	3400	0%
Risk Analyst	-	-	-	3300 - 5000	4500	10%	-	-	-
CRO	-	-	-	3300 - 5000	4500	10%	5000 - 8000	6600	0%
Reporting Analyst	1900 - 2400	2100	0%	3000 - 4100	3600	0%	3600 - 5000	4100	0%
Compliance specialist (KYC)	1700 - 2100	1900	0%	2400 - 3600	3000	0%	3000 - 5000	3600	0%
Monitoring / screening specialist (AML)	1700 - 2100	1900	0%	2400 - 3000	3000	0%	3000 - 4100	3600	0%
MLRO	3000 - 3600	3300	0%	3000 - 5000	4500	10%	4100 - 6000	5800	7%
Compliance Officer	-	-	-	3000 - 5000	4100	0%	5000 - 6600	5800	0%
Lawyer (In-house)	1900 - 3000	2500	19%	3000 - 3900	3600	9%	4100 - 5800	5000	9%
Lawyer (Legal Office)	1900 - 2600	2300	0%	3000 - 5000	4000	21%	4500 - 6600	5800	7%
Administrator	1500 - 1700	1500	0%	1900 - 2400	2100	0%	2100 - 2600	2400	0%
Personal Assistant	1400 - 1700	1500	0%	1900 - 2400	2100	0%	2300 - 3000	2600	0%
HR (Recruitment)	1500 - 1700	2300	21%	3000 - 3600	3300	0%	3300 - 5000	4500	10%
HR (Administration)	1400 - 1700	1500	0%	1900 - 2400	2300	10%	2100 - 2600	2600	8%
HR (Comp&Ben)	1900 - 2600	2300	0%	2600 - 4600	3600	0%	4600 - 7900	6300	0%
HR (L&D)	1400 - 1900	1660	0%	1900 - 3000	2400	0%	3000 - 3600	3300	0%
HR Business Partner	1500 - 1700	1900	0%	2100 - 3300	3000	0%	3300 - 4100	3600	0%
HR Manager	-	-	-	3300 - 5000	4100	0%	5000 - 8000	6600	0%

You will find candidate salary expectations (per role) in this chart. The data had been collected by People Link during a period of 2022 1st - 3rd quarters. In addition, Baltic Salary Survey participated in the creation of this tool, by assessing, how much candidate expectations deviate from actual medians of salaries (per role)

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Salary expectations are 200-300 EUR higher than the median of salaries for a given role

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Business Development Professionals



*The business development selection team works with the sourcing and selection of marketing, sales, commercial / purchasing and customer service positions.
Rūta Ratavičiūtė, the Head of Sector, shares her insights.*

The lack of marketing specialists is replaced by a lack of proactive salesmen. The current economic cycle brings back the need for companies to go to the market and actively sell their products, rather than simply focusing on user and customer experience that marketing and customer service functions are responsible for.

How to attract? Salesmen look for an interesting product and healthy organisational culture, but along that they also seek a financial package and openly admit it. The basic salary component is more important than ever - due to the unstable economic situation, sellers want to ensure security.

Challenges: Their current employers will try to retain top performers at all costs. If you really liked the candidate - get ready for negotiations and have a budget or additional benefits in reserve that you can offer in the further rounds of negotiations.

Customer service specialists - the least loyal.

Challenges: The biggest turnover among the administrative roles is in customer service. Often this work compatible with studies and so is perceived by employees only as a source of income, that creates little added value in terms of their career or professional growth. Also, this role is often chosen by those who do not even seek any growth, hence turnover is inevitable, because the demand for such specialists is particularly high.

How to retain? Shorten the employee onboarding process and create a career growth plan for those with ambition, for example, involving them in optimising or even automating customer support function. Also, you can think about making a customer support function more complex and with more responsibilities, by this creating more added value for both your company and employee.

Digital marketing specialists - the position is out-grown in 3 years.

Challenges: During the pandemic the need for digital marketers working with PPC, SEO and other technical marketing tools increased dramatically and the specifics of searching them have become as complex as for software programmers. Except that there are many programmers and they agree to proceed doing the same or similar work at a different company. Digital marketers, on the other hand, after a few years of doing technical tasks, digital marketing specialists want to be less "hands-on" and more involved in campaign strategies, planning and delegating work to colleagues or external companies.

How to attract? Very clearly stating that the proposed work content will guarantee growth. Also, give them a lot of information about your product, company culture, and career potential within the company.

Candidate salary expectations

EUR month/gross

Position	Junior (0-2 years experience)			Mid (2-5 years experience)			Senior (5+ years experience)		
	Range EUR	Moda EUR	Change %	Range EUR	Moda EUR	Change %	Range EUR	Moda EUR	Change %
Marketing Manager	-	-	-	4100 - 5600	5000	0%	5600 - 9000	7000	6%
Brand Manager	1600 - 2100	1900	0%	1900 - 3300	2500	0%	3300 - 5000	4100	0%
Marketing Specialist	1400 - 2100	1800	0%	1900 - 3300	2500	0%	3100 - 5000	4100	0%
Digital Marketing Specialist (PPC, performance)	1600 - 2500	2200	10%	2500 - 4100	3800	0%	4200 - 5800	4200	2%
Digital Marketing Specialist (Social Networks)	1400 - 2100	1800	0%	1900 - 3300	2500	0%	3300 - 5000	3800	0%
Sales Manager	-	-	-	4100 - 5600	5000	0%	5600 - 9000	6600	0%
Sales Specialist	1700 - 2100	1900	0%	1900 - 3300	2500	0%	3300 - 5000	4100	0%
Key Account Manager	1600 - 2100	1900	0%	2100 - 3600	2800	12%	3600 - 5000	4100	0%
Business Development Manager (Strategic Active Sales)	-	-	-	4100 - 5600	5000	0%	5600 - 9000	6600	0%
Business Development Specialist (Active Sales)	1600 - 2100	1900	0%	1900 - 3300	2500	0%	3300 - 5000	4100	0%
Sales Assistant / Administrator	1400 - 2100	1750	0%	2100 - 2600	2300	0%	-	-	-
Commerce / Purchasing Manager	-	-	-	4100 - 5600	5000	0%	5600 - 9000	6600	0%
Category Manager	1400 - 2100	1750	0%	2100 - 3500	2700	8%	3700 - 5800	4200	2%
Product Manager	1400 - 2100	1750	0%	2100 - 3500	2700	8%	3700 - 5800	4200	2%
Commerce / Purchasing Specialist	1500 - 2100	1750	0%	2100 - 3300	2700	8%	3300 - 4100	3800	0%
E-Commerce Manager	-	-	-	4100 - 5600	5000	0%	5600 - 9000	6600	0%
E-Commerce Specialist	1400 - 2100	1900	0%	2100 - 3300	2500	0%	3300 - 5000	4100	0%
Customer Service Manager	-	-	-	1600 - 2500	2200	0%	2200 - 2800	2500	0%
Customer Service Specialist	1400 - 1600	1500	7%	1600 - 1900	1700	0%	-	-	-

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Technology Professionals



*The technology selection team at People Link works with the selection of positions for professionals and executives in manufacturing, construction, engineering, data management, project and process management. **Dovilė Baltramiejūnaitė**, the Head of Sector, shares her insights.*

The past six months have been fairly calm and stable regarding salary expectations increases and the activity of candidates in the market. Although general market predictions of the coming slowdown should touch the technology sector candidate, especially construction and manufacturing candidates. However, at least at the moment, it does not seem that there is “free” talents at the job market. The same tendency can be seen, where a part of the potential candidates can still be attracted to a well-prepared EVP

(employer value proposition). However, you just need to have a little bit of patience to wait for them. Also, headhunting is still a large part of the sourcing process. I would like to point out the increased carefulness of the candidates. They are not inclined to jump headfirst into new job positions. They tend to think and do their own research. It helps if you as a hiring Manager can present a clear future vision of your company, expansions etc. It might help the candidate to make a right decision.

These past six months have provided these key insights:

Each position has its “booming” period. In the last 3 months, we have seen an increased demand for electronic sector specialists. It might be a reason why the salary expectations of the electronic specialists increased in the last 6 months. Nevertheless, the product that the company is offering has remained an essential competitive advantage when trying to attract electronic specialists. So even if you are talking to a “more expensive” candidate more often than not you can get him “cheaper” if you entice the candidate with the product that they are going to work on.

The candidate’s expectations of the construction industry market are changing. Because the construction sector is one of the most conservative ones, we are only now hearing about the candidates’ increased demands on employers. It took some time. One can’t deny that the projects on which the candidate would be working have still remained one of the most important criteria for deciding on the job offer. However, it becomes equally important to construction candidates a “softer” advantage of the company, such as growth plans, mentoring managers, feedback sessions and well-organised company processes. Construction workers are starting to look for workplaces that are team-oriented and have their work processes in order. Even if right now you, as a company, don’t show any of the aforementioned qualities, you probably still have qualities that still define you uniquely as an organization. Or perhaps you are in need of people, who would help you accomplish that? When talking to potential candidates you should not shy away from talking about that, because it could help you attract and interest construction specialists.

There are no more perfect candidates. If you are still looking for THE ONE who would fit all of your requirements for the position - you might be left with a vacant position. There is more competition for good talent than ever before. And all of them are working and are not looking for a change. Therefore, before starting to search you should evaluate which of your requirements are must-haves. And which ones are nice-to-have and you be willing to be ready to train the candidate once he/she is employed. It’s essential to understand that investing in potential more often than not (but not always) pays off. The search for the ideal candidate takes far longer. You have to take into account the cost of YOUR time.

Candidate salary expectations

EUR month/gross

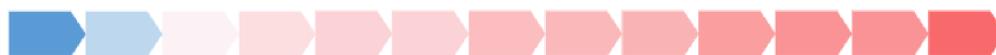
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	Range EUR	Moda EUR	Change %	Range EUR	Moda EUR	Change %	Range EUR	Moda EUR	Change %
Maintenance Engineer	1400 - 2200	2000	11%	2200 - 2700	2500	10%	2700 - 3300	3000	0%
Mechanical Engineer	1200 - 2000	1600	0%	1800 - 3000	2800	5%	3000 - 4100	3500	18%
Electronics Engineer	1800 - 2800	2400	33%	2800 - 3800	3400	21%	3500 - 5500	4700	24%
Automation Engineer	1400 - 2000	1600	0%	2000 - 3300	3000	5%	3300 - 4000	3500	-8%
Electrical Engineer	1400 - 2000	1600	0%	2000 - 2700	2500	0%	2700 - 3300	3000	0%
Energy (heat etc.) Engineer	1400 - 2000	1600	0%	2000 - 2700	2500	0%	2700 - 3300	3000	0%
Chemical Engineer	1200 - 1500	1400	8%	1500 - 2200	2000	-5%	2200 - 3000	2800	0%
CNC operator	1200 - 1500	1400	8%	1500 - 2300	2100	0%	2300 - 3000	2500	9%
CAM programmer	1400 - 1700	1600	7%	1700 - 2700	2500	0%	2700 - 3200	3000	13%
CAD Engineer	1400 - 1800	1700	0%	1800 - 2700	2500	0%	2700 - 3500	3300	0%
Planning Specialist	1400 - 1800	1600	0%	1800 - 2700	2600	4%	2700 - 3300	3000	1%
Technologist	2100 - 3000	2600	8%	3000 - 3800	3300	0%	3800 - 4500	4200	0%
Quality Engineer	1800 - 2500	2200	22%	2500 - 3000	2700	8%	3000 - 3500	3300	14%
Foreman	2000 - 2300	2200	5%	2300 - 2500	2400	4%	2500 - 3000	2700	8%
Shift Supervisor	2000 - 2400	2300	0%	2400 - 2600	2500	4%	2600 - 3500	3000	7%
Production Manager	-	-	-	3500 - 4600	4100	-5%	4600 - 8200	6600	-20%
Engineer Team Manager	3000 - 3800	3500	9%	3800 - 4200	4000	8%	4200 - 5000	4700	0%
Project Manager	2500 - 2700	2600	0%	2700 - 3500	3000	7%	3500 - 4000	3600	9%

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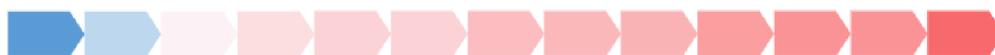
Position	Junior (0-2 years experience)			Mid (2-5 years experience)			Senior (5+ years experience)		
	Range EUR	Moda EUR	Change %	Range EUR	Moda EUR	Change %	Range EUR	Moda EUR	Change %
Quality Manager	-	-	-	3000 - 3800	3400	0%	3800 - 5000	4200	0%
Maintenance Manager	-	-	-	3000 - 3800	3400	0%	3800 - 5500	4900	17%
R&D Manager	-	-	-	4000 - 6000	4900	0%	6000 - 7000	6600	6%
Project Engineer	1400 - 1600	1500	0%	1600 - 2500	2300	10%	2500 - 3300	2800	12%
Preparation Engineer	1400 - 1700	1600	0%	1700 - 2800	2700	1%	2800 - 3500	3000	1%
Site (work) Manager	1900 - 2300	2100	0%	2300 - 2800	2500	0%	2800 - 3300	3000	0%
Construction Manager	3000 - 3500	3300	0%	3500 - 3900	3800	0%	3900 - 4300	4100	0%
Project Development Manager	3900 - 4500	4200	0%	4500 - 5300	5000	0%	5300 - 8500	7000	0%
Project Manager (construction / RE)	-	-	-	4000 - 4600	4400	0%	4600 - 5500	5000	0%
Project Manager (design)	3200 - 3500	3400	0%	3500 - 4500	4200	0%	4500 - 5500	5000	0%
Drafter	1200 - 1500	1300	0%	1500 - 2200	2100	0%	2200 - 2500	2300	8%
Constructor	1800 - 2300	2000	5%	2300 - 3300	2900	0%	3300 - 4500	4200	0%
PDV	-	-	-	3000 - 3500	3300	10%	3500 - 4500	3800	9%
Design engineer (engineering parts)	1700 - 2500	2300	0%	2500 - 3000	2800	0%	3000 - 3500	3300	10%
Project Director	-	-	-	5500 - 6300	5700	0%	6300 - 9000	8200	0%
Construction Director	-	-	-	5500 - 6300	5700	0%	6300 - 9000	8200	0%
Design Manager	-	-	-	3800 - 4500	4000	0%	4500 - 5500	5000	0%
Data Analytic	2300 - 3000	2500	0%	3000 - 3500	3300	0%	3500 - 4500	4000	0%
Data Engineer	2800 - 3500	3000	0%	3500 - 5600	5000	0%	5600 - 8200	6600	0%
Data Scientists	2500 - 3500	2800	0%	3500 - 5000	4800	0%	5000 - 7500	6500	0%
Team Leader	-	-	-	3300 - 4000	3500	0%	4000 - 5000	4500	0%
Chief Data Officer	-	-	-	4000 - 5500	4900	0%	5500 - 7000	6500	0%

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IT Professionals

*The searches we work with are IT managers, IT project and product managers, infrastructure specialists, quality assurance engineers, IT support staff and, of course, programmers of various technologies. **Danas Venclovas**, the Head of Sector, shares his insights.*



General situation in your sector: The growing number of layoffs on the other side of the ocean is causing concern among the employees of the Lithuanian IT market. People are significantly more critical, towards both new offers and their current employers, of the company's stability, future perspective, and the possibility to work safely. Therefore, currently, much more than during the period of economic growth, it is important to show your employees and the market how determined and serious your organization is for further, sustainable, and balanced growth. An overly conservative approach to development and growth can give the impression that the organization is unsure about its own long-term viability.

Still, not everything is just black. IT specialists of various competencies are somewhat more likely to hear out the proposals of recruitment specialists, but with the goal of having a plan B, C or even D, in case something does not work out with an existing employer, or he/she loses their job due to the closure of the department/organization. In the IT market in general, people's loyalty to their own employer is growing. Companies that have shown attention to their own employees, both during the period of the Covid pandemic and with the outbreak of the Russian war against Ukraine, is now getting the most of it and employees are not fleeing elsewhere.

1. "A lot of people are being laid off, so there are already more free talents on the market?" Actually, there are not as many layoffs as one might get the impression when looking into the public media, where several cases and the situations of some companies are being loudly escalated. On the other hand, it is true that some companies are already "tightening their belts" and cutting their teams or divisions. However, this does not mean that these people simply "go out" to the market and float in it in anticipation of the best offer. Most often, when a company announces the layoffs or dismissal of one or another team/unit, these people only need to respond to the last few messages "hanging" in the LinkedIn's inbox and choose the best offer in a couple of days after participating in 5-10 job interviews.

It is important to understand that as some organizations shrink, others do not stop hiring and expansion plans, and the demand of IT specialists significantly exceeds the supply, so even a few hundred IT specialists who have suddenly appeared on the market are so quickly recruited that practically the headhunting must be done even before the company announces the reduction of vacancies. After Genius Sport announced that they were withdrawing from Lithuania, their IT specialists received around 10-30 messages from the recruitment specialists on the first day.

2. "Perhaps Ukrainians and Belarusians coming to the country already fulfill the market demand?" Unfortunately, not all the citizens coming to the country are participants of the IT market, and they are not able to enter the labor market so quickly. On the other hand, when leaving their home country, they often leave their relatives there and pay more attention to bringing them here safely than rushing to find a new job. However, what is really increasing is the number of Ukrainians or Belarusians who are willing and able to work remotely. Officially employing a foreigner, a resident of a non-EU member, is tricky and takes a lot of time to sort out the paperwork, so it is much more common for people in these countries to provide freelance services. Of course, this requires (at least partly) learning a new work model for your team leaders, and a language barrier often appears, but an open approach to working remotely with freelancers, can create a competitive advantage for you in attracting new team members.

3. "What's going on with IT salaries?" Currently, a large fluctuation in salary expectations can be seen on the market. An important part here is that expectations fluctuate and vary, not the actual salary that people receive. Salaries have not changed as much over the last period as one might think. However, the expectations of candidates when considering new positions have risen significantly. In the past, candidates boldly named the salary growth of 200-300 EUR net to consider the proposal seriously. Now they state that it should be at least 500 EUR net. Behind this lies some reasoning, even quite rational - inflation and receiving of the counteroffer (a proposal that an employee receives from his employer in order not to change the company, but to stay in the existing one). Almost 100% of employees who receive an offer from a new organization, receives a counteroffer by talking with their employers, so already when starting negotiations with a new employee, you need to foresee that not everything will be as smooth as expected. Do not be afraid of an open discussion with candidates about their financial expectations, arising doubts during the recruitment process and how realistic it is that after receiving a counteroffer, the candidate will choose your organization over his/her own.

Candidate salary expectations

EUR month/gross

Position	Junior (0-2 years experience)			Mid (2-5 years experience)			Senior (5+ years experience)		
	Range EUR	Moda EUR	Change %	Range EUR	Moda EUR	Change %	Range EUR	Moda EUR	Change %
.NET	1800 - 3200	2500	19%	3300 - 5000	4500	18%	5300 - 7400	6300	9%
Architect	-	-	-	5000 - 6600	5800	35%	5800 - 7100	6600	14%
BI Developer	2000 - 4100	3000	20%	4100 - 5800	5100	24%	5800 - 6900	6600	20%
Business Analyst	1600 - 2500	2100	17%	3000 - 5000	4300	13%	5000 - 6000	5500	10%
C++	1600 - 2500	2100	5%	3000 - 5000	4300	13%	5000 - 6600	5800	16%
CIO	-	-	-	5000 - 5800	5100	2%	5800 - 7400	6600	0%
CTO	-	-	-	5800 - 8200	6600	18%	7400 - 10000	8200	0%
DevOps	-	-	-	3200 - 5200	4500	10%	5000 - 7400	6500	3%
Go	2000 - 3500	2750	20%	3500 - 5000	4250	4%	5300 - 7000	5900	7%
Java	1700 - 3000	2350	18%	3000 - 5000	4000	5%	5300 - 7000	6500	12%
JavaScript	2000 - 3000	2500	9%	3300 - 5300	4500	7%	6300 - 10000	7500	29%
Linux Admin	2000 - 3000	2800	22%	2500 - 4700	3600	6%	4500 - 6000	5300	6%
Mobile	2000 - 3400	2700	0%	3600 - 5000	4800	0%	5800 - 8200	6600	0%
PenTester	1800 - 3200	2500	19%	3300 - 5000	4500	13%	5300 - 6600	5800	14%
PHP	1800 - 2800	2300	15%	3500 - 4700	4100	8%	6000 - 7000	6500	18%
Product Owner	-	-	-	3600 - 5000	4500	10%	4800 - 6400	5800	14%
Project Manager	2200 - 2600	2400	4%	3200 - 4500	4100	17%	4100 - 5600	5000	11%
Python	1500 - 2800	2300	10%	3700 - 5300	4350	6%	5300 - 8200	6600	20%
QA Automated	1800 - 3200	2500	0%	3300 - 5000	4500	0%	5300 - 6600	5800	0%
QA Manual	1300 - 2500	2100	31%	2500 - 4200	3200	23%	3200 - 5600	4600	31%
React Native	2000 - 3400	2500	0%	3300 - 5300	4800	7%	5800 - 8200	6600	14%
Scrum Manager	-	-	-	3300 - 5100	4500	18%	5000 - 6600	5800	0%
SQL	1600 - 2500	2100	17%	3000 - 5000	4300	10%	5000 - 6600	5800	9%
Team Manager	-	-	-	5000 - 6600	5800	14%	6600 - 8200	7500	14%

You will find candidate salary expectations (per role) in this chart. The data had been collected by People Link during a period of 2022 1st - 3rd quarters. In addition, Baltic Salary Survey participated in the creation of this tool, by assessing, how much candidate expectations deviate from actual medians of salaries (per role)

Agenda:

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HR Consulting

Peoplelink provides not only employee search and selection services, but also helps clients with other important HR issues. During the more than 7 years of operation of the consulting department, we have conducted employee engagement research for more than one organization, implemented performance evaluation systems, conducted employer image research, and consulted on employer image and recruitment marketing issues. In close partnership with our partners from Estonia, Tripod, we conduct 360 assessments, organizational health surveys, and use science-based tools to help clients evaluate management teams and professional potential.

This year we introduce a new service - Talent Acquisition Optimization (TAO) and already some of our clients are enjoying a more efficient and successful recruitment and selection process. **Deimantė Mikalauskė**, the new head of the Peoplelink consulting department, tells more about this.



There are opportunities in every crisis. Market trends are currently unfavorable to employers: lack of talent, longer recruitment process, growing hiring costs. However, the most disturbing of all currently is increasing ratio of candidates who are not accepting the offer (in some sectors this ratio is up to 60%). All this makes organizational managers worried about the efficiency of the hiring process.

People Link has over 13 years of experience in candidates' search and selection. We have faced with the strangest market trends and crisis, so we decided to offer our clients help in optimizing the selection process in order to overcome the challenges of losing the market together. People Link recently introduced the Talent Acquisition Optimization (TAO) service, which helps clients in inefficient local talent acquisition and selection processes.

How does it look like?

- We refine the values of the organization as an employer, which we further integrate into the entire recruitment and selection process (EVP)
- We create visual recruitment process maps (schemas) for various departments
- We create a matrix of responsibilities in the selection process, involving HR, the hiring manager, and more related colleagues.
- We develop a good candidate experience management process, incorporating candidate feedback on selection
- We create the KPI model and calculation methods for the key employee recruitment process
- We create descriptions of employee recruitment processes, advertisement forms and select the most effective channels
- We prepare online training for managers about the selection process, we prepare memos for all persons participating in the selection

Let's be one team!

If you have any questions about selection or need help with self-assessment or staff development processes, feel free to contact us!



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