

Reed
...

Salary guide 2022

.....
Turkey



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Why use Reed's salary guide?



The full picture

This guide covers salaries for some of the most popular roles across seven specialist industries in the country, at all seniorities, providing you with the knowledge you need to attract and retain the best talent or benchmark your own salary.



Important developments highlighted

We have highlighted the most interesting developments and market trends across our specialisms.



Expert insight

Our local industry experts have provided key insight into their sector.

About Reed

Founded by Sir Alec Reed CBE in 1960, Reed is the largest family-run recruitment company in the world, and a pioneer of specialist recruitment services, spanning the UK, Europe and Asia. Led since 1997 by Sir Alec's son, James, Reed is a leading specialist provider of recruitment solutions worldwide.

Reed's brand message is simple: 'Love Mondays' – at the heart of this message is the Reed family's firmly held belief that everyone should be able to find fulfilling work. The company's business values align with those of its founding family: we are fair, open and honest, we take ownership, and we work together.

Reed's purpose is 'improving lives through work', we believe in building businesses for the benefit of society and we're proud to make a positive difference to people's lives. Every time that we place someone new into a new role, we improve their life.

The first Reed office was opened in Hounslow, West London, in 1960. As an innovator of specialist recruitment services, Sir Alec fundamentally changed the recruitment market forever.

In 1995, Reed became the first high street recruitment company in the UK to have a presence on the internet. Reed.co.uk is the UK's number one job site, and has become one of Europe's biggest job boards, being used by 85% of the UK's top 100 recruitment firms.

When choosing to work with Reed, you are working with more than just a recruitment company. We take our social impact very seriously. In 1989, The Reed Foundation – a charity set up by Reed and the company's single biggest shareholder (18%) – invested over one million pounds of charitable funds to establish Ethiopiaid and Womankind Worldwide.

And in 2007, The Big Give, a non-profit match-funding platform was launched – allowing charities to fundraise and double donations from supporters. Since then, The Big Give has raised over £156 million for charity. Our passion for philanthropy sees Reed co-members work one day a week for charity, and every customer contributes to these causes by simply working with us.

Every time we find someone a job, we create opportunities for both the recruit and their new organisation to innovate and grow. Over the last seven decades, Reed has grown organically through continual innovation and first-class service.

At Reed, we are never afraid to ask: "What's next?", and in 2008, this organic growth included taking our family values global, opening offices in Turkey, Malta, Czech Republic, Hungary, and South Korea. In 2021, we launched Reed Franchise Partnerships with the aim of sharing knowledge and experience with recruitment partners further afield – to date we have partnered with franchisees in Singapore, Benelux, Poland and Switzerland.





The world of work is changing globally

A workplace revolution is upon us. Over the last two years the Covid-19 pandemic has helped shape and accelerate the emerging trends we are now seeing in business globally.

We are observing the biggest change in the way we live and work for at least a century. While lots of people can't work from home, for those who can the change is significant. Whether you like to call this 'hybrid' or 'dynamic' working, my belief is it's here to stay.

The pandemic gave many office-based workers a 'taste' of flexibility and an improved work-life balance. This is now a benefit which is demanded by most professionals, many of whom are refusing to return to a solely onsite working model.

This change is just one consequence of a shift which has resulted in more power and more choice being placed in the hands of working people – over the coming 12 months this will not only change the work-life balance of millions of workers, but also the balance of the global economy.

Those who do not have access to hybrid working will be looking for additional benefits from the roles they are carrying out – that's why companies must ensure they are paying competitive salaries to attract the most talented professionals to these opportunities.

On top of offering flexibility and competitive salaries and benefits, businesses should also remain open-minded when it comes to finding the right people. You will find some of your best workers by

taking on those who are slightly less experienced and then providing them with training and support to fit your business needs. Offering upskilling and training opportunities to both new and existing colleagues will put you in a good position.

In what are rapidly changing circumstances, our consultants are well placed to support and advise you on the best ways of finding people to help your business develop and grow.

The year 2022 will no doubt be another eventful year for business, but those companies that strive to be great places to work and to provide the best possible opportunities for their workforce will position themselves well for future success.

In the end it's great people who deliver great results.

My very best wishes for the year ahead.

James Reed
Chairman and Chief Executive,
Reed

Businesses in Turkey face strong competition on the global recruitment market



Asiye Yildirim
General Manager
Reed

“ The pandemic has caused economic and political instability across the globe; for Turkey, this means we are now faced with the highest inflation growth we’ve seen in 20 years and a depreciated currency.

Employers across the country now face the challenges of raising salaries to match the rate of inflation and competition for talent in a candidate-driven market. This guide can help leaders understand the extent to which they should raise their salaries in order to attract and retain the best workers.

Technology and flexibility

Many professionals have been working from their homes for extended periods over the last couple of years, offering new experiences and improved technological skills. As a result, the country has seen fast progress, with many workers motivated to learn and looking forward to this new way of working becoming more permanent.

We are living in interesting times which are bringing both opportunities and challenges to all organisations – with technological improvements facilitating greater communication, flexibility, and development. Like many other countries, Turkey has transitioned from traditional to modern working models such as hybrid, remote and flexible working. Management systems are also changing – with leaders preferring flexible working models combined with agile, dynamic and remote management styles.

The new world of work

There is now much greater flexibility when it comes to recruitment, with many firms expanding their search for prospective employees abroad. Workers can now be hired from, or placed, all over the world, depending on the other country’s labour laws – and, in the near future, we expect employment policies regarding international working to be reviewed and developed. This will help employers widen their talent pool on a global scale and give workers more freedom.

However, it may still be difficult to attract professionals to the country with our current exchange rates being disadvantageous, so businesses must do their best to offer higher salaries and the most desirable benefits – in addition to building a good reputation as an employer.

Now more than ever, employers are investing in their people and their brand. They are more concerned about the wellbeing of their staff and will do more to retain them. This includes improving their employee value proposition, which allows more people to see the benefit in working for them because they care for their workforce.

Salaries and benefits

It is very early to estimate how inflation and the exchange rate will change this year, but businesses will need to remain agile and resilient for a while yet. It's crucial to stay up to date with what professionals want from their employers.

Companies should adjust their onboarding, training and retention strategies to ensure they are ready to offer attractive salaries and benefits packages when suitable candidates enter the job market. The best way to drive business growth is through retention of staff and hiring the best talent.

Remote, flexible and hybrid working models are no longer seen as benefits and should now be offered as standard. While salaries and core benefits such as pension contributions and health benefits remain vital, employers need to account for flexible working practices and provide a package with as many lifestyle perks as possible.

A top priority for workers following the pandemic has been wellbeing – this will continue to be important to employees. Providing regular wellbeing support and activities to help with stress is one of the main reasons that employees are committing to their existing companies. When costs increase and profitability decreases, it is essential for employers to focus on supporting those in their workforce to maintain morale and motivation.

Most employees are also more focused on their own career progression and will opt for a role with opportunities for skills development and collaboration – often not even considering those that don't. This is a great tool for attraction and retention because developing talent leads to better longevity and greater engagement between a company and its employees. //



Our survey says...

Reed conducted a snap survey of professionals in Turkey at the end of 2021. The questionnaire asked them about their current and preferred salary and benefits, whether they had experienced changes to their way of working, their organisation's performance and priorities, how they rated their job security and the future of their industry, and the key recruitment and skills trends they're witnessing. Here is what their answers revealed.

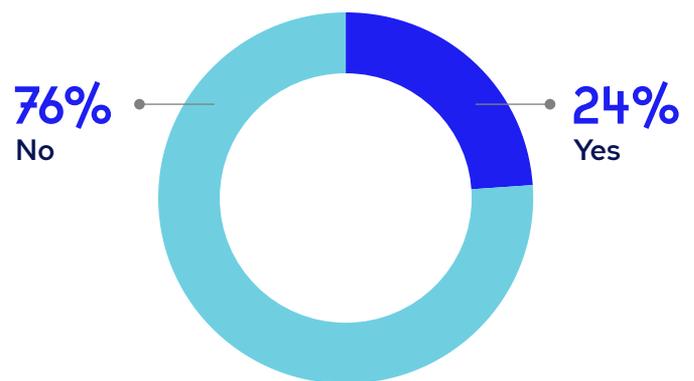
Salaries

When asked about whether they were satisfied with their current salaries, Turkish professionals expressed clear dissatisfaction with their current pay: 76% of respondents said they were unhappy with their salary.

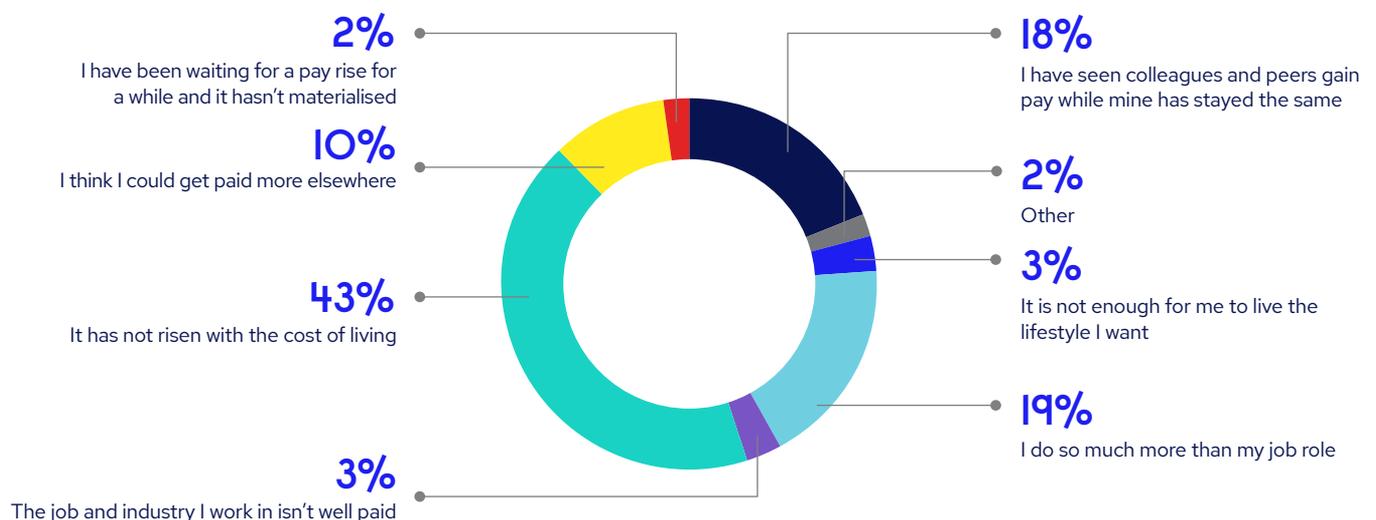
There were several reasons for this unhappiness, but the most common response (43%) was that pay has not increased in line with the cost of living. With professionals noticing that their current salaries are not going as far towards paying for housing, food and bills, those companies offering pay rises in line with inflation will make themselves highly attractive to prospective employees.

19% of respondents also highlighted that their pay did not reflect the extra duties they undertook which were not part of their role, while 18% said that they had seen colleagues and peers receive pay increases but had not been given a raise themselves.

Are you happy with your current salary?



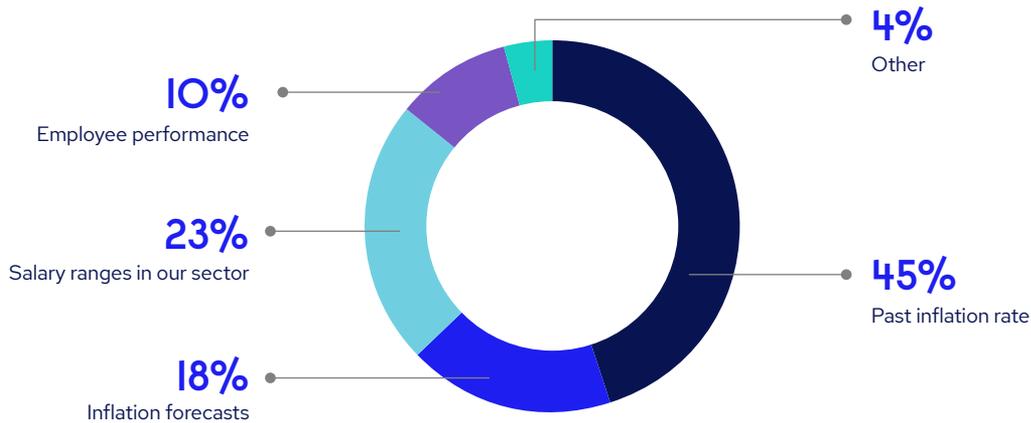
Why are you unhappy with your salary?



Given this increase in the cost of living, it is no surprise to see survey participants expecting inflation to play a big role in pay rises this year. When asked what factors they expected businesses to consider when setting pay, 45% said that the past rate of inflation would be the crucial factor. A further 18% answered that projections for the future rate of inflation should be the key data point.

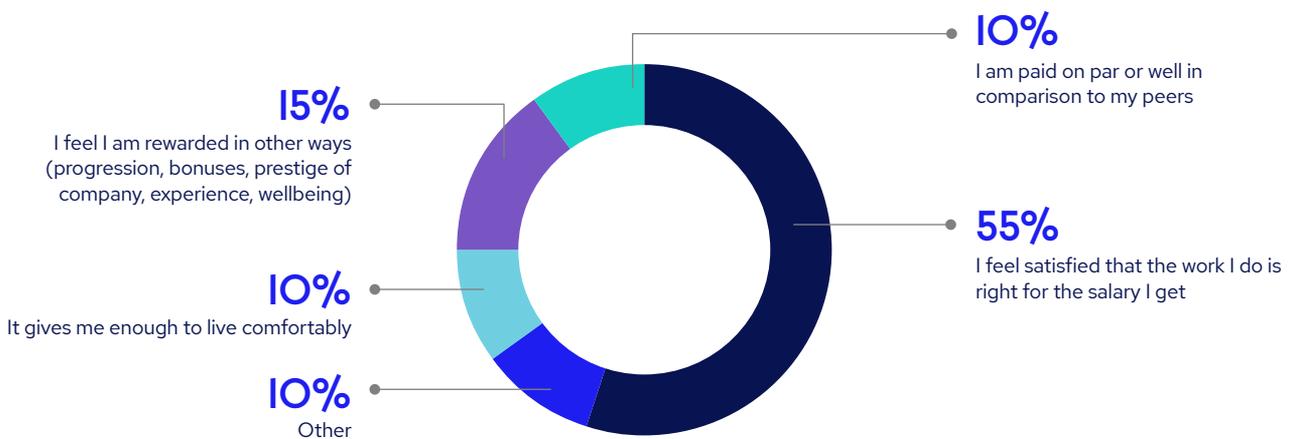
Away from inflation, 23% believed that salary ranges in their sector would be the deciding factor for setting pay. Using a salary guide such as this one is critical for companies to benchmark their salaries against competitors and ensure they are paying salaries which will attract and retain staff.

Which of these issues will your business take into account when adjusting salaries in 2022?



For the quarter of professionals who are satisfied with their pay, over half (55%) said that this was because it fitted the work which they did, while 15% indicated that they received other rewards, such as benefits and bonuses, which meant their overall compensation package was competitive.

Why are you happy with your salary?

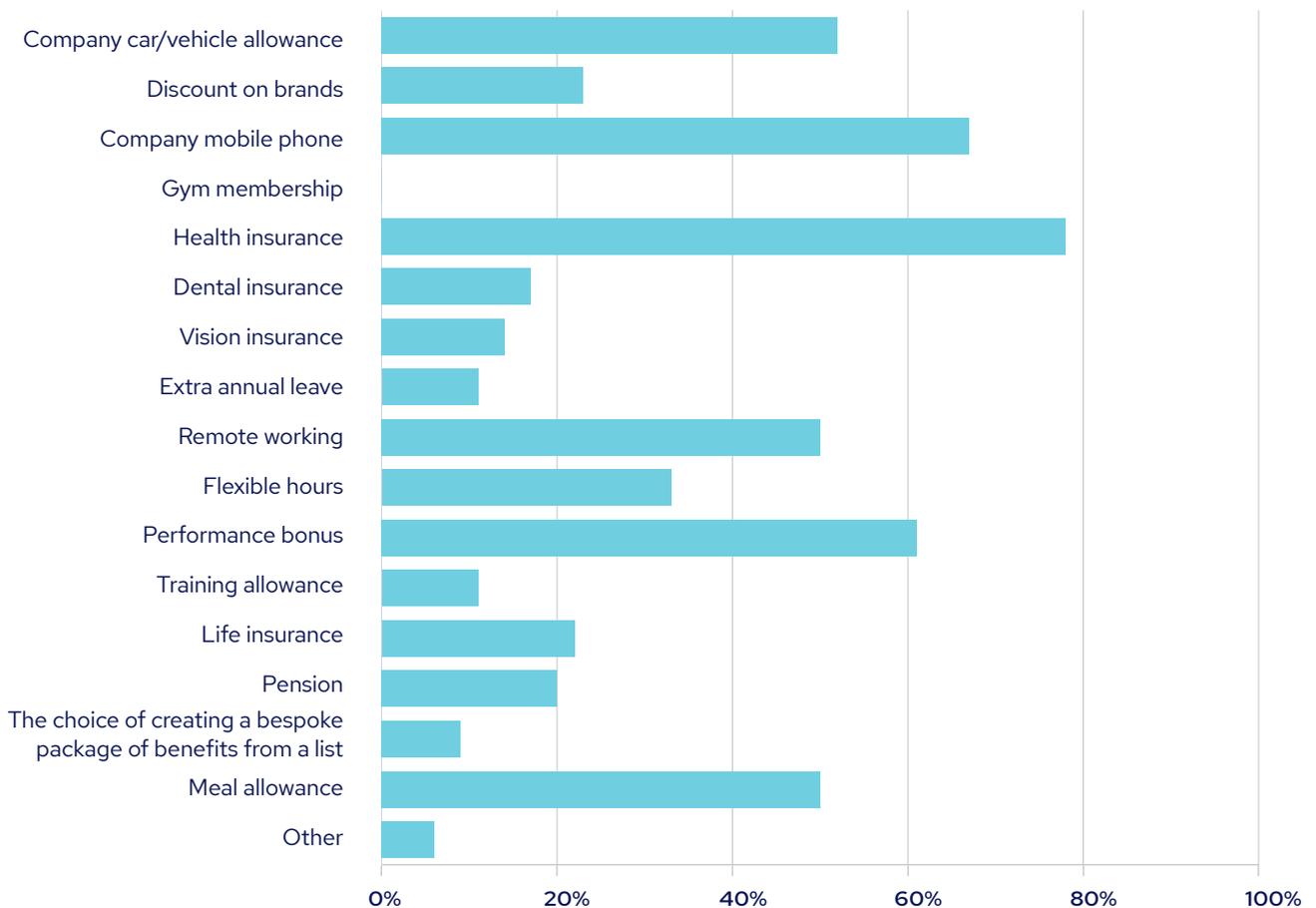


Benefits

Most professionals in Turkey receive company benefits – 78% of respondents said their employer offered some form of add-ons. Participants were asked to name all the benefits they receive and list their top-five most desired benefits.

Health insurance was the most common benefit on offer to professionals, with 78% saying their employer gave them access to this. Other common benefits included a company mobile phone (67%), performance bonus (61%) and meal allowance (50%). Additionally, half of professionals said that their employer gave them the option to work remotely.

Which benefits are received?

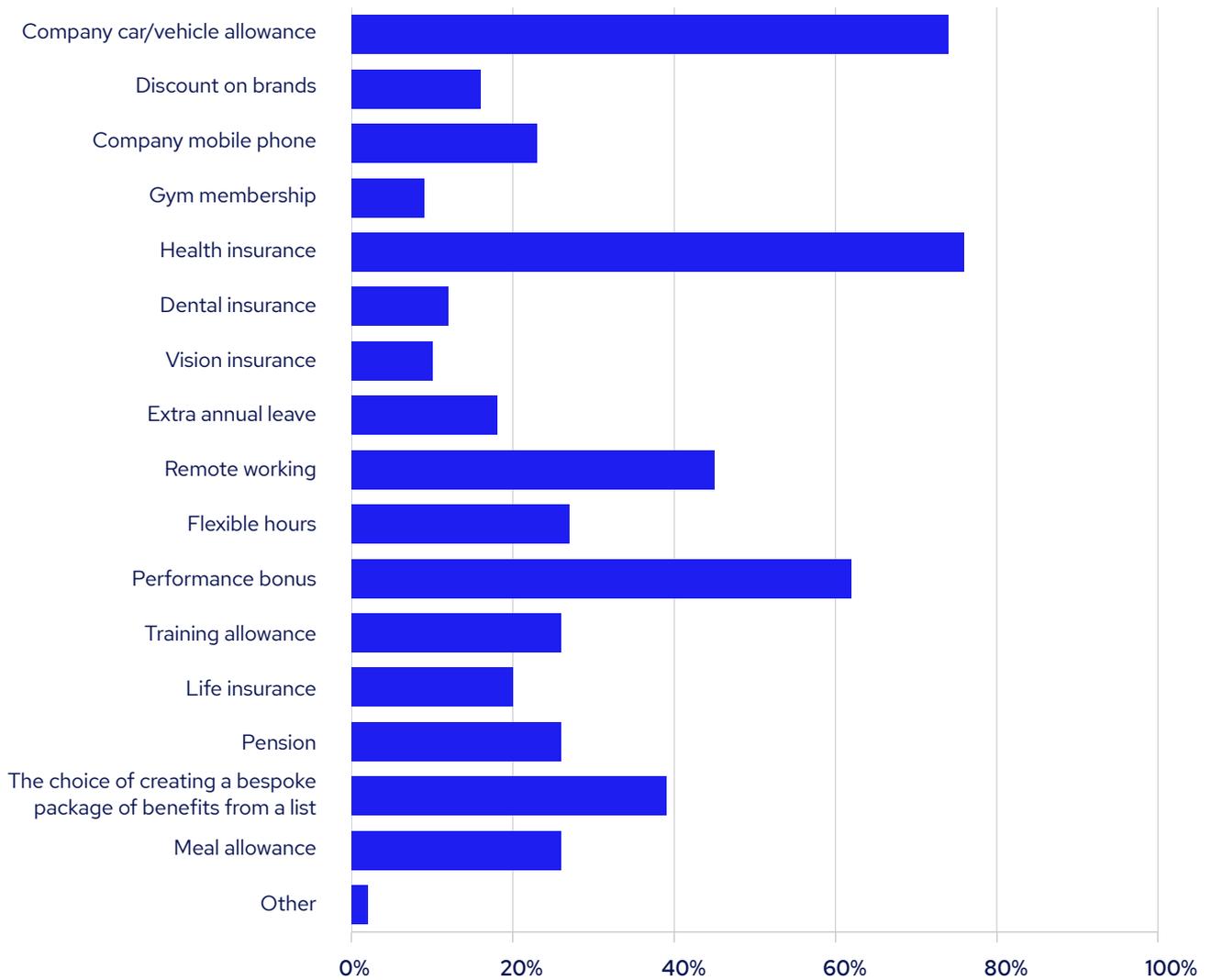


When respondents selected their top-five benefits, health insurance again was the most popular (76%). However, the second most-desired benefit was a company car/vehicle allowance, which was voted for by 74%, suggesting that supporting employees with transport is a way in which businesses can attract professionals.

Performance bonuses (62%) and remote working (45%) were also popular with respondents, while 39% wanted greater choice over their benefits, suggesting that they wanted to create a bespoke benefits package from a list.

Which benefits are desired?

While employers have successfully matched the benefits they offer with those employees desire the most, there were still some areas of discrepancy.



The popularity of a company car/vehicle allowance does not correlate with the availability of this benefit – 52% of organisations offer it compared to 74% of professionals who desire it. Similarly, only nine percent of companies allow employees to create a bespoke benefits package, while 39% want this option. On top of that, 26% of professionals expressed interest in a training allowance, despite this only being offered by 11% of businesses.

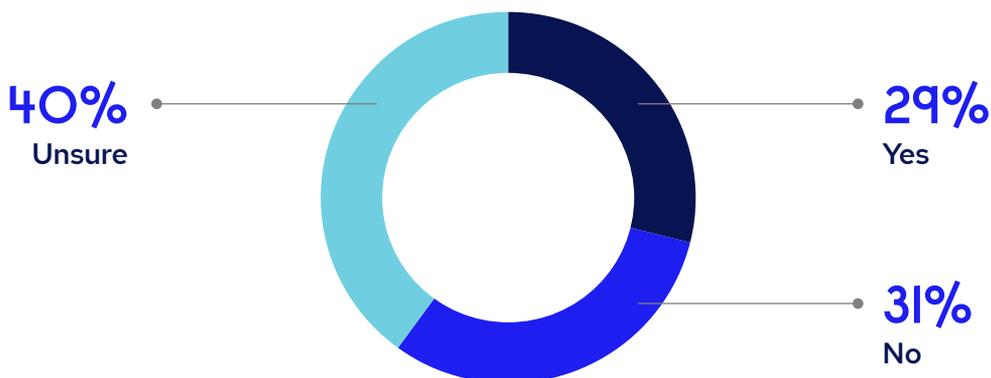
Conversely, there were widely offered benefits which were not as popular with employees. 67% of professionals receive a company mobile phone, yet only 23% want this benefit. Meal allowances were available to half of staff members, despite it only being sought after by just over a quarter (26%).

Employers could dispense with these benefits and use the savings to contribute to the packages most popular with employees – making it easier for them to attract and retain talent.

Businesses may consider expanding their benefits packages to help mitigate for salaries not rising with the rate of inflation. However, when surveyed about this possibility, respondents' views about this becoming a reality were mixed.

40% of participants said they were unsure whether their organisation would expand its benefits package, 31% said their business would not offer more benefits, while 29% said that it would. Given this split, those organisations willing to invest in an improved benefits package will have an edge when trying to attract talent.

Will your organisation improve its benefits offering this year?



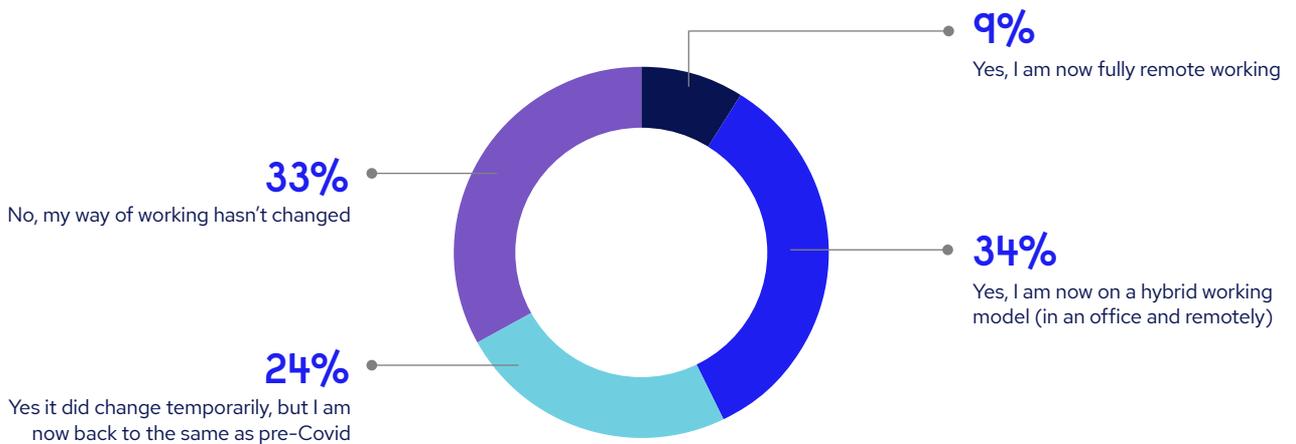
New ways of working

The rise of remote working across the globe has changed how people view their working lives and increased their desire for a better work-life balance.

In Turkey, there is a real difference in how organisations have approached remote and hybrid working. One-third of professionals said that the pandemic has not altered the way they work at all, while 24% said that, while their way of work changed temporarily due to Covid-19, they were now back to operating as they did prior to the outbreak.

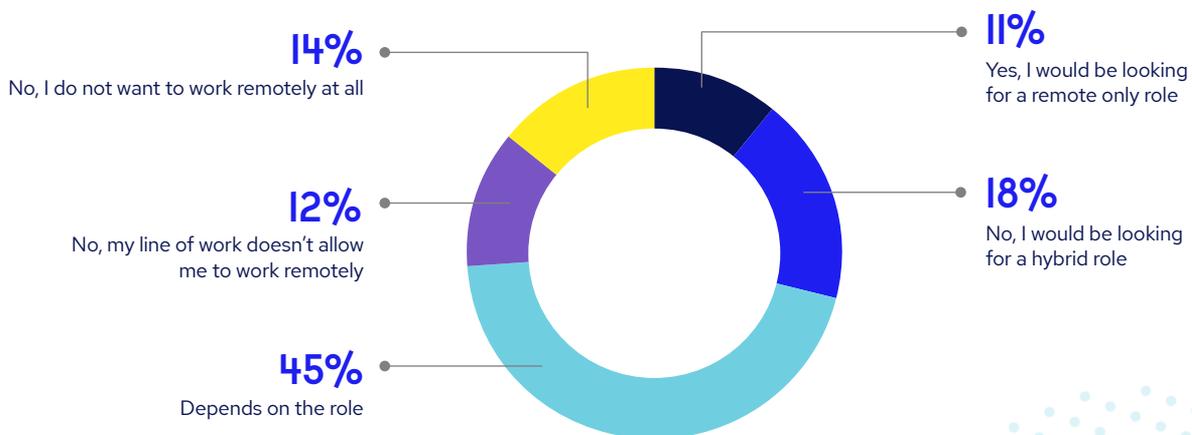
However, some have experienced permanent change to their working patterns, with just over a third (34%) of professionals stating that they were operating a hybrid model (partly onsite and partly remote), while nine percent are now fully remote working.

Has your way of working changed since the Covid-19 outbreak?



Professionals in Turkey are flexible when considering how they would like to work in future: 45% said their preferred working model would depend on their role. Only 11% said they would look for a role where they would be working remotely full time, 18% said they would look for hybrid roles, while 14% said they did not want to work remotely at all.

If you were to look for a new role in the future, would the fact it does not offer remote working put you off applying?

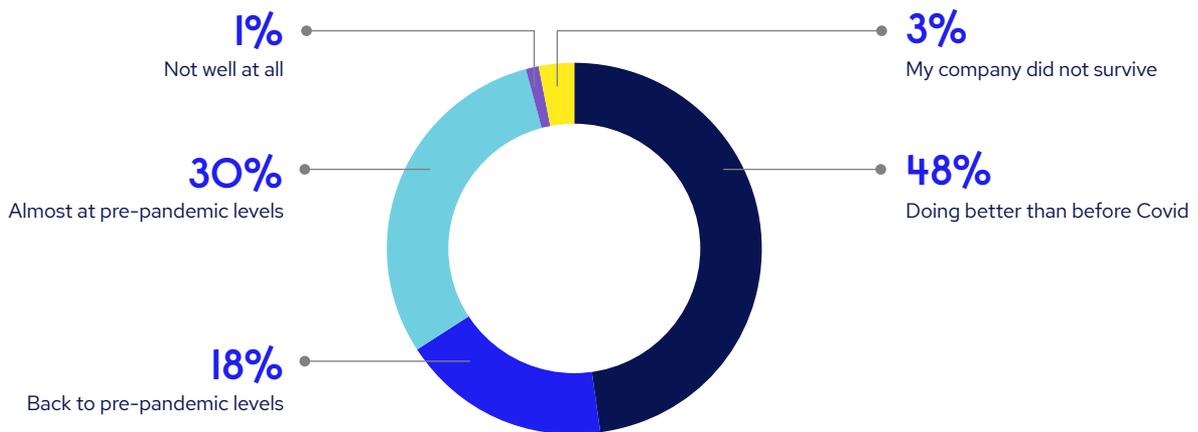


Employer performance, priorities, and employee confidence

When asked about their organisation's performance through the pandemic, nearly (48%) said their company was doing better than prior to the Covid-19 outbreak, while almost one-fifth (18%) indicated that their organisation had returned to pre-Covid performance levels.

30% highlighted that their business was almost back to where it was prior to the pandemic, with only one percent saying that their firm was struggling and three percent stating that their organisation had not survived.

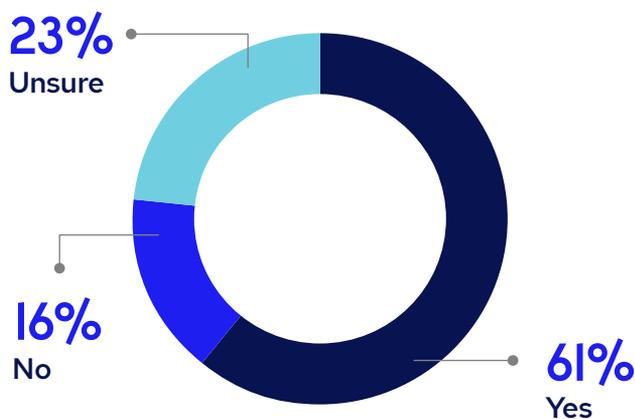
How well has your company bounced back since the Covid-19 outbreak?



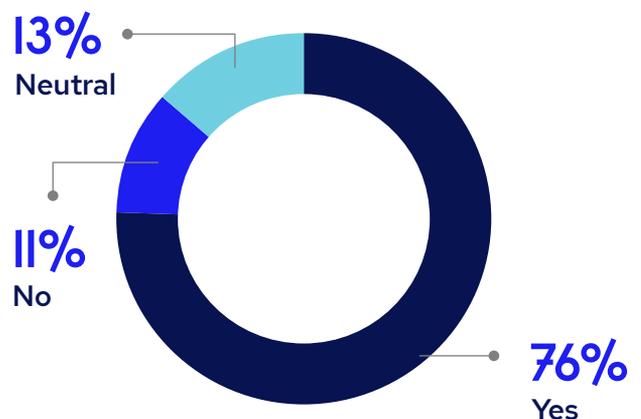
This confidence extended to the future performance of both their employer and the sector they work in. 61% said that their business' future was secure, while 76% felt positive about the future of their industry.

Of those who were not as positive, more respondents were uncertain rather than negative, with 23% unsure about future business performance and 13% neutral on their sector's future. Only 16% and 11% felt negatively about their business and industry respectively.

Do you feel confident that your job is currently secure?



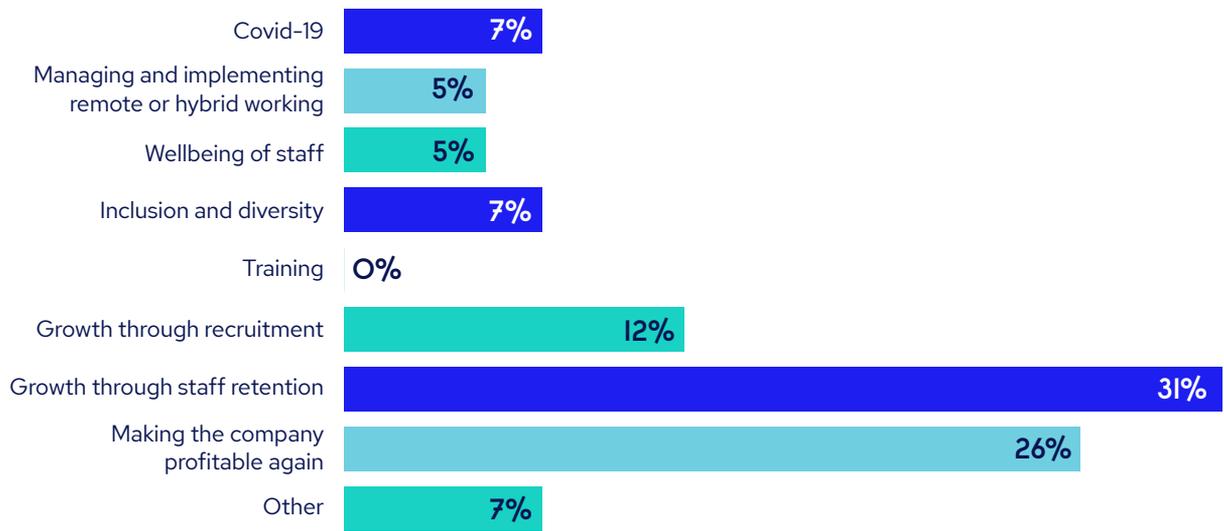
Do you feel positive about your industry's future?



Growth was the key priority for respondents' employers, but many are looking to stand still to boost growth. 31% highlighted that their organisation was focusing on retaining their existing staff to grow, demonstrating the concern business leaders have on the impact of resignations affecting performance.

Just over a quarter (26%) noted that returning their business to profit was the main priority, while 12% indicated that their organisation was growing through the recruitment of new staff.

What issue is highest on your organisation's agenda?

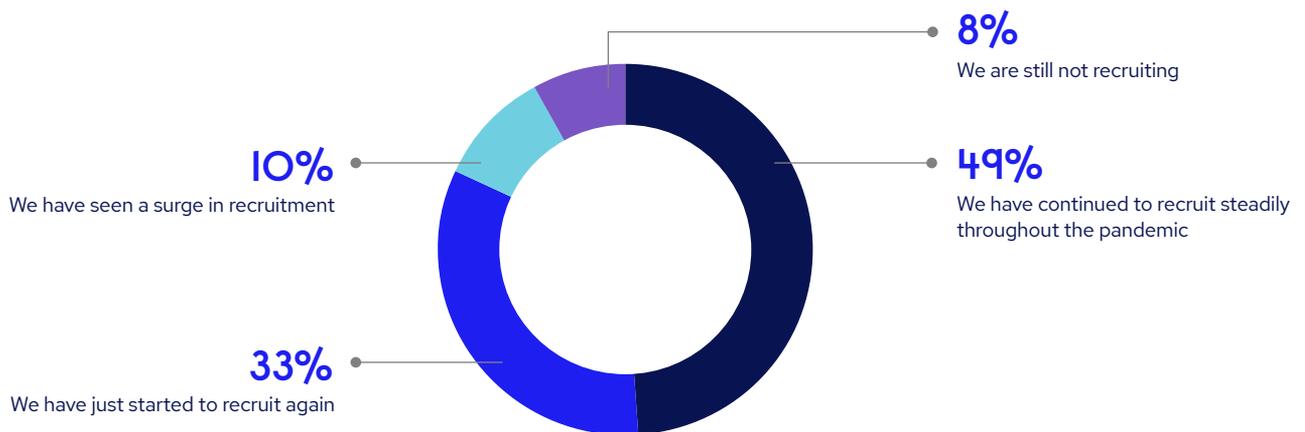


Recruitment trends and sought-after skills

The economic impact of Covid-19 has not stopped some businesses in Turkey from recruiting when they needed staff during the outbreak. Almost half (49%) of survey respondents said that their organisation had continued to recruit gradually through the pandemic.

However, there are some organisations who have not been in as strong a position, with a third of respondents stating their business had only just started to recruit again, while eight percent said that their firm still was not recruiting. The remaining 10% revealed that their organisation had witnessed a surge in recruitment.

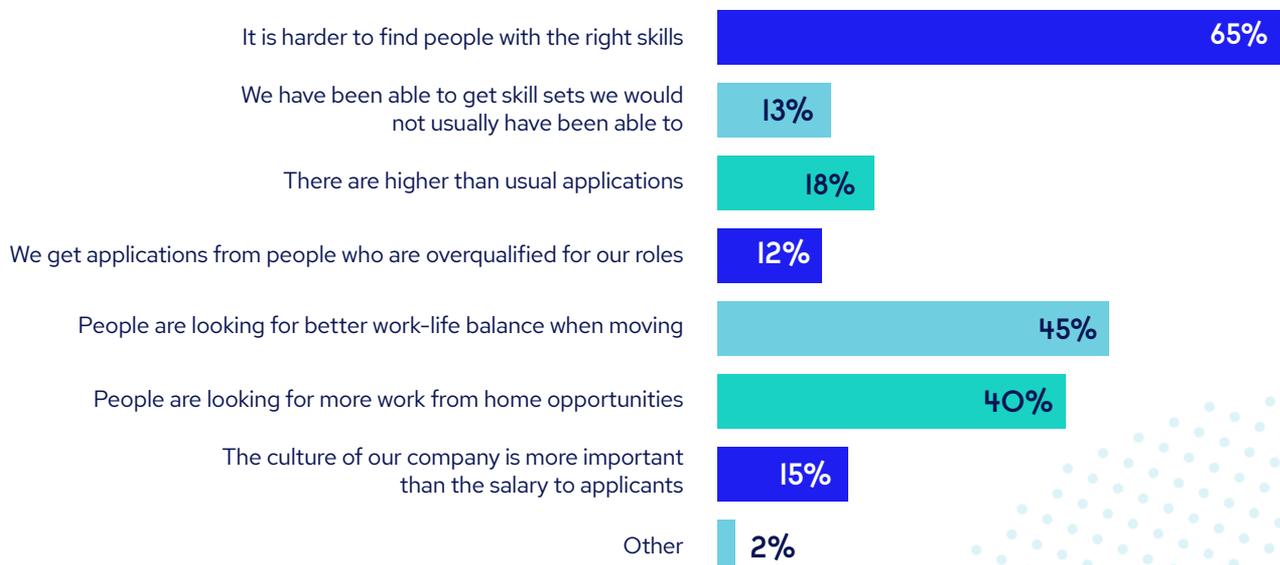
Has your company started recruiting again since the pandemic?



While many organisations are recruiting, the professionals they seek are not readily available. 65% said that it has become harder to find people with the right skills, meaning that businesses must review their talent attraction strategies to ensure it appeals to the professionals they need.

The pandemic has also impacted what people are looking for when searching for a job. 45% stated that those seeking work are looking for a better work-life balance in their new job, yet two-fifths have noticed more professionals are looking for opportunities which will allow them to work remotely.

What changes have you seen relating to recruitment in your sector this year?

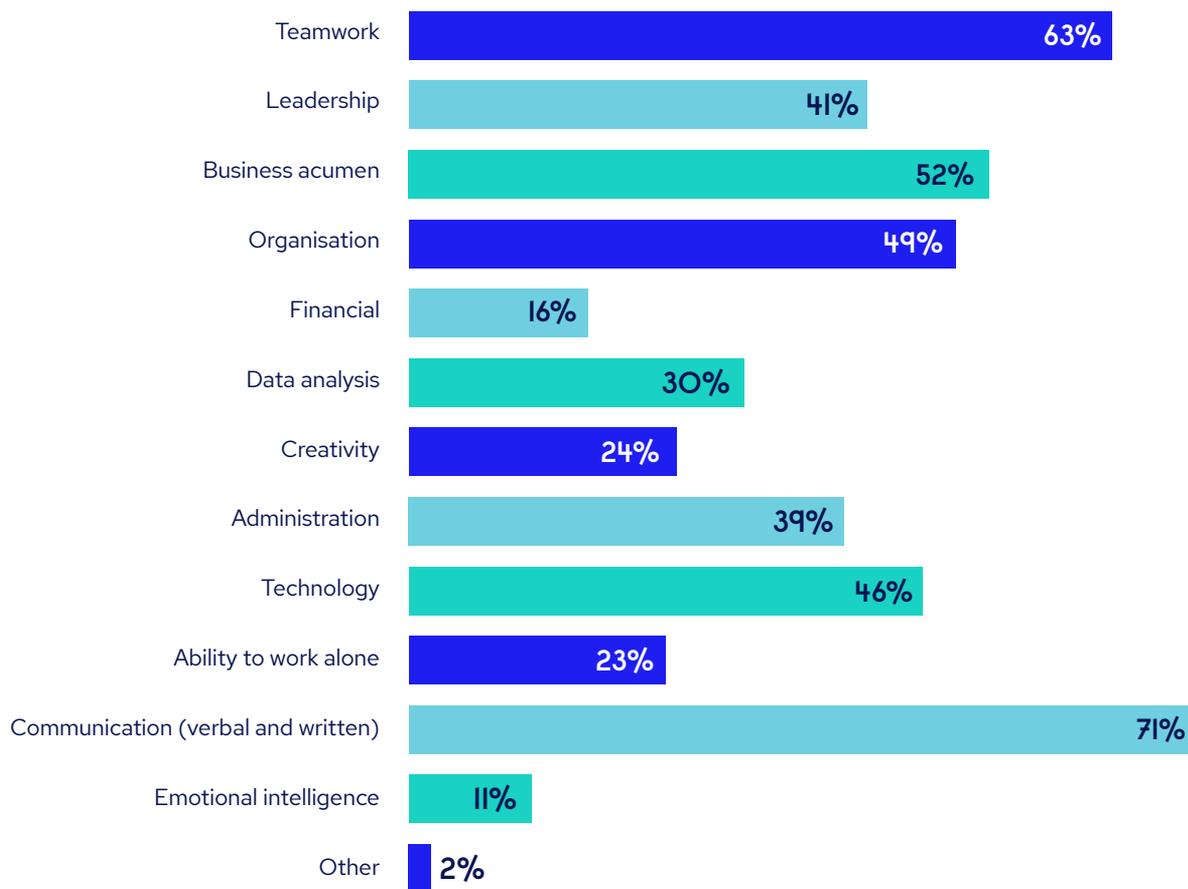


When it comes to the skills employers want in prospective employees, personal traits are more sought after than other attributes. Communication skills topped the list, with 71% of organisations valuing this attribute, closely followed by other soft skills including teamwork (63%), organisation (49%) and leadership (41%).

Employers also valued knowledge-based attributes, with 52% seeking professionals with the right business acumen and 46% looking for candidates with proficiency in technology. A further 39% sought people who had good administrative skills, while 30% wanted professionals who can analyse data.

Given the nature of some of these preferred attributes, businesses will need to tailor their recruitment processes to ensure candidates have the chance to demonstrate these capabilities during the process – particularly at the interview stage.

What are the top five most in-demand skills in your sector currently?



Accountancy & finance



Accountancy

TL / Net / Month

Role	2022			2021	2020	2019
	Lower	Average	Upper	Average	Average	Average
Accounting Manager	15,500	20,000 ▲	24,500	15,500	13,750	11,500
Accounts Assistant Manager	12,500	15,500 ▲	18,500	12,000	10,750	8,250
Credit Analyst	9,000	11,500 ▲	14,000	8,875	8,000	6,750
Accountant	9,000	11,500 ▲	14,000	8,875	8,000	6,750

Finance

TL / Net / Month

Role	2022			2021	2020	2019
	Lower	Average	Upper	Average	Average	Average
Chief Financial Officer	40,000	53,500 ▲	67,000	42,750	37,500	35,000
Finance Director (+10 years PQE)	28,500	36,750 ▲	45,000	29,250	24,000	21,000
Finance Director (+6 years PQE)	25,000	30,000 ▲	35,000	23,250	20,000	16,750
Financial Controller (8 - 12 years PQE)	17,500	23,750 ▲	30,000	18,250	15,500	14,500
Finance Manager (2-4 years PQE)	15,000	19,500 ▲	24,000	14,500	12,500	12,500
Financial Controller (4-8 years PQE)	13,500	18,750 ▲	24,000	14,500	12,500	10,500
Financial Assistant Manager	12,000	16,000 ▲	20,000	12,250	10,750	10,500
Financial Analyst	9,250	11,875 ▲	14,500	9,000	7,750	6,500
Newly Qualified (0-2 years PQE)	6,500	8,250 ▲	10,000	6,125	5,500	5,250

Internal audit

TL / Net / Month

Role	2022			2021	2020	2019
	Lower	Average	Upper	Average	Average	Average
Director	24,000	30,750 ▲	37,500	24,000	21,000	18,000
Manager	17,000	21,000 ▲	25,000	16,250	14,500	12,500
Auditor	11,000	14,750 ▲	18,500	11,500	10,250	9,500
Junior Auditor (0-2 years PQE)	7,500	9,250 ▲	11,000	7,250	6,500	4,500

Market insight

// Reacting to the fluctuations in the Turkish economy, exchange rates, and the rise in inflation, will be a top priority for businesses and accountancy and finance professionals. They will need to monitor foreign currency to evaluate and mitigate any potential risks for companies, managing cost and pricing strategies for products or services.

Structural cost control will be a priority to ensure business continuity based on cash flow, profits and revenues. With cash and debt management becoming more critical in this country due to the pandemic, more managerial positions are opening up. Accounts payable, financial controlling, and compliance positions will continue to be in high demand this year.

Employers are looking for accountancy and finance professionals who are adept at English and also technology – since the pandemic has accelerated digitisation in the sector. As a result, cooperating with global peers in multinational companies has become easier. Volunteering for project management work that involves this type of collaboration will help professionals nurture their communication skills, making them more competitive when they come to search for a new role.

While the market is relatively stable for businesses, competition for talent has been fierce. It would benefit hiring managers to focus on finding someone with the most fundamental skills and experience for their roles, even if candidates do not necessarily meet all their desired attributes. //



Business support



TL / Net / Month

Role	2022			2021	2020	2019
	Lower	Average	Upper	Average	Average	Average
Senior Executive Assistant	12,000	18,500 ▲	25,000	13,750	12,250	11,750
Office Manager	10,000	12,500 ▲	15,000	9,250	8,500	8,000
Executive Assistant/Personal Assistant	10,000	11,500 ▲	13,000	8,750	7,500	7,000
Customer Services Administrator	6,500	7,750 ▲	9,000	5,250	4,500	3,500
Secretary	6,250	7,625 ▲	9,000	5,125	4,500	3,500
Receptionist	6,250	6,750 ▲	7,250	4,625	4,250	3,250
Administrator	6,250	6,750 ▲	7,250	4,625	4,250	3,250
Office Assistant	6,250	7,125 ▲	8,000	4,875	4,250	3,750
Data Entry Operator	5,000	5,500 ▲	6,000	3,650	3,250	3,000

Market insight

“ In Turkey, we expect business support roles to be stable throughout this year. The sector has adapted well to the technological changes required to operate successfully in the pandemic. With remote work increasing, professionals have had to adapt their ways of working and use more technology in their daily tasks. This has accelerated the transformation of the sector and changed perceptions of it in a positive way.

The jobseekers most likely to secure the roles they want are those who keep their technology skills and industry knowledge up to date. This is why employees want greater training and development opportunities. Professionals in the current market are highly likely to meet businesses’ requirements in terms of skills and qualifications, but they are given fewer additional responsibilities than before.

To retain talent, companies must accommodate employees’ need to grow, or they will look for an employer who will. One way to fulfil this need and reduce turnover is to empower workers by offering experience with fulfilling tasks outside of basic administration and involving them in the business more.

Options to work on a hybrid, remote or more flexible basis are highly sought after by jobseekers. Employers who offer these working models will be able to stay competitive when it comes to recruiting, as well as widening their talent pool by hiring from further afield. Another benefit is that workers are naturally able to be more flexible with their time due to spending less time commuting or chatting to colleagues informally. This makes it easier to offer additional training and development opportunities and greater responsibility. ”

Engineering



Senior engineering

TL / Net / Month

Role	2022			2021	2020	2019
	Lower	Average	Upper	Average	Average	Average
Plant Director	32,500	47,500 ▲	62,500	34,125	29,000	25,250
Regional Manager, Construction	25,000	44,250 ▲	63,500	33,000	29,000	26,500
Engineering Manager	18,000	26,500 ▲	35,000	19,500	17,250	15,500
Contract Manager	18,000	24,000 ▲	30,000	18,000	16,000	14,000
Construction Manager	18,000	24,000 ▲	30,000	18,000	16,000	14,000
Project Manager	16,500	22,250 ▲	28,000	16,500	14,750	12,750
Quality Manager	16,500	22,500 ▲	28,500	16,750	14,750	12,750
Production Control Manager	16,500	21,000 ▲	25,500	15,500	13,500	11,500

Mid-level engineering

TL / Net / Month

Role	2022			2021	2020	2019
	Lower	Average	Upper	Average	Average	Average
Civil Design Engineer	10,000	17,500 ▲	25,000	13,250	11,750	10,250
Senior Engineer	11,000	16,000 ▲	21,000	12,000	10,500	9,000
Sales Engineer	10,000	14,500 ▲	19,000	10,750	9,500	9,000
Civil Engineer	9,000	14,500 ▲	20,000	10,750	9,500	8,500
Construction Engineer	9,000	14,500 ▲	20,000	10,750	9,500	7,750
Manufacturing Engineer	9,000	14,500 ▲	20,000	10,750	9,500	7,750
Planner/Scheduler	8,500	13,250 ▲	18,000	10,250	9,000	7,250
Design Engineer	8,500	13,000 ▲	17,500	9,750	8,500	7,250
Maintenance Engineer	8,500	13,000 ▲	17,500	9,750	8,500	7,000
Contracts Administrator	8,500	12,250 ▲	16,000	9,125	8,000	6,250
Estimator	8,500	11,500 ▲	14,500	8,500	7,500	5,750
Mechanical Engineer	8,500	11,500 ▲	14,500	8,500	7,500	5,750
Agricultural Engineer	8,500	11,250 ▲	14,000	8,500	7,500	5,750
Inspector	8,000	10,750 ▲	13,500	8,000	7,000	6,000

Market insight

// With Turkey's exchange rates so unfavourable, export activity is becoming stronger. In an environment where capacity utilisation rates reached almost 78%, we expect higher demand for engineering professionals this year.

Those adept at using technology and speaking more than one language will be highly desirable for positions outside Turkey, as more businesses are placing people abroad. Also, soft skills such as effective communication and networking are just as important to employers as the more technical skills. Specialist skills can be taught, but traits such as these are rarer and therefore more valuable.

Employers should lower their expectations and have a growth mindset when searching for the right candidate for their roles. Professionals who have the potential to be trained and developed are useful to help employers expand their talent pool. Investing in training is a great tool for many reasons: it will improve an employer's brand and reputation, as well as helping companies attract and retain employees. Business leaders must focus on improving their employer brand if they are to attract graduates and other grassroots talent to their business. Jobseekers are increasingly searching for roles which provide training, to grow their skill sets and enhance their career progression. //



Human resources

HR

TL / Net / Month

Role	2022			2021	2020	2019
	Lower	Average	Upper	Average	Average	Average
HR Director	32,500	48,750 ▲	65,000	39,250	30,000	27,500
HR Manager	21,000	30,500 ▲	40,000	23,500	20,000	16,250
Organisational Development Manager	18,500	24,250 NEW	30,000	N/A	N/A	N/A
Recruitment Manager	18,000	21,500 ▲	25,000	16,500	15,000	10,250
Training Manager	17,500	22,500 ▲	27,500	16,500	15,000	10,250
HR Business Partner	15,000	17,500 ▲	20,000	13,000	11,000	10,250
HR Executive	11,000	13,500 ▲	16,000	9,750	8,500	6,750
Training Executive	11,000	13,500 NEW	16,000	N/A	N/A	N/A
Organisational Development Executive	11,000	13,500 NEW	16,000	N/A	N/A	N/A
HR Specialist	8,500	10,250 ▲	12,000	7,500	6,750	5,500
HR Generalist	8,500	10,250 ▲	12,000	7,500	6,750	4,750
HR Administrator	7,000	8,750 ▲	10,500	6,750	6,000	4,750

Compensation & benefits

TL / Net / Month

Role	2022			2021	2020	2019
	Lower	Average	Upper	Average	Average	Average
Compensation & Benefits Manager	25,000	31,500 ▲	38,000	24,375	21,500	15,000
Employee Relations Manager	13,000	16,500 ▲	20,000	12,750	11,000	7,000
Payroll Specialist	8,500	10,250 ▲	12,000	7,500	6,750	5,000

Market insight

// Throughout the pandemic, HR has been one of the most crucial support functions for company survival, especially in terms of change management and supporting the wellbeing of staff to maintain productivity and morale. Those at the top level of businesses have worked closely with HR leaders for major strategic decision making, empowering their teams and, as a result, the employment market is more active than others, with a strong and dynamic talent pool at all levels.

However, business leaders are still finding it challenging to find specific skills, such as having at least one foreign language. This is especially sought after by international manufacturing companies looking for bilingual candidates with relevant degrees and labour union management experience. There is also a shortage of bilingual payroll professionals.

Economic fluctuations caused employees' expectations to change throughout the last 12 months and, at the end of 2021, many companies adjusted their salaries before annual increases to maintain their workforce's economic wellbeing. Those who haven't, and are not planning to, may end up losing their best talent to competitors.

For jobseekers, upskilling themselves by learning a foreign language will help them to stand out among their peers. They must also keep up with the latest sector trends such as digitisation and new technological tools. Those with emotional resilience, a strong mindset, and the flexibility and agility to help business transformation will also find great success in the job market. //



Procurement & supply chain



Procurement

TL / Net / Month

Role	2022			2021	2020	2019
	Lower	Average	Upper	Average	Average	Average
Procurement Manager	18,000	23,250 ▲	28,500	17,750	15,750	13,750
Procurement Specialist	10,000	14,250 ▲	18,500	11,000	8,750	7,000
Purchasing Staff	7,500	9,250 ▲	11,000	7,000	6,250	4,500

Quality

TL / Net / Month

Role	2022			2021	2020	2019
	Lower	Average	Upper	Average	Average	Average
Quality Manager	13,000	19,500 ▲	26,000	15,000	11,000	9,250
Quality Specialist	8,500	10,750 ▲	13,000	8,000	7,000	6,000
Quality Assurance Analyst	7,500	9,750 ▲	12,000	7,125	6,250	4,750

Supply chain

TL / Net / Month

Role	2022			2021	2020	2019
	Lower	Average	Upper	Average	Average	Average
Supply Chain Manager	17,000	25,500 ▲	34,000	19,000	15,000	13,500
Logistics Manager	16,500	23,250 ▲	30,000	17,750	13,750	11,750
Supply Chain Specialist	8,500	10,750 ▲	13,000	7,750	6,750	6,000

Market insight

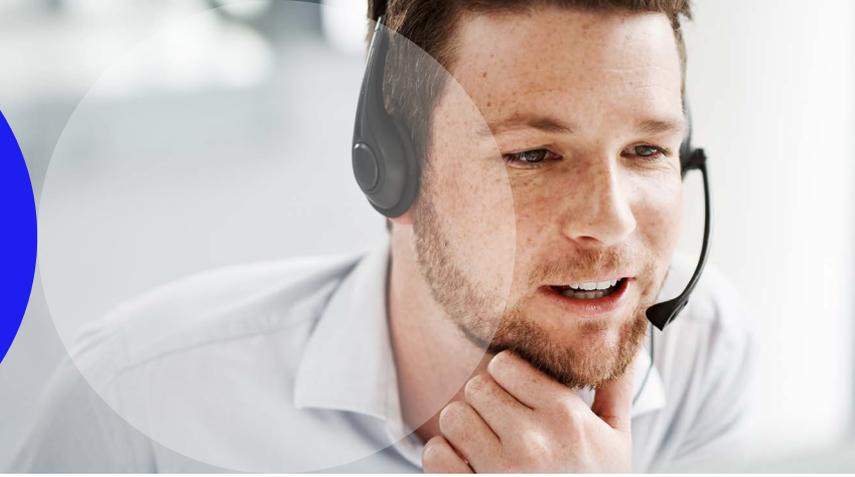
// Due to the pandemic, the growth of ecommerce has accelerated, resulting in many new job opportunities in the procurement and supply chain sector. The increase in long-distance transportation costs helps Turkey to play a strategic role in the global arena, which can offer location and cost advantages for many foreign international companies. This trend will increase demand for supply chain professionals this year.

Professionals in this sector have always been in high demand, with many large companies in the manufacturing industry having substantial exports. However, employers are currently looking for bilingual professionals with fundamental technical skill sets and specialist knowledge – this presents a challenge for employers. Once someone suitable becomes available, there is strong competition to secure them.

Jobseekers should expand their awareness to multiple industries, following global and local trends. They should also keep themselves up to date on how to integrate new technology to support their company. Having some skills in data science will be a great advantage for professionals; employers find this ability to be an asset, with a high demand for more efficient forecasting and analysis to improve their organisation's profitability. //



Sales & marketing



Sales

TL / Net / Month

Role	2022			2021	2020	2019
	Lower	Average	Upper	Average	Average	Average
Sales Director	25,000	45,000 ▲	65,000	35,000	29,000	28,000
Sales Manager	17,000	26,000 ▲	35,000	20,000	17,500	15,750
Development Manager	15,000	22,000 ▲	29,000	16,500	14,500	13,000
Account Manager	11,500	18,750 ▲	26,000	14,750	13,000	11,250
Sales Executive	8,500	11,750 ▲	15,000	8,750	7,500	6,500
Sales Representative	8,000	11,500 ▲	15,000	8,500	7,500	6,500

Marketing

TL / Net / Month

Role	2022			2021	2020	2019
	Lower	Average	Upper	Average	Average	Average
Marketing Director	25,000	45,000 ▲	65,000	35,000	28,500	28,000
Marketing Manager	18,500	27,750 ▲	37,000	21,500	19,000	17,250
Market Research Manager	12,500	17,750 ▲	23,000	14,500	12,750	12,000
Product Manager	13,500	19,250 ▲	25,000	14,250	12,750	10,750
Marketing Executive	12,500	17,500 ▲	22,500	13,750	12,250	11,000
Communications Manager	12,000	17,250 ▲	22,500	14,000	12,250	10,750
Corporate Relationship Manager	13,000	17,750 ▲	22,500	14,250	12,250	11,000
Public Relations Manager	12,500	17,500 ▲	22,500	13,750	12,000	10,750
Events Manager	12,500	16,250 ▲	20,000	13,250	12,000	11,000
Brand Manager	12,000	17,000 ▲	22,000	13,250	11,750	10,750
Assistant Brand Manager	9,500	11,250 ▲	13,000	8,500	7,500	6,500

Market insight

// It has been difficult for businesses to attract highly skilled sales and marketing professionals, with those in employment not looking to move. Many employers are working harder to retain their existing staff by investing in employee development, counteroffering, and raising salaries. Staying competitive means focusing on both retention and recruitment.

Professionals with technological skills and an awareness of marketing and business strategies are highly sought after. Jobseekers should do their research on a company they are looking to join and consider upskilling themselves in any areas that might need development.

Machine learning and artificial intelligence are poised to change the way businesses forecast and analyse sales, revenue and demand. Data analytics has become a common part of any marketing strategy, but it is still difficult to find people with the right skills for these roles.

Businesses should consider giving opportunities to grassroots talent to develop their skills and become the perfect candidate for the role. Investing in upskilling existing employees will help them to feel valued and appreciated by their employer and will lead to them having greater longevity. Development opportunities have become incredibly desirable to jobseekers and are a great tool for attraction and retention. //



Technology



TL / Net / Month

Role	2022			2021	2020	2019
	Lower	Average	Upper	Average	Average	Average
Chief Information Officer	28,000	42,750 ▲	57,500	31,000	22,650	19,750
IT Director (7-10 years)	21,000	32,000 ▲	43,000	23,500	17,600	15,250
IT Manager (5-7 years)	16,000	23,000 ▲	30,000	17,750	14,000	12,250
Database Administrator	13,500	20,000 ▲	26,500	15,000	12,750	11,000
Software Development Manager	14,000	21,000 ▲	28,000	15,750	12,500	10,750
IT Project Manager (5-7 years)	13,500	18,750 ▲	24,000	14,250	12,000	10,250
Programmer/Developer Manager	13,500	19,750 ▲	26,000	13,250	10,750	9,250
SAP Solution Architect	13,000	17,750 ▲	22,500	12,750	10,500	9,000
Developer (Applications)	11,000	16,750 ▲	22,500	12,750	10,000	8,500
Devops Engineer	11,000	15,250 ▲	19,500	11,500	10,000	8,500
Cyber Security Consultant	11,000	16,000 ▲	21,000	12,500	10,000	8,500
Business Analyst Lead	10,000	16,500 ▲	23,000	11,000	9,500	8,000
Software Engineer (3-7 years)	10,000	15,500 ▲	21,000	11,000	9,250	8,000
Senior Developer (5-7 years)	11,000	16,000 ▲	21,000	12,250	9,000	7,750
Front End Developer	10,000	14,500 ▲	19,000	10,500	8,750	7,500
Back End Developer	10,000	14,500 ▲	19,000	10,500	8,750	6,500
Business Analyst	9,500	14,250 ▲	19,000	10,000	8,750	7,250
Unix Admin (3-6 years)	8,500	12,500 ▲	16,500	10,250	8,750	7,750
Developer (Database) (2-5 years)	9,250	13,375 ▲	17,500	10,250	8,500	7,250
Developer (Web) (2-5 years)	8,500	13,250 ▲	18,000	10,250	8,500	7,250
Information Security (2-5 years)	9,500	14,750 ▲	20,000	10,250	8,500	7,250
Roll-Out Engineer (2-5 years)	9,000	12,500 ▲	16,000	10,000	8,000	7,000
SAP Consultant	9,500	14,750 ▲	20,000	10,500	8,000	7,000
Network Engineer (3-6 years)	9,500	13,750 ▲	18,000	9,750	7,750	6,500
Software Developer (3-5 years)	9,500	14,000 ▲	18,500	9,500	7,750	6,500
eCommerce Specialist (3-5 years)	9,000	12,750 ▲	16,500	9,500	7,750	6,500
Analyst (Mis/Data)	9,000	12,750 ▲	16,500	9,000	7,500	6,550
IT Systems Engineer/Administrator (2-5 years)	9,000	12,750 ▲	16,500	8,500	7,250	6,000
Database Specialist (3-6 years)	8,500	11,750 ▲	15,000	8,500	7,000	6,000
VAS Engineer (2-5 years)	8,500	11,500 ▲	14,500	8,000	6,750	5,750
Systems Support (2-5 years)	8,500	10,500 ▲	12,500	7,875	6,750	5,750
IT Support Analyst (2-5 years)	8,000	10,250 ▲	12,500	7,875	6,750	5,750
Support Specialist (2-4 years)	6,500	8,750 ▲	11,000	5,625	4,750	4,000

Market insight

// Before the pandemic, only a few large-scale enterprises in Turkey digitised their processes. Now, many more companies – including SMEs – are integrating technology, realising that it is no longer possible to progress without doing so. With Japan’s Society 5.0 plans in mind and the growing impact of AI and digitalisation on our daily lives, professionals consider the technology sector to be one that will remain stable.

However, we have seen a shortage in highly skilled technology experts in Turkey, due to the disadvantageous exchange rate and the ability to work remotely creating opportunities to work elsewhere. Although this does bring in interest from foreign investors, businesses should still look further afield for talent to offset the shortage. The government is doing its part by increasing its investment in incentives for technology and production candidates to join these sectors. This will present a good opportunity for professionals looking to work here.

Any professionals looking for technology positions, especially in software development, should keep themselves up to date with global trends in programming languages. Along with software development, the highest demand we’ve seen is for roles in cyber security, DevOps, artificial intelligence, IoT, 3D production, and virtual reality. //



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