A 3D illustration on a light blue background featuring various data and analytics-themed objects. On the left, there's a cluster of items including a smartphone with a pie chart, a tablet with a bar chart, a clipboard with a line graph, speech bubbles, a red location pin on a small table, a teal mug with a tea bag, and a sign that says '2022'. In the bottom left, there are some colorful blocks. On the right, there's a white sofa and a small table. The overall style is clean and modern.

EU DATA & ANALYTICS SALARY GUIDE 2022

— The definitive source
of salary information
for the EU Data &
Analytics market

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Welcome to Harnham's annual Data & Analytics Salary Guide.

As ever, this guide is the result of a global survey of thousands of Data & Analytics professionals and offers an in-depth insight into the job market as it stands.

Inside you'll find an overview of average salaries, an analysis of the latest hiring, workplace and technological trends, as well as expert commentary on how we can continue to drive progress in the world of Data & Analytics.



SALARY GUIDE INTRODUCTION

A WORD FROM THE CEO

It is my pleasure to introduce you to the latest edition of our annual European Data & Analytics Salary Guide.

While we have been running these guides for over a decade now, I am pleased to say that this latest edition is our most comprehensive yet, based on the input of over 9,000 respondents globally, more than ever before.

I want to thank every respondent who took the time to take part in our survey. Your responses have provided invaluable insights into how the industry looks from the inside and, alongside an analysis of our placements over the past year and a review of job boards worldwide, have offered a clear view of where the industry is in 2022.

Our findings this year once again point to an industry that's thriving and maturing, particularly in data hubs across France, Germany, and the Netherlands. This has resulted in an increased feeling of job security, with 92% reporting that they more, or as, secure in their role than they did this time last year, with this number rising to 98% in the Netherlands.

Salaries, too, have started to rise and, for the first time in several years, uncompetitive salary is the most common reason for leaving a role, leading by some distance in France. This may be a result of companies improving their career progression opportunities (the top reason for the past few years) but is also likely a result of "hiring salaries" beginning to stretch away from those offered to existing talent.

We have also seen some positive signs when it comes to diversity. This year we found that 24% of Data & Analytics professionals are women, an increase from 22% last year. We'll examine this in more detail in our 2022 Diversity In Data Report, due to launch later this year, but this is a promising sign given that many organisations have made deliberate efforts to improve their gender diversity.

For the meantime, this year's guide also offers a first insight into remote and hybrid-working patterns in a post-lockdown world. As you'll see, Flexible Working Hours and Remote Working Options remain the most desirable benefits in the industry, with most professionals only working on site 2 days a week. This is already having a significant impact on hiring trends and it will be interesting to see how this continues to evolve over the next few years.

I hope you find this year's guide useful and informative. As ever, if you have any feedback, suggestions or questions about the guide, then please email research@harnham.com.

Dave Farmer / CEO

ABOUT DAVE FARMER

As one of the founding partners of Harnham, Dave has become a recognised figure in Data & Analytics recruitment over the past 16 years.

Having helped hundreds of Analytics professionals develop their careers, Dave is now leading and growing Harnham's presence throughout the UK, Europe and US.





ABOUT THIS GUIDE

For our 2022 Salary Guide, we have compiled data from:

- Our independent survey completed by 9,484 respondents globally.
- Analysis of all placements by Harnham Europe.
- Data from roles recruited by Harnham Europe.
- Analysis of Data & Analytics roles advertised online.

Salaries for each role have been broken down by experience level and, for this year's guide, respondents were asked to match themselves against one of the following:

— **Entry Level** (Starting out your Data & Analytics career in an entry-level role, perhaps having achieved your first promotion)

— **Mid-Level** (Experienced hands-on position, remaining in a technical capacity and possibly leading projects)

— **Technical Lead or Manager Level** (Within a role that has moved from technical work and into a management position, or having a senior technical hands-on position)

— **Head of level** (Leading business units comprising of one or more technical teams within one vertical/specialism)

— **Executive/Director Level** (Managing teams across different verticals and specialisms, potentially in a board position)



ABOUT THE ANALYSIS

The analysis for this report was conducted by Harnham's sister company, Rockborne. Below, Rockborne's CDO, Waseem Ali, discusses the process for this:

With Harnham's most recent industry survey garnering over 9,000 responses from professionals across the UK, US, and mainland Europe, the procedure established to yield insight from this data required data cleaning and exploration, both of which primarily occurred within Excel, PowerBI and Python.

As part of the data cleaning process, Rockborne used distribution analysis to identify outliers, which were removed as a result of some exploratory data analysis we conducted.

For the purposes of this study data outside of 'Male' and 'Female' was not considered due to the sparse number of responses, although we hope this changes over the coming years. Despite this, we will be looking at non-binary and gender fluid representation in Harnham's Diversity In Data report due out later this year, as we do not want this important area of discussion to be overlooked.

To compare different sectors within the data industry core disciplines were grouped into their respective specialisms, in order to provide a more tailored diagnosis whilst maintaining validity with the number of responses.

Rockborne are an expert provider of specialist Data & Analytics consultants. Recruiting regular cohorts of diverse, highly skilled and exceptionally promising STEM graduates, our expert trainers take these talented individuals through an intensive 16-week program of technical, business and consulting skills training, before placing them with leading data teams across all industry sectors.



[Learn more at rockborne.com](https://rockborne.com)

Rockborne
A HARNHAM GROUP COMPANY

**FEEL AS OR
MORE SECURE**

In their role than in 2021.

**WOULD LEAVE THEIR ROLE**

If the right opportunity came up.

**AVERAGE SALARY
INCREASE SOUGHT**When applying to a role
over the last year.**AVERAGE SALARY
INCREASE ACHIEVED**When accepting a role
over the last year.**RECEIVED A COUNTER OFFER**Of those who accepted, 20%
still left their role within a year.**AVERAGE BONUS**With 48% of respondents
receiving a bonus last year.**AVERAGE LENGTH
OF TIME IN A ROLE****NUMBER OF FEMALE
PROFESSIONALS**

Up from 22% last year.

INDUSTRY KEY FINDINGS ^{EU}

**TOP FIVE REASONS
FOR LEAVING A ROLE**

- Salary Not Competitive
- Lack Of Career Progression
- Poor Management
- Poor Company Culture
- Lack Of Remote Working Opportunities

TOP FIVE MOST DESIRABLE BENEFITS

- Remote working options
- Flexible working hours
- Bonus
- Health Insurance
- Shares

TOP FIVE TECHNOLOGIES

- SQL
- Python
- SAS
- Google Analytics
- Tableau

REMOTE & HYBRID WORKING

After two years in and out of various restrictions, most companies who planned to return to the office have done so.

As anticipated, the majority of businesses have adopted hybrid-working models, although only 18% have formalised these within contracts. Most professionals are therefore working within the parameters of non-contractual company policy or based on an informal agreement with their manager.

This has resulted in Data & Analytics professionals being in the office, on average, 2 days a week, across all regions. As a result, companies looking for candidates to be in the office 4-5 days a week are finding it much harder to hire. The industry has embraced remote working and the flexibility that comes with it and candidates are wary that businesses who don't offer this have an inflexible culture.

In particular, German respondents indicated that they were the least keen to be in the office, with 1/3rd stating that they wished to be fully remote and 10% not planning to return to in-office working in their current roles.

Those in the Netherlands, were the least interested in working fully remotely (only 15% wanted to do so), while 99% of French respondents reported that their business had returned to the office in some capacity.

That being said, many report that regular days in the office (within a hybrid model) is still useful for their professional advancement, suggesting that the visibility that comes with being on site does have its benefits.

Remote and hybrid working has also transformed the hiring process. The ease of being able to complete interviews of zoom, or similar, and the resulting flexibility and agility this provides has reset candidate expectations of what an interview process should look like.

This has resulted in candidates expecting significantly shorter stretches between first interviews and offers being made. Indeed, many Hiring Managers are starting to find that candidates no longer have the patience for lengthy interview processes with numerous stages and tech tests and are seeing increasing numbers drop off if things go on too long.



REMOTE & HYBRID KEY FINDINGS ^{EU}

38%

FOLLOW A NON-CONTRACTUAL COMPANY POLICY

While only 18% have a formal remote working agreement in their contract.

2

DAYS A WEEK

On average spent working in the office.

76%

PREFER A HYBRID-WORKING MODEL

While 20% would prefer to be fully remote.

9%

OF RESPONDENTS' COMPANIES WILL RETURN TO THE OFFICE FULL TIME

While only 2% are not planning to return at all.

1

REMOTE WORKING OPTIONS LISTED AS THE MOST DESIRABLE BENEFIT

That a company can offer.

5%

LEFT THEIR ROLE

As a result of lack of remote working opportunities.





FOCUS ^{FR} FRANCE

Since the pandemic, The Data & Analytics job market has transformed from one of limited roles and a surplus of candidates and spiralled through 2021 and 2022 to become one of an abundance of vacancies and a limited pool of candidates to fill them.

This has of course resulted in more fierce competition and has made it challenging for employers to source the talent that they need.



Cindy Walusiak / Senior Manager, France





91%

**FEEL AS OR
MORE SECURE**

In their role than in 2021, the
least secure in the industry.

71%

WOULD LEAVE THEIR ROLE

If the right opportunity
came up.

22%

**AVERAGE SALARY
INCREASE SOUGHT**

When applying to a role
over the last year.

11%

**AVERAGE SALARY
INCREASE ACHIEVED**

When accepting a role
over the last year.

11%

AVERAGE BONUS

With 57% of respondents
receiving a bonus last year.

26%

**NUMBER OF FEMALE
PROFESSIONALS**

Down from 28% last year.

FRANCE INSIGHTS

^{FR}**TOP FIVE REASONS
FOR LEAVING A ROLE**

Salary Not Competitive
Lack Of Career Progression
Poor Management
Lack of remote working opportunities
Benefits not competitive

TOP FIVE MOST DESIRABLE BENEFITS

Remote working options
Health insurance
Bonus
Flexible working hours
Shares

A 3D rendered scene in shades of blue. In the center-left, a large gear with a glowing white outline is mounted on a structure. To its left is a scaffolding-like frame with several blue spheres hanging from it. To the right of the gear is a traffic cone. The foreground features a blue platform with small cubes and a ramp leading down to a lower level. The background is a solid blue gradient.

DATA & **TECHNOLOGY** ^{FR}

DATA & TECHNOLOGY ^{FR}

Remote working is here to stay within Data & Technology; it continues to be one of the top priorities for candidates, especially with the pandemic highlighting that it is more than possible for people to work effectively from home.

Within the Data & Technology space, especially across divisions such as engineering, software engineering and DevOps, most employees are looking to work from home. With the flexibility to do their jobs and enjoy life outside of work, candidates simply aren't willing to work for an employer which doesn't entertain the idea of flexibility.

OUR CONSULTANT'S THOUGHTS:

Hiring Managers are needing to bend to candidate demands as they remain thin on the ground when it comes to the talent pipeline. Data Engineers, especially, are in exceedingly high demand, notably within niche divisions, such as backend engineering, DevOps engineering and Cloud Engineering. But does this come as a surprise? Not particularly. France has always heavily leaned towards the Data Engineering market unlike, for example, the UK which focuses far more on Business Intelligence.

Despite this trend continuing, one area where there is change is the technology that candidates need to be competent in. While we previously saw a frequent use of JAVA back in the 2010's, this is now slowly but surely being replaced with the likes of Python, Airflow and SQL. Candidates are regularly needing to update their knowledge to remain relevant.



Pierre Gerbeau / Managing Consultant, France

A 3D rendered scene in a monochromatic pink color scheme. In the center, a computer monitor displays a glowing white 'M' logo. To the left of the monitor is a stack of server racks and a glowing lightbulb. To the right is another stack of server racks. The entire scene is set on a desk with a keyboard in the foreground. The background is a solid pink wall.

DATA **SCIENCE** ^{FR}

DATA SCIENCE ^{FR}

While many organisations have clear Data Science goals, they are not sure which skills are required to achieve them.

This has led to many businesses looking for candidates with numerous different characteristics, often resulting in a desire for skillsets that rarely exist in tandem. In order to plug the skills gap that many businesses are facing, Hiring Managers should look to improve their understanding of what they need in order to look for more specialised profiles to fit those requirements.

As a result of the above, demand for generalist Data Scientists has decreased slightly, with companies shifting their attention towards Data Engineering roles. However, the need for Data Science expertise has certainly not disappeared and some roles, particularly Machine Learning (ML) Engineers, are experiencing a uptick in popularity.

OUR CONSULTANT'S THOUGHTS:

Hiring Managers have started to shift towards candidates with a more technical profile, over those with a more research heavy profile. Now more than ever, there is a demand for workers who are technically strong and can function autonomously, although those who can speak English also retain an edge.

In terms of programming skills, Python still very much rules the roost, with SQL hot on its heels. Clients are increasingly eager to source candidates with experience using cloud computing platforms such as Microsoft Azure and with more specialised expertise in, for example, Deep Learning, Natural Language Processing (NLP) and Computer Vision.

On the candidate side, there is, as ever, a high demand for flexibility and remote working options. But there is also an increased desire for management opportunities, and for positions that offer new challenges and the chance for progression.



Pierre Gerbeau / Managing Consultant, France

A 3D illustration in shades of orange and yellow. It features a large smartphone-like device with a glowing screen, a thumbs-up icon, a heart icon, and a cursor arrow. The scene is set on a platform with a shadow.

DIGITAL ANALYTICS^{FR}

DIGITAL ANALYTICS ^{FR}

The Digital Analytics market in France is beginning to catch up to where the UK market was two to three years ago, especially in terms of the increased interest in roles such as Technical Web Analysts and Conversion Rate Optimisation experts.

Organisations are now ready to internalize their needs for specific expertise that were previously outsourced to an agency. Candidates are no longer siloed in one area; they are expected to have numerous competencies such as knowledge of new SQL developments such as Big Query platforms.

On the Web Analytics side, there is a high demand for those with Google Analytics expertise, but also experience in Adobe analytics – a rarity in the French market. We are also witnessing a surge in the need for those with programmatic skills as well as experience in Search Engine Optimization (SEO) and Search Engine Advertising (SEA) depth than they have before.

OUR CONSULTANT'S THOUGHTS:

Hiring managers in this space expect candidates to be of a high standard, be able to speak English, but also to be transparent about their experience from the beginning. Employers prefer to know in advance if a candidate has limited capabilities in a certain area and we've seen hiring strategies amended considering the talent available.



Candidates want a fast-hiring process and to join an organisation that utilises new tools. They also tend to prefer agency-based work, where there are increased opportunities to grow their knowledge, stay up to date with industry developments and push boundaries.

Cindy Walusiak / Senior Manager, France



MARKETING & INSIGHT^{FR}



MARKETING & INSIGHT ^{FR}

The product market surged last year, but this has slowed down due to a lack of suitable talent. This is due to increased fundraising last year which has now reached fruition.

While this market has been established in France for some time, it continues to evolve at a rapid rate, with innovation on the radar of many in the industry. In particular, popular positions within research are Research Managers and on the product side, Product Managers rather than Product Owners.

OUR CONSULTANT'S THOUGHTS:

Hiring managers are looking for those with experience in larger companies, who are agile in a fast-paced environments and who can speak English. Many are seeking out those coming from 'La French Tech': a list of companies which are very technical, have had plenty of investment and are producing extraordinarily strong talent.

Candidates are pushing hard for flexibility. If a company doesn't offer some remote working, even on the product side whereby teams need to connect in the office, they will struggle to hire talent. Many want to work in a city such as Paris but live somewhere more affordable, so hybrid policies are key. With the salary market exploding, this is becoming a greater deciding factor, as is joining a company with a leader who has a strong background in the field.



Guillian Eller / Lead Consultant, France



PARIS

FRANCE

FR BNL

PERMANENT - AVERAGE ANNUAL SALARY

DATA & TECH Role type	Entry Level	Mid-Level	Technical Lead	Manager Level	Director
Cloud Engineering	€ 45,000	€ 60,000	€ 80,000	€ 95,000	€ 120,000
Business Intelligence	€ 42,000	€ 57,500	€ 70,000	€ 83,200	€ 100,000
Data Architecture	n/a	€ 60,000	€ 73,500	€ 95,000	€ 105,000
Data Eng. & Big Data	€ 45,000	€ 60,000	€ 82,000	€ 95,000	€ 120,000
DevOps	€ 45,000	€ 60,000	€ 80,000	€ 95,000	€ 120,000
Software Engineering	€ 42,000	€ 55,000	€ 75,000	€ 90,000	€ 110,000

MARKETING & INSIGHT Role type	Entry Level	Mid-Level	Technical Lead	Manager Level	Director
Campaign & CRM	€ 37,000	€ 45,000	€ 58,000	€ 69,000	€ 90,000
Data/ Insights Analytics	€ 43,500	€ 53,000	€ 58,000	€ 70,000	€ 102,000
Research Analytics	€ 37,000	€ 43,000	€ 55,000	€ 61,000	€ 80,000
Product Management	€ 45,000	€ 55,000	€ 69,000	€ 75,000	€ 107,000

PERMANENT - AVERAGE ANNUAL SALARY

DATA SCIENCE Role type	Entry Level	Mid-Level	Technical Lead	Manager Level	Director
Data Science	€ 45,000	€ 57,000	€ 77,500	€ 85,000	€ 110,000
Quantitative Analytics	€ 44,000	€ 53,000	€ 73,500	€ 85,000	€ 114,000
Deep Learning & AI	€ 42,000	€ 55,000	€ 70,000	€ 80,000	€ 95,000
ML Engineering	€ 45,000	€ 60,500	€ 75,000	€ 95,000	€ 120,000
NLP	€ 45,000	€ 60,000	€ 70,000	€ 75,000	€ 100,000
Computer Vision	€ 45,000	€ 55,000	€ 70,000	€ 80,000	€ 95,000

DIGITAL ANALYTICS Role type	Entry Level	Mid-Level	Technical Lead	Manager Level	Director
Web Analyst	€ 45,000	€ 53,000	€ 65,000	€ 75,000	€ 90,000
Programmatic	€ 48,000	€ 55,000	€ 67,000	€ 80,000	€ 95,000
SEA/ Paid media	€ 42,000	€ 47,000	€ 55,000	€ 65,000	€ 75,000
SEO	€ 41,000	€ 45,000	€ 52,000	€ 63,500	€ 73,000

RISK ANALYTICS Role type	Entry Level	Mid-Level	Technical Lead	Manager Level	Director
Risk Analyst	€ 48,000	€ 60,000	€ 75,000	€ 90,000	€ 110,000



FOCUS GERMANY^{DE}

There is no doubt that the German market is developing and whilst there is some way to go to catch up with other countries in having data-based solutions in place, it is maturing.

However, there is still friction in certain processes and roadblocks to growth. The gap between junior and senior roles, without talent to fill highly sought mid-level positions, is a case in point.

One rift that is particular to the German market but common across numerous industries, is that larger companies have become extremely proficient in selling specific solutions and tools to their customers, but do not have anyone in-house who knows how to use them, so this is a gap crying out to be filled.



Peter Schroeter / Senior Manager, Germany



92%

**FEEL AS OR
MORE SECURE**

In their role than in 2021.

71%

WOULD LEAVE THEIR ROLE

If the right opportunity
came up.

22%

**AVERAGE SALARY
INCREASE SOUGHT**

When applying to a role
over the last year.

10%

**AVERAGE SALARY
INCREASE ACHIEVED**

When accepting a role
over the last year.

9%

AVERAGE BONUS

With 41% of respondents
receiving a bonus last year.

24%

**NUMBER OF FEMALE
PROFESSIONALS**

A significant increase
from 18% last year.

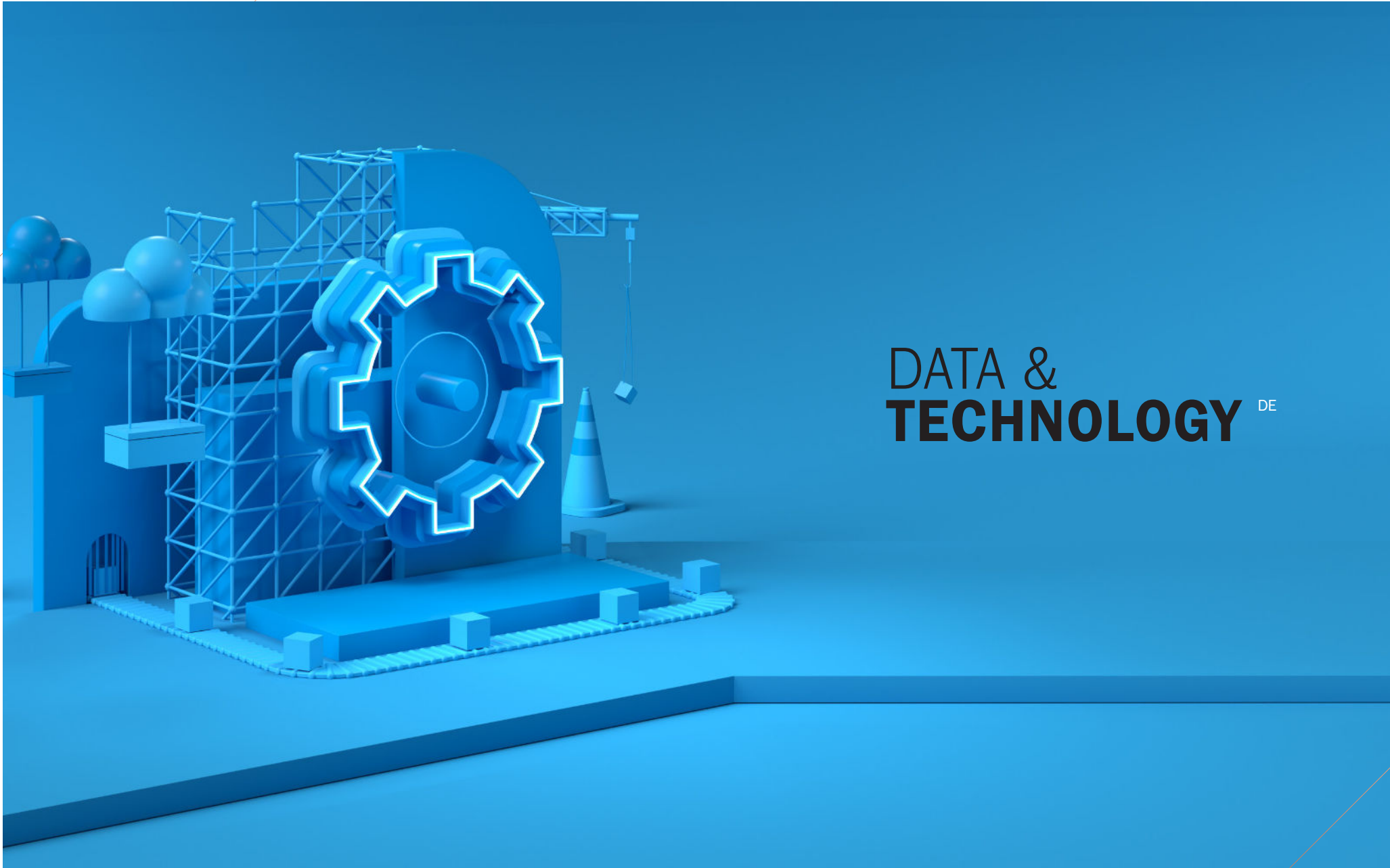
GERMANY INSIGHTS ^{DE}

TOP FIVE REASONS FOR LEAVING A ROLE

- Lack Of Career Progression
- Salary not competitive
- End of contract
- Lack of remote working opportunities
- Relocation (personal)

TOP FIVE MOST DESIRABLE BENEFITS

- Remote working options
- Flexible working hours
- Bonus
- Shares
- Health Insurance



DATA & **TECHNOLOGY** ^{DE}

BUSINESS INTELLIGENCE ^{DE}

In the Business Intelligence (BI) and solution architecture markets, we are seeing roles traditionally outsourced to third parties being moved in-house. This is driving demand for profiles usually reserved for outside consulting and service providers.

This is causing a huge bottleneck in talent pipelines as many candidates who are accustomed to working as part of an extended work bench, are now required to be part of a team environment, of which they have limited experience. Candidates may be a technical match for a role but a mismatch when it comes to culture and style.

OUR CONSULTANT'S THOUGHTS:

During the pandemic, companies were focused on fixing backend processes and, as a result, were heavily reliant on Data Engineers and DevOps professionals. But now, many are looking to build and integrate these into their internal systems, which is driving demand for BI positions. What's more, there has been a shift in awareness around the importance of data-driven processes and making data more visible, even within more traditional organisations.

Those who have the technical ability to build pipelines and cleanse data but who are also able to communicate the business value of this information, manage stakeholders and build the bridge between the technical teams are becoming gold dust in the market.



For candidates, location and flexibility, whilst still important in their job search, have taken a back seat to salary offerings once again, due to inflation, rising salaries, and talent shortage.

Peter Schroeter / Senior Manager, Germany

DATA ENGINEERING ^{DE}

Over the past year the demand for Data Engineers has stayed remarkably buoyant. The job market is becoming increasingly volatile with salaries, particularly for mid-level data engineers, being driven sky-high as candidates' cherry pick between multiple job offers.

The rise of modern technologies is certainly changing the role that Data Engineers play, new tools are simplifying processes and allowing these engineers to be far more versatile in their positions. For example, Databricks, which did not exist a couple of years ago, is now a highly sought-after skillset amongst candidates.

OUR CONSULTANT'S THOUGHTS:

Data Engineers are now better aware of the tools and expertise needed to be competitive. Programs such as Python and SQL are no longer sufficient, and candidates are increasingly competent at learning exactly what they need to succeed.

Python remains a necessity for hiring managers, experience with the cloud is also becoming sought after, along with knowledge in new software such as Databricks.

On top of this, employers are no longer seeking Data Engineers who are purely technically driven; now they need to be able to communicate with multiple stakeholders and work in a team environment.

Outside of flexibility, candidates are particularly focused on joining a reputable company that can be trusted and is stable, especially in the current economic climate.



Angela Peckham / Senior Recruitment Consultant,
Germany

DATA & TECH: DEVOPS ^{DE}

Last year, the DevOps and Software Engineering market witnessed unprecedented salary inflation however, in the past 12 months this has balanced itself out.

Senior DevOps managers, for example, no longer make any more than €95,000 per year. The reason for this balance stemmed from the realisation by many companies that the ongoing salary war simply wasn't sustainable, people were made redundant, and teams struggled to manage.

Now, in a much more stable time, we're seeing a rise in demand for Site Reliability Engineering (SRE) roles to be filled as well as DevOps. The reason for this lies in the vast adoption of innovative technologies, especially post-COVID, as well as a consistent pressure for automation and innovation.

OUR CONSULTANT'S THOUGHTS:

Alongside overall innovation, we're also seeing the DevOps and SRE niches shifting how they work. Many companies have chosen to shift from the industry norm of Jenkins to GitHub Actions – a tool that has gained a lot of popularity over the past few years and is now quickly taking top spot. Additionally, we're seeing a spike in popularity for candidates who have a good understanding of Terraform which is one step beyond the usual expected tools, such as Azure and AWS.

While it may appear that there is a lot of weight placed on the technical ability of candidates, it's almost equally as important to hiring managers that potential employees are cross functional between hard and soft skills. Communication is integral and any individual that can easily build a bridge between the technical side of the business and, for example, non-technical stakeholders will undoubtedly have multiple offers on the table.



Ali Mirza / Senior Recruitment Consultant, Germany



DATA **SCIENCE** ^{DE}



DATA SCIENCE ^{DE}

While Data Science hiring managers continue to search for conventional positions in the sector, such as Lead Data Scientist, Data Science and Machine Learning Engineer, the past 12 months have seen the emergence of demand for extremely niche roles, too.

It is now common to see job vacancies looking for a Data Scientists who also have marketing mix capabilities. While not a surprise in this very fast-paced market with ever-changing technological needs, this eclectic mix of requirements from hiring managers is wreaking havoc on the job market, with candidates expressing their frustrations at businesses needing 'unicorns.'

OUR CONSULTANT'S THOUGHTS:

Data Science continues to be an incredibly vibrant and challenging market, with employers investing into the space and being flooded with CVs. The complexity of this role type paired with limited resources on the client side means selection and matching often take too long for business requirements either due to limited resources or a sheer overwhelming number of applications.

In particular, maturing Data Science and Machine Learning environments have led to a need for candidates to develop more skills. Employers must be aware that they will need to put resources into upskilling candidates if they are to fulfil their diverse mix of expertise rather than hope that they find the elusive 'unicorns' immediately.



This, combined with the importance of production experience, has led to a shortage of talent (particularly of ML Engineers) which, in turn, drives up salary expectations.

Ceyda Simsek / Recruitment Consultant, Germany

A 3D illustration in shades of orange and yellow. It features a large smartphone-like device with a glowing screen, a thumbs-up icon, a heart icon, and a cursor arrow. The scene is set on a platform with a step.

DIGITAL ANALYTICS^{DE}

DIGITAL ANALYTICS ^{DE}

Digital Analytics continues to see candidates hold a large amount of control within the hiring process.

They can pick and choose roles and responsibilities as they see fit, demand higher than average salaries and refuse jobs that are not challenging enough or do not offer the chance to work with modern and up to date technologies, leaving hiring managers continually needing to make compromises.

However, the difference between the current candidate-led market and that of just 12 months ago is the other economic factors that are in play. Between the war in Ukraine and the spiralling inflation rates, we are seeing more of a resistance from candidates to move as freely and hiring managers are being more cautious with the amount of money they are offering in a bid to save in this turbulent time.

OUR CONSULTANT'S THOUGHTS:

For candidates who are currently searching for new opportunities, the demand for standard, 'straight out of the box' consultants continues at a steady rate. But, for those candidates looking to earn high salaries, the money can most certainly be found in those more specialised roles and expertise, such as Adobe Analytics. But this is where hiring managers are struggling; there simply isn't the expertise in the market to fill demand.

Nor are they easily finding fluent German speakers – another in-demand attribute of an analyst in the German market. While 90 per cent of the vacancies we hold require a fluent German candidate, 90 per cent of the applicants only speak English. Those candidates who are willing to learn a new language quickly stand themselves in great stead and those who can already speak the language are almost guaranteed a role.



Liam Culhane / Recruitment Consultant, Germany

BERLIN

GERMANY

DE

PERMANENT - AVERAGE ANNUAL SALARY

DATA & TECH Role type	Entry Level	Mid-Level	Technical Lead	Manager Level	Director
Business Intelligence	€ 58,000	€ 65,000	€ 80,000	€ 97,000	€ 130,000
Data Architecture	n/a	€ 79,000	€ 95,000	€ 110,000	€ 135,000
Data Eng. & Big Data	€ 65,000	€ 78,000	€ 89,000	€ 95,000	€ 107,000
Data Governance	€ 58,000	€ 63,000	€ 80,000	€ 92,000	€ 102,000
DevOps	€ 70,000	€ 85,000	€ 100,000	€ 120,000	€ 140,000
Software Engineering	€ 65,000	€ 78,000	€ 95,000	€ 110,000	€ 120,000

MARKETING & INSIGHT Role type	Entry Level	Mid-Level	Technical Lead	Manager Level	Director
Campaign & CRM	€ 50,000	€ 65,000	€ 78,000	€ 95,000	n/a
Data Analytics	€ 55,000	€ 67,000	€ 78,000	€ 82,000	n/a
Insight Analytics	€ 45,000	€ 60,000	€ 85,000	€ 100,000	n/a
Marketing Automation	n/a	€ 78,000	€ 95,000	€ 110,000	n/a
Pricing Analytics	€ 50,000	€ 65,000	€ 80,000	€ 105,000	€ 120,000
Research Analytics	€ 45,000	€ 62,000	€ 85,000	€ 100,000	n/a
Data Product Management	€ 58,000	€ 70,000	€ 92,000	€ 115,000	€ 140,000

PERMANENT - AVERAGE ANNUAL SALARY

DATA SCIENCE Role type	Entry Level	Mid-Level	Technical Lead	Manager Level	Director
Data Science	€ 60,000	€ 72,000	€ 88,000	€ 100,000	€ 130,000
Quantitative Analytics	€ 45,000	€ 56,000	€ 67,000	n/a	n/a
ML Engineering	€ 57,000	€ 67,500	€ 78,500	n/a	n/a
NLP	€ 55,000	€ 65,000	€ 75,500	€ 87,000	€ 95,000
Computer Vision	€ 55,000	€ 65,000	€ 75,500	€ 87,000	€ 95,000

DIGITAL ANALYTICS Role type	Entry Level	Mid-Level	Technical Lead	Manager Level	Director
AdTech	n/a	€ 78,000	€ 95,000	€ 110,000	n/a
Conversion Rate Optimisation	€ 40,000	€ 60,000	€ 85,000	€ 100,000	n/a
Web Analytics	€ 45,000	€ 65,000	€ 90,000	€ 110,000	n/a
Digital Consulting	€ 50,000	€ 67,000	€ 95,000	€ 110,000	n/a
Marketing Mix Modelling	€ 57,000	€ 70,000	€ 100,000	€ 120,000	n/a
Performance Marketing	€ 40,000	€ 60,000	€ 80,000	€ 100,000	n/a

RISK ANALYTICS Role type	Entry Level	Mid-Level	Technical Lead	Manager Level	Director
Decision Science	n/a	€ 60,000	€ 85,000	€ 100,000	n/a
Fraud Analytics	n/a	€ 75,000	€ 95,000	€ 110,000	n/a

DÜSSELDORF

GERMANY ^{DE}

PERMANENT - AVERAGE ANNUAL SALARY

DATA & TECH Role type	Entry Level	Mid-Level	Technical Lead	Manager Level	Director
Business Intelligence	€ 62,000	€ 70,000	€ 85,000	€ 100,000	€ 140,000
Data Architecture	n/a	€ 79,000	€ 95,000	€ 110,000	€ 135,000
Data Eng. & Big Data	€ 65,000	€ 78,000	€ 89,000	€ 95,000	€ 107,000
Data Governance	€ 58,000	€ 63,000	€ 80,000	€ 92,000	€ 102,000
DevOps	€ 70,000	€ 85,000	€ 100,000	€ 120,000	€ 140,000
Software Engineering	€ 65,000	€ 78,000	€ 95,000	€ 110,000	€ 120,000

MARKETING & INSIGHT Role type	Entry Level	Mid-Level	Technical Lead	Manager Level	Director
Campaign & CRM	€ 50,000	€ 65,000	€ 78,000	€ 95,000	n/a
Data Analytics	€ 55,000	€ 67,000	€ 78,000	€ 82,000	n/a
Insight Analytics	€ 45,000	€ 60,000	€ 85,000	€ 95,000	n/a
Marketing Automation	n/a	€ 78,000	€ 95,000	€ 110,000	n/a
Pricing Analytics	50,000	€ 65,000	€ 85,000	€ 105,000	€ 130,000
Research Analytics	€ 45,000	€ 58,000	€ 80,000	€ 93,000	n/a
Data Product Management	€ 58,000	€ 70,000	€ 92,000	€ 115,000	€ 140,000

PERMANENT - AVERAGE ANNUAL SALARY

DATA SCIENCE Role type	Entry Level	Mid-Level	Technical Lead	Manager Level	Director
Data Science	€ 65,000	€ 76,000	€ 93,000	€ 110,000	€ 135,000
Quantitative Analytics	€ 48,000	€ 60,000	€ 78,000	n/a	n/a
ML Engineering	€ 60,000	€ 73,000	€ 85,000	n/a	n/a
NLP	€ 60,000	€ 70,000	€ 80,000	€ 95,000	€ 105,000
Computer Vision	€ 60,000	€ 70,000	€ 80,000	€ 95,000	€ 105,000

DIGITAL ANALYTICS Role type	Entry Level	Mid-Level	Technical Lead	Manager Level	Director
AdTech	n/a	€ 78,000	€ 95,000	€ 110,000	n/a
Conversion Rate Optimisation	€ 40,000	€ 60,000	€ 85,000	€ 100,000	n/a
Web Analytics	€ 45,000	€ 65,000	€ 90,000	€ 110,000	n/a
Digital Consulting	€ 50,000	€ 67,000	€ 95,000	€ 110,000	n/a
Marketing Mix Modelling	€ 57,000	€ 70,000	€ 100,000	€ 120,000	n/a
Performance Marketing	€ 40,000	€ 60,000	€ 80,000	€ 100,000	n/a

RISK ANALYTICS Role type	Entry Level	Mid-Level	Technical Lead	Manager Level	Director
Decision Science	n/a	€ 60,000	€ 85,000	€ 100,000	n/a
Fraud Analytics	n/a	€ 75,000	€ 95,000	€ 110,000	n/a



MUNICH

GERMANY

DE

PERMANENT - AVERAGE ANNUAL SALARY

DATA & TECH	Entry Level	Mid-Level	Technical Lead	Manager Level	Director
Role type					
Business Intelligence	€ 64,000	€ 75,000	€ 90,000	€ 110,000	€ 140,000
Data Architecture	n/a	€ 82,000	€ 97,000	€ 118,000	€ 138,000
Data Eng. & Big Data	€ 65,000	€ 78,000	€ 89,000	€ 98,000	€ 115,000
Data Governance	€ 64,000	€ 72,000	€ 86,000	€ 105,000	€ 124,000
DevOps	€ 75,000	€ 95,000	€ 110,000	€ 140,000	€ 170,000
Software Engineering	€ 70,000	€ 90,000	€ 100,000	€ 125,000	€ 150,000

PERMANENT - AVERAGE ANNUAL SALARY

DATA SCIENCE	Entry Level	Mid-Level	Technical Lead	Manager Level	Director
Role type					
Data Science	€ 68,000	€ 78,000	€ 98,000	€ 115,000	€ 140,000
Quantitative Analytics	€ 48,000	€ 60,000	€ 78,000	n/a	n/a
ML Engineering	€ 60,000	€ 75,000	€ 95,000	n/a	n/a
NLP	€ 60,000	€ 72,500	€ 85,000	n/a	€ 120,000
Computer Vision	€ 64,000	€ 75,500	€ 79,000	n/a	€ 120,000

DIGITAL ANALYTICS	Entry Level	Mid-Level	Technical Lead	Manager Level	Director
Role type					
AdTech	n/a	€ 78,000	€ 95,000	€ 110,000	n/a
Conversion Rate Optimisation	€ 44,000	€ 66,000	€ 85,000	€ 100,000	n/a
Web Analytics	€ 48,000	€ 68,000	€ 90,000	€ 114,000	n/a
Digital Consulting	€ 50,000	€ 72,000	€ 95,000	€ 112,000	n/a
Marketing Mix Modelling	€ 63,000	€ 75,000	€ 100,000	€ 120,000	n/a
Performance Marketing	€ 45,000	€ 68,000	€ 90,000	€ 110,000	n/a



FOCUS NETHERLANDS ^{NDL}

While the Dutch market has historically been consultancy focused, we are now seeing a shift in companies looking to hire in-house.

With increased awareness of the 30% tax relief for five years, available to those outside of the Netherlands and in a relevant job, many are becoming more open to relocating, which has been great for the market. However, there is a mismatch between the initiatives' mission to bring in money from abroad and the desires of companies to hire local candidates who are Dutch speakers.



98%

**FEEL AS OR
MORE SECURE**

In their role than in 2021, the
most secure in the industry.

81%

WOULD LEAVE THEIR ROLE

If the right opportunity
came up, the most likely
to in the industry.

22%

**AVERAGE SALARY
INCREASE SOUGHT**

When applying to a role
over the last year.

12%

**AVERAGE SALARY
INCREASE ACHIEVED**

When accepting a role
over the last year.

7%

AVERAGE BONUS

With 45% of respondents
receiving a bonus than
last year.

26%

**NUMBER OF FEMALE
PROFESSIONALS**

An increase from
20% last year.

NETHERLANDS

INSIGHTS ^{NDL}

Larger organisations with high salaries have also moved their headquarters to the Netherlands and as a result, smaller organisations are struggling to compete for talent against the financial incentives they come up against.



While the market is currently candidate-driven, many company processes aren't accommodating of that. If candidates are receiving multiple job offers, employers must ensure that their hiring processes are as watertight and efficient as possible to avoid losing out on talent.

Ewan Dunbar / Senior Manager, Netherlands

**TOP FIVE REASONS
FOR LEAVING A ROLE**

- Lack Of Career Progression
- Salary not competitive
- Poor Management
- Poor Company Culture
- Limited access to new technologies

TOP FIVE MOST DESIRABLE BENEFITS

- Remote working options
- Flexible working hours
- Bonus
- Shares
- Health Insurance



DATA & **TECHNOLOGY** ^{NDL}

DATA & TECHNOLOGY ^{NDL}

The Dutch Data market is large and fast growing and, over the next decade, it is, it is expected to continue this upward trajectory.

Companies are becoming increasingly cloud focused and their talent needs to reflect this. However, the regulations of certain finance institutions and government agencies mean that OnPrem talent is still required.

Within the market as whole, Data Engineering is one of the most sought-after roles; without Data Engineers, the data life cycle struggles to move past initial phases - more downstream analytics roles, such as Data Visualisation, Business Intelligence and Marketing Insights, cannot be hired. Therefore, business understanding, and innovation are slowed.

OUR CONSULTANT'S THOUGHTS:

Candidates are not only looking for a competitive salary but an employer who can offer formal and informal learning opportunities, flexible working models and a clear understanding of long-term progression.

With such a talent-short market, Hiring Managers are likely to heed to these requests but will still be on the lookout for individuals with a well-rounded profile with an ardent desire to strengthen their own skillsets through learning and development.

Hiring Managers and employers want candidates who highlight potential, rather than a polished prospect who may be resistant to change. The softer skills, such as communication and project management, are gleaned as superior, as these cannot be taught in the same way as technical skills can.



Mathieu Wilken / Recruitment Consultant, Netherlands

A 3D rendered scene in a monochromatic pink color scheme. On the left, a desk holds a glowing lightbulb connected to a power strip, a stack of server racks, and a large, glowing neon 'M' logo inside a rounded square frame. To the right, the text 'DATA SCIENCE' is displayed in a bold, sans-serif font, with 'NDL' in a smaller font to its right.

DATA **SCIENCE** NDL

DATA SCIENCE ^{NDL}

Despite an incredible slow down for the market 12 months ago, Data Science in the Netherlands is now more popular than ever as companies return to a state of stability with new funding cycles and innovation plans.

The biggest change that we've seen in the space in more recent months is the diversification of the title of Data Scientist – it now encapsulates multiple sub-branches as it explores different routes and introduces niche specialisms into the mix.

OUR CONSULTANT'S THOUGHTS:

Hiring Managers now not only require understanding of the given tools and technologies like Python but, for example, golden ticket candidates will also have had exposure to and hold a good understanding of Machine Learning.

Additionally, a clear bridge is forming between Data Science and Data Engineering as employers are keen to get ahead of their competitors by employing people who hold skills in, or are open to learning about, tools such as Hadoop and Spark, for example. In short, they want people who can diversify.

Nevertheless, while this may be the ambition of hiring managers, it's still a candidate-led market with the talent pool holding the power. To address this, if a company can provide opportunities to learn and upskill, offer a progressive career path while also enabling their teams' great flexibility options, then this will make for a positive employer/employee match.



Luc Simpson-Kent / Senior Recruitment Consultant,
Netherlands

A 3D illustration in shades of orange and yellow. It features a large smartphone-like device with a glowing screen, a thumbs-up icon, a heart icon, and a cursor arrow. The scene is set on a platform with a step.

DIGITAL ANALYTICS^{NDL}

DIGITAL ANALYTICS ^{NDL}

The past 12 months have seen a huge shift away from employers looking for generalised 'jack of all trades' candidates to those with a deeper understanding of more specialist areas.

For example, Azure Specialists, Digital Analysts, and those with a high level of expertise in programmatic are all regularly featured vacancies within the industry.

Additionally, the Digital Analytics space is seeing further technological evolution this year, with Google launching its Alpha version of GA4 in September, moving from its older version of the platform, GA 360.

OUR CONSULTANT'S THOUGHTS:

While the digital space is still new and growing, especially in the Netherlands, businesses are hyper-aware of where they want to go and how they're going to get there – including the specialisms they need to master. Managers are aware of the risks they impose if they have a team that is spread too thin.

Desirable candidates will not only have specialist knowledge, but they will also have the ability to pick up new skills quickly and with passion, seeing learning and development as a crucial part to their role. This shouldn't be difficult to find however, with most candidates in the field valuing the opportunity from employers to build upon existing and learn new skills.



Tom Gijzen / Recruitment Consultant, Harnham



MARKETING & INSIGHT^{NDL}

MARKETING & INSIGHT ^{NDL}

While the requirement for certain technical skills may have stayed the same, the roles most in demand in Marketing & Insight has shifted.

The number of insight roles required specifically for market research companies has been particularly noticeable, specifically for candidates with qualitative research experience. As businesses continue to traverse tricky landscapes, they want to be able to rely on their Marketing & Insights team to understand the market and communicate the changes and steps that they need to take to remain successful to key stakeholders.

OUR CONSULTANT'S THOUGHTS:

Marketing & Insight is one of the very few divisions within Data & Analytics where both employees and candidates are eager to return to the office, even if only a few times a week. Many believe that the past two years have stunted their growth opportunities and slowed the pace of their progression and the only way to remedy this is by heading back to the office.

This attitude is music to the ears of hiring managers within the industry, as the ideal candidate for most businesses will be someone who is not afraid of getting stuck in, who doesn't need consistent handholding and who can take on responsibilities and run with them. Technically, while each role will have slightly different requirements dependent on the industry they serve, traditionally popular tools and platforms such as Sequel, Python, Tableau, Power BI, and Google Analytics remain to be 'must have' skill sets.



Poppy Vaughan / Recruitment Consultant, Netherlands



AMSTERDAM NETHERLANDS ^{NDL}

PERMANENT - AVERAGE ANNUAL SALARY

DATA & TECH Role type	Entry Level	Mid-Level	Technical Lead	Manager Level	Director
Cloud Engineering	€ 46,000	€ 68,000	€ 90,000	€ 107,000	€ 130,000
Business Intelligence	€ 45,500	€ 67,000	€ 84,000	€ 102,500	€ 125,000
Data Architecture	€ 45,000	€ 65,000	€ 80,000	€ 98,500	€ 120,000
Data Eng. & Big Data	€ 50,000	€ 75,000	€ 98,500	€ 118,750	€ 150,000
Data Governance	€ 45,000	€ 66,000	€ 81,000	€ 100,500	€ 121,000

MARKETING & INSIGHT Role type	Entry Level	Mid-Level	Technical Lead	Manager Level	Director
Campaign & CRM	€ 33,500	€ 48,400	€ 67,000	€ 75,000	€ 102,000
Data Analytics	€ 50,000	€ 66,000	€ 70,000	€ 76,000	€ 105,000
Insight Analytics	€ 45,000	€ 54,430	€ 60,000	€ 90,000	€ 110,000
Marketing Automation	€ 53,000	€ 65,000	€ 80,000	€ 101,000	€ 115,000
Research Analytics	€ 40,000	€ 52,000	€ 62,000	€ 75,000	€ 90,000
Data Product Management	€ 45,000	€ 60,000	€ 75,000	€ 87,000	€ 100,000

PERMANENT - AVERAGE ANNUAL SALARY

DATA SCIENCE Role type	Entry Level	Mid-Level	Technical Lead	Manager Level	Director
Data Science	€ 46,000	€ 68,000	€ 90,550	€ 102,500	€ 126,000
Deep Learning & AI	€ 47,000	€ 70,000	€ 92,000	€ 105,000	€ 127,500
ML Engineering	€ 51,000	€ 84,250	€ 115,000	€ 125,000	€ 145,000
NLP	€ 50,000	€ 72,000	€ 90,000	€ 110,000	€ 138,500
Computer Vision	€ 47,000	€ 71,750	€ 91,750	€ 110,250	€ 140,000

DIGITAL ANALYTICS Role type	Entry Level	Mid-Level	Technical Lead	Manager Level	Director
AdTech	€ 36,000	€ 51,000	€ 64,000	€ 80,000	€ 95,000
Conversion Rate Optimisation	€ 35,000	€ 43,000	€ 50,000	€ 63,000	€ 84,000
Web Analytics	€ 40,000	€ 55,000	€ 75,000	€ 90,500	€ 125,000
Digital Consulting	€ 30,000	€ 42,500	€ 62,500	€ 84,000	€ 110,000
Performance Marketing	€ 32,000	€ 40,000	€ 56,000	€ 70,000	€ 100,000



CONTACT ^{EU} HARNHAM

We hope you've found our commentary on the state of the Data & Analytics market interesting.

Should you wish to ask for further information about any of the figures or markets referenced in this guide, please feel free to give us a call.

Beyond finding your next hire or next role, please feel free to get in touch if you need any support from Harnham.

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