

TRADENOMIT. **NO LIMITS.**

# MEMBERSHIP SURVEY 2023



# BACHELORS OF BUSINESS ADMINISTRATION PROFILE 2023



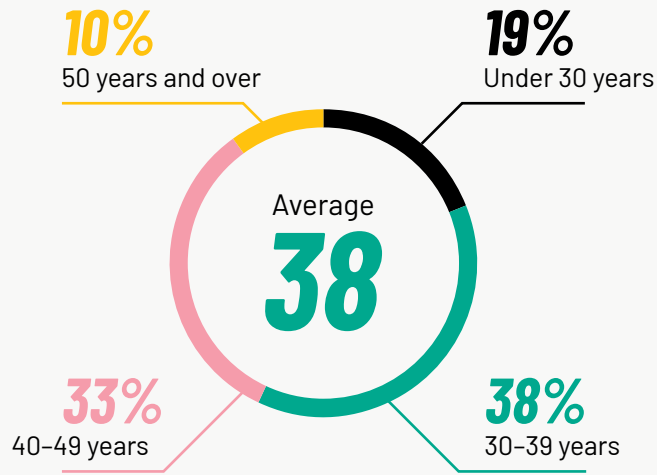
**34%**  
Male



**65%**  
Female



**1%**  
Other or prefer not to tell



Average length of employment **11**

Is completing or has completed a master's degree **24%**

In a managerial position **15%**

**5%**

Management

**17%**

Middle management

**60%**

Expert

**17%**

Clerical employee

Average salary

**EUR 4,347**



# ***BBAS IN WORKING LIFE 2023***

Our mission is to create the world's best working life for BBAs – fair, flexible, renewing and rewarding. To succeed, we need research-based information on what the working life of BBAs is like and what things are important to them in working life. That is why we conduct an annual member survey, the results of which we utilize in all our operations.

With the help of the survey, we investigate topics related to our members' remuneration, well-being at work, equality and development. This year, the population consisted of around 16,000 people. We received a record number of responses at roughly 3,500! The response rate was around 21%. The survey was carried out in October–November 2023. In this publication, we will present the main results of the survey as well as an overview of what the working life of BBAs was like in 2023.

The member survey focused particularly on topics related to working life and education. This year's theme questions concerned family leave. The gender pay gap is a recurring

theme, and women's salaries remain lower than men's year after year. Therefore, advocacy work for equality and non-discrimination is still needed.

One of our most important tasks is to ensure that BBAs are employed in inspiring positions that match their education and competence. The degree opens many doors, and BBAs work in a variety of different fields and positions. BBAs have been graduating to the labor market for 25 years, and the results show that we are constantly strengthening our position in working life!

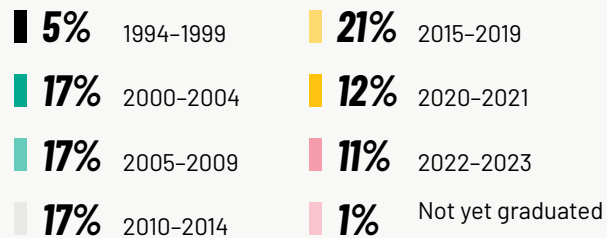
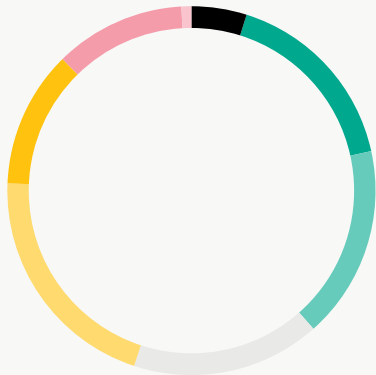


## **BACHELORS OF BUSINESS**



# BBA STUDIES

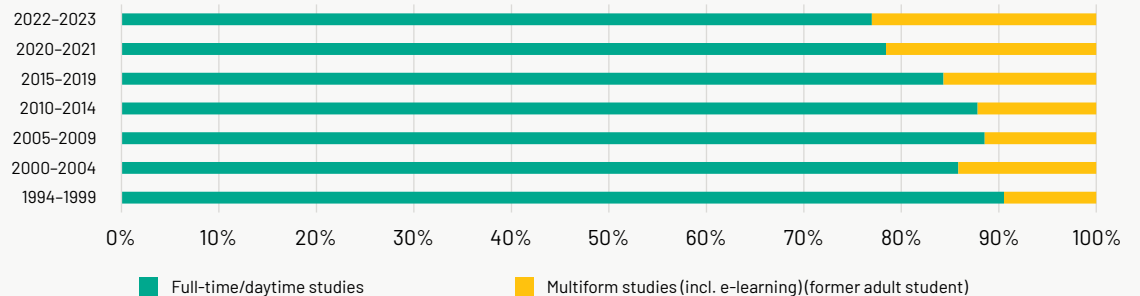
## YEAR OF GRADUATION (N 3,530)



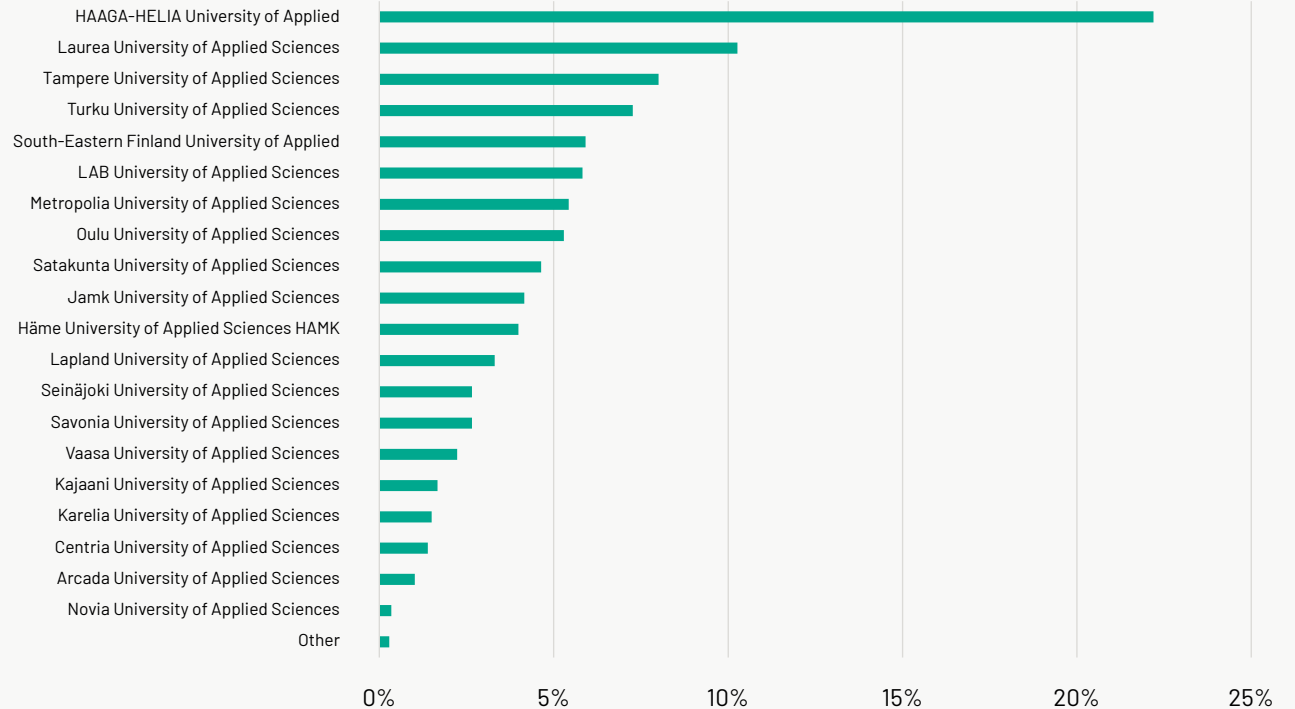
Most BBAs graduate from the degree program in Business Administration. However, the titles and implementation methods of degree programs and specialization options vary between different universities of applied sciences, which means that professionals from several different fields of expertise can graduate from a degree program with the same title. That is why this year, in addition to the degree program, we are mapping out the areas of specialization of our members to highlight the diverse competence of BBAs.

The number of BBA graduates with multiform studies has grown steadily. Multiform studies were more common in older respondents and those with more work experience. A slightly higher proportion of women also completed multiform studies than men.

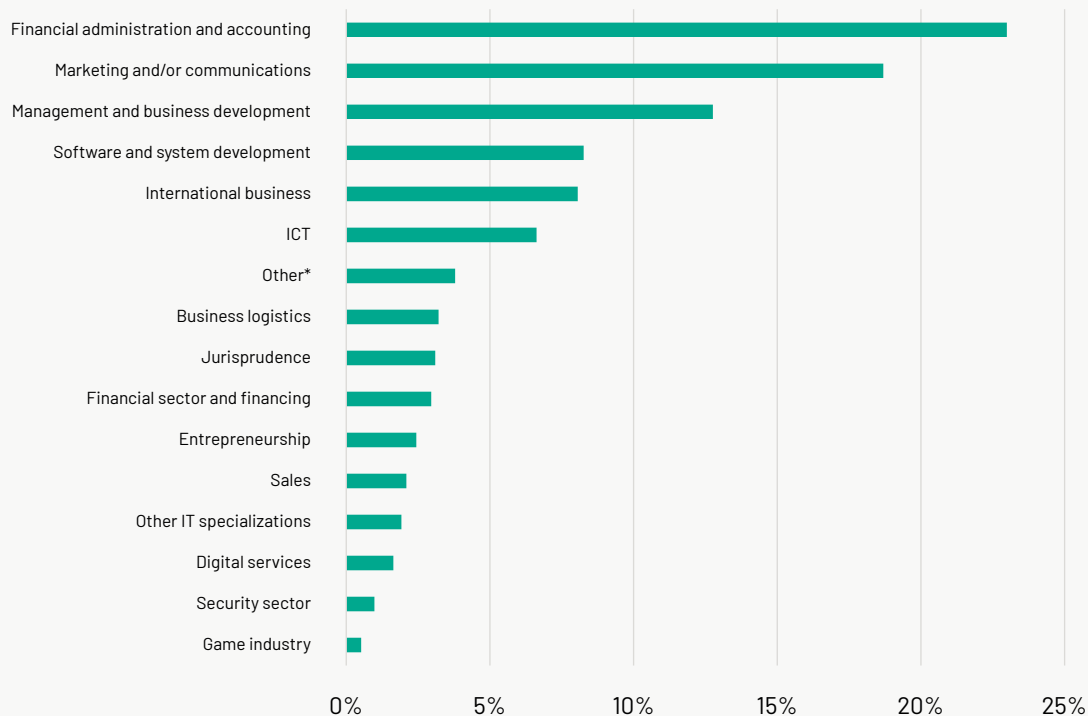
## METHOD OF COMPLETING STUDIES BY YEAR OF GRADUATION



# WHERE DID YOU STUDY TO BECOME A BACHELOR OF BUSINESS ADMINISTRATION?



# SPECIALIZATION OF STUDIES



\*Wellness business management, equine sector, tourism, sport business, data analytics, environmental management, management assistant work and languages, production economy, project management, electronic business, library and information services, service design, working environment management, service business, languages and culture, multiple specializations or no specialization

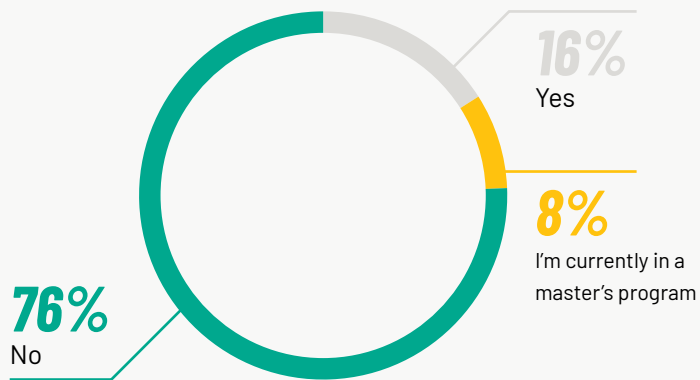
## MOST COMMON DEGREE PROGRAMS

Degree program in Business Administration	<b>59%</b>
Degree program in Business Information Technology	<b>18%</b>
International business	<b>10%</b>

# MASTER'S DEGREE

Master's degrees include master's degrees from universities of applied sciences, master's degrees from universities and equivalent foreign master's degrees. Among the respondents, the most popular option was Master of Business Administration (UAS), but master's degrees were also completed in other fields of study at universities and universities of applied sciences.

## HAVE YOU COMPLETED OR ARE YOU CURRENTLY COMPLETING A MASTER'S DEGREE?



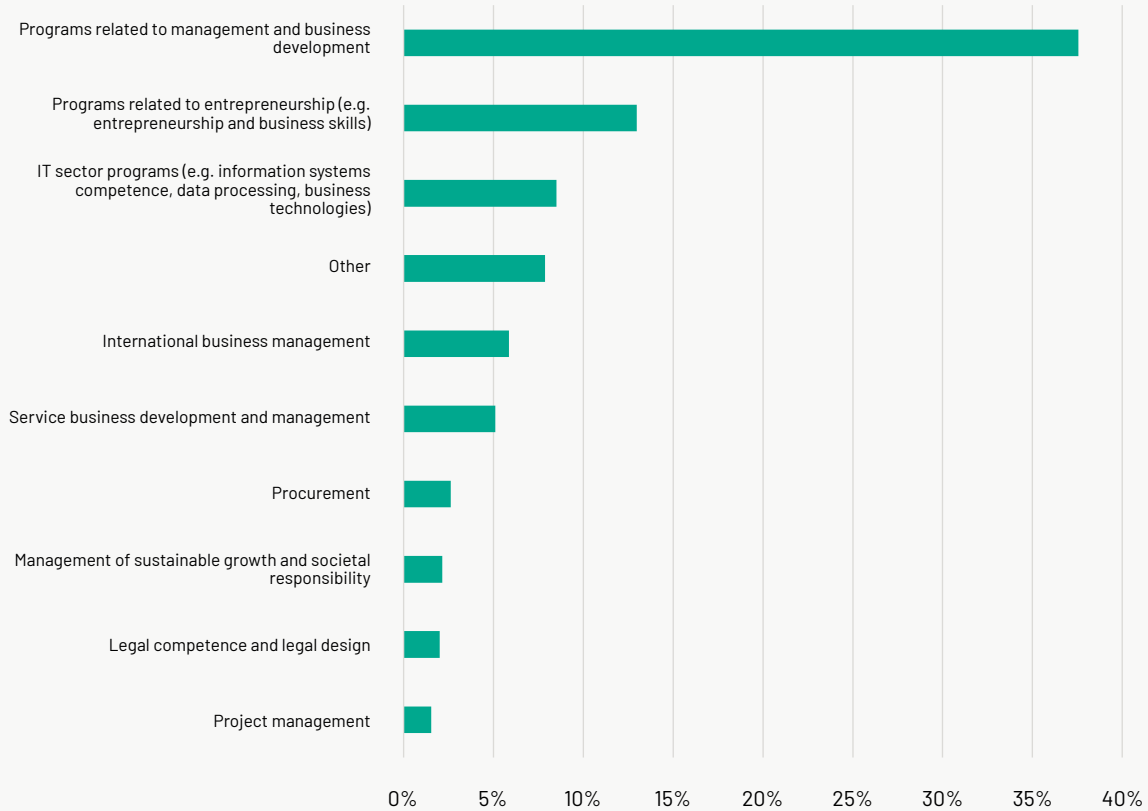
University of applied sciences master's **79%**

University master's degree **19%**

Both **2%**

- WHICH MASTER'S DEGREE HAVE YOU COMPLETED OR ARE CURRENTLY COMPLETING?**
- 77%** Master of Business Administration (UAS)
  - 4%** Other UAS master's degree
  - 8%** Master of Science (Economics and Business Administration)
  - 9%** Other university master's degree
  - 3%** Master's degree or equivalent completed abroad
  - 2%** Other

## MASTER OF BUSINESS ADMINISTRATION (UAS) PROGRAM





The most common master's degree was Master of Business Administration (UAS). The most common degree programs were those related to management, business development and entrepreneurship.

Of those with a master's degree, 4% of the respondents had completed a UAS master's degree, and there were degrees from various fields. A university master's degree had been completed or was currently being completed by 17% of those with a master's degree. The most popular degree was Master of Science (Economics and Business Administration), while other common disciplines included Administrative Sciences, Social and Political Sciences as well as Computer Science.

The number of master's degrees increased according to the respondents' work experience and time after graduation. University master's studies were more common among younger respondents with little work experience in accordance with their degree than among older respondents and those with more work experience. A UAS master's degree requires two years of relevant work experience, which may partly explain this.



Our members have clearly embraced the Master of Business Administration (UAS) degree. However, more work still needs to be done for the recognition of the degree in working life. Changing the degree title to Master (UAS) (Finnish: tradenomi YAMK -> maisteri (AMK)) would boost our members' progress in working life.



**TUOMAS MERINIEMI**

SPECIAL ADVISOR,  
education, employment and industrial



## BBAS IN WORKING LIFE

Bachelors of Business Administration can be found everywhere in working life – the diverse degree enables working in several sectors, in numerous different positions and at many different levels.

**93.3%** Employed (employment or public-service employment relationship)  
**95%** of whom are in a permanent employment

**2.3%** Unemployed

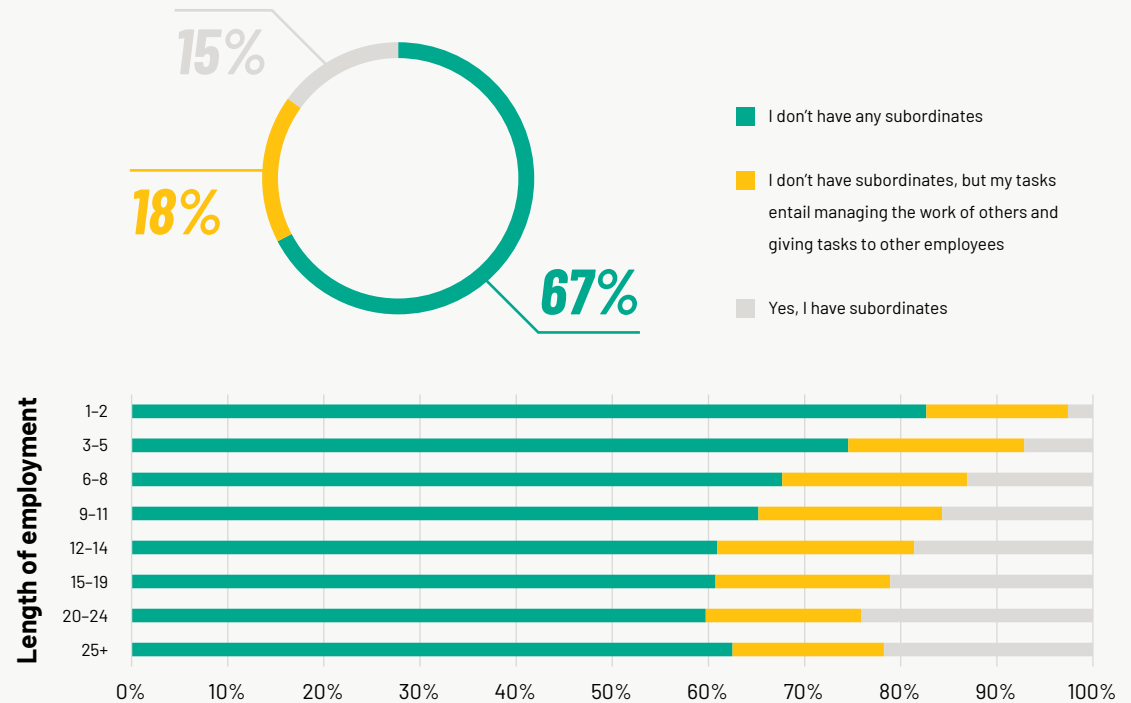
**0.1%** Laid off

**2.7%** On family leave, study leave or job-alternation leave

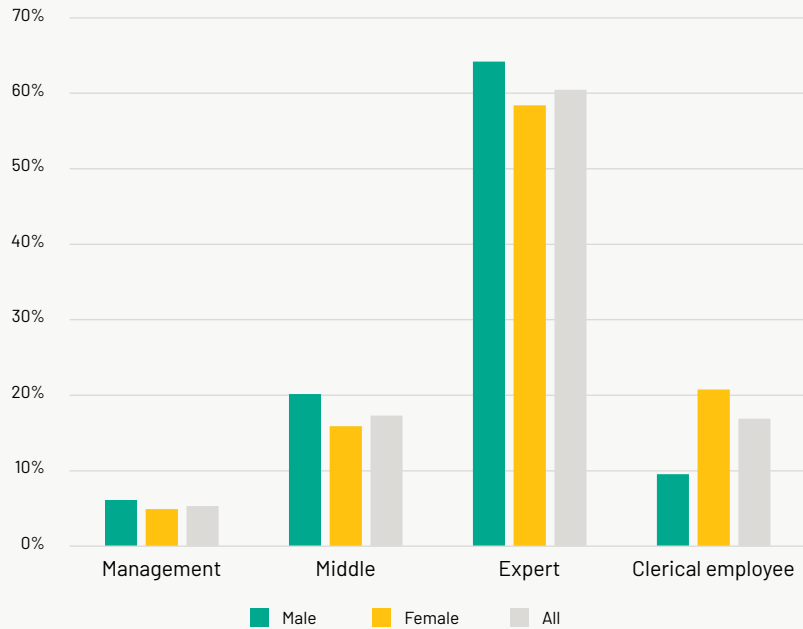
**4.2%** Entrepreneur  
only **0.6%** of the respondents work as entrepreneurs

**15%** In a managerial position

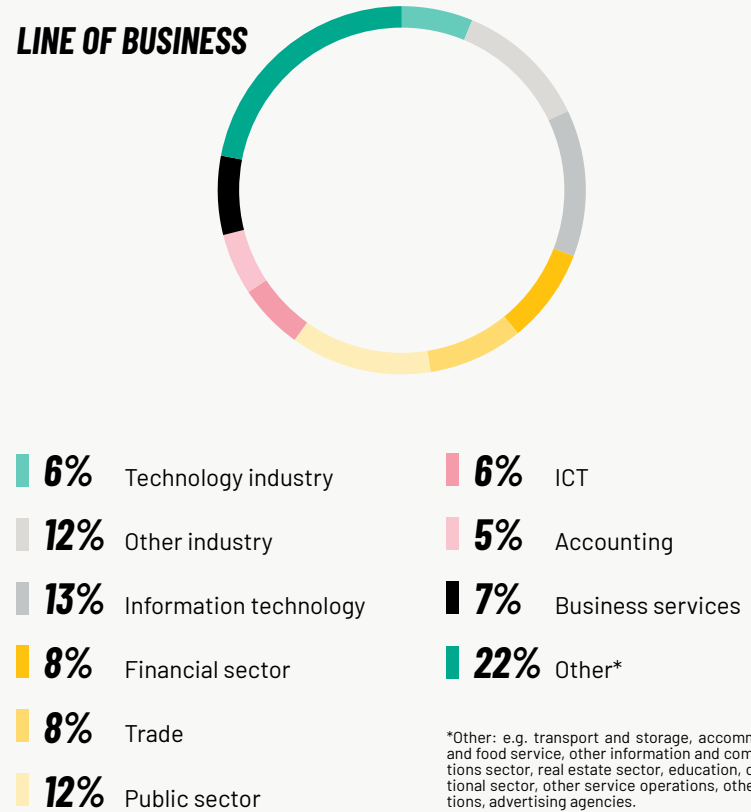
## DO YOU HAVE SUBORDINATES?



## STATUS LEVEL

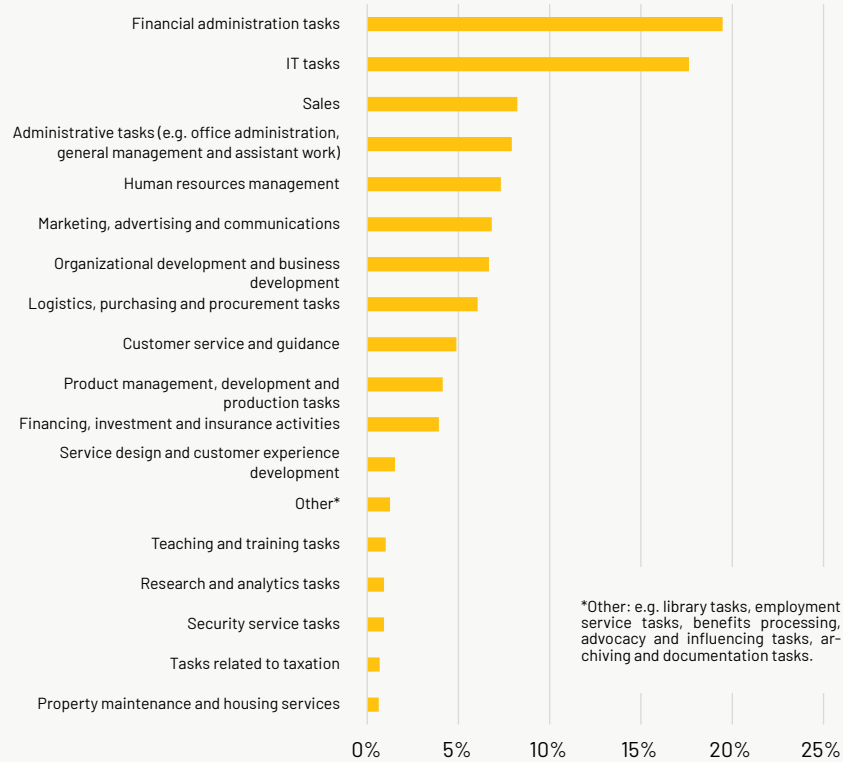


## LINE OF BUSINESS



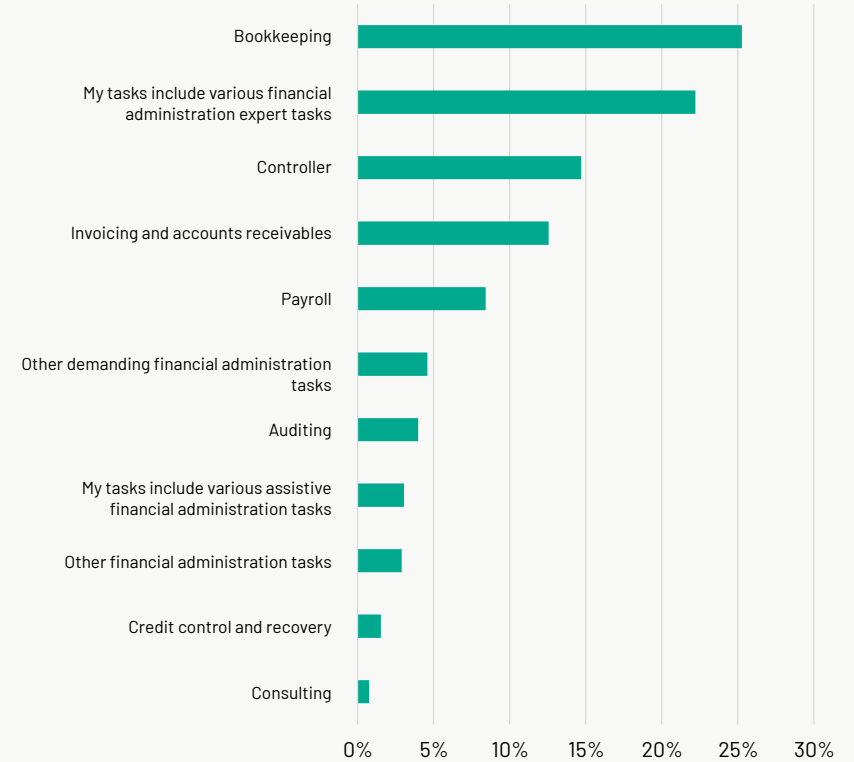
\*Other: e.g. transport and storage, accommodation and food service, other information and communications sector, real estate sector, education, organizational sector, other service operations, other operations, advertising agencies.

# MAIN JOB DESCRIPTION

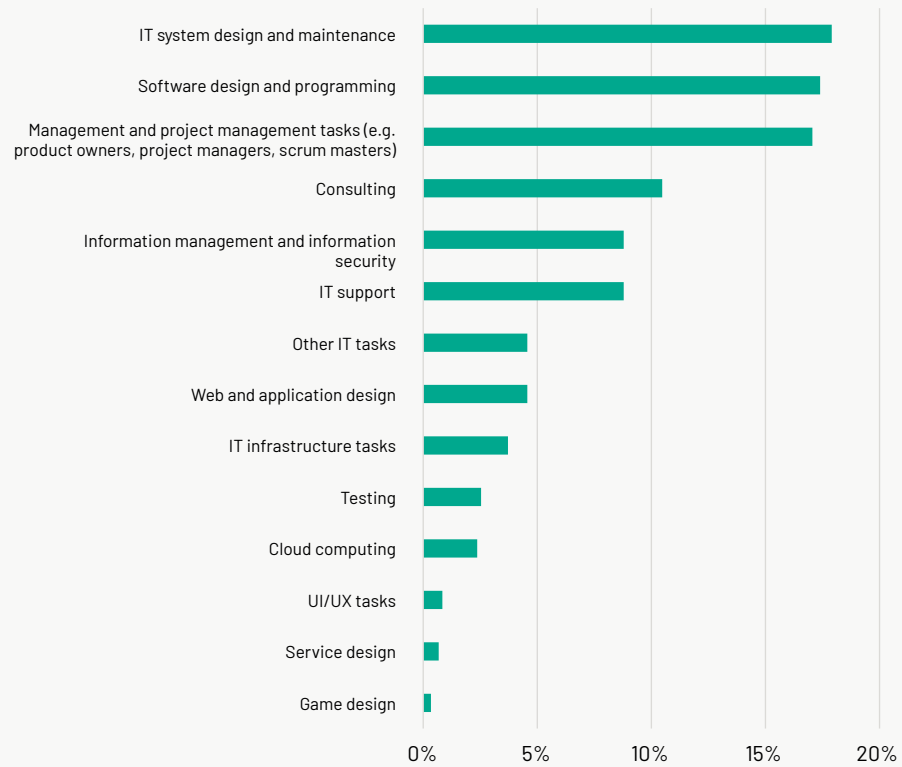


\*Other: e.g. library tasks, employment service tasks, benefits processing, advocacy and influencing tasks, archiving and documentation tasks.

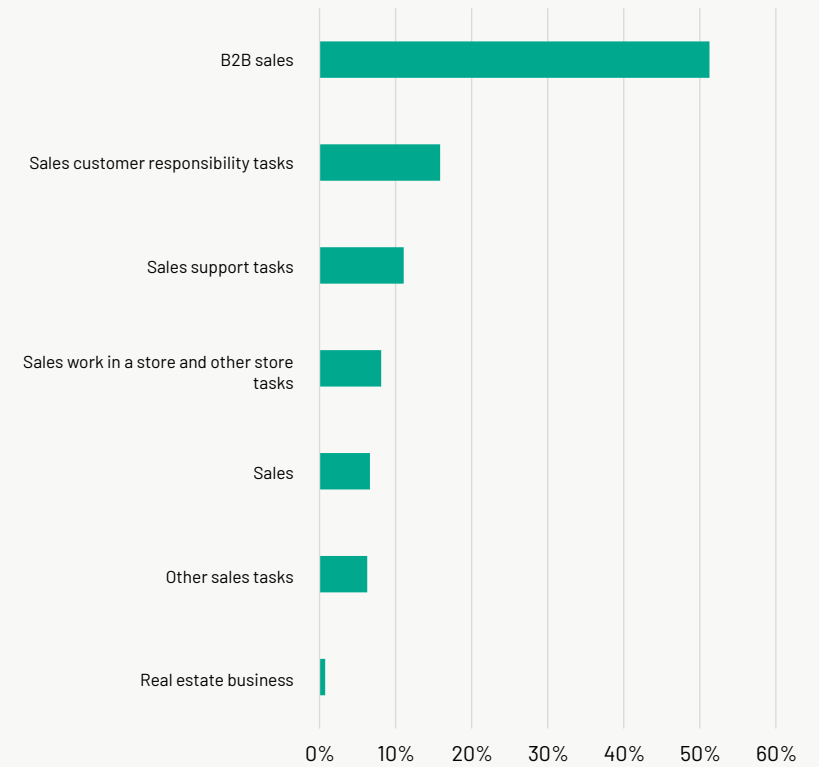
# FINANCIAL ADMINISTRATION TASKS



## IT TASKS



## SALES



A woman with short blonde hair, wearing a grey ribbed sweater, is pointing her right hand towards a large grey speech bubble. The speech bubble contains the text "NO LIMITS." in white, bold, uppercase letters. To the left of the grey bubble is a smaller yellow speech bubble. The background is a plain, light grey color.

**NO  
LIMITS.**

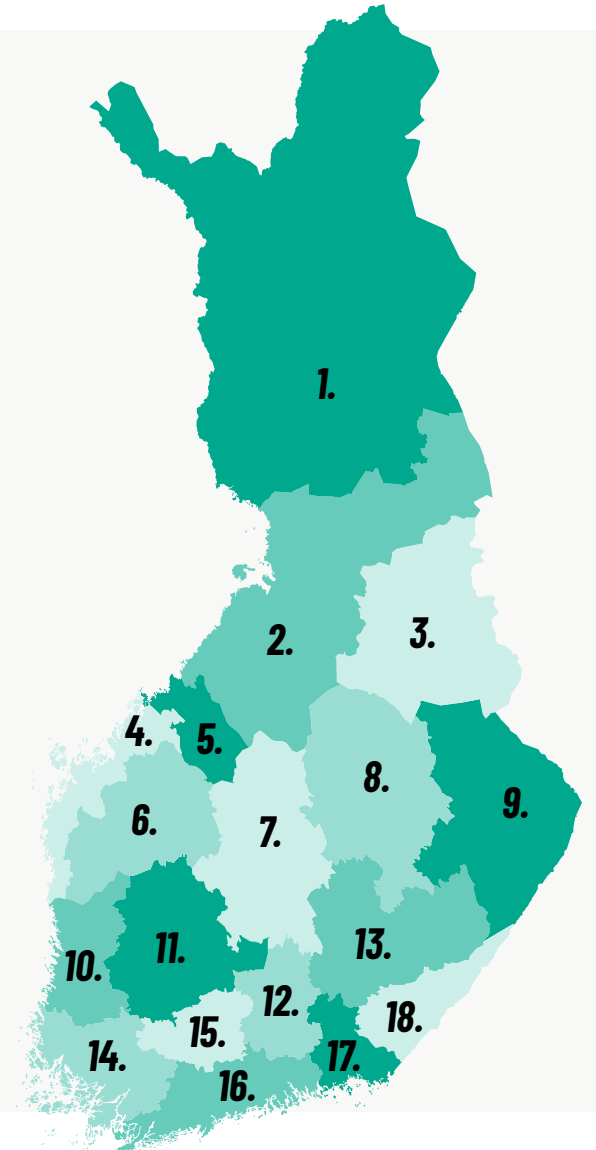
## **JOB TITLES**

**EXPERT, ACCOUNTANT, PROJECT MANAGER, FINANCIAL MANAGER, CONTROLLER,  
FINANCIAL MANAGEMENT EXPERT, SALES MANAGER, SERVICE MANAGER, SYSTEMS  
EXPERT, CONSULTANT, SOFTWARE DEVELOPER, BUYER, SERVICE EXPERT, OFFICE SECRETARY,  
ASSISTANT, SOFTWARE DESIGNER, DESIGNER, BUSINESS CONTROLLER, SPECIAL ADVISOR,  
DEVELOPMENT MANAGER, HR SPECIALIST, APPLICATION EXPERT, FINANCIAL EXPERT, ACCOUNT  
MANAGER, KEY ACCOUNT MANAGER, MANAGER, TAX SECRETARY, ACCOUNTANT, SALESPERSON, CUSTOMER  
SERVICE MANAGER, ACCOUNT DIRECTOR, PROCUREMENT SPECIALIST, HR BUSINESS PARTNER, EXECUTIVE  
ASSISTANT, MARKETING COORDINATOR, MARKETING MANAGER, PAYROLL CALCULATOR, PROJECT COORDINATOR,  
CFO, EXECUTIVE DIRECTOR, OFFICE MANAGER, BUSINESS CONTROLLER, MARKETING SPECIALIST, CHIEF ACCOUNTANT,  
SOLUTION SPECIALIST, PRODUCT MANAGER, CHIEF INSPECTOR, REGIONAL MANAGER, CUSTOMER ADVISOR, ASSOCIATE, FINANCIAL  
CONTROLLER, ADMINISTRATIVE SECRETARY, IT EXPERT, COORDINATOR, SALES DIRECTOR**

# BBAS BY REGION

		<b>MEDIAN SALARY</b>	<b>SHARE OF RESPONDENTS</b>
<b>1.</b>	Lapland	3,600	2%
<b>2.</b>	North Ostrobothnia	3,650	6%
<b>3.</b>	Kainuu	3,455	1%
<b>4.</b>	Ostrobothnia	4,100	1%
<b>5.</b>	Central Ostrobothnia	3,386	1%
<b>6.</b>	South Ostrobothnia	3,563	2%
<b>7.</b>	Central Finland	3,700	3%
<b>8.</b>	North Savo	3,400	3%
<b>9.</b>	North Karelia	3,295	1%

		<b>MEDIAN SALARY</b>	<b>SHARE OF RESPONDENTS</b>
<b>10.</b>	Satakunta	3,658	2%
<b>11.</b>	Pirkanmaa	3,900	11%
<b>12.</b>	Päijät-Häme	3,962	4%
<b>13.</b>	South Savo	3,613	1%
<b>14.</b>	Southwest Finland	3,862	9%
<b>15.</b>	Kanta-Häme	3,805	3%
<b>16.</b>	Helsinki-Uusimaa	4,349	47%
<b>17.</b>	Kymenlaakso	3,629	2%
<b>18.</b>	South Karelia	3,372	1%



## REMUNERATION OF BBAS

In 2023, the salaries of BBAs increased more than normal in 2023, as did those of other employees. This is largely due to the general increases that were significantly higher than in the past. These included both percentage or euro increases in monthly salaries as well as one-off payments, depending on the contract area, during the spring, summer and fall.

The average salary for all respondents (EUR 4,347) increased by around 5.7% compared to October 2022, and the median increased by 5.5%. The margin of error of the average salary was EUR +-54. The gender pay gap remained at the same level as in previous years, being around 16% for the average salary and 14% for the median.

In addition to the general increases, salaries were increased by way of local/company-specific increases, which were announced at a slightly higher rate than normal this year. In addition, the most common reasons for earnings changes were once again merit increases and/or new job descriptions with either a new or the same employer. As many as 86% of the respondents reported an increase in their earnings from October of the previous year.

### TOTAL MONTHLY SALARY BY GENDER



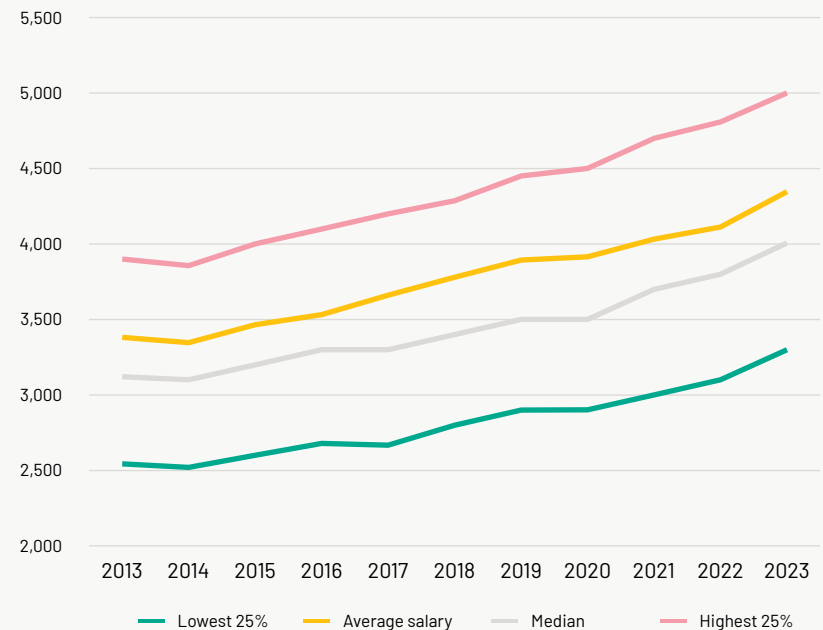


The salary development of BBAs has been positive for a long time, which is partly explained by the strengthening of the position of BBAs in the labor market. The clearest example of this is the decrease in the number of people working in clerical positions and the increase in expert tasks. For a long time, the remuneration of BBAs was affected by the phenomena brought on by a recent degree, such as young age and little work experience, but the amount of work experience of BBAs is also constantly increasing, which is one of the most significant factors affecting the salary level.

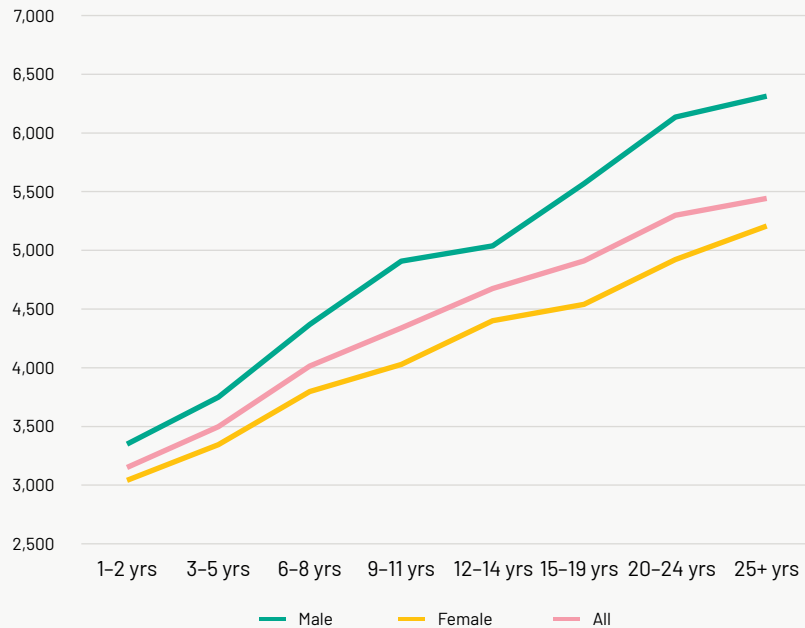
The gender pay gap cannot be fully explained. Different positions in working life are partly reflected in salary differences, as a higher percentage of men work in, for example, managerial or supervisory positions. Approximately 17% of men and 14% of women worked in supervisory positions. 90% of men and 83% of women worked in expert or managerial positions.

The share of men in some generally higher-paid sectors and positions is also higher, for example, in data processing services, ICT and sales. The share of women is higher in, for example, accounting firms, other financial administration positions and assistant positions.

## SALARY DEVELOPMENT BY SURVEY YEAR



## TOTAL MONTHLY EARNINGS BASED ON RELEVANT WORK EXPERIENCE



Salaries increased clearly more last year than in previous years, but at the same time, high inflation posed a challenge to the preservation of purchasing power. Salary increases were mainly paid in the form of general increases to be paid to everyone, which made it possible to secure livelihoods collectively.

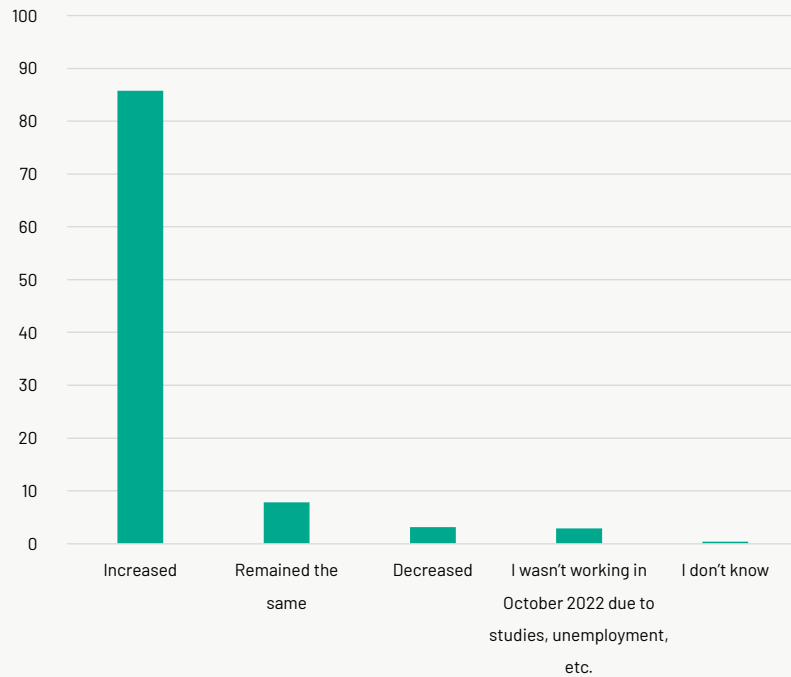


**JOONAS KOPRA**

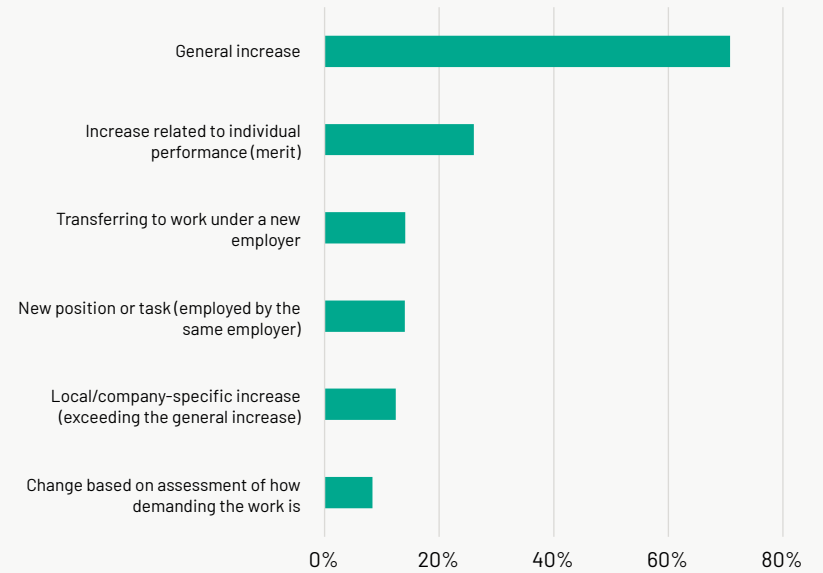
SPECIAL ADVISOR,  
ICT and finance



## EARNINGS DEVELOPMENT



## WHAT HAS CAUSED YOUR MONTHLY EARNINGS TO CHANGE?

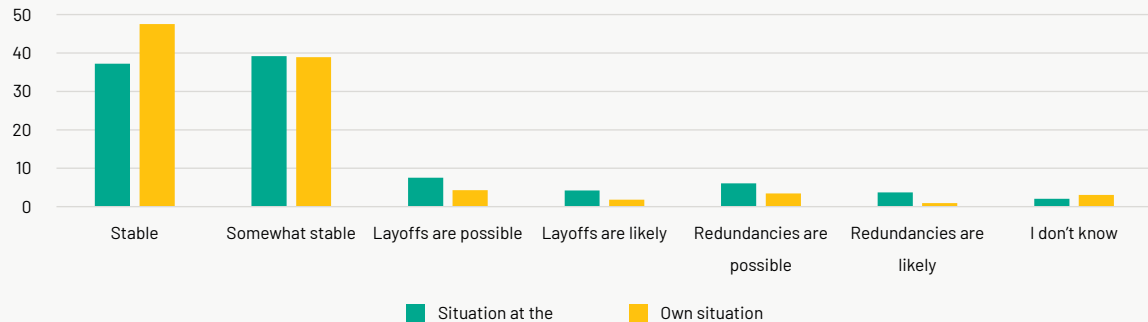


## DECREASED CONFIDENCE IN THE EMPLOYMENT

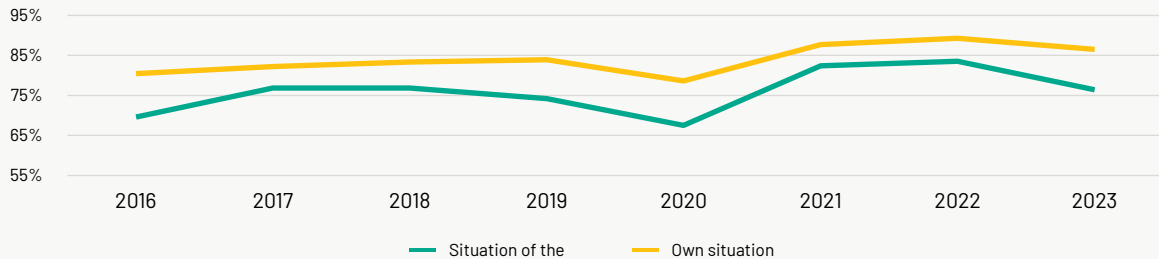
Compared to the previous year, confidence in both the employer and one's own employment relationship had somewhat decreased. BBAs view their own situation as more stable than the situation of the workplace. The possibility and likelihood of layoffs had somewhat increased. The possibility and likelihood of layoffs were also slightly increasing but more moderately than in the case of layoffs, and the growth was more focused on the situation of the workplace.

Examined by sector, clear differences between sectors could be detected. Persons working in the accounting and financial sectors and the public sector had the highest confidence in their employer's situation, compared to industrial sectors, where confidence was lowest. In terms of the respondents' own employment relationships, the same sectors as for the employers were considered to be the most secure. Industry and trade were rated the weakest, but the respondents perceived their own situation as more stable than the situation of the employer.

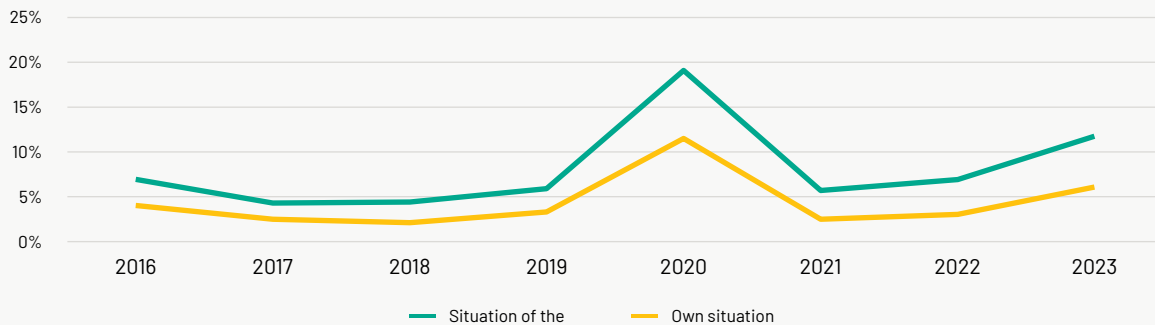
### HOW DO YOU SEE YOUR WORK SITUATION AND YOUR EMPLOYER'S SITUATION IN THE NEAR



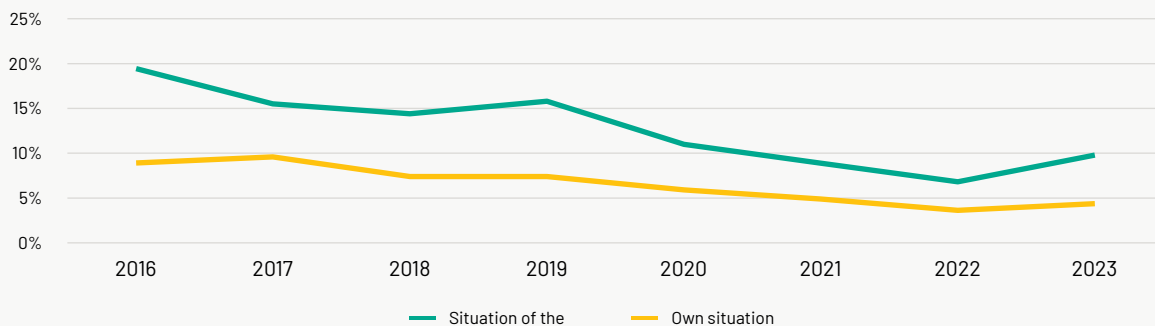
### STABLE OR SOMEWHAT STABLE



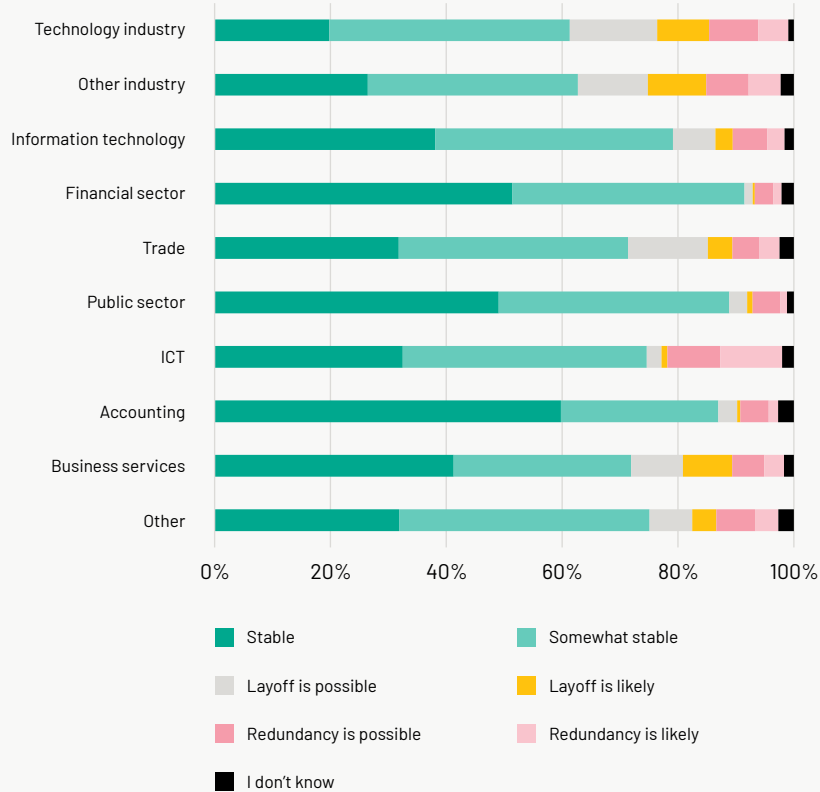
### LAYOFFS POSSIBLE OR LIKELY



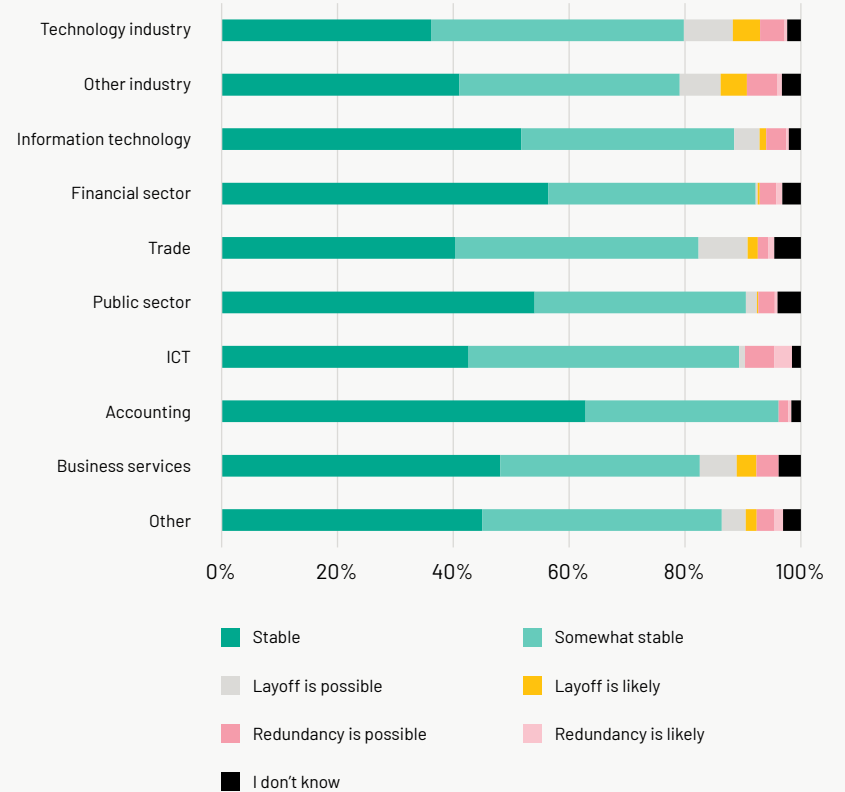
### LAYOFFS ARE POSSIBLE OR LIKELY



**SITUATION OF THE WORKPLACE: IN GENERAL, WHAT DO YOU THINK WILL BE THE SITUATION AT YOUR WORKPLACE IN THE NEAR FUTURE?**



**YOUR OWN SITUATION: HOW DO YOU SEE YOUR OWN SITUATION AT YOUR WORKPLACE IN THE NEAR FUTURE?**



## WELLBEING

Stress factors related to expert and knowledge work as well as their consideration in the workplace have been hot topics in recent years. The results show that the situation is not ideal at all workplaces. Compared to the previous year, the situation had remained unchanged for the respondents overall, although the situation had slightly improved for management.

In general, support for the wellbeing of personnel was perceived to be slightly improved, with more than half of the respondents considering the situation to be at least somewhat good, albeit noting that 43% had responded at best “moderately”.

Of all the respondents, 11% reported that their workload was constantly too high, which was up to 27% for management. The workload was considered at times too large by roughly 40% of all respondents. The workload was considered most appropriate by those working in clerical tasks. The amount of work stress was higher the higher the personnel group.



At workplaces, it should be considered how to build a sustainable workplace where employees feel content. Sickness absences related to mental load and burnout are usually of long duration, so load prevention is also more financially profitable for the employer than the treatment of potential consequences.

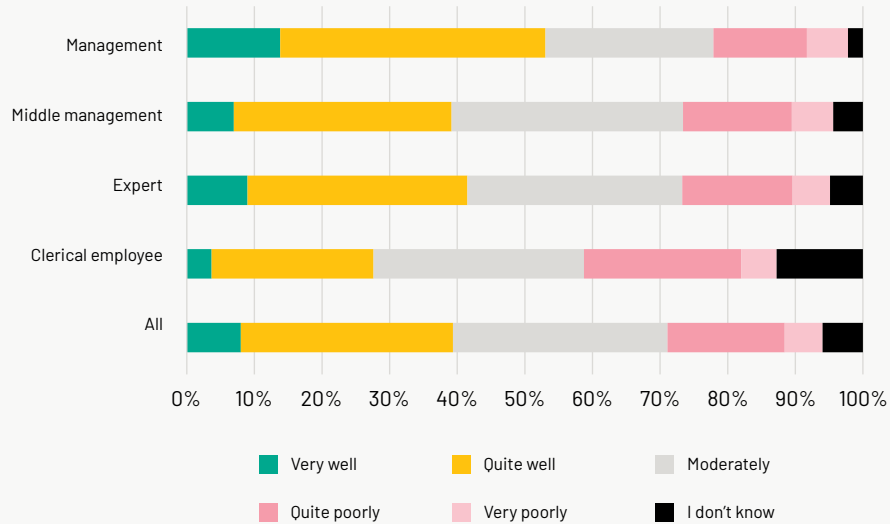


### **JULIA LAUREN**

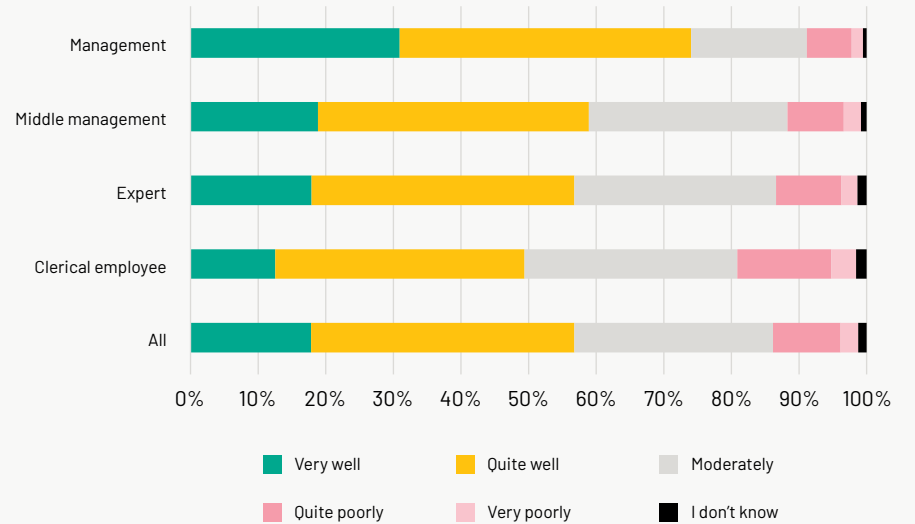
SPECIAL ADVISOR,  
information and insurance sector



### ARE THE WORKLOAD FACTORS OF EXPERT AND KNOWLEDGE WORK TAKEN INTO ACCOUNT AT YOUR WORKPLACE?



### DOES YOUR WORKPLACE SUPPORT THE WELLBEING OF EMPLOYEES?





# SALARY CHARTS

## MEANINGS

- AVG** Average.
- F10** Indicates the salary below which 10% of the respondents in the group fall.
- F25** Indicates the salary below which 25% of the respondents in the group fall.
- MED** Median refers to the middle number in a list of salaries, with exactly half of the salaries being lower and half being higher.
- F75** Indicates the salary above which 25% of the respondents in the group fall.
- F90** Indicates the salary above which 10% of the respondents in the group fall.
- N** Number of respondents.

## YEARLY COMPARISON

	<b>AVG</b>	<b>F10</b>	<b>F25</b>	<b>MED</b>	<b>F75</b>	<b>F90</b>
2023	4,347	2,800	3,300	4,008	5,000	6,227
2022	4,112	2,700	3,100	3,800	4,808	5,902
2021	4,032	2,600	3,000	3,700	4,700	5,800
2020	3,916	2,500	2,902	3,501	4,500	5,600
2019	3,893	2,490	2,900	3,500	4,450	5,360
2018	3,780	2,400	2,800	3,400	4,287	5,200
2017	3,661	2,300	2,667	3,300	4,200	5,135
2016	3,533	2,300	2,679	3,300	4,100	5,000
2015	3,466	2,200	2,600	3,200	4,000	4,916
2014	3,346	2,200	2,520	3,100	3,856	4,850
2013	3,381	2,200	2,543	3,120	3,900	4,800
2012	3,329	2,180	2,500	3,027	3,746	4,600

## GENDER

	<b>AVG</b>	<b>F10</b>	<b>F25</b>	<b>MED</b>	<b>F75</b>	<b>F90</b>	<b>N</b>
Male	4,784	3,000	3,500	4,400	5,600	6,800	1,119
Female	4,112	2,755	3,183	3,852	4,733	5,800	2,082
Other or prefer not to tell	4,635	2,878	3,324	4,000	6,040	7,052	21

## POSITION, ALL

	<b>AVG</b>	<b>F10</b>	<b>F25</b>	<b>MED</b>	<b>F75</b>	<b>F90</b>	<b>N</b>
Senior management (e.g. director general, managing director, deputy managing director)	6,492	3,392	4,125	5,675	8,650	10,576	36
Management (e.g. assistant manager, human resources manager, marketing manager, sales manager, development manager or technical manager)	6,772	4,102	5,300	6,491	8,240	9,500	135
Senior middle management (e.g. unit, office, purchasing or sales manager; several subordinates)	5,536	3,661	4,450	5,385	6,544	7,542	244
Lower middle management (subordinates to those mentioned above, e.g. team leaders, persons in an independent position of responsibility, other managerial tasks)	4,840	3,458	3,900	4,700	5,550	6,319	327
Highly demanding expert duties (e.g. senior management headquarters tasks, such as extensive research, planning and development tasks)	5,722	4,005	4,575	5,500	6,454	7,200	145
Demanding expert tasks (e.g. demanding research, planning and development tasks)	4,778	3,500	4,000	4,620	5,395	6,216	581
Expert duties (e.g. planning, research and development, other expert tasks)	3,817	2,850	3,200	3,686	4,250	4,950	1,224
Clerical employee (no independent status, e.g. office and sales work, assistant work, secretarial duties)	3,120	2,431	2,686	2,980	3,377	4,000	528

## POSITION, FEMALE

	<b>AVG</b>	<b>F10</b>	<b>F25</b>	<b>MED</b>	<b>F75</b>	<b>F90</b>	<b>N</b>
Senior management (e.g. director general, managing director, deputy managing director)	5,903	3,631	4,000	5,339	8,775	9,034	18
Management (e.g. assistant manager, human resources manager, marketing manager, sales manager, development manager or technical manager)	6,275	3,851	4,725	6,010	7,664	9,320	84
Senior middle management (e.g. unit, office, purchasing or sales manager; several subordinates)	5,240	3,552	4,315	5,167	6,005	7,150	138
Lower middle management (subordinates to those mentioned above, e.g. team leaders, persons in an independent position of responsibility, other managerial tasks)	4,683	3,415	3,800	4,600	5,360	6,200	199
Highly demanding expert duties (e.g. senior management headquarters tasks, such as extensive research, planning and development tasks)	5,246	3,650	4,359	5,026	6,145	7,010	64
Demanding expert tasks (e.g. demanding research, planning and development tasks)	4,647	3,488	3,966	4,500	5,150	6,004	335
Expert duties (e.g. planning, research and development, other expert tasks)	3,754	2,850	3,186	3,620	4,181	4,757	816
Clerical employee (no independent status, e.g. office and sales work, assistant work, secretarial duties)	3,059	2,437	2,682	2,954	3,315	3,900	420

## POSITION, MALE

	<b>AVG</b>	<b>F10</b>	<b>F25</b>	<b>MED</b>	<b>F75</b>	<b>F90</b>	<b>N</b>
Senior management (e.g. director general, managing director, deputy managing director)	7,138	2,980	4,150	6,100	8,750	15,051	17
Management (e.g. assistant manager, human resources manager, marketing manager, sales manager, development manager or technical manager)	7,612	4,930	6,038	7,139	9,225	10,473	50
Senior middle management (e.g. unit, office, purchasing or sales manager; several subordinates)	5,944	4,000	4,691	5,788	7,025	8,601	102
Lower middle management (subordinates to those mentioned above, e.g. team leaders, persons in an independent position of responsibility, other managerial tasks)	5,100	3,500	4,000	4,900	5,900	6,700	125
Highly demanding expert duties (e.g. senior management headquarters tasks, such as extensive research, planning and development tasks)	6,061	4,202	5,008	5,819	6,515	7,259	80
Demanding expert tasks (e.g. demanding research, planning and development tasks)	4,959	3,500	4,088	4,785	5,585	6,377	238
Expert duties (e.g. planning, research and development, other expert tasks)	3,947	2,861	3,274	3,830	4,451	5,146	390
Clerical employee (no independent status, e.g. office and sales work, assistant work, secretarial duties)	3,387	2,408	2,690	3,100	3,540	4,431	103

## YEAR OF BIRTH

	<b>AVG</b>	<b>F10</b>	<b>F25</b>	<b>MED</b>	<b>F75</b>	<b>F90</b>	<b>N</b>
1956-1960	4,880	3,185	3,956	4,353	5,928	7,369	14
1961	4,459	2,526	3,414	4,300	5,478	6,417	10
1962	4,681	3,505	4,225	4,568	5,015	6,080	10
1963	4,573	2,354	3,477	4,576	5,187	7,611	12
1964	5,024	2,763	3,703	5,160	5,608	7,985	14
1965	4,488	2,879	3,256	4,100	5,809	6,902	13
1966	5,027	2,920	3,575	4,900	6,200	6,980	17
1967	4,145	2,930	3,323	3,766	4,945	5,670	22
1968	4,911	3,041	3,397	4,508	5,367	7,450	30
1969	5,080	3,224	3,950	4,521	6,110	7,305	33
1970	4,682	3,030	3,684	4,400	5,558	7,013	25
1971	5,724	3,008	4,106	4,986	6,194	9,530	38
1972	4,714	3,510	3,925	4,700	5,388	6,280	40
1973	5,096	3,355	4,075	4,800	6,488	7,104	57
1974	5,303	3,230	4,100	4,800	6,005	8,124	71
1975	5,015	3,069	3,500	4,610	5,990	7,570	92
1976	5,174	3,240	3,907	4,700	6,269	7,645	97
1977	5,347	3,556	4,070	4,980	6,100	8,300	127
1978	4,878	3,004	3,878	4,757	5,775	6,741	116
1979	5,027	3,400	4,000	4,900	5,722	6,800	111
1980	4,584	3,100	3,600	4,200	5,200	6,309	114
1981	4,682	3,127	3,707	4,400	5,393	6,460	125
1982	4,863	3,003	3,520	4,763	5,700	7,098	123
1983	4,673	2,987	3,500	4,239	5,700	6,783	127
1984	4,597	3,026	3,500	4,385	5,332	6,515	124
1985	4,836	3,342	3,790	4,500	5,390	6,342	101

	<b>AVG</b>	<b>F10</b>	<b>F25</b>	<b>MED</b>	<b>F75</b>	<b>F90</b>	<b>N</b>
1986	4,332	2,990	3,486	4,110	4,950	6,127	124
1987	4,173	3,000	3,328	3,950	4,600	5,355	129
1988	4,209	2,864	3,462	3,900	4,657	6,156	138
1989	4,096	2,981	3,332	3,903	4,525	5,495	114
1990	4,086	2,845	3,300	4,000	4,762	5,495	110
1991	4,092	2,700	3,200	3,850	4,775	5,703	117
1992	3,713	2,648	3,049	3,600	4,168	5,000	145
1993	3,689	2,738	3,050	3,498	4,000	4,750	115
1994	3,550	2,634	2,962	3,500	4,010	4,550	129
1995	3,439	2,623	2,901	3,300	3,800	4,295	90
1996	3,294	2,500	2,775	3,120	3,700	4,300	113
1997	3,267	2,397	2,800	3,200	3,613	4,231	114
1998	2,975	2,450	2,600	2,817	3,350	3,564	77
1999	2,886	2,400	2,588	2,827	3,113	3,452	46
2000-2002	3,010	2,484	2,600	2,803	3,163	4,120	18

## REGION

	<b>AVG</b>	<b>F10</b>	<b>F25</b>	<b>MED</b>	<b>F75</b>	<b>F90</b>	<b>N</b>
South Karelia	3,769	2,558	2,750	3,372	4,500	5,801	39
South Ostrobothnia	3,943	2,575	3,017	3,563	4,259	5,900	54
South Savo	3,910	2,500	3,078	3,613	4,455	5,640	48
Helsinki-Uusimaa	4,689	3,010	3,520	4,349	5,449	6,685	1,537
Kainuu	3,601	2,586	2,946	3,455	3,964	5,329	24
Kanta-Häme	3,990	2,700	3,288	3,805	4,500	5,454	85
Central Ostrobothnia	3,888	2,662	3,075	3,386	3,602	7,515	18
Central Finland	3,874	2,601	3,004	3,700	4,408	5,123	102
Kymenlaakso	3,837	2,712	3,013	3,629	4,400	5,335	57
Lapland	4,030	2,428	3,000	3,600	4,725	5,611	66
Päijät-Häme	4,272	2,797	3,199	3,962	4,819	6,410	118
Pirkanmaa	4,163	2,700	3,100	3,900	4,803	5,800	363
Ostrobothnia	3,894	2,737	2,980	4,100	4,400	4,982	35
North Karelia	3,596	2,339	3,000	3,295	4,300	5,054	38
North Ostrobothnia	3,987	2,697	3,000	3,650	4,551	5,722	206
North Savo	3,826	2,492	2,868	3,400	4,260	5,660	77
Satakunta	3,966	2,600	2,917	3,658	4,883	5,765	78
Southwest Finland	4,170	2,800	3,258	3,862	4,884	6,000	292



## UNIVERSITY OF APPLIED SCIENCES

	<b>AVG</b>	<b>F10</b>	<b>F25</b>	<b>MED</b>	<b>F75</b>	<b>F90</b>	<b>N</b>
Arcada University of Applied Sciences	4,900	3,107	3,947	4,700	5,850	7,224	33
Centria University of Applied Sciences (former Central Ostrobothnia UAS)	4,092	2,624	3,100	3,510	5,400	5,659	42
HAAGA-HELIA University of Applied Sciences (former Haaga UAS or Helia)	4,693	3,100	3,560	4,350	5,390	6,600	731
Häme University of Applied Sciences HAMK	4,268	2,700	3,400	4,060	4,865	6,028	129
Jamk University of Applied Sciences	3,976	2,554	3,005	3,700	4,500	5,592	127
South-Eastern Finland University of Applied Sciences (former Mikkeli UAS and Kymenlaakso UAS)	4,111	2,767	3,100	3,830	4,800	6,000	188
Kajaani University of Applied Sciences	4,129	2,768	3,126	3,795	5,178	6,208	54
Karelia University of Applied Sciences (former North Karelia UAS)	4,060	2,380	3,000	3,825	4,828	6,166	47
LAB University of Applied Sciences (former Lahti University of Applied Sciences or Saimaa UAS/South Karelia UAS)	4,523	2,780	3,250	4,200	5,250	6,780	185
Lapland University of Applied Sciences (former Kemi-Tornio UAS or Rovaniemi UAS)	4,198	2,547	3,101	3,691	4,933	6,028	108
Laurea University of Applied Sciences	4,481	2,953	3,374	4,095	5,055	6,533	338
Metropolia University of Applied Sciences (former EVTEK or Stadia)	4,437	2,976	3,307	4,025	4,982	6,204	172
Novia University of Applied Sciences (former Yrkeshögskolan Sydväst or Svenska yrkeshögskolan)	4,528	2,860	3,180	4,350	5,190	7,950	12
Oulu University of Applied Sciences	3,914	2,600	2,889	3,500	4,500	5,323	168
Satakunta University of Applied Sciences	4,095	2,600	3,094	3,900	4,930	5,920	157
Savonia University of Applied Sciences (former North Savo UAS)	4,155	2,712	3,091	4,000	4,610	6,000	81
Seinäjäki University of Applied Sciences	4,055	2,705	3,127	3,780	4,608	5,825	85
Tampere University of Applied Sciences (former TAMK and PIRAMK)	4,305	2,710	3,165	4,036	4,915	6,290	261
Turku University of Applied Sciences	4,146	2,800	3,191	3,815	4,885	6,002	238
Vaasa University of Applied Sciences	4,213	2,840	3,358	4,140	4,844	5,717	73

## STUDY PROGRAM

	<b>AVG</b>	<b>F10</b>	<b>F25</b>	<b>MED</b>	<b>F75</b>	<b>F90</b>	<b>N</b>
Business Administration	4,210	2,781	3,200	3,900	4,825	6,000	1,925
International business	4,566	2,867	3,430	4,200	5,400	6,776	327
Business Information Technology	4,787	3,144	3,700	4,512	5,500	6,597	588
Finance and Economics	4,374	2,783	3,310	3,900	5,254	6,541	57
Management Assistant Work and Language	4,155	2,657	3,045	3,991	4,817	5,822	43
Business Logistics	3,920	2,916	3,300	3,700	4,200	5,429	63
Sales (e.g. sales work or sales and visual marketing degree program)	4,090	2,400	2,822	3,500	4,510	6,300	65
Security Management	4,357	3,100	3,287	4,050	4,800	6,800	39
Entrepreneurship (e.g. SME entrepreneurship or business operations development)	4,123	2,470	2,829	4,000	4,912	6,429	53
Other	4,341	2,800	3,136	3,865	4,900	6,609	72

## SPECIALIZATION

	AVG	F10	F25	MED	F75	F90	N
Financial administration and accounting	4,199	2,700	3,145	3,814	4,850	6,300	739
Marketing and/or communications	4,243	2,800	3,200	3,930	4,806	6,000	596
Sales	4,279	2,599	3,020	3,775	5,200	6,457	68
Management and business development	4,266	2,814	3,242	4,000	4,858	6,092	402
International business	4,697	2,908	3,500	4,319	5,499	7,000	253
Business logistics	3,984	2,836	3,300	3,700	4,500	5,496	103
Entrepreneurship	3,953	2,646	2,900	3,578	4,425	5,915	82
Financial sector and financing	4,436	3,000	3,500	4,108	5,329	6,122	97
Jurisprudence	3,711	2,622	2,985	3,518	4,197	4,895	100
Digital services	3,996	2,600	3,290	3,907	4,925	5,154	53
Software and system development	4,932	3,200	4,000	4,689	5,628	6,635	262
ICT	4,829	3,190	3,717	4,700	5,571	6,601	217
Other IT specializations	4,437	3,047	3,490	4,175	5,086	6,488	58
Game industry	4,096	2,620	3,184	4,223	4,750	5,750	13
Security sector	4,218	2,958	3,250	3,926	4,763	6,690	30
Project management	4,378	2,990	3,654	4,070	5,402		13
Tourism	4,950	2,865	3,500	3,972	5,408	6,407	18

## YEAR OF GRADUATION

	AVG	F10	F25	MED	F75	F90	N
1994–1999	5,415	3,315	3,939	4,950	6,300	7,804	155
2000	5,176	3,222	3,925	4,643	6,219	7,752	82
2001	5,307	3,375	4,000	4,770	6,000	8,014	115
2002	5,186	3,733	4,184	4,984	5,860	6,725	146
2003	4,979	3,100	3,770	4,665	6,000	7,300	99
2004	5,057	3,039	3,800	4,905	5,943	7,060	106
2005	5,107	3,398	4,000	4,861	5,927	7,000	138
2006	4,955	3,230	3,909	4,700	5,798	6,858	105
2007	5,058	3,406	3,892	4,700	5,797	7,170	100
2008	4,641	3,147	3,722	4,300	5,296	6,616	97
2009	4,720	3,100	3,636	4,550	5,480	6,552	115
2010	4,710	3,167	3,539	4,500	5,450	6,500	123
2011	4,616	2,955	3,549	4,430	5,314	6,479	90
2012	4,490	2,991	3,650	4,250	5,020	6,158	105
2013	4,302	2,883	3,295	4,171	4,927	6,203	106
2014	4,362	3,024	3,619	4,180	4,948	6,121	115
2015	4,280	3,025	3,404	4,000	4,905	6,000	114
2016	4,059	2,993	3,378	3,905	4,684	5,153	112
2017	4,053	2,829	3,200	3,600	4,423	5,344	118
2018	3,969	2,929	3,200	3,850	4,419	5,235	143
2019	3,662	2,712	3,033	3,564	4,116	4,600	190
2020	3,619	2,711	3,097	3,500	4,030	4,736	181
2021	3,427	2,502	2,800	3,244	3,877	4,846	204
2022	3,262	2,467	2,705	3,150	3,567	4,200	203
2023	3,064	2,414	2,600	3,000	3,350	3,816	141

## MASTER'S DEGREE COMPLETION

	AVG	F10	F25	MED	F75	F90	N
1999-2009	5,653	3,305	4,090	5,000	6,700	8,900	51
2010-2012	5,762	3,863	4,501	5,400	6,738	8,307	48
2013	6,188	3,465	4,522	5,250	6,660	11,850	18
2014	5,294	3,408	3,660	5,000	6,180	9,015	29
2015	5,404	3,884	4,401	5,200	6,068	6,965	30
2016	5,095	3,872	4,042	4,800	5,620	6,829	23
2017	5,267	3,912	4,389	4,880	6,150	7,080	25
2018	5,442	3,500	4,275	4,977	6,038	7,395	46
2019	4,990	3,607	4,140	4,807	5,666	7,209	40
2020	4,820	3,400	3,838	4,618	5,188	6,390	52
2021	4,705	3,332	3,808	4,500	5,472	5,927	50
2022	5,195	3,288	3,780	4,660	6,064	8,670	48
2023	4,503	3,198	3,603	4,245	5,008	6,350	62
2024	4,411	2,996	3,616	4,234	4,916	6,167	146
2025	4,161	2,950	3,275	3,900	4,750	5,446	79

## ARE YOU COMPLETING OR HAVE YOU COMPLETED A MASTER'S DEGREE?

	AVG	F10	F25	MED	F75	F90	N
Yes	5,199	3,411	4,005	4,820	5,911	7,475	523
I'm currently in a master's program	4,332	3,000	3,500	4,116	4,900	5,890	269
No	4,164	2,735	3,156	3,850	4,800	6,020	2,440

## DEGREE PROGRAM, MASTER OF BUSINESS ADMINISTRATION (UAS)

	AVG	F10	F25	MED	F75	F90	N
Programs related to entrepreneurship (e.g. entrepreneurship and business skills)	5,244	3,665	3,975	5,130	6,315	7,224	78
Programs related to management and business development	4,839	3,302	3,874	4,500	5,300	6,292	227
International business management	4,427	2,590	3,726	4,500	5,150	5,904	38
Service business development and management	5,015	3,232	3,939	4,900	5,500	7,342	31
IT sector programs (e.g. information systems competence, data processing, business technologies)	5,221	3,412	4,260	5,065	5,975	7,380	53
Management of sustainable growth and societal responsibility	4,038	2,894	3,308	3,850	4,614	5,934	12
Procurement	4,498	3,386	3,921	4,450	5,040	5,418	17
Legal competence and legal design	5,542	3,271	4,175	5,590	6,600	8,734	13
Project management	5,057	3,800	4,105	4,825	6,123		8
Other	4,920	3,200	3,696	4,665	5,790	6,916	49
Program not specified	5,003	3,106	3,600	4,407	6,000	8,400	84

## WHICH MASTER'S DEGREE

	AVG	F10	F25	MED	F75	F90	N
UAS master's degree	4,907	3,300	3,852	4,600	5,600	6,800	631
University	4,796	3,150	3,647	4,220	5,380	6,600	141
Both	5,021	2,961	3,405	4,400	6,334	9,273	15

## LENGTH OF EMPLOYMENT

	AVG	F10	F25	MED	F75	F90	N
1	3,102	2,375	2,557	2,985	3,386	4,094	73
2	3,177	2,465	2,640	3,050	3,476	3,900	114
3	3,337	2,589	2,814	3,200	3,700	4,269	204
4	3,483	2,600	2,982	3,450	3,941	4,466	205
5	3,675	2,700	3,080	3,600	4,050	4,720	175
6	3,895	2,875	3,237	3,758	4,388	4,950	199
7	4,143	2,968	3,383	3,938	4,575	5,250	184
8	4,055	2,993	3,360	3,831	4,550	5,340	129
9	4,370	3,150	3,585	4,150	4,820	5,600	131
10	4,232	3,000	3,365	4,050	4,815	5,880	69
11	4,629	3,088	3,600	4,367	5,120	6,626	173
12	4,780	3,263	3,713	4,461	5,425	6,843	57
13	4,674	3,100	3,738	4,477	5,332	6,345	121
14	4,499	3,124	3,845	4,488	5,031	6,006	104
15	4,558	3,051	3,600	4,230	5,190	6,544	70
16	5,045	3,442	4,100	4,644	5,600	6,832	176
17	4,993	3,278	3,889	4,700	5,563	7,070	107
18	5,209	3,433	4,300	5,180	6,000	6,735	94
19	5,086	3,556	4,050	4,769	5,684	7,705	107
20	4,977	3,100	3,820	4,800	5,919	6,920	41
21	5,430	3,595	4,435	5,400	6,215	7,168	199
22	5,342	3,507	4,052	5,025	6,100	7,000	63
23	5,353	3,460	4,100	4,800	5,600	8,300	80
24	6,338	3,946	4,538	5,855	7,175	9,289	79
25	5,635	3,400	4,233	5,225	6,306	8,530	46
26-30	5,393	3,634	4,249	5,071	6,400	7,137	96
31-41	5,014	3,243	4,000	4,700	5,620	7,694	73





## LINE OF BUSINESS

	AVG	F10	F25	MED	F75	F90	N
Agriculture, forestry and fisheries	4,129	2,670	3,288	4,075	5,075	5,530	16
Mining and quarrying	4,948	2,898	3,520	5,200	5,900	7,696	11
Manufacture of food products, beverages and tobacco	4,697	3,169	3,580	4,255	5,300	7,439	33
Advertising agencies	3,711	2,650	2,900	3,500	4,300	4,820	39
Wood procurement, forest management, manufacture of paper and paper products	5,091	2,986	4,157	5,200	5,662	7,762	25
Manufacture of basic pharmaceutical products and pharmaceutical preparations	5,690	3,199	3,909	4,525	7,656	10,127	16
Manufacture of chemicals, chemical products, rubber and plastic products, ceramics and glass, concrete and stone products	4,143	2,764	3,219	4,066	5,000	5,974	60
Manufacture of basic metals and fabricated metal products	4,581	3,060	3,816	4,749	5,345	6,000	29
Manufacture of computer, electronic and optical products	4,254	2,873	3,275	4,049	4,955	5,825	34
Manufacture of metal products, machinery and equipment	4,228	2,990	3,400	4,020	4,848	5,806	127
Manufacture of transport equipment	4,402	3,120	3,500	4,275	5,355	6,163	12
Other manufacture	4,566	2,720	3,628	4,120	5,490	7,244	61
Energy sector (electricity, gas, heat and water supply)	4,562	3,095	3,600	4,324	5,320	6,496	58
Construction	4,256	2,792	3,300	3,890	4,600	6,588	75
Wholesale	4,746	2,982	3,500	4,500	5,600	6,760	123
Retail	4,241	2,670	3,056	3,800	4,828	6,700	139
Transport and storage	4,366	2,900	3,317	4,110	4,975	5,959	76
Accommodation and food service activities	3,815	2,508	3,172	3,472	4,475	5,753	21
ICT sector (e.g. telecommunications, network management)	4,981	3,078	3,601	4,600	5,800	7,155	188

	AVG	F10	F25	MED	F75	F90	N
Data-processing services (e.g. software design, information service activities)	4,899	3,299	3,722	4,500	5,583	6,756	417
Other information and communications sector	4,621	2,970	3,655	4,130	5,223	6,511	66
Financial activities	4,856	2,829	3,550	4,534	5,620	7,272	207
Insurance business	4,519	2,769	3,450	4,110	5,338	6,499	70
Real estate sector (e.g. real estate management, property maintenance)	4,066	2,700	3,000	3,700	4,500	6,382	75
Architectural and engineering services and related consulting (e.g. engineering and design agencies)	4,386	3,005	3,525	3,968	5,054	6,718	30
Auditing and business management consulting	4,203	2,701	3,230	3,900	4,415	5,945	60
Accounting	3,380	2,500	2,773	3,200	3,902	4,367	169
Business development activities (technology and innovation centers)	4,122	2,854	3,130	3,780	5,096	5,930	17
Other business services (e.g. law firms)	4,034	2,644	3,020	3,850	4,769	5,822	70
Education	3,753	2,700	2,970	3,555	4,300	5,386	128
Organization sector	4,269	2,900	3,415	4,000	4,505	5,841	51
Other service activities	4,146	2,800	3,100	3,800	4,938	5,555	148
Other activities (e.g. health and social services, recreational activities, rental activities)	4,120	2,810	3,157	3,750	4,880	6,040	131
Public administration (e.g. tax administration)	4,152	2,800	3,150	3,900	4,775	5,746	109
Municipality or a joint municipal authority	3,750	2,565	3,032	3,644	4,291	4,917	125
Government	3,958	2,616	3,055	3,900	4,600	5,553	155
Parish	3,632	2,857	3,078	3,302	4,275	5,202	13

## EMPLOYER SIZE (NUMBER OF EMPLOYEES)

	<b>AVG</b>	<b>F10</b>	<b>F25</b>	<b>MED</b>	<b>F75</b>	<b>F90</b>	<b>N</b>
1-9	4,165	2,600	3,000	3,625	4,621	6,098	184
10-19	4,047	2,780	3,144	3,620	4,400	5,600	167
20-29	4,261	2,700	3,200	4,038	4,984	6,255	128
30-99	4,590	2,904	3,400	4,163	5,367	6,750	454
100-249	4,293	2,800	3,250	3,921	4,865	6,100	416
250-499	4,334	2,853	3,300	4,000	4,983	6,216	394
500-999	4,265	2,727	3,300	3,950	4,900	6,100	401
1,000-2,999	4,318	2,864	3,328	4,100	5,000	6,135	493
3,000-	4,484	2,860	3,409	4,239	5,250	6,475	580

## SUPERVISORY WORK

	<b>AVG</b>	<b>F10</b>	<b>F25</b>	<b>MED</b>	<b>F75</b>	<b>F90</b>	<b>N</b>
I don't have any subordinates	3,965	2,700	3,100	3,720	4,548	5,466	2,167
I don't have subordinates, but my tasks entail managing the work of others and giving tasks to other employees	4,623	3,026	3,544	4,368	5,400	6,398	573
Yes, I have subordinates	5,704	3,633	4,400	5,360	6,523	8,321	493

## SUPERVISORY WORK: MALE

	<b>AVG</b>	<b>F10</b>	<b>F25</b>	<b>MED</b>	<b>F75</b>	<b>F90</b>	<b>N</b>
I don't have any subordinates	4,352	2,847	3,320	4,070	5,000	6,205	680
I don't have subordinates, but my tasks entail managing the work of others and giving tasks to other employees	4,977	3,250	3,895	4,680	5,835	6,732	251
Yes, I have subordinates	6,092	3,615	4,500	5,759	6,963	9,230	186

## SUPERVISORY WORK: FEMALE

	<b>AVG</b>	<b>F10</b>	<b>F25</b>	<b>MED</b>	<b>F75</b>	<b>F90</b>	<b>N</b>
I don't have any subordinates	3,784	2,689	3,023	3,600	4,300	5,096	1,463
I don't have subordinates, but my tasks entail managing the work of others and giving tasks to other employees	4,342	2,900	3,400	4,150	5,000	6,096	311
Yes, I have subordinates	5,471	3,662	4,353	5,245	6,249	7,808	301

## MAIN TASK

	<b>AVG</b>	<b>F10</b>	<b>F25</b>	<b>MED</b>	<b>F75</b>	<b>F90</b>	<b>N</b>
Financial administration tasks	3,938	2,680	3,000	3,600	4,500	5,655	618
Marketing and advertising	3,891	2,893	3,235	3,736	4,400	5,020	169
Communications	4,207	2,863	3,339	4,018	4,950	5,646	44
Sales	5,095	2,926	3,600	4,549	5,853	8,034	256
Customer service and guidance	3,422	2,500	2,800	3,087	3,700	4,621	147
Service design and customer experience development	4,652	3,092	3,525	4,211	4,993	6,688	48
Human resources management	4,258	2,900	3,300	3,998	4,852	5,761	230
Tasks related to taxation	3,494	2,326	2,429	3,361	4,128	5,219	22
Financial and investment tasks	4,584	2,812	3,342	4,200	5,449	6,610	104
Insurance business tasks	3,553	2,564	3,101	3,500	3,900	4,500	23
Logistics	3,750	2,808	3,112	3,450	4,091	4,808	84
Purchasing and procurement tasks	4,489	3,118	3,500	4,200	5,100	6,238	107
Property maintenance and housing services	4,339	3,120	3,485	4,052	4,896	6,680	21
IT tasks	4,695	3,200	3,800	4,500	5,400	6,370	569
Security service tasks	4,401	3,145	3,290	3,937	5,008	6,880	28
Tasks of product management, development and production	5,061	3,140	3,999	4,750	5,731	7,002	137
Administrative tasks (e.g. office administration, general management and assistant work)	4,079	2,600	2,961	3,700	4,589	6,263	252
Organizational development and business development	4,927	3,210	3,800	4,600	6,020	6,967	211
Teaching and training tasks	4,000	2,891	3,351	3,866	4,340	5,475	30
Research and analytics tasks	4,384	3,200	3,459	4,010	5,266	6,550	29
Other	4,166	2,739	2,971	3,387	4,924	5,876	33

## FINANCIAL ADMINISTRATION

	<b>AVG</b>	<b>F10</b>	<b>F25</b>	<b>MED</b>	<b>F75</b>	<b>F90</b>	<b>N</b>
Bookkeeping	3,582	2,607	2,926	3,400	4,095	4,700	159
Payroll	3,168	2,410	2,678	3,010	3,569	3,919	50
Invoicing and accounts receivables	3,114	2,378	2,702	2,954	3,353	3,874	80
Controller	4,515	3,329	3,658	4,300	5,206	6,000	92
Auditing	3,828	2,479	3,175	3,860	4,240	4,774	26
Other demanding financial administration tasks	5,507	3,300	3,925	5,150	6,760	8,300	29
My tasks include various financial management assistive tasks	3,043	2,544	2,733	3,012	3,304	3,642	16
My tasks include various financial administration expert tasks	4,313	2,967	3,459	4,000	4,805	6,188	134
Other financial administration tasks	4,792	2,719	3,450	4,000	6,800	7,690	31

## MARKETING, ADVERTISING AND COMMUNICATIONS

	<b>AVG</b>	<b>F10</b>	<b>F25</b>	<b>MED</b>	<b>F75</b>	<b>F90</b>	<b>N</b>
Marketing and communications assistive tasks	3,266	2,369	2,641	3,050	3,500	5,226	12
Marketing and communications planning	4,111	2,990	3,274	3,922	4,713	5,500	62
My work tasks include expert duties in both marketing and communications	3,945	3,000	3,400	3,700	4,500	5,070	71
Other marketing and communications tasks	3,894	2,842	3,210	3,800	4,344	5,092	65

## SALES

	<b>AVG</b>	<b>F10</b>	<b>F25</b>	<b>MED</b>	<b>F75</b>	<b>F90</b>	<b>N</b>
Sales work in a store and other store tasks	3,506	2,220	2,817	3,415	4,400	4,859	15
Sales	4,791	2,185	3,203	3,839	6,490	9,180	16
B2B sales	5,179	3,200	3,890	4,859	6,112	7,953	134
Sales support tasks	4,705	2,708	3,350	3,814	5,190	6,950	29
Sales customer responsibility tasks	5,798	3,420	4,028	5,071	6,420	9,166	41
Other sales tasks	5,095	2,210	2,765	4,500	6,080	10,875	16

## CUSTOMER SERVICE

	<b>AVG</b>	<b>F10</b>	<b>F25</b>	<b>MED</b>	<b>F75</b>	<b>F90</b>	<b>N</b>
Customer service tasks	3,218	2,400	2,600	2,900	3,263	4,381	73
Guidance tasks	3,263	2,551	2,982	3,177	3,500	4,000	31
Customer responsibility and customer satisfaction tasks (e.g. customer success manager)	4,123	3,000	3,352	3,980	4,699	6,150	29
Other customer service and guidance tasks	3,466	2,220	2,950	3,087	3,666	5,850	11

## SERVICE DESIGN AND CUSTOMER EXPERIENCE

	<b>AVG</b>	<b>F10</b>	<b>F25</b>	<b>MED</b>	<b>F75</b>	<b>F90</b>	<b>N</b>
Usability and customer experience development	4,351	2,975	3,500	4,218	4,970	5,846	27
Consulting	4,867	3,010	3,362	3,977	4,975		14

## HR

	<b>AVG</b>	<b>F10</b>	<b>F25</b>	<b>MED</b>	<b>F75</b>	<b>F90</b>	<b>N</b>
Expert and development tasks in HR management	4,484	3,132	3,600	4,131	5,000	5,955	169
Recruitment	3,750	2,581	3,050	3,429	4,456	5,745	37
Assistive HR tasks	3,001	2,339	2,588	2,800	3,180	4,284	15

## FINANCING

	<b>AVG</b>	<b>F10</b>	<b>F25</b>	<b>MED</b>	<b>F75</b>	<b>F90</b>	<b>N</b>
Customer guidance and financial guidance	3,429	2,501	2,738	3,031	3,888	4,825	24
Financial expert tasks	4,432	3,137	3,600	4,200	5,224	6,126	27
Financial sector risk management	4,669	2,416	3,266	4,000	6,284	7,378	17
Bank management	6,424	4,755	5,025	5,919	8,075		5
Other financial and banking tasks	5,480	3,618	4,292	5,060	5,976	8,234	28

## LOGISTICS

	<b>AVG</b>	<b>F10</b>	<b>F25</b>	<b>MED</b>	<b>F75</b>	<b>F90</b>	<b>N</b>
Transport and freighting tasks	3,810	2,754	3,052	3,482	4,120	5,160	23
Supply chain management tasks	3,816	2,708	3,200	3,530	4,194	4,806	40
Other logistics tasks	3,559	2,909	3,033	3,400	3,700	4,700	21

## IT

	<b>AVG</b>	<b>F10</b>	<b>F25</b>	<b>MED</b>	<b>F75</b>	<b>F90</b>	<b>N</b>
Web and application design	4,269	2,877	3,357	4,050	5,020	5,980	23
Software design and programming	4,573	3,140	3,624	4,475	5,293	6,221	98
IT system design and maintenance	4,439	3,313	3,698	4,300	5,000	5,706	101
IT support	3,573	2,615	3,000	3,415	3,992	4,897	52
IT infrastructure tasks	4,515	2,974	3,567	4,070	5,600	6,601	21
Information management and security	4,976	3,250	4,020	4,735	5,958	6,700	49
Cloud computing	5,248	2,900	4,143	4,893	6,429	7,780	14
Management and project management tasks (e.g. product owners, project managers, scrum masters)	5,332	4,060	4,461	5,140	5,850	6,900	99
Consulting	5,256	3,700	4,054	5,000	6,400	7,120	61
Other IT sector tasks	4,520	3,293	3,884	4,506	5,029	5,541	50

## PRODUCTS AND PRODUCTION

	<b>AVG</b>	<b>F10</b>	<b>F25</b>	<b>MED</b>	<b>F75</b>	<b>F90</b>	<b>N</b>
Product management	4,842	2,957	3,527	4,500	5,715	6,993	31
Product design and development	5,264	3,444	4,013	4,919	6,234	7,825	84
Production management and planning (e.g. production managers)	4,513	2,985	3,718	4,501	5,344	5,974	18

## ADMINISTRATION

	<b>AVG</b>	<b>F10</b>	<b>F25</b>	<b>MED</b>	<b>F75</b>	<b>F90</b>	<b>N</b>
General management (e.g. supervisory tasks, managing/administrative directors)	5,707	3,488	4,200	5,300	6,840	9,000	67
Management assistants	3,861	2,880	3,224	3,850	4,500	5,087	31
Demanding assistant tasks	3,306	2,566	2,802	3,235	3,700	4,120	31
Secretarial and assistant tasks (e.g. office secretaries)	2,813	2,349	2,568	2,795	3,002	3,446	62
Office management (e.g. office managers)	4,180	2,843	3,538	4,140	4,809	5,520	17
Project management (e.g. project coordinators and managers)	4,068	2,860	3,446	3,997	4,413	5,612	42

## ORGANIZATIONAL DEVELOPMENT

	<b>AVG</b>	<b>F10</b>	<b>F25</b>	<b>MED</b>	<b>F75</b>	<b>F90</b>	<b>N</b>
Quality and risk management and sustainability tasks	5,371	3,372	4,066	5,135	6,730	7,940	20
Legal tasks	4,339	2,860	3,316	4,100	4,801	6,038	22
Consulting	5,036	2,910	3,641	4,654	6,573	7,300	16
Other design and development tasks	4,936	3,298	3,885	4,668	6,034	6,799	152



**TRADENOMIT.**

**NO  
LIMITS.**