

Nigel Wright Recruitment

European Consumer Sector Salary Survey 2015

Welcome to Nigel Wright Group's European Consumer sector Salary Survey 2015, which is specifically designed to provide you with an insight into the salaries commanded by professionals within this sector. Nigel Wright Group has earned a strong reputation within the consumer sector across Europe for providing a high quality recruitment service that is built upon our industry knowledge. We consider it important to continue to bring you relevant, useful information that you can use, in an accessible format.

This survey has been compiled from the responses of over 1,500 respondents who completed our online questionnaire in the final quarter of 2014/2015 as well as data from our own extensive database of candidates. The survey represents a cross-section of respondents with the following profile:

- Location: UK (31%), Sweden (23%), Denmark (22%), France (13%), Norway (11%). We also include salary data for Spain, Germany, Belgium, Netherlands, Switzerland and Italy;
- Consumer sub-sector: FMCG, Durables, Luxury Goods, Food and Drink, Packaged Goods, Clothing, Electronics, Health & Beauty, DIY, Retail and Ecommerce, Finance and Property, Travel and Leisure, Healthcare and Pharmaceuticals;
- Male 72%, female 28%;
- Average age 41;
- 99% of respondents work in full-time employment;
- 77% of respondents are educated to degree level or above;
- 26% have been in their current position less than one year; 44% for between one and three years, 19% for between three and five years and 11% for more than five years.

The first part of the survey focuses on some general points of interest, such as levels of satisfaction, working hours and respondents' motivation to change jobs. This is followed by discipline-specific analyses of salaries, as well as a section dedicated to executive level professionals.

For further information or to discuss your recruitment requirements please contact us on 0191 222 0770 and you will be directed to a consultant specialising in your region. For more information on our services please visit www.nigelwright.com.

Contents

1. Non-monetary indicators	
1.1 Weekly hours worked by country	3
1.2 Job satisfaction by job level	4
1.3 Job satisfaction by discipline	5
1.4 Job satisfaction by country / territory	6
1.5 Factors influencing a change of roles	7
1.6 Factors influencing a change of roles by country/territory	8
1.7 Methods used to search for a new role	9
1.8 Methods used to search for a new role by country/territory	10
2. Salaries, benefits and bonuses	
2.1 Average percentage of salary increase received and expected by level	11
2.2 Average percentage of salary increase received and expected by discipline	12
2.3 Average percentage of salary increase received and expected by country/territory	13
2.4 Importance of benefits as part of a remuneration package	14
2.5 Importance of benefits as part of a remuneration package by gender	15
2.6 Importance of benefits as part of a remuneration package by country/territory	16
3. Benefits, bonuses and skills	
3.1 Benefits and bonus entitlement by country/territory	17
3.2 Comparison of bonus rates by country	18
3.3 Skill shortages by country	19
3.4 Qualities needed to be successful by country	20
4. Analysis of salaries in relation to discipline	
4.1 Executive	21
4.2 Marketing	22
4.3 Sales	23
4.7 Operations	24
Contact information	25

1. Non-monetary indicators

This section presents information from respondents from all disciplines and levels of the consumer sector, on their working hours, levels of satisfaction and the factors that motivate them to change roles.

1.1 - Weekly hours worked

FRANCE	51
DENMARK	48
SWEDEN	47
NORWAY	45
UK	44

On average respondents work 47 hours per week. Fifty two per cent of respondents work between 41-50 hours per week and a further 21% work between 51-60 hours per week.

1.2 - Job satisfaction by job level

Respondents were asked to rate their level of job satisfaction on the following five-point scale:

- 1 = very dissatisfied
- 2 = moderately dissatisfied
- 3 = satisfied
- 4 = moderately satisfied
- 5 = very satisfied.

	EXEC	MAN	NON MAN
Very satisfied	27	16	13
Moderately satisfied	31	29	27
Satisfied	28	32	33
Moderately dissatisfied	12	17	20
Very Dissatisfied	2	5	8

The results show a fairly satisfied workforce in the consumer sector. Although there are variations between the strength of respondents' satisfaction, over 70% of respondents at each level of their organisations rated themselves as being between satisfied and very satisfied. This is encouraging for HR professionals and managers alike. The challenge, then, is to find out why the other 25% is dissatisfied and what can be done to change this, whilst ensuring that the satisfaction level of the rest of the workforce is maintained.

1.3 - Job satisfaction by discipline

	MARK	SALES	OPERATIONS
Very satisfied	14	13	20
Moderately satisfied	29	30	21
Satisfied	30	35	33
Moderately dissatisfied	23	16	18
Very Dissatisfied	4	6	8

Interestingly, respondents working within marketing and operations seem to have similar levels of satisfaction, with 73% and 74% respectively, rating themselves as satisfied to very satisfied in their jobs. Sales respondents are slightly more satisfied, with 78% rating themselves as satisfied and above.

1.4 - Job satisfaction by country / territory

JOB SATISFACTION	DK	FR	UK	NO	SW
Very satisfied	22	10	13	18	17
Moderately satisfied	31	30	30	33	21
Satisfied	25	38	30	32	40
Moderately dissatisfied	18	20	17	13	15
Very Dissatisfied	4	2	9	5	7

Those working in France are slightly more satisfied than those based in the UK; 78% of French respondents said they were at least satisfied in their role compared to 73% of UK respondents. In the Nordic countries, the Norwegians were the happiest, with 83% of respondents indicating they were satisfied as a minimum. Danes and Swedes had an equal level of satisfaction, with 78% of respondents from both countries saying they were satisfied or above.

1.5 - Changing jobs - factors influencing a change of roles internally or externally to another organisation.

CHANGING JOBS	INTERNAL	EXTERNAL
New challenges	64%	65%
Increased remuneration	48%	53%
Promotion	45%	36%
Gain new skills	40%	33%
Achieve an improved work-life balance	29%	28%
Different environment/culture	18%	27%
Change location	13%	15%
Flexible working	13%	13%
Change discipline	10%	11%

Respondents were asked to select the top three factors that would motivate them to change jobs, both within their current company (internally) and to another organisation (externally). In the consumer sector, although money is important, the opportunity to gain new skills and experience new challenges are also persuasive factors for employees considering their next move.

1.6 - Changing jobs by country / territory (internal & external combined).

CHANGING JOBS: COMBINED	UK	FR	DK	NO	SW
Increased remuneration	63%	62%	43%	41%	38%
New challenges	50%	60%	75%	74%	71%
Promotion	39%	29%	46%	38%	45%
Improved work-life balance	28%	31%	26%	28%	29%
Different environment/culture	23%	26%	21%	22%	21%
Gain new skills	23%	40%	41%	47%	44%
Change location	16%	20%	14%	9%	11%
Flexible working	15%	7%	12%	16%	15%
Change discipline	7%	10%	13%	11%	13%

It is interesting to see how remuneration is not considered as important to employees in the Nordic region as it is to those based in the UK or France. Respondents in Denmark, Sweden and Norway are clearly more motivated by the opportunity to gain new skills and take on new challenges.

1.7 - Methods used to search for a new role

JOB SEARCH	%
Nigel Wright Group website	54%
Direct approaches to employers	46%
Social networking sites	46%
Recruiters	46%
Online job boards	44%
Internal bulletin boards/employer intranets	15%
Other	9%
Regional or local newspapers	6%
Trade magazines	4%

Respondents were asked to select all methods that they would utilise when looking for a new role. As the respondents surveyed were mainly people already known to Nigel Wright Recruitment, it is no surprise that within the top three methods were our website and using a recruitment consultancy. Social networking is also an increasingly important method for job seekers. Using Social Networking sites to identify job opportunities now surpasses the use of traditional media such as newspapers and magazines.

1.8 - Methods used to search for a new role by country / territory

JOB SEARCH	UK	DK	FR	NO	SW
Recruiters	49%	44%	44%	45%	43%
Nigel Wright Group website	47%	59%	37%	53%	66%
Online job boards	40%	46%	51%	62%	35%
Direct approaches to employers	38%	49%	59%	39%	52%
Social networking sites	37%	47%	53%	54%	51%
Internal bulletin boards/employer intranets	12%	11%	28%	16%	15%
Trade magazines	10%	0%	2%	2%	3%
Other	7%	9%	7%	10%	10%
Regional or local newspapers	4%	4%	1%	13%	10%

It is interesting to see the cultural differences in the methods used by job seekers from different countries. The French, for example, appear to have a bigger emphasis on using social networking sites - Viadeo in particular being popular. In the UK, despite the increasing importance of social networking for job seekers, some in the consumer sectors still value trade magazines such as The Grocer and Food Manufacturer for identifying opportunities.

2. Salaries, Benefits and bonuses

This section presents information from respondents from all disciplines and levels of the consumer sector on their salaries, benefits and bonuses.

2.1 Average percentage of salary increase received and expected by level

SALARY INCREASE: LEVEL	RECEIVED	EXPECTED
EXECUTIVE	4.7	3.9
MANAGEMENT	3.6	3.8
NON MANAGEMENT	3.5	3.7

As part of their last salary review respondents received, on average, a 4.0% increase. Overall, respondents were expecting slightly less (3.8%) in their next salary review.

2.2 Average percentage of salary increase received and expected by discipline

SALARY INCREASE: DISCIPLINE	RECEIVED	EXPECTED
SALES	3.8	4.2
MARKETING	3.5	3.5
OPERATIONS	2.9	3.5

When we consider salary increase by discipline, on average those working in Operations roles experienced a slightly lower rate than those working in Sales and Marketing.

2.3 Average percentage of salary increase received and expected by country/territory

SALARY INCREASE: COUNTRY	RECEIVED	EXPECTED
UK	3.0	3.3
FRANCE	3.2	4.4
DENMARK	3.9	3.8
NORWAY	4.2	4.5
SWEDEN	4.4	3.9

Employees in the UK received less increase in salary, on average, last year than those in France and the Nordics. Those in France and the Nordics are also more optimistic about the salary increase they anticipate receiving this year. Swedes (4.4%) received the highest rate last year while Norwegians (4.5%) are expecting the biggest increase this year.

2.4 Importance of benefits as part of a remuneration package

BENEFITS: OVERALL	%
Bonus - personal	60%
Flexible working	48%
Employer contributory pension	39%
Bonus - company performance	32%
Company car and petrol	27%
Health insurance	24%
Holiday entitlement	24%
Share options	18%
Car allowance	12%
Non-contributory pension	6%
Career breaks/sabbaticals	4%
Company car without petrol	3%
Childcare allowances	2%

Respondents were asked to select their top three preferences towards benefits and bonuses. It is perhaps no surprise that employees across Europe, on average, value a personal bonus as the most important benefit.

2.5 Importance of benefits as part of a remuneration package by gender

BENEFITS: GENDER	Male	Female
Bonus - personal	63%	53%
Flexible working	43%	62%
Employer contributory pension	37%	44%
Bonus - company performance	34%	26%
Company car and petrol	31%	18%
Share options	22%	7%
Holiday entitlement	22%	32%
Health insurance	21%	31%
Car allowance	13%	11%
Non-contributory pension	6%	7%
Company car without petrol	4%	2%
Career breaks/sabbaticals	4%	3%
Childcare allowances	2%	3%

Men tend to value bonuses, share options and a company car as important factors in their overall benefits package while women value flexible working and holidays as important factors in their overall benefits package.

2.6 Importance of benefits as part of a remuneration package by country

BENEFITS: OVERALL	UK	DK	FR	NO	SW
Bonus - personal	53%	58%	81%	59%	59%
Employer contributory pension	50%	44%	20%	36%	31%
Holiday entitlement	36%	24%	11%	0%	31%
Flexible working	35%	60%	16%	68%	62%
Bonus - company performance	33%	25%	44%	39%	26%
Share options	19%	18%	15%	21%	16%
Health insurance	19%	24%	42%	23%	19%
Car allowance	18%	7%	10%	16%	8%
Company car and petrol	14%	29%	47%	23%	33%
Non-contributory pension	10%	3%	4%	8%	5%
Company car without petrol	7%	0%	2%	0%	3%
Childcare allowances	4%	4%	1%	0%	0%
Career breaks/sabbaticals	1%	4%	2%	6%	7%

This table highlights the variations in the preferences of employees across the different countries, towards benefits and bonuses. While a personal bonus was in the top three in all territories, flexible working initiatives are more important to those in the Nordics and a company car is a key factor for the French.

3. Benefits, bonuses and skills

This section presents information from respondents working at the executive level in the consumer sectors on benefits, bonuses and skills.

3.1 Benefits and bonus entitlement by country

RECEIVE BENEFITS & BONUSES	UK	DK	FR	NO	SW
Pension	87%	84%	67%	80%	78%
Company bonus	73%	70%	70%	56%	64%
Healthcare	69%	74%	76%	50%	49%
Car Allowance	66%	51%	38%	59%	48%
Personal bonus	58%	59%	68%	44%	53%
Guaranteed bonus	22%	14%	9%	14%	14%

Overall 84% of those surveyed receive some form of benefit or bonus. The most common being a pension (81%), a company performance related bonus (68%) and healthcare (49%).

3.2 Comparison of bonus rates by country

	UK	DK	FR	NO	SW
AVERAGE BONUS: RECEIVED	11.3	10.8	13.4	11.1	9.7
AVERAGE BONUS: EXPECTED	11.5	10.3	13.6	11.0	10.5
Δv	0.2	-0.5	0.2	-0.2	0.8

Those respondents that received a bonus last year gained, on average, 11.3%. There was a slight degree of positivity about this year's bonus, with respondents indicating, on average that their bonus would increase by 0.1% to 11.4%. Respondents in Sweden were the most positive about receiving a higher bonus next year, with an average expected increase of 0.8%. Comparatively, in Denmark, respondents believe their bonus would likely decline by around 0.5% on average.

GUARANTEED BONUS	UK	DK	FR	NO	SW	Av.
Received	10.6	12.1	14.4	12.0	10.4	11.9
Expected	12.0	12.0	14.9	12.2	12.2	12.7
Δv	1.4	-0.1	0.5	0.2	1.8	0.8

COMPANY BONUS	UK	DK	FR	NO	SW	Av.
Received	12.9	10.6	11.8	10.6	9.9	11.2
Expected	12.2	10.8	11.1	10.7	10.1	11.0
Δv	-0.7	0.2	-0.7	0.1	0.2	-0.2

PERSONAL BONUS	UK	DK	FR	NO	SW	Av.
Received	10.5	9.8	13.9	10.8	8.8	10.8
Expected	10.3	8.1	14.8	10.0	9.1	10.5
Δv	-0.2	-1.7	0.9	-0.8	0.3	-0.3

Guaranteed bonuses were generally expected to rise this year across the different countries, with the exception of Denmark. With regards to company and personal bonuses, respondents were less inclined to express confidence that their bonus would rise this year. The main exception was in France, where those who receive a personal bonus indicated that they expected this to rise by 0.9% in their next review.

3.3 Skills shortages by country

SKILL SHORTAGES	UK	DK	FR	NO	SW
Commercial acumen	51%	32%	33%	24%	29%
Right attitude/personality	51%	48%	38%	43%	51%
Communication skills	40%	39%	45%	35%	35%
Industry knowledge and experience	36%	21%	29%	28%	21%
Professional manner	25%	33%	32%	28%	30%
Professional/industry qualifications	19%	25%	11%	22%	13%
Literacy and numeracy skills	15%	16%	9%	22%	13%
None	7%	11%	20%	14%	16%

Respondents were asked to select which skills they thought were lacking in their industry. Overall, having the right attitude and personality (48%), communication skills (39%) and commercial acumen (36%) were selected the most often across the different countries.

3.4 Qualities needed to be successful by country

QUALITIES NEEDED	UK	DK	FR	NO	SW
Excellent communicator	76%	64%	54%	47%	50%
Flexible/adaptable	70%	63%	71%	72%	63%
Action oriented	65%	65%	54%	66%	64%
Professional knowledge	63%	62%	40%	64%	62%
Confident/self-assured	61%	39%	27%	34%	38%
Self-sufficient/independent	42%	30%	13%	43%	43%
Self-starter	38%	33%	50%	23%	32%
Great networker	28%	29%	40%	25%	34%
Cope well under financial insecurity	7%	9%	3%	5%	6%

Again, respondents were asked to select what qualities they felt were the most important for those working in the consumer sector. Being flexible and adaptable (67%) and action oriented (63%) were considered the most significant, followed by being an excellent communicator (61%).

4. Analysis of salaries in relation to discipline

4.1. Executive:

The Nigel Wright European salary review 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.

4. 2 Marketing:

The Nigel Wright European salary review 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.

4.3. Sales

The Nigel Wright European salary review 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.

4.4 Operations:

The Nigel Wright European salary review 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.

Contact information