Thank you for your contribution to the European Salary Survey.

Hope that the results will give you some standards for comparing compensation of purchasing professionals around Europe based on positions, countries, industries, …

If you have any questions, do not hesitate to contact us at eipm@eipm.org

We will be looking forward to collaborating with you in our future studies.

The EIPM team!
# European Salary Survey 2003

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INTRODUCTION

The objective of the survey is to provide the purchasing professionals with some compensation references at European level. They can use it as a basis when making the compensation plans for employees, or simply as a benchmark for their own salary.

THE CHARACTERISTICS OF THE STUDY

The survey was open to a wide community of purchasing professionals, from buyers to purchasing executives at European level. We had 196 responding individuals.

In the analysis of the information we took into consideration not only how the salaries differ from country to country, from industry to industry but also how different factors such as age, experience, education influence those salaries.

THE METHODOLOGY

We worked with questionnaires for which we had 193 responses. A copy of the questionnaire is included in the annex.

KEY FACTS ON PARTICIPANTS

◆ Most of participants are in between 30-40 years old.
◆ 90% of respondents are male.
◆ According the educational backgrounds: 40% hold engineering degree and 50% business degree.
◆ Purchasing Coordinators and Purchasing Directors at country level represent the majority of our respondents.
◆ The most represented countries are: France, USA, Germany.
◆ Respondents come mainly from big multinationals: about 33% come represent companies with a turnover of more than 10.000 million EUR
◆ The most represented industries are automotive, electrical & mechanical, and telecommunications.

Please note that all the numbers refer to “gross salary/year”(before paying income taxes and other charges).
KEY FINDINGS

- The age of participants in our survey have decreased significantly as compared to the last year. It is an indication of the changes in purchasing profession as well: More and more younger people are assuming responsibilities in that function.

Comparaison between both surveys - Age

- Although some progress has been made, the profession is still male dominated.

Sex Vs. function
For the same position, women are paid less than men.

Women and men's average gross yearly salary

More and more purchasing is seen as a career of choice. 68.5% of the respondents has worked in other functions before moving to purchasing!
Purchasing is not any more a dead end function. The majority of respondents have been working in purchasing 5-10 years, which was not the case years ago, where the majority of people had 15-20 years of purchasing experience. To note there is an increase in the number of professionals who have been working less than 5 years in purchasing.

77.8% of participants receives a bonus as part of salary – in majority from 10-20% of the salary. The bonus is calculated based mainly in company results and individual performance, when last year it was in company and purchasing performance. When last year it was an increase of the bonus in the form of stock options, today it is mainly in cash. The average gross salaries are:

In average, the salaries have not increased as compared to last year.
- The highest bonuses are paid in the Wholesale and Retail Trade industry.

**Bonus percentage of gross yearly salary in average**

- The highest salaries for Purchasing Directors/Vice Presidents are paid in the Netherlands and in Switzerland.
Average pay for purchasing professionals is higher in Sweden.

**Average gross yearly salary Vs. country**

- **Italy**: 39,000.00 €
- **UK**: 53,500.00 €
- **France**: 58,440.00 €
- **Finland**: 75,090.91 €
- **Norway**: 80,000.00 €
- **Holland**: 87,151.18 €
- **Sweden**: 94,422.22 €
- **France**: 100,000.00 €
- **Norway**: 100,000.00 €
- **Holland**: 106,233.33 €
- **Finland**: 110,000.00 €
- **France**: 111,800.00 €
- **Germany**: 114,026.56 €
- **Switzerland**: 120,166.67 €
- **The Netherlands**: 184,750.00 €

**Purchasing Executives**

- The majority of purchasing executives participating in the study are in the age of 30-40 years old. This is a new trend in purchasing since two years ago, the majority of respondents had in between 50-60 years.
- Their education is almost balanced; half of them hold degrees in business and half in engineering.
- Their bonus is mainly based on their own performance.
- Age is not a big factor of differentiation in salary. Those who are in between 40-50 years old gain in average 5000 EUR/year in gross salary more than those who are in between 30-40
- Those who are more than 50 years old gain in average 27,830.31 EUR less than 30-40 years old, and 32,363.64 EUR less than 40-50 years old.
- The highest salaries for Purchasing executives are paid in The Netherlands, Belgium and Switzerland.

<table>
<thead>
<tr>
<th>Location</th>
<th>Purchasing Executives Gross yearly salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Norway</td>
<td>100000.00 EUR</td>
</tr>
<tr>
<td>Denmark</td>
<td>114750.00 EUR</td>
</tr>
<tr>
<td>Finland</td>
<td>130000.00 EUR</td>
</tr>
<tr>
<td>France</td>
<td>130442.86 EUR</td>
</tr>
<tr>
<td>Germany</td>
<td>137000.00 EUR</td>
</tr>
<tr>
<td>Switzerland</td>
<td>180000.00 EUR</td>
</tr>
<tr>
<td>Belgium</td>
<td>195000.00 EUR</td>
</tr>
<tr>
<td>The Netherlands</td>
<td>220000.00 EUR</td>
</tr>
</tbody>
</table>

- Purchasing Executives with less than 3 years of experience in purchasing are paid more than their pairs. This due to the fact that they have been promoted in purchasing from other functions.
- The industries which pay more the executives are (with not much difference):
  - Mining and quarrying
Chemical
Construction

- The less paid purchasing executives are in service sector.

**Purchasing Executives**
**Average gross yearly salary Vs. industry**

- Mining and Quarrying: 150,000.00 €
- Chemical: 145,000.00 €
- Construction: 145,000.00 €
- Mechanical: 143,333.33 €
- Transport and Logistics: 135,000.00 €
- Electrical: 133,333.33 €
- Industrial Equipments: 127,000.00 €
- Pharmaceutical: 116,333.33 €
- Telecommunications: 115,000.00 €
- Services: 79,200.00 €

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Purchasing Directors/Vice Presidents at regional level

- The majority are in between 30 to 40 years old (41% as compared to 33% in between 40-50)
- Their bonus is mainly given in function of 3 performances: personal performance, purchasing department results and company results.
- This is the category where we observed the biggest variation in the gross salary from one country to the other or from one industry to another. They vary from a minimum of 70 000 EUR to a maximum of 185 000 EUR.

- The highest salaries are paid in Switzerland and the Netherlands, the lowest in Denmark and France.
- The highest salaries are paid in automotive and mining and quarrying sector.
- When purchasing executives come more and more from other functions, it is not the case for purchasing director, who normally has a purchasing background.
Purchasing Directors at country level

- The majority of respondents are in-between 30-40 years old and have a long experience in purchasing from 5-10 years.
- The gross salaries (excluding bonus and before paying income taxes) vary from 39 000 EUR minimum to 140 000 EUR maximum.
- The age is an important factor of differentiation in the salaries of this population.

![Chart showing average gross yearly salary vs. age categories: 30-40 years (66,600 EUR), 40-50 years (88,571 EUR), 50-60 years (119,000 EUR).]

- The highest salaries are paid in Switzerland and UK, the lowest in Germany and Spain.

![Chart showing average gross yearly salary vs. location: Spain (39,000 EUR), Germany (60,000 EUR), Italy (61,333 EUR), Finland (70,000 EUR), France (86,433 EUR), Belgium (89,000 EUR), UK (91,000 EUR), Switzerland (110,000 EUR).]
The highest salaries are paid in Construction, Agriculture and Forestry, Electrical and Services, the lowest in Industrial Equipments.

### Purchasing Directors at country level

Average gross yearly salary Vs. Industry

<table>
<thead>
<tr>
<th>Sector</th>
<th>Average Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industrial Equipments</td>
<td>60 600,00 €</td>
</tr>
<tr>
<td>Pharmaceutical</td>
<td>61 333,33 €</td>
</tr>
<tr>
<td>Chemical</td>
<td>65 000,00 €</td>
</tr>
<tr>
<td>Mechanical</td>
<td>80 500,00 €</td>
</tr>
<tr>
<td>Electronics</td>
<td>82 000,00 €</td>
</tr>
<tr>
<td>Automotive</td>
<td>100 000,00 €</td>
</tr>
<tr>
<td>Services</td>
<td>100 000,00 €</td>
</tr>
<tr>
<td>Electrical</td>
<td>110 000,00 €</td>
</tr>
<tr>
<td>Agriculture and Forestry</td>
<td>115 000,00 €</td>
</tr>
<tr>
<td>Construction</td>
<td></td>
</tr>
</tbody>
</table>

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### Purchasing Coordinators at group level

- The majority of coordinators are in between 30-40 years old.
- The age is an important factor of differentiation in salaries of Purchasing Coordinators. The ones who are in between 50-60 years old gain in average 52 400 EUR more than 30-40 years old and 30 428 EUR more than 40-50 years old.

### Purchasing Coordinators at group level

Average gross yearly salary Vs. age

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Average Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>50-60 years</td>
<td>289 333,33 €</td>
</tr>
<tr>
<td>40-50 years</td>
<td>124 045,45 €</td>
</tr>
<tr>
<td>30-40 years</td>
<td>73 657,14 €</td>
</tr>
<tr>
<td>&lt;30 years</td>
<td>30 500,00 €</td>
</tr>
</tbody>
</table>

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- The highest salaries for purchasing coordinators are paid in USA and France.
The lowest salaries are paid in Germany and Italy.

**Purchasing Coordinators at group level**
**Average gross yearly salary Vs. location**

- Italy: 30,000,00 €
- Germany: 63,000,00 €
- Sweden: 65,500,00 €
- UK: 75,000,00 €
- The Netherlands: 77,500,00 €
- Portugal: 80,000,00 €
- Switzerland: 105,833,33 €
- France: 143,442,86 €
- USA: 180,000,00 €

The industries which pay more purchasing coordinators are electrical and chemical.

**Purchasing Coordinators at group level**
**Average gross yearly salary Vs. Industry**

- Automotive Services: 52,500,00 €
- Electronics: 61,666,67 €
- Electricity, Gas and Water Supply: 65,000,00 €
- Telecommunications: 77,500,00 €
- Industrial Equipments: 80,000,00 €
- Pharmaceutical: 89,333,33 €
- Wholesale and Retail Trade: 90,000,00 €
- Chemical: 215,233,33 €
- Electrical: 284,666,67 €

Less experience in purchasing means higher salaries. In fact, those who have less than 3 years of experience in purchasing are the most paid in that category.
Purchasing Internal Consultant

- It is the category where there are less differences in between different countries.
- The 30-40 years old gain more than the others.

Purchasing Internal Consultants
Average gross yearly salary Vs. age

- It is the only category where participants have all business degree, whether in all others the degrees are balanced in between engineering and business degree.
- The highest salaries are paid in Netherlands in average 90 000 EUR/year excluding bonuses.
Lead Buyers at group level

- The number of participants is not very important so the analysis shows a trend but it is not very representative of that population.
- The majority has 3-5 years of experience in purchasing.
- It is the category where the biggest differences exist in salaries. They vary from 29 000 EUR to 324 000 EUR.
- The highest salaries are paid in France.
- The industries, which pay more the lead buyers are: Mechanical and Electrical.

Project Buyers and Upstream Engineers

- The majority are less than 30 years old. It is the youngest population in our survey.
- The highest salaries are paid to 30-40 years old.

- The highest salaries are paid in Germany, the lowest in France.

- The Household Appliances pay better that category.
- The worst salaries are paid in mining and quarrying.
Buyers

- The majority is in between 30-40 years old.
- Their degrees are half in engineering and half in business and they have in majority more than 5 years experience in purchasing.

<table>
<thead>
<tr>
<th>Education</th>
<th>Experience in Purchasing</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>&lt;3 years</td>
<td>3-5 years</td>
</tr>
<tr>
<td>Engineering Degree</td>
<td>0,0%</td>
<td>18,2%</td>
</tr>
<tr>
<td>Business Degree</td>
<td>18,2%</td>
<td>18,2%</td>
</tr>
<tr>
<td>Other</td>
<td>0,0%</td>
<td>0,0%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>18,2%</td>
<td>36,4%</td>
</tr>
</tbody>
</table>

- The highest salaries are paid in industrial equipments and automotive. The lowest salaries are paid in electronic industry.

- According countries the highest salaries are paid in USA, at about 45 500 EUR/year!
## Questionnaire

### YOURSELF...

1. What is your sex?
   - 1. Female
   - 2. Male

2. What is your age?
   - 1. <30 years
   - 2. 30-40 years
   - 3. 40-50 years
   - 4. 50-60 years
   - 5. >60 years

3. What is your education?
   - 1. Engineering Degree
   - 2. Business Degree
   - 3. Other
   - 4. If other, please specify:
     - 

4. How long have you been working in purchasing?
   - 1. <3 years
   - 2. 3-5 years
   - 3. 5-10 years
   - 4. 10-15 years
   - 5. 15-20 years
   - 6. >20 years

5. Have you worked in other functions?
   - 1. Yes
   - 2. No
7. If yes, what was your last function?
- 1. Marketing and Sales
- 2. Finance
- 3. R&D
- 4. Production
- 5. General Management
- 6. Other

8. If other, please specify:
_____________________________________________________________________
_____________________________________________________________________  

9. In which country are you located?
- 1. France
- 2. Belgium
- 3. Portugal
- 4. Sweden
- 5. The Netherlands
- 6. Norway
- 7. Germany
- 8. USA
- 9. Switzerland
- 10. Holland
- 11. Italy
- 12. Spain
- 13. Denmark
- 14. Finland
- 15. Greece
- 16. UK
- 17. Other

10. If other, please specify:
_____________________________________________________________________
YOU ARE WORKING...

11. What level are you working at?
   1. At group level (coordination role)
   2. At group level (functional role - worldwide responsibilities)
   3. At group level - regional responsibilities
   4. At country level
   5. Other

12. If other, please specify:

_____________________________________________________________________
_____________________________________________________________________ 

YOUR POSITION...

13. What is your position within the organisation?
   1. Corporate Purchasing Senior Executive
   2. Purchasing Director/Vice President at regional level
   3. Purchasing Director at country level
   4. Purchasing coordinator at group level
   5. Purchasing Internal Consultant
   6. Lead Buyer at group level
   7. Lead Buyer at regional level
   8. Project Buyer or Upstream Engineer
   9. Buyer
   10. Other

14. If other, please specify:

_____________________________________________________________________
_____________________________________________________________________
15. What is the group’s main field of activity?

- 1. Agriculture and Forestry
- 2. Mining and Quarrying
- 3. Automotive
- 4. Electrical
- 5. Mechanical
- 6. Telecommunications
- 7. Computers
- 8. Electronics
- 9. IT
- 10. Industrial Equipments
- 11. Household Appliances
- 12. Pharmaceutical
- 13. Chemical
- 14. Electricity, Gas and Water Supply
- 15. Construction
- 16. Wholesale and Retail Trade
- 17. Transport and Logistics
- 18. Services
- 19. Other

16. If other, please specify:

_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________

16
17. What is the group’s citizenship?

☐ 1. France
☐ 2. Belgium
☐ 3. Portugal
☐ 4. Sweden
☐ 5. The Netherlands
☐ 6. Norway
☐ 7. Germany
☐ 8. USA
☐ 9. Switzerland
☐ 10. Holland
☐ 11. Italy
☐ 12. Spain
☐ 13. Denmark
☐ 14. Finland
☐ 15. Greece
☐ 16. UK
☐ 17. Other

18. If other, please specify:

_____________________________________________________________________
_____________________________________________________________________

19. What are the total sales in Euros at group level (for the type of business you are working at)?

☐ 1. <50,000 Euros
☐ 2. 50,000-1 million Euros
☐ 3. 1-10 million Euros
☐ 4. 10-50 million Euros
☐ 5. 50-100 million Euros
☐ 6. 100-500 million Euros
☐ 7. 500-1000 million Euros
☐ 8. 1,000-5,000 million Euros
☐ 9. 5,000-10,000 million Euros
☐ 10. 10,000-50,000 million Euros
☐ 11. >50,000 million Euros

20. What is the total number of employees at group level?

______________
21. What is the total number of employees in purchasing at group level (for the type of business you are working at)?

- 1. <50
- 2. 50-100
- 3. 100-200
- 4. 200-300
- 5. 300-400
- 6. 400-500
- 7. 500-600
- 8. 600-700
- 9. 700-800
- 10. 800-1000
- 11. >1000

22. What is the total purchasing in Euros at group level (for the type of business you are working at)?

- 1. <250,000 Euros
- 2. 250,000-500,000 Euros
- 3. 500,000-1 million Euros
- 4. 1-5 million Euros
- 5. 5-10 million Euros
- 6. 10-25 million Euros
- 7. 25-50 million Euros
- 8. 50-100 million Euros
- 9. 100-250 million Euros
- 10. 250-500 million Euros
- 11. 500-1,000 million Euros
- 12. 1,000-2,500 million Euros
- 13. 2,500-5,000 million Euros
- 14. 5,000-7,500 million Euros
- 15. 7,500-10,000 million Euros
- 16. 10,000-15,000 million Euros
- 17. 15,000-20,000 million Euros
- 18. 20,000-40,000 million Euros
- 19. >40,000 million Euros

YOUR SALARY...

23. What is your gross* yearly salary in Euros (excluding bonus)? *Gross salary: what the company is paying to you before income taxes and other charges

24. What is your net* yearly salary in Euros (excluding bonus)? *Net salary: salary after paying income taxes and other social charges
25. What is the percentage of income taxes you pay? ______________

26. Do you receive a bonus as part of your salary?
   ○ 1. Yes
   ○ 2. No

27. If you receive a bonus as part of your salary, what is this bonus composed of?
   ○ 1. Cash
   ○ 2. Incentive trip or gifts
   ○ 3. Stock options
   ○ 4. Other

28. If other, please specify:
   __________________________________________________________
   __________________________________________________________

29. If you receive a bonus as part of your salary, how much as percentage of your gross salary? ______________

30. If you receive a bonus as part of your salary, what is this percentage based on?
   ○ 1. Your own performance
   ○ 2. Your department's purchasing performance
   ○ 3. The company's overall results
   ○ 4. Other

31. If other, please specify:
   __________________________________________________________
   __________________________________________________________