



**NIGEL WRIGHT**  
GROUP  
CONSUMER

---

## EUROPEAN CONSUMER SECTOR SALARIES, SKILLS AND BENEFITS REPORT 2020

---



# CONTENTS

INTRODUCTION	4
SAMPLE BASE	5
1.1 SATISFACTION LEVELS & CHANGING JOBS	7
1.2 SALARY INCREASES, BONUSES & BENEFITS	12
1.3 FLEXIBLE WORKING	24
1.4 THE DAILY COMMUTE	27
1.5 LEARNING & DEVELOPMENT OPPORTUNITIES	31
1.6 CORPORATE SOCIAL RESPONSIBILITY	33
1.7 SKILL SHORTAGES	35
1.8 RECRUITMENT	36
2.0 ANALYSIS OF SALARIES IN RELATION TO DISCIPLINE	38
2.1 NETHERLANDS	40
2.1.1 NETHERLANDS – EXECUTIVE / BOARD LEVEL	41
2.1.2 NETHERLANDS – MARKETING	42
2.1.3 NETHERLANDS – SALES	44
2.1.4 NETHERLANDS – OPERATIONS	46
2.1.5 NETHERLANDS – FINANCE	48
2.1.6 NETHERLANDS – HUMAN RESOURCES	50
2.2 UK	52
2.2.1 UK – EXECUTIVE / BOARD LEVEL	53
2.2.2 UK – SALES	54
2.2.3 UK – MARKETING	56
2.2.4 UK – OPERATIONS	58
2.2.5 UK – SUPPLY CHAIN & PROCUREMENT	60
2.2.6 UK – FINANCE	62
2.2.7 UK – HUMAN RESOURCES	64
2.3 GERMANY	66
2.3.1 GERMANY – GESCHÄFTSLEITUNG	67
2.3.2 GERMANY – MARKETING	68
2.3.3 GERMANY – SALES	70

<b>2.3.4</b> GERMANY – OPERATIONS	<b>72</b>
<b>2.3.5</b> GERMANY – FINANCE	<b>74</b>
<b>2.3.6</b> GERMANY – HUMAN RESOURCES	<b>76</b>
<b>2.4</b> <b>FRANCE</b>	<b>78</b>
<b>2.4.1</b> FRANCE – CADRES EXÉCUTIFS & DIRIGEANTS	<b>79</b>
<b>2.4.2</b> FRANCE – MARKETING	<b>80</b>
<b>2.4.3</b> FRANCE – COMMERCIAL / VENTES	<b>82</b>
<b>2.4.4</b> FRANCE – OPÉRATIONS	<b>84</b>
<b>2.5</b> <b>DENMARK</b>	<b>86</b>
<b>2.5.1</b> DENMARK – HUMAN RESOURCES	<b>87</b>
<b>2.5.2</b> DENMARK – MARKETING	<b>88</b>
<b>2.5.3</b> DENMARK – SALES	<b>90</b>
<b>2.5.4</b> DENMARK – MANUFACTURING	<b>92</b>
<b>2.5.5</b> DENMARK – SUPPLY CHAIN & PROCUREMENT	<b>94</b>
<b>2.5.6</b> DENMARK – FINANCE	<b>96</b>
<b>2.6</b> <b>NORWAY</b>	<b>98</b>
<b>2.6.1</b> NORWAY - HUMAN RESOURCES	<b>99</b>
<b>2.6.2</b> NORWAY - MARKETING	<b>100</b>
<b>2.6.3</b> NORWAY - SALES	<b>102</b>
<b>2.6.4</b> NORWAY - MANUFACTURING	<b>104</b>
<b>2.6.5</b> NORWAY - SUPPLY CHAIN & PROCUREMENT	<b>106</b>
<b>2.6.6</b> NORWAY - FINANCE	<b>108</b>
<b>2.7</b> <b>SWEDEN</b>	<b>110</b>
<b>2.7.1</b> SWEDEN - HUMAN RESOURCES	<b>111</b>
<b>2.7.2</b> SWEDEN - MARKETING	<b>112</b>
<b>2.7.3</b> SWEDEN - SALES	<b>114</b>
<b>2.7.4</b> SWEDEN - MANUFACTURING	<b>116</b>
<b>2.7.5</b> SWEDEN - SUPPLY CHAIN & PROCUREMENT	<b>118</b>
<b>2.7.6</b> SWEDEN - FINANCE	<b>120</b>
<b>CONTACT INFORMATION</b>	<b>122</b>
<b>OUR OFFICES</b>	<b>123</b>



# INTRODUCTION

Welcome to Nigel Wright Group's 2020 European Salaries, Skills and Benefits Report.

## ABOUT NIGEL WRIGHT GROUP

**Nigel Wright Group is Europe's number one consumer sector recruitment specialist.**

We are an international consumer search firm, with one shared community of specialist consultants (100+ of them) across 9 offices.

We have significant search expertise and have been the preferred talent partner for the last 30 years. We have significant experience in bringing together high-calibre candidates and national / global organisations for individual assignments and as part of a long-term account. Also, our depth and breadth for handling large scale, transformational recruitment projects are extensive, demonstrating we have the capacity and capabilities required to provide clients with excellent service levels whilst helping achieve their objectives.

Our clients trust us to quickly attract the highest calibre and most suitable candidates first time.

### 1. We access candidates that others can't:

- We know our market with ex-consumer industry search consultants having over 25,000 annual conversations with decision makers in the consumer sector.
- Our one-team approach means we share information and candidates.
- We have the most extensive candidate networks that are other people's headhunts.

### 2. Our customers believe we enhance their employer brand:

- Our market expertise is unrivalled after 30 years and being Europe's number one consumer search specialist.
- We understand our clients and tell their stories accurately to attract the right candidates.
- We produce market leading candidate attraction campaigns with world class marketing.

### 3. We control the process and manage risk, allowing you to focus on your day job:

- We take a thorough consultative brief and then deliver on our promises.
- We openly communicate internally and externally so clients' and candidates' expectations are met.
- We are fully GDPR compliant to ensure that our clients comply too.

### 4. We deliver sustainable results that produce long term value:

- We provide service excellence assurance – consistently.

We create greater value than our competitors with an open market perception survey ranking us above all competitors across relationships, service, knowledge, quality and capability.



## SAMPLE BASE

Nigel Wright's annual survey is completed by over 2,500 professionals. As such, it is the most comprehensive report about Consumer professionals specifying what they are earning, their opinions on what attracts and motivates them to stay with or leave their employers, and their remuneration structures.

Within the sample base for this Report, the majority (**68%**) are male and **31%** are working for SMEs. The rest are working for companies that globally employ more than 250 people.

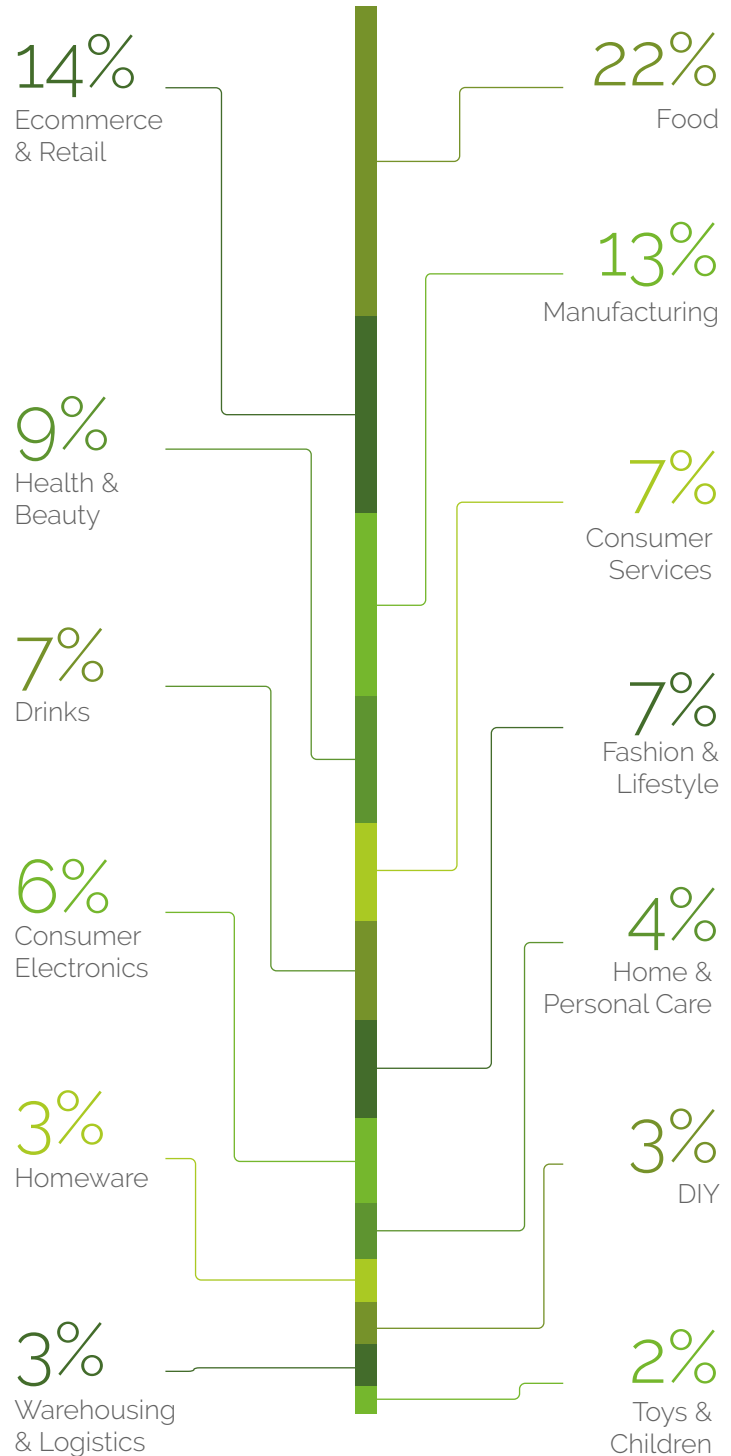
A fifth (**22%**) are working in food companies and **7%** for drinks companies. **14%** are working in retail or ecommerce, and others are working in a variety of consumer organisations including consumer electronics, health & beauty, fashion and lifestyle, or home & personal care.

In terms of discipline, **42%** work in sales, **26%** in marketing, and 16% in supply chain, logistics or procurement, with the remainder in support functions.

**98%** of our sample are in full-time employment, and **92%** described themselves as permanent, **5%** as contract, **2%** as interim and 1% as temporary. The results shown in this survey are based on permanent full-time workers.

In terms of position, **15%** identify themselves as C-Suite, **13%** as Directors, **10%** as Head or Controller, **47%** as Managers, and the remainder are working at other levels.

**FIGURE 1: RESPONDENTS' SECTOR**



Base: All. Some in more than one sector.



---

**1.0**

# THE WORKING ENVIRONMENT

## 1.1 SATISFACTION LEVELS & CHANGING JOBS

TABLE 1A: JOB SATISFACTION

	All	Netherlands	UK	Germany	France	Denmark	Sweden	Norway
Very satisfied	17%	23%	18%	13%	11%	21%	21%	18%
Moderately satisfied	42%	43%	44%	38%	43%	44%	41%	42%
Neither satisfied nor dissatisfied	19%	9%	19%	26%	21%	18%	18%	17%
Moderately dissatisfied	15%	17%	13%	17%	17%	13%	14%	20%
Very dissatisfied	6%	9%	6%	7%	8%	5%	6%	3%

Base: All permanent employees

TABLE 1B: SALARY SATISFACTION

	All	Netherlands	UK	Germany	France	Denmark	Sweden	Norway
Very satisfied	14%	19%	15%	18%	9%	17%	10%	11%
Moderately satisfied	44%	47%	43%	46%	41%	42%	45%	42%
Neither satisfied nor dissatisfied	22%	19%	18%	19%	28%	22%	23%	27%
Moderately dissatisfied	16%	11%	18%	16%	19%	16%	15%	14%
Very dissatisfied	5%	4%	5%	1%	3%	3%	7%	7%

Base: All permanent employees



TABLE 2: CHANGING JOBS

	All	Netherlands	UK	Germany	France	Denmark	Sweden	Norway
Changing job now (within a month or so)	10%	14%	10%	7%	25%	9%	9%	6%
Within the next year	31%	33%	32%	33%	32%	33%	27%	31%
In the next 1-2 years	23%	20%	18%	23%	14%	27%	28%	25%
In the next 2-3 years	11%	10%	10%	10%	14%	7%	16%	11%
In 3 years+	4%	3%	4%	5%	3%	3%	4%	7%
Not planning to change job	20%	20%	26%	22%	12%	21%	16%	20%

Base: All permanent employees

The survey found that most consumer industry professionals we questioned are satisfied with their current job (59%), and their current salary (58%), and that less than a quarter (21%) express dissatisfaction.

When we asked people if they were planning to change jobs, 80% told us that they were planning to do so. 64% of our sample base in permanent employment said they are planning to change jobs within the next two years. 10% told us that they were currently in process, and 31% said that they were looking to move within the next year. These findings are also borne out by the fact that only 29% of our sample have worked for their current employer for more than five years, and only 14% have been in their current position for more than five years. Our research finds that only when people reach the age of 50+ does the urge to change jobs start diminishing.

---

The Dutch have the highest levels of job satisfaction (66%) followed by the Danes (65%).

---

In terms of dissatisfaction, professionals in France and the Netherlands are the most dissatisfied in their jobs.

---

Dutch professionals also have the highest levels of salary satisfaction (66%) followed by German workers (64%).

---

---

Professionals in the UK and Sweden are the most dissatisfied with their remuneration (23%, almost 1 in 4 people).

---

On the continent, the main reason that people change jobs is a company's culture and values. UK workers, however, want to feel valued, have influence or make an impact.

---

80% of our sample intend to change roles within 3 years, and 41% hope to do so in the next 12 months.

---

# Why people change jobs

TABLE 3: FACTORS INFLUENCING A CHANGE OF ROLES

	All	Netherlands	UK	Germany	France	Denmark	Sweden	Norway
Company's values & culture	71%	61%	71%	77%	79%	67%	72%	66%
Feel valued / have influence / make an impact	70%	54%	78%	76%	51%	70%	71%	71%
New challenges	66%	63%	66%	56%	69%	70%	69%	72%
Agile / Flexible working	65%	61%	59%	68%	44%	65%	77%	78%
Higher salary	62%	63%	74%	57%	60%	58%	61%	65%
Location	60%	57%	64%	66%	58%	56%	59%	56%
Career progression	57%	59%	63%	52%	56%	62%	54%	57%
Profit share / bonus / commission levels	33%	31%	47%	21%	17%	34%	39%	34%
Generous holiday entitlement	31%	27%	48%	26%	8%	25%	41%	26%
Generous employer contributory pension	29%	13%	46%	11%	10%	33%	38%	37%
Car allowance / loan	28%	34%	33%	34%	11%	26%	30%	19%
Environmental and sustainability credentials	25%	21%	19%	26%	25%	24%	31%	28%
Health insurance	25%	13%	34%	4%	6%	40%	30%	35%
CSR (Corporate Social Responsibility) initiatives	19%	10%	20%	12%	20%	23%	20%	20%
Latest technologies	15%	13%	17%	23%	8%	11%	12%	17%

Base: All permanent employees



We asked people to select from a series of factors that were important to them when looking for a new role and asked them to tell us their main reason for changing jobs. Overall, the top three reasons selected were a company's values and culture (**71%**), a desire to feel valued / have influence (**70%**) and a new challenge (**66%**). Least likely to influence a change of roles are a company's corporate social responsibility initiatives or latest technologies. There are some interesting differences between countries. For example, in France only **44%** mentioned agile / flexible working whereas in Norway the figure was **78%**.

## How people look for jobs

FIGURE 2: METHODS USED TO SEARCH FOR A NEW ROLE

	All	Netherlands	UK	Germany	France	Denmark	Sweden	Norway
LinkedIn	82%	90%	81%	65%	86%	87%	87%	88%
Recruitment / Search firms	80%	70%	83%	78%	84%	84%	78%	76%
My personal network	72%	80%	64%	74%	70%	79%	71%	73%
Online job sites (e.g. Monster)	61%	49%	68%	68%	63%	56%	50%	68%
Direct approaches to employers	46%	39%	48%	61%	37%	42%	43%	38%
Xing	13%	1%	0%	71%	3%	0%	0%	0%
Regional or local newspapers / trade magazines	6%	4%	8%	11%	3%	3%	4%	9%
Facebook	4%	0%	5%	4%	1%	3%	6%	7%
Viadeo	1%	0%	0%	1%	8%	0%	0%	0%
Other	2%	3%	2%	2%	5%	2%	0%	4%

Base: All permanent employees

Once seeking new employment, the first ports of call are LinkedIn, recruitment companies and then approaching their personal network. Interestingly, German workers are most likely to make direct approaches to employers, compared to those in other European countries we surveyed. Xing is also the preferred professional networking site in Germany, whereas workers in other countries will use LinkedIn when searching for a new job.

## 1.2 SALARY INCREASES, BONUSES & BENEFITS

### Basic salaries

TABLE 4A: AVERAGE SALARY INCREASE RECEIVED AND EXPECTED

Last salary increase

	All	Netherlands	UK	Germany	France	Denmark	Sweden	Norway
Zero	22%	16%	29%	29%	30%	23%	10%	11%
Up to 1%	5%	6%	5%	3%	12%	6%	5%	3%
Between 1-2%	19%	26%	19%	15%	20%	20%	24%	7%
Between 2-3%	24%	23%	22%	20%	17%	23%	27%	40%
Between 3-4%	8%	3%	9%	10%	4%	6%	9%	14%
Between 4-5%	7%	10%	5%	7%	5%	9%	6%	9%
Between 5-10%	8%	11%	6%	8%	5%	8%	9%	8%
Between 10-15%	4%	4%	4%	5%	5%	4%	4%	4%
Between 15-20%	2%	0%	2%	3%	2%	1%	4%	3%
20%+	1%	1%	0%	1%	0%	1%	3%	1%

Base: All permanent employees

TABLE 4B: AVERAGE SALARY INCREASE RECEIVED AND EXPECTED

Next salary increase

	All	Netherlands	UK	Germany	France	Denmark	Sweden	Norway
Zero	12%	7%	16%	16%	18%	12%	6%	7%
Up to 1%	5%	9%	5%	4%	7%	5%	4%	2%
Between 1-2%	19%	23%	22%	10%	21%	20%	23%	11%
Between 2-3%	29%	23%	24%	26%	21%	31%	41%	34%
Between 3-4%	10%	10%	8%	11%	9%	6%	8%	27%
Between 4-5%	8%	16%	6%	8%	10%	9%	7%	10%
Between 5-10%	8%	7%	7%	12%	5%	12%	7%	4%
Between 10-15%	3%	1%	3%	6%	1%	3%	1%	1%
Between 15-20%	1%	0%	0%	1%	1%	1%	1%	0%
20%+	1%	0%	1%	0%	0%	1%	0%	1%
Don't know	5%	4%	10%	5%	8%	2%	3%	3%

Base: All permanent employees

A fifth (**22%**) of our respondents told us that they received no increase at their last pay review and a further **24%** received an increase of 2% or less. Comparing the different countries, French salaries seemed to be less likely to increase (**62%** receiving less than 2%) compared to Norwegian salaries where it was just **21%**. Our sample were hopeful that they would receive a more generous pay increase at their next salary review, with **65%** anticipating more than 2%.

24% received no increase to their basic salary at their last pay review.

24% received a pay increase of up to 2%.

Only in France (62%) and the UK (52%) did more than half of professionals receive less than 2% or nothing in their last salary review.



## Bonus and commission payments

TABLE 5: BONUS AND COMMISSION PAYMENTS

	All	Netherlands	UK	Germany	France	Denmark	Sweden	Norway
All receiving any bonus or commission payment	76%	83%	63%	85%	92%	75%	72%	72%
Guaranteed Bonus								
0 - 1 %	5%	10%	4%	7%	3%	4%	0%	12%
1 - 5%	12%	10%	21%	16%	9%	13%	17%	9%
5 - 10%	29%	50%	42%	26%	22%	33%	67%	33%
10 - 15%	21%	20%	17%	19%	20%	13%	17%	33%
15 - 20%	17%	0%	8%	23%	20%	29%	0%	6%
20 - 40%	14%	10%	8%	9%	21%	8%	0%	6%
40%+	2%	0%	0%	0%	4%	0%	0%	0%

Base: All permanent employees receiving some form of bonus / commission payment

76% receive a bonus or commission with French (92%) and German (85%) respondents most likely to receive one.

Personal performance is the most common (52%), then company performance (50%). Only 18% are receiving a guaranteed bonus.

For those who receive a bonus or commission, the average across all territories is worth 23% of respondents' salary (27% in the Netherlands compared to 19% in France.)

Personal performance bonus	All	Netherlands	UK	Germany	France	Denmark	Sweden	Norway
0 - 1 %	6%	7%	5%	3%	8%	6%	7%	9%
1 - 5%	16%	11%	22%	14%	15%	15%	15%	17%
5 - 10%	26%	22%	27%	21%	23%	30%	28%	30%
10 - 15%	21%	31%	16%	21%	13%	25%	25%	20%
15 - 20%	15%	11%	11%	20%	19%	15%	17%	11%
20 - 40%	12%	16%	12%	18%	15%	9%	7%	9%
40%+	4%	2%	7%	4%	8%	1%	2%	4%

Company performance bonus	All	Netherlands	UK	Germany	France	Denmark	Sweden	Norway
0 - 1 %	13%	11%	11%	12%	18%	10%	20%	14%
1 - 5%	23%	22%	24%	18%	27%	26%	21%	26%
5 - 10%	29%	17%	27%	30%	27%	29%	29%	32%
10 - 15%	17%	22%	15%	13%	12%	20%	21%	19%
15 - 20%	8%	11%	11%	14%	10%	7%	5%	2%
20 - 40%	7%	17%	7%	10%	6%	7%	3%	5%
40%+	3%	0%	6%	4%	2%	2%	2%	2%

Base: All permanent employees receiving some form of bonus / commission payment

**76%** of our respondents told us they get some form of financial bonus or commission payment on top of their basic salary.

We looked specifically at company performance, personal bonus and guaranteed bonus payments, and the one that was most commonly received was personal performance which was received **52%** of our sample. For those receiving a company bonus, for the majority (**65%**) it will represent less than 10% of their salary. For those receiving a personal bonus payment, **48%** are receiving over 10%.

In order to get an understanding of what overall level bonus / commission payments represent, we asked what the overall level received would be compared to basic salary (Table 6). Overall, **58%** said it would represent less than 20%, and only **8%** said it would be over 50%. **23%** said they expected to achieve more bonus / commission next year (Figure 3).

FIGURE 7: NEXT EXPECTED BONUS / COMMISSION

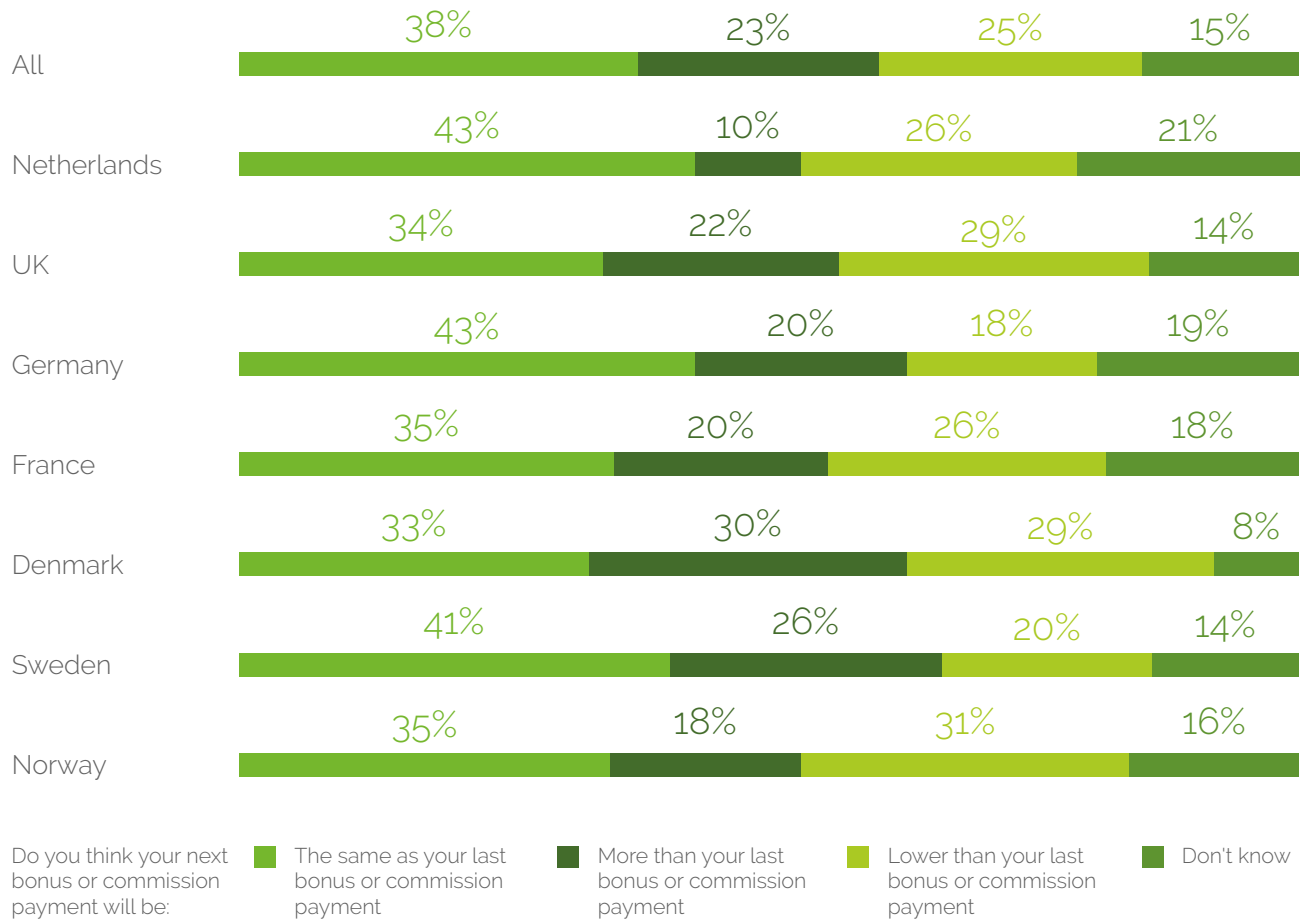


TABLE 6: MAXIMUM LEVEL OF TOTAL BONUS OR COMMISSION PAID

	All	Netherlands	UK	Germany	France	Denmark	Sweden	Norway
Under 10% of basic salary	22%	21%	22%	18%	28%	19%	21%	25%
Between 10-20% of basic salary	36%	29%	33%	41%	39%	39%	34%	33%
Between 20-30% of basic salary	19%	22%	15%	21%	13%	21%	21%	19%
Between 30-50% of basic salary	11%	10%	17%	10%	9%	10%	10%	10%
Between 50-75% of basic salary	3%	7%	5%	2%	0%	2%	4%	2%
Between 75-100% of basic salary	2%	0%	1%	2%	1%	3%	3%	1%
Over 100% of basic salary	3%	5%	3%	3%	2%	3%	3%	2%
Not certain / don't know	5%	5%	4%	3%	8%	3%	5%	7%

Base: All permanent employees receiving some form of bonus / commission payment

# Benefits received

TABLE 7: BENEFITS CURRENTLY RECEIVED

	All	Netherlands	UK	Germany	France	Denmark	Sweden	Norway
Private healthcare insurance (self only)	36%	15%	38%	9%	27%	54%	55%	50%
Company car / car allowance	52%	71%	51%	66%	58%	48%	47%	47%
Death / injury in service benefits	42%	30%	71%	41%	40%	41%	54%	23%
Travel insurance	24%	21%	13%	16%	7%	35%	59%	30%
Car parking (free parking / reimbursement of daily parking)	33%	24%	43%	50%	18%	21%	38%	36%
Private healthcare (self & family)	22%	17%	32%	4%	38%	36%	24%	9%
Help with career development costs (e.g. professional qualifications)	18%	20%	26%	21%	17%	21%	11%	13%
Buy / sell holidays	13%	38%	28%	9%	5%	9%	8%	6%
Help with commuting costs	12%	33%	8%	16%	33%	8%	7%	5%
Mutual pay (profit share scheme)	15%	6%	11%	4%	90%	5%	2%	5%
Interest free loans	1%	0%	3%	1%	0%	0%	2%	0%
Other	12%	17%	8%	17%	10%	12%	11%	13%

Base: All permanent employees



---

58% receive healthcare insurance for either their self or the whole family, although this rises to 90% in Denmark, 79% in Sweden and 70% in the UK.

---

---

74% are concerned about the size of their final pension pot. Over a third (36%) of Dutch respondents are not concerned at all.

---

We asked people to tell us which benefits they received. And company car or car allowance is the most frequent one received followed by death / injury in service benefits. Healthcare appears to be more popular in Denmark than it is elsewhere. And death / injury in service benefits are less commonly received in Nordic countries than in other European markets we have surveyed.

---

57% get over 26 days holiday a year.

---

# Pension

TABLE 8: YEARS' CONTRIBUTION TO PENSION POT

	All	Netherlands	UK	Germany	France	Denmark	Sweden	Norway
Less than 5 years	27%	40%	54%	18%	4%	18%	23%	36%
Between 5 - 10 years	14%	16%	17%	16%	1%	11%	16%	21%
Between 10 - 15 years	8%	6%	6%	10%	5%	15%	6%	10%
Between 15 - 20 years	5%	6%	4%	8%	5%	10%	2%	2%
20+ years	7%	6%	7%	5%	7%	14%	4%	5%
Unsure / don't know	24%	14%	4%	7%	69%	23%	38%	24%
Do not have a company pension	14%	13%	8%	36%	9%	9%	11%	3%

Base: All permanent employees

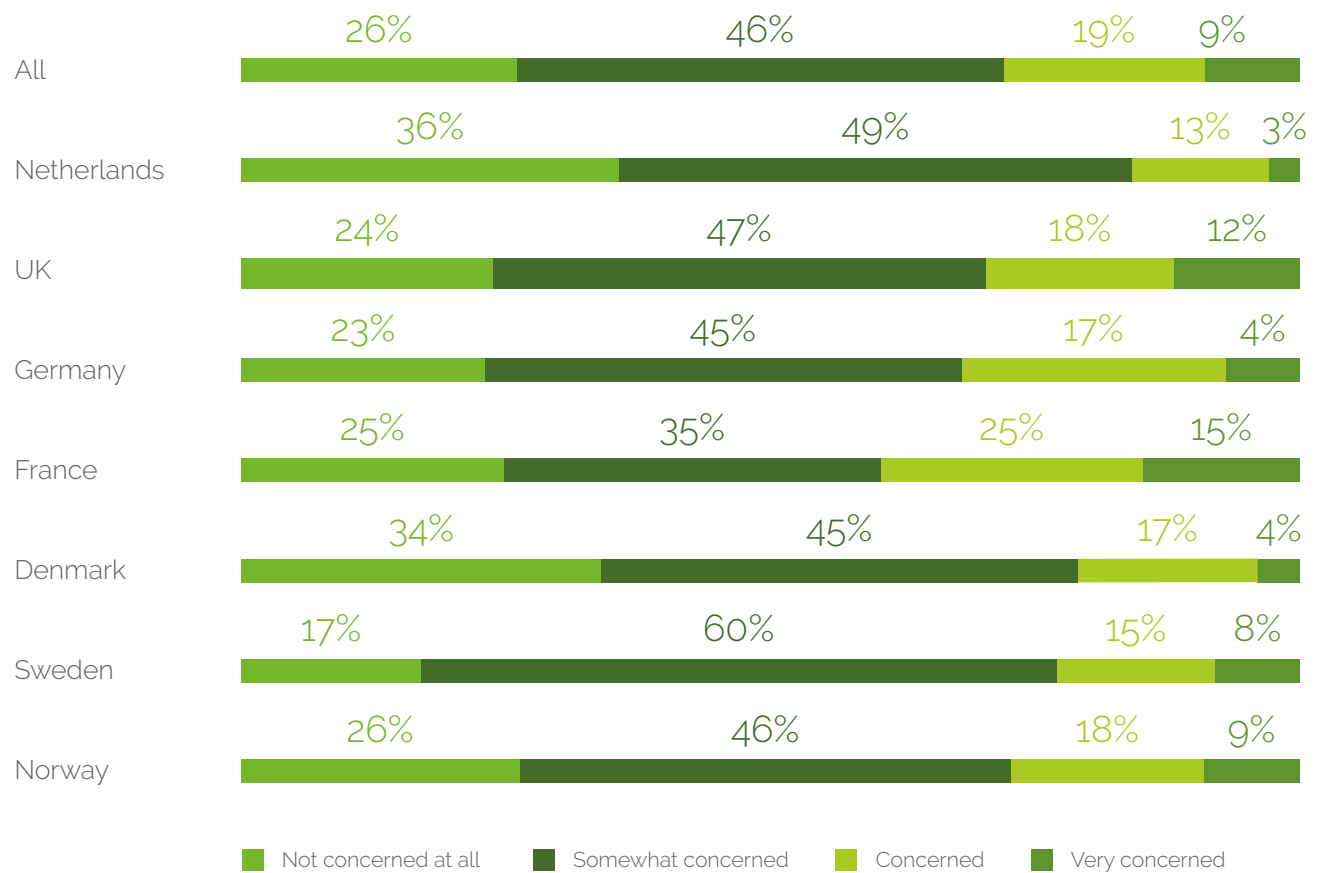
TABLE 9: PERCENTAGE CONTRIBUTION TO PENSION

Employers' contribution	ALL	Netherlands	UK	Germany	France	Denmark	Sweden	Norway
Up to 3%	13%	2%	19%	22%	3%	3%	4%	20%
Between 3-5%	15%	8%	26%	12%	6%	7%	13%	18%
Between 5-7%	13%	16%	19%	6%	3%	10%	4%	27%
Between 7-10%	17%	14%	17%	4%	3%	42%	10%	13%
Between 10-15%	14%	10%	9%	2%	12%	36%	16%	4%
Between 15-20%	3%	2%	2%	3%	3%	1%	5%	2%
Over 20%	4%	20%	0%	5%	3%	0%	11%	0%
N/A / don't know	21%	29%	8%	46%	68%	1%	37%	16%

Personal contribution	ALL	Netherlands	UK	Germany	France	Denmark	Sweden	Norway
Up to 3%	19%	12%	17%	23%	18%	4%	29%	37%
Between 3-5%	20%	8%	28%	10%	0%	38%	13%	11%
Between 5-7%	17%	10%	27%	10%	0%	33%	4%	3%
Between 7-10%	10%	8%	16%	8%	6%	11%	4%	3%
Between 10-15%	5%	4%	5%	2%	6%	12%	2%	1%
Between 15-20%	1%	6%	0%	2%	3%	1%	1%	0%
Over 20%	2%	12%	1%	5%	3%	1%	2%	0%
N/A / don't know	25%	41%	7%	39%	65%	1%	46%	44%

Base: All permanent employees

FIGURE 4: PENSION CONCERNS



Base: All permanent employees receiving a pension

**14%** of our sample said they didn't have a company pension. German professionals were the least likely to have one, with Norwegian workers the most likely. Only **26%** of our sample say they have no concerns about their pension, although most people (**46%**) say they are "somewhat concerned" rather than "very concerned" (**9%**). Only **21%** are working for companies who contribute 10% or more into a pension, and **39%** say that their personal contribution is less than 5%.

# Holidays

TABLE 10: HOLIDAY ENTITLEMENT

	All	Netherlands	UK	Germany	France	Denmark	Sweden	Norway
20 days or less	3%	1%	8%	1%	6%	2%	0%	1%
21 - 24 days	6%	17%	14%	1%	13%	2%	0%	5%
25 days	34%	41%	50%	3%	45%	49%	9%	74%
26 - 30 days	49%	27%	25%	91%	20%	44%	76%	19%
31+ days	8%	13%	4%	5%	17%	4%	15%	2%

Base: All permanent employees

**57%** of our sample get over 26 days holiday a year. Holiday allowance is highest in Germany and Sweden and lowest in Norway and the UK.



## 1.3 FLEXIBLE WORKING

TABLE 10A: FLEXIBLE WORKING ON OFFER

	All	Netherlands	UK	Germany	France	Denmark	Sweden	Norway
Working from home occasionally	56%	51%	49%	44%	44%	68%	69%	76%
Informal permission to start late / leave work early	50%	59%	49%	37%	38%	61%	60%	54%
Flexi-time (with core period)	35%	20%	19%	48%	33%	29%	43%	60%
Agile working (work where, when and how you choose)	34%	38%	19%	31%	30%	48%	42%	42%
Working from home regularly	25%	38%	26%	35%	23%	20%	23%	12%
Not possible with my role	7%	7%	17%	5%	10%	5%	2%	4%
Part-time working	5%	13%	7%	11%	4%	0%	4%	1%
Compressed hours (same hours over fewer days)	3%	3%	3%	1%	1%	5%	3%	2%
Annual hours	1%	0%	2%	0%	6%	1%	2%	0%
Term-time working	1%	0%	2%	0%	5%	0%	1%	1%
Job sharing	1%	0%	2%	1%	1%	0%	0%	0%

Base: All permanent employees

TABLE 10B: IDEAL FLEXIBLE WORKING SCENARIO

	All	Netherlands	UK	Germany	France	Denmark	Sweden	Norway
Agile working (work where, when and how you choose)	61%	54%	52%	64%	59%	67%	74%	63%
Working from home occasionally	42%	42%	38%	37%	27%	56%	49%	58%
Informal permission to start late / leave work early	40%	42%	35%	36%	31%	50%	49%	49%
Working from home regularly	37%	52%	33%	50%	43%	32%	35%	32%
Flexi-time (with core period)	35%	33%	32%	40%	36%	33%	36%	48%
Compressed hours (same hours over fewer days)	18%	30%	23%	19%	4%	23%	19%	13%
Part-time working	7%	15%	7%	11%	4%	8%	7%	4%
Annual hours	4%	2%	4%	8%	7%	3%	3%	1%
Job sharing	2%	3%	0%	5%	2%	3%	2%	2%
Term-time working	2%	2%	3%	1%	6%	2%	2%	0%
Shift work	1%	2%	2%	0%	0%	1%	1%	0%
No flexible arrangements	2%	5%	4%	2%	2%	1%	1%	1%

---

56% of our sample are allowed to work from home occasionally and 34% have access to agile working.

---

In this year's survey, we asked people to tell us what flexible working options they are offered through their employer and which would represent an ideal working scenario. We already know through earlier questioning that **65%** say that flexible working is important to them when seeking a new role (reference Table 3).

**34%** said their company lets them work where when and how they choose. **56%** can work from home occasionally, and **25%** can do this regularly. These results show that Nordic consumer companies are far more flexible than other countries in Europe.

---

61% consider agile working to be an ideal form of working.

---

## 1.4 THE DAILY COMMUTE

TABLE 11: LENGTH OF CURRENT COMMUTE TO WORK

	All	Netherlands	UK	Germany	France	Denmark	Sweden	Norway
Up to 30 minutes	50%	46%	38%	54%	56%	53%	57%	52%
Up to 45 minutes	21%	23%	18%	20%	15%	22%	26%	25%
Up to 1 hour	13%	16%	15%	12%	10%	14%	10%	15%
Up to 1 hour 15 minutes	5%	7%	9%	2%	6%	3%	3%	4%
Up to 1 hour 30 minutes	5%	6%	7%	6%	5%	4%	2%	3%
Up to 2 hours	3%	1%	7%	2%	3%	1%	1%	0%
Over 2 hours	3%	1%	6%	5%	5%	3%	1%	1%

Base: All permanent employees

This year we asked about the length and cost of people's daily journey to work, and we also asked about the maximum time they would consider commuting.

Half of our sample (50%) told us that door to door, their journey is less than 30 minutes, and 61% said their weekly travel costs were less than €30 per week. Only 16% travel for more than an hour each way, and only 18% say they spend over €60 per week.

54% of our sample said they would consider a commute of over 45 minutes, and around a fifth (19%) are prepared to have a journey time of over an hour. Only 17% would consider travel costs in excess of €80 a week.

68% of our sample told us that they drive to work each day, with 17% using public transport.

TABLE 11B: MAXIMUM ACCEPTABLE LENGTH OF COMMUTE

	All	Netherlands	UK	Germany	France	Denmark	Sweden	Norway
Up to 30 minutes	17%	14%	8%	18%	39%	10%	23%	16%
Up to 45 minutes	29%	34%	20%	30%	30%	27%	40%	32%
Up to 1 hour	35%	36%	38%	38%	21%	42%	25%	35%
Up to 1 hour 15 minutes	7%	7%	12%	3%	3%	8%	7%	9%
Up to 1 hour 30 minutes	6%	6%	12%	4%	5%	6%	3%	5%
Up to 2 hours	3%	1%	7%	2%	0%	4%	2%	1%
Over 2 hours	2%	1%	3%	5%	2%	2%	0%	1%

Base: All permanent employees

UK respondents commute further than their European peers.

A third of Swedish and Norwegian respondents use public transport.

Germans are more likely to drive to work and spend more on travel.

Cycling to work is more common in Denmark than elsewhere.



TABLE 12A: WEEKLY COMMUTING COSTS - CURRENT JOURNEY

Euros or Pounds	All	Netherlands	UK	Germany	France	Denmark	Sweden	Norway
Less than 10	31%	53%	18%	34%	44%	49%	22%	17%
Between 10 - 20 per week	16%	9%	19%	13%	20%	14%	18%	15%
Between 20 - 30 per week	14%	6%	17%	7%	7%	9%	15%	30%
Between 30 - 40 per week	10%	10%	15%	8%	7%	7%	16%	9%
Between 40 - 60 per week	11%	9%	14%	9%	6%	8%	18%	11%
Between 60 - 80 per week	5%	3%	6%	6%	6%	4%	7%	5%
Between 80 - 100 per week	5%	3%	4%	9%	3%	3%	1%	7%
Over 100 per week	8%	9%	7%	14%	7%	6%	2%	6%

TABLE 12B: WEEKLY COMMUTING COSTS - MAXIMUM ACCEPTABLE

Euros or Pounds	All	Netherlands	UK	Germany	France	Denmark	Sweden	Norway
Less than 10	13%	31%	7%	12%	29%	21%	8%	2%
Between 10 - 20 per week	13%	6%	11%	9%	27%	14%	11%	11%
Between 20 - 30 per week	18%	16%	21%	13%	14%	12%	20%	25%
Between 30 - 40 per week	16%	16%	18%	12%	7%	16%	23%	18%
Between 40 - 60 per week	16%	11%	20%	19%	8%	15%	17%	17%
Between 60 - 80 per week	7%	0%	10%	9%	4%	5%	11%	7%
Between 80 - 100 per week	7%	10%	6%	8%	3%	8%	6%	10%
Over 100 per week	10%	10%	6%	18%	8%	10%	4%	10%

Base: All permanent employees

TABLE 13: MAIN TYPE OF TRANSPORT TO WORK

Transport type	All	Netherlands	UK	Germany	France	Denmark	Sweden	Norway
Car	68%	73%	75%	79%	62%	70%	55%	59%
Train	13%	9%	13%	6%	14%	11%	21%	16%
Cycle	6%	14%	1%	4%	2%	14%	6%	3%
Walk	4%	1%	5%	6%	3%	3%	5%	3%
Bus	4%	1%	3%	1%	2%	1%	8%	12%
Motorbike	1%	1%	0%	0%	5%	0%	1%	0%
Other	5%	0%	5%	5%	12%	1%	5%	7%

Base: All permanent employees

## 1.5 LEARNING & DEVELOPMENT OPPORTUNITIES

TABLE 14: LEARNING & DEVELOPMENT OPPORTUNITIES

Transport type	All	Netherlands	UK	Germany	France	Denmark	Sweden	Norway
All those with L&D opportunities	63%	63%	61%	68%	63%	64%	62%	59%
Leadership programme	60%	59%	59%	70%	47%	62%	57%	61%
Online learning platform	58%	68%	63%	62%	38%	52%	60%	68%
Professional development programmes	41%	30%	42%	61%	56%	32%	29%	26%
Personal development programmes	35%	34%	46%	51%	16%	32%	27%	25%
Professional memberships	21%	7%	45%	10%	9%	28%	19%	6%
Enable employees to pursue their passions (e.g. learn a new language)	20%	11%	13%	62%	7%	15%	9%	8%
Leadership training for those that don't want to manage people	16%	14%	12%	24%	12%	17%	16%	14%
Ability to retrain	5%	5%	6%	2%	2%	8%	5%	1%
Other	4%	5%	5%	1%	6%	5%	8%	0%

Base: All permanent employees at companies providing L&D

**63%** of our sample told us their employer offered them L&D opportunities, although unsurprisingly, this is less likely in smaller or medium sized companies compared to large organisations.

Within companies offering L&D, the most common opportunity was a leadership development program, and the least likely was the ability to retrain.

---

Germany provides its professionals with leadership programmes to a greater extent than other European countries.

---

UK respondents have greater access to professional memberships.

---

French respondents experience the lowest levels of personal development.

---

## 1.6 CORPORATE SOCIAL RESPONSIBILITY

TABLE 15: CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES

Offered	All	Netherlands	UK	Germany	France	Denmark	Sweden	Norway
Environmental & sustainability initiatives	52%	36%	38%	40%	54%	53%	67%	67%
Organise charity / cause based activities	48%	51%	73%	36%	34%	36%	43%	38%
Supporting local communities	39%	38%	58%	35%	19%	30%	32%	31%
Charitable foundation / fund	30%	32%	40%	27%	15%	27%	18%	29%
Volunteering opportunities (paid days)	29%	40%	41%	31%	16%	17%	21%	23%
Working with schools / education	23%	21%	30%	24%	14%	21%	15%	20%
Other	8%	2%	4%	14%	13%	10%	8%	4%
Personally valued	All	Netherlands	UK	Germany	France	Denmark	Sweden	Norway
Environmental & sustainability initiatives	50%	46%	41%	42%	56%	54%	58%	57%
Volunteering opportunities (paid days)	37%	33%	45%	43%	29%	26%	35%	42%
Supporting local communities	33%	30%	44%	32%	25%	28%	45%	28%
Organise charity / cause based activities	32%	30%	40%	28%	26%	32%	36%	29%
Working with schools / education	31%	21%	36%	30%	37%	28%	31%	31%
Charitable foundation / fund	21%	13%	28%	23%	10%	22%	19%	20%
I don't value CSR activities	9%	17%	10%	9%	8%	11%	4%	9%

Base: All permanent employees

---

67% say their company offers CSR activities.

---

Environmental and sustainability initiatives are most commonly provided, and the most valued, in the Nordics and France.

---

Companies in the Netherlands and the UK are more likely to offer charity / cause based activities.

---

It is assumed that one of the benefits of CSR is increased employee engagement and satisfaction. It is also assumed that employees want to work for a company involved in positive initiatives and with a strong public image, and that CSR initiatives will attract valuable and engaged employees.

However, our earlier questions about what is important to people when they are looking for a new role does imply that CSR was one of the least likely factors to influence a change of job (reference Table 3). Nevertheless, it is positive to note that only **9%** say they don't value CSR activities.



## 1.7 SKILL SHORTAGES

TABLE 16: ACTIONS TAKEN BY EMPLOYERS TO ADDRESS SKILL SHORTAGES.

	All	Netherlands	UK	Germany	France	Denmark	Sweden	Norway
Those working for companies with skill shortages	32%	34%	28%	46%	39%	24%	30%	24%
Increased external hiring	57%	50%	64%	71%	48%	44%	53%	43%
Recruited apprentices / graduates	28%	8%	34%	39%	36%	28%	15%	10%
Recruited from other industries or professions	24%	25%	24%	28%	13%	26%	23%	33%
Recruited workers from other countries	17%	17%	18%	18%	5%	23%	15%	27%
Re-skilled our current workforce	15%	13%	23%	5%	8%	23%	18%	20%
Recruited from further afield in the UK	12%	0%	13%	21%	15%	7%	8%	3%
Utilising AI / Automation	8%	8%	9%	11%	7%	4%	10%	7%
Other	20%	29%	18%	10%	25%	30%	21%	20%

Base: All permanent employees working for companies with skill shortages

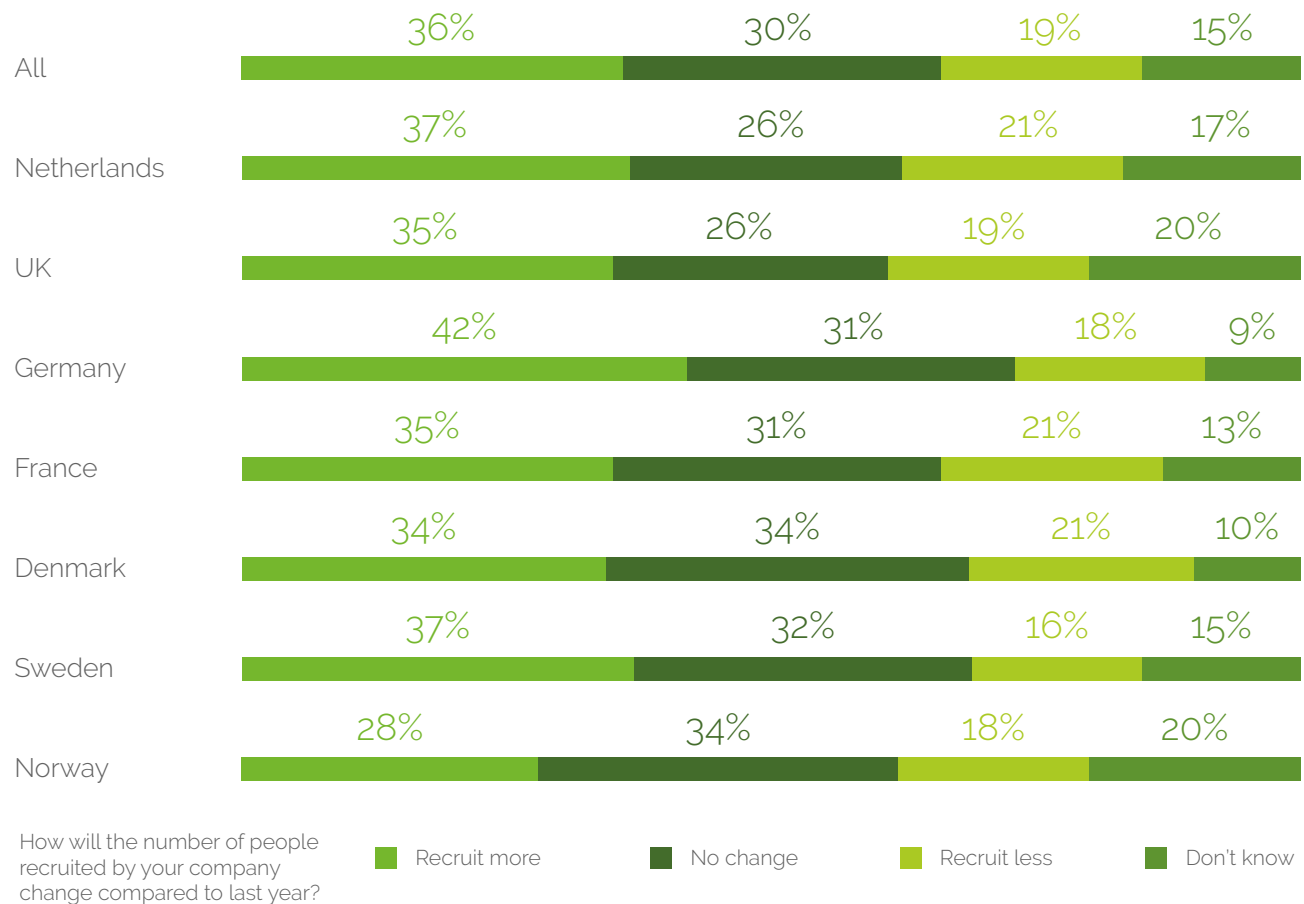
A third (**32%**) of our respondents reported that the companies they work for are experiencing skill shortages. To counter this, those companies were seen to have taken various actions to address those skill shortages – the most common being increased external hiring (**57%**) followed by recruiting apprentices / graduates (**26%**).

32% work for companies with skill shortages – 46% in Germany.

The most common solution is to increase external hiring and then recruit apprentices / graduates – especially in Germany and France.

## 1.8 RECRUITMENT

FIGURE 17: HOW WILL THE NUMBER OF PEOPLE RECRUITED BY YOUR COMPANY CHANGE COMPARED TO LAST YEAR?



Base: All permanent employees

Over a third (36%) anticipate that their company will recruit more in 2020.

58% of companies will experience problems finding suitable candidates – 74% in Germany.

TABLE 18: WHAT CHALLENGES DO YOU THINK YOUR COMPANY EXPECTS TO ENCOUNTER WHEN RECRUITING STAFF?

	ALL	Netherlands	UK	Germany	France	Denmark	Sweden	Norway
Shortage of suitable candidates	58%	72%	56%	74%	46%	55%	55%	47%
Competition from other employers	40%	40%	35%	55%	41%	37%	37%	33%
Applicants with unrealistic salary requirements	24%	22%	22%	31%	14%	29%	22%	24%
Issues relating to Brexit	8%	2%	23%	5%	2%	4%	3%	2%
Immigration restrictions	4%	6%	11%	3%	0%	3%	3%	0%
Don't know	17%	11%	18%	6%	20%	19%	21%	21%
Not planning to recruit	11%	6%	10%	9%	18%	10%	11%	17%
Other	2%	4%	0%	2%	2%	2%	2%	0%

Base: All permanent employees

We asked all respondents whether they thought their organisation would be recruiting more people in the next 12 months and whilst **15%** admitted they didn't know, **36%** said they expected to see an increase, and only **19%** said there would be less recruitment.

We also asked about the difficulties that employers face in recruitment. The key issue highlighted was a shortage of suitable candidates, followed by competition from other employers.

66% of companies expect to recruit at least as many more people in 2020 than 2019.



---

2.0

# ANALYSIS OF SALARIES IN RELATION TO DISCIPLINE



## 2.1 NETHERLANDS

# ANALYSIS OF SALARIES IN RELATION TO DISCIPLINE

The Nigel Wright Group Netherlands Salaries, Skills and Benefits Report is based on the details we hold on our database and is supplemented with the information we have collected as part of this survey. Whilst we make every possible attempt to ensure the data we provide is accurate it should be noted that salary levels can vary depending on company size, industry sector and the availability of candidates in a specific discipline. The salaries in this section are base salaries.

## 2.1.1 NETHERLANDS – EXECUTIVE / BOARD LEVEL

JOB TITLE	AVERAGE	MINIMUM	MAXIMUM
<b>MARKETING</b>			
Marketing Director	137,000 €	98,000 €	215,000 €
<b>SALES</b>			
Commercial Director	156,000 €	99,000 €	220,000 €
Sales Director	151,000 €	96,000 €	215,000 €
E-Commerce Director	133,000 €	99,000 €	194,000 €
<b>OPERATIONS</b>			
Supply Chain Director	145,000 €	100,000 €	200,000 €
Operations Director	143,000 €	95,000 €	178,000 €
Procurement Director	139,000 €	93,000 €	185,000 €
Engineering Director	125,000 €	91,000 €	165,000 €
Technical Director	119,000 €	92,000 €	150,000 €
<b>FINANCE</b>			
Finance Director	135,000 €	100,000 €	250,000 €
<b>HUMAN RESOURCES</b>			
HR Director	132,000 €	98,000 €	189,000 €

## 2.1.2 NETHERLANDS – MARKETING

JOB TITLE	AVERAGE	MINIMUM	MAXIMUM
Marketing Director	137.000 €	98.000 €	215.000 €
Senior Marketing Manager	108.000 €	80.000 €	132.000 €
Marketing Manager	96.000 €	65.000 €	125.000 €
Senior Brand Manager	83.000 €	62.000 €	109.000 €
Digital Marketing Manager	83.000 €	65.000 €	105.000 €
Senior Product Manager	80.000 €	57.000 €	100.000 €
Brand Manager	77.000 €	57.000 €	95.000 €
Trade Marketing Manager	72.000 €	53.000 €	90.000 €
Product Manager	65.000 €	53.000 €	86.000 €



# MARKETING CAREER PYRAMID

## MAIN ACTIVITIES & TYPICAL SALARY

### Strategic

Oversee marketing department, set budgets, grow market share, be accountable for brand/product success

€100k - €215k

### Managerial

People management, P&L responsibility

€60k - €140k

### Technical / Tactical

Support and analysis

Up to €60k

Marketing Director  
/ Business Unit  
Director /  
Head of Insights

Marketing Manager /  
(Senior) Brand/Product Manager /  
Category Manager / Channel Marketing  
Manager / NPD Manager/ Insights  
Manager

Marketing Assistant / Assistant Brand  
Manager / Category Assistant /  
Assistant Product Manager

## RELATIONSHIPS

Interface with internal & external, board of directors, shareholders, customers, trade bodies

Interface with other functional heads, particularly sales and category teams, directors & externally with customers, agencies, trade bodies

Interface with internal management (particularly sales) and externally with customers and agencies

## 2.1.3 NETHERLANDS – SALES

JOB TITLE	AVERAGE	MINIMUM	MAXIMUM
Commercial Director	156.000 €	99.000 €	220.000 €
Sales Director	151.000 €	96.000 €	215.000 €
E-Commerce Director	133.000 €	99.000 €	194.000 €
Senior Sales Manager	96.000 €	77.000 €	135.000 €
Sales Manager	88.000 €	67.000 €	125.000 €
National Account Manager	88.000 €	52.000 €	120.000 €
Business Development Manager	84.000 €	64.000 €	125.000 €
E-Commerce Manager	83.000 €	48.000 €	125.000 €
Key Account Manager	78.000 €	53.000 €	100.000 €
Field Sales Manager	77.000 €	57.000 €	120.000 €
Category Manager	74.000 €	57.000 €	110.000 €
Area Sales Manager	71.000 €	38.000 €	86.000 €

# SALES CAREER PYRAMID

## MAIN ACTIVITIES & TYPICAL SALARY

12+ years' experience

€100k - €220k

Sales Director /  
Commercial  
Director /  
BU Manager

6 - 12 years' experience

€40k - €155k

KAM / NAM / BDM / Export Manager /  
Category Manager / Channel Manager  
/ Field Sales Manager

5 - 7 years' experience

Up to €50k

Sales Rep / Merchandiser /  
Forecaster / Key Account Rep /  
Export Sales Rep

## RELATIONSHIPS

### Strategic

Interface internally &  
externally with board of  
directors, shareholders, trade  
bodies, etc.

### Managerial

Interface internally with other  
functional heads, directors &  
external with customers,  
suppliers, trade bodies

### Technical

Interface with  
internal  
management and  
externally with  
customers

## 2.1.4 NETHERLANDS – OPERATIONS

JOB TITLE	AVERAGE	MINIMUM	MAXIMUM
Supply Chain Director	145.000 €	100.000 €	200.000 €
Operations Director	143.000 €	95.000 €	178.000 €
Procurement Director	139.000 €	93.000 €	185.000 €
Engineering Director	125.000 €	91.000 €	165.000 €
Technical Director	119.000 €	92.000 €	150.000 €
Plant Manager	120.000 €	87.000 €	135.000 €
Supply Chain Manager	89.000 €	58.000 €	125.000 €
Procurement Manager	88.000 €	72.000 €	125.000 €
Operations Manager	87.000 €	67.000 €	120.000 €
Senior Buyer	85.000 €	67.000 €	110.000 €
Logistics Manager	82.000 €	72.000 €	119.000 €
Engineering Manager	81.000 €	57.000 €	120.000 €
Technical Manager	77.000 €	56.000 €	120.000 €
Production Manager	75.000 €	57.000 €	119.000 €
Quality Manager	73.000 €	57.000 €	110.000 €
Demand & Supply Planner	71.000 €	48.000 €	89.000 €
Maintenance Manager	68.000 €	48.000 €	90.000 €

# OPERATIONS CAREER PYRAMID

## MAIN ACTIVITIES & TYPICAL SALARY

Long-term business planning,  
risk management,  
sustainability, budget  
management

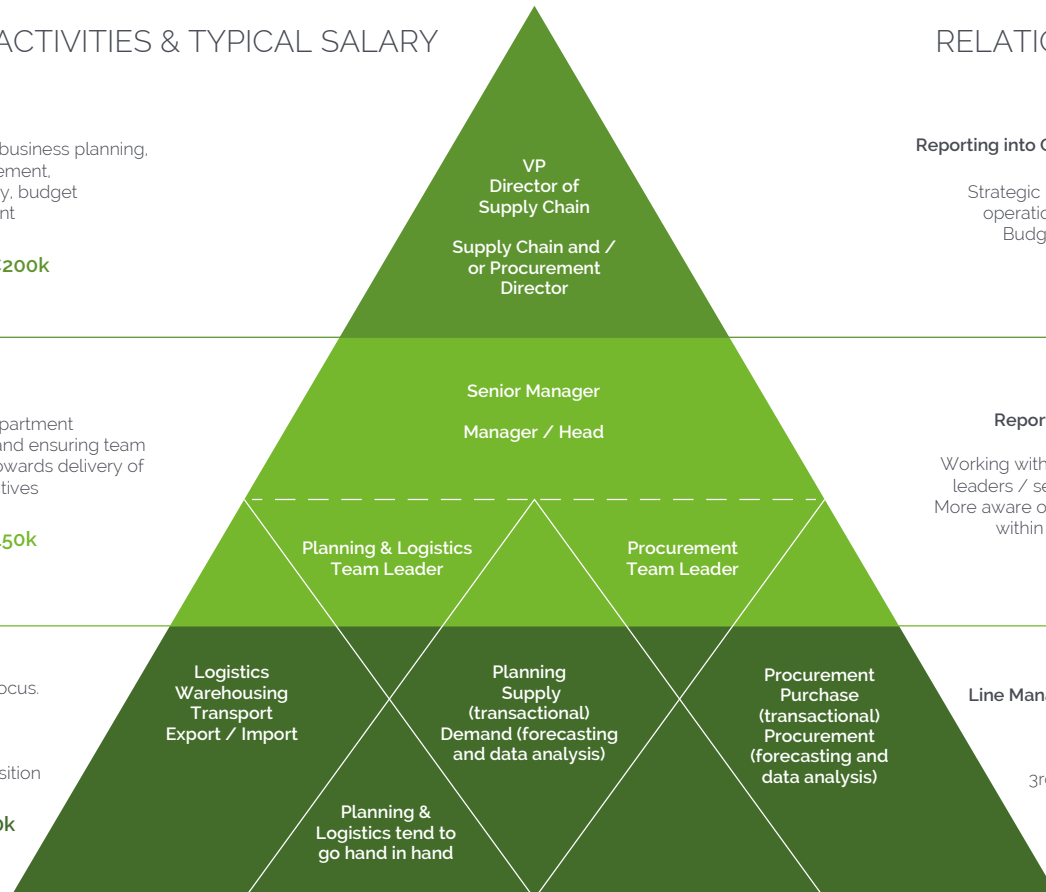
€100k - €200k

Defining department  
objectives and ensuring team  
is aligned towards delivery of  
those objectives

€60k - €150k

Operation focus.  
Day to day  
delivery of  
objectives.  
Sales acquisition

Up to €60k



## RELATIONSHIPS

Reporting into CEO / MD or FD

Strategic management at  
operational board level.  
Budget responsibility

Reporting to Director

Working with other business  
leaders / senior managers.  
More aware of bigger picture  
within an organisation

Line Manager and Peers

Suppliers and  
customers.  
3rd party logistics

## 2.1.5 NETHERLANDS – FINANCE

JOB TITLE	AVERAGE	MINIMUM	MAXIMUM
Finance Director	135.000 €	100.000 €	250.000 €
Head of Controlling	97.000 €	77.000 €	125.000 €
Finance Manager	89.000 €	76.000 €	120.000 €
Head of Accounting	89.000 €	76.000 €	120.000 €
Group Controller	86.000 €	67.000 €	107.000 €
Sales Controller	72.000 €	57.000 €	92.000 €
Plant Controller	71.000 €	57.000 €	92.000 €

# FINANCE CAREER PYRAMID

INDUSTRY AND COMMERCE

PROFESSION

**CONTACTS**

Stakeholders, Customers,  
Suppliers, Accountants,  
Lawyers, Bankers, Direct  
management team

Long term planning,  
Investor Relations,  
M&A, Financing,  
Leadership,  
Partnering MD, CEO

**RESPONSIBILITIES**

Win new clients;  
Up-sell service  
provision; Retain  
clients; Practice  
development

**CONTACTS**

Internal -  
subordinates; Peers  
External - Business leaders  
(local & national)

€100k - €250k

**CONTACTS**

Internal management team  
relationships, direct reports,  
some intermediary  
relationships

Complex technical  
issues; Budgets;  
Forecasts; People  
management; FP&A;  
P&L; Treasury;  
Recruitment; Pricing;  
Cost control, Systems  
development;  
Projects; Assist FD

Complex technical  
issues; People  
management;  
Planning  
assignments; P&L;  
Recruitment; Quality  
& customer service;  
Value add

**CONTACTS**

Internal - Subordinates;  
Partners (across disciplines)  
External - Clients (strategic  
levels); Intermediaries;  
Competitors

€60k - €130k

**CONTACTS**

Team members,  
transactional  
customers /  
suppliers

Fin Acc - GL, AP, AR, Cash,  
Bank, Payroll, Fixed Assets,  
Stats, CC Mgmt Accs - MMA,  
P&L, Costing, Stock, Budgets,  
Forecasts, Analysis, CAPEX,  
Modelling

Supervisory; Delivery;  
Audit; Accounts; Prep;  
Bookkeeping; Tax;  
International

**CONTACTS**

Internal - Subordinates;  
Managers  
External - Clients  
(operational level)

Up to €70k

 Strategic Level

 Management Level

 Technical Level

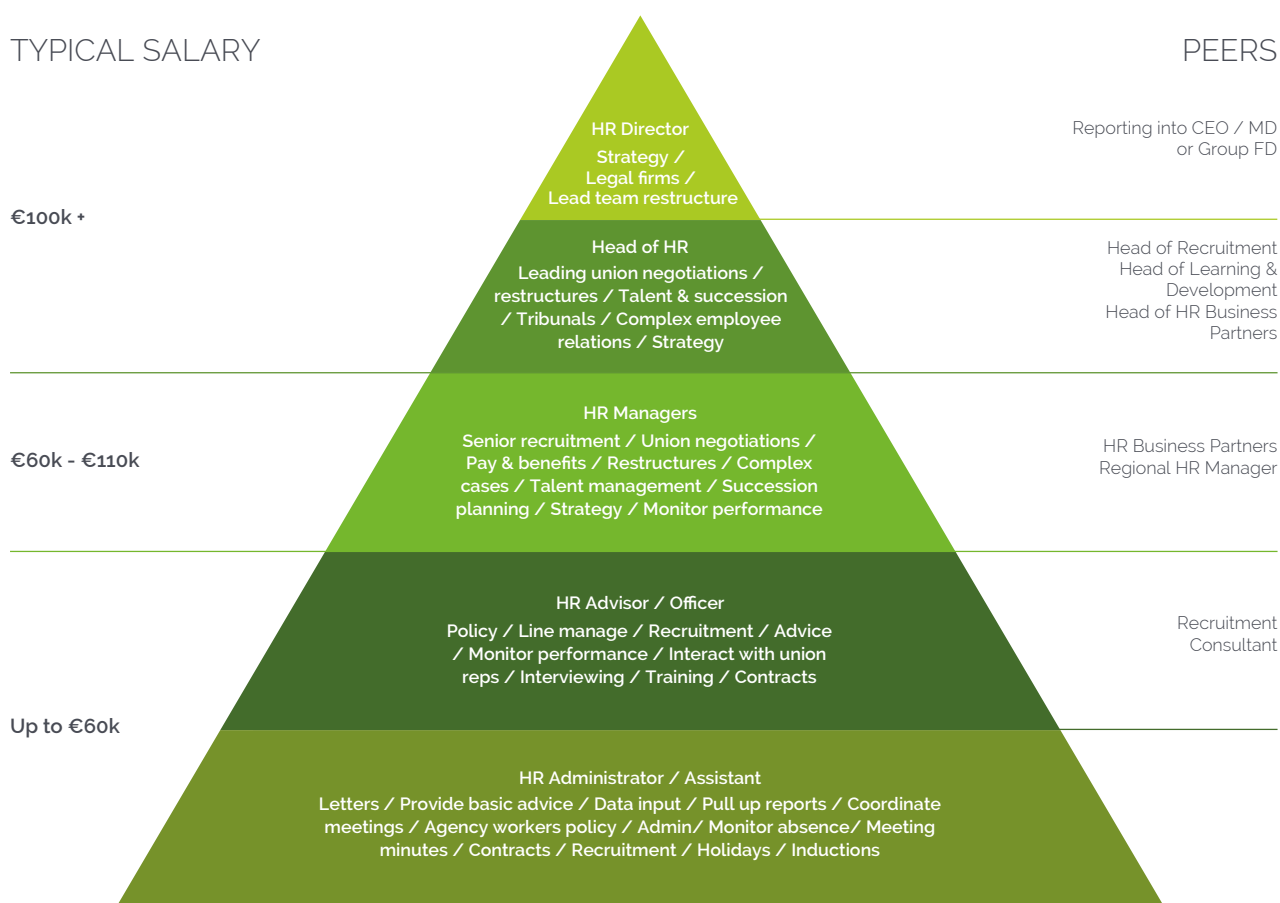
## 2.1.6 NETHERLANDS – HUMAN RESOURCES

JOB TITLE	AVERAGE	MINIMUM	MAXIMUM
HR Director	132,000 €	98,000 €	189,000 €
HR Manager	89,000 €	77,000 €	110,000 €
HR Business Partner	81,000 €	68,000 €	100,000 €
HR Specialist	69,000 €	57,000 €	85,000 €

## HR CAREER PYRAMID

TYPICAL SALARY

PEERS





## CONTACT DETAILS

For more information on the Netherlands Consumer Sector Salaries, Skills and Benefits Report 2020, please contact:



**Job Holtrigter - Associate Director Benelux**

E: [job.holtrigter@nigelwright.com](mailto:job.holtrigter@nigelwright.com)  
DD: +31 (0) 208 006 172  
M: +31 (0) 627 139 003  
W: [www.nigelwright.com/nl](http://www.nigelwright.com/nl)

Nigel Wright Group  
Gustav Mahlerlaan 1212, 1081 LA Amsterdam, The Netherlands

## 2.2 UK

# ANALYSIS OF SALARIES IN RELATION TO DISCIPLINE

The Nigel Wright Group 2020 UK Salaries, Skills and Benefits Report is based on the details we hold on our database and is supplemented with the information we have collected as part of this survey. Whilst we make every possible attempt to ensure the data we provide is accurate it should be noted that salary levels can vary depending on company size, industry sector and the availability of candidates in a specific discipline. The salaries in this section are base salaries.

## 2.2.1 UK – EXECUTIVE / BOARD LEVEL

JOB TITLE	AVERAGE	MINIMUM	MAXIMUM
<b>EXECUTIVE</b>			
CEO	£290,000	£150,000	£600,000
Chief Supply Chain Officer	£260,000	£200,000	£500,000
Chief Procurement Officer	£190,000	£150,000	£320,000
Chief Operating Officer	£230,000	£130,000	£420,000
Managing Director	£205,000	£120,000	£320,000
<b>MARKETING</b>			
Chief Marketing Officer	£185,000	£120,000	£350,000
Global Marketing Director	£153,000	£100,000	£250,000
Global Brand Director	£130,000	£90,000	£220,000
<b>SALES</b>			
Commercial Director	£124,000	£90,000	£200,000
Sales Director	£115,000	£80,000	£200,000
International Sales Director	£115,000	£85,000	£150,000
Regional Sales Director	£110,000	£80,000	£150,000
Business Unit Director	£100,000	£80,000	£160,000
<b>SUPPORT</b>			
Group Finance Director	£144,000	£100,000	£300,000
European HR Director	£118,000	£80,000	£180,000
HR Director	£108,000	£64,000	£160,000
Finance Director	£98,000	£80,000	£160,000

## 2.2.2 UK – SALES

JOB TITLE	AVERAGE	MINIMUM	MAXIMUM
Commercial Director	£124,000	£90,000	£200,000
Sales Director	£115,000	£80,000	£200,000
International Sales Director	£115,000	£85,000	£150,000
Regional Sales Director	£110,000	£80,000	£150,000
Business Unit Director	£100,000	£80,000	£160,000
Head of eCommerce	£90,000	£65,000	£150,000
Head of Sales	£78,000	£60,000	£120,000
Sales Manager	£52,000	£40,000	£80,000
Area Sales Manager	£56,000	£35,000	£80,000
Field Sales Manager	£49,000	£30,000	£70,000
Business Unit Manager	£72,000	£40,000	£90,000
Commercial Manager	£62,000	£40,000	£90,000
Commercial Executive	£36,000	£30,000	£40,000
National Account Controller	£75,000	£60,000	£100,000
Senior National Account Manager	£65,000	£55,000	£80,000
National Account Manager	£53,000	£40,000	£60,000
National Account Executive	£36,000	£30,000	£45,000
Senior Key Account Manager	£52,000	£40,000	£70,000
Key Account Manager	£41,000	£30,000	£60,000
Key Account Executive	£26,000	£20,000	£40,000
Head of International	£58,000	£40,000	£80,000
International Sales Manager	£48,000	£40,000	£70,000

# SALES CAREER PYRAMID

## MAIN ACTIVITIES & TYPICAL SALARY

10+ years' experience  
£60k - £200k

Sales Director /  
Commercial  
Director /  
BU Manager /  
Head of eCommerce

3 - 9 years' experience  
£40k - £80k

Head of International /  
KAM / NAM / BDM / Export Manager /  
Category Manager / Channel Manager  
/ Field Sales Manager /  
International Sales Manager

1 - 5 years' experience  
Up to £40k

Sales Rep / Merchandiser /  
Forecaster / Key Account Rep /  
Export Sales Rep

## RELATIONSHIPS

### Strategic

Interface internally &  
externally with board of  
directors, shareholders, trade  
bodies, etc.

### Managerial

Interface internally with other  
functional heads, directors &  
externally with customers,  
suppliers, trade bodies

### Technical

Interface with  
internal  
management and  
externally with  
customers

## 2.2.3 UK – MARKETING

JOB TITLE	AVERAGE	MINIMUM	MAXIMUM
Global Marketing Director	£153,000	£100,000	£250,000
Marketing Director	£120,000	£75,000	£180,000
Brand Director	£113,000	£70,000	£130,000
Category Director	£103,000	£80,000	£150,000
Global Innovation Director	£100,000	£80,000	£160,000
Head of Customer Marketing	£80,000	£60,000	£110,000
Head of Marketing	£90,000	£60,000	£120,000
Marketing Controller	£72,000	£55,000	£90,000
Marketing Manager	£65,000	£40,000	£80,000
Marketing Executive	£26,000	£19,000	£35,000
Senior Brand Manager	£57,000	£40,000	£80,000
Brand Manager	£41,000	£30,000	£65,000
Assistant Brand Manager	£31,000	£20,000	£40,000
Head of NPD	£60,000	£75,000	£95,000
Senior Product Manager	£52,000	£40,000	£70,000
Product Manager	£45,000	£35,000	£55,000
Assistant Product Manager	£31,000	£23,000	£35,000
Head of Category	£77,000	£65,000	£95,000
Senior Category Manager	£65,000	£45,000	£80,000
Category Manager	£55,000	£40,000	£70,000
Category Executive	£35,000	£25,000	£45,000
Head of Trade Marketing	£68,000	£50,000	£85,000
Shopper Marketing Manager	£52,000	£45,000	£75,000
Trade Marketing Manager	£50,000	£35,000	£70,000
Trade Marketing Executive	£30,000	£22,000	£35,000

## 2.2.3 UK – MARKETING

JOB TITLE	AVERAGE	MINIMUM	MAXIMUM
Head of Communications	£72,000	£45,000	£120,000
PR Manager	£50,000	£35,000	£70,000
Innovation Manager	£59,000	£45,000	£80,000
Head of Digital	£75,000	£50,000	£140,000
Digital Marketing Manager	£55,000	£30,000	£85,000
Digital Marketing Executive	£28,000	£19,000	£36,000

## MARKETING CAREER PYRAMID

### MAIN ACTIVITIES & TYPICAL SALARY

#### Strategic

Oversee marketing department, set budgets, grow market share, be accountable for brand/product success

£80k+

#### Managerial

People management, P&L responsibility

£40k - £80k

#### Technical / Tactical

Support and analysis

Up to £40k

Marketing Director / Business Unit Director / Head of Customer Marketing

Marketing Manager / (Senior) Brand/Product Manager / Category Manager / Channel Marketing Manager / NPDP Manager / Insights Manager / PR Manager / Trade Marketing Manager / Innovation Manager

Marketing Assistant / Assistant Brand Manager / Category Assistant / Assistant Product Manager / Trade Marketing Executive / Digital Marketing Executive

### RELATIONSHIPS

Interface with internal & external, board of directors, shareholders, customers, trade bodies

Interface with other functional heads, particularly sales and category teams, directors & externally with customers, agencies, trade bodies

Interface with internal management (particularly sales) and externally with customers and agencies

## 2.2.4 UK – OPERATIONS

JOB TITLE	AVERAGE	MINIMUM	MAXIMUM
Operations Director	£129,000	£90,000	£200,000
R&D Director	£129,000	£90,000	£200,000
Manufacturing Director	£124,000	£90,000	£180,000
Technical Director	£124,000	£90,000	£180,000
Site Director	£113,000	£90,000	£140,000
Factory General Manager	£103,000	£60,000	£150,000
Head of Operations	£82,000	£50,000	£90,000
Senior Operations Manager	£82,000	£60,000	£90,000
Operations Manager	£72,000	£50,000	£90,000
Manufacturing Manager	£62,000	£45,000	£70,000
Engineering Director	£113,000	£90,000	£140,000
Group Engineering Manager / Head of Engineering	£103,000	£80,000	£120,000
Chief Engineer	£93,000	£70,000	£110,000
Programme Manager	£93,000	£60,000	£110,000
Engineering Manager	£67,000	£45,000	£85,000
Project Engineer	£57,000	£40,000	£70,000
Group CI Manager	£93,000	£70,000	£110,000
CI Manager	£67,000	£35,000	£75,000
Group Technical Manager / Head of Technical	£93,000	£80,000	£100,000
Technical Manager	£62,000	£40,000	£80,000
Group Health & Safety Manager	£93,000	£70,000	£110,000
Head of R&D	£82,000	£60,000	£110,000
Health & Safety Manager	£62,000	£45,000	£80,000
NPD Manager	£62,000	£40,000	£70,000



# OPERATIONS CAREER PYRAMID

## RELATIONSHIPS

### Reporting to CEO/MD

Setting operational strategy linked to business strategy. Less technically hands-on. Budget responsibility drives site wide improvement and efficiency plans through senior management team

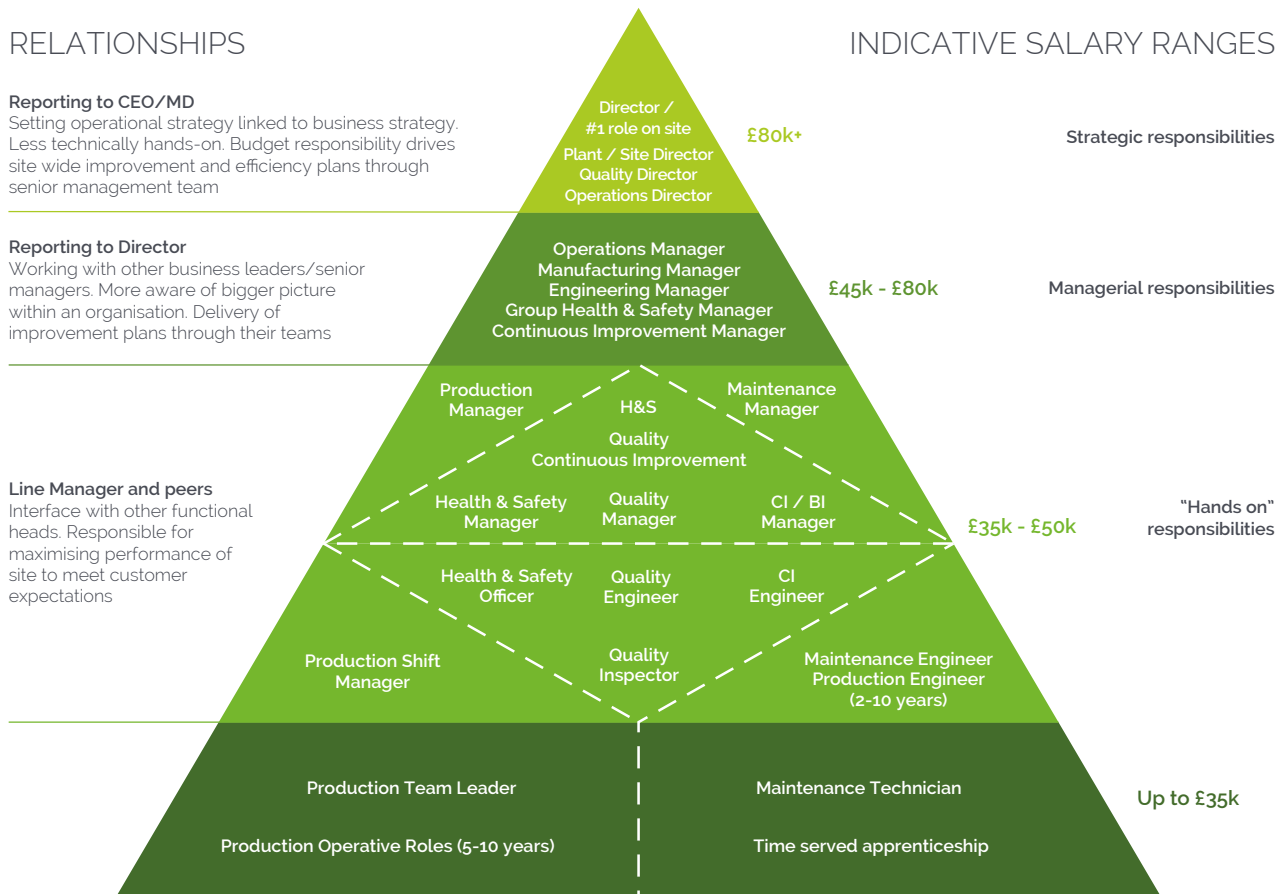
### Reporting to Director

Working with other business leaders/senior managers. More aware of bigger picture within an organisation. Delivery of improvement plans through their teams

### Line Manager and peers

Interface with other functional heads. Responsible for maximising performance of site to meet customer expectations

## INDICATIVE SALARY RANGES



## 2.2.5 UK – SUPPLY CHAIN & PROCUREMENT

JOB TITLE	AVERAGE	MINIMUM	MAXIMUM
Group Supply Chain Director	£152,000	£110,000	£250,000
Supply Chain Director	£138,000	£90,000	£200,000
Head of Supply Chain	£93,000	£70,000	£120,000
Head of S&OP	£86,000	£70,000	£115,000
Head of Planning (Supply / Demand)	£84,000	£65,000	£120,000
Supply Chain Manager	£72,000	£45,000	£90,000
Planning Manager (Supply / Demand)	£58,000	£40,000	£75,000
Planner (Supply / Demand)	£39,000	£25,000	£55,000
Logistics Director	£130,000	£90,000	£240,000
Head of Logistics	£88,000	£70,000	£120,000
Logistics Manager	£72,000	£40,000	£80,000
Procurement Director	£124,000	£90,000	£180,000
Head of Procurement	£93,000	£80,000	£110,000
Procurement / Purchasing Manager	£72,000	£50,000	£95,000
Category Manager	£62,000	£40,000	£70,000
Senior Buyer	£52,000	£40,000	£70,000
Buyer	£36,000	£20,000	£50,000

# SUPPLY CHAIN & PROCUREMENT CAREER PYRAMID

## MAIN ACTIVITIES & TYPICAL SALARY

Long-term business planning, risk management, sustainability, budget management

**£65k+**

Defining department objectives and ensuring team is aligned towards delivery of those objectives

**£35k - £70k**

Operation focus. Day to day delivery of objectives. Sales acquisition

**£19k - £40k**

## RELATIONSHIPS

**Reporting into CEO / MD or FD**

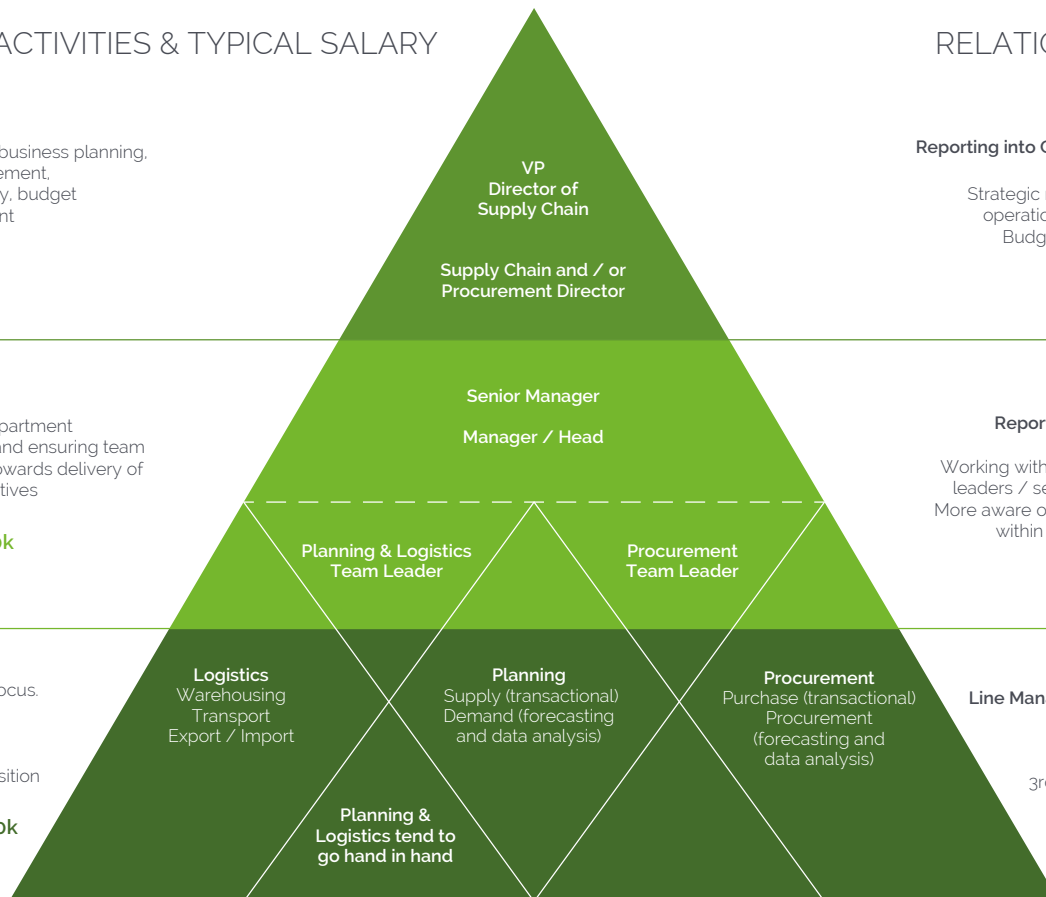
Strategic management at operational board level. Budget responsibility

**Reporting to Director**

Working with other business leaders / senior managers. More aware of bigger picture within an organisation

**Line Manager and Peers**

Suppliers and customers. 3rd party logistics



## 2.2.6 UK – FINANCE

JOB TITLE	AVERAGE	MINIMUM	MAXIMUM
Group Finance Director	£148,000	£100,000	£300,000
Finance Director	£98,000	£80,000	£160,000
Group / Senior Financial Controller	£82,000	£60,000	£115,000
Finance Controller	£68,000	£50,000	£80,000
Head of Tax	£124,000	£80,000	£200,000
Head of Treasury	£113,000	£80,000	£180,000
Head of Internal Audit	£103,000	£70,000	£150,000
FP&A Manager	£78,000	£47,000	£95,000
Business Partner - FP&A	£63,000	£53,000	£80,000
Finance Business Partner	£55,000	£34,000	£80,000
Finance Manager	£50,000	£37,000	£75,000
Senior / Group Accountant	£49,000	£38,000	£70,000
Accounts Receivable Manager	£44,000	£36,000	£55,000

# FINANCE CAREER PYRAMID

INDUSTRY AND COMMERCE

PROFESSION

**CONTACTS**

Stakeholders, Customers,  
Suppliers, Accountants,  
Lawyers, Bankers, Direct  
management team

Long term planning,  
Investor Relations,  
M&A, Financing,  
Leadership,  
Partnering MD, CEO

**RESPONSIBILITIES**

Win new clients;  
Up-sell service  
provision; Retain  
clients; Practice  
development

Internal -  
subordinates; Peers  
External - Business leaders  
(local & national)

£60k+

**CONTACTS**

Internal management team  
relationships, direct reports,  
some intermediary  
relationships

Complex technical  
issues; Budgets;  
Forecasts; People  
management; FP&A;  
P&L; Treasury;  
Recruitment; Pricing;  
Cost control, Systems  
development;  
Projects; Assist FD

Complex technical  
issues; People  
management;  
Planning  
assignments; P&L;  
Recruitment; Quality  
& customer service;  
Value add

Internal - Subordinates;  
Partners (across disciplines)  
External - Clients (strategic  
levels); Intermediaries;  
Competitors

£35k - £60k

**CONTACTS**

Team members,  
transactional  
customers /  
suppliers

Fin Acc - GL, AP, AR, Cash,  
Bank, Payroll, Fixed Assets,  
Stats, CC Mgmt Accs - MMA,  
P&L, Costing, Stock, Budgets,  
Forecasts, Analysis, CAPEX,  
Modelling

Supervisory; Delivery;  
Audit; Accounts; Prep;  
Bookkeeping; Tax;  
International

Internal - Subordinates;  
Managers  
External - Clients  
(operational level)

Up to £35k

 Strategic Level

 Management Level

 Technical Level

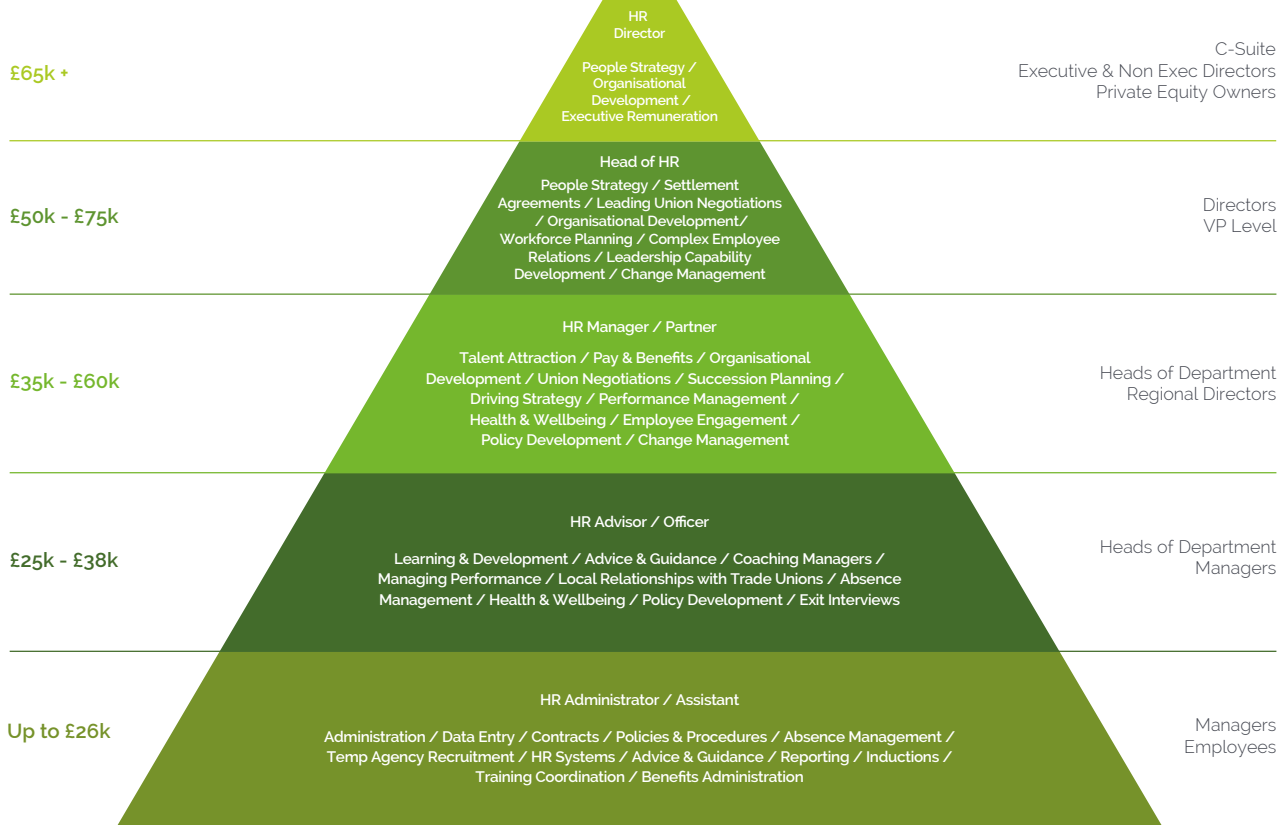
## 2.2.7 UK – HUMAN RESOURCES

JOB TITLE	AVERAGE	MINIMUM	MAXIMUM
European HR Director	£118,000	£85,000	£180,000
HR Director	£108,000	£68,000	£160,000
Assistant Director of HR	£72,000	£55,000	£95,000
Head of HR Europe	£77,000	£60,000	£120,000
Head of HR	£73,000	£55,000	£105,000
Head of Learning & Development	£67,000	£46,000	£85,000
HR Manager	£48,000	£30,000	£70,000
Senior HR Business Partner	£55,000	£38,000	£85,000
HR Business Partner	£48,000	£32,000	£70,000

## HR CAREER PYRAMID

### TYPICAL SALARY

### KEY STAKEHOLDERS



## CONTACT DETAILS

For more information on the UK Consumer Sector Salaries, Skills and Benefits Report 2020, please contact:



### Desmond O'Brien - Head of London Office

E: [desmond.obrien@nigelwright.com](mailto:desmond.obrien@nigelwright.com)  
DD: +44 (0) 207 242 0427  
M: +44 (0) 752 581 3550  
W: [www.nigelwright.com](http://www.nigelwright.com)

Nigel Wright Group  
20 St Dunstan's Hill, London EC3R 8HL, United Kingdom



## 2.3 GERMANY

# ANALYSIS OF SALARIES IN RELATION TO DISCIPLINE

Die Gehaltsanalyse der Nigel Wright Group basiert auf den Daten aus unserer Datenbank und wird mit Informationen ergänzt, die wir in dieser Umfrage erfasst haben. Wir bemühen uns, die Daten so korrekt wie möglich darzustellen, es sollte aber beachtet werden, dass die Gehaltslevel in Bezug auf Unternehmensgröße, Industriesektor und Verfügbarkeit von Kandidaten in einer speziellen Disziplin variieren können.



## 2.3.1 GERMANY – GESCHÄFTSLEITUNG

BERUFSBEZEICHNUNG	DURCHSCHNITT €	MINIMUM €	MAXIMUM €
<b>MARKETING</b>			
Marketing Director	147.000	102.000	210.000
<b>VERTRIEB</b>			
Commercial Director	173.000	108.000	220.000
Sales Director	163.000	108.000	206.000
E-Commerce Director	147.000	112.000	205.000
<b>OPERATIONS</b>			
Supply Chain Director	161.000	107.000	197.000
Operations Director	159.000	107.000	195.000
Procurement Director	155.000	97.000	193.000
Engineering Director	139.000	102.000	170.000
Technical Director	133.000	100.000	150.000
<b>FINANCE</b>			
Finance Director	146.000	97.000	193.000
<b>HUMAN RESOURCES</b>			
HR Director	146.000	107.000	195.000

## 2.3.2 GERMANY – MARKETING

BERUFSBEZEICHNUNG	DURCHSCHNITT €	MINIMUM €	MAXIMUM €
Senior Marketing Manager	121.000	87.000	140.000
Marketing Manager	103.000	60.000	130.000
Senior Brand Manager	93.000	70.000	120.000
Digital Marketing Manager	92.000	62.000	118.000
Senior Product Manager	89.000	64.000	105.000
Brand Manager	84.000	64.000	100.000
Trade Marketing Manager	78.000	59.000	90.000
Product Manager	72.000	59.000	86.000

\*Sämtliche Zahlen beziehen sich auf die jeweiligen Grundgehälter (Boni exklusive).

# ÜBERBLICK MARKETING-FUNKTIONEN

## MAIN ACTIVITIES & TYPICAL SALARY

### Strategic

Oversee marketing department, set budgets, grow market share, be accountable for brand/product success

€100k - €215k

### Managerial

People management, P&L responsibility

€60k - €140k

### Technical / Tactical

Support and analysis

Up to €60k

Marketing Director  
/ Business Unit  
Director /  
Head of Insights

Marketing Manager /  
(Senior) Brand/Product Manager /  
Category Manager / Channel Marketing  
Manager / NPD Manager/ Insights  
Manager

Marketing Assistant / Assistant Brand  
Manager / Category Assistant /  
Assistant Product Manager

## RELATIONSHIPS

Interface with internal & external, board of directors, shareholders, customers, trade bodies

Interface with other functional heads, particularly sales and category teams, directors & externally with customers, agencies, trade bodies

Interface with internal management (particularly sales) and externally with customers and agencies

## 2.3.3 GERMANY – SALES

BERUFSBEZEICHNUNG	DURCHSCHNITT €	MINIMUM €	MAXIMUM €
Senior Sales Manager	106.000	87.000	152.000
Group Key Account Manager	133.000	100.000	160.000
National Account Manager	96.000	72.000	148.000
Sales Manager	98.000	75.000	125.000
Business Development Manager	98.000	54.000	120.000
E-Commerce Manager	92.000	54.000	118.000
Key Account Manager	84.000	59.000	100.000
Field Sales Manager	85.000	64.000	133.000
Category Manager	77.000	64.000	116.000
Area Sales Manager	77.000	43.000	90.000

\*Sämtliche Zahlen beziehen sich auf die jeweiligen Grundgehälter (Boni exklusive).

# ÜBERBLICK SALES-FUNKTIONEN

## MAIN ACTIVITIES & TYPICAL SALARY

12+ years' experience

€100k - €220k

Sales Director /  
Commercial  
Director /  
BU Manager

6 - 12 years' experience

€40k - €155k

KAM / NAM / BDM / Export Manager /  
Category Manager / Channel Manager  
/ Field Sales Manager

5 - 7 years' experience

Up to €50k

Sales Rep / Merchandiser /  
Forecaster / Key Account Rep /  
Export Sales Rep

## RELATIONSHIPS

### Strategic

Interface internally &  
externally with board of  
directors, shareholders, trade  
bodies, etc.

### Managerial

Interface internally with other  
functional heads, directors &  
external with customers,  
suppliers, trade bodies

### Technical

Interface with  
internal  
management and  
externally with  
customers

## 2.3.4 GERMANY – OPERATIONS

BERUFSBEZEICHNUNG	DURCHSCHNITT €	MINIMUM €	MAXIMUM €
Plant Manager	132.000	98.000	150.000
Procurement Manager	98.000	81.000	125.000
Supply Chain Manager	97.000	65.000	125.000
Senior Buyer	93.000	75.000	110.000
Operations Manager	92.000	75.000	120.000
Logistics Manager	92.000	64.000	118.000
Engineering Manager	91.000	81.000	110.000
Production Manager	80.000	64.000	105.000
Technical Manager	77.000	59.000	92.000
Quality Manager	75.000	59.000	92.000
Maintenance Manager	74.000	54.000	86.000
Demand & Supply Planning Manager	73.000	64.000	86.000

\*Sämtliche Zahlen beziehen sich auf die jeweiligen Grundgehälter (Boni exklusive).

# ÜBERBLICK OPERATIONS-FUNKTIONEN

## MAIN ACTIVITIES & TYPICAL SALARY

Long-term business planning,  
risk management,  
sustainability, budget  
management

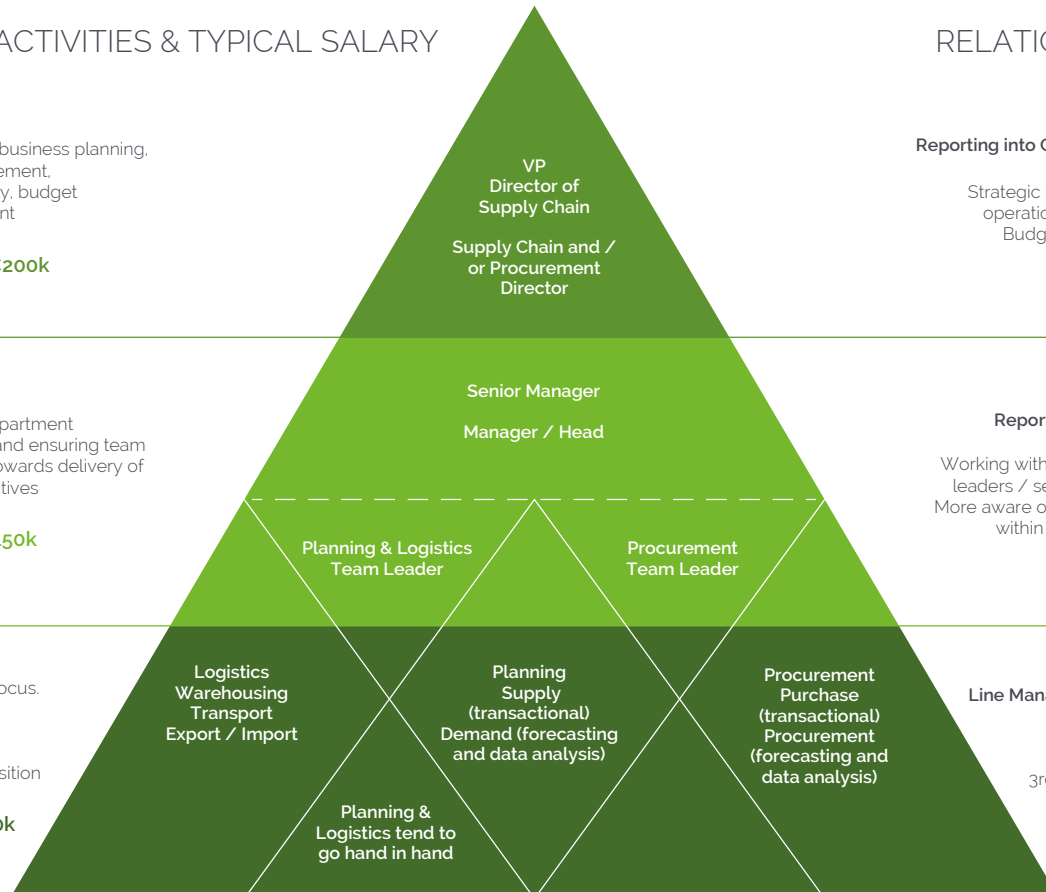
€100k - €200k

Defining department  
objectives and ensuring team  
is aligned towards delivery of  
those objectives

€60k - €150k

Operation focus.  
Day to day  
delivery of  
objectives.  
Sales acquisition

Up to €60k



## RELATIONSHIPS

Reporting into CEO / MD or FD

Strategic management at  
operational board level.  
Budget responsibility

Reporting to Director

Working with other business  
leaders / senior managers.  
More aware of bigger picture  
within an organisation

Line Manager and Peers

Suppliers and  
customers.  
3rd party logistics

## 2.3.5 GERMANY – FINANCE

BERUFSBEZEICHNUNG	DURCHSCHNITT €	MINIMUM €	MAXIMUM €
Head of Controlling	103.000	87.000	130.000
Finance Manager	98.000	87.000	120.000
Head of Accounting	98.000	81.000	130.000
Group Controller	95.000	75.000	107.000
Sales & Marketing Controller	78.000	64.000	90.000
Plant Controller	78.000	64.000	90.000

\*Sämtliche Zahlen beziehen sich auf die jeweiligen Grundgehälter (Boni exklusive).



# ÜBERBLICK FINANCE-FUNKTIONEN

INDUSTRY AND COMMERCE

PROFESSION

CONTACTS

CONTACTS

Stakeholders, Customers,  
Suppliers, Accountants,  
Lawyers, Bankers, Direct  
management team

Long term planning,  
Investor Relations,  
M&A, Financing,  
Leadership,  
Partnering MD, CEO

RESPONSIBILITIES

Win new clients;  
Up-sell service  
provision; Retain  
clients; Practice  
development

Internal -  
subordinates; Peers  
External - Business leaders  
(local & national)

€100k - €250k

CONTACTS

Internal management team  
relationships, direct reports,  
some intermediary  
relationships

Complex technical  
issues; Budgets;  
Forecasts; People  
management; FP&A;  
P&L; Treasury;  
Recruitment; Pricing;  
Cost control, Systems  
development;  
Projects; Assist FD

Complex technical  
issues; People  
management;  
Planning assignments;  
P&L; Recruitment;  
Quality & customer  
service; Value add

CONTACTS

Internal - Subordinates;  
Partners (across disciplines)  
External - Clients (strategic  
levels); Intermediaries;  
Competitors

€60k - €130k

CONTACTS

Team members,  
transactional  
customers /  
suppliers

Fin Acc - GL, AP, AR, Cash,  
Bank, Payroll, Fixed Assets,  
Stats, CC Mgmt Accs - MMA,  
P&L, Costing, Stock, Budgets,  
Forecasts, Analysis, CAPEX,  
Modelling

Supervisory; Delivery;  
Audit; Accounts; Prep;  
Bookkeeping; Tax;  
International

CONTACTS

Internal - Subordinates;  
Managers  
External - Clients  
(operational level)

Up to €70k

 Strategic Level

 Management Level

 Technical Level

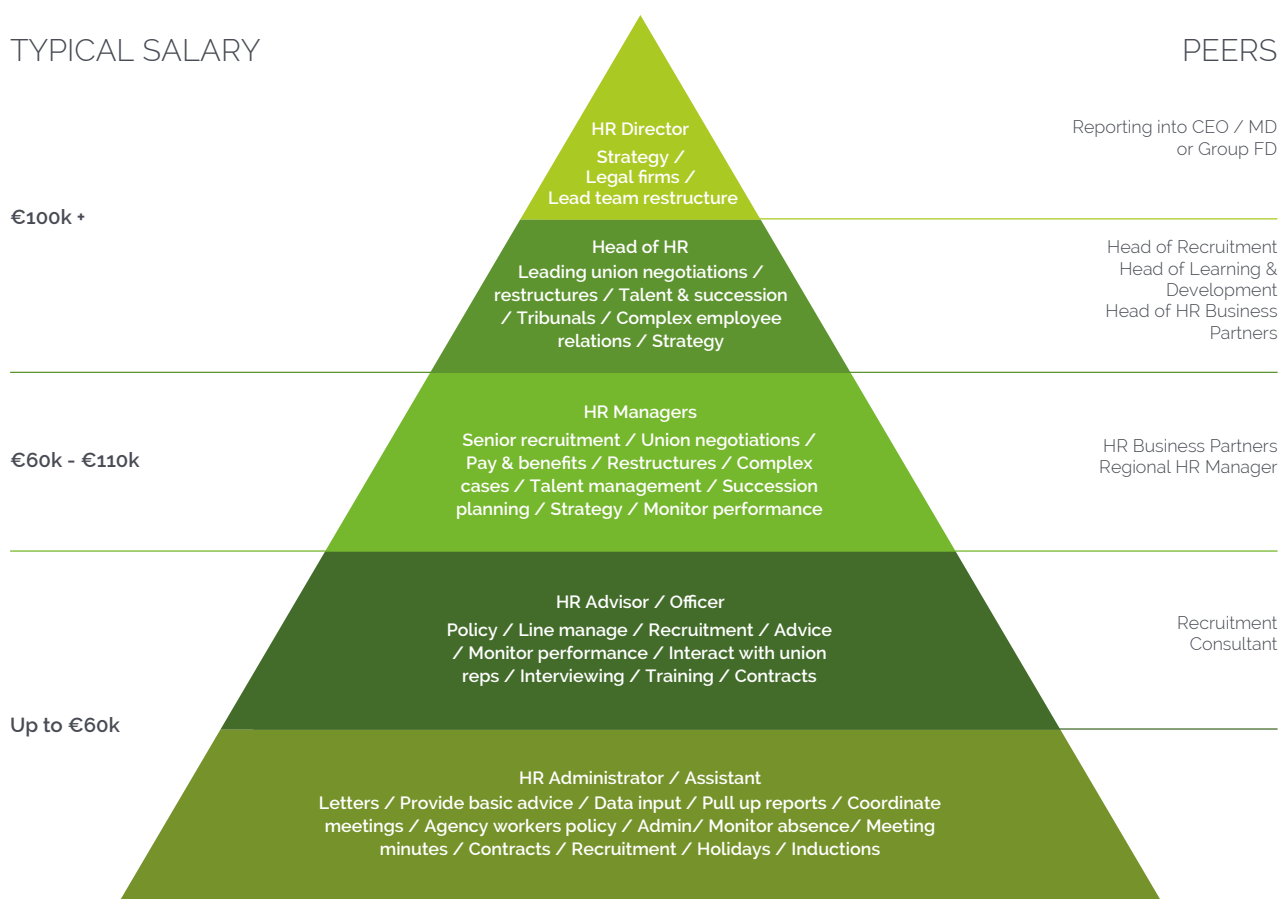
## 2.3.6 GERMANY – HUMAN RESOURCES

BERUFSBEZEICHNUNG	DURCHSCHNITT €	MINIMUM €	MAXIMUM €
HR Manager	96.000	87.000	110.000
HR Business Partner	87.000	76.000	100.000
HR Specialist	76.000	64.000	90.000

## ÜBERBLICK HR-FUNKTIONEN

### TYPICAL SALARY

### PEERS



## KONTAKT



**Alexander Schweizer – Associate Director Deutschland**

E: [alexander.schweizer@nigelwright.com](mailto:alexander.schweizer@nigelwright.com)

DD: +49 211 976 32 837

W: [www.nigelwright.com/de](http://www.nigelwright.com/de)

Nigel Wright Group

GAP 15, Graf-Adolf-Platz 15, 40213 Düsseldorf

## 2.4 FRANCE

# ANALYSIS OF SALARIES IN RELATION TO DISCIPLINE

L'analyse du secteur français de la consommation par Nigel Wright s'appuie sur les informations présentes dans notre base de données, complétées par les informations que nous avons collectées dans le cadre de cette enquête. Bien que nous fassions tout notre possible pour garantir l'exactitude des données fournies par nos soins, précisons cependant que les niveaux de salaire peuvent varier en fonction de la taille de l'entreprise, du secteur industriel et de la disponibilité des candidats dans un domaine spécifique.

## 2.4.1 FRANCE – CADRES EXÉCUTIFS & DIRIGEANTS

	MOYEN	MINIMUM	MAXIMUM
Président Directeur Général	260 000 €	200 000 €	450 000 €
Directeur Général	200 000 €	150 000 €	300 000 €
Directeur Commercial	140 000 €	100 000 €	150 000 €
Directeur Marketing	130 000 €	100 000 €	150 000 €
Directeur des Ventes	120 000 €	90 000 €	150 000 €
Directeur des Opérations	120 000 €	100 000 €	150 000 €
Directeur Supply Chain	120 000 €	90 000 €	150 000 €
Directeur des Achats	110 000 €	100 000 €	150 000 €
Directeur des Clients Nationaux	110 000 €	90 000 €	150 000 €
Directeur Industriel	100 000 €	80 000 €	120 000 €
Directeur Technique	93 000 €	80 000 €	120 000 €

## 2.4.2 FRANCE – MARKETING

	MOYEN	MINIMUM	MAXIMUM
Responsable principal du marketing	90 000 €	60 000 €	130 000 €
Responsable Marketing	80 000 €	60 000 €	100 000 €
Responsable du numérique	70 000 €	45 000 €	90 000 €
Responsable du Trade Marketing	60 000 €	50 000 €	70 000 €
Responsable principal de la marque	60 000 €	50 000 €	70 000 €
Responsable principal des Produits	60 000 €	50 000 €	70 000 €
Directeur Marque	60 000 €	45 000 €	90 000 €
Chef de Produit	50 000 €	45 000 €	60 000 €
Responsable adjoint de la marque	40 000 €	35 000 €	50 000 €

# PYRAMIDE DE CARRIÈRE DU MARKETING

## ACTIVITÉS PRINCIPALES ET SALAIRES

### Stratégique

Superviser le département marketing,  
Établir des budgets,  
Augmenter la part de marché,  
Être responsable du succès de la marque / du produit

€80k+

### Managérial

Managérial  
Ressources humaines  
Responsabilités de P & L

€40k – €80k

### Technique / tactique

Soutien et analyse

Jusqu'à €40k

Directeur  
Marketing /  
Directeur de BU ou  
Unité de  
production /  
Responsable des  
Analyses

Responsable marketing / Chef de  
produit / marque senior / Category  
manager / Channel Marketing Manager  
/ Responsable du développement de  
nouveaux produits / Insights Manager

Assistant Marketing / Assistant Chef  
de Marque / Assistant de Catégorie /  
Assistant Chef de Produit

## LES RELATIONS

Interface en interne et externe

Conseil d'administration  
Actionnaires  
Clients  
Organisations professionnelles

Interface avec:

En interne: D'autres  
responsables fonctionnels, en  
particulier les équipes de  
vente et de catégorie,

En externe: les directeurs, les  
clients, les agences, les  
organismes commerciaux

Interface avec

Le management en  
interne (en particulier  
les ventes)

Externe avec  
les clients et  
les agences

## 2.4.3 FRANCE – COMMERCIAL / VENTES

	MOYEN	MINIMUM	MAXIMUM
Responsable du développement commercial	100 000 €	50 000 €	130 000 €
Responsable principal des ventes	90 000 €	40 000 €	110 000 €
Responsable national des comptes	70 000 €	30 000 €	90 000 €
Compte Clé	70 000 €	50 000 €	80 000 €
Directeur des Ventes	70 000 €	40 000 €	80 000 €
Responsable Regional des Ventes	60 000 €	37 000 €	70 000 €
Responsable Clientèle	60 000 €	30 000 €	70 000 €
Categorie Manager	60 000 €	30 000 €	70 000 €
Responsable E-Commerce	60 000 €	45 000 €	70 000 €
Chef de Secteur	50 000 €	40 000 €	70 000 €



# PYRAMIDE DE CARRIÈRE MÉTIERS DE VENTE

## ACTIVITÉS PRINCIPALES ET SALAIRES

Plus de douze années  
d'expérience

€80k - €200k

Directeur des  
ventes / Directeur  
commercial /  
Responsable ou  
Directeur (de BU)  
d'unité commerciale

6 – 12 années d'expériences

€40k – €80k

Key Account Manager /  
Responsable de Compte National /  
Responsable de développement commercial  
/ Responsable Export /  
Responsable de Canal de Distribution /  
Responsable des ventes

5 – 7 années  
d'expériences

Jusqu'à €40k

Commercial / Merchandiser / prévisionniste /  
gestionnaire de compte / gestionnaire Export

## LES RELATIONS

### Stratégiques

Interface en interne & externe  
Conseil d'administration  
Actionnaires  
Organismes commerciaux

### Managérial

Interface interne avec d'autres  
responsables et chef de  
département, directeurs  
  
Interface externe avec les clients,  
fournisseurs, organismes  
commerciaux

### Technique

Interface avec  
la hiérarchie et  
les clients

## 2.4.4 FRANCE – OPÉRATIONS

	MOYEN	MINIMUM	MAXIMUM
Responsable d'Exploitation	80 000 €	60 000 €	90 000 €
Responsable Qualité	80 000 €	40 000 €	90 000 €
Directeur d'ingénierie	80 000 €	60 000 €	90 000 €
Responsable Supply Chain	80 000 €	40 000 €	90 000 €
Acheteur principal	70 000 €	40 000 €	80 000 €
Responsable Logistique	60 000 €	40 000 €	70 000 €
Responsable de Production	55 000 €	40 000 €	60 000 €
Acheteur	55 000 €	30 000 €	60 000 €

# PYRAMIDES DE CARRIÈRES DE LA SUPPLY CHAIN

## ACTIVITÉS PRINCIPALES ET SALAIRES

Planification d'entreprise à long terme  
Gestion des risques  
Durabilité  
Gestion budgétaire

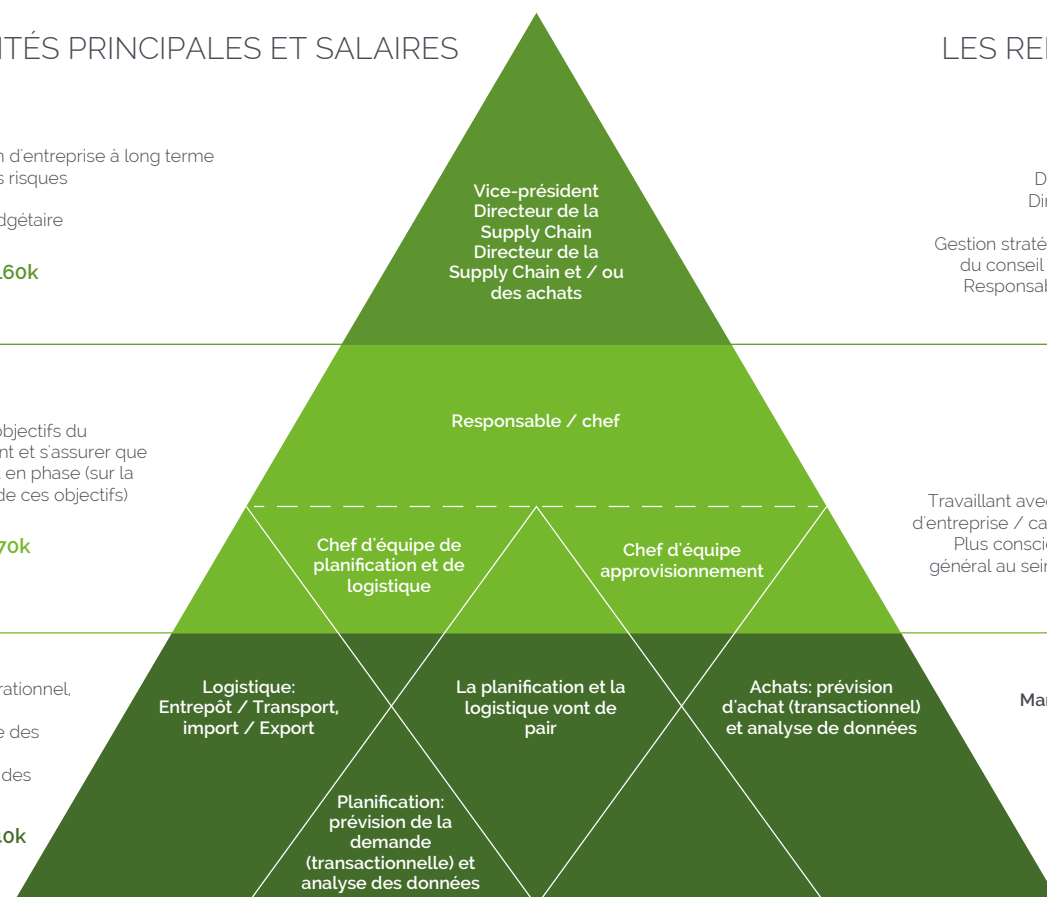
€65k - €160k

Définir les objectifs du département et s'assurer que l'équipe est en phase (sur la réalisation de ces objectifs)

€35k - €70k

Focus Opérationnel.  
Réalisation quotidienne des objectifs.  
Acquisition des ventes

€18k - €40k



## LES RELATIONS

**Reportant au:**

PDG  
Directeur général  
Directeur financier

Gestion stratégique au niveau du conseil d'administration  
Responsabilité budgétaire

**Reportant au:**

Directeur

Travaillant avec d'autres chefs d'entreprise / cadres supérieurs  
Plus conscient du contexte général au sein de l'entreprise

**Manager direct ou collègues**

Fournisseurs et clients

Logistique de tiers

## DÉTAILS DU CONTACT



### Manuel Lecugy - Associate Director France

E: manuel.lecugy@nigelwright.com  
DD: +33 (0) 1 76 73 29 73  
M: +33 (0) 6 04 53 31 58  
W: www.nigelwright.com/fr

Nigel Wright Group  
29 rue de Bassano, 75008 Paris, France

## 2.5 DENMARK

# ANALYSIS OF SALARIES IN RELATION TO DISCIPLINE

The Nigel Wright Group Denmark Salaries, Skills and Benefits Report is based on the details we hold on our database and is supplemented with the information we have collected as part of this survey. Whilst we make every possible attempt to ensure the data we provide is accurate it should be noted that salary levels can vary depending on company size, industry sector and the availability of candidates in a specific discipline. The salaries in this section are base salaries.

## 2.5.1 DENMARK – HUMAN RESOURCES

JOB TITLE	AVERAGE	MINIMUM	MAXIMUM
HR Director	DKK 880 000	DKK 520 000	DKK 1 860 000
HR Manager	DKK 640 000	DKK 480 000	DKK 900 000
HR Consultant	DKK 570 000	DKK 380 000	DKK 750 000

## HR CAREER PYRAMID

### TYPICAL SALARY

### PEERS

1.000k+ DKK

HR Director  
Strategy /  
Legal firms /  
Lead team restructure

Reporting into CEO / MD  
or Group FD

800k - 1.000k DKK

Head of HR  
Leading union negotiations /  
restructures / Talent & succession  
/ Tribunals / Complex employee  
relations / Strategy

Head of Recruitment  
Head of Learning &  
Development  
Head of HR Business  
Partners

720k - 800k DKK

HR Managers  
Senior recruitment / Union negotiations /  
Pay & benefits / Restructures / Complex  
cases / Talent management / Succession  
planning / Strategy / Monitor performance

HR Business Partners  
Regional HR Manager

600k - 720k  
DKK

HR Advisor / Officer  
Policy / Line manage / Recruitment / Advice  
/ Monitor performance / Interact with union  
reps / Interviewing / Training / Contracts

Recruitment  
Consultant

## 2.5.2 DENMARK – MARKETING

JOB TITLE	AVERAGE	MINIMUM	MAXIMUM
Marketing Director	DKK 930 000	DKK 740 000	DKK 1 730 000
Head of Marketing	DKK 850 000	DKK 660 000	DKK 1 100 000
Trade Marketing Manager	DKK 620 000	DKK 500 000	DKK 810 000
Sales & Marketing Manager	DKK 690 000	DKK 570 000	DKK 750 000
Nordic Marketing Manager	DKK 670 000	DKK 525 000	DKK 1 140 000
Marketing Manager	DKK 680 000	DKK 510 000	DKK 1 030 000
Marketing Co-ordinator	DKK 450 000	DKK 340 000	DKK 460 000
Junior Marketing Manager	DKK 450 000	DKK 360 000	DKK 500 000
International Marketing Manager	DKK 720 000	DKK 575 000	DKK 1 030 000
Category Manager	DKK 600 000	DKK 460 000	DKK 990 000
Senior Brand Manager	DKK 610 000	DKK 500 000	DKK 830 000
Brand Manager	DKK 520 000	DKK 420 000	DKK 670 000
Senior Product Manager	DKK 670 000	DKK 500 000	DKK 830 000
Product Manager	DKK 530 000	DKK 400 000	DKK 750 000
Digital Marketing Director	DKK 980 000	DKK 620 000	DKK 1 240 000
Online Marketing Manager	DKK 620 000	DKK 500 000	DKK 750 000
Digital Marketing Manager	DKK 560 000	DKK 480 000	DKK 860 000
PR & Communication Manager	DKK 520 000	DKK 480 000	DKK 720 000

# MARKETING CAREER PYRAMID

## MAIN ACTIVITIES & TYPICAL SALARY

### Strategic

Oversee marketing department, set budgets, grow market share, be accountable for brand/product success

960k+ DKK

### Managerial

People management, P&L responsibility

780k - 960k DKK

### Technical / Tactical

Support and analysis

420k - 780k DKK

Marketing Director  
/ Business Unit  
Director /  
Head of Insights

Marketing Manager /  
(Senior) Brand/Product Manager /  
Category Manager / Channel Marketing  
Manager / NPD Manager /  
Insights Manager

Marketing Assistant / Assistant Brand  
Manager / Category Assistant /  
Assistant Product Manager

## RELATIONSHIPS

Interface with internal & external, board of directors, shareholders, customers, trade bodies

Interface with other functional heads, particularly sales and category teams, directors & externally with customers, agencies, trade bodies

Interface with internal management (particularly sales) and externally with customers and agencies

## 2.5.3 DENMARK – SALES

JOB TITLE	AVERAGE	MINIMUM	MAXIMUM
Sales Director	DKK 940 000	DKK 720 000	DKK 2 270 000
International Sales Director	DKK 920 000	DKK 720 000	DKK 1 240 000
Country Manager	DKK 850 000	DKK 630 000	DKK 1 240 000
Head of Sales	DKK 780 000	DKK 600 000	DKK 1 120 000
Nordic Sales Manager	DKK 780 000	DKK 600 000	DKK 1 300 000
Business Development Manager	DKK 670 000	DKK 520 000	DKK 1 030 000
Export Manager	DKK 650 000	DKK 460 000	DKK 870 000
Sales Manager	DKK 670 000	DKK 480 000	DKK 1 550 000
Regional Sales Manager	DKK 610 000	DKK 420 000	DKK 850 000
Field Sales Manager	DKK 610 000	DKK 380 000	DKK 870 000
Area / District Sales Manager	DKK 590 000	DKK 420 000	DKK 980 000
Sales Executive	DKK 530 000	DKK 360 000	DKK 810 000
Project Manager	DKK 610 000	DKK 420 000	DKK 1 240 000
Store Manager	DKK 490 000	DKK 350 000	DKK 1 140 000
Retail Sales Manager	DKK 630 000	DKK 380 000	DKK 1 020 000
Senior KAM	DKK 740 000	DKK 600 000	DKK 930 000
KAM	DKK 600 000	DKK 420 000	DKK 870 000
Account Manager / NAM	DKK 525 000	DKK 385 000	DKK 830 000
Junior KAM	DKK 460 000	DKK 385 000	DKK 590 000



# SALES CAREER PYRAMID

## MAIN ACTIVITIES & TYPICAL SALARY

12+ years' experience

960k+ DKK

Sales Director /  
Commercial  
Director /  
BU Director

6 – 12 years' experience

780k - 960k DKK

KAM / NAM / BDM / Export Manager /  
Category Manager / Channel Manager  
/ Field Sales Manager

5 – 7 years' experience

420k - 780k DKK

Sales Rep / Merchandiser /  
Forecaster / Key Account Rep /  
Export Sales Rep

## RELATIONSHIPS

### Strategic

Interface internal & external,  
board of directors,  
shareholders, trade bodies, etc

### Managerial

Interface internal with other  
functional heads, directors &  
external with customers,  
suppliers, trade bodies

### Technical

Interface with  
internal  
management and  
externally with  
customers

## 2.5.4 DENMARK – MANUFACTURING

JOB TITLE	AVERAGE	MINIMUM	MAXIMUM
Manufacturing Director	DKK 880 000	DKK 620 000	DKK 1 290 000
Operations Director	DKK 830 000	DKK 750 000	DKK 890 000
Production Director	DKK 960 000	DKK 530 000	DKK 1 410 000
Factory Manager	DKK 770 000	DKK 470 000	DKK 1 030 000
Manufacturing Manager	DKK 820 000	DKK 520 000	DKK 1 140 000
Operations Manager	DKK 700 000	DKK 520 000	DKK 930 000
Production Manager	DKK 640 000	DKK 420 000	DKK 890 000
Quality Manager	DKK 610 000	DKK 420 000	DKK 1 010 000
Technical Manager	DKK 630 000	DKK 520 000	DKK 780 000
Project Manager	DKK 670 000	DKK 420 000	DKK 1 030 000

# MANUFACTURING CAREER PYRAMID

## RELATIONSHIPS

### Reporting to CEO/MD

Setting operational strategy linked to business strategy. Less technically hands-on. Budget responsibility drives site wide improvement and efficiency plans through senior management team

### Reporting to Director

Working with other business leaders/senior managers. More aware of bigger picture within an organisation. Delivery of improvement plans through their teams

### Line Manager and peers

Interface with other functional heads. Responsible for maximising performance of site to meet customer expectations

## INDICATIVE SALARY RANGES

Strategic responsibilities

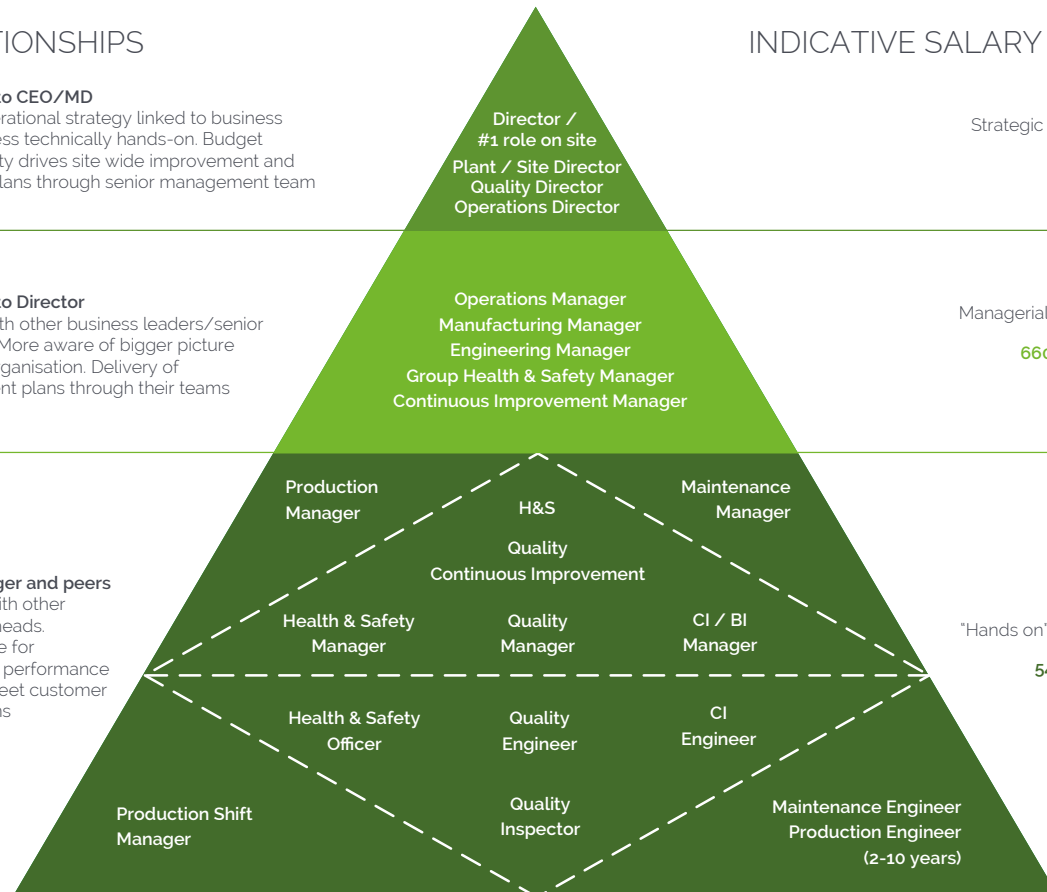
**1.000k+ DKK**

Managerial responsibilities

**660k - 1.000k DKK**

"Hands on" responsibilities

**540k - 660k DKK**



## 2.5.5 DENMARK – SUPPLY CHAIN & PROCUREMENT

JOB TITLE	AVERAGE	MINIMUM	MAXIMUM
Supply Chain Director	DKK 1 070 000	DKK 660 000	DKK 2 060 000
Supply Chain Manager	DKK 660 000	DKK 420 000	DKK 930 000
Procurement Director	DKK 910 000	DKK 560 000	DKK 1 340 000
Procurement Manager	DKK 650 000	DKK 500 000	DKK 1 120 000
Buyer	DKK 550 000	DKK 420 000	DKK 870 000
Planner	DKK 520 000	DKK 325 000	DKK 680 000
Logistics Director	DKK 1 080 000	DKK 870 000	DKK 1 280 000
Logistics Manager	DKK 660 000	DKK 420 000	DKK 880 000
Warehouse Manager	DKK 610 000	DKK 470 000	DKK 870 000

# SUPPLY CHAIN & PROCUREMENT CAREER PYRAMID

## MAIN ACTIVITIES & TYPICAL SALARY

Long-term business planning, risk management, sustainability, budget management

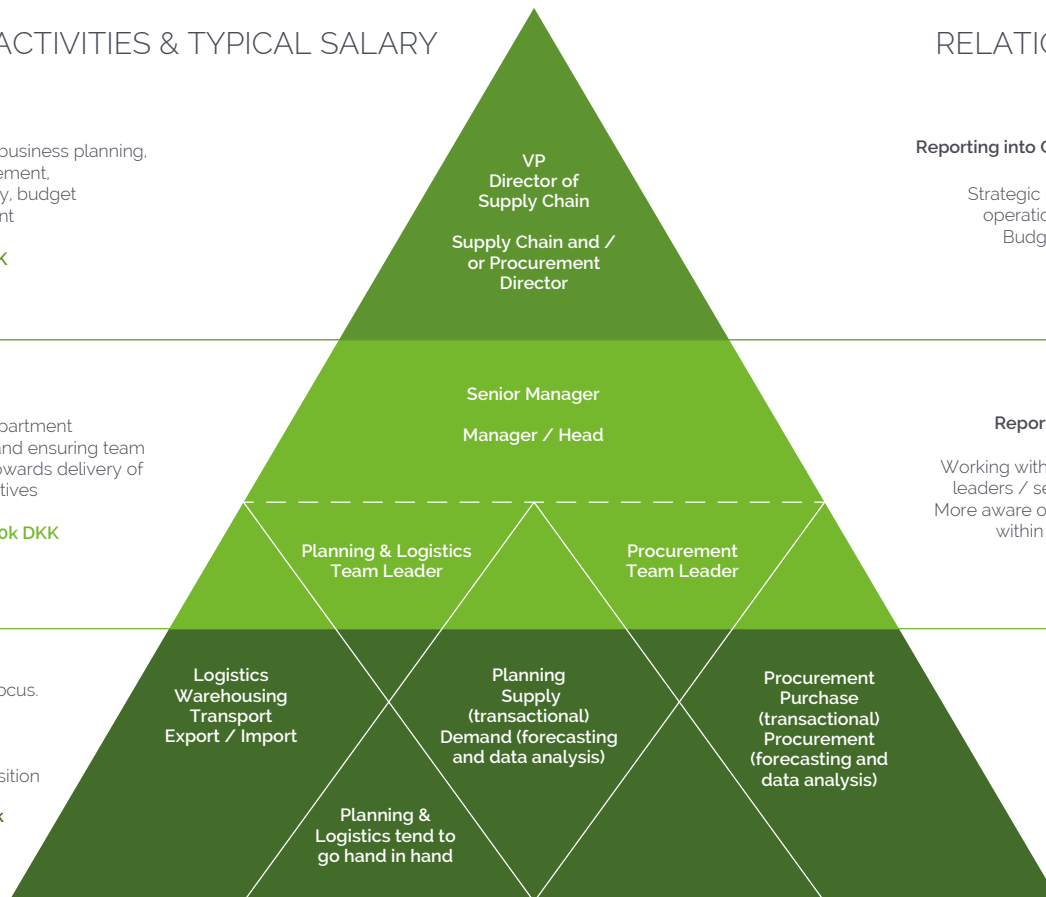
**1.000k+ DKK**

Defining department objectives and ensuring team is aligned towards delivery of those objectives

**800k - 1.000k DKK**

Operation focus. Day to day delivery of objectives. Sales acquisition

**540k - 800k DKK**



## RELATIONSHIPS

**Reporting into CEO / MD or FD**

Strategic management at operational board level. Budget responsibility

**Reporting to Director**

Working with other business leaders / senior managers. More aware of bigger picture within an organisation

**Line Manager and Peers**

Suppliers and customers. 3rd party logistics

## 2.5.6 DENMARK – FINANCE

JOB TITLE	AVERAGE	MINIMUM	MAXIMUM
Finance Director	DKK 1 000 000	DKK 720 000	DKK 1 750 000
Finance Manager	DKK 700 000	DKK 540 000	DKK 1 180 000
Finance Controller	DKK 570 000	DKK 420 000	DKK 780 000

## FINANCE CAREER PYRAMID

### INDUSTRY AND COMMERCE

### PROFESSION

#### CONTACTS

Stakeholders, Customers, Suppliers, Accountants, Lawyers, Bankers, Direct management team

Long term planning, Investor Relations, M&A, Financing, Leadership, Partnering MD, CEO

#### RESPONSIBILITIES

Internal - subordinates; Peers  
External - Business leaders (local & national)

1.000k+ DKK

#### CONTACTS

Internal management team relationships, direct reports, some intermediary relationships

800k – 1.000k DKK

Complex technical issues; Budgets; Forecasts; People management; FP&A; P&L; Treasury; Recruitment; Pricing; Cost control, Systems development; Projects; Assist FD

Complex technical issues; People management; Planning assignments; P&L; Recruitment; Quality & customer service; Value add

#### CONTACTS

Internal - Subordinates; Partners (across disciplines)  
External - Clients (strategic levels); Intermediaries; Competitors

#### CONTACTS

Team members, transactional customers / suppliers

540k – 800k DKK

Fin Acc - GL, AP, AR, Cash, Bank, Payroll, Fixed Assets, Stats, CC Mgmt Accs - MMA, P&L, Costing, Stock, Budgets, Forecasts, Analysis, CAPEX, Modelling

Supervisory; Delivery; Audit; Accounts; Prep; Bookkeeping; Tax; International

#### CONTACTS

Internal - Subordinates; Managers  
External - Clients (operational level)

## CONTACT



**Søren Hjorth Lee - Country Manager – Denmark**

E: [soren.lee@nigelwright.com](mailto:soren.lee@nigelwright.com)

DD: +45 70 27 86 14

M: +45 21 35 10 54

W: [www.nigelwright.com/dk](http://www.nigelwright.com/dk)

Nigel Wright Group

Nybrogade 12, 1203 København K, Denmark

## 2.6 NORWAY

# ANALYSIS OF SALARIES IN RELATION TO DISCIPLINE

The Nigel Wright Group Norway salaries, skills and benefits report is based on the details we hold on our database and is supplemented with the information we have collected as part of this survey. Whilst we make every possible attempt to ensure the data we provide is accurate it should be noted that salary levels can vary depending on company size, industry sector and the availability of candidates in a specific discipline. The salaries in this section are base salaries.



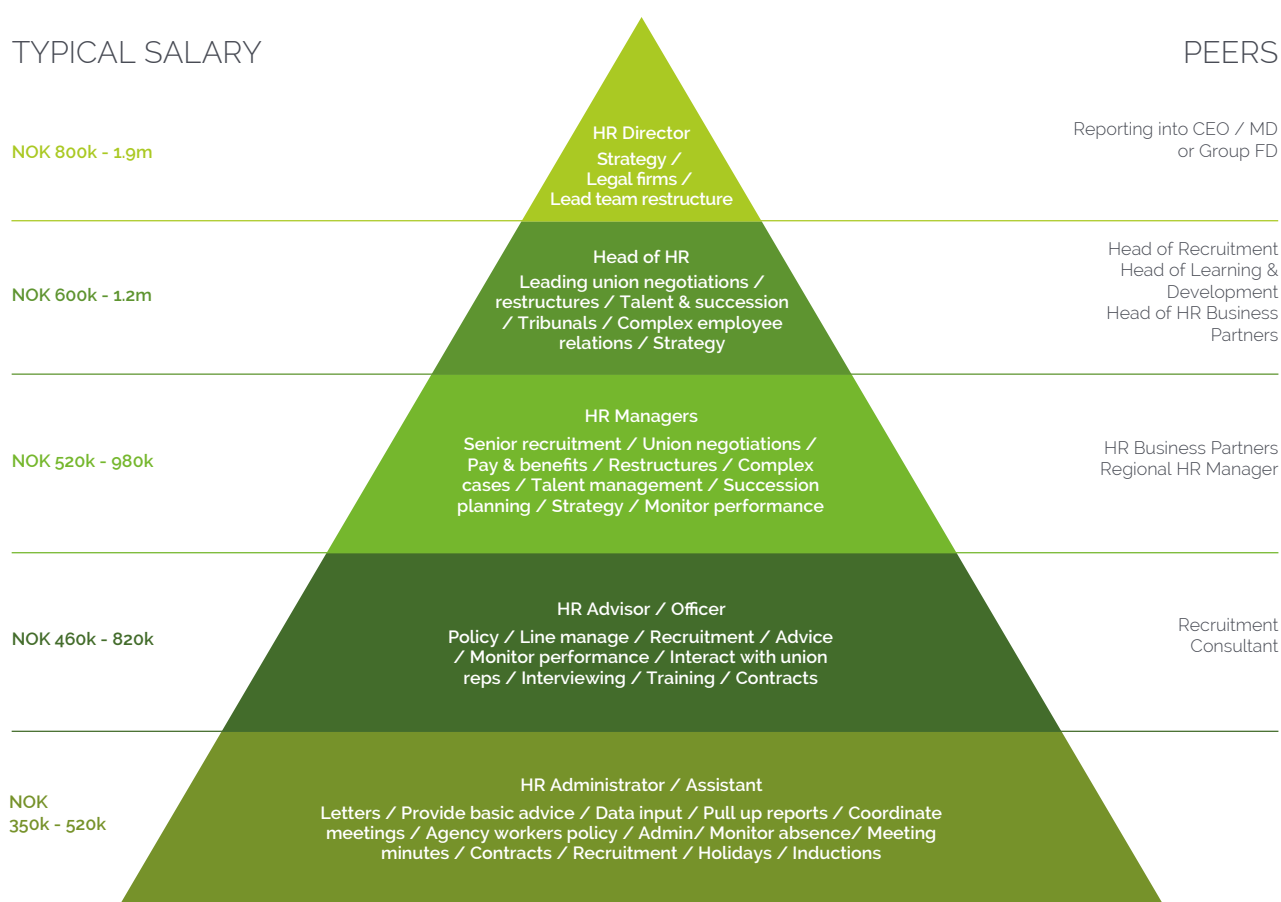
## 2.6.1 NORWAY - HUMAN RESOURCES

JOB TITLE	AVERAGE	MINIMUM	MAXIMUM
HR Director	NOK 1 069 000	NOK 866 000	NOK 1 320 000
HR Manager	NOK 649 000	NOK 591 000	NOK 802 000
HR Consultant	NOK 487 000	NOK 443 000	NOK 579 000
HR Coordinator	NOK 440 000	NOK 410 000	NOK 460 000

## HR CAREER PYRAMID

### TYPICAL SALARY

### PEERS



## 2.6.2 NORWAY - MARKETING

JOB TITLE	AVERAGE	MINIMUM	MAXIMUM
Marketing Director	NOK 1 255 000	NOK 1 016 000	NOK 1 550 000
Head of Marketing	NOK 941 000	NOK 762 000	NOK 1 130 000
Trade Marketing Manager	NOK 630 000	NOK 520 000	NOK 820 000
Sales & Marketing Manager	NOK 700 000	NOK 620 000	NOK 930 000
Nordic Marketing Manager	NOK 720 000	NOK 620 000	NOK 930 000
Marketing Manager	NOK 750 000	NOK 670 000	NOK 892 000
Marketing Co-ordinator	NOK 461 000	NOK 373 000	NOK 570 000
International Marketing Manager	NOK 840 000	NOK 790 000	NOK 1 130 000
Category Manager	NOK 700 000	NOK 520 000	NOK 980 000
Senior Brand Manager	NOK 690 000	NOK 570 000	NOK 980 000
Nordic Brand Manager	NOK 610 000	NOK 494 000	NOK 720 000
Brand Manager	NOK 590 000	NOK 477 000	NOK 670 000
Junior Brand Manager	NOK 490 000	NOK 420 000	NOK 570 000
Product Director	NOK 970 000	NOK 820 000	NOK 1 030 000
Nordic Product Manager	NOK 710 000	NOK 570 000	NOK 920 000
Senior Product Manager	NOK 710 000	NOK 570 000	NOK 920 000
Product Manager	NOK 540 000	NOK 500 000	NOK 710 000
Junior Product Manager	NOK 490 000	NOK 410 000	NOK 570 000
Digital Marketing Director	NOK 820 000	NOK 710 000	NOK 1 130 000
Digital Marketing Manager	NOK 760 000	NOK 620 000	NOK 960 000
Online Marketing Manager	NOK 670 000	NOK 520 000	NOK 820 000
PR & Communication Manager	NOK 620 000	NOK 460 000	NOK 820 000
Digital Marketing Specialist	NOK 550 000	NOK 490 000	NOK 720 000

# MARKETING CAREER PYRAMID

## MAIN ACTIVITIES & TYPICAL SALARY

### Strategic

Oversee marketing department, set budgets, grow market share, be accountable for brand/product success

**NOK 850k - 1.5m**

### Managerial

People management, P&L responsibility

**NOK 670k - 1.2m**

### Technical / Tactical

Support and analysis

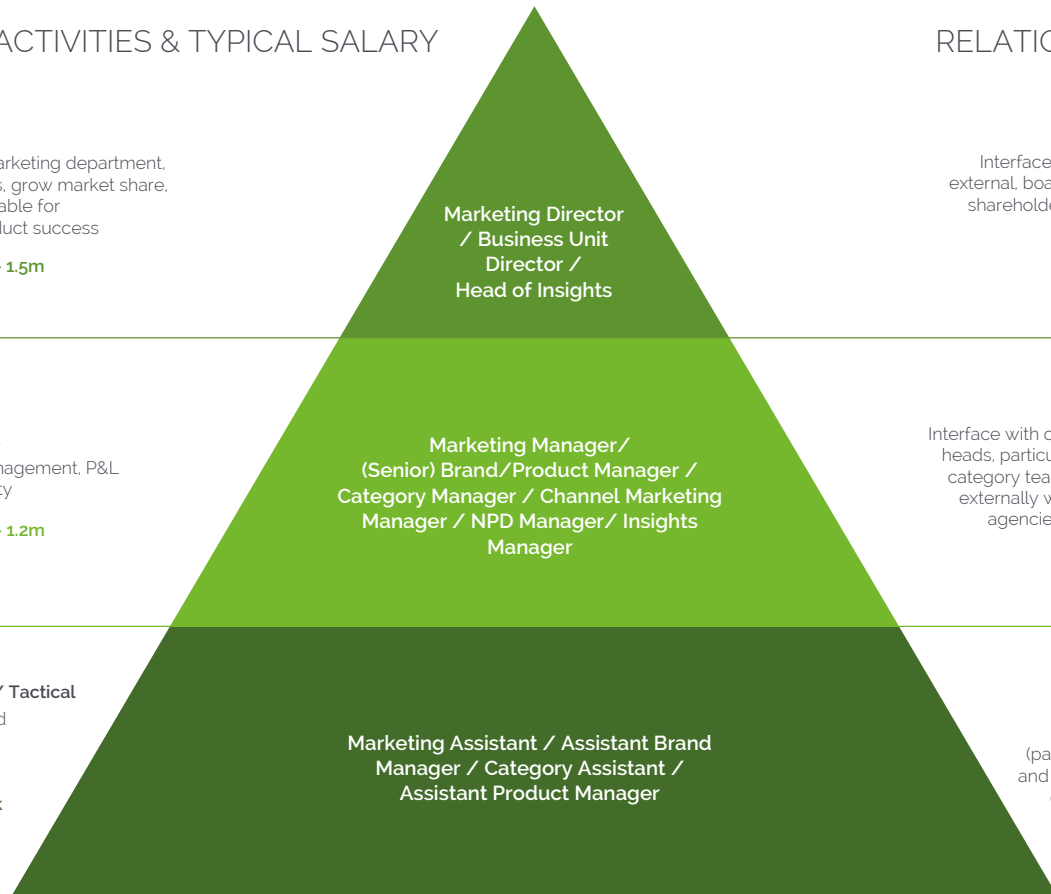
**NOK 410k - 670k**

## RELATIONSHIPS

Interface with internal & external, board of directors, shareholders, customers, trade bodies

Interface with other functional heads, particularly sales and category teams, directors & externally with customers, agencies, trade bodies

Interface with internal management (particularly sales) and externally with customers and agencies



## 2.6.3 NORWAY - SALES

JOB TITLE	AVERAGE	MINIMUM	MAXIMUM
Sales Director	NOK 990 000	NOK 800 000	NOK 2 060 000
International Sales Director	NOK 990 000	NOK 800 000	NOK 2 060 000
Country Manager	NOK 1 016 000	NOK 823 000	NOK 1 550 000
Head of Sales	NOK 944 000	NOK 730 000	NOK 1 166 000
Nordic Sales Manager	NOK 915 000	NOK 741 000	NOK 1 130 000
Business Development Manager	NOK 834 000	NOK 675 000	NOK 1 030 000
Export Manager	NOK 767 000	NOK 621 000	NOK 834 000
Sales Manager	NOK 690 000	NOK 570 000	NOK 1 030 000
Regional Sales Manager	NOK 690 000	NOK 600 000	NOK 930 000
Field Sales Manager	NOK 690 000	NOK 570 000	NOK 770 000
Area / District Sales Manager	NOK 640 000	NOK 520 000	NOK 720 000
Sales Executive	NOK 660 000	NOK 500 000	NOK 770 000
Project Manager	NOK 820 000	NOK 664 000	NOK 1 240 000
Store Manager	NOK 540 000	NOK 437 000	NOK 820 000
Retail Sales Manager	NOK 542 000	NOK 439 000	NOK 670 000
Senior KAM	NOK 1 036 000	NOK 839 000	NOK 1 280 000
Nordic KAM	NOK 915 000	NOK 741 000	NOK 1 130 000
KAM	NOK 793 000	NOK 642 000	NOK 980 000
Account Manager / NAM	NOK 664 000	NOK 538 000	NOK 820 000
Junior KAM	NOK 502 000	NOK 406 000	NOK 620 000

# SALES CAREER PYRAMID

## MAIN ACTIVITIES & TYPICAL SALARY

12+ years' experience

**NOK 800k - 2m**

**Sales Director /  
Commercial  
Director /  
BU Director**

6 - 12 years' experience

**NOK 570k - 1m**

**KAM / NAM / BDM / Export Manager /  
Category Manager / Channel Manager  
/ Field Sales Manager**

5 - 7 years' experience

**NOK  
410k - 620k**

**Sales Rep / Merchandiser /  
Forecaster / Key Account Rep /  
Export Sales Rep**

## RELATIONSHIPS

### Strategic

Interface internal & external,  
board of directors, shareholders,  
trade bodies, etc

### Managerial

Interface internal with other  
functional heads, directors &  
external with customers,  
suppliers, trade bodies

### Technical

Interface with  
internal  
management and  
externally with  
customers

## 2.6.4 NORWAY - MANUFACTURING

JOB TITLE	AVERAGE	MINIMUM	MAXIMUM
Manufacturing Director	NOK 1 120 000	NOK 800 000	NOK 1 570 000
Operations Director	NOK 990 000	NOK 700 000	NOK 1 340 000
Production Director	NOK 990 000	NOK 800 000	NOK 1 440 000
Factory Manager	NOK 920 000	NOK 700 000	NOK 1 240 000
Manufacturing Manager	NOK 820 000	NOK 664 000	NOK 1 000 000
Operations Manager	NOK 834 000	NOK 675 000	NOK 1 030 000
Production Manager	NOK 801 000	NOK 649 000	NOK 990 000
Quality Manager	NOK 793 000	NOK 643 000	NOK 980 000
Technical Manager	NOK 753 000	NOK 610 000	NOK 930 000
Project Manager	NOK 753 000	NOK 610 000	NOK 930 000

# MANUFACTURING CAREER PYRAMID

## RELATIONSHIPS

### Reporting to CEO/MD

Setting operational strategy linked to business strategy. Less technically hands-on. Budget responsibility drives site wide improvement and efficiency plans through senior management team

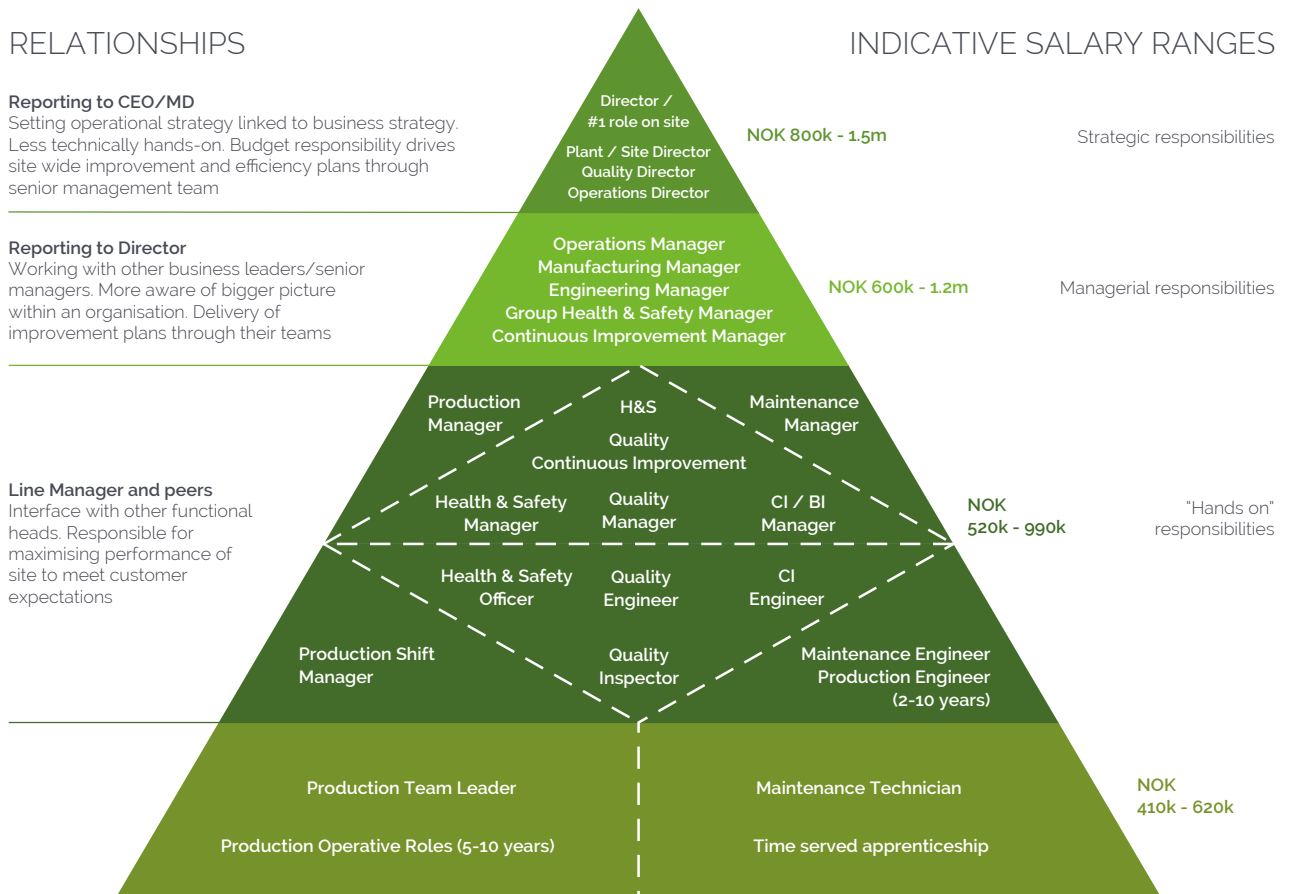
### Reporting to Director

Working with other business leaders/senior managers. More aware of bigger picture within an organisation. Delivery of improvement plans through their teams

### Line Manager and peers

Interface with other functional heads. Responsible for maximising performance of site to meet customer expectations

## INDICATIVE SALARY RANGES



## 2.6.5 NORWAY - SUPPLY CHAIN & PROCUREMENT

JOB TITLE	AVERAGE	MINIMUM	MAXIMUM
Supply Chain Director	NOK 1 351 000	NOK 1 095 000	NOK 2 060 000
Supply Chain Manager	NOK 1 013 000	NOK 821 000	NOK 1 240 000
Supply Chain Coordinator	NOK 510 000	NOK 460 000	NOK 670 000
Procurement Director	NOK 1 200 000	NOK 972 000	NOK 1 850 000
Procurement Manager	NOK 900 000	NOK 729 000	NOK 1 040 000
Buyer	NOK 675 000	NOK 546 000	NOK 960 000
Planner	NOK 506 000	NOK 420 000	NOK 770 000
Logistics Director	NOK 1 004 000	NOK 923 000	NOK 1 240 000
Logistics Manager	NOK 753 000	NOK 610 000	NOK 880 000
Warehouse Manager	NOK 720 000	NOK 583 000	NOK 820 000
Logistics Coordinator	NOK 510 000	NOK 413 000	NOK 620 000



# SUPPLY CHAIN & PROCUREMENT CAREER PYRAMID

## MAIN ACTIVITIES & TYPICAL SALARY

Long-term business planning,  
risk management,  
sustainability, budget  
management

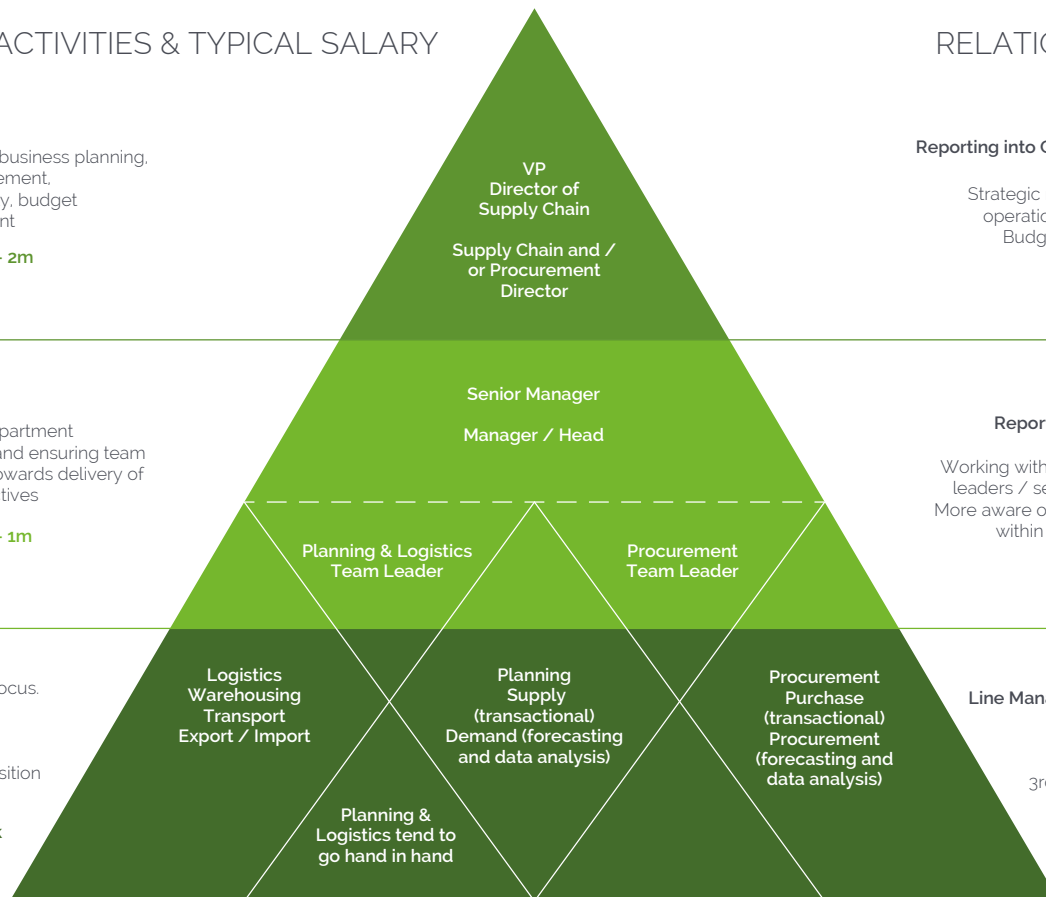
**NOK 800k - 2m**

Defining department  
objectives and ensuring team  
is aligned towards delivery of  
those objectives

**NOK 600k - 1m**

Operation focus.  
Day to day  
delivery of  
objectives.  
Sales acquisition

**NOK  
410k - 620k**



## RELATIONSHIPS

### Reporting into CEO / MD or FD

Strategic management at  
operational board level.  
Budget responsibility

### Reporting to Director

Working with other business  
leaders / senior managers.  
More aware of bigger picture  
within an organisation

### Line Manager and Peers

Suppliers and  
customers.  
3rd party logistics

## 2.6.6 NORWAY - FINANCE

JOB TITLE	AVERAGE	MINIMUM	MAXIMUM
Finance Director	NOK 1 120 000	NOK 907 000	NOK 1 990 000
Finance Manager	NOK 780 000	NOK 620 000	NOK 1 150 000
Finance Controller	NOK 620 000	NOK 502 000	NOK 990 000
Finance Assistant	NOK 460 000	NOK 372 000	NOK 600 000

## FINANCE CAREER PYRAMID

### INDUSTRY AND COMMERCE

### PROFESSION

#### CONTACTS

Stakeholders, Customers, Suppliers, Accountants, Lawyers, Bankers, Direct management team

NOK 700k - 2m

Long term planning, Investor Relations, M&A, Financing, Leadership, Partnering MD, CEO

#### RESPONSIBILITIES

Win new clients; Up-sell service provision; Retain clients; Practice development

Internal - subordinates; Peers  
External - Business leaders (local & national)

#### CONTACTS

Internal management team relationships, direct reports, some intermediary relationships

NOK 400k - 1m

Complex technical issues; Budgets; Forecasts; People management; FP&A; P&L; Treasury; Recruitment; Pricing; Cost control, Systems development; Projects; Assist FD

Complex technical issues; People management; Planning assignments; P&L; Recruitment; Quality & customer service; Value add

Internal - Subordinates; Partners (across disciplines)  
External - Clients (strategic levels); Intermediaries; Competitors

#### CONTACTS

Team members, transactional customers / suppliers

NOK 300k - 600k

Fin Acc - GL, AP, AR, Cash, Bank, Payroll, Fixed Assets, Stats, CC Mgmt Accs - MMA, P&L, Costing, Stock, Budgets, Forecasts, Analysis, CAPEX, Modelling

Supervisory; Delivery; Audit; Accounts; Prep; Bookkeeping; Tax; International

Internal - Subordinates; Managers  
External - Clients (operational level)

## CONTACT



**Jacob Rønne – Country Manager Norway**

E: [jacob.ronne@nigelwright.com](mailto:jacob.ronne@nigelwright.com)

DD: +47 21 60 75 31

M: +47 41 38 39 33

W: [www.nigelwright.com/no](http://www.nigelwright.com/no)

Nigel Wright Group

Dronning Eufemias Gate 16, 0191 Oslo, Norway



---

## 2.7 SWEDEN

# ANALYSIS OF SALARIES IN RELATION TO DISCIPLINE

The Nigel Wright Group Sweden salaries, skills and benefits report is based on the details we hold on our database and is supplemented with the information we have collected as part of this survey. Whilst we make every possible attempt to ensure the data we provide is accurate it should be noted that salary levels can vary depending on company size, industry sector and the availability of candidates in a specific discipline. The salaries in this section are base salaries.

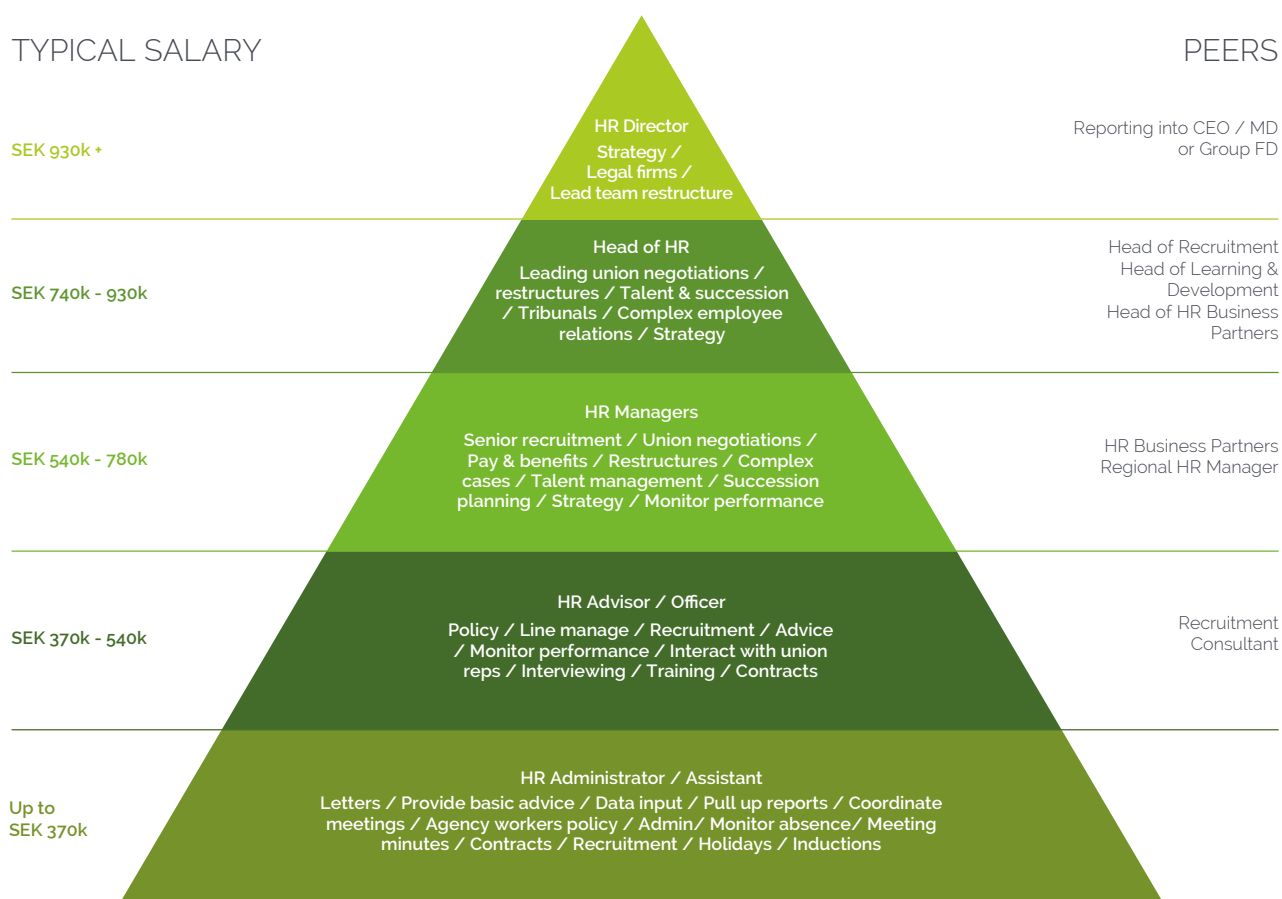
## 2.7.1 SWEDEN - HUMAN RESOURCES

JOB TITLE	AVERAGE	MINIMUM	MAXIMUM
HR Director	SEK 1 090 000	SEK 740 000	SEK 3 090 000
HR Manager	SEK 650 000	SEK 560 000	SEK 930 000
HR Consultant	SEK 510 000	SEK 370 000	SEK 620 000
HR Coordinator	SEK 390 000	SEK 310 000	SEK 430 000

## HR CAREER PYRAMID

### TYPICAL SALARY

### PEERS



## 2.7.2 SWEDEN - MARKETING

JOB TITLE	AVERAGE	MINIMUM	MAXIMUM
Marketing Director	SEK 940 000	SEK 620 000	SEK 1 780 000
Head of Marketing	SEK 850 000	SEK 620 000	SEK 1 240 000
Trade Marketing Manager	SEK 560 000	SEK 380 000	SEK 740 000
Sales & Marketing Manager	SEK 560 000	SEK 410 000	SEK 680 000
Nordic Marketing Manager	SEK 640 000	SEK 490 000	SEK 930 000
Marketing Manager	SEK 650 000	SEK 490 000	SEK 1 440 000
Marketing Co-ordinator	SEK 410 000	SEK 270 000	SEK 670 000
Junior Marketing Manager	SEK 400 000	SEK 310 000	SEK 520 000
International Marketing Manager	SEK 630 000	SEK 430 000	SEK 930 000
Category Manager	SEK 600 000	SEK 410 000	SEK 890 000
Brand Director	SEK 780 000	SEK 490 000	SEK 1 240 000
Senior Brand Manager	SEK 600 000	SEK 430 000	SEK 740 000
Nordic Brand Manager	SEK 580 000	SEK 310 000	SEK 740 000
Brand Manager	SEK 530 000	SEK 340 000	SEK 680 000
Junior Brand Manager	SEK 420 000	SEK 290 000	SEK 520 000
Product Director	SEK 980 000	SEK 620 000	SEK 1 240 000
Senior Product Manager	SEK 650 000	SEK 460 000	SEK 740 000
Nordic Product Manager	SEK 620 000	SEK 410 000	SEK 820 000
Product Manager	SEK 510 000	SEK 370 000	SEK 680 000
Junior Product Manager	SEK 410 000	SEK 330 000	SEK 430 000
Digital Marketing Director	SEK 670 000	SEK 520 000	SEK 740 000
Online Marketing Manager	SEK 600 000	SEK 430 000	SEK 740 000
Digital Marketing Manager	SEK 580 000	SEK 370 000	SEK 870 000
PR & Communication Manager	SEK 560 000	SEK 370 000	SEK 770 000
Digital Marketing Specialist	SEK 490 000	SEK 330 000	SEK 680 000

# MARKETING CAREER PYRAMID

## MAIN ACTIVITIES & TYPICAL SALARY

### Strategic

Oversee marketing department, set budgets, grow market share, be accountable for brand/product success

SEK 780k+

Marketing Director  
/ Business Unit  
Director /  
Head of Insights

## RELATIONSHIPS

Interface with internal & external, board of directors, shareholders, customers, trade bodies

### Managerial

People management, P&L responsibility

SEK 540k - 660k

Marketing Manager /  
(Senior) Brand/Product Manager /  
Category Manager / Channel Marketing  
Manager / NPD Manager /  
Insights Manager

Interface with other functional heads, particularly sales and category teams, directors & externally with customers, agencies, trade bodies

### Technical / Tactical

Support and analysis

Up to  
SEK 420k

Marketing Assistant / Assistant Brand  
Manager / Category Assistant /  
Assistant Product Manager

Interface with internal management (particularly sales) and externally with customers and agencies

## 2.7.3 SWEDEN - SALES

JOB TITLE	AVERAGE	MINIMUM	MAXIMUM
Sales Director	SEK 940 000	SEK 620 000	SEK 2 580 000
International Sales Director	SEK 900 000	SEK 620 000	SEK 1 140 000
Country Manager	SEK 860 000	SEK 620 000	SEK 1 240 000
Head of Sales	SEK 750 000	SEK 540 000	SEK 1 240 000
Nordic Sales Manager	SEK 750 000	SEK 540 000	SEK 1 340 000
Business Development Manager	SEK 610 000	SEK 410 000	SEK 900 000
Export Manager	SEK 660 000	SEK 430 000	SEK 850 000
Sales Manager	SEK 650 000	SEK 430 000	SEK 1 030 000
Regional Sales Manager	SEK 630 000	SEK 370 000	SEK 1 170 000
Field Sales Manager	SEK 560 000	SEK 370 000	SEK 800 000
Area / District Sales Manager	SEK 500 000	SEK 310 000	SEK 840 000
Sales Executive	SEK 440 000	SEK 250 000	SEK 740 000
Retail Sales Manager	SEK 620 000	SEK 370 000	SEK 1 290 000
Store Manager	SEK 580 000	SEK 310 000	SEK 1 240 000
Project Manager	SEK 550 000	SEK 310 000	SEK 990 000
Senior KAM	SEK 700 000	SEK 470 000	SEK 990 000
Nordic KAM	SEK 650 000	SEK 410 000	SEK 780 000
KAM	SEK 570 000	SEK 370 000	SEK 800 000
Account Manager / NAM	SEK 550 000	SEK 330 000	SEK 990 000
Junior KAM	SEK 400 000	SEK 310 000	SEK 550 000



# SALES CAREER PYRAMID

## MAIN ACTIVITIES & TYPICAL SALARY

12+ years' experience

SEK 960k+

Sales Director /  
Commercial  
Director /  
BU Director

6 - 12 years' experience

SEK 540k - 660k

KAM / NAM / BDM / Export Manager /  
Category Manager / Channel Manager  
/ Field Sales Manager

5 - 7 years' experience

Up to SEK 480k

Sales Rep / Merchandiser /  
Forecaster / Key Account Rep /  
Export Sales Rep

## RELATIONSHIPS

### Strategic

Interface internal & external,  
board of directors, shareholders,  
trade bodies, etc

### Managerial

Interface internal with other  
functional heads, directors &  
external with customers,  
suppliers, trade bodies

### Technical

Interface with  
internal  
management and  
externally with  
customers

## 2.7.4 SWEDEN - MANUFACTURING

JOB TITLE	AVERAGE	MINIMUM	MAXIMUM
Manufacturing Director	SEK 1 160 000	SEK 870 000	SEK 1 850 000
Operations Director	SEK 1 040 000	SEK 680 000	SEK 1 440 000
Production Director	SEK 1 020 000	SEK 800 000	SEK 1 650 000
Factory Manager	SEK 980 000	SEK 740 000	SEK 1 240 000
Manufacturing Manager	SEK 780 000	SEK 560 000	SEK 930 000
Operations Manager	SEK 710 000	SEK 470 000	SEK 870 000
Production Manager	SEK 710 000	SEK 470 000	SEK 930 000
Quality Manager	SEK 650 000	SEK 430 000	SEK 930 000
Technical Manager	SEK 630 000	SEK 430 000	SEK 930 000
Project Manager	SEK 590 000	SEK 410 000	SEK 870 000

# MANUFACTURING CAREER PYRAMID

## RELATIONSHIPS

### Reporting to CEO/MD

Setting operational strategy linked to business strategy. Less technically hands-on. Budget responsibility drives site wide improvement and efficiency plans through senior management team

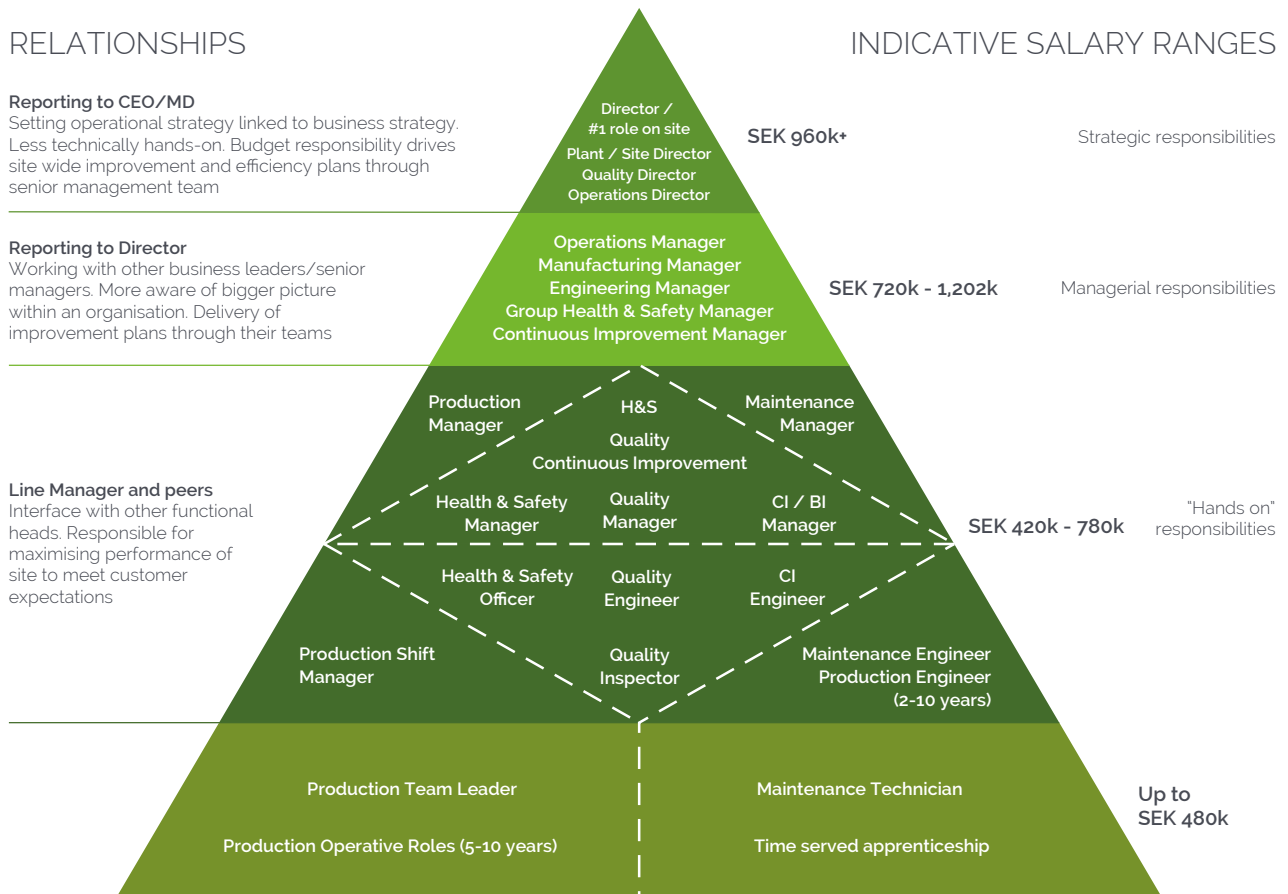
### Reporting to Director

Working with other business leaders/senior managers. More aware of bigger picture within an organisation. Delivery of improvement plans through their teams

### Line Manager and peers

Interface with other functional heads. Responsible for maximising performance of site to meet customer expectations

## INDICATIVE SALARY RANGES



## 2.7.5 SWEDEN - SUPPLY CHAIN & PROCUREMENT

JOB TITLE	AVERAGE	MINIMUM	MAXIMUM
Supply Chain Director	SEK 1 310 000	SEK 740 000	SEK 2 060 000
Supply Chain Manager	SEK 710 000	SEK 490 000	SEK 990 000
Supply Chain Coordinator	SEK 480 000	SEK 310 000	SEK 620 000
Procurement Director	SEK 1 160 000	SEK 740 000	SEK 2 060 000
Procurement Manager	SEK 670 000	SEK 490 000	SEK 930 000
Buyer	SEK 450 000	SEK 310 000	SEK 560 000
Planner	SEK 450 000	SEK 310 000	SEK 620 000
Logistics Director	SEK 980 000	SEK 740 000	SEK 1 240 000
Logistics Manager	SEK 650 000	SEK 430 000	SEK 930 000
Warehouse Manager	SEK 600 000	SEK 370 000	SEK 990 000
Logistics Coordinator	SEK 450 000	SEK 310 000	SEK 560 000

# SUPPLY CHAIN & PROCUREMENT CAREER PYRAMID

## MAIN ACTIVITIES & TYPICAL SALARY

Long-term business planning, risk management, sustainability, budget management

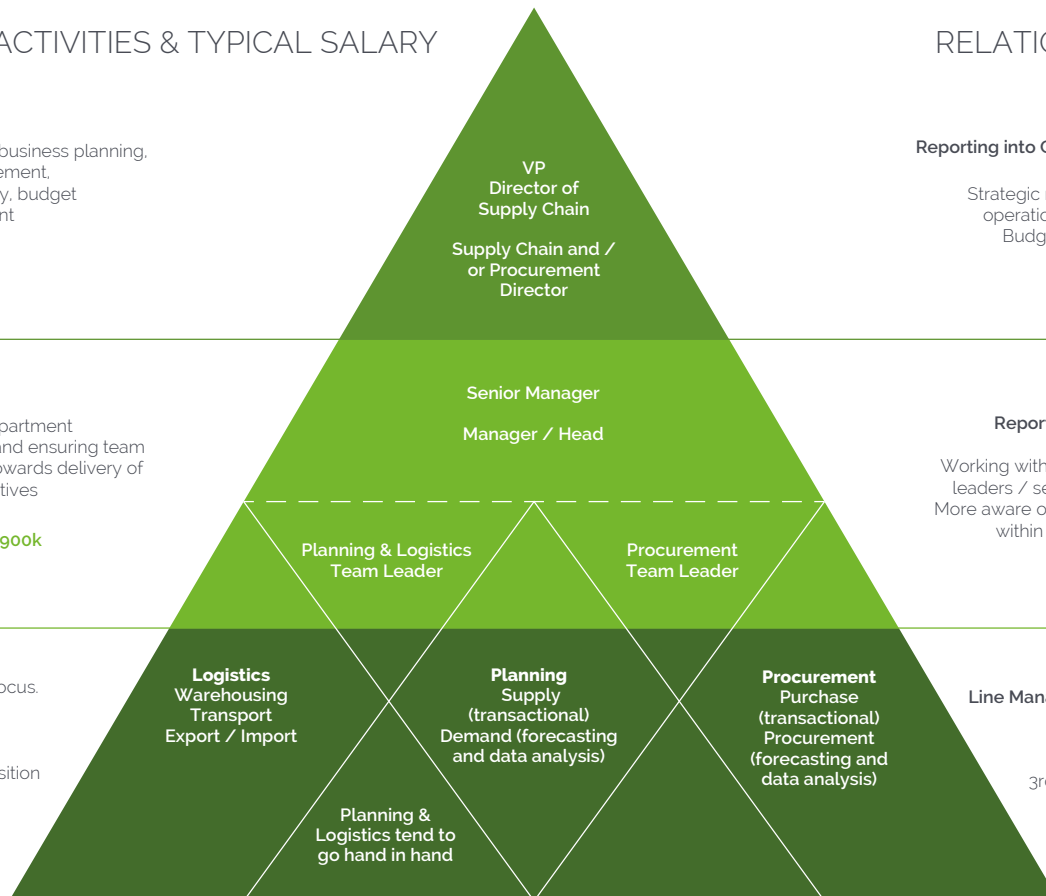
SEK 850k+

Defining department objectives and ensuring team is aligned towards delivery of those objectives

SEK 450k - 900k

Operation focus. Day to day delivery of objectives. Sales acquisition

Up to SEK 480k



## RELATIONSHIPS

Reporting into CEO / MD or FD

Strategic management at operational board level. Budget responsibility

Reporting to Director

Working with other business leaders / senior managers. More aware of bigger picture within an organisation

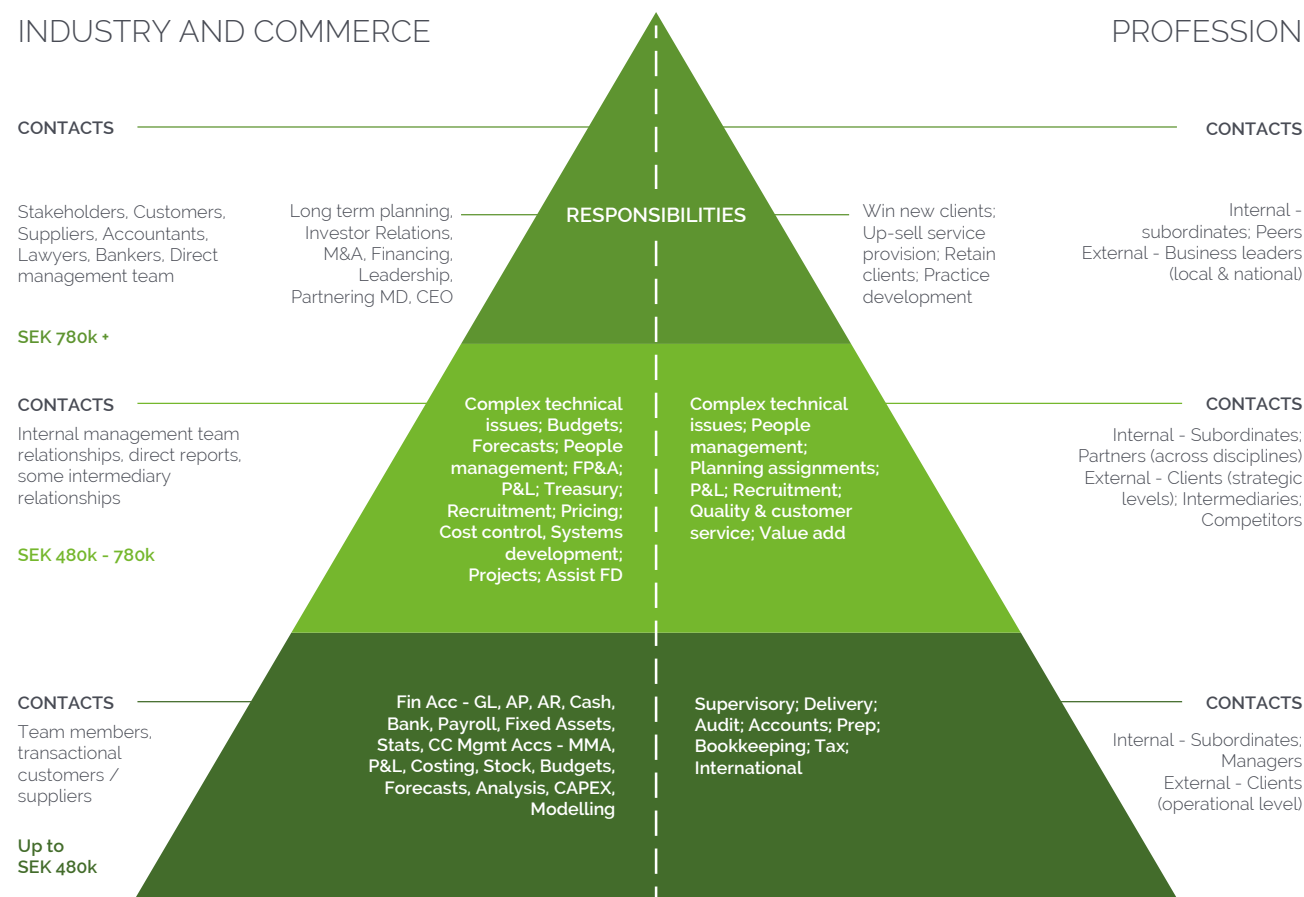
Line Manager and Peers

Suppliers and customers. 3rd party logistics

## 2.7.6 SWEDEN - FINANCE

JOB TITLE	AVERAGE	MINIMUM	MAXIMUM
Finance Director	SEK 1 060 000	SEK 740 000	SEK 1 480 000
Finance Manager	SEK 840 000	SEK 620 000	SEK 930 000
Finance Controller	SEK 590 000	SEK 430 000	SEK 800 000
Finance Assistant	SEK 410 000	SEK 290 000	SEK 500 000

## FINANCE CAREER PYRAMID



## CONTACT



**Mikael Andersson – Country Manager Sweden**

E: [mikael.andersson@nigelwright.com](mailto:mikael.andersson@nigelwright.com)

DD: +46 (0)8 400 264 35

M: +46 (0)72 323 15 03

W: [www.nigelwright.com/se](http://www.nigelwright.com/se)

Nigel Wright Group

Grev Turegatan 3, 4 tr, 114 46 Stockholm, Sweden

A photograph of a man and a woman working together at a computer. The man, in the foreground, has a beard and glasses and is wearing a green sweater. The woman, behind him, is also wearing glasses. They are both looking at a screen. The image is overlaid with a semi-transparent green filter.

# CONTACT INFORMATION



## OUR OFFICES

### NIGEL WRIGHT GROUP HAS OFFICES ACROSS EUROPE:

#### NEWCASTLE UPON TYNE

Lloyds Court  
78 Grey Street  
Newcastle upon Tyne  
NE1 6AF  
T: +44 (0)191 222 0770

#### TEESSIDE

Wynyard Park House,  
Wynyard Avenue,  
Wynyard, TS22 5TB  
T: +44 (0)1740 661000

#### LONDON

20 St Dunstan's Hill,  
London,  
EC3R 8HL  
T: +44 (0)207 405 3921

#### COPENHAGEN

Nybrogade 12  
1203 København K  
Denmark  
T: +45 7027 8601

#### STOCKHOLM

Grev Turegatan 3, 4 tr  
114 46 Stockholm  
Sweden  
T: +46 (0)8 400 264 35

#### OSLO

Dronning eufemias Gate 16  
0191 Oslo  
Norway  
T: +47 238 97 773

#### AMSTERDAM

Gustav Mahlerlaan 1212,  
1081 LA Amsterdam,  
The Netherlands  
+T: 31 (0)20 800 6172

#### PARIS

29 rue de Bassano  
75008 Paris  
France  
T: +33 1 76 73 29 80

#### DÜSSELDORF

GAP 15  
Graf-Adolf-Platz 15  
40213 Düsseldorf  
Germany  
T: + 49 211 976 32 837

# PROVIDING LONG-TERM VALUE TO OUR CUSTOMERS



Over 1,800 placements



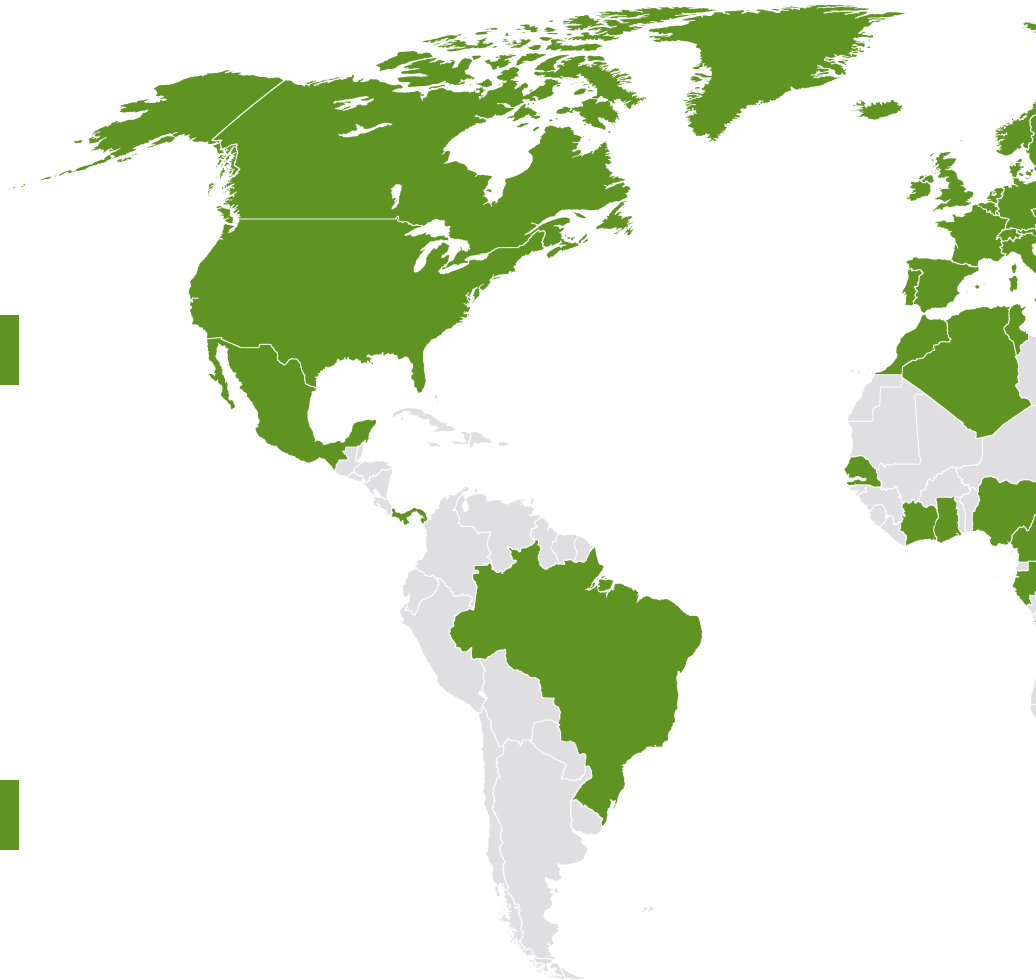
Over 900 placements



Over 800 placements

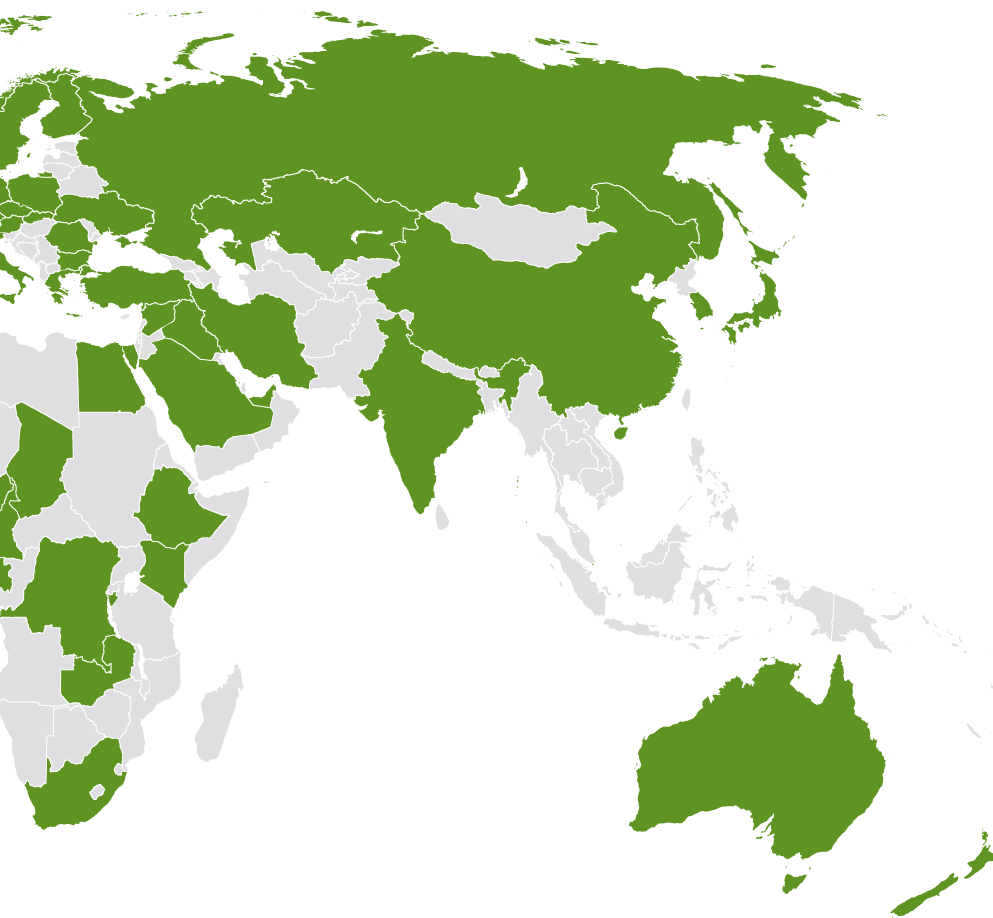


Over 450 placements



Our clients trust us to quickly attract the highest calibre and most suitable candidates first time. Our consumer sector experts control the process and enhance your employer brand to hire the best-fit candidate in the optimum timeframe.

We have offices throughout Europe sourcing the best local and international talent. We have successfully fulfilled assignments in all 61 countries highlighted below:



Over 1,000 placements



Over 300 placements



Over 700 placements



Over 700 placements



Over 500 placements



[www.nigelwright.com](http://www.nigelwright.com)

© Nigel Wright Group. All Rights Reserved.