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RECRUITMENT COMPANY

Technology
Salary Survey
Europe 2022/2023

Discover whether salaries have changed in the last year, how many tech employees are hoping to move roles, and what they'll be looking for when they do.

From TRC

We're really excited to be able to launch our 22/23 salary & engagement report. I'm pleased to report that our findings are pretty spot on in terms of what we're seeing in the market anecdotally.

The last 12 months have been more competitive than ever in The Netherlands. Salaries on the whole have made a significant rise since covid-19. What remains a constant though is that the best talent is hard to find.

We're seeing an increase in larger companies making lay-offs, while scale-ups with seed funding are using this time as an excellent opportunity to grab hold of the best skills in the market.

What is perhaps the most surprising is the boost in the monetary value of more junior developers. Where there was previously a glass ceiling, the emergence of new, game-changing tech has meant that the learning curve for juniors has been steeper than ever in the last year or so.

In short, never underestimate the value a junior can bring in this market based off how many years they have behind them – it can be deceiving.

I hope you enjoy the report as much as we've enjoyed working on it.

Chris Stringer

Founder

From TRC

Over the last year I've noticed a massive increase in US entities setting up shop in The Netherlands. And who can blame them? It's a hotspot for innovation and they get access to all the best developers at a lower cost than they would in the States. The impact of this is yet to be seen, although it could be having a knock on effect on higher salary expectations.

With the increase in foreign businesses calling The Netherlands their home, we've also seen a sharp rise in the demand for Dutch-speaking developers and engineers among Dutch software houses and consultancies. Being fluent in Dutch has become a commodity, so if you fit that bill, you're in a very good position right now.

There's also been a big uptick in new players on the fintech scene: blockchain and crypto in particular. Competition for tech roles in these companies has been pretty fierce and has seemingly sparked a new demand for fintech opportunities. So if you operate in that field: you get the pick of the bunch.

Given the instability of the market as a whole, one thing is for sure: it's a candidate's world and they are being more specific than ever about what they want. From higher salaries to feeling like their job has meaning, the desires of tech candidates are becoming more prominent.

There's loads more on that in the report, I guarantee you'll find it eye-opening.

Sam Holloway

Director

Contents

It's been <mark>another</mark> interesting year, hasn't it?

No sooner was the pandemic behind us than the war in Ukraine and spiralling inflation gave businesses a brand new set of problems to grapple with.

On the plus side, although Covid-19 definitely hasn't gone away, its most disruptive effects now seem to have passed and businesses have had time to adjust to many of the changes the pandemic brought with it. Remote or hybrid working are now a familiar part of many people's work routines.

In fact, the tech sector thrived during the pandemic, as businesses and workplaces migrated online. The need for innovative solutions to new problems meant the demand for technical teams soared. As a result, the business landscape is now more digital than ever, giving the tech sector a crucial role to play in its success.

On top of this, the wider economic recovery from the pandemic ensured that the tech sector attracted higher levels of investment and produced tech unicorns at a faster rate than ever before.

Once one challenge has been confronted, you can usually rely on another to come along and, sure enough, this year there have been several.

The war in Ukraine has grabbed most of the headlines, helping to drive inflationary pressures, contributing to a cost of living crisis across the continent and putting the squeeze on many businesses.
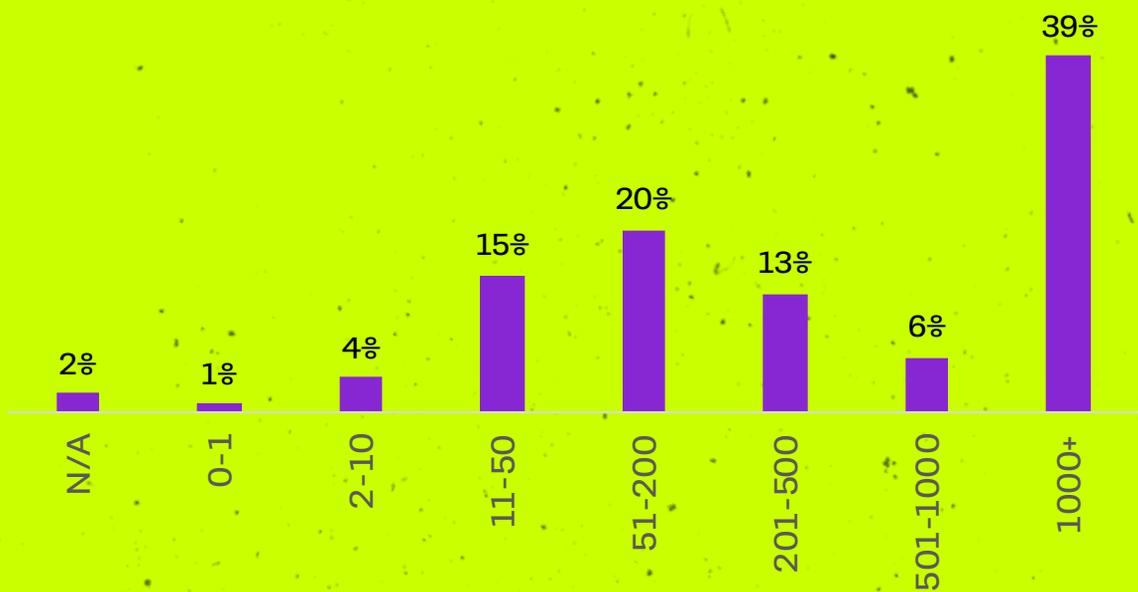
To find out how the famously resilient tech sector is coping with these new pressures, we surveyed our network of developers, solutions architects, data scientists and more to find out how tech sector salaries and workplaces are changing, how workers are feeling about the future, and what they look for when they change roles. The results were fascinating.
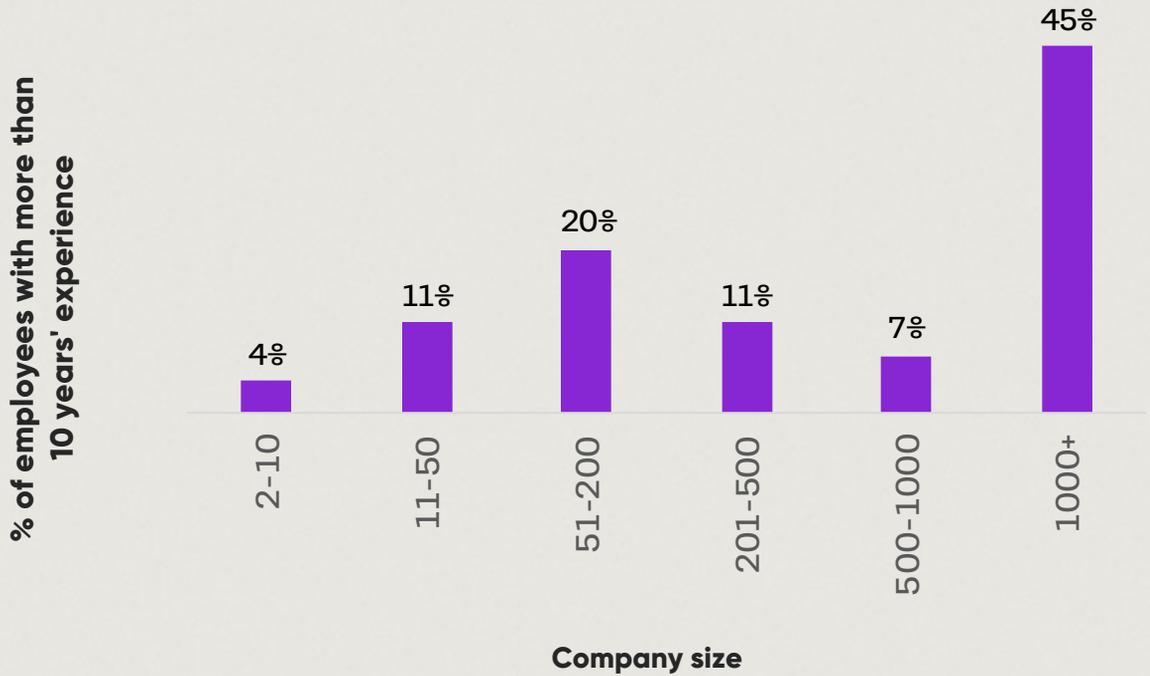
Market review

Before we discuss salary and job satisfaction, it's important to understand who we're talking about. In the next few pages we'll find out more about our respondents, where they work and what they do.

## Distribution of tech talent by company size

N/A	0-1	2-10	11-50	51-200	201-500	501-1000	1000+
2%	1%	4%	15%	20%	13%	6%	39%

Distribution of experience

Chart: % of employees with more than 10 years' experience by Company size

- 2-10: 4%
- 11-50: 11%
- 51-200: 20%
- 201-500: 11%
- 500-1000: 7%
- 1000+: 45%

% of employees with more than 10 years' experience (y-axis)

Company size (x-axis)

Once again the largest companies had the highest share of workers with more than 10 years' experience. That said, companies with fewer than 200 staff weren't far behind, accounting for 35% of the total, showing that they're able to compete with more established companies for experienced candidates.

Age

19–25	26–35	36–45	46–55	56–65
6%	57%	31%	5%	1%
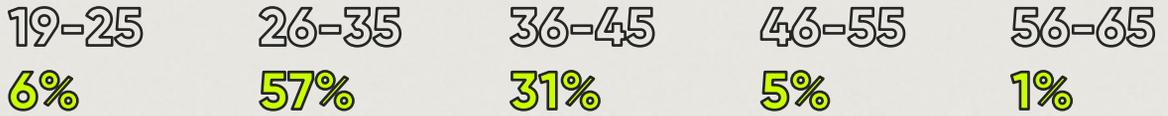
The majority of those surveyed were 35 or under. 64% of those aged below 25 are currently working for companies with less than 50 employees. For those between 26 and 35 the number dropped to 22% and within the 36 – 45 bracket it dropped to 11%. It would suggest that younger tech professionals are drawn to the more agile environments of start-ups and scale-ups.

Location distribution

80%
Netherlands

6%
Germany

14%
Other

Gender

79%	19%	2%
MALE	FEMALE	NON-BINARY/ TRANSGENDER

Although the gender split remains heavily weighted towards men, the ratio is still an improvement on last year's salary survey, and indicates that the tech sector is becoming more balanced. The highest proportion of women (27%) was found among workers aged 25 or younger, suggesting that the ratio of women to men in the industry will continue to improve as more young women enter the tech sector.

Industries our respondents worked in

Fintech 26%
Software House 24%
Transport/Logistics 9%
Retail 9%
MedTech/Healthcare 8%
Business Services 8%
Cybersecurity 6%
Media 6%
Education 2%
Sustainability 2%

Most popular specialisms

Programming 19%
Backend 16%
DevOps/Infrastructure 16%
Frontend 13%
Cloud 9%
Data 7%
Product 6%
QA/Test 5%
**Security** 4%
Mobile 3%
UX/UI 2%

Salary insight

We explored how tech workers' salaries have changed over the last year and whether they're feeling satisfied with their current wage. We also delve into some of the reasons why tech workers asked for a pay rise last year and whether or not they were successful.

62%

## of tech workers are happy with their salary

Permanent Salaries
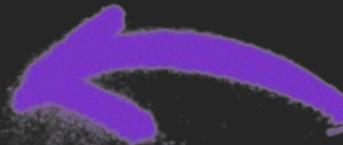
Sector	Job title	Av min salary	Av max salary
Frontend	Junior Frontend Developer	€50K	€60K
Frontend	Medior Frontend Developer	€65K	€75K
Frontend	Senior Frontend Developer	€75K	€105K
Frontend	Engineering Manager	€100K	€130K
UX/Design	Junior UX Designer	€35K	€45K
UX/Design	Medior UX Designer	€45K	€65K
UX/Design	Senior UX Designer	€65K	€75K
UX/Design	Junior Product Designer	€40K	€55K
UX/Design	Medior Product Designer	€60K	€75K
UX/Design	Senior Product Designer	€80K	€95K
UX/Design	Head of Design/UX	€100K	€130K
Full Stack	Junior Full Stack Developer	€55K	€65K
Full Stack	Medior Full Stack Developer	€65K	€75K
Full Stack	Senior Full Stack Developer	€75K	€100K
Full Stack	Engineering Manager	€100K	€120K
Backend	Junior Backend Developer	€50K	€65K
Backend	Medior Backend Developer	€70K	€75K
Backend	Senior Backend Developer	€80K	€85K
Backend	Junior Software Engineer	€50K	€65K
Backend	Medior Software Engineer	€70K	€75K
Backend	Senior Software Engineer	€80K	€85K
Backend	Junior Machine Learning Engineer	€55K	€65K
Backend	Medior Machine Learning Engineer	€80K	€90K
Backend	Senior Machine Learning Engineer	€90K	€100K
Cloud	Junior Solutions Architect	€75K	€85K
Cloud	Medior Solutions Architect	€85K	€95K
Cloud	Senior Solutions Architect	€95K	€140K

Permanent Salaries
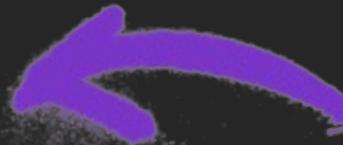
Sector	Job title	Av min salary	Av max salary
DevOps	Junior DevOps Engineer	€60K	€65k
DevOps	Medior DevOps Engineer	€75K	€90K
DevOps	Senior DevOps Engineer	€90K	€105K
DevOps	Junior Infrastructure Engineer	€60K	€65K
DevOps	Medior Infrastructure Engineer	€70K	€80K
DevOps	Senior Infrastructure Engineer	€85K	€95K
DevOps	Network Engineer	€60K	€70K
DevOps	Junior Support Engineer	€25K	€35K
DevOps	Support Desk Manager	€70K	€80K
DevOps	Support Desk Analyst	€25K	€35K
DevOps	Junior Hardware Engineer	€50K	€60K
DevOps	Medior Hardware Engineer	€75K	€95K
DevOps	Senior Hardware Engineer	€100K	€110K
DevOps	Junior Site Reliability Engineer	€60K	€70K
DevOps	Medior Site Reliability Engineer	€85K	€95K
DevOps	Senior Site Reliability Engineer	€100K	€110K
Data	Junior Data Engineer	€45K	€55K
Data	Medior Data Engineer	€60K	€70K
Data	Senior Data Engineer	€70K	€90K
Data	Junior Data Analyst	€45K	€55K
Data	Medior Data Analyst	€55K	€65K
Data	Senior Data Analyst	€65K	€95K
Data	Junior Data Scientist	€35K	€45K
Data	Medior Data Scientist	€50K	€75K
Data	Senior Data Scientist	€65K	€85K
Data	Junior Data Architect	€55K	€65K
Data	Medior Data Architect	€85K	€95K
Data	Senior Data Architect	€100K	€120K

Permanent Salaries
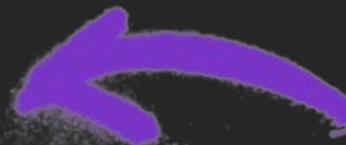
Sector	Job title	Av min salary	Av max salary
Security	Junior Network Engineer	€40K	€50K
Security	Medior Network Engineer	€50K	€60K
Security	Senior Network Engineer	€60K	€85K
Security	Junior Cybersecurity Analyst	€35K	€45K
Security	Medior Cybersecurity Analyst	€55K	€65K
Security	Senior Cybersecurity Analyst	€70K	€90K
Security	Junior Penetration Tester	€50K	€60K
Security	Medior Penetration Tester	€65K	€85K
Security	Senior Penetration Tester	€90K	€100K
Project	Junior Project/Programme Manger	€40K	€45K
Project	Medior Project/Programme Manger	€50K	€60K
Project	Senior Project/Programme Manger	€70K	€80K
Project	Medior Programme Director	€80K	€100K
Project	Senior Programme Director	€100K	€120K
Project	BI Developer	€40K	€55K
Project	Junior Business Analyst	€35K	€45K
Project	Medior Business Analyst	€45K	€55K
Project	Senior Business Analyst	€55K	€65K
Project	Junior PMO	€20K	€30K
Project	Medior PMO	€35K	€45K
Project	Senior PMO	€50K	€60K
QA/Test	Junior Test Analyst	€30K	€40K
QA/Test	Medior Test Analyst	€45K	€55K
QA/Test	Senior Test Analyst	€65K	€85K
QA/Test	Test Manager	€60K	€70K
QA/Test	Junior QA Engineer	€40K	€50K
QA/Test	Medior QA Engineer	€60K	€70K
QA/Test	Senior QA Engineer	€70K	€95K
QA/Test	Junior QA Analyst	€30K	€40K
QA/Test	Medior QA Analyst	€50K	€70K
QA/Test	Senior QA Analyst	€80K	€90K
QA/Test	Technical Lead	€60K	€90K

Permanent Salaries
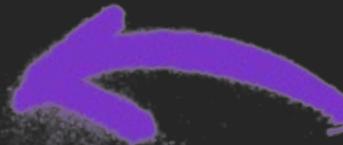
Sector	Job title	Av min salary	Av max salary
Mobile	Junior Mobile Developer	€45K	€55K
Mobile	Medior Mobile Developer	€55K	€75k
Mobile	Senior Mobile Developer	€75K	€90K
Leadership	CISO	€130K	€180K
Leadership	CTO	€125k	€190K
Leadership	CIO	€130K	€160K
Leadership	CDO	€140K	€150K
Leadership	CPO	€140K	€200K
Leadership	Head of Development	€105K	€150K
Leadership	Head of Security	€130K	€180K
Leadership	IT Director	€140K	€200K
Leadership	Head of Mobile	€110K	€140K
Leadership	Technical Architect	€110K	€150k
Product	Junior Product Designer	€40K	€55K
Product	Medior Product Designer	€60K	€75K
Product	Senior Product Designer	€80K	€95K
Product	Junior Product Owner	€40K	€50K
Product	Medior Product Owner	€55K	€75K
Product	Senior Product Owner	€75K	€95K
Product	Junior Product Manager	€45K	€55K
Product	Medior Product Manager	€60K	€75K
Product	Senior Product Manager	€80K	€100K
Product	Lead Product Manager	€85K	€120K
Product	Head of Product	€90K	€120K

Contract Day Rates
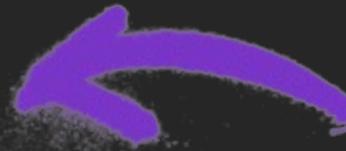
Sector	Job title	Av min day rate	Av max day rate
Frontend	Junior Frontend Developer	€310	€430
Frontend	Medior Frontend Developer	€500	€650
Frontend	Senior Frontend Developer	€725	€875
UX/Design	Junior UX Designer	€380	€460
UX/Design	Medior UX Designer	€460	€610
UX/Design	Senior UX Designer	€610	€680
Full Stack	Junior Full Stack Developer	€310	€430
Full Stack	Medior Full Stack Developer	€500	€650
Full Stack	Senior Full Stack Developer	€725	€900
Backend	Junior Backend Developer	€310	€430
Backend	Medior Backend Developer	€525	€650
Backend	Senior Backend Developer	€725	€900
Backend	Junior Software Engineer	€250	€350
Backend	Medior Software Engineer	€350	€450
Backend	Senior Software Engineer	€500	€600
DevOps	Junior DevOps Engineer	€250	€380
DevOps	Medior DevOps Engineer	€600	€750
DevOps	Senior DevOps Engineer	€900	€1100
DevOps	Network Engineer	€350	€550
DevOps	Junior Support Engineer	€400	€600
DevOps	Junior Hardware Engineer	€330	€450
DevOps	Medior Hardware Engineer	€650	€800
DevOps	Senior Hardware Engineer	€800	€1000
DevOps	Junior Site Reliability Engineer	€400	€600
DevOps	Medior Site Reliability Engineer	€600	€800
DevOps	Senior Site Reliability Engineer	€800	€1100
Cloud	Junior Solutions Architect	€500	€700
Cloud	Medior Solutions Architect	€700	€900
Cloud	Senior Solutions Architect	€920	€1100
QA/Test	Junior QA Engineer	€300	€400
QA/Test	Medior QA Engineer	€400	€700
QA/Test	Senior QA Engineer	€700	€900
QA/Test	Junior QA Analyst	€300	€450
QA/Test	Medior QA Analyst	€450	€550
QA/Test	Senior QA Analyst	€550	€850
QA/Test	Technical Lead	€850	€1000

Contract Day Rates
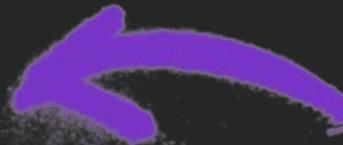
Sector	Job title	Av min day rate	Av max day rate
Mobile	Junior Mobile Developer	€400	€500
Mobile	Medior Mobile Developer	€500	€800
Mobile	Senior Mobile Developer	€800	€1100
Project	Junior Project/Programme Manager	€550	€650
Project	Medior Project/Programme Manager	€650	€750
Project	Senior Project/Programme Manager	€750	€900
Project	Medior Programme Director	€400	€550
Project	Senior Programme Director	€600	€800
Project	BI Developer	€500	€650
Project	Junior Business Analyst	€350	€450
Project	Medior Business Analyst	€450	€550
Project	Senior Business Analyst	€750	€850
Leadership	CIO	€700	€1000
Leadership	CTO	€500	€700
Product	Product Manager	€400	€600
Product	Junior Product Designer	€250	€450
Product	Medior Product Designer	€450	€500
Product	Senior Product Designer	€500	€650
Product	Junior Product Owner	€250	€450
Product	Medior Product Owner	€450	€500
Product	Senior Product Owner	€500	€650
Product	Junior Product Manager	€200	€400
Product	Medior Product Manager	€400	€650
Product	Senior Product Manager	€650	€750
Product	Lead Product Manager	€700	€850
Product	Head of Product	€750	€1000
Data	Junior Data Engineer	€300	€400
Data	Medior Data Engineer	€500	€800
Data	Senior Data Engineer	€800	€1100
Data	Junior Data Analyst	€300	€400
Data	Medior Data Analyst	€400	€600
Data	Senior Data Analyst	€600	€900
Data	Junior Data Scientist	€250	€370
Data	Medior Data Scientist	€400	€650
Data	Senior Data Scientist	€650	€900
Data	Junior Data Architect	€400	€600
Data	Medior Data Architect	€600	€800
Data	Senior Data Architect	€800	€1000

The most popular salary band for permanent employees was between €70,000 and €79,000; up €10,000 from last year.

The majority of those work in Programming or DevOps roles.
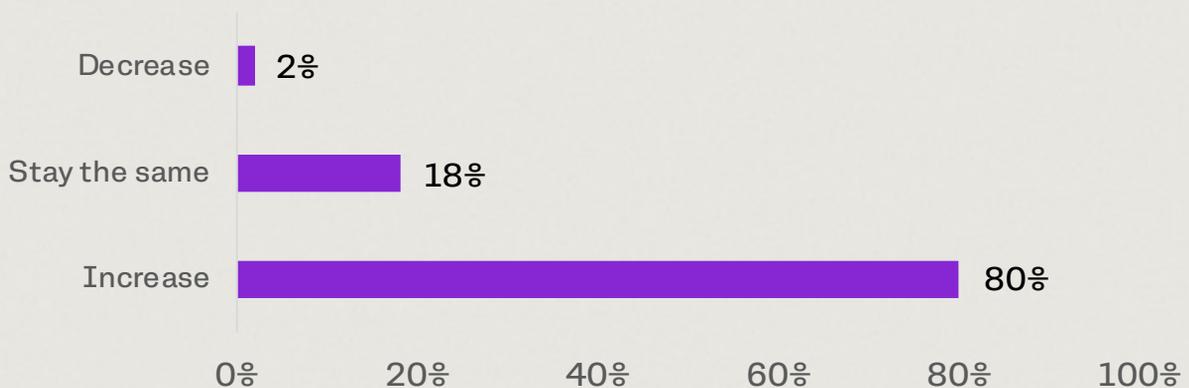
Salary detail

A healthy majority of respondents had received a pay rise in the last twelve months, indicating that the tech sector has retained a degree of immunity to wider economic uncertainty.

Indeed, respondents felt even more positive about the future, with 80% anticipating a pay rise in the next year.

How has your salary changed in the last year?

Category	Percentage
Decreased	2%
Stayed the same	22%
Increased	76%

0% 20% 40% 60% 80%
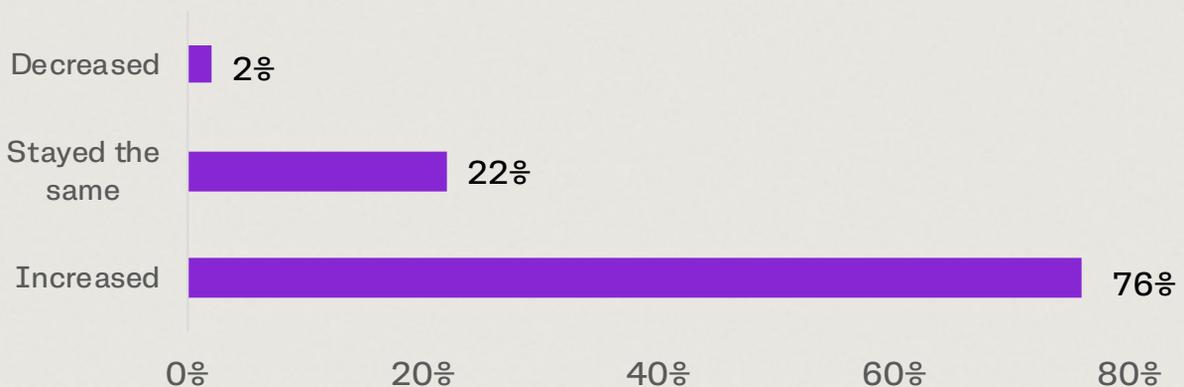
How do you expect it to change in the year ahead?

Category	Percentage
Decrease	2%
Stay the same	18%
Increase	80%

0% 20% 40% 60% 80% 100%

Against this, only **59%** of respondents thought that their pay was at or above industry standard, suggesting that there is a level of dissatisfaction behind these positive numbers.

Of the **29%** who felt that their pay was below industry standards, all of them said that if they left their current role, a better salary would be one reason why.

Are you satisfied with your current salary?

Have you asked for a pay rise in the last year?

Yes **62%**

No **38%**

Yes, successfully **33%**

Yes, unsuccessfully **19%**

No **47%**

42% didn't ask for a pay rise last year. For the majority, this was because they had recently switched roles, suggesting that either their new role was paying them a higher salary than before, making it effectively a disguised pay rise, or they felt it was too soon to ask for a raise. The latter consideration probably contributed to the 21% who responded that they were waiting for the right moment to ask for a raise.

Only 9% of those who didn't ask for a pay rise said that this was because they were happy with their salary, showing again that our respondents aren't wholly satisfied with their salaries. Against this, 83% of those who successfully asked for a pay rise reported feeling happy with their salary, showing that when companies were willing to offer pay rises, those pay rises were usually satisfactory.

33% **were successful**

Why didn't you ask for a pay rise?

9%

9%

9%

9%

44%

21%
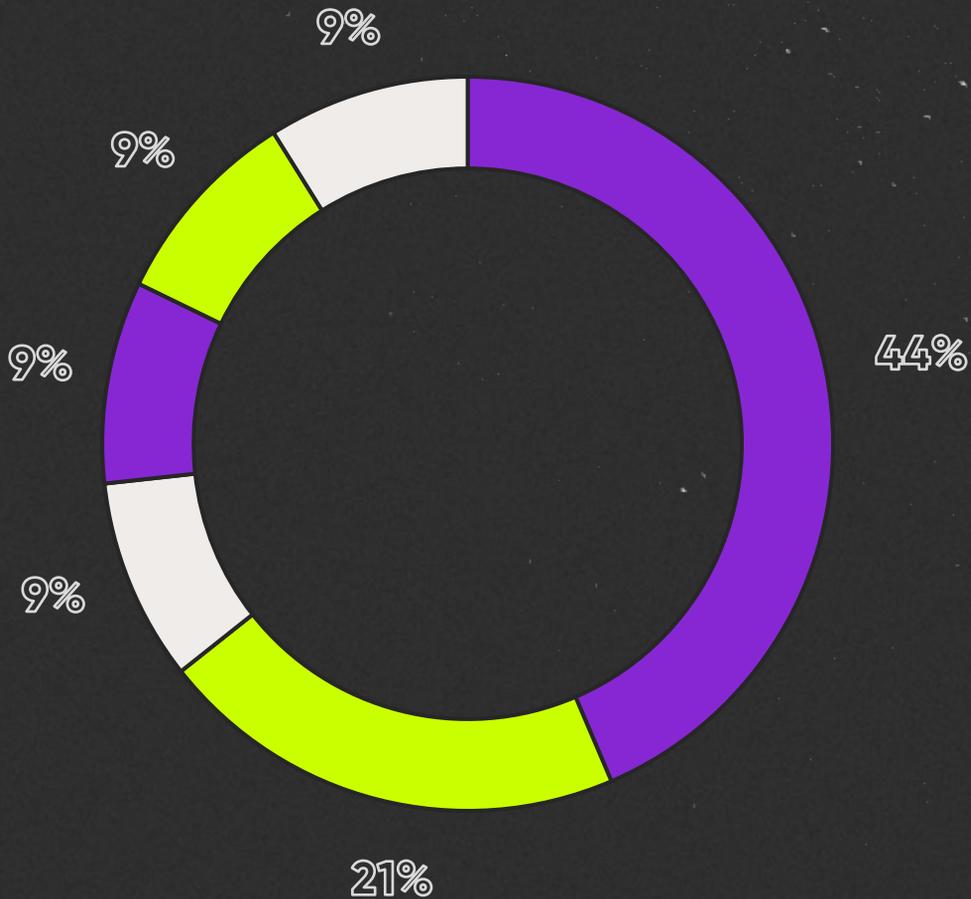
44%
Recently switched roles/have a new job

21%
I'm waiting for the right moment

9%
I've already had one

9%
Have a process in place

9%
I'm happy with my present salary

9%
Financial/economic problems

43%

of those who asked for a pay rise and didn't get one don't feel valued and included in their role.

61%

were planning to leave their current role in the next 12 months.

Job
satisfaction

80%

of the tech workforce are `happy` in their current role.

80% of respondents said that they were happy at work. Unsurprisingly, salary was a factor here. More than 3 quarters of those who reported feeling happy at work said they were also happy with their salary, and just short of half of those had successfully asked for a pay rise in the last year.

Conversely, 38% of those who felt unhappy had not been successful when asking for a pay rise and felt that their pay was below industry standard.

There was an even stronger correlation between those who said they were happy in their role and those who felt included and valued.

Of those who felt happy, 96% felt included and valued in their role, while those who said that they were unhappy, nearly 3 quarters said that they did not feel included or valued. Confirming that workplace culture and how well respondents fitted in at work had a key role to play in how happy they were long term.

Are you happy at work?

Unhappy   20%
Happy   57%
Very happy   23%

Do you feel valued & included?

No, I don't feel valued and included   29%

Yes, I feel valued and included   48%

Yes, I feel very valued and included   23%

Opportunities for progression also affected how happy tech employees are at work. Of those who said there were no opportunities to progress in their current role, 58% said they were unhappy, and the same proportion said that they didn't feel included or valued in their role.

A massive 83% of those who felt that there were no opportunities for progression in their current role said that they were planning to leave their role in the next 12 months. In fact, a quarter were planning to leave within the next 6 months, amply highlighting the importance of career progression to tech professionals and showing that companies who fail to provide opportunities for progression risk losing their most talented people.

Are there opportunities to progress in your current role?

No   10%

Unsure   22%

Yes   68%

Of those who said there were no opportunities to progress in their current role:

58%   Were unhappy at work and didn't feel valued

33%   Felt negative about the future

42%   Felt unsure about the future

Have you been on any ⟨training⟩ in the last 12 months?

39% Yes

72% No

More than half of those who had received training over the previous 12 months worked for companies employing 1,000 people or more, no doubt reflecting the superior resources available to larger companies.

The stereotype of large businesses being soulless clearly doesn't hold true, since companies with more 1,000 employees account for 37% of those who felt valued and included at work, more than double the number working for medium-sized companies.

The number of those feeling valued and included who work for small companies has doubled since last year's salary survey. Showcasing how effective smaller businesses can be with building and maintaining a positive culture, even coming off the back of the pandemic.

Of those who felt valued and included at work

48%   **Worked for small companies (<200)**

16%   **Worked for medium-sized companies (200-1000)**

37%   **Worked for large companies (1000+)**

Covid-19

Now that the worst effects of the pandemic have receded, it's time to explore how much it continues to affect the tech sector and those working in it.

63%

Of people feel positive about the year ahead

Has Covid-19 impacted your career?

Yes **25%**

No **75%**

Of those who answered yes:

Shift to remote working **50%**
Communication challenges **33%**
Less travel **11%**
Salary cut **6%**

In last year's salary survey 43% of respondents said that Covid-19 had impacted their career, over the last twelve months that number has fallen to 25%. The most disruptive effects of the pandemic are less of an issue, and businesses and workers have now had time to adjust to significant changes such as the rise of remote working.

As it happens, the move to hybrid and remote working accounts in one way or another for most of the effects of Covid-19 reported by tech sector workers over the last year. Half of respondents said that they had been affected by a shift to remote working, mainly the communication challenges that can occur as a result.

Pleasingly, only 6% say that Covid-19 has affected their salary, indicating that the tech sector has successfully weathered the economic disruption caused by the pandemic.

59%

of those who feel that **Covid-19** has affected their career feel **positive** about the next 12 months.

How do you feel about your career prospects for this year?

Positive
63%
Negative
8%
Unsure
29%

Of those who flagged remote working as a major change for them, 78% raised concerns about working from home. These varied from managers struggling to keep track of their teams remotely to feeling less creative thanks to significantly less in-person collaboration and brainstorming. Some even raised that it was more stressful working remotely as they struggled to switch off and would often overwork themselves.

Naturally, there's a flip side to this, with 22% claiming to really enjoy working from home and not having to contend with office distractions. It is worth noting that these people were programmers and backend developers. No stereotypes here, we're just reporting the data as we see it!

79% of **unhappy** respondents said Covid had not affected their role.

Moving

Now it's time to investigate what happens when tech professionals decide to move on.

How many are planning to move jobs in the next year?

Why do they want to leave and what are they looking for?

39% are looking to change jobs in the next 12 months.

on

When are tech professionals looking to move jobs?

22% Not looking to move

7% 3+ years

8% 2-3 years

24% 1-2 years

14% 6-12 months

25% <6 months

A quarter of workers in the tech sector report that they are planning to move jobs in the next six months, an 8% increase on last year. 67% of those looking to move in the next six months report feeling unhappy in their roles.

Salary is a factor here - 65% of unhappy workers planning to leave within six months said they weren't happy with their salary. Progression is another: less than a quarter felt there were opportunities to progress in their current role.

Amongst the rest of those looking to leave within the next two years, 91% felt happy in their role, suggesting that their reasons for wanting to leave were more complicated. We'll take a look at the reasons our respondents gave for wanting to move jobs on the next page.

Reasons to

1   **Higher salary**
2   **Career progression**
3   **New challenge**
4   **Better benefits**
5   Unhappy in current role
6   To get more experience
7   Better hours
8   Better location
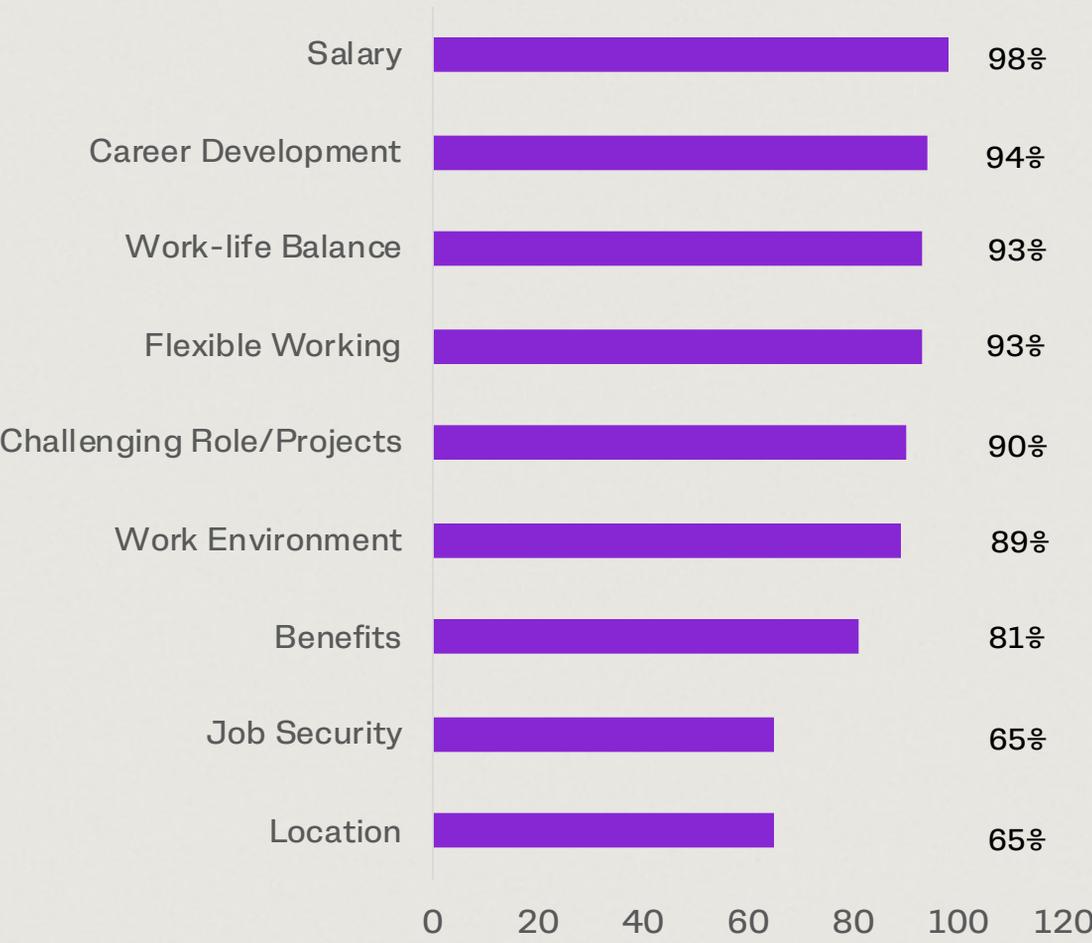9   Move industries
10 Work remotely

There was a clear gap between the first four items on the list and the rest, telling us that these factors dominate when workers are deciding where to go next. Unsurprisingly, higher salary leads the way, but career progression and new challenges are also important, indicating that workers who are feeling stalled or bored are highly likely to start looking for a new role.

Remote work trails in last as you might expect, now that the pandemic has normalised remote working for workers and businesses. The same goes for location, which is less of a factor now that workers can dial in remotely and many companies are hiring those from outside of their area as a result.

When workers are looking for a new role, what attracts their attention? Salary and career development top the list, but they want flexible working and a healthy work-life balance.

It's also important that they feel happy when they're in the office: **89%** of respondents said that work environment was an important factor for them when they were on the hunt for something new.

% who ranked each factor as important/very important

Factor	%
Salary	98%
Career Development	94%
Work-life Balance	93%
Flexible Working	93%
Challenging Role/Projects	90%
Work Environment	89%
Benefits	81%
Job Security	65%
Location	65%

Desirable
benefits

Although benefits might not top the list of factors that could sway a tech employee's mind when they're looking for a new job, we asked our respondents to rank some of the most ==common benefits== by importance.

1. Better holiday **options**

2. A great **pension**

3. Share **incentives**

4. Health **insurance**/medical cover

5. Financial **support** for professional studies

6. Life **insurance**

7. Subsidised **facilities**

8. Maternity/ Paternity **leave**

9. Childcare **options**

10. Company **car** scheme

11. Company **discounts**

As was the case last year, better holiday options top the list of benefits tech workers consider when looking for a new role, suggesting that although the majority of respondents have received salary increases this year, they've also been working hard to earn them. Perhaps tellingly, 36% of those who said that better holiday options were important or very important worked for large companies employing 1000 or more people.

Pensions and share incentives also score highly once again, showing the continuing importance of financial incentives to those considering moving roles.

Discounts and company car schemes had less importance for respondents. Given that most of our respondents came from the Netherlands, where walking, cycling, and taking public transport to work are more common, this isn't surprising. The relatively low status given to maternity or paternity leave and childcare is probably due to the fact that most of our respondents were men. While only 19% of men said that maternity or paternity leave was important, 37% of women did.

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