

FRANCE

SALARY GUIDE 2023





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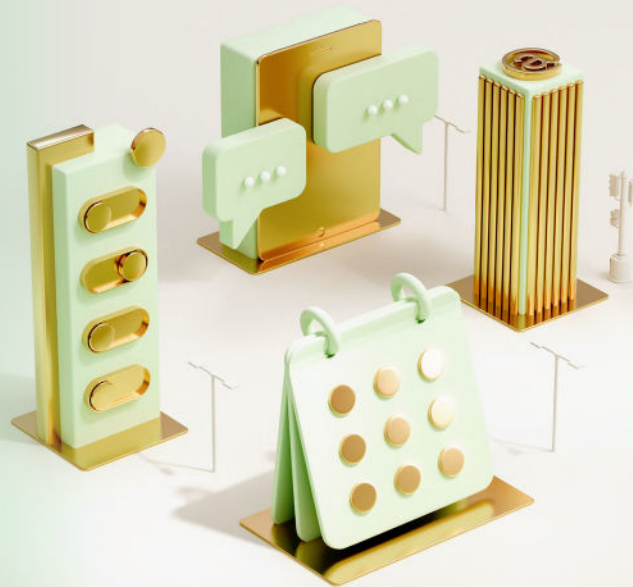
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Welcome to the 12th annual data salary guide, presented by Harnham and Rockborne.

Using data from a global survey of thousands of data professionals, this guide provides an in-depth overview of the data market in France.

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, artificial intelligence (AI), and machine learning (ML).



SALARY GUIDE INTRODUCTION

A WORD FROM HARNHAM'S CEO

It is my pleasure to introduce you our annual salary guide for France.

I want to thank every respondent who took the time to take part in our survey. Your responses have provided invaluable insights and, alongside an analysis of our placements and roles over the past year and a review of job boards worldwide, have offered a clear view of the industry in 2023.

This year's survey paints a picture of resilience to recent economic storms, with hiring levels beginning to stabilise. The data market, as always, owes its success to the forward-thinkers and innovators that make up our exciting, evolving industry, and it is this which will future-proof its continued progression.

Our findings are reflective of the global trend of salaries returning to less inflated levels, with many businesses forced to be more conservative with their hiring strategies and financial incentives. That said, the average change in pay has seen a modest increase of 7% as businesses clearly try to grapple with rises in inflation.

As employees and employers face rises in the cost of living, there is need of a balancing act between expectation and reality to ensure that businesses balance profits with remaining competitive when it comes to attracting the best talent.

In the post-pandemic landscape, remote and hybrid work remain a consistent theme, with candidates rating remote working as the most desirable benefit.

However, more and more businesses and candidates recognise the business value of attending an office and are embracing a hybrid working arrangement, with considerable flexibility being demonstrated by employers on their hybrid work offering. Less than a fifth of candidates have shown an inclination to work fully remotely and many are reporting a desire to return to the office environment.

We may also still be experiencing the tremors left over from COVID-19, with health insurance being rated as the second most desirable benefit overall, indicating that health considerations are clearly still front-of-mind.

SALARY GUIDE INTRODUCTION

A WORD FROM HARNHAM'S CEO

When it comes to gender diversity, we're glad to see the moves that many companies are making towards equality are slowly paying off. This year we found that 27% of responding data professionals are women. However, we hope that we can play a part in helping the industry to take the strides that we know it is capable of in this area. This is something that we will examine in more detail in our '2023 Diversity In Data Report', due to launch later this year.

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 of Harnham



ABOUT DAVE FARMER

As one of the founding partners of Harnham, Dave has become a recognised figure in data recruitment over the past 17 years.

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

ABOUT THIS GUIDE

For our 2023 Salary Guide, we have compiled data from:

- An independent survey with more than 165,000 data points collected from over 6,500 data professionals globally.
- Analysis of all placements and vacancies over the last 12 months.
- Data roles recruited by Harnham.
- Analysis of data roles advertised online.

* Please note that in some instances throughout the guide, percentages do not add up to 100% due to rounding.

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

- Level (Starting out their data career in an entry-level role, perhaps having achieved their 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 / Director Level (Leading business units comprising of one or more technical teams within one vertical/specialism).

* Some rates are not included for contract roles, due to the seniority of the position or experience required.

ABOUT THE ANALYSIS

The analysis for this report was done by a team of Rockborne data consultants led by Mohammed Dougramaji, Rachel Nunn, and Sean Smart. Rockborne's CEO, Waseem Ali, discusses the process for this:

Harnham's most recent salary survey of the industry received over 6,500 responses from data professionals across 34 countries across the UK, US and Canada, and Europe.

To produce effective and valuable insights from these responses, the data required cleaning, enhancement, and exploration across Excel, Power BI, and Python. Standardisation is a key outcome of data cleaning, by identifying and removing outlier values and setting upper and lower limits for data distributions, we can create a more informative view of the data. As an example, upper and lower bounds were implemented on salary in each region, as values may be unreasonably low (for instance if someone put a monthly as opposed to yearly salary) or unreasonably high (possible if someone accidentally added an extra zero when answering).

For the purposes of this study, data outside of 'male' and 'female' gender classifications were not considered due to the sparse number of responses, although we hope this changes in the coming years. However, data exploring representation of non-binary and gender fluid persons in the industry will be analysed in Harnham's '2023 Diversity In Data Report', report due out later this year, as we recognise that this is an important area of discussion and should not be overlooked. As part of expanding the utility of the salary guide, Harnham is developing an online salary checker, allowing users to compare their salary across levels of seniority as well as geographic location, empowering them to make informed career decisions and stay abreast of developing trends in their industry and discipline.

Salary checker available at:

harnham.com/data-ai-analytics-salary-guides-2023



- Waseem Ali / CEO of Rockborne

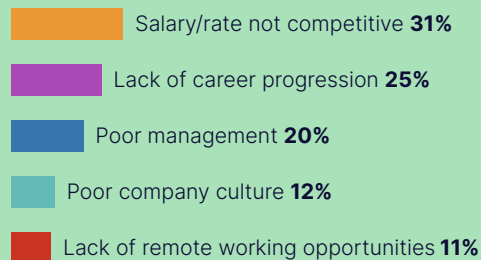
ABOUT ROCKBORNE

Rockborne's mission is to diversify the data space. They tackle this in two ways; by connecting companies to diverse, Rockborne trained data consultants. And by providing data training to organisations that are looking to upskill their existing teams. Learn more at **rockborne.com**

INDUSTRY

KEY FINDINGS

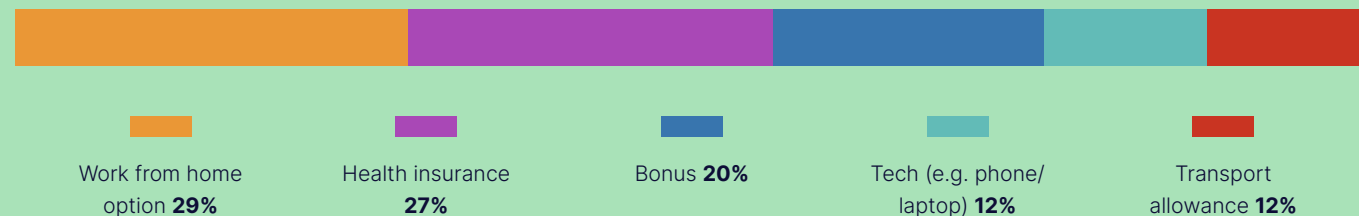
TOP FIVE REASONS FOR LEAVING A ROLE



TOP FIVE TECHNOLOGIES USED BY DATA PROFESSIONALS

- | | | |
|---------------------|-----------------------|--------------------------|
| 1. Python | 3. SQL | 5. Google Cloud Platform |
| 2. Google Analytics | 4. Google Tag Manager | |

TOP FIVE MOST DESIRABLE BENEFITS



INDUSTRY

KEY FINDINGS

65%

FEEL AS OR MORE SECURE

In their role than in 2022

50%

WOULD LEAVE THEIR ROLE

If the right opportunity came up

20%

AVERAGE SALARY INCREASE SOUGHT

When applying to a role over the last year

7%

AVERAGE CHANGE IN PAY FROM 2022

9%

RECEIVED A COUNTEROFFER

Of these, 36% accepted the offer

21%

AVERAGE BONUS RECEIVED

With 26% receiving a smaller bonus than the previous year. Overall, 44% received a bonus

27%

FEMALE PROFESSIONALS

Up from 26% last year, with a gender pay gap of 5%

3½ YEARS

AVERAGE LENGTH OF TIME IN A ROLE

REMOTE & HYBRID WORKING

Similar to last year, the majority of businesses are continuing to operate on a hybrid basis, with only 6% returning to the office full-time post-COVID.

The usual requirement is to be in the office two to three days per week, however, employers are showing considerable flexibility and often operating on a monthly hybrid model, whereby employees can be in the office for a certain percentage of days during a month, rather than on fixed days per week. For those living further away, the expectation around office days is generally lowered and many companies will contribute towards the costs of commuting.

Almost three quarters of employees prefer hybrid working and businesses are increasingly looking to formalise these hybrid and remote working agreements in their employment contracts, so much so that 47% of employees now have an official agreement in place.

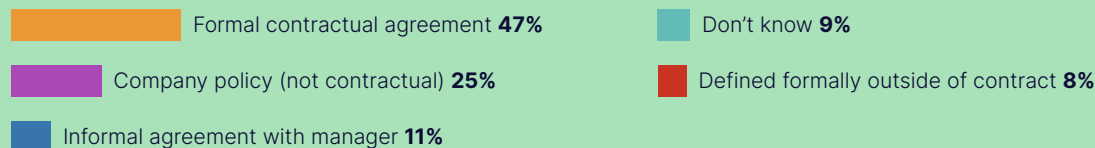
Whilst hybrid is preferred by most, 18% work fully remotely and 7% report having left a role due to the lack of remote working opportunities, so for some it is clearly non-negotiable. Those working in technical roles such as developers, software engineers, data engineers, and DevOps professionals often prefer a more remote setup and many technical roles can be performed often more effectively from home.

In contrast, roles in marketing or sales often involve client meetings and strategic discussions that benefit from in-person collaboration, and we have seen a willingness, particularly among these employees, to spend more time in the office, with the social and work advantages this brings.

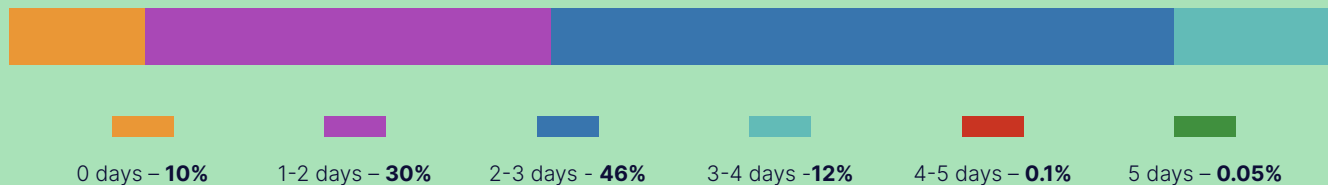
REMOTE & HYBRID

KEY FINDINGS

HOW HYBRID OR REMOTE WORKING AGREEMENT IS DEFINED IN EMPLOYMENT CONTRACTS



NUMBER OF DAYS REQUIRED IN OFFICE



REMOTE & HYBRID

KEY FINDINGS

18%

WORK FULLY REMOTELY

73%

PREFER HYBRID WORKING

17%

PREFER TO WORK
FULLY REMOTELY

7%

LEFT ROLE DUE TO LACK OF
REMOTE WORKING

47%

HAVE FORMALISED
HYBRID/REMOTE WORKING
IN CONTRACT

6%

**RESPONDENTS' COMPANIES
HAVE RETURNED TO THE OFFICE
FULL-TIME POST-COVID**
Whilst 2% of respondents' companies have not returned to an office

AI & EMERGING TECHNOLOGY

Artificial intelligence (AI) is of course continuing to make a splash in the data market, generating new roles and influencing the skillsets most in demand. For example, we are witnessing an increased need for candidates who have been working in areas of conversational natural language processing (NLP) or prompt engineering. Development in areas such as generative AI both within language and image/video data, are also stimulating the creation of new jobs and larger capabilities within established and emerging data teams.

Across our clients we are seeing signs that some are beginning to utilise elements of AI. For example, in machine learning (ML) we are seeing product-based generative AI roles emerge, rather than strictly research & development (R&D).

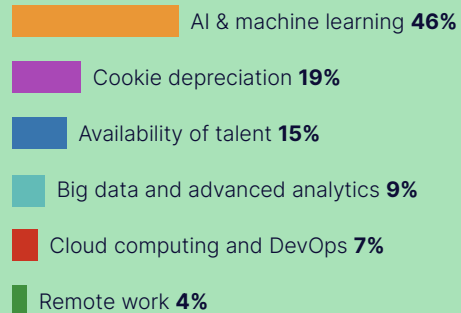
As to addressing the fear that AI will remove jobs in the market, from our experience AI is just pushing back hiring for companies for a couple of months as it can provide largely short-term solutions. But until businesses have AI models that are made specifically for their products or services, they will not be replacing full-time employees.

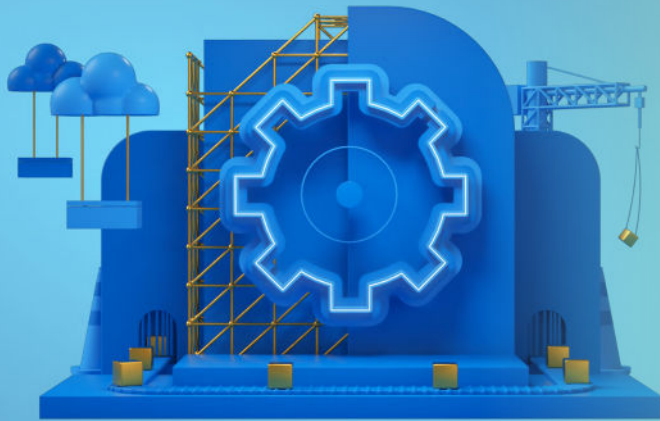
Data privacy and automation are also likely to become hugely impactful on the market. Having ethically sourced data that does not infringe on privacy laws will become a huge priority over the next couple of years as legislation catches up to market trends. Companies will grow and emerge strictly around privacy laws and data protection. Automation is also on the rise, with a boom in the MLOps and ML field as a whole. Companies that automate most effectively and have a commitment to data where scale is at the forefront of a data team, rather than ROI, have been the most successful.

What makes the data industry so exciting is that it is constantly evolving. With a revolving door of new technologies emerging, what is trending today won't be the same in a years' time. The companies that can adapt the fastest, most successfully, and scale reasonably, are likely to reap the greatest benefits.

AI & EMERGING TECHNOLOGY

WHICH WILL HAVE THE BIGGEST IMPACT ON DATA & ANALYTICS IN 2023?





DATA & TECH ROLES

FRANCE

DATA & TECH ROLES

FRANCE

Last year, businesses were hiring extensively but fast forward a year and in the current economic environment this activity has reduced significantly, which has in turn shifted the market dynamics.

The shortage of qualified talent last year made it a candidates' market, boosting their expectations and, as a result, many start-ups and scale-ups offered substantial salary increases. This year, however, the reverse is true with these employers hiring fewer professionals from a larger pool of available talent and, consequently, taking a more cautious approach to salaries.

But demand for data professionals persists, with data engineer and DevOps roles in particular experiencing significant growth over the past 12 months, as these areas become increasingly valued by businesses.

Fully rounded candidates with a full stack profile, with both front and back-end competencies, will be especially in demand over the coming months, alongside experts in artificial intelligence (AI) and experience with the public cloud, in particular AWS.

WHAT WE'RE SEEING IN THE DATA & TECH MARKET

Data and technology professionals often prefer to avoid the economic risk of changing roles too frequently, so, as long as a role is providing job satisfaction and enabling employees to use the desired set of technical tools, they are unlikely to jump ship. In fact, only half say they would leave their role if the right opportunity came up, which is a comparatively low level.

Hiring managers in this sphere are looking for candidates who can break down technical topics and convey them in a jargon-free manner and who have the technical skills and mindset to work autonomously in a remote working world. Despite the advent of hybrid working practices, employers still value candidates who can easily fit into a team dynamic and engage socially – and in person – when necessary.

There are notably fewer women operating in data and technology than other specialisms, a trend we hope to see shift over time. Overall, women can tend to gravitate more towards roles in marketing or analytics, such as CRM or product positions.



GUILLIAN ELLER
Managing Consultant,
France

DATA & TECH ROLES FRANCE

SALARY AND DAY RATE BREAKDOWNS

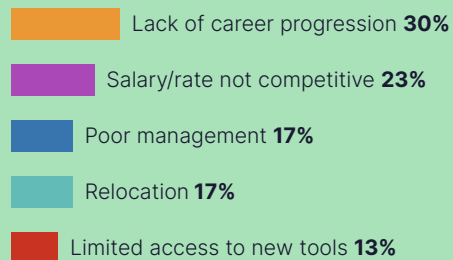
PERMANENT – AVERAGE ANNUAL SALARY

Role Type	Entry Level	Mid-Level	Technical Lead Level	Manager Level	Head of/Director
Annual base salary - € EUR					
Analytics Engineering	€45k	€54k	€70k	€80k	€110k
Business Intelligence	€43k	€53k	€63k	€75k	€92k
Data Architecture	n/a	n/a	n/a	€80k	€94k
Data Engineering & Big Data	€45k	€58k	€70k	€80k	€110k
Software Engineering	€45k	€57k	€65k	€80k	€113k
DevOps	€44k	€55k	€70k	€90k	€110k

DATA & TECH ROLES

KEY FINDINGS

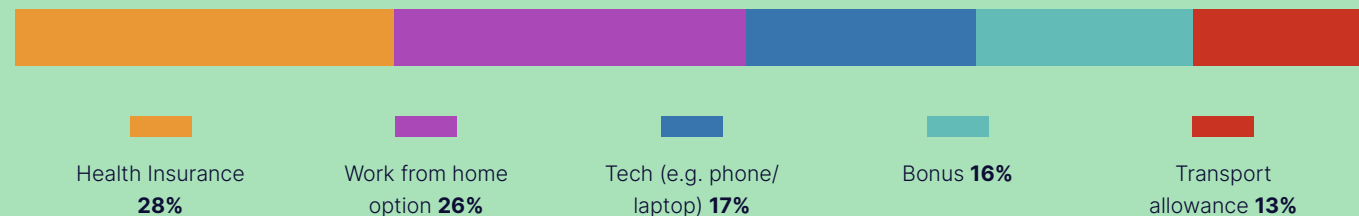
TOP FIVE REASONS FOR LEAVING A ROLE



TOP FIVE TECHNOLOGIES USED BY PROFESSIONALS IN DATA & TECH JOBS

- | | | |
|-----------|--------------------------|-------------|
| 1. Python | 3. AWS | 5. BigQuery |
| 2. SQL | 4. Google Cloud Platform | |

TOP FIVE MOST DESIRABLE BENEFITS



DATA & TECH ROLES

KEY FINDINGS

78%

FEEL AS OR MORE SECURE

In their role than in 2022

50%

WOULD LEAVE THEIR ROLE

If the right opportunity came up

19%

AVERAGE SALARY INCREASE SOUGHT

When applying to a role over the last year. Actual achieved was 6% on average

3 $\frac{1}{3}$ YEARS

AVERAGE LENGTH OF TIME IN A ROLE

19%

NUMBER OF FEMALE PROFESSIONALS

With a gender pay gap of 8%

48%

RECEIVED A BONUS IN 2022

The lowest in the industry, with 33% receiving a smaller bonus than previously. Average bonus received was 25% of salary



DATA SCIENCE ROLES

FRANCE

DATA SCIENCE FRANCE

SALARY AND DAY RATE BREAKDOWNS

PERMANENT – AVERAGE ANNUAL SALARY

Role Type	Entry Level	Mid-Level	Technical Lead Level	Manager Level	Head of/Director
Annual base salary - € EUR					
Data Science	€43k	€59k	€66k	€81k	€106k
Deep Learning & AI	€45k	€62k	€70k	€88k	€125k
Quantitative Analytics	€40k	€55k	€65k	€75k	€98k

DATA SCIENCE FRANCE

KEY FINDINGS

48%

WOULD LEAVE THEIR ROLE

If the right opportunity came up
Lowest in the industry

60%

FEEL AS OR MORE SECURE

In their role than in 2022
Lowest in the industry

22%

AVERAGE SALARY INCREASE SOUGHT

When applying to a role over the
last year. Highest in the industry

8.6%

AVERAGE CHANGE IN PAY FROM 2022

Highest in the industry

TOP TECHNOLOGIES NEEDED FOR DATA SCIENCE

1. Python
2. SQL
3. AWS
4. Docker

TOP REASONS FOR LEAVING A ROLE

1. Poor company culture / Salary not competitive
2. Lack of career progression
3. Company restructure
4. Lack of flexible working / Poor management

MOST DESIRABLE BENEFITS

1. Health insurance
2. Work from home options
3. Bonus
4. Flexible working hours / Tech (phone / laptop / etc.)

DATA SCIENCE FRANCE

KEY FINDINGS

8%

RECEIVED A COUNTER OFFER

3.2 YEARS

AVERAGE LENGTH OF
TIME IN A ROLE

13%

AVERAGE BONUS

Lowest in the industry and with
28% receiving a smaller bonus
than in 2022

28%

NUMBER OF FEMALE
PROFESSIONALS

12%

WOULD LIKE TO WORK
FULLY REMOTE

-1.9%

GENDER PAY GAP
Lowest in the industry

DATA SCIENCE

FRANCE

The data science field has experienced substantial growth over the last 12 months, across various sectors including finance, healthcare, and e-commerce. These industries are leveraging data science for a broadening range of applications such as fraud detection, personalised healthcare, recommendation systems, and process optimisation.

As a result of this growth, the demand for data science candidates, whilst still lower than in 2022, is on an upward trajectory, with particular spikes notable in DevOps and software-focused roles.

And this is clearly influencing how candidates feel about the stability of their positions, with over half (60%) feeling as or more secure in their role than in 2022. This increased sense of job certainty can be attributed to factors such as the growing number of job opportunities in the market, and a perceived stability of the data science sector as a whole.

It is possible that this is also impacting the fluidity of the market – only 48% of candidates would leave their role if the right opportunity came up, one of the lowest figures across the industry.

This lack of willingness to jump ship is likely influenced by a highly competitive job market and the satisfaction of professionals with their current roles and projects.

WHAT WE'RE SEEING IN THE DATA SCIENCE MARKET

The discrepancy between salary expectations (22%) and reality (9%) that we have seen widen, has been fuelled by budget constraints and how candidates perceive their value. COVID-19 also caused significant disruption, with salaries rising to unsustainable highs in the post-pandemic hiring 'boom' and whilst many are now returning to less inflated levels, candidate expectations have yet to follow suit.

Bonuses have also dipped – 28% of data science candidates received a smaller bonus in 2023 than in 2022. Factors such as company financial performance, market conditions and the evolving nature of bonus structures within the data science industry, may be impacting how able, and willing, companies are to offer financial incentives.

DATA SCIENCE

FRANCE

When it comes to remote work practices, candidate expectations have shifted. While a significant percentage still prefer some level of in-person collaboration – only 12% of candidates indicated a desire to work fully remotely – the acceptance of hybrid and flexible work arrangements has increased. Candidates now seek a balance that allows them to benefit from both remote work and on-site collaboration.

In their search for the best talent, data science hiring managers are looking for candidates who are technically capable but are also able to demonstrate ‘softer skills’ such as communication, problem-solving, collaboration, adaptability, and a business-oriented mindset.

Over the next 12 months, we’re likely to see an increase in the adoption of technologies like ML, advancements in natural language processing (NLP), and the continued integration of AI within the data science field.



CINDY WALUSIAK

Senior Manager,
France



DIGITAL ANALYTICS ROLES

FRANCE

DIGITAL ANALYTICS ROLES

FRANCE

The digital analytics market in France is maturing with firms increasingly looking to bring experts in-house on a permanent basis.

Following COVID-19, we saw a notable sector-wide rise in salaries in 2022, of 11% on average. For some companies, this uplift has meant they are now temporarily limited by how much further they can increase digital analytics professionals' salaries, due to the restrictions of internal pay structures. Employers tend to focus on offering a higher overall gross salary rather than supplementing pay with bonuses linked to commercial targets, although this trend is reversed at management level.

Overall, the sentiment is one of job security and longevity, with professionals staying in their roles longer than their data industry colleagues, on average three and a half years.

Markets that have seen particular growth this past year include construction, gambling and small agencies (20 to 50 people). Looking ahead, we expect to see growing demand for server-side expertise and candidates with experience of Google Analytics 4, Piano Analytics and Matomo, as these platforms grow.

WHAT WE'RE SEEING IN THE DIGITAL ANALYTICS MARKET

In the current economic climate, businesses have been focusing on talent retention, working to limit the number of leavers by putting together attractive counter offers and packages. However, we expect this trend to evolve because salary is often not the primary motivator for leavers. Many are instead looking for alternative management arrangements or exposure to new technologies and therefore we expect temporarily appeased candidates to soon be back on the market.

The gender pay gap is very untypical in digital analytics, at 41% positively weighted towards women, which is refreshing, as more women move into leadership positions. It shows that women are increasingly aware of what the market can offer.



CINDY WALUSIAK

Senior Manager,
France

DIGITAL ANALYTICS FRANCE

SALARY AND DAY RATE BREAKDOWNS

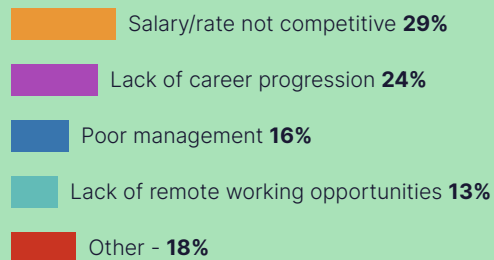
PERMANENT – AVERAGE ANNUAL SALARY

Role Type	Entry Level	Mid-Level	Technical Lead Level	Manager Level	Head of/Director
Annual base salary - € EUR					
AdTech	€43k	€48k	€55k	€63k	€85k
SEA/SMA	€42k	€46k	€55k	€60k	€70k
SEO	€43k	€50k	€57k	€65k	€75k
Technical Web Analytics	€46k	€57k	€67k	€80k	€95k
Web Analyst CRO	€46k	€57k	€67k	€80k	€95k

DIGITAL ANALYTICS ROLES

KEY FINDINGS

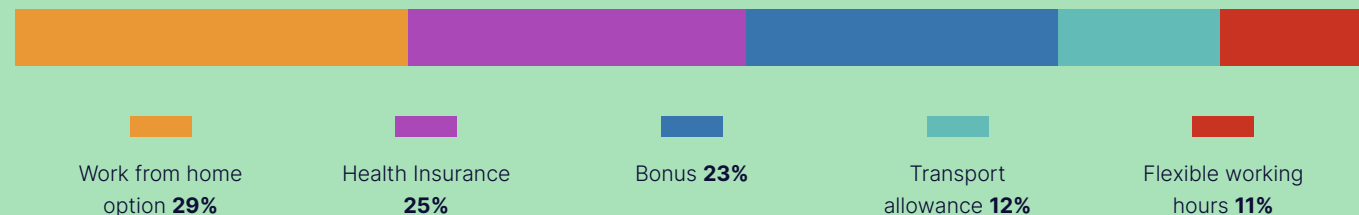
TOP FIVE REASONS FOR LEAVING A ROLE



TOP FIVE TECHNOLOGIES USED BY PROFESSIONALS IN DIGITAL ANALYTICS JOBS

- | | | |
|-----------------------|--------------------------|----------|
| 1. Google Analytics | 3. Excel | 5. Piano |
| 2. Google Tag Manager | 4. Google Cloud Platform | |

TOP FIVE MOST DESIRABLE BENEFITS



DIGITAL ANALYTICS ROLES

KEY FINDINGS

80%

FEEL AS OR MORE SECURE

In their role than in 2022, the most secure in the industry

53%

WOULD LEAVE THEIR ROLE

If the right opportunity came up

15%

RECEIVED A COUNTEROFFER

Of these 25% accepted the offer

3½ YEARS

AVERAGE LENGTH OF TIME IN A ROLE

The longest time in the industry

25%

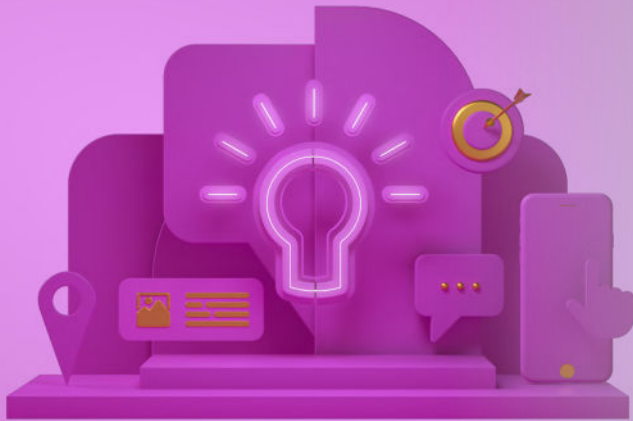
PROFESSIONALS ARE FEMALE

With a gender pay gap of 41%, the best in the industry

22%

AVERAGE BONUS RECEIVED

With 35% receiving a smaller bonus than the previous year



MARKETING & INSIGHT ROLES

FRANCE

MARKETING & INSIGHT ROLES

FRANCE

Last year, there was a flurry of hiring activity as firms engaged in fundraising activities and focused on bringing new talent into marketing, product, and analytics teams. The product management sector especially has seen a hiring surge, with more companies appreciating the importance of having a product vision and bringing in the relevant expertise, with a focus on product owners and product managers.

However, in the wake of economic challenges this year, some companies have been forced to downsize, particularly where fundraising attempts failed, with marketing teams sometimes among the first to be let go.

This change in economic fortune has impacted candidates' negotiating powers. Whilst they held the upper hand during the hiring uptick, this year the changed market dynamics mean that fewer firms are hiring from a greater number of qualified candidates and so employers currently have the upper hand. As a result, many are being more reserved on salaries, with some believing them to have been inflated last year.

WHAT WE'RE SEEING IN THE MARKETING & INSIGHT MARKET

Hiring managers are looking for professionals who are strong team players and decision makers, who can work independently. This independence is particularly sought after in the hybrid working environment.

Even in more stable times, employee turnover can be relatively high due to the nature of marketing and product management teams that focus on delivering company strategy in the short to medium term. Once they have been with a firm for two to three years and met these targets, they will look for progression internally or, if opportunities are not forthcoming, they look to move on to new challenges.

The nature of marketing is built on strategic targets, with bonuses tied to individual and company performance, which accounts for marketing teams often working for substantial bonuses, compared with other sectors.



GUILLIAN ELLER
Managing Consultant,
France

MARKETING & INSIGHT FRANCE

SALARY AND DAY RATE BREAKDOWNS

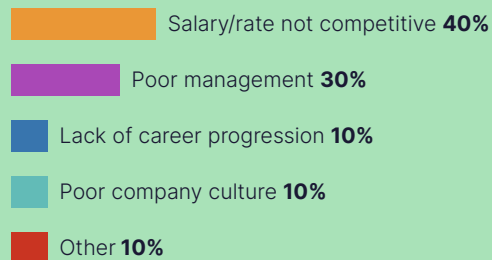
PERMANENT – AVERAGE ANNUAL SALARY

Role Type	Entry Level	Mid-Level	Technical Lead Level	Manager Level	Head of/Director
Annual base salary - € EUR					
Campaign & CRM	€39k	€49k	€58k	€70k	€102k
Research Analytics	€37k	€42k	€57k	€67k	€92k
Data Analyst	€40k	€46k	€60k	€70k	€100k
Product Manager	€47k	€55k	€67k	€75k	€105k
Product Owner	€45k	€51k	€63k	€75k	€105k

MARKETING & INSIGHT ROLES FRANCE

KEY FINDINGS

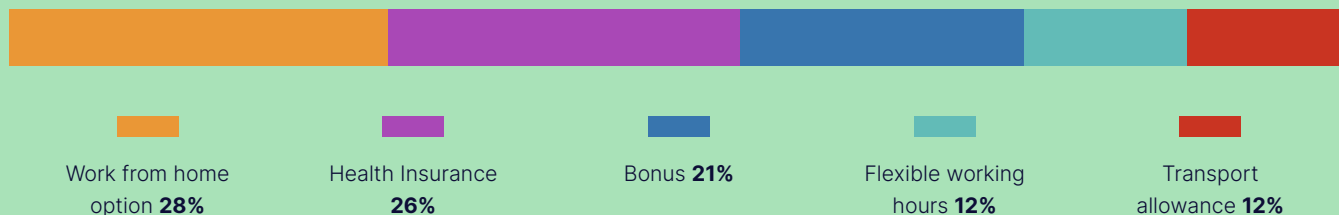
TOP FIVE REASONS FOR LEAVING A ROLE



TOP FIVE TECHNOLOGIES USED BY PROFESSIONALS IN MARKETING & INSIGHT JOBS

- | | | |
|---------------------|-----------|------------|
| 1. SQL | 3. Python | 5. Tableau |
| 2. Google Analytics | 4. Excel | |

TOP FIVE MOST DESIRABLE BENEFITS



MARKETING & INSIGHT ROLES FRANCE

KEY FINDINGS

75%

FEEL AS OR MORE SECURE

In their role than in 2022

81%

WOULD LEAVE THEIR ROLE

If the right opportunity came up

18%

AVERAGE SALARY INCREASE SOUGHT

When applying to a role over the last year. Actual achieved was 4% on average, the lowest in the industry

3 YEARS

AVERAGE LENGTH OF TIME IN A ROLE

The shortest time in the industry

40%

PROFESSIONALS ARE FEMALE

The highest in the industry, with a gender pay gap of 19%, the largest in the industry

27%

AVERAGE BONUS RECEIVED

The highest in the industry, but with 27% receiving a smaller bonus than previously

CONTACT INFORMATION

Got any questions about this year's salary guide? Please feel free to contact us.



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Rockborne

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