About Adaptive

Here at Adaptive Globalization we have been working as specialist recruiters and consultants in the Language Services industry for over a decade.

In doing so, we have assembled a team of experts who know the industry inside-out.

The following salary report contains data collated by our team and is focused on key language services industry roles across the globe.

As specialist recruiters, a key aspect of our day-to-day lives is finding the best possible fit for all parties involved in the hiring process; ensuring a good cultural fit, a similar vision and that the candidate has the necessary skills. All of these things help achieve long-term, successful employment.

But there is one aspect of negotiation that will undoubtedly make or break a deal; salary.
Locations Covered
The salary figures covered will cross a number of locations:

- Austria
- Belgium
- China
- Denmark
- France
- Germany
- Hong Kong
- Ireland
- Italy
- Japan
- Netherlands
- Poland
- Switzerland
- Spain
- Sweden
- Singapore
- UK
- USA

*Please note that this list is not exhaustive and we are able to provide relevant salary information in the following regions upon request: Canada, India, Finland, Luxembourg, Romania, Hungary, South Korea, U.A.E., Czech Republic, Argentina and Mexico*
Why do we need to know this information?

Does it matter to me?
The idea behind the report

Goal: To put together a clear guide on remuneration levels across the Language industry in 2019-2020 to help employers make more informed decisions.

The global Language Services and Technology industry is worth $49.60bn*. Understandably, for such a large industry, there isn’t one ubiquitous compensation structure. Instead it is typically determined by several factors including but not limited to:

**Location:** Our industry is global and salaries often need to be adjusted to reflect cost of living.

**Company type:** LSP/Agency vs. Client Side/In-House.

**Market conditions:** Is the market candidate or client driven? Depending on external economic factors, the cost to hire can be higher or lower. Timing matters.

**And more...**
With this in mind we’ve put together a comprehensive guide that breaks down the most common positions in the industry with salary brackets across various locations.

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*According to “Global Market for Outsourced Translation and Interpreting Services and Technology” - Common Sense Advisory 2019*
Sales Roles

Key Insights

People we place
One of the industry's biggest obstacles is finding proven sales talent. Specifically individuals who can hunt for new business.

The sales hunter should be able to consistently achieve an annual sales target. Compensation in this role is performance related and directly influences earnings through commission.

Variable compensation allows for more flexibility in constructing pay packages. An aggressive commission can offset a below average salary.

COMMON "HUNTER" ROLES
Entry:
- Junior Business Development Manager
- Business Development Representative
- Junior Account Executive

Mid/Senior:
- Business Development Manager (BDM)
- Business Development Director (BDD)
- Senior Business Development Director

Senior/Executive (Often a managerial component)
- Sales Manager
- Sales Director
- Regional Sales Director
- VP of Sales / Global Sales Director
Account Management - ‘Farmers’

The other half of the sales equation consists of people who nurture existing relationships with the goal of increasing client spend. They grow existing business and are therefore called "Farmers".

Ensuring client satisfaction is key and success in this role is measured by year on year growth in revenue.

COMMON "FARMER" ROLES
Entry:
- Junior Account Manager
- Client Services Manager
- Client Services Representative

Mid/Senior:
- Account Manager
- Key Account Manager
- Senior Account Manager

Senior/Executive (Often a managerial component)
- Director Strategic Accounts
- Account Director
- VP Account Management/Strategic Accounts
- VP of Client Services
## Roles by numbers: Sales


### Junior BDM / Sales Executive

<table>
<thead>
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<th>Country</th>
<th>BDM Salary Range</th>
<th>BDD Salary Range</th>
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<tbody>
<tr>
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<tr>
<td>USA</td>
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### BDM

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<th>VP of Sales / Global Sales Director Salary Range</th>
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### BDD

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*Key difference in salary range is dependent on location of office in city/town. All could vary depending on factors including overtime, bonuses and more.
### Key Account Manager / Account Director

<table>
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<tr>
<th>Country</th>
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<td>France</td>
<td>€48k - €60k</td>
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<tr>
<td>Japan</td>
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<td>Switzerland</td>
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</tr>
<tr>
<td>USA</td>
<td>€65k - €85k</td>
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### Director of Strategic Account / Client Service Director

<table>
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<th>Country</th>
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<td>Austria</td>
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<tr>
<td>Belgium</td>
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<tr>
<td>China</td>
<td>30k - 45k RMB Monthly</td>
</tr>
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<td>Denmark</td>
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<td>France</td>
<td>€60k - €75k</td>
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<td>Germany</td>
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<tr>
<td>Hong Kong</td>
<td>35 HKD Monthly</td>
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</tr>
<tr>
<td>Japan</td>
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<td>Switzerland</td>
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<tr>
<td>UK</td>
<td>£55k - £70k</td>
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<tr>
<td>USA</td>
<td>$80k - $95k</td>
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### VP of Strategic Accounts / Global Account Director

<table>
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<tr>
<th>Country</th>
<th>Salary Range</th>
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<tbody>
<tr>
<td>Austria</td>
<td>€90k - €110k+</td>
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<td>Belgium</td>
<td>€75k+</td>
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<td>China</td>
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<td>Denmark</td>
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<td>Ireland</td>
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<tr>
<td>Japan</td>
<td>13m JPY+</td>
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<td>€75k+</td>
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<td>€80k+</td>
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<td>UK</td>
<td>£70+</td>
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<td>USA</td>
<td>$95k-$110k</td>
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</tbody>
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*Key difference in salary range is dependent on location of office in city/town. All could vary depending on factors including overtime, bonuses and more.
The X Factor: Variable Compensation

As you can see in the above breakdown, salary bands can be quite wide. So what's the differentiating factor when considering base compensation? Variable compensation.

General rule of thumb is that the split between base salary and variable will be around 60/40 in favour of base, however in the US this will usually be closer to a 50/50 split and in certain European countries it will be closer to 70/30 in favour of base salary.

Below are some examples of commission structures we've seen across the Industry:

**Industry standard:** is 4-7% on net new revenue generated scaling down a few percentage points annually until shifting to an AM.

**Draw model:** 9% commission on all revenue w/base salary draw. In this model, commissions are paid out before they’re earned. No actual base salary is provided but a higher commission percentage offsets this. Common in the US however rare in Europe and APAC.

**Accelerator model:** This model can come in many shapes and forms. One example is an intro accelerator to offset ramp up periods for new sales staff. This means a candidate can earn double their standard commission percentage for the first 12 months. Another example might be an accelerator that kicks in once certain thresholds are met. i.e. 5% up to $500k that scales up to 7% for any revenue generated over $500k.

**10/2 Comp plan:** 10% commission on all net new revenue generated for the accounts first year. Commission falls to 2% for year 2 before shifting to AM.

These are just a few examples and are often adapted and modified by employers to attract top sales talent ahead of their competition.
Operations Roles

Key Insights

People we place
Project and Program Management

The function of a Project Manager is to link the different departments of the company together to ensure clients receive the best quality of service and that projects are delivered on time.

In terms of day-to-day responsibilities, apart from handling projects, PMs may be in charge of client communication, vendor management and the financial aspect of projects (preparing quotes, monitoring budgets, invoicing, etc). Often Project Managers might have significant account management responsibilities, being the main point of contact for the clients.

Ideally a Project Manager is working to progress their careers into Program and Operations Management where they will move into more of a leadership role. Often this will include gaining P&L responsibility and stakeholder management.

COMMON "PM" TYPE ROLES

Entry:
- Junior PM
- Project Coordinator

Mid/Senior:
- Project Manager
- Senior Project Manager

Senior/Executive (Often a managerial component)
- Program Manager / Director
- Operations Manager / Director
- Localization Manager / Director
Linguists

Linguists are the people working directly with languages. They are detail-oriented people, with academic degrees in the source language. Typically they come with excellent knowledge of the most common CAT tools.

COMMON POSITIONS FOR LINGUISTS:
- Translation Checker
- Proof Reader
- Interpreter
- Translator
- Transcriptionists
- Senior Translator
- Language Lead
- Language Quality Specialist
- Language Service Manager
- Head of Translation
- Language Department Director
Quality Assurance

The job of the QA department varies from company to company; however, these are the people who stop the end product going to market with any faults.

They are the final line of defense from production and the client. They are the people who stop the odd spelling mistake or software bug that could spoil or delay the release of an entire project.

Whilst the role varies depending on specialism (i.e. QA Tester for gaming vs QA Tester for software), as a rule it is the responsibility of the QA Tester to locate and log bugs or errors.

COMMON "QUALITY ASSURANCE" ROLES
- QA Tester
- QA Analyst
- QA Manager
- QA Lead
- QA Test lead
- Quality Director
Vendor Management

Vendor & Supply Chain Managers are the people that help to create and maintain the relationship between a company and its suppliers.

In the case of translation this usually means finding and engaging with freelance linguists who are the main ‘supplier’ and any LSP. A key part of their role will be locating these linguists, onboarding them and negotiating rates to ensure that all new projects bought on by the company are fully serviced. This also works for the relationship between an MLV and its small company suppliers.

As you progress you tend to move from individual linguists into managing all suppliers across the business.

COMMON "VENDOR MANAGEMENT" ROLES
Resource coordinator
Supply chain coordinator
Resource Manager
Vendor Manager
Partner Manager
Supply Chain Manager
Global Head of Vendor Management
Supply Chain Director / Director of Vendor Management
Localization (L10N) and Internationalization (I18N) Engineers are highly technical and have more experience with the localization process and translation tools than other operations staff.

L10N Engineer roles often vary depending on the company, but generally speaking, an Engineer starts with the development environment of a product, then dismantles it to isolate the things that need to be translated, and puts it together again after translation.

A top-level Localization Engineer doesn't only work with localization tools (analyzing files, fixing issues with translations), but also creates workflows for localization of software material.

I18N Engineers are usually Software Engineers that specialize in two different things: designing mobile apps and incorporating the adaptation of different languages to the design. They are usually very experienced, as they have the knowledge of a Software Engineer and know the different nuances of each language (technically speaking). The difference between an I18N Engineer and a regular Software Engineer is that I18N Engineers understand and are capable of adding the components of different languages to their design, so when the app is translated there are minimal changes or errors after the product is created.

COMMON "ENGINEERING" ROLES INCLUDE:
- File Engineer
- Localization Engineer
- Internationalization Engineer
- Engineering Team Lead
- Engineering Department Manager
- Computational Linguist
Implementation

Jobs in Implementation blend the strategic with relational elements to create a truly unique and specialist variety of roles such as Solution Architect, Implementation Manager, Project Architect and MT Specialists.

They often straddle the gap between Sales, Production and Account Management with helping to design, on-board and implement the unique solution for every client.

Solution Architects will usually be technical candidates who have great interpersonal skills and are responsible for helping to design the individual solution that is unique to each client.

Similarly, an Implementation Manager usually steps in during the onboarding of a client and will be responsible for ensuring that the company is fully prepared to deploy the new solution as well as liaising and training the client to ensure that everything runs smoothly.

COMMON "IMPLEMENTATION" ROLES INCLUDE:

- Solutions Architect
- MT Specialist
- Implementation Consultant
- Implementation Manager
- Enterprise Solutions Consultant
In most businesses, you will see a CEO, COO and a CFO among other C-Level executives. These are the main leaders within the business who run all major operations.

Usually a C-level executive success is based on company performance in its entirety. Typically the strongest indicator of this is YoY growth and profit. If you are leading your divisions / company to a high profit, that breeds further investment into the company.

"C-SUITE" ROLES INCLUDE:

- CEO - Chief Executive Officer
- CSO - Chief Sales Officer
- COO - Chief Operations Officer
- CFO - Chief Financial Officer
- CMO - Chief Marketing Officer
- CCO - Chief Commercial Officer
- CTO - Chief Technology Officer
- CHRO - Chief Human Resources Officer
## Roles by numbers: Operations

2020 salary report focusing on the Language Service professionals working in the markets.

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<thead>
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</thead>
<tbody>
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<td><strong>Junior PM / PM Assistant</strong></td>
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<td>€26k - €32k</td>
<td>9k - 13k RMB Monthly</td>
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*Key difference in salary range is dependent on location of office in city/town. All could vary depending on factors including overtime, bonuses and more.*
### Implementation Manager

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### Solution Architect

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<tr>
<td>Japan</td>
<td>7m JPY - 10m JPY</td>
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### Head of Operations / Operations Manager

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### Regional Operations Manager / Business Unit Manager

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<tbody>
<tr>
<td>Senior Localization Engineer</td>
<td>€50 - 60k</td>
<td>€45k - €65k</td>
<td>25k - 35k RMB Monthly</td>
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<td>€50k - €60k</td>
<td>€50 - 60k</td>
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<td>€44k - €60k</td>
<td>€36k - €45k</td>
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<td>€45k - €60k</td>
<td>€25k - €28k</td>
<td>5.5k - 7k SGD Monthly</td>
<td>€30k - €35k</td>
<td>€45k - €65k</td>
<td>85 - 115k CHF</td>
<td>£35k - £48k</td>
<td>$90k+</td>
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<tr>
<td>Language Quality Specialist / Language Lead</td>
<td>€50 - 65k</td>
<td>€45k - €62k</td>
<td>25k - 40k RMB Monthly</td>
<td>€38k - €55k</td>
<td>€45k - €52k</td>
<td>€50 - 65k</td>
<td>28k HKD +</td>
<td>€45k - €60k</td>
<td>€38k - €45k</td>
<td>5m + JPY</td>
<td>€45k - €52k</td>
<td>€24k - €28k</td>
<td>5k - 6.3k SGD Monthly</td>
<td>€38k - €45k</td>
<td>€38k - €55k</td>
<td>130k+ CHF</td>
<td>£38k - £55k</td>
<td>$70k-$85k</td>
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<tr>
<td>VP of Product Development / Engineering / R&amp;D</td>
<td>€70 - €100k</td>
<td>€65k - €95k</td>
<td>35k RMB Monthly</td>
<td>€65k+</td>
<td>€70k - €100k</td>
<td>€90 - 120k</td>
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<td>€70k +</td>
<td>€50k +</td>
<td>N/A</td>
<td>€70 - €100k</td>
<td>€40k +</td>
<td>12k-16k SGD Monthly</td>
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<td>€65k+</td>
<td>135k - 150k+ CHF</td>
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<td>$130k +</td>
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<tr>
<td>Language Service Manager / Head of Linguistics</td>
<td>€65 - 80k+</td>
<td>€55k +</td>
<td>35k RMB Monthly</td>
<td>€48k - €65k</td>
<td>€55k +</td>
<td>€65 - 90k+</td>
<td>30k HKD + Monthly</td>
<td>€60k +</td>
<td>€50k - €60k</td>
<td>6.5m JPY</td>
<td>€55k +</td>
<td>€28k</td>
<td>7k-9k SGD Monthly</td>
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<td>€48k - €65k</td>
<td>130k+ CHF</td>
<td>£50k +</td>
<td>$90k +</td>
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*Key difference in salary range is dependent on location of office in city/town. All could vary depending on factors including overtime, bonuses and more.*
<table>
<thead>
<tr>
<th>Role</th>
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<tbody>
<tr>
<td>CEO</td>
<td>€90 - 130k+</td>
<td>€140k +</td>
<td>120k RMB Monthly</td>
<td>€170k +</td>
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<td>€180k +</td>
<td>N/A</td>
<td>€90k - 130k+</td>
<td>€120k +</td>
<td>N/A</td>
<td>€95k RMB Monthly</td>
<td>€130k +</td>
<td>€130k +</td>
<td>€120k +</td>
<td>€100k+</td>
<td>€80k +</td>
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<tr>
<td>COO</td>
<td>€90 - 130k+</td>
<td>€120k +</td>
<td>95k RMB Monthly</td>
<td>€130k +</td>
<td>€120k +</td>
<td>€130k +</td>
<td>N/A</td>
<td>€90k - 130k+</td>
<td>€120k +</td>
<td>N/A</td>
<td>€95k RMB Monthly</td>
<td>€130k +</td>
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<td>€120k +</td>
<td>€100k+</td>
<td>€80k +</td>
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<tr>
<td>CRO</td>
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<td>87.5k RMB Monthly</td>
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<td>CTO</td>
<td>€90 - 130k+</td>
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<td>€80k +</td>
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</tbody>
</table>

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Adaptive can provide you with a range of packages, if you are interested in discussing your business needs, or for specific information, please do not hesitate to contact your Adaptive Globalization team at one of our global locations.

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