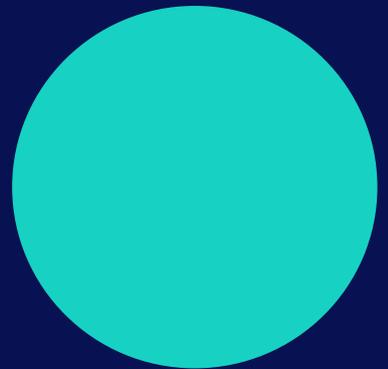
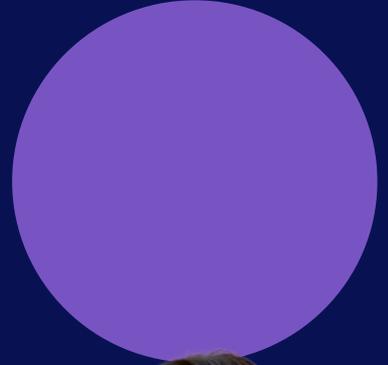
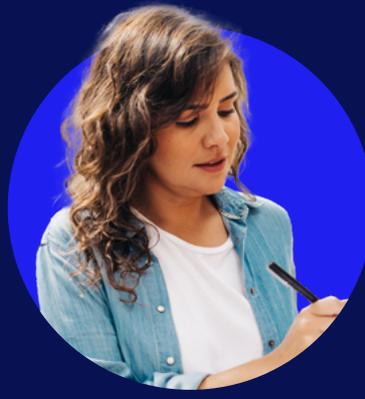


Reed  
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# Salary guide 2025

Türkiye

# Why use Reed's Türkiye salary guide?

For both jobseekers and employers alike, Reed's salary guide stands as an invaluable resource, offering unparalleled insights to keep you well-informed and ahead of the curve in 2025.



## The full picture

This guide covers salaries for some of the most popular roles across 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.



## Expert insight

Our recruitment experts have provided insight into the labour market across the country, with local industry experts offering key insight into their sectors.



## Stay well informed

The data in this guide is based on salaries expected today. Use the information to guide your decisions and make informed choices on the salary you offer your team, or accept yourself.

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# Inflation, innovation and inclusion - Türkiye's 2025 labour market

Asiye Yıldırım

General Manager, Reed



**As we enter 2025, our labour market is facing a critical moment. High inflation, rapid technological advancements, and shifting workforce dynamics are creating an environment of on one had uncertainty, and the other, opportunity. For business leaders and hiring managers, understanding these challenges isn't enough - we must act decisively to adapt, innovate, and lead our companies into a sustainable future.**

## **Inflation: the double-edged sword**

Inflation remains one of the most pressing economic issues in Türkiye. At the time of writing, official figures hover around 44.38%, for many Turkish citizens the reality on the ground feels far more severe. This disparity between official statistics and lived experience has profound implications for the labour market. Employees are struggling to maintain their purchasing power, and their expectations of employers have never been higher.

In this economic climate, it's no longer enough to simply adjust wages incrementally. Businesses must think holistically about how to meet employee needs without jeopardising the financial stability of their businesses. Flexible compensation models, inflation-linked bonuses, and benefits that go beyond salary are critical. What's clear is that trust and transparency are now essential currencies in employer-employee relationships. If we don't address these challenges head-on, we risk losing our most valuable asset: our people.

## **The technology divide**

The rapid pace of technological transformation is reshaping industries across the globe, and Türkiye is no exception. Artificial intelligence, robotics, and data analytics are redefining how we do business in Türkiye, yet the workforce is struggling to keep pace. Because of this, employers cannot afford to wait for the education system to catch up. To balance this out, it is important employers invest in upskilling and reskilling programmes that equip their teams with the tools they need to thrive in the ever-changing landscape.

In my opinion, the gap between technological innovation and workforce readiness is one of the biggest threats to Türkiye's economic competitiveness. This divide can only be fixed by employers collaborating with educational institutions and prioritising in-house training. For me, as a recruiter and business leader, this isn't just about addressing a skills shortage; it's about empowering our people to be active participants in shaping the future.

## **A strategic asset - the migrant workforce**

Türkiye's position as a bridge between Europe and Asia has made us a hub for migration, and this reality continues to transform our labour market. The influx of migrant workers brings both challenges and opportunities. Integration isn't just a moral imperative; it's an economic necessity.

I've seen firsthand how inclusive workplace policies can unlock the potential of a diverse workforce. Language and skills training, mentorship programmes, and fostering a culture of belonging are critical to this effort. Migrants bring fresh perspectives and resilience to organisations in Türkiye - especially as we have very low labour market participation, but it's up to employers to harness their potential while supporting their adaptation.

## **Diversity and inclusion: more than a buzzword**

Diversity and inclusion have become vital components of business strategy, especially as younger generations demand more from their employers. Millennials and Gen Z

aren't just looking for career development - they're seeking alignment between their personal values and the values of their workplaces. This highlights just how important it is for companies to embed inclusion into the DNA of their organisations, not just as a policy but as a practice.

Inclusion and diversity are areas where Türkiye has room to grow. Multinational companies are leading the way, but small and medium enterprises must follow suit if they want to attract and retain the best people. The time for lip service is over. In 2025, diversity and inclusion aren't just about doing the right thing; they're about staying competitive in a globalised world.

### **Flexibility: a key to the future**

The pandemic taught us all valuable lessons about the importance of flexibility in the workplace. Remote and hybrid work models have transformed how we think about productivity and work-life balance. In Türkiye, these trends are gaining momentum, and legislative reforms are likely to support this shift further.

I believe flexibility is the key to addressing some of our labour market's biggest challenges. It can help bring more women and young people into the workforce, support new graduates as they transition into their careers, and even create opportunities for retirees to re-enter the job market. To develop, business leaders must embrace flexibility not just as a perk, but as a strategic advantage.

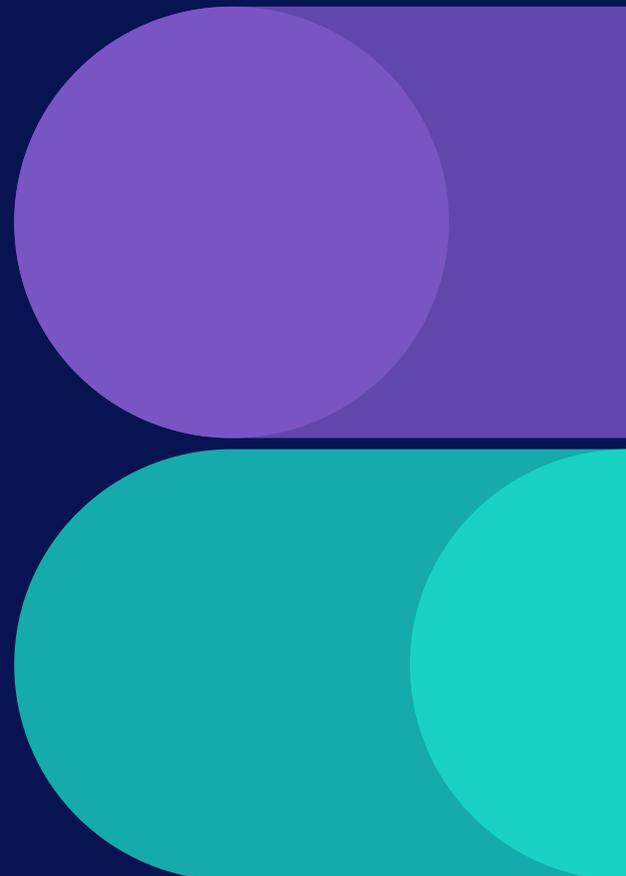
### **Opportunities amid uncertainty**

Despite the challenges, Türkiye's labour market is ripe with opportunities. Sectors such as renewable energy, logistics, healthcare, construction and defence are poised for growth. The country's geographic position as a bridge between continents makes it a natural hub for logistics, while global sustainability trends are driving investment in green technologies. For me, aligning business strategies with these growth areas is not just smart - it is essential for long-term success.

### **Building a resilient workforce**

Ultimately, the success of Türkiye's labour market this year depends on our ability as business leaders to build resilient, future-ready workforces. This means going beyond traditional benefits and focusing on holistic employee wellbeing. Comprehensive health insurance, education opportunities, and wellness programmes are no longer optional; they're expected.

But resilience isn't just about policies and programmes. It's about creating a culture where employees feel valued, supported, and empowered to thrive. For me, this is the foundation of a strong employer brand, and it is what will set the most successful organisations apart in 2025.





# The great Turkish salary and benefits reveal: **500 voices**

This year, we asked 500 employed working adults in Türkiye how they feel about their salary, benefits, role and responsibilities. Additionally, the survey captured information about the industries the professionals work in, their working hours, overtime, and overall job satisfaction. Here's what we found out...

## Work, work, work

A significant number of respondents (37%) are contracted to work between 31 and 40 hours per week, averaging 38.2 hours, but nearly half (45%) are contracted to work more than 40 hours per week. However, 43% of those surveyed said that in a typical week they work much, or somewhat, more hours than they are paid to.

This means there is a significant disparity between hours paid to work versus actual hours worked, which is exacerbating the already-tense situation for many workers who say their current pay doesn't cover the rising cost of living or allow them to meet their financial goals.

The research highlights that 82% of those who do work overtime, work up to 10 hours over their contracted hours. And more than

a fifth of those who do overtime (22%), said they aren't paid for this additional work. Only 47% are financially compensated for the time they work in addition to their contracted hours, while 20% hope that it's reflected in their performance bonuses.

People's reasons for working additional hours include the job role and responsibilities require it (43%), the company expects it (26%), too much work to do in the hours they are paid for (21%), having tight deadlines to meet (21%), or enjoying their job (20%).

In the current climate, with the rising cost of living and the challenging employment market, it is surprising that only seven per cent of workers said they are trying to prove their commitment or demonstrate that their salary should be reviewed in line with their roles and responsibilities.

## Do you work more or less hours than you are contracted to?



## Lower salary expectations?

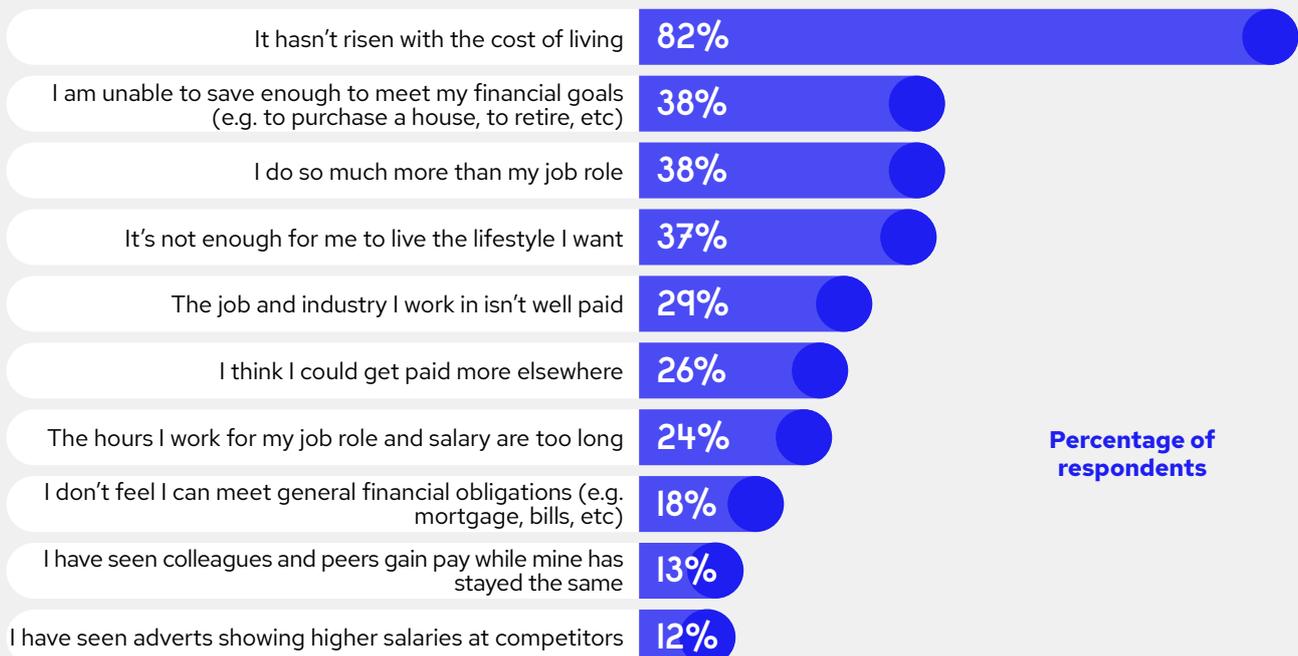
Nearly a third of workers are unhappy with their salaries, according to our findings, and a further one-in-five 'neither happy nor unhappy' with their pay. As we see the cost-of-living crisis continuing to bite, 82% of unhappy workers say their dissatisfaction is because this isn't reflected in salaries, and they're undoubtedly feeling the pinch.

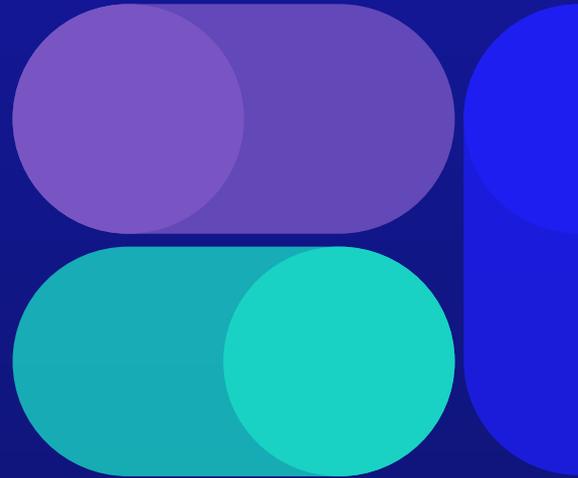
Outside of external economic pressures, other reasons workers are unhappy with their salary include not being able to save enough to meet their financial goals (38%), that they do far more than outlined in their job description (38%), and that it's not enough for them to live the lifestyle they want (37%).

Currently, almost half (47%) of workers say they are 'somewhat happy' or 'very happy' with how much they are paid, a significant increase from the results of last year's survey (30%). Although, that does leave nearly a third (28%) of professionals feeling unhappy with their current salary, but fortunately that's a 19% decrease on last year's dissatisfied workers.

However, as expected, continued increases in inflation and bills have put many under mounting financial pressures. A staggering 82% of those who aren't satisfied with their salary shared that this is because it hasn't risen with the cost of living, nearly one-in-five (18%) say they feel unable to meet their financial obligations, such as their mortgage and bills.

## Why workers are unhappy with their salaries?





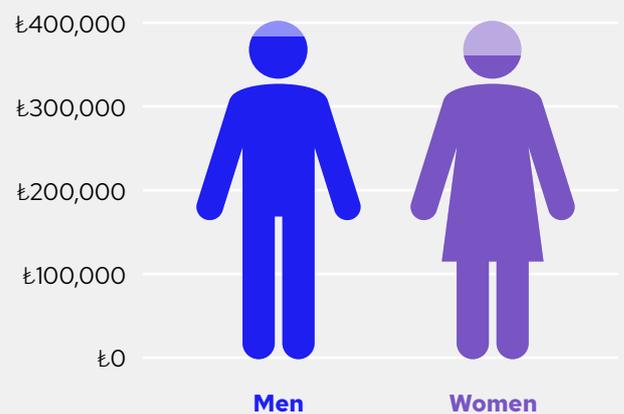
## The gender pay gap – is it shrinking?

Across the country, we are still seeing a gender gap in salaries, with 34% of male respondents reporting a salary of ₺500,000 and above, while only 26% of female respondents report a similar salary.

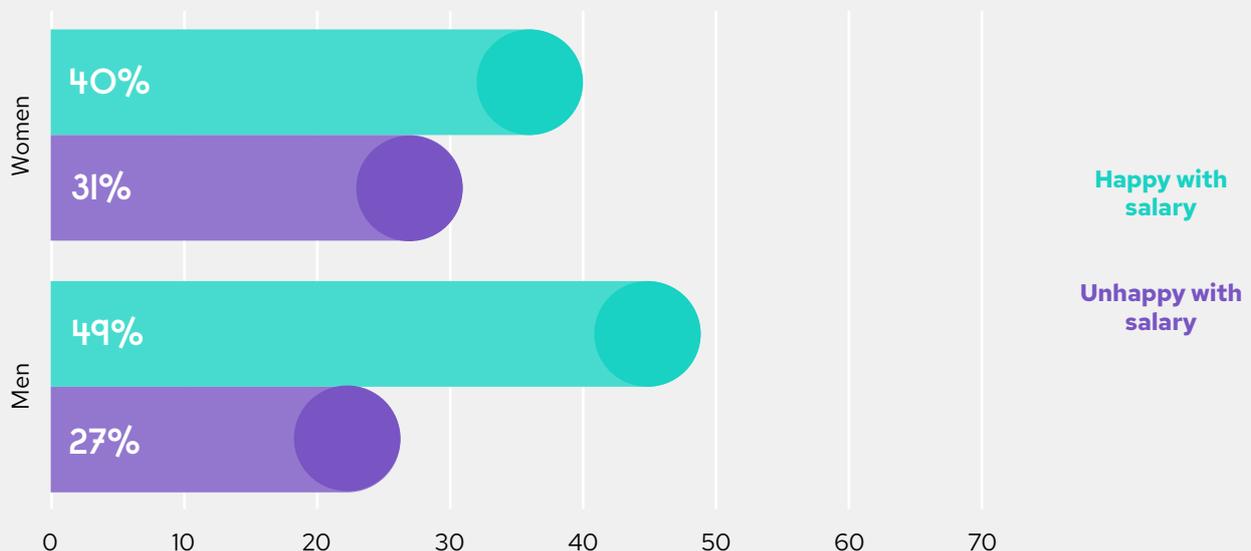
According to the survey, women earn, on average, ₺362,083, while their male counterparts earn ₺389,0031, a gender pay gap of seven per cent.

When it comes to dissatisfaction with their salaries, 31% of women are 'somewhat unhappy' or 'very unhappy', compared to 27% of men. Similarly, 49% of men in the survey say they are 'happy' or 'very happy' with their salaries, compared to 40% of women.

Average salary - men vs women



How happy/unhappy are men vs women with their current salary?



# Benefits as a form of appreciation

With salary pressures on both workers and organisations, benefits remain a differentiator when it comes to employee rewards. The company benefits offered marry up almost exactly with the benefits employees make use of, with health insurance, free refreshments, performance bonus, and a company mobile phone ranking as the top received and used benefits.

Salary increases remain the most significant action to make workers feel more valued, with 68% of respondents ranking it at the top. However, 43% said that recognition for their achievements would make them feel valued by their employers, with 35% wanting additional benefits, 29% wanting more professional development opportunities, 29% wanting clearer career progression, and 26% wanting more flexible working hours.

## What, if anything, could make you feel more valued by your current employer?



In fact, more than one-in-four (28%) workers say they don't feel valued by their employer, demonstrating room for improvement when it comes to employee relations that won't necessarily require additional budget from employers.

Even with 20% saying they are unhappy in their job, employers still have a largely engaged workforce looking for additional recognition. There's an opportunity here for employers who invest time into their employees to retain and attract the best people in their field.

We're seeing potentially unexplored opportunities for organisations to increase staff satisfaction and contentment within their roles that doesn't relate to a transactional salary increase. In challenging financial times, utilising benefits and strengthening workplace relationships may offer both employees and employers the opportunity to thrive.

## Changes for 2025

**This year's survey gives us an up-to-date, accurate snapshot of the Türkiye's workforce, their roles and how they feel about their jobs. However, there are two significant findings from the survey that need to be addressed by employers.**

The first is the worrying trend of employees regularly working over their contracted hours, often for no additional pay or reward. With the increased cost of living and many employees struggling financially, the requirement - whether explicit or implied, that employees need to work additional hours without being paid, could prove tricky on both sides. Organisations that routinely expect additional hours from employees can develop a negative reputation or find themselves losing talent at an alarming rate if competitors offer more reasonable working contracts.

Similarly, staff getting into the habit of working additional hours for no extra pay can find themselves more burnt out or mentally exhausted. This also potentially undermines their requests for salary increases, when their employers see them fulfilling additional hours already - at no cost.

The second significant finding is the gender pay gap that shows little sign of closing.

To forge any kind of shift change, organisations need to make considered and conscious efforts to pay their employees a fairer, more equal, wage to close the gender pay gap for current workers and for the workforce of the future.



# Reed

# Why **Reed?**

We've pioneered specialist recruitment since 1960 and each year we help thousands of businesses find the talent they need to flourish.



**Recruitment experts** across 20 different sectors worldwide



A **tailored service** to fit different organisational requirements



Localised **market knowledge** with national reach



A **large** candidate database

Let our experts help you...  
Visit [Reedglobal.com.tr](https://www.reedglobal.com.tr) to get in touch

# Accountancy & finance



## Accounts payable/credit control/payroll

TL / Net / Month

Role	Min	2025		2024	2023	2022
		Average	Max	Average	Average	Average
Accounting Manager	₺90,000	₺130,000 ↗	₺170,000	₺77,500	₺32,500	₺20,000
Accounts Assistant Manager	₺80,000	₺100,000 ↗	₺120,000	₺60,000	₺24,250	₺15,500
Credit Analyst	₺55,000	₺77,500 ↗	₺100,000	₺45,000	₺18,500	₺11,500
Accountant	₺45,000	₺67,500 ↗	₺90,000	₺42,500	₺18,500	₺11,500

## Finance

TL / Net / Month

Role	Min	2025		2024	2023	2022
		Average	Max	Average	Average	Average
Chief Financial Officer	₺200,000	₺287,500 ↗	₺375,000	₺162,500	₺72,500	₺53,500
Finance Director (+10 Years PQE)	₺170,000	₺205,000 ↗	₺240,000	₺135,000	₺57,500	₺36,750
Finance Director (+6 Years PQE)	₺140,000	₺165,000 ↗	₺190,000	₺120,000	₺50,000	₺30,000
Financial Controller (8 - 12 Years PQE)	₺120,000	₺147,500 ↗	₺175,000	₺100,000	₺41,500	₺23,750
Finance Manager (2-4 Years PQE)	₺90,000	₺115,000 ↗	₺140,000	₺85,000	₺35,000	₺19,500
Financial Controller (4-8 Years PQE)	₺100,000	₺125,000 ↗	₺150,000	₺85,000	₺35,000	₺18,750
Financial Assistant Manager	₺80,000	₺102,500 ↗	₺125,000	₺75,000	₺30,000	₺16,000
Financial Analyst	₺60,000	₺75,000 ↗	₺90,000	₺50,000	₺19,000	₺11,875
Newly Qualified (0-2 Years PQE)	₺30,000	₺50,000 ↗	₺70,000	₺33,750	₺13,500	₺8,250

# Accountancy & finance insight

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As Türkiye's financial landscape undergoes significant digital transformation, the demand for specialised talent continues to rise as organisations navigate complex regulatory environments and adopt cutting-edge technologies to drive efficiency.

The acceleration of digitalisation is redefining the finance sector as we know it. AI-driven customer experience tools, robo-advisors for investment consultancy, and automation technologies are gaining traction. Banks and financial institutions are increasingly integrating AI into creditworthiness assessments and data analytics to enhance operational efficiency. Meanwhile, the rise in cyber threats has heightened the demand for skilled professionals needed to handle sensitive financial data. Robotic process automation (RPA) is also transforming routine finance tasks, such as invoice management, allowing accountants to better focus on strategic decision-making.

The Turkish government's Medium-Term Program (2025-2027), aimed at enhancing financial stability, suggests that many organisations will require finance professionals to help them stay informed and adaptable to new policies. Companies are also investing in comprehensive enterprise resource planning (ERP) systems to ensure compliance and efficient financial reporting, highlighting the need for professionals skilled in these areas.

Skills in financial reporting, big data management, and risk analysis are increasingly sought after. The ability to communicate complex financial data to non-financial stakeholders has become critical, alongside adaptability to evolving financial technologies. However, a shortage of professionals with international reporting expertise and macroeconomic insights poses significant challenges. Additionally, language proficiency (mainly English) and cyber security compliance knowledge are key areas where skill gaps persist.

The shift toward hybrid and remote working models has altered recruitment dynamics. Many finance professionals now consider flexible work arrangements a non-monetary benefit, influencing salary expectations for onsite roles. Larger cities like Istanbul remain highly attractive for talent, though high inflation and soaring living expenses are driving up salary expectations.

Companies offering comprehensive private health insurance for employees and their families are becoming more attractive to finance professionals. However, firms must balance rising costs with profitability, emphasising effective cost management. Employers are encouraged to prioritise upskilling initiatives and embrace innovative technologies to stay competitive. Aligning talent strategies with evolving market conditions will be key to navigating the future successfully. //

# Business support



## Business support

TL / Net / Month

Role	2025			2024	2023	2022
	Min	Average	Max	Average	Average	Average
Senior Executive Assistant	₺87,750	₺106,375 <span>↗</span>	₺125,000	₺72,500	₺28,750	₺18,500
Executive Assistant / Personal Assistant	₺75,000	₺92,500 <span>↗</span>	₺110,000	₺62,500	₺27,500	₺11,500
Office Manager	₺55,000	₺67,500 <span>↗</span>	₺80,000	₺50,000	₺20,000	₺12,500
Secretary	₺37,500	₺46,250 <span>↗</span>	₺55,000	₺30,500	₺14,000	₺7,625
Customer Services Administrator	₺30,000	₺45,000 <span>↗</span>	₺60,000	₺30,000	₺12,750	₺7,750
Office Assistant	₺35,000	₺42,500 <span>↗</span>	₺50,000	₺27,500	₺10,500	₺7,125
Receptionist	₺30,000	₺42,500 <span>↗</span>	₺55,000	₺26,750	₺12,875	₺6,750
Data Entry Operator	₺30,000	₺35,000 <span>↗</span>	₺40,000	₺21,500	₺9,250	₺5,500



# Business support insight

// As organisations across Türkiye adapt to changes in technological advancements and workplace culture, the roles within business support are becoming increasingly strategic and integral to operational success.

Türkiye's business support sector is highly concentrated to major cities like Istanbul and Ankara, which remain the primary hubs for talent, but organisations in more rural areas are starting to increase their efforts to attract highly-skilled workers. However, the sector continues to contend with regional disparities in skills availability, which means some organisations need to look further afield when hiring. While full-time roles continue to dominate, there is a growing interest in contract positions, driven by demand for flexibility and project-specific expertise.

Economic fluctuations and rising living costs have intensified salary expectations, posing challenges for companies trying to attract and retain people. These financial pressures have amplified the need for competitive compensation and benefits to ensure employee satisfaction and loyalty.

The integration of AI and automation has redefined the scope of business support roles. AI-supported tools for email management and voice command platforms are helping professionals manage time and increase efficiency. As a result, executive assistants are transitioning from traditional administrative tasks to becoming more strategic

employees, equipped to handle more complex tasks and take on more responsibility.

Employers need to respond by investing in digital literacy and skill development programmes to futureproof their teams. Agile working methods, combined with continuous training, will enable business support professionals to remain relevant and effective in an increasingly digital workplace.

Flexibility is now a cornerstone of employee expectations. Hybrid and remote work models are becoming standard offerings, reflecting a broader trend toward prioritising work-life balance. Additionally, employees are placing greater importance on job security, as well as culture and inclusive workplace practices – aligning with global shifts toward diversity and inclusion in employment.

In the next six-to-12 months, the business support sector in Türkiye is expected to adopt even more technological tools and expand its strategic importance. Companies that embrace these changes and prioritise their workforce's development will remain competitive in attracting talent.

For professionals in this sector, the emphasis will continue to be on adaptability, digital proficiency, and strategic thinking. As support functions evolve, professionals are expected to take on more flexible, versatile, and strategic roles to help further support business functions. //

# Engineering



## Senior engineering management

TL / Net / Month

Role	2025			2024	2023	2022
	Min	Average	Max	Average	Average	Average
Plant Director	₺150,000	₺250,000 ↗	₺350,000	₺162,500	₺57,500	₺57,500
Engineering Manager	₺125,000	₺165,000 ↗	₺205,000	₺120,000	₺50,000	₺50,000
Construction Manager	₺137,500	₺178,750 ↗	₺220,000	₺115,000	₺48,750	₺48,750
Contract Manager	₺125,000	₺165,000 ↗	₺205,000	₺112,500	₺48,750	₺48,750
Project Manager	₺137,500	₺166,250 ↗	₺195,000	₺105,000	₺40,000	₺40,000
Production Manager	₺112,500	₺134,250 ↗	₺156,000	₺105,000	N/A	N/A
Sales Manager	₺110,000	₺145,000 ↗	₺180,000	₺97,500	N/A	N/A
Quality Manager	₺112,500	₺134,250 ↗	₺156,000	₺80,000	₺29,250	₺29,250

## Mid-level engineering management

TL / Net / Month

Role	2025			2024	2023	2022
	Min	Average	Max	Average	Average	Average
Construction Engineer	₺87,500	₺108,750 ↗	₺130,000	₺65,000	₺25,000	₺25,000
Design Engineer	₺62,500	₺93,000 ↗	₺123,500	₺65,000	₺27,500	₺27,500
Maintenance Engineer	₺56,500	₺90,000 ↗	₺123,500	₺65,000	₺21,500	₺21,500
Planning Engineer	₺75,000	₺102,500 ↗	₺130,000	₺62,500	N/A	N/A
Civil Engineer	₺62,500	₺96,250 ↗	₺130,000	₺60,000	₺24,000	₺24,000
Manufacturing Engineer	₺50,000	₺83,500 ↗	₺117,000	₺60,000	₺21,500	₺21,500
Mechanical Engineer	₺50,000	₺83,500 ↗	₺117,000	₺60,000	₺24,000	₺24,000
Senior Engineer	₺87,500	₺108,750 ↗	₺130,000	₺57,500	₺23,750	₺23,750
Sales Engineer	₺50,000	₺90,000 ↗	₺130,000	₺57,500	₺21,500	₺21,500
Quality Engineer	₺56,500	₺77,000 ↗	₺97,500	₺55,000	N/A	N/A
Agricultural Engineer	₺43,750	₺61,875 ↗	₺80,000	₺45,000	₺18,500	₺18,500
Inspector	₺50,000	₺60,000 ↗	₺70,000	₺45,000	₺20,000	₺20,000

# Engineering insight

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The engineering labour market remains vibrant but faces challenges from macroeconomic pressures, with high inflation, fluctuating exchange rates, and geopolitical uncertainties influencing hiring strategies nationwide. Companies are increasingly cautious, with recent suspensions on new hires affecting both white- and blue-collar professionals.

Despite these headwinds, sectors such as renewable energy, defence, and automotive continue to generate significant demand for engineering talent. Notably, Türkiye aims to expand its wind and solar energy capacity to 120,000MW by 2035, unlocking numerous opportunities for specialists in renewable technologies.

The rise of artificial intelligence and automation continues to impact engineering roles. With the AI market projected to grow at a compound annual rate of 28.72%, companies are integrating AI-driven processes to enhance efficiency. The sector is also transitioning from Industry 4.0 to Society 5.0, signalling increased investment in robotics, digital applications, and electronic components. This evolution demands engineers proficient in AI, machine learning, and smart systems.

While Türkiye produces a substantial number of engineering graduates, a skills mismatch persists. Most engineers are centring towards prevalent sector hubs like İzmir, Manisa,

Bursa, and Kocaeli, and STEM projects and Engineer Girls of Türkiye are helping create a new pool of future potential engineers. However, specialised expertise in automation, infrastructure rebuilding – especially post-2022 earthquakes – and sustainable energy remains scarce. To add to this, many skilled professionals are relocating abroad, intensifying competition for high-calibre people.

Despite this, Türkiye's engineering sector is growing. Public and private investments in green energy and AI-driven sectors will only increase the demand for specialised engineers. Businesses that invest in upskilling their workforce, adopt flexible work policies, and enhance compensation packages will be better positioned to navigate economic volatility and technological disruption. The promotion of diversity and aligning education with industry needs has become vital in securing the sustainable and innovative engineering workforce for the future.

Engineers and recent graduates are encouraged to engage in continuous skills development, particularly in areas aligned with digital transformation and technological innovation, to gain substantial career opportunities. Stakeholders, including educational institutions and policymakers, play a crucial role in facilitating this progression by creating environments that support upskilling and adaptability, ensuring that Türkiye's engineering workforce remains competitive in the global arena. //

# Human resources



## Human resources

TL / Net / Month

Role	2025			2024	2023	2022
	Min	Average	Max	Average	Average	Average
HR Director	₺160,000	₺267,500 ↗	₺375,000	₺150,000	₺68,125	₺48,750
HR Manager	₺130,000	₺165,000 ↗	₺200,000	₺97,500	₺47,500	₺30,500
People and Culture Manager	₺120,000	₺155,000 ↗	₺190,000	₺92,500	N/A	N/A
Organisational Development Manager	₺135,000	₺157,500 ↗	₺180,000	₺90,000	₺36,750	₺24,250
Recruitment Manager	₺100,000	₺125,000 ↗	₺150,000	₺85,000	₺32,625	₺21,500
Training Manager	₺100,000	₺120,000 ↗	₺140,000	₺85,000	₺34,500	₺22,500
HR Executive	₺90,000	₺110,000 ↗	₺130,000	₺72,500	₺26,250	₺13,500
HR Business Partner	₺75,000	₺100,000 ↗	₺125,000	₺70,000	₺25,000	₺17,500
Organisational Development Executive	₺85,000	₺110,000 ↗	₺135,000	₺67,500	₺26,250	₺13,500
Training Executive	₺70,000	₺90,000 ↗	₺110,000	₺65,000	₺26,250	₺13,500
HR Specialist	₺50,000	₺70,000 ↗	₺90,000	₺52,500	₺18,500	₺10,250
HR Generalist	₺60,000	₺75,000 ↗	₺90,000	₺47,500	₺18,500	₺10,250
HR Administrator	₺45,000	₺57,500 ↗	₺70,000	₺37,500	₺15,250	₺8,750

## Compensation & benefits

TL / Net / Month

Role	2025			2024	2023	2022
	Min	Average	Max	Average	Average	Average
Compensation and Benefits Manager	₺150,000	₺187,500 ↗	₺225,000	₺115,000	₺54,000	₺31,500
Employee Relations Manager	₺110,000	₺125,000 ↗	₺140,000	₺87,500	₺33,750	₺16,500
Payroll Specialist	₺45,000	₺60,000 ↗	₺75,000	₺40,000	₺16,000	₺10,250

# Human resources insight

// Digitalisation and artificial intelligence are reshaping recruitment and workforce management in Türkiye. AI-supported tools, from automated candidate longlisting to virtual interview platforms, are streamlining hiring processes and broadening HR talent pools. However, while these innovations enhance efficiency, they also introduce a demand for HR professionals proficient in technology and data analytics. Skills in learning and development, employee engagement, and HR analytics are increasingly sought after, underscoring the sector's evolving technical demands.

However, the economic landscape still presents challenges. The 30% increase in the monthly minimum wage for 2025 impacts approximately nine million workers and serves as a benchmark for private sector salaries. Economists predict that this wage hike could elevate inflation by one-and-a-half-to-five percentage points, potentially affecting organisational budgets, compensation packages, and hiring strategies.

The government's introduction of a temporary three-year work permit exemption for certain skilled workers, which came into effect in January 2025, aims to attract foreign talent and address ongoing skill shortages. HR professionals must stay informed about ongoing regulatory changes to ensure compliance and leverage new opportunities for talent acquisition.

The rise of remote and hybrid work models has expanded the talent pool, enabling access to a broader range of talent. HR professionals are pivotal in managing hybrid work environments, balancing flexibility with organisational needs. Those experienced professionals with more than 25 years of experience are increasingly opting for freelance or project-based roles, offering companies workforce flexibility. However, full-time roles remain predominant for less experienced workers.

Economic volatility, rising living costs, and inflation pose significant challenges to HR strategies. Social security regulations and unpredictable compensation landscapes complicate salary structuring, affecting both employee satisfaction and recruitment competitiveness.

The entrance of Gen Z into the workforce brings heightened expectations for flexibility, autonomy, and holistic benefits. Companies should respond in kind by enhancing wellbeing packages, learning opportunities, and hybrid work options – recognising its impact on productivity and retention. Competitive compensation, while crucial, is increasingly being complemented by non-monetary incentives.

Companies that invest in adaptive HR technologies, comprehensive upskilling, and forward-thinking employee engagement strategies will be best positioned to thrive. //



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# Procurement & supply chain



## Procurement

TL / Net / Month

Role	2025			2024	2023	2022
	Min	Average	Max	Average	Average	Average
Procurement Manager	₺87,500	₺121,750 ↗	₺156,000	₺82,500	₺37,500	₺23,250
Procurement Specialist	₺40,000	₺67,500 ↗	₺95,000	₺45,000	₺21,750	₺14,250
Purchasing Staff	₺32,000	₺48,500 ↗	₺65,000	₺32,500	₺15,250	₺9,250

## Quality

TL / Net / Month

Role	2025			2024	2023	2022
	Min	Average	Max	Average	Average	Average
Quality Manager	₺100,000	₺122,500 ↗	₺145,000	₺80,000	₺33,750	₺19,500
Quality Specialist	₺50,000	₺70,000 ↗	₺90,000	₺40,000	₺18,750	₺10,750
Quality Assurance Analyst	₺32,000	₺48,500 ↗	₺65,000	₺35,000	₺16,500	₺9,750

## Supply chain

TL / Net / Month

Role	2025			2024	2023	2022
	Min	Average	Max	Average	Average	Average
Supply Chain Manager	₺100,000	₺142,500 ↗	₺185,000	₺102,500	₺47,500	₺25,500
Logistics Manager	₺95,000	₺120,000 ↗	₺145,000	₺82,500	₺40,000	₺23,250
Supply Chain Specialist	₺40,000	₺62,500 ↗	₺85,000	₺45,000	₺19,250	₺10,750

# Procurement & supply chain insight

// Positioned as a gateway between Europe and Asia, Türkiye's strategic location bolsters its role as a critical supply chain hub. As the market continues to advance, the sector is now driven by nearshoring, technological advancements, and a surge in eCommerce.

Emerging technologies like AI and machine learning are at the forefront of Türkiye's supply chain evolution. Businesses are adopting these digital tools to enhance efficiency and competitiveness. This includes the implementation of supply chain management software, with the Turkish market projected to grow by 2.57% between 2024 and 2029. Consequently, professionals with expertise in data visualisation, programming, and a knowledge of cyber security are in high demand. This shift reflects the growing necessity for technical skills over traditional logistics expertise, with organisations prioritising those professionals' adept at navigating Industry 4.0 landscapes.

In response to rising environmental awareness, businesses are embracing sustainable supply chain practices. Ethical sourcing and carbon footprint reduction are no longer optional but essential for brand credibility. These shifts also influence recruitment, as professionals increasingly seek roles with socially responsible organisations.

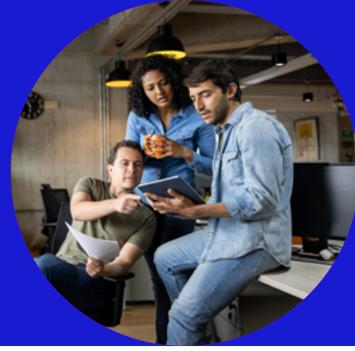
While Türkiye's urban centres – such as Istanbul, Ankara, and Izmir – are talent magnets, recruitment challenges persist

in less-developed regions. Vocational training initiatives are gaining momentum, yet companies face hurdles in sourcing professionals with niche skills. To bridge these gaps, employers must implement targeted strategies like relocation incentives and localised training programmes.

Inflation and economic uncertainty are shaping candidate expectations for competitive compensation. In what is now a competitive talent market, employers must go beyond monetary incentives to stand out. Professionals are increasingly prioritising non-monetary benefits such as flexible working, career growth opportunities, and health and wellbeing initiatives. Companies that promote diverse, inclusive, and positive work cultures also enjoy a stronger employer brand, helping them secure top-tier professionals.

The rapid growth of Türkiye's supply chain sector has led to a critical shortage of skilled professionals, particularly in technical areas essential for logistics and supply chain management – where knowledge of logistics, demand planning, and strategic sourcing is essential. Supply chain professionals are making calculated career decisions, favouring positions that not only offer job security but also facilitate engagement with cutting edge technologies and innovative practices. This balanced approach allows professionals to achieve stability while actively participating in the sector's transformation. //

# Sales & marketing



## Sales

TL / Net / Month

Role	2025			2024	2023	2022
	Min	Average	Max	Average	Average	Average
Sales Director	₺150,000	₺200,000 <span>↗</span>	₺250,000	₺120,000	₺57,500	₺45,000
Sales Manager	₺95,000	₺127,500 <span>↗</span>	₺160,000	₺75,000	₺30,500	₺26,000
Development Manager	₺60,000	₺97,500 <span>↗</span>	₺135,000	₺62,500	₺26,500	₺22,000
Account Manager	₺50,000	₺80,000 <span>↗</span>	₺110,000	₺52,500	₺23,000	₺18,750
Sales Executive	₺50,000	₺67,500 <span>↗</span>	₺85,000	₺40,000	₺16,750	₺11,750
Sales Representative	₺37,500	₺52,500 <span>↗</span>	₺67,500	₺31,250	₺15,000	₺11,500

## Marketing

TL / Net / Month

Role	2025			2024	2023	2022
	Min	Average	Max	Average	Average	Average
Marketing Director	₺140,000	₺205,000 <span>↗</span>	270,000₺	₺125,000	₺55,000	₺45,000
Marketing Manager	₺100,000	₺145,000 <span>↗</span>	₺190,000	₺80,000	₺34,500	₺27,750
Corporate Relationship Manager	₺115,000	₺152,500 <span>↗</span>	₺190,000	₺70,000	₺25,000	₺17,750
Product Manager	₺70,000	₺105,000 <span>↗</span>	₺140,000	₺65,000	₺23,500	₺19,250
Public Relations Manager	₺95,000	₺117,500 <span>↗</span>	₺140,000	₺62,500	₺25,000	₺17,500
Communications Manager	₺95,000	₺117,500 <span>↗</span>	₺140,000	₺62,500	₺21,750	₺17,250
Brand Manager	₺70,000	₺90,000 <span>↗</span>	₺110,000	₺55,000	₺19,500	₺17,000
Marketing Executive	₺55,000	₺77,500 <span>↗</span>	₺100,000	₺52,500	₺22,000	₺17,500
Assistant Brand Manager	₺60,000	₺73,750 <span>↗</span>	₺87,500	₺42,500	₺14,750	₺11,250

# Sales & marketing insight

“ Sales and marketing professionals in Türkiye are experiencing a highly competitive job market – as Turkish companies prioritise digital transformation to enhance efficiency and the overall customer experience. Despite a nationwide increase in salaries, regional disparities remain, influenced by socio-economic and cultural differences. While Istanbul and other metropolitan hubs offer a wealth of opportunities, smaller cities face challenges in attracting and retaining skilled talent.

There has been a surge in demand for professionals skilled in digital marketing, eCommerce, B2B sales, and customer relationship management. Companies that can leverage sales and marketing tools can better craft customer-centric strategies, such as personalised marketing campaigns and predictive sales analysis. Social media continues to dominate as a marketing platform, with a notable rise in influencer marketing, especially targeting Gen Z audiences.

The eCommerce sector in Türkiye is also expanding, and this expansion is creating numerous opportunities for sales and marketing professionals, particularly those adept in online retail strategies, digital advertising, and performance marketing. Consequently, there is a heightened demand for talent capable of navigating the complexities of digital marketplaces and enhancing online customer experiences.

Roles such as performance marketing managers and marketing analysts are in high demand, yet companies often struggle to find professionals with the required technical

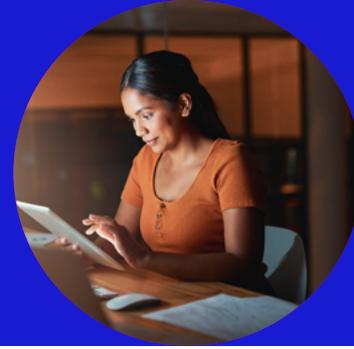
proficiency and familiarity with emerging platforms. There is also an increasing need for business development professionals who can identify new opportunities and drive forward business growth.

While wage increases aim to improve living standards, it also poses challenges for companies in managing payroll expenses and maintaining profitability. Organisations are compelled to balance competitive salaries with cost-control measures, making strategic talent acquisition and retention more complex.

The rise of remote and hybrid work models has significantly impacted recruitment and retention across these sectors. Professionals are increasingly valuing work-life balance, flexible working arrangements, and opportunities for career development. Companies should consider responding by adopting flexible work models and promoting their learning and development opportunities to attract and retain top talent.

Looking ahead, the sales and marketing landscape in Türkiye is expected to become more innovative, data-driven, and customer-centric. The sectors will likely continue investing in digital tools and upskilling their workforce to keep pace with technological advancements and shifting consumer behaviours. However, addressing the existing skills gaps and adapting to economic changes will be crucial for sustaining growth and maintaining a competitive edge. ”

# Technology



## Technology

TL / Net / Month

Role	2025			2024	2023	2022
	Min	Average	Max	Average	Average	Average
Chief Information Officer	₺230,000	₺295,000 ↗	₺360,000	₺175,000	₺105,000	₺42,750
IT Director (7-10 Years)	₺180,000	₺230,000 ↗	₺280,000	₺130,000	₺85,000	₺32,000
Software Development Manager	₺160,000	₺215,000 ↗	₺270,000	₺90,000	₺55,000	₺21,000
IT Manager (5-7 Years)	₺105,000	₺152,500 ↗	₺200,000	₺82,500	₺55,000	₺23,000
IT Project Manager (5-7 Years)	₺110,000	₺160,000 ↗	₺210,000	₺82,500	₺50,000	₺18,750
Senior Developer (5-7 Years)	₺140,000	₺175,000 ↗	₺210,000	₺80,000	₺45,000	₺16,000
SAP Solution Architect	₺130,000	₺170,000 ↗	₺210,000	₺75,000	₺45,000	₺17,750
Software Engineer (3-7 Years)	₺95,000	₺137,500 ↗	₺180,000	₺72,500	₺45,000	₺15,500
Database Administrator	₺80,000	₺130,000 ↗	₺180,000	₺65,000	₺47,500	₺20,000
DevOps Engineer	₺95,000	₺127,500 ↗	₺160,000	₺62,500	₺40,000	₺15,250
Business Analyst Lead	₺90,000	₺120,000 ↗	₺150,000	₺60,000	₺40,000	₺16,500
Business Analyst	₺65,000	₺92,500 ↗	₺120,000	₺57,500	₺29,000	₺14,250
Back End Developer	₺65,000	₺107,500 ↗	₺150,000	₺55,000	₺29,000	₺14,500
SAP Consultant	₺70,000	₺115,000 ↗	₺160,000	₺55,000	₺27,500	₺14,750
E-Commerce Specialist (3-5 Years)	₺68,750	₺86,875 ↗	₺105,000	₺55,000	₺28,000	₺12,750
Cyber Security Consultant	₺65,000	₺97,500 ↗	₺130,000	₺52,500	₺32,500	₺16,000
Network Engineer (3-6 Years)	₺85,000	₺105,000 ↗	₺125,000	₺52,500	₺31,500	₺13,750
Front End Developer	₺60,000	₺105,000 ↗	₺150,000	₺50,000	₺24,000	₺14,500
Unix Admin (3-6 Years)	₺68,750	₺92,875 ↗	₺117,000	₺50,000	₺25,000	₺12,500
Analyst (MIS/Data)	₺65,000	₺92,500 ↗	₺120,000	₺50,000	₺25,000	₺12,750
IT Systems Engineer/Administrator (2-5 Years)	₺65,000	₺81,000 ↗	₺97,000	₺47,500	₺26,500	₺12,750
Information Security (2-5 Years)	₺60,000	₺75,000 ↗	₺90,000	₺45,000	₺24,000	₺14,750
Systems Support (2-5 Years)	₺55,000	₺72,500 ↗	₺90,000	₺45,000	₺23,000	₺10,500
VAS Engineer (2-5 Years)	₺62,500	₺80,000 ↗	₺97,500	₺42,500	₺24,000	₺11,500
IT Support Analyst (2-5 Years)	₺55,000	₺70,000 ↗	₺85,000	₺42,500	₺23,000	₺10,250
Support Specialist (2-4 Years)	₺50,000	₺65,000 ↗	₺80,000	₺37,500	₺18,500	₺8,750

# Technology insight

// Türkiye's technology sector is being bolstered by advancements in AI, cloud computing, and cybersecurity. As the nation strives to establish itself as a competitive global tech hub, improvements in process optimisation and digitalisation are a priority throughout 2025.

The Turkish tech industry is growing at an impressive rate, with projections indicating a 21.7% expansion and the creation of approximately one million new job opportunities moving forward. The expanding AI market in Türkiye underscores the demand for tech professionals with expertise in artificial intelligence and machine learning technologies.

Cybersecurity remains a critical focus, fuelled by regulatory measures presented by Türkiye's National Cybersecurity Strategy. Employers are also seeking professionals with digital compatibility and the ability to navigate hybrid work environments. However, economic pressures remain, and with over 35,000 tech professionals moving abroad in the last 18 months, retaining top talent becomes even more crucial for those striving to enhance their digital capabilities.

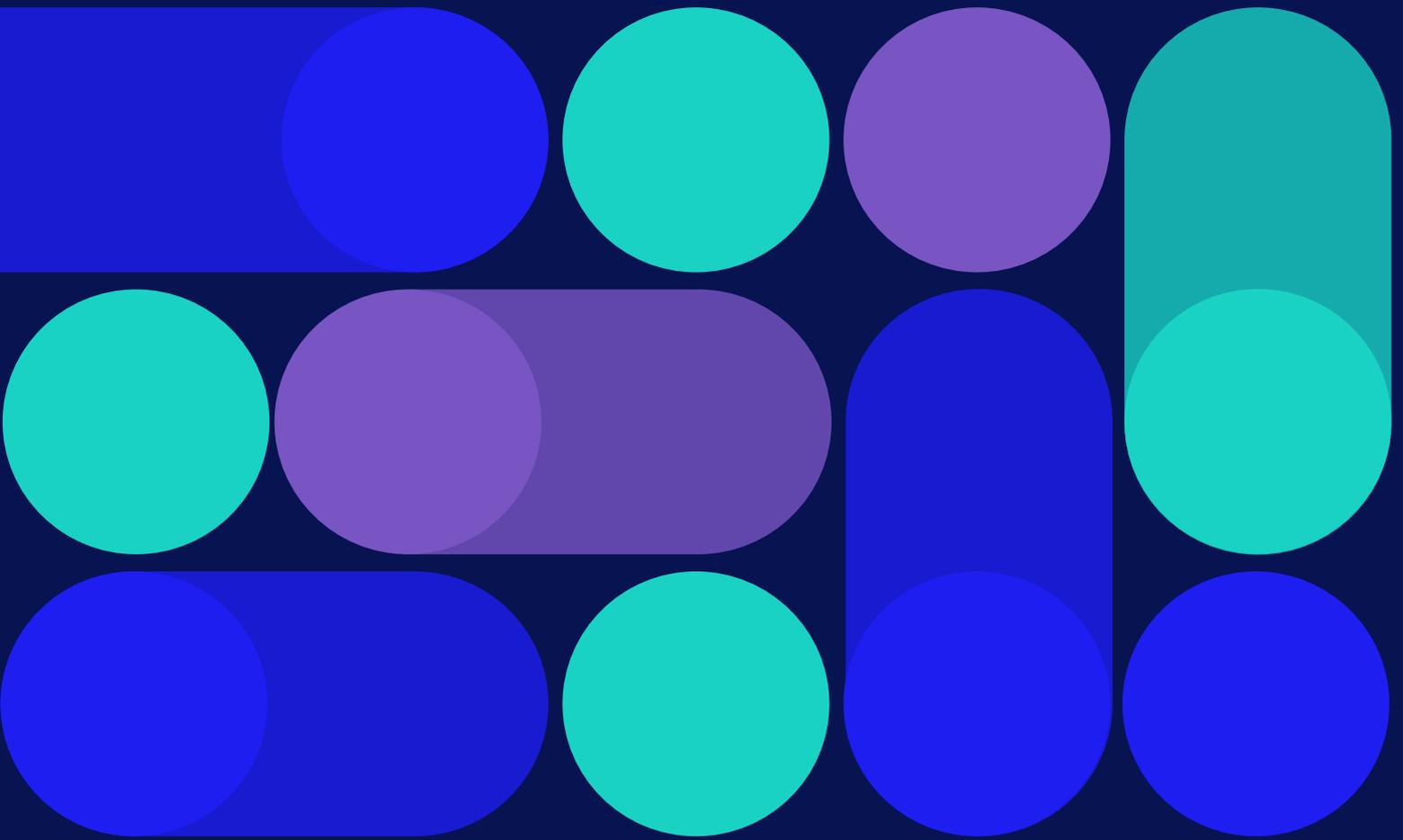
Employers face stiff competition to secure skilled talent in areas like AI, data analytics, and cybersecurity, with those professionals that are proficient in software development, cloud computing, and DevOps in high demand. Roles such as scrum masters and technology practitioners in these domains

are among the fastest growing IT jobs in Türkiye, showcasing the country's commitment to the technology sector.

Tech professionals are prioritising roles that balance innovation with stability. Salaries for high-demand roles, including cloud computing and AI engineering, have surged, with Türkiye nearing Western European benchmarks in tech compensation. Non-monetary benefits, such as flexible working, are increasingly important, especially for the younger workforce. Companies offering hybrid models, private health insurance, and personalised benefits packages are best positioned to stand out. Full-time roles remain prevalent, but freelance and contract work have gained traction, particularly in software development.

Türkiye's technology sector is poised for further growth, with the IT services sector projected to reach \$4.76 billion by 2029, with major cities like Istanbul housing a significant portion of the country's IT talent. Employers must adopt proactive strategies to upskill their workforce, align with global standards, and promote a culture of flexibility and inclusion. By addressing skill gaps and offering competitive incentives, Türkiye can solidify its standing as a global tech contender, ensuring sustainable growth and opportunity for its workforce.

For tech professionals, now is the time to invest in future-ready skills and embrace the country's vibrant tech ecosystem. //



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