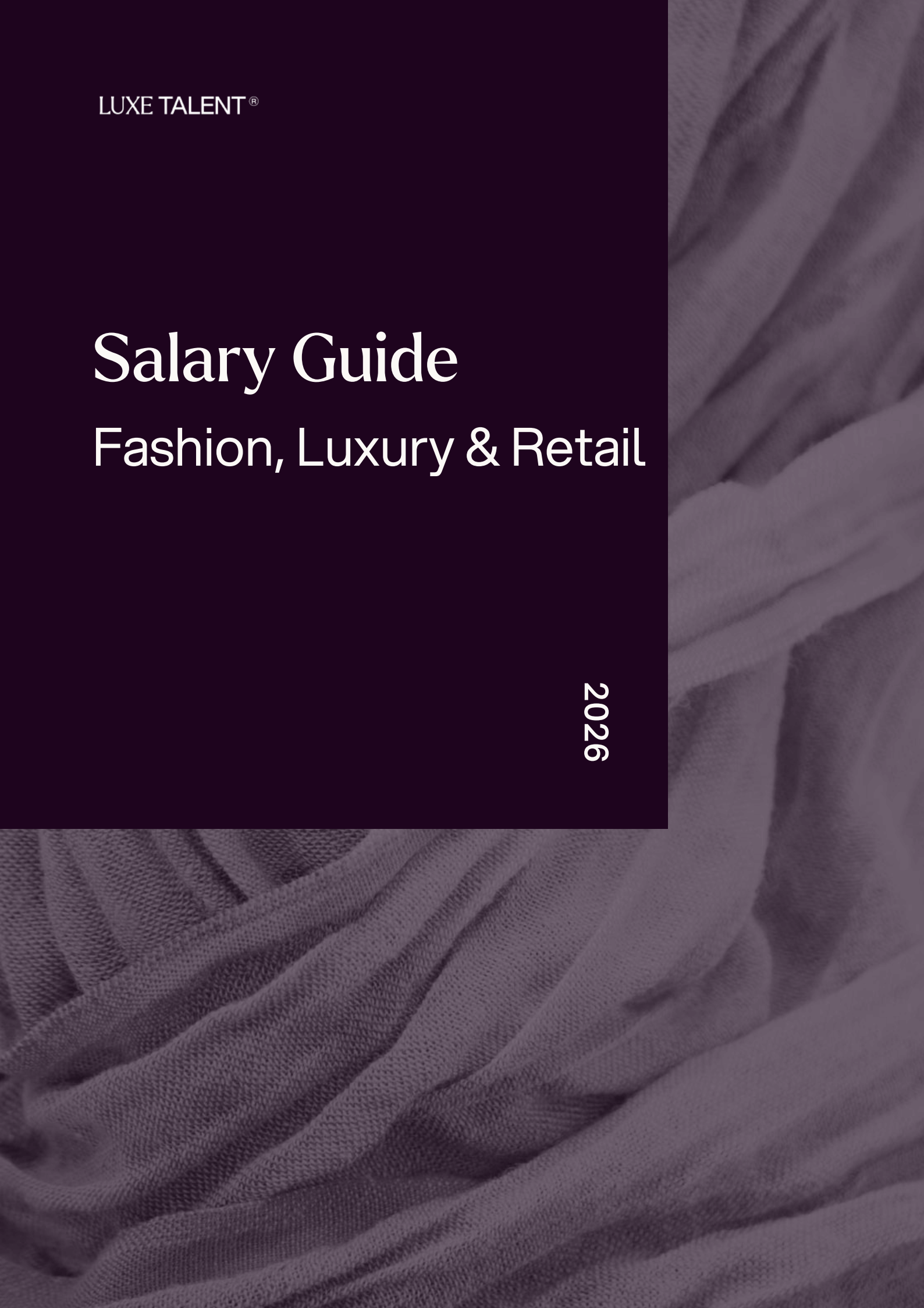
LUXE TALENT®

Salary Guide

Fashion, Luxury & Retail

2026



Salary Guide

FASHION, LUXURY & RETAIL

Published by Luxe Talent · 2026

EDITORIAL DIRECTION
Luxe Talent Marketing

EDITORIAL TEAM
Alexandra Defawe, Desirée Montero, Julio Collado, Kevin Ben Alaya, Loïc Latournerie, Lou Bertrand, Manuel Giménez, Susana Duarte

LAYOUT & GRAPHIC DESIGN
María Fortes & Noa Younes

This study is also available in English, French, Italian, German, and Dutch.

CONTENTS

01

Introduction

02

CEO's Message

03

Salary Study by Country

- SPAIN · Market Overview and Salary Tables
- PORTUGAL · Market Overview and Salary Tables
- FRANCE · Market Overview and Salary Tables
- ITALY · Market Overview and Salary Tables
- DACH · Market Overview and Salary Tables
- BENELUX · Market Overview and Salary Tables
- UNITED KINGDOM · Market Overview and Salary Tables

04

Directive (EU) 2023/970 on Pay Transparency

05

Conclusions

INTRODUCTION

In a context of transformation across the European labor market, the Fashion and Luxury sector is facing new challenges in talent management. Increasing competition for specialized profiles, evolving professional expectations, and the introduction of new regulations—such as the European Pay Transparency Directive—are reshaping how companies attract, compensate, and retain their teams. This study provides an up-to-date overview of salary and hiring dynamics across the sector's key European markets.

The Luxe Talent 2026 Salary Study analyzes labor market trends in Fashion, Luxury, and Retail, drawing on the direct experience of our consulting teams across major European markets. Based on recruitment processes conducted over the past year, as well as ongoing dialogue with companies and professionals in the sector, the report identifies key trends in employment, talent mobility, and compensation.

In an environment shaped by digitalization, omnichannel strategies, and the growing importance of customer experience, companies are seeking increasingly specialized profiles capable of combining strategic vision, analytical skills, and brand sensitivity. This transformation is driving stronger competition for talent in specific areas, particularly in digital, commercial, and leadership roles.

At the same time, the labor market is undergoing a period of transition. Professional mobility remains high across many segments, especially in retail and in roles with direct business impact. However, organizations are adopting more cautious hiring approaches, prioritizing candidates with proven experience and the ability to adapt to rapidly changing environments.

Finally, the increasing focus on pay transparency and compensation equity is driving changes in both remuneration policies and recruitment processes. In this context, having access to clear and reliable information on salary dynamics is essential for companies seeking to attract talent, as well as for professionals aiming to guide their career development. This study aims to contribute to that understanding by offering an updated snapshot of the Fashion and Luxury sector across Europe.

CEO'S MESSAGE

In 2026, Luxe Talent continues to strengthen its mission: connecting the best people with the best companies across the fashion, luxury, retail, and hospitality sectors. After more than fifteen years supporting brands and professionals throughout Europe, we remain firmly convinced of one fundamental idea: in an increasingly digital world, people remain the true driving force behind businesses.

We are living in a period marked by unprecedented technological acceleration. Artificial intelligence, process digitalization, and omnichannel strategies are profoundly transforming the way companies operate, sell, and engage with their customers. However, rather than diminishing the importance of human talent, this transformation makes it even more critical. The companies that truly stand out are not only those that adopt new technologies, but those that know how to attract, develop, and lead people who can leverage them with vision, creativity, and customer sensitivity.

The global context is not without its challenges. International conflicts, economic volatility, and geopolitical shifts are creating an environment of uncertainty that impacts markets and business decisions. In this scenario, organizations need strong teams, prepared leadership, and talent strategies capable of adapting to constant change more than ever before.
Despite this complex environment, Europe remains one of the world's leading forces in the fashion, luxury, and retail industries. From large international groups to emerging brands, the continent continues to set the standard in trends, innovation, and customer experience excellence. This leadership is largely built on the quality of its talent and on companies' ability to foster strong and attractive organizational cultures.

In this context, salary management takes on strategic importance. Companies are competing not only for market share, but also to attract and retain top professionals. Understanding how salaries are evolving, which profiles are most in demand, and how each market is positioned is essential for making informed decisions.



Our 2026 European Salary Guide was created with this objective in mind. Based on our daily experience in recruitment processes across multiple European countries, it provides up-to-date insights into the most common roles within the fashion, luxury, and retail sectors. It is the result of hundreds of conversations with companies and candidates, salary negotiations, and continuous market analysis.

We hope this new edition will serve as a valuable tool for companies looking to build competitive teams, as well as for professionals aiming to guide their career development.

We would like to thank all the individuals and companies who place their trust in Luxe Talent year after year. Our commitment remains unchanged: to drive talent and contribute to the sustainable growth of an industry that is a vital part of Europe's economy and creativity.

We hope this guide brings you valuable insights and supports your decision-making throughout the year.



Salary Guide

FASHION, LUXURY & RETAIL

Luxe Talent · 2026

METHODOLOGY

To prepare this report, as in previous editions, salary ranges for each role have been analyzed at a national level in gross terms. To define the upper and lower limits of each range, the highest and lowest compensation packages handled for each position have been considered, respectively.

Further details are provided below, including specific information for each region.

01

Salary Data Collection

The data has been obtained from search and selection processes managed by Luxe Talent, covering a range of roles, brands, and industries throughout 2025.

02

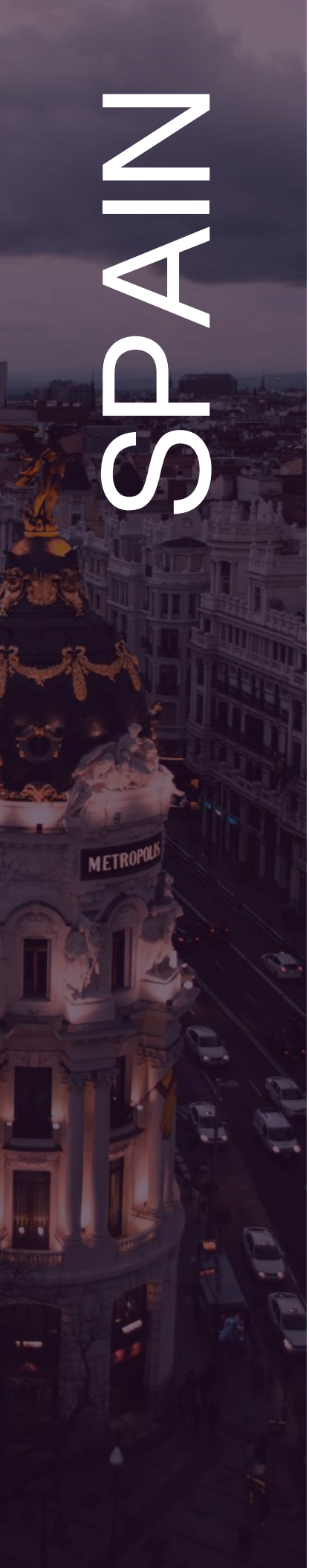
Salary Data Presentation

The analysis adopts a general perspective and does not differentiate between industry types within the retail sector (fast fashion, premium, luxury, homeware, home & decoration, among others) when specifying salaries for headquarter positions. In addition to the most recent snapshot, a comparison with data from the previous period is provided, highlighting in green those figures that have increased and in red those that have decreased. Figures shown in the same color indicate no significant changes.

03

Variable Compensation – Bonus

Regarding the variable compensation analyzed, no significant changes have generally been observed in the salary policies within the sample. To calculate the percentage, at least three variable compensation packages from processes managed in the previous period have been taken into account. In this section, some variation has been observed depending on company size, although differences remain negligible across geographical areas.



- The Fashion and Luxury labor market in Spain continues to show positive momentum, supported by a favorable macroeconomic environment. GDP growth (2.8%), moderating inflation, and strong international tourism—reaching record levels alongside increased spending—have reinforced retail activity, particularly in major cities.
- Physical stores remain strategic for brands, evolving into experiential spaces centered around the customer. However, rising rental costs and limited availability in prime locations are constraining expansion.
- In terms of employment, retail remains dynamic, while the manufacturing industry shows more moderate growth. At the same time, digitalization, sustainability, and the development of premium experiences are driving new demand for specialized talent.

> Recruitment processes are becoming increasingly structured and demanding, making it more difficult to close positions and leading to higher candidate drop-off rates.

Balancing expectations

What companies offer vs. what candidates expect

- The main tension in the market lies in the gap between talent expectations and the conditions offered by companies. Specialized profiles—particularly in digital, product, and omnichannel roles—are showing salary expectations above standard market ranges. Workplace flexibility remains a key factor, although it is not always aligned with existing organizational models.
- The concentration of opportunities in Madrid and Barcelona also creates limitations in accessing talent in other regions.
- In retail, frontline positions face greater challenges in both attraction and retention, due to operational conditions and evolving talent expectations.

Recruitment trends

Key observations in recruitment process management

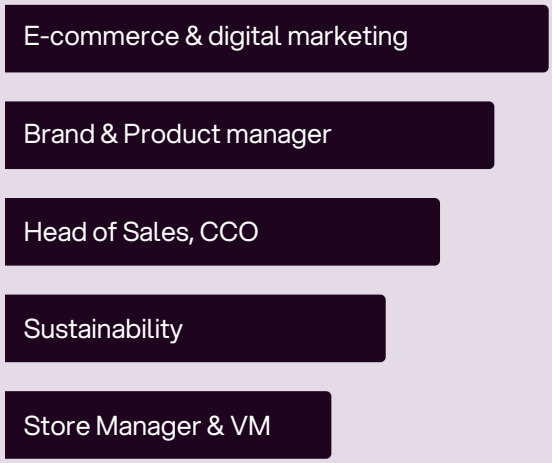
- Recruitment processes are becoming increasingly structured and demanding, with a higher number of stages and technical assessments. However, lengthy and unclear processes make it more difficult to close positions and increase candidate drop-off.
- By contrast, companies with more agile, transparent, and well-defined processes achieve better results in both hiring and retention. The candidate experience is becoming a key factor in ensuring successful recruitment outcomes.

Talent Mobility

Most in-demand profiles vs. those facing greater barriers to entry

- The profiles with the highest employability are concentrated in areas with direct business impact: commercial, finance, digital, and product functions.
- There is also sustained demand in retail, particularly for Store Managers and sales positions, although with higher turnover rates. In contrast, profiles linked to traditional manufacturing face greater barriers to entry, as do candidates without digital skills or those highly specialized in very niche environments.
- Overall, retail roles tend to experience higher turnover, while corporate positions are more stable but also more competitive.

Most in-demand positions



Salary Drivers

Key variables influencing salary evolution

- Salary growth in Spain is primarily driven by the shortage of qualified talent, high turnover, and increasing demand for roles with strategic business impact. This situation is putting upward pressure on compensation, particularly in technical, digital, and leadership functions.
- Salary increases of around 5% are expected in 2026, led by the retail sector, with the aim of attracting and retaining talent in a competitive market.
- The highest salaries are concentrated in roles with direct impact on sales and strategy, as well as within multinational companies. Location also plays a key role, with Madrid and Barcelona acting as the main salary hubs, especially for headquarter positions.
- Seniority significantly influences salary progression, particularly in corporate functions, while increases in retail tend to be more moderate.

What influences salary

- Shortage of specialized talent
- Direct impact on business performance
- Level of responsibility and seniority
- Location (concentration in Madrid and Barcelona)
- Type of company (multinationals vs. local companies)



- The Fashion and Luxury labor market in Portugal continues to show positive momentum, supported by moderate economic growth (GDP +1.9%), stable inflation at around 2%, and solid private consumption. This environment has helped sustain retail activity and employment, although at a slower pace compared to larger European markets.

- Tourism remains a key driver, particularly in Lisbon and Porto, where international spending boosts both retail and luxury consumption. Throughout 2025, several international brands have strengthened their presence, especially in prime locations such as Avenida da Liberdade, reinforcing confidence in the Portuguese market.

- However, the limited availability of high-quality retail spaces continues to put strong pressure on premium locations, reflecting a competitive market where growth is gradual and highly selective.

> Companies that offer agile processes, clear communication, and transparent conditions achieve better results in both hiring and retention.

Balancing expectations

What companies offer vs. what candidates expect

- The main misalignment lies in salary levels, particularly for specialized profiles in digital, marketing, and brand management. Although the average salary has grown in the country, sector salary ranges remain more moderate than in other European markets, creating challenges in attracting certain profiles.

- There is also a gap between the demand for talent with specific technical skills and the available supply, especially in areas such as e-commerce and omnichannel experience.

- The concentration of opportunities in Lisbon and Porto limits talent availability in other regions and increases competition for the most qualified profiles.

Recruitment trends

Key observations in recruitment process management

- Recruitment processes in Portugal follow structures similar to other European markets, with multiple evaluation stages, including interviews, technical tests, and cultural fit assessments. Longer processes or rigid salary ranges make it more difficult to attract qualified talent.

- By contrast, companies that offer agile processes, clear communication, and transparent conditions achieve better results in both hiring and retention.

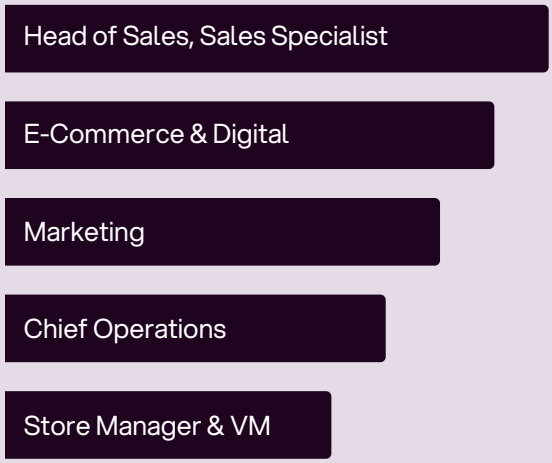
- Candidate experience is becoming increasingly important, particularly in retail, where it directly affects offer acceptance and subsequent retention.

Talent Mobility

Most in-demand profiles vs. those facing greater barriers to entry

- The profiles with the highest employability are concentrated in retail and commercial functions, driven by the expansion of physical stores and activity in shopping centers.
- In contrast, corporate and highly specialized positions face greater barriers to entry due to the limited number of regional offices and headquarter functions in the country.
- Retail offers a higher volume of opportunities, while corporate positions provide better conditions but lower turnover and fewer vacancies.

Most in-demand positions



Salary Drivers

Key variables influencing salary evolution

- Salary growth is primarily driven by the shortage of specialized talent, especially in digital, marketing, and customer experience areas. Although average salaries remain more moderate than in other European markets, international brands offer more competitive conditions, particularly for senior profiles or those with international experience.
- Roles with direct impact on sales and customer experience concentrate the most favorable conditions within the sector.
- Retail positions have a higher volume of employment but more moderate salary levels, while corporate functions feature fewer vacancies but more competitive conditions.

What influences salary

- Type of company (international vs. local)
- Level of experience and seniority
- Business impact
- Location

Salary Bands

Spain & Portugal

Below are the salary bands corresponding to the following positions in the Iberian market.

*All salaries are expressed in gross annual euros and represent the range of all positions closed by Luxe Talent during the previous period for this market. Figures highlighted in green indicate an increase, while those in red indicate a decrease. Figures not highlighted have not undergone significant changes.

Marketing	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
Marketing Director	40-55	15%	50-70	20%	>80	20%
E-commerce manager	35-40	15%	45-80	18%	70-100	20%
E-commerce specialist	25-30	10%	30-40	15%	35-45	15%
Digital Mkt manager	30-40	10%	45-60	15%	60-90	15%

Finance	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
Financial manager	55-65	10%	70-100	15%	85-140	20%
Financial controller	30-35	10%	35-45	10%	45-70	15%
Credit controller	20-26	5%	28-33	8%	30-40	10%
Financial accountant	22-26	5%	28-36	8%	33-45	10%

Human Resources	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
HR Director	50-60	15%	60-70	20%	75-90	20%
Talent acquisition	25-30	10%	30-35	10%	40-45	10%
HRBP	40-45	10%	45-60	10%	>65	15%

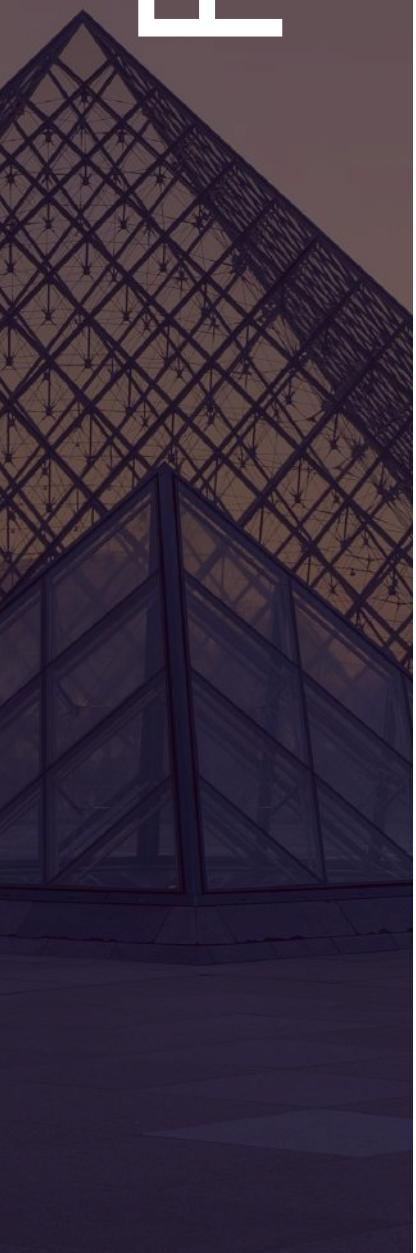
Product	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
Head of Product	80-90	15%	100-150	20%	>150	20%
Product manager	45-50	15%	50-60	20%	60-70	20%
Buying manager	60-75	15%	80-90	20%	>95	20%
Buyer	50-60	10%	70-85	15%	85-90	15%
Design manager	50-60	15%	60-70	15%	>85	15%
Designer	35-45	10%	50-55	10%	60-80	10%
Merchandising & Planning	28-35	10%	35-50	10%	50-65	10%

Wholesale	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
Wholesale director	60-70	20%	75-85	25%	>90	30%
Sales manager	45-50	20%	50-60	25%	65-85	30%
Account executive	28-30	15%	35-42	15%	45-50	15%
Wholesale assitant	20-23	10%	25-28	10%	28-35	15%

Corporate Retail	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
Head of Retail	60-70	20%	70-90	30%	100-125	30%
Retail manager	45-50	15%	50-60	20%	65-75	20%
Retail operations	30-35	10%	45-55	10%	60-70	20%

RETAIL	Sport & Lifestyle		Premium		Luxury	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
Area manager	40-55	20%	55-65	20%	85-90	20%
Store manager	27-35	10%	40-50	20%	55-80	20%

FRANCE



- The Fashion and Luxury labor market in France remains one of the most important in Europe, although it is currently showing a more selective than expansive evolution. The economic environment continues to be marked by some pressure on consumption and purchasing power, leading consumers to adopt more moderate and conscious buying habits.
- Despite this context, the luxury sector maintains a strong position thanks to the influence of large international groups and the impact of tourism, particularly in Paris. The French capital continues to consolidate itself as one of the main global hubs for the sector, attracting both international brands and specialized talent.
- In terms of recruitment, companies continue to hire talent, albeit with more controlled budgets and more demanding selection processes. This results in an active labor market, but one that is more selective and strategic than in previous years.

> The level of rigor in selection processes is increasing due to tighter budgets and the need to secure highly qualified profiles.

Balancing expectations

What companies offer vs. what candidates expect

- One of the main challenges in the French market is the gap between candidates' salary expectations and the conditions offered by companies, particularly in retail positions.
- Professionals increasingly value work-life balance, which can create difficulties in operational store roles that require long hours and constant presence.
- Additionally, companies have raised the level of rigor in recruitment processes due to tighter budgets and the need to secure highly qualified profiles. Demand for bilingual or multilingual candidates has also increased, especially in an international market such as Paris.

Recruitment trends

Key observations in recruitment process management

- Recruitment processes in France have become longer and more structured, with a higher number of internal validations and comparative evaluations between candidates.
- In many cases, final decisions require approval from the head office, which can extend hiring timelines.
- Companies that maintain clear and well-structured processes achieve better results in attracting talent. Conversely, excessively long processes or poor communication can lead to candidate drop-off, especially for highly sought-after profiles.

Talent Mobility

Most in-demand profiles vs. those facing greater barriers to entry

- The profiles with the highest employability in France are mainly concentrated in luxury retail and digital functions. Positions such as Store Manager, Retail Manager, or flagship store leadership are in high demand, particularly within major luxury brands.
- Similarly, digital profiles linked to CRM, e-commerce, and data analysis continue to gain relevance, driven by the growing integration between physical retail and online channels.
- In contrast, generalist profiles or those with lower specialization face greater barriers to entry, as do professionals who do not speak multiple languages in an increasingly internationalized market.

Most in-demand positions

- Store Manager / Flagship Mg (Luxury)
- Retail Multi-site Management
- Digital & E-commerce Specialists
- CRM & Data Retail
- Commercial roles

Salary Drivers

Key variables influencing salary evolution

- Salary evolution in France is primarily influenced by location, the level of responsibility of the role, and the scarcity of certain specialized profiles.
- Paris concentrates the highest salary ranges in the country, particularly for positions related to luxury or strategic business functions.
- Other relevant factors include the number of people managed, the level of experience required, and the role's impact on the company's strategy. In retail, fixed salaries are often complemented by variable components tied to performance and commercial objectives, while headquarter positions tend to have more stable salary structures aligned with the market.

What influences salary

- Location (Paris as the primary hub)
- Level of responsibility and seniority
- Scarcity of specialized talent
- Number of people managed
- Business impact of the role

Salary Bands

France

Below are the salary bands corresponding to the following positions in the French market.

*All salaries are expressed in gross annual euros and represent the range of all positions closed by Luxe Talent during the previous period for this market. Figures highlighted in green indicate an increase, while those in red indicate a decrease. Figures not highlighted have not undergone significant changes.

Marketing	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
E-commerce manager	50 - 60	10 - 15%	60 - 75	15 - 20%	75 - 95	20 - 30%
E-commerce specialist	35 - 45	5 - 10%	45 - 55	10 - 15%	55 - 65	15 - 20%
Digital Mkt manager	45 - 60	10 - 20%	60 - 80	15 - 25%	80 - 100	20 - 30%

Finance	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
Financial manager	50 - 60	5 - 10%	60 - 80	15 - 20%	80 - 100	20 - 30%
Financial controller	45 - 60	5 - 10%	60 - 75	10 - 15%	75 - 95	15 - 20%
Credit controller	30 - 40	5 - 10%	40 - 45	5 - 10%	50 - 60	10 - 15%
Financial accountant	40 - 45	5 - 10%	45 - 55	10 - 15%	55 - 65	10 - 15%

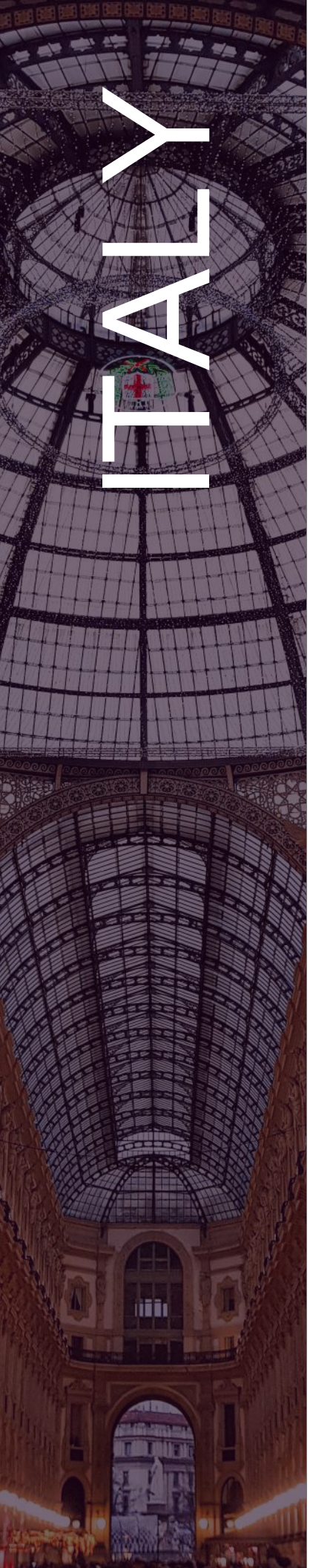
Human Resources	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
HR Director	70 - 90	15 - 25%	90 - 120	20 - 30%	120 - 160	20 - 30%
Compensation & Benefits	50 - 65	10 - 15%	65 - 85	15 - 20%	85 - 110	20 - 30%
Talent acquisition	40 - 55	5 - 10%	55 - 70	10 - 20%	70 - 85	15 - 20%
HRBP	45 - 55	5 - 10%	55 - 70	10 - 15%	70 - 90	15 - 20%

Product	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
Product manager	40 - 55	5 - 15%	55 - 70	5 - 15%	70 - 90	15 - 20%
Buyer	40 - 55	5 - 15%	55 - 70	5 - 15%	70 - 90	15 - 20%
Designer	40 - 60	5 - 15%	55 - 70	5 - 15%	70 - 90	15 - 20%

Wholesale	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
Wholesale director	70 - 100	20 - 30%	100 - 120	25 - 40%	120 - 160	30 - 50%
Wholesale manager	50 - 60	15 - 25%	60 - 80	20 - 30%	80 - 100	25 - 40%
Wholesale coordinator	40 - 50	5 - 10%	50 - 60	15 - 25%	60 - 80	15 - 25%
Wholesale assitant	30 - 40	0 - 5%	40 - 50	5 - 10%	50 - 70	5 - 10%

Corporate Retail	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
Head of Retail	70 - 80	15 - 25%	80 - 110	20 - 30%	110 - 130	30%
Retail manager	50 - 65	15%	60 - 80	20%	80 - 100	30%
Retail operations	40 - 55	10 - 15%	55 - 70	15 - 20%	70 - 90	20 - 25%

RETAIL	Sport & Lifestyle		Premium		Luxury	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
Area manager	60 - 90	20%	65 - 80	20%	65 - 90	20%
Store manager	50 - 70	20%	50 - 65	20%	60 - 75	20%



- The Fashion and Luxury labor market in Italy shows stable development, although it is more selective than expansive. Despite a moderate economic context, the sector continues to rely on the international positioning of Made in Italy and the boost from tourism, particularly in key cities such as Milan, Rome, and Florence.

- In retail, openings and relocations are mainly concentrated on prime streets such as Via Montenapoleone and Via Condotti, with a strategy focused on flagship stores and brand experiences rather than massive expansion. Brands prioritize high-impact spaces that reinforce positioning and customer engagement.

- In terms of recruitment, the market remains dynamic, though with greater caution and planning than in previous years. Companies continue to hire talent, particularly for strategic positions or roles with direct business impact, but processes are more structured and budgets more tightly controlled.

> Companies continue to hire talent, particularly for strategic roles or positions with direct business impact, using more structured processes.

Balancing expectations

What companies offer us. what candidates expect

- The main tensions between companies and talent are centered on compensation, flexibility, and the speed of recruitment processes. On one hand, talent—especially at middle management levels—has salary expectations aligned with the rising cost of living, while many companies still operate pay structures linked to pre-inflation budgets.

- On the other hand, although corporate functions have moved toward hybrid models, retail roles remain predominantly on-site, creating friction with profiles that prioritize greater work-life balance.

- A gap in seniority is also evident: companies seek profiles with prior luxury experience and immediate onboarding capability, while junior profiles face greater barriers to entry without sector-specific experience.

Recruitment trends

Key observations in recruitment process management

- Recruitment processes in the Italian market have become more structured and comparative, with increased involvement from multiple stakeholders in decision-making.

- In corporate functions, processes tend to be longer due to the higher number of validations and evaluations. In retail, however, agility remains a key factor when the vacancy has direct business impact.

- Companies that offer clear salary information from the outset, provide prompt feedback, and maintain aligned HR and business processes generally achieve better recruitment outcomes. Conversely, poorly defined or excessively long processes increase the risk of candidate drop-off and early turnover after onboarding.

Talent Mobility

Most in-demand profiles vs. those facing greater barriers to entry

- The profiles with the highest employability in Italy are mainly concentrated in retail and strategic business-related functions.
- In retail, mobility is high, particularly in key cities, where turnover remains significant in commercial positions.
- In contrast, junior profiles without luxury experience and generalist administrative roles face greater barriers to entry. At headquarters, the market is more competitive and selective, with fewer vacancies compared to retail.

Most in-demand positions

- Store Manager / Retail Management
- Client Advisor / Sales Specialist (Luxe)
- E-commerce & Digital Marketing
- Product / Brand Management
- Supply Chain & Planning

Salary Drivers

Key variables influencing salary evolution

- Salary evolution in Italy is primarily influenced by the shortage of qualified talent, the role's impact on business results, and location.
- Positions with direct responsibility over sales, customer retention, or team management tend to have the highest salary bands, particularly in luxury environments. Location also plays a key role, with Milan concentrating the highest ranges compared to other cities. Seniority and international exposure are relevant factors in salary progression, especially in corporate functions and leadership positions.
- In retail, variable compensation is increasingly significant, particularly for store management roles, while headquarters positions tend to have a higher proportion of fixed salary, complemented by additional benefits and bonus structures.

What influences salary

- Shortage of qualified talent
- Direct impact on business results
- Location (with Milan as the primary hub)
- Level of seniority
- International exposure

Salary Bands

Italy

Below are the salary bands corresponding to the following positions in the Italian market.

*All salaries are expressed in gross annual euros and represent the range of all positions closed by Luxe Talent during the previous period for this market. Figures highlighted in green indicate an increase, while those in red indicate a decrease. Figures not highlighted have not undergone significant changes.

Marketing	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
E-commerce manager	50-65	15%	65-80	20%	80-90	-
E-commerce specialist	28-35	10%	35-45	10%	45-60	-
Digital Mkt manager	50-65	15%	65-80	20%	80-90	-

Finance	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
Financial manager	55-65	10%	70-100	15%	85-140	20%
Financial controller	30-35	10%	35-45	10%	45-70	15%

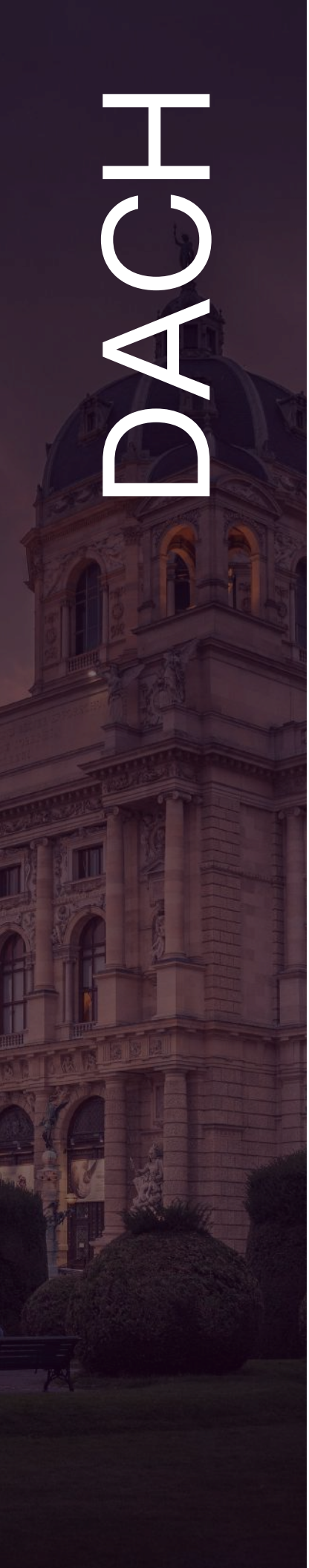
Human Resources	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
HR Director	60-70	15%	70-80	20%	90-120	20%
Compensation & Benefits	40-45	10%	45-60	10%	>65	15%
Talent acquisition	30-40	10%	40-50	10%	50-65	10%
HRBP	40-45	10%	45-60	10%	>65	10%

Product	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
Product manager	45-50	15%	50-60	20%	60-70	20%
Buyer	50-60	10%	70-85	15%	85-90	15%
Designer	35-45	10%	50-55	10%	60-80	10%

Wholesale	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
Wholesale director	70-80	20%	80-90	25%	>90	30%
Wholesale manager	50-60	20%	60-70	25%	70-80	30%
Wholesale coordinator	30-40	15%	40-50	15%	50-60	15%
Wholesale assitant	22-28	10%	28-30	10%	30-32	15%

Corporate Retail	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
Head of Retail	70-80	20%	80-100	30%	100-125	30%
Retail manager	50-65	15%	65-80	20%	80-90	20%
Retail operations	35-45	10%	45-55	10%	60-70	20%

RETAIL	Sport & Lifestyle		Premium		Luxury	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
Area manager	45-50	20%	55-65	20%	75-90	20%
Store manager	30-35	10%	40-50	20%	55-80	20%



- The Fashion and Luxury labor market in the DACH region shows stable development with slight signs of growth, although differences exist between countries and market segments. Germany remains the largest market in the region, with relatively solid demand in the premium and luxury segments, while fast fashion remains more price-sensitive in a context of moderate inflation.

- Major cities continue to concentrate retail activity. Munich, Düsseldorf, and Frankfurt in Germany, Vienna in Austria, and Zurich and Geneva in Switzerland remain key hubs for the sector, with flagship openings and a growing presence of international brands in prime locations. Tourism also continues to have a positive impact, particularly in the luxury segment.

- In terms of recruitment, the market shows caution in retail positions, while corporate and digital functions are more dynamic. Companies continue to invest in profiles related to e-commerce, digital marketing, and strategic business management.

> Higher labor mobility is observed among younger professionals, who are seeking faster development opportunities.

Balancing expectations

What companies offer vs. what candidates expect

- The main tensions between companies and talent in the DACH region focus on salary, workplace flexibility, and job location. In some fast fashion segments, talent salary expectations exceed the bands offered by companies, while in the premium and luxury segments, compensation is generally more aligned with the market, often including variable performance-based components.

- Workplace flexibility is increasingly valued, especially in headquarter positions, while retail roles remain predominantly on-site. Greater labor mobility is also observed among younger professionals seeking faster development opportunities.

- Additionally, there is a structural shortage of talent in certain strategic functions, particularly in digital, marketing, and retail leadership areas.

Recruitment trends

Key observations in recruitment process management

- Recruitment processes in the DACH region are becoming increasingly structured and analytical, especially for corporate functions. Processes for headquarter roles typically last between six and twelve weeks, while retail positions are filled more quickly.

- Companies combine traditional evaluations with practical tests, business cases, or simulations related to performance indicators, particularly for retail management or strategic roles.

- Organizations that maintain agile processes and clear decision-making structures are able to close positions more quickly, while overly complex processes with multiple approval levels can lead to talent loss, particularly in low-unemployment markets such as Switzerland.

Talent Mobility

Most in-demand profiles vs. those facing greater barriers to entry

- The profiles with the highest employability in the region are concentrated in digital, commercial, and product management functions. Areas such as e-commerce, digital marketing, product, and buying show high mobility, driven by the sector's increasing digitalization and competition among companies to attract specialized talent.

- There is also notable demand for retail management positions, particularly in luxury flagship stores, where management experience and knowledge of international clientele are key differentiators. In contrast, senior leadership roles in retail and certain corporate functions face greater barriers to entry due to the limited number of available positions and the high level of specialization required.

Most in-demand positions

- E-commerce & Digital Marketing
- Product Manager / Buyer
- Senior Retail Mg / Head of Retail
- HR Director / Strategic HR
- Flagship Store Mg (Luxe)

Salary Drivers

Key variables influencing salary evolution

- Salary evolution in the DACH region is mainly driven by the shortage of qualified talent, the level of responsibility associated with the role, and its impact on business performance.

- Positions related to e-commerce, digital marketing, retail management, and strategic leadership are experiencing above-average salary increases due to strong demand for specialized profiles.

- Location also has a significant influence on salary levels. Cities such as Zurich, Geneva, and Vienna offer salary ranges between 5% and 15% above the national average, while the luxury segment generally provides more competitive conditions than fast fashion.

- In general, headquarter positions combine higher fixed salaries with structured bonus schemes, while in retail, variable compensation represents a larger share of total earnings.

What influences salary

- Shortage of specialized talent
- Direct impact of the role on business results
- Location (Zurich, Geneva, Vienna)
- Company segment (luxury vs. fast fashion)
- Seniority and experience in strategic management

Salary Bands

Germany

Below are the salary bands corresponding to the following positions in the German market.

*All salaries are expressed in gross annual euros and represent the range of all positions closed by Luxe Talent during the previous period for this market. Figures highlighted in green indicate an increase, while those in red indicate a decrease. Figures not highlighted have not undergone significant changes.

Marketing	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
E-commerce manager	55 – 75	5–15%	65 – 90	10–20%	80 – 120	15–25%
E-commerce specialist	35 – 50	0–8%	40 – 60	5–10%	50 – 75	5–15%
Digital Mkt manager	50 – 70	5–12%	60 – 85	10–15%	75 – 110	15–25%

Finance	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
Financial manager	65 – 85	10–15%	75 – 100	10–20%	95 – 140	20–30%
Financial controller	50 – 70	5–10%	60– 85	5–12%	75 – 110	10–20%

Human Resources	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
HR Director	95 – 125	15–25%	110 – 150	20–30%	140 – 190	25–35%
HRBP	50 – 70	5–10%	60 – 80	5–12%	70 – 95	10–20%

Product	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
Product manager	50.0– 70	5–10%	60 – 85	5–15%	75 – 110	10–20%
Buyer	45 – 65	5–12%	55 – 80	10–15%	70 – 105	15–25%
Designer	35 – 55	-%	45 – 70	-%	55 – 85	5–15%

Wholesale	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
Wholesale director	85 – 115	15–25%	100 – 140	20–30%	120 – 170	25–35%
Wholesale manager	55 – 75	10–20%	65 – 90	15–25%	80 – 115	15–25%
Wholesale coordinator	35 – 50	5–10%	40 – 55	5–10%	45 – 65	5–15%
Wholesale assitant	28 – 38	-%	30 – 42	-%	32 – 45	-

Corporate Retail	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
Head of Retail	80 – 110	10–20%	95 – 130	15–25%	120 – 170	20–35%
Retail manager	55 – 75	5–15%	65 – 90	10–20%	80 – 115	15–25%
Retail operations	50 – 70	5–10%	€60 – 85	10–15%	75 – 105	15–20%

RETAIL	Sport & Lifestyle		Premium		Luxury	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
Area manager	53 – 73	5–10 %	60 – 80	5–15 %	70 – 95	10–20 %
Store manager	38 – 60	0–8 %	50 – 65	5–12 %	60 – 90	10–20 %

Salary Bands

Austria

Below are the salary bands corresponding to the following positions in the Austrian market.

*All salaries are expressed in gross annual euros and represent the range of all positions closed by Luxe Talent during the previous period for this market. Figures highlighted in green indicate an increase, while those in red indicate a decrease. Figures not highlighted have not undergone significant changes.

Marketing	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
E-commerce manager	55 - 75	5–15%	65 - 90	10–20%	80 - 120	15–25%
E-commerce specialist	35 - 50	0–8%	40 - 60	5–10%	50 - 75	5–15%
Digital Mkt manager	50 -70	5–12%	60 - 85	10–15%	75 - 110	15–25%

Finance	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
Financial manager	65 - 85	10–15%	75 - 100	10–20%	95 - 140	20–30%
Financial controller	50 -70	5–10%	60 - 85	5–12%	75 - 110	10–20%

Human Resources	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
HR Director	95 - 125	15–25%	110 - 150	20–30%	140 - 190	25–35%
HRBP	50 - 70	5–10%	60 -80	5–12%	70 - 95	10–20%

Product	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
Product manager	50 -70	5–10%	60 -85	5–15%	75 - 110	10–20%
Buyer	45 - 65	5–12%	55 - 800	10–15%	70 - 105	15–25%
Designer	35 - 55	-	45 - 70	-	55 - 85	5–15%

Wholesale	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
Wholesale director	85 - 115	15–25%	100 - 140	20–30%	120 - 170	25–35%
Wholesale manager	55 - 75	10–20%	65 - 90	15–25%	80 - 115	15–25%
Wholesale coordinator	35 - 50	5–10%	40 - 55	5–10%	45 - 65	5–15%
Wholesale assitant	28 - 38	-	30 - 42	-	32 - 45	-

Corporate Retail	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
Head of Retail	80 - 110	10–20%	95 - 130	15–25%	120 - 170	20–35%
Retail manager	55 - 75	5–15%	65 - 90	10–20%	80 - 115	15–25%
Retail operations	50 - 70	5–10%	60 - 85	10–15%	75 - 105	15–20%

RETAIL	Sport & Lifestyle		Premium		Luxury	
	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus	Permanent Salary (x1.000 €/year)	Bonus
Area manager	50 - 65	5–10 %	60 - 80	10–15 %	75 - 100	10–20 %
Store manager	30 - 40	-	40 -55	5–12 %	55 - 85	10–20 %

Salary Bands

Switzerland

Below are the salary bands corresponding to the following positions in the Swiss market.

*All salaries are expressed in gross annual euros and represent the range of all positions closed by Luxe Talent during the previous period for this market. Figures highlighted in green indicate an increase, while those in red indicate a decrease. Figures not highlighted have not undergone significant changes.

Marketing	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 CHF/year)	Bonus	Permanent Salary (x1.000 CHF/year)	Bonus	Permanent Salary (x1.000 CHF/year)	Bonus
E-commerce manager	100 - 130	10–20%	120 - 160	15–25 %	150 - 200	20–35 %
E-commerce specialist	70 -90	5–10%	80 -105	5–12 %	95 -125	5–15 %
Digital Mkt manager	95 -120	10–20%	110 - 145	15–25 %	140 - 190	20–35 %

Finance	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 CHF/year)	Bonus	Permanent Salary (x1.000 CHF/year)	Bonus	Permanent Salary (x1.000 CHF/year)	Bonus
Financial manager	120 - 150	15–25%	140 - 180	20–30 %	170 -220	25–35 %
Financial controller	95 -120	10–15%	110 - 140	10–20 %	130 - 170	15–25 %

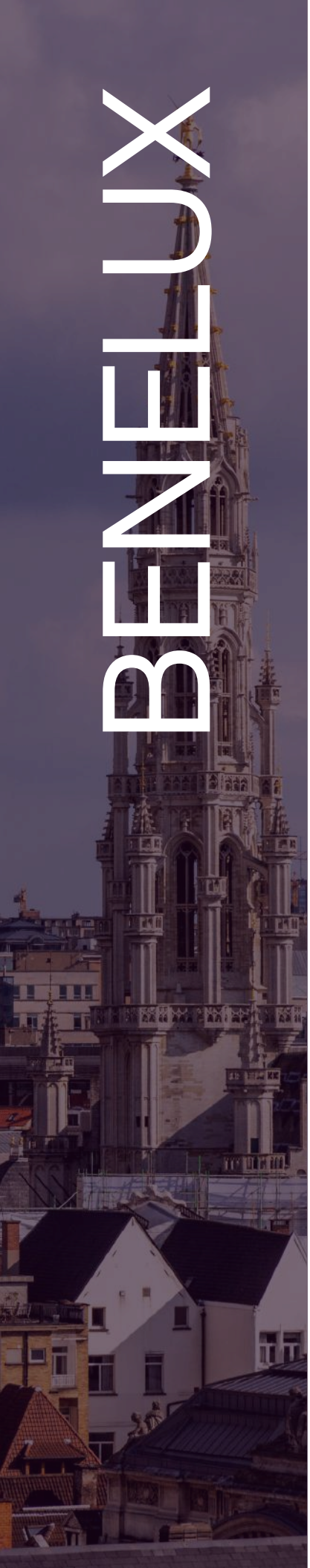
Human Resources	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 CHF/year)	Bonus	Permanent Salary (x1.000 CHF/year)	Bonus	Permanent Salary (x1.000 CHF/year)	Bonus
HR Director	160 - 200	20–30%	180 -230	25–35 %	220 - 300+	30–45 %
HRBP	90 - 120	10–15%	105 - 135	10–20 %	120 - 155	15–25 %

Product	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 CHF/year)	Bonus	Permanent Salary (x1.000 CHF/year)	Bonus	Permanent Salary (x1.000 CHF/year)	Bonus
Product manager	50 -70	5–10%	60 -85	5–15%	75 - 110	10–20%
Buyer	45 - 65	5–12%	55 - 800	10–15%	70 - 105	15–25%
Designer	35 - 55	-	45 - 70	-	55 - 85	5–15%

Wholesale	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 CHF/year)	Bonus	Permanent Salary (x1.000 CHF/year)	Bonus	Permanent Salary (x1.000 CHF/year)	Bonus
Wholesale director	150 -190	20–30%	180 - 230	25–35 %	210 - 280+	30–45 %
Wholesale manager	100 - 130	15–25%	120 - 160	20–30 %	140 -190	20–35 %
Wholesale coordinator	70 - 90	5–10%	85 - 110	5–12 %	95 -120	5–15 %
Wholesale assitant	60 -75	-%	65 -85	-%	70 - 90	-%

Corporate Retail	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (x1.000 CHF/year)	Bonus	Permanent Salary (x1.000 CHF/year)	Bonus	Permanent Salary (x1.000 CHF/year)	Bonus
Head of Retail	140 - 180	15–25%	170 -220	20–30 %	200 - 270+	25–40 %
Retail manager	100 - 130	10–20%	115 - 150	15–25 %	140 - 180	20–30 %
Retail operations	95 -125	10–15%	110 - 145	15–20 %	135 - 175	20–30 %

RETAIL	Sport & Lifestyle		Premium		Luxury	
	Permanent Salary (x1.000 CHF/year)	Bonus	Permanent Salary (x1.000 CHF/year)	Bonus	Permanent Salary (x1.000 CHF/year)	Bonus
Area manager	95 - 120	10–15 %	110 - 145	10–20 %	120 - 160	15–25 %
Store manager	70 - 85	5–12 %	80 - 105	10–15 %	90- 140	15–25 %



- The Fashion and Luxury labor market in the Benelux region shows stable development, with greater dynamism in key cities such as Amsterdam, Brussels, and Antwerp. These locations concentrate most of the retail activity and continue to attract store openings and flagship projects from international brands.
- Over the past year, there has been an increase in openings in iconic shopping streets and high-traffic shopping centers, sustaining sector activity, although with a more selective expansion strategy.
- In terms of recruitment, companies continue to hire talent, but with greater caution than in previous years. At the same time, there is increased investment in digitalization and operational optimization, while in retail some organizations are adjusting structures with leaner in-store teams.

> There is increased investment in digitalization and operational optimization, while in retail some organizations are adjusting team structures.

Balancing expectations

What companies offer vs. what candidates expect

- The main tensions between companies and talent are focused on salary and workplace flexibility.
- Many candidates have salary expectations above standard market ranges, particularly in premium retail or store management roles. At the same time, the on-site nature of many retail positions limits flexibility, creating friction with talent expectations.
- Beyond salary, there is also a gap regarding working conditions, the level of experience required, and expectations for career development within organizations.

Recruitment trends

Key observations in recruitment process management

- Companies are showing a trend toward more agile recruitment processes, particularly in retail roles where hiring needs are often immediate.
- Clarity in job descriptions, transparent salary conditions, and workplace flexibility have become key factors in attracting talent.
- Conversely, lengthy processes or a lack of clarity in conditions can make it more difficult to close positions and increase candidate drop-off during the process.

Talent Mobility

Most in-demand profiles vs. those facing greater barriers to entry

- The labor market in the Benelux region shows higher mobility in retail positions, particularly in store management and commercial roles.
- Store Managers and specialized sales profiles tend to experience higher turnover and more opportunities, driven by the dynamics of premium and luxury retail in key cities.
- In contrast, corporate positions have a lower volume of vacancies and higher competition among candidates, making access to headquarter roles more challenging.
- Overall, retail concentrates the majority of job opportunities, while corporate roles offer better conditions but lower mobility.

Most in-demand positions

- Store Manager / Retail Management
- Sales Advisor (retail premium y luxury)
- Digital Marketing & E-commerce
- Visual Merchandising
- Brand / Product Mg

Salary Drivers

Key variables influencing salary evolution

- Salary evolution in Benelux is mainly influenced by specialized experience, the level of responsibility of the role, and the competitive market environment.
- Profiles with experience in premium or luxury retail, especially those with additional language skills, tend to access more competitive salary ranges.
- Location also plays a relevant role, with cities such as Amsterdam and Antwerp concentrating higher salary levels, particularly within multinational companies.
- In general terms, headquarter positions offer higher fixed salaries, while retail provides a greater volume of employment but more moderate salary levels.

What influences salary

- Specialized experience in premium or luxury retail
- Language skills (additional languages)
- Location (Amsterdam, Brussels, Antwerp)
- Type of company (multinationals vs. local brands)
- Level of responsibility and team management

Salary Bands

Benelux

Below are the salary bands corresponding to the following positions in the Benelux market.

*All salaries are expressed in gross annual euros and represent the range of all positions closed by Luxe Talent during the previous period for this market. Figures highlighted in green indicate an increase, while those in red indicate a decrease. Figures not highlighted have not undergone significant changes.

Marketing	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (€/year)	Bonus	Permanent Salary (€/year)	Bonus	Permanent Salary (€/year)	Bonus
E-commerce manager	50/60	-	60/70	-	70/75	-
E-commerce specialist	45/50	-	50/60	-	60/65	-
Digital Mkt manager	50/55	-	55/65	-	65/70	-

Finance	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (€/year)	Bonus	Permanent Salary (€/year)	Bonus	Permanent Salary (€/year)	Bonus
Financial manager	90 - 100	10%	100 - 110	10%	110 - 120	10%
Financial controller	70 - 80	10%	80 - 90	10%	90 - 110	10%

Human Resources	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (€/year)	Bonus	Permanent Salary (€/year)	Bonus	Permanent Salary (€/year)	Bonus
HR Director	100 - 110	-	110 - 150	-	150 - 200	-
HRBP	60 - 70	-	70 - 90	-	90 - 100	-

Product	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (€/year)	Bonus	Permanent Salary (€/year)	Bonus	Permanent Salary (€/year)	Bonus
Product manager	75	15%	90	15%	100	15%
Buyer	60	15%	70	15%	75	15%
Designer	45	15%	60	15%	70	15%

Wholesale	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (€/year)	Bonus	Permanent Salary (€/year)	Bonus	Permanent Salary (€/year)	Bonus
Wholesale director	80 - 90	20%	90 - 110	20%	110 - 130	20%
Wholesale manager	60 - 70	20%	70 - 80	20%	80 - 90	20%
Wholesale coordinator	40 - 50	20%	50 - 60	20%	55 - 75	20%
Wholesale assitant	30 - 40	20%	40 - 50	20%	50 - 60	20%

Corporate Retail	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (€/year)	Bonus	Permanent Salary (€/year)	Bonus	Permanent Salary (€/year)	Bonus
Head of Retail	70 - 80	15%	80 - 100	15%	100 - 130	15%
Retail manager	50 - 60	15%	60 - 80	15%	80 - 90	15%
Retail operations	45 - 50	0%	50 - 70	0%	70 - 80	0%

RETAIL	Sport & Lifestyle		Premium		Luxury	
	Permanent Salary (€/year)	Bonus	Permanent Salary (€/year)	Bonus	Permanent Salary (€/year)	Bonus
Area manager	55 - 65	20%	65 - 80	20%	80 - 100	20%
Store manager	40 - 50	20%	50 - 70	20%	75 - 90	20%



UNITED KINGDOM

- The Fashion and Luxury labor market in the United Kingdom shows moderately positive development, although still marked by a degree of business caution. The economic environment continues to be influenced by the cost of living and more selective consumer spending, although stabilizing inflation has helped improve confidence in the sector.

- London continues to consolidate its position as Europe's leading luxury hub, with key retail destinations such as New Bond Street and Knightsbridge maintaining strong appeal for international brands. In recent months, there has been increased activity in flagship store refurbishments and brand repositioning, rather than large-scale expansions.

- In terms of recruitment, companies continue to hire talent, although with tighter budget control and more structured approval processes. Most vacancies are driven by replacements or internal reorganizations, rather than the creation of new roles.

> Companies that communicate salary ranges transparently and offer flexible working models achieve higher closing rates.

Balancing expectations

What companies offer vs. what candidates expect

- The main tensions between companies and talent are centered on the gap between salary expectations and corporate budgets.

- Compensation expectations have increased in recent years, particularly for digital, commercial, and merchandising profiles, while many organizations maintain more cautious salary policies.

- Workplace flexibility remains a key factor in headquarter roles, where hybrid models have become the standard. In contrast, retail positions are still predominantly on-site, creating some friction with talent expectations.

Recruitment trends

Key observations in recruitment process management

- Recruitment processes in the United Kingdom have become more structured and analytical, with greater involvement from multiple stakeholders in decision-making.

- In many cases, processes include several interview stages, market analysis, and comparative evaluations between candidates. This has slightly extended hiring timelines, particularly for senior headquarter roles.

- Companies that communicate salary ranges transparently and offer flexible working models achieve higher closure rates. Conversely, overly lengthy processes can lead to candidate drop-off or counteroffers from other companies.

Talent Mobility

Most in-demand profiles vs. those facing greater barriers to entry

- The UK market shows high mobility in roles linked to business, digitalization, and commercial planning.
- Positions related to e-commerce, digital marketing, and data analysis remain in high demand, alongside merchandising and planning profiles that play a key role in optimizing sales and inventory.
- In retail, regional or cluster management roles show strong employability, while junior creative profiles—particularly in design or buying—face higher competition due to the large number of candidates.

Most in-demand positions

- E-commerce & Digital Marketing
- Merchandising & Planning
- Retail Area / Cluster Management
- Data / Performance Marketing
- Commercial Retail

Salary Drivers

Key variables influencing salary evolution

- Salary evolution in the United Kingdom is primarily driven by the role's impact on business performance and the scarcity of certain specialized profiles, particularly in digital and commercial areas.
- Positions with direct responsibility for revenue generation, team management, or strategic leadership tend to command the highest salary bands.
- Location is also a key factor: roles based in London typically offer salary ranges between 10% and 20% higher than the rest of the country, especially within international companies or luxury brands.
- In retail, salary growth has been more moderate, although variable compensation and performance-based bonuses continue to represent a significant share of total earnings.

What influences salary

- Direct impact of the role on revenue
- Shortage of digital and commercial profiles
- Location (particularly London)
- Level of responsibility and team management
- Type of company (global luxury brands vs. mid-market)

Salary Bands

United Kingdom

Below are the salary bands corresponding to the following positions in the United Kingdom market.

*All salaries are expressed in gross annual euros and represent the range of all positions closed by Luxe Talent during the previous period for this market. Figures highlighted in green indicate an increase, while those in red indicate a decrease. Figures not highlighted have not undergone significant changes.

Marketing	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (£/year)	Bonus	Permanent Salary (£/year)	Bonus	Permanent Salary (£/year)	Bonus
E-commerce manager	40-50	-	50-65	-	65-90	-
E-commerce specialist	30-40	-	40-50	-	50-60	-
Digital Mkt manager	38-50	-	55-75	-	75-120	-

Finance	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (£/year)	Bonus	Permanent Salary (£/year)	Bonus	Permanent Salary (£/year)	Bonus
Financial manager	45-60	-	60-80	-	80-100	-
Financial controller	60-75	-	75-100	-	100-140	-

Human Resources	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (£/year)	Bonus	Permanent Salary (£/year)	Bonus	Permanent Salary (£/year)	Bonus
HR Director	70-90	-	90-120	-	120-170	-
HRBP	45-60	-	60-80	-	80-100	-

Product	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (£/year)	Bonus	Permanent Salary (£/year)	Bonus	Permanent Salary (£/year)	Bonus
Product manager	45-60		70-90		100-160	
Buyer	35-40		50-70		70-100	
Designer	30-45		45-65		65-90	

Wholesale	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (£/year)	Bonus	Permanent Salary (£/year)	Bonus	Permanent Salary (£/year)	Bonus
Wholesale director	70-90	-	90-120	-	120-160	-
Wholesale manager	40-55	-	55-75	-	75-95	-
Wholesale coordinator	28-35	-	35-45	-	45-55	-
Wholesale assitant	23-28	-	28-35	-	35-40	-

Corporate Retail	2 - 5 YRS' EXP		5 - 10 YRS' EXP		(+) 10 YRS' EXP	
	Permanent Salary (£/year)	Bonus	Permanent Salary (£/year)	Bonus	Permanent Salary (£/year)	Bonus
Head of Retail	60-80	-	80-110	-	110-160	-
Retail manager	28-40	-	40-55	-	55-65	-
Retail operations	35-45	-	45-60	-	60-8-	-

RETAIL	Sport & Lifestyle		Premium		Luxury	
	Permanent Salary (£/year)	Bonus	Permanent Salary (£/year)	Bonus	Permanent Salary (£/year)	Bonus
Area manager	40-50	-	50-65	-	65-85	-
Store manager	30-40	-	40-55	-	45-75	-

Pay Transparency

Everything you need to know about the new

European Directive 2023/970



ANNEX TO THE SALARY STUDY · 2026

LUXE TALENT®

Contents

01
What You Need to Know

02
Entry into Force and Changes in Recruitment

03
Recommendations for Candidates

04
Recommendations for Companies

LUXE TALENT®

What you need to know

The end of salary opacity

Directive (EU) 2023/970

For years, salary conversations in our sector have operated in an ambiguous space: collective agreements and salary bands at the base, yes—but also significant individual negotiation, non-standardized benefits, and a widespread "we'll see" approach until the end of the process. That model now has an expiration date. The driving force is European: Directive (EU) 2023/970 reinforces the principle of equal pay for work of equal value, and the timeline is set. Member States, including Spain, must transpose this regulation by 7 June 2026.

The key question for companies in the sector is how day-to-day operations will change: what can be asked, what must be disclosed, and what will be defensible when a team (or a candidate) compares and asks, "why?".

> When the market perceives that "surprise salary" practices are coming to an end, expectations begin to shift.

Entry into force

The message is clear: from 7 June 2026, the market will move toward processes with less salary opacity and more auditable internal systems. Some analyses suggest that, if any country delays transposition, certain obligations could begin to be enforced directly through the Directive itself, increasing both regulatory and legal pressure.

In any case, the reputational and talent impact will come sooner: when the market senses that "surprise salaries" are disappearing, expectations change.

There is an important nuance here: Spain already has a head start, with a solid framework in place through Royal Decree 902/2020, which has pushed companies to structure their compensation systems using tools such as pay registers and pay audits linked to equality plans.



Changes in Recruitment

In the field of recruitment, the most visible change is the end of blind offers. The regulation encourages candidates to be informed of the salary or salary range sufficiently in advance to negotiate on an informed basis. It also restricts a common practice: asking about previous salary to anchor the offer.

This means that flexibility must operate within a defined framework: band, level, and criteria (languages, mobility, scope, responsibility, performance, etc.). For firms like ours, this is positive: fewer processes collapsing at the final stage due to misalignment. However, it also requires more precise briefings and a market that is less tolerant of inconsistencies.

> It marks the end of blind offers; the regulation pushes candidates to know the salary or salary range in advance, enabling informed negotiation.

Retail vs. Corporate Differences

In retail (PoS), base salaries are often more structured through collective agreements. The main risks arise in additional compensation and variable elements: incentives, commissions, language bonuses, shift patterns, availability, and differences between stores (flagships, tourist areas, new openings, reinforcements). When these components grow without clear rules, pay gaps not only emerge—they become indefensible.

In corporate roles, the impact is more structural. Organizations that rely on case-by-case negotiation will need to accelerate a shift that was already underway: building compensation frameworks with salary bands by function and level, clear progression criteria, and consistency in internal promotions. As a result, the challenge becomes almost entirely focused on explaining salary differences.

What the European layer adds

01 External transparency

Recruitment and offers must include meaningful compensation information.

02 Stronger rights

If significant differences exist between comparable roles, they must be justifiable and documented.

Conclusion

Pay transparency is set to professionalize recruitment processes. Our sector is characterized by distributed salary structures, high in-store turnover, and strong competition for digital and business talent at the corporate level. The real differentiator will be reaching 2026 with a system that does not rely on improvisation. Because going forward, what cannot be explained with clear criteria... will be challenged with data.

Some recommendations

Some recommendations

To candidates

01

Use available information before the recruitment process

From the implementation of the directive, companies will be required to communicate the salary or salary range before the interview or in the job offer. This allows candidates to assess whether a position aligns with their expectations before entering the process.

02

Request comparative salary information when necessary

Employees will have the right to request information about their salary and the average salary levels of other employees performing equivalent roles. This helps identify potential inequalities and understand one's positioning within the company.

03

Negotiate salary with a stronger market basis

Pay transparency will reduce information asymmetry between companies and candidates. This allows for negotiation with a better understanding of the actual salary range of the role and the market.

04

Understand the criteria that determine salary progression

Companies will be required to explain the objective criteria that determine salary and its evolution (experience, responsibilities, performance). Knowing these criteria helps plan professional growth within the organization.

05

Use this opportunity to make more informed career decisions

The availability of salary ranges and progression criteria allows candidates to compare opportunities between companies, better evaluate offers, and make career decisions with greater clarity.

Some recommendations

To companies

01

Define a clear and documented salary architecture

Companies should establish salary structures based on objective and gender-neutral criteria, including job levels, salary ranges, and policies for salary progression.

02

Incorporate pay transparency into recruitment processes

Job offers must include information on the salary or salary range, and companies may not request the candidate's previous salary. This requires reviewing recruitment practices and offer procedures.

03

Prepare reporting systems on the pay gap

Companies must analyze and report on salary differences, taking corrective actions if the gap exceeds 5% without an objective justification.

04

Establish clear criteria to justify pay differences

Salary differences between employees must be justifiable through objective criteria (responsibility, experience, performance, or business impact). If not, the company must correct them.

05

Prepare the organization for greater internal transparency

The directive grants employees the right to request salary information and obliges companies to communicate remuneration criteria. This requires improving payroll data systems, internal communication, and compensation governance.

CONCLUSIONS

The European Fashion & Luxury labor market in 2026 is characterized by increasing competition for specialized talent, within an economic context that combines selective dynamism with prudence in hiring.

Spain stands out for its high level of activity, driven by tourism and consumer demand, while Portugal maintains positive growth, albeit at a more moderate pace due to market size. France remains highly competitive and demanding, particularly in the luxury segment, as does the UK, where London serves as a global hub with more structured processes and tighter budget control.

Italy is in a consolidation phase, prioritizing quality over volume in hiring, whereas the DACH region offers a stable environment with strong demand for digital and strategic profiles. Benelux presents a balanced market, with retail showing dynamism and corporate hiring approached with greater caution.

In terms of compensation, salary trends are primarily driven by scarcity of qualified talent and the direct business impact of roles, although clear differences exist between markets. The UK, DACH, and France report the highest salary levels, particularly in strategic and digital functions, while Spain and Italy show moderate increases, focused on key positions.

Portugal and Benelux, despite more contained salary structures, offer attractive opportunities within international environments. Location remains a decisive factor, with cities such as London, Paris, Milan, and Zurich leading salary ranges, and seniority continues to create distinctions, especially in headquarter functions.

Finally, the sector is facing a structural shift with the implementation of the European Pay Transparency Directive, which will mark a turning point in talent management. This new framework will require companies to professionalize their compensation structures, define clear salary bands, and justify pay differences.

For candidates, this will mean greater visibility and informed decision-making; for companies, it will require alignment of strategy, communication, and internal culture. In this context, organizations that successfully combine transparency, salary consistency, and agility in processes will be best positioned to compete for talent in the European Fashion & Luxury sector.



LUXE TALENT®

Present across Europe

Spain

Alberto Aguilera 5,
28015, Madrid
info@luxetalent.es

Spain

Av. Portal de l'Àngel, 38,
08002, Barcelona
info@luxetalent.es

Portugal

Av. Da Liberdade,
4710-249, Braga
info@luxetalent.net

France

18 Rue Pasquier,
75008, París
info@luxetalent.fr

Italy

Piazzale Biancamano, 8,
20121, Milán
info@luxetalent.it

Germany

Kurfürstendamm 194,
10707, Berlín
info@luxetalent.de

The Netherlands

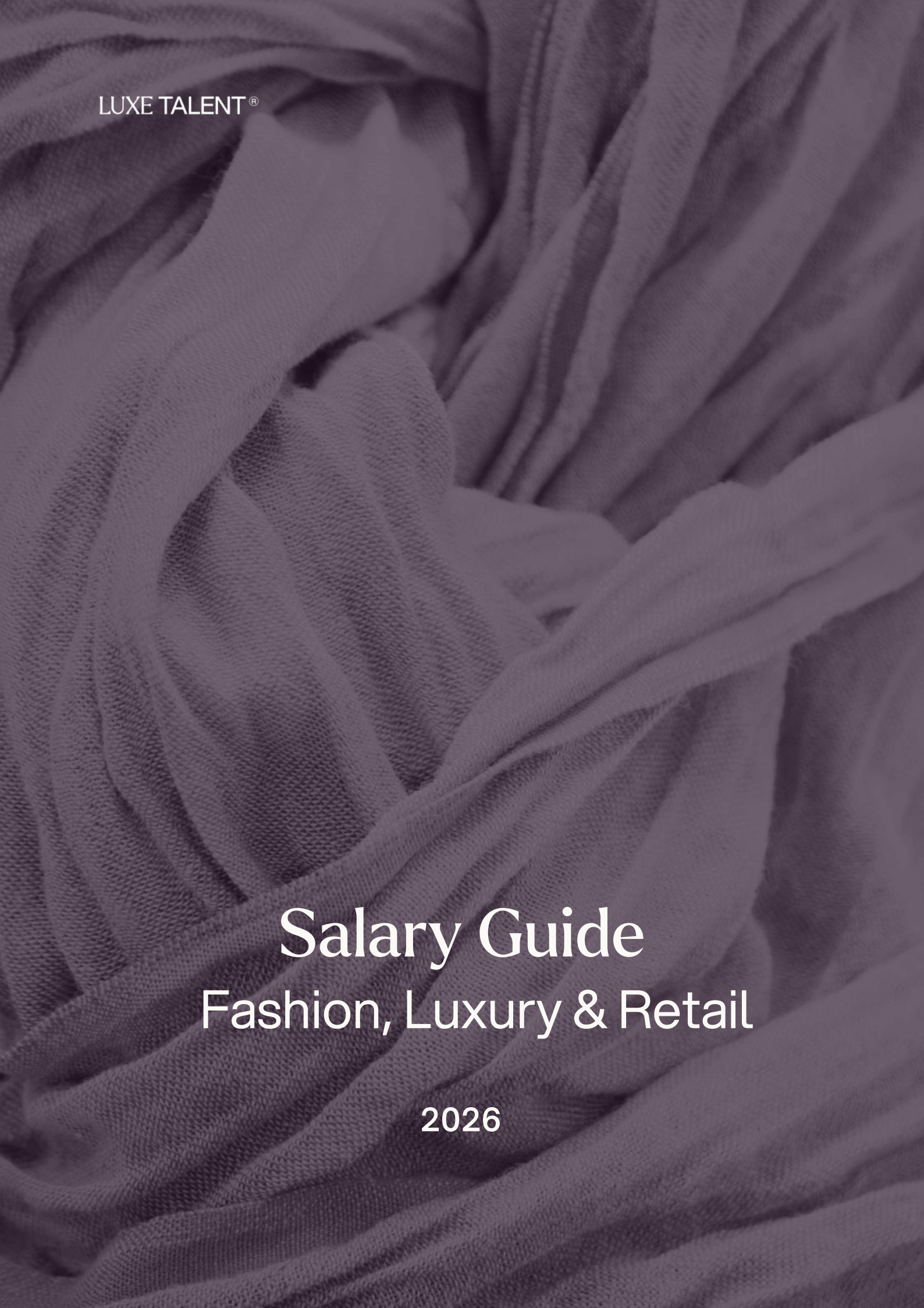
Keizersgracht 520H,
1017 EK, Amsterdam
info@luxetalent.nl

United Kingdom

Great Portland St 167-
169, 5PF, Londres
info@luxetalent.co.uk

Switzerland

Thurgauerstrasse 132,
8152, Zúrich
info@luxetalent.net



LUXE TALENT®

Salary Guide

Fashion, Luxury & Retail

2026