# MANAGERS' SALARY & MARKET GUIDE 2025

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# About us

**Wyser is a global Search & Selection player for middle and senior management profiles. We are committed to matching growing companies with talented managers.**

## OUR STRATEGIC KEYSTONES

**GLOBAL MODEL**

**CONSULTING APPROACH TO RECRUITMENT**

**STRONG FOCUS ON BUILDING LONG-LASTING PARTNERSHIPS**

**SPECIALIZATION BY JOB FAMILIES**

**We exclusively focus on leaders, and our colleagues are skilled HR consultants with many years of experience in recruitment and management.**

# Dear Reader,

The past year has marked a turning point in the Hungarian labour market and broader economy. After several turbulent years shaped by inflation, energy uncertainty, and international shocks, 2024 brought a sense of stabilization. Inflation eased, interest rates began to drop, and while overall economic growth remained modest, cautious optimism returned to the business landscape. Many companies are once again planning ahead – not reactively, but strategically.

At the same time, the executive labour market continues to be shaped by a structural talent shortage. The gap between the demand for experienced, capable leaders and the actual available supply remains significant. Despite the cooling of some sectors, such as IT or shared service centers, others – including finance, engineering, and operations – remain highly competitive, with salaries still being pushed upward by scarcity. Even as the pace of salary increases slowed in 2024, the pressure to retain key individuals did not.

Executives themselves are becoming more selective – and more mobile. Many of them feel that the salary increases of the past years did not keep pace with rising living costs. As a result, the majority remain open to new opportunities. And while "A-players" rarely apply to publicly advertised positions, we now see more high-level professionals actively responding to relevant offers, a trend that was far less common in previous years. That said, the best candidates are still reached primarily through direct search.

Looking ahead to 2025 and 2026, a new phase of growth and realignment is on the horizon. As Hungary's economy gradually regains momentum and postponed investments restart, companies that act early and decisively in leadership hiring will gain a lasting advantage. But success will require more than just higher compensation: today's executives are looking for more. Stability, autonomy, purpose, and long-term development matter just as much as salary – if not more.

That's why competitive compensation strategies remain a key part of both recruitment and retention. In a market where great leaders are rare and irreplaceable, offering the right salary is not just an HR question, but a strategic one.

This publication is built on the insights of Wyser's consultants and real-world data from executive search projects conducted over the past year. It aims to provide a clear picture of the salary levels with which companies can successfully attract, hire, and retain leaders in late 2025 and early 2026.

We hope you find it valuable – and we wish you success in navigating this changing landscape.

Enjoy the read!

**Dániel Rónai**
Business Director
Wyser Hungary

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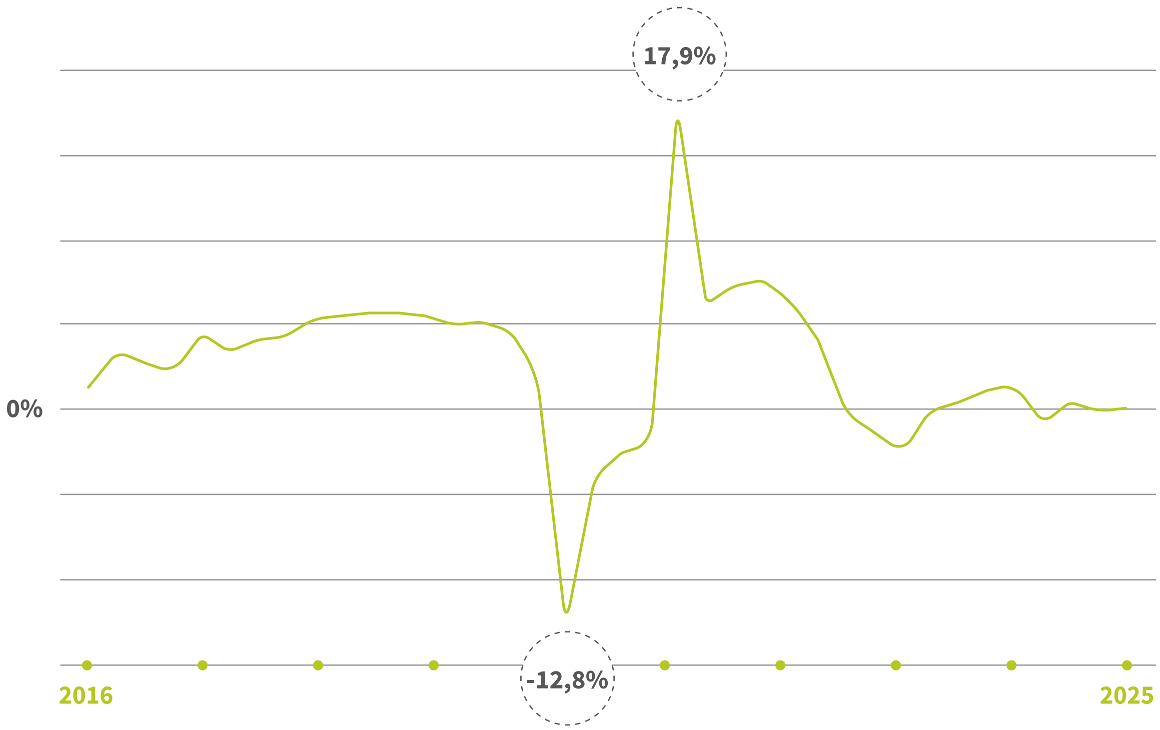
# MARKET & ECONOMIC TRENDS

# General Economic Trends

## Waiting for Growth

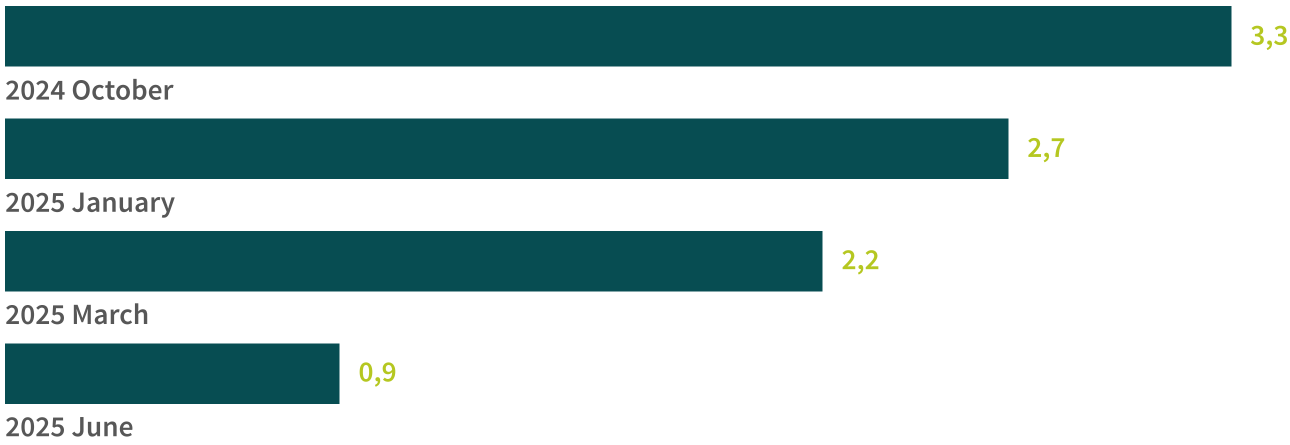
**Over the past year and a half, many believed that the Hungarian economy would soon regain momentum. However, the anticipated upswing has not materialized. Economic research institutes are continuously revising their GDP growth forecasts downward, influenced by both domestic and international developments. Unfortunately, this year is also marked by stagnation, with a meaningful turnaround expected at the end of the year or early next year.**



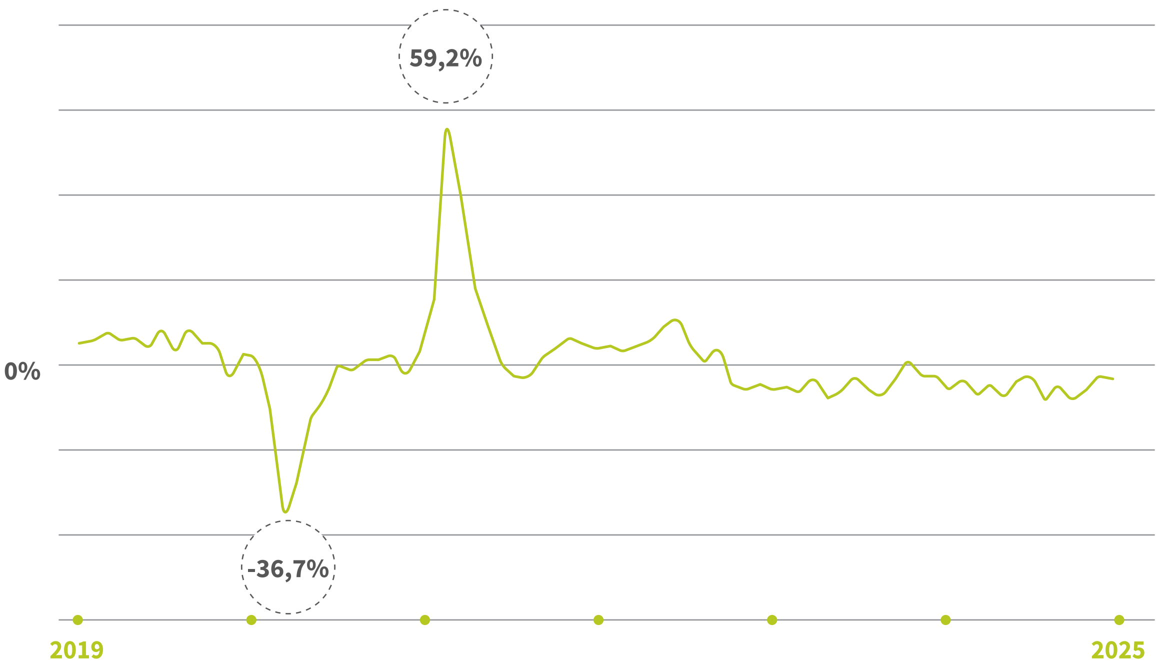

**DEVEL-OPMENT OF GROSS DOMESTIC PRODUCT** *(GDP), %*

**The year 2025 can best be described as yet another period of economic stagnation in Hungary.** Economists had previously believed that this might be the year to bring a turnaround in growth. However, the prolonged weakness of the German economy, the outbreak of a trade war, and the decline in domestic investment have all delivered a significant shock. On top of this, new geopolitical tensions – such as the conflict between Israel and Iran – are casting a shadow over economic prospects, potentially affecting European growth through their impact on raw material prices. Domestic household consumption is also relatively weak, influenced in part by uncertainty in the labour market as economic difficulties prompt a wait-and-see approach. Research institutes have repeatedly revised their growth forecasts for the Hungarian economy downward. **At the beginning of the year, experts still considered GDP growth of around 3% in 2025 to be feasible – now, achieving even 1% would be seen as a success.**

**FORECASTS FOR ANNUAL GDP GROWTH IN 2025 AT DIFFERENT POINTS IN TIME** %




As for the current state of the Hungarian economy, there is not a single segment that is truly performing well. In the production sector, this year could mark the third consecutive year of industrial decline. Such a significant shock has not occurred in Hungarian industry since the regime change. A major contributing factor is the generally weak external economic environment, combined with a drop in demand for precisely those products – cars and batteries – that the Hungarian economy has specialized in.

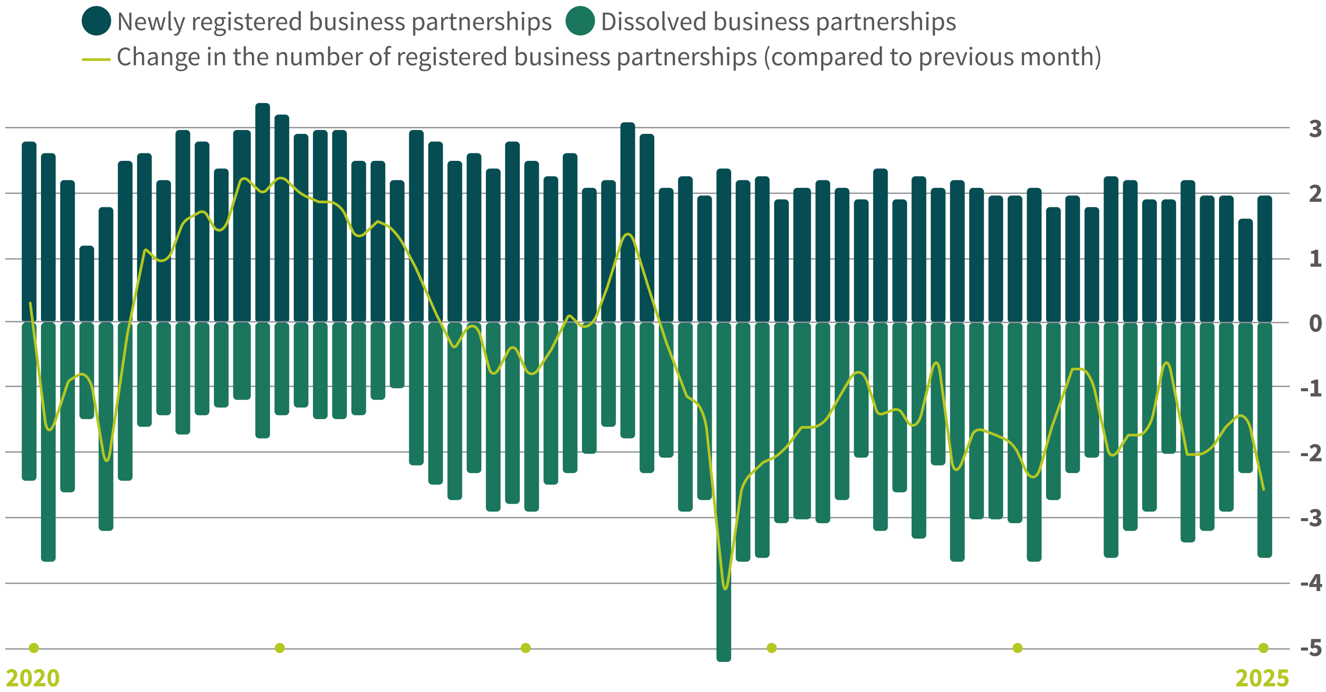



**INDUSTRIAL PRODUCTION TRENDS** *(ADJUSTED DATA, ANNUAL, %)*

The construction sector is also contracting, though not as sharply as before. Weak demand and the lack of state investments and orders are causing serious difficulties for the industry. Service sectors are still holding up, but restrained spending by households and businesses is taking a toll on both retail and hospitality.

It is no surprise that in this environment, more companies are closing down than being established. The decline in the number of enterprises suggests that the underlying problems may be even more severe than what is reflected in the indicators showing the stagnation of the economy.

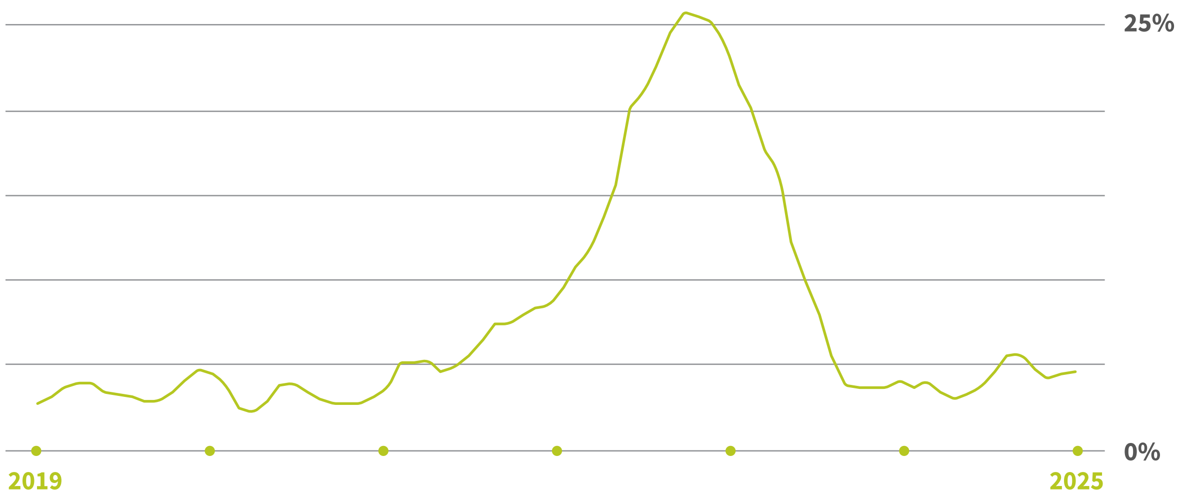
**NUMBER OF NEWLY REGISTERED AND DISSOLVED ENTERPRISES** *(monthly, thousands)*




In the coming months, it would not be surprising if companies adopted a wait-and-see approach when it comes to investments. EU funds are still trickling in slowly, and the partial loss of funding now appears inevitable. These funds could provide a significant boost to investments, but most analysts expect that disbursements will not accelerate meaningfully before the elections.

Some economic uptick is expected through consumption, partly due to tax changes. However, households remain cautious, and surveys indicate that many people are pessimistic about their own financial situation. As a result, only modest growth is expected in retail and service sectors such as tourism and hospitality. Furthermore, inflation lingering above 4% continues to erode the purchasing power of household incomes.

**DEVELOPMENT OF CONSUMER PRICE INDEX** *(CPI) (ANNUAL, %)*

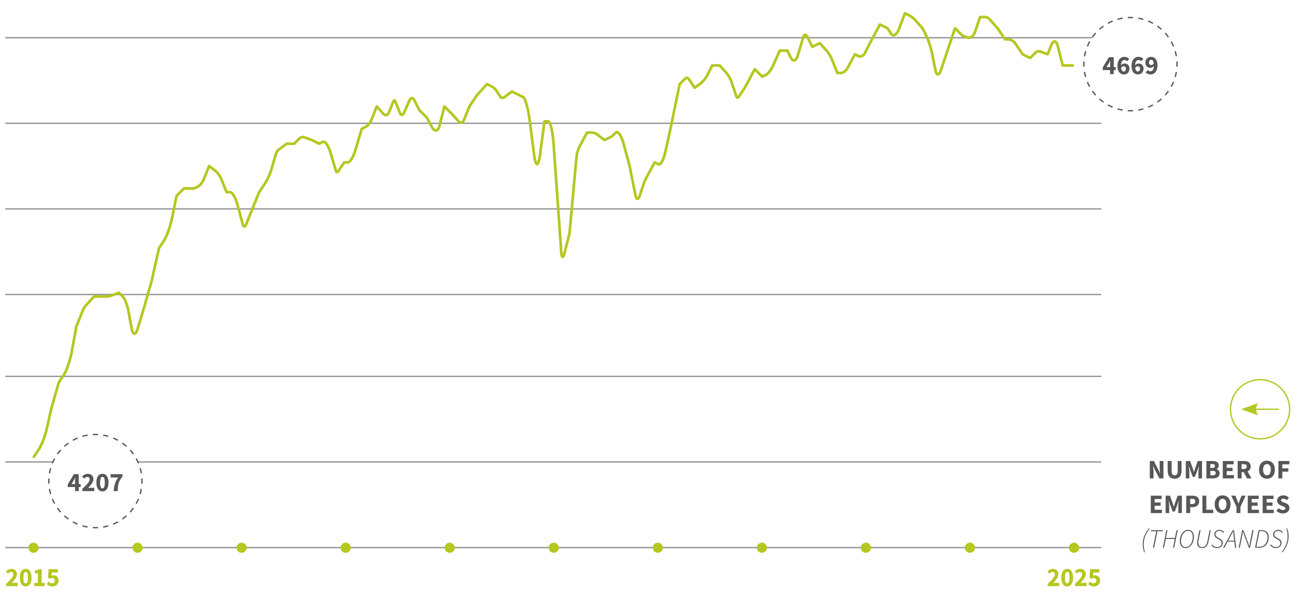



From the perspective of economic recovery, a major challenge will arise in the second half of next year – likely after the elections – when fiscal consolidation and spending cuts will be necessary, just as global growth could finally begin to provide meaningful support to the Hungarian economy.

# General Labour Market Situation

## Some Already See the Light at the End of the Tunnel

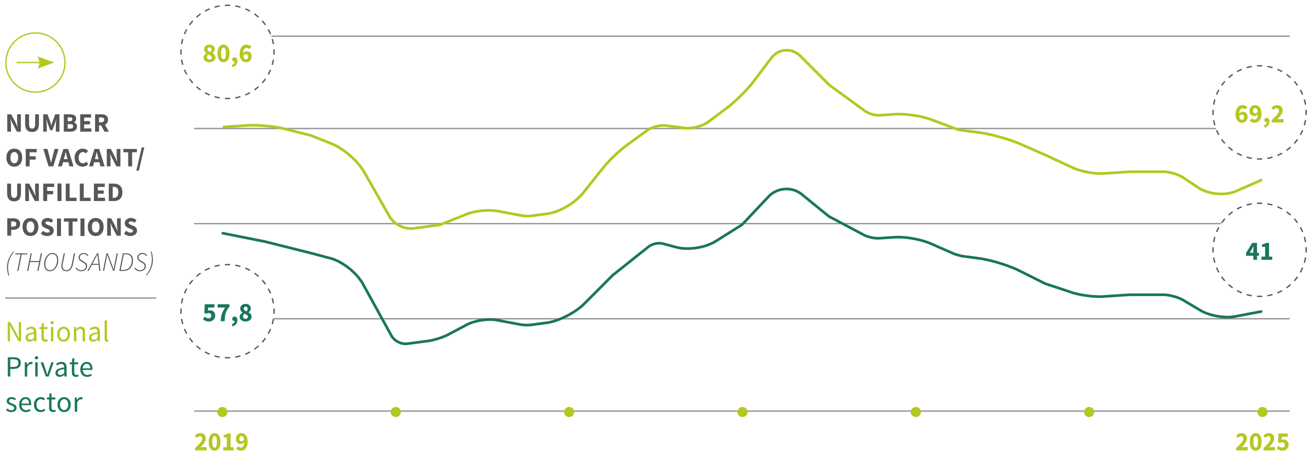
**In the face of continued economic challenges companies are finding it increasingly challenging to retain employees, as declining order volumes, reduced exports, and low production levels have led many to require fewer workers than before. The latest data shows a slight decrease in employment, although significant unemployment is not yet a threat. The good news is that some sectors have already begun to show signs of recovery.**



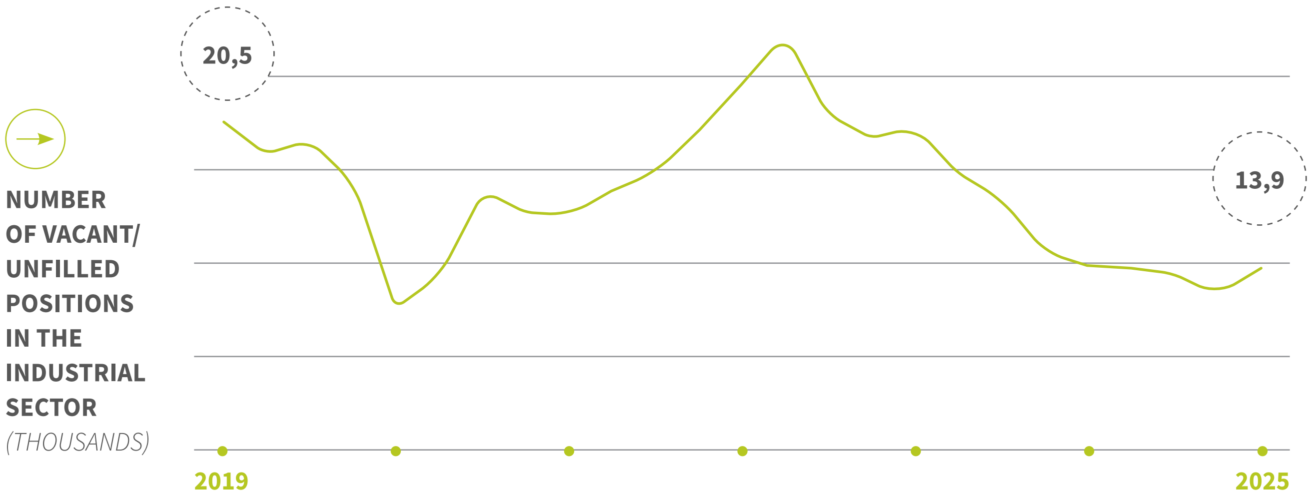

For a long time, Hungarian companies tended to retain more workers than they actually needed. This meant that, despite the economic uncertainty and declining order volumes experienced over the past two to three years, most firms refrained from making layoffs – even though they technically required fewer employees. Companies delayed dismissals because they knew that if GDP growth were to pick up meaningfully, it would be difficult and costly to recruit and train enough workers quickly.

However, since this year has brought no breakthrough following last year's stagnation, some companies have had to make the difficult decision to downsize. **As a result, the previously record-high employment level of over 4.7 million has declined by several tens of thousands in the first half of the year.** This was a necessary step for many businesses: faced with continued economic uncertainty, they realized they could no longer maintain their headcount, prompting cost-cutting measures that also affected employees.

A growing divide is becoming apparent in the labour market. While certain industries are still struggling, others have already begun hiring again, as the number of job vacancies is on the rise.




This indicates that economic prospects are beginning to improve in certain areas, prompting companies to start hiring again. Early signs of a turnaround are already visible in the manufacturing and energy sectors. However, the transportation, warehousing (supply chain), and construction industries are not yet anticipating any significant workforce expansion.

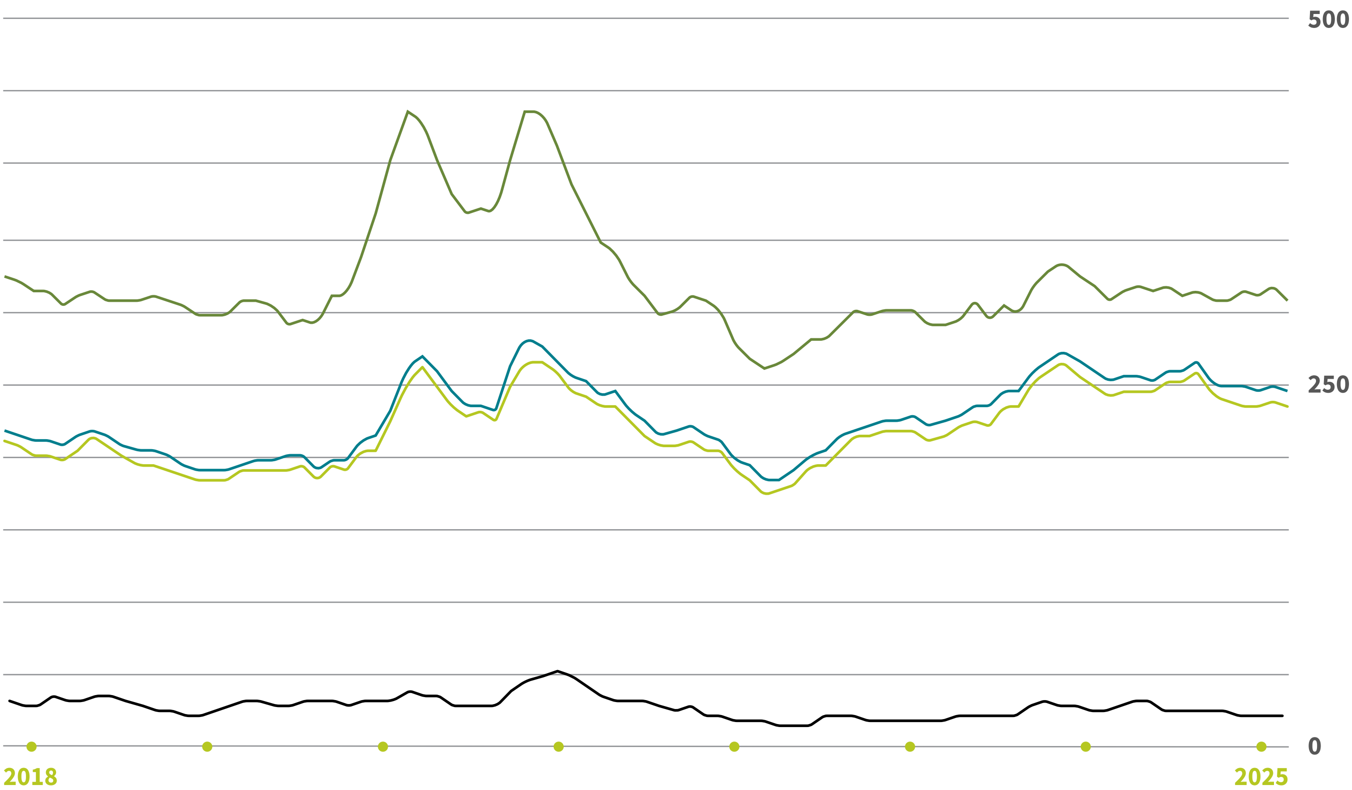



It is also an encouraging sign that the decline in job vacancies has come to a halt in the IT sector, which for a long time was considered the flagship of the economy. However, the underlying trend is now very different from previous years. While just a few years ago companies were scrambling to hire junior professionals, today it is senior candidates with broad experience who hold a clear advantage.

This year's real estate boom has not left the sector untouched either: companies are now planning to hire significantly more real estate professionals than before. The number of housing construction projects is also slowly starting to rise – albeit with substantial regional disparities – which will further support recruitment activity in the real estate sector.


**NUMBER OF UNEMPLOYED**
*(THOUSANDS)*

For now, the overall picture remains mixed. Some sectors of the economy are beginning to show signs of recovery, while other key industries – critical to both GDP and employment – continue to struggle. Therefore, it is likely that some companies will still reduce working hours, or in worse cases, headcount. The good news is that while in 2024 the number of job vacancies declined across all sectors, this year we are already seeing signs of a turnaround in several key industries.




**DEVELOPMENT OF THE LABOUR RESERVE**
*(thousands)*

- Inactive, wants to work but did not seek employment
- Inactive, looking for work but unavailable to start within 2 weeks
- Unemployed
- Underemployed

# General salary trends

## Salary shifts 2025

This year, average wages in Hungary are expected to rise by around 9% nationwide. However, this figure is somewhat misleading, as it does not solely reflect the extent to which companies have raised salaries – it also includes a significant number of individuals who changed jobs in exchange for salary increases of 25–50%.

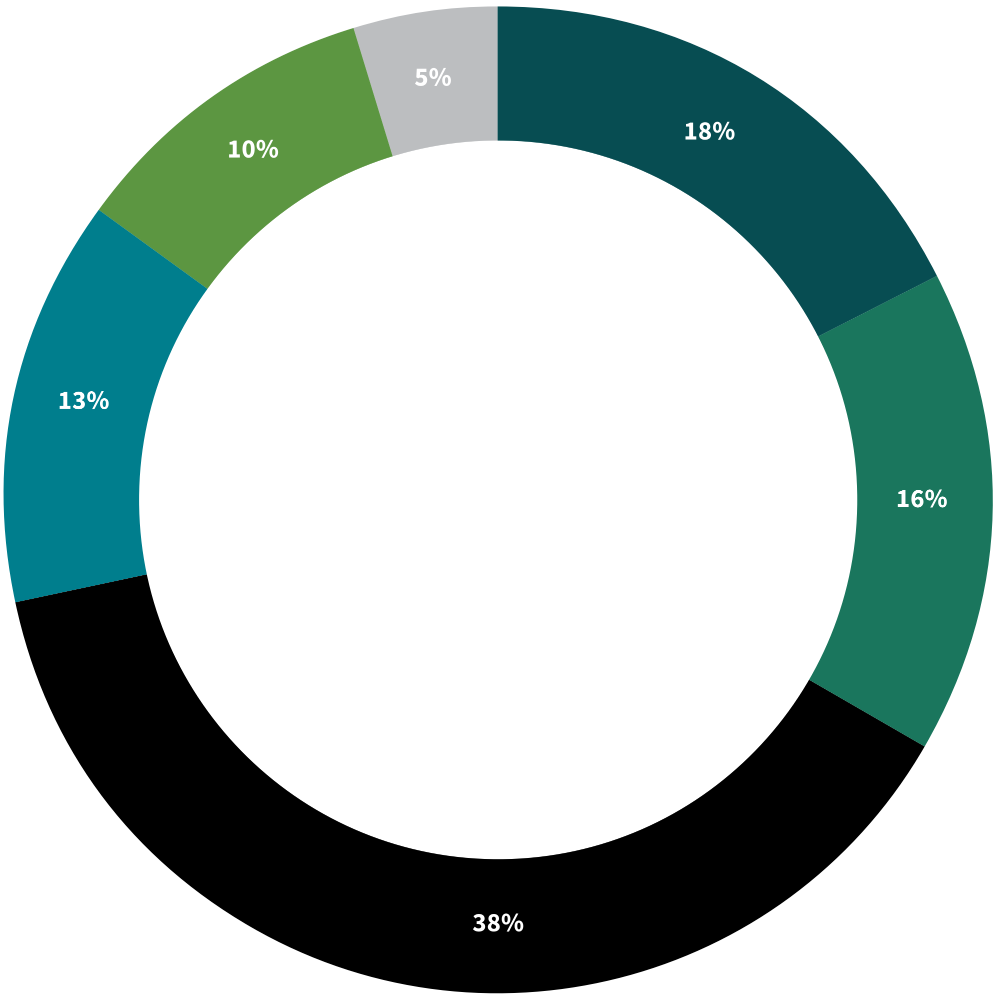
Due to the massive inflation of recent years, many employees are still actively exploring the labour market in search of better opportunities.

A deeper look into the data reveals that **nearly 18% of employees experienced a decrease in their gross earnings, while another 16% saw only a minimal increase of up to 5% this year.** Since inflation continues to hover above 4%, nearly one-third of workers have not experienced any improvement in their standard of living. It is no surprise, then, that consumer spending has yet to gain real momentum.

Most employees received salary increases between 5% and 15%. Increases beyond this range were likely tied to promotions or job changes. **Meanwhile, 15% of workers saw their wages grow by more than 25%.**

**DISTRIBUTION OF FULL-TIME EMPLOYEES BY ANNUAL CHANGE IN GROSS EARNINGS**
*(Q1 2025, %)*

- Decreased
- Increased by 0,0–4,9%
- Increased by 5,0–14,9%
- Increased by 15,0–24,9%
- Increased by 25,0–49,9%
- Increased by 50,0% or more



## Purchasing power in Hungary

The purchasing power of salaries has shown a positive trajectory this year following a decline in the previous year. Both the corporate sector and government have significantly increased salaries since the beginning of 2024, while inflation has stabilized at comparatively lower levels than in the past two years. Consequently, **the purchasing power of salaries is projected to potentially increase by 7-8%** in 2025, rebounding from nearly a 3% decline last year.

Salary growth for unskilled manual workers is being propelled by substantial increases in the minimum wage, set at 15% and 10% respectively. Meanwhile, skilled workers will likely see significant salary growth to mitigate salary disparities and address inflationary pressures from recent years. This trend is driven by workers seeking meaningful salary adjustments, while firms are increasingly inclined to offer competitive salaries to mitigate turnover risks.

**Expectations suggest that meaningful salary increases, surpassing inflation rates, will likely continue into the following year, fueled by growing labour shortages and heightened demand for salary improvements among workers.**

Expected evolution of main economic trends (annual, %)

| | 2025 | 2026 |
|---|---|---|
| GDP | 0,8 | 2,8 |
| Unemployment rate | 4,5 | 4,5 |
| Inflation | 4,7 | 3,7 |

*Source: Wyser calculation based on estimates by research institutes; Reuters survey, average of forecasts by MNB, IMF and European Commission*

# TOP INDUSTRIES IN HUNGARY 2.

/ Automotive

/ Electrical equipment & battery manufacturing

/ Electronics

/ IT

/ Construction & Property

/ Food & Retail

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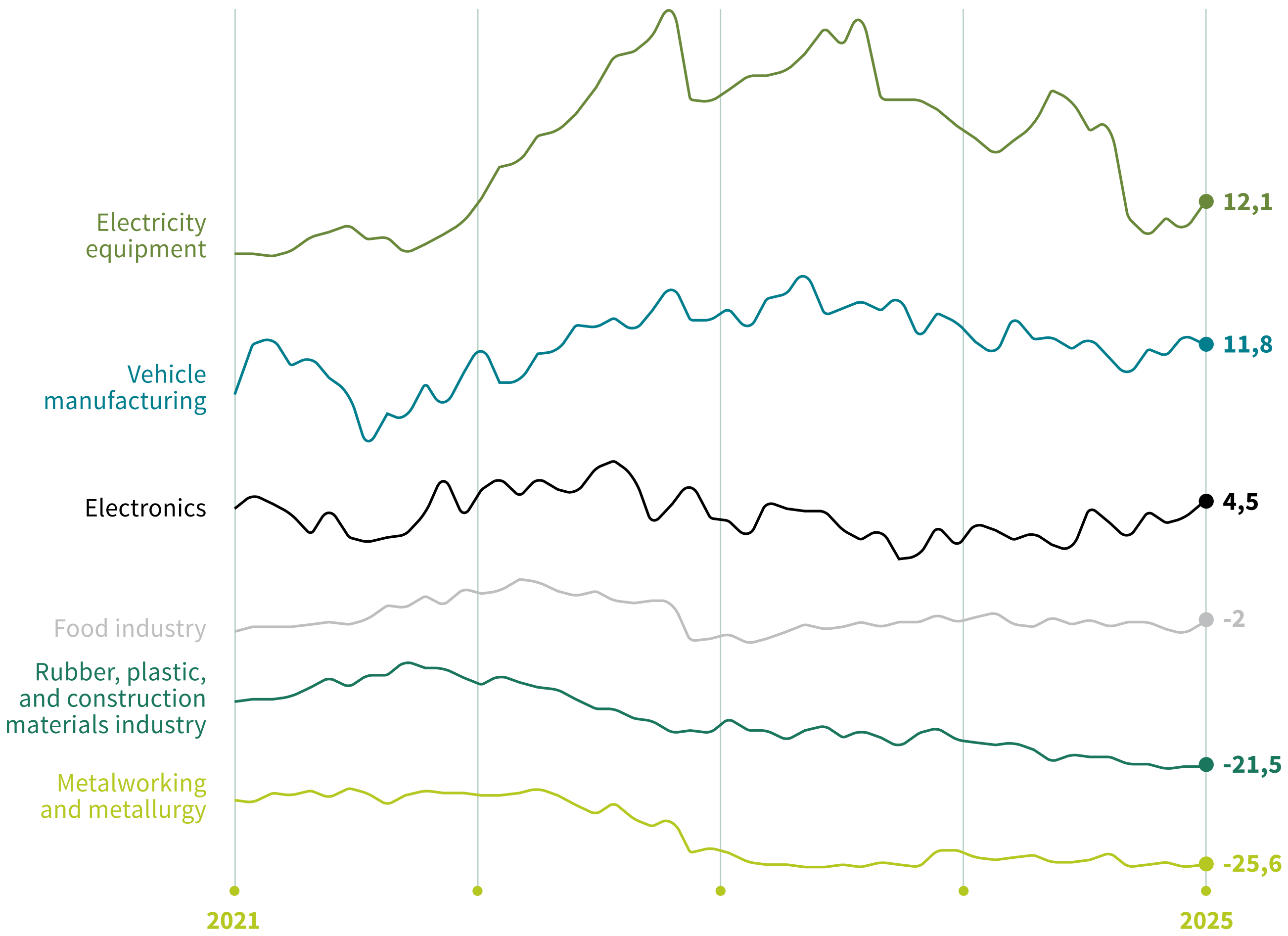
# Summary

**This year could mark the third consecutive decline in industrial production in Hungary. Such a prolonged downturn has not occurred in the industry since the regime change. The automotive sector, which for decades served as a key driver of growth, has yet to recover – and battery manufacturing is also facing serious challenges. Smaller sectors are delivering mixed results, which is not sufficient to drive a broader recovery.**

**PERFORMANCE OF THE LARGEST MANUFACTURING SECTORS**
*(COMPARED TO 2021, %, SEASONALLY ADJUSTED)*



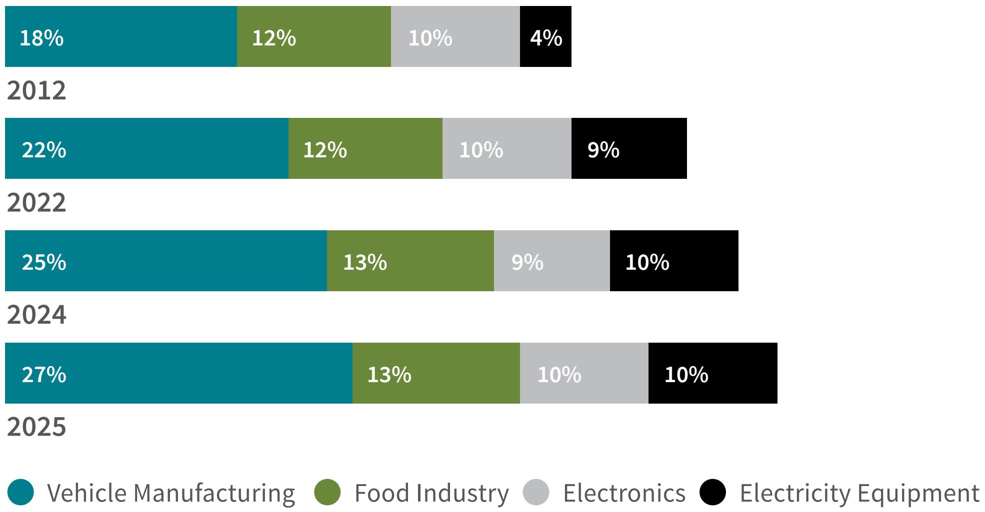

**When examining the performance of the largest segments within manufacturing, we see that the rubber, plastics, and construction materials industries – as well as metal processing and metallurgy – are all operating well below their levels from four years ago.** Meanwhile, the food industry and electronics have remained relatively stable. Although the food industry has been severely impacted by recent price surges and various government-imposed taxes and measures, its output has so far remained steady.

**The biggest disappointment is clearly the automotive sector and battery production (classified under electrical equipment manufacturing).** After a period of growth in 2022–2023, both sectors have entered a downturn as the global economic environment has deteriorated.

In the longer term – looking at the past decade – it remains clear that despite the unfavorable developments of the past two years, these two sectors have significantly increased their share within the industrial landscape.

## SHARE OF KEY SECTORS IN INDUSTRIAL PRODUCTION

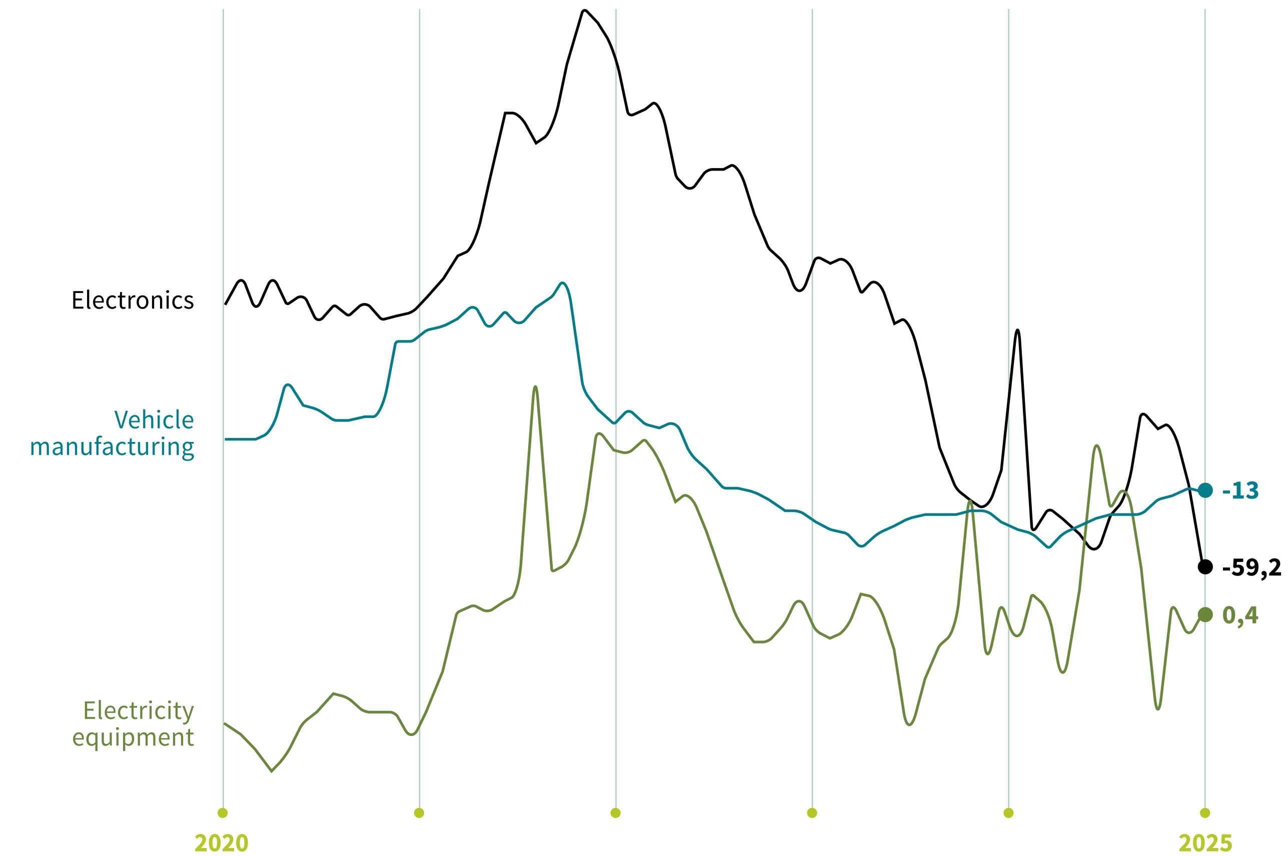
*(%)*




**The outlook for the manufacturing sector remains mixed for now. Today, the main challenge for companies is no longer rapid price increases, but rather their aftermath: weak demand.** Overall, new orders remain relatively low. In vehicle manufacturing, a very slow recovery has begun, battery production shows considerable volatility, while orders in the electronics sector are on a downward trend.

## ORDER VOLUMES OF THE SECTORS

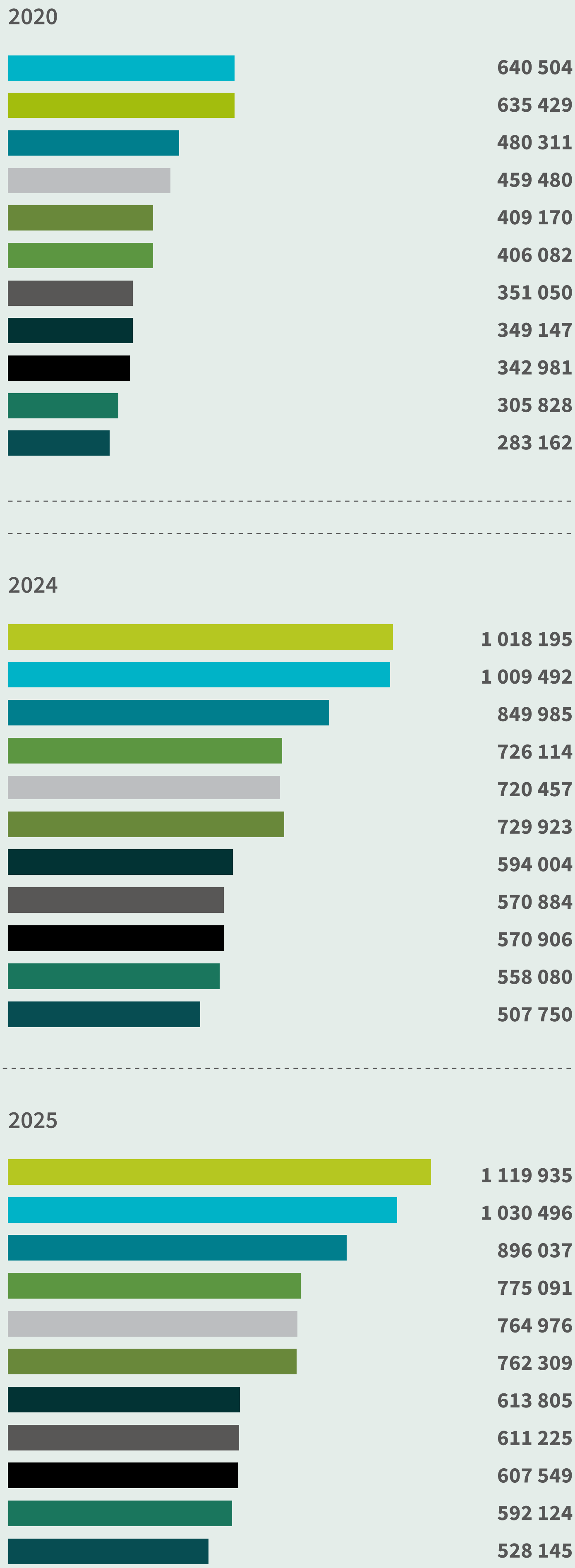
*(ANNUAL, %)*



## GROSS AVERAGE WAGE IN SPECIFIC SECTORS

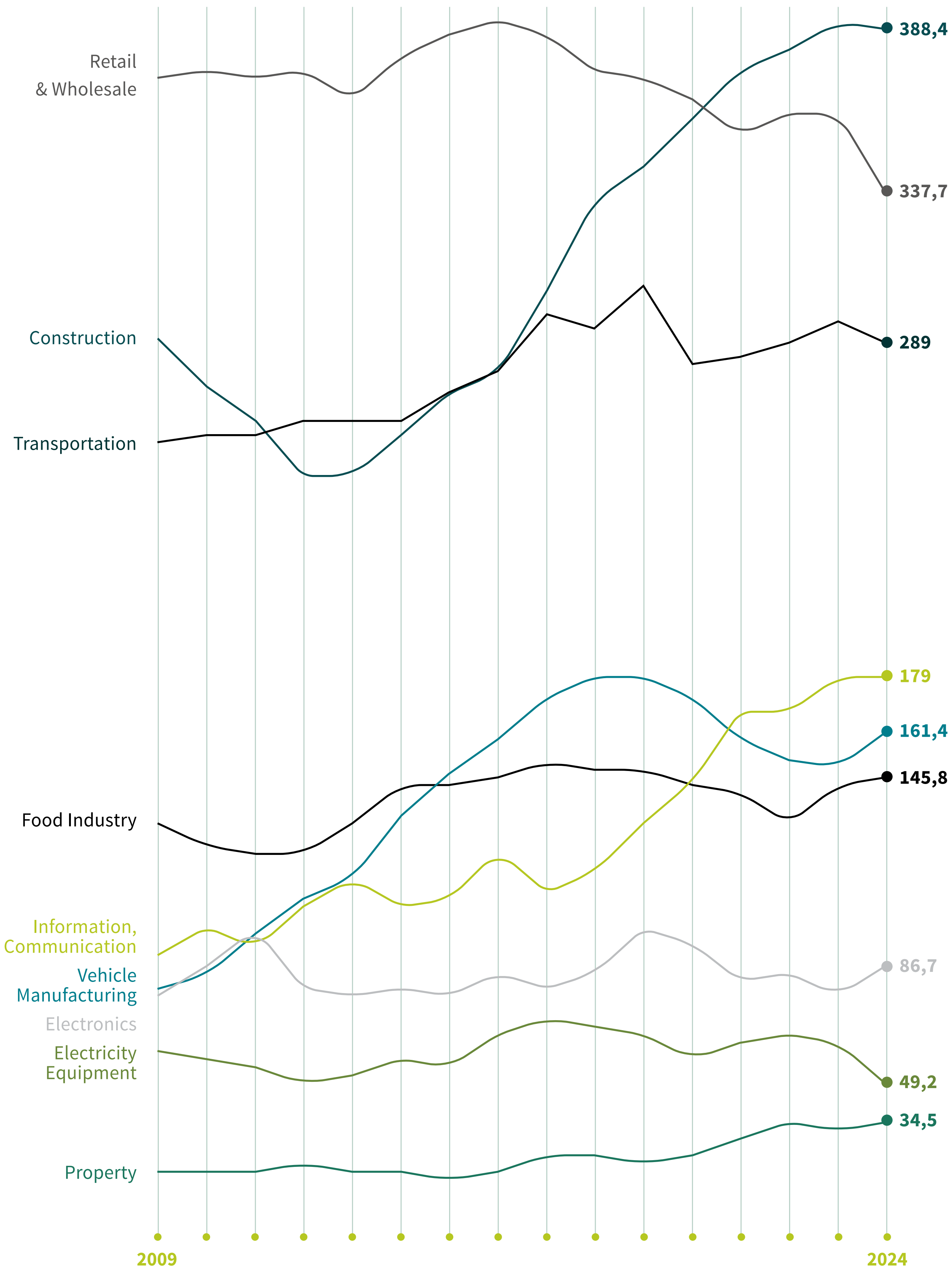
*(IN HUF)*

- IT
- Battery Manufacturing
- Vehicle Manufacturing
- Electric Motor Manufacturing
- Electronics
- Electricity Equipment Manufacturing
- Transportation
- Retail & Wholesale
- Food Industry
- Property
- Construction



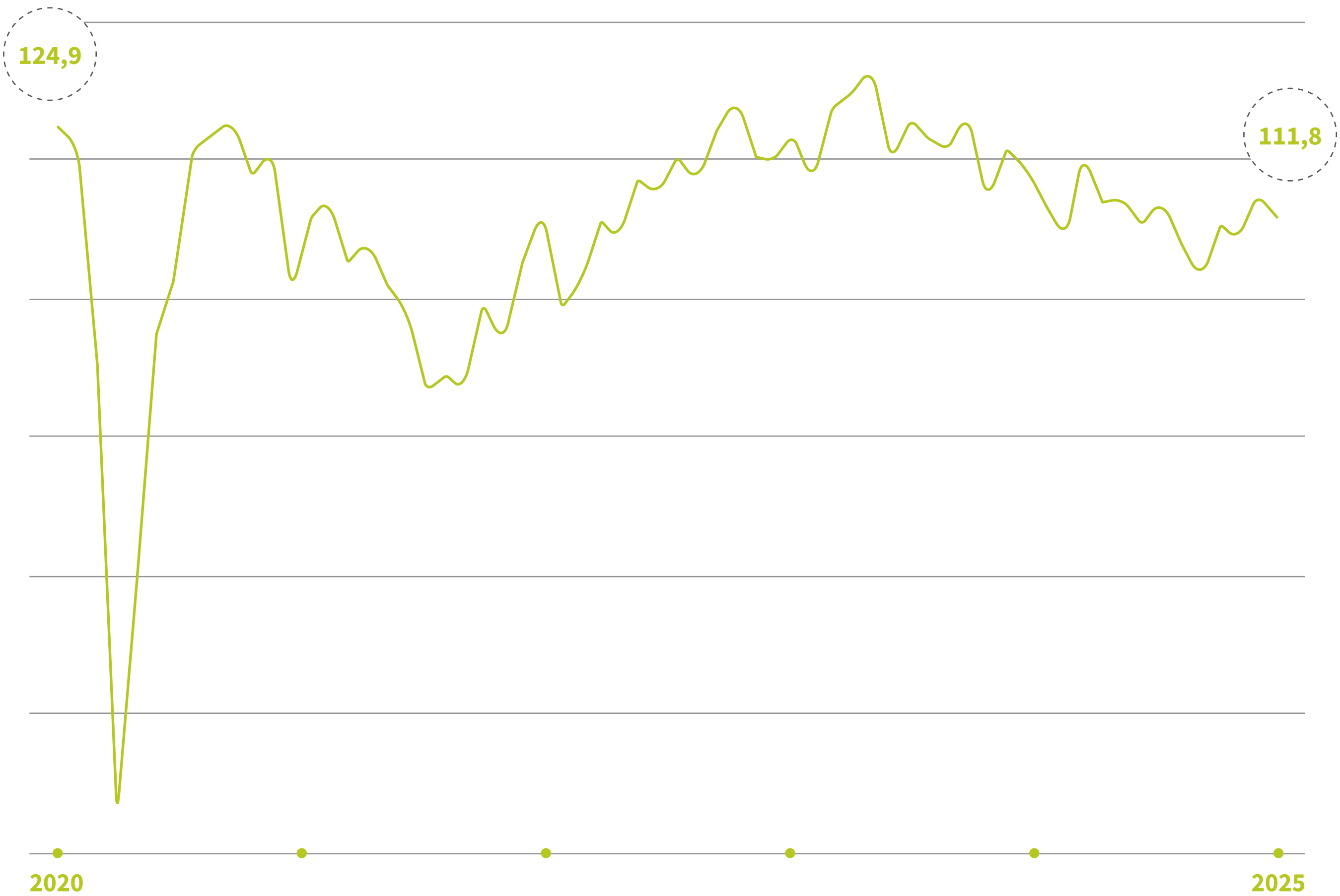

**The performance of battery production is also reflected in wage trends.** While in 2024 Hungary's battery manufacturing sector still competed with IT in terms of salaries, this year **the tech industry has clearly pulled ahead of its rivals. It appears that IT is now fundamentally the most lucrative sector.**

**NUMBER OF EMPLOYED INDIVIDUALS IN SPECIFIC SECTORS**
*(THOUSANDS)*



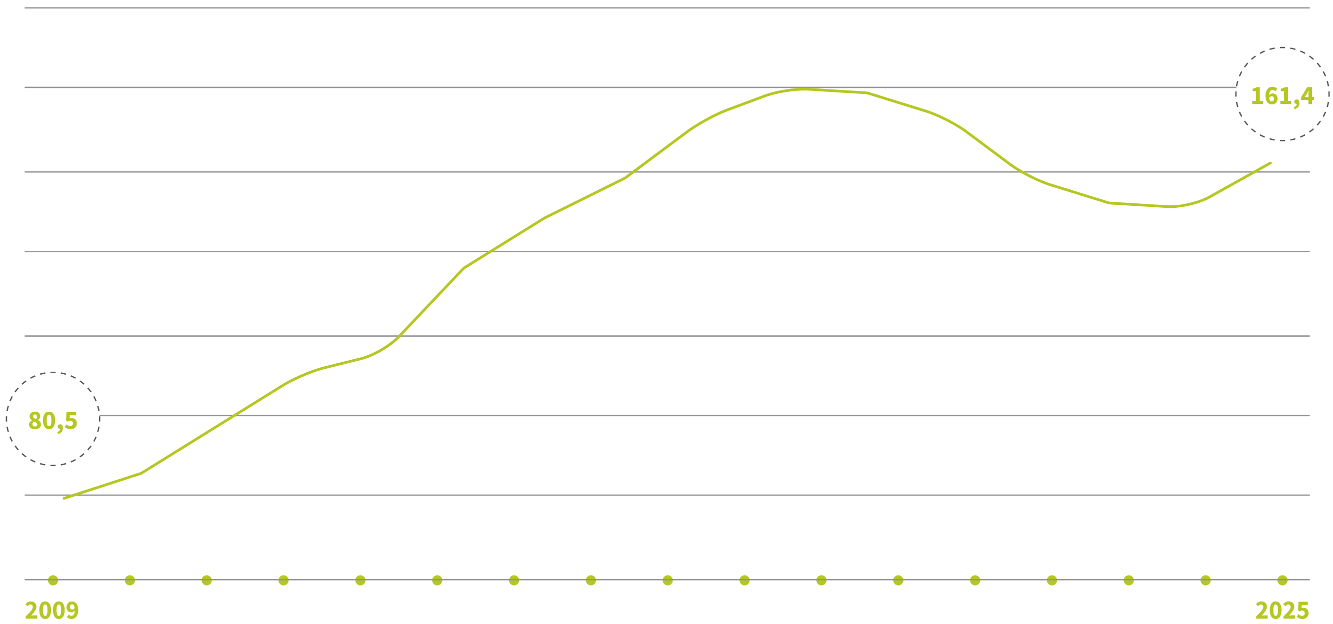
# Automotive

**The automotive industry is undergoing a transformation not seen in living memory. Global economic difficulties, weak consumer demand, and the shift to electric vehicles are all posing simultaneous challenges to the sector – further compounded by the fact that the United States launched a trade war earlier this year. The emerging tariff systems are affecting the entire global economy, with the greatest disruptions likely in the production of high-value goods.**




**CAR PRODUCTION VOLUME**
*(2021 = 100)*

Economic recovery is still on hold, so it is not surprising that the average age of passenger cars in Hungary has now surpassed 16 years – compared to around 14 years before COVID. Economic conditions are weak across much of Europe as well, and households continue to spend cautiously. **The good news is that in Germany, key economic indicators are once again pointing to growth – both in industry and in the services sector – so there is room for greater optimism in the coming months.**



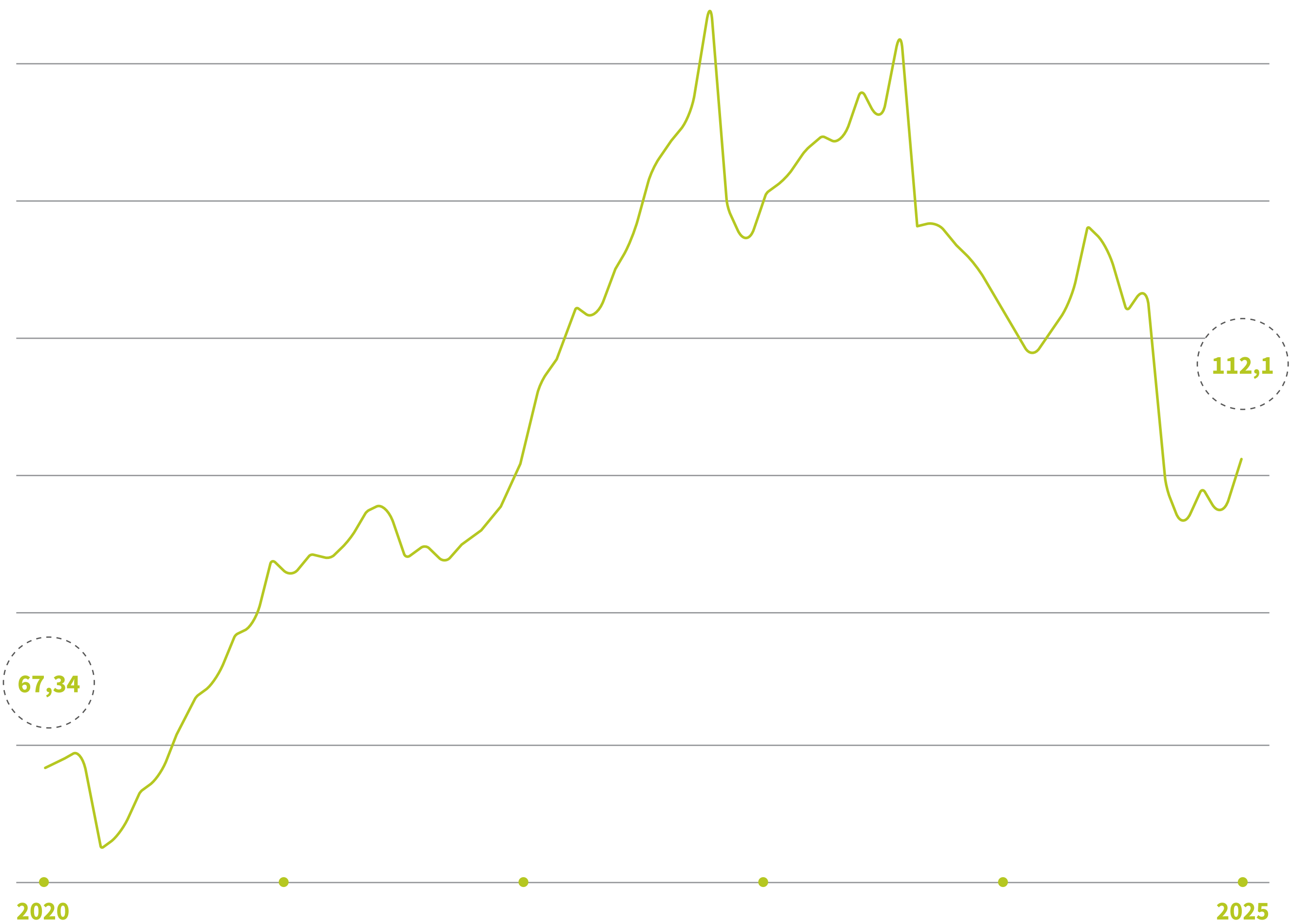

**NUMBER OF EMPLOYED INDIVIDUALS IN VEHICLE MANUFACTURING**
*(THOUSANDS)*

Following the COVID crisis, employment in the automotive sector declined for several years. However, in the current difficult environment, it seems that **Hungarian car manufacturers are now making an effort to retain their workforce.** Although they have fewer orders, they are avoiding layoffs – opting instead to reduce working hours – because they believe that once the economy rebounds, it will be difficult to find skilled workers. Average wages in vehicle manufacturing reached HUF 900,000 in 2025, but interestingly, growth has not been consistent in recent months. This suggests that companies are becoming more restrained with bonuses and pay raises.

**GROSS AVERAGE SALARY IN VEHICLE MANUFACTURING**
*(THOUSAND HUFS)*

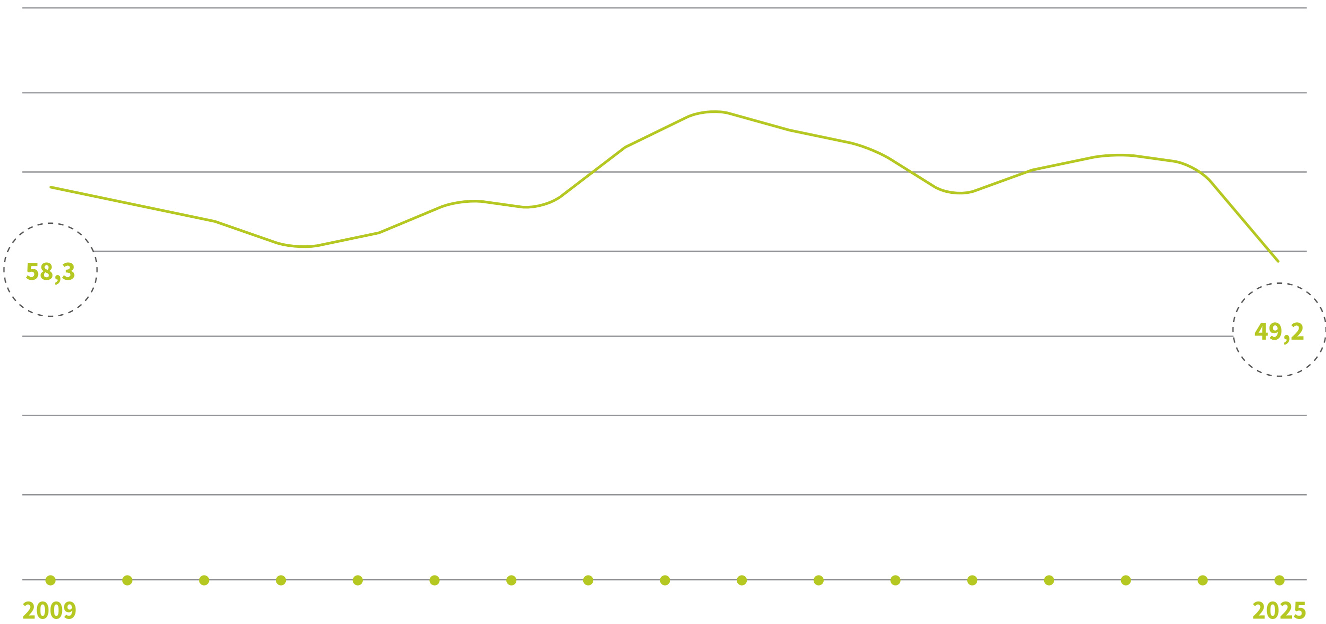
# Electrical Equipment, Battery Manufacturing

**Ten to twelve years ago, the electrical equipment sector – which includes battery manufacturing – accounted for only around 3–4% of Hungary's industrial output. Then came a wave of battery plant investments across the country, and today the sector represents nearly 10% of total industrial production.**




**ELECTRICAL EQUIPMENT, BATTERY MANUFACTURING VOLUME**
*(2021 = 100)*

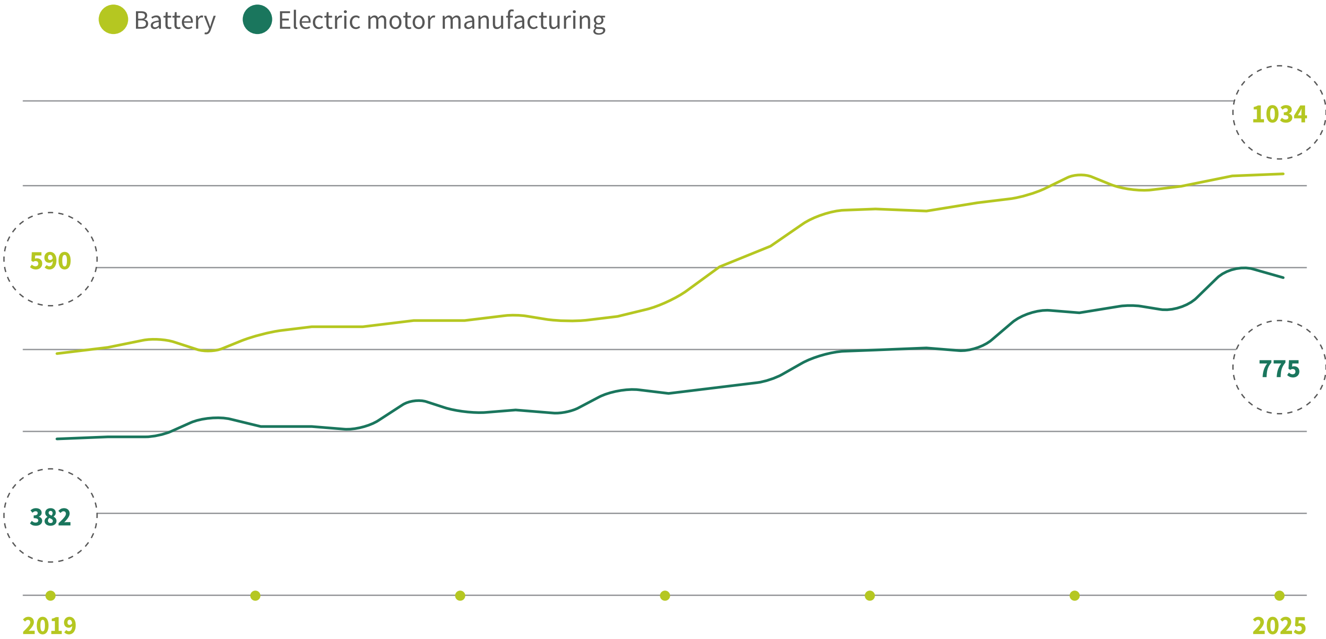
The problem is that over the past one to two years, this share has stopped growing – and has even declined slightly. This is due to the slowdown of the previous wave of large-scale investments, delays in ongoing plant construction, and the fact that **smaller-than-planned facilities are ultimately being built.** Global demand has turned out to be much weaker than experts had predicted, and battery manufacturing is now seen as an even more volatile industry than automotive. It is still unclear which battery technology will ultimately win the race, and therefore which factories will survive or gain strength. The past few years have already given us a taste of how quickly conditions can shift in the battery sector – **production can collapse almost overnight.**




**NUMBER OF EMPLOYED INDIVIDUALS IN THE MANUFACTURING OF ELECTRIC EQUIPMENT**
*(THOUSANDS)*

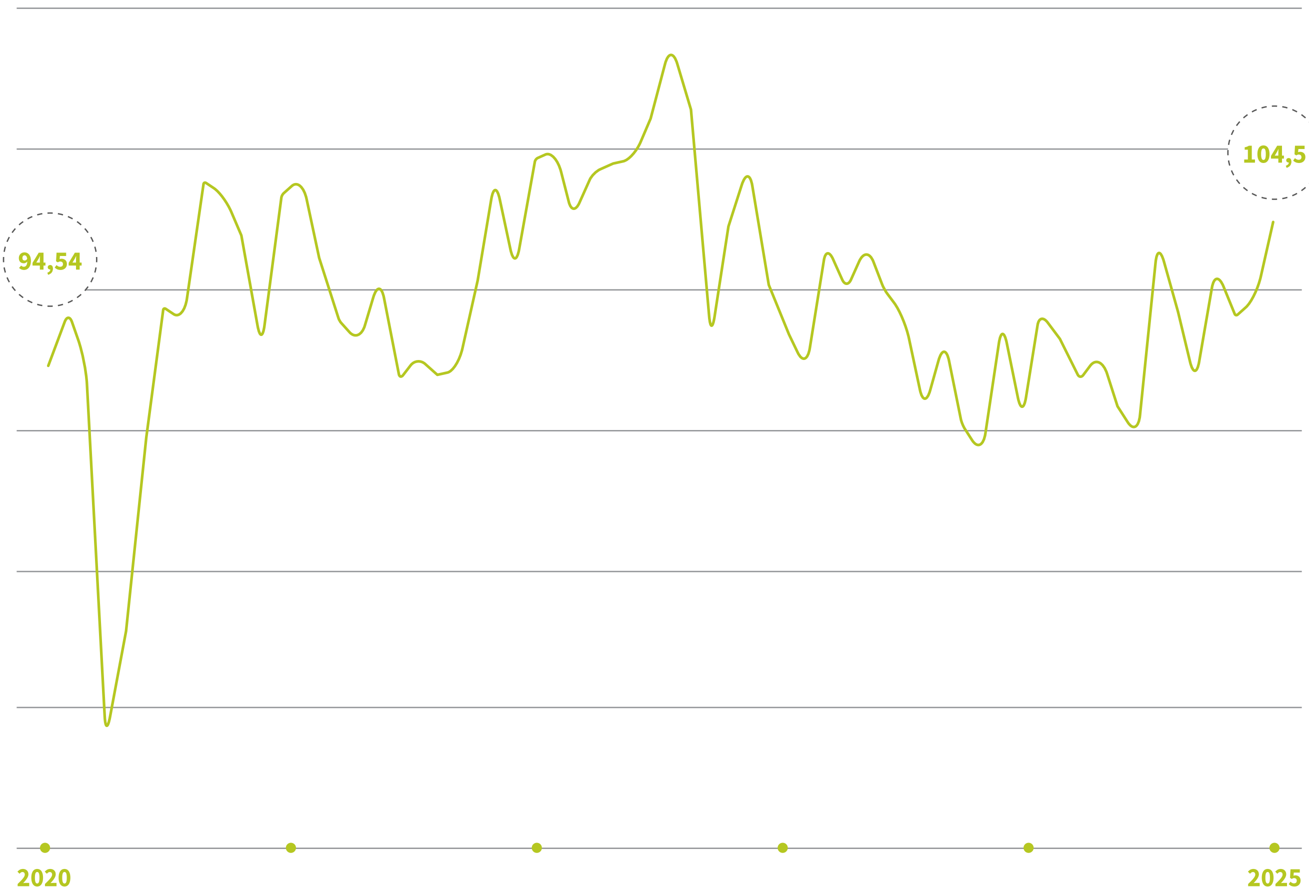
More pessimistic analysts even warn that some battery manufacturers may not withstand the pressure and could be forced to shut down certain plants. This caution is reflected in the fact that last year, employment in the electrical equipment sector – including battery production – fell to its lowest point in the past 15 years. Wage growth has also slowed, yet average gross salaries still exceeded **HUF 1 million in battery plants, and were around HUF 800,000 in companies producing electric motors.**

**GROSS AVERAGE SALARY AT BATTERY AND ELECTRIC MOTOR MANUFACTURING COMPANIES**
*(THOUSAND HUFS)*



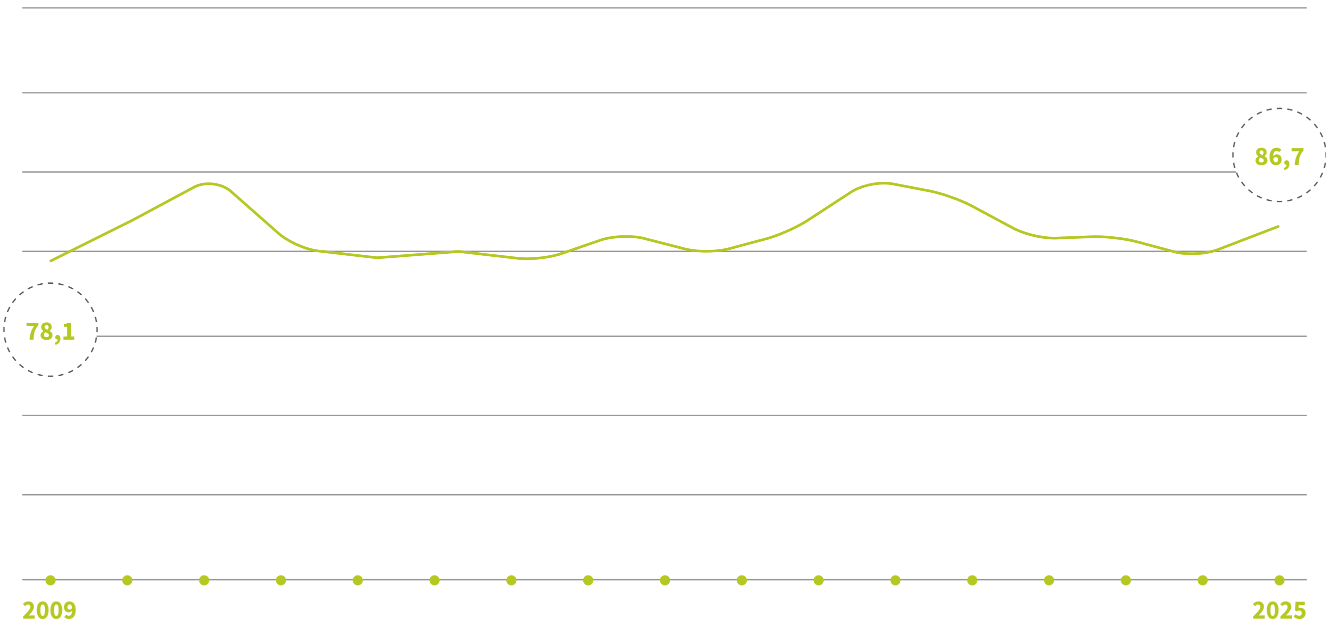
# Electronics

**Over the past decades, electronics has been one of the most consistently performing sectors in Hungarian industry.**




**ELECTRONICS PRODUCTION VOLUME**
*(2021 = 100)*

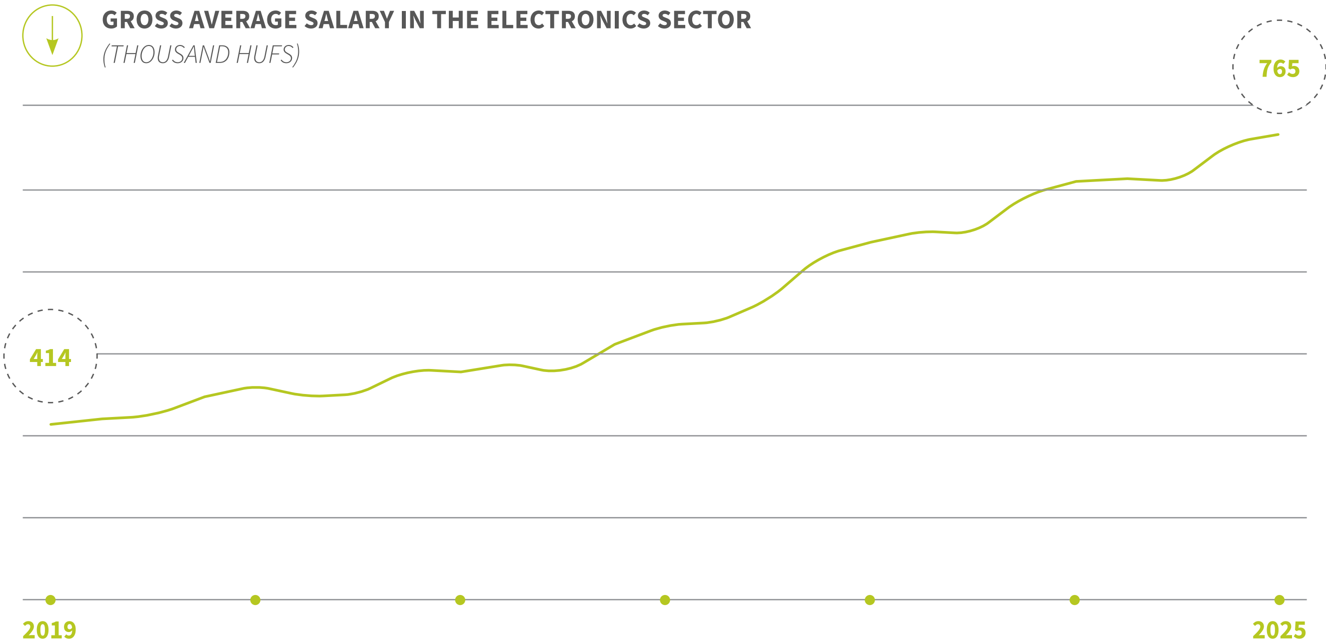
**While we haven’t seen any massive investments recently, it is nonetheless encouraging that the electronics sector has managed to maintain its position amid the shifting dynamics of the global economy. Neither supply chain uncertainties nor challenges related to global tariffs have significantly weakened the sector’s standing to the point of reduced output.**




**NUMBER OF EMPLOYED INDIVIDUALS IN ELECTRONICS**
*(THOUSANDS)*

However, this stability has not extended to employment. In the three years following COVID, the number of employees in the sector declined – **but last year, growth resumed even in this area.** During this time, the average gross salary also surpassed **HUF 760,000.**

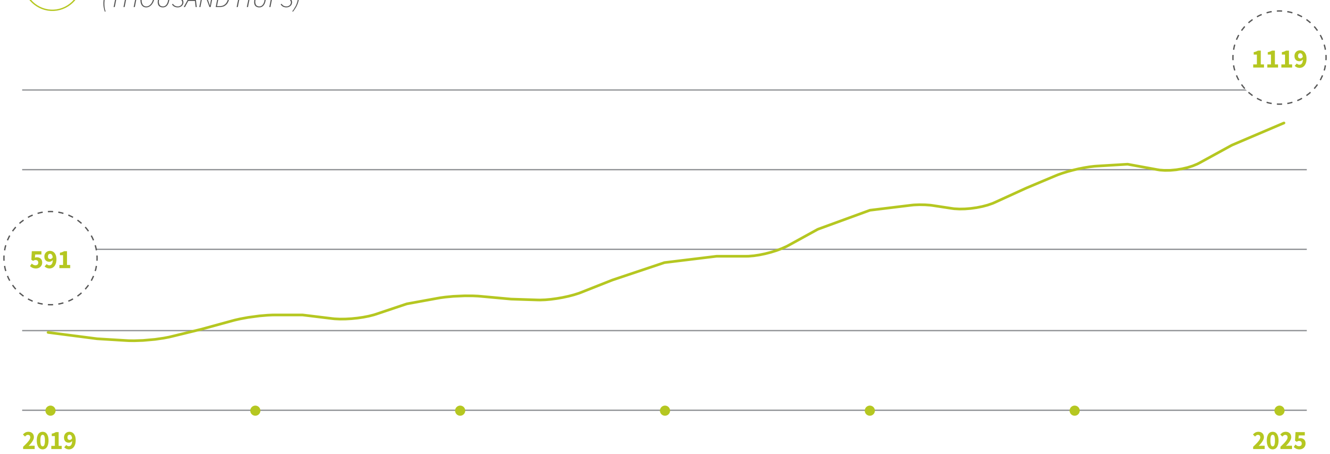
**GROSS AVERAGE SALARY IN THE ELECTRONICS SECTOR**
*(THOUSAND HUFS)*



# Information Technology

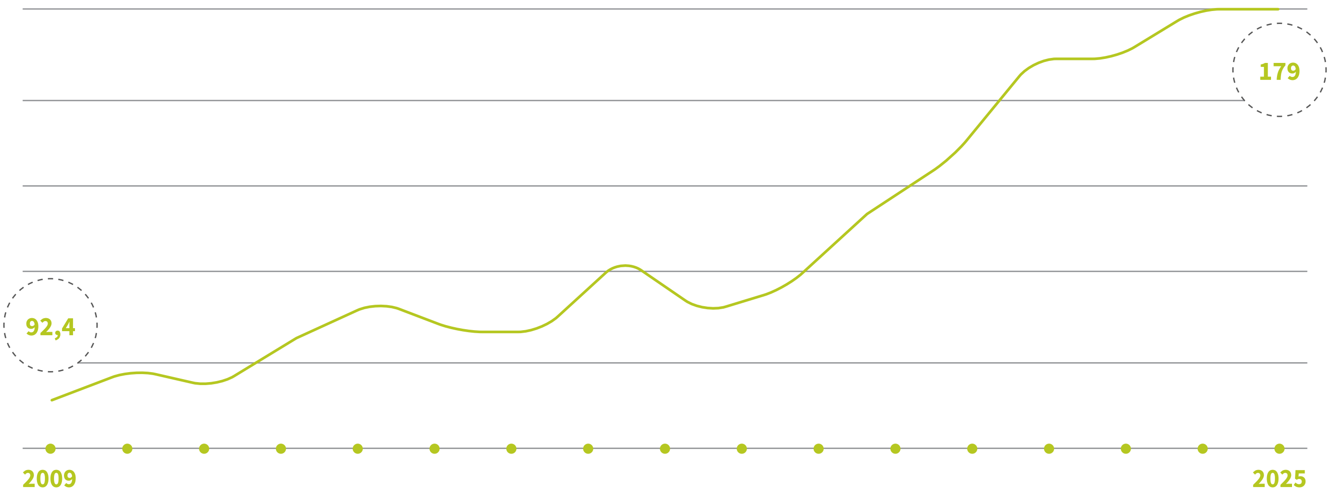
**Although the economy has shown little strength in recent years, the IT sector has often managed to detach itself from these negative trends. Productivity among IT professionals has been steadily increasing.**

**GROSS AVERAGE SALARY IN THE INFORMATION TECHNOLOGY SECTOR**
*(THOUSAND HUFS)*




While the number of people employed in IT has not grown recently – a development some interpret as a sign of sectoral weakness – its output is on an upward trajectory. This suggests that employees in IT are working more efficiently than before. A sign of this growing productivity is that **the average gross salary has reached HUF 1.1 million**, meaning wages in IT have climbed again. This may also reflect a shift in hiring preferences, with companies increasingly seeking candidates with greater experience.

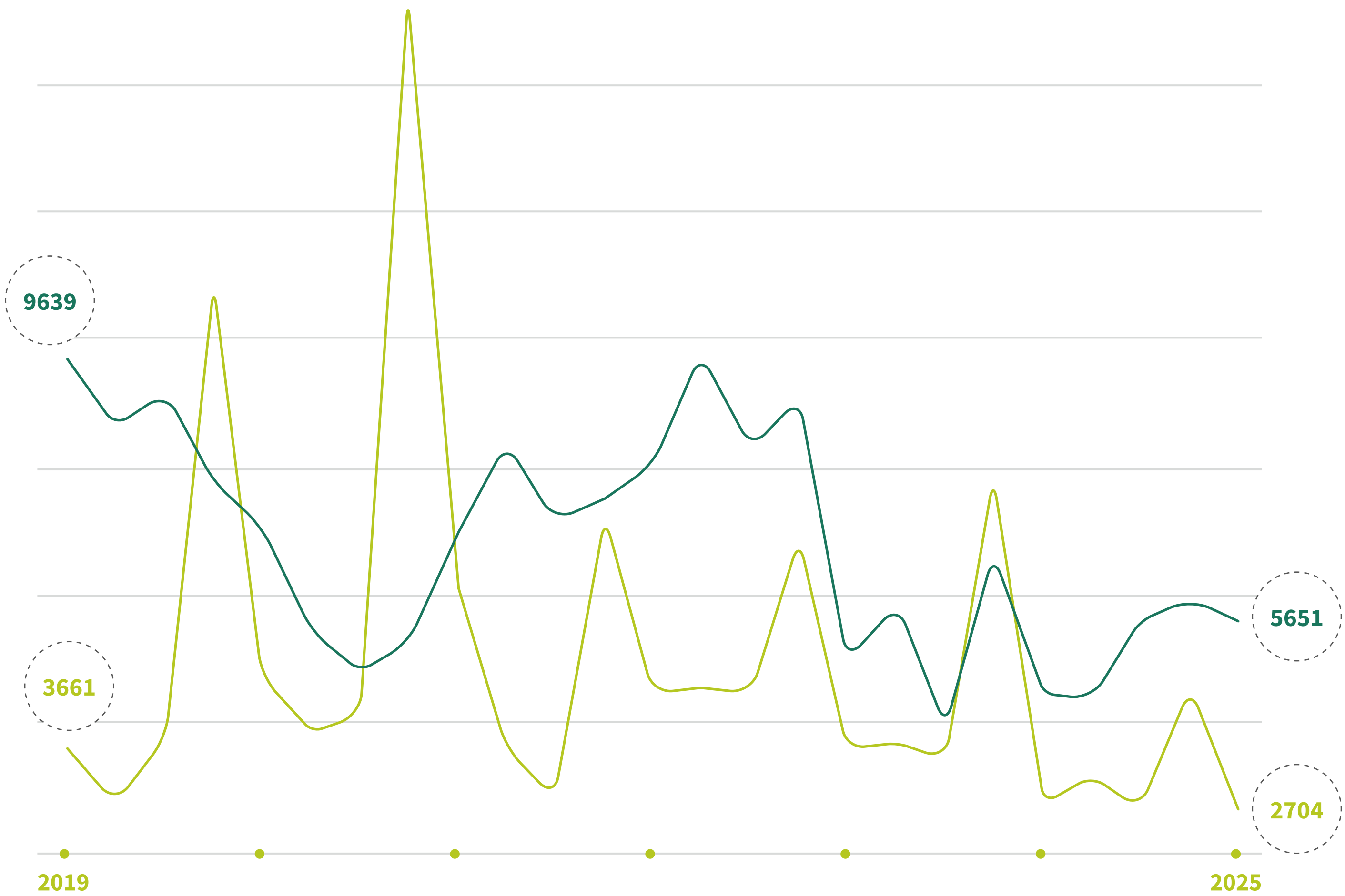
Since the number of unfilled positions has stopped declining, it is quite possible that headcount in the sector will start to rise this year.




**NUMBER OF EMPLOYED INDIVIDUALS IN INFORMATION TECHNOLOGY**
*(THOUSANDS)*

# Construction & Property

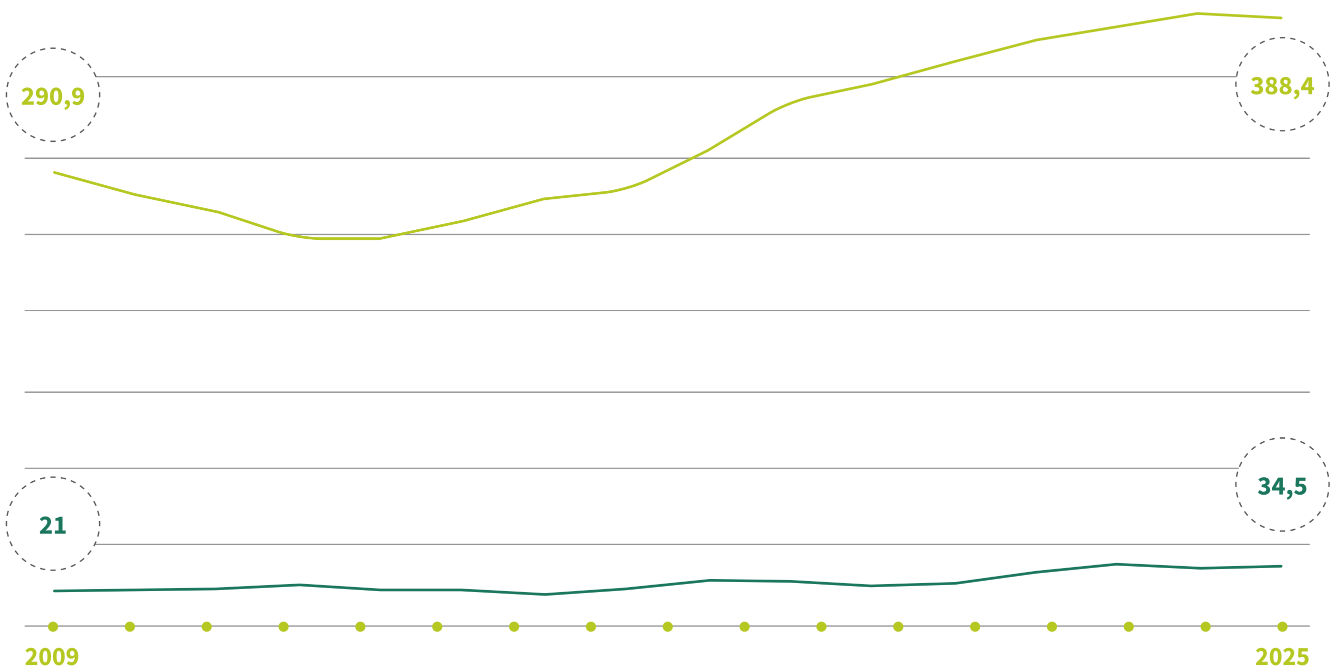
**The construction and real estate sectors usually go hand in hand, but their performance has now somewhat diverged. While construction activity and certain investments are being held back by a tightening state budget, the real estate market has picked up momentum.**




**TRENDS IN HOUSING CONSTRUCTION**
*(QUARTERLY, NUMBER OF UNITS)*

Issued building permits for dwellings   Completed dwellings

At the beginning of this year, more and more people were looking to purchase new homes, and investors also returned to the market – **driven by high interest rates on maturing government bonds** – which pushed up prices. At the same time, developers began offering more new apartments, with construction projects multiplying across Budapest. That said, nationwide development remains uneven, and it seems once again that the capital is the main beneficiary of the sector's rebound.



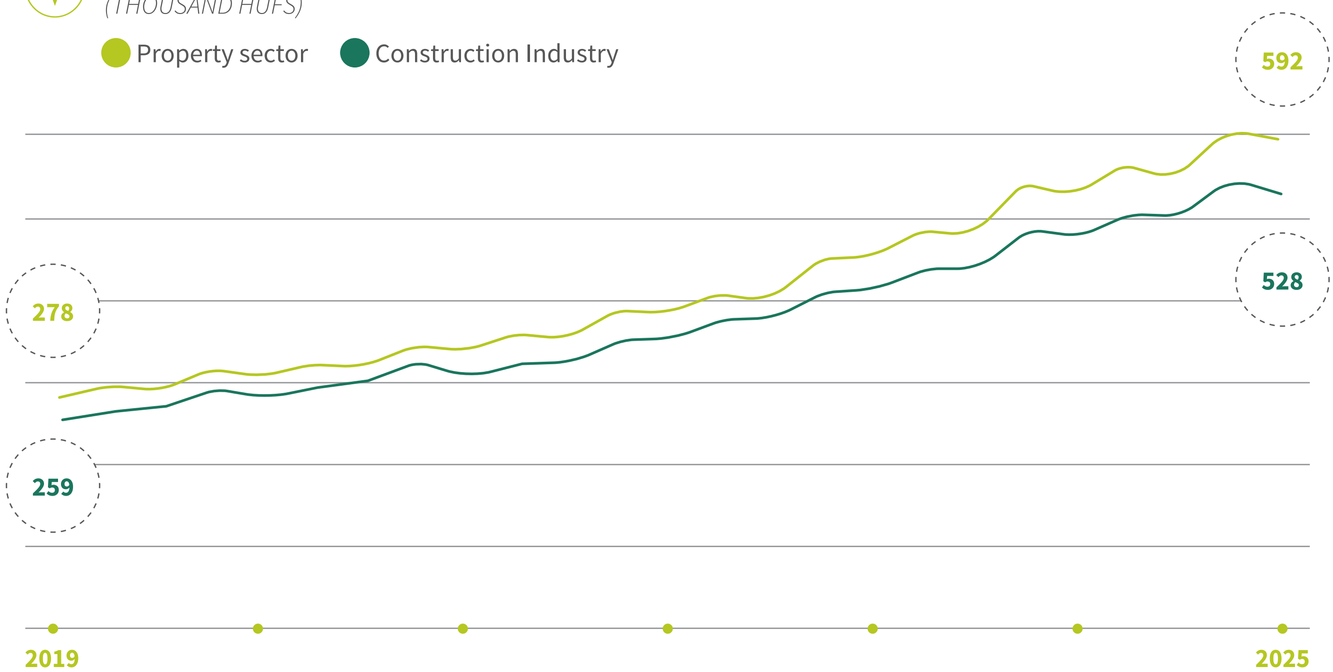

**NUMBER OF EMPLOYED INDIVIDUALS**
*(THOUSANDS)*

Property sector    Construction Industry

Given all this, it is not surprising that employment has declined slightly in construction, while it has increased somewhat in real estate. The average gross wage in construction hovers around HUF 520,000, while in the real estate sector it approaches HUF 600,000.

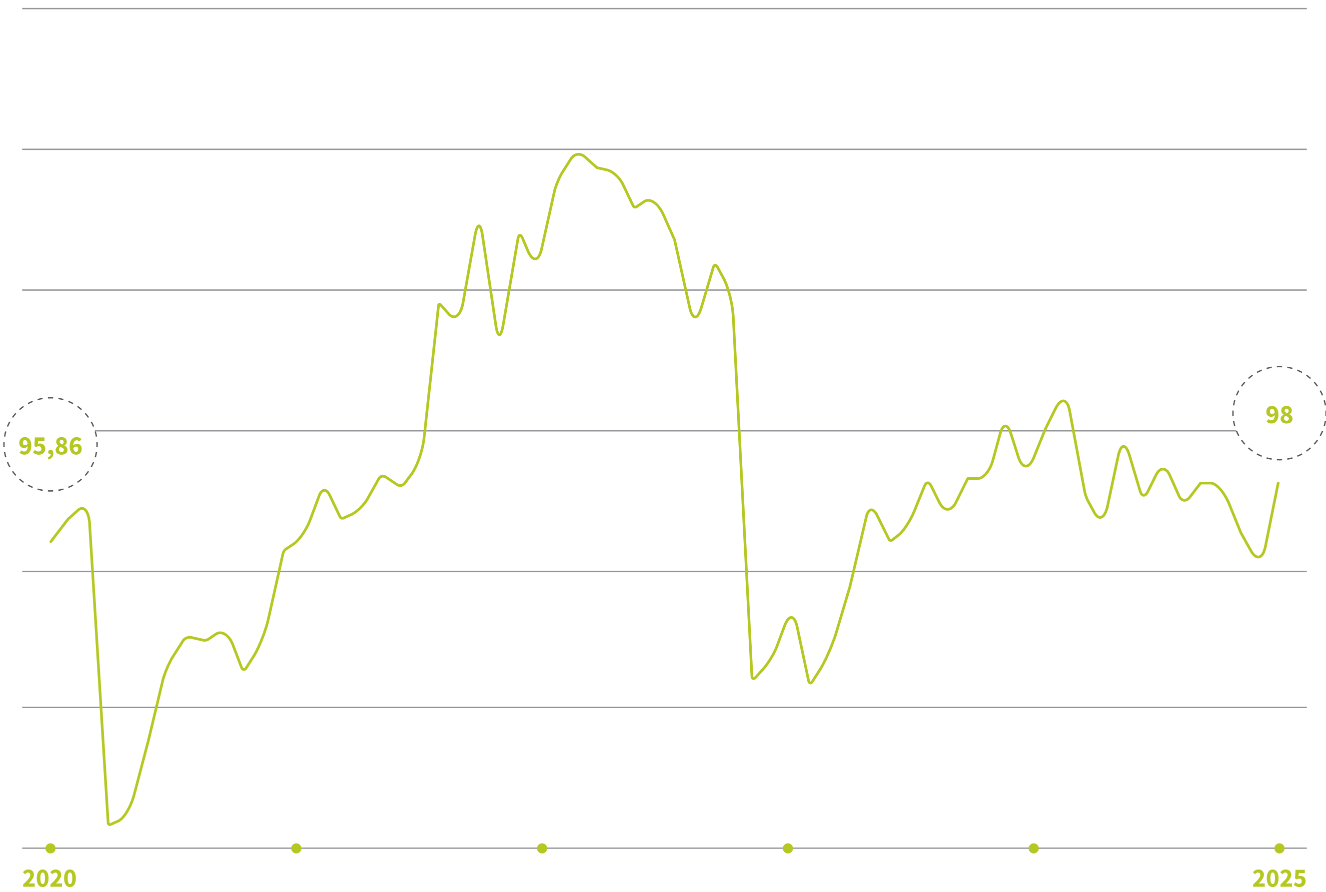
**GROSS AVERAGE SALARY**
*(THOUSAND HUFS)*

Property sector    Construction Industry



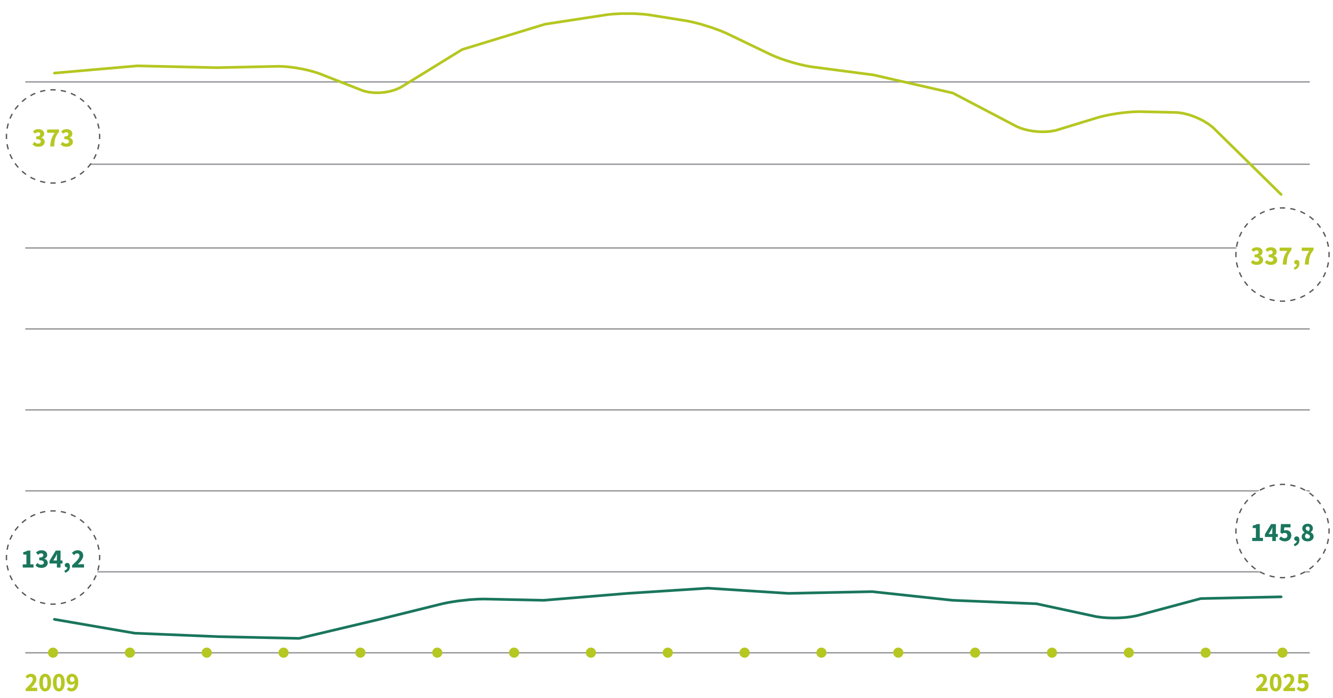
# Food & Retail

**The financial situation of Hungarian households remains weak, and due to ongoing economic uncertainty, many people prefer to save rather than spend. It's no surprise, then, that both retail and the food industry are showing subdued performance.**




**FOOD INDUSTRY VOLUME**
*(2021 = 100)*

By the end of last year, only 95,000 retail units were operating in Hungary – **a decrease of 4,000 in just one year.** This wave of closures is unlikely to stop in 2025, and government regulations – such as profit margin caps – are also making it harder for shops to operate.



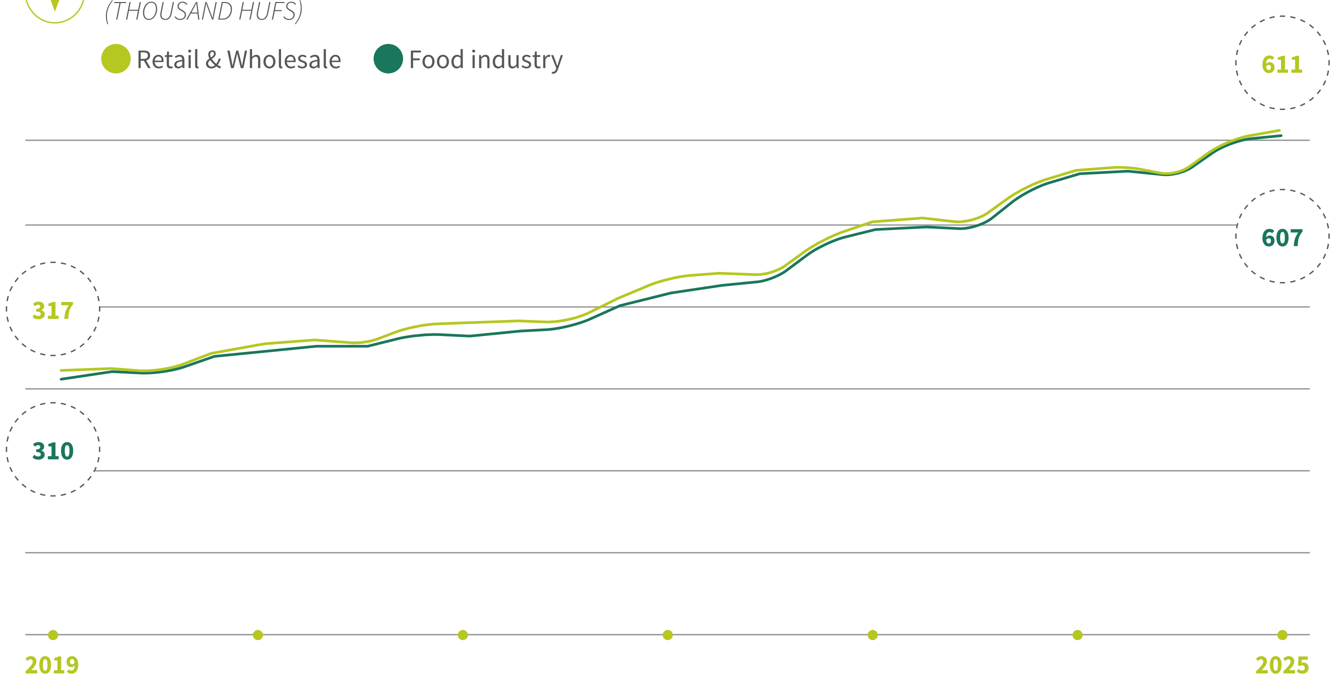

**NUMBER OF EMPLOYED INDIVIDUALS**
*(THOUSANDS)*

Retail & Wholesale   Food industry

Despite this, wages are rising: average salaries in the food industry have climbed above HUF 550,000, while in retail they have surpassed HUF 600,000. However, employment data paints a more negative picture: in line with the decline in the number of shops, the number of employees in retail is dropping sharply.

**GROSS AVERAGE SALARY**
*(THOUSAND HUFS)*

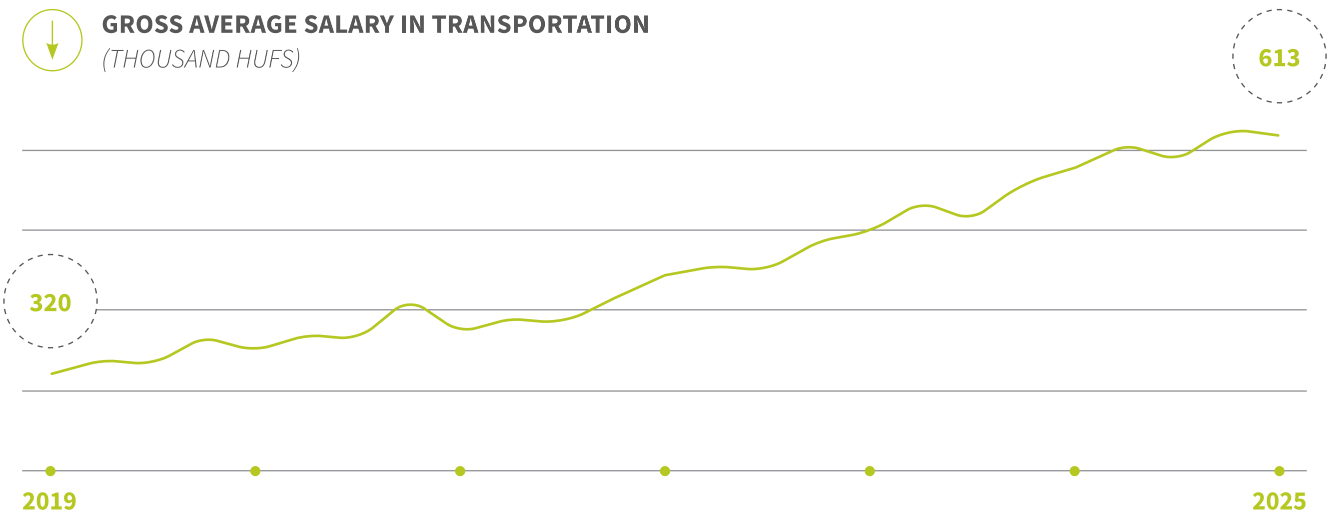
Retail & Wholesale   Food industry



# Logistics & Supply Chain

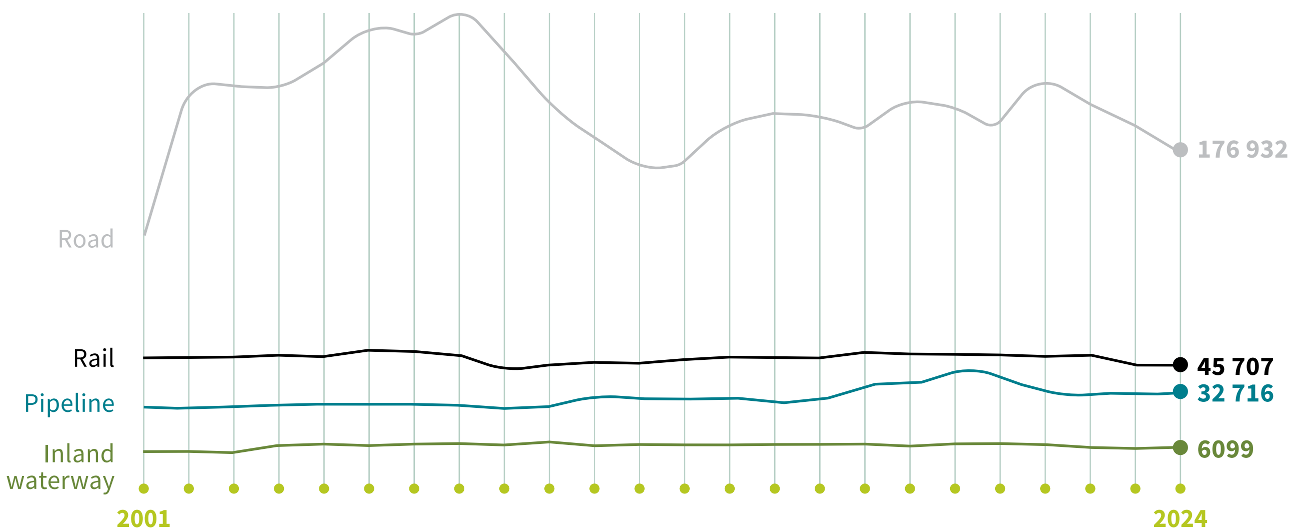
**When the economy is weak, there simply isn't much to transport. Freight transport performance has been declining for several years, in parallel with stagnant GDP – and this year is unlikely to bring a turnaround.**

**GROSS AVERAGE SALARY IN TRANSPORTATION**
*(THOUSAND HUFS)*




The decline is most apparent in road freight transport. As the sector struggles, **wages have also stagnated,** with average salaries hovering around HUF 600,000.

Most analysts expect the economy to grow next year, which could bring significant benefits to the transport sector as well.




**FREIGHT TRANSPORT PERFORMANCE**
*(BILLION TONNE)*

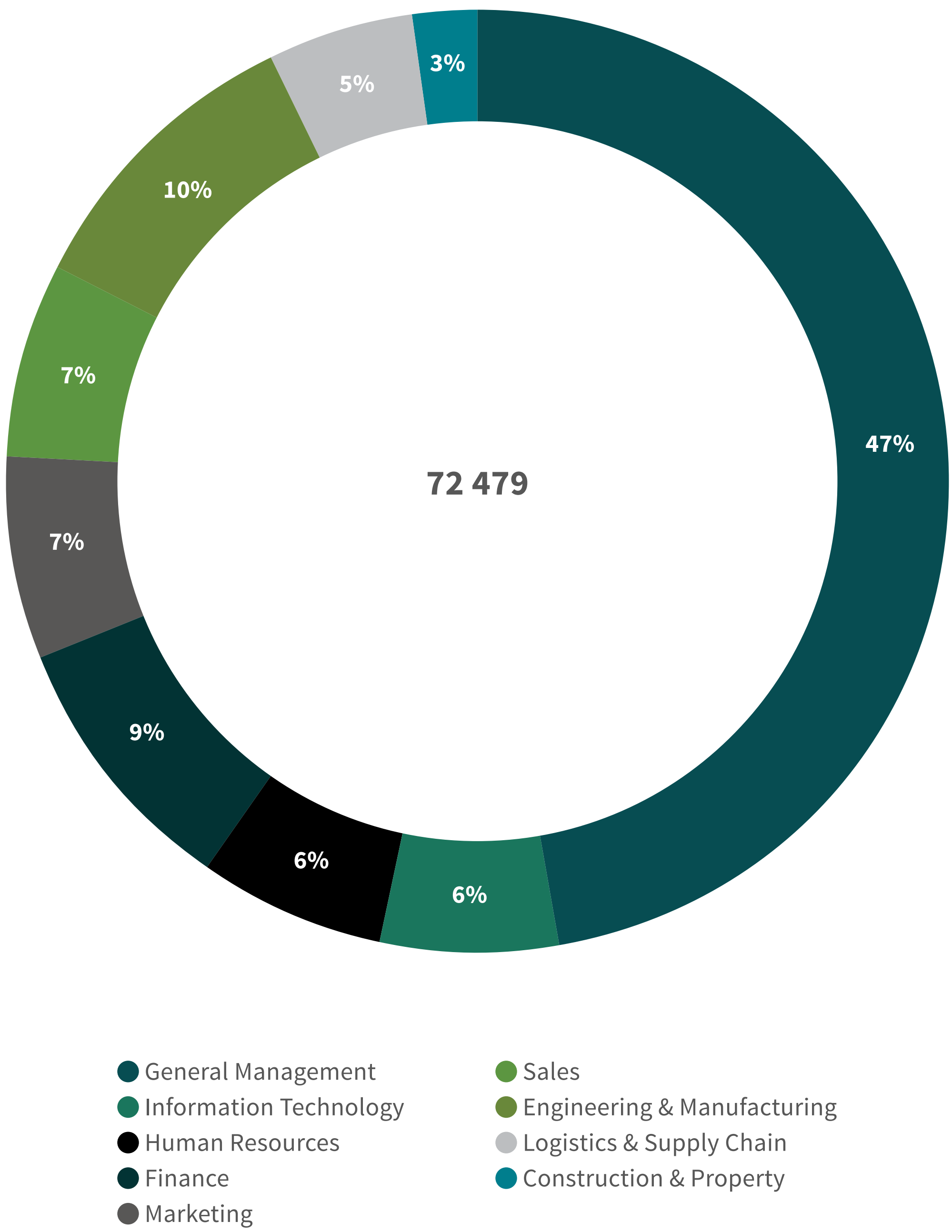
# TALENT POOL 3.

## METHODOLOGY

Availability and talent pool data were processed based on online platforms analysis, with particular focus on LinkedIn and backed by analysis of own proprietary database. Each role was researched using a set of standardized activities by main and supplementary keyword.

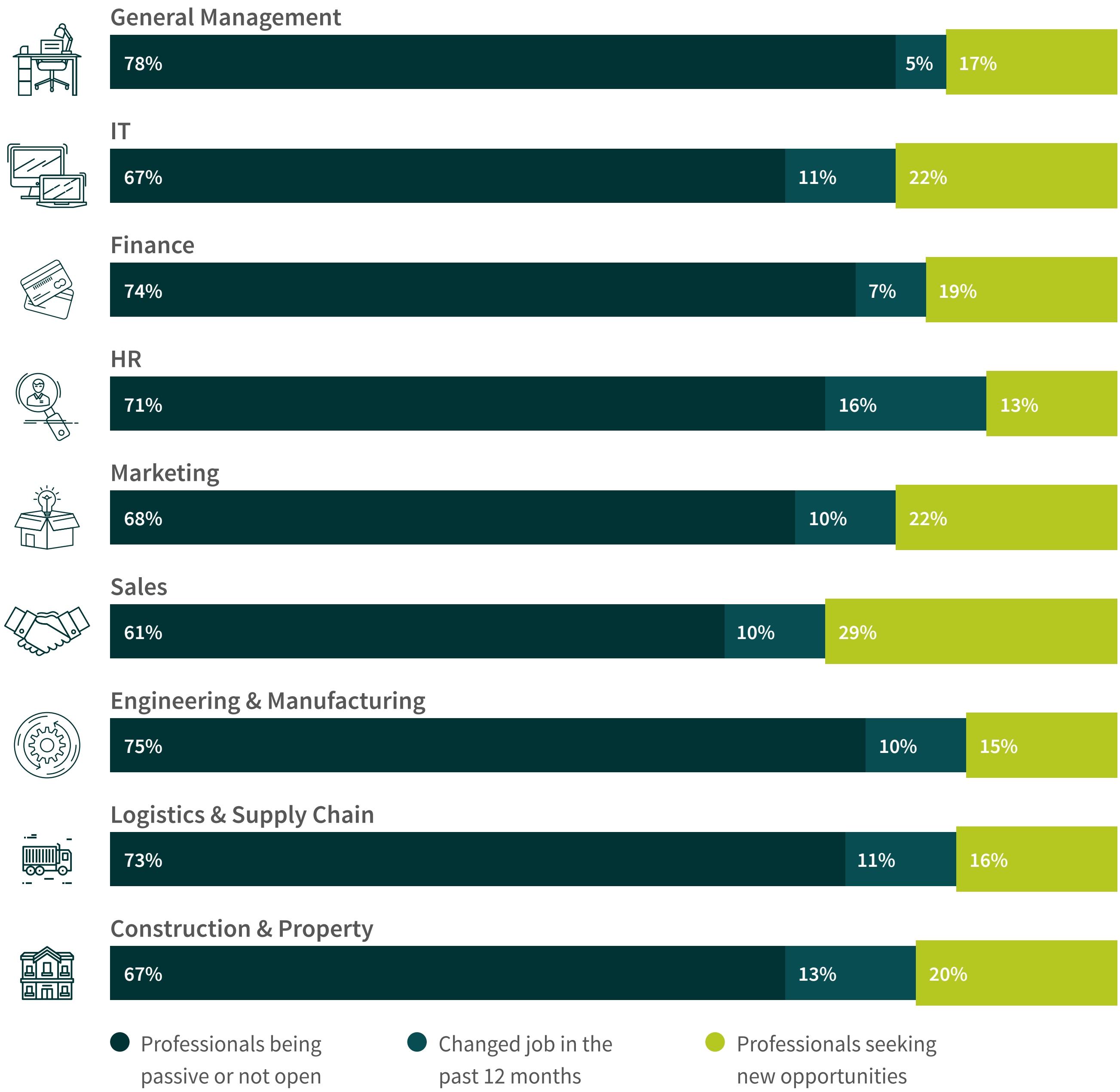
Data was processed in a qualitative way to present the final result. The actual sizes of the talent pool sample may vary from what is presented depending on the candidates’ willingness to be present on social media platforms. However, this analysis also indicates which candidates can be reached by social media, which is another valuable measure.

# Managers by professional area



# Job seeking trends by functionalities

Professionals most likely to change **after 2,9 years** spent in one role




More leaders are back on the market – especially in IT, Sales, and Marketing. **The share of active job seekers has climbed from 15% to over 19% in just one year,** marking a notable shift in mobility across key managerial functions.

# WYSER'S 2025 LEADERSHIP RESEARCH

4.

## METHODOLOGY

This survey by Wyser Hungary aims to provide comprehensive insights into the current working conditions and compensation trends in the Hungarian market. The data for this guide were collected through a structured survey administered to leaders across various industries in Hungary. The methodology section outlines the survey design, data collection process, sample characteristics, and data analysis procedures used to ensure the reliability and validity of the findings.

**The survey was meticulously designed to capture detailed information on the following key areas:**

/ Market trends affecting employment and compensation.

/ Work environment and conditions.

/ Challenges and opportunities in the current working landscape.

Data collection was conducted over a two-week period in the second quarter of 2025. The survey was distributed electronically to a curated list of managerial contacts across various sectors in Hungary. To maximize response rates, the survey was accompanied by a personalized invitation letter and periodic reminders. Participation was voluntary, and responses were kept anonymous to encourage candid feedback.

### Limitations

While every effort was made to ensure the reliability and validity of the findings, certain limitations should be acknowledged:

/ The survey sample, while diverse, may not fully represent all industries and organizational sizes in Hungary.

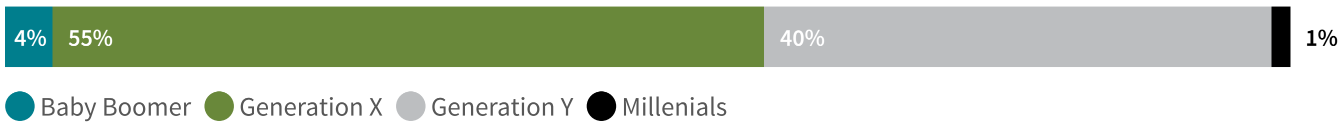
/ Response bias may occur if managers who participated in the survey differ systematically from those who did not.

/ The rapidly changing market conditions mean that some findings may quickly become outdated.

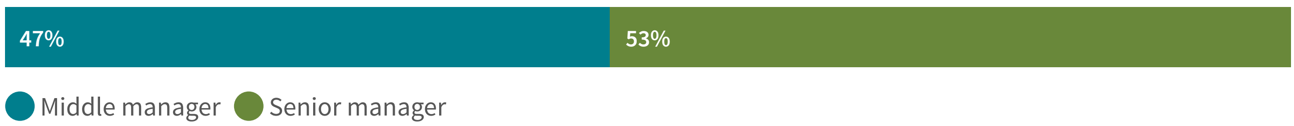
# Demographic data of leaders included in the survey

## Number of respondents: **1384**

### GENERATIONS

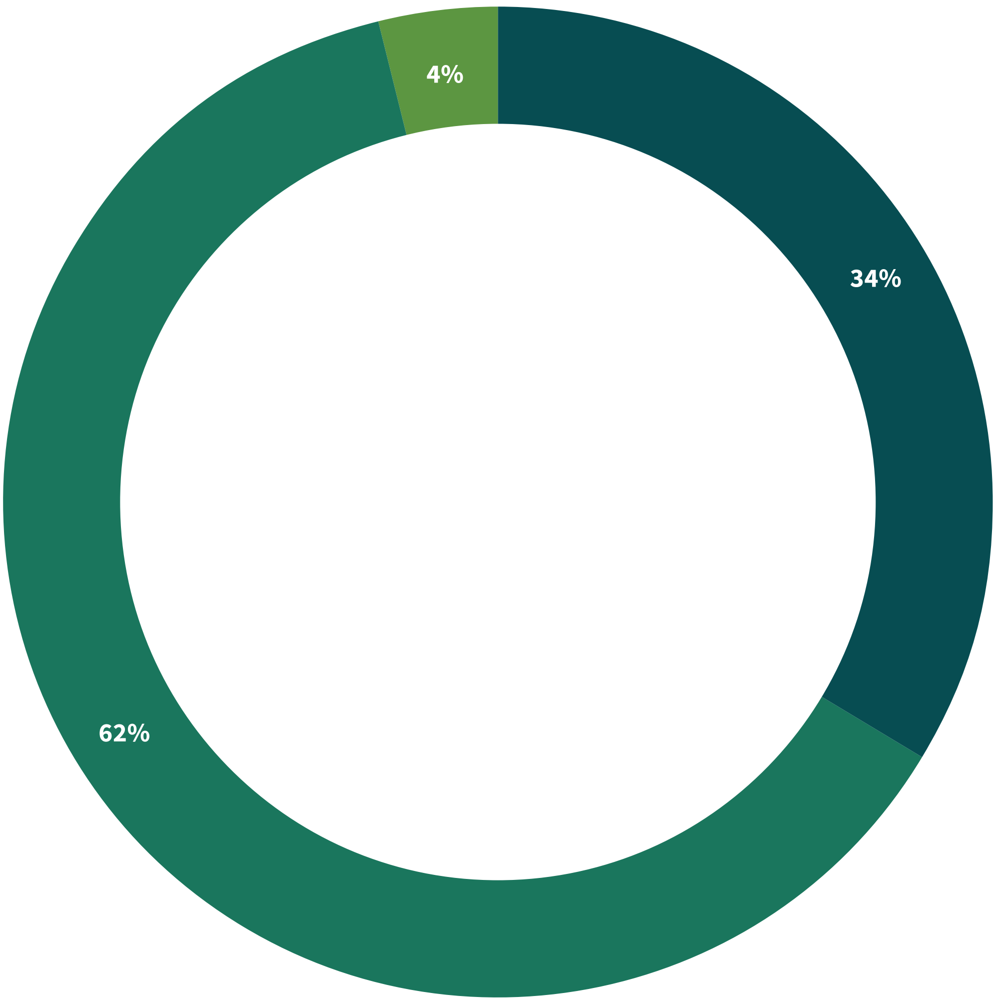



### MANAGERIAL LEVELS



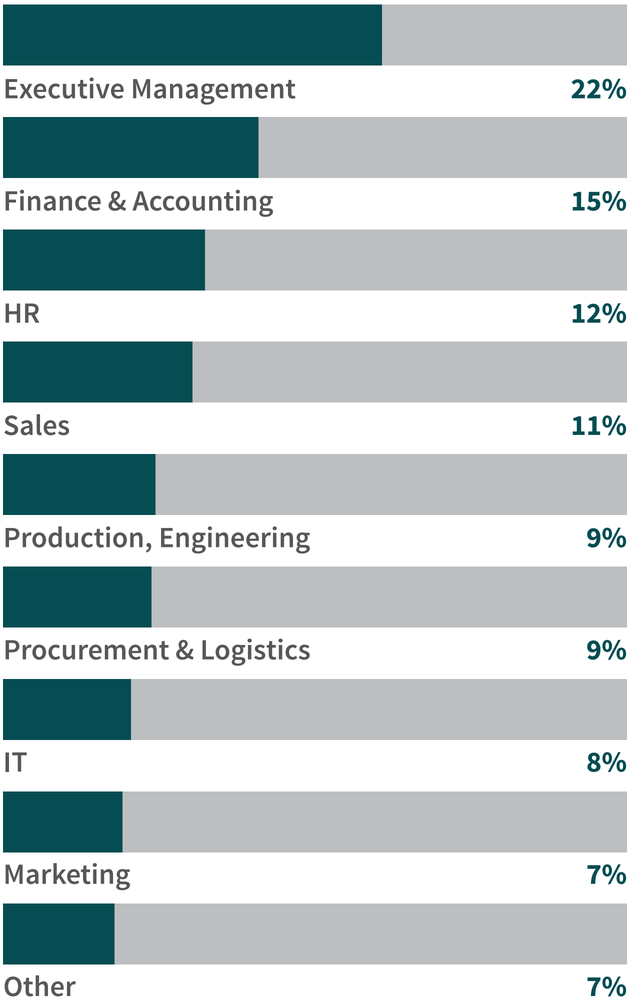

### COMPANY OWNERSHIP STRUCTURE

- Hungarian majority ownership (with minority foreign ownership)
- Foreign majority ownership (with minority Hungarian ownership)
- State ownership (Hungarian or foreign)

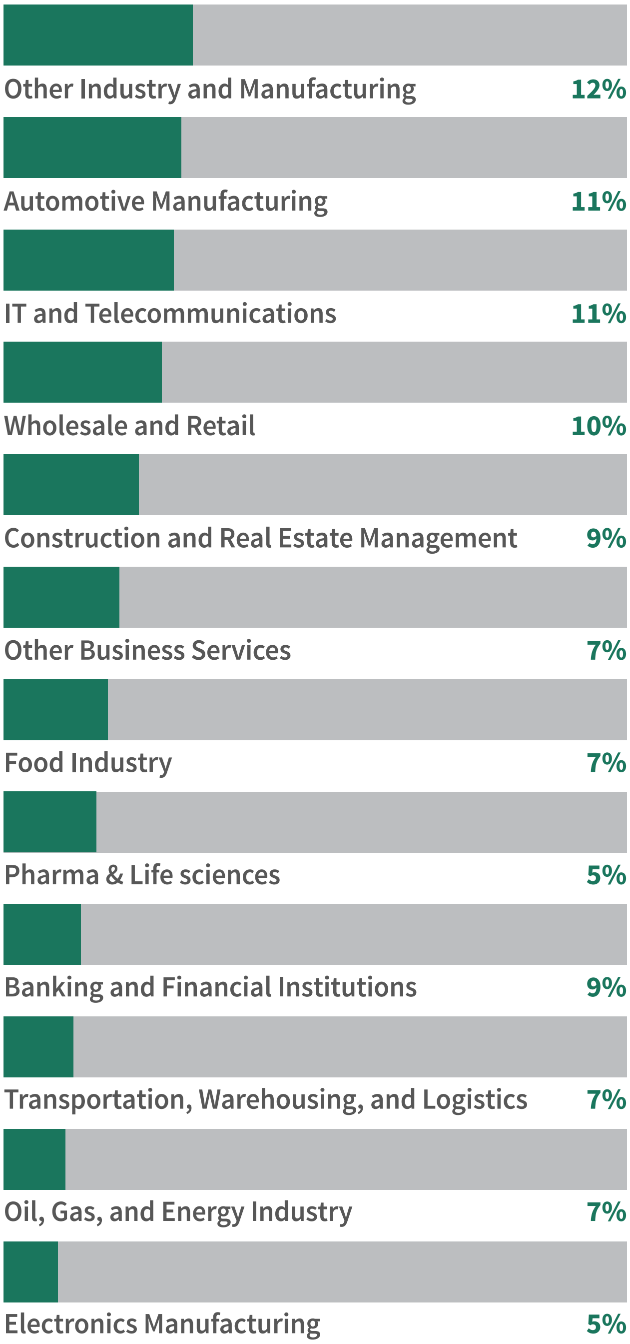


# Respondent distribution

## FUNCTIONS




## SECTORS



# Thinking about changing jobs?

While a majority of leaders (67%) remain open to changing jobs, this marks a sharp decline from last year's 83%.

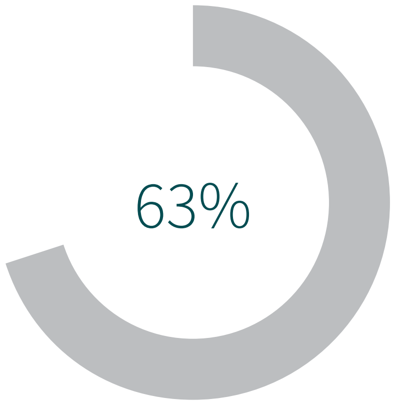
**THINKING ABOUT CHANGING JOBS?**

Yes, I am actively looking to change jobs
I'm not actively looking, but open to opportunities
No, I am not considering a change


**WHAT ARE THE MAIN REASONS FOR YOUR OPENNESS TO CHANGING JOBS?**

THINKING ABOUT CHANGING JOBS?

Yes, I am actively looking to change jobs
I'm not actively looking, but open to opportunities

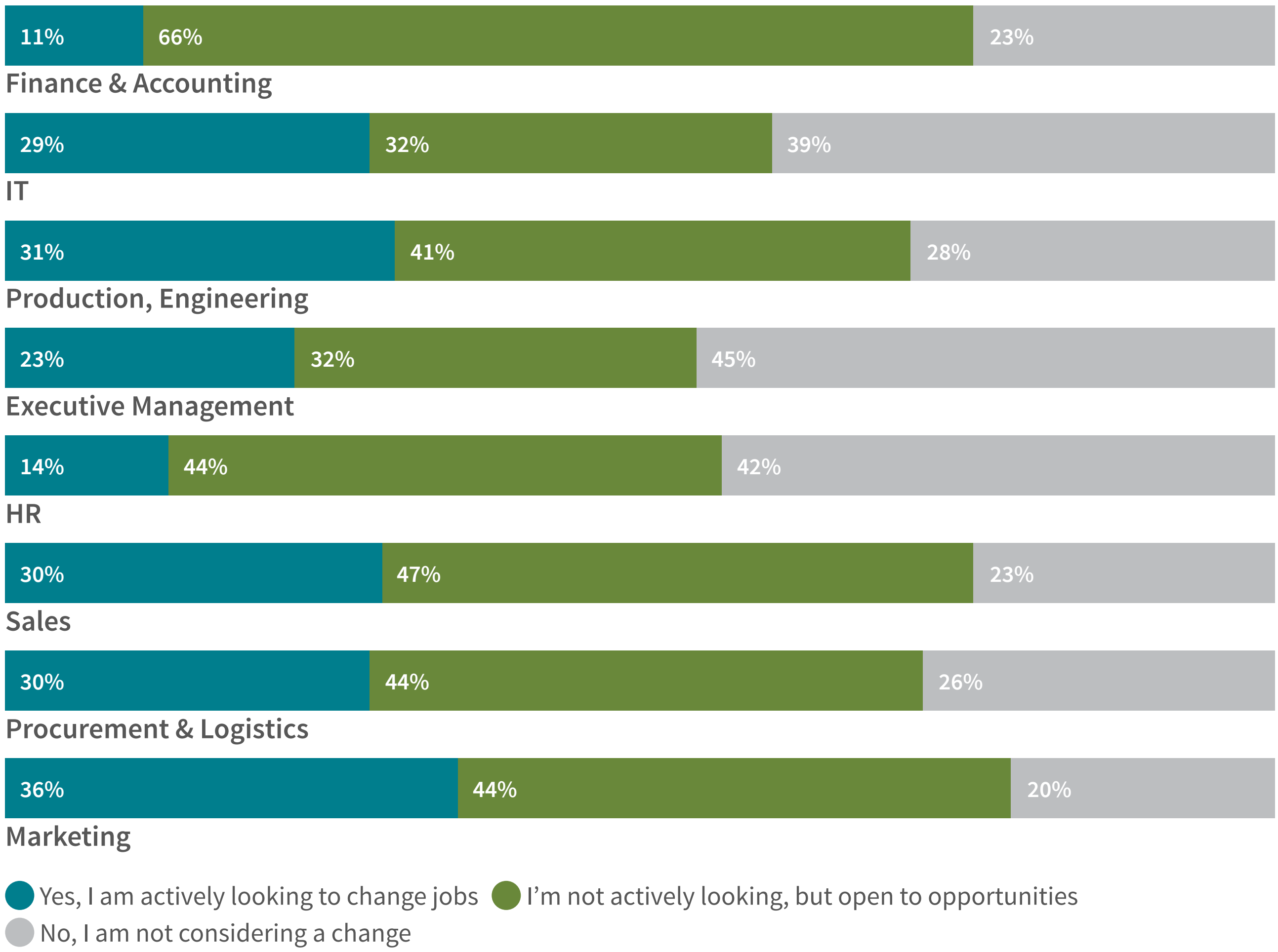




The main reason for not being open is **the professionally satisfying and challenging current position**

For active job seekers, **job insecurity and culture are the most common drivers.** Meanwhile, passive job seekers are most concerned about the **lack of advancement opportunities.**

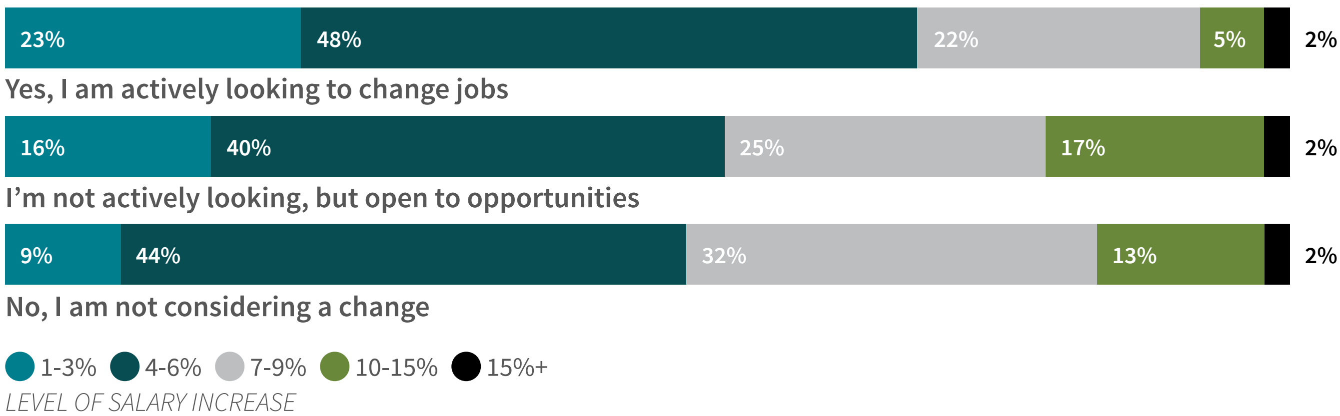
## Marketing has the highest share of active job seekers (36%), while **Executive Managers are the most committed to staying in their roles** – nearly half of them are not considering a change.

**THINKING ABOUT CHANGING JOBS?**
*BY FUNCTION*




## Those who received only 1–3% raises are significantly more likely to consider leaving their current roles.

**THE IMPACT OF SALARY INCREASE ON OPENNESS TO CHANGING JOBS**



# **1 in 4 leaders feel their job is not stable** – mostly due to strategic uncertainty and falling business volumes

**WHY DO YOU FEEL YOUR CURRENT WORKPLACE IS NOT STABLE?**


**Automotive, IT, Wholesale & Retail sector** has seen the most significant drop in orders, projects or volume

# TOP 10 most and least attractive sectors

Automotive Manufacturing ranks as the least attractive sector overall – and although it appears on the 'most attractive' list, **it only placed 11th, just outside the top 10.**

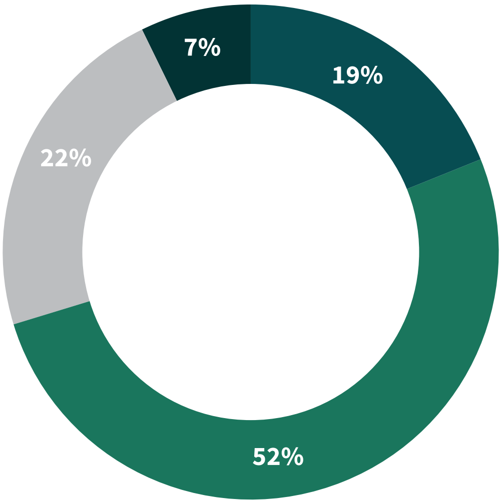
## MOST ATTRACTIVE

| | |
|---|---|
| Pharma & Life sciences | 51% |
| IT and Telecommunications | 36% |
| Banking and Financial Institutions | 20% |
| Management Consulting | 17% |
| Food Industry | 17% |
| Oil, Gas and Energy Industry | 17% |
| Industrial Automation | 16% |
| Wholesale and Retail | 13% |
| Transportation, Warehousing and Logistics | 11% |
| Electronics Manufacturing | 10% |
| Automotive Manufacturing | 9% |

## LEAST ATTRACTIVE

| | |
|---|---|
| Automotive Manufacturing | 51% |
| Public Sector and Education | 39% |
| Agriculture | 26% |
| Tobacco Industry | 24% |
| Construction and Real Estate Management | 17% |
| Furniture Industry | 15% |
| Railway and Other Vehicle Manufacturing | 10% |
| Wholesale and Retail | 9% |
| HoReCa | 8% |
| SSC / BSC | 7% |

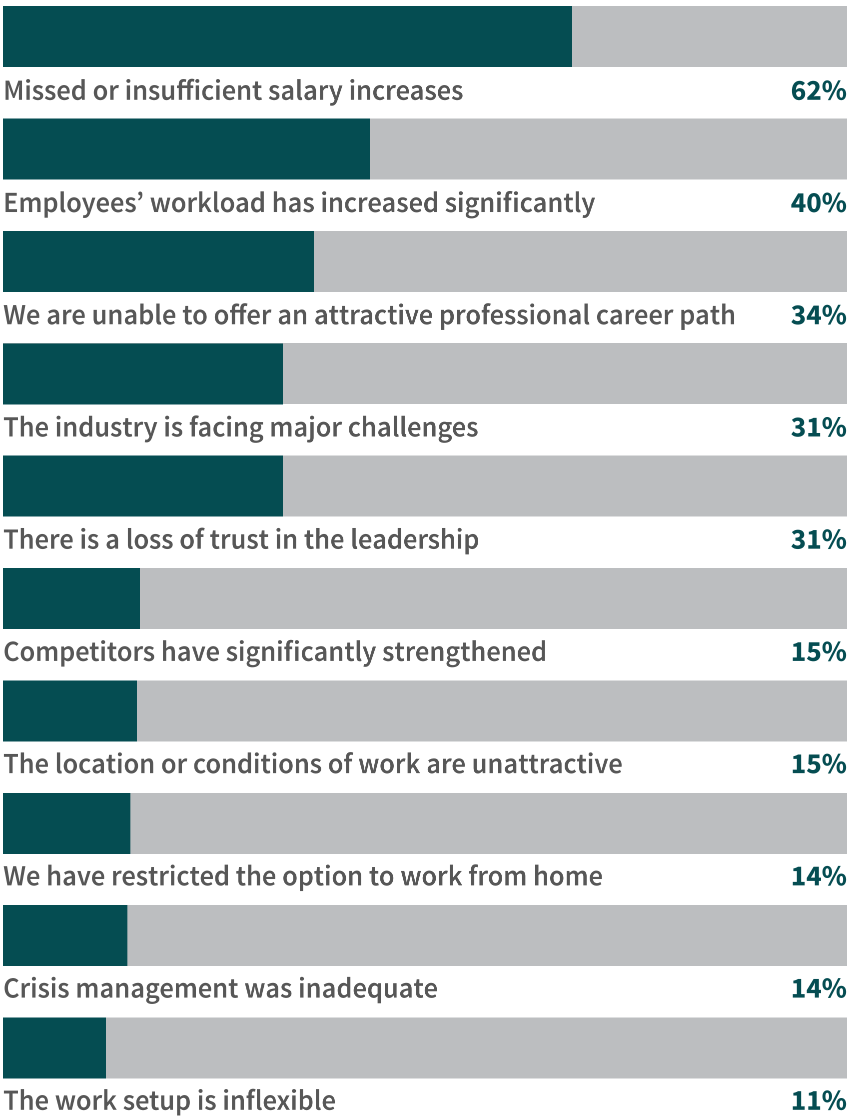
**Only 1 in 5 leaders consider their workforce fully stable,** while over 1 in 4 anticipate rising fluctuation or already find retention to be a serious challenge.




**HOW WOULD YOU DESCRIBE THE STABILITY OF YOUR CURRENT WORKFORCE?**

- I consider the employee base to be fully stable
- Generally stable, but there are isolated fluctuation issues
- I see a significant risk of increasing fluctuation in the near future
- Not stable, retention is continuously challenging

**WHAT ARE THE MAIN FACTORS CONTRIBUTING TO EMPLOYEE TURNOVER RISK IN YOUR COMPANY?**

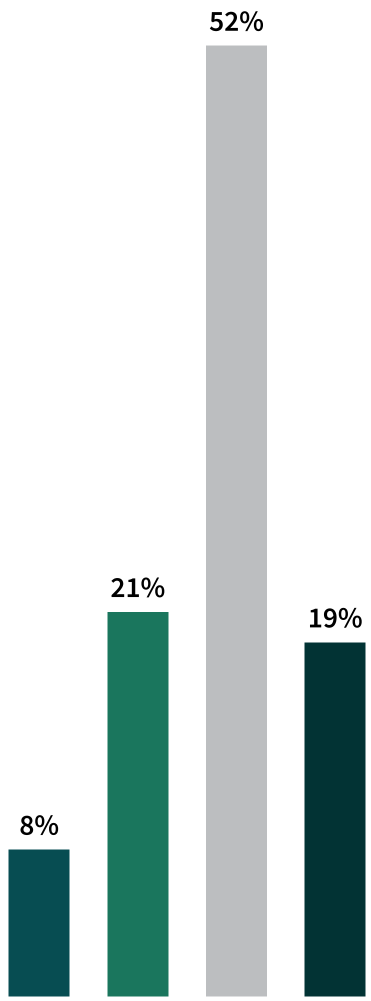



According to leaders who see instability in their teams, the top reason behind rising turnover risk is **increased workload** – especially in larger organizations with over 1,000 employees, where **62% identified this as a key factor.**

# What is your general opinion about home office as a working model?

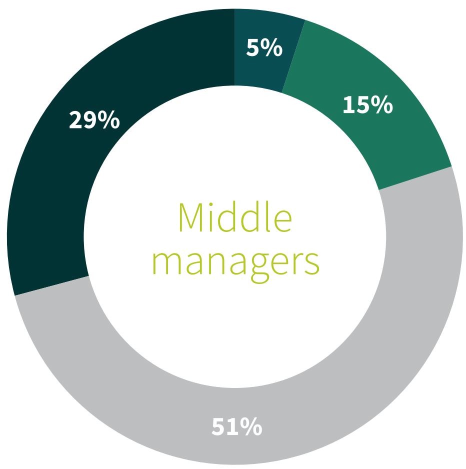
**IN TOTAL**

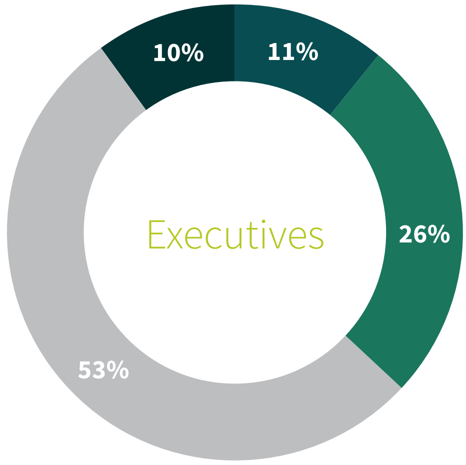
**Over half of leaders believe hybrid work is ideal,** but fully remote work can hurt efficiency – while only 8% demand full office presence.




**BY SENIORITY**

**Executives are less supportive of fully flexible work:** only 10% back it, compared to 29% of middle managers.

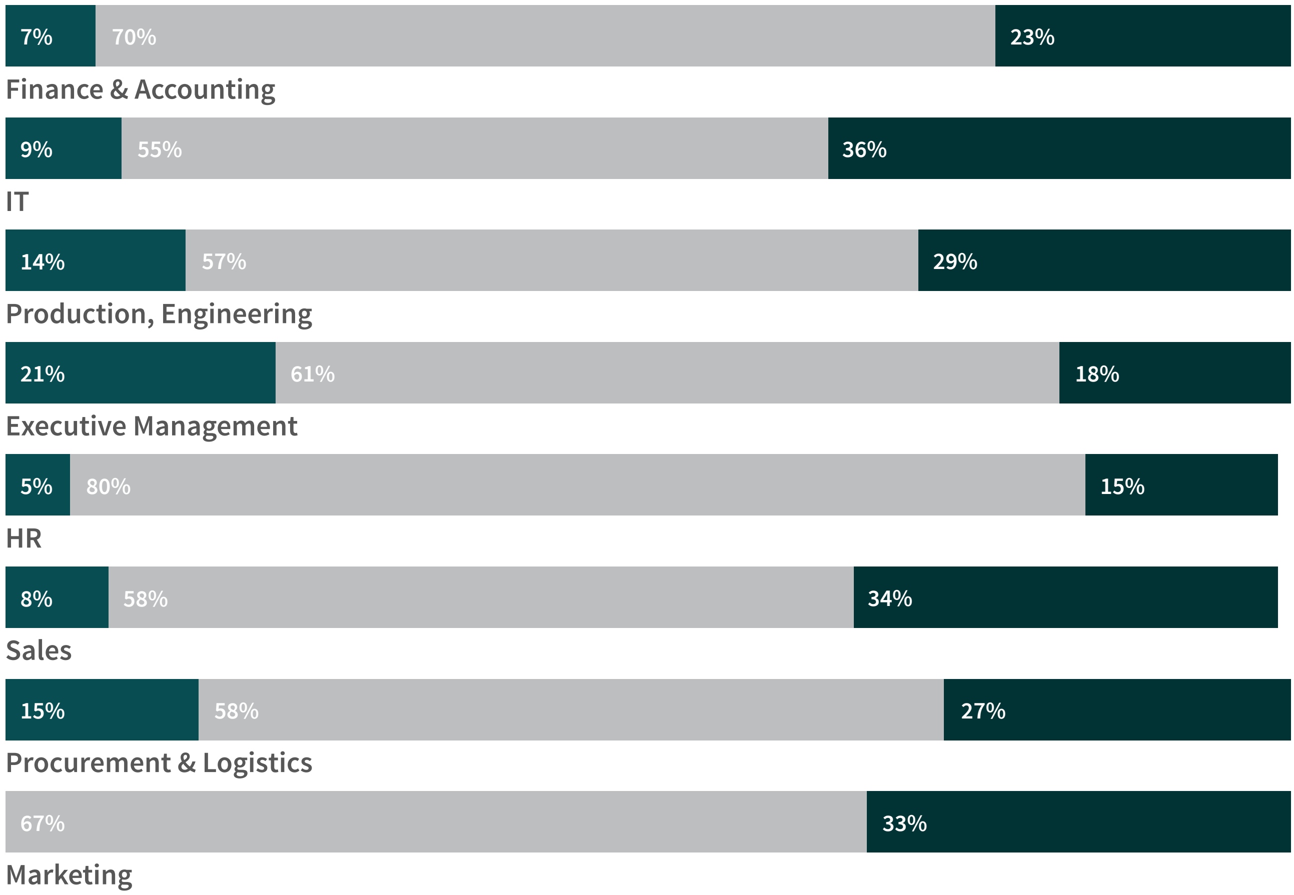



- I prefer full office presence and expect it from colleagues as well
- I personally prefer coming into the office, but I allow home office for my team
- I believe hybrid work is ideal; full home office affects efficiency negatively
- I believe in flexible work, including fully remote options

**Hybrid work is the clear majority across functions,** but differences are sharp. In IT, Sales, and Marketing, nearly one-third prefer full remote, and **in Marketing not a single leader chooses full office.** HR professionals strongly favor hybrid, while Executive Managers are the main supporters of on-site presence.

WHAT IS YOUR GENERAL OPINION ABOUT HOME OFFICE AS A WORKING MODEL?
**BY FUNCTION**

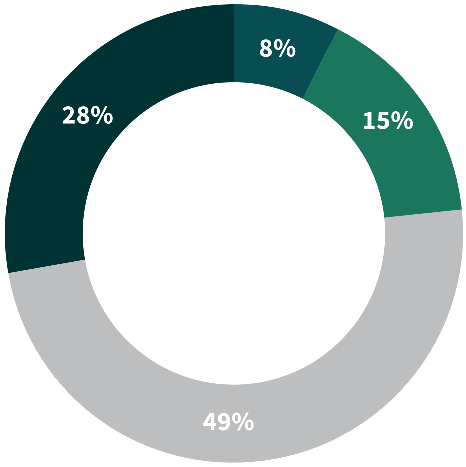



- I prefer full office presence and expect it from colleagues as well
- I believe hybrid work is ideal; full home office affects efficiency negatively
- I believe in flexible work, including fully remote options

# Do you believe restricting or eliminating home office options puts a company at a competitive disadvantage?

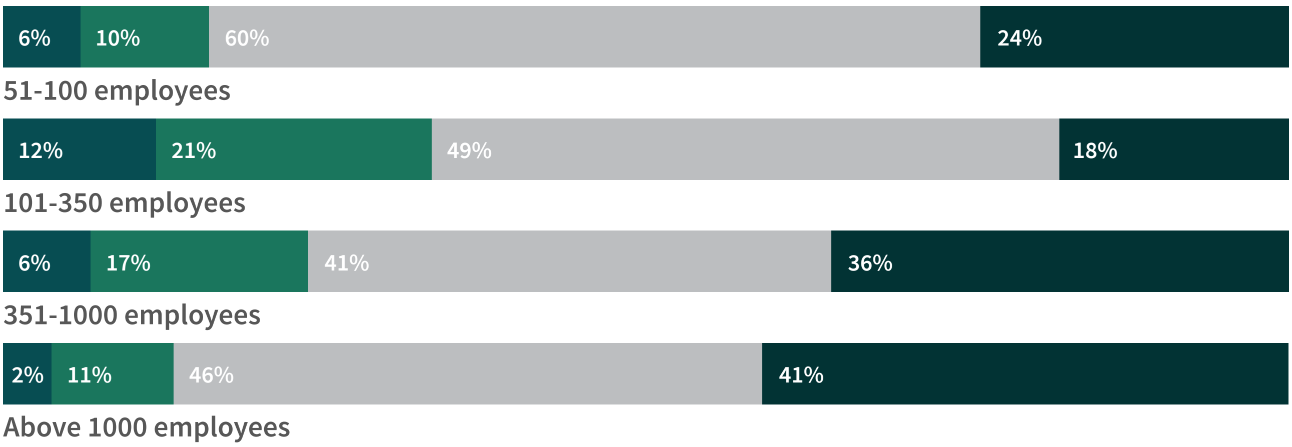
**IN TOTAL**

**Nearly 8 out of 10 leaders believe restricting home office creates some level of disadvantage** – and half of them see it as a serious risk for competitiveness, turnover, and recruitment.




Concern about eliminating home office grows with company size: **41% of leaders at 1,000+ employee firms see it as a serious competitive risk.**

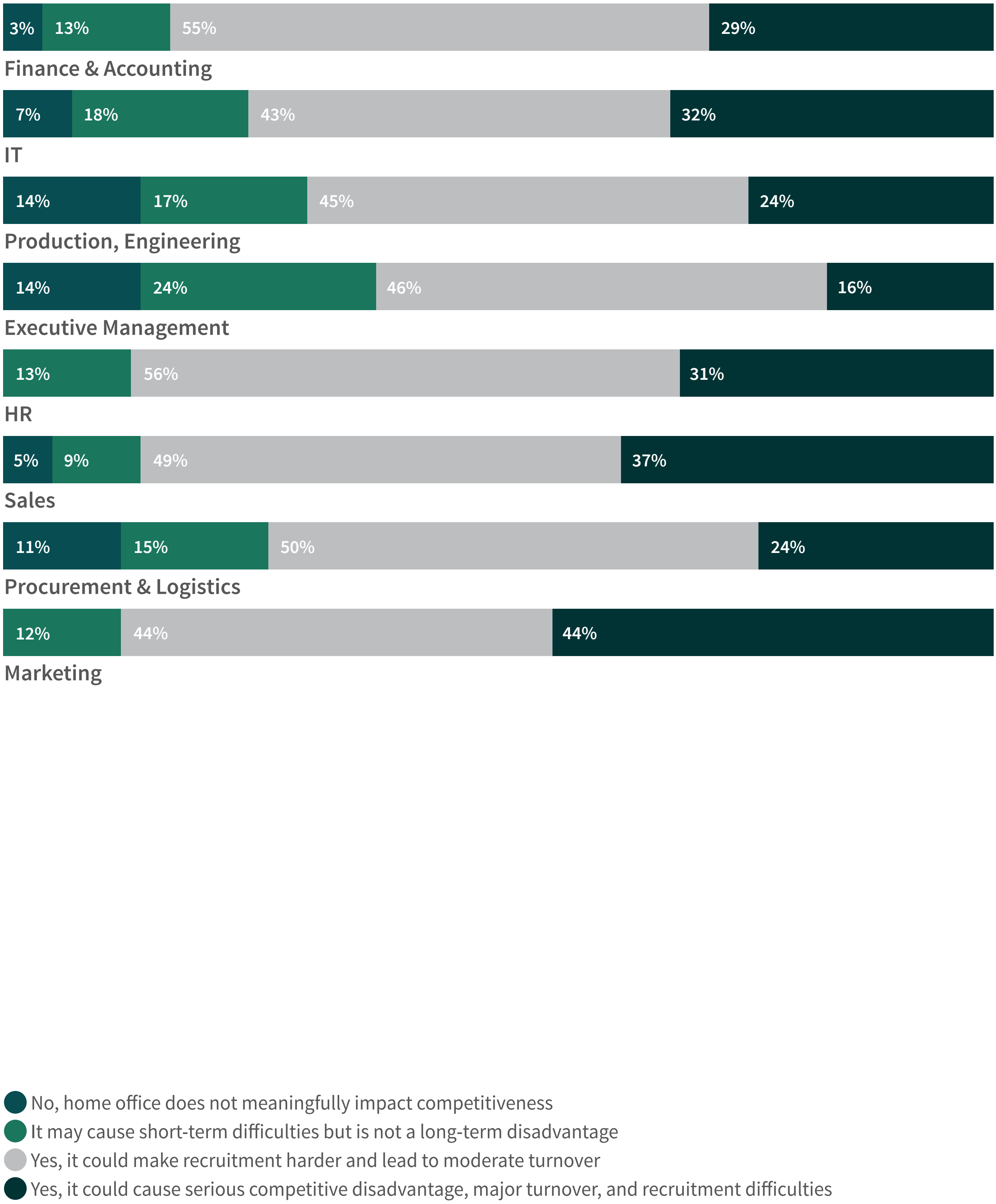
**BY COMPANY SIZE**




- No, home office does not meaningfully impact competitiveness
- It may cause short-term difficulties but is not a long-term disadvantage
- Yes, it could make recruitment harder and lead to moderate turnover
- Yes, it could cause serious competitive disadvantage, major turnover, and recruitment difficulties

## **Executives are significantly less likely to see home office restrictions as a serious risk** – only 16% hold this view, compared to 29–44% in other functions.

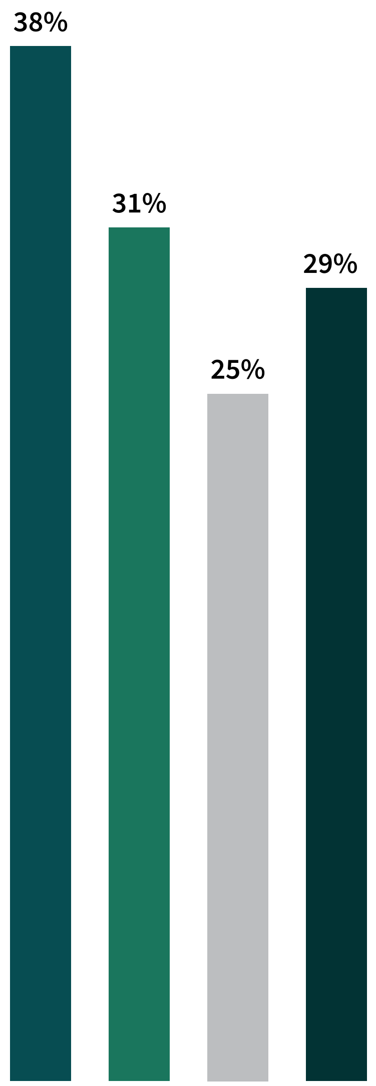
DO YOU BELIEVE RESTRICTING OR ELIMINATING HOME OFFICE OPTIONS PUTS A COMPANY AT A COMPETITIVE DISADVANTAGE?
**BY FUNCTION**



# Would you accept a role that does not allow home office?

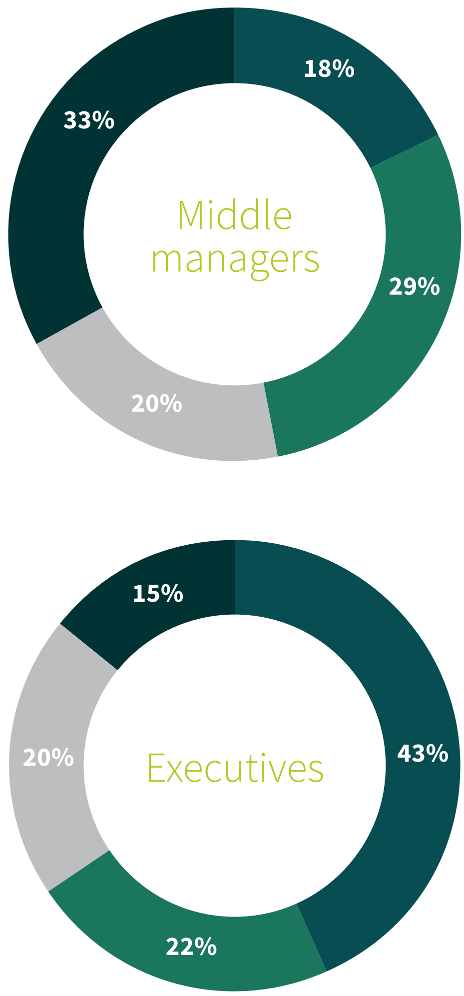
**IN TOTAL**

No home office? **Most leaders would expect something in return – or simply say no.**




**BY SENIORITY**

**Home office matters more to middle managers** – for most, it's a dealbreaker without extra pay.

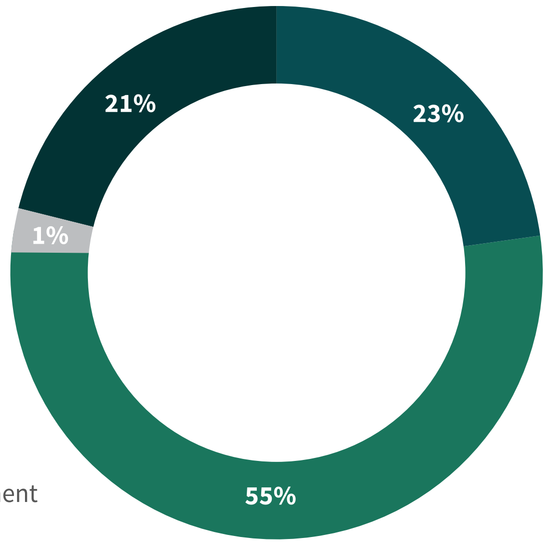



- Yes, this is not important to me; I'm happy to work fully onsite
- Yes, but only for significantly higher pay
- Yes, but only if the position comes with a company car
- No, I would not accept such a position

# Was there a salary adjustment at your company in 2025?

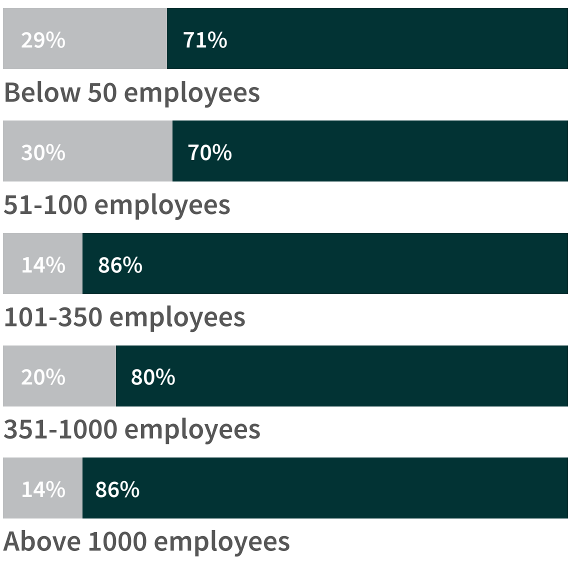
**IN TOTAL**

**Most companies (55%) applied tiered salary increases based on role, performance,** or other factors – only 23% opted for uniform raises across the board.

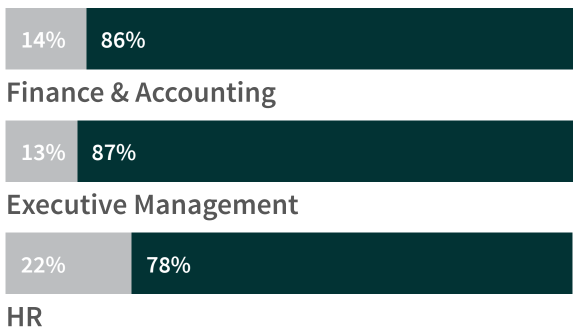



- Yes, a uniform percentage increase was applied to all affected employees
- Yes, a tiered percentage increase was applied based on position, performance, or other criteria
- Yes, everyone received the same fixed amount as a salary adjustment
- No salary adjustment was made

WAS THERE A SALARY ADJUSTMENT AT YOUR COMPANY IN 2025?
**BY COMPANY SIZE**
No Yes




WAS THERE A SALARY ADJUSTMENT AT YOUR COMPANY IN 2025?
**BY FUNCTION**
No Yes

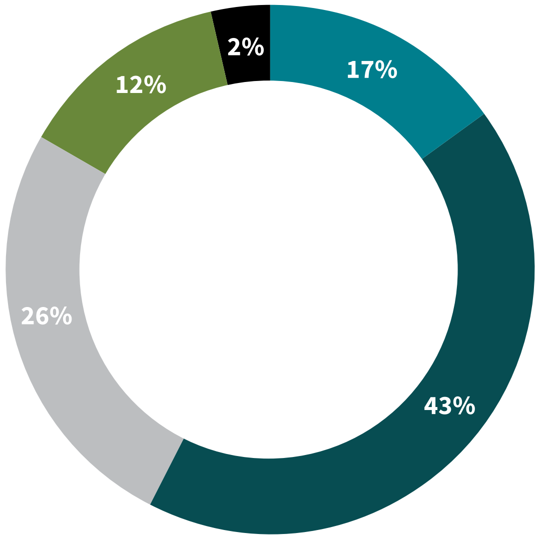



Larger companies were significantly more likely to implement salary increases – **with over 85% of organizations above 100 employees reporting adjustments.**

**The highest rate of salary increases among leaders was recorded in** HR, Finance & Accounting and among Executive Managers.

# By what percentage did your salary increase this year?

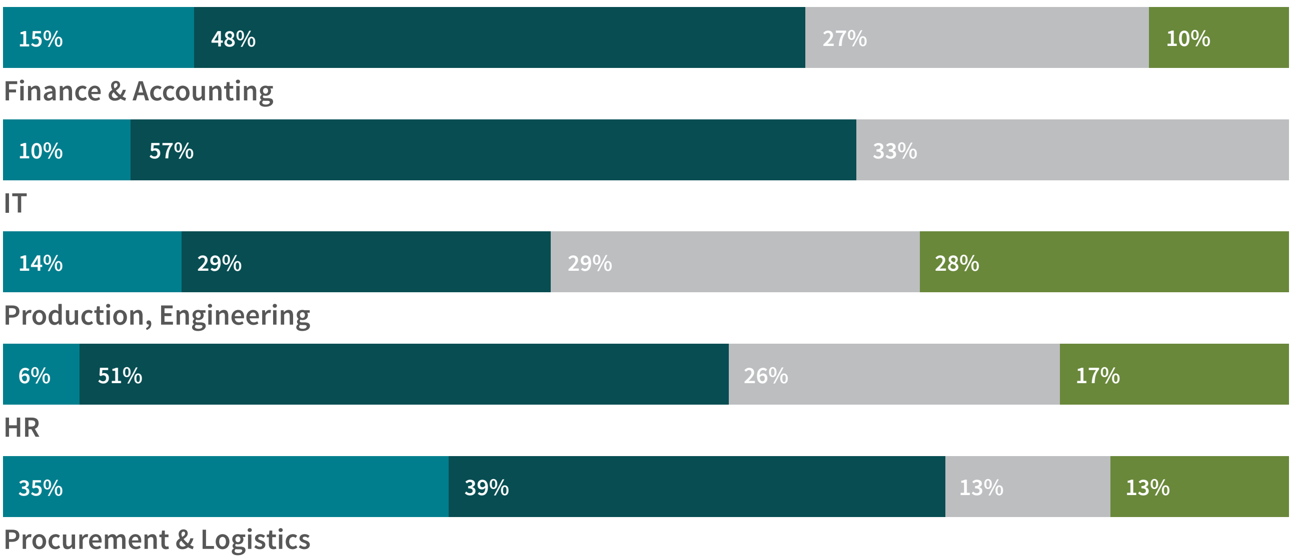
1-3% 4-6% 7-9% 10-15% 15%+




## IN TOTAL

**Most leaders received only modest salary increases in 2025** – with 43% reporting a 4–6% raise, and just 2% receiving more than 15%.

## BY FUNCTION

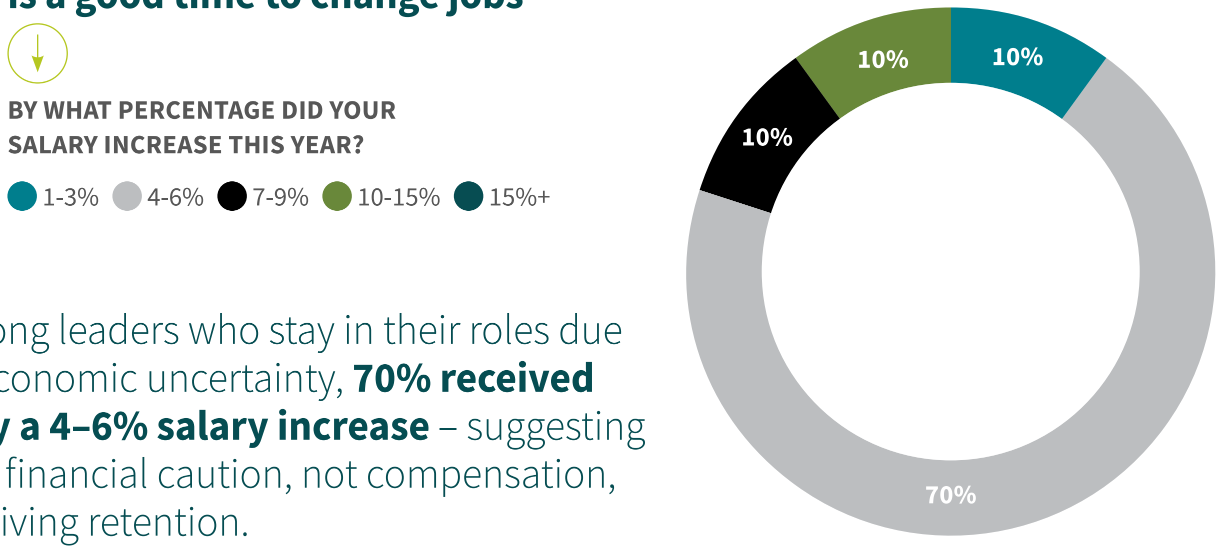



**The most common raise range across all functions was 4–6%,** but Production & Engineering saw the highest share of 10%+ increases.

WHAT KEEPS YOU AT YOUR CURRENT JOB?

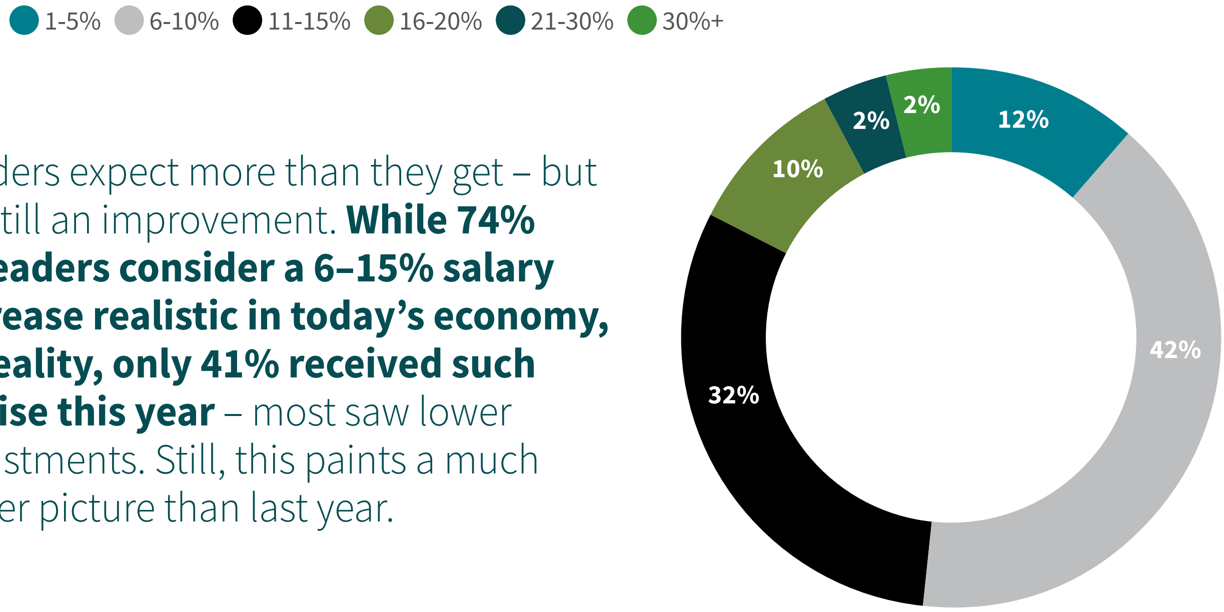
## Due to strong economic uncertainty, I don't feel this is a good time to change jobs

**BY WHAT PERCENTAGE DID YOUR SALARY INCREASE THIS YEAR?**




Among leaders who stay in their roles due to economic uncertainty, **70% received only a 4–6% salary increase** – suggesting that financial caution, not compensation, is driving retention.

**WHAT LEVEL OF SALARY INCREASE WOULD YOU CONSIDER REALISTIC GIVEN THE CURRENT ECONOMIC SITUATION?**

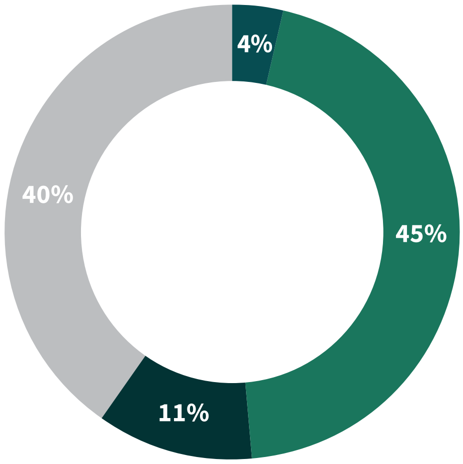



Leaders expect more than they get – but it's still an improvement. **While 74% of leaders consider a 6–15% salary increase realistic in today's economy, in reality, only 41% received such a raise this year** – most saw lower adjustments. Still, this paints a much better picture than last year.

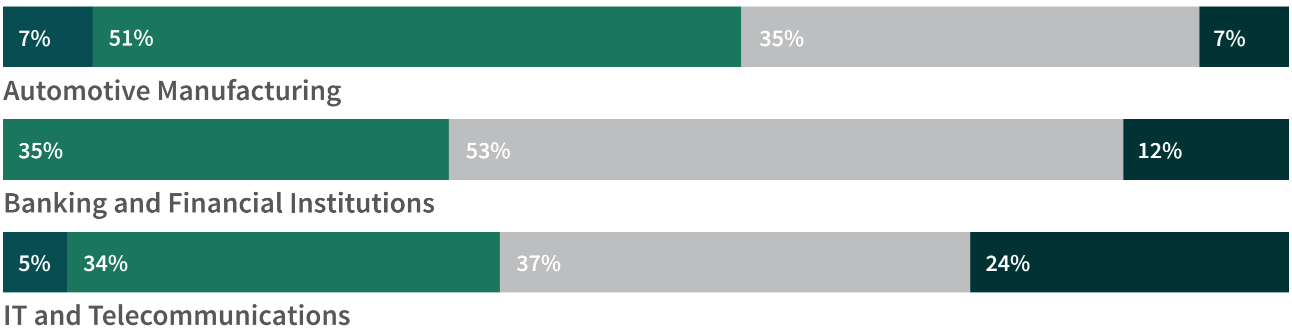
# How optimistic are you about the economic outlook for 2026?

## IN TOTAL

**Leaders are walking a tightrope between hope and fear.** 45% are "rather optimistic," despite uncertainty – and 11% expect a clear recovery. Yet nearly the same share (44%) take a pessimistic stance, seeing little to no chance of recovery. The leadership outlook for 2026 remains deeply divided – reflecting the fragile confidence in today's economy.




## BY INDUSTRY

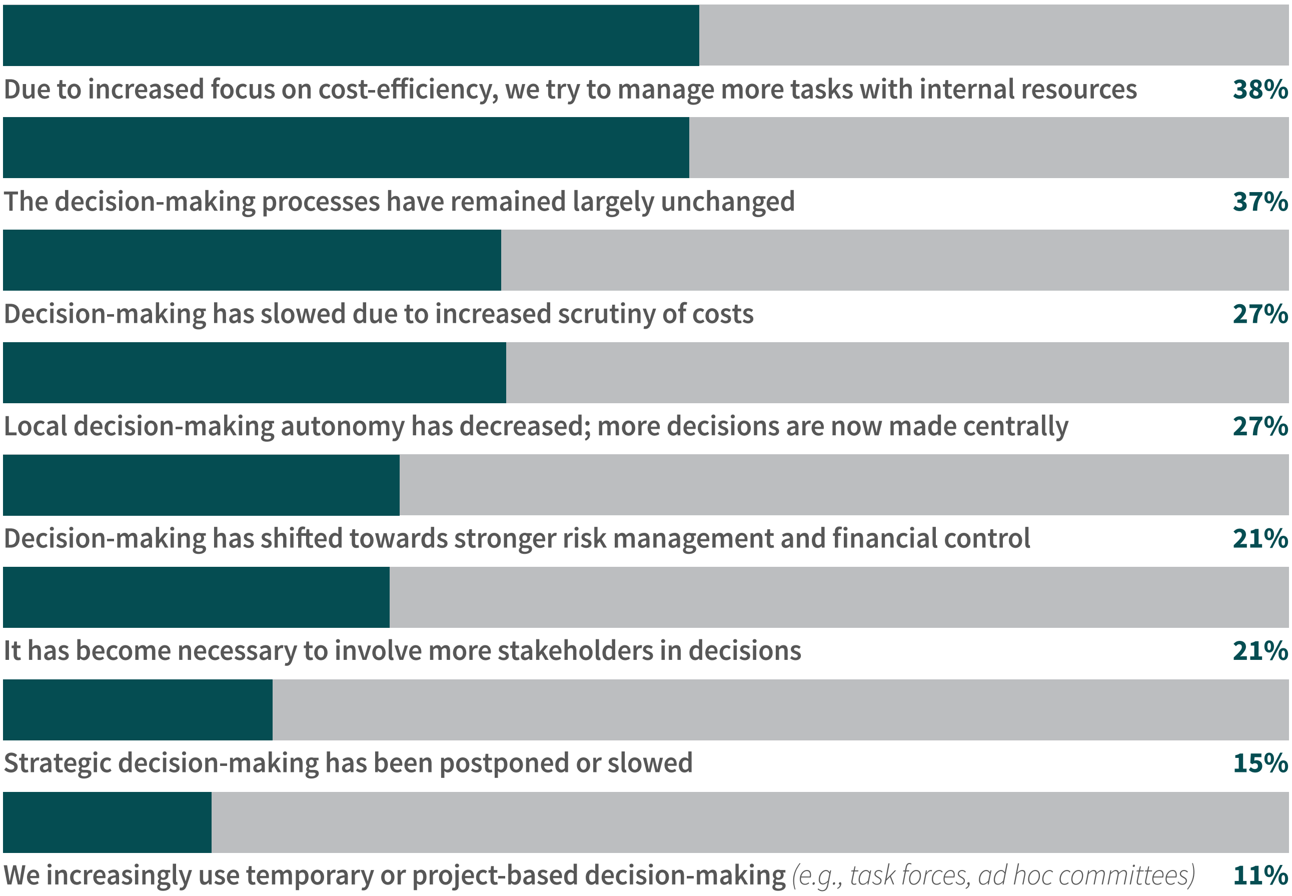



**Finance and IT leaders show the darkest outlook for 2026** – with high levels of pessimism and no clear signs of recovery. Surprisingly, optimism is strongest in the automotive sector, despite its ongoing struggles.

- I clearly expect an economic recovery and feel optimistic
- The situation is uncertain, but I'm rather optimistic
- I see very little chance of recovery, I'm more pessimistic
- I have a strongly negative outlook and expect the crisis to deepen

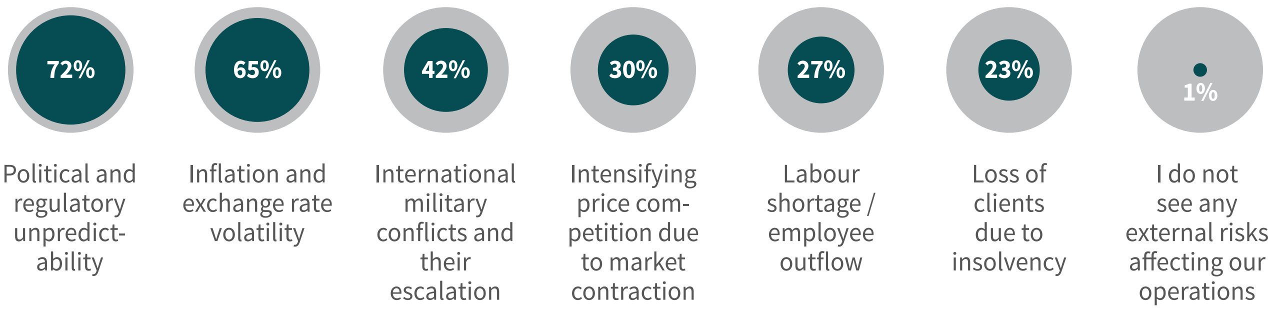
**Decision-making has slowed and centralized – with cost focus and top-down control reshaping how companies operate today.** While many companies report no fundamental shift, the emphasis is clearly on cost-efficiency: cutting supplier spend and solving more in-house.

**HOW HAS INTERNAL DECISION-MAKING CHANGED AT YOUR COMPANY RECENTLY?**




**Leaders are most concerned about political and regulatory unpredictability – followed closely by inflation and currency volatility.** Despite global conflicts, it's domestic instability and economic turbulence that weigh most heavily on executive decision-making.

**WHICH EXTERNAL FACTORS CONCERN YOU THE MOST?**



# SALARY REPORT

# 5.

**SALARY DATA WAS PREPARED BASED ON A SAMPLE OF 16,386 RECORDS, INCLUDING**

/ Current salaries and expectations of candidates participating in a recruitment process led by Gi Group Holding's subsidiary companies in Hungary.

/ Minimum, Maximum refer to the most common ranges and not representing extreme values. Typical levels represent the most commonly available salaries for any particular position.

/ Analysis of salaries offered at 159 companies.

/ Data derives from 2024 Q4 - 2025 Q3.

/ GENERAL MANAGEMENT / FINANCE / HR / SALES / MARKETING / IT & TELCO / ENGINEERING & MANUFACTURING / LOGISTICS & PROCUREMENT / CONSTRUCTION & PROPERTY

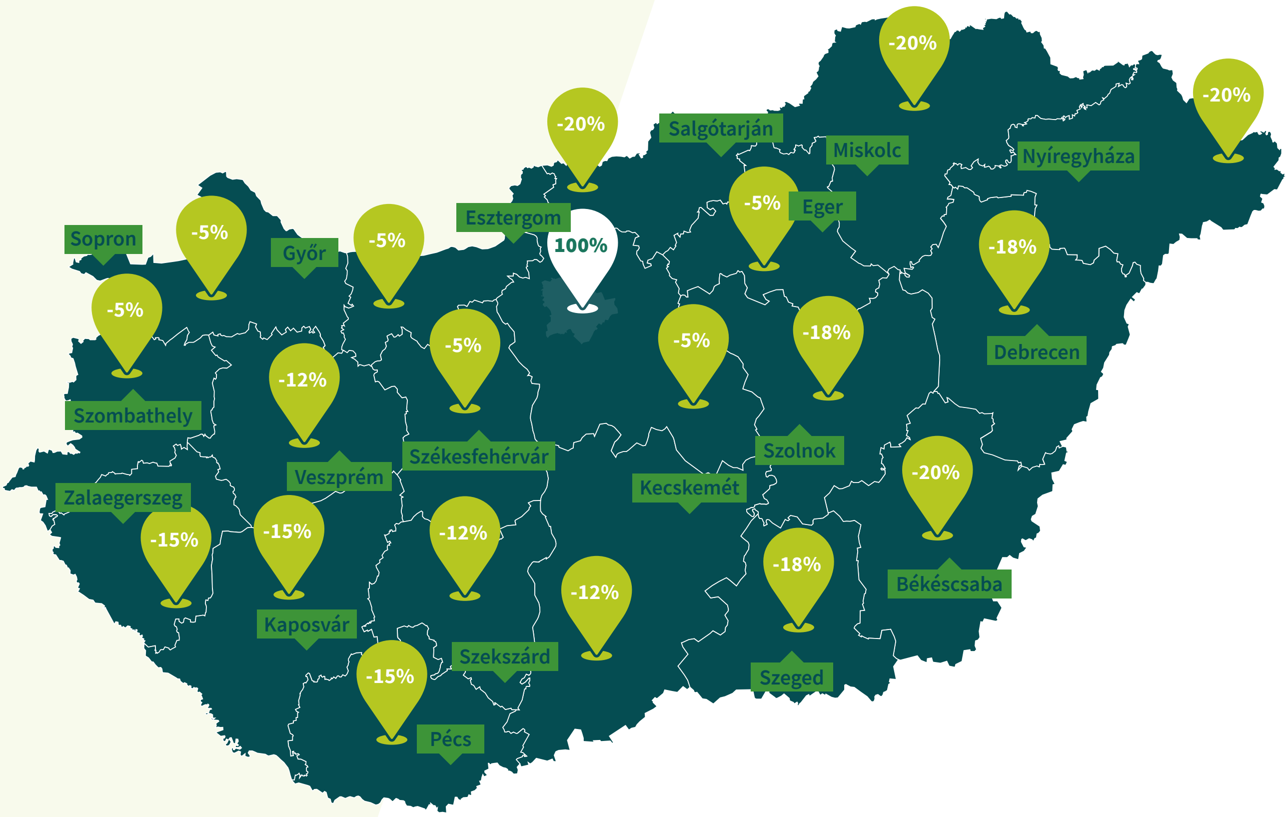
/ Salary ranges are stated as gross monthly in HUF

/ Typical yearly bonus: bonuses given most commonly between these ranges

/ Typical car allowance – typically, to what extent are individuals in the specific position provided with a company car

# Regional Salary Trends in Hungary

## Comparing Average Salaries Across Counties in 2025




**The percentages shown for each county represent the average salary level in that county relative to the Budapest base value.**

For example, average salaries in Pest County are 5 percent lower than in Budapest

# General Management

## Strategic recalibration, trust dynamics, and leadership mobility reshape the C-suite landscape

In 2025, the Hungarian executive talent market – especially at the CEO, COO, and General Manager levels – is undergoing significant transformation. Economic volatility, inflationary pressures, generational turnover, and technological acceleration are collectively reshaping General Management roles – not only in terms of recruitment activity but also in expectations around leadership style and organizational impact.

A notable trend in the first half of 2025 has been the surge in executive mobility. **More than 80% of top executives are now open to new opportunities, with an increasing share actively seeking them.** At the same time, demand for C-level leaders remains strong – particularly in situations of generational succession, crisis management, or strategic transformation. However, this demand is marked by greater caution: companies are slower to launch external searches and often consider internal promotions or interim/consulting solutions first.

Executive recruitment remains a high-stakes challenge. Hungary’s senior leadership talent pool is limited, especially when the mandate extends beyond operational stability to include transformation, turnaround, or post-merger integration. Search timelines are lengthening – four to six months is now common – and many searches ultimately end in internal appointments, indicating that cultural fit, trust, and value alignment often outweigh even the strongest external CVs.

Today, successful executive hiring is no longer just about functional excellence. Companies are seeking multi-dimensional leaders: those who combine strategic thinking, crisis resilience, digital savviness, and the ability to inspire multi-generational teams. Traditional command-and-control models are being replaced by transparent, inclusive, and purpose-driven leadership styles. The “leader as coach” model – while not yet mainstream – is gaining traction, particularly in organizations struggling with mid-management attrition or cultural fragmentation.

Corporate expectations are shifting fast. Digital literacy is no longer a differentiator – it is an absolute requirement. Boards now expect executives to understand and shape strategy around automation, AI, and data-driven decision-making. Similarly, ESG readiness is becoming a core expectation. While ESG is still being adopted at a measured pace in Hungary, pressure from EU regulations and investors is rapidly closing the gap.

Career dynamics in General Management are also changing. The long cycles of 6–10 years in a single company or sector are giving way to more dynamic trajectories, typically 3–5 years, especially where growth or strategic clarity is lacking. Cross-sector movement is increasing: executives are more open to applying their leadership in new industries, seeking intellectual challenge over legacy alignment.

Looking ahead to 2026, we expect further churn in the top leadership market, accompanied by continued upward pressure on compensation. However, the rise of interim leadership solutions and structured succession planning may gradually stabilize the supply side. **The next-generation executive will be part business strategist, part transformation agent, part cultural architect, and part technology evangelist.** Companies will not only need to find these hybrid leaders – but must work actively to retain them.

Competitive compensation alone will not be enough. The future of executive retention lies in autonomy, meaningful purpose, and continuous development. Organizations that can offer this full value proposition – and do so authentically – will gain significant competitive advantage in the increasingly tight race for exceptional leadership.

# General Management

| Position | Company size *(number of employees)* | Minimum | Maximum | Typical | Typical yearly bonus (%) | Typical car allowance (%) |
|---|---|---|---|---|---|---|
| Deputy Managing Director | < 500 | 1 760 000 | 2 500 000 | 2 150 000 | 24 - 40 | 90 |
| | 500 < | 2 000 000 | 2 950 000 | 2 600 000 | 32 - 40 | 100 |
| Managing Director / CEO | < 200 | 1 870 000 | 2 650 000 | 2 400 000 | 24 - 40 | 100 |
| | 200 - 500 | 2 250 000 | 3 780 000 | 3 000 000 | 32 - 48 | 100 |
| | 500 < | 2 850 000 | 6 300 000 | 4 470 000 | 32 - 72 | 100 |
| Regional Managing Director / Regional CEO | - | 3 850 000 | 8 400 000 | 5 720 000 | 32 - 100 | 100 |
| Operations Manager | < 500 | 1 450 000 | 2 200 000 | 1 900 000 | 16 - 24 | 80 |
| | 500 < | 1 800 000 | 2 730 000 | 2 350 000 | 16 - 32 | 80 |
| Operations Director | < 500 | 1 800 000 | 2 570 000 | 2 340 000 | 24 - 32 | 90 |
| | 500 < | 2 000 000 | 3 000 000 | 2 600 000 | 24 - 40 | 100 |
| Chief Operating Officer | - | 2 450 000 | 3 500 000 | 3 000 000 | 24 - 48 | 100 |
| Business Line Manager | < 500 | 1 400 000 | 1 750 000 | 1 500 000 | 16 - 24 | 80 |
| | 500 < | 1 700 000 | 2 250 000 | 1 950 000 | 16 - 28 | 80 |
| Business Unit Director | < 500 | 1 850 000 | 2 650 000 | 2 350 000 | 16 - 28 | 90 |
| | 500 < | 2 000 000 | 2 950 000 | 2 550 000 | 24 - 40 | 100 |
| Chief Strategy Officer | - | 2 350 000 | 3 450 000 | 2 900 000 | 24 - 48 | 100 |

# Finance

## From CFO to strategic architect: leading finance through disruption

The current era of rapid and unpredictable market shifts has redefined the role of corporate finance. Organizations have learned that volatility is the new normal – and that the only way forward lies in embedding resilience into daily financial operations, fostering more deliberate planning, higher preparedness, and faster reaction times.

Finance leadership roles have been undergoing transformation for several years, and by early 2025, one fact is clear: **the modern CFO is no longer just a financial steward but a strategic partner and business architect.** Today's shareholders, CEOs, and managing directors expect CFOs to take ownership of proactive risk mitigation, business continuity, and growth opportunity capture.

This expanded role is increasingly shaped by two critical pillars: technological fluency and advanced human skills. As financial leaders champion the adoption of AI, data-driven decision frameworks, and intelligent planning systems, they are also expected to excel in stakeholder communication and cross-functional influence. CFOs, Controllers, and FP&A Leaders are now key players in driving organization-wide transformation – from cost-efficiency initiatives and structural realignments to cross-border strategic planning. In many cases, they must lead change hand-in-hand with, or even ahead of, the CEO, collaborating with non-financial departments such as Sales, Operations, and Procurement to embed new workflows into daily practice.

In parallel, Accounting and Finance leaders with a strong background in process automation and system transformation are seeing a sharp rise in demand. Accounting Managers with robust ERP capabilities, a digital mindset, and demonstrated process improvement success have seen salary increases in the range of 15–17%. The market appetite for these profiles – both for leadership and senior expert roles – continues to grow.

The rise of Finance Advisor and Senior Finance Business Partner roles – once exclusive to large multinational corporations – is now visible among mid-sized companies as well. These businesses increasingly recognize the value of financial planning and data storytelling across different departments. Compensation in Finance Business Partnering roles has increased by approximately 12%, in line with the uplift observed for FP&A leadership positions.

The strategic relevance of financial planning and analysis functions continues to grow. In 2024, decision-makers relied heavily on these functions for scenario modeling, strategic forecasting, and real-time reporting. Particularly in demand were FP&A Managers and Financial Analytics Leaders managing complex scopes – such as multiple legal entities or regional operations – who could support high-level business decisions with profitability analysis, predictive insights, and board-level reporting.

Looking ahead, we anticipate heightened demand for tech-savvy CFOs, Heads of Controlling, and FP&A leaders. Companies are also expected to compete more aggressively for Accounting Leaders and Chief Accountants with strong backgrounds in automation and process optimization. **Beyond base salary increases, employers must now strengthen total reward packages to remain competitive.** Multi-month performance-based bonuses and company car eligibility are becoming standard expectations among both strategic and operational finance leadership candidates.

# Finance

| Position | Company size *(number of employees)* | Minimum | Maximum | Typical | Typical yearly bonus (%) | Typical car allowance (%) |
|---|---|---|---|---|---|---|
| Finance Manager | < 200 | 1 500 000 | 2 000 000 | 1 750 000 | 16 - 24 | 80 |
| | 200 - 500 | 1 800 000 | 2 550 000 | 2 100 000 | 16 - 32 | 80 |
| | 500 < | 2 100 000 | 2 750 000 | 2 400 000 | 16 - 40 | 90 |
| Finance Director (CFO) | < 200 | 2 050 000 | 2 700 000 | 2 300 000 | 24 - 32 | 90 |
| | 200 - 500 | 2 450 000 | 2 950 000 | 2 650 000 | 24 - 40 | 100 |
| | 500 < | 2 600 000 | 3 450 000 | 3 000 000 | 24 - 44 | 100 |
| Regional Finance Director | - | 2 950 000 | 4 000 000 | 3 650 000 | 32 - 54 | 100 |
| Controlling Manager | < 500 | 1 550 000 | 2 000 000 | 1 900 000 | 16 - 24 | 80 |
| | 500 < | 1 800 000 | 2 400 000 | 2 100 000 | 16 - 32 | 100 |
| Controlling Director | < 500 | 1 950 000 | 2 600 000 | 2 350 000 | 16 - 32 | 100 |
| | 500 < | 2 250 000 | 2 950 000 | 2 700 000 | 24 - 32 | 100 |
| Regional Controlling Director | - | 2 700 000 | 3 800 000 | 3 200 000 | 32 - 54 | 100 |
| FP&A Manager | - | 1 950 000 | 2 750 000 | 2 550 000 | 16 - 40 | 80 |
| FP&A Director | - | 2 500 000 | 3 250 000 | 2 800 000 | 24 - 48 | 100 |
| Regional FP&A Director | - | 2 900 000 | 3 800 000 | 3 450 000 | 32 - 54 | 100 |
| Accounting Manager | < 500 | 1 550 000 | 2 100 000 | 1 850 000 | 16 - 24 | 80 |
| | 500 < | 1 700 000 | 2 400 000 | 2 150 000 | 16 - 24 | 100 |
| Accounting Director | < 500 | 1 950 000 | 2 400 000 | 2 250 000 | 16 - 28 | 100 |
| | 500 < | 2 300 000 | 2 850 000 | 2 600 000 | 24 - 32 | 100 |
| Regional Accounting Director | - | 2 550 000 | 3 300 000 | 2 900 000 | 24 - 40 | 100 |
| Tax Manager | - | 1 500 000 | 2 200 000 | 1 850 000 | 16 - 24 | 70 |
| Tax Director | - | 2 000 000 | 2 650 000 | 2 350 000 | 24 - 32 | 100 |
| Regional Tax Director | - | 2 700 000 | 3 350 000 | 2 950 000 | 24 - 40 | 100 |
| Chief Accountant | - | 1 100 000 | 1 800 000 | 1 500 000 | 8 - 24 | 30 |
| Treasury Manager | - | 1 800 000 | 2 200 000 | 2 000 000 | 8 - 16 | 70 |
| Global / Group Treasury Manager | - | 2 300 000 | 3 000 000 | 2 600 000 | 16 - 32 | 100 |

# Human Resources

## From support function to strategic engine: The evolving role of HR leadership in 2025

In 2025, the role of Human Resources in Hungary has reached a new milestone. While such opening lines are often overused in industry reports, they ring especially true for HR leaders today. Adaptability has become a prized skill for all executives – but for HR Directors, **it is the single most critical capability. In this age of complexity and unpredictability, HR is no longer a support function. It is a strategic business partner, essential for ensuring long-term organizational competitiveness.**

Ongoing economic, technological, and societal shifts continue to reshape expectations around HR leadership. The labour market remains tight, and the competition for top-tier professionals is fiercer than ever. The demand for qualified HR executives is on the rise, yet salary expectations are frequently out of sync with market realities. Over the past few years, HR leaders have had to navigate the fine line between competitiveness and cost-efficiency – often deploying sector-specific compensation strategies to stay ahead. Talent shortages in specialized domains are pushing the wage spiral even further.

Modern HR operations are inconceivable without data-driven approaches. KPIs, internal satisfaction surveys, attrition analytics, and automated recruitment tools empower HR teams to act proactively on organizational challenges. Data enables smarter hiring decisions, helping companies select culturally aligned, long-term contributors. Meanwhile, artificial intelligence is revolutionizing how companies approach recruitment, training, and career management – enhancing both efficiency and personalization.

However, this wave of innovation brings with it new challenges. The implementation of advanced systems – AI-powered recruitment platforms, internal mobility engines, automated L&D tools, and predictive HR analytics – requires significant investment and organizational transformation. Employee trust, both in technology and in leadership, is often fragile. As a result, demand remains high for HR digital transformation experts who can manage uncertainty and address data security concerns effectively.

One of the most pressing challenges in 2025 is the leadership pipeline gap. HR leaders must focus not only on cultivating the next generation of leaders but also on managing burnout among current middle and senior managers. **Internal career pathing and leadership development programs are no longer optional – they are baseline expectations.** At the same time, HR must shape a company culture that supports change readiness and prioritizes well-being.

The widening trust gap between Generation Z and older leadership also requires a new HR playbook. Young professionals often report feeling undervalued, while senior leaders perceive a lack of loyalty. HR becomes a bridge-builder between these groups, especially through training, development, and communication strategies. In collaboration with marketing, HR is increasingly leveraging creative employer branding campaigns to attract and engage younger generations.

# Human Resources

Another growing challenge is the decline in remote work flexibility, which is having a significant impact on retention. Studies increasingly show that more than 50% of employees would consider changing jobs if in-office expectations were increased. HR must carefully balance organizational needs with employee expectations. Flexible work arrangements and employee well-being are now top priorities in both recruitment and retention. A compelling employee value proposition – and the ability to communicate it effectively – is essential for keeping talent engaged.

The shortening of the average employee lifecycle (now just 2–3 years) has made succession planning increasingly difficult. The skills gap continues to widen, and addressing it requires a well-structured Learning & Development (L&D) strategy. HR must now serve as the engine of learning, development, and knowledge transfer – preparing not just for today's workforce, but also for the labour market of the future.

In 2025, HR's role has expanded far beyond traditional functions. A strategic, data-driven, culturally attuned, and technologically enabled HR organization is now a non-negotiable success factor for competitive companies. The challenges HR leaders are facing seem to be more complex than ever before – but the key to success lies in adopting a holistic mindset and leading bold, confident transformation.

# Human Resources

| Position | Company size *(number of employees)* | Minimum | Maximum | Typical | Typical yearly bonus (%) | Typical car allowance (%) |
|---|---|---|---|---|---|---|
| HR Manager | < 200 | 1 300 000 | 1 800 000 | 1 700 000 | 10 - 15 | 60 |
| | 200 - 500 | 1 550 000 | 2 150 000 | 1 900 000 | 10 - 15 | 75 |
| | 500 < | 1 950 000 | 2 625 000 | 2 200 000 | 15 - 25 | 90 |
| HR Director | < 500 | 2 100 000 | 2 700 000 | 2 350 000 | 18 - 24 | 100 |
| | 500 < | 2 200 000 | 3 000 000 | 2 500 000 | 18 - 24 | 100 |
| Regional HR Director | - | 2 500 000 | 3 550 000 | 3 000 000 | 22 - 34 | 100 |
| Talent Acquisition Manager | < 500 | 1 150 000 | 1 680 000 | 1 450 000 | 8 - 16 | 20 |
| | 500 < | 1 400 000 | 1 890 000 | 1 550 000 | 12 - 16 | 30 |
| Talent Acquisition Director | < 500 | 1 500 000 | 2 050 000 | 1 700 000 | 12 - 16 | 80 |
| | 500 < | 1 675 000 | 2 300 000 | 1 900 000 | 15 - 20 | 100 |
| Regional Head of Talent Acquisition | - | 2 100 000 | 2 500 000 | 2 400 000 | 25 - 30 | 100 |
| Compensation & Benefits Manager | - | 1 300 000 | 1 890 000 | 1 650 000 | 8 - 16 | 20 |
| Compensation & Benefits Director | - | 1 625 000 | 2 350 000 | 1 900 000 | 15 - 25 | 80 |
| Talent Development Manager | - | 1 135 000 | 1 650 000 | 1 400 000 | 8 - 16 | 30 |
| Talent Development Director | - | 1 500 000 | 1 975 000 | 1 650 000 | 16 - 24 | 70 |
| HR Business Partner | < 500 | 975 000 | 1 325 000 | 1 200 000 | 8 - 15 | 0 |
| | 500 < | 1 100 000 | 1 525 000 | 1 400 000 | 12 - 20 | 20 |
| Senior HR Business Partner | < 500 | 1 250 000 | 1 625 000 | 1 450 000 | 12 - 24 | 40 |
| | 500 < | 1 350 000 | 1 775 000 | 1 650 000 | 12 - 24 | 50 |
| Regional HR Business Partner | - | 1 625 000 | 1 950 000 | 1 750 000 | 12 - 24 | 75 |

# Sales

## Adaptive leadership, data-driven decisions, and sector expertise: The transformation of sales leadership in 2025

In 2025, adaptability, data-driven strategy, and sector-specific expertise have taken center stage in sales strategy. Economic uncertainty, evolving customer expectations, and the hybrid work model are all driving a significant shift in the skills and mindset required of Sales Leaders and their teams.

The uncertain economic landscape of recent years continues to place immense pressure on strategic leadership roles. With increasing demands from boards, tighter budgets, and a constant focus on ROI, demand has shifted toward roles that are directly tied to revenue generation. These include Business Development Managers (BDMs), Account Executives, and independently operating sales professionals with strong closing capabilities. At the same time, expectations toward Sales Leaders have significantly evolved. **Executive leadership now expects sales to adopt a long-term mindset, engage in strategic decision-making, collaborate as true business partners across departments, and consistently drive innovation.**

Yet even sales leaders themselves face difficulties sourcing highly motivated, assertive, “hunter-type” sales people – particularly in sectors where technical expertise is critical. As a result, “sales enablement – providing the right tools, knowledge, and frameworks for sales teams – has become an essential priority.

Industry experience is now more valuable than ever. For sales leaders, at least 5 years of relevant, up-to-date sector experience is increasingly a prerequisite, especially in technical, technology, and IT-driven sectors where this insight provides a decisive edge in strategic decisions. This type of experience is not only expected but increasingly rewarded in compensation, outpacing more traditional sectors such as retail or general services.

In 2025, average salary increases in sales are between 6–10%, though in technical and IT sectors, this figure exceeds 10%. As previously noted, the value of sales leadership has grown significantly, particularly in the sectors above. Top-level sales executives in these industries are pushing their compensation expectations upward, capitalizing on the increasing value of their specialized knowledge. Compensation models themselves are evolving, with real-time feedback mechanisms, transparent performance-based commission structures, and equity options becoming more common – especially in key strategic roles.

Customer expectations are changing faster than ever. Successful Sales Leaders must not only respond but anticipate these shifts. **Hyper-personalization – adapting offers and communication to individual customer needs – is no longer a nice-to-have strategy; it is a fundamental requirement for client retention and performance growth.**

Data-driven operations are at the core of successful sales organizations. Predictive analytics, AI, and big data now enable sales leaders to identify the most promising leads, forecast trends, and optimize processes in real-time. Consequently, a data-driven mindset and the ability to leverage AI tools, CRM systems, dashboards, and automation platforms have become critical leadership competencies.

Another essential capability is the ability to navigate increasingly complex and extended decision-making cycles. In B2B environments, consistent follow-up and stakeholder engagement have become key to success in long and multi-layered sales processes.

# Sales

While the desire for fully remote work has diminished, hybrid work models still define sales culture. Sales leaders must design structures that balance remote and in-office collaboration while maintaining accountability, motivation, and performance across their teams.

Although the explosive growth of e-commerce has slowed, the majority of purchasing decisions still begin or take place online. Market players that successfully digitized their sales channels early are now reaping the rewards. Sales leaders with experience in digital channels hold a distinct advantage in the talent market.

In 2025, the role of a Sales Leader goes far beyond meeting traditional sales targets. The keys to success lie in swift adaptation to market dynamics, sector-specific specialization, data-driven decision-making, and developing a high-performance, incentivized compensation structure. The sales teams of the future demand leaders who are at once strategists, tech-savvy decision-makers, and inspiring people managers – in other words, true business partners.

# Sales

| Position | Company size *(number of employees)* | Minimum | Maximum | Typical | Typical yearly bonus (%) | Typical car allowance (%) |
|---|---|---|---|---|---|---|
| Sales Manager | < 500 | 1 525 000 | 2 050 000 | 1 950 000 | 20 - 32 | 90 |
| | 500 < | 1 675 000 | 2 550 000 | 2 100 000 | 24 - 40 | 100 |
| Sales Director | < 500 | 1 900 000 | 2 775 000 | 2 300 000 | 24 - 40 | 100 |
| | 500 < | 2 000 000 | 3 050 000 | 2 650 000 | 40 - 48 | 100 |
| Regional Sales Director | - | 2 600 000 | 3 800 000 | 3 250 000 | 40 - 72 | 100 |
| Business Development Manager | < 500 | 1 375 000 | 1 875 000 | 1 700 000 | 24 - 32 | 90 |
| | 500 < | 1 575 000 | 2 150 000 | 1 850 000 | 24 - 40 | 100 |
| Business Development Director | < 500 | 1 700 000 | 2 425 000 | 2 000 000 | 24 - 40 | 100 |
| | 500 < | 1 975 000 | 2 700 000 | 2 450 000 | 32 - 48 | 100 |
| Regional Business Development Director | - | 2 500 000 | 3 500 000 | 2 900 000 | 32 - 72 | 100 |
| Key Account Director | < 500 | 1 525 000 | 2 075 000 | 1 800 000 | 16 - 32 | 100 |
| | 500 < | 1 850 000 | 2 550 000 | 2 250 000 | 24 - 32 | 100 |
| Regional Key Account Director | - | 2 100 000 | 2 975 000 | 2 550 000 | 32 - 48 | 100 |
| E-Commerce Manager | - | 1 525 000 | 2 075 000 | 1 800 000 | 16 - 24 | 50 |
| E-Commerce Director | - | 1 850 000 | 2 675 000 | 2 150 000 | 24 - 40 | 80 |
| Regional E-Commerce Director | - | 2 400 000 | 3 050 000 | 2 650 000 | 32 - 48 | 100 |
| Inside Sales Manager | - | 1 250 000 | 1 825 000 | 1 500 000 | 8 - 24 | 50 |
| Inside Sales Director | - | 1 750 000 | 2 250 000 | 1 900 000 | 24 - 32 | 80 |

# Marketing

## From communication to strategic engine: How marketing is redefining business leadership in 2025

In 2025, marketing – like every other functional area – is undergoing continuous and accelerating change. Today, among leading market players, marketing has become a business-critical function. Companies increasingly recognize that cross-functional alignment is essential to maintain competitive advantage. The importance of interdisciplinary collaboration – especially between marketing and sales – has reached unprecedented levels. **In the face of economic headwinds in recent years, delivering a strong customer experience has become paramount.** Simultaneously, labour market challenges are driving executive leadership to place greater emphasis on employer branding. Addressing both effectively requires organizations to integrate these functions into a unified, strategic whole.

As a result, the role of the Chief Marketing Officer (CMO) has expanded significantly. A successful marketing leader is now expected to possess expertise across digital marketing, brand building, content strategy, and marketing analytics. "Polymath" professionals – those capable of overseeing marketing performance at both strategic and operational levels – are in exceptionally high demand. Their elevated salary expectations, combined with a limited talent pool, are contributing to a significant wage spiral within the sector. These leaders can command monthly gross salaries in the range of HUF 2.4–3.4 million, often supplemented by annual bonuses of up to 30%. Skills in PPC, SEO, data-driven operations, predictive analytics, marketing automation, and content production are no longer "nice-to-have" – they are now core requirements.

One of the most striking developments is the rise of digital and artificial intelligence competencies, the absence of which has become a disqualifying factor in senior-level marketing recruitment. More and more companies are recognizing that to maintain the competitiveness of their current marketing leadership, targeted training in digital and technological skills is essential. Accordingly, demand is growing for professionals who can bridge AI, content marketing, and performance marketing. **While the market is saturated with marketing executives, only a small proportion possess the forward-looking skillsets now required for top roles.**

Combining analytical thinking with creativity has emerged as one of the greatest challenges in marketing. Leaders who possess strategic insight, creative problem-solving ability, and data-driven decision-making skills are increasingly rare – and therefore highly valued – on the labour market.

With increasing responsibilities, top executives are also redefining what they expect from their employers. Flexibility has become a non-negotiable: remote work opportunities, extended leave options, and flexible working hours are all high on their list of priorities. Meanwhile, new compensation elements – such as stock options, traditionally less common in marketing roles – are now being introduced to foster long-term commitment. Loyalty is no longer determined solely by compensation and benefits; alignment with brand values and company culture is becoming equally important. For marketing leaders, the ability to personally identify with the brand, product, and internal culture is now a critical consideration.

# Marketing

Amid all the changes, one thing remains constant: marketing's ongoing battle for internal recognition. Despite the increasing measurability provided by digitalization and data analytics, many marketing activities still produce returns that are difficult to quantify. As a result, some executives continue to view marketing as a cost center rather than a value generator. Making marketing's business impact visible and measurable remains a key task for the function.

In summary, marketing in 2025 is no longer just about communication – it is a strategic business engine that fundamentally influences the success of other departments and is essential for long-term growth. The competition for committed, agile marketing leaders with the right competencies will only intensify in the coming year.

# Marketing

| Position | Company size *(number of employees)* | Minimum | Maximum | Typical | Typical yearly bonus (%) | Typical car allowance (%) |
|---|---|---|---|---|---|---|
| Marketing Manager | < 200 | 1 300 000 | 1 700 000 | 1 525 000 | 8 - 16 | 50 |
| | 200 - 500 | 1 350 000 | 1 950 000 | 1 800 000 | 15 - 20 | 70 |
| | 500 < | 1 680 000 | 2 300 000 | 2 000 000 | 15 - 20 | 90 |
| Marketing Director | < 500 | 1 780 000 | 2 525 000 | 2 250 000 | 20 - 25 | 100 |
| | 500 < | 2 100 000 | 3 045 000 | 2 650 000 | 20 - 25 | 100 |
| Regional Marketing Director | - | 2 565 000 | 3 600 000 | 3 200 000 | 25 - 30 | 100 |
| Digital / Online Marketing Manager | - | 1 450 000 | 2 050 000 | 1 850 000 | 8 - 16 | 50 |
| Digital / Online Marketing Director | - | 1 950 000 | 2 500 000 | 2 200 000 | 20 - 25 | 80 |
| Regional Digital / Online Marketing Director | - | 2 500 000 | 3 465 000 | 3 000 000 | 25 - 30 | 100 |
| Senior Brand Manager | < 500 | 1 300 000 | 1 785 000 | 1 600 000 | 10 - 15 | 20 |
| | 500 < | 1 500 000 | 1 950 000 | 1 750 000 | 12 - 18 | 50 |
| Head of Brand Management | - | 200 000 | 2 800 000 | 2 450 000 | 15 - 20 | 70 |
| Product Manager | < 500 | 975 000 | 1 400 000 | 1 300 000 | 8 - 15 | 10 |
| | 500 < | 1 025 000 | 1 750 000 | 1 550 000 | 12 - 18 | 30 |
| Senior Product Manager | < 500 | 1 200 000 | 1 850 000 | 1 650 000 | 15 - 20 | 50 |
| | 500 < | 1 500 000 | 2 050 000 | 1 850 000 | 15 - 20 | 50 |
| Head of Product Management | - | 2 000 000 | 3 045 000 | 2 700 000 | 20 - 25 | 100 |
| Communications Manager | - | 1 100 000 | 1 680 000 | 1 500 000 | 8 - 16 | 20 |
| Communicatons Director | - | 1 800 000 | 2 415 000 | 2 100 000 | 15 - 20 | 80 |

# IT &Telco

## In 2025, digital momentum is shaped by rationalization and strategic focus

The Hungarian IT and telecommunications sector in 2025 is navigating a cautiously improving economic landscape shaped by new rules of operation. Following the uncertainty and contraction seen in 2023–2024, the sector has shifted towards cost-efficiency, organizational streamlining, and a sharpened technological focus. Growth has not disappeared, but it is more selective and strategy-driven than ever before.

In 2024, companies across the sector scaled back recruitment activity, froze salary increases, and prioritized employee retention and internal optimization. Global trends – especially widespread layoffs in international tech – also had a psychological impact, reinforcing a conservative mindset. While overall performance remained stable, the sector's pace clearly slowed.

In telecommunications, the merger of Vodafone and DIGI under the new "ONE" brand marked a major consolidation. The integration aims at operational efficiency and portfolio modernization, but also presents new organizational and technological challenges. Competitors like Magyar Telekom and Yettel are responding with strengthened strategic positioning.

**Technology investment in 2025 continues to center around artificial intelligence, cloud solutions, data analytics, and cybersecurity. These areas are no longer just development priorities – they are essential for maintaining competitiveness.** For leadership, the key challenge is not access to these technologies, but ensuring they deliver tangible business value in a short- and long-term context.

2024 saw the first practical integrations of AI across customer service, decision support, and network automation. However, effective data governance, quality data culture, and compliance emerged as critical success factors.

Recruitment dynamics have also shifted. The market is no longer fully candidate-driven – demand has moderated, and employers are more selective. While experienced professionals and leaders remain in high demand, hiring practices are now more focused and quality-driven. The normalization of hybrid and remote work has widened the talent pool but created new challenges for employee engagement and organizational cohesion.

The greatest challenges currently include talent attrition, limited leadership pipeline, and the need to rethink retention strategies. With salaries flattening, companies are turning to other tools – career progression, learning opportunities, flexible structures, and employer branding – to retain their best people. At senior levels, engaging passive candidates has become increasingly vital.

Looking ahead, modest market revival is expected in the second half of 2025. A new wave of digital initiatives – particularly in finance, public services, and healthcare – may generate renewed demand in AI, DevOps, cloud architecture, and cybersecurity. However, this growth is likely to remain selective. As international competition intensifies, the Hungarian IT sector is no longer just competing locally but must also contend with global players for top-tier talent.

**At leadership level, the most valuable skill today is strategic technological maturity: leaders who understand innovation and can turn it into business advantage will lead the way.** Agility, change management, and data-driven decision-making are now core expectations across the C-suite and upper management.

Overall, 2025 is shaping up to be a year of stabilization and long-term repositioning. The focus is on quality, retention, disciplined investment, and strategic technology adaptation – rather than growth for growth's sake.

# IT &Telco

| Position | Minimum | Maximum | Typical | Typical yearly bonus (%) | Typical car allowance (%) |
|---|---|---|---|---|---|
| Chief Information Officer | 2 900 000 | 4 420 000 | 3 430 000 | 25 - 50 | 100 |
| Regional IT Operations Director | 2 470 000 | 3 600 000 | 2 900 000 | 25 - 50 | 90 |
| IT Director | 1 870 000 | 3 000 000 | 2 300 000 | 10 - 25 | 85 |
| IT Manager | 1 550 000 | 1 950 000 | 1 750 000 | 10 - 25 | 75 |
| Infrastructure Director | 1 970 000 | 2 700 000 | 2 180 000 | 10 - 25 | 70 |
| Infrastructure Manager | 1 600 000 | 1 900 000 | 1 800 000 | 10 - 25 | 50 |
| Chief Technology Officer | 2 500 000 | 3 750 000 | 3 250 000 | 15 - 40 | 90 |
| Regional Head of Soware Engineering | 2 200 000 | 3 000 000 | 2 700 000 | 15 - 25 | 80 |
| Software Engineering Director | 1 970 000 | 2 900 000 | 2 400 000 | 10 - 20 | 70 |
| Software Engineering Manager | 1 600 000 | 2 200 000 | 1 970 000 | 10 - 20 | 40 |
| Head Of Project Management Office | 1 750 000 | 2 500 000 | 2 200 000 | 15 - 30 | 70 |
| Program Director | 1 900 000 | 2 400 000 | 2 100 000 | 10 - 25 | 65 |
| Program Manager | 1 725 000 | 2 300 000 | 1 900 000 | 10 - 20 | 50 |
| Project Director | 1 650 000 | 2 400 000 | 1 900 000 | 15 - 30 | 70 |
| Senior Project Manager | 1 650 000 | 2 000 000 | 1 800 000 | 10 - 15 | 30 |
| Senior Product Owner | 1 600 000 | 2 100 000 | 1 900 000 | 10 - 15 | 30 |

# Engineering & Manufacturing

## Technological transition, structural labour shortages and regional polarisation shape the sector's outlook

In 2025, Hungary's engineering and manufacturing sector is undergoing simultaneous expansion and structural strain. While large-scale investments continue to pour into e-mobility and battery production – particularly in the eastern regions of the country – other areas face plant closures, talent outflow, and shrinking capacities. **The sector is simultaneously growing and fragmenting, and the challenge lies in navigating both dynamics at once.**

There are currently 8–10 major investment projects underway in Hungary, primarily linked to electric vehicle and battery manufacturing. Areas such as Debrecen, Kecskemét and Győr are emerging as new industrial hubs, supported by infrastructure development, state incentives and international capital. In contrast, regions in western Hungary and parts of the northeast are facing a slowdown, driven by high energy prices, weakened export markets, and talent migration.

These shifts go hand-in-hand with a labour market realignment. Low-skilled workers are gradually being replaced, while demand has surged for professionals skilled in automation, sensor-driven systems and data-based production management. Beyond traditional operations leaders, we are seeing rising demand for automation project managers, digital manufacturing specialists, and engineering maintenance heads.

Leadership hiring is becoming increasingly specialised. Where once plant managers could move across industries, companies today are looking for leaders with highly specific experience – often tied to a particular technology, industry niche or manufacturing system. This has significantly narrowed the talent pool, while demand continues to rise.

Middle management succession has become a critical bottleneck. Due to a lack of structured leadership pipelines and outdated vocational education, companies frequently promote from within, but without sufficient mentoring or training. This can lead to elevated burnout and churn, not necessarily due to pay, but due to stress and lack of support.

**The most acute shortages are seen among hybrid leaders who combine engineering knowledge with business acumen and ESG awareness.** These professionals are few in number and highly contested across industries.

A widening compensation gap is also causing tension. While multinational companies can offer generous relocation packages and fast-track career paths, Hungarian mid-sized firms often struggle to compete. The result is an increasing number of declined offers due to counter-offers or protracted hiring cycles – especially in roles tied to new plant ramp-ups.

# Engineering & Manufacturing

Companies are beginning to understand that retention hinges not just on salary, but on autonomy, visibility, and a future-focused work environment. Investments in leadership academies, internal mentoring and interim leadership are becoming more common, especially during key phases of technological implementation.

Looking ahead to 2026, two types of risk emerge. The first is macroeconomic: should global demand slow – particularly in Germany's recession-prone automotive sector – the Hungarian export-driven industry could be impacted. The second is social and reputational: mounting public resistance to battery-related developments may delay key projects or damage employer brands.

In summary, 2025 marks a pivotal transition. Technological adoption, generational change, and workforce restructuring are occurring in parallel. Companies that succeed in offering not only leadership opportunities but also meaningful challenges and structured growth paths will gain a clear competitive edge. In this sector, it is no longer machines but the people who run them that will define success.

# Engineering & Manufacturing

| Position | Company size *(number of employees)* | Minimum | Maximum | Typical | Typical yearly bonus (%) | Typical car allowance (%) |
|---|---|---|---|---|---|---|
| Plant Director / Managing Director | < 500 | 3 270 000 | 5 300 000 | 4 800 000 | 40 - 60 | 100 |
| | 500 < | 3 050 000 | 4 000 000 | 3 500 000 | 25 - 50 | 100 |
| Technical Director | - | 2 800 000 | 4 100 000 | 3 350 000 | 20 - 35 | 100 |
| Operations Manager | - | 1 800 000 | 2 300 000 | 2 100 000 | 15 - 30 | 85 |
| Quality Assurance Director | - | 2 220 000 | 3 400 000 | 2 970 000 | 20 - 30 | 100 |
| Quality Assurance Manager | - | 1 900 000 | 2 750 000 | 2 000 000 | 15 - 25 | 80 |
| Engineering Director | - | 2 000 000 | 3 200 000 | 2 920 000 | 20 - 30 | 100 |
| Engineering Manager | - | 1 850 000 | 2 600 000 | 2 150 000 | 15 - 20 | 80 |
| Production Director | - | 2 400 000 | 2 950 000 | 2 750 000 | 20 - 35 | 80 |
| Production Manager | - | 1 800 000 | 2 300 000 | 2 050 000 | 10 - 25 | 70 |
| Environment, Health and Safety Manager | - | 1 500 000 | 2 100 000 | 1 750 000 | 10 - 20 | 50 |
| Maintenance Manager | - | 1 500 000 | 2 100 000 | 1 700 000 | 10 - 20 | 40 |
| R&D Director | - | 1 670 000 | 3 300 000 | 2 850 000 | 15 - 30 | 90 |
| R&D Manager | - | 1 950 000 | 2 650 000 | 2 150 000 | 10 - 20 | 70 |
| Project Engineering Director | - | 2 300 000 | 3 180 000 | 2 750 000 | 20 - 30 | 90 |
| Project Engineering Manager | - | 1 750 000 | 2 500 000 | 2 100 000 | 10 - 25 | 80 |
| Project Manager | - | 1 500 000 | 2 050 000 | 1 900 000 | 10 - 20 | 50 |
| Production Unit Manager | - | 1 300 000 | 2 000 000 | 1 450 000 | 10 - 15 | 50 |

# Logistics & Procurement

## Strengthening supply chains amid instability and technological shifts

2024 was a year of intense volatility, further amplifying the pressure on logistics and procurement departments. In line with the turbulence of recent years, supply chain leaders faced not only persistent hurdles but also emerging challenges. In addition to ongoing geopolitical tensions, the growing economic instability and unpredictability placed renewed strain on global supply chains. **Success in this environment increasingly hinges on enhanced preparedness, rapid and effective response capabilities, and the development of diversified sourcing and logistical networks.**

The strategic importance of Supply Chain Managers and Chief Supply Chain Officers (CSCOs) continues to grow year over year. While cost optimization remains key, today's decision-makers must also prioritize agility, sustainability, and data-driven risk analysis and mitigation. Leveraging global market insights is now essential not only for day-to-day operations but also for shaping long-term partnerships. As geopolitical conflicts escalate, companies are facing higher freight costs, raw material shortages, unreliable delivery schedules, and logistical disruptions. This has brought even greater urgency to restructuring supplier ecosystems, integrating regional logistics and sourcing partners, diversifying supply chains, and tightening compliance protocols.

Notably, small and medium-sized enterprises are now joining market leaders in reevaluating their supplier contracts and conducting deeper vendor assessments. These initiatives aim to build more agile, efficient, and resilient procurement strategies.

Generative AI (GenAI) is fundamentally reshaping procurement and supply planning, delivering unprecedented gains in efficiency – particularly in demand forecasting, contract review, and invoicing processes. New "intake and orchestration" (I&O) technologies are simplifying data management and automating workflows across disparate systems, replacing outdated, rigid operational models. By mid-2025, major tech platforms are expected to launch their proprietary I&O solutions, driving a wave of new collaborations with smaller service providers. Keeping pace with these developments has become a baseline expectation for Procurement, Supply Chain, and Planning Leaders operating in complex business environments.

The future of supply chain management lies at the intersection of digital transformation, sustainability, cost efficiency, and adaptive talent strategies. In 2024, we saw rising demand for Logistics and Supply Chain Leaders with strong crisis management and change leadership credentials. Strategic Procurement Leaders and Supplier Managers with proven experience in restructuring and diversifying supplier bases also had access to a broader range of attractive opportunities.

Supply Chain Management and Procurement saw the highest salary growth in the sector, averaging around 10%, followed by Demand and Supply Planning leadership roles with increases around 8%. However, logistics service providers – particularly SMEs – lagged behind, implementing more modest salary adjustments of 5-6%.

**Looking ahead, we anticipate a record surge in demand for Supply Chain and Procurement Leaders with exceptional digital fluency, cross-industry process improvement expertise, and transformation experience.** In the manufacturing segment, we also expect a growing emphasis on business-partnering roles such as logistics experts and supply chain project leaders. These functions are expected to drive operational efficiency, reinforce cost control, and support strategic decision-making at the top management level. This direction presents an exciting and rewarding career path for both senior specialists and seasoned supply chain heads seeking their next challenge in a transforming sector.

# Logistics & Procurement

| Position | Company size *(number of employees)* | Minimum | Maximum | Typical | Typical yearly bonus (%) | Typical car allowance (%) |
|---|---|---|---|---|---|---|
| Logistics Manager | < 200 | 1 325 000 | 1 850 000 | 1 600 000 | 8 - 16 | 50 |
| | 200 - 500 | 1 650 000 | 2 250 000 | 1 850 000 | 16 - 24 | 80 |
| | 500 < | 1 800 000 | 2 500 000 | 2 350 000 | 24 - 32 | 100 |
| Logistics Director | < 500 | 2 000 000 | 3 000 000 | 2 450 000 | 24 - 32 | 100 |
| | 500 < | 2 350 000 | 3 650 000 | 2 750 000 | 24 - 32 | 100 |
| Regional Logistics Director | - | 2 800 000 | 3 800 000 | 3 300 000 | 32 - 40 | 100 |
| Supply Chain Manager | < 500 | 1 600 000 | 2 400 000 | 2 200 000 | 16 - 24 | 90 |
| | 500 < | 1 800 000 | 3 000 000 | 2 550 000 | 24 - 36 | 100 |
| Supply Chain Director | < 500 | 1 900 000 | 3 100 000 | 2 600 000 | 28 - 32 | 100 |
| | 500 < | 2 500 000 | 3 800 000 | 2 800 000 | 24 - 32 | 100 |
| Regional Supply Chain Director | - | 2 650 000 | 3 800 000 | 3 450 000 | 32 - 40 | 100 |
| Purchasing / Procurement Manager | < 500 | 1 400 000 | 2 100 000 | 1 800 000 | 16 - 24 | 80 |
| | 500 < | 1 700 000 | 2 300 000 | 2 100 000 | 24 - 32 | 90 |
| Purchasing / Procurement Director | < 500 | 1 800 000 | 2 550 000 | 2 300 000 | 24 - 36 | 100 |
| | 500 < | 2 050 000 | 3 000 000 | 2 700 000 | 24 - 40 | 100 |
| Regional Purchasing / Procurement Director | - | 2 600 000 | 4 000 000 | 3 150 000 | 32 - 48 | 100 |
| Demand Planning Manager | - | 1 550 000 | 2 500 000 | 1 950 000 | 16 - 24 | 50 |
| Regional Demand Planning Manager | - | 2 050 000 | 3 100 000 | 2 450 000 | 24 - 32 | 100 |
| Supply Planning Manager | - | 1 550 000 | 2 300 000 | 1 900 000 | 16 - 24 | 50 |
| Regional Supply Planning Manager | - | 2 000 000 | 2 900 000 | 2 500 000 | 24 - 32 | 100 |
| Warehouse Manager | - | 1 100 000 | 1 950 000 | 1 650 000 | 8 - 16 | 50 |
| Distribution Center Manager | - | 1 800 000 | 2 900 000 | 2 400 000 | 16 - 24 | 100 |
| Transportation Branch Manager (Air/Road/Sea Freight) | | 1 800 000 | 2 500 000 | 2 300 000 | 24 - 32 | 100 |
| Regional Transportation Director (Air/Road/Sea Freight) | | 2 000 000 | 2 900 000 | 2 600 000 | 24 - 32 | 100 |

# Construction & Property

## Slowing development pace, shifting competency needs, and strategic caution define the leadership talent market

In 2025, players in Hungary's construction and property sector are navigating years of survival and consolidation. A significant portion of developments has been put on hold, with both investors and contractors adopting a more cautious approach. **The willingness to launch new projects has declined – particularly in the residential and office segments – while industrial-logistics developments and public infrastructure projects have partially maintained volume.**

These dynamics have had a direct impact on the leadership talent market. Companies are striving to retain their key people, yet the opening of new leadership roles has dropped significantly. More and more passive or semi-active job-seeking executives are appearing – professionals not necessarily in crisis, but sensing cracks in the stability of their current roles. The race for talent is gradually being replaced by forward-looking retention strategies.

Current demand is most focused on project directors and heads of investment tied to industrial projects, as well as professionals with general contracting experience. In multinational manufacturing investments, prior exposure to international environments and fluency in English are distinct advantages. There is also ongoing demand in the facility and property management space, as the market's focus shifts from new builds to preserving and operating the existing asset base in a more energy-efficient way.

While the volume of construction activity has shrunk, expectations toward leaders have grown. Openness to technology, familiarity with digital tools (e.g., BIM), and integration of ESG principles into project management are now standard, not optional. Companies are not merely looking for civil engineers – they are seeking leaders who also understand business, regulatory, and sustainability considerations, especially in public procurement and cross-border projects.

From a retention perspective, companies are facing two main challenges. One is talent drain: western European offers or better domestic packages can easily lure away top talent. The other is burnout: in a stagnant market, many leaders lack opportunities to take on new projects, grow, or drive strategic initiatives. The resulting internal demotivation can lead to the quiet disengagement of otherwise high-performing experts. Organizations must respond – long-term retention depends on well-defined internal career paths, leadership development, and genuine individual recognition.

Recruitment hasn't become easier either. While the talent pool appears broader on paper, truly qualified leaders remain scarce. For key roles, companies often rely on internal promotions or executive search, as open-market applications rarely match the mark. Many firms are also bridging gaps through interim managers or project-based specialists – especially true for mid-sized companies under financial pressure yet operating under strict deadlines.

Looking ahead to 2026, most market participants expect cautious recovery, but no one anticipates a return to the boom of 2021–22. The focus continues to shift toward sustainable, energy-efficient, and lower-risk projects, as well as the long-term preservation of existing real estate portfolios. This is creating new leadership roles – such as ESG managers, energy project leads, or green certification advisors – while even traditional construction leaders are expected to acquire new competencies.

**In summary, 2025–26 will not be defined by large-scale projects, but by leadership adaptability, strategic thinking, and long-term value creation.** Companies that recognize this early will gain a competitive edge – not only through concrete and steel, but through leadership capability and a clear people strategy.

# Construction & Property

| Position | Minimum | Maximum | Typical | Typical yearly bonus (%) | Typical car allowance (%) |
|---|---|---|---|---|---|
| Design Manager | 1 500 000 | 2 050 000 | 1 800 000 | 15 - 20 | 80 |
| Manager - Quantity Surveying / Tendering | 1 380 000 | 1 925 000 | 1 750 000 | 10 - 20 | 80 |
| Head of Construction | 1 830 000 | 2 600 000 | 2 250 000 | 20 - 40 | 100 |
| Head of Electrical / HVAC Engineering | 1 850 000 | 2 750 000 | 2 200 000 | 15 - 30 | 90 |
| Facility Manager | 1 000 000 | 1 870 000 | 1 475 000 | 10 - 20 | 50 |
| Facility Director | 1 600 000 | 2 600 000 | 1 900 000 | 15 - 25 | 80 |
| Property Manager | 1 050 000 | 2 080 000 | 1 700 000 | 20 - 40 | 40 |
| Property Director | 1 600 000 | 2 400 000 | 1 900 000 | 20 - 30 | 80 |
| Asset Manager | 1 600 000 | 2 300 000 | 1 900 000 | 20 - 30 | 50 |
| Head of Asset Management | 1 900 000 | 2 700 000 | 2 300 000 | 25 - 35 | 70 |
| Leasing Manager | 1 200 000 | 1 500 000 | 1 300 000 | 30 - 50 | 20 |
| Leasing Director | 1 550 000 | 2 100 000 | 1 950 000 | 40 - 50 | 60 |
| Project Manager - Design | 1 170 000 | 1 800 000 | 1 370 000 | 15 - 25 | 50 |
| Project Manager - Real Estate Development | 1 400 000 | 2 050 000 | 1 800 000 | 15 - 25 | 50 |
| Project Manager - Construction | 1 500 000 | 2 300 000 | 2 000 000 | 15 - 25 | 90 |

# INTERVIEW WITH JUDIT JÁROMI

6.

wyser Gi Group Holding

Gi Group HOLDING

# Judit Járomi

Baumit Kft. | CEO

Baumit is an Austrian family-owned company with operations in 26 countries. In Hungary, we employ 310 people across four production sites, where we manufacture façade insulation systems. The company's revenue exceeds HUF 40 billion.

Like many businesses, Baumit has also been impacted by the recessionary economic climate. Since 2022, investment appetite in the construction sector has been weak, the financing environment has been unfavourable, and raw material prices have risen significantly. The uncertainty has made investors more cautious, resulting in fewer projects, with no clear signs of recovery in the near term. While government measures may offer some relief, they have not yet led to fundamental changes.

**Despite these challenges, Baumit's priority is to retain its employees. Human knowledge and experience are a vital part of our company and culture.** Restructuring efforts have been implemented by reducing reliance on external services and redistributing tasks internally. Our message to employees is clear: even in difficult times, we will not let go of our people.

Retention of skilled workers remains a key challenge due to labour shortages in the sector. To address this, we invest in training programs, flexible working arrangements, and loyalty-building initiatives such as talent development, mentoring, and leadership training. A wide range of welfare benefits further differentiates us from other local employers. In addition, employees receive annual bonuses depending on the company's performance.

For Baumit, people are the most valuable asset. Without skilled labour, production capacity decreases, costs rise – whether through hiring temporary workers or paying overtime – and competitiveness suffers. This is why valuing and retaining employees is essential.

Our largest site is in Dorog, where, despite the challenges of a four-shift work system (which is less attractive to younger workers), our turnover rate is below the regional average. This is a significant achievement. Smaller plants, where work is not organised in four shifts, do not face such issues. Many colleagues have been with Baumit for 20–30 years, a testament to the stability and long-term perspective we provide.

Leaders play a strategic role in our organisation, making it essential to work with experienced professionals who can guide teams, optimise resources, and meet deadlines. With more than 30 senior and mid-level managers, stability at this level is also critical. Thanks to Wyser's support, we were able to fill open leadership positions professionally. Our aim was not to attract managers from identical roles in similar companies but to identify strong leaders. Our experience has been positive – onboarding and integration took no longer than for hires with prior construction industry backgrounds.

Looking ahead, a key challenge – beyond the uncertain economic environment – will be the shift back to single-digit wage increases. During the period of high inflation, double-digit salary expectations were understandable. However, going forward, employees must also recognise that maintaining wage growth above 10% is unsustainable for manufacturing companies. **Most businesses in the sector are now considering pay rises in the 5–7% range, likely still above inflation. While the minimum wage is expected to continue rising above 10%, Baumit does not employ workers at the minimum wage and intends to maintain above-market average salaries.** To mitigate the erosion of real wages, we aim to provide additional benefits and compensation.

# How We Can Help

## AVERAGE RECRUITMENT PROCESS

**70%**
**of recruited or selected managers will be a mishire or wrong promotion**

*→ their performance will be below average*

**COSTS OF MISHIRING**
- 1,5 – 2 years of paid salary
- Missed opportunities
- Cost of enrollment
- Negative impact on the organization

ONLY
**30%**
become top performers

**HOW CAN WE MAKE IT 100%**

# Wyser's Search & Selection Methodology

**SUPPORTING MANAGERS**
- CV writing
- Job-seeking
- Interview tips
- Career consulting
- Salary negotiations
- Market overview

**KNOW THE CANDIDATE BY HEART**
- Experience
- Way of thinking
- Working style
- Future plans
- Preferences of corporate culture
- Type of coworkers he/she can manage

**PARTNERSHIP WITH CLIENTS**
- Tailor-made solution
- Consultative approach
- Short-termed time-to-hire
- Specialized Consultants
- Reaching passive job seekers

**5 STEPS SCREENING PROCESS**
- CV screening
- 30 min phone conversation
- 45-60 min → 90-120 min guided interview
- Psychological questionnaire
- Reference check

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HUNGARY

# Thank you
# for reading our report.

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