

A stylized world map in light blue, overlaid with a network of white dots and curved lines representing global connectivity. The map is set against a background of vertical stripes in various shades of blue, green, and purple. Below the map, the background transitions into a series of diagonal stripes in the same color palette.

Earning Power

Project Management Salary Survey

Ninth Edition

Earning Power: Project Management Salary Survey Ninth Edition

Project Management Institute
Newtown Square, Pennsylvania, USA

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Earning Power: Project Management Salary Survey, Ninth Edition

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14 Campus Boulevard
Newtown Square, Pennsylvania 19073-3299 USA.
Phone: +610-356-4600
Fax: +610-356-4647
Email: customercare@pmi.org
Internet: www.PMI.org

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Introduction

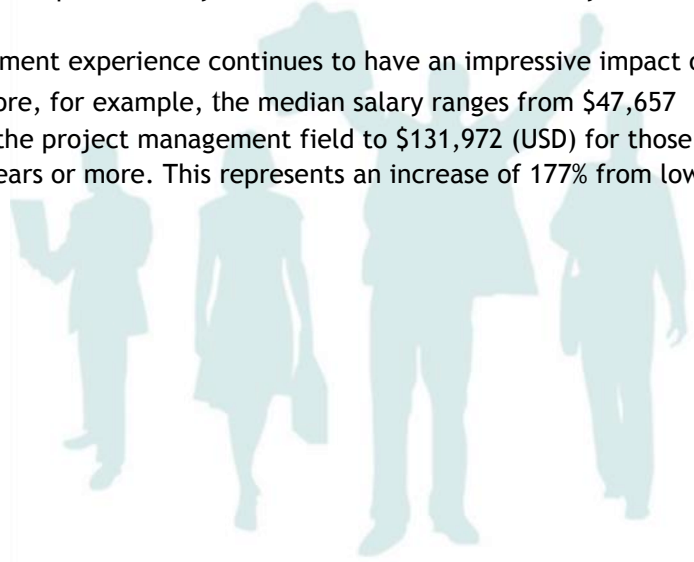
Knowing the value of project management certifications, experience and skills can be a great advantage for organizations seeking to fill project management roles, as well as for individuals competing to qualify for those roles.

To offer informed insight into this area, PMI publishes its biennial salary survey. For 15 years, this comprehensive report has been an industry-leading source of data, helping employers to better determine salary ranges, and giving project management practitioners a greater awareness of their earning potential.

With information from more than 26,000 respondents in 34 countries, and salary data reported in local currency, this ninth edition of the survey, *Earning Power: Project Management Salary Survey*, is a significant resource for project management practitioners and their employers, as well as compensation committees, human resource departments and executive recruiters.

Survey Highlights

- Certifications such as PMI's globally-recognized Project Management Professional (PMP)[®] provide a significant advantage when it comes to salary and earning potential. Among survey respondents, **those with a PMP certification garner a higher salary (20% higher on average) than those without a PMP certification.**
- The median annual salary, across all countries, roles and experience levels, is \$81,000 (USD).
- Twenty-seven percent of participants reported salary increases of at least 5% in the year before they completed the survey.
- Number of years of project management experience continues to have an impressive impact on salaries across the globe—in Singapore, for example, the median salary ranges from \$47,657 (USD) for those just starting out in the project management field to \$131,972 (USD) for those who have been in the field for 20 years or more. This represents an increase of 177% from low to high experience in the field.



About PMI

Project Management Institute is the world's leading not-for-profit professional membership association for the project, program and portfolio management profession. Founded in 1969, PMI delivers value for more than 2.9 million professionals working in nearly every country in the world through global advocacy, collaboration, education and research. PMI advances careers, improves organizational success and further matures the profession of project management through its globally recognized standards, certifications, resources, tools, academic research, publications, professional development courses, and networking opportunities. As part of the PMI family, Human Systems International (HSI) provides organizational assessment and benchmarking services to leading businesses and government, while ProjectManagement.com and ProjectsAtWork.com create online global communities that deliver more resources, better tools, larger networks and broader perspectives.

About this Report

The ninth edition of the PMI Earning Power: Project Management Salary Survey builds on features added for the eighth edition. The PMI Market Research Department continues to evolve this valuable offering to best serve the global project management community. The ninth edition report is based on self-reported salary information from more than 26,000 project management professionals, bringing accuracy to the salary figures. The stratified random sampling methodology used for this study results in the ability to report meaningful compensation data for 34 countries.

Comparison of Number of Respondents				
	Sixth edition	Seventh edition	Eighth edition	Ninth edition
Australia	772	734	947	716
Belgium	0	275	300	215
Brazil	894	901	985	596
Canada	3,567	3,023	3,786	2,546
China	1,909	1,528	1,801	677
Colombia	0	369	438	289
Egypt	0	0	270	166
France	339	456	483	454
Germany	828	742	745	559
Hong Kong	154	259	289	254
India	1,553	1,689	2,036	1,197
Ireland	0	386	450	438
Italy	508	678	774	666
Japan	1,154	652	647	398
Malaysia	0	370	414	389
Mexico	293	369	569	513
Netherlands	0	303	342	331
New Zealand	282	442	690	505
Nigeria	0	203	273	212
Peru	0	244	320	272
Poland	0	0	426	293
Qatar	0	0	212	346
Saudi Arabia	258	307	341	370
Singapore	380	624	774	549
South Africa	0	0	645	544
South Korea	472	221	213	177
Spain	0	424	843	734
Sweden	0	397	494	399
Switzerland	0	304	449	375
Taiwan	309	230	269	179
Turkey	0	0	0	333
United Arab Emirates	412	474	373	417
United Kingdom	824	647	847	561
United States	19,916	13,572	13,877	9,677

The report includes eight major position descriptions/levels in reporting the data. PMI worked with a third-party research firm, as well as with a volunteer group of PMI members, to make these descriptions as meaningful and “real-world” as possible. The use of these position descriptions to cross-tabulate the data throughout this report makes such information useful to everyone—from entry-level project managers to senior executives in project management.

In addition, the analysis of 15 demographic variables relating to compensation makes this report a must-have for project management employees and employers alike, not to mention compensation committees, human resource departments and executive recruiters interested in the project management profession.

Within each country, annualized salary information is shown across each of the following variables:

- Position Description
- Years of Work Experience
- Years Worked in Key Techniques
- Years Worked in Project Management
- Highest Formal Education Level Obtained
- Degree in Project Management
- PMP® Status
- Training Per Year
- Gender
- Department/Function
- Industry
- Type of Project
- Number of Employees in Entire Organization
- Average Project Team Size
- Typical Project Budget

The report also includes reported salary increases over the past 12 months and expected salary increases over the next 12 months, as well as information on the presence of career paths for project managers across the globe and employee benefits such as stock options, pension plans and vacation days.

Lastly, as one of their member benefits, PMI members can access a customized salary query at no charge. This query has been enhanced to include the following salary variables:

- Country
- Position
- Industry*
- Company Size (annual revenues)*
- State and Metropolitan Area (U.S. salary queries only)
- Province (Canadian salary queries only)
- PMP® status
- Option to Exclude “Self-employed” Respondents (because self-employed data can skew results)

**Available for Australia, Brazil, Canada, China, Germany, India, Italy, Japan, Mexico, New Zealand, Singapore, South Africa, Spain, United Kingdom and United States salary queries only*

Report Format

Immediately following this section of the report is the Summary of Findings section, which includes a synopsis of the key findings from this year’s survey.

After the Summary of Findings, you will find the Detailed Findings from the survey. This part of the report is organized by country. All compensation information in the Detailed Findings section is shown in the local currency of each country.

Finally, the following appendices are located near the end of the document:

- Appendix A—Demographic Comparisons by Country
- Appendix B—Survey Instrument
- Appendix C—Sampling Methodology
- Appendix D—Exchange Rates

Data Considerations

The validity of data in the report, as in all survey research, is impacted by sample sizes. In some cases, the level of analysis in this report results in a small sample size. Small sample sizes provide less reliable summary statistics, such as means and medians, whereas larger sample sizes result in more reliable data. Therefore, **salary data are presented in the report only if at least ten individuals provided information for a given response choice.** That means that no information (denoted by “--” in the tables) is shown in this report unless there are at least ten respondents for a given education level, industry affiliation, company size, etc. Although the number ten is an arbitrary number, PMI has used this threshold in previous salary survey reports. Furthermore, requiring such a minimum does ensure respondent anonymity and provides a greater level of reliability in the data. Sample sizes are reported in all tables by using the symbol “n”. Percentages less than 0.5% are noted by the symbol “* ”.

Reporting of Compensation Data

Although this survey did include questions about alternative compensation methods (such as bonuses), those earnings are not included in the “salary” figures. Instead, earnings from other methods are included in the “total compensation” figures. Furthermore, only those respondents who reported that they are employed “full-time” are included in the salary data.

Salary data are presented for the 25th percentile, 50th percentile (median), 75th percentile and mean. A description of each follows:

25th percentile	The value above which 75% of respondents earned more. For example, if the 25th percentile for annualized salary was \$60,000, then 75% of survey respondents earned more than \$60,000.
50th percentile	Also known as the median. The value at which half of all respondents earned more and half earned less. For example, if the 50th percentile for annualized salary was \$80,000, then 50% of survey respondents earned more than \$80,000 and 50% earned less than \$80,000.
75th percentile	The value above which 25% of respondents earned more. For example, if the 75th percentile for annualized salary was \$100,000, then 25% of survey respondents earned more than \$100,000.
Mean	Also known as the arithmetic average. The mean is more susceptible to outliers (unusually large or small numbers) in the data than the median.

Summary of Findings

General Overview

Most participants (72%) report that their total compensation (including salary, bonus and other forms of compensation) increased over the 12 months prior to completing the salary survey, with over one-fourth (27%) of respondents reporting increases of at least 5% over that time period. This is impressive given the impact the sluggish global economy has had on overall employment figures.

The median annualized salary recorded in this survey, across all countries, roles and experience levels is \$81,000 (USD). Approximately 75% of respondents earned at least \$53,689 (USD), and the upper 25% earned at least \$110,000 (USD). However, as one would expect, median salary varied greatly depending on a number of key demographic factors, the greatest of which are the following:

- Country of employment
- Number of years of experience in project management
- PMP® Certification Status
- Position/role
- Average size of projects managed, including average project budget and average project team size

A more detailed analysis of these factors follows.

Country of Employment

As seen in the table below, the median salary (when converted to U.S. dollars using normal exchange rates) for someone in the project management profession varies widely from country to country. The country with the highest median salary (\$130,000 USD) is Switzerland, whereas the country with the lowest median salary is Egypt (\$19,602 USD).

Annualized Salary (in USD) by Country		
Country	n=	Median salary exchange rate
Switzerland	375	\$130,000
Australia	716	\$108,546
United States	9,677	\$108,200
United Kingdom	561	\$92,221
New Zealand	505	\$90,442
Netherlands	331	\$89,482
Belgium	215	\$88,364
Germany	559	\$87,245
Qatar	346	\$82,314
United Arab Emirates	417	\$81,663
Ireland	438	\$78,297
Canada	2,546	\$77,562
Sweden	399	\$72,702
Hong Kong	254	\$70,923
South Africa	544	\$68,016
Singapore	549	\$65,986
Saudi Arabia	370	\$63,970
France	454	\$63,533
Japan	398	\$58,450
South Korea	177	\$58,240
Italy	666	\$55,927
Spain	734	\$50,334
Brazil	596	\$48,171
Turkey	333	\$41,580
Poland	293	\$38,966
Colombia	289	\$37,440
Mexico	513	\$37,318
Malaysia	389	\$35,032
Peru	272	\$34,557
China	677	\$31,610
Nigeria	212	\$28,679
Taiwan	179	\$28,638
India	1,197	\$25,840
Egypt	166	\$19,602

Number of Years of Experience in Project Management

Although the total number of years of work experience does appear to impact salary, the stronger correlation is with the number of years a person has actually worked within the project management profession.

Not surprisingly, the difference in median salary varies by country. The most dramatic increase is seen in Singapore. The median salary ranges from \$47,657 (USD) for those just starting out in the project management field to \$131,972 (USD) for those who have been in the field for 20 years or more. This represents an increase of 177% from low to high experience in the field. The difference in median salary is not as striking in China. For those with less than three years' experience, the median salary is \$21,073 compared with \$29,178 (USD) for those practicing project management for 20 years or more.

Annualized Salary (in USD) by Years of Experience in Project Management							
	<3 years	3-<5 years	5-<10 years	10-<15 years	15-<20 years	20+ years	% increase
Singapore	\$47,657	\$50,809	\$62,159	\$77,350	\$87,982	\$131,972	177%
Egypt	--	\$12,624	\$19,085	\$29,795	\$34,910	--	177%
Saudi Arabia	\$41,580	\$45,314	\$58,639	\$79,482	\$111,947	\$106,349	156%
Peru	\$19,575	\$25,422	\$33,383	\$39,835	\$48,937	--	150%
Mexico	\$22,658	\$30,588	\$35,986	\$43,316	\$46,847	\$55,628	146%
Nigeria	\$17,676	\$19,026	\$31,228	\$41,735	--	--	136%
Brazil	\$26,838	\$30,967	\$42,494	\$51,612	\$62,623	\$61,934	131%
India	\$17,765	\$19,380	\$24,992	\$33,915	\$38,954	\$40,375	127%
South Africa	\$44,074	\$44,203	\$59,514	\$76,518	\$84,000	\$92,672	110%
Qatar	--	\$55,974	\$69,144	\$98,777	\$111,947	\$115,240	106%
Australia	\$70,263	\$78,070	\$94,465	\$109,298	\$117,886	\$141,008	101%
Italy	\$33,556	\$41,386	\$50,690	\$55,927	\$67,112	\$64,753	93%
UAE	--	\$63,697	\$78,331	\$97,996	\$100,037	\$122,495	92%
UK	\$60,441	\$76,005	\$81,462	\$96,782	\$99,906	\$115,276	91%
Spain	\$35,793	\$39,149	\$46,978	\$54,808	\$64,707	\$67,112	88%
Belgium	\$55,927	\$64,875	\$78,297	\$94,870	\$95,355	\$103,659	85%
Colombia	\$31,200	\$22,932	\$32,760	\$44,850	\$48,360	\$56,550	81%
New Zealand	\$56,526	\$67,831	\$79,136	\$91,497	\$97,978	\$102,124	81%
France	\$46,251	\$52,571	\$60,401	\$67,112	\$73,823	\$81,653	77%
Canada	\$54,773	\$60,770	\$69,566	\$80,761	\$87,957	\$95,953	75%
Turkey	\$27,720	\$31,363	\$43,560	\$52,272	\$47,520	--	71%
Taiwan	--	\$22,719	\$27,047	\$32,329	\$38,184	--	68%
United States	\$74,900	\$85,000	\$100,000	\$112,200	\$120,000	\$125,000	67%
Malaysia	\$28,918	\$27,100	\$33,049	\$39,384	\$49,574	\$48,059	66%
Ireland	\$54,416	\$67,112	\$70,467	\$82,771	\$92,838	\$90,042	65%
Hong Kong	--	\$55,723	\$67,054	\$82,528	\$89,362	--	60%
Netherlands	--	\$70,467	\$78,297	\$93,957	\$97,312	\$111,853	59%
Germany	\$63,756	\$67,112	\$83,890	\$89,482	\$95,606	\$100,668	58%
Japan	--	\$50,100	\$55,110	\$58,450	\$62,625	\$75,150	50%
Switzerland	\$100,452	\$111,250	\$121,000	\$138,000	\$142,872	\$150,000	49%
South Korea	--	\$50,348	\$54,600	\$65,520	\$69,126	\$73,255	45%
Poland	--	\$32,180	\$38,697	\$48,371	\$46,114	--	43%
Sweden	--	\$59,123	\$64,994	\$75,827	\$78,234	\$84,252	43%
China	\$21,073	\$24,315	\$32,420	\$38,240	\$32,420	\$29,178	38%

PMP® Certification Status

The majority of participants in this study have the PMP® certification. As the table below shows, those with the certification earn more than those without in virtually all of the countries, though differences do vary by country. The largest differential is noted in South Africa where PMP® holders have a median salary 47% higher than those who do not hold the certification.

Another telling factor is the length of time a person has held the designation of PMP®. In nearly all countries, median salary steadily increases with PMP® tenure. In Taiwan and Saudi Arabia, the median salary of those who have been certified for 10 or more years is more than double those who have been certified for 5 years or fewer.

Annualized Salary (in USD) by PMP® Certification Status						
	PMP®	<5	5-<10	10+	Non-PMP®	% increase
South Africa	\$72,267	\$63,425	\$80,287	\$102,024	\$49,142	47%
Nigeria	\$29,951	\$28,110	\$44,190	--	\$20,622	45%
Brazil	\$49,548	\$42,440	\$54,015	\$62,623	\$34,408	44%
Mexico	\$39,984	\$35,986	\$47,743	\$49,980	\$27,989	43%
India	\$27,455	\$24,225	\$32,388	\$38,760	\$19,380	42%
Peru	\$37,999	\$33,048	\$56,055	--	\$29,300	30%
Colombia	\$38,376	\$35,880	\$44,753	--	\$29,894	28%
Qatar	\$87,401	\$82,314	\$98,777	--	\$68,595	27%
Belgium	\$89,790	\$83,890	\$100,380	\$106,938	\$70,747	27%
Egypt	\$19,602	\$17,397	\$28,167	--	\$15,682	25%
Poland	\$40,310	\$37,407	\$48,371	--	\$32,254	25%
United States	\$111,000	\$103,506	\$120,000	\$124,000	\$91,000	22%
China	\$32,420	\$29,178	\$40,525	\$38,904	\$26,747	21%
Canada	\$79,961	\$73,164	\$84,759	\$92,755	\$66,225	21%
Netherlands	\$89,482	\$84,139	\$95,075	\$114,649	\$74,993	19%
United Arab Emirates	\$83,296	\$81,663	\$95,274	\$155,269	\$69,958	19%
Australia	\$110,079	\$105,395	\$110,079	\$128,094	\$93,684	18%
Malaysia	\$36,354	\$33,325	\$44,066	--	\$31,172	17%
United Kingdom	\$93,604	\$89,147	\$99,906	\$115,276	\$80,693	16%
Germany	\$89,482	\$83,890	\$91,719	\$95,075	\$78,297	14%
Singapore	\$65,986	\$58,654	\$74,784	\$115,842	\$57,921	14%
Italy	\$55,927	\$52,571	\$62,638	\$61,519	\$49,215	14%
Taiwan	\$28,638	\$24,820	\$31,820	\$50,785	\$25,456	13%
France	\$65,434	\$62,638	\$71,139	\$91,999	\$58,164	13%
Spain	\$51,452	\$50,334	\$59,282	\$78,297	\$45,860	12%
Switzerland	\$130,000	\$128,000	\$140,000	\$146,823	\$116,318	12%
New Zealand	\$92,326	\$82,905	\$97,978	\$113,052	\$82,905	11%
Hong Kong	\$70,923	\$64,249	\$78,917	\$96,713	\$64,475	10%
Saudi Arabia	\$67,168	\$58,639	\$90,149	\$120,000	\$61,304	10%
Ireland	\$78,297	\$72,704	\$83,890	\$90,601	\$72,704	8%
South Korea	\$58,614	\$54,178	\$61,880	\$77,805	\$56,420	4%
Turkey	\$41,976	\$39,600	\$53,262	\$64,152	\$41,580	1%
Japan	\$58,450	\$56,780	\$58,450	\$71,315	\$58,450	0%
Sweden	\$72,700	\$70,770	\$76,188	\$85,456	\$74,623	-3%

Position

Within the various levels of project managers, salary appears to increase with added responsibility. The rate of increase again varies by country. In Belgium, the median salary increases from \$55,927 (USD) for a project manager I to \$77,738 for a project manager II to \$89,482 for a project manager III. In Saudi Arabia, program managers earn a median salary of \$79,962 (USD), and portfolio managers earn upwards of \$11,500 (USD) more than program managers and over \$23,500 (USD) more than the highest-level project managers.

Annualized Salary (in USD) by Position								
	Director of PM/PMO	Portfolio manager	Program manager	Project manager III	Project manager II	Project manager I	Project management specialist	Project management consultant
Australia	\$148,333	\$124,912	\$121,147	\$108,517	\$97,897	\$73,422	\$87,985	\$109,298
Belgium	--	\$110,734	\$94,870	\$89,482	\$77,738	\$55,927	--	\$73,823
Brazil	\$67,956	\$61,934	\$61,934	\$48,171	\$43,010	\$34,408	\$44,730	\$39,225
Canada	\$98,352	\$91,955	\$83,959	\$80,761	\$68,766	\$60,770	\$65,208	\$79,961
China	\$31,674	\$48,630	\$38,904	\$34,770	\$32,420	\$25,288	\$23,342	\$24,315
Colombia	\$42,627	\$56,940	\$43,402	\$39,000	\$28,938	\$23,166	\$28,080	\$36,036
Egypt	\$26,136	--	\$42,089	\$23,522	\$16,074	\$14,702	\$13,329	\$36,068
France	\$81,932	\$68,230	\$70,467	\$68,230	\$57,045	\$55,367	\$59,420	\$57,045
Germany	\$112,972	\$103,911	\$95,934	\$89,482	\$84,449	\$73,264	\$80,534	\$80,534
Hong Kong	\$125,082	--	\$96,713	\$80,078	\$71,051	\$61,896	\$51,258	\$64,475
India	\$39,858	\$37,145	\$32,300	\$27,746	\$23,418	\$19,978	\$16,828	\$20,995
Ireland	\$104,023	\$91,719	\$83,890	\$78,297	\$68,454	\$56,821	\$67,112	\$83,890
Italy	\$67,112	\$67,112	\$64,875	\$57,828	\$51,452	\$45,300	\$44,741	\$49,775
Japan	\$70,975	\$67,635	\$81,830	\$66,299	\$60,120	\$50,100	\$58,450	\$58,450
Malaysia	\$47,921	\$55,082	\$41,312	\$33,049	\$35,418	\$29,744	\$34,232	\$34,977
Mexico	\$42,783	\$45,774	\$47,314	\$37,019	\$35,986	\$27,989	\$24,657	\$34,786
Netherlands	\$111,853	\$102,905	\$107,379	\$89,482	\$76,340	\$71,962	--	\$80,534
New Zealand	\$110,037	\$109,284	\$101,747	\$90,442	\$75,368	\$57,280	\$64,816	\$105,515
Nigeria	\$35,966	--	\$39,035	\$36,413	\$31,228	\$19,026	\$27,496	\$31,424
Peru	\$40,267	\$44,488	\$47,666	\$46,712	\$33,525	\$28,917	\$26,693	\$28,885
Poland	\$45,147	\$51,059	\$45,147	\$39,839	\$32,382	\$30,326	\$26,336	\$52,392
Qatar	\$126,215	--	\$92,192	\$88,899	\$88,076	\$65,851	\$65,851	\$98,777
Saudi Arabia	\$111,947	\$91,482	\$79,962	\$67,968	\$58,106	\$57,157	\$63,437	\$66,635
Singapore	\$131,972	\$90,121	\$80,650	\$73,318	\$61,587	\$52,789	\$46,897	\$52,789
South Africa	\$82,895	\$80,769	\$78,048	\$64,828	\$54,838	\$57,303	\$55,603	\$70,045
South Korea	\$80,080	--	\$69,126	\$64,905	\$58,422	\$50,050	\$55,374	\$62,790
Spain	\$64,763	\$67,112	\$55,927	\$53,689	\$46,978	\$43,623	\$38,198	\$45,860
Sweden	\$95,987	\$84,252	\$77,632	\$74,431	\$67,056	\$62,587	\$65,717	\$74,623
Switzerland	\$136,000	\$147,500	\$145,409	\$135,000	\$122,725	\$110,000	\$121,411	\$115,000
Taiwan	--	--	\$38,184	\$35,002	\$28,638	\$26,092	\$22,274	--
Turkey	\$55,044	\$59,400	\$47,520	\$47,520	\$36,749	\$33,264	\$27,720	\$37,620
UAE	\$146,993	\$107,523	\$100,037	\$91,463	\$76,731	\$65,330	\$65,330	\$93,368
United Kingdom	\$153,701	\$99,906	\$99,906	\$92,221	\$78,388	\$73,776	\$75,211	\$108,667
United States	\$135,000	\$128,000	\$120,000	\$105,000	\$95,000	\$87,000	\$85,000	\$110,000

Project Size

The size of projects managed, in terms of average number of team members and average project budget, also appears to have a positive correlation with annual salary. For instance, in South Africa, those managing projects with larger teams (20 or more people) have a median salary that is 72% higher than those managing teams of one to four people. Likewise, in Hong Kong, those managing projects with budgets of \$10 million or more earn 81% more than those with projects under \$100,000 and 54% more than those with projects with budgets between \$100,000 and \$499,999.

Annualized Salary (in USD) by Average Number of Team Members						
	<5	5-<10	10-<15	15-<20	20+	% increase low-high
Egypt	\$15,028	\$20,409	\$19,602	--	\$31,363	109%
South Africa	\$47,749	\$63,510	\$68,866	\$73,457	\$81,940	72%
Hong Kong	\$67,054	\$68,344	\$77,370	\$81,883	\$104,643	56%
Belgium	\$66,553	\$73,264	\$87,497	\$97,312	\$102,178	54%
India	\$20,188	\$22,610	\$25,840	\$23,821	\$29,070	44%
Singapore	\$56,455	\$66,719	\$70,385	\$70,385	\$80,917	43%
Taiwan	\$26,649	\$31,820	\$31,820	--	\$38,184	43%
Brazil	\$44,283	\$45,591	\$49,347	\$55,741	\$61,934	40%
Japan	\$50,100	\$54,480	\$60,120	\$75,150	\$66,800	33%
Netherlands	\$76,619	\$81,653	\$89,482	\$93,531	\$100,668	31%
Australia	\$99,646	\$109,298	\$109,298	\$112,421	\$128,816	29%
Qatar	\$69,926	\$82,314	\$82,314	\$82,314	\$90,000	29%
South Korea	\$54,600	\$61,880	\$59,514	--	\$69,070	27%
United Arab Emirates	\$74,313	\$81,663	\$81,663	\$85,832	\$92,530	25%
Germany	\$81,659	\$81,653	\$89,482	\$90,601	\$100,668	23%
China	\$26,422	\$32,420	\$32,420	\$32,420	\$32,420	23%
Malaysia	\$33,049	\$33,049	\$38,557	\$35,803	\$40,485	23%
Canada	\$71,965	\$75,963	\$82,360	\$83,959	\$87,957	22%
Switzerland	\$119,500	\$131,190	\$130,000	\$125,225	\$143,500	20%
Italy	\$55,927	\$51,452	\$55,927	\$60,760	\$67,112	20%
Turkey	\$39,600	\$40,986	\$47,520	\$45,144	\$47,520	20%
United States	\$100,000	\$107,070	\$111,000	\$115,823	\$120,000	20%
Spain	\$46,978	\$50,334	\$50,334	\$54,612	\$55,927	19%
Colombia	\$37,440	\$36,036	\$38,942	\$37,440	\$44,421	19%
Mexico	\$34,120	\$39,184	\$39,984	\$39,984	\$39,984	17%
Peru	\$33,016	\$35,590	\$37,815	\$44,488	\$38,132	15%
United Kingdom	\$84,213	\$93,273	\$89,147	\$95,295	\$96,063	14%
Saudi Arabia	\$58,639	\$63,970	\$73,165	\$72,278	\$66,635	14%
France	\$59,841	\$61,519	\$67,112	\$67,112	\$67,112	12%
Poland	\$43,266	\$36,735	\$38,160	\$39,503	\$47,700	10%
New Zealand	\$89,688	\$90,442	\$94,210	\$89,311	\$98,732	10%
Ireland	\$76,288	\$78,297	\$80,534	\$81,653	\$83,890	10%
Sweden	\$73,299	\$67,481	\$72,216	\$72,216	\$77,993	6%
Nigeria	\$32,652	\$29,460	\$37,562	\$19,303	\$24,550	-25%

Annualized Salary (in USD) by Average Project Budget (in USD)						
	<\$100K	\$100K- \$499K	\$500K- \$999K	\$1 mil-\$10 mil	>\$10 mil	% increase low-high
Hong Kong	\$56,996	\$66,873	\$72,276	\$90,265	\$103,160	81%
South Africa	\$49,737	\$63,340	\$63,605	\$69,148	\$89,271	79%
Taiwan	\$22,910	\$28,638	\$28,638	\$40,354	--	76%
Colombia	\$27,300	\$35,100	\$37,908	\$37,440	\$46,800	71%
Poland	\$32,248	\$39,194	\$38,831	\$38,831	\$53,746	67%
Nigeria	\$24,059	\$22,095	\$35,352	\$33,388	\$40,017	66%
Peru	\$30,188	\$34,319	\$29,870	\$36,861	\$48,301	60%
Belgium	\$64,875	\$82,771	\$88,821	\$93,397	\$102,569	58%
Australia	\$81,974	\$93,684	\$105,395	\$113,592	\$128,816	57%
Egypt	\$15,682	\$16,858	\$20,000	\$23,522	\$24,503	56%
Mexico	\$28,788	\$35,986	\$40,650	\$40,151	\$43,982	53%
Brazil	\$40,773	\$41,290	\$45,419	\$51,612	\$61,934	52%
New Zealand	\$67,831	\$87,615	\$86,296	\$93,456	\$101,747	50%
United Arab Emirates	\$65,330	\$78,636	\$81,663	\$87,107	\$95,274	46%
Singapore	\$52,789	\$57,188	\$62,320	\$73,318	\$76,984	46%
Canada	\$64,768	\$71,965	\$76,564	\$83,959	\$93,554	44%
United States	\$90,000	\$100,661	\$109,000	\$115,000	\$128,750	43%
Netherlands	\$67,112	\$83,890	\$85,008	\$95,075	\$95,075	42%
Malaysia	\$28,092	\$35,803	\$33,049	\$36,412	\$39,659	41%
Spain	\$43,623	\$49,215	\$51,452	\$52,571	\$61,519	41%
India	\$21,189	\$25,033	\$27,859	\$29,070	\$29,070	37%
Ireland	\$67,112	\$72,704	\$82,122	\$81,653	\$91,719	37%
Qatar	--	\$65,851	\$93,289	\$82,314	\$88,076	34%
China	\$24,315	\$32,420	\$34,932	\$32,885	\$32,420	33%
Saudi Arabia	\$53,308	\$59,231	\$62,208	\$66,635	\$70,064	31%
Germany	\$78,297	\$81,093	\$83,890	\$89,482	\$102,010	30%
Italy	\$48,097	\$52,012	\$60,960	\$59,282	\$62,638	30%
France	\$53,689	\$61,457	\$67,112	\$64,875	\$68,901	28%
Japan	\$54,108	\$55,110	\$58,450	\$66,800	\$66,800	23%
Sweden	\$64,994	\$72,216	\$72,216	\$74,238	\$79,438	22%
Switzerland	\$112,600	\$125,500	\$124,500	\$135,000	\$135,000	20%
United Kingdom	\$88,991	\$83,601	\$88,420	\$95,679	\$106,421	20%
Turkey	\$35,442	\$39,600	\$47,520	\$47,520	\$41,580	17%
South Korea	\$54,600	\$54,600	\$56,420	\$63,700	\$60,333	11%

Detailed Findings Australia—All Respondents



Total Compensation (in Australian Dollars)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	716	110,000	139,037	168,500	142,920
Total Compensation	716	114,000	144,000	180,000	151,258

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	37	5%	Decrease	16	2%
Remained the same	223	31%	Remain the same	205	29%
Increased less than 1%	28	4%	Increase less than 1%	38	5%
Increased 1% to 2.9%	171	24%	Increase 1% to 2.9%	183	26%
Increased 3% to 3.9%	93	13%	Increase 3% to 3.9%	109	15%
Increased 4% to 4.9%	42	6%	Increase 4% to 4.9%	43	6%
Increased 5% to 6.9%	31	4%	Increase 5% to 6.9%	57	8%
Increased 7% to 9.9%	30	4%	Increase 7% to 9.9%	15	2%
Increased 10% to 14.9%	28	4%	Increase 10% to 14.9%	35	5%
Increased 15% to 19.9%	10	1%	Increase 15% to 19.9%	3	*
Increased 20% to 24.9%	8	1%	Increase 20% to 24.9%	2	*
Increased 25% to 29.9%	2	*	Increase 25% to 29.9%	3	*
Increased 30% or greater	13	2%	Increase 30% or greater	7	1%

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	31	4%	165,000	190,000	230,000	205,041
Portfolio manager	41	6%	140,000	160,000	210,000	174,378
Program manager	140	20%	130,700	155,178	190,000	163,901
Project manager III	213	30%	114,000	139,000	165,000	140,841
Project manager II	134	19%	105,000	125,396	147,000	126,156
Project manager I	60	8%	80,289	94,047	115,000	100,061
Project management specialist	44	6%	96,000	112,700	133,912	119,551
Project management consultant	53	7%	110,000	140,000	160,000	145,488

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	1	*	--	--	--	--
3 to less than 5 years	7	1%	--	--	--	--
5 to less than 10 years	79	11%	82,000	100,000	120,000	107,306
10 to less than 15 years	144	20%	100,000	120,000	140,000	123,200
15 to less than 20 years	136	19%	120,000	139,000	155,000	140,458
20 or more years	349	49%	130,000	150,941	188,000	161,607

Australia—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Agile/interactive/incremental project management/Scrum</i>						
None	266	39%	105,000	129,000	160,000	135,597
1 to 5 years	323	47%	110,000	135,000	165,000	142,816
6 years or more	94	14%	135,000	158,000	188,000	164,593
<i>Extreme project management</i>						
None	489	73%	110,000	136,000	165,000	141,358
1 to 5 years	115	17%	106,000	135,000	165,000	141,483
6 years or more	63	9%	120,000	150,000	200,000	159,682
<i>Process-based project management</i>						
None	176	26%	110,000	140,000	175,142	146,260
1 to 5 years	257	38%	100,000	128,000	150,000	132,503
6 years or more	248	36%	120,000	145,500	179,787	152,173
<i>Event chain project management</i>						
None	464	70%	108,500	135,000	161,000	139,746
1 to 5 years	133	20%	115,000	140,000	170,000	145,180
6 years or more	66	10%	126,000	150,000	181,235	156,322
<i>Project portfolio management</i>						
None	231	34%	96,900	120,000	141,700	123,570
1 to 5 years	272	40%	110,000	140,000	170,000	144,223
6 years or more	175	26%	130,000	160,000	198,000	167,120
<i>Program management</i>						
None	153	22%	93,000	115,000	140,000	118,301
1 to 5 years	331	48%	110,000	135,000	160,000	138,789
6 years or more	212	30%	135,000	160,000	200,000	168,968
<i>Earned value management</i>						
None	195	29%	96,000	120,000	150,000	127,478
1 to 5 years	308	45%	110,000	136,000	167,000	141,195
6 years or more	177	26%	128,000	150,000	191,000	164,103
<i>Lean project management</i>						
None	347	51%	102,000	132,823	160,000	138,184
1 to 5 years	237	35%	110,000	135,000	170,000	143,135
6 years or more	93	14%	130,000	150,000	185,000	160,984

Australia—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Critical chain project management</i>						
None	345	51%	110,00	135,000	164,400	139,981
1 to 5 years	200	30%	105,000	132,700	159,000	138,940
6 years or more	126	19%	120,000	154,000	185,000	158,671
<i>Waterfall project management</i>						
None	189	28%	102,473	130,462	167,546	137,280
1 to 5 years	160	23%	97,000	120,000	150,000	127,901
6 years or more	334	49%	125,000	145,500	180,000	154,290
<i>Risk management</i>						
None	36	5%	84,000	117,000	141,637	114,907
1 to 5 years	267	38%	98,000	120,000	150,000	126,533
6 years or more	392	56%	124,707	150,000	180,618	157,391
<i>Change management</i>						
None	62	9%	90,000	117,500	141,000	121,541
1 to 5 years	316	45%	102,737	129,500	153,500	133,041
6 years or more	321	46%	120,000	150,000	185,000	157,999
<i>Resource management</i>						
None	43	6%	94,000	120,000	140,000	120,355
1 to 5 years	244	35%	95,000	120,000	147,000	123,977
6 years or more	403	58%	124,000	150,000	180,000	157,195

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	20	3%	76,447	90,000	107,500	93,082
3 to less than 5 years	67	9%	86,000	100,000	125,000	108,225
5 to less than 10 years	237	33%	100,000	121,000	146,000	127,861
10 to less than 15 years	174	24%	125,000	140,000	165,000	147,550
15 to less than 20 years	124	17%	132,000	151,000	180,000	159,920
20 or more years	94	13%	150,000	180,618	220,000	185,225

Australia—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	25	3%	125,792	150,000	167,000	146,625
Some college or associate's degree	83	12%	108,000	135,000	160,000	138,997
4-year college degree	274	38%	108,000	138,850	175,000	143,708
Master's degree	310	43%	110,000	135,500	165,000	142,467
Doctoral degree	24	3%	111,500	141,000	162,500	149,477

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	159	22%	104,000	130,000	150,000	134,051
No degree in PM	556	78%	110,500	140,000	170,000	145,544

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	487	68%	120,000	141,000	170,000	147,926
PMP for less than 1 year	6	1%	--	--	--	--
PMP for 1 to less than 5 years	249	52%	110,000	135,000	164,400	141,540
PMP for 5 to less than 10 years	155	32%	120,000	141,000	170,000	147,715
PMP for 10 to less than 20 years	71	15%	143,000	164,076	198,000	169,458
PMP for 20 or more years	--	--	--	--	--	--
Do not have a PMP® certification	229	32%	98,000	120,000	150,000	132,275

Annualized Salary by Amount of Training per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	418	59%	112,000	140,000	176,000	145,829
5 to 9 days	197	28%	111,000	140,000	160,000	141,390
10 days or more	93	13%	98,000	120,000	153,000	133,002

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	552	80%	112,850	140,000	174,500	146,513
Female	140	20%	97,950	125,000	150,000	130,009

Australia—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	24	3%	110,500	132,000	163,000	136,655
Consulting	63	9%	120,000	154,000	180,000	158,250
Customer service/ public relations	5	1%	--	--	--	--
Engineering	52	7%	90,000	119,500	150,000	122,371
Finance	12	2%	97,500	123,000	146,250	128,625
Human resources	4	1%	--	--	--	--
Information technology/ information systems	221	31%	110,000	140,000	169,000	144,128
Operations/manufacturing	22	3%	120,000	144,500	176,000	149,179
Project management department or PMO	256	36%	110,000	140,000	169,500	145,164
Quality management	5	1%	--	--	--	--
Research and development	12	2%	107,500	138,000	144,000	128,333
Sales/marketing	12	2%	85,250	150,678	180,000	143,488
Supply chain management/logistics	9	1%	--	--	--	--
Training/education	2	*	--	--	--	--
Other	17	2%	115,000	150,941	170,000	151,591

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	8	1%	--	--	--	--
Business services	4	1%	--	--	--	--
Construction	27	4%	118,000	135,000	176,000	151,447
Consulting	53	7%	130,000	150,000	170,000	154,766
Engineering	62	9%	92,493	122,500	160,000	128,908
Financial services	75	10%	120,000	150,000	180,000	153,230
Food and beverage	6	1%	--	--	--	--
Government	39	5%	96,000	112,000	150,000	128,172
Healthcare	17	2%	110,000	130,000	140,000	128,741
Information technology	186	26%	105,000	140,000	173,000	142,560
Insurance	7	1%	--	--	--	--
Legal	2	*	--	--	--	--
Manufacturing	20	3%	99,250	121,000	145,000	126,585
Pharmaceuticals	6	1%	--	--	--	--
Real estate	3	*	--	--	--	--
Resources (agriculture, mining, etc.)	52	7%	140,000	166,000	210,869	174,891
Telecommunications	71	10%	107,000	135,000	164,400	138,069
Training/education	9	1%	--	--	--	--
Utility	33	5%	120,300	136,000	150,000	141,490
Other	36	5%	102,000	117,885	149,500	134,221

Australia—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	241	34%	115,000	147,000	178,000	149,245
Construction	111	16%	110,000	136,000	175,000	146,099
Engineering	163	23%	105,000	135,000	179,000	142,306
Information technology	450	63%	110,000	140,000	168,000	144,320
Manufacturing	36	5%	107,403	126,647	156,000	135,653
Operations	147	21%	110,000	143,000	175,284	147,004
Quality management	46	6%	111,000	135,000	156,000	141,033
Regulatory compliance	71	10%	120,000	150,000	186,000	160,057
Research and development	31	4%	110,000	134,500	156,000	137,573
Supply chain management/logistics	44	6%	117,000	146,500	167,500	149,756
Other	27	4%	114,000	140,000	150,000	136,720

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Fewer than 100	62	9%	99,000	130,500	170,000	144,202
100-299	46	6%	95,000	120,000	140,000	128,458
300- 999	79	11%	107,000	128,000	150,000	134,396
1,000- 2,499	82	11%	107,000	132,700	155,000	139,581
2,500- 4,999	88	12%	120,000	140,000	160,000	143,946
5,000- 9,999	57	8%	120,000	150,000	180,000	154,216
10,000 or more	302	42%	113,000	140,200	175,000	145,565

Annualized Salary by Average Project Team Size

Team size	n=	Percent	25th percentile	Median	75th percentile	Mean
1-4 people	94	16%	100,917	127,637	145,000	124,406
5-9 people	192	32%	110,000	140,000	160,000	140,885
10-14 people	137	23%	120,000	140,000	175,000	146,074
15-19 people	46	8%	125,000	144,000	180,000	156,306
20 or more people	123	21%	129,000	165,000	200,000	169,618

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	45	7%	80,000	105,000	135,000	107,333
\$100,000-\$499,999	141	21%	100,000	120,000	147,000	125,939
\$500,000-\$999,999	118	18%	105,000	135,000	154,000	137,435
\$1 million-\$10 million	280	42%	120,650	145,500	175,142	151,930
More than \$10 million	87	13%	130,000	165,000	206,400	171,140

Australia—All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	152	21%
Yes—Informal	324	45%
No	197	28%
Don't know	40	6%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	77	16%
Yes—Informal	268	57%
No	92	19%
Don't know	37	8%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes—Clearly defined/in writing	325	46%
Yes—Informal	216	31%
No	135	19%
Don't know	32	5%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	20	3%	82	12%	606	86%
Director of project management office (PMO)	1	3%	5	16%	26	84%
Portfolio manager	2	5%	5	12%	34	83%
Program manager	5	4%	20	14%	114	82%
Project manager III	9	4%	19	9%	184	87%
Project manager II	--	--	16	12%	116	88%
Project manager I	1	2%	4	7%	53	91%
Project management specialist	2	5%	3	7%	38	88%
Project management consultant	--	--	10	20%	41	80%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	74	10%	373	53%	88	12%
Director of project management office (PMO)	4	13%	24	77%	5	16%
Portfolio manager	11	27%	28	68%	8	20%
Program manager	15	11%	80	57%	25	18%
Project manager III	12	6%	111	53%	28	13%
Project manager II	8	6%	72	54%	8	6%
Project manager I	9	15%	26	44%	5	8%
Project management specialist	7	16%	14	32%	3	7%
Project management consultant	8	16%	18	35%	6	12%

Australia—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	690	17.3	611	27.7
Director of project management office (PMO)	30	18.5	27	24.3
Portfolio manager	41	18.4	38	27.5
Program manager	135	17.6	123	26.3
Project manager III	205	17.5	190	27.9
Project manager II	129	17.3	114	30.1
Project manager I	57	17.7	46	32.0
Project management specialist	41	16.2	33	28.3
Project management consultant	52	15.3	40	20.5

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	96	14%	355	50%	47	7%
Director of project management office (PMO)	2	7%	20	67%	--	--
Portfolio manager	5	12%	24	59%	3	7%
Program manager	18	13%	76	55%	4	3%
Project manager III	31	15%	103	49%	17	8%
Project manager II	20	15%	63	47%	9	7%
Project manager I	11	19%	28	48%	8	14%
Project management specialist	5	12%	19	45%	2	5%
Project management consultant	4	8%	22	43%	4	8%

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	711	38.9	708	45.4
Director of project management office (PMO)	31	38.5	31	48.6
Portfolio manager	41	39.4	41	49.4
Program manager	138	38.7	138	46.9
Project manager III	213	38.7	212	45.3
Project manager II	134	39.1	134	43.9
Project manager I	60	38.7	60	42.9
Project management specialist	43	39.8	41	42.8
Project management consultant	51	38.5	51	45.2

Australia—All Respondents

Annualized Salary by Position Description—Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	3	3%	--	--	--	--
Portfolio manager	7	6%	--	--	--	--
Program manager	27	24%	169,000	181,500	235,000	195,435
Project manager III	31	27%	120,000	165,000	200,000	164,782
Project manager II	20	18%	125,000	142,500	150,000	142,763
Project manager I	4	4%	--	--	--	--
Project management specialist	2	2%	--	--	--	--
Project management consultant	19	17%	150,000	160,000	220,000	177,105

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	28	5%	167,500	187,500	223,500	203,153
Portfolio manager	34	6%	140,000	158,000	190,000	167,779
Program manager	113	19%	130,000	150,000	180,000	156,366
Project manager III	182	30%	111,000	135,000	160,000	136,763
Project manager II	114	19%	104,000	125,000	143,273	123,242
Project manager I	56	9%	81,289	94,047	115,000	100,739
Project management specialist	42	7%	92,000	113,850	135,000	119,942
Project management consultant	34	6%	100,000	120,000	150,000	127,820

Detailed Findings Belgium—All Respondents



Total Compensation (in European Union Euros)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	215	59,000	79,000	98,000	81,382
Total compensation	215	65,800	88,617	110,000	91,210

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	6	3%	Decrease	7	3%
Remained the same	66	31%	Remain the same	72	33%
Increased less than 1%	36	17%	Increase less than 1%	30	14%
Increased 1% to 2.9%	63	29%	Increase 1% to 2.9%	53	25%
Increased 3% to 3.9%	13	6%	Increase 3% to 3.9%	17	8%
Increased 4% to 4.9%	7	3%	Increase 4% to 4.9%	7	3%
Increased 5% to 6.9%	12	6%	Increase 5% to 6.9%	12	6%
Increased 7% to 9.9%	5	2%	Increase 7% to 9.9%	10	5%
Increased 10% to 14.9%	6	3%	Increase 10% to 14.9%	5	2%
Increased 15% to 19.9%	--	--	Increase 15% to 19.9%	1	*
Increased 20% to 24.9%	--	--	Increase 20% to 24.9%	1	*
Increased 25% to 29.9%	--	--	Increase 25% to 29.9%	--	--
Increased 30% or greater	1	*	Increase 30% or greater	--	--

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	9	4%	--	--	--	--
Portfolio manager	12	6%	85,000	99,000	118,599	98,768
Program manager	44	20%	72,500	84,817	101,500	87,346
Project manager III	68	32%	69,500	80,000	99,500	87,258
Project manager II	32	15%	51,612	69,500	92,872	73,428
Project manager I	22	10%	42,000	50,000	60,000	53,404
Project management specialist	6	3%	--	--	--	--
Project management consultant	22	10%	58,000	66,000	88,000	73,603

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	1	*	--	--	--	--
3 to less than 5 years	3	1%	--	--	--	--
5 to less than 10 years	23	11%	43,200	51,000	61,500	54,269
10 to less than 15 years	28	13%	52,351	60,236	83,000	72,439
15 to less than 20 years	62	29%	60,000	77,431	96,000	80,874
20 or more years	98	46%	77,520	87,521	102,000	92,479

Belgium—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Agile/interactive/incremental project management/Scrum</i>						
None	87	43%	57,606	70,000	89,000	73,756
1 to 5 years	90	44%	67,000	80,000	101,200	86,770
6 years or more	26	13%	78,000	84,625	102,000	90,080
<i>Extreme project management</i>						
None	158	79%	58,318	78,000	90,000	79,159
1 to 5 years	26	13%	60,000	76,500	95,000	78,536
6 years or more	15	8%	84,500	103,008	110,000	113,510
<i>Process-based project management</i>						
None	76	37%	59,500	78,521	94,500	78,145
1 to 5 years	56	27%	50,500	67,000	88,920	72,054
6 years or more	72	35%	75,000	85,125	105,000	92,436
<i>Event chain project management</i>						
None	151	75%	59,000	78,000	94,000	78,642
1 to 5 years	32	16%	53,500	74,500	97,875	78,511
6 years or more	18	9%	81,500	89,872	105,000	106,383
<i>Project portfolio management</i>						
None	72	35%	51,612	65,000	84,750	68,748
1 to 5 years	80	39%	60,000	79,050	95,950	81,016
6 years or more	54	26%	80,000	99,000	117,198	102,298
<i>Program management</i>						
None	53	25%	50,000	58,000	76,862	63,608
1 to 5 years	96	46%	66,000	79,133	94,500	81,895
6 years or more	59	28%	80,000	94,000	106,000	98,960
<i>Earned value management</i>						
None	67	33%	58,318	78,000	99,000	78,797
1 to 5 years	80	39%	55,200	70,500	94,500	77,108
6 years or more	58	28%	76,448	85,000	100,000	90,967
<i>Lean project management</i>						
None	101	49%	57,832	75,000	89,200	74,884
1 to 5 years	78	38%	65,000	84,817	105,000	89,925
6 years or more	27	13%	71,000	80,000	98,000	83,432

Belgium—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Critical chain project management</i>						
None	106	52%	57,606	75,931	90,000	77,623
1 to 5 years	50	25%	58,964	80,138	94,000	78,595
6 years or more	47	23%	71,000	84,633	102,954	93,162
<i>Waterfall project management</i>						
None	68	33%	57,375	72,500	91,500	74,473
1 to 5 years	40	20%	51,539	70,000	79,050	71,825
6 years or more	96	47%	71,000	85,625	100,000	90,381
<i>Risk management</i>						
None	15	7%	45,000	65,000	84,500	66,336
1 to 5 years	92	45%	53,039	68,491	90,500	74,380
6 years or more	98	48%	76,000	85,000	102,000	90,675
<i>Change management</i>						
None	16	8%	46,775	58,982	70,000	61,268
1 to 5 years	91	44%	56,867	70,000	87,542	73,669
6 years or more	101	49%	76,000	87,500	104,000	92,307
<i>Resource management</i>						
None	13	6%	45,000	61,248	71,000	59,007
1 to 5 years	82	40%	54,000	70,500	90,000	75,593
6 years or more	110	54%	71,000	85,125	102,000	89,418

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	11	5%	39,000	50,000	54,000	55,509
3 to less than 5 years	19	9%	48,550	58,000	65,000	59,366
5 to less than 10 years	62	29%	57,606	70,000	89,000	75,215
10 to less than 15 years	58	27%	71,000	84,817	101,000	87,745
15 to less than 20 years	45	21%	75,000	85,250	100,000	90,640
20 or more years	20	9%	78,974	92,675	111,000	96,365

Belgium—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	11	5%	74,000	90,000	102,954	89,812
Some college or associate's degree	16	7%	63,003	79,000	99,500	80,353
4-year college degree	13	6%	60,000	71,000	84,633	79,760
Master's degree	149	69%	58,964	78,000	95,606	80,094
Doctoral degree	26	12%	61,248	87,500	100,000	86,644

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	26	12%	45,000	67,000	87,542	70,954
No degree in PM	186	88%	60,000	80,000	99,000	82,910

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	167	78%	63,000	80,275	99,000	84,182
PMP for less than 1 year	6	4%	--	--	--	--
PMP for 1 to less than 5 years	84	51%	58,350	74,500	88,500	76,029
PMP for 5 to less than 10 years	49	30%	74,000	89,743	105,000	92,510
PMP for 10 to less than 20 years	25	15%	85,000	95,606	102,000	100,053
PMP for 20 or more years	--	--	--	--	--	--
Do not have a PMP® certification	48	22%	48,688	63,250	87,670	71,640

Annualized Salary by Amount of Training per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	98	46%	58,000	78,550	99,840	81,717
5 to 9 days	77	36%	61,500	79,166	95,000	81,181
10 days or more	39	18%	58,700	78,000	100,000	81,665

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	176	83%	60,000	79,133	98,500	81,265
Female	36	17%	58,416	75,500	94,875	80,685

Belgium—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	7	3%	--	--	--	--
Consulting	17	8%	53,000	74,000	95,000	73,808
Customer service/ public relations	3	1%	--	--	--	--
Engineering	15	7%	47,000	50,000	83,500	58,455
Finance	3	1%	--	--	--	--
Human resources	3	1%	--	--	--	--
Information technology/ information systems	74	34%	68,000	84,500	100,000	87,884
Operations/manufacturing	8	4%	--	--	--	--
Project management department or PMO	60	28%	67,991	80,138	99,500	83,311
Quality management	3	1%	--	--	--	--
Research and development	9	4%	--	--	--	--
Sales/marketing	6	3%	--	--	--	--
Supply chain management/logistics	--	--	--	--	--	--
Training/education	--	--	--	--	--	--
Other	7	3%	--	--	--	--

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	10	5%	60,000	71,000	110,000	81,150
Business services	1	*	--	--	--	--
Construction	2	1%	--	--	--	--
Consulting	22	10%	53,000	75,500	110,000	86,898
Engineering	19	9%	50,000	60,000	87,542	66,176
Financial services	15	7%	46,920	65,000	99,000	69,818
Food and beverage	3	1%	--	--	--	--
Government	8	4%	--	--	--	--
Healthcare	8	4%	--	--	--	--
Information technology	58	27%	68,000	85,125	100,000	87,456
Insurance	5	2%	--	--	--	--
Legal	--	--	--	--	--	--
Manufacturing	12	6%	84,750	97,920	111,000	99,316
Pharmaceuticals	19	9%	69,600	85,000	99,000	86,485
Real estate	--	--	--	--	--	--
Resources (agriculture, mining, etc.)	2	1%	--	--	--	--
Telecommunications	16	7%	54,934	70,000	82,138	70,099
Training/education	--	--	--	--	--	--
Utility	5	2%	--	--	--	--
Other	10	5%	60,000	78,000	101,200	80,364

Belgium—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	63	29%	60,000	79,000	106,400	88,699
Construction	11	5%	54,000	80,275	87,542	73,565
Engineering	44	20%	51,500	71,000	88,920	75,355
Information technology	134	62%	64,000	82,746	100,000	83,803
Manufacturing	23	11%	70,000	83,000	100,000	87,202
Operations	40	19%	58,350	75,000	101,000	82,499
Quality management	20	9%	55,750	87,000	102,500	86,862
Regulatory compliance	17	8%	65,000	86,000	100,000	83,831
Research and development	34	16%	60,000	74,500	99,000	79,879
Supply chain management/logistics	24	11%	60,000	80,996	105,000	81,799
Other	5	2%	--	--	--	--

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th percentile	Median	75th percentile	Mean
Fewer than 100	20	9%	49,275	82,250	112,500	90,896
100-299	15	7%	57,900	78,000	120,000	88,363
300-999	17	8%	57,606	71,000	80,000	69,887
1,000-2,499	29	13%	60,000	72,000	85,000	76,935
2,500-4,999	24	11%	57,000	72,500	88,850	74,154
5,000-9,999	15	7%	68,000	88,000	102,000	86,733
10,000 or more	95	44%	61,248	84,000	100,000	82,672

Annualized Salary by Average Project Team Size

Team size	n=	Percent	25th percentile	Median	75th percentile	Mean
1-4 people	20	11%	47,287	59,500	83,300	71,387
5-9 people	52	30%	53,039	65,500	99,500	76,946
10-14 people	45	26%	68,006	78,225	94,000	80,501
15-19 people	15	9%	83,000	87,000	99,840	93,156
20 or more people	42	24%	78,000	91,350	105,000	96,242

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	19	10%	48,550	58,000	71,000	65,130
\$100,000-\$499,999	49	25%	56,400	74,000	99,000	78,383
\$500,000-\$999,999	38	19%	60,000	79,409	95,750	82,675
\$1 million-\$10 million	70	36%	70,000	83,500	100,000	88,760
More than \$10 million	21	11%	85,000	91,700	103,008	90,900

Belgium—All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	59	27%
Yes—Informal	77	36%
No	66	31%
Don't know	13	6%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	29	22%
Yes—Informal	60	45%
No	36	27%
Don't know	9	7%

Defined Set of Performance Skills for Project Managers Within Organization

	n=	Percent
Yes—Clearly defined/in writing	100	47%
Yes—Informal	64	30%
No	42	20%
Don't know	5	2%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	16	7%	24	11%	175	82%
Director of project management office (PMO)	1	11%	--	--	8	89%
Portfolio manager	1	8%	5	42%	6	50%
Program manager	5	11%	6	14%	33	75%
Project manager III	6	9%	7	10%	55	82%
Project manager II	3	9%	--	--	29	91%
Project manager I	--	--	3	14%	19	86%
Project management specialist	--	--	1	17%	5	83%
Project management consultant	--	--	2	9%	20	91%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	175	82%	170	79%	140	65%
Director of project management office (PMO)	7	88%	7	88%	7	88%
Portfolio manager	9	75%	10	83%	5	42%
Program manager	41	93%	38	86%	33	75%
Project manager III	51	75%	52	76%	39	57%
Project manager II	26	81%	27	84%	23	72%
Project manager I	18	82%	17	77%	14	64%
Project management specialist	6	100%	5	83%	4	67%
Project management consultant	17	77%	14	64%	15	68%

Belgium—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	203	23.7	194	25.7
Director of project management office (PMO)	6	24.2	8	25.8
Portfolio manager	11	24.1	12	26.7
Program manager	40	24.9	39	27.3
Project manager III	67	22.1	62	24.3
Project manager II	29	22.0	28	23.6
Project manager I	22	27.9	20	29.8
Project management specialist	6	22.8	6	27.8
Project management consultant	22	24.0	19	24.6

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	99	47%	83	39%	29	14%
Director of project management office (PMO)	2	25%	5	63%	1	13%
Portfolio manager	6	50%	7	58%	1	8%
Program manager	21	48%	20	45%	8	18%
Project manager III	29	43%	27	40%	6	9%
Project manager II	18	56%	9	28%	4	13%
Project manager I	11	55%	5	25%	4	20%
Project management specialist	4	67%	2	33%	--	--
Project management consultant	8	36%	8	36%	5	23%

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	213	39.1	213	45.9
Director of project management office (PMO)	8	40.1	8	49.0
Portfolio manager	12	38.0	12	46.4
Program manager	44	39.3	44	48.4
Project manager III	68	39.3	68	46.0
Project manager II	32	39.0	32	44.0
Project manager I	21	39.0	21	44.5
Project management specialist	6	38.7	6	45.5
Project management consultant	22	38.7	22	43.3

Belgium—All Respondents

Annualized Salary by Position –Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	3	9%	--	--	--	--
Portfolio manager	1	3%	--	--	--	--
Program manager	2	6%	--	--	--	--
Project manager III	16	46%	100,000	120,000	140,625	120,781
Project manager II	4	11%	--	--	--	--
Project manager I	3	9%	--	--	--	--
Project management specialist	--	--	--	--	--	--
Project management consultant	6	17%	--	--	--	--

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	6	3%	--	--	--	--
Portfolio manager	11	6%	80,000	98,000	117,198	96,838
Program manager	42	23%	71,000	84,567	101,000	86,862
Project manager III	52	29%	68,000	77,760	86,250	76,944
Project manager II	28	16%	50,800	59,236	86,000	67,477
Project manager I	19	11%	42,000	50,000	60,000	51,977
Project management specialist	6	3%	--	--	--	--
Project management consultant	16	9%	55,803	60,000	75,500	65,550

Detailed Findings Brazil—All Respondents



Total Compensation (in Brazilian Reais)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	596	100,000	140,000	186,000	149,876
Total compensation	596	105,300	150,000	210,000	168,891

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	21	4%	Decrease	15	3%
Remained the same	108	18%	Remain the same	74	12%
Increased less than 1%	16	3%	Increase less than 1%	6	1%
Increased 1% to 2.9%	32	5%	Increase 1% to 2.9%	23	4%
Increased 3% to 3.9%	36	6%	Increase 3% to 3.9%	35	6%
Increased 4% to 4.9%	33	6%	Increase 4% to 4.9%	32	5%
Increased 5% to 6.9%	148	25%	Increase 5% to 6.9%	115	19%
Increased 7% to 9.9%	101	17%	Increase 7% to 9.9%	137	23%
Increased 10% to 14.9%	57	10%	Increase 10% to 14.9%	81	14%
Increased 15% to 19.9%	7	1%	Increase 15% to 19.9%	38	6%
Increased 20% to 24.9%	11	2%	Increase 20% to 24.9%	13	2%
Increased 25% to 29.9%	9	2%	Increase 25% to 29.9%	6	1%
Increased 30% or greater	17	3%	Increase 30% or greater	21	4%

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	36	6%	125,000	197,500	249,025	207,936
Portfolio manager	55	9%	134,000	180,000	216,000	185,821
Program manager	74	12%	131,152	180,000	227,743	183,693
Project manager III	152	26%	100,800	140,000	180,000	146,202
Project manager II	119	20%	96,000	125,000	180,000	141,247
Project manager I	62	10%	64,800	100,000	132,000	103,379
Project management specialist	39	7%	95,500	130,000	180,000	139,190
Project management consultant	59	10%	80,000	114,000	150,000	121,317

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	--	--	--	--	--	--
3 to less than 5 years	9	2%	--	--	--	--
5 to less than 10 years	66	11%	78,000	104,500	144,000	115,130
10 to less than 15 years	159	27%	94,000	128,000	178,000	135,828
15 to less than 20 years	152	26%	99,428	132,000	183,600	149,669
20 or more years	210	35%	120,000	164,295	210,000	173,550

Brazil—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Agile/interactive/incremental project management/Scrum</i>						
None	238	41%	100,000	144,000	192,850	153,078
1 to 5 years	247	43%	96,000	130,000	180,000	143,258
6 years or more	91	16%	104,000	144,000	210,000	161,193
<i>Extreme project management</i>						
None	349	61%	100,000	144,000	188,000	150,790
1 to 5 years	153	27%	96,000	130,000	169,000	142,743
6 years or more	68	12%	104,500	145,500	214,825	163,318
<i>Process-based project management</i>						
None	116	20%	110,000	144,500	200,393	161,220
1 to 5 years	227	40%	80,000	116,350	165,000	127,803
6 years or more	229	40%	120,000	151,000	200,000	166,218
<i>Event chain project management</i>						
None	328	58%	100,800	143,500	186,500	153,148
1 to 5 years	159	28%	90,000	130,000	180,000	137,589
6 years or more	80	14%	120,000	147,000	207,750	165,401
<i>Project portfolio management</i>						
None	201	34%	91,000	121,466	170,000	136,324
1 to 5 years	245	42%	96,000	130,000	180,000	145,145
6 years or more	137	23%	126,841	175,500	216,612	178,824
<i>Program management</i>						
None	161	28%	91,000	120,000	159,000	131,743
1 to 5 years	247	43%	92,950	130,000	180,000	145,574
6 years or more	172	30%	120,000	157,000	210,000	173,954
<i>Earned value management</i>						
None	150	26%	90,000	121,000	173,000	136,496
1 to 5 years	260	46%	95,750	130,000	180,000	143,037
6 years or more	161	28%	125,000	167,160	215,150	175,688
<i>Lean project management</i>						
None	280	49%	100,044	143,500	185,900	150,875
1 to 5 years	198	35%	90,000	124,095	180,000	141,143
6 years or more	95	17%	120,000	151,000	210,000	167,166

Brazil—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Critical chain project management</i>						
None	211	37%	95,000	128,000	180,000	144,718
1 to 5 years	215	38%	92,950	132,000	180,000	142,171
6 years or more	145	25%	120,000	155,000	206,000	169,919
<i>Waterfall project management</i>						
None	252	44%	100,000	144,000	195,000	151,752
1 to 5 years	140	25%	90,000	130,000	180,000	138,912
6 years or more	177	31%	108,000	140,482	186,000	155,527
<i>Risk management</i>						
None	60	10%	95,500	120,000	168,000	134,580
1 to 5 years	282	49%	85,000	120,000	180,000	135,887
6 years or more	238	41%	125,000	156,000	200,000	170,616
<i>Change management</i>						
None	54	9%	78,000	126,100	186,000	136,069
1 to 5 years	250	43%	90,000	120,000	180,000	139,885
6 years or more	277	48%	114,000	150,000	200,000	162,042
<i>Resource management</i>						
None	42	7%	78,000	116,131	166,000	131,376
1 to 5 years	235	40%	90,000	120,000	169,000	133,691
6 years or more	305	52%	117,000	150,000	200,000	165,312

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	15	3%	60,000	78,000	144,000	95,788
3 to less than 5 years	65	11%	66,000	90,000	120,000	107,930
5 to less than 10 years	247	41%	96,000	123,500	173,000	134,996
10 to less than 15 years	156	26%	118,000	150,000	200,000	162,145
15 to less than 20 years	81	14%	131,000	182,000	226,100	193,712
20 or more years	32	5%	150,000	180,000	237,500	204,508

Brazil—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	17	3%	110,000	139,800	178,000	136,037
Some college or associate's degree	10	2%	78,000	142,741	175,500	129,478
4-year college degree	138	23%	90,000	120,000	168,000	133,612
Master's degree	350	59%	105,000	147,444	200,000	158,245
Doctoral degree	81	14%	99,927	140,000	178,000	146,846

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	245	41%	100,000	132,000	180,000	144,597
No degree in PM	346	59%	100,000	144,000	192,000	154,395

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	497	83%	105,300	144,000	192,000	155,476
PMP for less than 1 year	8	2%	--	--	--	--
PMP for 1 to less than 5 years	258	52%	95,000	124,250	173,000	136,349
PMP for 5 to less than 10 years	162	33%	120,000	156,985	213,000	172,691
PMP for 10 to less than 20 years	64	13%	146,500	182,000	219,000	188,378
PMP for 20 or more years	--	--	--	--	--	--
Do not have a PMP® certification	99	17%	78,000	100,000	150,000	121,759

Annualized Salary by Amount of Training per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	200	34%	100,444	132,000	181,000	148,731
5 to 9 days	126	21%	100,000	150,000	194,000	153,769
10 days or more	264	45%	96,000	140,500	186,600	149,482

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	500	86%	100,000	139,900	187,200	150,501
Female	84	14%	97,000	132,000	180,000	141,398

Brazil—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	55	9%	102,000	143,000	186,999	147,032
Consulting	44	7%	84,500	153,000	228,500	166,216
Customer service/ public relations	3	1%	--	--	--	--
Engineering	65	11%	100,000	169,000	208,000	168,782
Finance	10	2%	90,974	121,500	144,000	112,587
Human resources	1	*	--	--	--	--
Information technology/ information systems	176	30%	98,964	131,500	166,500	138,564
Operations/manufacturing	18	3%	100,000	117,500	150,000	128,155
Project management department or PMO	162	27%	100,800	139,690	195,000	154,115
Quality management	4	1%	--	--	--	--
Research and development	15	3%	91,000	120,000	155,000	129,244
Sales/marketing	18	3%	112,000	180,500	205,000	169,595
Supply chain management/logistics	11	2%	112,000	144,000	167,700	145,777
Training/education	3	1%	--	--	--	--
Other	11	2%	82,000	120,000	208,000	147,364

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	4	1%	--	--	--	--
Business services	3	1%	--	--	--	--
Construction	27	5%	100,000	194,000	240,000	182,936
Consulting	43	7%	102,000	168,000	228,000	171,152
Engineering	51	9%	110,000	150,000	208,000	162,655
Financial services	40	7%	120,000	144,000	181,000	146,601
Food and beverage	8	1%	--	--	--	--
Government	26	4%	108,000	136,000	176,800	143,672
Healthcare	11	2%	91,000	136,800	169,000	134,412
Information technology	188	32%	91,000	121,500	180,000	136,969
Insurance	7	1%	--	--	--	--
Legal	--	--	--	--	--	--
Manufacturing	34	6%	100,000	130,733	192,000	154,487
Pharmaceuticals	6	1%	--	--	--	--
Real estate	4	1%	--	--	--	--
Resources (agriculture, mining, etc.)	43	7%	115,000	133,000	196,800	153,592
Telecommunications	43	7%	101,844	125,000	162,000	140,424
Training/education	6	1%	--	--	--	--
Utility	6	1%	--	--	--	--
Other	46	8%	100,000	157,770	228,000	165,970

Brazil—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	142	24%	110,000	143,709	192,850	154,928
Construction	103	17%	104,000	180,000	228,000	176,194
Engineering	165	28%	108,000	156,000	213,000	164,684
Information technology	380	64%	100,000	132,300	180,000	145,783
Manufacturing	56	9%	110,000	163,000	220,000	169,834
Operations	107	18%	105,300	144,000	192,850	156,979
Quality management	75	13%	100,000	143,000	200,000	156,771
Regulatory compliance	60	10%	121,500	156,500	216,500	167,793
Research and development	46	8%	97,500	142,000	195,000	151,103
Supply chain management/logistics	57	10%	120,000	160,000	205,000	166,827
Other	53	9%	100,000	140,000	180,000	149,069

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th percentile	Median	75th percentile	Mean
Fewer than 100	67	11%	82,000	120,000	180,000	138,793
100-299	33	6%	90,000	114,000	182,600	140,784
300-999	75	13%	105,000	140,000	186,000	153,590
1,000-2,499	61	10%	110,000	139,380	175,708	150,567
2,500-4,999	48	8%	100,000	145,000	181,000	152,829
5,000-9,999	54	9%	100,000	143,500	182,000	149,353
10,000 or more	258	43%	100,000	143,709	200,000	152,234

Annualized Salary by Average Project Team Size

Team size	n=	Percent	25th percentile	Median	75th percentile	Mean
1-4 people	63	14%	95,000	128,700	162,000	133,806
5-9 people	152	33%	100,400	132,500	180,000	143,683
10-14 people	103	22%	110,000	143,417	190,000	152,747
15-19 people	52	11%	97,964	162,000	212,306	167,684
20 or more people	94	20%	120,000	180,000	234,000	186,286

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	62	11%	75,400	118,500	150,000	120,472
\$100,000-\$499,999	135	24%	91,000	120,000	180,000	133,230
\$500,000-\$999,999	94	17%	100,000	132,000	167,160	144,420
\$1 million-\$10 million	173	31%	120,000	150,000	200,000	164,125
More than \$10 million	91	16%	112,000	180,000	232,940	185,887

Brazil—All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	178	30%
Yes—Informal	203	34%
No	195	33%
Don't know	18	3%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	144	38%
Yes—Informal	179	48%
No	31	8%
Don't know	22	6%

Defined Set of Performance Skills for Project Managers Within Organization

	n=	Percent
Yes—Clearly defined/in writing	217	37%
Yes—Informal	193	33%
No	166	28%
Don't know	15	3%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	43	7%	12	2%	527	91%
Director of project management office (PMO)	6	17%	--	--	30	83%
Portfolio manager	6	11%	3	6%	46	85%
Program manager	8	11%	1	1%	63	88%
Project manager III	9	6%	3	2%	138	93%
Project manager II	6	5%	2	2%	106	93%
Project manager I	4	7%	--	--	56	93%
Project management specialist	2	5%	2	5%	34	89%
Project management consultant	2	4%	1	2%	54	95%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	127	21%	348	59%	354	60%
Director of project management office (PMO)	11	31%	29	81%	21	58%
Portfolio manager	18	33%	42	76%	40	73%
Program manager	19	26%	49	68%	46	64%
Project manager III	29	19%	98	64%	83	55%
Project manager II	20	17%	61	52%	76	64%
Project manager I	9	15%	28	45%	34	55%
Project management specialist	13	33%	20	51%	27	69%
Project management consultant	8	14%	21	36%	27	46%

Brazil—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	564	25.0	466	23.3
Director of project management office (PMO)	35	25.9	31	24.8
Portfolio manager	54	23.9	45	22.2
Program manager	71	25.5	55	23.7
Project manager III	140	24.9	117	21.7
Project manager II	115	26.2	92	24.5
Project manager I	56	24.5	48	25.4
Project management specialist	38	25.3	31	23.0
Project management consultant	55	23.3	47	22.4

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	155	27%	238	41%	33	6%
Director of project management office (PMO)	11	31%	14	39%	2	6%
Portfolio manager	12	22%	22	41%	2	4%
Program manager	16	22%	35	47%	2	3%
Project manager III	35	24%	66	45%	10	7%
Project manager II	31	27%	49	43%	7	6%
Project manager I	23	38%	23	38%	4	7%
Project management specialist	11	29%	14	37%	3	8%
Project management consultant	16	28%	15	26%	3	5%

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	590	41.1	583	46.6
Director of project management office (PMO)	36	40.6	36	46.8
Portfolio manager	55	40.6	55	49.2
Program manager	74	41.3	72	47.2
Project manager III	149	41.2	146	47.0
Project manager II	119	41.2	117	45.9
Project manager I	61	41.5	61	45.8
Project management specialist	39	41.4	38	46.6
Project management consultant	57	40.9	58	44.7

Brazil—All Respondents

Annualized Salary by Position Description—Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	9	8%	--	--	--	--
Portfolio manager	10	8%	132,600	147,000	210,000	157,151
Program manager	20	17%	150,000	180,000	222,500	194,550
Project manager III	28	24%	98,964	133,900	165,000	135,087
Project manager II	24	20%	97,350	130,000	150,000	129,342
Project manager I	10	8%	50,000	66,000	100,000	77,900
Project management specialist	3	3%	--	--	--	--
Project management consultant	15	13%	84,000	140,000	180,000	146,543

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	27	6%	120,000	200,000	246,050	203,766
Portfolio manager	45	9%	144,000	184,600	216,000	192,192
Program manager	54	11%	120,000	169,700	227,743	179,673
Project manager III	124	26%	102,900	140,984	182,000	148,712
Project manager II	95	20%	96,000	125,000	182,000	144,255
Project manager I	52	11%	68,925	102,500	136,500	108,279
Project management specialist	36	8%	90,750	129,000	171,330	136,067
Project management consultant	44	9%	79,000	104,500	131,000	112,717

Detailed Findings Canada—All Respondents



Total Compensation (in Canadian Dollars)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	2,546	80,000	97,000	120,000	102,370
Total compensation	2,546	85,000	104,000	128,500	110,395

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	91	4%	Decrease	66	3%
Remained the same	684	27%	Remain the same	628	25%
Increased less than 1%	105	4%	Increase less than 1%	124	5%
Increased 1% to 2.9%	725	28%	Increase 1% to 2.9%	798	31%
Increased 3% to 3.9%	328	13%	Increase 3% to 3.9%	341	13%
Increased 4% to 4.9%	137	5%	Increase 4% to 4.9%	128	5%
Increased 5% to 6.9%	162	6%	Increase 5% to 6.9%	211	8%
Increased 7% to 9.9%	105	4%	Increase 7% to 9.9%	70	3%
Increased 10% to 14.9%	111	4%	Increase 10% to 14.9%	109	4%
Increased 15% to 19.9%	36	1%	Increase 15% to 19.9%	27	1%
Increased 20% to 24.9%	26	1%	Increase 20% to 24.9%	15	1%
Increased 25% to 29.9%	13	1%	Increase 25% to 29.9%	7	*
Increased 30% or greater	23	1%	Increase 30% or greater	22	1%

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	151	6%	104,000	123,000	143,000	127,547
Portfolio manager	203	8%	98,600	115,000	131,000	119,004
Program manager	410	16%	90,000	105,000	127,000	112,556
Project manager III	631	25%	87,000	101,000	122,000	108,371
Project manager II	497	20%	75,000	86,000	102,800	90,690
Project manager I	304	12%	60,199	76,000	90,000	76,180
Project management specialist	160	6%	68,000	81,550	100,000	83,808
Project management consultant	190	7%	82,000	100,000	130,000	110,765

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	16	1%	50,000	53,000	60,000	55,029
3 to less than 5 years	46	2%	54,000	65,000	75,000	65,414
5 to less than 10 years	295	12%	67,000	79,000	92,000	81,342
10 to less than 15 years	453	18%	76,000	90,000	105,000	92,930
15 to less than 20 years	495	19%	82,000	96,000	119,000	102,645
20 or more years	1,241	49%	90,000	106,000	128,000	112,684

Canada—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Agile/interactive/incremental project management/Scrum</i>						
None	961	40%	76,800	94,000	115,000	98,358
1 to 5 years	1,068	45%	81,500	97,000	116,000	102,613
6 years or more	368	15%	89,341	110,000	134,500	113,751
<i>Extreme project management</i>						
None	1,664	71%	79,650	95,000	115,000	99,485
1 to 5 years	435	18%	80,000	100,000	120,000	104,838
6 years or more	258	11%	92,000	110,000	140,000	117,736
<i>Process-based project management</i>						
None	637	27%	80,000	95,000	118,000	100,388
1 to 5 years	821	34%	75,000	88,589	107,000	94,610
6 years or more	941	39%	89,000	104,500	125,000	110,816
<i>Event chain project management</i>						
None	1,625	69%	80,000	96,500	118,000	101,207
1 to 5 years	457	19%	80,000	95,000	115,000	100,660
6 years or more	276	12%	88,000	106,300	130,000	112,927
<i>Project portfolio management</i>						
None	860	36%	73,000	88,000	105,000	91,673
1 to 5 years	937	39%	81,000	98,000	120,000	102,750
6 years or more	609	25%	95,000	112,000	140,000	118,493
<i>Program management</i>						
None	653	27%	70,000	85,000	100,000	88,854
1 to 5 years	970	40%	80,000	95,000	115,000	100,740
6 years or more	804	33%	93,350	110,000	135,000	116,403
<i>Earned value management</i>						
None	878	37%	75,000	90,000	108,000	94,706
1 to 5 years	971	40%	80,000	96,000	116,000	101,486
6 years or more	554	23%	92,000	111,454	136,000	117,341
<i>Lean project management</i>						
None	1,225	52%	78,000	94,000	115,000	98,953
1 to 5 years	802	34%	80,000	98,000	120,000	103,520
6 years or more	350	15%	90,000	110,000	130,000	113,592

Canada—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Critical chain project management</i>						
None	1,185	50%	80,000	95,000	117,153	100,540
1 to 5 years	701	30%	76,000	93,000	111,000	97,576
6 years or more	479	20%	90,000	108,000	135,000	114,683
<i>Waterfall project management</i>						
None	872	36%	75,000	92,000	115,000	97,167
1 to 5 years	553	23%	76,000	89,000	105,000	94,316
6 years or more	981	41%	90,000	105,000	126,000	112,316
<i>Risk management</i>						
None	271	11%	67,000	81,000	96,000	84,243
1 to 5 years	985	40%	75,000	89,000	106,000	94,360
6 years or more	1,183	49%	91,000	108,000	130,000	113,846
<i>Change management</i>						
None	203	8%	68,000	85,000	100,000	86,815
1 to 5 years	983	40%	75,000	88,000	105,000	93,295
6 years or more	1,249	51%	90,000	105,000	126,000	112,490
<i>Resource management</i>						
None	267	11%	73,000	87,000	105,000	91,040
1 to 5 years	863	36%	74,000	86,000	104,000	91,275
6 years or more	1,298	53%	90,000	105,000	128,000	112,529

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	94	4%	57,000	68,500	90,700	73,582
3 to less than 5 years	240	9%	65,000	76,000	90,000	79,655
5 to less than 10 years	818	32%	76,000	87,000	102,000	92,050
10 to less than 15 years	628	25%	88,000	101,000	120,000	107,633
15 to less than 20 years	433	17%	95,000	110,000	130,000	114,830
20 or more years	333	13%	100,000	120,000	150,000	126,089

Canada—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	39	2%	79,000	93,288	130,000	103,821
Some college or associate's degree	401	16%	80,000	98,000	119,000	103,500
4-year college degree	1,226	48%	79,279	95,000	115,000	99,788
Master's degree	819	32%	82,000	100,000	121,449	105,490
Doctoral degree	61	2%	82,000	97,000	120,000	104,015

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	408	16%	78,000	92,000	112,000	97,316
No degree in PM	2,125	84%	80,000	98,000	120,000	103,319

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	2,025	80%	84,000	100,000	120,000	105,559
PMP for less than 1 year	26	1%	66,000	75,000	84,500	78,206
PMP for 1 to less than 5 years	1,017	51%	78,000	92,000	110,000	96,806
PMP for 5 to less than 10 years	631	32%	91,000	106,000	127,963	113,361
PMP for 10 to less than 20 years	317	16%	97,330	116,000	135,000	119,913
PMP for 20 or more years	2	*	--	--	--	--
Do not have a PMP® certification	521	20%	67,000	82,822	105,000	89,973

Annualized Salary by Amount of Training per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	1,189	47%	80,000	96,000	120,000	101,502
5 to 9 days	819	33%	82,300	100,000	120,000	104,564
10 days or more	507	20%	80,000	95,000	120,000	101,618

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	1,601	66%	83,000	100,000	122,000	106,284
Female	841	34%	75,000	90,000	108,000	94,572

Canada—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	162	6%	78,500	95,000	124,000	103,488
Consulting	215	8%	82,000	100,000	125,000	107,826
Customer service/ public relations	23	1%	60,000	80,000	93,200	84,168
Engineering	267	10%	80,000	98,000	120,000	101,352
Finance	42	2%	80,000	94,700	111,000	99,631
Human resources	13	1%	87,000	97,000	100,000	96,769
Information technology/ information systems	623	24%	82,000	99,000	120,000	103,911
Operations/manufacturing	103	4%	75,000	92,500	112,000	96,776
Project management department or PMO	827	32%	82,000	100,000	120,000	103,721
Quality management	20	1%	59,500	85,000	97,000	88,300
Research and development	45	2%	80,000	90,000	116,117	96,825
Sales/marketing	64	3%	75,519	88,591	108,000	93,719
Supply chain management/logistics	32	1%	75,750	90,350	104,000	91,882
Training/education	19	1%	69,000	79,800	92,000	82,419
Other	91	4%	77,000	99,000	118,000	100,414

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	56	2%	86,250	98,800	119,000	101,216
Business services	28	1%	64,500	82,000	102,500	88,375
Construction	177	7%	75,000	92,975	120,000	100,150
Consulting	204	8%	86,250	105,200	135,000	113,433
Engineering	210	8%	85,000	100,500	123,000	106,827
Financial services	262	10%	80,000	94,500	112,000	101,383
Food and beverage	18	1%	82,000	99,200	110,000	97,417
Government	246	10%	80,000	96,000	108,000	97,173
Healthcare	131	5%	75,000	90,000	105,000	92,048
Information technology	447	18%	80,000	100,000	120,000	105,763
Insurance	63	2%	76,000	97,000	115,000	97,003
Legal	5	*	--	--	--	--
Manufacturing	118	5%	73,500	87,000	115,000	95,660
Pharmaceuticals	24	1%	77,400	92,309	120,000	96,112
Real estate	15	1%	70,000	103,000	130,000	106,547
Resources (agriculture, mining, etc.)	96	4%	98,000	115,000	140,000	119,396
Telecommunications	181	7%	80,000	93,000	110,000	98,323
Training/education	27	1%	75,000	83,500	92,000	86,600
Utility	98	4%	90,000	110,000	121,000	107,613
Other	140	5%	76,000	95,250	111,000	97,919

Canada—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	695	27%	84,000	100,000	125,000	107,455
Construction	546	21%	82,000	100,000	120,000	105,055
Engineering	578	23%	85,000	103,000	123,000	107,171
Information technology	1,339	53%	82,000	98,000	120,000	103,864
Manufacturing	153	6%	75,000	95,000	115,000	100,013
Operations	568	22%	80,000	97,250	116,000	101,179
Quality management	244	10%	80,000	98,800	120,000	101,974
Regulatory compliance	266	10%	85,352	102,204	120,000	105,753
Research and development	184	7%	80,000	95,000	120,000	100,155
Supply chain management/logistics	156	6%	81,500	101,000	128,000	107,034
Other	192	8%	78,000	93,000	112,000	96,333

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th percentile	Median	75th percentile	Mean
Fewer than 100	385	15%	75,000	92,000	125,000	104,339
100-299	220	9%	75,000	90,680	114,000	96,327
300-999	318	12%	80,000	98,000	117,000	99,369
1,000-2,499	247	10%	82,000	100,000	120,000	103,519
2,500-4,999	262	10%	80,500	100,000	120,000	103,323
5,000-9,999	242	10%	82,000	100,000	120,000	102,630
10,000 or more	872	34%	82,743	97,000	118,000	103,435

Annualized Salary by Average Project Team Size

Team size	n=	Percent	25th percentile	Median	75th percentile	Mean
1-4 people	299	15%	76,800	90,000	105,496	94,905
5-9 people	678	34%	80,000	95,000	115,000	100,374
10-14 people	471	24%	85,145	103,000	120,000	106,470
15-19 people	182	9%	87,000	105,000	130,000	115,182
20 or more people	366	18%	93,000	110,000	140,000	119,433

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	264	11%	70,000	81,000	94,250	82,404
\$100,000-\$499,999	559	24%	75,000	90,000	105,000	93,097
\$500,000-\$999,999	389	16%	80,000	95,752	117,153	100,555
\$1 million-\$10 million	815	34%	89,000	105,000	125,000	110,244
More than \$10 million	347	15%	96,000	117,000	142,000	121,813

Canada-All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	551	22%
Yes—Informal	1,168	46%
No	670	26%
Don't know	144	6%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	339	20%
Yes—Informal	915	54%
No	271	16%
Don't know	174	10%

Defined Set of Performance Skills for Project Managers Within Organization

	n=	Percent
Yes—Clearly defined/in writing	960	38%
Yes—Informal	832	33%
No	564	23%
Don't know	142	6%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	154	6%	299	12%	2,101	83%
Director of project management office (PMO)	10	7%	16	11%	127	85%
Portfolio manager	18	9%	35	17%	159	78%
Program manager	33	8%	54	13%	325	80%
Project manager III	34	5%	72	12%	526	84%
Project manager II	31	6%	57	12%	408	83%
Project manager I	16	5%	32	11%	256	85%
Project management specialist	3	2%	14	9%	140	89%
Project management consultant	9	5%	19	10%	160	85%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	308	12%	1,460	58%	1,137	45%
Director of project management office (PMO)	32	21%	119	79%	80	53%
Portfolio manager	32	16%	148	73%	106	52%
Program manager	43	11%	281	69%	198	49%
Project manager III	75	12%	372	59%	267	42%
Project manager II	60	12%	258	53%	207	43%
Project manager I	33	11%	134	44%	128	42%
Project management specialist	14	9%	72	45%	78	49%
Project management consultant	19	10%	76	40%	73	39%

Canada—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	2,410	14.2	2,269	19.4
Director of project management office (PMO)	146	15.9	140	21.5
Portfolio manager	194	15.9	190	20.9
Program manager	385	14.4	376	20.0
Project manager III	596	14.0	573	18.8
Project manager II	475	13.8	445	19.3
Project manager I	294	13.5	257	19.6
Project management specialist	154	14.8	132	20.5
Project management consultant	166	12.1	156	15.8

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	846	34%	1,240	49%	152	6%
Director of project management office (PMO)	55	37%	70	47%	10	7%
Portfolio manager	85	42%	103	51%	11	5%
Program manager	134	33%	213	53%	26	6%
Project manager III	189	30%	306	49%	34	5%
Project manager II	170	35%	245	50%	20	4%
Project manager I	105	35%	154	51%	20	7%
Project management specialist	69	43%	86	54%	11	7%
Project management consultant	39	21%	63	34%	20	11%

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	2,522	38.4	2,507	44.3
Director of project management office (PMO)	149	37.9	150	46.9
Portfolio manager	203	38.2	201	46.8
Program manager	405	38.5	405	46.0
Project manager III	628	38.3	623	44.4
Project manager II	494	38.7	489	43.2
Project manager I	301	38.6	293	43.1
Project management specialist	159	38.4	159	41.4
Project management consultant	183	37.8	187	43.4

Canada—All Respondents

Annualized Salary by Position Description—Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	24	5%	117,000	142,500	176,000	151,863
Portfolio manager	24	5%	100,000	123,500	135,000	124,856
Program manager	68	15%	105,000	137,250	160,000	138,359
Project manager III	140	30%	106,000	140,000	163,290	137,120
Project manager II	69	15%	80,000	95,000	112,000	99,791
Project manager I	35	8%	63,000	80,000	90,000	78,586
Project management specialist	23	5%	76,400	98,000	113,000	94,548
Project management consultant	81	17%	92,000	120,000	150,000	128,505

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	127	6%	102,000	120,000	140,000	122,952
Portfolio manager	179	9%	98,600	112,000	131,000	118,219
Program manager	342	16%	89,000	103,000	120,000	107,425
Project manager III	491	24%	85,000	96,000	113,000	100,174
Project manager II	428	21%	74,250	85,000	101,000	89,223
Project manager I	269	13%	60,000	76,000	90,000	75,867
Project management specialist	137	7%	68,000	80,000	98,000	82,005
Project management consultant	109	5%	78,000	91,500	111,000	97,581

Detailed Findings China—All Respondents



Total Compensation (in Chinese Yuan)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	677	124,175	195,000	264,000	209,857
Total compensation	677	163,800	230,000	330,000	261,000

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	27	4%	Decrease	9	1%
Remained the same	151	22%	Remain the same	43	6%
Increased less than 1%	19	3%	Increase less than 1%	9	1%
Increased 1% to 2.9%	54	8%	Increase 1% to 2.9%	22	3%
Increased 3% to 3.9%	35	5%	Increase 3% to 3.9%	15	2%
Increased 4% to 4.9%	44	6%	Increase 4% to 4.9%	33	5%
Increased 5% to 6.9%	87	13%	Increase 5% to 6.9%	73	11%
Increased 7% to 9.9%	98	14%	Increase 7% to 9.9%	93	14%
Increased 10% to 14.9%	99	15%	Increase 10% to 14.9%	191	28%
Increased 15% to 19.9%	25	4%	Increase 15% to 19.9%	65	10%
Increased 20% to 24.9%	16	2%	Increase 20% to 24.9%	55	8%
Increased 25% to 29.9%	4	1%	Increase 25% to 29.9%	15	2%
Increased 30% or greater	18	3%	Increase 30% or greater	54	8%

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	36	5%	135,000	195,400	245,000	197,265
Portfolio manager	29	4%	200,000	300,000	420,000	329,980
Program manager	114	17%	150,000	240,000	300,000	246,756
Project manager III	83	12%	130,000	214,500	350,000	249,087
Project manager II	149	22%	130,000	200,000	280,500	210,105
Project manager I	162	24%	120,000	156,000	213,000	172,718
Project management specialist	75	11%	100,000	144,000	204,000	164,478
Project management consultant	29	4%	120,000	150,000	220,000	171,586

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	--	--	--	--	--	--
3 to less than 5 years	23	3%	96,000	110,000	150,000	136,653
5 to less than 10 years	230	34%	107,000	150,000	210,000	168,942
10 to less than 15 years	243	36%	150,000	200,000	300,000	221,549
15 to less than 20 years	107	16%	158,747	225,000	318,199	252,625
20 or more years	74	11%	150,000	201,436	348,000	259,545

China—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Agile/interactive/incremental project management/Scrum</i>						
None	188	35%	113,850	172,000	240,000	189,656
1 to 5 years	272	50%	135,000	200,000	280,000	215,014
6 years or more	81	15%	150,000	200,000	300,000	238,469
<i>Extreme project management</i>						
None	275	51%	120,000	180,000	240,000	196,195
1 to 5 years	202	37%	130,000	200,000	300,000	223,039
6 years or more	66	12%	150,000	200,000	300,000	230,355
<i>Process-based project management</i>						
None	83	15%	100,000	150,000	240,000	180,259
1 to 5 years	328	58%	120,000	190,000	250,000	204,927
6 years or more	159	28%	150,000	200,000	300,000	240,560
<i>Event chain project management</i>						
None	243	45%	120,000	180,000	250,000	201,272
1 to 5 years	233	43%	130,000	200,000	280,000	214,884
6 years or more	68	13%	146,500	200,000	290,000	218,010
<i>Project portfolio management</i>						
None	223	40%	120,000	160,000	230,000	181,442
1 to 5 years	276	49%	139,000	200,000	300,000	228,235
6 years or more	63	11%	150,000	200,000	300,000	235,587
<i>Program management</i>						
None	137	24%	120,000	170,000	221,000	184,669
1 to 5 years	295	51%	120,000	180,000	250,000	203,152
6 years or more	146	25%	150,000	205,000	320,000	246,957
<i>Earned value management</i>						
None	202	37%	120,000	160,000	230,000	180,624
1 to 5 years	264	48%	139,000	200,000	300,000	222,291
6 years or more	83	15%	150,000	200,000	300,000	242,159
<i>Lean project management</i>						
None	225	41%	120,000	170,000	240,000	193,346
1 to 5 years	264	48%	130,000	200,000	289,714	216,939
6 years or more	64	12%	150,000	192,841	290,000	228,680

China—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Critical chain project management</i>						
None	187	34%	120,000	158,747	214,994	175,802
1 to 5 years	269	49%	130,000	200,000	288,000	220,235
6 years or more	92	17%	150,000	200,000	310,000	244,897
<i>Waterfall project management</i>						
None	226	41%	120,000	166,000	240,000	187,348
1 to 5 years	235	43%	148,000	200,000	300,000	219,659
6 years or more	90	16%	150,000	200,000	300,000	243,265
<i>Risk management</i>						
None	90	16%	100,000	152,500	235,200	175,565
1 to 5 years	325	57%	120,000	180,000	248,000	200,482
6 years or more	156	27%	160,000	230,901	320,000	253,430
<i>Change management</i>						
None	79	14%	100,000	150,000	220,000	167,587
1 to 5 years	322	57%	120,000	185,000	250,000	201,800
6 years or more	168	30%	150,000	200,000	310,000	247,678
<i>Resource management</i>						
None	110	20%	100,000	150,000	200,000	158,830
1 to 5 years	300	53%	130,000	197,000	255,000	207,759
6 years or more	152	27%	158,000	231,000	315,862	251,685

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	61	9%	98,000	130,000	200,000	158,863
3 to less than 5 years	163	24%	120,000	150,000	220,000	171,265
5 to less than 10 years	326	48%	132,000	200,000	300,000	218,966
10 to less than 15 years	86	13%	180,000	235,901	340,000	266,060
15 to less than 20 years	29	4%	180,000	200,000	340,000	255,528
20 or more years	12	2%	133,500	180,000	342,000	232,666

China—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	4	1%	--	--	--	--
Some college or associate's degree	29	4%	100,000	150,000	250,000	183,017
4-year college degree	368	54%	120,000	170,000	242,542	195,657
Master's degree	267	39%	150,000	200,000	300,000	231,895
Doctoral degree	9	1%	--	--	--	--

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	170	25%	130,000	197,500	250,000	204,346
No degree in PM	502	75%	120,000	194,000	280,000	212,421

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	643	95%	130,000	200,000	270,000	210,476
PMP for less than 1 year	10	2%	100,000	135,000	170,000	137,000
PMP for 1 to less than 5 years	503	79%	120,000	180,000	250,000	198,370
PMP for 5 to less than 10 years	108	17%	190,400	250,000	345,990	275,049
PMP for 10 to less than 20 years	12	2%	170,000	240,000	310,000	245,833
PMP for 20 or more years	--	--	--	--	--	--
Do not have a PMP® certification	34	5%	120,000	165,000	248,000	198,147

Annualized Salary by Amount of Training per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	182	29%	130,000	200,000	300,000	223,334
5 to 9 days	192	30%	144,500	200,000	255,000	211,526
10 days or more	263	41%	120,000	180,000	244,243	200,030

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	532	79%	130,000	200,000	280,000	214,274
Female	139	21%	120,000	160,000	240,000	191,169

China—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	22	3%	150,000	263,000	340,000	267,972
Consulting	24	4%	120,500	235,000	330,000	245,458
Customer service/ public relations	12	2%	120,000	153,000	196,436	181,633
Engineering	108	16%	120,000	180,000	255,000	200,211
Finance	8	1%	--	--	--	--
Human resources	2	*	--	--	--	--
Information technology/ information systems	174	26%	130,000	180,000	250,000	209,640
Operations/manufacturing	22	3%	120,000	150,000	200,000	160,793
Project management department or PMO	192	28%	120,000	197,500	299,500	211,664
Quality management	13	2%	102,000	200,000	240,000	180,904
Research and development	55	8%	162,000	221,000	280,500	235,664
Sales/marketing	25	4%	140,000	196,000	250,000	208,098
Supply chain management/logistics	15	2%	100,000	140,000	230,000	169,707
Training/education	--	--	--	--	--	--
Other	5	1%	--	--	--	--

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	11	2%	80,000	140,000	240,000	159,000
Business services	9	1%	--	--	--	--
Construction	27	4%	105,000	180,000	300,000	204,893
Consulting	15	2%	120,000	240,000	410,000	252,601
Engineering	106	16%	130,000	200,000	288,000	208,645
Financial services	22	3%	200,000	240,000	280,000	243,809
Food and beverage	3	*	--	--	--	--
Government	1	*	--	--	--	--
Healthcare	16	2%	224,000	250,000	310,000	266,708
Information technology	212	31%	139,000	190,000	260,000	210,754
Insurance	--	--	--	--	--	--
Legal	--	--	--	--	--	--
Manufacturing	123	18%	120,000	160,000	225,000	187,081
Pharmaceuticals	11	2%	150,000	270,000	420,000	268,714
Real estate	4	1%	--	--	--	--
Resources (agriculture, mining, etc.)	25	4%	120,000	180,000	219,429	181,347
Telecommunications	61	9%	150,000	200,000	250,000	217,131
Training/education	--	--	--	--	--	--
Utility	4	1%	--	--	--	--
Other	27	4%	130,000	230,000	280,427	231,923

China—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	51	8%	132,000	200,000	300,000	235,666
Construction	68	10%	120,000	180,000	250,000	202,667
Engineering	218	32%	130,000	200,000	280,427	213,507
Information technology	294	44%	145,000	200,000	260,000	216,728
Manufacturing	115	17%	117,600	160,000	221,000	183,504
Operations	71	11%	150,000	210,000	299,000	238,634
Quality management	74	11%	120,000	200,000	276,000	211,176
Regulatory compliance	11	2%	156,000	250,000	400,000	249,520
Research and development	110	16%	150,000	200,000	286,000	224,618
Supply chain management/logistics	50	7%	143,000	218,500	300,000	243,461
Other	13	2%	150,000	170,000	283,500	211,686

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th percentile	Median	75th percentile	Mean
Fewer than 100	53	8%	121,000	180,000	250,000	195,238
100-299	75	11%	120,000	158,400	232,000	189,407
300-999	127	19%	120,000	174,000	240,000	197,606
1,000-2,499	95	14%	120,000	162,000	250,000	200,727
2,500-4,999	65	10%	120,000	200,000	240,000	200,026
5,000-9,999	55	8%	150,000	200,000	300,000	222,833
10,000 or more	207	31%	150,000	200,000	300,000	232,355

Annualized Salary by Average Project Team Size

Team size	n=	Percent	25th percentile	Median	75th percentile	Mean
1-4 people	70	14%	120,000	163,000	240,000	186,652
5-9 people	184	37%	139,000	200,000	260,000	212,131
10-14 people	100	20%	150,000	200,000	294,500	221,955
15-19 people	36	7%	150,000	200,000	335,000	257,559
20 or more people	106	21%	140,000	200,000	300,000	230,692

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	101	18%	110,000	150,000	200,000	171,485
\$100,000-\$499,999	179	32%	130,000	200,000	290,000	210,548
\$500,000-\$999,999	86	15%	160,000	215,497	300,000	234,407
\$1 million-\$10 million	121	22%	150,000	202,870	300,000	237,902
More than \$10 million	70	13%	120,000	200,000	320,000	231,087

China—All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	192	30%
Yes—Informal	292	45%
No	109	17%
Don't know	52	8%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	176	37%
Yes—Informal	237	50%
No	29	6%
Don't know	28	6%

Defined Set of Performance Skills for Project Managers Within Organization

	n=	Percent
Yes—Clearly defined/in writing	289	46%
Yes—Informal	210	33%
No	96	15%
Don't know	34	5%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	47	7%	62	9%	550	84%
Director of project management office (PMO)	3	9%	--	--	32	91%
Portfolio manager	3	11%	2	7%	23	82%
Program manager	12	11%	13	12%	86	77%
Project manager III	5	6%	10	12%	67	83%
Project manager II	7	5%	14	10%	124	86%
Project manager I	11	7%	16	10%	132	84%
Project management specialist	3	4%	4	6%	65	90%
Project management consultant	3	11%	3	11%	21	78%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	206	31%	383	58%	323	49%
Director of project management office (PMO)	9	25%	22	61%	15	42%
Portfolio manager	13	46%	17	61%	12	43%
Program manager	35	32%	76	68%	53	48%
Project manager III	26	32%	61	75%	38	47%
Project manager II	51	35%	78	53%	76	52%
Project manager I	46	29%	77	49%	80	51%
Project management specialist	19	26%	37	51%	36	50%
Project management consultant	7	26%	15	56%	13	48%

China—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	580	10.6	554	15.7
Director of project management office (PMO)	30	7.6	33	14.5
Portfolio manager	23	10.7	25	13.3
Program manager	106	10.1	96	15.3
Project manager III	69	9.9	69	14.9
Project manager II	126	10.8	124	16.8
Project manager I	137	12.2	125	16.6
Project management specialist	65	11.0	59	15.2
Project management consultant	24	7.5	23	14.0

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	229	36%	119	19%	87	14%
Director of project management office (PMO)	10	29%	6	18%	3	9%
Portfolio manager	12	43%	6	21%	4	14%
Program manager	42	39%	24	22%	18	17%
Project manager III	31	40%	12	16%	15	19%
Project manager II	43	32%	29	21%	18	13%
Project manager I	53	35%	28	19%	19	13%
Project management specialist	30	44%	12	18%	6	9%
Project management consultant	8	31%	2	8%	4	15%

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	647	40.1	641	45.3
Director of project management office (PMO)	34	39.9	34	45.5
Portfolio manager	29	39.8	28	47.4
Program manager	110	39.8	109	46.0
Project manager III	76	40.4	78	46.5
Project manager II	143	40.2	143	46.3
Project manager I	155	40.0	151	44.4
Project management specialist	74	40.0	73	43.1
Project management consultant	26	40.5	25	43.0

China—All Respondents

Annualized Salary by Position Description—Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	3	6%	--	--	--	--
Portfolio manager	2	4%	--	--	--	--
Program manager	7	13%	--	--	--	--
Project manager III	4	8%	--	--	--	--
Project manager II	6	12%	--	--	--	--
Project manager I	19	37%	120,000	158,400	200,000	160,916
Project management specialist	5	10%	--	--	--	--
Project management consultant	6	12%	--	--	--	--

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	33	5%	150,000	200,000	240,000	198,229
Portfolio manager	27	4%	187,000	300,000	420,000	321,386
Program manager	107	17%	150,000	240,000	300,000	245,516
Project manager III	79	13%	132,000	225,000	350,000	253,091
Project manager II	143	23%	130,000	200,000	280,500	208,921
Project manager I	143	23%	120,000	156,000	219,429	174,286
Project management specialist	70	11%	100,000	150,000	204,000	167,327
Project management consultant	23	4%	102,000	150,000	200,000	164,304

Detailed Findings Colombia—All Respondents



Total Compensation (in Colombian Pesos)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	289	62,400,000	96,000,000	125,000,000	102,147,191
Total compensation	289	68,400,000	102,000,000	140,000,000	113,085,637

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	7	2%	Decrease	11	4%
Remained the same	52	18%	Remain the same	32	11%
Increased less than 1%	5	2%	Increase less than 1%	7	2%
Increased 1% to 2.9%	38	13%	Increase 1% to 2.9%	24	8%
Increased 3% to 3.9%	59	20%	Increase 3% to 3.9%	56	19%
Increased 4% to 4.9%	50	17%	Increase 4% to 4.9%	43	15%
Increased 5% to 6.9%	19	7%	Increase 5% to 6.9%	30	10%
Increased 7% to 9.9%	14	5%	Increase 7% to 9.9%	17	6%
Increased 10% to 14.9%	16	6%	Increase 10% to 14.9%	25	9%
Increased 15% to 19.9%	8	3%	Increase 15% to 19.9%	5	2%
Increased 20% to 24.9%	7	2%	Increase 20% to 24.9%	19	7%
Increased 25% to 29.9%	3	1%	Increase 25% to 29.9%	6	2%
Increased 30% or greater	11	4%	Increase 30% or greater	14	5%

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	26	9%	88,928,000	109,300,000	145,000,000	121,103,998
Portfolio manager	14	5%	120,000,000	146,000,000	198,296,992	163,027,441
Program manager	36	12%	83,000,000	111,287,000	161,539,408	120,777,262
Project manager III	67	23%	72,000,000	100,000,000	140,000,000	111,781,073
Project manager II	37	13%	65,000,000	74,200,000	102,000,000	91,444,115
Project manager I	46	16%	40,800,000	59,400,000	97,000,000	70,805,109
Project management specialist	36	12%	59,400,000	72,000,000	99,800,000	82,560,679
Project management consultant	27	9%	60,000,000	92,400,000	120,000,000	97,758,706

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	1	*	--	--	--	--
3 to less than 5 years	3	1%	--	--	--	--
5 to less than 10 years	71	25%	47,526,000	60,000,000	79,200,000	69,768,905
10 to less than 15 years	93	32%	67,000,000	96,144,000	124,800,000	100,532,629
15 to less than 20 years	63	22%	70,000,000	100,000,000	130,000,000	112,683,541
20 or more years	58	20%	102,000,000	124,350,000	180,000,000	136,606,008

Colombia—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Agile/interactive/incremental project management/Scrum</i>						
None	124	45%	64,200,000	96,000,000	126,240,000	101,393,800
1 to 5 years	123	45%	60,000,000	84,000,000	120,000,000	95,111,810
6 years or more	26	10%	90,000,000	111,287,000	168,000,000	129,193,000
<i>Extreme project management</i>						
None	184	68%	62,200,000	94,000,000	130,000,000	102,541,239
1 to 5 years	68	25%	60,000,000	88,680,000	120,000,000	94,450,585
6 years or more	17	6%	96,000,000	108,000,000	132,000,000	125,233,765
<i>Process-based project management</i>						
None	55	20%	72,000,000	96,000,000	120,000,000	100,666,696
1 to 5 years	127	46%	55,200,000	80,000,000	120,000,000	93,965,248
6 years or more	93	34%	72,900,272	102,000,000	141,025,648	114,285,596
<i>Event chain project management</i>						
None	153	58%	62,400,000	96,000,000	124,000,000	100,366,901
1 to 5 years	88	33%	59,640,000	75,000,000	110,500,000	92,288,045
6 years or more	23	9%	96,000,000	114,000,000	178,000,000	132,310,609
<i>Project portfolio management</i>						
None	127	46%	58,800,000	76,300,000	108,000,000	88,196,609
1 to 5 years	111	40%	72,000,000	100,000,000	135,000,000	108,268,119
6 years or more	37	13%	96,000,000	112,574,000	180,000,000	130,418,142
<i>Program management</i>						
None	95	35%	55,200,000	77,000,000	108,000,000	85,929,982
1 to 5 years	128	47%	63,000,000	96,096,000	124,900,000	102,766,612
6 years or more	50	18%	80,000,000	115,513,976	180,000,000	130,150,545
<i>Earned value management</i>						
None	54	20%	58,800,000	86,464,000	120,000,000	89,865,423
1 to 5 years	163	60%	60,000,000	82,000,000	120,000,000	94,648,244
6 years or more	55	20%	90,000,000	114,000,000	163,836,000	126,852,822
<i>Lean project management</i>						
None	143	53%	66,000,000	96,000,000	124,000,000	100,171,059
1 to 5 years	94	35%	55,200,000	75,300,000	112,800,000	91,861,147
6 years or more	31	12%	96,144,000	114,000,000	180,000,000	132,714,968

Colombia—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Critical chain project management</i>						
None	107	39%	58,800,000	88,928,000	120,000,000	94,987,021
1 to 5 years	106	39%	62,400,000	84,000,000	120,000,000	98,591,949
6 years or more	59	22%	84,000,000	110,500,000	160,000,000	118,834,643
<i>Waterfall project management</i>						
None	137	51%	62,400,000	90,000,000	125,000,000	99,697,974
1 to 5 years	90	33%	60,000,000	89,464,000	120,000,000	97,180,615
6 years or more	43	16%	84,000,000	109,750,000	169,200,000	118,514,514
<i>Risk management</i>						
None	45	16%	50,000,000	76,300,000	108,000,000	85,490,089
1 to 5 years	150	54%	60,000,000	86,680,000	120,000,000	95,470,353
6 years or more	82	30%	85,400,000	113,287,000	150,000,000	122,521,888
<i>Change management</i>						
None	45	17%	53,160,000	76,300,000	105,749,168	87,948,470
1 to 5 years	141	52%	60,000,000	82,000,000	120,000,000	96,128,438
6 years or more	85	31%	85,400,000	108,000,000	147,960,000	118,541,305
<i>Resource management</i>						
None	29	10%	58,000,000	77,000,000	100,000,000	86,724,414
1 to 5 years	135	49%	55,200,000	75,000,000	110,000,000	89,367,414
6 years or more	113	41%	84,250,000	110,500,000	150,000,000	120,065,425

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	13	4%	58,800,000	80,000,000	108,000,000	78,507,692
3 to less than 5 years	35	12%	46,044,000	58,800,000	72,000,000	63,086,514
5 to less than 10 years	139	48%	60,000,000	84,000,000	115,000,000	92,540,747
10 to less than 15 years	57	20%	96,000,000	115,000,000	160,000,000	122,075,930
15 to less than 20 years	29	10%	96,000,000	124,000,000	170,000,000	142,598,527
20 or more years	16	6%	118,137,000	145,000,000	180,000,000	145,941,324

Colombia—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	4	1%	--	--	--	--
Some college or associate's degree	5	2%	--	--	--	--
4-year college degree	83	29%	51,600,000	74,200,000	112,800,000	85,801,617
Master's degree	183	63%	72,000,000	99,700,000	135,000,000	109,417,509
Doctoral degree	14	5%	64,000,000	78,500,000	132,000,000	102,000,000

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	151	52%	62,400,000	96,000,000	120,000,000	101,405,906
No degree in PM	138	48%	60,000,000	96,000,000	132,000,000	102,958,308

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	211	73%	69,000,000	98,400,000	130,000,000	106,814,284
PMP for less than 1 year	5	2%	--	--	--	--
PMP for 1 to less than 5 years	148	70%	66,500,000	92,200,000	122,400,000	101,029,576
PMP for 5 to less than 10 years	54	26%	96,000,000	114,750,000	150,000,000	122,394,640
PMP for 10 to less than 20 years	4	2%	--	--	--	--
PMP for 20 or more years	--	--	--	--	--	--
Do not have a PMP® certification	78	27%	51,600,000	76,650,000	120,000,000	89,522,108

Annualized Salary by Amount of Training per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	104	36%	62,400,000	87,000,000	121,850,000	97,581,912
5 to 9 days	54	19%	72,000,000	102,861,536	125,000,000	106,538,983
10 days or more	130	45%	60,000,000	94,000,000	132,000,000	103,645,495

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	230	82%	67,700,000	96,096,000	130,000,000	105,479,830
Female	51	18%	58,536,408	81,000,000	118,453,952	88,469,690

Colombia—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	38	13%	77,000,000	99,048,000	135,000,000	110,646,365
Consulting	30	10%	64,000,000	104,000,000	140,000,000	110,062,094
Customer service/ public relations	1	*	--	--	--	--
Engineering	26	9%	50,000,000	75,000,000	136,000,000	92,306,525
Finance	3	1%	--	--	--	--
Human resources	--	--	--	--	--	--
Information technology/ information systems	59	20%	67,000,000	90,000,000	112,574,000	96,603,699
Operations/manufacturing	8	3%	--	--	--	--
Project management department or PMO	101	35%	66,000,000	96,000,000	124,000,000	104,070,612
Quality management	3	1%	--	--	--	--
Research and development	4	1%	--	--	--	--
Sales/marketing	6	2%	--	--	--	--
Supply chain management/logistics	2	1%	--	--	--	--
Training/education	--	--	--	--	--	--
Other	8	3%	--	--	--	--

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	--	--	--	--	--	--
Business services	1	*	--	--	--	--
Construction	21	7%	51,600,000	75,000,000	96,000,000	85,794,630
Consulting	31	11%	72,900,272	110,000,000	170,000,000	117,755,136
Engineering	20	7%	64,300,000	72,000,000	96,000,000	80,941,500
Financial services	11	4%	70,000,000	72,000,000	130,000,000	102,800,000
Food and beverage	5	2%	--	--	--	--
Government	16	6%	52,500,000	72,000,000	95,400,000	88,027,750
Healthcare	5	2%	--	--	--	--
Information technology	70	24%	60,000,000	96,000,000	110,400,000	90,677,057
Insurance	2	1%	--	--	--	--
Legal	--	--	--	--	--	--
Manufacturing	8	3%	--	--	--	--
Pharmaceuticals	1	*	--	--	--	--
Real estate	--	--	--	--	--	--
Resources (agriculture, mining, etc.)	40	14%	101,600,000	138,000,000	163,518,000	135,211,325
Telecommunications	35	12%	60,000,000	81,000,000	115,500,000	89,245,537
Training/education	4	1%	--	--	--	--
Utility	2	1%	--	--	--	--
Other	17	6%	50,000,000	108,000,000	144,000,000	111,020,412

Colombia—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	56	19%	60,000,000	98,048,000	124,900,000	104,521,166
Construction	77	27%	66,000,000	99,600,000	145,600,000	111,875,900
Engineering	97	34%	60,000,000	84,000,000	127,750,000	99,743,753
Information technology	165	57%	60,900,000	92,000,000	120,000,000	98,702,154
Manufacturing	11	4%	75,000,000	120,000,000	196,000,000	142,090,909
Operations	48	17%	66,950,000	102,600,000	144,500,000	110,196,176
Quality management	25	9%	55,000,000	100,000,000	120,000,000	96,470,960
Regulatory compliance	18	6%	72,000,000	104,287,000	144,000,000	120,300,556
Research and development	21	7%	62,400,000	114,000,000	160,000,000	121,211,905
Supply chain management/logistics	18	6%	66,000,000	112,400,000	179,487,184	130,258,177
Other	10	3%	72,000,000	98,600,000	132,000,000	101,580,000

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th percentile	Median	75th percentile	Mean
Fewer than 100	39	13%	60,000,000	98,400,000	120,000,000	100,029,705
100-299	49	17%	66,000,000	90,000,000	110,000,000	94,245,299
300-999	50	17%	58,536,408	82,000,000	115,000,000	88,480,190
1,000-2,499	45	16%	62,000,000	96,000,000	127,680,000	98,969,622
2,500 -,999	24	8%	69,200,000	87,700,000	116,287,000	97,298,917
5,000-9,999	32	11%	94,000,000	135,512,832	180,000,000	135,027,613
10,000 or more	50	17%	60,900,000	97,200,000	150,000,000	109,353,200

Annualized Salary by Average Project Team Size

Team size	n=	Percent	25th percentile	Median	75th percentile	Mean
1-4 people	33	15%	60,000,000	96,000,000	123,700,000	100,723,419
5-9 people	69	31%	60,900,000	92,400,000	120,000,000	97,620,829
10-14 people	46	21%	74,200,000	99,850,000	125,000,000	109,367,486
15-19 people	16	7%	80,000,000	96,000,000	122,500,000	108,721,538
20 or more people	60	27%	73,500,000	113,900,000	163,518,000	121,450,794

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	31	12%	51,600,000	70,000,000	105,000,000	85,480,130
\$100,000-\$499,999	79	29%	60,900,000	90,000,000	120,000,000	96,403,613
\$500,000-\$999,999	50	19%	68,000,000	97,200,000	120,000,000	102,849,515
\$1million-\$10 million	65	24%	70,000,000	96,000,000	140,000,000	107,704,077
More than \$10 million	44	16%	78,421,200	120,000,000	165,918,000	126,815,883

Colombia—All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	58	20%
Yes—Informal	109	38%
No	108	37%
Don't know	14	5%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	53	32%
Yes—Informal	90	54%
No	17	10%
Don't know	6	4%

Defined Set of Performance Skills for Project Managers Within Organization

	n=	Percent
Yes—Clearly defined/in writing	105	37%
Yes—Informal	108	38%
No	61	21%
Don't know	13	5%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	17	6%	7	2%	263	92%
Director of project management office (PMO)	1	4%	--	--	24	96%
Portfolio manager	--	--	1	7%	13	93%
Program manager	6	17%	1	3%	29	81%
Project manager III	4	6%	3	4%	61	91%
Project manager II	2	6%	--	--	34	94%
Project manager I	2	4%	1	2%	43	93%
Project management specialist	1	3%	1	3%	33	94%
Project management consultant	1	4%	--	--	26	96%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	37	13%	156	54%	117	41%
Director of project management office (PMO)	3	12%	17	68%	8	32%
Portfolio manager	4	29%	7	50%	7	50%
Program manager	8	22%	22	61%	19	53%
Project manager III	8	12%	38	57%	25	37%
Project manager II	2	5%	23	62%	20	54%
Project manager I	6	13%	21	46%	15	33%
Project management specialist	5	14%	14	39%	11	31%
Project management consultant	1	4%	14	54%	12	46%

Colombia—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	277	14.8	212	16.0
Director of project management office (PMO)	25	15.7	20	17.9
Portfolio manager	13	12.5	12	13.3
Program manager	33	14.4	28	15.2
Project manager III	64	14.3	48	15.1
Project manager II	37	13.9	30	14.2
Project manager I	45	17.0	29	22.5
Project management specialist	35	15.0	24	11.0
Project management consultant	25	13.4	21	17.8

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	113	39%	113	39%	24	8%
Director of project management office (PMO)	9	35%	13	50%	4	15%
Portfolio manager	5	36%	7	50%	2	14%
Program manager	8	23%	19	54%	3	9%
Project manager III	33	49%	23	34%	3	4%
Project manager II	13	35%	15	41%	4	11%
Project manager I	23	51%	18	40%	4	9%
Project management specialist	17	47%	11	31%	2	6%
Project management consultant	5	19%	7	26%	2	7%

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	285	43.7	281	48.5
Director of project management office (PMO)	25	43.8	25	48.6
Portfolio manager	14	43.7	14	46.4
Program manager	36	44.4	36	51.9
Project manager III	67	43.2	66	48.3
Project manager II	37	44.2	36	49.6
Project manager I	46	43.9	45	46.7
Project management specialist	35	44.5	33	48.4
Project management consultant	25	41.6	26	47.0

Colombia—All Respondents

Annualized Salary by Position Description—Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	3	7%	--	--	--	--
Portfolio manager	2	5%	--	--	--	--
Program manager	8	19%	--	--	--	--
Project manager III	13	30%	66,000,000	110,000,000	160,000,000	117,916,154
Project manager II	3	7%	--	--	--	--
Project manager I	6	14%	--	--	--	--
Project management specialist	2	5%	--	--	--	--
Project management consultant	6	14%	--	--	--	--

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	23	9%	84,250,000	108,200,000	123,700,000	116,752,346
Portfolio manager	12	5%	111,000,000	146,000,000	188,892,096	153,532,015
Program manager	28	11%	96,000,000	122,000,000	161,539,408	126,142,194
Project manager III	54	22%	72,000,000	99,850,000	140,000,000	110,304,109
Project manager II	34	14%	61,100,000	75,600,000	109,750,000	92,681,529
Project manager I	40	16%	42,500,000	66,200,000	100,900,000	73,400,875
Project management specialist	34	14%	60,000,000	73,500,000	100,000,000	84,664,249
Project management consultant	21	9%	60,000,000	102,000,000	120,000,000	101,813,575

Detailed Findings Egypt—All Respondents



Total Compensation (in Egyptian Pounds)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	166	100,000	150,000	255,600	191,502
Total compensation	166	119,000	178,128	300,000	221,827

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	3	2%	Decrease	5	3%
Remained the same	52	31%	Remain the same	34	20%
Increased less than 1%	3	2%	Increase less than 1%	3	2%
Increased 1% to 2.9%	8	5%	Increase 1% to 2.9%	11	7%
Increased 3% to 3.9%	6	4%	Increase 3% to 3.9%	11	7%
Increased 4% to 4.9%	6	4%	Increase 4% to 4.9%	6	4%
Increased 5% to 6.9%	16	10%	Increase 5% to 6.9%	19	11%
Increased 7% to 9.9%	27	16%	Increase 7% to 9.9%	23	14%
Increased 10% to 14.9%	24	14%	Increase 10% to 14.9%	34	20%
Increased 15% to 19.9%	10	6%	Increase 15% to 19.9%	8	5%
Increased 20% to 24.9%	3	2%	Increase 20% to 24.9%	6	4%
Increased 25% to 29.9%	4	2%	Increase 25% to 29.9%	1	1%
Increased 30% or greater	4	2%	Increase 30% or greater	5	3%

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	11	7%	150,000	200,000	420,000	289,273
Portfolio manager	5	3%	--	--	--	--
Program manager	19	11%	180,000	322,080	412,800	307,820
Project manager III	25	15%	120,000	180,000	216,000	184,023
Project manager II	34	20%	100,000	123,000	254,700	165,808
Project manager I	28	17%	82,010	112,500	162,000	129,920
Project management specialist	33	20%	84,000	102,000	150,000	124,694
Project management consultant	11	7%	153,046	276,000	344,353	298,541

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	--	--	--	--	--	--
3 to less than 5 years	6	4%	--	--	--	--
5 to less than 10 years	35	21%	78,000	96,648	120,000	101,229
10 to less than 15 years	65	39%	108,000	144,000	210,000	171,145
15 to less than 20 years	35	21%	180,000	240,000	362,000	270,305
20 or more years	25	15%	199,200	285,000	343,680	285,921

Egypt—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Agile/interactive/incremental project management/Scrum</i>						
None	73	53%	97,200	148,080	250,000	184,708
1 to 5 years	50	36%	100,000	180,000	300,000	207,925
6 years or more	14	10%	120,000	149,100	191,307	197,753
<i>Extreme project management</i>						
None	86	63%	102,000	153,000	276,000	202,306
1 to 5 years	34	25%	90,000	126,000	204,000	154,459
6 years or more	17	12%	150,000	180,000	310,000	246,256
<i>Process-based project management</i>						
None	33	24%	110,000	154,200	310,000	213,130
1 to 5 years	65	47%	92,126	120,000	210,000	163,802
6 years or more	41	29%	142,800	186,000	300,000	227,561
<i>Event chain project management</i>						
None	107	79%	105,500	150,000	276,000	195,140
1 to 5 years	18	13%	92,126	120,000	180,000	153,231
6 years or more	10	7%	120,000	168,000	269,280	223,528
<i>Project portfolio management</i>						
None	89	64%	96,000	142,800	225,360	176,963
1 to 5 years	37	27%	120,000	186,000	288,000	219,363
6 years or more	12	9%	138,000	198,000	326,500	246,023
<i>Program management</i>						
None	59	43%	90,000	120,000	200,000	146,871
1 to 5 years	58	42%	120,000	180,000	310,000	218,908
6 years or more	20	15%	168,000	262,924	368,000	285,252
<i>Earned value management</i>						
None	48	34%	94,063	132,000	200,000	176,112
1 to 5 years	64	45%	98,324	150,000	240,000	183,607
6 years or more	31	22%	150,000	269,280	343,680	263,828
<i>Lean project management</i>						
None	86	62%	96,000	150,000	269,280	189,102
1 to 5 years	40	29%	112,500	147,000	245,000	191,933
6 years or more	13	9%	100,000	156,000	300,000	222,238

Egypt—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Critical chain project management</i>						
None	83	61%	110,000	156,000	276,000	203,983
1 to 5 years	40	29%	86,760	123,000	205,646	161,301
6 years or more	13	10%	150,000	180,000	324,000	233,327
<i>Waterfall project management</i>						
None	81	59%	94,833	144,000	255,000	186,690
1 to 5 years	34	25%	97,200	141,000	204,000	166,740
6 years or more	22	16%	150,000	261,990	344,353	262,992
<i>Risk management</i>						
None	24	18%	101,000	134,040	227,769	183,660
1 to 5 years	80	58%	93,480	132,000	210,000	175,187
6 years or more	33	24%	180,000	276,600	343,680	270,845
<i>Change management</i>						
None	30	21%	102,000	142,128	200,000	171,883
1 to 5 years	66	47%	96,000	146,040	240,000	180,636
6 years or more	44	31%	129,000	252,800	328,236	235,746
<i>Resource management</i>						
None	17	12%	120,000	148,080	256,568	192,743
1 to 5 years	65	45%	96,000	120,000	191,307	152,474
6 years or more	62	43%	120,000	233,000	324,000	239,359

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	9	5%	--	--	--	--
3 to less than 5 years	32	19%	79,000	96,600	166,000	122,536
5 to less than 10 years	86	52%	107,388	146,040	250,000	183,666
10 to less than 15 years	24	14%	156,000	228,000	318,000	253,336
15 to less than 20 years	12	7%	213,000	267,140	432,177	319,683
20 or more years	3	2%	--	--	--	--

Egypt—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	--	--	--	--	--	--
Some college or associate's degree	6	4%	--	--	--	--
4-year college degree	106	64%	96,000	146,040	216,000	174,649
Master's degree	47	28%	140,000	200,000	310,000	235,935
Doctoral degree	7	4%	--	--	--	--

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	48	29%	117,500	180,000	292,500	226,176
No degree in PM	116	71%	96,000	147,000	232,680	178,800

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	151	91%	107,388	150,000	256,568	195,697
PMP for less than 1 year	2	1%	--	--	--	--
PMP for 1 to less than 5 years	102	68%	94,833	137,128	210,000	163,863
PMP for 5 to less than 10 years	41	27%	150,000	215,538	336,000	262,132
PMP for 10 to less than 20 years	5	3%	--	--	--	--
PMP for 20 or more years	--	*	--	--	--	--
Do not have a PMP® certification	15	9%	66,210	120,000	204,000	149,270

Annualized Salary by Amount of Training per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	61	39%	105,500	174,000	275,482	197,309
5 to 9 days	32	21%	114,000	161,400	216,000	181,836
10 days or more	63	40%	98,000	150,000	264,000	200,007

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	130	81%	100,000	153,623	255,600	191,993
Female	31	19%	93,000	120,000	254,700	178,991

Egypt—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	13	8%	107,388	195,000	322,080	221,113
Consulting	7	4%	--	--	--	--
Customer service/ public relations	2	1%	--	--	--	--
Engineering	22	13%	94,833	124,628	153,046	163,584
Finance	--	--	--	--	--	--
Human resources	1	1%	--	--	--	--
Information technology/ information systems	25	15%	126,000	180,000	254,700	196,845
Operations/manufacturing	7	4%	--	--	--	--
Project management department or PMO	72	43%	96,324	150,000	240,000	180,856
Quality management	3	2%	--	--	--	--
Research and development	1	1%	--	--	--	--
Sales/marketing	2	1%	--	--	--	--
Supply chain management/logistics	4	2%	--	--	--	--
Training/education	--	--	--	--	--	--
Other	7	4%	--	--	--	--

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	--	--	--	--	--	--
Business services	--	--	--	--	--	--
Construction	32	19%	99,600	150,000	252,500	185,298
Consulting	6	4%	--	--	--	--
Engineering	13	8%	115,000	120,000	168,350	159,092
Financial services	3	2%	--	--	--	--
Food and beverage	5	3%	--	--	--	--
Government	5	3%	--	--	--	--
Healthcare	1	1%	--	--	--	--
Information technology	41	25%	110,000	156,000	275,482	205,263
Insurance	--	--	--	--	--	--
Legal	--	--	--	--	--	--
Manufacturing	7	4%	--	--	--	--
Pharmaceuticals	--	--	--	--	--	--
Real estate	4	2%	--	--	--	--
Resources (agriculture, mining, etc.)	7	4%	--	--	--	--
Telecommunications	31	19%	90,000	140,000	210,000	176,340
Training/education	3	2%	--	--	--	--
Utility	1	1%	--	--	--	--
Other	7	4%	--	--	--	--

Egypt—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	18	11%	140,000	185,654	300,000	237,208
Construction	64	39%	106,750	155,100	260,284	196,921
Engineering	51	31%	96,648	150,000	240,000	182,060
Information technology	69	42%	98,000	150,000	275,482	198,583
Manufacturing	12	7%	123,000	165,000	312,000	234,840
Operations	20	12%	168,000	208,646	271,350	225,700
Quality management	13	8%	120,000	240,000	275,482	247,328
Regulatory compliance	4	2%	--	--	--	--
Research and development	10	6%	120,000	192,000	240,000	208,050
Supply chain management/logistics	6	4%	--	--	--	--
Other	7	4%	--	--	--	--

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th percentile	Median	75th percentile	Mean
Fewer than 100	14	8%	120,000	168,000	225,360	177,767
100-299	21	13%	140,000	180,000	240,000	214,693
300-999	32	19%	120,000	187,500	302,313	226,969
1,000-2,499	20	12%	120,000	183,000	262,924	194,706
2,500-4,999	21	13%	90,000	100,000	276,000	164,135
5,000-9,999	12	7%	110,200	139,523	192,000	171,670
10,000 or more	46	28%	88,800	137,128	216,000	176,696

Annualized Salary by Average Project Team Size

Team size	n=	Percent	25th percentile	Median	75th percentile	Mean
1-4 people	19	16%	80,000	115,000	265,000	159,978
5-9 people	38	31%	97,200	156,175	216,000	174,905
10-14 people	22	18%	120,000	150,000	269,280	192,636
15-19 people	6	5%	--	--	--	--
20 or more people	37	30%	150,000	240,000	300,000	245,840

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	23	16%	90,000	120,000	168,000	148,973
\$100,000-\$499,999	28	19%	92,063	129,000	205,000	162,217
\$500,000-\$999,999	25	17%	96,648	153,046	300,000	203,422
\$1 million-\$10 million	43	29%	120,000	180,000	288,000	218,119
More than \$10 million	28	19%	127,200	187,500	270,000	217,077

Egypt—All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	52	32%
Yes—Informal	68	42%
No	35	22%
Don't know	7	4%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	36	30%
Yes—Informal	57	48%
No	19	16%
Don't know	7	6%

Defined Set of Performance Skills for Project Managers Within Organization

	n=	Percent
Yes—Clearly defined/in writing	73	45%
Yes—Informal	48	29%
No	36	22%
Don't know	6	4%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	8	5%	10	6%	141	89%
Director of project management office (PMO)	1	10%	--	--	9	90%
Portfolio manager	1	20%	--	--	4	80%
Program manager	1	5%	1	5%	17	89%
Project manager III	1	4%	2	8%	21	88%
Project manager II	2	6%	2	6%	29	88%
Project manager I	--	--	1	4%	25	96%
Project management specialist	2	6%	4	13%	25	81%
Project management consultant	--	--	--	--	11	100%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	89	55%	110	68%	51	31%
Director of project management office (PMO)	6	55%	8	73%	5	45%
Portfolio manager	2	40%	3	60%	2	40%
Program manager	10	53%	15	79%	3	16%
Project manager III	12	50%	20	83%	8	33%
Project manager II	21	64%	22	67%	9	27%
Project manager I	15	56%	17	63%	9	33%
Project management specialist	17	53%	19	59%	11	34%
Project management consultant	6	55%	6	55%	4	36%

Egypt—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	154	21.5	145	30.2
Director of project management office (PMO)	10	21.6	10	30.6
Portfolio manager	5	26.8	5	37.0
Program manager	18	19.7	19	28.3
Project manager III	23	23.3	21	32.4
Project manager II	31	20.3	30	28.6
Project manager I	27	19.7	23	28.5
Project management specialist	29	20.5	27	28.4
Project management consultant	11	28.3	10	39.6

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	54	36%	32	21%	11	7%
Director of project management office (PMO)	3	30%	3	30%	0	*
Portfolio manager	2	40%	1	20%	2	40%
Program manager	8	42%	2	11%	--	--
Project manager III	4	19%	6	29%	3	14%
Project manager II	12	40%	7	23%	1	3%
Project manager I	11	42%	5	19%	--	--
Project management specialist	12	40%	6	20%	4	13%
Project management consultant	2	18%	2	18%	1	9%

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	164	41.9	163	47.3
Director of project management office (PMO)	11	40.4	11	49.3
Portfolio manager	5	42.6	5	59.2
Program manager	19	41.5	19	48.2
Project manager III	24	40.8	24	47.8
Project manager II	34	41.6	34	48.3
Project manager I	27	41.4	26	44.8
Project management specialist	33	44.1	33	46.5
Project management consultant	11	41.5	11	42.4

Egypt—All Respondents

Annualized Salary by Position Description—Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	4	29%	--	--	--	--
Portfolio manager	1	7%	--	--	--	--
Program manager	--	--	--	--	--	--
Project manager III	2	14%	--	--	--	--
Project manager II	2	14%	--	--	--	--
Project manager I	2	14%	--	--	--	--
Project management specialist	1	7%	--	--	--	--
Project management consultant	2	14%	--	--	--	--

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	7	5%	--	--	--	--
Portfolio manager	4	3%	--	--	--	--
Program manager	19	13%	180,000	322,080	412,800	307,820
Project manager III	23	15%	98,000	180,000	225,360	189,069
Project manager II	32	21%	96,500	123,000	254,850	166,171
Project manager I	26	17%	80,500	112,500	150,000	128,376
Project management specialist	32	21%	84,000	103,750	152,100	126,153
Project management consultant	9	6%	--	--	--	--

Detailed Findings France—All Respondents



Total Compensation (in European Union Euros)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	454	49,000	56,800	67,000	59,652
Total compensation	454	51,000	62,500	74,000	65,536

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	23	5%	Decrease	15	3%
Remained the same	114	25%	Remain the same	116	26%
Increased less than 1%	47	10%	Increase less than 1%	53	12%
Increased 1% to 2.9%	149	33%	Increase 1% to 2.9%	142	31%
Increased 3% to 3.9%	43	9%	Increase 3% to 3.9%	56	12%
Increased 4% to 4.9%	22	5%	Increase 4% to 4.9%	22	5%
Increased 5% to 6.9%	20	4%	Increase 5% to 6.9%	14	3%
Increased 7% to 9.9%	15	3%	Increase 7% to 9.9%	10	2%
Increased 10% to 14.9%	13	3%	Increase 10% to 14.9%	16	4%
Increased 15% to 19.9%	1	*	Increase 15% to 19.9%	4	1%
Increased 20% to 24.9%	3	1%	Increase 20% to 24.9%	1	*
Increased 25% to 29.9%	--	--	Increase 25% to 29.9%	1	*
Increased 30% or greater	4	1%	Increase 30% or greater	4	1%

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	18	4%	63,000	73,250	85,000	79,072
Portfolio manager	27	6%	55,000	61,000	76,000	66,115
Program manager	71	16%	52,000	63,000	82,000	67,088
Project manager III	94	21%	56,000	61,000	74,000	64,712
Project manager II	123	27%	46,000	51,000	60,000	53,760
Project manager I	52	11%	41,150	49,500	54,972	49,933
Project management specialist	17	4%	49,108	53,123	67,595	56,521
Project management consultant	52	11%	44,500	51,000	64,500	54,953

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	2	*	--	--	--	--
3 to less than 5 years	9	2%	--	--	--	--
5 to less than 10 years	73	16%	40,000	45,000	52,000	47,946
10 to less than 15 years	106	23%	48,000	54,000	61,200	56,636
15 to less than 20 years	117	26%	52,550	60,000	68,000	62,623
20 or more years	147	32%	54,500	64,000	76,284	66,766

France—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Agile/interactive/incremental project management/Scrum</i>						
None	168	40%	49,130	56,363	70,000	60,702
1 to 5 years	208	49%	48,000	56,000	64,238	57,696
6 years or more	48	11%	53,500	60,000	71,000	63,563
<i>Extreme project management</i>						
None	316	77%	48,573	56,062	66,150	59,329
1 to 5 years	70	17%	49,500	56,000	65,000	59,387
6 years or more	27	7%	51,000	60,000	74,000	63,570
<i>Process-based project management</i>						
None	107	25%	49,000	58,000	68,000	60,282
1 to 5 years	163	38%	46,500	55,000	65,000	56,714
6 years or more	154	36%	50,400	59,500	68,000	61,988
<i>Event chain project management</i>						
None	293	71%	49,000	57,000	67,595	59,385
1 to 5 years	82	20%	48,000	54,000	62,500	57,328
6 years or more	37	9%	56,000	61,000	72,500	66,867
<i>Project portfolio management</i>						
None	212	50%	48,500	55,000	63,800	57,206
1 to 5 years	145	34%	48,000	58,500	67,000	60,460
6 years or more	67	16%	52,000	60,000	76,000	65,164
<i>Program management</i>						
None	167	39%	46,000	51,000	60,000	53,944
1 to 5 years	169	39%	50,000	60,000	67,000	59,612
6 years or more	94	22%	55,000	65,000	80,000	69,521
<i>Earned value management</i>						
None	149	35%	48,000	55,000	66,000	58,972
1 to 5 years	205	48%	48,000	56,000	65,000	57,542
6 years or more	77	18%	51,939	60,000	74,000	65,757
<i>Lean project management</i>						
None	247	59%	48,707	56,600	66,000	58,994
1 to 5 years	141	34%	48,000	56,000	66,300	59,348
6 years or more	30	7%	50,400	57,500	74,000	64,180

France—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Critical chain project management</i>						
None	182	43%	48,720	57,800	70,000	60,166
1 to 5 years	145	34%	47,000	55,000	63,000	56,634
6 years or more	96	23%	50,000	60,000	67,000	61,949
<i>Waterfall project management</i>						
None	206	49%	48,546	55,905	65,000	58,467
1 to 5 years	96	23%	46,750	53,496	65,000	59,094
6 years or more	121	29%	51,000	60,000	70,000	61,912
<i>Risk management</i>						
None	50	12%	48,000	54,972	65,000	56,554
1 to 5 years	203	47%	47,000	55,000	63,600	56,266
6 years or more	177	41%	51,000	60,000	73,000	64,196
<i>Change management</i>						
None	55	13%	43,560	52,000	65,000	54,778
1 to 5 years	201	47%	47,000	55,000	65,000	57,777
6 years or more	173	40%	52,000	60,000	70,000	62,970
<i>Resource management</i>						
None	42	10%	45,000	55,000	64,000	55,008
1 to 5 years	179	42%	46,000	52,000	61,000	54,534
6 years or more	207	48%	52,550	61,000	73,000	64,656

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	12	3%	38,100	41,350	48,000	44,908
3 to less than 5 years	47	10%	42,000	47,000	52,000	47,391
5 to less than 10 years	169	37%	47,600	54,000	63,000	56,329
10 to less than 15 years	132	29%	50,850	60,000	66,000	61,211
15 to less than 20 years	63	14%	56,000	66,000	76,000	69,447
20 or more years	31	7%	61,671	73,000	85,000	75,520

France—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	32	7%	52,775	60,500	75,000	64,712
Some college or associate's degree	14	3%	55,000	60,000	75,000	63,652
4-year college degree	20	4%	52,856	59,000	67,000	60,087
Master's degree	340	75%	48,000	55,876	65,000	58,531
Doctoral degree	48	11%	51,350	60,000	73,500	62,871

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	98	22%	42,805	55,000	65,000	56,288
No degree in PM	353	78%	50,000	57,600	68,000	60,519

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	350	77%	50,000	58,500	68,000	60,907
PMP for less than 1 year	23	7%	49,000	53,000	60,000	54,305
PMP for 1 to less than 5 years	242	70%	49,000	56,125	66,000	59,092
PMP for 5 to less than 10 years	67	19%	56,000	63,600	75,000	66,333
PMP for 10 to less than 20 years	14	4%	55,000	82,250	90,000	78,770
PMP for 20 or more years	--	*	--	--	--	--
Do not have a PMP® certification	104	23%	42,903	52,000	64,500	55,429

Annualized Salary by Amount of Training per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	178	40%	50,000	57,000	66,000	59,482
5 to 9 days	186	41%	48,500	56,500	67,595	59,477
10 days or more	85	19%	49,000	56,000	70,000	60,476

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	349	78%	50,000	58,000	68,000	60,588
Female	99	22%	46,000	52,000	63,000	55,578

France—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	12	3%	52,000	64,200	91,000	70,433
Consulting	40	9%	50,750	60,000	70,000	62,798
Customer service/ public relations	4	1%	--	--	--	--
Engineering	30	7%	49,500	58,250	66,000	59,486
Finance	15	3%	60,000	66,000	71,700	65,473
Human resources	2	*	--	--	--	--
Information technology/ information systems	136	30%	50,000	56,063	65,000	58,497
Operations/manufacturing	14	3%	51,939	60,000	70,000	63,412
Project management department or PMO	141	31%	47,000	54,240	65,000	58,354
Quality management	3	1%	--	--	--	--
Research and development	24	5%	45,000	57,500	65,000	57,456
Sales/marketing	12	3%	49,000	63,000	78,000	62,662
Supply chain management/logistics	3	1%	--	--	--	--
Training/education	3	1%	--	--	--	--
Other	15	3%	50,000	65,000	80,000	65,833

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	39	9%	45,000	54,240	63,000	54,451
Business services	3	1%	--	--	--	--
Construction	12	3%	48,554	65,500	84,696	68,192
Consulting	44	10%	42,403	52,000	60,500	54,509
Engineering	40	9%	50,000	57,550	63,500	58,443
Financial services	38	8%	57,000	63,274	69,000	64,778
Food and beverage	3	1%	--	--	--	--
Government	6	1%	--	--	--	--
Healthcare	4	1%	--	--	--	--
Information technology	125	28%	49,152	57,500	68,165	59,478
Insurance	8	2%	--	--	--	--
Legal	--	--	--	--	--	--
Manufacturing	21	5%	51,939	54,944	80,000	63,100
Pharmaceuticals	17	4%	46,000	54,000	70,000	63,672
Real estate	--	--	--	--	--	--
Resources (agriculture, mining, etc.)	4	1%	--	--	--	--
Telecommunications	56	12%	48,500	55,376	62,350	56,366
Training/education	2	*	--	--	--	--
Utility	3	1%	--	--	--	--
Other	29	6%	50,000	56,000	68,000	62,908

France—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	84	19%	50,000	60,000	70,000	61,936
Construction	28	6%	49,554	63,500	80,696	69,422
Engineering	116	26%	45,000	53,562	63,000	57,058
Information technology	255	56%	50,000	58,000	68,000	59,897
Manufacturing	34	8%	45,000	53,500	70,000	60,655
Operations	59	13%	50,000	60,000	73,000	64,975
Quality management	29	6%	48,546	56,000	67,000	60,634
Regulatory compliance	27	6%	55,000	62,800	70,000	67,165
Research and development	70	15%	48,000	54,250	70,000	60,228
Supply chain management/logistics	19	4%	48,000	58,000	62,000	59,431
Other	23	5%	48,546	55,000	65,000	57,554

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th percentile	Median	75th percentile	Mean
Fewer than 100	41	9%	48,000	51,000	60,000	55,630
100-299	22	5%	42,000	52,000	65,000	55,682
300- 999	36	8%	45,000	53,800	68,500	57,444
1,000- 2,499	27	6%	46,000	50,000	60,000	58,956
2,500- 4,999	25	6%	53,500	59,500	66,000	60,891
5,000- 9,999	33	7%	48,500	55,000	62,700	57,621
10,000 or more	270	59%	50,000	58,000	68,000	61,084

Annualized Salary by Average Project Team Size

Team size	n=	Percent	25th percentile	Median	75th percentile	Mean
1-4 people	63	19%	45,000	53,500	65,000	55,770
5-9 people	91	28%	49,000	55,000	65,808	59,151
10-14 people	83	26%	50,000	60,000	69,000	61,438
15-19 people	26	8%	52,550	60,000	65,000	59,348
20 or more people	61	19%	54,000	60,000	75,000	66,202

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	34	8%	42,000	48,000	55,000	48,752
\$100,000-\$499,999	97	23%	47,600	54,944	62,500	56,951
\$500,000-\$999,999	91	22%	50,000	60,000	69,000	61,088
\$1 million-\$10 million	140	34%	50,250	58,000	66,000	59,996
More than \$10 million	54	13%	53,000	61,600	88,400	69,209

France—All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	124	27%
Yes—Informal	147	32%
No	149	33%
Don't know	33	7%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	64	24%
Yes—Informal	123	46%
No	56	21%
Don't know	25	9%

Defined Set of Performance Skills for Project Managers Within Organization

	n=	Percent
Yes—Clearly defined/in writing	208	46%
Yes—Informal	134	30%
No	90	20%
Don't know	17	4%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	19	4%	61	14%	373	83%
Director of project management office (PMO)	1	6%	1	6%	16	89%
Portfolio manager	--	--	4	15%	22	85%
Program manager	7	10%	17	24%	50	70%
Project manager III	6	6%	8	9%	80	86%
Project manager II	3	2%	19	16%	100	83%
Project manager I	1	2%	6	12%	45	88%
Project management specialist	--	--	2	12%	15	88%
Project management consultant	1	2%	4	8%	45	90%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	114	25%	281	62%	117	26%
Director of project management office (PMO)	6	33%	18	100%	6	33%
Portfolio manager	10	38%	19	73%	6	23%
Program manager	19	27%	59	83%	21	30%
Project manager III	28	30%	70	74%	28	30%
Project manager II	27	22%	67	54%	28	23%
Project manager I	12	23%	17	33%	15	29%
Project management specialist	3	18%	9	53%	4	24%
Project management consultant	9	18%	22	43%	9	18%

France—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	423	29.1	406	31.3
Director of project management office (PMO)	16	30.9	15	33.9
Portfolio manager	25	27.0	25	29.2
Program manager	65	30.6	65	33.0
Project manager III	87	30.7	82	33.9
Project manager II	116	29.1	118	30.6
Project manager I	48	28.8	45	31.0
Project management specialist	17	26.8	15	30.3
Project management consultant	49	25.8	41	26.9

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	176	40%	105	24%	49	11%
Director of project management office (PMO)	7	39%	3	17%	3	17%
Portfolio manager	6	25%	6	25%	2	8%
Program manager	29	41%	20	29%	9	13%
Project manager III	49	55%	19	21%	6	7%
Project manager II	44	36%	23	19%	15	12%
Project manager I	14	27%	11	22%	7	14%
Project management specialist	7	41%	9	53%	1	6%
Project management consultant	20	41%	14	29%	6	12%

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	446	37.7	448	45.0
Director of project management office (PMO)	17	37.1	17	47.8
Portfolio manager	26	38.4	26	47.2
Program manager	70	38.1	71	46.8
Project manager III	92	38.0	92	45.4
Project manager II	123	37.8	123	44.3
Project manager I	51	37.6	52	42.9
Project management specialist	17	38.1	17	45.7
Project management consultant	50	36.3	50	43.6

France—All Respondents

Annualized Salary by Position Description—Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	2	4%	--	--	--	--
Portfolio manager	5	10%	--	--	--	--
Program manager	7	14%	--	--	--	--
Project manager III	10	20%	62,500	76,000	80,000	76,500
Project manager II	10	20%	43,000	55,281	65,000	55,906
Project manager I	5	10%	--	--	--	--
Project management specialist	4	8%	--	--	--	--
Project management consultant	7	14%	--	--	--	--

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	16	4%	63,000	75,900	87,500	81,613
Portfolio manager	22	5%	55,000	61,000	80,000	67,005
Program manager	64	16%	51,200	62,250	81,000	66,625
Project manager III	84	21%	56,000	60,000	70,000	63,309
Project manager II	113	28%	46,000	51,000	60,000	53,570
Project manager I	47	12%	40,000	49,000	55,000	49,595
Project management specialist	13	3%	50,000	54,240	67,595	57,313
Project management consultant	45	11%	42,805	50,000	61,000	52,945

Detailed Findings Germany—All Respondents



Total Compensation (in European Union Euros)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	559	67,000	78,000	90,000	80,194
Total compensation	559	72,000	86,900	102,000	89,146

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	22	4%	Decrease	11	2%
Remained the same	116	21%	Remain the same	101	18%
Increased less than 1%	37	7%	Increase less than 1%	58	10%
Increased 1% to 2.9%	193	35%	Increase 1% to 2.9%	187	33%
Increased 3% to 3.9%	74	13%	Increase 3% to 3.9%	90	16%
Increased 4% to 4.9%	28	5%	Increase 4% to 4.9%	23	4%
Increased 5% to 6.9%	21	4%	Increase 5% to 6.9%	34	6%
Increased 7% to 9.9%	21	4%	Increase 7% to 9.9%	25	4%
Increased 10% to 14.9%	22	4%	Increase 10% to 14.9%	21	4%
Increased 15% to 19.9%	10	2%	Increase 15% to 19.9%	5	1%
Increased 20% to 24.9%	2	*	Increase 20% to 24.9%	2	*
Increased 25% to 29.9%	3	1%	Increase 25% to 29.9%	--	--
Increased 30% or greater	10	2%	Increase 30% or greater	2	*

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	12	2%	90,500	101,000	115,000	103,408
Portfolio manager	20	4%	71,500	92,900	129,250	101,290
Program manager	108	19%	73,100	85,768	100,000	87,491
Project manager III	171	31%	70,000	80,000	90,000	81,728
Project manager II	132	24%	63,000	75,500	85,345	75,469
Project manager I	56	10%	54,500	65,500	70,134	65,580
Project management specialist	22	4%	63,342	72,000	94,000	76,846
Project management consultant	38	7%	60,000	72,000	85,000	74,007

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	3	1%	--	--	--	--
3 to less than 5 years	14	3%	50,000	53,000	60,000	54,321
5 to less than 10 years	80	14%	56,000	65,450	75,000	67,187
10 to less than 15 years	111	20%	65,000	75,000	90,000	77,817
15 to less than 20 years	127	23%	70,000	80,000	92,000	82,758
20 or more years	224	40%	72,000	84,000	98,000	86,612

Germany—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Agile/interactive/incremental project management/Scrum						
None	199	38%	65,000	80,000	90,000	80,219
1 to 5 years	256	48%	65,000	75,000	90,500	78,607
6 years or more	75	14%	72,000	81,000	91,200	83,739
Extreme project management						
None	370	72%	65,000	75,450	90,000	78,341
1 to 5 years	104	20%	68,000	77,250	90,000	81,024
6 years or more	42	8%	73,000	85,160	100,000	90,447
Process-based project management						
None	128	24%	67,250	75,950	90,000	78,439
1 to 5 years	192	36%	60,000	72,006	86,500	74,515
6 years or more	207	39%	70,000	82,000	96,000	85,721
Event chain project management						
None	367	72%	66,000	79,000	90,000	79,181
1 to 5 years	93	18%	64,700	75,000	88,000	77,295
6 years or more	51	10%	70,000	80,000	100,000	88,122
Project portfolio management						
None	236	44%	64,609	75,000	87,050	76,079
1 to 5 years	199	37%	68,000	76,000	90,000	79,845
6 years or more	98	18%	72,000	89,250	102,000	92,095
Program management						
None	177	33%	63,000	72,000	86,000	74,756
1 to 5 years	232	43%	67,660	77,500	90,000	79,325
6 years or more	125	23%	73,200	88,000	100,000	90,276
Earned value management						
None	162	31%	62,000	72,874	85,000	75,146
1 to 5 years	223	42%	66,000	78,000	92,000	79,489
6 years or more	142	27%	72,000	82,500	98,000	86,928
Lean project management						
None	261	51%	65,000	76,000	90,000	77,993
1 to 5 years	183	36%	65,000	78,000	90,000	78,960
6 years or more	71	14%	72,000	81,000	100,000	88,552

Germany—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Critical chain project management						
None	194	38%	64,400	75,450	87,100	77,440
1 to 5 years	189	37%	65,000	75,000	90,000	77,705
6 years or more	133	26%	72,000	83,000	95,000	86,574
Waterfall project management						
None	157	30%	65,754	75,000	90,000	78,644
1 to 5 years	131	25%	60,000	71,000	86,000	74,290
6 years or more	242	46%	71,136	82,000	95,000	84,447
Risk management						
None	36	7%	52,650	68,594	75,000	67,013
1 to 5 years	223	41%	60,000	72,000	85,000	73,649
6 years or more	285	52%	72,000	84,000	98,196	87,254
Change management						
None	53	10%	63,000	74,000	86,536	75,130
1 to 5 years	205	38%	60,000	72,000	85,000	74,151
6 years or more	278	52%	72,000	83,750	96,000	85,828
Resource management						
None	39	7%	55,000	72,000	81,000	71,797
1 to 5 years	202	37%	60,000	70,634	84,555	73,415
6 years or more	302	56%	72,000	84,000	96,000	85,979

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	18	3%	50,000	57,000	66,500	59,338
3 to less than 5 years	50	9%	52,000	60,000	70,000	62,704
5 to less than 10 years	185	33%	64,700	75,000	86,536	76,429
10 to less than 15 years	160	29%	70,000	80,000	92,500	81,537
15 to less than 20 years	100	18%	75,500	85,475	101,500	91,563
20 or more years	46	8%	75,000	90,000	100,000	93,117

Germany—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	31	6%	62,000	72,000	90,000	75,910
Some college or associate's degree	26	5%	62,000	72,750	81,000	73,972
4-year college degree	72	13%	65,000	74,000	85,815	75,799
Master's degree	376	67%	68,000	80,000	92,000	81,049
Doctoral degree	54	10%	70,000	80,000	98,000	85,557

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	57	10%	68,000	75,000	90,000	80,762
No degree in PM	498	90%	67,000	79,000	90,000	80,120

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	482	86%	68,000	80,000	91,800	81,152
PMP for less than 1 year	11	2%	53,300	64,400	75,000	65,245
PMP for 1 to less than 5 years	268	56%	65,377	75,997	90,000	79,108
PMP for 5 to less than 10 years	153	32%	70,000	82,000	95,000	83,301
PMP for 10 to less than 20 years	45	9%	73,000	85,000	99,500	90,558
PMP for 20 or more years	--	--	--	--	--	--
Do not have a PMP® certification	77	14%	55,000	70,000	88,000	74,196

Annualized Salary by Amount of Training per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	221	40%	65,000	80,000	93,000	81,260
5 to 9 days	214	39%	68,000	76,250	90,000	79,670
10 days or more	120	22%	66,000	78,000	92,166	79,441

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	464	84%	68,000	80,000	90,000	81,040
Female	86	16%	63,000	72,000	89,596	75,908

Germany—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	40	7%	68,000	84,900	98,000	84,085
Consulting	85	15%	65,900	80,000	90,000	79,794
Customer service/ public relations	7	1%	--	--	--	--
Engineering	33	6%	64,000	72,012	85,000	76,509
Finance	5	1%	--	--	--	--
Human resources	1	*	--	--	--	--
Information technology/ information systems	139	25%	65,000	75,000	88,500	77,153
Operations/manufacturing	9	2%	--	--	--	--
Project management department or PMO	159	28%	70,000	80,000	93,491	81,466
Quality management	5	1%	--	--	--	--
Research and development	39	7%	65,000	77,000	86,000	75,789
Sales/marketing	17	3%	85,000	92,000	100,000	94,654
Supply chain management/logistics	10	2%	56,000	64,850	75,000	69,670
Training/education	2	*	--	--	--	--
Other	8	1%	--	--	--	--

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	40	7%	72,006	84,500	97,000	84,113
Business services	5	1%	--	--	--	--
Construction	6	1%	--	--	--	--
Consulting	75	13%	68,000	79,000	90,000	81,198
Engineering	60	11%	70,000	85,000	96,000	87,010
Financial services	23	4%	70,000	74,000	85,000	76,635
Food and beverage	2	*	--	--	--	--
Government	10	2%	70,000	83,732	100,000	92,564
Healthcare	8	1%	--	--	--	--
Information technology	182	33%	65,000	74,000	88,000	76,874
Insurance	7	1%	--	--	--	--
Legal	--	--	--	--	--	--
Manufacturing	24	4%	71,000	78,000	91,500	81,157
Pharmaceuticals	16	3%	75,000	85,798	105,000	90,419
Real estate	--	--	--	--	--	--
Resources (agriculture, mining, etc.)	11	2%	70,000	84,555	100,000	83,305
Telecommunications	43	8%	65,000	75,000	88,000	76,906
Training/education	2	*	--	--	--	--
Utility	5	1%	--	--	--	--
Other	40	7%	63,000	75,750	92,500	78,758

Germany—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	120	22%	68,094	77,500	99,250	82,950
Construction	33	6%	70,000	80,000	86,640	80,973
Engineering	128	23%	70,000	82,250	93,750	83,127
Information technology	350	63%	65,000	75,000	90,000	78,456
Manufacturing	36	6%	72,500	85,570	93,246	85,416
Operations	86	15%	65,000	74,100	85,000	79,698
Quality management	50	9%	65,000	73,100	85,000	78,110
Regulatory compliance	23	4%	71,000	77,000	102,000	85,665
Research and development	69	12%	68,000	80,000	95,000	82,588
Supply chain management/logistics	30	5%	68,000	82,500	100,000	87,359
Other	23	4%	60,000	75,000	98,000	79,235

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th percentile	Median	75th percentile	Mean
Fewer than 100	33	6%	60,000	72,000	90,000	77,809
100-299	36	6%	55,000	65,000	84,000	73,669
300- 999	41	7%	60,000	70,000	85,000	75,865
1,000- 2,499	43	8%	65,000	74,000	86,640	77,339
2,500- 4,999	35	6%	70,000	76,800	90,000	80,787
5,000- 9,999	41	7%	69,000	77,000	90,000	79,311
10,000 or more	330	59%	70,000	80,000	93,000	82,101

Annualized Salary by Average Project Team Size

Team size	n=	Percent	25th percentile	Median	75th percentile	Mean
1-4 people	55	12%	62,000	72,012	83,000	74,810
5-9 people	153	32%	65,000	73,000	85,000	74,460
10-14 people	106	22%	67,500	80,000	91,200	81,463
15-19 people	38	8%	69,000	81,000	90,000	79,976
20 or more people	124	26%	76,000	90,000	105,000	92,815

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	41	8%	60,000	70,000	80,000	69,882
\$100,000-\$499,999	116	23%	60,500	72,500	82,500	73,846
\$500,000-\$999,999	100	20%	65,000	75,000	86,200	77,343
\$1 million-\$10 million	191	37%	70,000	80,000	95,000	83,696
More than \$10 million	63	12%	80,000	91,200	105,000	95,373

Germany—All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	192	35%
Yes—Informal	196	35%
No	138	25%
Don't know	29	5%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	87	22%
Yes—Informal	151	39%
No	122	31%
Don't know	29	7%

Defined Set of Performance Skills for Project Managers Within Organization

	n=	Percent
Yes—Clearly defined/in writing	280	50%
Yes—Informal	153	28%
No	94	17%
Don't know	28	5%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	46	8%	41	7%	472	85%
Director of project management office (PMO)	4	33%	2	17%	7	58%
Portfolio manager	4	20%	2	10%	15	75%
Program manager	13	12%	11	10%	84	79%
Project manager III	12	7%	10	6%	149	89%
Project manager II	8	6%	8	6%	114	88%
Project manager I	5	9%	2	4%	49	88%
Project management specialist	--	--	2	9%	20	91%
Project management consultant	--	--	4	11%	34	89%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	152	27%	347	63%	93	17%
Director of project management office (PMO)	8	67%	8	67%	3	25%
Portfolio manager	6	30%	13	65%	2	10%
Program manager	39	36%	76	70%	25	23%
Project manager III	48	28%	111	65%	31	18%
Project manager II	24	18%	76	58%	21	16%
Project manager I	10	19%	31	57%	9	17%
Project management specialist	4	19%	9	43%	1	5%
Project management consultant	13	34%	23	61%	1	3%

Germany—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	530	28.2	517	29.0
Director of project management office (PMO)	11	28.4	12	29.8
Portfolio manager	20	28.6	19	30.0
Program manager	104	28.0	99	28.5
Project manager III	160	28.2	161	29.3
Project manager II	126	29.0	121	29.8
Project manager I	52	26.5	52	27.2
Project management specialist	21	26.8	18	26.3
Project management consultant	36	28.6	35	29.4

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	220	40%	161	29%	80	14%
Director of project management office (PMO)	5	42%	4	33%	1	8%
Portfolio manager	5	25%	12	60%	4	20%
Program manager	47	44%	32	30%	17	16%
Project manager III	60	35%	51	30%	27	16%
Project manager II	60	46%	35	27%	16	12%
Project manager I	24	44%	11	20%	9	16%
Project management specialist	7	32%	6	27%	4	18%
Project management consultant	12	32%	10	26%	2	5%

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	553	39.6	552	45.6
Director of project management office (PMO)	12	40.0	11	47.7
Portfolio manager	20	39.6	20	49.5
Program manager	108	39.6	108	47.4
Project manager III	168	39.6	167	45.6
Project manager II	131	39.4	131	44.4
Project manager I	55	39.5	55	44.5
Project management specialist	22	39.8	22	44.0
Project management consultant	37	39.8	38	44.8

Germany—All Respondents

Annualized Salary by Position Description—Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	--	--	--	--	--	--
Portfolio manager	--	--	--	--	--	--
Program manager	6	14%	--	--	--	--
Project manager III	15	36%	70,000	78,300	90,000	84,453
Project manager II	10	24%	72,000	80,000	92,000	84,550
Project manager I	3	7%	--	--	--	--
Project management specialist	2	5%	--	--	--	--
Project management consultant	6	14%	--	--	--	--

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	12	2%	90,500	101,000	115,000	103,408
Portfolio manager	20	4%	71,500	92,900	129,250	101,290
Program manager	102	20%	73,200	85,000	100,000	87,417
Project manager III	156	30%	70,000	80,000	90,000	81,465
Project manager II	122	24%	63,000	75,000	85,060	74,725
Project manager I	53	10%	54,000	65,000	70,000	65,457
Project management specialist	20	4%	62,671	72,000	91,000	75,331
Project management consultant	32	6%	59,169	67,660	80,000	68,764

Detailed Findings Hong Kong—All Respondents



Total Compensation (in Hong Kong Dollars)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	254	430,000	550,000	720,000	608,688
Total compensation	254	468,000	600,000	816,440	683,930

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	6	2%	Decrease	3	1%
Remained the same	52	20%	Remain the same	39	15%
Increased less than 1%	6	2%	Increase less than 1%	8	3%
Increased 1% to 2.9%	26	10%	Increase 1% to 2.9%	23	9%
Increased 3% to 3.9%	31	12%	Increase 3% to 3.9%	29	11%
Increased 4% to 4.9%	45	18%	Increase 4% to 4.9%	49	19%
Increased 5% to 6.9%	27	11%	Increase 5% to 6.9%	44	17%
Increased 7% to 9.9%	23	9%	Increase 7% to 9.9%	20	8%
Increased 10% to 14.9%	16	6%	Increase 10% to 14.9%	22	9%
Increased 15% to 19.9%	9	4%	Increase 15% to 19.9%	5	2%
Increased 20% to 24.9%	6	2%	Increase 20% to 24.9%	6	2%
Increased 25% to 29.9%	3	1%	Increase 25% to 29.9%	3	1%
Increased 30% or greater	4	2%	Increase 30% or greater	3	1%

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	10	4%	686,000	970,000	1,400,000	1,036,600
Portfolio manager	7	3%	--	--	--	--
Program manager	37	15%	600,000	750,000	975,000	820,684
Project manager III	56	22%	468,000	621,000	802,120	645,238
Project manager II	53	21%	450,000	551,000	696,000	573,321
Project manager I	53	21%	400,000	480,000	540,000	474,301
Project management specialist	26	10%	330,000	397,500	468,000	408,721
Project management consultant	12	5%	421,080	500,000	558,000	487,263

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	--	--	--	--	--	--
3 to less than 5 years	7	3%	--	--	--	--
5 to less than 10 years	43	17%	276,000	420,000	540,000	429,020
10 to less than 15 years	71	28%	420,000	496,500	590,000	536,245
15 to less than 20 years	72	28%	500,000	645,000	802,120	692,003
20 or more years	61	24%	552,000	660,000	930,000	755,360

Hong Kong—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Agile/interactive/incremental project management/Scrum</i>						
None	88	39%	400,000	536,500	730,000	581,861
1 to 5 years	103	45%	440,000	507,000	698,160	596,273
6 years or more	36	16%	518,600	645,000	965,000	746,247
<i>Extreme project management</i>						
None	144	63%	424,700	540,000	750,000	608,896
1 to 5 years	58	25%	441,000	500,000	650,000	614,375
6 years or more	28	12%	498,000	655,000	800,000	679,457
<i>Process-based project management</i>						
None	51	22%	432,000	540,000	744,000	606,969
1 to 5 years	105	45%	390,000	480,000	620,000	534,543
6 years or more	77	33%	500,000	672,000	840,000	726,431
<i>Event chain project management</i>						
None	136	59%	436,625	565,600	753,000	634,714
1 to 5 years	65	28%	396,000	500,000	612,000	550,480
6 years or more	28	12%	453,420	590,000	810,150	662,226
<i>Project portfolio management</i>						
None	95	41%	390,000	486,000	600,000	512,502
1 to 5 years	92	40%	450,000	600,000	750,000	649,381
6 years or more	45	19%	588,000	720,000	840,000	763,751
<i>Program management</i>						
None	77	33%	390,000	480,000	600,000	515,424
1 to 5 years	101	43%	479,256	564,000	720,000	629,249
6 years or more	55	24%	450,000	672,000	930,000	738,097
<i>Earned value management</i>						
None	108	47%	410,000	526,500	732,000	610,787
1 to 5 years	90	39%	432,000	518,600	672,000	580,937
6 years or more	31	14%	550,000	698,160	840,000	722,428
<i>Lean project management</i>						
None	121	53%	423,400	540,000	705,600	596,055
1 to 5 years	82	36%	426,000	528,600	750,000	618,586
6 years or more	27	12%	487,500	650,000	800,000	684,182

Hong Kong—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Critical chain project management</i>						
None	96	42%	423,000	520,000	702,800	598,044
1 to 5 years	91	40%	400,000	500,000	700,000	582,057
6 years or more	40	18%	520,000	660,000	817,650	719,379
<i>Waterfall project management</i>						
None	74	32%	400,000	486,000	660,000	554,093
1 to 5 years	64	28%	375,000	500,000	642,500	520,564
6 years or more	92	40%	500,000	602,250	882,000	722,802
<i>Risk management</i>						
None	36	16%	420,000	490,500	637,000	562,388
1 to 5 years	125	54%	396,000	500,000	650,000	558,704
6 years or more	71	31%	507,000	686,000	900,000	743,641
<i>Change management</i>						
None	15	6%	432,000	540,000	800,000	608,867
1 to 5 years	130	54%	390,000	493,500	624,000	530,879
6 years or more	95	40%	507,000	660,000	864,000	732,909
<i>Resource management</i>						
None	23	10%	387,000	486,000	684,000	532,314
1 to 5 years	121	51%	400,000	500,000	650,000	563,049
6 years or more	93	39%	500,000	630,000	840,000	710,489

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	8	3%	--	--	--	--
3 to less than 5 years	34	13%	360,000	432,125	500,000	454,522
5 to less than 10 years	109	43%	400,000	520,000	635,000	552,010
10 to less than 15 years	65	26%	500,000	640,000	815,000	693,873
15 to less than 20 years	29	11%	580,000	693,000	900,000	762,165
20 or more years	9	4%	--	--	--	--

Hong Kong—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	2	1%	--	--	--	--
Some college or associate's degree	6	2%	--	--	--	--
4-year college degree	96	38%	400,000	550,500	700,000	597,789
Master's degree	142	56%	440,000	526,500	708,000	596,276
Doctoral degree	8	3%	--	--	--	--

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	19	7%	396,000	456,840	540,000	505,360
No degree in PM	235	93%	432,000	560,000	744,000	617,042

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	221	87%	432,000	550,000	744,000	610,505
PMP for less than 1 year	3	1%	--	--	--	--
PMP for 1 to less than 5 years	131	60%	360,000	500,000	660,000	545,916
PMP for 5 to less than 10 years	71	33%	500,000	612,000	804,240	701,460
PMP for 10 to less than 20 years	13	6%	705,600	750,000	822,416	809,001
PMP for 20 or more years	--	--	--	--	--	--
Do not have a PMP® certification	33	13%	420,000	500,000	686,000	596,518

Annualized Salary by Amount of Training per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	134	54%	432,000	536,500	705,600	594,821
5 to 9 days	60	24%	498,250	635,000	840,732	700,158
10 days or more	53	21%	362,160	500,000	660,000	551,042

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	180	74%	436,125	573,000	757,500	632,889
Female	63	26%	350,000	492,000	650,000	545,061

Hong Kong—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	7	3%	--	--	--	--
Consulting	14	6%	500,000	545,500	800,000	679,156
Customer service/ public relations	4	2%	--	--	--	--
Engineering	12	5%	350,000	500,000	576,000	501,917
Finance	6	2%	--	--	--	--
Human resources	5	2%	--	--	--	--
Information technology/ information systems	117	46%	442,400	560,000	708,000	613,213
Operations/manufacturing	8	3%	--	--	--	--
Project management department or PMO	54	21%	420,000	587,250	840,000	656,125
Quality management	2	1%	--	--	--	--
Research and development	3	1%	--	--	--	--
Sales/marketing	5	2%	--	--	--	--
Supply chain management/logistics	9	4%	--	--	--	--
Training/education	2	1%	--	--	--	--
Other	6	2%	--	--	--	--

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	4	2%	--	--	--	--
Business services	5	2%	--	--	--	--
Construction	3	1%	--	--	--	--
Consulting	13	5%	480,000	540,000	576,000	597,538
Engineering	7	3%	--	--	--	--
Financial services	62	24%	500,000	679,000	975,000	730,300
Food and beverage	1	*	--	--	--	--
Government	10	4%	360,000	525,000	600,000	533,000
Healthcare	8	3%	--	--	--	--
Information technology	56	22%	411,000	496,000	635,000	548,727
Insurance	11	4%	480,000	650,000	804,240	696,758
Legal	2	1%	--	--	--	--
Manufacturing	16	6%	345,000	435,000	591,500	488,563
Pharmaceuticals	3	1%	--	--	--	--
Real estate	4	2%	--	--	--	--
Resources (agriculture, mining, etc.)	--	--	--	--	--	--
Telecommunications	12	5%	398,000	519,553	730,000	557,425
Training/education	3	1%	--	--	--	--
Utility	4	2%	--	--	--	--
Other	30	12%	405,000	535,000	650,000	549,746

Hong Kong—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	55	22%	444,000	576,000	841,464	680,504
Construction	8	3%	--	--	--	--
Engineering	16	6%	440,000	561,000	753,000	628,000
Information technology	187	74%	442,400	571,200	740,000	620,326
Manufacturing	12	5%	395,000	484,000	606,000	482,417
Operations	59	23%	420,000	500,000	750,000	620,278
Quality management	21	8%	420,000	480,000	720,000	598,700
Regulatory compliance	24	9%	509,628	690,000	1,015,000	768,428
Research and development	14	6%	496,000	612,000	700,000	649,714
Supply chain management/logistics	19	7%	390,000	468,000	590,000	518,526
Other	4	2%	--	--	--	--

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th percentile	Median	75th percentile	Mean
Fewer than 100	29	11%	330,000	442,400	550,000	469,086
100-299	14	6%	240,000	422,000	540,000	461,643
300- 999	34	13%	426,000	500,000	600,000	536,601
1,000- 2,499	35	14%	423,400	560,000	650,000	548,103
2,500- 4,999	26	10%	441,000	625,000	750,000	631,787
5,000- 9,999	16	6%	498,250	675,000	965,000	744,866
10,000 or more	100	39%	479,628	600,000	821,358	687,679

Annualized Salary by Average Project Team Size

Team size	n=	Percent	p	Median	75th percentile	Mean
1-4 people	49	28%	400,000	520,000	600,000	542,781
5-9 people	60	35%	432,000	530,000	720,000	579,506
10-14 people	34	20%	460,000	600,000	756,000	623,425
15-19 people	12	7%	570,600	635,000	875,000	768,433
20 or more people	18	10%	500,000	811,500	1,080,000	824,411

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	46	20%	327,600	442,000	580,000	457,304
\$100,000-\$499,999	90	39%	426,000	518,600	700,000	578,476
\$500,000-\$999,999	36	16%	478,250	560,500	757,500	636,295
\$1 million-\$10 million	41	18%	552,000	700,000	1,080,000	810,017
More than \$10 million	15	7%	520,000	800,000	1,000,000	766,267

Hong Kong—All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	47	19%
Yes—Informal	125	49%
No	58	23%
Don't know	23	9%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	39	23%
Yes—Informal	92	54%
No	25	15%
Don't know	14	8%

Defined Set of Performance Skills for Project Managers Within Organization

	n=	Percent
Yes—Clearly defined/in writing	75	30%
Yes—Informal	87	35%
No	75	30%
Don't know	11	4%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	13	5%	12	5%	231	92%
Director of project management office (PMO)	2	20%	2	20%	8	80%
Portfolio manager	--	--	--	--	7	100%
Program manager	3	8%	2	5%	33	89%
Project manager III	3	5%	6	11%	48	86%
Project manager II	3	6%	1	2%	49	92%
Project manager I	2	4%	1	2%	50	94%
Project management specialist	--	--	--	--	25	100%
Project management consultant	--	--	--	--	11	100%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	28	11%	99	39%	89	35%
Director of project management office (PMO)	2	20%	7	70%	6	60%
Portfolio manager	1	14%	6	86%	1	14%
Program manager	7	19%	15	41%	17	46%
Project manager III	5	9%	29	53%	17	31%
Project manager II	2	4%	14	27%	14	27%
Project manager I	8	15%	19	36%	23	43%
Project management specialist	1	4%	5	19%	6	23%
Project management consultant	2	17%	4	33%	5	42%

Hong Kong—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	246	15.3	221	18.4
Director of project management office (PMO)	10	17.1	10	19.9
Portfolio manager	7	17.3	6	20.8
Program manager	37	17.0	33	20.3
Project manager III	53	16.3	48	19.4
Project manager II	51	14.3	46	17.4
Project manager I	52	14.4	44	16.8
Project management specialist	25	13.0	24	15.3
Project management consultant	11	16.9	10	22.4

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	56	22%	143	57%	21	8%
Director of project management office (PMO)	3	30%	8	80%	--	--
Portfolio manager	2	29%	5	71%	--	--
Program manager	5	14%	23	62%	4	11%
Project manager III	9	17%	35	66%	6	11%
Project manager II	9	17%	31	58%	2	4%
Project manager I	18	35%	24	46%	8	15%
Project management specialist	6	24%	12	48%	--	--
Project management consultant	4	33%	5	42%	1	8%

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	248	40.8	248	47.8
Director of project management office (PMO)	10	40.3	10	49.0
Portfolio manager	7	40.0	7	50.6
Program manager	37	40.6	37	50.4
Project manager III	53	40.8	53	46.5
Project manager II	52	41.2	52	47.9
Project manager I	51	40.6	51	47.4
Project management specialist	26	41.0	26	46.5
Project management consultant	12	39.9	12	46.5

Hong Kong—All Respondents

Annualized Salary by Position Description—Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	1	6%	--	--	--	--
Portfolio manager	--	--	--	--	--	--
Program manager	3	17%	--	--	--	--
Project manager III	2	11%	--	--	--	--
Project manager II	5	28%	--	--	--	--
Project manager I	6	33%	--	--	--	--
Project management specialist	1	6%	--	--	--	--
Project management consultant	--	--	--	--	--	--

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	9	4%	--	--	--	--
Portfolio manager	7	3%	--	--	--	--
Program manager	34	14%	600,000	750,000	975,000	822,068
Project manager III	54	23%	450,000	606,000	804,240	644,635
Project manager II	48	20%	441,125	550,500	655,000	563,958
Project manager I	47	20%	400,000	480,000	540,000	468,552
Project management specialist	25	11%	330,000	390,000	460,000	402,670
Project management consultant	12	5%	421,080	500,000	558,000	487,263

Detailed Findings India—All Respondents



Total Compensation (in Indian Rupees)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	1,197	1,200,000	1,600,000	2,100,000	1,726,137
Total compensation	1,197	1,290,000	1,700,000	2,350,000	1,898,810

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	9	1%	Decrease	6	1%
Remained the same	208	17%	Remain the same	71	6%
Increased less than 1%	20	2%	Increase less than 1%	11	1%
Increased 1% to 2.9%	64	5%	Increase 1% to 2.9%	54	5%
Increased 3% to 3.9%	66	6%	Increase 3% to 3.9%	54	5%
Increased 4% to 4.9%	85	7%	Increase 4% to 4.9%	70	6%
Increased 5% to 6.9%	140	12%	Increase 5% to 6.9%	144	12%
Increased 7% to 9.9%	233	19%	Increase 7% to 9.9%	231	19%
Increased 10% to 14.9%	201	17%	Increase 10% to 14.9%	290	24%
Increased 15% to 19.9%	71	6%	Increase 15% to 19.9%	104	9%
Increased 20% to 24.9%	35	3%	Increase 20% to 24.9%	52	4%
Increased 25% to 29.9%	18	2%	Increase 25% to 29.9%	31	3%
Increased 30% or greater	47	4%	Increase 30% or greater	79	7%

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	36	3%	1,700,000	2,468,000	3,500,000	2,664,204
Portfolio manager	82	7%	1,800,000	2,300,000	2,800,000	2,356,612
Program manager	253	21%	1,560,000	2,000,000	2,500,000	2,082,233
Project manager III	227	19%	1,300,000	1,718,000	2,100,000	1,798,864
Project manager II	259	22%	1,150,000	1,450,000	1,800,000	1,526,964
Project manager I	238	20%	1,000,000	1,237,000	1,560,000	1,319,761
Project management specialist	56	5%	782,748	1,042,000	1,675,000	1,293,002
Project management consultant	46	4%	840,000	1,300,000	1,500,000	1,301,955

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	1	*	--	--	--	--
3 to less than 5 years	9	1%	--	--	--	--
5 to less than 10 years	170	14%	800,000	958,500	1,200,000	1,045,942
10 to less than 15 years	504	42%	1,200,000	1,450,000	1,800,000	1,570,148
15 to less than 20 years	353	29%	1,600,000	2,000,000	2,400,000	2,046,038
20 or more years	160	13%	1,567,338	2,200,000	2,900,000	2,303,351

India—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Agile/interactive/incremental project management/Scrum</i>						
None	317	30%	1,080,000	1,400,000	1,900,000	1,588,386
1 to 5 years	617	58%	1,200,000	1,675,000	2,200,000	1,771,086
6 years or more	136	13%	1,425,000	1,882,503	2,325,000	1,974,718
<i>Extreme project management</i>						
None	550	54%	1,200,000	1,500,000	2,000,000	1,673,247
1 to 5 years	316	31%	1,200,000	1,650,000	2,132,500	1,743,001
6 years or more	156	15%	1,306,000	1,935,000	2,500,000	2,039,289
<i>Process-based project management</i>						
None	122	11%	1,195,000	1,699,500	2,200,000	1,739,115
1 to 5 years	529	50%	1,100,000	1,400,000	1,800,000	1,534,378
6 years or more	417	39%	1,400,000	1,900,000	2,400,000	2,017,183
<i>Event chain project management</i>						
None	619	61%	1,200,000	1,550,000	2,100,000	1,708,978
1 to 5 years	278	28%	1,200,000	1,600,000	2,100,000	1,684,717
6 years or more	110	11%	1,500,000	2,000,000	2,500,000	2,054,647
<i>Project portfolio management</i>						
None	417	40%	1,100,000	1,400,000	1,800,000	1,503,462
1 to 5 years	449	43%	1,200,000	1,658,640	2,175,000	1,775,560
6 years or more	173	17%	1,600,000	2,000,000	2,700,000	2,242,213
<i>Program management</i>						
None	304	28%	1,000,000	1,311,500	1,618,500	1,376,238
1 to 5 years	526	49%	1,200,000	1,700,000	2,150,000	1,733,808
6 years or more	249	23%	1,600,000	2,000,000	2,800,000	2,252,759
<i>Earned value management</i>						
None	310	29%	1,100,000	1,500,000	1,971,000	1,614,654
1 to 5 years	515	49%	1,200,000	1,500,000	2,000,000	1,672,281
6 years or more	229	22%	1,500,000	2,000,000	2,500,000	2,093,890
<i>Lean project management</i>						
None	452	44%	1,200,000	1,555,000	2,000,000	1,692,779
1 to 5 years	469	45%	1,200,000	1,600,000	2,100,000	1,696,351
6 years or more	115	11%	1,418,500	2,000,000	2,700,000	2,153,828

India—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Critical chain project management</i>						
None	434	42%	1,200,000	1,550,000	2,000,000	1,698,727
1 to 5 years	407	40%	1,200,000	1,519,059	2,100,000	1,671,498
6 years or more	187	18%	1,400,000	2,000,000	2,500,000	2,041,367
<i>Waterfall project management</i>						
None	245	23%	1,000,000	1,400,000	1,800,000	1,569,400
1 to 5 years	447	41%	1,128,078	1,486,000	1,850,000	1,560,823
6 years or more	394	36%	1,500,000	1,925,000	2,435,000	2,036,187
<i>Risk management</i>						
None	94	9%	920,000	1,325,000	1,700,000	1,420,822
1 to 5 years	576	53%	1,100,000	1,424,000	1,830,000	1,563,395
6 years or more	416	38%	1,500,000	2,000,000	2,500,000	2,068,268
<i>Change management</i>						
None	85	8%	1,000,000	1,310,000	1,800,000	1,475,118
1 to 5 years	570	52%	1,100,000	1,482,376	1,851,000	1,551,590
6 years or more	437	40%	1,400,000	1,900,000	2,400,000	2,028,619
<i>Resource management</i>						
None	50	5%	920,000	1,270,000	1,765,000	1,383,180
1 to 5 years	544	49%	1,066,885	1,400,000	1,800,000	1,498,222
6 years or more	506	46%	1,418,500	1,900,000	2,450,000	2,031,789

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	35	3%	900,000	1,100,000	1,400,000	1,178,073
3 to less than 5 years	196	16%	955,000	1,200,000	1,500,000	1,265,582
5 to less than 10 years	666	56%	1,200,000	1,547,500	2,000,000	1,631,841
10 to less than 15 years	237	20%	1,740,000	2,100,000	2,600,000	2,234,999
15 to less than 20 years	37	3%	1,800,000	2,412,000	3,000,000	2,418,133
20 or more years	26	2%	2,000,000	2,500,000	3,100,000	2,727,962

India—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	10	1%	612,000	1,100,000	2,100,000	1,267,921
Some college or associate's degree	34	3%	1,000,000	1,300,000	2,000,000	1,563,896
4-year college degree	494	41%	1,200,000	1,600,000	2,050,000	1,705,157
Master's degree	598	50%	1,200,000	1,600,000	2,180,000	1,747,072
Doctoral degree	61	5%	1,250,000	1,718,000	2,150,000	1,856,345

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	225	19%	1,200,000	1,800,000	2,400,000	1,854,001
No degree in PM	963	81%	1,200,000	1,584,676	2,045,000	1,696,805

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	961	80%	1,280,000	1,700,000	2,200,000	1,825,370
PMP for less than 1 year	25	3%	1,250,000	1,600,000	1,800,000	1,612,760
PMP for 1 to less than 5 years	620	66%	1,200,000	1,500,000	2,000,000	1,650,794
PMP for 5 to less than 10 years	256	27%	1,600,000	2,005,458	2,500,000	2,149,041
PMP for 10 to less than 20 years	41	4%	2,000,000	2,400,000	3,500,000	2,655,290
PMP for 20 or more years	--	--	--	--	--	--
Do not have a PMP® certification	236	20%	930,000	1,200,000	1,534,530	1,322,054

Annualized Salary by Amount of Training per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	372	32%	1,200,000	1,600,000	2,200,000	1,746,627
5 to 9 days	408	35%	1,200,000	1,600,000	2,137,500	1,779,076
10 days or more	396	34%	1,200,000	1,500,000	2,000,000	1,658,234

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	1,019	89%	1,200,000	1,600,000	2,150,000	1,748,343
Female	131	11%	1,000,000	1,300,000	1,900,000	1,549,109

India—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	18	2%	1,399,273	1,800,000	2,000,000	1,934,960
Consulting	92	8%	1,200,000	1,800,000	2,300,000	1,824,066
Customer service/ public relations	14	1%	1,000,000	1,185,000	1,500,000	1,266,571
Engineering	79	7%	1,200,000	1,700,000	2,200,000	1,796,784
Finance	11	1%	1,300,000	1,800,000	2,700,000	1,925,256
Human resources	5	*	--	--	--	--
Information technology/ information systems	479	40%	1,200,000	1,600,000	2,100,000	1,712,257
Operations/manufacturing	33	3%	1,100,000	1,250,000	1,850,000	1,577,829
Project management department or PMO	348	29%	1,200,000	1,550,000	2,100,000	1,711,887
Quality management	32	3%	1,010,000	1,300,000	1,578,000	1,549,625
Research and development	30	3%	1,200,000	1,700,000	2,350,000	1,933,809
Sales/marketing	17	1%	1,200,000	1,700,000	3,000,000	2,002,437
Supply chain management/logistics	12	1%	1,150,000	1,550,000	2,000,000	1,580,000
Training/education	5	*	--	--	--	--
Other	22	2%	1,200,000	1,600,000	2,100,000	1,629,569

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	24	2%	1,170,000	1,575,000	2,650,000	1,866,585
Business services	5	*	--	--	--	--
Construction	28	2%	865,000	1,450,000	1,950,000	1,487,232
Consulting	64	5%	1,150,000	1,624,500	2,350,000	1,850,004
Engineering	69	6%	1,200,000	1,700,000	2,300,000	1,850,613
Financial services	64	5%	1,200,000	1,550,000	2,000,000	1,635,717
Food and beverage	5	*	--	--	--	--
Government	4	*	--	--	--	--
Healthcare	17	1%	1,650,000	1,800,000	2,350,000	2,012,431
Information technology	704	59%	1,200,000	1,600,000	2,050,000	1,716,425
Insurance	16	1%	1,222,420	1,675,000	1,900,000	1,605,418
Legal	3	*	--	--	--	--
Manufacturing	39	3%	1,000,000	1,400,000	2,000,000	1,586,369
Pharmaceuticals	11	1%	1,100,000	1,300,000	1,900,000	1,490,000
Real estate	5	*	--	--	--	--
Resources (agriculture, mining, etc.)	16	1%	1,300,000	1,800,000	2,334,456	1,842,432
Telecommunications	69	6%	1,200,000	1,700,000	2,320,000	1,849,441
Training/education	8	1%	--	--	--	--
Utility	3	*	--	--	--	--
Other	43	4%	978,000	1,400,000	2,000,000	1,524,733

India—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	230	19%	1,234,000	1,726,000	2,372,850	1,866,727
Construction	70	6%	960,000	1,600,000	2,200,000	1,741,593
Engineering	163	14%	1,200,000	1,700,000	2,400,000	1,870,060
Information technology	867	73%	1,200,000	1,630,000	2,125,000	1,739,201
Manufacturing	59	5%	1,126,235	1,500,000	1,860,000	1,540,506
Operations	195	16%	1,105,000	1,500,000	2,140,000	1,688,558
Quality management	147	12%	1,195,000	1,500,000	2,200,000	1,750,092
Regulatory compliance	64	5%	1,225,000	1,800,000	2,386,425	1,863,777
Research and development	99	8%	1,200,000	1,732,000	2,600,000	1,891,069
Supply chain management/logistics	56	5%	1,200,000	1,649,500	2,200,000	1,727,001
Other	45	4%	1,200,000	1,800,000	2,400,000	1,891,452

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th percentile	Median	75th percentile	Mean
Fewer than 100	52	4%	1,075,000	1,662,500	2,350,000	1,763,297
100-299	56	5%	1,292,500	1,600,000	2,050,000	1,755,202
300- 999	88	7%	1,004,564	1,553,000	2,000,000	1,618,954
1,000-2,499	102	9%	1,240,000	1,683,500	2,320,000	1,798,049
2,500- 4,999	77	6%	1,200,000	1,800,000	2,250,000	1,819,585
5,000- 9,999	99	8%	1,200,000	1,700,000	2,300,000	1,880,014
10,000 or more	723	60%	1,200,000	1,550,000	2,000,000	1,693,090

Annualized Salary by Average Project Team Size

Team size	n=	Percent	25th percentile	Median	75th percentile	Mean
1-4 people	57	6%	1,050,000	1,250,000	1,820,000	1,508,787
5-9 people	183	18%	1,080,000	1,400,000	1,800,000	1,519,486
10-14 people	211	21%	1,200,000	1,600,000	2,100,000	1,692,378
15-19 people	129	13%	1,200,000	1,475,000	2,000,000	1,683,336
20 or more people	425	42%	1,400,000	1,800,000	2,388,563	1,938,727

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	181	18%	1,034,000	1,312,000	1,843,000	1,482,729
\$100,000-\$499,999	287	28%	1,200,000	1,550,000	2,000,000	1,668,890
\$500,000-\$999,999	168	16%	1,225,000	1,725,000	2,200,000	1,820,471
\$1 million-\$10 million	311	30%	1,350,000	1,800,000	2,220,000	1,875,448
More than \$10 million	84	8%	1,350,000	1,800,000	2,600,000	2,032,794

India—All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	394	33%
Yes—Informal	577	49%
No	162	14%
Don't know	54	5%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	310	32%
Yes—Informal	518	54%
No	87	9%
Don't know	46	5%

Defined Set of Performance Skills for Project Managers Within Organization

	n=	Percent
Yes—Clearly defined/in writing	538	46%
Yes—Informal	427	36%
No	172	15%
Don't know	37	3%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	83	7%	44	4%	1,053	89%
Director of project management office (PMO)	7	19%	1	3%	28	78%
Portfolio manager	8	10%	3	4%	68	86%
Program manager	19	8%	12	5%	217	88%
Project manager III	10	4%	12	5%	203	90%
Project manager II	19	7%	7	3%	231	90%
Project manager I	17	7%	7	3%	211	90%
Project management specialist	2	4%	1	2%	53	95%
Project management consultant	1	2%	1	2%	42	95%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	408	35%	652	55%	462	39%
Director of project management office (PMO)	9	25%	24	67%	16	44%
Portfolio manager	34	43%	53	66%	33	41%
Program manager	94	38%	162	65%	95	38%
Project manager III	84	37%	136	60%	100	44%
Project manager II	82	32%	132	52%	91	36%
Project manager I	75	32%	96	41%	93	40%
Project management specialist	17	30%	27	48%	21	38%
Project management consultant	13	29%	22	49%	13	29%

India—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	1,137	21.2	866	25.0
Director of project management office (PMO)	35	22.0	29	28.0
Portfolio manager	82	21.8	68	27.2
Program manager	234	21.0	194	23.3
Project manager III	220	20.8	169	25.3
Project manager II	249	20.6	177	23.2
Project manager I	221	21.5	165	26.1
Project management specialist	53	23.1	35	29.3
Project management consultant	43	22.2	29	25.6

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	161	14%	512	44%	115	10%
Director of project management office (PMO)	8	22%	17	47%	1	3%
Portfolio manager	12	15%	38	46%	14	17%
Program manager	36	15%	113	46%	35	14%
Project manager III	25	11%	107	48%	13	6%
Project manager II	36	14%	109	43%	18	7%
Project manager I	31	13%	95	41%	23	10%
Project management specialist	5	9%	19	35%	4	7%
Project management consultant	8	19%	14	33%	7	17%

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	1,182	42.5	1,170	47.8
Director of project management office (PMO)	36	42.6	35	51.6
Portfolio manager	81	43.0	81	50.4
Program manager	248	42.3	245	48.5
Project manager III	225	42.5	224	48.3
Project manager II	258	42.1	253	46.9
Project manager I	234	42.5	232	46.3
Project management specialist	56	43.4	56	48.0
Project management consultant	44	43.3	44	46.8

India—All Respondents

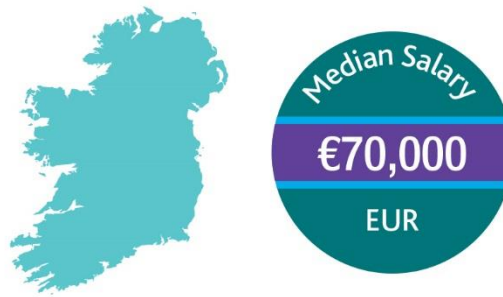
Annualized Salary by Position Description—Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	7	6%	--	--	--	--
Portfolio manager	8	7%	--	--	--	--
Program manager	31	28%	1,400,000	1,800,000	2,350,000	1,980,323
Project manager III	20	18%	1,442,500	1,800,000	2,300,000	1,898,496
Project manager II	24	22%	1,120,000	1,575,000	2,175,000	1,679,590
Project manager I	12	11%	875,000	1,300,000	1,500,000	1,217,667
Project management specialist	3	3%	--	--	--	--
Project management consultant	4	4%	--	--	--	--

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	29	3%	1,800,000	2,500,000	3,500,000	2,641,384
Portfolio manager	74	7%	1,800,000	2,300,000	2,800,000	2,357,678
Program manager	222	20%	1,600,000	2,000,000	2,500,000	2,096,464
Project manager III	207	19%	1,300,000	1,700,000	2,100,000	1,789,238
Project manager II	235	22%	1,184,000	1,450,000	1,800,000	1,511,377
Project manager I	226	21%	1,000,000	1,237,000	1,575,000	1,325,182
Project management specialist	53	5%	800,000	1,080,000	1,700,000	1,322,606
Project management consultant	42	4%	900,000	1,320,000	1,500,000	1,321,747

Detailed Findings Ireland—All Respondents



Total Compensation (in European Union Euros)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	438	56,700	70,000	80,000	70,423
Total compensation	438	60,000	74,875	88,000	77,122

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	17	4%	Decrease	--	--
Remained the same	144	33%	Remain the same	127	29%
Increased less than 1%	18	4%	Increase less than 1%	23	5%
Increased 1% to 2.9%	104	24%	Increase 1% to 2.9%	115	26%
Increased 3% to 3.9%	37	8%	Increase 3% to 3.9%	56	13%
Increased 4% to 4.9%	17	4%	Increase 4% to 4.9%	19	4%
Increased 5% to 6.9%	25	6%	Increase 5% to 6.9%	36	8%
Increased 7% to 9.9%	21	5%	Increase 7% to 9.9%	18	4%
Increased 10% to 14.9%	21	5%	Increase 10% to 14.9%	28	6%
Increased 15% to 19.9%	10	2%	Increase 15% to 19.9%	6	1%
Increased 20% to 24.9%	14	3%	Increase 20% to 24.9%	7	2%
Increased 25% to 29.9%	4	1%	Increase 25% to 29.9%	--	--
Increased 30% or greater	6	1%	Increase 30% or greater	3	1%

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	15	3%	75,000	93,000	120,000	95,936
Portfolio manager	25	6%	75,000	82,000	92,500	82,980
Program manager	111	25%	65,000	75,000	85,000	76,835
Project manager III	107	24%	60,000	70,000	80,000	71,996
Project manager II	79	18%	54,000	61,200	73,000	63,250
Project manager I	63	14%	42,000	50,800	62,000	52,394
Project management specialist	13	3%	45,000	60,000	70,000	58,885
Project management consultant	25	6%	63,000	75,000	100,000	81,460

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	2	*	--	--	--	--
3 to less than 5 years	3	1%	--	--	--	--
5 to less than 10 years	40	9%	49,000	52,000	65,000	55,885
10 to less than 15 years	84	19%	49,150	60,000	71,500	62,001
15 to less than 20 years	126	29%	60,000	70,000	78,000	71,187
20 or more years	183	42%	63,000	75,000	87,000	77,812

Ireland—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Agile/interactive/incremental project management/Scrum</i>						
None	161	39%	52,000	65,000	80,000	67,821
1 to 5 years	211	52%	60,000	70,000	80,000	71,567
6 years or more	36	9%	57,800	70,500	85,000	73,365
<i>Extreme project management</i>						
None	307	78%	55,000	67,300	80,000	69,952
1 to 5 years	63	16%	55,000	71,000	80,000	67,988
6 years or more	22	6%	59,500	77,500	93,500	80,405
<i>Process-based project management</i>						
None	84	20%	53,000	65,000	81,000	67,311
1 to 5 years	150	36%	51,000	64,500	73,340	63,851
6 years or more	180	43%	63,000	75,000	90,000	78,029
<i>Event chain project management</i>						
None	297	74%	55,000	68,000	80,000	69,724
1 to 5 years	75	19%	57,500	68,000	80,000	70,312
6 years or more	28	7%	58,500	75,000	85,000	77,485
<i>Project portfolio management</i>						
None	148	36%	50,000	61,174	73,000	62,177
1 to 5 years	161	39%	57,400	68,500	80,000	69,797
6 years or more	100	24%	70,000	80,000	100,000	84,014
<i>Program management</i>						
None	97	23%	45,804	60,000	70,000	59,276
1 to 5 years	181	43%	57,400	66,000	76,000	68,495
6 years or more	140	33%	69,000	79,500	94,000	81,671
<i>Earned value management</i>						
None	167	42%	52,000	67,500	75,000	66,203
1 to 5 years	159	40%	55,000	66,000	83,000	70,457
6 years or more	74	19%	62,500	75,000	90,000	79,175
<i>Lean project management</i>						
None	199	49%	54,000	70,000	80,000	68,982
1 to 5 years	152	38%	57,750	66,000	77,500	70,081
6 years or more	53	13%	60,000	70,000	83,000	74,809

Ireland—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Critical chain project management</i>						
None	215	54%	55,000	67,300	80,000	69,157
1 to 5 years	118	30%	52,000	65,000	79,000	67,513
6 years or more	67	17%	65,000	75,000	93,000	80,427
<i>Waterfall project management</i>						
None	130	32%	50,800	60,600	75,000	64,216
1 to 5 years	111	27%	55,000	65,000	75,000	66,668
6 years or more	166	41%	63,000	76,000	90,000	78,040
<i>Risk management</i>						
None	45	11%	45,000	62,900	73,000	62,217
1 to 5 years	168	41%	51,250	63,000	74,000	64,459
6 years or more	199	48%	62,000	75,000	85,000	76,975
<i>Change management</i>						
None	33	8%	48,000	60,000	78,498	64,096
1 to 5 years	171	41%	51,000	63,000	73,809	63,646
6 years or more	211	51%	62,000	75,000	85,000	77,532
<i>Resource management</i>						
None	48	12%	50,000	62,150	73,905	64,044
1 to 5 years	161	39%	50,800	61,200	70,000	61,933
6 years or more	206	50%	65,000	75,000	90,000	79,015

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	20	5%	42,500	48,650	65,000	51,774
3 to less than 5 years	58	13%	50,000	60,000	69,500	59,829
5 to less than 10 years	145	33%	52,000	63,000	72,000	62,960
10 to less than 15 years	115	26%	61,500	74,000	84,000	75,526
15 to less than 20 years	74	17%	70,305	83,000	100,000	84,319
20 or more years	26	6%	72,000	80,500	100,000	87,904

Ireland—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	13	3%	65,000	75,000	79,000	75,865
Some college or associate's degree	43	10%	57,000	63,000	75,000	66,375
4-year college degree	179	41%	57,500	69,000	80,000	70,103
Master's degree	181	41%	55,000	70,000	80,000	71,060
Doctoral degree	22	5%	59,000	71,000	80,000	72,486

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	74	17%	54,500	65,000	80,000	68,664
No degree in PM	363	83%	57,400	70,000	80,000	70,769

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	346	79%	59,000	70,000	80,585	71,741
PMP for less than 1 year	3	1%	--	--	--	--
PMP for 1 to less than 5 years	239	70%	55,000	65,000	77,500	68,392
PMP for 5 to less than 10 years	74	22%	62,000	75,000	93,000	79,728
PMP for 10 to less than 20 years	25	7%	71,000	81,000	92,500	83,476
PMP for 20 or more years	--	*	--	--	--	--
Do not have a PMP® certification	92	21%	50,055	65,000	75,000	65,468

Annualized Salary by Amount of Training per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	204	47%	57,200	71,000	83,000	72,272
5 to 9 days	152	35%	57,000	68,250	78,500	69,108
10 days or more	78	18%	55,000	66,522	77,000	68,942

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	299	70%	57,000	69,500	80,000	71,824
Female	128	30%	55,000	68,704	75,000	66,481

Ireland—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	17	4%	45,000	68,000	100,000	74,559
Consulting	29	7%	65,000	73,000	92,500	80,110
Customer service/ public relations	5	1%	--	--	--	--
Engineering	34	8%	50,000	60,000	67,300	61,274
Finance	14	3%	60,000	64,500	80,000	69,420
Human resources	5	1%	--	--	--	--
Information technology/ information systems	114	26%	61,000	70,500	80,000	71,005
Operations/manufacturing	24	5%	53,500	63,250	75,000	67,134
Project management department or PMO	125	29%	55,500	70,305	85,000	72,445
Quality management	7	2%	--	--	--	--
Research and development	30	7%	55,000	71,000	82,000	70,014
Sales/marketing	11	3%	42,000	52,000	65,000	53,864
Supply chain management/logistics	5	1%	--	--	--	--
Training/education	3	1%	--	--	--	--
Other	15	3%	56,700	72,000	80,000	71,900

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	3	1%	--	--	--	--
Business services	4	1%	--	--	--	--
Construction	16	4%	52,500	63,750	77,500	65,344
Consulting	24	5%	62,500	75,000	91,000	77,462
Engineering	24	5%	53,500	64,500	81,000	69,263
Financial services	51	12%	59,000	71,000	84,000	72,567
Food and beverage	10	2%	68,000	80,000	85,000	78,500
Government	7	2%	--	--	--	--
Healthcare	16	4%	60,000	68,000	86,000	71,675
Information technology	137	31%	58,000	70,000	80,000	70,431
Insurance	8	2%	--	--	--	--
Legal	--	--	--	--	--	--
Manufacturing	28	6%	54,500	63,950	74,405	66,432
Pharmaceuticals	29	7%	52,000	72,000	80,000	71,509
Real estate	2	*	--	--	--	--
Resources (agriculture, mining, etc.)	--	--	--	--	--	--
Telecommunications	48	11%	53,750	64,500	75,000	66,839
Training/education	8	2%	--	--	--	--
Utility	9	2%	--	--	--	--
Other	14	3%	51,500	64,500	76,000	67,250

Ireland—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	111	25%	63,000	75,000	90,000	78,068
Construction	39	9%	50,000	65,000	80,000	66,223
Engineering	83	19%	56,000	65,000	80,000	70,253
Information technology	240	55%	60,000	70,000	80,000	71,891
Manufacturing	43	10%	55,000	65,000	82,000	70,709
Operations	108	25%	55,500	70,500	80,025	72,145
Quality management	40	9%	51,055	69,500	80,500	68,571
Regulatory compliance	40	9%	62,750	75,000	98,500	80,480
Research and development	59	14%	52,000	66,000	83,000	68,696
Supply chain management/logistics	32	7%	53,000	67,000	80,000	70,613
Other	21	5%	55,000	70,000	80,050	67,598

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th percentile	Median	75th percentile	Mean
Fewer than 100	62	14%	58,000	74,000	84,000	74,121
100-299	37	8%	55,000	60,000	75,000	65,054
300- 999	43	10%	52,000	65,000	77,500	66,835
1,000- 2,499	45	10%	50,000	62,000	81,000	66,632
2,500- 4,999	36	8%	59,500	75,000	85,000	76,183
5,000- 9,999	28	6%	65,000	74,000	87,000	77,036
10,000 or more	187	43%	57,600	70,000	78,000	69,898

Annualized Salary by Average Project Team Size

Team size	n=	Percent	25th percentile	Median	75th percentile	Mean
1-4 people	50	14%	52,000	68,204	76,500	68,152
5-9 people	131	37%	60,000	70,000	80,000	70,799
10-14 people	91	26%	60,000	72,000	84,000	73,403
15-19 people	33	9%	60,000	73,000	85,000	74,865
20 or more people	48	14%	60,000	75,000	98,500	79,057

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	62	16%	47,500	60,000	71,000	60,477
\$100,000-\$499,999	111	28%	54,500	65,000	78,000	67,013
\$500,000-\$999,999	66	17%	60,000	73,420	83,000	73,213
\$1 million-\$10 million	130	33%	62,000	73,000	89,000	76,235
More than \$10 million	23	6%	63,000	82,000	110,000	85,826

Ireland—All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	107	24%
Yes—Informal	191	44%
No	122	28%
Don't know	18	4%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	58	20%
Yes—Informal	165	56%
No	47	16%
Don't know	25	8%

Defined Set of Performance Skills for Project Managers Within Organization

	n=	Percent
Yes—Clearly defined/in writing	158	36%
Yes—Informal	126	29%
No	126	29%
Don't know	25	6%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	48	11%	71	16%	328	76%
Director of project management office (PMO)	2	13%	6	40%	9	60%
Portfolio manager	5	20%	4	16%	16	64%
Program manager	13	12%	22	20%	76	70%
Project manager III	12	11%	19	18%	81	76%
Project manager II	9	12%	13	17%	57	73%
Project manager I	6	10%	4	6%	55	89%
Project management specialist	--	--	1	8%	12	92%
Project management consultant	1	4%	2	8%	22	88%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	89	21%	226	52%	158	37%
Director of project management office (PMO)	5	33%	11	73%	6	40%
Portfolio manager	11	44%	14	56%	9	36%
Program manager	32	29%	70	64%	51	47%
Project manager III	17	16%	54	51%	36	34%
Project manager II	10	13%	39	51%	27	35%
Project manager I	5	8%	17	27%	19	31%
Project management specialist	2	15%	7	54%	5	38%
Project management consultant	7	28%	14	56%	5	20%

Ireland—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	411	21.0	408	23.3
Director of project management office (PMO)	14	23.8	15	25.9
Portfolio manager	23	21.6	25	24.5
Program manager	105	21.0	105	23.1
Project manager III	96	22.0	97	23.8
Project manager II	77	21.5	76	24.1
Project manager I	60	20.3	54	22.8
Project management specialist	12	17.3	13	21.8
Project management consultant	24	17.6	23	19.8

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	83	19%	284	65%	16	4%
Director of project management office (PMO)	4	29%	8	57%	1	7%
Portfolio manager	3	12%	21	84%	--	--
Program manager	24	22%	73	66%	--	--
Project manager III	18	17%	75	70%	5	5%
Project manager II	15	19%	49	63%	5	6%
Project manager I	15	24%	36	57%	5	8%
Project management specialist	1	8%	9	69%	--	--
Project management consultant	3	12%	13	52%	--	--

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	436	38.5	435	45.5
Director of project management office (PMO)	15	38.4	15	47.9
Portfolio manager	24	38.5	25	48.7
Program manager	111	38.2	111	46.1
Project manager III	107	38.7	107	45.6
Project manager II	79	38.7	78	44.9
Project manager I	62	38.6	62	43.3
Project management specialist	13	38.8	13	43.5
Project management consultant	25	37.3	24	46.0

Ireland—All Respondents

Annualized Salary by Position Description—Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	1	2%	--	--	--	--
Portfolio manager	4	6%	--	--	--	--
Program manager	17	27%	75,000	77,000	94,000	83,000
Project manager III	17	27%	63,000	80,000	95,000	83,182
Project manager II	6	10%	--	--	--	--
Project manager I	7	11%	--	--	--	--
Project management specialist	3	5%	--	--	--	--
Project management consultant	8	13%	--	--	--	--

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	14	4%	75,000	89,000	120,000	94,217
Portfolio manager	21	6%	75,000	82,000	92,000	81,690
Program manager	94	25%	62,900	74,000	85,000	75,720
Project manager III	90	24%	60,000	69,000	79,000	69,884
Project manager II	73	19%	52,500	61,000	71,000	62,476
Project manager I	56	15%	42,000	50,455	60,000	51,707
Project management specialist	10	3%	43,000	57,500	70,000	56,050
Project management consultant	17	5%	60,000	70,000	78,000	70,618

Detailed Findings Italy—All Respondents



Total Compensation (in European Union Euros)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	666	40,000	50,000	60,000	52,331
Total compensation	666	43,000	53,950	67,000	56,726

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	34	5%	Decrease	33	5%
Remained the same	337	51%	Remain the same	325	49%
Increased less than 1%	60	9%	Increase less than 1%	48	7%
Increased 1% to 2.9%	90	14%	Increase 1% to 2.9%	96	14%
Increased 3% to 3.9%	25	4%	Increase 3% to 3.9%	33	5%
Increased 4% to 4.9%	19	3%	Increase 4% to 4.9%	23	3%
Increased 5% to 6.9%	28	4%	Increase 5% to 6.9%	34	5%
Increased 7% to 9.9%	22	3%	Increase 7% to 9.9%	17	3%
Increased 10% to 14.9%	25	4%	Increase 10% to 14.9%	32	5%
Increased 15% to 19.9%	12	2%	Increase 15% to 19.9%	6	1%
Increased 20% to 24.9%	3	*	Increase 20% to 24.9%	8	1%
Increased 25% to 29.9%	2	*	Increase 25% to 29.9%	5	1%
Increased 30% or greater	9	1%	Increase 30% or greater	6	1%

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	25	4%	50,000	60,000	78,000	66,383
Portfolio manager	30	5%	50,000	60,000	73,000	60,117
Program manager	123	18%	50,700	58,000	70,000	60,820
Project manager III	173	26%	43,000	51,700	61,000	54,432
Project manager II	156	23%	40,000	46,000	55,000	47,428
Project manager I	84	13%	33,000	40,500	49,000	41,887
Project management specialist	29	4%	34,000	40,000	52,000	42,851
Project management consultant	46	7%	38,000	44,500	55,000	50,694

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	2	*	--	--	--	--
3 to less than 5 years	7	1%	--	--	--	--
5 to less than 10 years	76	11%	31,646	36,000	42,652	38,263
10 to less than 15 years	143	21%	39,741	47,000	53,000	47,767
15 to less than 20 years	196	29%	42,000	50,000	60,000	53,385
20 or more years	242	36%	48,500	56,500	70,000	59,485

Italy—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Agile/interactive/incremental project management/Scrum</i>						
None	316	52%	40,000	50,000	60,000	52,381
1 to 5 years	231	38%	40,000	49,000	60,000	51,092
6 years or more	62	10%	42,000	50,000	64,000	56,143
<i>Extreme project management</i>						
None	438	73%	40,000	50,000	60,000	51,708
1 to 5 years	111	18%	40,000	48,000	60,000	50,639
6 years or more	54	9%	46,000	55,000	65,000	57,391
<i>Process-based project management</i>						
None	139	22%	41,000	50,000	63,000	53,529
1 to 5 years	234	38%	40,000	46,750	56,000	48,804
6 years or more	246	40%	43,774	52,000	65,000	55,204
<i>Event chain project management</i>						
None	398	67%	40,000	50,000	60,000	52,278
1 to 5 years	119	20%	40,000	48,000	56,000	48,777
6 years or more	78	13%	43,774	52,500	68,000	56,693
<i>Project portfolio management</i>						
None	312	51%	40,000	48,000	58,000	49,550
1 to 5 years	193	32%	40,000	50,000	60,000	52,939
6 years or more	101	17%	50,000	55,000	65,264	58,450
<i>Program management</i>						
None	210	34%	38,000	44,850	54,700	47,203
1 to 5 years	232	37%	40,000	49,500	59,500	51,235
6 years or more	179	29%	50,000	58,000	70,000	59,983
<i>Earned value management</i>						
None	161	26%	40,000	47,000	56,000	49,031
1 to 5 years	283	46%	40,000	50,000	59,000	50,659
6 years or more	166	27%	45,000	55,000	67,800	57,981
<i>Lean project management</i>						
None	358	59%	40,000	50,000	60,000	52,564
1 to 5 years	180	30%	40,000	48,139	60,000	50,761
6 years or more	67	11%	43,000	50,000	61,000	53,609

Italy—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Critical chain project management</i>						
None	273	45%	40,000	50,000	60,000	51,204
1 to 5 years	217	36%	40,000	48,000	60,000	50,431
6 years or more	121	20%	47,900	55,000	65,264	57,938
<i>Waterfall project management</i>						
None	262	43%	40,000	50,000	60,000	52,297
1 to 5 years	141	23%	38,000	44,000	53,642	47,366
6 years or more	206	34%	45,000	51,950	65,000	55,381
<i>Risk management</i>						
None	109	18%	37,000	44,700	53,000	47,567
1 to 5 years	287	46%	40,000	48,000	56,000	49,756
6 years or more	225	36%	46,000	56,000	68,000	58,059
<i>Change management</i>						
None	88	14%	37,500	46,159	55,000	47,904
1 to 5 years	278	45%	40,000	48,000	58,000	49,639
6 years or more	256	41%	46,000	55,000	65,000	56,844
<i>Resource management</i>						
None	54	9%	40,000	47,500	52,000	47,607
1 to 5 years	226	37%	38,000	44,000	53,000	46,321
6 years or more	337	55%	45,000	55,000	66,000	57,558

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	13	2%	27,000	30,000	42,000	34,808
3 to less than 5 years	47	7%	32,000	37,000	42,000	37,384
5 to less than 10 years	253	38%	39,741	45,318	55,000	48,258
10 to less than 15 years	185	28%	44,700	50,000	61,000	54,288
15 to less than 20 years	124	19%	50,000	60,000	71,450	61,920
20 or more years	44	7%	50,000	57,892	69,101	61,641

Italy—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	113	17%	45,000	51,305	60,000	53,685
Some college or associate's degree	26	4%	43,000	50,000	63,000	52,884
4-year college degree	104	16%	40,000	50,000	60,000	51,557
Master's degree	372	56%	40,000	50,000	60,000	52,374
Doctoral degree	51	8%	40,000	49,500	58,600	50,315

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	68	10%	38,000	47,000	60,000	48,487
No degree in PM	594	90%	41,000	50,000	60,000	52,777

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	559	84%	42,000	50,000	60,000	53,219
PMP for less than 1 year	11	2%	32,000	40,000	50,000	41,364
PMP for 1 to less than 5 years	311	57%	40,000	47,500	57,000	49,907
PMP for 5 to less than 10 years	185	34%	49,000	56,000	65,000	57,764
PMP for 10 to less than 20 years	43	8%	48,000	55,000	75,000	60,596
PMP for 20 or more years	--	*	--	--	--	--
Do not have a PMP® certification	107	16%	35,000	44,000	55,000	47,691

Annualized Salary by Amount of Training per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	251	38%	40,000	50,000	60,000	52,218
5 to 9 days	218	33%	41,000	50,000	60,000	52,967
10 days or more	188	29%	40,000	50,000	60,000	51,843

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	540	83%	40,617	50,000	61,000	52,821
Female	107	17%	40,000	46,000	53,000	49,060

Italy—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	31	5%	39,500	56,000	75,000	60,300
Consulting	73	11%	40,233	50,000	65,000	54,522
Customer service/ public relations	3	*	--	--	--	--
Engineering	40	6%	40,000	50,000	60,000	51,767
Finance	8	1%	--	--	--	--
Human resources	2	*	--	--	--	--
Information technology/ information systems	203	30%	40,000	49,000	60,000	49,712
Operations/manufacturing	21	3%	44,000	52,000	60,000	54,924
Project management department or PMO	194	29%	43,774	51,750	61,000	53,995
Quality management	5	1%	--	--	--	--
Research and development	36	5%	37,000	46,500	57,000	49,161
Sales/marketing	23	3%	41,000	48,000	60,000	48,609
Supply chain management/logistics	5	1%	--	--	--	--
Training/education	--	--	--	--	--	--
Other	22	3%	39,000	53,000	60,000	52,808

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	21	3%	43,774	55,000	60,000	53,680
Business services	2	*	--	--	--	--
Construction	11	2%	44,000	52,000	58,000	53,074
Consulting	71	11%	39,000	45,000	60,000	50,671
Engineering	48	7%	43,000	55,500	66,000	55,790
Financial services	25	4%	40,000	54,700	70,000	57,599
Food and beverage	3	*	--	--	--	--
Government	14	2%	41,000	54,000	66,000	55,927
Healthcare	11	2%	32,000	50,000	59,000	47,370
Information technology	256	38%	40,000	50,000	60,000	50,911
Insurance	5	1%	--	--	--	--
Legal	--	--	--	--	--	--
Manufacturing	43	6%	38,635	50,000	65,000	52,750
Pharmaceuticals	6	1%	--	--	--	--
Real estate	1	*	--	--	--	--
Resources (agriculture, mining, etc.)	14	2%	48,000	57,125	64,000	56,082
Telecommunications	81	12%	41,000	48,500	55,000	49,794
Training/education	4	1%	--	--	--	--
Utility	6	1%	--	--	--	--
Other	44	7%	43,000	54,000	65,000	56,848

Italy—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	100	15%	40,617	50,000	66,000	54,995
Construction	48	7%	50,000	59,000	71,100	59,929
Engineering	119	18%	42,000	52,000	64,000	54,545
Information technology	432	65%	40,000	50,000	60,000	51,052
Manufacturing	50	8%	45,000	52,000	62,000	53,736
Operations	91	14%	44,000	53,000	63,000	55,121
Quality management	36	5%	43,048	51,900	67,000	55,868
Regulatory compliance	28	4%	41,500	50,900	62,500	52,350
Research and development	76	11%	38,200	50,000	60,000	50,311
Supply chain management/logistics	22	3%	52,000	58,750	72,200	62,486
Other	38	6%	43,000	51,000	70,000	57,660

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th percentile	Median	75th percentile	Mean
Fewer than 100	68	10%	36,500	49,500	65,000	51,643
100-299	53	8%	40,000	44,000	50,000	46,440
300- 999	92	14%	42,000	50,000	60,000	51,498
1,000 -2,499	60	9%	40,000	52,000	60,000	52,160
2,500- 4,999	70	11%	40,000	50,000	60,000	52,475
5,000- 9,999	81	12%	40,000	48,500	55,000	50,139
10,000 or more	242	36%	43,000	53,000	63,000	54,866

Annualized Salary by Average Project Team Size

Team size	n=	Percent	25th percentile	Median	75th percentile	Mean
1-4 people	114	20%	38,000	50,000	60,000	49,684
5-9 people	192	33%	39,871	46,000	55,500	49,336
10-14 people	115	20%	40,000	50,000	60,000	52,276
15-19 people	46	8%	45,000	54,321	67,000	57,024
20 or more people	108	19%	50,000	60,000	65,000	59,943

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	87	14%	35,065	43,000	51,800	46,557
\$100,000-\$499,999	201	33%	40,000	46,500	55,000	48,783
\$500,000-\$999,999	86	14%	43,700	54,500	65,000	55,110
\$1 million-\$10 million	174	28%	45,000	53,000	65,000	56,550
More than \$10 million	70	11%	48,000	56,000	68,000	57,689

Italy—All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	139	21%
Yes—Informal	209	32%
No	276	42%
Don't know	38	6%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	84	24%
Yes—Informal	166	48%
No	67	19%
Don't know	27	8%

Defined Set of Performance Skills for Project Managers Within Organization

	n=	Percent
Yes—Clearly defined/in writing	245	37%
Yes—Informal	191	29%
No	182	28%
Don't know	37	6%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	42	6%	28	4%	590	90%
Director of project management office (PMO)	3	12%	4	16%	18	72%
Portfolio manager	3	11%	1	4%	24	86%
Program manager	9	7%	6	5%	107	88%
Project manager III	11	6%	4	2%	156	91%
Project manager II	8	5%	10	6%	138	90%
Project manager I	7	8%	2	2%	74	89%
Project management specialist	1	3%	--	--	28	97%
Project management consultant	--	--	1	2%	45	98%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	217	33%	503	76%	196	29%
Director of project management office (PMO)	10	40%	22	88%	6	24%
Portfolio manager	13	43%	23	77%	7	23%
Program manager	67	54%	109	89%	48	39%
Project manager III	52	30%	135	78%	60	35%
Project manager II	45	29%	113	72%	39	25%
Project manager I	14	17%	61	73%	22	26%
Project management specialist	2	7%	11	38%	7	24%
Project management consultant	14	30%	29	63%	7	15%

Italy—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	572	24.0	579	27.8
Director of project management office (PMO)	21	25.7	23	30.3
Portfolio manager	25	25.6	26	32.8
Program manager	110	25.3	111	29.0
Project manager III	145	25.2	146	28.2
Project manager II	133	22.9	139	26.5
Project manager I	75	23.4	70	27.9
Project management specialist	26	19.2	26	19.7
Project management consultant	37	21.8	38	27.9

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	155	24%	369	57%	61	9%
Director of project management office (PMO)	7	28%	16	64%	4	16%
Portfolio manager	4	14%	17	59%	2	7%
Program manager	27	22%	77	64%	8	7%
Project manager III	43	25%	95	56%	14	8%
Project manager II	38	25%	86	57%	15	10%
Project manager I	21	26%	44	54%	8	10%
Project management specialist	8	28%	12	41%	5	17%
Project management consultant	7	16%	22	50%	5	11%

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	658	39.8	660	47.5
Director of project management office (PMO)	25	40.1	25	48.3
Portfolio manager	29	40.6	30	49.3
Program manager	121	39.8	121	48.7
Project manager III	172	39.7	172	47.7
Project manager II	155	39.8	155	46.9
Project manager I	83	39.9	83	45.9
Project management specialist	29	40.1	29	46.1
Project management consultant	44	40.0	45	47.3

Italy—All Respondents

Annualized Salary by Position Description—Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	4	5%	--	--	--	--
Portfolio manager	7	9%	--	--	--	--
Program manager	11	14%	52,000	65,000	90,000	69,674
Project manager III	18	24%	40,000	49,000	57,000	51,886
Project manager II	12	16%	47,500	50,000	55,250	51,286
Project manager I	10	13%	32,000	37,222	50,000	39,809
Project management specialist	2	3%	--	--	--	--
Project management consultant	12	16%	50,000	65,000	86,000	66,901

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	21	4%	50,000	60,000	78,000	66,085
Portfolio manager	23	4%	50,000	60,000	73,000	58,891
Program manager	112	19%	50,350	57,585	68,000	59,950
Project manager III	155	26%	43,000	52,000	62,000	54,727
Project manager II	144	24%	39,621	45,000	53,215	47,107
Project manager I	74	13%	33,000	41,500	48,000	42,168
Project management specialist	27	5%	34,000	40,000	58,000	43,136
Project management consultant	34	6%	37,890	42,500	49,000	44,973

Detailed Findings Japan—All Respondents



Total Compensation (in Japanese Yen)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	398	6,000,000	7,000,000	9,000,000	7,525,728
Total compensation	398	7,608,000	9,000,000	10,600,000	9,360,348

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	37	9%	Decrease	27	7%
Remained the same	139	35%	Remain the same	107	27%
Increased less than 1%	40	10%	Increase less than 1%	32	8%
Increased 1% to 2.9%	72	18%	Increase 1% to 2.9%	82	21%
Increased 3% to 3.9%	28	7%	Increase 3% to 3.9%	37	9%
Increased 4% to 4.9%	17	4%	Increase 4% to 4.9%	13	3%
Increased 5% to 6.9%	22	6%	Increase 5% to 6.9%	44	11%
Increased 7% to 9.9%	15	4%	Increase 7% to 9.9%	18	5%
Increased 10% to 14.9%	19	5%	Increase 10% to 14.9%	25	6%
Increased 15% to 19.9%	4	1%	Increase 15% to 19.9%	5	1%
Increased 20% to 24.9%	3	1%	Increase 20% to 24.9%	6	2%
Increased 25% to 29.9%	--	--	Increase 25% to 29.9%	2	1%
Increased 30% or greater	2	1%	Increase 30% or greater	--	--

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	18	5%	6,000,000	8,500,000	10,000,000	8,647,306
Portfolio manager	10	3%	7,000,000	8,100,000	9,800,000	8,365,600
Program manager	43	11%	7,000,000	9,800,000	12,000,000	9,799,951
Project manager III	43	11%	6,700,000	7,940,000	10,000,000	8,054,483
Project manager II	91	23%	6,000,000	7,200,000	9,600,000	7,768,943
Project manager I	122	31%	5,049,000	6,000,000	7,500,000	6,406,310
Project management specialist	47	12%	5,685,782	7,000,000	7,800,000	6,961,065
Project management consultant	24	6%	6,500,000	7,000,000	8,000,000	7,186,583

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	--	--	--	--	--	--
3 to less than 5 years	--	--	--	--	--	--
5 to less than 10 years	25	6%	5,000,000	6,000,000	7,500,000	6,565,733
10 to less than 15 years	92	23%	5,850,000	6,898,797	8,000,000	6,920,755
15 to less than 20 years	114	29%	5,500,000	6,500,000	9,000,000	7,097,518
20 or more years	167	42%	6,600,000	7,500,000	10,000,000	8,295,030

Japan—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Agile/interactive/incremental project management/Scrum</i>						
None	185	56%	6,000,000	7,036,680	8,748,400	7,448,572
1 to 5 years	98	30%	6,000,000	7,500,000	9,500,000	7,877,669
6 years or more	46	14%	6,500,000	7,100,000	10,000,000	8,236,749
<i>Extreme project management</i>						
None	204	62%	6,000,000	7,000,000	8,721,258	7,394,165
1 to 5 years	76	23%	6,500,000	7,353,721	8,950,000	7,850,838
6 years or more	50	15%	7,000,000	8,541,266	10,000,000	8,646,292
<i>Process-based project management</i>						
None	96	29%	6,000,000	7,000,000	8,940,768	7,510,904
1 to 5 years	105	32%	5,685,782	7,000,000	8,000,000	7,202,842
6 years or more	130	39%	6,500,000	8,000,000	9,800,000	8,221,190
<i>Event chain project management</i>						
None	217	66%	6,000,000	7,000,000	9,000,000	7,544,234
1 to 5 years	59	18%	6,000,000	7,000,000	9,400,000	7,765,054
6 years or more	54	16%	6,000,000	8,000,000	9,700,000	8,137,980
<i>Project portfolio management</i>						
None	186	57%	5,685,782	6,800,000	8,000,000	7,120,655
1 to 5 years	88	27%	6,500,000	7,400,000	9,106,000	7,945,732
6 years or more	54	16%	8,000,000	9,000,000	11,000,000	9,276,324
<i>Program management</i>						
None	130	40%	5,700,000	6,900,000	8,000,000	7,111,726
1 to 5 years	106	32%	6,000,000	7,250,000	9,600,000	7,755,474
6 years or more	93	28%	6,624,000	8,000,000	10,000,000	8,482,439
<i>Earned value management</i>						
None	96	29%	6,000,000	7,118,340	9,000,000	7,532,069
1 to 5 years	130	39%	6,000,000	6,795,000	8,000,000	7,174,471
6 years or more	105	32%	7,000,000	8,000,000	10,000,000	8,391,158
<i>Lean project management</i>						
None	175	53%	6,000,000	7,000,000	8,748,400	7,496,823
1 to 5 years	94	28%	6,000,000	7,000,000	9,600,000	7,669,731
6 years or more	61	18%	7,000,000	8,000,000	9,606,500	8,348,956

Japan—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Critical chain project management</i>						
None	140	43%	6,000,000	7,000,000	9,000,000	7,449,869
1 to 5 years	98	30%	6,000,000	7,000,000	8,900,000	7,498,046
6 years or more	91	28%	6,600,000	8,000,000	9,800,000	8,259,447
<i>Waterfall project management</i>						
None	62	18%	6,000,000	7,100,000	8,742,515	7,370,349
1 to 5 years	71	21%	5,600,000	6,800,000	8,000,000	7,048,870
6 years or more	208	61%	6,000,000	7,500,000	9,250,000	7,931,129
<i>Risk management</i>						
None	28	8%	5,255,000	6,500,000	7,802,096	7,009,793
1 to 5 years	128	38%	6,000,000	7,000,000	8,621,258	7,395,802
6 years or more	182	54%	6,200,000	7,500,000	9,600,000	7,969,237
<i>Change management</i>						
None	44	13%	5,605,000	6,500,000	8,247,066	7,277,787
1 to 5 years	131	39%	6,000,000	7,000,000	8,700,000	7,416,385
6 years or more	160	48%	6,324,000	7,500,000	9,725,756	7,971,721
<i>Resource management</i>						
None	45	14%	6,000,000	6,600,000	7,200,000	6,933,381
1 to 5 years	118	36%	6,000,000	7,000,000	8,100,000	7,304,244
6 years or more	168	51%	6,500,000	8,000,000	9,700,000	8,142,172

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	4	1%	--	--	--	--
3 to less than 5 years	22	6%	5,000,000	6,000,000	7,000,000	6,243,592
5 to less than 10 years	133	33%	5,300,000	6,600,000	8,000,000	6,803,947
10 to less than 15 years	127	32%	6,000,000	7,000,000	8,900,000	7,578,554
15 to less than 20 years	76	19%	6,900,000	7,500,000	9,575,756	8,166,362
20 or more years	36	9%	7,000,000	9,000,000	11,275,000	9,523,224

Japan—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	19	5%	5,000,000	5,600,000	7,000,000	5,987,219
Some college or associate's degree	22	6%	6,000,000	7,100,000	8,000,000	7,369,968
4-year college degree	244	61%	6,000,000	7,118,340	9,000,000	7,646,100
Master's degree	106	27%	6,000,000	7,000,000	8,600,000	7,449,545
Doctoral degree	7	2%	--	--	--	--

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	15	4%	5,000,000	6,500,000	8,900,000	7,106,667
No degree in PM	377	96%	6,000,000	7,000,000	9,000,000	7,562,440

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	379	95%	6,000,000	7,000,000	9,000,000	7,523,911
PMP for less than 1 year	6	2%	--	--	--	--
PMP for 1 to less than 5 years	175	47%	5,800,000	6,800,000	8,000,000	7,149,100
PMP for 5 to less than 10 years	129	34%	6,000,000	7,000,000	8,500,000	7,341,165
PMP for 10 to less than 20 years	63	17%	7,000,000	8,200,000	10,000,000	8,915,316
PMP for 20 or more years	1	*	--	--	--	--
Do not have a PMP® certification	19	5%	5,385,168	7,000,000	10,000,000	7,561,988

Annualized Salary by Amount of Training per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	132	36%	6,000,000	7,000,000	9,000,000	7,585,574
5 to 9 days	125	34%	6,000,000	7,200,000	9,000,000	7,802,248
10 days or more	109	30%	6,000,000	7,200,000	8,881,536	7,550,089

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	369	94%	6,000,000	7,000,000	9,000,000	7,558,182
Female	23	6%	5,500,000	6,600,000	9,400,000	7,144,416

Japan—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	13	3%	6,500,000	7,000,000	8,000,000	7,526,769
Consulting	21	5%	6,000,000	9,000,000	11,000,000	8,716,571
Customer service/ public relations	6	2%	--	--	--	--
Engineering	49	12%	5,200,000	7,000,000	8,000,000	6,920,432
Finance	11	3%	6,000,000	7,500,000	10,000,000	8,018,182
Human resources	4	1%	--	--	--	--
Information technology/ information systems	179	45%	5,654,706	6,820,000	8,400,000	7,250,733
Operations/manufacturing	5	1%	--	--	--	--
Project management department or PMO	70	18%	6,624,000	8,000,000	10,000,000	8,333,524
Quality management	9	2%	--	--	--	--
Research and development	19	5%	5,600,000	6,790,000	8,500,000	7,630,526
Sales/marketing	5	1%	--	--	--	--
Supply chain management/logistics	2	1%	--	--	--	--
Training/education	1	*	--	--	--	--
Other	4	1%	--	--	--	--

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	4	1%	--	--	--	--
Business services	5	1%	--	--	--	--
Construction	5	1%	--	--	--	--
Consulting	16	4%	7,250,000	9,250,000	10,000,000	8,666,125
Engineering	37	9%	5,000,000	6,600,000	8,000,000	6,774,275
Financial services	24	6%	6,600,000	8,750,000	11,100,000	9,105,086
Food and beverage	1	*	--	--	--	--
Government	8	2%	--	--	--	--
Healthcare	4	1%	--	--	--	--
Information technology	221	56%	6,000,000	7,000,000	8,000,000	7,262,766
Insurance	11	3%	7,000,000	9,000,000	11,500,000	8,854,631
Legal	--	--	--	--	--	--
Manufacturing	19	5%	5,000,000	7,000,000	8,100,000	7,280,646
Pharmaceuticals	8	2%	--	--	--	--
Real estate	--	--	--	--	--	--
Resources (agriculture, mining, etc.)	--	--	--	--	--	--
Telecommunications	24	6%	6,000,000	7,000,000	9,000,000	7,562,500
Training/Education	2	1%	--	--	--	--
Utility	1	*	--	--	--	--
Other	8	2%	--	--	--	--

Japan—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	37	9%	6,500,000	8,000,000	10,000,000	8,130,244
Construction	29	7%	6,600,000	7,608,000	8,742,515	7,411,542
Engineering	67	17%	5,880,000	7,000,000	8,742,515	7,246,966
Information technology	287	74%	6,000,000	7,000,000	9,000,000	7,539,449
Manufacturing	27	7%	5,268,359	7,000,000	8,000,000	7,181,785
Operations	32	8%	5,634,180	7,970,000	9,700,000	7,692,698
Quality management	52	13%	6,174,000	7,118,340	8,350,000	7,525,366
Regulatory compliance	7	2%	--	--	--	--
Research and development	25	6%	6,600,000	8,000,000	10,000,000	8,548,445
Supply chain management/logistics	19	5%	6,800,000	7,940,000	10,000,000	8,239,705
Other	5	1%	--	--	--	--

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th percentile	Median	75th percentile	Mean
Fewer than 100	20	5%	6,500,000	7,200,000	9,000,000	7,586,427
100-299	19	5%	5,900,000	7,200,000	10,000,000	7,907,541
300-999	60	15%	5,450,000	6,612,000	8,000,000	6,996,123
1,000- 2,499	58	15%	5,880,000	7,000,000	9,600,000	7,637,348
2,500- 4,999	31	8%	5,600,000	7,000,000	9,400,000	7,627,748
5,000- 9,999	41	10%	6,000,000	7,000,000	8,000,000	6,890,742
10,000 or more	169	42%	6,000,000	7,200,000	9,000,000	7,760,674

Annualized Salary by Average Project Team Size

Team size	n=	Percent	25th percentile	Median	75th percentile	Mean
1-4 people	26	9%	5,000,000	6,000,000	7,300,000	6,419,688
5-9 people	70	23%	5,510,000	6,524,500	8,000,000	6,978,440
10-14 people	68	23%	6,000,000	7,200,000	8,610,000	7,526,152
15-19 people	19	6%	7,000,000	9,000,000	10,000,000	8,865,243
20 or more people	117	39%	6,500,000	8,000,000	10,000,000	8,448,778

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	29	9%	5,000,000	6,480,000	7,000,000	6,574,841
\$100,000-\$499,999	95	29%	5,600,000	6,600,000	8,100,000	7,104,625
\$500,000-\$999,999	56	17%	6,000,000	7,000,000	8,000,000	7,277,185
\$1 million-\$10 million	112	34%	6,700,000	8,000,000	10,000,000	8,360,902
More than \$10 million	37	11%	7,200,000	8,000,000	10,000,000	8,772,245

Japan—All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	140	37%
Yes—Informal	125	33%
No	78	21%
Don't know	31	8%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	106	41%
Yes—Informal	110	43%
No	21	8%
Don't know	20	8%

Defined Set of Performance Skills for Project Managers Within Organization

	n=	Percent
Yes—Clearly defined/in writing	152	41%
Yes—Informal	111	30%
No	80	22%
Don't know	25	7%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	30	8%	25	7%	322	86%
Director of project management office (PMO)	1	6%	2	11%	15	83%
Portfolio manager	1	10%	--	--	9	90%
Program manager	7	17%	3	7%	31	76%
Project manager III	2	5%	7	17%	33	79%
Project manager II	6	7%	6	7%	72	86%
Project manager I	10	9%	2	2%	104	90%
Project management specialist	1	2%	4	9%	39	89%
Project management consultant	2	9%	1	5%	19	86%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	96	25%	134	35%	32	8%
Director of project management office (PMO)	5	28%	9	50%	2	11%
Portfolio manager	3	30%	4	40%	--	--
Program manager	12	28%	15	35%	5	12%
Project manager III	13	30%	19	44%	6	14%
Project manager II	19	22%	32	37%	5	6%
Project manager I	36	30%	37	31%	11	9%
Project management specialist	5	11%	13	29%	1	2%
Project management consultant	3	14%	5	23%	2	9%

Japan—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	342	17.9	313	24.2
Director of project management office (PMO)	15	16.7	14	22.0
Portfolio manager	10	11.0	10	17.5
Program manager	42	17.9	38	25.7
Project manager III	41	19.4	39	26.3
Project manager II	79	16.9	73	23.8
Project manager I	96	17.6	84	24.0
Project management specialist	41	19.7	37	22.5
Project management consultant	18	21.4	18	28.1

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	155	43%	158	44%	33	9%
Director of project management office (PMO)	4	22%	9	50%	1	6%
Portfolio manager	3	30%	4	40%	1	10%
Program manager	18	43%	20	48%	5	12%
Project manager III	21	50%	20	48%	4	10%
Project manager II	45	54%	34	41%	8	10%
Project manager I	41	38%	54	50%	5	5%
Project management specialist	16	39%	13	32%	7	17%
Project management consultant	7	37%	4	21%	2	11%

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	367	39.5	368	48.6
Director of project management office (PMO)	16	39.6	17	45.3
Portfolio manager	10	39.3	10	48.0
Program manager	42	38.9	42	50.3
Project manager III	43	40.6	43	49.8
Project manager II	84	39.8	84	49.3
Project manager I	109	39.2	108	48.2
Project management specialist	44	39.7	45	47.4
Project management consultant	19	38.9	19	48.6

Japan—All Respondents

Annualized Salary by Position Description—Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	2	7%	--	--	--	--
Portfolio manager	--	--	--	--	--	--
Program manager	5	18%	--	--	--	--
Project manager III	4	14%	--	--	--	--
Project manager II	5	18%	--	--	--	--
Project manager I	5	18%	--	--	--	--
Project management specialist	4	14%	--	--	--	--
Project management consultant	3	11%	--	--	--	--

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	16	4%	6,000,000	8,000,000	10,000,000	8,212,595
Portfolio manager	10	3%	7,000,000	8,100,000	9,800,000	8,365,600
Program manager	38	10%	7,200,000	10,000,000	12,000,000	10,044,681
Project manager III	39	11%	6,500,000	8,000,000	10,000,000	8,060,071
Project manager II	86	23%	6,000,000	7,176,000	9,600,000	7,726,440
Project manager I	117	32%	5,000,000	6,000,000	7,500,000	6,391,195
Project management specialist	43	12%	5,613,600	7,000,000	7,800,000	6,938,839
Project management consultant	21	6%	6,500,000	7,000,000	8,000,000	7,308,476

Detailed Findings Malaysia—All Respondents



Total Compensation (in Malaysian Ringgit)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	389	99,600	127,200	174,000	143,340
Total compensation	389	113,900	145,700	208,000	168,516

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	6	2%	Decrease	2	1%
Remained the same	99	25%	Remain the same	67	17%
Increased less than 1%	4	1%	Increase less than 1%	7	2%
Increased 1% to 2.9%	50	13%	Increase 1% to 2.9%	35	9%
Increased 3% to 3.9%	34	9%	Increase 3% to 3.9%	41	11%
Increased 4% to 4.9%	41	11%	Increase 4% to 4.9%	30	8%
Increased 5% to 6.9%	71	18%	Increase 5% to 6.9%	69	18%
Increased 7% to 9.9%	33	8%	Increase 7% to 9.9%	41	11%
Increased 10% to 14.9%	22	6%	Increase 10% to 14.9%	55	14%
Increased 15% to 19.9%	9	2%	Increase 15% to 19.9%	15	4%
Increased 20% to 24.9%	8	2%	Increase 20% to 24.9%	14	4%
Increased 25% to 29.9%	3	1%	Increase 25% to 29.9%	3	1%
Increased 30% or greater	9	2%	Increase 30% or greater	10	3%

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	17	4%	120,000	174,000	240,000	188,388
Portfolio manager	15	4%	130,000	200,000	297,000	202,381
Program manager	69	18%	122,000	150,000	194,400	168,685
Project manager III	72	19%	94,000	120,000	160,000	127,573
Project manager II	94	24%	100,000	128,600	174,000	137,989
Project manager I	77	20%	84,000	108,000	132,000	118,715
Project management specialist	27	7%	80,400	124,296	180,000	142,767
Project management consultant	18	5%	98,400	127,000	192,000	151,658

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	1	*	--	--	--	--
3 to less than 5 years	2	1%	--	--	--	--
5 to less than 10 years	47	12%	73,000	90,000	108,000	96,748
10 to less than 15 years	150	39%	93,600	118,200	145,000	125,649
15 to less than 20 years	108	28%	114,000	150,000	192,000	163,806
20 or more years	81	21%	130,000	163,000	225,000	178,251

Malaysia—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Agile/interactive/incremental project management/Scrum</i>						
None	166	47%	96,000	125,100	166,950	141,396
1 to 5 years	146	42%	101,012	129,000	180,000	142,688
6 years or more	39	11%	102,000	128,000	181,200	156,339
<i>Extreme project management</i>						
None	211	62%	97,200	124,680	161,316	139,131
1 to 5 years	88	26%	94,000	120,000	180,000	137,629
6 years or more	44	13%	120,000	159,500	197,200	168,872
<i>Process-based project management</i>						
None	76	21%	87,055	120,000	161,500	136,679
1 to 5 years	155	43%	96,000	120,000	168,000	136,248
6 years or more	128	36%	108,500	141,000	183,500	156,596
<i>Event chain project management</i>						
None	212	62%	97,100	124,140	171,500	140,904
1 to 5 years	93	27%	96,000	128,000	170,000	140,359
6 years or more	37	11%	105,600	132,000	180,000	150,194
<i>Project portfolio management</i>						
None	152	44%	91,000	120,000	152,000	128,202
1 to 5 years	140	40%	102,669	144,000	192,300	156,066
6 years or more	56	16%	100,506	127,000	180,000	145,157
<i>Program management</i>						
None	111	31%	90,000	120,000	150,000	124,405
1 to 5 years	168	47%	99,048	131,000	180,000	145,496
6 years or more	80	22%	118,000	158,773	200,000	164,169
<i>Earned value management</i>						
None	124	35%	91,686	120,000	167,475	136,555
1 to 5 years	177	50%	98,496	130,000	180,000	143,520
6 years or more	52	15%	109,800	141,000	188,500	156,497
<i>Lean project management</i>						
None	174	50%	98,496	129,500	174,000	142,252
1 to 5 years	125	36%	96,000	120,000	160,000	137,203
6 years or more	52	15%	110,300	144,500	181,600	156,211

Malaysia—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Critical chain project management</i>						
None	154	44%	99,360	122,460	168,000	140,252
1 to 5 years	129	37%	90,000	120,000	168,000	136,873
6 years or more	65	19%	108,000	150,000	182,000	157,890
<i>Waterfall project management</i>						
None	131	37%	99,600	120,000	169,000	141,187
1 to 5 years	113	32%	90,000	118,800	168,000	134,224
6 years or more	109	31%	114,000	142,000	180,000	151,646
<i>Risk management</i>						
None	30	8%	60,000	103,500	156,000	113,279
1 to 5 years	197	55%	96,000	120,000	168,000	137,611
6 years or more	133	37%	117,600	144,000	182,000	157,952
<i>Change management</i>						
None	37	10%	83,512	108,000	154,000	119,057
1 to 5 years	188	52%	93,486	120,000	168,000	140,453
6 years or more	135	38%	112,368	144,000	182,000	157,223
<i>Resource management</i>						
None	33	9%	90,000	112,000	154,000	133,092
1 to 5 years	180	50%	92,800	120,000	168,000	135,543
6 years or more	146	41%	108,000	144,000	190,000	158,818

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	12	3%	72,000	105,000	145,000	127,750
3 to less than 5 years	51	13%	80,400	98,400	120,000	109,210
5 to less than 10 years	173	44%	93,600	120,000	158,546	133,424
10 to less than 15 years	92	24%	120,000	143,000	180,000	154,476
15 to less than 20 years	43	11%	134,000	180,000	235,000	187,255
20 or more years	18	5%	125,000	174,500	225,600	183,922

Malaysia—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	11	3%	88,188	144,000	250,000	168,727
Some college or associate's degree	18	5%	102,000	110,784	130,000	120,442
4-year college degree	231	59%	96,000	122,400	170,000	142,306
Master's degree	125	32%	105,600	135,000	180,000	146,321
Doctoral degree	4	1%	--	--	--	--

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	44	11%	104,200	120,000	175,000	140,840
No degree in PM	342	89%	98,400	127,000	174,000	143,405

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	299	77%	105,000	132,000	180,000	146,730
PMP for less than 1 year	3	1%	--	--	--	--
PMP for 1 to less than 5 years	219	73%	100,000	123,600	161,316	138,001
PMP for 5 to less than 10 years	71	24%	129,600	160,000	200,000	173,565
PMP for 10 to less than 20 years	5	2%	--	--	--	--
PMP for 20 or more years	--	--	--	--	--	--
Do not have a PMP® certification	90	23%	84,000	113,184	170,000	132,079

Annualized Salary by Amount of Training per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	132	34%	104,200	131,000	180,000	148,159
5 to 9 days	148	39%	96,500	130,500	172,000	141,332
10 days or more	104	27%	96,000	120,000	172,000	139,180

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	291	77%	100,000	130,000	174,213	145,753
Female	88	23%	90,000	120,000	177,000	135,505

Malaysia—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	4	1%	--	--	--	--
Consulting	23	6%	96,000	109,000	180,000	142,354
Customer service/ public relations	2	1%	--	--	--	--
Engineering	28	7%	93,000	120,000	161,500	127,307
Finance	2	1%	--	--	--	--
Human resources	--	--	--	--	--	--
Information technology/ information systems	88	23%	100,000	132,000	177,000	144,568
Operations/manufacturing	10	3%	72,000	104,000	150,000	105,721
Project management department or PMO	192	49%	101,175	129,000	177,107	145,678
Quality management	5	1%	--	--	--	--
Research and development	10	3%	110,000	119,400	168,000	131,980
Sales/marketing	7	2%	--	--	--	--
Supply chain management/logistics	5	1%	--	--	--	--
Training/education	1	*	--	--	--	--
Other	12	3%	82,000	110,000	141,500	119,891

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	3	1%	--	--	--	--
Business services	1	*	--	--	--	--
Construction	42	11%	98,400	128,148	169,000	139,015
Consulting	28	7%	102,200	116,100	177,000	144,934
Engineering	24	6%	97,680	120,000	148,000	126,818
Financial services	29	7%	112,000	140,000	228,000	157,338
Food and beverage	1	*	--	--	--	--
Government	2	1%	--	--	--	--
Healthcare	2	1%	--	--	--	--
Information technology	101	26%	96,000	120,000	160,000	134,062
Insurance	4	1%	--	--	--	--
Legal	--	--	--	--	--	--
Manufacturing	35	9%	86,000	108,000	132,000	116,559
Pharmaceuticals	2	1%	--	--	--	--
Real estate	5	1%	--	--	--	--
Resources (agriculture, mining, etc.)	29	7%	120,000	160,000	182,000	160,520
Telecommunications	47	12%	100,000	145,000	180,000	151,244
Training/education	1	*	--	--	--	--
Utility	4	1%	--	--	--	--
Other	29	7%	114,954	144,000	194,400	170,424

Malaysia—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	71	18%	104,400	123,000	180,000	141,421
Construction	75	19%	98,400	122,000	174,000	144,568
Engineering	81	21%	98,400	136,200	180,000	149,517
Information technology	207	54%	97,000	127,200	174,000	141,150
Manufacturing	23	6%	90,000	112,000	182,000	132,701
Operations	66	17%	104,400	128,000	180,000	146,316
Quality management	27	7%	111,600	140,000	210,517	164,922
Regulatory compliance	20	5%	120,000	142,000	186,900	152,218
Research and development	31	8%	111,600	120,000	180,000	144,370
Supply chain management/logistics	25	6%	89,700	120,000	158,546	136,233
Other	27	7%	108,000	121,920	168,000	143,561

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th percentile	Median	75th percentile	Mean
Fewer than 100	49	13%	93,600	120,000	144,000	128,358
100-99	44	11%	99,480	133,500	177,000	138,449
300- 999	53	14%	90,000	119,000	168,000	144,625
1,000- 2,499	43	11%	93,372	120,000	170,000	138,695
2,500-4,999	35	9%	92,000	132,000	190,000	156,037
5,000- 9,999	26	7%	100,000	118,500	180,000	139,105
10,000 or more	139	36%	108,000	133,000	180,000	148,712

Annualized Salary by Average Project Team Size

Team size	n=	Percent	25th percentile	Median	75th percentile	Mean
1-4 people	50	15%	93,372	120,000	144,000	134,077
5-9 people	110	34%	97,000	120,000	170,000	136,011
10-14 people	65	20%	100,000	140,000	192,000	149,182
15-19 people	23	7%	96,000	130,000	181,200	139,825
20 or more people	76	23%	120,000	147,000	180,000	156,953

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	37	10%	86,000	102,000	125,000	110,951
\$100,000-\$499,999	92	26%	97,248	130,000	168,000	139,526
\$500,000-\$999,999	58	16%	100,000	120,000	180,000	144,697
\$1 million-\$10 million	102	28%	104,000	132,210	180,000	147,908
More than \$10 million	71	20%	117,000	144,000	192,000	160,161

Malaysia—All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	104	27%
Yes—Informal	207	54%
No	57	15%
Don't know	18	5%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	70	23%
Yes—Informal	184	60%
No	33	11%
Don't know	20	7%

Defined Set of Performance Skills for Project Managers Within Organization

	n=	Percent
Yes—Clearly defined/in writing	161	42%
Yes—Informal	138	36%
No	73	19%
Don't know	12	3%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	29	8%	29	8%	329	85%
Director of project management office (PMO)	--	--	4	24%	13	76%
Portfolio manager	2	13%	1	7%	12	80%
Program manager	11	16%	4	6%	54	79%
Project manager III	6	8%	6	8%	61	85%
Project manager II	5	5%	10	11%	79	84%
Project manager I	3	4%	3	4%	70	92%
Project management specialist	1	4%	--	--	25	96%
Project management consultant	1	6%	1	6%	15	88%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	179	46%	228	59%	140	36%
Director of project management office (PMO)	12	71%	13	76%	7	41%
Portfolio manager	10	67%	11	73%	5	33%
Program manager	34	49%	50	72%	27	39%
Project manager III	34	48%	47	66%	20	28%
Project manager II	38	40%	47	50%	38	40%
Project manager I	31	41%	38	50%	30	39%
Project management specialist	13	48%	11	41%	4	15%
Project management consultant	7	39%	11	61%	9	50%

Malaysia—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	370	16.4	332	20.6
Director of project management office (PMO)	16	16.6	17	21.2
Portfolio manager	13	16.7	14	21.0
Program manager	66	16.9	60	21.7
Project manager III	70	15.7	64	19.9
Project manager II	91	16.2	85	20.3
Project manager I	70	16.9	52	20.8
Project management specialist	26	15.7	23	17.9
Project management consultant	18	18.2	17	22.0

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	44	11%	156	41%	11	3%
Director of project management office (PMO)	1	6%	10	59%	--	--
Portfolio manager	4	27%	6	40%	--	--
Program manager	11	16%	31	46%	2	3%
Project manager III	1	1%	33	46%	2	3%
Project manager II	13	14%	38	41%	3	3%
Project manager I	10	14%	24	32%	3	4%
Project management specialist	1	4%	9	33%	1	4%
Project management consultant	3	17%	5	28%	--	--

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	383	40.9	383	48.2
Director of project management office (PMO)	17	40.9	17	48.9
Portfolio manager	15	40.5	15	48.9
Program manager	69	40.2	69	49.3
Project manager III	71	40.7	72	48.7
Project manager II	92	40.8	92	46.7
Project manager I	75	41.7	74	48.2
Project management specialist	27	41.1	26	47.7
Project management consultant	17	40.6	18	49.0

Malaysia—All Respondents

Annualized Salary by Position Description—Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	2	6%	--	--	--	--
Portfolio manager	--	--	--	--	--	--
Program manager	5	15%	--	--	--	--
Project manager III	4	12%	--	--	--	--
Project manager II	12	35%	112,000	158,000	215,000	164,717
Project manager I	9	26%	--	--	--	--
Project management specialist	1	3%	--	--	--	--
Project management consultant	1	3%	--	--	--	--

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	15	4%	120,000	160,000	250,000	181,507
Portfolio manager	15	4%	130,000	200,000	297,000	202,381
Program manager	64	18%	121,000	150,000	197,200	167,051
Project manager III	68	19%	97,680	122,460	161,500	129,312
Project manager II	82	23%	99,600	124,800	174,000	134,077
Project manager I	68	19%	83,756	108,000	123,700	116,407
Project management specialist	26	7%	80,400	119,148	180,000	143,296
Project management consultant	17	5%	98,400	134,000	192,000	153,521

Detailed Findings Mexico—All Respondents



Total Compensation (in Mexican Pesos)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	513	432,000	560,000	750,000	633,723
Total Compensation	513	470,000	640,000	850,000	715,894

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	10	2%	Decrease	5	1%
Remained the same	136	27%	Remain the same	67	13%
Increased less than 1%	18	4%	Increase less than 1%	15	3%
Increased 1% to 2.9%	50	10%	Increase 1% to 2.9%	53	10%
Increased 3% to 3.9%	61	12%	Increase 3% to 3.9%	48	9%
Increased 4% to 4.9%	82	16%	Increase 4% to 4.9%	65	13%
Increased 5% to 6.9%	49	10%	Increase 5% to 6.9%	69	13%
Increased 7% to 9.9%	27	5%	Increase 7% to 9.9%	37	7%
Increased 10% to 14.9%	24	5%	Increase 10% to 14.9%	70	14%
Increased 15% to 19.9%	19	4%	Increase 15% to 19.9%	19	4%
Increased 20% to 24.9%	18	4%	Increase 20% to 24.9%	18	4%
Increased 25% to 29.9%	5	1%	Increase 25% to 29.9%	15	3%
Increased 30% or greater	14	3%	Increase 30% or greater	32	6%

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	48	9%	500,000	642,000	975,000	757,021
Portfolio manager	42	8%	574,825	686,891	1,000,000	776,624
Program manager	89	17%	530,000	710,000	880,000	733,737
Project manager III	120	23%	456,000	555,500	725,254	624,348
Project manager II	89	17%	400,000	540,000	680,400	570,099
Project manager I	67	13%	317,000	420,000	550,000	478,761
Project management specialist	22	4%	338,000	370,000	600,000	453,800
Project management consultant	36	7%	437,900	522,000	754,163	642,252

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	4	1%	--	--	--	--
3 to less than 5 years	7	1%	--	--	--	--
5 to less than 10 years	89	17%	360,000	442,000	550,000	488,085
10 to less than 15 years	126	25%	422,400	544,000	680,400	584,188
15 to less than 20 years	138	27%	468,000	599,000	830,000	664,941
20 or more years	149	29%	530,000	700,000	960,000	759,425

Mexico—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Agile/interactive/incremental project management/Scrum</i>						
None	181	36%	400,000	550,000	720,000	602,631
1 to 5 years	250	50%	421,216	550,748	730,043	626,322
6 years or more	65	13%	520,000	650,000	960,000	748,689
<i>Extreme project management</i>						
None	333	69%	420,000	551,495	724,547	616,954
1 to 5 years	100	21%	400,640	540,000	732,000	614,237
6 years or more	53	11%	500,000	700,000	1,053,000	791,403
<i>Process-based project management</i>						
None	82	16%	384,000	575,000	750,000	620,354
1 to 5 years	231	46%	400,000	511,000	660,000	564,238
6 years or more	188	38%	504,000	670,000	900,000	725,604
<i>Event chain project management</i>						
None	269	55%	430,000	585,000	780,000	639,578
1 to 5 years	158	32%	407,000	511,500	660,000	568,686
6 years or more	62	13%	540,000	720,000	1,030,000	790,842
<i>Project portfolio management</i>						
None	171	34%	384,000	511,000	711,000	578,422
1 to 5 years	219	44%	432,000	550,000	693,240	581,223
6 years or more	108	22%	540,000	780,000	1,047,500	829,892
<i>Program management</i>						
None	116	23%	390,000	500,000	666,000	566,348
1 to 5 years	243	49%	415,000	540,000	700,000	576,695
6 years or more	139	28%	540,000	720,000	1,041,264	797,590
<i>Earned value management</i>						
None	126	26%	400,000	516,000	660,000	559,127
1 to 5 years	246	50%	410,000	543,000	730,043	615,171
6 years or more	121	25%	540,000	700,000	931,032	756,830
<i>Lean project management</i>						
None	223	46%	430,000	548,249	730,508	614,691
1 to 5 years	195	40%	420,000	565,000	744,000	624,568
6 years or more	68	14%	446,400	648,000	1,010,000	721,335

Mexico—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Critical chain project management</i>						
None	161	33%	400,000	540,000	720,000	587,440
1 to 5 years	228	47%	415,617	540,000	710,500	601,533
6 years or more	100	20%	545,000	704,000	1,020,000	791,128
<i>Waterfall project management</i>						
None	191	39%	415,000	550,000	750,000	609,145
1 to 5 years	150	30%	390,000	514,000	680,000	565,242
6 years or more	154	31%	501,600	665,000	900,000	734,172
<i>Risk management</i>						
None	46	9%	390,000	510,000	700,000	561,109
1 to 5 years	283	57%	400,000	521,176	700,000	583,160
6 years or more	169	34%	520,000	670,000	900,000	741,086
<i>Change management</i>						
None	59	12%	380,000	500,000	800,000	582,375
1 to 5 years	246	50%	408,000	535,000	693,240	575,540
6 years or more	191	39%	501,600	660,000	900,000	730,698
<i>Resource management</i>						
None	49	10%	375,000	480,000	625,000	560,595
1 to 5 years	233	47%	400,000	502,802	660,000	545,265
6 years or more	217	43%	527,352	693,240	950,000	749,283

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	21	4%	240,000	340,000	400,000	337,241
3 to less than 5 years	48	9%	360,000	459,000	530,000	481,171
5 to less than 10 years	224	44%	418,617	540,000	700,000	584,637
10 to less than 15 years	121	24%	480,000	650,000	800,000	678,233
15 to less than 20 years	69	13%	600,000	702,987	1,030,000	807,440
20 or more years	30	6%	600,000	834,750	1,100,000	872,782

Mexico—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	10	2%	384,000	434,000	500,000	493,520
Some college or associate's degree	7	1%	--	--	--	--
4-year college degree	256	50%	415,000	540,000	700,000	585,616
Master's degree	232	45%	480,000	631,792	800,000	689,655
Doctoral degree	8	2%	--	--	--	--

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	175	34%	400,000	540,000	720,000	605,370
No degree in PM	335	66%	445,000	600,000	800,000	648,219

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	408	80%	478,800	600,000	797,500	662,312
PMP for less than 1 year	13	3%	343,200	400,000	455,000	428,960
PMP for 1 to less than 5 years	244	61%	450,000	540,000	700,000	600,697
PMP for 5 to less than 10 years	120	30%	548,748	716,429	968,000	763,331
PMP for 10 to less than 20 years	24	6%	528,676	750,000	1,224,000	851,149
PMP for 20 or more years	--	*	--	--	--	--
Do not have a PMP® certification	105	20%	354,000	420,000	624,000	522,637

Annualized Salary by Amount of Training per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	129	25%	480,000	600,000	720,000	658,033
5 to 9 days	156	30%	450,000	557,748	780,000	625,465
10 days or more	227	44%	400,000	550,000	756,000	625,952

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	391	79%	450,000	598,000	792,867	646,033
Female	104	21%	400,000	503,401	695,000	587,565

Mexico—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	66	13%	420,000	595,000	795,000	609,186
Consulting	57	11%	540,000	680,000	850,000	723,075
Customer service/ public relations	5	1%	--	--	--	--
Engineering	25	5%	360,000	550,000	660,000	583,823
Finance	7	1%	--	--	--	--
Human resources	1	*	--	--	--	--
Information technology/ information systems	121	24%	401,280	552,000	720,000	615,444
Operations/manufacturing	21	4%	500,000	600,000	996,000	728,041
Project management department or PMO	164	32%	450,000	540,000	716,250	615,412
Quality management	8	2%	--	--	--	--
Research and development	5	1%	--	--	--	--
Sales/marketing	14	3%	420,000	491,401	598,000	522,795
Supply chain management/logistics	3	1%	--	--	--	--
Training/education	--	--	--	--	--	--
Other	16	3%	555,000	712,274	1,106,500	812,847

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	4	1%	--	--	--	--
Business services	9	2%	--	--	--	--
Construction	17	3%	500,000	625,000	838,500	710,861
Consulting	71	14%	456,000	600,000	960,000	722,769
Engineering	25	5%	540,000	700,000	931,032	770,844
Financial services	40	8%	398,000	502,800	720,000	587,444
Food and beverage	10	2%	323,828	510,000	700,000	535,423
Government	12	2%	480,000	640,000	1,100,000	773,803
Healthcare	8	2%	--	--	--	--
Information technology	174	34%	420,000	540,000	719,000	596,280
Insurance	12	2%	408,000	522,000	696,000	605,108
Legal	--	--	--	--	--	--
Manufacturing	24	5%	495,000	624,000	753,500	700,025
Pharmaceuticals	5	1%	--	--	--	--
Real estate	2	*	--	--	--	--
Resources (agriculture, mining, etc.)	6	1%	--	--	--	--
Telecommunications	46	9%	450,000	578,670	724,547	624,281
Training/education	3	1%	--	--	--	--
Utility	2	*	--	--	--	--
Other	43	8%	400,000	574,825	720,000	579,846

Mexico—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	152	30%	458,000	636,000	796,760	665,613
Construction	44	9%	467,500	600,000	865,000	685,070
Engineering	84	16%	408,617	557,500	772,000	640,697
Information technology	371	72%	432,000	557,187	750,000	626,015
Manufacturing	44	9%	395,000	490,000	655,000	566,965
Operations	126	25%	433,000	633,666	822,240	670,884
Quality management	48	9%	392,000	545,000	720,000	591,575
Regulatory compliance	61	12%	480,000	600,000	750,000	639,901
Research and development	26	5%	390,000	515,000	720,000	601,764
Supply chain management/logistics	46	9%	421,216	600,000	768,000	657,438
Other	28	5%	470,000	579,000	700,000	637,388

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th percentile	Median	75th percentile	Mean
Fewer than 100	51	10%	400,000	600,000	708,000	585,988
100-299	47	9%	400,000	540,000	660,000	550,016
300- 999	65	13%	420,000	550,000	720,000	616,164
1,000- 2,499	60	12%	480,000	600,000	842,012	689,231
2,500- 4,999	62	12%	400,000	540,000	719,000	614,411
5,000- 9,999	42	8%	432,000	600,000	800,000	655,604
10,000 or more	186	36%	456,000	585,000	800,000	657,691

Annualized Salary by Average Project Team Size

Team size	n=	Percent	25th percentile	Median	75th percentile	Mean
1-4 people	45	10%	400,000	512,000	720,000	592,060
5-9 people	144	32%	450,000	588,000	774,000	646,356
10-14 people	117	26%	480,000	600,000	744,000	648,966
15-19 people	51	11%	455,000	600,000	900,000	703,570
20 or more people	92	20%	480,000	600,000	819,516	661,161

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	57	12%	380,000	432,000	530,000	464,953
\$100,000-\$499,999	151	32%	408,000	540,000	720,000	595,217
\$500,000-\$999,999	84	18%	482,000	610,000	768,500	664,029
\$1 million-\$10 million	128	27%	480,000	602,500	842,500	704,968
More than \$10 million	53	11%	480,000	660,000	1,020,000	748,179

Mexico—All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	166	32%
Yes—Informal	191	37%
No	135	26%
Don't know	19	4%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	131	37%
Yes—Informal	169	47%
No	41	12%
Don't know	15	4%

Defined Set of Performance Skills for Project Managers Within Organization

	n=	Percent
Yes—Clearly defined/in writing	215	42%
Yes—Informal	165	32%
No	119	23%
Don't know	11	2%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	30	6%	19	4%	458	91%
Director of project management office (PMO)	4	8%	1	2%	43	90%
Portfolio manager	3	7%	2	5%	37	88%
Program manager	5	6%	3	3%	80	91%
Project manager III	6	5%	5	4%	107	91%
Project manager II	4	5%	4	5%	80	92%
Project manager I	4	6%	3	5%	58	89%
Project management specialist	2	9%	1	5%	19	86%
Project management consultant	2	6%	--	--	34	94%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	18%	261	51%	355	69%
Director of project management office (PMO)	12	25%	27	56%	27	56%
Portfolio manager	12	29%	24	57%	29	69%
Program manager	21	24%	58	66%	68	77%
Project manager III	13	11%	60	50%	86	72%
Project manager II	12	14%	53	60%	65	74%
Project manager I	14	21%	21	31%	44	66%
Project management specialist	5	23%	7	32%	15	68%
Project management consultant	5	14%	11	31%	21	58%

Mexico—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	494	11.1	464	17.8
Director of project management office (PMO)	47	9.8	46	16.9
Portfolio manager	41	13.8	41	21.5
Program manager	87	10.7	85	17.1
Project manager III	117	11.0	109	17.6
Project manager II	85	10.4	81	17.4
Project manager I	64	12.0	57	18.5
Project management specialist	20	11.1	15	15.1
Project management consultant	33	11.2	30	17.9

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	200	39%	165	32%	50	10%
Director of project management office (PMO)	19	40%	11	23%	5	10%
Portfolio manager	13	31%	16	38%	6	14%
Program manager	44	50%	26	30%	10	11%
Project manager III	49	41%	41	34%	12	10%
Project manager II	29	33%	37	42%	8	9%
Project manager I	22	33%	22	33%	7	11%
Project management specialist	9	41%	5	23%	2	9%
Project management consultant	15	42%	7	19%	--	--

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	510	41.9	505	48.3
Director of project management office (PMO)	47	42.1	48	49.0
Portfolio manager	42	41.0	42	48.7
Program manager	89	41.3	89	48.5
Project manager III	119	41.9	118	48.4
Project manager II	89	41.9	88	48.5
Project manager I	67	42.3	64	47.8
Project management specialist	22	41.9	21	46.5
Project management consultant	35	42.6	35	48.1

Mexico—All Respondents

Annualized Salary by Position Description—Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	9	13%	--	--	--	--
Portfolio manager	7	10%	--	--	--	--
Program manager	18	25%	551,495	714,000	825,000	749,363
Project manager III	13	18%	480,000	600,000	720,000	596,108
Project manager II	11	15%	458,400	711,000	800,000	681,491
Project manager I	4	6%	--	--	--	--
Project management specialist	3	4%	--	--	--	--
Project management consultant	6	8%	--	--	--	--

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	39	9%	500,000	624,000	1,000,000	762,923
Portfolio manager	35	8%	574,825	680,542	1,030,000	782,713
Program manager	71	16%	516,000	710,000	936,000	729,776
Project manager III	107	24%	456,000	550,000	730,508	627,780
Project manager II	78	18%	400,000	534,000	650,000	554,390
Project manager I	63	14%	302,500	420,000	576,000	479,309
Project management specialist	19	4%	324,000	360,000	600,000	449,242
Project management consultant	30	7%	442,800	504,000	720,000	617,903

Detailed Findings Netherlands—All Respondents



Total Compensation (in European Union Euros)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	331	65,000	80,000	96,000	81,964
Total compensation	331	70,000	85,189	103,206	90,487

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	9	3%	Decrease	5	2%
Remained the same	72	22%	Remain the same	66	20%
Increased less than 1%	25	8%	Increase less than 1%	34	10%
Increased 1% to 2.9%	129	39%	Increase 1% to 2.9%	117	35%
Increased 3% to 3.9%	44	13%	Increase 3% to 3.9%	43	13%
Increased 4% to 4.9%	12	4%	Increase 4% to 4.9%	21	6%
Increased 5% to 6.9%	18	5%	Increase 5% to 6.9%	18	5%
Increased 7% to 9.9%	9	3%	Increase 7% to 9.9%	8	2%
Increased 10% to 14.9%	8	2%	Increase 10% to 14.9%	11	3%
Increased 15% to 19.9%	--	--	Increase 15% to 19.9%	2	1%
Increased 20% to 24.9%	3	1%	Increase 20% to 24.9%	1	*
Increased 25% to 29.9%	1	*	Increase 25% to 29.9%	1	*
Increased 30% or greater	1	*	Increase 30% or greater	4	1%

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	17	5%	90,000	100,000	110,000	103,097
Portfolio manager	22	7%	78,705	92,000	105,000	94,271
Program manager	59	18%	77,000	96,000	110,000	96,049
Project manager III	118	36%	66,410	80,000	91,000	81,141
Project manager II	74	22%	60,000	68,250	80,000	70,345
Project manager I	20	6%	51,000	64,336	78,000	66,320
Project management specialist	9	3%	--	--	--	--
Project management consultant	12	4%	61,000	72,000	81,000	72,000

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	--	--	--	--	--	--
3 to less than 5 years	1	*	--	--	--	--
5 to less than 10 years	22	7%	52,000	59,375	68,000	60,011
10 to less than 15 years	55	17%	58,000	69,000	76,852	67,639
15 to less than 20 years	89	27%	65,000	80,000	94,000	80,453
20 or more years	164	50%	72,000	88,000	103,103	90,764

Netherlands—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Agile/interactive/incremental project management/Scrum</i>						
None	124	39%	62,000	73,245	85,500	74,569
1 to 5 years	146	46%	69,465	81,324	100,000	85,380
6 years or more	49	15%	70,000	93,000	107,000	93,470
<i>Extreme project management</i>						
None	223	72%	64,369	78,000	94,000	80,787
1 to 5 years	54	17%	70,000	80,824	95,995	82,922
6 years or more	34	11%	77,000	87,700	107,000	93,640
<i>Process-based project management</i>						
None	89	27%	66,000	77,000	92,000	80,624
1 to 5 years	103	32%	60,000	70,000	84,000	72,387
6 years or more	132	41%	70,000	87,000	105,500	90,562
<i>Event chain project management</i>						
None	218	69%	64,369	77,950	92,000	79,738
1 to 5 years	66	21%	69,000	85,000	100,000	86,694
6 years or more	34	11%	70,000	85,000	102,000	89,204
<i>Project portfolio management</i>						
None	117	37%	61,000	69,000	85,000	73,158
1 to 5 years	121	38%	67,000	80,000	97,000	82,075
6 years or more	81	25%	79,000	91,000	110,000	95,919
<i>Program management</i>						
None	87	27%	57,000	66,000	80,000	69,110
1 to 5 years	137	42%	67,052	79,000	91,000	80,676
6 years or more	99	31%	80,000	91,876	110,000	96,131
<i>Earned value management</i>						
None	105	33%	61,200	73,000	91,442	77,081
1 to 5 years	141	44%	66,000	80,000	93,000	81,483
6 years or more	76	24%	70,000	87,200	105,000	90,868
<i>Lean project management</i>						
None	128	40%	62,250	75,234	89,500	77,726
1 to 5 years	147	46%	67,500	80,000	100,000	84,322
6 years or more	48	15%	74,926	84,450	99,750	88,297

Netherlands—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Critical chain project management</i>						
None	124	39%	62,000	73,245	90,000	77,927
1 to 5 years	114	36%	65,000	75,073	90,000	78,082
6 years or more	81	25%	81,000	91,000	106,000	94,188
<i>Waterfall project management</i>						
None	95	30%	62,000	70,000	87,000	74,269
1 to 5 years	68	21%	60,000	71,500	89,500	74,673
6 years or more	159	49%	72,000	85,000	103,206	90,102
<i>Risk management</i>						
None	15	5%	53,000	64,369	70,000	67,274
1 to 5 years	113	34%	60,000	70,000	85,000	73,574
6 years or more	200	61%	70,000	84,500	100,000	87,995
<i>Change management</i>						
None	31	10%	61,672	70,000	88,000	75,411
1 to 5 years	111	35%	60,000	69,465	88,000	73,565
6 years or more	179	56%	70,000	84,000	100,000	88,397
<i>Resource management</i>						
None	21	7%	57,983	64,000	80,000	70,558
1 to 5 years	105	33%	60,000	67,500	80,000	72,157
6 years or more	197	61%	72,000	85,000	100,000	88,837

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	7	2%	--	--	--	--
3 to less than 5 years	25	8%	57,000	63,000	71,832	65,398
5 to less than 10 years	107	32%	60,000	70,000	80,000	72,345
10 to less than 15 years	77	23%	70,000	84,000	98,000	85,503
15 to less than 20 years	78	24%	77,000	87,000	103,206	90,700
20 or more years	37	11%	83,000	100,000	108,000	100,341

Netherlands—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	13	4%	67,052	75,000	106,500	85,012
Some college or associate's degree	17	5%	65,000	79,000	105,000	84,914
4-year college degree	86	26%	61,000	77,000	91,000	78,249
Master's degree	186	56%	66,000	80,000	99,000	82,714
Doctoral degree	29	9%	71,190	85,000	96,000	85,076

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	26	8%	65,000	80,000	107,000	84,552
No degree in PM	305	92%	65,000	80,000	95,995	81,743

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	275	83%	67,800	80,000	97,000	83,008
PMP for less than 1 year	8	3%	--	--	--	--
PMP for 1 to less than 5 years	162	60%	64,000	75,650	89,000	77,656
PMP for 5 to less than 10 years	70	26%	72,000	85,000	102,000	86,949
PMP for 10 to less than 20 years	28	10%	82,165	102,500	118,189	104,164
PMP for 20 or more years	--	--	--	--	--	--
Do not have a PMP® certification	56	17%	58,500	67,046	87,000	76,836

Annualized Salary by Amount of Training per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	120	36%	63,931	76,000	92,500	80,741
5 to 9 days	126	38%	67,800	80,000	96,000	83,350
10 days or more	83	25%	64,000	80,000	100,000	81,626

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	292	91%	66,705	80,000	97,500	82,967
Female	30	9%	57,000	68,000	87,000	71,385

Netherlands—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	15	5%	64,369	80,000	95,000	85,700
Consulting	19	6%	60,000	70,000	100,000	77,821
Customer service/ public relations	6	2%	--	--	--	--
Engineering	25	8%	70,000	79,000	88,000	79,406
Finance	8	2%	--	--	--	--
Human resources	1	*	--	--	--	--
Information technology/ information systems	79	24%	66,000	82,000	106,500	87,529
Operations/manufacturing	16	5%	67,000	77,000	85,000	77,342
Project management department or PMO	103	31%	62,000	77,900	93,000	79,815
Quality management	6	2%	--	--	--	--
Research and development	35	11%	70,000	81,000	96,000	82,080
Sales/marketing	5	2%	--	--	--	--
Supply chain management/logistics	5	2%	--	--	--	--
Training/education	1	*	--	--	--	--
Other	7	2%	--	--	--	--

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	4	1%	--	--	--	--
Business services	1	*	--	--	--	--
Construction	3	1%	--	--	--	--
Consulting	10	3%	61,000	64,000	80,000	72,900
Engineering	53	16%	62,000	75,168	89,000	78,571
Financial services	12	4%	70,595	74,745	109,000	85,421
Food and beverage	5	2%	--	--	--	--
Government	5	2%	--	--	--	--
Healthcare	16	5%	77,000	87,500	97,500	85,511
Information technology	96	29%	63,746	80,000	97,500	82,279
Insurance	2	1%	--	--	--	--
Legal	1	*	--	--	--	--
Manufacturing	36	11%	67,800	80,000	94,500	83,729
Pharmaceuticals	6	2%	--	--	--	--
Real estate	1	*	--	--	--	--
Resources (agriculture, mining, etc.)	24	7%	74,500	96,750	116,095	97,858
Telecommunications	20	6%	71,450	83,324	98,000	83,820
Training/education	1	*	--	--	--	--
Utility	4	1%	--	--	--	--
Other	31	9%	65,000	70,000	85,000	76,130

Netherlands—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	77	23%	66,000	83,900	100,000	86,283
Construction	20	6%	60,500	76,500	92,500	81,219
Engineering	73	22%	65,000	76,000	90,000	79,736
Information technology	173	52%	65,000	80,000	100,000	83,327
Manufacturing	29	9%	67,500	73,000	85,000	79,313
Operations	55	17%	68,500	80,000	93,000	84,800
Quality management	31	9%	67,800	82,000	96,000	81,781
Regulatory compliance	13	4%	61,200	89,000	105,000	85,391
Research and development	77	23%	67,500	80,000	92,000	82,054
Supply chain management/logistics	21	6%	75,000	84,240	92,000	85,500
Other	16	5%	67,500	80,000	90,500	79,108

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th percentile	Median	75th percentile	Mean
Fewer than 100	14	4%	61,200	71,500	100,000	81,300
100-299	14	4%	65,000	71,000	85,000	74,649
300- 999	18	5%	73,000	87,120	103,206	94,671
1,000-2,499	17	5%	61,200	80,000	85,000	78,464
2,500- 4,999	16	5%	62,500	71,000	80,500	74,890
5,000- 9,999	17	5%	60,000	84,000	95,000	78,612
10,000 or more	235	71%	66,000	80,000	97,000	82,443

Annualized Salary by Average Project Team Size

Team size	n=	Percent	25th percentile	Median	75th percentile	Mean
1-4 people	19	7%	58,750	68,500	80,000	69,579
5-9 people	81	28%	60,450	73,000	85,000	74,400
10-14 people	73	25%	66,410	80,000	100,000	83,988
15-19 people	32	11%	70,000	83,620	98,000	86,220
20 or more people	84	29%	77,000	90,000	103,103	92,060

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	17	5%	50,000	60,000	68,818	62,854
\$100,000-\$499,999	67	21%	61,000	75,000	90,000	76,676
\$500,000-\$999,999	70	22%	64,000	76,000	91,876	79,076
\$1 million-\$10 million	131	42%	70,000	85,000	100,000	86,745
More than \$10 million	30	10%	70,000	85,000	114,049	92,631

Netherlands—All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	131	40%
Yes—Informal	113	34%
No	78	24%
Don't know	8	2%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	73	30%
Yes—Informal	89	37%
No	60	25%
Don't know	19	8%

Defined Set of Performance Skills for Project Managers Within Organization

	n=	Percent
Yes—Clearly defined/in writing	201	61%
Yes—Informal	74	23%
No	37	11%
Don't know	15	5%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	24	7%	39	12%	271	82%
Director of project management office (PMO)	4	24%	2	12%	11	65%
Portfolio manager	1	5%	1	5%	20	91%
Program manager	7	12%	11	19%	42	71%
Project manager III	6	5%	17	14%	97	82%
Project manager II	4	5%	4	5%	66	89%
Project manager I	2	10%	2	10%	16	80%
Project management specialist	--	--	1	11%	8	89%
Project management consultant	--	--	1	8%	11	92%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	172	52%	251	76%	31	9%
Director of project management office (PMO)	9	53%	15	88%	--	--
Portfolio manager	14	64%	21	95%	2	9%
Program manager	37	63%	47	80%	6	10%
Project manager III	58	50%	89	76%	10	9%
Project manager II	35	47%	55	74%	7	9%
Project manager I	7	35%	13	65%	2	10%
Project management specialist	6	67%	4	44%	2	22%
Project management consultant	6	50%	7	58%	2	17%

Netherlands—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	319	26.7	306	27.6
Director of project management office (PMO)	16	25.4	16	26.8
Portfolio manager	21	27.8	20	28.5
Program manager	58	28.3	56	29.6
Project manager III	113	26.1	110	27.1
Project manager II	70	27.1	70	28.0
Project manager I	20	25.1	15	24.3
Project management specialist	9	22.2	9	23.2
Project management consultant	12	28.3	10	28.8

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	131	40%	151	46%	45	14%
Director of project management office (PMO)	9	53%	10	59%	--	--
Portfolio manager	6	27%	11	50%	4	18%
Program manager	19	33%	35	60%	8	14%
Project manager III	44	38%	52	44%	19	16%
Project manager II	38	52%	25	34%	8	11%
Project manager I	8	40%	10	50%	2	10%
Project management specialist	2	22%	5	56%	--	--
Project management consultant	5	42%	3	25%	4	33%

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	330	39.5	330	46.0
Director of project management office (PMO)	16	39.6	17	49.9
Portfolio manager	22	39.5	22	49.2
Program manager	59	39.1	59	47.8
Project manager III	118	39.7	117	45.8
Project manager II	74	39.5	74	44.2
Project manager I	20	40.0	20	45.3
Project management specialist	9	39.1	9	41.7
Project management consultant	12	38.5	12	44.3

Netherlands—All Respondents

Annualized Salary by Position Description—Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	2	6%	--	--	--	--
Portfolio manager	2	6%	--	--	--	--
Program manager	5	15%	--	--	--	--
Project manager III	10	30%	72,000	82,500	130,000	97,090
Project manager II	7	21%	--	--	--	--
Project manager I	3	9%	--	--	--	--
Project management specialist	1	3%	--	--	--	--
Project management consultant	3	9%	--	--	--	--

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	15	5%	85,000	100,000	110,000	99,377
Portfolio manager	20	7%	77,353	92,000	105,000	90,548
Program manager	54	18%	79,000	95,500	110,000	95,942
Project manager III	108	36%	66,205	80,000	91,000	79,664
Project manager II	67	22%	60,000	68,500	80,000	70,262
Project manager I	17	6%	52,000	61,672	74,000	64,200
Project management specialist	8	3%	--	--	--	--
Project management consultant	9	3%	--	--	--	--

Detailed Findings New Zealand—All Respondents



Total Compensation (in New Zealand Dollars)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	505	96,000	120,000	140,000	123,147
Total compensation	505	100,000	125,000	150,000	128,892

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	12	2%	Decrease	1	*
Remained the same	146	29%	Remain the same	122	24%
Increased less than 1%	29	6%	Increase less than 1%	27	5%
Increased 1% to 2.9%	136	27%	Increase 1% to 2.9%	162	32%
Increased 3% to 3.9%	47	9%	Increase 3% to 3.9%	65	13%
Increased 4% to 4.9%	24	5%	Increase 4% to 4.9%	32	6%
Increased 5% to 6.9%	32	6%	Increase 5% to 6.9%	39	8%
Increased 7% to 9.9%	27	5%	Increase 7% to 9.9%	19	4%
Increased 10% to 14.9%	29	6%	Increase 10% to 14.9%	23	5%
Increased 15% to 19.9%	3	1%	Increase 15% to 19.9%	6	1%
Increased 20% to 24.9%	9	2%	Increase 20% to 24.9%	4	1%
Increased 25% to 29.9%	3	1%	Increase 25% to 29.9%	--	--
Increased 30% or greater	8	2%	Increase 30% or greater	5	1%

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	30	6%	126,000	146,000	170,000	149,600
Portfolio manager	31	6%	125,000	145,000	160,000	142,265
Program manager	85	17%	120,000	135,000	160,000	148,445
Project manager III	148	29%	105,500	120,000	135,000	126,483
Project manager II	113	22%	89,000	100,000	120,000	104,582
Project manager I	47	9%	62,000	76,000	98,000	82,298
Project management specialist	23	5%	63,500	86,000	120,000	89,760
Project management consultant	28	6%	110,000	140,000	172,500	150,125

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	8	2%	--	--	--	--
3 to less than 5 years	7	1%	--	--	--	--
5 to less than 10 years	39	8%	70,000	90,000	100,000	87,881
10 to less than 15 years	65	13%	87,000	97,250	110,000	100,909
15 to less than 20 years	82	16%	91,000	116,000	125,000	115,916
20 or more years	304	60%	110,000	130,000	150,000	137,547

New Zealand—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Agile/interactive/incremental project management/Scrum</i>						
None	199	43%	90,500	117,500	135,000	117,828
1 to 5 years	201	43%	95,000	118,000	139,450	120,710
6 years or more	67	14%	120,000	131,000	160,000	148,233
<i>Extreme project management</i>						
None	347	77%	93,000	118,000	136,000	119,650
1 to 5 years	69	15%	105,000	125,000	147,000	129,488
6 years or more	36	8%	120,000	135,000	175,500	146,470
<i>Process-based project management</i>						
None	164	35%	95,000	120,000	136,000	120,687
1 to 5 years	153	33%	90,000	110,000	130,000	111,918
6 years or more	153	33%	110,000	130,000	150,000	137,681
<i>Event chain project management</i>						
None	352	78%	96,000	120,000	140,000	121,983
1 to 5 years	61	14%	90,000	120,000	147,000	122,212
6 years or more	37	8%	120,000	135,000	150,000	142,748
<i>Project portfolio management</i>						
None	190	40%	89,000	104,000	125,000	109,508
1 to 5 years	169	36%	100,000	120,000	140,000	123,131
6 years or more	111	24%	120,000	140,000	170,000	147,733
<i>Program management</i>						
None	122	26%	83,000	100,000	120,000	103,184
1 to 5 years	197	41%	96,132	120,000	134,000	119,034
6 years or more	159	33%	115,000	135,000	160,000	143,224
<i>Earned value management</i>						
None	168	36%	88,500	110,000	130,500	112,257
1 to 5 years	174	37%	96,000	120,000	140,000	124,846
6 years or more	126	27%	114,500	130,000	147,500	136,451
<i>Lean project management</i>						
None	273	59%	95,000	120,000	135,000	120,583
1 to 5 years	141	30%	94,000	120,000	140,000	120,542
6 years or more	52	11%	117,000	133,870	164,000	147,481

New Zealand—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Critical chain project management</i>						
None	257	56%	97,250	120,000	140,000	123,201
1 to 5 years	108	24%	87,165	108,000	135,000	116,451
6 years or more	93	20%	110,000	127,300	145,000	130,885
<i>Waterfall project management</i>						
None	188	40%	87,750	110,000	131,736	112,355
1 to 5 years	97	21%	90,000	110,000	130,000	111,060
6 years or more	187	40%	115,000	130,000	155,000	140,811
<i>Risk management</i>						
None	33	7%	65,000	97,500	125,000	99,702
1 to 5 years	167	35%	86,000	100,000	120,000	103,996
6 years or more	281	58%	115,000	130,000	150,000	137,743
<i>Change management</i>						
None	62	13%	78,000	100,500	124,000	102,323
1 to 5 years	187	39%	89,000	110,000	129,000	110,110
6 years or more	233	48%	110,000	130,000	154,000	138,048
<i>Resource management</i>						
None	55	12%	82,000	101,000	125,000	108,048
1 to 5 years	151	32%	85,000	100,000	123,000	106,160
6 years or more	266	56%	110,000	130,000	150,000	136,799

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	27	5%	58,000	75,000	93,000	79,681
3 to less than 5 years	52	10%	72,500	90,000	103,000	91,676
5 to less than 10 years	118	23%	90,000	105,000	120,000	107,279
10 to less than 15 years	118	23%	105,000	121,400	140,000	126,456
15 to less than 20 years	98	19%	120,000	130,000	155,000	141,989
20 or more years	92	18%	120,000	135,500	165,500	149,729

New Zealand—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	38	8%	83,500	120,500	135,000	124,355
Some college or associate's degree	88	17%	100,000	120,000	148,750	125,250
4-year college degree	228	45%	95,500	118,000	136,000	120,112
Master's degree	139	28%	96,000	120,000	140,000	125,853
Doctoral degree	12	2%	96,125	120,000	152,500	130,204

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	88	18%	89,500	110,247	132,870	117,557
No degree in PM	414	82%	99,402	120,000	140,000	124,509

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	322	64%	103,000	122,500	142,500	128,744
PMP for less than 1 year	3	1%	--	--	--	--
PMP for 1 to less than 5 years	157	49%	93,000	110,493	130,000	115,251
PMP for 5 to less than 10 years	100	31%	116,000	130,000	150,000	136,586
PMP for 10 to less than 20 years	57	18%	125,000	150,000	170,000	156,938
PMP for 20 or more years	1	*	--	--	--	--
Do not have a PMP® certification	183	36%	84,000	110,000	134,000	113,298

Annualized Salary by Amount of Training per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	311	62%	96,000	120,000	140,000	123,906
5 to 9 days	137	27%	100,000	123,000	140,000	124,056
10 days or more	53	11%	96,132	119,000	130,000	117,876

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	348	71%	100,000	120,000	142,750	127,765
Female	141	29%	83,000	110,000	130,500	112,424

New Zealand—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	32	6%	84,000	116,050	140,000	116,617
Consulting	47	9%	99,402	127,000	150,000	130,347
Customer service/ public relations	4	1%	--	--	--	--
Engineering	47	9%	87,500	105,000	130,000	110,232
Finance	6	1%	--	--	--	--
Human resources	--	--	--	--	--	--
Information technology/ information systems	88	17%	107,750	122,000	152,000	136,557
Operations/manufacturing	19	4%	89,000	135,000	170,000	139,158
Project management department or PMO	225	45%	97,500	120,000	135,000	120,548
Quality management	4	1%	--	--	--	--
Research and development	9	2%	--	--	--	--
Sales/marketing	4	1%	--	--	--	--
Supply chain management/logistics	2	*	--	--	--	--
Training/education	1	*	--	--	--	--
Other	17	3%	93,000	104,000	130,000	108,285

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	4	1%	--	--	--	--
Business services	--	--	--	--	--	--
Construction	60	12%	88,000	104,000	128,650	109,144
Consulting	43	9%	90,000	130,000	150,000	124,137
Engineering	47	9%	92,000	120,000	140,000	119,552
Financial services	23	5%	97,500	120,000	136,000	125,354
Food and beverage	11	2%	90,000	115,000	125,000	107,364
Government	65	13%	101,000	120,000	132,000	119,952
Healthcare	16	3%	95,500	116,498	127,500	116,093
Information technology	108	21%	104,500	122,000	152,000	133,932
Insurance	6	1%	--	--	--	--
Legal	1	*	--	--	--	--
Manufacturing	10	2%	110,000	120,500	145,000	131,020
Pharmaceuticals	2	*	--	--	--	--
Real estate	2	*	--	--	--	--
Resources (agriculture, mining, etc.)	6	1%	--	--	--	--
Telecommunications	36	7%	85,250	115,000	128,000	113,134
Training/education	10	2%	78,000	81,500	122,000	105,150
Utility	32	6%	97,125	124,345	145,000	132,962
Other	23	5%	110,000	130,000	145,000	136,767

New Zealand—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	125	25%	110,000	125,000	150,000	135,471
Construction	158	31%	90,000	117,250	140,000	118,249
Engineering	137	27%	93,000	120,000	135,000	119,087
Information technology	241	48%	102,000	124,000	150,000	131,435
Manufacturing	23	5%	98,500	119,000	128,500	117,824
Operations	87	17%	91,000	115,000	131,000	118,264
Quality management	46	9%	90,000	116,250	143,000	121,476
Regulatory compliance	60	12%	105,500	125,000	148,500	129,930
Research and development	35	7%	96,000	121,000	145,000	120,461
Supply chain management/logistics	29	6%	95,000	117,500	145,000	135,718
Other	21	4%	83,000	93,000	131,000	113,691

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th percentile	Median	75th percentile	Mean
Fewer than 100	89	18%	94,200	120,000	150,000	128,120
100-299	47	9%	92,000	113,000	126,000	110,336
300- 999	101	20%	96,400	120,000	135,000	122,225
1,000- 2,499	62	12%	96,000	112,500	136,000	121,123
2,500- 4,999	78	15%	90,000	120,000	140,000	119,260
5,000- 9,999	66	13%	100,000	119,500	140,000	127,129
10,000 or more	62	12%	108,000	125,000	139,450	129,896

Annualized Salary by Average Project Team Size

Team size	n=	Percent	25th percentile	Median	75th percentile	Mean
1-4 people	60	15%	93,500	119,000	140,000	124,914
5-9 people	166	41%	103,000	120,000	132,740	121,641
10-14 people	86	21%	100,000	125,000	147,500	131,670
15-19 people	24	6%	94,500	118,500	139,000	125,829
20 or more people	65	16%	115,000	131,000	160,000	143,930

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	48	10%	77,500	90,000	110,000	96,042
\$100,000-\$499,999	120	25%	94,600	116,250	136,500	119,220
\$500,000-\$999,999	83	17%	96,400	114,500	130,000	116,683
\$1 million-\$10 million	172	36%	110,000	124,000	150,000	132,466
More than \$10 million	52	11%	120,000	135,000	157,525	147,368

New Zealand—All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	95	19%
Yes—Informal	227	45%
No	167	33%
Don't know	14	3%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	49	15%
Yes—Informal	182	56%
No	65	20%
Don't know	27	8%

Defined Set of Performance Skills for Project Managers Within Organization

	n=	Percent
Yes—Clearly defined/in writing	207	42%
Yes—Informal	168	34%
No	106	21%
Don't know	17	3%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	13	3%	16	3%	470	94%
Director of project management office (PMO)	2	7%	1	3%	27	90%
Portfolio manager	--	--	2	7%	28	93%
Program manager	3	4%	2	2%	79	94%
Project manager III	3	2%	5	3%	138	95%
Project manager II	2	2%	4	4%	106	95%
Project manager I	3	7%	1	2%	43	93%
Project management specialist	--	--	--	--	23	100%
Project management consultant	--	--	1	4%	26	96%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	100	20%	340	67%	122	24%
Director of project management office (PMO)	7	23%	24	80%	6	20%
Portfolio manager	5	16%	26	84%	8	26%
Program manager	20	24%	60	71%	27	32%
Project manager III	28	19%	101	68%	34	23%
Project manager II	22	19%	78	69%	28	25%
Project manager I	9	19%	29	62%	11	23%
Project management specialist	2	9%	9	39%	2	9%
Project management consultant	7	26%	13	48%	6	22%

New Zealand—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	493	18.2	446	19.5
Director of project management office (PMO)	30	18.5	26	19.9
Portfolio manager	30	19.3	31	19.9
Program manager	82	18.8	78	20.9
Project manager III	145	17.9	132	18.2
Project manager II	111	18.7	96	20.1
Project manager I	45	19.4	35	23.5
Project management specialist	23	17.0	22	18.4
Project management consultant	27	13.0	26	13.7

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	12	2%	245	49%	36	7%
Director of project management office (PMO)	--	--	15	52%	--	--
Portfolio manager	1	3%	17	55%	2	6%
Program manager	--	--	36	42%	7	8%
Project manager III	1	1%	80	54%	12	8%
Project manager II	5	4%	56	50%	7	6%
Project manager I	1	2%	24	55%	5	11%
Project management specialist	1	4%	12	52%	--	--
Project management consultant	3	11%	5	18%	3	11%

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	499	39.7	502	45.6
Director of project management office (PMO)	30	40.1	30	47.7
Portfolio manager	31	39.8	31	46.9
Program manager	85	39.6	85	46.6
Project manager III	146	39.3	146	45.3
Project manager II	112	39.8	113	45.1
Project manager I	46	40.3	46	44.6
Project management specialist	23	39.8	23	43.8
Project management consultant	26	38.9	28	44.9

New Zealand—All Respondents

Annualized Salary by Position Description—Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	8	9%	--	--	--	--
Portfolio manager	3	3%	--	--	--	--
Program manager	16	18%	145,000	200,000	240,000	193,208
Project manager III	31	35%	118,000	140,000	200,000	154,597
Project manager II	8	9%	--	--	--	--
Project manager I	4	5%	--	--	--	--
Project management specialist	2	2%	--	--	--	--
Project management consultant	16	18%	135,000	150,000	215,000	174,750

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	22	5%	125,000	146,000	160,000	145,045
Portfolio manager	28	7%	125,000	137,225	160,000	141,436
Program manager	69	17%	120,000	135,000	145,000	138,065
Project manager III	117	28%	100,000	120,000	130,000	119,034
Project manager II	105	25%	88,000	100,000	117,000	101,921
Project manager I	43	10%	62,000	75,000	96,400	81,822
Project management specialist	21	5%	63,500	80,000	96,000	86,022
Project management consultant	12	3%	89,250	110,000	145,000	117,292

Detailed Findings Nigeria—All Respondents



Total Compensation (in Nigerian Naira)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	212	3,600,000	5,840,836	9,000,000	6,659,867
Total compensation	212	4,181,614	6,900,000	10,000,000	7,650,483

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	1	*	Decrease	1	*
Remained the same	82	39%	Remain the same	25	12%
Increased less than 1%	5	2%	Increase less than 1%	2	1%
Increased 1% to 2.9%	17	8%	Increase 1% to 2.9%	12	6%
Increased 3% to 3.9%	8	4%	Increase 3% to 3.9%	12	6%
Increased 4% to 4.9%	7	3%	Increase 4% to 4.9%	8	4%
Increased 5% to 6.9%	26	12%	Increase 5% to 6.9%	17	8%
Increased 7% to 9.9%	17	8%	Increase 7% to 9.9%	16	8%
Increased 10% to 14.9%	22	10%	Increase 10% to 14.9%	30	14%
Increased 15% to 19.9%	8	4%	Increase 15% to 19.9%	18	8%
Increased 20% to 24.9%	5	2%	Increase 20% to 24.9%	17	8%
Increased 25% to 29.9%	5	2%	Increase 25% to 29.9%	10	5%
Increased 30% or greater	9	4%	Increase 30% or greater	44	21%

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	10	5%	5,000,000	7,325,000	9,000,000	7,082,597
Portfolio manager	8	4%	--	--	--	--
Program manager	25	12%	4,500,000	7,950,102	12,000,000	9,320,909
Project manager III	34	16%	4,800,000	7,415,988	10,000,000	7,462,141
Project manager II	33	16%	4,000,000	6,360,000	8,500,000	6,872,806
Project manager I	52	25%	2,300,000	3,874,884	6,300,000	4,467,467
Project management specialist	34	16%	3,200,000	5,600,000	10,000,000	6,776,154
Project management consultant	16	8%	3,633,272	6,400,000	11,071,194	7,363,058

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	2	1%	--	--	--	--
3 to less than 5 years	13	6%	2,820,000	3,000,000	3,500,000	3,170,769
5 to less than 10 years	82	39%	3,050,000	4,250,000	6,000,000	4,850,892
10 to less than 15 years	66	31%	4,920,000	7,575,051	10,000,000	8,088,856
15 to less than 20 years	30	14%	7,000,000	8,500,000	10,000,000	8,551,597
20 or more years	19	9%	6,000,000	7,331,976	14,000,000	9,420,329

Nigeria—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Agile/interactive/incremental project management/Scrum</i>						
None	87	50%	3,600,000	5,650,000	9,799,000	6,732,349
1 to 5 years	71	41%	3,500,000	5,000,000	8,000,000	6,118,633
6 years or more	17	10%	6,360,000	7,900,000	10,000,000	8,241,103
<i>Extreme project management</i>						
None	97	55%	3,600,000	5,500,000	8,500,000	6,219,290
1 to 5 years	61	35%	3,600,000	5,000,000	8,400,000	6,712,656
6 years or more	17	10%	5,920,000	7,900,000	10,000,000	8,221,806
<i>Process-based project management</i>						
None	34	19%	3,500,000	4,640,000	7,200,000	5,600,322
1 to 5 years	107	59%	3,390,000	5,037,240	8,411,322	6,071,296
6 years or more	41	23%	5,920,000	8,400,000	12,000,000	9,164,205
<i>Event chain project management</i>						
None	95	54%	4,000,000	6,000,000	9,775,967	6,724,107
1 to 5 years	63	36%	3,300,000	4,700,000	6,750,000	5,796,719
6 years or more	17	10%	5,920,000	8,200,000	10,000,000	7,962,331
<i>Project portfolio management</i>						
None	74	41%	3,500,000	5,725,000	8,411,322	6,097,227
1 to 5 years	85	47%	3,700,000	5,000,000	9,000,000	6,634,329
6 years or more	21	12%	6,300,000	8,200,000	12,000,000	8,889,158
<i>Program management</i>						
None	54	29%	3,000,000	4,800,000	7,500,000	5,371,219
1 to 5 years	97	53%	3,931,290	6,000,000	8,500,000	6,773,705
6 years or more	33	18%	5,920,000	8,700,000	12,000,000	8,986,476
<i>Earned value management</i>						
None	43	24%	3,050,000	4,920,000	9,800,000	5,990,624
1 to 5 years	109	61%	3,931,290	6,000,000	8,411,322	6,415,141
6 years or more	28	16%	4,350,000	8,175,051	13,000,000	9,136,433
<i>Lean project management</i>						
None	83	47%	3,500,000	5,600,000	9,775,967	6,508,540
1 to 5 years	78	44%	3,600,000	5,224,733	8,000,000	6,390,865
6 years or more	16	9%	5,710,000	8,050,000	10,062,500	8,313,695

Nigeria—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Critical chain project management</i>						
None	64	36%	3,550,000	4,800,000	8,455,661	6,160,370
1 to 5 years	89	50%	3,650,000	5,600,000	8,700,000	6,535,686
6 years or more	26	15%	4,800,000	8,150,000	10,000,000	8,610,844
<i>Waterfall project management</i>						
None	119	68%	3,500,000	5,600,000	9,000,000	6,590,138
1 to 5 years	44	25%	3,800,000	5,018,620	7,575,051	6,231,817
6 years or more	12	7%	5,900,000	8,200,000	10,000,000	8,527,665
<i>Risk management</i>						
None	17	9%	3,390,000	5,800,000	10,000,000	6,968,601
1 to 5 years	132	71%	3,500,000	4,860,000	7,200,000	5,646,090
6 years or more	37	20%	7,000,000	9,775,967	14,000,000	10,124,728
<i>Change management</i>						
None	22	12%	3,200,000	4,860,000	10,000,000	6,501,578
1 to 5 years	123	65%	3,600,000	5,017,962	7,950,102	5,979,861
6 years or more	44	23%	5,250,000	8,500,000	11,407,876	8,935,024
<i>Resource management</i>						
None	14	8%	3,500,000	6,356,258	12,870,000	7,736,379
1 to 5 years	109	60%	3,500,000	5,000,000	7,500,000	5,725,486
6 years or more	60	33%	4,575,000	7,700,000	10,407,876	8,342,478

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	19	9%	2,800,000	3,600,000	7,000,000	4,800,545
3 to less than 5 years	50	24%	2,900,000	3,874,884	5,600,000	4,471,717
5 to less than 10 years	99	47%	4,000,000	6,360,000	9,799,000	7,119,474
10 to less than 15 years	32	15%	5,000,000	8,500,000	11,500,000	8,839,681
15 to less than 20 years	6	3%	--	--	--	--
20 or more years	6	3%	--	--	--	--

Nigeria—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	1	*	--	--	--	--
Some college or associate's degree	3	1%	--	--	--	--
4-year college degree	107	50%	3,360,000	5,000,000	8,411,322	6,259,066
Master's degree	98	46%	3,650,000	6,500,000	10,000,000	7,142,705
Doctoral degree	3	1%	--	--	--	--

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	30	14%	3,600,000	5,000,000	7,950,102	6,314,736
No degree in PM	182	86%	3,600,000	6,000,000	9,400,000	6,716,757

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	143	67%	4,000,000	6,100,000	9,799,000	7,022,668
PMP for less than 1 year	3	2%	--	--	--	--
PMP for 1 to less than 5 years	107	78%	3,749,767	6,000,000	8,102,203	6,247,682
PMP for 5 to less than 10 years	27	20%	5,920,000	9,000,000	13,000,000	9,760,026
PMP for 10 to less than 20 years	--	--	--	--	--	--
PMP for 20 or more years	--	--	--	--	--	--
Do not have a PMP® certification	69	33%	3,200,000	4,200,000	8,400,000	5,907,975

Annualized Salary by Amount of Training per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	65	32%	3,600,000	5,500,000	9,000,000	6,590,582
5 to 9 days	31	15%	3,000,000	5,037,240	9,000,000	6,822,107
10 days or more	109	53%	4,000,000	6,000,000	9,000,000	6,788,368

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	162	81%	3,600,000	6,000,000	9,000,000	6,882,391
Female	39	19%	3,840,000	5,037,240	8,200,000	6,159,961

Nigeria—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	8	4%	--	--	--	--
Consulting	15	7%	6,000,000	7,500,000	9,870,000	7,873,465
Customer service/ public relations	--	--	--	--	--	--
Engineering	27	13%	3,000,000	3,840,000	6,000,000	4,992,663
Finance	6	3%	--	--	--	--
Human resources	2	1%	--	--	--	--
Information technology/ information systems	29	14%	4,800,000	6,700,000	8,500,000	6,921,302
Operations/manufacturing	9	4%	--	--	--	--
Project management department or PMO	75	35%	3,650,000	6,432,021	10,000,000	7,535,118
Quality management	5	2%	--	--	--	--
Research and development	1	*	--	--	--	--
Sales/marketing	18	8%	3,100,000	5,600,000	9,000,000	6,338,833
Supply chain management/logistics	3	1%	--	--	--	--
Training/education	1	*	--	--	--	--
Other	13	6%	3,600,000	5,449,466	6,000,000	6,405,164

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	1	*	--	--	--	--
Business services	1	*	--	--	--	--
Construction	22	10%	2,900,000	4,900,000	8,400,000	6,213,001
Consulting	17	8%	3,931,290	6,000,000	12,000,000	7,925,201
Engineering	22	10%	3,000,000	5,400,000	8,500,000	5,682,062
Financial services	34	16%	3,415,000	5,700,000	8,500,000	6,196,043
Food and beverage	6	3%	--	--	--	--
Government	9	4%	--	--	--	--
Healthcare	4	2%	--	--	--	--
Information technology	16	8%	3,000,000	4,400,000	6,750,000	5,097,516
Insurance	1	*	--	--	--	--
Legal	--	--	--	--	--	--
Manufacturing	10	5%	3,300,000	4,575,000	8,500,000	5,765,000
Pharmaceuticals	--	--	--	--	--	--
Real estate	1	*	--	--	--	--
Resources (agriculture, mining, etc.)	29	14%	3,840,000	6,144,000	8,400,000	6,702,284
Telecommunications	29	14%	4,800,000	8,000,000	10,815,752	8,403,008
Training/education	2	1%	--	--	--	--
Utility	1	*	--	--	--	--
Other	7	3%	--	--	--	--

Nigeria—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	46	22%	4,000,000	6,750,000	9,700,000	7,236,506
Construction	66	31%	3,500,000	4,800,000	9,000,000	6,325,445
Engineering	61	29%	3,600,000	4,800,000	8,400,000	6,295,946
Information technology	62	29%	4,100,000	6,600,000	9,000,000	7,150,534
Manufacturing	12	6%	4,400,000	5,750,000	9,250,000	6,922,500
Operations	45	21%	4,000,000	7,000,000	9,799,000	7,598,371
Quality management	23	11%	4,000,000	5,600,000	9,000,000	6,548,818
Regulatory compliance	13	6%	5,449,466	6,100,000	8,200,000	7,680,728
Research and development	13	6%	3,000,000	5,000,000	6,750,000	6,233,975
Supply chain management/logistics	18	9%	3,300,000	6,750,000	10,600,000	7,838,256
Other	16	8%	4,350,000	7,100,000	9,889,816	7,468,852

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th percentile	Median	75th percentile	Mean
Fewer than 100	42	20%	3,300,000	4,800,000	7,500,000	5,709,297
100-299	26	12%	3,050,000	4,050,000	9,775,967	6,350,023
300- 999	35	17%	3,720,000	5,000,000	7,800,000	5,832,337
1,000- 2,499	23	11%	4,800,000	7,000,000	10,000,000	7,703,037
2,500-4,999	24	11%	3,100,000	5,550,000	6,625,000	5,796,109
5,000- 9,999	32	15%	3,627,500	7,500,000	10,500,000	7,738,176
10,000 or more	30	14%	4,500,000	7,265,988	10,000,000	7,965,696

Annualized Salary by Average Project Team Size

Team size	n=	Percent	25th percentile	Median	75th percentile	Mean
1-4 people	22	14%	4,800,000	6,650,000	10,000,000	7,703,983
5-9 people	47	30%	4,500,000	6,000,000	9,400,000	7,591,633
10-14 people	28	18%	4,565,000	7,650,000	10,000,000	7,493,332
15-19 people	15	9%	3,000,000	3,931,290	7,500,000	5,175,662
20 or more people	47	30%	3,600,000	5,000,000	8,102,203	6,153,883

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	34	19%	3,600,000	4,900,000	6,500,000	5,293,705
\$100,000-\$499,999	49	27%	3,500,000	4,500,000	7,800,000	5,569,952
\$500,000-\$999,999	25	14%	3,600,000	7,200,000	10,000,000	7,630,147
\$1 million-\$10 million	48	27%	4,575,000	6,800,000	9,900,000	7,259,164
More than \$10 million	24	13%	4,460,000	8,150,000	12,000,000	8,848,805

Nigeria—All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	53	25%
Yes—Informal	103	49%
No	40	19%
Don't know	13	6%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	51	33%
Yes—Informal	77	50%
No	19	12%
Don't know	7	5%

Defined Set of Performance Skills for Project Managers Within Organization

	n=	Percent
Yes—Clearly defined/in writing	95	46%
Yes—Informal	79	38%
No	28	13%
Don't know	6	3%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	5	2%	3	1%	202	96%
Director of project management office (PMO)	1	10%	--	--	9	90%
Portfolio manager	--	--	--	--	8	100%
Program manager	--	--	1	4%	24	96%
Project manager III	2	6%	--	--	32	94%
Project manager II	--	--	1	3%	31	97%
Project manager I	--	--	--	--	52	100%
Project management specialist	1	3%	1	3%	31	94%
Project management consultant	1	6%	--	--	15	94%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	116	56%	120	58%	51	25%
Director of project management office (PMO)	6	60%	7	70%	3	30%
Portfolio manager	7	88%	6	75%	2	25%
Program manager	15	60%	20	80%	10	40%
Project manager III	22	65%	20	59%	7	21%
Project manager II	14	42%	17	52%	10	30%
Project manager I	27	54%	26	52%	8	16%
Project management specialist	16	48%	14	42%	8	24%
Project management consultant	9	60%	10	67%	3	20%

Nigeria—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	192	22.7	90	27.2
Director of project management office (PMO)	10	27.6	5	28.2
Portfolio manager	6	21.3	1	30.0
Program manager	23	22.1	12	29.5
Project manager III	32	23.3	14	26.9
Project manager II	31	23.6	15	26.0
Project manager I	45	23.1	18	26.4
Project management specialist	31	21.0	17	23.4
Project management consultant	14	19.6	8	35.3

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	29	14%	169	81%	7	3%
Director of project management office (PMO)	2	20%	8	80%	--	--
Portfolio manager	1	13%	8	100%	--	--
Program manager	4	17%	20	83%	--	--
Project manager III	3	9%	25	74%	1	3%
Project manager II	2	6%	27	84%	1	3%
Project manager I	9	17%	43	83%	2	4%
Project management specialist	5	15%	26	79%	2	6%
Project management consultant	3	20%	12	80%	1	7%

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	207	38.9	201	47.9
Director of project management office (PMO)	10	42.8	9	49.8
Portfolio manager	7	41.4	7	49.3
Program manager	25	40.6	24	50.7
Project manager III	33	36.9	32	47.6
Project manager II	33	37.4	33	47.4
Project manager I	52	39.0	50	47.3
Project management specialist	33	37.5	33	48.2
Project management consultant	14	42.7	13	44.5

Nigeria—All Respondents

Annualized Salary by Position Description—Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	1	5%	--	--	--	--
Portfolio manager	--	--	--	--	--	--
Program manager	3	14%	--	--	--	--
Project manager III	3	14%	--	--	--	--
Project manager II	1	5%	--	--	--	--
Project manager I	7	33%	--	--	--	--
Project management specialist	3	14%	--	--	--	--
Project management consultant	3	14%	--	--	--	--

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	9	5%	--	--	--	--
Portfolio manager	8	4%	--	--	--	--
Program manager	22	12%	4,500,000	7,575,051	14,774,125	9,451,033
Project manager III	31	16%	4,650,000	7,500,000	10,000,000	7,405,832
Project manager II	32	17%	4,060,000	6,396,011	8,750,000	6,996,957
Project manager I	45	24%	2,400,000	4,000,000	6,500,000	4,560,939
Project management specialist	31	16%	3,000,000	5,920,000	10,682,760	7,031,332
Project management consultant	13	7%	4,100,000	7,500,000	12,000,000	8,195,568

Detailed Findings Peru—All Respondents



Total Compensation (in Peruvian Nuevo Sol)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	272	80,000	108,750	160,000	122,384
Total compensation	272	88,057	121,000	180,000	137,568

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	7	3%	Decrease	3	1%
Remained the same	92	34%	Remain the same	35	13%
Increased less than 1%	2	1%	Increase less than 1%	7	3%
Increased 1% to 2.9%	25	9%	Increase 1% to 2.9%	19	7%
Increased 3% to 3.9%	15	6%	Increase 3% to 3.9%	20	7%
Increased 4% to 4.9%	13	5%	Increase 4% to 4.9%	12	4%
Increased 5% to 6.9%	25	9%	Increase 5% to 6.9%	31	11%
Increased 7% to 9.9%	20	7%	Increase 7% to 9.9%	20	7%
Increased 10% to 14.9%	34	13%	Increase 10% to 14.9%	56	21%
Increased 15% to 19.9%	14	5%	Increase 15% to 19.9%	20	7%
Increased 20% to 24.9%	8	3%	Increase 20% to 24.9%	23	8%
Increased 25% to 29.9%	6	2%	Increase 25% to 29.9%	7	3%
Increased 30% or greater	11	4%	Increase 30% or greater	19	7%

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	13	5%	95,000	126,718	200,000	141,000
Portfolio manager	16	6%	111,500	140,000	170,400	144,808
Program manager	37	14%	120,000	150,000	210,000	165,885
Project manager III	33	12%	119,000	147,000	199,000	150,276
Project manager II	64	24%	77,000	105,500	150,000	117,081
Project manager I	48	18%	72,000	91,000	108,554	93,283
Project management specialist	35	13%	60,000	84,000	108,000	89,299
Project management consultant	26	10%	56,000	90,900	173,081	113,283

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	1	*	--	--	--	--
3 to less than 5 years	13	5%	36,240	57,000	61,600	53,288
5 to less than 10 years	69	25%	70,255	84,000	112,500	92,714
10 to less than 15 years	89	33%	90,000	120,000	160,000	130,099
15 to less than 20 years	49	18%	96,000	126,000	172,800	133,373
20 or more years	51	19%	100,000	150,000	210,000	157,573

Peru—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Agile/interactive/incremental project management/Scrum</i>						
None	109	44%	72,800	105,107	168,000	124,492
1 to 5 years	100	40%	80,000	108,750	152,000	118,541
6 years or more	40	16%	94,400	120,000	161,200	129,645
<i>Extreme project management</i>						
None	157	64%	77,000	105,107	160,000	122,044
1 to 5 years	60	24%	80,500	105,500	142,500	116,632
6 years or more	30	12%	90,000	120,000	168,000	131,088
<i>Process-based project management</i>						
None	52	20%	94,804	148,500	188,379	148,047
1 to 5 years	124	48%	62,270	94,604	130,000	104,793
6 years or more	80	31%	90,500	120,000	174,000	134,340
<i>Event chain project management</i>						
None	123	49%	77,000	105,000	160,000	122,266
1 to 5 years	87	35%	77,000	106,000	133,000	115,407
6 years or more	41	16%	94,000	124,000	168,000	138,059
<i>Project portfolio management</i>						
None	106	42%	69,232	94,804	126,000	106,966
1 to 5 years	112	44%	85,400	120,000	161,200	132,401
6 years or more	34	13%	84,000	120,000	200,000	141,558
<i>Program management</i>						
None	89	35%	72,000	96,000	130,000	107,332
1 to 5 years	115	45%	80,000	120,000	160,000	124,113
6 years or more	51	20%	96,000	140,000	200,000	150,551
<i>Earned value management</i>						
None	41	16%	70,000	94,408	108,000	105,159
1 to 5 years	136	53%	80,000	109,900	150,000	117,879
6 years or more	81	31%	94,000	126,000	183,050	141,010
<i>Lean project management</i>						
None	113	45%	70,255	106,000	163,640	120,858
1 to 5 years	105	42%	80,000	105,000	150,000	119,919
6 years or more	34	13%	94,800	120,000	180,000	140,395

Peru—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Critical chain project management</i>						
None	79	31%	72,000	103,000	160,000	120,271
1 to 5 years	107	42%	77,000	100,000	140,000	112,236
6 years or more	66	26%	95,000	125,000	200,000	141,831
<i>Waterfall project management</i>						
None	121	49%	72,800	105,000	160,000	120,812
1 to 5 years	74	30%	80,000	107,900	147,000	118,666
6 years or more	52	21%	94,400	120,000	170,400	134,438
<i>Risk management</i>						
None	30	12%	56,000	84,000	130,414	101,208
1 to 5 years	146	57%	72,800	99,000	150,000	114,681
6 years or more	81	32%	96,000	126,000	180,000	141,318
<i>Change management</i>						
None	34	13%	55,000	98,000	160,000	108,828
1 to 5 years	134	53%	78,000	97,500	140,000	113,320
6 years or more	87	34%	96,000	124,000	180,000	141,597
<i>Resource management</i>						
None	23	9%	61,600	84,000	158,605	120,474
1 to 5 years	137	53%	72,800	96,000	130,000	106,585
6 years or more	100	38%	96,000	126,000	198,629	144,507

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	11	4%	48,000	61,600	165,000	93,119
3 to less than 5 years	45	17%	57,000	80,000	119,577	94,480
5 to less than 10 years	126	46%	80,000	105,054	130,000	111,795
10 to less than 15 years	56	21%	94,204	125,359	200,000	147,771
15 to less than 20 years	26	10%	120,000	154,000	202,500	156,424
20 or more years	8	3%	--	--	--	--

Peru—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	12	4%	82,000	107,250	120,000	113,158
Some college or associate's degree	10	4%	73,920	108,000	126,000	102,657
4-year college degree	91	33%	62,939	88,114	121,000	97,995
Master's degree	149	55%	92,000	124,000	186,557	140,828
Doctoral degree	10	4%	72,000	94,408	126,000	100,302

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	141	52%	80,000	105,800	154,000	118,067
No degree in PM	128	48%	80,000	112,000	168,000	126,397

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	206	76%	84,000	119,580	168,000	128,681
PMP for less than 1 year	2	1%	--	--	--	--
PMP for 1 to less than 5 years	150	73%	80,000	105,000	140,000	115,039
PMP for 5 to less than 10 years	46	22%	126,000	176,400	231,000	174,221
PMP for 10 to less than 20 years	7	3%	--	--	--	--
PMP for 20 or more years	--	--	--	--	--	--
Do not have a PMP® certification	66	24%	60,000	92,204	150,000	102,728

Annualized Salary by Amount of Training per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	78	29%	84,000	114,748	168,000	128,095
5 to 9 days	52	20%	87,000	120,000	161,200	131,795
10 days or more	136	51%	77,000	97,500	148,500	117,298

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	219	83%	81,281	112,500	164,400	126,179
Female	46	17%	60,200	95,204	126,000	105,528

Peru—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	33	12%	94,408	150,000	200,000	142,213
Consulting	23	8%	78,673	120,000	160,000	119,815
Customer service/ public relations	2	1%	--	--	--	--
Engineering	23	8%	100,500	120,000	165,000	139,475
Finance	1	*	--	--	--	--
Human resources	1	*	--	--	--	--
Information technology/ information systems	59	22%	80,000	97,000	140,000	113,760
Operations/manufacturing	12	4%	83,600	155,000	197,000	143,044
Project management department or PMO	91	33%	84,000	107,800	154,000	122,033
Quality management	6	2%	--	--	--	--
Research and development	2	1%	--	--	--	--
Sales/marketing	5	2%	--	--	--	--
Supply chain management/logistics	3	1%	--	--	--	--
Training/education	2	1%	--	--	--	--
Other	9	3%	--	--	--	--

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	--	--	--	--	--	--
Business services	2	1%	--	--	--	--
Construction	47	17%	84,000	116,000	168,000	128,305
Consulting	20	7%	81,337	120,000	205,000	134,894
Engineering	26	10%	80,000	108,000	160,493	125,894
Financial services	19	7%	77,000	102,200	147,000	114,778
Food and beverage	7	3%	--	--	--	--
Government	13	5%	62,939	94,408	103,000	87,896
Healthcare	3	1%	--	--	--	--
Information technology	62	23%	81,000	120,000	160,000	121,524
Insurance	7	3%	--	--	--	--
Legal	--	--	--	--	--	--
Manufacturing	4	1%	--	--	--	--
Pharmaceuticals	2	1%	--	--	--	--
Real estate	1	*	--	--	--	--
Resources (agriculture, mining, etc.)	20	7%	110,000	166,440	205,000	162,399
Telecommunications	18	7%	80,000	97,204	119,583	106,826
Training/education	2	1%	--	--	--	--
Utility	2	1%	--	--	--	--
Other	17	6%	69,232	120,000	154,000	126,007

Peru—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	56	21%	79,337	120,000	172,941	131,296
Construction	84	31%	90,000	123,900	181,525	137,605
Engineering	81	30%	80,000	112,000	165,000	125,606
Information technology	151	56%	80,000	105,000	140,000	116,493
Manufacturing	10	4%	78,673	106,900	120,000	105,547
Operations	54	20%	87,500	120,000	172,880	130,532
Quality management	28	10%	80,000	111,000	155,000	119,457
Regulatory compliance	21	8%	103,000	140,000	200,000	150,720
Research and development	22	8%	77,000	120,000	150,000	115,693
Supply chain management/logistics	17	6%	48,000	120,000	200,000	127,067
Other	16	6%	69,000	96,600	147,000	112,272

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th percentile	Median	75th percentile	Mean
Fewer than 100	49	18%	73,920	120,000	160,000	120,924
100-299	37	14%	80,000	113,496	160,000	118,926
300- 999	55	20%	84,000	112,000	160,000	126,398
1,000- 2,499	48	18%	78,500	108,750	150,500	118,076
2,500- 4,999	36	13%	76,000	94,900	124,740	106,721
5,000- 9,999	13	5%	80,000	100,000	112,000	106,729
10,000 or more	34	13%	86,800	131,500	204,550	150,408

Annualized Salary by Average Project Team Size

Team size	n=	Percent	25th percentile	Median	75th percentile	Mean
1-4 people	48	21%	85,400	103,900	135,207	116,002
5-9 people	74	32%	80,000	112,000	172,800	126,477
10-14 people	47	20%	80,000	119,000	173,081	129,459
15-19 people	15	6%	96,000	140,000	164,400	141,522
20 or more people	47	20%	84,000	120,000	168,000	134,280

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	58	22%	62,939	95,000	120,000	105,093
\$100,000-\$499,999	55	21%	84,000	108,000	157,347	122,758
\$500,000-\$999,999	43	16%	77,000	94,000	133,000	109,705
\$1 million-\$10 million	69	26%	87,600	116,000	162,400	131,124
More than \$10 million	36	14%	112,000	152,000	198,529	155,556

Peru—All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	69	26%
Yes—Informal	103	38%
No	86	32%
Don't know	12	4%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	60	36%
Yes—Informal	86	51%
No	14	8%
Don't know	7	4%

Defined Set of Performance Skills for Project Managers Within Organization

	n=	Percent
Yes—Clearly defined/in writing	93	35%
Yes—Informal	107	40%
No	62	23%
Don't know	6	2%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	25	9%	9	3%	231	87%
Director of project management office (PMO)	3	23%	1	8%	9	69%
Portfolio manager	1	6%	1	6%	14	88%
Program manager	2	6%	--	--	33	94%
Project manager III	2	6%	2	6%	28	88%
Project manager II	6	10%	1	2%	56	89%
Project manager I	5	10%	4	8%	39	81%
Project management specialist	5	16%	--	--	27	84%
Project management consultant	1	4%	--	--	25	96%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	62	23%	184	69%	114	43%
Director of project management office (PMO)	3	23%	11	85%	9	69%
Portfolio manager	6	38%	16	100%	7	44%
Program manager	7	20%	26	74%	12	34%
Project manager III	3	9%	29	91%	11	34%
Project manager II	18	29%	42	67%	30	48%
Project manager I	11	23%	28	58%	16	33%
Project management specialist	8	23%	20	57%	16	46%
Project management consultant	6	23%	12	46%	13	50%

Peru—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	258	26.3	159	28.4
Director of project management office (PMO)	13	24.0	7	34.3
Portfolio manager	16	22.1	11	32.7
Program manager	36	27.8	27	30.0
Project manager III	31	27.2	24	27.8
Project manager II	61	26.0	38	26.2
Project manager I	46	26.0	24	29.6
Project management specialist	32	26.5	15	29.2
Project management consultant	23	28.1	13	22.5

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	108	41%	95	36%	26	10%
Director of project management office (PMO)	7	54%	3	23%	1	8%
Portfolio manager	7	44%	3	19%	1	6%
Program manager	15	42%	19	53%	4	11%
Project manager III	10	30%	11	33%	5	15%
Project manager II	21	33%	29	46%	7	11%
Project manager I	18	39%	15	33%	4	9%
Project management specialist	17	55%	10	32%	2	6%
Project management consultant	13	50%	5	19%	2	8%

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	264	43.0	254	47.9
Director of project management office (PMO)	12	43.3	11	48.5
Portfolio manager	16	44.1	16	48.2
Program manager	37	43.1	36	49.0
Project manager III	33	42.7	32	48.5
Project manager II	62	42.2	61	47.1
Project manager I	47	43.7	45	48.2
Project management specialist	31	45.0	31	49.0
Project management consultant	26	40.3	22	44.4

Peru—All Respondents

Annualized Salary by Position Description—Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	5	11%	--	--	--	--
Portfolio manager	3	7%	--	--	--	--
Program manager	5	11%	--	--	--	--
Project manager III	3	7%	--	--	--	--
Project manager II	5	11%	--	--	--	--
Project manager I	6	14%	--	--	--	--
Project management specialist	5	11%	--	--	--	--
Project management consultant	12	27%	69,410	169,041	196,500	144,658

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	8	4%	--	--	--	--
Portfolio manager	13	6%	108,000	126,000	168,000	138,179
Program manager	32	14%	114,000	148,500	202,500	160,029
Project manager III	30	13%	112,000	150,500	199,000	150,304
Project manager II	59	26%	77,000	109,500	160,000	119,869
Project manager I	42	18%	72,000	90,000	105,000	90,625
Project management specialist	30	13%	60,000	82,000	108,000	89,169
Project management consultant	14	6%	55,000	81,337	120,000	86,390

Detailed Findings Poland—All Respondents



Total Compensation (in Polish Zloty)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	293	114,000	145,000	180,000	151,781
Total compensation	293	120,000	161,000	206,000	166,456

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	12	4%	Decrease	1	*
Remained the same	100	34%	Remain the same	104	35%
Increased less than 1%	8	3%	Increase less than 1%	11	4%
Increased 1% to 2.9%	32	11%	Increase 1% to 2.9%	27	9%
Increased 3% to 3.9%	17	6%	Increase 3% to 3.9%	26	9%
Increased 4% to 4.9%	22	8%	Increase 4% to 4.9%	15	5%
Increased 5% to 6.9%	20	7%	Increase 5% to 6.9%	22	8%
Increased 7% to 9.9%	23	8%	Increase 7% to 9.9%	23	8%
Increased 10% to 14.9%	23	8%	Increase 10% to 14.9%	34	12%
Increased 15% to 19.9%	8	3%	Increase 15% to 19.9%	8	3%
Increased 20% to 24.9%	8	3%	Increase 20% to 24.9%	7	2%
Increased 25% to 29.9%	5	2%	Increase 25% to 29.9%	3	1%
Increased 30% or greater	15	5%	Increase 30% or greater	12	4%

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	13	4%	120,000	168,000	192,000	171,044
Portfolio manager	22	8%	150,000	190,000	220,000	192,627
Program manager	42	14%	129,000	168,000	217,000	176,137
Project manager III	102	35%	120,000	148,250	180,000	153,047
Project manager II	64	22%	95,200	120,500	162,000	129,695
Project manager I	28	10%	95,000	112,850	139,500	118,793
Project management specialist	10	3%	80,400	98,000	100,000	92,640
Project management consultant	12	4%	139,500	194,960	264,750	204,071

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	--	--	--	--	--	--
3 to less than 5 years	3	1%	--	--	--	--
5 to less than 10 years	91	31%	102,000	120,000	150,000	129,982
10 to less than 15 years	93	32%	119,079	146,000	174,000	148,629
15 to less than 20 years	66	23%	120,000	171,000	208,000	167,049
20 or more years	40	14%	120,000	180,000	230,700	189,224

Poland—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Agile/interactive/incremental project management/Scrum</i>						
None	90	32%	100,000	130,500	177,000	141,620
1 to 5 years	157	56%	115,000	150,000	180,000	153,671
6 years or more	32	11%	129,000	163,246	205,000	170,787
<i>Extreme project management</i>						
None	194	70%	108,000	140,000	180,000	148,221
1 to 5 years	64	23%	120,000	150,000	182,000	150,923
6 years or more	19	7%	138,400	170,000	216,000	183,758
<i>Process-based project management</i>						
None	76	27%	103,000	143,000	180,000	146,624
1 to 5 years	128	46%	105,000	140,000	176,000	145,936
6 years or more	75	27%	122,000	156,000	200,000	165,934
<i>Event chain project management</i>						
None	198	74%	109,000	144,000	186,000	152,131
1 to 5 years	51	19%	114,000	132,000	168,000	144,186
6 years or more	19	7%	120,000	160,000	180,000	156,205
<i>Project portfolio management</i>						
None	129	47%	100,000	120,000	156,000	131,380
1 to 5 years	111	40%	120,000	159,500	200,000	166,197
6 years or more	37	13%	146,500	170,000	200,000	178,364
<i>Program management</i>						
None	100	36%	100,000	120,000	154,635	130,038
1 to 5 years	127	46%	115,000	150,000	180,000	155,010
6 years or more	49	18%	150,000	180,000	210,000	183,704
<i>Earned value management</i>						
None	99	36%	104,000	130,000	180,000	143,150
1 to 5 years	131	47%	114,000	144,000	180,000	151,421
6 years or more	46	17%	125,000	159,250	190,000	168,293
<i>Lean project management</i>						
None	150	54%	102,000	144,000	180,000	150,987
1 to 5 years	105	38%	119,079	144,000	174,000	150,037
6 years or more	22	8%	122,000	163,246	204,000	162,112

Poland—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Critical chain project management</i>						
None	115	42%	102,000	132,000	182,561	147,492
1 to 5 years	109	39%	115,000	144,000	174,000	147,444
6 years or more	53	19%	120,000	166,491	200,000	167,085
<i>Waterfall project management</i>						
None	64	23%	100,000	120,000	180,000	138,723
1 to 5 years	95	34%	102,000	125,000	156,000	134,094
6 years or more	120	43%	130,000	166,491	200,000	171,193
<i>Risk management</i>						
None	19	7%	96,000	151,200	180,000	141,916
1 to 5 years	150	54%	102,000	120,525	165,000	135,727
6 years or more	111	40%	136,000	168,000	206,000	175,657
<i>Change management</i>						
None	19	7%	84,000	145,200	196,000	140,205
1 to 5 years	148	52%	110,000	137,500	175,100	144,996
6 years or more	116	41%	120,000	151,000	195,960	162,511
<i>Resource management</i>						
None	18	6%	100,000	129,500	162,000	133,573
1 to 5 years	139	50%	102,000	126,000	168,000	139,439
6 years or more	122	44%	125,000	164,246	200,000	169,238

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	9	3%	--	--	--	--
3 to less than 5 years	51	17%	96,000	119,749	150,000	120,812
5 to less than 10 years	144	49%	117,812	144,000	174,500	148,069
10 to less than 15 years	65	22%	120,000	180,000	204,000	174,547
15 to less than 20 years	21	7%	120,000	171,600	216,000	174,962
20 or more years	3	1%	--	--	--	--

Poland—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	15	5%	120,000	160,000	200,000	162,200
Some college or associate's degree	2	1%	--	--	--	--
4-year college degree	13	4%	140,000	146,000	162,000	143,846
Master's degree	206	70%	110,000	142,000	180,000	149,941
Doctoral degree	57	19%	120,000	151,200	180,000	156,044

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	58	20%	105,000	127,500	156,000	133,296
No degree in PM	234	80%	115,000	150,000	186,500	156,306

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	235	80%	116,544	150,000	186,000	156,730
PMP for less than 1 year	4	2%	--	--	--	--
PMP for 1 to less than 5 years	168	74%	110,000	139,200	178,500	144,733
PMP for 5 to less than 10 years	46	20%	150,000	180,000	218,000	195,273
PMP for 10 to less than 20 years	9	4%	--	--	--	--
PMP for 20 or more years	--	--	--	--	--	--
Do not have a PMP® certification	58	20%	100,000	120,025	162,000	131,728

Annualized Salary by Amount of Training per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	122	42%	114,000	144,000	180,000	150,497
5 to 9 days	102	35%	110,000	145,100	182,561	154,906
10 days or more	67	23%	120,000	145,000	180,000	149,325

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	219	78%	116,000	146,500	180,000	152,615
Female	62	22%	100,000	121,025	180,000	145,703

Poland—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	18	6%	120,000	168,000	200,000	171,597
Consulting	25	9%	153,270	186,500	210,000	193,740
Customer service/ public relations	1	*	--	--	--	--
Engineering	11	4%	100,000	120,000	200,000	136,964
Finance	9	3%	--	--	--	--
Human resources	--	--	--	--	--	--
Information technology/ information systems	71	24%	116,000	150,000	180,000	155,784
Operations/manufacturing	11	4%	120,000	144,000	180,000	149,199
Project management department or PMO	118	40%	104,000	140,000	170,000	142,807
Quality management	3	1%	--	--	--	--
Research and development	12	4%	112,500	135,000	150,000	133,667
Sales/marketing	7	2%	--	--	--	--
Supply chain management/logistics	2	1%	--	--	--	--
Training/education	1	*	--	--	--	--
Other	4	1%	--	--	--	--

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	--	--	--	--	--	--
Business services	4	1%	--	--	--	--
Construction	2	1%	--	--	--	--
Consulting	19	6%	150,000	180,000	210,000	191,981
Engineering	16	5%	90,000	112,500	147,600	120,594
Financial services	44	15%	114,500	150,000	180,000	154,226
Food and beverage	3	1%	--	--	--	--
Government	4	1%	--	--	--	--
Healthcare	2	1%	--	--	--	--
Information technology	119	41%	105,000	130,000	168,000	142,935
Insurance	2	1%	--	--	--	--
Legal	--	--	--	--	--	--
Manufacturing	13	4%	115,000	152,000	180,000	159,308
Pharmaceuticals	4	1%	--	--	--	--
Real estate	--	--	--	--	--	--
Resources (agriculture, mining, etc.)	2	1%	--	--	--	--
Telecommunications	35	12%	116,000	144,000	190,000	154,313
Training/education	2	1%	--	--	--	--
Utility	3	1%	--	--	--	--
Other	19	6%	116,000	162,000	200,880	165,391

Poland—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	90	31%	120,000	156,420	200,000	163,090
Construction	8	3%	--	--	--	--
Engineering	32	11%	102,500	125,000	163,246	136,880
Information technology	203	70%	110,700	144,000	180,000	151,908
Manufacturing	14	5%	110,000	121,000	168,000	133,714
Operations	74	25%	120,000	153,000	180,000	157,780
Quality management	33	11%	115,000	144,000	168,000	149,195
Regulatory compliance	32	11%	145,500	172,500	188,250	167,666
Research and development	34	12%	120,000	143,000	168,000	147,632
Supply chain management/logistics	16	5%	112,500	168,000	207,250	171,469
Other	20	7%	117,812	161,242	190,000	162,421

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th percentile	Median	75th percentile	Mean
Fewer than 100	13	4%	120,000	132,000	207,000	168,702
100-299	34	12%	116,544	147,500	190,000	149,920
300- 999	29	10%	120,000	150,000	180,000	143,824
1,000- 2,499	29	10%	120,000	140,000	200,000	159,407
2,500- 4,999	27	9%	120,000	142,000	170,000	142,907
5,000- 9,999	15	5%	100,000	150,000	176,500	143,513
10,000 or more	146	50%	110,000	145,500	180,000	153,264

Annualized Salary by Average Project Team Size

Team size	n=	Percent	25th percentile	Median	75th percentile	Mean
1-4 people	28	11%	120,000	161,000	180,000	156,844
5-9 people	70	29%	100,000	136,700	162,000	136,310
10-14 people	60	25%	114,500	142,000	185,000	154,575
15-19 people	36	15%	117,000	147,000	183,000	153,575
20 or more people	50	20%	140,000	177,500	204,000	180,984

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	38	14%	92,120	120,000	168,000	128,112
\$100,000-\$499,999	100	38%	113,500	145,850	180,000	148,297
\$500,000-\$999,999	34	13%	120,000	144,500	174,000	154,220
\$1 million-\$10 million	84	32%	119,540	144,500	180,000	157,736
More than \$10 million	10	4%	162,000	200,000	240,000	209,000

Poland—All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	80	27%
Yes—Informal	109	37%
No	89	30%
Don't know	15	5%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	46	24%
Yes—Informal	77	41%
No	39	21%
Don't know	26	14%

Defined Set of Performance Skills for Project Managers Within Organization

	n=	Percent
Yes—Clearly defined/in writing	125	43%
Yes—Informal	87	30%
No	62	21%
Don't know	19	6%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	10	3%	10	3%	270	94%
Director of project management office (PMO)	--	--	--	--	13	100%
Portfolio manager	1	5%	2	10%	19	90%
Program manager	2	5%	1	2%	38	93%
Project manager III	3	3%	3	3%	96	95%
Project manager II	3	5%	3	5%	56	90%
Project manager I	--	--	1	4%	27	96%
Project management specialist	1	10%	--	--	9	90%
Project management consultant	--	--	--	--	12	100%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	77	26%	226	77%	131	45%
Director of project management office (PMO)	5	38%	8	62%	3	23%
Portfolio manager	10	45%	19	86%	11	50%
Program manager	13	31%	37	88%	16	38%
Project manager III	26	25%	76	75%	44	43%
Project manager II	16	25%	50	78%	31	48%
Project manager I	4	14%	21	75%	17	61%
Project management specialist	2	20%	7	70%	3	30%
Project management consultant	1	8%	8	67%	6	50%

Poland—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	269	21.5	278	24.8
Director of project management office (PMO)	12	21.7	13	25.8
Portfolio manager	21	21.2	22	25.7
Program manager	40	21.7	40	24.4
Project manager III	90	21.4	97	24.7
Project manager II	60	22.8	58	26.1
Project manager I	25	22.4	27	25.0
Project management specialist	10	18.9	9	25.3
Project management consultant	11	14.5	12	17.5

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	60	21%	23	8%	22	8%
Director of project management office (PMO)	3	23%	--	--	1	8%
Portfolio manager	5	23%	2	9%	3	14%
Program manager	8	20%	4	10%	4	10%
Project manager III	19	19%	9	9%	4	4%
Project manager II	15	24%	4	6%	5	8%
Project manager I	6	21%	3	11%	2	7%
Project management specialist	3	30%	1	10%	1	10%
Project management consultant	1	9%	--	--	2	18%

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	290	40.1	290	44.8
Director of project management office (PMO)	13	40.2	13	46.0
Portfolio manager	22	40.1	22	46.7
Program manager	42	40.0	42	45.5
Project manager III	101	40.1	100	45.1
Project manager II	63	40.1	63	43.6
Project manager I	28	39.9	28	43.3
Project management specialist	10	40.0	10	44.0
Project management consultant	11	41.8	12	45.7

Poland—All Respondents

Annualized Salary by Position Description—Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	3	7%	--	--	--	--
Portfolio manager	4	9%	--	--	--	--
Program manager	5	11%	--	--	--	--
Project manager III	19	43%	120,000	144,000	156,000	150,868
Project manager II	6	14%	--	--	--	--
Project manager I	--	--	--	--	--	--
Project management specialist	1	2%	--	--	--	--
Project management consultant	6	14%	--	--	--	--

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	10	4%	120,000	169,000	192,000	176,657
Portfolio manager	18	7%	165,000	200,000	220,800	199,100
Program manager	37	15%	129,000	168,000	210,000	174,568
Project manager III	83	33%	120,000	150,000	180,000	153,546
Project manager II	58	23%	92,400	122,500	162,000	130,042
Project manager I	28	11%	95,000	112,850	139,500	118,793
Project management specialist	9	4%	--	--	--	--
Project management consultant	6	2%	--	--	--	--

Detailed Findings Qatar—All Respondents



Total Compensation (in Qatari Riyals)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	346	204,000	300,000	420,000	324,566
Total compensation	346	240,000	349,606	504,000	388,596

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	2	1%	Decrease	2	1%
Remained the same	138	40%	Remain the same	74	21%
Increased less than 1%	8	2%	Increase less than 1%	5	1%
Increased 1% to 2.9%	49	14%	Increase 1% to 2.9%	43	12%
Increased 3% to 3.9%	27	8%	Increase 3% to 3.9%	38	11%
Increased 4% to 4.9%	22	6%	Increase 4% to 4.9%	27	8%
Increased 5% to 6.9%	31	9%	Increase 5% to 6.9%	50	14%
Increased 7% to 9.9%	22	6%	Increase 7% to 9.9%	29	8%
Increased 10% to 14.9%	23	7%	Increase 10% to 14.9%	39	11%
Increased 15% to 19.9%	3	1%	Increase 15% to 19.9%	15	4%
Increased 20% to 24.9%	4	1%	Increase 20% to 24.9%	6	2%
Increased 25% to 29.9%	6	2%	Increase 25% to 29.9%	4	1%
Increased 30% or greater	11	3%	Increase 30% or greater	14	4%

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	10	3%	396,000	460,000	600,000	509,457
Portfolio manager	9	3%	--	--	--	--
Program manager	34	10%	199,200	336,000	504,000	392,710
Project manager III	70	20%	240,000	324,000	450,000	352,374
Project manager II	50	14%	240,000	321,000	408,000	338,305
Project manager I	62	18%	150,000	240,000	336,000	245,921
Project management specialist	80	23%	174,000	240,000	367,500	270,559
Project management consultant	31	9%	240,000	360,000	472,944	374,329

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	--	--	--	--	--	--
3 to less than 5 years	5	1%	--	--	--	--
5 to less than 10 years	38	11%	144,000	191,510	240,000	206,817
10 to less than 15 years	111	32%	180,000	250,000	360,000	283,893
15 to less than 20 years	84	24%	240,000	315,500	414,000	341,763
20 or more years	108	31%	288,000	384,000	486,000	402,255

Qatar—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Agile/interactive/incremental project management/Scrum</i>						
None	153	54%	184,800	300,000	446,400	324,898
1 to 5 years	88	31%	237,000	300,000	401,714	324,758
6 years or more	40	14%	240,000	355,000	459,000	378,206
<i>Extreme project management</i>						
None	147	52%	198,169	300,000	432,000	323,753
1 to 5 years	67	24%	200,000	301,150	420,000	324,594
6 years or more	70	25%	240,000	360,000	450,000	368,821
<i>Process-based project management</i>						
None	77	26%	183,446	300,000	480,000	326,869
1 to 5 years	119	41%	198,169	288,000	384,000	304,989
6 years or more	95	33%	247,200	360,000	480,000	373,997
<i>Event chain project management</i>						
None	174	62%	198,169	300,000	432,000	324,682
1 to 5 years	64	23%	228,000	300,000	420,000	327,883
6 years or more	42	15%	246,000	360,000	438,000	361,735
<i>Project portfolio management</i>						
None	131	45%	180,000	288,000	360,000	288,670
1 to 5 years	99	34%	228,000	310,000	450,000	339,913
6 years or more	63	22%	260,000	400,000	481,085	416,050
<i>Program management</i>						
None	86	28%	156,000	243,000	352,000	265,642
1 to 5 years	119	39%	220,000	300,000	398,040	314,951
6 years or more	97	32%	260,000	400,000	487,200	409,571
<i>Earned value management</i>						
None	65	22%	180,000	255,121	348,000	297,075
1 to 5 years	126	42%	199,200	300,000	408,000	322,145
6 years or more	110	37%	240,000	345,000	460,000	359,740
<i>Lean project management</i>						
None	146	52%	192,000	300,575	420,000	325,132
1 to 5 years	83	29%	204,000	300,000	400,000	310,428
6 years or more	54	19%	288,000	360,000	480,000	388,189

Qatar—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Critical chain project management</i>						
None	116	41%	210,000	300,000	404,000	318,663
1 to 5 years	99	35%	200,000	300,000	420,000	335,120
6 years or more	68	24%	243,000	372,000	470,000	375,860
<i>Waterfall project management</i>						
None	176	62%	191,510	300,000	426,000	320,446
1 to 5 years	63	22%	240,000	300,000	420,000	332,794
6 years or more	44	16%	300,000	370,000	480,000	400,678
<i>Risk management</i>						
None	43	14%	150,000	240,000	408,000	276,221
1 to 5 years	144	48%	195,085	278,000	360,000	294,775
6 years or more	111	37%	264,384	375,000	480,000	390,085
<i>Change management</i>						
None	42	14%	180,000	265,561	336,000	282,220
1 to 5 years	135	44%	199,200	276,000	381,600	290,614
6 years or more	127	42%	248,904	360,000	480,000	386,463
<i>Resource management</i>						
None	30	10%	180,000	304,500	408,000	308,585
1 to 5 years	110	36%	183,600	248,742	360,000	282,667
6 years or more	163	54%	240,000	352,000	450,000	362,290

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	7	2%	--	--	--	--
3 to less than 5 years	31	9%	156,000	204,000	270,000	224,077
5 to less than 10 years	143	41%	180,000	252,000	352,000	276,840
10 to less than 15 years	90	26%	240,000	360,000	450,000	359,106
15 to less than 20 years	50	14%	300,000	408,000	500,000	428,344
20 or more years	25	7%	276,000	420,000	529,200	418,328

Qatar—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	2	1%	--	--	--	--
Some college or associate's degree	14	4%	250,000	350,819	480,000	378,316
4-year college degree	162	47%	181,800	275,500	375,000	290,241
Master's degree	155	45%	240,000	326,000	450,000	353,883
Doctoral degree	13	4%	240,000	301,150	528,000	369,425

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	84	24%	191,510	300,000	444,000	326,812
No degree in PM	260	76%	211,500	300,000	408,000	324,353

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	254	73%	216,000	318,540	432,000	339,095
PMP for less than 1 year	4	2%	--	--	--	--
PMP for 1 to less than 5 years	163	66%	210,000	300,000	393,615	319,530
PMP for 5 to less than 10 years	71	29%	240,000	360,000	490,000	378,712
PMP for 10 to less than 20 years	8	3%	--	--	--	--
PMP for 20 or more years	--	--	--	--	--	--
Do not have a PMP® certification	92	27%	180,600	250,000	345,000	284,455

Annualized Salary by Amount of Training per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	185	55%	204,000	300,000	420,000	327,120
5 to 9 days	66	20%	240,000	324,500	480,000	352,089
10 days or more	85	25%	192,000	300,000	393,615	311,175

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	315	95%	216,000	300,000	420,000	329,741
Female	18	5%	192,000	247,000	341,637	276,919

Qatar—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	16	5%	221,915	303,000	450,000	343,692
Consulting	33	10%	186,000	288,000	432,000	312,752
Customer service/ public relations	--	--	--	--	--	--
Engineering	61	18%	180,000	280,000	360,000	294,059
Finance	3	1%	--	--	--	--
Human resources	1	*	--	--	--	--
Information technology/ information systems	32	9%	240,000	300,000	351,000	313,410
Operations/manufacturing	11	3%	260,000	375,000	500,000	443,555
Project management department or PMO	169	49%	216,000	300,000	408,000	323,297
Quality management	4	1%	--	--	--	--
Research and development	1	*	--	--	--	--
Sales/marketing	1	*	--	--	--	--
Supply chain management/logistics	2	1%	--	--	--	--
Training/education	--	--	--	--	--	--
Other	12	3%	276,500	384,000	461,472	435,662

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	1	*	--	--	--	--
Business services	2	1%	--	--	--	--
Construction	135	39%	179,369	252,000	380,000	289,522
Consulting	51	15%	247,200	336,000	480,000	370,596
Engineering	37	11%	180,000	324,000	420,000	322,079
Financial services	6	2%	--	--	--	--
Food and beverage	3	1%	--	--	--	--
Government	10	3%	200,000	231,000	300,000	289,400
Healthcare	13	4%	234,000	250,000	450,000	353,462
Information technology	23	7%	240,000	300,000	343,200	303,381
Insurance	--	*	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	1	*	--	--	--	--
Pharmaceuticals	--	*	--	--	--	--
Real estate	8	2%	--	--	--	--
Resources (agriculture, mining, etc.)	31	9%	324,000	408,000	481,085	420,362
Telecommunications	6	2%	--	--	--	--
Training/education	2	1%	--	--	--	--
Utility	2	1%	--	--	--	--
Other	15	4%	228,000	325,000	360,000	314,122

Qatar—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	35	10%	324,000	396,000	480,000	406,731
Construction	236	68%	201,915	300,000	407,829	316,258
Engineering	112	32%	184,800	324,500	439,200	339,211
Information technology	68	20%	240,000	300,000	441,000	340,108
Manufacturing	5	1%	--	--	--	--
Operations	50	14%	200,000	317,000	480,000	354,805
Quality management	30	9%	280,000	312,000	450,000	373,557
Regulatory compliance	13	4%	280,000	375,000	490,000	404,230
Research and development	14	4%	240,000	337,000	480,000	410,417
Supply chain management/logistics	13	4%	192,000	341,637	490,000	360,171
Other	9	3%	--	--	--	--

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th percentile	Median	75th percentile	Mean
Fewer than 100	25	7%	183,000	260,000	384,000	294,720
100-299	42	12%	237,600	282,000	420,000	312,160
300- 999	70	20%	216,000	288,000	390,000	310,285
1,000- 2,499	60	17%	180,600	275,500	385,500	299,630
2,500- 4,999	56	16%	204,000	300,000	422,500	332,432
5,000- 9,999	32	9%	216,000	360,000	480,000	365,143
10,000 or more	61	18%	250,000	348,000	450,000	357,749

Annualized Salary by Average Project Team Size

Team size	n=	Percent	25th percentile	Median	75th percentile	Mean
1-4 people	40	15%	180,000	254,850	410,000	310,855
5-9 people	73	27%	204,000	300,000	408,000	329,453
10-14 people	39	14%	204,000	300,000	420,000	309,942
15-19 people	18	7%	250,000	300,000	420,000	336,636
20 or more people	101	37%	250,000	328,012	446,400	350,095

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	7	2%	--	--	--	--
\$100,000-\$499,999	32	10%	171,000	240,000	336,000	259,640
\$500,000-\$999,999	37	11%	240,000	340,000	432,000	334,695
\$1 million-\$10 million	76	24%	189,000	300,000	397,020	310,181
More than \$10 million	170	53%	228,000	321,000	450,000	343,869

Qatar—All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	61	18%
Yes—Informal	152	44%
No	93	27%
Don't know	37	11%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	46	22%
Yes—Informal	123	58%
No	24	11%
Don't know	18	9%

Defined Set of Performance Skills for Project Managers Within Organization

	n=	Percent
Yes—Clearly defined/in writing	128	38%
Yes—Informal	127	38%
No	63	19%
Don't know	18	5%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	5	1%	6	2%	324	97%
Director of project management office (PMO)	--	--	--	--	9	100%
Portfolio manager	--	--	1	11%	8	89%
Program manager	--	--	--	--	34	100%
Project manager III	1	1%	2	3%	66	96%
Project manager II	1	2%	1	2%	48	96%
Project manager I	3	5%	1	2%	55	93%
Project management specialist	--	--	--	--	74	100%
Project management consultant	--	--	1	3%	30	97%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	225	66%	194	57%	114	33%
Director of project management office (PMO)	7	70%	7	70%	4	40%
Portfolio manager	4	44%	4	44%	2	22%
Program manager	20	59%	19	56%	10	29%
Project manager III	47	68%	41	59%	20	29%
Project manager II	35	70%	33	66%	26	52%
Project manager I	43	69%	33	53%	19	31%
Project management specialist	51	65%	43	55%	22	28%
Project management consultant	18	58%	14	45%	11	35%

Qatar—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	334	28.4	219	31.2
Director of project management office (PMO)	9	31.7	7	31.4
Portfolio manager	9	25.3	7	34.6
Program manager	34	28.9	26	29.7
Project manager III	67	29.1	48	33.0
Project manager II	49	29.0	36	30.8
Project manager I	59	27.5	31	29.9
Project management specialist	77	28.4	46	31.2
Project management consultant	30	26.5	18	30.5

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	68	20%	13	4%	21	6%
Director of project management office (PMO)	2	20%	--	--	1	10%
Portfolio manager	2	22%	--	--	--	--
Program manager	7	21%	1	3%	1	3%
Project manager III	16	24%	1	1%	5	7%
Project manager II	13	26%	3	6%	4	8%
Project manager I	13	22%	4	7%	4	7%
Project management specialist	11	15%	2	3%	4	5%
Project management consultant	4	13%	2	7%	2	7%

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	344	44.3	337	49.9
Director of project management office (PMO)	10	41.6	10	49.8
Portfolio manager	9	46.0	9	53.9
Program manager	34	44.6	34	51.7
Project manager III	69	43.4	66	48.8
Project manager II	50	42.9	50	48.4
Project manager I	62	44.6	59	50.3
Project management specialist	80	45.6	79	50.8
Project management consultant	30	44.2	30	48.7

Qatar—All Respondents

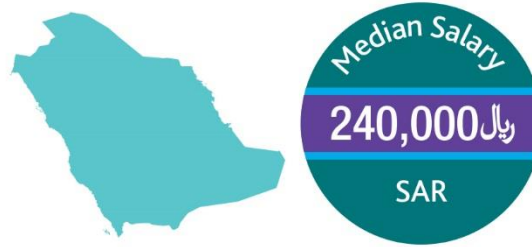
Annualized Salary by Position Description—Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	1	3%	--	--	--	--
Portfolio manager	3	9%	--	--	--	--
Program manager	1	3%	--	--	--	--
Project manager III	5	16%	--	--	--	--
Project manager II	5	16%	--	--	--	--
Project manager I	8	25%	--	--	--	--
Project management specialist	6	19%	--	--	--	--
Project management consultant	3	9%	--	--	--	--

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	9	3%	--	--	--	--
Portfolio manager	6	2%	--	--	--	--
Program manager	33	11%	199,200	324,000	504,000	392,489
Project manager III	65	21%	240,000	324,000	438,000	345,069
Project manager II	45	14%	246,000	318,000	408,000	333,965
Project manager I	54	17%	150,000	240,000	336,000	247,501
Project management specialist	74	24%	181,200	240,000	375,000	274,320
Project management consultant	28	9%	243,600	360,000	463,320	370,697

Detailed Findings Saudi Arabia—All Respondents



Total Compensation (in Saudi Riyals)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	370	169,000	240,000	360,000	281,051
Total compensation	370	202,000	279,500	432,320	335,397

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	3	1%	Decrease	7	2%
Remained the same	114	31%	Remain the same	64	17%
Increased less than 1%	10	3%	Increase less than 1%	7	2%
Increased 1% to 2.9%	20	5%	Increase 1% to 2.9%	19	5%
Increased 3% to 3.9%	26	7%	Increase 3% to 3.9%	36	10%
Increased 4% to 4.9%	35	9%	Increase 4% to 4.9%	47	13%
Increased 5% to 6.9%	46	12%	Increase 5% to 6.9%	63	17%
Increased 7% to 9.9%	39	11%	Increase 7% to 9.9%	35	9%
Increased 10% to 14.9%	38	10%	Increase 10% to 14.9%	42	11%
Increased 15% to 19.9%	9	2%	Increase 15% to 19.9%	12	3%
Increased 20% to 24.9%	7	2%	Increase 20% to 24.9%	14	4%
Increased 25% to 29.9%	7	2%	Increase 25% to 29.9%	7	2%
Increased 30% or greater	16	4%	Increase 30% or greater	17	5%

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	33	9%	264,000	420,000	500,000	430,926
Portfolio manager	10	3%	312,000	343,220	420,000	354,980
Program manager	43	12%	190,000	300,000	384,000	325,462
Project manager III	50	14%	216,000	255,000	420,000	301,355
Project manager II	50	14%	162,000	218,000	284,152	230,620
Project manager I	74	20%	156,816	214,440	289,992	225,853
Project management specialist	87	24%	138,000	238,000	330,000	257,728
Project management consultant	23	6%	163,067	250,000	360,000	282,151

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	1	*	--	--	--	--
3 to less than 5 years	13	4%	130,000	156,000	186,000	177,317
5 to less than 10 years	91	25%	126,000	180,000	228,000	188,026
10 to less than 15 years	118	32%	168,000	240,000	312,000	251,550
15 to less than 20 years	69	19%	220,320	336,000	480,000	358,950
20 or more years	78	21%	260,000	360,000	495,235	384,613

Saudi Arabia—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Agile/interactive/incremental project management/Scrum</i>						
None	168	55%	180,000	248,580	360,000	294,585
1 to 5 years	103	34%	170,000	236,400	360,000	272,626
6 years or more	32	11%	232,170	286,386	435,107	323,071
<i>Extreme project management</i>						
None	145	48%	180,000	264,000	370,526	299,962
1 to 5 years	102	34%	170,100	237,780	339,600	266,480
6 years or more	57	19%	216,000	266,700	450,214	322,631
<i>Process-based project management</i>						
None	82	26%	170,100	257,580	370,000	295,095
1 to 5 years	143	46%	163,908	224,000	320,000	254,915
6 years or more	89	28%	231,000	296,400	480,000	349,944
<i>Event chain project management</i>						
None	200	66%	168,500	240,000	360,000	280,374
1 to 5 years	74	24%	200,000	263,000	384,000	294,656
6 years or more	29	10%	240,000	307,200	495,235	358,164
<i>Project portfolio management</i>						
None	147	48%	168,000	222,000	330,000	261,887
1 to 5 years	115	37%	190,000	261,732	360,000	291,027
6 years or more	47	15%	250,000	336,440	500,000	383,836
<i>Program management</i>						
None	96	30%	153,000	216,000	305,000	245,814
1 to 5 years	158	50%	180,000	247,000	360,000	293,837
6 years or more	64	20%	250,000	336,220	488,000	365,133
<i>Earned value management</i>						
None	79	25%	180,000	250,000	360,000	287,954
1 to 5 years	162	51%	162,000	239,580	354,900	269,451
6 years or more	77	24%	222,000	300,000	450,214	338,435
<i>Lean project management</i>						
None	172	56%	180,000	252,000	360,000	288,886
1 to 5 years	94	31%	155,520	240,000	354,900	277,011
6 years or more	40	13%	197,298	290,000	497,618	340,166

Saudi Arabia—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Critical chain project management</i>						
None	140	47%	165,534	242,580	360,000	288,839
1 to 5 years	108	36%	180,000	228,406	300,000	254,873
6 years or more	52	17%	255,000	398,217	497,618	375,956
<i>Waterfall project management</i>						
None	176	58%	180,000	252,000	360,000	292,512
1 to 5 years	79	26%	168,000	240,000	336,440	273,297
6 years or more	46	15%	240,000	294,000	432,000	328,326
<i>Risk management</i>						
None	44	14%	158,000	218,120	314,000	266,424
1 to 5 years	188	59%	168,000	240,000	325,000	263,341
6 years or more	86	27%	250,000	347,500	490,000	368,926
<i>Change management</i>						
None	41	13%	170,100	240,000	300,000	278,142
1 to 5 years	183	58%	180,000	240,000	348,000	277,326
6 years or more	92	29%	216,000	311,175	465,107	337,382
<i>Resource management</i>						
None	44	14%	205,000	265,064	336,000	295,395
1 to 5 years	159	50%	150,000	220,000	330,000	257,305
6 years or more	115	36%	202,596	300,000	432,000	325,860

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	13	4%	120,000	156,000	220,000	203,469
3 to less than 5 years	54	15%	120,000	170,010	244,000	193,406
5 to less than 10 years	153	41%	162,000	220,000	290,000	235,558
10 to less than 15 years	90	24%	216,000	298,200	432,000	328,645
15 to less than 20 years	35	9%	300,000	420,000	500,000	423,394
20 or more years	25	7%	280,980	399,000	518,987	418,505

Saudi Arabia—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	--	--	--	--	--	--
Some college or associate's degree	6	2%	--	--	--	--
4-year college degree	229	62%	160,000	230,000	330,157	262,946
Master's degree	126	34%	186,000	272,286	384,000	305,037
Doctoral degree	9	2%	--	--	--	--

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	91	25%	145,000	264,000	370,000	280,355
No degree in PM	273	75%	170,000	240,000	340,000	281,481

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	265	72%	180,000	252,000	360,000	285,888
PMP for less than 1 year	6	2%	--	--	--	--
PMP for 1 to less than 5 years	168	67%	155,760	222,000	300,000	244,740
PMP for 5 to less than 10 years	66	26%	250,000	338,220	486,000	374,145
PMP for 10 to less than 20 years	11	4%	399,000	450,214	500,000	444,887
PMP for 20 or more years	--	--	--	--	--	--
Do not have a PMP® certification	105	28%	152,772	230,000	324,000	268,845

Annualized Salary by Amount of Training per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	160	45%	158,500	239,580	354,000	273,771
5 to 9 days	83	24%	200,000	260,000	399,000	305,611
10 days or more	110	31%	168,000	246,170	350,000	280,113

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	338	99%	170,100	241,170	360,000	282,763
Female	5	1%	--	--	--	--

Saudi Arabia—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	27	7%	162,000	222,000	336,000	255,542
Consulting	19	5%	231,000	300,000	386,434	337,732
Customer service/ public relations	1	*	--	--	--	--
Engineering	33	9%	138,000	201,808	298,000	225,286
Finance	5	1%	--	--	--	--
Human resources	3	1%	--	--	--	--
Information technology/ information systems	42	11%	163,067	220,000	300,000	251,247
Operations/manufacturing	13	4%	187,000	280,980	410,000	295,059
Project management department or PMO	206	56%	180,000	257,500	370,000	296,837
Quality management	1	*	--	--	--	--
Research and development	1	*	--	--	--	--
Sales/marketing	6	2%	--	--	--	--
Supply chain management/logistics	4	1%	--	--	--	--
Training/education	1	*	--	--	--	--
Other	8	2%	--	--	--	--

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	2	1%	--	--	--	--
Business services	--	--	--	--	--	--
Construction	101	27%	145,000	216,000	315,150	262,862
Consulting	40	11%	196,969	277,950	360,000	295,869
Engineering	42	11%	156,000	236,400	384,000	274,536
Financial services	8	2%	--	--	--	--
Food and beverage	1	*	--	--	--	--
Government	8	2%	--	--	--	--
Healthcare	4	1%	--	--	--	--
Information technology	42	11%	168,000	222,000	310,000	251,768
Insurance	--	--	--	--	--	--
Legal	--	--	--	--	--	--
Manufacturing	22	6%	120,000	237,865	350,000	289,318
Pharmaceuticals	1	*	--	--	--	--
Real estate	6	2%	--	--	--	--
Resources (agriculture, mining, etc.)	33	9%	239,160	324,000	477,000	343,732
Telecommunications	31	8%	180,000	274,296	384,000	292,778
Training/education	6	2%	--	--	--	--
Utility	6	2%	--	--	--	--
Other	17	5%	238,000	320,000	430,872	329,422

Saudi Arabia—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	45	12%	220,000	312,000	432,000	337,420
Construction	197	54%	156,000	240,000	360,000	283,147
Engineering	134	36%	178,020	243,750	360,000	290,024
Information technology	114	31%	180,000	251,000	336,000	279,091
Manufacturing	28	8%	146,100	240,000	428,519	304,236
Operations	64	17%	180,000	250,000	353,263	295,270
Quality management	31	8%	170,100	240,000	420,000	316,133
Regulatory compliance	19	5%	163,908	222,222	336,000	261,341
Research and development	20	5%	162,500	253,350	317,575	285,740
Supply chain management/logistics	19	5%	180,000	314,164	360,000	295,617
Other	17	5%	131,882	216,000	312,000	235,417

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th percentile	Median	75th percentile	Mean
Fewer than 100	28	8%	159,408	226,500	342,500	241,294
100-299	34	9%	168,000	189,795	272,771	235,656
300- 999	65	18%	156,000	240,000	330,000	258,113
1,000- 2,499	45	12%	180,000	240,000	315,150	264,023
2,500- 4,999	43	12%	202,596	264,000	432,000	336,005
5,000- 9,999	31	8%	140,000	192,000	312,000	258,380
10,000 or more	124	34%	181,480	281,576	404,500	307,290

Annualized Salary by Average Project Team Size

Team size	n=	Percent	25th percentile	Median	75th percentile	Mean
1-4 people	32	11%	153,858	220,000	323,700	252,807
5-9 people	84	29%	168,000	240,000	347,500	271,162
10-14 people	58	20%	188,160	274,500	384,000	301,493
15-19 people	18	6%	187,589	271,170	426,165	321,075
20 or more people	97	34%	180,000	250,000	370,000	298,643

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	21	6%	145,716	200,000	300,000	213,593
\$100,000-\$499,999	45	13%	150,000	222,222	300,000	233,250
\$500,000-\$999,999	23	7%	144,000	233,390	400,000	280,238
\$1 million-\$10 million	87	26%	180,000	250,000	348,000	284,852
More than \$10 million	162	48%	197,760	262,866	399,000	306,534

Saudi Arabia—All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	70	19%
Yes—Informal	160	45%
No	102	28%
Don't know	27	8%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	62	28%
Yes—Informal	122	55%
No	25	11%
Don't know	13	6%

Defined Set of Performance Skills for Project Managers Within Organization

	n=	Percent
Yes—Clearly defined/in writing	117	34%
Yes—Informal	123	35%
No	88	25%
Don't know	19	5%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	10	3%	5	1%	337	96%
Director of project management office (PMO)	2	6%	--	--	30	94%
Portfolio manager	1	10%	--	--	9	90%
Program manager	1	2%	--	--	41	98%
Project manager III	2	4%	2	4%	45	92%
Project manager II	--	--	1	2%	45	98%
Project manager I	2	3%	2	3%	68	94%
Project management specialist	2	3%	--	--	77	97%
Project management consultant	--	--	--	--	22	100%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	266	74%	171	48%	102	28%
Director of project management office (PMO)	24	75%	17	53%	8	25%
Portfolio manager	9	90%	7	70%	2	20%
Program manager	31	72%	27	63%	15	35%
Project manager III	33	67%	25	51%	11	22%
Project manager II	43	90%	24	50%	13	27%
Project manager I	51	70%	31	42%	17	23%
Project management specialist	63	77%	32	39%	29	35%
Project management consultant	12	55%	8	36%	7	32%

Saudi Arabia—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	343	27.7	240	32.8
Director of project management office (PMO)	31	28.9	26	33.8
Portfolio manager	9	28.1	7	25.7
Program manager	41	27.6	25	30.0
Project manager III	49	26.0	38	32.2
Project manager II	46	27.3	33	31.9
Project manager I	70	28.5	42	32.5
Project management specialist	76	28.6	57	36.2
Project management consultant	21	25.6	12	29.7

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	119	35%	48	14%	32	9%
Director of project management office (PMO)	5	16%	3	10%	5	16%
Portfolio manager	3	33%	--	--	1	11%
Program manager	13	32%	10	24%	6	15%
Project manager III	17	35%	5	10%	5	10%
Project manager II	21	47%	7	16%	6	13%
Project manager I	26	38%	16	23%	3	4%
Project management specialist	27	36%	5	7%	5	7%
Project management consultant	7	33%	2	10%	1	5%

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	356	43.4	345	47.7
Director of project management office (PMO)	33	42.2	32	46.6
Portfolio manager	10	42.6	10	46.5
Program manager	43	41.4	40	47.1
Project manager III	49	43.1	49	47.5
Project manager II	46	43.1	45	48.2
Project manager I	74	43.5	71	47.6
Project management specialist	80	45.4	78	48.4
Project management consultant	21	44.2	20	48.4

Saudi Arabia—All Respondents

Annualized Salary by Position Description—Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	4	10%	--	--	--	--
Portfolio manager	1	3%	--	--	--	--
Program manager	5	13%	--	--	--	--
Project manager III	8	20%	--	--	--	--
Project manager II	7	18%	--	--	--	--
Project manager I	3	8%	--	--	--	--
Project management specialist	10	25%	131,882	250,000	307,200	271,896
Project management consultant	2	5%	--	--	--	--

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	29	9%	300,000	423,216	500,000	449,116
Portfolio manager	9	3%	--	--	--	--
Program manager	38	12%	190,000	300,000	384,000	330,308
Project manager III	42	13%	188,160	250,000	430,872	304,042
Project manager II	43	13%	162,000	220,000	284,152	230,706
Project manager I	71	22%	156,000	210,000	280,000	223,847
Project management specialist	77	23%	140,000	230,000	330,000	255,888
Project management consultant	21	6%	163,067	280,980	360,000	287,308

Detailed Findings Singapore—All Respondents



Total Compensation (in Singapore Dollars)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	549	67,500	90,000	120,000	98,825
Total compensation	549	79,000	103,984	133,801	116,432

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	10	2%	Decrease	8	1%
Remained the same	130	24%	Remain the same	77	14%
Increased less than 1%	22	4%	Increase less than 1%	16	3%
Increased 1% to 2.9%	101	18%	Increase 1% to 2.9%	97	18%
Increased 3% to 3.9%	84	15%	Increase 3% to 3.9%	86	16%
Increased 4% to 4.9%	60	11%	Increase 4% to 4.9%	69	13%
Increased 5% to 6.9%	65	12%	Increase 5% to 6.9%	95	17%
Increased 7% to 9.9%	30	5%	Increase 7% to 9.9%	26	5%
Increased 10% to 14.9%	26	5%	Increase 10% to 14.9%	40	7%
Increased 15% to 19.9%	9	2%	Increase 15% to 19.9%	21	4%
Increased 20% to 24.9%	3	1%	Increase 20% to 24.9%	9	2%
Increased 25% to 29.9%	1	*	Increase 25% to 29.9%	3	1%
Increased 30% or greater	8	1%	Increase 30% or greater	2	*

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	20	4%	145,000	180,000	257,000	198,245
Portfolio manager	24	4%	102,500	122,918	155,500	137,557
Program manager	95	17%	85,680	110,000	150,000	123,326
Project manager III	105	19%	80,000	100,000	120,000	103,356
Project manager II	112	20%	64,810	84,000	100,000	88,067
Project manager I	124	23%	58,700	72,000	90,500	75,559
Project management specialist	46	8%	50,000	63,964	86,000	73,481
Project management consultant	23	4%	55,575	72,000	85,000	78,584

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	2	*	--	--	--	--
3 to less than 5 years	6	1%	--	--	--	--
5 to less than 10 years	113	21%	50,000	62,928	78,000	66,836
10 to less than 15 years	175	32%	67,200	84,780	105,000	89,884
15 to less than 20 years	151	28%	86,000	100,800	130,000	113,008
20 or more years	102	19%	84,000	118,950	171,000	132,235

Singapore—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Agile/interactive/incremental project management/Scrum</i>						
None	231	46%	65,000	84,000	110,000	94,775
1 to 5 years	225	45%	68,200	90,000	120,000	99,352
6 years or more	47	9%	76,800	91,000	130,000	108,591
<i>Extreme project management</i>						
None	328	67%	68,000	86,000	113,500	96,109
1 to 5 years	124	25%	65,000	90,000	110,000	97,028
6 years or more	40	8%	70,500	106,000	150,000	122,612
<i>Process-based project management</i>						
None	130	26%	64,128	80,200	106,000	89,481
1 to 5 years	225	45%	62,400	84,000	105,000	90,354
6 years or more	149	30%	80,834	106,691	150,000	121,081
<i>Event chain project management</i>						
None	331	68%	68,000	90,000	119,971	99,289
1 to 5 years	118	24%	61,164	80,000	100,000	88,335
6 years or more	37	8%	91,000	118,000	150,000	122,584
<i>Project portfolio management</i>						
None	220	44%	64,000	80,000	100,400	84,953
1 to 5 years	204	41%	65,000	90,000	120,000	99,494
6 years or more	75	15%	90,000	120,000	180,000	140,567
<i>Program management</i>						
None	186	37%	60,000	73,585	96,000	81,639
1 to 5 years	229	45%	71,232	91,000	118,000	97,284
6 years or more	92	18%	90,000	125,900	180,000	139,118
<i>Earned value management</i>						
None	216	43%	63,464	80,000	105,800	91,537
1 to 5 years	219	44%	68,900	86,400	110,000	96,919
6 years or more	68	14%	89,400	120,000	150,000	126,238
<i>Lean project management</i>						
None	248	50%	65,026	84,500	107,940	92,862
1 to 5 years	201	40%	68,400	90,000	121,000	101,001
6 years or more	51	10%	80,834	102,000	144,000	119,585

Singapore—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Critical chain project management</i>						
None	258	52%	66,000	85,000	113,000	97,137
1 to 5 years	150	30%	62,000	84,000	106,000	90,496
6 years or more	84	17%	85,500	104,500	136,100	114,920
<i>Waterfall project management</i>						
None	146	29%	60,000	78,250	107,000	91,262
1 to 5 years	197	39%	61,164	80,000	100,000	84,511
6 years or more	168	33%	85,000	114,000	150,000	121,448
<i>Risk management</i>						
None	81	16%	53,495	72,000	97,000	79,127
1 to 5 years	259	50%	64,128	80,000	101,088	87,849
6 years or more	174	34%	86,000	109,440	150,000	124,147
<i>Change management</i>						
None	56	11%	52,137	72,000	100,000	79,341
1 to 5 years	273	52%	62,400	80,000	102,000	88,359
6 years or more	194	37%	84,000	105,800	143,377	119,983
<i>Resource management</i>						
None	53	10%	60,000	75,000	96,000	80,243
1 to 5 years	260	51%	60,000	80,000	103,000	88,276
6 years or more	197	39%	80,834	102,000	143,377	117,684

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	17	3%	49,429	65,000	87,000	70,055
3 to less than 5 years	82	15%	54,000	69,300	84,000	72,547
5 to less than 10 years	259	47%	65,000	84,780	105,000	90,526
10 to less than 15 years	128	23%	84,000	105,500	137,390	115,649
15 to less than 20 years	42	8%	90,000	120,000	156,000	130,393
20 or more years	21	4%	100,000	180,000	200,000	161,399

Singapore—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	20	4%	70,066	86,000	97,550	90,119
Some college or associate's degree	19	3%	76,800	105,000	120,000	105,235
4-year college degree	304	55%	60,550	80,000	101,544	87,273
Master's degree	195	36%	78,000	100,000	140,000	115,813
Doctoral degree	11	2%	69,000	121,000	150,000	121,693

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	65	12%	61,200	90,000	135,500	109,804
No degree in PM	481	88%	68,000	88,941	117,481	97,464

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	481	88%	69,000	90,000	120,000	100,599
PMP for less than 1 year	5	1%	--	--	--	--
PMP for 1 to less than 5 years	328	69%	63,464	81,000	105,000	91,169
PMP for 5 to less than 10 years	124	26%	84,000	102,000	132,000	115,631
PMP for 10 to less than 20 years	21	4%	120,000	158,000	186,000	162,608
PMP for 20 or more years	--	--	--	--	--	--
Do not have a PMP® certification	68	12%	56,700	79,000	105,500	86,279

Annualized Salary by Amount of Training per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	218	41%	62,928	84,890	111,000	95,069
5 to 9 days	188	35%	69,800	91,000	120,000	102,928
10 days or more	129	24%	72,000	90,000	120,000	99,329

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	432	81%	69,300	90,000	120,000	100,191
Female	103	19%	60,000	80,000	106,879	91,953

Singapore—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	10	2%	78,000	102,500	135,000	124,424
Consulting	27	5%	84,000	98,520	168,000	127,355
Customer service/ public relations	2	*	--	--	--	--
Engineering	42	8%	60,000	72,000	100,000	79,021
Finance	12	2%	79,500	113,250	130,250	110,042
Human resources	2	*	--	--	--	--
Information technology/ information systems	221	40%	65,000	85,150	106,691	91,555
Operations/manufacturing	26	5%	60,000	72,400	91,000	83,067
Project management department or PMO	147	27%	71,232	96,300	132,000	107,911
Quality management	4	1%	--	--	--	--
Research and development	16	3%	65,064	78,000	92,550	82,713
Sales/marketing	14	3%	60,000	99,800	140,000	112,314
Supply chain management/logistics	12	2%	79,693	103,000	120,000	98,866
Training/education	1	*	--	--	--	--
Other	13	2%	59,020	76,800	171,000	117,535

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	2	*	--	--	--	--
Business services	2	*	--	--	--	--
Construction	18	3%	64,350	85,500	132,000	98,456
Consulting	23	4%	78,000	96,000	132,000	113,929
Engineering	45	8%	66,000	84,000	105,000	85,061
Financial services	76	14%	88,200	129,000	180,000	137,502
Food and beverage	4	1%	--	--	--	--
Government	26	5%	60,000	73,800	84,000	73,297
Healthcare	17	3%	74,285	100,000	112,000	98,693
Information technology	170	31%	64,000	85,340	108,000	92,978
Insurance	9	2%	--	--	--	--
Legal	--	--	--	--	--	--
Manufacturing	47	9%	60,000	80,000	105,000	86,867
Pharmaceuticals	11	2%	64,128	88,800	117,481	94,246
Real estate	3	1%	--	--	--	--
Resources (agriculture, mining, etc.)	18	3%	72,000	108,000	133,000	109,891
Telecommunications	37	7%	60,000	96,000	118,000	97,735
Training/education	2	*	--	--	--	--
Utility	1	*	--	--	--	--
Other	38	7%	68,000	90,500	108,880	94,826

Singapore—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	114	21%	78,000	100,000	144,000	115,400
Construction	48	9%	66,100	92,300	127,400	107,144
Engineering	107	19%	64,860	84,000	108,880	90,505
Information technology	373	68%	68,400	90,000	118,500	98,108
Manufacturing	37	7%	60,000	87,000	104,000	85,152
Operations	103	19%	65,000	87,000	112,000	94,784
Quality management	42	8%	61,164	88,500	110,000	95,470
Regulatory compliance	52	9%	88,000	119,250	177,000	135,685
Research and development	38	7%	60,000	72,000	100,100	82,539
Supply chain management/logistics	44	8%	65,000	86,000	120,000	93,390
Other	23	4%	70,000	110,000	140,000	118,807

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th percentile	Median	75th percentile	Mean
Fewer than 100	54	10%	56,400	77,778	101,000	82,348
100-299	36	7%	61,600	78,400	112,900	91,503
300- 999	76	14%	60,000	74,400	103,500	89,021
1,000- 2,499	79	14%	60,000	74,285	96,000	87,530
2,500- 4,999	51	9%	65,052	80,000	100,000	89,158
5,000- 9,999	45	8%	69,600	91,000	120,000	97,953
10,000 or more	208	38%	80,500	100,594	135,850	114,802

Annualized Salary by Average Project Team Size

Team size	n=	Percent	25th percentile	Median	75th percentile	Mean
1-4 people	90	21%	60,000	77,000	95,000	81,235
5-9 people	158	36%	72,000	91,000	120,000	99,090
10-14 people	95	22%	72,000	96,000	125,000	105,631
15-19 people	27	6%	71,766	96,000	120,000	103,801
20 or more people	64	15%	81,390	110,365	150,000	123,997

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	64	13%	60,000	72,000	85,075	77,087
\$100,000-\$499,999	119	24%	60,000	78,000	104,000	84,539
\$500,000-\$999,999	85	17%	68,200	85,000	113,000	97,572
\$1 million-\$10 million	191	38%	78,000	100,000	132,000	111,180
More than \$10 million	45	9%	87,000	105,000	152,000	130,397

Singapore—All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	143	26%
Yes—Informal	252	46%
No	117	21%
Don't know	34	6%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	102	26%
Yes—Informal	201	52%
No	49	13%
Don't know	36	9%

Defined Set of Performance Skills for Project Managers Within Organization

	n=	Percent
Yes—Clearly defined/in writing	206	38%
Yes—Informal	187	35%
No	110	20%
Don't know	36	7%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	37	7%	43	8%	466	86%
Director of project management office (PMO)	5	25%	4	20%	11	55%
Portfolio manager	1	4%	3	13%	21	88%
Program manager	9	10%	15	16%	71	76%
Project manager III	10	10%	8	8%	88	84%
Project manager II	7	6%	6	5%	98	89%
Project manager I	4	3%	4	3%	112	93%
Project management specialist	1	2%	2	4%	43	93%
Project management consultant	--	--	1	4%	22	96%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	123	23%	317	58%	151	28%
Director of project management office (PMO)	10	50%	17	85%	8	40%
Portfolio manager	11	46%	21	88%	7	29%
Program manager	25	27%	61	65%	33	35%
Project manager III	24	23%	65	62%	33	31%
Project manager II	22	20%	62	55%	30	27%
Project manager I	17	14%	61	50%	24	20%
Project management specialist	8	17%	20	43%	10	22%
Project management consultant	6	26%	10	43%	6	26%

Singapore—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	523	16.7	481	20.1
Director of project management office (PMO)	19	18.4	19	21.6
Portfolio manager	22	17.6	22	21.1
Program manager	92	17.4	83	20.7
Project manager III	98	17.8	97	20.2
Project manager II	111	16.0	102	19.7
Project manager I	117	16.2	101	20.2
Project management specialist	43	15.9	36	19.2
Project management consultant	21	14.4	21	17.3

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	40	7%	149	27%	26	5%
Director of project management office (PMO)	2	10%	9	45%	1	5%
Portfolio manager	4	17%	10	42%	2	8%
Program manager	6	6%	28	30%	10	11%
Project manager III	5	5%	30	29%	2	2%
Project manager II	6	5%	27	24%	5	5%
Project manager I	14	11%	29	24%	5	4%
Project management specialist	1	2%	10	22%	--	--
Project management consultant	2	9%	6	26%	1	4%

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	542	41.5	533	48.8
Director of project management office (PMO)	19	40.7	19	50.4
Portfolio manager	23	41.4	23	48.6
Program manager	92	41.3	91	49.6
Project manager III	105	41.2	103	49.5
Project manager II	112	41.6	111	48.6
Project manager I	122	41.8	118	48.1
Project management specialist	46	41.5	46	47.5
Project management consultant	23	41.9	22	48.4

Singapore—All Respondents

Annualized Salary by Position Description—Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	1	3%	--	--	--	--
Portfolio manager	3	10%	--	--	--	--
Program manager	7	23%	--	--	--	--
Project manager III	5	16%	--	--	--	--
Project manager II	4	13%	--	--	--	--
Project manager I	9	29%	--	--	--	--
Project management specialist	2	6%	--	--	--	--
Project management consultant	--	--	--	--	--	--

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	19	4%	150,000	180,000	262,000	204,468
Portfolio manager	21	4%	105,000	124,836	155,000	137,732
Program manager	88	17%	85,340	110,000	147,500	121,004
Project manager III	100	19%	82,000	100,000	120,000	101,621
Project manager II	108	21%	64,810	84,000	101,000	88,425
Project manager I	115	22%	58,800	72,000	96,000	76,327
Project management specialist	44	8%	50,200	63,964	88,000	74,275
Project management consultant	23	4%	55,575	72,000	85,000	78,584

Detailed Findings South Africa—All Respondents



Total Compensation (in South African Rand)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	544	593,480	800,000	1,070,800	858,885
Total compensation	544	625,000	870,000	1,200,000	950,712

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	5	1%	Decrease	2	*
Remained the same	96	18%	Remain the same	49	9%
Increased less than 1%	4	1%	Increase less than 1%	2	*
Increased 1% to 2.9%	17	3%	Increase 1% to 2.9%	22	4%
Increased 3% to 3.9%	38	7%	Increase 3% to 3.9%	45	8%
Increased 4% to 4.9%	54	10%	Increase 4% to 4.9%	76	14%
Increased 5% to 6.9%	172	32%	Increase 5% to 6.9%	175	32%
Increased 7% to 9.9%	73	13%	Increase 7% to 9.9%	86	16%
Increased 10% to 14.9%	46	8%	Increase 10% to 14.9%	53	10%
Increased 15% to 19.9%	11	2%	Increase 15% to 19.9%	18	3%
Increased 20% to 24.9%	11	2%	Increase 20% to 24.9%	7	1%
Increased 25% to 29.9%	2	*	Increase 25% to 29.9%	2	*
Increased 30% or greater	15	3%	Increase 30% or greater	7	1%

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	32	6%	736,276	975,000	1,450,000	1,105,658
Portfolio manager	56	10%	720,000	950,000	1,200,000	985,270
Program manager	92	17%	730,000	918,000	1,200,000	1,009,624
Project manager III	138	25%	600,000	762,500	1,000,000	827,246
Project manager II	89	16%	495,000	645,000	890,000	717,868
Project manager I	62	11%	420,000	674,000	1,000,000	712,440
Project management specialist	37	7%	480,000	654,000	1,000,000	739,550
Project management consultant	38	7%	650,000	823,860	1,200,000	900,186

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	1	*	--	--	--	--
3 to less than 5 years	7	1%	--	--	--	--
5 to less than 10 years	59	11%	442,000	579,000	696,000	568,971
10 to less than 15 years	124	23%	502,000	738,500	990,000	757,739
15 to less than 20 years	98	18%	600,000	774,000	1,000,000	854,723
20 or more years	255	47%	720,000	930,800	1,200,000	989,648

South Africa—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Agile/interactive/incremental project management/Scrum</i>						
None	227	45%	581,184	780,000	1,044,000	855,589
1 to 5 years	198	39%	540,000	762,500	1,000,000	815,597
6 years or more	83	16%	700,000	960,000	1,200,000	956,559
<i>Extreme project management</i>						
None	282	56%	570,430	802,000	1,044,000	847,710
1 to 5 years	143	28%	590,000	764,000	1,100,000	854,721
6 years or more	77	15%	636,000	850,000	1,078,622	905,783
<i>Process-based project management</i>						
None	124	24%	534,000	740,000	1,071,300	814,487
1 to 5 years	174	34%	540,000	740,954	1,000,000	813,853
6 years or more	211	41%	675,000	875,000	1,135,000	923,397
<i>Event chain project management</i>						
None	291	59%	547,000	750,030	1,039,000	833,604
1 to 5 years	124	25%	608,826	800,000	1,061,300	864,685
6 years or more	80	16%	673,000	902,500	1,200,000	926,949
<i>Project portfolio management</i>						
None	192	38%	490,644	654,500	900,000	708,437
1 to 5 years	187	37%	650,000	800,000	1,080,000	895,515
6 years or more	133	26%	768,000	980,000	1,200,000	1,017,509
<i>Program management</i>						
None	122	23%	495,000	696,000	900,000	706,077
1 to 5 years	222	43%	552,000	746,222	1,034,400	819,912
6 years or more	178	34%	750,000	950,000	1,200,000	1,019,553
<i>Earned value management</i>						
None	116	22%	500,000	686,000	900,000	696,301
1 to 5 years	229	44%	590,000	764,000	1,000,000	828,873
6 years or more	176	34%	700,000	961,888	1,223,000	1,018,994
<i>Lean project management</i>						
None	252	50%	540,000	750,000	1,034,636	820,978
1 to 5 years	170	34%	600,000	800,000	1,000,000	862,531
6 years or more	80	16%	650,000	950,000	1,200,000	954,276

South Africa—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Critical chain project management</i>						
None	169	33%	536,000	750,000	1,000,000	813,430
1 to 5 years	181	35%	570,000	730,000	1,034,871	815,418
6 years or more	161	32%	700,000	920,000	1,200,000	956,164
<i>Waterfall project management</i>						
None	234	45%	582,000	800,000	1,100,000	862,640
1 to 5 years	117	23%	468,000	701,520	950,000	756,985
6 years or more	165	32%	690,000	900,000	1,080,000	911,073
<i>Risk management</i>						
None	38	7%	519,912	710,000	972,000	762,504
1 to 5 years	198	38%	480,000	682,700	920,000	713,198
6 years or more	286	55%	700,000	906,000	1,200,000	974,254
<i>Change management</i>						
None	50	10%	436,123	565,000	867,615	644,250
1 to 5 years	220	42%	540,000	721,500	950,000	769,552
6 years or more	254	48%	700,000	949,500	1,200,000	983,177
<i>Resource management</i>						
None	26	5%	385,000	549,500	840,000	635,788
1 to 5 years	183	35%	496,692	675,000	900,000	732,115
6 years or more	315	60%	690,000	900,000	1,152,000	952,355

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	15	3%	308,350	518,400	902,230	571,602
3 to less than 5 years	39	7%	359,101	519,912	624,000	567,956
5 to less than 10 years	199	37%	516,000	700,000	900,000	735,778
10 to less than 15 years	138	25%	696,000	900,000	1,100,000	923,078
15 to less than 20 years	104	19%	720,000	988,000	1,248,000	1,036,076
20 or more years	49	9%	850,000	1,090,000	1,324,000	1,121,483

South Africa—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	28	5%	350,000	550,592	1,034,000	694,878
Some college or associate's degree	129	24%	520,000	710,000	1,000,000	781,749
4-year college degree	242	44%	600,000	786,484	1,000,000	828,303
Master's degree	128	24%	720,000	949,500	1,200,000	997,514
Doctoral degree	17	3%	730,000	1,000,000	1,500,000	1,105,895

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	130	24%	600,000	813,317	1,050,000	858,305
No degree in PM	411	76%	582,000	800,000	1,071,600	858,525

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	421	77%	650,000	850,000	1,100,000	913,771
PMP for less than 1 year	7	2%	--	--	--	--
PMP for 1 to less than 5 years	247	59%	585,000	750,000	1,000,000	826,899
PMP for 5 to less than 10 years	111	27%	800,000	944,330	1,129,146	992,019
PMP for 10 to less than 20 years	50	12%	930,800	1,200,000	1,473,400	1,196,460
PMP for 20 or more years	1	*	--	--	--	--
Do not have a PMP® certification	123	23%	385,000	578,000	900,000	671,022

Annualized Salary by Amount of Training per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	209	39%	570,000	800,000	1,090,000	855,628
5 to 9 days	160	30%	604,300	844,500	1,061,300	877,722
10 days or more	173	32%	579,000	787,500	1,010,000	844,586

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	388	74%	654,500	877,500	1,147,238	923,736
Female	138	26%	450,000	612,500	807,720	659,778

South Africa—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	25	5%	790,000	950,000	1,218,120	1,000,725
Consulting	49	9%	587,456	840,000	1,121,340	882,925
Customer service/ public relations	--	--	--	--	--	--
Engineering	69	13%	613,000	850,000	1,152,800	888,993
Finance	8	1%	--	--	--	--
Human resources	--	--	--	--	--	--
Information technology/ information systems	91	17%	600,000	730,000	996,000	790,646
Operations/manufacturing	26	5%	650,000	787,776	963,776	877,168
Project management department or PMO	237	44%	550,000	800,000	1,092,250	868,481
Quality management	3	1%	--	--	--	--
Research and development	6	1%	--	--	--	--
Sales/marketing	7	1%	--	--	--	--
Supply chain management/logistics	5	1%	--	--	--	--
Training/education	1	*	--	--	--	--
Other	17	3%	706,738	800,000	1,000,000	846,068

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	3	1%	--	--	--	--
Business services	1	*	--	--	--	--
Construction	48	9%	566,000	857,500	1,062,200	855,319
Consulting	56	10%	545,000	862,500	1,085,000	880,418
Engineering	120	22%	576,000	850,000	1,200,000	906,477
Financial services	66	12%	578,000	774,000	995,000	796,870
Food and beverage	6	1%	--	--	--	--
Government	9	2%	--	--	--	--
Healthcare	2	*	--	--	--	--
Information technology	74	14%	500,000	696,000	900,000	748,534
Insurance	8	1%	--	--	--	--
Legal	--	--	--	--	--	--
Manufacturing	20	4%	600,000	744,000	900,000	713,461
Pharmaceuticals	5	1%	--	--	--	--
Real estate	1	*	--	--	--	--
Resources (agriculture, mining, etc.)	40	7%	827,000	1,059,500	1,411,700	1,140,387
Telecommunications	32	6%	643,000	793,750	955,000	832,222
Training/education	4	1%	--	--	--	--
Utility	12	2%	684,000	841,720	1,175,000	863,653
Other	37	7%	708,000	897,403	1,078,622	921,512

South Africa—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	103	19%	680,400	856,000	1,060,000	882,802
Construction	182	33%	582,000	885,852	1,196,740	917,633
Engineering	197	36%	624,000	930,000	1,200,000	951,532
Information technology	214	39%	590,000	774,000	995,000	802,730
Manufacturing	30	6%	520,800	772,000	1,034,400	895,810
Operations	110	20%	650,000	875,528	1,080,000	899,874
Quality management	37	7%	540,000	720,000	996,000	785,308
Regulatory compliance	64	12%	649,998	850,000	1,069,311	860,549
Research and development	25	5%	440,000	750,030	996,000	770,517
Supply chain management/logistics	40	7%	625,000	907,500	1,099,500	881,014
Other	33	6%	677,000	850,000	1,094,238	871,156

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th percentile	Median	75th percentile	Mean
Fewer than 100	74	14%	526,978	780,000	1,100,000	846,439
100-299	38	7%	450,000	600,000	900,000	745,030
300- 999	50	9%	654,000	865,500	1,200,000	962,457
1,000-2,499	68	13%	653,500	882,509	1,000,000	864,707
2,500- 4,999	61	11%	580,000	750,000	957,000	804,687
5,000- 9,999	60	11%	514,850	750,000	1,085,000	828,197
10,000 or more	193	35%	603,600	820,000	1,078,622	883,861

Annualized Salary by Average Project Team Size

Team size	n=	Percent	25th percentile	Median	75th percentile	Mean
1-4 people	32	7%	490,000	561,621	840,500	653,523
5-9 people	145	31%	540,000	747,000	1,015,663	808,294
10-14 people	104	23%	672,500	810,000	1,034,202	855,227
15-19 people	45	10%	650,000	864,000	1,080,000	922,830
20 or more people	135	29%	650,000	963,776	1,235,520	1,005,785

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	61	12%	400,000	585,000	807,720	638,904
\$100,000-\$499,999	117	23%	600,000	745,000	996,000	816,026
\$500,000-\$999,999	62	12%	520,800	748,118	1,080,000	822,906
\$1 million-\$10 million	164	32%	606,500	813,317	1,042,436	848,775
More than \$10 million	108	21%	800,000	1,050,000	1,320,000	1,100,854

South Africa—All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	122	22%
Yes—Informal	254	47%
No	152	28%
Don't know	16	3%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	83	22%
Yes—Informal	226	61%
No	47	13%
Don't know	16	4%

Defined Set of Performance Skills for Project Managers Within Organization

	n=	Percent
Yes—Clearly defined/in writing	231	43%
Yes—Informal	199	37%
No	102	19%
Don't know	10	2%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	12	2%	54	10%	476	88%
Director of project management office (PMO)	1	3%	4	13%	26	84%
Portfolio manager	2	4%	7	13%	47	84%
Program manager	3	3%	20	22%	69	77%
Project manager III	1	1%	9	7%	128	93%
Project manager II	2	2%	8	9%	79	89%
Project manager I	1	2%	3	5%	58	94%
Project management specialist	1	3%	--	--	35	97%
Project management consultant	1	3%	3	8%	34	89%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	171	32%	296	55%	135	25%
Director of project management office (PMO)	8	25%	23	72%	11	34%
Portfolio manager	20	36%	41	73%	20	36%
Program manager	34	38%	59	66%	27	30%
Project manager III	38	28%	69	50%	38	28%
Project manager II	28	32%	48	55%	16	18%
Project manager I	20	32%	25	40%	8	13%
Project management specialist	9	24%	13	35%	8	22%
Project management consultant	14	37%	18	47%	7	18%

South Africa—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	529	18.3	479	22.0
Director of project management office (PMO)	31	19.8	27	24.1
Portfolio manager	56	20.2	50	24.1
Program manager	90	18.8	81	21.5
Project manager III	136	18.2	127	22.5
Project manager II	85	18.6	81	22.0
Project manager I	59	15.5	53	18.7
Project management specialist	37	19.3	30	22.6
Project management consultant	35	16.5	30	20.6

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	92	17%	303	56%	32	6%
Director of project management office (PMO)	8	25%	16	50%	2	6%
Portfolio manager	13	23%	37	66%	4	7%
Program manager	18	20%	48	53%	4	4%
Project manager III	24	18%	84	61%	8	6%
Project manager II	13	15%	51	57%	6	7%
Project manager I	12	20%	30	49%	5	8%
Project management specialist	2	5%	23	62%	2	5%
Project management consultant	2	5%	14	38%	1	3%

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	544	40.4	541	47.8
Director of project management office (PMO)	32	40.1	31	49.9
Portfolio manager	56	40.6	56	49.5
Program manager	92	40.3	92	49.3
Project manager III	138	40.1	137	47.3
Project manager II	89	40.6	89	47.0
Project manager I	62	41.0	62	46.7
Project management specialist	37	40.3	36	46.3
Project management consultant	38	40.6	38	47.7

South Africa—All Respondents

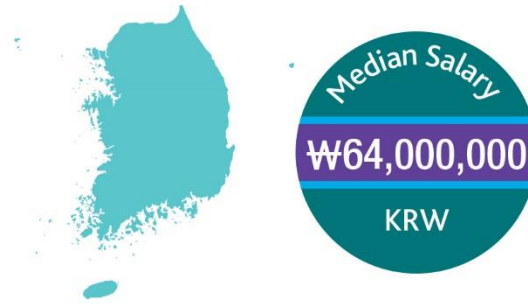
Annualized Salary by Position Description—Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	3	4%	--	--	--	--
Portfolio manager	5	7%	--	--	--	--
Program manager	17	23%	875,000	1,067,000	1,250,000	1,137,209
Project manager III	18	24%	650,000	795,000	1,000,000	814,186
Project manager II	7	9%	--	--	--	--
Project manager I	9	12%	--	--	--	--
Project management specialist	6	8%	--	--	--	--
Project management consultant	10	13%	785,468	960,000	1,320,000	1,002,907

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	29	6%	725,552	949,000	1,320,000	1,082,726
Portfolio manager	51	11%	720,000	950,000	1,200,000	975,590
Program manager	75	16%	730,000	900,000	1,100,000	980,705
Project manager III	120	26%	600,000	762,500	1,000,000	829,205
Project manager II	82	17%	486,288	636,595	856,000	698,863
Project manager I	53	11%	420,000	700,000	1,000,000	716,282
Project management specialist	31	7%	500,000	749,235	1,021,908	786,430
Project management consultant	28	6%	625,000	795,000	1,086,000	863,500

Detailed Findings South Korea—All Respondents



Total Compensation (in South Korean Won)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	177	54,000,000	64,000,000	80,000,000	67,320,228
Total compensation	177	60,000,000	75,000,000	90,480,000	78,902,555

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	2	1%	Decrease	2	1%
Remained the same	27	15%	Remain the same	22	12%
Increased less than 1%	9	5%	Increase less than 1%	6	3%
Increased 1% to 2.9%	41	23%	Increase 1% to 2.9%	31	18%
Increased 3% to 3.9%	45	25%	Increase 3% to 3.9%	43	24%
Increased 4% to 4.9%	21	12%	Increase 4% to 4.9%	26	15%
Increased 5% to 6.9%	16	9%	Increase 5% to 6.9%	22	12%
Increased 7% to 9.9%	7	4%	Increase 7% to 9.9%	10	6%
Increased 10% to 14.9%	5	3%	Increase 10% to 14.9%	11	6%
Increased 15% to 19.9%	1	1%	Increase 15% to 19.9%	3	2%
Increased 20% to 24.9%	1	1%	Increase 20% to 24.9%	--	--
Increased 25% to 29.9%	--	--	Increase 25% to 29.9%	--	--
Increased 30% or greater	2	1%	Increase 30% or greater	1	1%

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	10	6%	72,000,000	88,000,000	100,000,000	90,400,000
Portfolio manager	5	3%	--	--	--	--
Program manager	12	7%	60,000,000	75,963,000	90,000,000	75,610,500
Project manager III	30	17%	60,000,000	71,324,424	80,000,000	74,633,981
Project manager II	28	16%	52,500,000	64,200,000	86,500,000	69,325,235
Project manager I	52	29%	47,353,924	55,000,000	65,000,000	55,782,521
Project management specialist	28	16%	49,000,000	60,850,000	76,500,000	62,953,375
Project management consultant	12	7%	64,000,000	69,000,000	80,500,000	71,464,033

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	--	--	--	--	--	--
3 to less than 5 years	3	2%	--	--	--	--
5 to less than 10 years	44	25%	43,000,000	50,000,000	56,650,000	50,763,507
10 to less than 15 years	40	23%	53,350,000	60,000,000	69,000,000	61,113,910
15 to less than 20 years	42	24%	62,000,000	70,000,000	83,000,000	72,995,495
20 or more years	48	27%	70,000,000	80,500,000	100,000,000	84,246,688

South Korea—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Agile/interactive/incremental project management/Scrum</i>						
None	57	43%	48,000,000	60,000,000	76,926,000	62,044,974
1 to 5 years	47	35%	55,858,832	65,000,000	75,000,000	68,025,407
6 years or more	30	22%	60,000,000	71,000,000	100,000,000	77,619,457
<i>Extreme project management</i>						
None	68	49%	48,000,000	60,000,000	71,000,000	61,676,241
1 to 5 years	37	27%	56,300,000	70,000,000	80,000,000	73,926,398
6 years or more	33	24%	60,000,000	68,000,000	81,000,000	72,544,224
<i>Process-based project management</i>						
None	22	15%	45,000,000	53,745,000	68,000,000	57,213,199
1 to 5 years	66	46%	50,000,000	60,000,000	72,000,000	63,864,673
6 years or more	55	38%	61,700,000	75,000,000	92,000,000	76,963,138
<i>Event chain project management</i>						
None	69	53%	48,000,000	60,000,000	75,901,368	63,127,242
1 to 5 years	38	29%	56,300,000	66,700,000	83,367,424	73,922,675
6 years or more	23	18%	60,000,000	66,300,000	80,000,000	67,169,565
<i>Project portfolio management</i>						
None	63	48%	45,000,000	55,858,832	76,926,000	62,085,264
1 to 5 years	44	34%	55,663,500	61,000,000	71,824,424	65,447,471
6 years or more	24	18%	65,000,000	81,900,000	100,000,000	82,670,154
<i>Program management</i>						
None	53	37%	43,873,000	54,000,000	70,000,000	58,771,000
1 to 5 years	47	33%	55,858,832	65,000,000	80,000,000	68,609,134
6 years or more	42	30%	63,000,000	75,000,000	93,406,592	78,269,333
<i>Earned value management</i>						
None	42	30%	50,000,000	61,000,000	78,000,000	64,473,979
1 to 5 years	55	39%	50,000,000	60,000,000	72,000,000	64,650,565
6 years or more	43	31%	60,000,000	67,000,000	90,000,000	73,847,761
<i>Lean project management</i>						
None	57	43%	45,000,000	55,327,000	70,000,000	61,212,939
1 to 5 years	52	39%	55,429,416	65,850,000	78,463,000	69,240,921
6 years or more	25	19%	60,000,000	74,000,000	100,000,000	76,365,781

South Korea—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Critical chain project management</i>						
None	51	37%	48,000,000	60,000,000	75,901,368	62,721,486
1 to 5 years	50	36%	53,490,000	62,500,000	72,000,000	66,625,023
6 years or more	37	27%	60,000,000	72,000,000	85,000,000	73,559,310
<i>Waterfall project management</i>						
None	62	47%	45,000,000	60,000,000	72,000,000	61,603,270
1 to 5 years	43	33%	54,000,000	65,000,000	80,800,000	69,491,212
6 years or more	26	20%	61,700,000	72,000,000	85,000,000	74,949,426
<i>Risk management</i>						
None	26	18%	48,000,000	57,500,000	76,926,000	61,916,385
1 to 5 years	64	44%	50,000,000	60,000,000	70,000,000	61,944,664
6 years or more	55	38%	60,000,000	72,000,000	94,000,000	76,607,070
<i>Change management</i>						
None	38	27%	50,000,000	62,784,200	76,926,000	64,635,698
1 to 5 years	56	40%	49,000,000	58,150,000	71,324,424	61,283,831
6 years or more	47	33%	63,000,000	75,000,000	93,406,592	78,013,240
<i>Resource management</i>						
None	33	24%	45,000,000	60,000,000	72,000,000	60,255,812
1 to 5 years	54	39%	50,000,000	60,000,000	72,000,000	64,942,211
6 years or more	50	36%	60,000,000	73,000,000	92,000,000	75,830,615

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	5	3%	--	--	--	--
3 to less than 5 years	17	10%	48,000,000	55,327,000	60,000,000	54,717,927
5 to less than 10 years	80	45%	50,000,000	60,000,000	67,150,000	60,182,843
10 to less than 15 years	37	21%	65,000,000	72,000,000	90,000,000	78,376,880
15 to less than 20 years	26	15%	63,000,000	75,963,000	92,000,000	76,803,982
20 or more years	12	7%	73,500,000	80,500,000	100,000,000	86,916,667

South Korea—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	1	1%	--	--	--	--
Some college or associate's degree	2	1%	--	--	--	--
4-year college degree	116	66%	52,000,000	63,000,000	73,500,000	64,998,760
Master's degree	47	27%	52,700,000	70,000,000	88,000,000	71,881,223
Doctoral degree	11	6%	60,000,000	72,000,000	84,000,000	71,181,818

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	32	18%	50,000,000	62,284,200	85,500,000	67,050,538
No degree in PM	144	82%	54,000,000	64,705,272	76,413,680	67,222,660

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	159	90%	54,000,000	64,410,544	78,000,000	67,245,878
PMP for less than 1 year	2	1%	--	--	--	--
PMP for 1 to less than 5 years	88	56%	50,000,000	57,686,432	69,000,000	59,579,059
PMP for 5 to less than 10 years	46	29%	60,000,000	68,000,000	83,367,424	72,612,329
PMP for 10 to less than 20 years	22	14%	75,000,000	85,500,000	100,000,000	86,635,013
PMP for 20 or more years	--	--	--	--	--	--
Do not have a PMP® certification	18	10%	48,000,000	62,000,000	84,000,000	67,976,985

Annualized Salary by Amount of Training per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	36	21%	53,000,000	63,205,272	80,000,000	66,111,950
5 to 9 days	48	28%	50,000,000	60,000,000	73,500,000	65,870,827
10 days or more	86	51%	55,000,000	65,200,000	80,000,000	68,498,260

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	164	95%	54,000,000	65,000,000	80,000,000	68,005,930
Female	9	5%	--	--	--	--

South Korea—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	12	7%	47,500,000	59,536,432	71,824,424	64,572,417
Consulting	10	6%	51,000,000	56,745,000	68,000,000	60,319,000
Customer service/ public relations	--	--	--	--	--	--
Engineering	47	27%	50,000,000	63,000,000	80,000,000	65,147,271
Finance	2	1%	--	--	--	--
Human resources	--	--	--	--	--	--
Information technology/ information systems	23	13%	55,858,832	65,000,000	85,000,000	71,211,254
Operations/manufacturing	1	1%	--	--	--	--
Project management department or PMO	51	29%	60,000,000	68,000,000	83,367,424	71,106,012
Quality management	2	1%	--	--	--	--
Research and development	14	8%	54,000,000	60,000,000	72,000,000	61,885,714
Sales/marketing	9	5%	--	--	--	--
Supply chain management/logistics	3	2%	--	--	--	--
Training/education	2	1%	--	--	--	--
Other	1	1%	--	--	--	--

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	1	1%	--	--	--	--
Business services	5	3%	--	--	--	--
Construction	50	28%	52,000,000	61,000,000	72,000,000	65,131,468
Consulting	3	2%	--	--	--	--
Engineering	43	24%	50,000,000	61,700,000	81,000,000	66,403,602
Financial services	1	1%	--	--	--	--
Food and beverage	1	1%	--	--	--	--
Government	4	2%	--	--	--	--
Healthcare	4	2%	--	--	--	--
Information technology	26	15%	52,700,000	60,000,000	83,000,000	67,033,085
Insurance	1	1%	--	--	--	--
Legal	--	--	--	--	--	--
Manufacturing	19	11%	50,000,000	65,000,000	76,926,000	63,574,526
Pharmaceuticals	--	--	--	--	--	--
Real estate	--	--	--	--	--	--
Resources (agriculture, mining, etc.)	2	1%	--	--	--	--
Telecommunications	6	3%	--	--	--	--
Training/education	2	1%	--	--	--	--
Utility	3	2%	--	--	--	--
Other	6	3%	--	--	--	--

South Korea—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	8	5%	--	--	--	--
Construction	67	38%	51,000,000	60,000,000	80,000,000	66,079,662
Engineering	68	38%	50,000,000	62,134,200	80,400,000	65,605,489
Information technology	36	20%	55,000,000	65,200,000	75,450,688	67,285,006
Manufacturing	19	11%	50,000,000	60,000,000	70,000,000	60,680,214
Operations	7	4%	--	--	--	--
Quality management	15	8%	54,000,000	62,000,000	90,000,000	69,643,257
Regulatory compliance	3	2%	--	--	--	--
Research and development	13	7%	60,000,000	70,000,000	72,000,000	66,461,538
Supply chain management/logistics	10	6%	53,490,000	66,500,000	80,000,000	72,276,429
Other	4	2%	--	--	--	--

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th percentile	Median	75th percentile	Mean
Fewer than 100	18	10%	45,000,000	55,000,000	65,000,000	57,039,325
100-299	19	11%	50,000,000	60,000,000	63,531,428	61,775,338
300- 999	22	12%	42,000,000	64,000,000	80,000,000	63,918,182
1,000 -2,499	32	18%	50,500,000	61,284,200	73,500,000	61,637,270
2,500- 4,999	16	9%	49,000,000	63,500,000	83,500,000	69,501,557
5,000- 9,999	36	20%	60,000,000	65,650,000	92,500,000	74,460,666
10,000 or more	34	19%	64,000,000	70,000,000	88,000,000	74,824,690

Annualized Salary by Average Project Team Size

Team size	n=	Percent	25th percentile	Median	75th percentile	Mean
1-4 people	26	22%	50,400,000	60,000,000	70,000,000	60,793,450
5-9 people	40	34%	59,536,432	68,000,000	79,000,000	68,423,650
10-14 people	19	16%	55,000,000	65,400,000	80,000,000	71,191,987
15-19 people	7	6%	--	--	--	--
20 or more people	27	23%	60,000,000	75,901,368	100,000,000	80,482,326

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	12	8%	54,500,000	60,000,000	66,000,000	65,866,667
\$100,000-\$499,999	20	13%	53,350,000	60,000,000	65,200,000	60,424,513
\$500,000-\$999,999	27	18%	45,000,000	62,000,000	80,000,000	61,829,630
\$1 million-\$10 million	35	23%	52,000,000	70,000,000	84,000,000	72,104,828
More than \$10 million	59	39%	56,300,000	66,300,000	83,367,424	71,037,772

South Korea—All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	55	31%
Yes—Informal	71	41%
No	36	21%
Don't know	13	7%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	46	38%
Yes—Informal	63	52%
No	3	2%
Don't know	9	7%

Defined Set of Performance Skills for Project Managers Within Organization

	n=	Percent
Yes—Clearly defined/in writing	62	36%
Yes—Informal	70	41%
No	30	18%
Don't know	8	5%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	5	3%	2	1%	165	96%
Director of project management office (PMO)	1	10%	--	--	9	90%
Portfolio manager	1	20%	--	--	4	80%
Program manager	--	--	--	--	12	100%
Project manager III			--	--	29	100%
Project manager II	2	7%	--	--	25	93%
Project manager I	--	--	1	2%	48	96%
Project management specialist	--	--	--	--	27	100%
Project management consultant	--	--	1	8%	11	92%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	32	19%	58	34%	67	39%
Director of project management office (PMO)	3	30%	5	50%	5	50%
Portfolio manager	1	20%	2	40%	3	60%
Program manager	5	42%	6	50%	9	75%
Project manager III	9	32%	10	36%	7	25%
Project manager II	5	19%	10	37%	9	33%
Project manager I	3	6%	11	22%	20	41%
Project management specialist	6	22%	10	37%	10	37%
Project management consultant	--	--	4	33%	4	33%

South Korea—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	163	13.9	137	21.9
Director of project management office (PMO)	10	12.7	7	19.0
Portfolio manager	4	16.0	3	28.0
Program manager	11	16.6	11	22.9
Project manager III	29	14.0	24	22.0
Project manager II	24	13.0	20	20.4
Project manager I	46	12.5	40	21.3
Project management specialist	27	16.2	22	22.2
Project management consultant	12	13.3	10	25.1

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	82	48%	32	19%	19	11%
Director of project management office (PMO)	5	56%	--	--	1	11%
Portfolio manager	2	40%	2	40%	--	--
Program manager	7	58%	4	33%	2	17%
Project manager III	10	33%	8	27%	6	20%
Project manager II	12	44%	3	11%	4	15%
Project manager I	25	52%	8	17%	1	2%
Project management specialist	16	59%	3	11%	3	11%
Project management consultant	5	42%	4	33%	2	17%

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	173	40.6	172	49.4
Director of project management office (PMO)	10	40.5	10	48.1
Portfolio manager	5	40.0	5	46.6
Program manager	12	41.9	12	53.2
Project manager III	30	40.8	30	50.6
Project manager II	27	40.2	27	48.5
Project manager I	49	40.9	48	50.5
Project management specialist	28	39.9	28	47.7
Project management consultant	12	41.3	12	46.6

South Korea—All Respondents

Annualized Salary by Position Description—Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	--	--	--	--	--	--
Portfolio manager	--	--	--	--	--	--
Program manager	2	12%	--	--	--	--
Project manager III	4	24%	--	--	--	--
Project manager II	3	18%	--	--	--	--
Project manager I	5	29%	--	--	--	--
Project management specialist	3	18%	--	--	--	--
Project management consultant	--	--	--	--	--	--

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	10	6%	72,000,000	88,000,000	100,000,000	90,400,000
Portfolio manager	5	3%	--	--	--	--
Program manager	10	6%	60,000,000	69,500,000	85,000,000	71,732,600
Project manager III	26	16%	60,000,000	71,324,424	80,000,000	72,964,822
Project manager II	25	16%	54,000,000	70,000,000	90,000,000	71,924,264
Project manager I	47	29%	44,877,760	54,000,000	64,000,000	55,121,087
Project management specialist	25	16%	50,000,000	61,700,000	81,000,000	63,507,780
Project management consultant	12	8%	64,000,000	69,000,000	80,500,000	71,464,033

Detailed Findings Spain—All Respondents



Total Compensation (in European Union Euros)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	734	37,000	45,000	55,000	47,280
Total compensation	734	39,500	48,542	60,450	51,510

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	49	7%	Decrease	20	3%
Remained the same	346	47%	Remain the same	294	40%
Increased less than 1%	67	9%	Increase less than 1%	84	11%
Increased 1% to 2.9%	130	18%	Increase 1% to 2.9%	147	20%
Increased 3% to 3.9%	30	4%	Increase 3% to 3.9%	43	6%
Increased 4% to 4.9%	19	3%	Increase 4% to 4.9%	25	3%
Increased 5% to 6.9%	30	4%	Increase 5% to 6.9%	46	6%
Increased 7% to 9.9%	18	2%	Increase 7% to 9.9%	16	2%
Increased 10% to 14.9%	19	3%	Increase 10% to 14.9%	24	3%
Increased 15% to 19.9%	7	1%	Increase 15% to 19.9%	13	2%
Increased 20% to 24.9%	7	1%	Increase 20% to 24.9%	4	1%
Increased 25% to 29.9%	3	*	Increase 25% to 29.9%	3	*
Increased 30% or greater	9	1%	Increase 30% or greater	15	2%

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	46	6%	45,000	57,900	70,000	58,387
Portfolio manager	40	5%	50,000	60,000	72,000	61,737
Program manager	107	15%	43,000	50,000	65,000	54,312
Project manager III	172	23%	40,616	48,000	55,300	49,006
Project manager II	176	24%	36,000	42,000	50,000	44,215
Project manager I	115	16%	33,000	39,000	45,000	39,356
Project management specialist	40	5%	29,500	34,150	40,100	35,746
Project management consultant	38	5%	31,000	41,000	48,000	41,317

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	--	--	--	--	--	--
3 to less than 5 years	15	2%	25,860	30,000	34,000	30,091
5 to less than 10 years	93	13%	30,000	35,000	42,000	36,181
10 to less than 15 years	226	31%	36,000	42,000	50,000	44,227
15 to less than 20 years	241	33%	40,000	47,000	56,000	49,651
20 or more years	159	22%	45,000	55,000	66,234	56,138

Spain—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Agile/interactive/incremental project management/Scrum</i>						
None	273	40%	38,000	46,000	57,000	47,725
1 to 5 years	304	44%	35,000	42,000	50,000	44,931
6 years or more	107	16%	42,000	50,000	60,000	53,566
<i>Extreme project management</i>						
None	465	69%	36,000	45,000	55,000	47,217
1 to 5 years	137	20%	38,000	42,876	52,500	46,342
6 years or more	75	11%	42,000	50,000	60,000	50,947
<i>Process-based project management</i>						
None	175	26%	35,000	44,000	54,000	45,538
1 to 5 years	266	39%	36,000	42,000	50,000	44,429
6 years or more	241	35%	42,000	50,000	60,000	51,792
<i>Event chain project management</i>						
None	382	56%	37,000	45,000	55,000	46,555
1 to 5 years	179	26%	36,000	43,000	50,000	45,641
6 years or more	116	17%	42,000	50,664	60,000	53,145
<i>Project portfolio management</i>						
None	330	48%	35,000	42,000	50,000	43,729
1 to 5 years	227	33%	39,000	45,000	55,000	48,090
6 years or more	129	19%	45,000	52,000	65,000	55,864
<i>Program management</i>						
None	237	34%	33,000	40,000	48,000	41,797
1 to 5 years	259	37%	39,000	45,000	54,000	46,986
6 years or more	201	29%	42,000	50,000	65,000	54,699
<i>Earned value management</i>						
None	179	26%	35,000	42,000	50,000	44,315
1 to 5 years	311	45%	36,000	43,260	52,000	45,691
6 years or more	196	29%	43,357	50,750	60,000	53,538
<i>Lean project management</i>						
None	364	53%	36,000	45,000	54,000	46,289
1 to 5 years	220	32%	38,085	45,000	54,350	47,094
6 years or more	102	15%	40,000	50,000	60,000	52,245

Spain—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Critical chain project management</i>						
None	258	38%	36,000	42,650	53,000	45,514
1 to 5 years	243	35%	35,000	43,000	50,000	44,527
6 years or more	184	27%	42,000	51,000	60,000	54,000
<i>Waterfall project management</i>						
None	299	44%	36,000	45,000	55,000	46,739
1 to 5 years	171	25%	35,500	42,000	50,000	45,006
6 years or more	206	30%	40,231	49,000	60,000	50,794
<i>Risk management</i>						
None	84	12%	32,000	38,000	46,000	40,336
1 to 5 years	343	49%	36,000	42,000	50,000	44,971
6 years or more	268	39%	42,000	50,000	60,000	53,204
<i>Change management</i>						
None	111	16%	34,500	42,876	51,000	44,453
1 to 5 years	305	44%	35,000	42,000	50,000	44,172
6 years or more	276	40%	42,000	50,000	60,000	52,427
<i>Resource management</i>						
None	83	12%	34,000	42,000	54,000	43,470
1 to 5 years	260	38%	35,000	41,000	48,825	42,674
6 years or more	342	50%	42,000	50,000	60,000	51,849

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	17	2%	30,000	32,000	36,000	32,794
3 to less than 5 years	75	10%	28,000	35,000	41,000	36,518
5 to less than 10 years	324	44%	36,500	42,000	50,000	44,559
10 to less than 15 years	205	28%	42,000	49,000	59,000	50,564
15 to less than 20 years	88	12%	47,296	57,850	66,117	57,735
20 or more years	25	3%	50,000	60,000	72,800	60,955

Spain—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	37	5%	40,000	45,000	52,000	46,862
Some college or associate's degree	30	4%	37,000	42,000	50,000	44,025
4-year college degree	136	19%	39,000	46,700	56,863	47,979
Master's degree	492	67%	36,000	45,000	55,000	46,889
Doctoral degree	39	5%	36,000	50,000	66,234	52,672

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	276	38%	37,500	45,000	55,800	47,712
No degree in PM	454	62%	37,000	45,000	55,000	47,112

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	587	80%	38,200	46,000	56,000	48,207
PMP for less than 1 year	28	5%	32,000	40,500	46,000	39,646
PMP for 1 to less than 5 years	440	75%	37,500	45,000	55,000	46,986
PMP for 5 to less than 10 years	103	18%	44,000	53,000	60,000	53,517
PMP for 10 to less than 20 years	13	2%	59,000	70,000	80,000	68,538
PMP for 20 or more years	--	--	--	--	--	--
Do not have a PMP® certification	147	20%	33,000	41,000	49,000	43,579

Annualized Salary by Amount of Training per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	275	38%	36,000	43,000	54,200	46,440
5 to 9 days	193	27%	39,000	45,000	57,204	47,831
10 days or more	256	35%	39,050	45,750	55,000	48,113

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	574	80%	38,000	45,000	56,000	48,076
Female	141	20%	35,000	43,000	51,000	44,454

Spain—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	50	7%	39,500	45,000	60,000	50,396
Consulting	64	9%	38,500	44,850	51,000	47,230
Customer service/ public relations	6	1%	--	--	--	--
Engineering	105	14%	33,850	42,000	50,000	43,532
Finance	10	1%	39,100	43,500	61,000	49,710
Human resources	2	*	--	--	--	--
Information technology/ information systems	192	26%	38,750	46,000	55,000	47,244
Operations/manufacturing	44	6%	38,410	46,500	54,000	48,020
Project management department or PMO	203	28%	39,000	45,000	57,700	48,518
Quality management	8	1%	--	--	--	--
Research and development	20	3%	40,500	44,000	56,250	49,528
Sales/marketing	12	2%	32,350	35,500	41,500	39,642
Supply chain management/logistics	4	1%	--	--	--	--
Training/education	2	*	--	--	--	--
Other	12	2%	37,250	49,000	57,500	49,625

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	37	5%	36,000	45,500	54,700	47,291
Business services	8	1%	--	--	--	--
Construction	55	7%	40,000	45,000	51,100	48,061
Consulting	73	10%	38,000	45,000	50,000	45,511
Engineering	75	10%	35,000	43,619	52,000	44,977
Financial services	25	3%	39,000	49,000	60,000	50,126
Food and beverage	14	2%	42,000	48,205	55,500	46,922
Government	18	2%	31,000	46,000	60,000	47,128
Healthcare	12	2%	38,825	42,000	52,500	43,871
Information technology	208	28%	36,000	42,500	54,500	46,608
Insurance	17	2%	39,000	48,000	55,000	47,261
Legal	--	--	--	--	--	--
Manufacturing	22	3%	34,500	45,000	58,000	48,487
Pharmaceuticals	10	1%	43,260	54,500	75,000	60,026
Real estate	5	1%	--	--	--	--
Resources (agriculture, mining, etc.)	7	1%	--	--	--	--
Telecommunications	88	12%	37,500	44,000	57,000	47,901
Training/education	3	*	--	--	--	--
Utility	10	1%	30,000	42,000	50,000	49,257
Other	47	6%	40,000	48,000	56,000	49,262

Spain—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	123	17%	39,100	50,000	60,000	50,356
Construction	90	12%	39,500	44,500	53,000	48,210
Engineering	193	26%	37,000	45,000	54,700	46,788
Information technology	417	57%	38,000	45,000	55,000	47,384
Manufacturing	49	7%	40,000	46,000	55,000	48,629
Operations	107	15%	39,000	45,000	55,000	47,291
Quality management	56	8%	40,838	47,000	58,000	49,506
Regulatory compliance	28	4%	30,850	44,000	64,500	47,471
Research and development	62	8%	39,000	45,500	58,000	49,093
Supply chain management/logistics	37	5%	38,650	47,000	60,000	49,506
Other	39	5%	36,000	49,000	60,000	50,259

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th percentile	Median	75th percentile	Mean
Fewer than 100	94	13%	33,850	40,500	50,000	44,201
100-299	78	11%	31,700	40,136	50,000	41,458
300- 999	88	12%	35,500	44,000	53,500	45,056
1,000- 2,499	84	11%	35,000	42,000	48,000	43,900
2,500- 4,999	77	10%	39,100	47,000	58,000	49,048
5,000- 9,999	61	8%	39,000	42,300	50,000	47,117
10,000 or more	252	34%	42,000	50,000	60,000	51,633

Annualized Salary by Average Project Team Size

Team size	n=	Percent	25th percentile	Median	75th percentile	Mean
1-4 people	127	20%	35,000	42,000	50,000	43,885
5-9 people	236	38%	37,000	45,000	56,500	47,293
10-14 people	107	17%	40,000	45,000	56,000	48,937
15-19 people	52	8%	38,085	48,825	55,000	49,485
20 or more people	99	16%	42,000	50,000	67,250	54,735

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	109	16%	33,000	39,000	46,000	40,690
\$100,000-\$499,999	207	30%	38,000	44,000	52,500	46,053
\$500,000-\$999,999	134	19%	39,865	46,000	58,000	49,126
\$1 million-\$10 million	177	26%	41,000	47,000	55,000	49,438
More than \$10 million	64	9%	42,000	55,000	70,000	56,519

Spain—All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	158	22%
Yes—Informal	225	31%
No	295	41%
Don't know	46	6%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	105	27%
Yes—Informal	183	48%
No	69	18%
Don't know	27	7%

Defined Set of Performance Skills for Project Managers Within Organization

	n=	Percent
Yes—Clearly defined/in writing	240	33%
Yes—Informal	198	28%
No	239	33%
Don't know	43	6%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	35	5%	30	4%	662	92%
Director of project management office (PMO)	4	9%	2	4%	41	89%
Portfolio manager	2	5%	--	--	37	95%
Program manager	4	4%	8	8%	95	90%
Project manager III	11	7%	4	2%	154	91%
Project manager II	7	4%	10	6%	158	91%
Project manager I	2	2%	3	3%	106	95%
Project management specialist	3	8%	2	5%	36	90%
Project management consultant	2	5%	1	3%	35	95%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	105	14%	496	68%	305	42%
Director of project management office (PMO)	9	20%	39	85%	21	46%
Portfolio manager	7	18%	30	75%	16	40%
Program manager	20	19%	84	79%	54	50%
Project manager III	27	16%	119	70%	82	48%
Project manager II	24	14%	116	67%	63	36%
Project manager I	10	9%	69	61%	39	34%
Project management specialist	5	13%	20	51%	16	41%
Project management consultant	3	8%	19	50%	14	37%

Spain—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	689	19.1	639	20.3
Director of project management office (PMO)	40	20.0	42	18.7
Portfolio manager	34	20.4	33	22.4
Program manager	100	21.1	101	22.4
Project manager III	167	19.1	152	20.9
Project manager II	167	18.5	149	19.9
Project manager I	107	17.0	95	16.8
Project management specialist	38	20.2	35	22.8
Project management consultant	36	19.7	32	20.4

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	96	13%	98	14%	51	7%
Director of project management office (PMO)	7	16%	7	16%	2	5%
Portfolio manager	9	24%	6	16%	1	3%
Program manager	14	13%	17	16%	6	6%
Project manager III	24	14%	27	16%	15	9%
Project manager II	22	13%	17	10%	14	8%
Project manager I	10	9%	15	13%	9	8%
Project management specialist	7	18%	4	10%	2	5%
Project management consultant	3	8%	5	14%	2	5%

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	727	40.0	724	45.9
Director of project management office (PMO)	45	40.0	45	47.0
Portfolio manager	39	39.8	40	49.7
Program manager	106	40.1	105	47.1
Project manager III	172	39.8	172	45.7
Project manager II	173	40.0	172	45.3
Project manager I	114	40.1	113	44.6
Project management specialist	40	40.4	40	44.6
Project management consultant	38	40.2	37	45.5

Spain—All Respondents

Annualized Salary by Position Description—Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	12	13%	55,000	60,000	70,000	63,917
Portfolio manager	3	3%	--	--	--	--
Program manager	13	14%	42,000	46,000	55,000	49,654
Project manager III	33	35%	38,000	48,000	53,500	47,291
Project manager II	16	17%	42,957	49,500	53,500	49,938
Project manager I	7	7%	--	--	--	--
Project management specialist	4	4%	--	--	--	--
Project management consultant	6	6%	--	--	--	--

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	34	5%	45,000	56,000	65,000	56,435
Portfolio manager	37	6%	50,000	60,000	72,000	62,148
Program manager	94	15%	45,000	50,000	65,000	54,957
Project manager III	139	22%	42,000	48,000	57,204	49,414
Project manager II	160	25%	35,750	41,000	50,000	43,642
Project manager I	108	17%	33,425	39,000	45,000	39,324
Project management specialist	36	6%	28,250	34,150	40,850	35,849
Project management consultant	32	5%	32,300	42,250	48,000	41,042

Detailed Findings Sweden—All Respondents



Total Compensation (in Swedish Kronor)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	399	520,000	604,035	700,000	624,975
Total compensation	399	540,000	636,000	738,500	658,914

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	9	2%	Decrease	4	1%
Remained the same	62	16%	Remain the same	47	12%
Increased less than 1%	19	5%	Increase less than 1%	21	5%
Increased 1% to 2.9%	186	47%	Increase 1% to 2.9%	227	57%
Increased 3% to 3.9%	47	12%	Increase 3% to 3.9%	44	11%
Increased 4% to 4.9%	18	5%	Increase 4% to 4.9%	11	3%
Increased 5% to 6.9%	18	5%	Increase 5% to 6.9%	18	5%
Increased 7% to 9.9%	16	4%	Increase 7% to 9.9%	11	3%
Increased 10% to 14.9%	14	4%	Increase 10% to 14.9%	9	2%
Increased 15% to 19.9%	2	1%	Increase 15% to 19.9%	1	*
Increased 20% to 24.9%	4	1%	Increase 20% to 24.9%	1	*
Increased 25% to 29.9%	1	*	Increase 25% to 29.9%	3	1%
Increased 30% or greater	3	1%	Increase 30% or greater	2	1%

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	18	5%	720,000	797,500	840,000	797,112
Portfolio manager	13	3%	604,035	700,000	800,000	713,118
Program manager	65	16%	576,000	645,000	720,000	665,978
Project manager III	126	32%	530,000	618,400	690,000	623,910
Project manager II	88	22%	484,500	557,128	635,000	566,267
Project manager I	28	7%	496,000	520,000	645,000	570,588
Project management specialist	10	3%	474,000	546,000	564,000	535,432
Project management consultant	51	13%	520,000	620,000	720,339	640,848

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	--	--	--	--	--	--
3 to less than 5 years	4	1%	--	--	--	--
5 to less than 10 years	35	9%	444,000	500,000	520,000	498,278
10 to less than 15 years	76	19%	500,000	562,000	636,000	588,211
15 to less than 20 years	86	22%	530,000	608,018	700,000	616,941
20 or more years	198	50%	570,000	650,000	750,000	669,051

Sweden—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Agile/interactive/incremental project management/Scrum</i>						
None	138	36%	505,000	600,000	700,000	616,714
1 to 5 years	193	50%	530,000	600,000	700,000	620,843
6 years or more	56	14%	564,986	633,000	750,000	663,820
<i>Extreme project management</i>						
None	303	80%	516,000	604,000	700,000	618,469
1 to 5 years	54	14%	520,000	591,500	684,000	614,970
6 years or more	23	6%	625,000	690,000	890,600	759,813
<i>Process-based project management</i>						
None	103	27%	504,000	612,000	700,000	609,176
1 to 5 years	122	32%	500,000	597,500	672,000	594,975
6 years or more	158	41%	557,592	640,250	750,000	662,627
<i>Event chain project management</i>						
None	278	74%	520,000	610,500	700,000	625,560
1 to 5 years	65	17%	515,952	594,000	684,000	608,105
6 years or more	33	9%	595,000	647,000	720,000	680,884
<i>Project portfolio management</i>						
None	184	48%	500,000	578,500	654,300	589,631
1 to 5 years	146	38%	540,000	630,000	720,000	647,334
6 years or more	54	14%	590,000	665,000	803,000	697,284
<i>Program management</i>						
None	144	38%	498,504	567,500	647,000	574,975
1 to 5 years	166	43%	540,000	638,000	720,000	641,119
6 years or more	74	19%	560,000	650,000	803,000	695,095
<i>Earned value management</i>						
None	141	37%	518,000	600,000	690,000	614,079
1 to 5 years	157	42%	512,000	600,000	690,000	610,875
6 years or more	80	21%	561,931	650,000	758,400	681,613
<i>Lean project management</i>						
None	197	52%	523,200	612,000	696,000	623,754
1 to 5 years	143	37%	518,000	600,000	700,000	614,537
6 years or more	42	11%	550,000	635,000	754,800	681,045

Sweden—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Critical chain project management</i>						
None	145	38%	528,000	612,000	700,000	624,066
1 to 5 years	128	34%	500,000	557,128	666,800	586,460
6 years or more	106	28%	595,000	654,500	730,000	677,698
<i>Waterfall project management</i>						
None	102	26%	504,000	587,989	678,930	600,835
1 to 5 years	78	20%	500,000	573,200	640,500	587,207
6 years or more	208	54%	551,000	636,000	725,000	652,625
<i>Risk management</i>						
None	15	4%	496,500	588,000	651,000	594,267
1 to 5 years	129	34%	496,800	530,000	665,000	573,381
6 years or more	239	62%	561,321	640,000	720,000	656,197
<i>Change management</i>						
None	39	10%	484,000	552,000	651,000	568,368
1 to 5 years	140	36%	500,000	562,661	640,000	583,153
6 years or more	205	53%	564,000	650,000	744,000	666,771
<i>Resource management</i>						
None	26	7%	496,800	555,000	650,000	566,272
1 to 5 years	131	34%	498,504	540,000	637,978	570,990
6 years or more	231	60%	564,000	648,000	730,000	663,725

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	2	1%	--	--	--	--
3 to less than 5 years	24	6%	447,000	491,220	527,500	535,235
5 to less than 10 years	129	32%	498,504	540,000	617,000	572,617
10 to less than 15 years	111	28%	560,000	630,000	700,000	639,338
15 to less than 20 years	87	22%	590,000	650,000	750,000	668,501
20 or more years	46	12%	600,000	700,000	808,800	708,103

Sweden—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	18	5%	500,000	618,500	650,000	601,709
Some college or associate's degree	43	11%	515,952	630,000	720,000	620,742
4-year college degree	77	19%	530,000	600,000	670,000	614,173
Master's degree	249	62%	528,000	600,000	708,000	631,568
Doctoral degree	12	3%	530,000	558,986	701,500	607,559

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	56	14%	516,000	585,000	657,574	597,427
No degree in PM	341	86%	525,000	612,000	700,000	629,294

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	330	83%	530,000	604,018	700,000	624,948
PMP for less than 1 year	15	5%	458,400	498,504	640,000	549,209
PMP for 1 to less than 5 years	195	59%	516,000	588,000	665,000	598,946
PMP for 5 to less than 10 years	84	26%	563,931	633,000	720,000	656,070
PMP for 10 to less than 20 years	34	10%	645,000	710,000	800,000	727,697
PMP for 20 or more years	--	--	--	--	--	--
Do not have a PMP® certification	69	17%	500,000	620,000	708,156	625,107

Annualized Salary by Amount of Training per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	167	42%	528,000	600,000	690,000	618,567
5 to 9 days	154	39%	530,000	623,000	708,156	638,747
10 days or more	75	19%	504,000	595,000	700,000	613,635

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	271	70%	530,000	620,000	720,000	636,144
Female	114	30%	510,000	586,489	665,148	599,578

Sweden—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	25	6%	600,000	692,000	816,000	711,038
Consulting	64	16%	507,228	616,000	708,078	616,691
Customer service/ public relations	--	--	--	--	--	--
Engineering	13	3%	500,000	540,000	600,000	563,292
Finance	3	1%	--	--	--	--
Human resources	3	1%	--	--	--	--
Information technology/ information systems	58	15%	540,000	612,000	700,000	631,437
Operations/manufacturing	9	2%	--	--	--	--
Project management department or PMO	147	37%	530,000	624,000	720,000	635,780
Quality management	4	1%	--	--	--	--
Research and development	46	12%	509,730	566,931	625,000	577,708
Sales/marketing	5	1%	--	--	--	--
Supply chain management/logistics	12	3%	578,795	646,000	696,000	636,132
Training/education	1	*	--	--	--	--
Other	9	2%	--	--	--	--

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	4	1%	--	--	--	--
Business services	3	1%	--	--	--	--
Construction	9	2%	--	--	--	--
Consulting	62	16%	485,000	585,000	708,000	609,518
Engineering	53	13%	500,000	540,000	650,000	578,613
Financial services	10	3%	600,000	633,500	936,000	727,659
Food and beverage	6	2%	--	--	--	--
Government	13	3%	516,000	550,000	665,000	587,108
Healthcare	12	3%	530,000	604,174	665,500	602,562
Information technology	86	22%	524,000	618,400	700,000	630,341
Insurance	3	1%	--	--	--	--
Legal	--	--	--	--	--	--
Manufacturing	32	8%	533,200	600,000	650,500	618,224
Pharmaceuticals	15	4%	564,000	640,000	720,000	643,288
Real estate	--	*	--	--	--	--
Resources (agriculture, mining, etc.)	3	1%	--	--	--	--
Telecommunications	53	13%	570,000	650,000	774,000	671,989
Training/education	1	*	--	--	--	--
Utility	6	2%	--	--	--	--
Other	28	7%	551,000	624,200	715,000	649,935

Sweden—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	104	26%	564,986	647,500	760,000	673,131
Construction	30	8%	480,000	552,500	650,000	574,353
Engineering	93	23%	500,000	585,000	670,000	592,818
Information technology	185	46%	520,000	609,000	700,000	630,177
Manufacturing	34	9%	520,000	580,500	651,000	584,845
Operations	43	11%	520,000	626,400	762,000	654,817
Quality management	32	8%	502,000	557,000	657,574	602,510
Regulatory compliance	22	6%	530,000	647,500	770,000	666,773
Research and development	101	25%	519,000	595,000	650,000	604,869
Supply chain management/logistics	28	7%	578,795	640,500	737,000	659,736
Other	27	7%	525,000	636,000	720,000	660,403

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th percentile	Median	75th percentile	Mean
Fewer than 100	48	12%	498,504	547,500	680,500	591,867
100-299	34	9%	530,000	618,500	708,000	635,631
300- 999	32	8%	518,000	567,000	650,300	581,807
1,000- 2,499	35	9%	504,000	553,000	640,000	576,231
2,500- 4,999	28	7%	550,000	623,200	685,000	628,574
5,000- 9,999	43	11%	484,440	600,000	700,000	601,835
10,000 or more	179	45%	550,000	625,000	720,000	654,074

Annualized Salary by Average Project Team Size

Team size	n=	Percent	25th percentile	Median	75th percentile	Mean
1-4 people	23	7%	525,000	609,000	696,000	628,173
5-9 people	88	26%	500,000	560,661	680,500	583,446
10-14 people	90	26%	523,200	600,000	700,000	615,119
15-19 people	43	13%	504,000	600,000	684,000	606,274
20 or more people	100	29%	583,500	648,000	730,000	665,591

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	25	7%	500,000	540,000	600,000	570,818
\$100,000-\$499,999	79	22%	510,000	600,000	690,000	604,625
\$500,000-\$999,999	71	19%	515,000	600,000	700,000	620,024
\$1 million-\$10 million	135	37%	550,000	616,800	700,000	629,139
More than \$10 million	56	15%	550,000	660,000	725,000	664,864

Sweden—All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	117	29%
Yes—Informal	118	30%
No	139	35%
Don't know	24	6%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	44	19%
Yes—Informal	68	29%
No	89	38%
Don't know	34	14%

Defined Set of Performance Skills for Project Managers Within Organization

	n=	Percent
Yes—Clearly defined/in writing	172	43%
Yes—Informal	100	25%
No	102	26%
Don't know	23	6%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	14	4%	43	11%	341	86%
Director of project management office (PMO)	1	6%	4	22%	13	72%
Portfolio manager	1	8%	1	8%	11	85%
Program manager	4	6%	9	14%	52	80%
Project manager III	4	3%	10	8%	112	89%
Project manager II	2	2%	8	9%	76	88%
Project manager I	1	4%	2	7%	25	89%
Project management specialist	1	10%	3	30%	7	70%
Project management consultant	--	--	6	12%	45	88%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	69	17%	322	82%	69	17%
Director of project management office (PMO)	7	39%	14	78%	6	33%
Portfolio manager	2	15%	11	85%	4	31%
Program manager	13	21%	54	86%	10	16%
Project manager III	25	20%	93	74%	19	15%
Project manager II	9	10%	72	82%	16	18%
Project manager I	4	15%	24	89%	5	19%
Project management specialist	--	--	9	90%	--	--
Project management consultant	9	18%	45	88%	9	18%

Sweden—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	389	28.2	367	29.5
Director of project management office (PMO)	18	29.6	18	29.7
Portfolio manager	13	28.8	13	30.0
Program manager	63	27.9	61	29.6
Project manager III	121	29.4	117	30.5
Project manager II	86	27.7	79	29.4
Project manager I	28	26.1	23	26.8
Project management specialist	10	27.8	10	31.0
Project management consultant	50	26.9	46	28.0

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	224	57%	85	22%	85	22%
Director of project management office (PMO)	10	56%	5	28%	4	22%
Portfolio manager	9	69%	3	23%	3	23%
Program manager	40	62%	15	23%	6	9%
Project manager III	71	56%	22	17%	29	23%
Project manager II	49	57%	22	26%	21	24%
Project manager I	12	44%	8	30%	3	11%
Project management specialist	4	40%	--	--	5	50%
Project management consultant	29	58%	10	20%	14	28%

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	398	39.5	396	43.0
Director of project management office (PMO)	18	39.7	18	46.9
Portfolio manager	12	39.8	12	47.6
Program manager	65	38.9	65	43.6
Project manager III	126	39.5	126	42.5
Project manager II	88	39.6	86	42.3
Project manager I	28	39.8	28	41.1
Project management specialist	10	39.6	10	42.7
Project management consultant	51	39.9	51	43.6

Sweden—All Respondents

Annualized Salary by Position Description—Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	--	--	--	--	--	--
Portfolio manager	2	4%	--	--	--	--
Program manager	7	14%	--	--	--	--
Project manager III	16	31%	497,200	606,000	771,000	647,869
Project manager II	12	24%	500,000	610,000	675,000	599,750
Project manager I	3	6%	--	--	--	--
Project management specialist	1	2%	--	--	--	--
Project management consultant	10	20%	480,000	602,500	800,000	645,780

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	18	5%	720,000	797,500	840,000	797,112
Portfolio manager	11	3%	604,035	730,000	900,000	733,684
Program manager	58	17%	576,000	642,500	720,000	657,148
Project manager III	110	32%	536,400	620,000	684,000	620,425
Project manager II	76	22%	483,500	550,000	630,000	560,980
Project manager I	25	7%	492,000	528,000	650,000	573,259
Project management specialist	9	3%	--	--	--	--
Project management consultant	41	12%	540,000	620,000	720,000	639,645

Detailed Findings Switzerland—All Respondents



Total Compensation (in Swiss Francs)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	375	110,811	128,619	144,449	129,553
Total compensation	375	118,726	138,909	163,784	143,224

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	11	3%	Decrease	11	3%
Remained the same	136	36%	Remain the same	138	37%
Increased less than 1%	49	13%	Increase less than 1%	59	16%
Increased 1% to 2.9%	83	22%	Increase 1% to 2.9%	77	21%
Increased 3% to 3.9%	20	5%	Increase 3% to 3.9%	33	9%
Increased 4% to 4.9%	17	5%	Increase 4% to 4.9%	13	3%
Increased 5% to 6.9%	16	4%	Increase 5% to 6.9%	22	6%
Increased 7% to 9.9%	19	5%	Increase 7% to 9.9%	4	1%
Increased 10% to 14.9%	9	2%	Increase 10% to 14.9%	11	3%
Increased 15% to 19.9%	10	3%	Increase 15% to 19.9%	3	1%
Increased 20% to 24.9%	1	*	Increase 20% to 24.9%	3	1%
Increased 25% to 29.9%	1	*	Increase 25% to 29.9%	1	*
Increased 30% or greater	3	1%	Increase 30% or greater	--	--

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	17	5%	118,726	134,556	178,088	145,290
Portfolio manager	22	6%	128,619	145,934	163,248	143,694
Program manager	59	16%	127,630	143,865	160,280	144,919
Project manager III	93	25%	118,726	133,566	148,407	134,183
Project manager II	100	27%	108,832	121,421	134,792	122,809
Project manager I	46	12%	94,980	108,832	122,683	110,739
Project management specialist	12	3%	105,322	120,122	139,008	120,999
Project management consultant	26	7%	108,832	113,779	138,513	119,039

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	--	--	--	--	--	--
3 to less than 5 years	8	2%	--	--	--	--
5 to less than 10 years	67	18%	100,917	110,118	118,726	111,841
10 to less than 15 years	103	27%	108,832	120,304	136,534	122,073
15 to less than 20 years	91	24%	118,726	135,016	148,407	137,415
20 or more years	106	28%	128,619	141,976	158,301	144,186

Switzerland—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Agile/interactive/incremental project management/Scrum</i>						
None	146	41%	108,832	122,741	143,865	126,099
1 to 5 years	169	48%	110,811	128,619	148,407	131,383
6 years or more	39	11%	118,726	132,798	148,407	134,453
<i>Extreme project management</i>						
None	263	76%	109,326	128,619	144,195	128,556
1 to 5 years	64	18%	114,477	131,297	147,242	132,101
6 years or more	21	6%	121,694	132,798	160,280	135,647
<i>Process-based project management</i>						
None	99	28%	108,832	123,673	148,407	127,849
1 to 5 years	142	40%	108,832	120,210	138,513	124,612
6 years or more	113	32%	118,726	135,545	148,407	138,071
<i>Event chain project management</i>						
None	250	72%	109,931	128,619	144,449	128,723
1 to 5 years	69	20%	108,832	126,443	143,460	127,827
6 years or more	26	8%	118,726	138,513	160,464	144,426
<i>Project portfolio management</i>						
None	148	42%	104,033	118,726	134,291	120,876
1 to 5 years	146	42%	118,726	130,709	148,407	133,885
6 years or more	57	16%	128,619	143,460	158,301	141,523
<i>Program management</i>						
None	122	34%	102,896	118,726	133,566	119,800
1 to 5 years	156	44%	113,878	128,619	148,407	130,164
6 years or more	77	22%	128,619	143,460	163,248	145,532
<i>Earned value management</i>						
None	141	41%	108,832	119,715	143,460	124,515
1 to 5 years	152	44%	110,464	128,619	143,662	128,384
6 years or more	55	16%	128,619	138,513	156,322	144,337
<i>Lean project management</i>						
None	184	53%	108,832	123,622	143,460	125,864
1 to 5 years	127	36%	109,326	128,619	148,407	129,846
6 years or more	39	11%	128,619	140,492	160,280	148,018

Switzerland—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Critical chain project management</i>						
None	164	47%	111,058	125,157	143,662	127,801
1 to 5 years	117	34%	108,337	123,673	143,865	126,935
6 years or more	67	19%	121,694	137,524	149,398	138,033
<i>Waterfall project management</i>						
None	138	39%	108,832	118,726	138,331	122,471
1 to 5 years	87	25%	102,896	118,726	136,534	119,888
6 years or more	128	36%	128,619	138,513	156,826	143,757
<i>Risk management</i>						
None	44	12%	100,705	115,757	127,695	116,491
1 to 5 years	170	47%	108,337	119,715	138,513	124,230
6 years or more	144	40%	123,673	138,331	152,859	139,958
<i>Change management</i>						
None	39	11%	108,832	118,726	133,566	119,078
1 to 5 years	173	48%	108,337	118,726	134,569	121,844
6 years or more	150	41%	123,673	138,513	156,322	141,163
<i>Resource management</i>						
None	36	10%	96,168	110,298	122,411	110,022
1 to 5 years	153	43%	104,874	118,726	134,569	120,932
6 years or more	167	47%	126,641	138,513	154,931	141,672

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	14	4%	89,044	99,386	118,726	102,771
3 to less than 5 years	48	13%	93,991	110,069	127,695	111,271
5 to less than 10 years	149	40%	108,832	119,715	135,545	123,139
10 to less than 15 years	93	25%	121,694	136,534	148,407	137,376
15 to less than 20 years	50	13%	128,619	141,354	166,216	150,060
20 or more years	21	6%	143,460	148,407	165,226	151,229

Switzerland—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	10	3%	112,626	157,311	178,088	147,039
Some college or associate's degree	13	3%	113,779	138,909	143,460	129,533
4-year college degree	67	18%	109,931	128,619	138,513	125,284
Master's degree	242	65%	110,811	128,372	144,449	129,283
Doctoral degree	43	11%	109,716	128,619	154,343	133,662

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	62	17%	108,832	128,619	148,407	127,577
No degree in PM	308	83%	112,015	128,619	143,865	129,634

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	313	83%	113,779	128,619	148,407	132,019
PMP for less than 1 year	11	4%	93,991	96,959	128,619	116,702
PMP for 1 to less than 5 years	206	67%	109,326	127,787	142,471	128,132
PMP for 5 to less than 10 years	75	24%	124,662	138,513	154,931	140,899
PMP for 10 to less than 20 years	15	5%	138,513	144,449	160,280	150,552
PMP for 20 or more years	1	*	--	--	--	--
Do not have a PMP® certification	62	17%	95,475	115,083	128,619	117,104

Annualized Salary by Amount of Training per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	156	42%	108,832	123,673	142,965	126,134
5 to 9 days	147	40%	114,186	128,619	146,428	130,965
10 days or more	68	18%	113,878	129,609	148,407	134,307

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	304	84%	113,779	128,619	148,407	131,572
Female	59	16%	98,938	118,726	133,566	117,688

Switzerland—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	24	6%	111,305	126,095	146,923	126,060
Consulting	35	9%	108,832	118,726	146,078	125,358
Customer service/ public relations	2	1%	--	--	--	--
Engineering	29	8%	108,832	113,779	128,619	117,357
Finance	9	2%	--	--	--	--
Human resources	4	1%	--	--	--	--
Information technology/ information systems	105	28%	118,726	130,598	148,407	135,527
Operations/manufacturing	7	2%	--	--	--	--
Project management department or PMO	88	23%	116,044	133,566	148,407	132,591
Quality management	6	2%	--	--	--	--
Research and development	41	11%	103,885	118,726	143,460	122,894
Sales/marketing	12	3%	118,726	125,069	132,248	122,661
Supply chain management/logistics	6	2%	--	--	--	--
Training/education	--	--	--	--	--	--
Other	7	2%	--	--	--	--

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	5	1%	--	--	--	--
Business services	2	1%	--	--	--	--
Construction	4	1%	--	--	--	--
Consulting	23	6%	89,044	116,747	138,331	115,448
Engineering	40	11%	103,390	113,941	128,619	115,320
Financial services	53	14%	123,673	138,513	156,322	140,153
Food and beverage	23	6%	110,811	133,566	148,407	132,135
Government	8	2%	--	--	--	--
Healthcare	23	6%	118,726	128,619	150,587	133,177
Information technology	74	20%	113,779	129,208	141,481	131,091
Insurance	6	2%	--	--	--	--
Legal	--	--	--	--	--	--
Manufacturing	17	5%	94,980	118,726	138,513	123,876
Pharmaceuticals	27	7%	107,348	123,393	145,439	126,970
Real estate	--	--	--	--	--	--
Resources (agriculture, mining, etc.)	5	1%	--	--	--	--
Telecommunications	22	6%	124,662	143,460	154,931	138,003
Training/education	2	1%	--	--	--	--
Utility	3	1%	--	--	--	--
Other	38	10%	113,779	122,702	138,513	126,586

Switzerland—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	104	28%	117,061	133,566	149,992	135,044
Construction	21	6%	120,304	133,566	138,513	131,601
Engineering	72	19%	110,738	119,022	138,513	126,211
Information technology	220	59%	118,726	132,798	148,407	133,938
Manufacturing	26	7%	112,626	122,411	150,979	131,591
Operations	76	20%	120,210	136,534	149,992	137,325
Quality management	38	10%	118,726	136,238	150,587	138,981
Regulatory compliance	45	12%	118,726	136,534	149,396	137,232
Research and development	68	18%	104,575	119,022	139,503	121,240
Supply chain management/logistics	27	7%	108,832	130,598	158,301	133,190
Other	20	5%	114,422	123,533	150,880	128,993

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th percentile	Median	75th percentile	Mean
Fewer than 100	38	10%	103,885	122,086	138,909	120,700
100-299	27	7%	102,896	118,726	138,331	120,915
300- 999	33	9%	107,842	118,726	128,619	121,538
1,000- 2,499	35	9%	108,832	120,704	148,407	130,413
2,500- 4,999	25	7%	118,310	132,798	143,460	127,491
5,000- 9,999	24	6%	118,726	134,556	147,418	132,292
10,000 or more	193	51%	113,779	132,798	148,407	133,645

Annualized Salary by Average Project Team Size

Team size	n=	Percent	25th percentile	Median	75th percentile	Mean
1-4 people	44	15%	106,358	118,231	136,938	119,149
5-9 people	123	42%	112,626	129,797	145,439	130,687
10-14 people	52	18%	118,726	128,619	143,865	130,683
15-19 people	30	10%	112,789	123,895	142,471	130,148
20 or more people	46	16%	123,673	141,976	160,464	143,973

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	29	8%	93,635	111,404	123,673	110,827
\$100,000-\$499,999	106	31%	108,832	124,167	139,438	127,989
\$500,000-\$999,999	62	18%	108,832	123,178	143,460	125,417
\$1 million-\$10 million	118	34%	118,726	133,566	148,407	134,846
More than \$10 million	31	9%	118,726	133,566	156,322	136,787

Switzerland—All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	91	24%
Yes—Informal	133	36%
No	137	37%
Don't know	13	3%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	46	21%
Yes—Informal	87	40%
No	61	28%
Don't know	25	11%

Defined Set of Performance Skills for Project Managers Within Organization

	n=	Percent
Yes—Clearly defined/in writing	155	42%
Yes—Informal	111	30%
No	89	24%
Don't know	15	4%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	10	3%	24	6%	341	92%
Director of project management office (PMO)	1	6%	1	6%	14	88%
Portfolio manager	2	9%	3	14%	19	86%
Program manager	1	2%	6	10%	51	88%
Project manager III	5	5%	6	6%	83	89%
Project manager II	--	--	3	3%	96	97%
Project manager I	--	--	3	7%	43	93%
Project management specialist	--	--	1	8%	11	92%
Project management consultant	1	4%	1	4%	24	92%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	69	19%	235	63%	62	17%
Director of project management office (PMO)	4	24%	9	53%	4	24%
Portfolio manager	4	18%	15	68%	7	32%
Program manager	14	24%	43	74%	9	16%
Project manager III	17	18%	63	68%	15	16%
Project manager II	16	16%	59	59%	11	11%
Project manager I	4	9%	22	49%	7	16%
Project management specialist	3	25%	7	58%	3	25%
Project management consultant	7	28%	17	68%	6	24%

Switzerland—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	361	23.6	355	25.6
Director of project management office (PMO)	15	22.3	17	25.3
Portfolio manager	20	24.0	22	25.9
Program manager	58	25.0	54	27.1
Project manager III	90	23.2	89	25.3
Project manager II	99	24.0	93	26.0
Project manager I	42	22.6	44	24.7
Project management specialist	12	23.7	11	26.1
Project management consultant	25	22.2	25	22.6

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	119	32%	209	56%	57	15%
Director of project management office (PMO)	5	29%	10	59%	3	18%
Portfolio manager	10	45%	12	55%	5	23%
Program manager	20	34%	38	66%	5	9%
Project manager III	30	32%	56	60%	11	12%
Project manager II	28	29%	54	55%	18	18%
Project manager I	16	35%	17	37%	9	20%
Project management specialist	2	18%	6	55%	1	9%
Project management consultant	8	31%	16	62%	5	19%

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	373	40.9	373	46.1
Director of project management office (PMO)	17	41.2	17	49.3
Portfolio manager	22	40.9	22	47.0
Program manager	58	40.8	58	47.8
Project manager III	93	41.0	93	45.9
Project manager II	99	40.9	99	45.6
Project manager I	46	40.5	46	44.3
Project management specialist	12	40.7	12	44.4
Project management consultant	26	40.9	26	45.1

Switzerland—All Respondents

Annualized Salary by Position Description—Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	--	--	--	--	--	--
Portfolio manager	2	7%	--	--	--	--
Program manager	4	13%	--	--	--	--
Project manager III	7	23%	--	--	--	--
Project manager II	9	30%	--	--	--	--
Project manager I	2	7%	--	--	--	--
Project management specialist	2	7%	--	--	--	--
Project management consultant	4	13%	--	--	--	--

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	17	5%	118,726	134,556	178,088	145,290
Portfolio manager	20	6%	128,619	139,789	159,089	140,176
Program manager	55	16%	122,089	143,460	158,301	142,028
Project manager III	86	25%	118,726	135,298	148,407	134,573
Project manager II	91	26%	108,832	119,715	134,569	121,571
Project manager I	44	13%	94,486	108,832	123,178	110,601
Project management specialist	10	3%	108,832	121,199	144,449	123,945
Project management consultant	22	6%	108,832	117,755	138,513	120,628

Detailed Findings Taiwan—All Respondents



Total Compensation (in Taiwan Dollars)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	179	634,488	900,000	1,200,000	1,000,820
Total compensation	179	800,000	1,084,000	1,400,000	1,198,301

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	7	4%	Decrease	3	2%
Remained the same	62	35%	Remain the same	33	18%
Increased less than 1%	10	6%	Increase less than 1%	12	7%
Increased 1% to 2.9%	39	22%	Increase 1% to 2.9%	22	12%
Increased 3% to 3.9%	29	16%	Increase 3% to 3.9%	37	21%
Increased 4% to 4.9%	7	4%	Increase 4% to 4.9%	12	7%
Increased 5% to 6.9%	14	8%	Increase 5% to 6.9%	31	17%
Increased 7% to 9.9%	3	2%	Increase 7% to 9.9%	6	3%
Increased 10% to 14.9%	4	2%	Increase 10% to 14.9%	13	7%
Increased 15% to 19.9%	3	2%	Increase 15% to 19.9%	1	1%
Increased 20% to 24.9%	1	1%	Increase 20% to 24.9%	5	3%
Increased 25% to 29.9%	--	--	Increase 25% to 29.9%	--	--
Increased 30% or greater	0	*	Increase 30% or greater	4	2%

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	2	1%	--	--	--	--
Portfolio manager	5	3%	--	--	--	--
Program manager	22	12%	840,000	1,200,000	1,620,000	1,280,751
Project manager III	21	12%	850,000	1,100,000	1,500,000	1,234,018
Project manager II	39	22%	634,488	900,000	1,066,000	981,977
Project manager I	42	23%	600,000	820,000	1,000,000	864,144
Project management specialist	40	22%	600,000	700,000	926,000	775,320
Project management consultant	8	4%	--	--	--	--

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	--	--	--	--	--	--
3 to less than 5 years	8	4%	--	--	--	--
5 to less than 10 years	44	25%	600,000	700,000	857,570	752,076
10 to less than 15 years	49	27%	780,000	900,000	1,200,000	1,005,898
15 to less than 20 years	41	23%	720,000	1,032,000	1,250,000	1,091,498
20 or more years	37	21%	840,000	1,071,000	1,500,000	1,277,986

Taiwan—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Agile/interactive/incremental project management/Scrum</i>						
None	61	42%	600,000	780,000	1,066,000	919,900
1 to 5 years	66	46%	720,000	930,000	1,200,000	1,049,216
6 years or more	18	12%	850,000	1,200,000	1,556,000	1,355,522
<i>Extreme project management</i>						
None	81	58%	600,000	850,000	1,200,000	970,400
1 to 5 years	45	32%	680,000	900,000	1,200,000	1,103,336
6 years or more	14	10%	800,000	1,100,000	1,250,000	1,160,857
<i>Process-based project management</i>						
None	29	20%	600,000	960,000	1,200,000	1,060,898
1 to 5 years	66	46%	600,000	790,000	1,060,000	932,036
6 years or more	50	34%	840,000	1,000,000	1,350,000	1,155,923
<i>Event chain project management</i>						
None	74	52%	600,000	851,570	1,200,000	1,016,675
1 to 5 years	48	34%	637,000	900,000	1,090,000	948,179
6 years or more	20	14%	825,000	1,128,000	1,300,000	1,277,900
<i>Project portfolio management</i>						
None	67	48%	600,000	840,000	1,200,000	1,002,652
1 to 5 years	52	37%	637,000	900,000	1,200,000	976,918
6 years or more	22	16%	900,000	1,128,000	1,300,000	1,268,051
<i>Program management</i>						
None	36	24%	600,000	840,000	1,210,000	1,031,236
1 to 5 years	82	54%	644,000	856,570	1,080,000	976,389
6 years or more	34	22%	850,000	1,000,000	1,250,000	1,154,680
<i>Earned value management</i>						
None	68	48%	600,000	820,000	1,080,000	927,045
1 to 5 years	49	34%	680,000	900,000	1,200,000	1,058,084
6 years or more	26	18%	840,000	1,200,000	1,400,000	1,244,208
<i>Lean project management</i>						
None	65	45%	600,000	840,000	1,200,000	999,482
1 to 5 years	54	37%	660,000	900,000	1,080,000	959,819
6 years or more	26	18%	800,000	1,150,000	1,350,000	1,261,077

Taiwan—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Critical chain project management</i>						
None	52	38%	600,000	840,000	1,200,000	1,006,862
1 to 5 years	55	40%	700,000	900,000	1,080,000	999,704
6 years or more	31	22%	840,000	1,066,000	1,300,000	1,158,194
<i>Waterfall project management</i>						
None	64	45%	600,000	840,000	1,090,000	982,358
1 to 5 years	52	36%	670,000	875,000	1,200,000	993,260
6 years or more	27	19%	900,000	1,200,000	1,500,000	1,235,153
<i>Risk management</i>						
None	27	19%	600,000	840,000	1,071,000	897,900
1 to 5 years	80	55%	605,000	820,000	1,080,000	951,869
6 years or more	38	26%	863,140	1,200,000	1,512,000	1,310,595
<i>Change management</i>						
None	25	17%	560,000	720,000	1,000,000	812,388
1 to 5 years	74	52%	627,600	800,000	1,200,000	933,158
6 years or more	44	31%	900,000	1,140,000	1,546,000	1,336,367
<i>Resource management</i>						
None	24	16%	594,000	720,000	1,035,500	862,897
1 to 5 years	82	56%	610,000	875,000	1,060,000	932,340
6 years or more	40	27%	856,570	1,200,000	1,568,000	1,327,529

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	9	5%	--	--	--	--
3 to less than 5 years	28	16%	600,000	714,000	850,000	785,866
5 to less than 10 years	85	47%	600,000	850,000	1,080,000	916,884
10 to less than 15 years	36	20%	840,000	1,016,000	1,400,000	1,221,566
15 to less than 20 years	13	7%	700,000	1,200,000	1,689,129	1,408,625
20 or more years	8	4%	--	--	--	--

Taiwan—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	--	--	--	--	--	--
Some college or associate's degree	12	7%	705,000	896,000	1,200,000	933,500
4-year college degree	59	33%	600,000	780,000	1,200,000	972,664
Master's degree	101	56%	660,000	900,000	1,100,000	1,009,878
Doctoral degree	7	4%	--	--	--	--

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	50	28%	630,000	850,000	1,080,000	950,618
No degree in PM	128	72%	652,000	900,000	1,200,000	1,023,562

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	171	96%	627,600	900,000	1,200,000	1,006,309
PMP for less than 1 year	6	4%	--	--	--	--
PMP for 1 to less than 5 years	99	59%	600,000	780,000	1,060,000	907,567
PMP for 5 to less than 10 years	54	32%	800,000	1,000,000	1,200,000	1,094,732
PMP for 10 to less than 20 years	8	5%	--	--	--	--
PMP for 20 or more years	--	--	--	--	--	--
Do not have a PMP® certification	8	4%	--	--	--	--

Annualized Salary by Amount of Training per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	78	47%	644,000	900,000	1,200,000	967,877
5 to 9 days	39	23%	600,000	1,000,000	1,200,000	1,049,000
10 days or more	50	30%	700,000	856,570	1,220,000	1,063,389

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	131	75%	708,000	950,000	1,200,000	1,031,492
Female	43	25%	588,000	700,000	1,000,000	883,289

Taiwan—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	13	7%	600,000	850,000	1,200,000	909,077
Consulting	10	6%	700,000	1,105,150	1,512,000	1,352,230
Customer service/ public relations	3	2%	--	--	--	--
Engineering	19	11%	780,000	1,032,000	1,200,000	1,044,546
Finance	--	--	--	--	--	--
Human resources	1	1%	--	--	--	--
Information technology/ information systems	46	26%	708,000	900,000	1,060,000	935,391
Operations/manufacturing	4	2%	--	--	--	--
Project management department or PMO	44	25%	618,800	820,000	1,200,000	1,003,606
Quality management	4	2%	--	--	--	--
Research and development	11	6%	600,000	743,400	1,000,000	967,582
Sales/marketing	17	9%	600,000	720,000	1,020,000	960,941
Supply chain management/logistics	4	2%	--	--	--	--
Training/education	1	1%	--	--	--	--
Other	2	1%	--	--	--	--

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	3	2%	--	--	--	--
Business services	3	2%	--	--	--	--
Construction	3	2%	--	--	--	--
Consulting	12	7%	600,000	710,000	1,133,000	1,115,025
Engineering	20	11%	613,800	875,000	1,200,000	955,280
Financial services	6	3%	--	--	--	--
Food and beverage	2	1%	--	--	--	--
Government	2	1%	--	--	--	--
Healthcare	3	2%	--	--	--	--
Information technology	46	26%	743,400	900,000	1,200,000	1,067,703
Insurance	3	2%	--	--	--	--
Legal	1	1%	--	--	--	--
Manufacturing	46	26%	600,000	790,000	1,000,000	907,348
Pharmaceuticals	7	4%	--	--	--	--
Real estate	2	1%	--	--	--	--
Resources (agriculture, mining, etc.)	1	1%	--	--	--	--
Telecommunications	13	7%	720,000	1,200,000	1,220,000	1,090,577
Training/education	1	1%	--	--	--	--
Utility	--	--	--	--	--	--
Other	5	3%	--	--	--	--

Taiwan—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	21	12%	720,000	900,000	1,300,000	1,113,810
Construction	21	12%	600,000	900,000	1,200,000	1,068,381
Engineering	51	29%	600,000	863,140	1,200,000	991,953
Information technology	76	43%	720,000	917,500	1,200,000	1,043,531
Manufacturing	25	14%	627,600	800,000	1,302,000	1,073,149
Operations	19	11%	780,000	1,071,000	1,400,000	1,142,842
Quality management	19	11%	700,000	780,000	1,071,000	1,030,684
Regulatory compliance	6	3%	--	--	--	--
Research and development	32	18%	632,244	851,000	1,275,000	1,062,154
Supply chain management/logistics	14	8%	850,000	1,105,150	1,800,000	1,290,021
Other	7	4%	--	--	--	--

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th percentile	Median	75th percentile	Mean
Fewer than 100	30	17%	600,000	800,000	1,056,000	888,346
100-299	26	15%	610,000	750,000	1,066,000	838,858
300- 999	37	21%	720,000	850,000	1,100,000	978,659
1,000- 2,499	25	14%	600,000	900,000	1,000,000	966,800
2,500- 4,999	14	8%	850,000	1,100,000	1,580,000	1,279,147
5,000- 9,999	17	9%	627,600	900,000	1,080,000	945,396
10,000 or more	30	17%	644,000	925,000	1,400,000	1,210,867

Annualized Salary by Average Project Team Size

Team size	n=	Percent	25th percentile	Median	75th percentile	Mean
1-4 people	26	25%	600,000	837,500	1,000,000	955,077
5-9 people	37	35%	852,000	1,000,000	1,200,000	1,010,367
10-14 people	23	22%	800,000	1,000,000	1,288,000	1,133,701
15-19 people	8	8%	--	--	--	--
20 or more people	11	10%	700,000	1,200,000	2,000,000	1,291,504

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	33	23%	600,000	720,000	1,000,000	906,967
\$100,000-\$499,999	59	42%	700,000	900,000	1,100,000	950,560
\$500,000-\$999,999	18	13%	600,000	900,000	1,066,000	920,078
\$1 million-\$10 million	24	17%	980,000	1,268,184	1,765,000	1,437,078
More than \$10 million	8	6%	--	--	--	--

Taiwan—All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	36	21%
Yes—Informal	63	37%
No	52	31%
Don't know	19	11%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	32	34%
Yes—Informal	53	56%
No	7	7%
Don't know	2	2%

Defined Set of Performance Skills for Project Managers Within Organization

	n=	Percent
Yes—Clearly defined/in writing	41	25%
Yes—Informal	58	36%
No	55	34%
Don't know	7	4%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	16	9%	14	8%	144	83%
Director of project management office (PMO)	--	--	--	--	2	100%
Portfolio manager	3	60%	1	20%	1	20%
Program manager	4	18%	4	18%	14	64%
Project manager III	4	19%	3	14%	14	67%
Project manager II	1	3%	3	8%	34	89%
Project manager I	2	5%	--	--	37	95%
Project management specialist	2	5%	3	8%	34	87%
Project management consultant	--	--	--	--	8	100%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	23	13%	53	30%	53	30%
Director of project management office (PMO)	--	--	--	--	--	--
Portfolio manager	1	20%	3	60%	1	20%
Program manager	4	18%	6	27%	7	32%
Project manager III	4	19%	9	43%	5	24%
Project manager II	3	8%	12	31%	15	38%
Project manager I	3	8%	10	26%	9	23%
Project management specialist	7	18%	10	26%	13	33%
Project management consultant	1	13%	3	38%	3	38%

Taiwan—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	160	10.8	140	19.9
Director of project management office (PMO)	--	--	2	28.5
Portfolio manager	5	9.2	4	22.0
Program manager	18	8.8	18	18.0
Project manager III	20	10.2	17	19.9
Project manager II	37	10.7	33	18.9
Project manager I	39	10.2	34	18.1
Project management specialist	34	13.8	26	22.2
Project management consultant	7	9.0	6	26.3

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	56	35%	47	29%	14	9%
Director of project management office (PMO)	1	50%	0	*	0	*
Portfolio manager	3	60%	1	20%	1	20%
Program manager	9	45%	5	25%	1	5%
Project manager III	9	47%	5	26%	2	11%
Project manager II	12	32%	15	41%	4	11%
Project manager I	11	30%	9	24%	1	3%
Project management specialist	9	26%	9	26%	5	15%
Project management consultant	2	25%	3	38%	0	*

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	168	40.6	168	47.3
Director of project management office (PMO)	2	40.0	2	47.5
Portfolio manager	5	40.8	5	54.4
Program manager	22	40.8	21	48.5
Project manager III	19	41.0	19	46.3
Project manager II	39	40.1	39	48.3
Project manager I	39	40.4	39	44.8
Project management specialist	34	41.1	35	48.5
Project management consultant	8	40.0	8	44.5

Taiwan—All Respondents

Annualized Salary by Position Description—Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	--	--	--	--	--	--
Portfolio manager	--	--	--	--	--	--
Program manager	--	--	--	--	--	--
Project manager III	3	21%	--	--	--	--
Project manager II	1	7%	--	--	--	--
Project manager I	4	29%	--	--	--	--
Project management specialist	6	43%	--	--	--	--
Project management consultant	--	--	--	--	--	--

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	2	1%	--	--	--	--
Portfolio manager	5	3%	--	--	--	--
Program manager	22	13%	840,000	1,200,000	1,620,000	1,280,751
Project manager III	18	11%	850,000	1,150,000	1,650,000	1,275,243
Project manager II	38	23%	634,488	900,000	1,066,000	981,923
Project manager I	38	23%	600,000	840,000	1,000,000	875,528
Project management specialist	34	21%	600,000	704,000	952,000	773,318
Project management consultant	8	5%	--	--	--	--

Detailed Findings Turkey—All Respondents



Total Compensation (in Turkish Lira)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	333	78,000	105,000	140,000	112,969
Total compensation	333	85,995	118,500	157,940	126,529

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	4	1%	Decrease	1	*
Remained the same	55	17%	Remain the same	29	9%
Increased less than 1%	4	1%	Increase less than 1%	4	1%
Increased 1% to 2.9%	16	5%	Increase 1% to 2.9%	10	3%
Increased 3% to 3.9%	19	6%	Increase 3% to 3.9%	15	5%
Increased 4% to 4.9%	13	4%	Increase 4% to 4.9%	21	6%
Increased 5% to 6.9%	39	12%	Increase 5% to 6.9%	52	16%
Increased 7% to 9.9%	86	26%	Increase 7% to 9.9%	97	29%
Increased 10% to 14.9%	50	15%	Increase 10% to 14.9%	68	20%
Increased 15% to 19.9%	19	6%	Increase 15% to 19.9%	16	5%
Increased 20% to 24.9%	11	3%	Increase 20% to 24.9%	11	3%
Increased 25% to 29.9%	4	1%	Increase 25% to 29.9%	5	2%
Increased 30% or greater	13	4%	Increase 30% or greater	4	1%

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	24	7%	98,000	139,000	175,000	136,209
Portfolio manager	21	6%	100,000	150,000	182,000	158,033
Program manager	64	19%	93,000	120,000	151,500	127,827
Project manager III	78	23%	90,000	120,000	144,000	121,219
Project manager II	62	19%	66,000	92,800	120,000	97,467
Project manager I	36	11%	58,646	84,000	116,500	86,773
Project management specialist	35	11%	50,000	70,000	100,000	80,376
Project management consultant	13	4%	84,000	95,000	144,000	108,862

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	--	--	--	--	--	--
3 to less than 5 years	8	2%	--	--	--	--
5 to less than 10 years	92	28%	60,000	80,238	104,000	85,858
10 to less than 15 years	108	32%	88,200	114,000	142,200	117,912
15 to less than 20 years	83	25%	85,000	120,000	160,000	128,747
20 or more years	42	13%	105,000	134,500	180,000	139,344

Turkey—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Agile/interactive/incremental project management/Scrum</i>						
None	113	40%	72,000	100,000	150,000	116,309
1 to 5 years	145	51%	80,000	110,000	132,000	110,906
6 years or more	24	9%	94,300	120,000	170,000	134,043
<i>Extreme project management</i>						
None	171	62%	78,000	107,000	140,000	113,451
1 to 5 years	86	31%	80,000	107,500	132,000	112,293
6 years or more	18	7%	93,600	123,000	170,000	138,653
<i>Process-based project management</i>						
None	59	20%	80,000	111,000	139,100	119,150
1 to 5 years	150	52%	72,600	100,000	140,000	109,800
6 years or more	80	28%	84,369	120,000	150,000	123,376
<i>Event chain project management</i>						
None	158	61%	78,000	110,000	140,000	115,701
1 to 5 years	81	31%	78,000	105,000	132,000	109,678
6 years or more	21	8%	93,600	110,000	170,000	127,017
<i>Project portfolio management</i>						
None	116	42%	71,000	91,000	120,000	99,221
1 to 5 years	123	45%	84,000	120,000	156,000	125,446
6 years or more	37	13%	110,000	130,000	150,000	131,904
<i>Program management</i>						
None	93	33%	65,000	90,000	120,000	96,661
1 to 5 years	138	49%	84,000	118,500	144,000	117,767
6 years or more	49	18%	93,600	137,000	180,000	142,358
<i>Earned value management</i>						
None	66	23%	70,000	95,513	134,330	103,604
1 to 5 years	169	58%	76,500	102,000	140,000	112,449
6 years or more	54	19%	95,000	120,000	170,000	132,847
<i>Lean project management</i>						
None	131	50%	75,445	111,000	144,000	114,010
1 to 5 years	105	40%	80,000	107,000	140,000	113,736
6 years or more	27	10%	84,737	114,000	165,000	121,703

Turkey—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Critical chain project management</i>						
None	111	40%	75,445	99,600	132,000	108,077
1 to 5 years	116	42%	80,238	110,000	144,000	115,563
6 years or more	49	18%	90,000	120,000	165,000	129,809
<i>Waterfall project management</i>						
None	94	33%	70,000	86,498	140,000	107,259
1 to 5 years	97	34%	78,000	100,000	127,000	105,020
6 years or more	95	33%	95,000	120,000	162,000	130,074
<i>Risk management</i>						
None	24	8%	60,000	80,500	137,165	96,488
1 to 5 years	167	56%	72,000	100,000	130,000	106,119
6 years or more	107	36%	93,600	120,000	160,000	129,420
<i>Change management</i>						
None	29	10%	60,000	80,000	120,000	86,702
1 to 5 years	148	51%	72,300	99,800	130,700	105,854
6 years or more	113	39%	95,000	130,000	162,000	131,397
<i>Resource management</i>						
None	27	9%	60,000	92,000	120,000	95,359
1 to 5 years	149	51%	70,000	98,000	130,000	102,870
6 years or more	119	40%	93,600	120,000	169,474	132,351

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	19	6%	45,000	70,000	98,000	73,393
3 to less than 5 years	69	21%	60,000	79,200	108,960	87,618
5 to less than 10 years	165	50%	84,000	110,000	140,000	116,376
10 to less than 15 years	53	16%	96,000	132,000	178,000	134,191
15 to less than 20 years	23	7%	110,000	120,000	169,474	145,760
20 or more years	4	1%	--	--	--	--

Turkey—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	2	1%	--	--	--	--
Some college or associate's degree	1	*	--	--	--	--
4-year college degree	142	43%	72,000	107,500	140,000	110,876
Master's degree	174	52%	80,000	101,000	140,000	113,356
Doctoral degree	14	4%	78,000	117,000	180,000	127,600

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	32	10%	84,000	112,000	136,000	115,022
No degree in PM	300	90%	76,129	105,000	140,000	112,847

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	282	85%	78,000	106,000	140,000	112,751
PMP for less than 1 year	5	2%	--	--	--	--
PMP for 1 to less than 5 years	208	76%	72,300	100,000	131,200	106,511
PMP for 5 to less than 10 years	54	20%	96,000	134,500	165,000	135,639
PMP for 10 to less than 20 years	7	3%	--	--	--	--
PMP for 20 or more years	--	--	--	--	--	--
Do not have a PMP® certification	51	15%	80,000	105,000	155,000	114,178

Annualized Salary by Amount of Training per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	128	39%	80,500	109,000	144,000	116,602
5 to 9 days	88	27%	73,800	100,000	124,214	103,596
10 days or more	111	34%	75,000	110,000	150,000	116,881

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	239	75%	78,000	107,000	144,000	115,114
Female	81	25%	72,000	110,000	135,000	108,933

Turkey—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	59	18%	84,000	110,000	140,000	117,486
Consulting	21	6%	66,300	95,000	126,000	106,200
Customer service/ public relations	--	--	--	--	--	--
Engineering	24	7%	61,000	94,300	137,000	101,061
Finance	7	2%	--	--	--	--
Human resources	2	1%	--	--	--	--
Information technology/ information systems	69	21%	78,000	110,000	131,000	110,957
Operations/manufacturing	6	2%	--	--	--	--
Project management department or PMO	114	34%	79,200	112,500	150,000	115,357
Quality management	3	1%	--	--	--	--
Research and development	4	1%	--	--	--	--
Sales/marketing	15	5%	50,000	96,000	140,000	114,146
Supply chain management/logistics	2	1%	--	--	--	--
Training/education	--	--	--	--	--	--
Other	7	2%	--	--	--	--

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	12	4%	70,000	105,000	145,000	112,963
Business services	--	--	--	--	--	--
Construction	36	11%	85,498	120,000	168,334	127,979
Consulting	27	8%	72,000	100,000	165,000	116,161
Engineering	26	8%	84,737	102,005	144,000	112,497
Financial services	36	11%	81,000	120,000	140,000	114,425
Food and beverage	3	1%	--	--	--	--
Government	5	2%	--	--	--	--
Healthcare	3	1%	--	--	--	--
Information technology	73	22%	83,500	107,000	131,600	112,112
Insurance	7	2%	--	--	--	--
Legal	--	--	--	--	--	--
Manufacturing	18	5%	60,000	73,800	140,000	108,112
Pharmaceuticals	3	1%	--	--	--	--
Real estate	2	1%	--	--	--	--
Resources (agriculture, mining, etc.)	2	1%	--	--	--	--
Telecommunications	46	14%	84,000	110,000	140,000	113,337
Training/education	--	--	--	--	--	--
Utility	1	*	--	--	--	--
Other	33	10%	75,758	90,000	120,000	101,010

Turkey—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	57	17%	89,500	120,000	150,000	124,385
Construction	55	17%	90,000	120,000	169,474	126,175
Engineering	82	25%	80,000	100,505	140,400	113,341
Information technology	194	58%	83,500	111,500	140,000	116,283
Manufacturing	28	8%	72,000	90,455	104,000	99,608
Operations	57	17%	78,000	105,000	150,000	114,238
Quality management	22	7%	84,000	115,500	175,000	122,731
Regulatory compliance	26	8%	75,758	139,000	153,000	122,990
Research and development	44	13%	82,500	95,500	125,000	102,508
Supply chain management/logistics	17	5%	84,000	100,000	130,000	105,787
Other	29	9%	78,000	100,000	130,000	103,448

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th percentile	Median	75th percentile	Mean
Fewer than 100	37	11%	72,000	90,000	130,000	106,640
100-299	49	15%	64,000	96,026	132,000	104,693
300- 999	61	18%	78,000	110,000	138,000	111,366
1,000- 2,499	50	15%	78,000	98,000	124,000	113,382
2,500- 4,999	38	11%	78,000	116,000	146,878	117,173
5,000- 9,999	26	8%	84,000	96,000	144,000	110,141
10,000 or more	72	22%	84,000	120,000	153,000	121,729

Annualized Salary by Average Project Team Size

Team size	n=	Percent	25th percentile	Median	75th percentile	Mean
1-4 people	33	12%	75,000	100,000	135,000	109,440
5-9 people	82	30%	78,000	103,500	132,000	112,412
10-14 people	55	20%	84,000	120,000	144,000	120,977
15-19 people	18	7%	90,000	114,000	128,500	126,091
20 or more people	85	31%	84,000	120,000	160,000	122,602

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	35	12%	60,000	89,500	135,000	99,162
\$100,000-\$499,999	81	27%	75,758	100,000	130,000	104,335
\$500,000-\$999,999	40	13%	97,000	120,000	160,000	132,976
\$1 million-\$10 million	82	27%	84,000	120,000	140,000	113,934
More than \$10 million	65	21%	84,000	105,000	166,667	122,866

Turkey—All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	81	25%
Yes—Informal	118	36%
No	112	34%
Don't know	19	6%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	57	30%
Yes—Informal	99	52%
No	26	14%
Don't know	10	5%

Defined Set of Performance Skills for Project Managers Within Organization

	n=	Percent
Yes—Clearly defined/in writing	106	33%
Yes—Informal	102	32%
No	98	31%
Don't know	13	4%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	12	4%	14	4%	295	92%
Director of project management office (PMO)	2	9%	--	--	21	91%
Portfolio manager	2	10%	2	10%	17	81%
Program manager	3	5%	2	3%	59	94%
Project manager III	2	3%	5	7%	69	91%
Project manager II	2	4%	3	5%	52	91%
Project manager I	1	3%	1	3%	32	97%
Project management specialist	--	--	1	3%	33	97%
Project management consultant	--	--	--	--	12	100%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	151	46%	213	65%	164	50%
Director of project management office (PMO)	12	52%	18	78%	9	39%
Portfolio manager	11	52%	14	67%	14	67%
Program manager	34	54%	42	67%	27	43%
Project manager III	35	45%	58	75%	40	52%
Project manager II	32	52%	40	66%	29	48%
Project manager I	10	29%	16	46%	18	51%
Project management specialist	9	26%	16	46%	18	51%
Project management consultant	8	62%	9	69%	9	69%

Turkey—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	314	15.9	282	23.8
Director of project management office (PMO)	23	15.1	19	24.6
Portfolio manager	21	15.9	20	21.9
Program manager	62	15.5	56	23.6
Project manager III	71	14.9	67	22.2
Project manager II	57	16.1	51	24.7
Project manager I	33	17.2	26	25.7
Project management specialist	34	17.1	30	25.1
Project management consultant	13	17.2	13	24.9

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	133	42%	52	16%	22	7%
Director of project management office (PMO)	13	57%	5	22%	3	13%
Portfolio manager	10	48%	5	24%	1	5%
Program manager	19	31%	14	23%	7	11%
Project manager III	27	36%	10	13%	5	7%
Project manager II	23	41%	7	13%	1	2%
Project manager I	19	56%	5	15%	1	3%
Project management specialist	14	41%	4	12%	4	12%
Project management consultant	8	62%	2	15%	--	--

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	328	42.4	323	47.0
Director of project management office (PMO)	24	42.3	24	47.7
Portfolio manager	21	41.5	21	46.1
Program manager	63	41.9	63	47.6
Project manager III	77	42.3	74	47.8
Project manager II	61	42.8	60	46.1
Project manager I	35	42.4	34	45.8
Project management specialist	35	43.7	34	47.6
Project management consultant	12	41.8	13	44.7

Turkey—All Respondents

Annualized Salary by Position Description—Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	1	4%	--	--	--	--
Portfolio manager	5	19%	--	--	--	--
Program manager	5	19%	--	--	--	--
Project manager III	2	7%	--	--	--	--
Project manager II	5	19%	--	--	--	--
Project manager I	5	19%	--	--	--	--
Project management specialist	2	7%	--	--	--	--
Project management consultant	2	7%	--	--	--	--

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	23	8%	96,000	138,000	180,000	135,870
Portfolio manager	16	5%	90,000	135,000	182,000	153,590
Program manager	59	19%	89,500	120,000	150,000	125,846
Project manager III	76	25%	90,000	120,000	146,000	121,829
Project manager II	57	19%	66,000	90,909	120,000	96,193
Project manager I	31	10%	55,000	85,000	120,000	88,510
Project management specialist	33	11%	54,000	70,000	100,000	81,280
Project management consultant	11	4%	70,000	95,000	153,200	109,018

Detailed Findings United Arab Emirates—All Respondents



Total Compensation (in United Arab Emirates Dirham)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	417	240,000	300,000	396,753	321,792
Total compensation	417	250,000	336,000	442,800	361,699

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	6	1%	Decrease	2	*
Remained the same	154	37%	Remain the same	89	21%
Increased less than 1%	6	1%	Increase less than 1%	12	3%
Increased 1% to 2.9%	42	10%	Increase 1% to 2.9%	30	7%
Increased 3% to 3.9%	24	6%	Increase 3% to 3.9%	33	8%
Increased 4% to 4.9%	28	7%	Increase 4% to 4.9%	33	8%
Increased 5% to 6.9%	35	8%	Increase 5% to 6.9%	49	12%
Increased 7% to 9.9%	34	8%	Increase 7% to 9.9%	33	8%
Increased 10% to 14.9%	39	9%	Increase 10% to 14.9%	70	17%
Increased 15% to 19.9%	15	4%	Increase 15% to 19.9%	31	7%
Increased 20% to 24.9%	11	3%	Increase 20% to 24.9%	14	3%
Increased 25% to 29.9%	5	1%	Increase 25% to 29.9%	7	2%
Increased 30% or greater	18	4%	Increase 30% or greater	14	3%

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	26	6%	404,400	540,000	600,000	516,903
Portfolio manager	14	3%	300,000	395,000	480,000	390,391
Program manager	54	13%	300,000	367,500	480,000	389,350
Project manager III	74	18%	284,400	336,000	420,000	349,664
Project manager II	70	17%	234,000	281,880	360,000	302,743
Project manager I	88	21%	192,000	240,000	300,000	254,539
Project management specialist	65	16%	190,489	240,000	300,000	242,211
Project management consultant	26	6%	250,000	343,000	390,000	347,957

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	--	--	--	--	--	--
3 to less than 5 years	2	*	--	--	--	--
5 to less than 10 years	85	20%	180,000	217,500	276,000	239,792
10 to less than 15 years	150	36%	240,000	300,000	365,000	303,116
15 to less than 20 years	86	21%	240,000	320,000	408,000	338,965
20 or more years	94	23%	300,000	393,377	500,000	410,705

United Arab Emirates—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Agile/interactive/incremental project management/Scrum</i>						
None	169	48%	240,000	300,000	408,000	324,555
1 to 5 years	143	41%	240,000	300,000	399,000	321,170
6 years or more	40	11%	240,000	300,000	402,200	338,007
<i>Extreme project management</i>						
None	173	51%	240,000	305,750	400,000	332,377
1 to 5 years	100	30%	216,000	264,000	360,000	302,817
6 years or more	64	19%	245,000	300,000	409,000	337,192
<i>Process-based project management</i>						
None	90	25%	240,000	318,000	420,000	339,006
1 to 5 years	171	48%	216,000	300,000	384,000	309,009
6 years or more	94	26%	252,000	313,200	410,000	347,149
<i>Event chain project management</i>						
None	216	63%	240,000	300,000	397,302	323,510
1 to 5 years	102	30%	240,000	312,000	410,000	332,809
6 years or more	26	8%	240,000	300,000	350,000	317,336
<i>Project portfolio management</i>						
None	159	45%	216,000	276,000	360,000	292,802
1 to 5 years	140	40%	246,520	300,000	426,000	341,560
6 years or more	52	15%	300,000	380,750	480,000	387,312
<i>Program management</i>						
None	97	27%	204,000	252,000	312,000	268,656
1 to 5 years	173	48%	240,000	312,000	420,000	333,475
6 years or more	89	25%	270,000	360,000	480,000	380,430
<i>Earned value management</i>						
None	102	28%	216,000	283,000	367,363	307,227
1 to 5 years	177	49%	240,000	300,000	400,000	318,075
6 years or more	82	23%	264,000	336,000	444,000	357,937
<i>Lean project management</i>						
None	179	52%	240,000	300,000	400,000	326,273
1 to 5 years	117	34%	240,000	303,000	400,000	318,719
6 years or more	51	15%	252,000	315,000	408,000	345,898

United Arab Emirates—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Critical chain project management</i>						
None	150	43%	240,000	300,000	386,500	317,424
1 to 5 years	138	40%	220,000	300,000	384,000	310,675
6 years or more	61	17%	252,000	336,000	450,000	367,985
<i>Waterfall project management</i>						
None	198	58%	220,418	298,500	400,000	318,153
1 to 5 years	94	27%	216,000	300,000	380,000	314,343
6 years or more	51	15%	287,760	324,000	444,000	356,906
<i>Risk management</i>						
None	55	15%	204,000	248,000	330,000	273,949
1 to 5 years	193	53%	240,000	300,000	390,000	313,207
6 years or more	114	31%	252,000	350,000	461,160	370,357
<i>Change management</i>						
None	50	14%	200,000	240,000	350,000	271,447
1 to 5 years	190	52%	220,418	300,000	386,500	311,195
6 years or more	124	34%	275,750	350,000	453,000	368,491
<i>Resource management</i>						
None	29	8%	204,000	252,000	330,000	271,335
1 to 5 years	164	46%	218,750	276,000	360,000	297,825
6 years or more	166	46%	262,000	337,722	445,000	361,390

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	9	2%	--	--	--	--
3 to less than 5 years	51	12%	192,000	234,000	300,000	256,615
5 to less than 10 years	219	53%	216,000	287,760	360,000	295,290
10 to less than 15 years	84	20%	275,750	360,000	480,000	381,052
15 to less than 20 years	36	9%	300,000	367,500	480,000	404,600
20 or more years	18	4%	330,000	450,000	568,800	441,288

United Arab Emirates—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	1	*	--	--	--	--
Some college or associate's degree	14	3%	204,000	261,000	399,000	307,989
4-year college degree	206	49%	240,000	300,000	375,000	309,601
Master's degree	185	44%	240,000	300,000	408,000	333,028
Doctoral degree	11	3%	216,000	420,000	516,000	382,844

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	88	21%	240,000	327,000	414,000	342,171
No degree in PM	329	79%	234,000	300,000	390,000	316,340

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	319	76%	240,000	306,000	408,000	332,770
PMP for less than 1 year	4	1%	--	--	--	--
PMP for 1 to less than 5 years	214	69%	228,000	300,000	396,000	312,201
PMP for 5 to less than 10 years	79	25%	294,000	350,000	420,000	360,677
PMP for 10 to less than 20 years	14	5%	420,000	570,400	636,000	524,356
PMP for 20 or more years	--	--	--	--	--	--
Do not have a PMP® certification	98	24%	210,000	257,000	360,000	286,055

Annualized Salary by Amount of Training per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	206	51%	238,630	300,000	387,744	314,576
5 to 9 days	99	25%	240,000	300,000	404,400	328,736
10 days or more	99	25%	240,000	312,000	410,000	337,201

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	370	93%	240,000	300,000	400,000	326,016
Female	30	8%	200,000	251,870	320,000	266,832

United Arab Emirates—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	29	7%	240,000	350,000	468,000	355,288
Consulting	39	9%	297,000	360,000	480,000	383,746
Customer service/ public relations	1	*	--	--	--	--
Engineering	64	15%	207,000	252,000	336,000	286,332
Finance	2	*	--	--	--	--
Human resources	2	*	--	--	--	--
Information technology/ information systems	70	17%	234,000	290,880	350,000	287,266
Operations/manufacturing	12	3%	312,000	372,000	455,580	387,263
Project management department or PMO	163	39%	240,000	314,400	408,000	327,760
Quality management	10	2%	190,800	283,500	365,000	299,366
Research and development	1	*	--	--	--	--
Sales/marketing	9	2%	--	--	--	--
Supply chain management/logistics	4	1%	--	--	--	--
Training/education	2	*	--	--	--	--
Other	9	2%	--	--	--	--

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	7	2%	--	--	--	--
Business services	1	*	--	--	--	--
Construction	100	24%	240,000	300,000	373,500	317,563
Consulting	42	10%	240,000	306,000	374,515	334,568
Engineering	48	12%	204,000	280,200	380,000	312,006
Financial services	20	5%	281,880	313,200	425,000	345,616
Food and beverage	3	1%	--	--	--	--
Government	21	5%	276,000	360,000	450,000	378,771
Healthcare	7	2%	--	--	--	--
Information technology	57	14%	200,000	270,000	360,000	282,074
Insurance	1	*	--	--	--	--
Legal	--	--	--	--	--	--
Manufacturing	13	3%	210,000	300,000	360,000	300,678
Pharmaceuticals	--	--	--	--	--	--
Real estate	6	1%	--	--	--	--
Resources (agriculture, mining, etc.)	32	8%	213,209	310,000	444,000	343,073
Telecommunications	19	5%	234,000	336,000	420,000	334,454
Training/education	5	1%	--	--	--	--
Utility	8	2%	--	--	--	--
Other	27	6%	204,000	297,000	400,000	313,246

United Arab Emirates—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	71	17%	240,000	312,000	450,000	354,114
Construction	184	44%	240,000	320,000	408,000	336,203
Engineering	122	29%	220,418	292,200	384,000	313,038
Information technology	140	34%	216,000	300,000	382,000	309,919
Manufacturing	14	3%	210,000	288,000	350,400	306,439
Operations	72	17%	216,000	300,000	465,000	349,346
Quality management	37	9%	240,000	314,400	420,000	336,720
Regulatory compliance	25	6%	240,000	350,400	550,000	376,665
Research and development	16	4%	198,000	300,000	411,000	299,795
Supply chain management/logistics	24	6%	251,000	300,000	430,724	349,611
Other	21	5%	240,000	360,000	386,500	331,460

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th percentile	Median	75th percentile	Mean
Fewer than 100	45	11%	216,000	252,000	360,000	304,443
100-299	59	14%	216,000	276,000	350,000	300,005
300- 999	72	17%	216,750	298,500	393,000	305,390
1,000- 2,499	61	15%	240,000	300,000	404,400	321,573
2,500- 4,999	45	11%	240,000	320,000	420,000	347,995
5,000- 9,999	40	10%	273,000	318,000	370,000	338,112
10,000 or more	95	23%	240,000	312,000	420,000	336,826

Annualized Salary by Average Project Team Size

Team size	n=	Percent	25th percentile	Median	75th percentile	Mean
1-4 people	52	16%	220,209	273,000	360,000	294,293
5-9 people	86	26%	240,000	300,000	360,000	313,143
10-14 people	63	19%	210,000	300,000	420,000	323,339
15-19 people	32	10%	251,000	315,314	382,500	337,408
20 or more people	102	30%	245,040	339,922	450,000	358,312

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	29	7%	206,400	240,000	296,400	244,534
\$100,000-\$499,999	82	21%	206,000	288,880	360,000	297,052
\$500,000-\$999,999	44	11%	218,209	300,000	355,200	302,102
\$1 million-\$10 million	109	28%	240,000	320,000	420,000	332,490
More than \$10 million	130	33%	252,000	350,000	432,000	361,842

United Arab Emirates—All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	68	17%
Yes—Informal	188	46%
No	124	30%
Don't know	31	8%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	55	22%
Yes—Informal	146	59%
No	24	10%
Don't know	22	9%

Defined Set of Performance Skills for Project Managers Within Organization

	n=	Percent
Yes—Clearly defined/in writing	131	33%
Yes—Informal	157	39%
No	90	23%
Don't know	21	5%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	8	2%	8	2%	394	97%
Director of project management office (PMO)	2	8%	2	8%	23	88%
Portfolio manager	--	--	1	7%	13	93%
Program manager	--	--	1	2%	53	98%
Project manager III	4	5%	2	3%	69	93%
Project manager II	1	1%	1	1%	68	97%
Project manager I	--	--	--	--	83	100%
Project management specialist	--	--	1	2%	60	98%
Project management consultant	1	4%	--	--	25	96%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	202	49%	224	55%	160	39%
Director of project management office (PMO)	15	58%	20	77%	10	38%
Portfolio manager	7	50%	11	79%	7	50%
Program manager	29	54%	33	61%	25	46%
Project manager III	43	58%	42	57%	25	34%
Project manager II	27	39%	38	54%	24	34%
Project manager I	45	53%	47	55%	35	41%
Project management specialist	29	46%	22	35%	22	35%
Project management consultant	7	28%	11	44%	12	48%

United Arab Emirates—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	405	27.4	275	33.8
Director of project management office (PMO)	25	29.4	18	29.7
Portfolio manager	14	30.7	11	36.5
Program manager	54	27.1	41	35.5
Project manager III	74	26.6	56	31.6
Project manager II	69	26.9	51	32.5
Project manager I	81	27.9	57	36.8
Project management specialist	62	27.0	28	33.0
Project management consultant	26	27.1	13	34.7

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	69	17%	13	3%	22	5%
Director of project management office (PMO)	4	15%	1	4%	5	19%
Portfolio manager	1	7%	1	7%	2	14%
Program manager	7	13%	3	6%	3	6%
Project manager III	14	19%	3	4%	1	1%
Project manager II	15	21%	2	3%	3	4%
Project manager I	19	23%	3	4%	3	4%
Project management specialist	7	11%	--	--	2	3%
Project management consultant	2	8%	--	--	3	12%

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	414	43.3	411	49.2
Director of project management office (PMO)	25	42.0	26	53.5
Portfolio manager	14	41.6	14	49.8
Program manager	54	43.1	54	49.7
Project manager III	74	42.5	74	49.4
Project manager II	70	43.1	68	49.0
Project manager I	87	44.1	85	48.1
Project management specialist	64	44.9	64	48.6
Project management consultant	26	43.0	26	48.7

United Arab Emirates—All Respondents

Annualized Salary by Position Description—Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	6	26%	--	--	--	--
Portfolio manager	1	4%	--	--	--	--
Program manager	7	30%	--	--	--	--
Project manager III	--	--	--	--	--	--
Project manager II	--	--	--	--	--	--
Project manager I	4	17%	--	--	--	--
Project management specialist	2	9%	--	--	--	--
Project management consultant	3	13%	--	--	--	--

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	20	5%	411,000	545,000	600,000	523,474
Portfolio manager	13	3%	300,000	410,000	480,000	392,729
Program manager	47	12%	300,000	360,000	480,000	386,594
Project manager III	74	19%	284,400	336,000	420,000	349,664
Project manager II	70	18%	234,000	281,880	360,000	302,743
Project manager I	84	21%	192,000	240,000	300,000	253,851
Project management specialist	63	16%	183,792	240,000	300,000	240,874
Project management consultant	23	6%	240,000	336,000	365,000	338,125

Detailed Findings United Kingdom—All Respondents



Total Compensation (in British [U.K.] Pounds)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	561	49,000	60,000	74,000	63,563
Total compensation	561	52,000	67,000	85,062	70,956

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	15	3%	Decrease	15	3%
Remained the same	161	29%	Remain the same	143	25%
Increased less than 1%	27	5%	Increase less than 1%	27	5%
Increased 1% to 2.9%	154	27%	Increase 1% to 2.9%	171	30%
Increased 3% to 3.9%	63	11%	Increase 3% to 3.9%	68	12%
Increased 4% to 4.9%	17	3%	Increase 4% to 4.9%	24	4%
Increased 5% to 6.9%	30	5%	Increase 5% to 6.9%	35	6%
Increased 7% to 9.9%	22	4%	Increase 7% to 9.9%	21	4%
Increased 10% to 14.9%	36	6%	Increase 10% to 14.9%	32	6%
Increased 15% to 19.9%	10	2%	Increase 15% to 19.9%	8	1%
Increased 20% to 24.9%	9	2%	Increase 20% to 24.9%	7	1%
Increased 25% to 29.9%	2	*	Increase 25% to 29.9%	1	*
Increased 30% or greater	15	3%	Increase 30% or greater	9	2%

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	27	5%	85,000	100,000	111,000	99,208
Portfolio manager	35	6%	54,000	65,000	80,000	67,774
Program manager	131	23%	56,200	65,000	81,000	69,402
Project manager III	174	31%	49,000	60,000	73,000	62,887
Project manager II	113	20%	41,000	51,000	60,000	52,454
Project manager I	32	6%	40,000	48,000	60,000	49,449
Project management specialist	21	4%	37,700	48,933	60,000	48,882
Project management consultant	28	5%	54,500	70,700	85,500	72,793

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	--	--	--	--	--	--
3 to less than 5 years	6	1%	--	--	--	--
5 to less than 10 years	48	9%	35,998	45,000	53,280	47,595
10 to less than 15 years	86	15%	45,000	54,500	70,000	57,988
15 to less than 20 years	120	21%	50,000	62,250	75,000	65,835
20 or more years	301	54%	52,200	63,960	79,000	67,387

United Kingdom—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Agile/interactive/incremental project management/Scrum</i>						
None	209	39%	45,000	56,100	68,671	58,961
1 to 5 years	233	44%	50,000	60,000	75,000	64,712
6 years or more	91	17%	55,000	70,000	90,000	72,731
<i>Extreme project management</i>						
None	371	70%	48,000	60,000	73,000	62,609
1 to 5 years	88	17%	48,398	56,800	70,000	60,805
6 years or more	69	13%	58,000	70,000	90,000	73,349
<i>Process-based project management</i>						
None	144	27%	48,637	60,000	73,750	63,063
1 to 5 years	156	29%	44,022	55,000	70,000	58,723
6 years or more	238	44%	52,000	64,650	80,000	67,225
<i>Event chain project management</i>						
None	358	69%	48,000	60,000	74,000	63,161
1 to 5 years	88	17%	50,000	60,000	74,000	63,263
6 years or more	76	15%	51,750	63,250	80,400	67,613
<i>Project portfolio management</i>						
None	189	35%	46,800	57,834	67,000	57,971
1 to 5 years	207	39%	46,000	58,000	75,000	61,864
6 years or more	141	26%	58,000	70,000	90,000	74,879
<i>Program management</i>						
None	111	21%	41,000	50,000	60,570	51,869
1 to 5 years	259	48%	49,500	60,000	70,000	62,001
6 years or more	171	32%	57,000	70,000	85,000	73,122
<i>Earned value management</i>						
None	168	31%	44,950	57,246	70,000	60,678
1 to 5 years	213	40%	48,000	58,500	70,000	60,449
6 years or more	155	29%	55,000	68,000	85,000	71,160
<i>Lean project management</i>						
None	276	53%	46,400	58,875	71,750	61,876
1 to 5 years	165	32%	50,000	60,000	73,000	63,563
6 years or more	82	16%	52,500	65,049	90,000	70,219

United Kingdom—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Critical chain project management</i>						
None	253	48%	48,796	60,000	75,000	62,955
1 to 5 years	157	30%	46,000	60,000	72,000	61,732
6 years or more	122	23%	53,000	64,520	78,000	67,411
<i>Waterfall project management</i>						
None	137	25%	43,000	54,000	65,000	56,846
1 to 5 years	126	23%	45,000	55,000	70,000	59,454
6 years or more	275	51%	55,000	65,000	81,000	69,370
<i>Risk management</i>						
None	36	7%	41,000	60,000	67,000	58,730
1 to 5 years	179	33%	42,000	50,000	65,000	54,702
6 years or more	331	61%	55,000	65,000	80,000	68,958
<i>Change management</i>						
None	51	9%	41,500	55,000	65,000	56,042
1 to 5 years	188	35%	45,000	55,000	66,248	57,948
6 years or more	303	56%	52,000	65,000	80,000	68,701
<i>Resource management</i>						
None	29	5%	41,500	54,580	62,200	53,488
1 to 5 years	187	34%	43,700	53,000	68,000	57,420
6 years or more	327	60%	53,000	65,000	80,000	68,224

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	16	3%	34,000	39,324	43,760	40,759
3 to less than 5 years	42	7%	38,000	49,450	57,250	49,191
5 to less than 10 years	173	31%	45,000	53,000	65,000	57,009
10 to less than 15 years	146	26%	51,552	62,968	77,000	65,681
15 to less than 20 years	97	17%	57,000	65,000	75,000	69,160
20 or more years	87	16%	59,664	75,000	90,000	77,937

United Kingdom—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	49	9%	49,000	57,800	65,800	60,011
Some college or associate's degree	62	11%	43,000	52,000	61,000	56,126
4-year college degree	221	39%	50,000	63,000	75,000	64,747
Master's degree	197	35%	50,000	60,000	80,000	65,334
Doctoral degree	32	6%	48,500	60,000	72,000	64,340

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	67	12%	45,000	56,100	73,000	61,576
No degree in PM	490	88%	49,500	60,000	75,000	63,773

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	422	75%	50,000	60,900	74,000	64,736
PMP for less than 1 year	4	1%	--	--	--	--
PMP for 1 to less than 5 years	242	59%	48,774	57,900	70,000	60,788
PMP for 5 to less than 10 years	124	30%	54,790	65,000	75,000	67,872
PMP for 10 to less than 20 years	41	10%	62,500	72,000	85,000	76,876
PMP for 20 or more years	2	*	--	--	--	--
Do not have a PMP® certification	139	25%	40,847	52,500	75,000	60,005

Annualized Salary by Amount of Training per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	270	48%	50,000	61,615	75,000	65,112
5 to 9 days	179	32%	45,500	58,000	70,000	60,673
10 days or more	109	20%	50,000	60,000	73,000	64,342

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	416	79%	50,000	60,517	75,000	65,392
Female	112	21%	43,400	52,500	66,049	56,630

United Kingdom—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	16	3%	49,600	62,900	72,500	65,728
Consulting	41	7%	52,000	72,000	91,400	71,892
Customer service/ public relations	5	1%	--	--	--	--
Engineering	30	5%	46,800	53,500	65,000	56,988
Finance	6	1%	--	--	--	--
Human resources	2	*	--	--	--	--
Information technology/ information systems	160	29%	50,000	62,100	77,000	65,258
Operations/manufacturing	22	4%	52,500	62,000	75,000	63,490
Project management department or PMO	220	39%	47,564	58,109	72,500	62,341
Quality management	5	1%	--	--	--	--
Research and development	22	4%	40,900	51,920	65,000	55,803
Sales/marketing	11	2%	60,000	65,000	75,000	65,558
Supply chain management/logistics	4	1%	--	--	--	--
Training/education	--	--	--	--	--	--
Other	17	3%	47,980	61,000	70,000	61,285

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	11	2%	48,933	52,000	64,040	52,861
Business services	5	1%	--	--	--	--
Construction	15	3%	43,500	55,000	79,500	63,421
Consulting	34	6%	47,500	72,387	95,000	72,315
Engineering	45	8%	45,000	53,000	66,000	58,793
Financial services	74	13%	50,000	60,900	79,550	66,035
Food and beverage	8	1%	--	--	--	--
Government	18	3%	40,000	50,935	68,678	59,053
Healthcare	11	2%	53,000	59,000	66,000	58,738
Information technology	173	31%	50,941	60,000	73,000	64,009
Insurance	3	1%	--	--	--	--
Legal	--	--	--	--	--	--
Manufacturing	14	2%	52,000	57,575	65,000	59,175
Pharmaceuticals	24	4%	42,750	59,500	71,000	58,948
Real estate	1	*	--	--	--	--
Resources (agriculture, mining, etc.)	27	5%	50,000	65,000	84,000	68,782
Telecommunications	47	8%	50,000	60,000	68,314	62,049
Training/education	2	*	--	--	--	--
Utility	12	2%	49,000	59,312	82,800	69,958
Other	37	7%	50,000	62,500	70,000	65,918

United Kingdom—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	193	34%	50,000	65,000	84,000	68,679
Construction	53	9%	52,000	60,000	79,700	67,364
Engineering	100	18%	48,000	58,609	76,000	64,047
Information technology	365	65%	50,000	62,200	77,423	66,061
Manufacturing	34	6%	41,500	57,100	66,000	59,581
Operations	104	19%	49,750	60,000	78,712	65,111
Quality management	39	7%	50,000	62,500	90,000	67,274
Regulatory compliance	62	11%	50,000	62,575	84,000	66,995
Research and development	57	10%	48,500	56,200	66,000	59,514
Supply chain management/logistics	33	6%	55,000	64,000	90,500	70,652
Other	22	4%	46,000	65,000	80,500	64,707

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th percentile	Median	75th percentile	Mean
Fewer than 100	44	8%	50,000	76,500	95,500	76,268
100-299	20	4%	45,500	57,500	80,400	61,759
300- 999	40	7%	42,432	51,000	59,000	51,554
1,000- 2,499	33	6%	40,000	54,500	68,000	59,985
2,500- 4,999	42	7%	50,000	64,500	77,000	67,282
5,000- 9,999	35	6%	45,500	58,750	74,000	61,636
10,000 or more	347	62%	50,000	60,000	72,000	63,525

Annualized Salary by Average Project Team Size

Team size	n=	Percent	25th percentile	Median	75th percentile	Mean
1-4 people	62	13%	41,000	54,790	70,000	56,565
5-9 people	142	31%	50,000	60,685	76,000	64,696
10-14 people	88	19%	49,150	58,000	70,500	63,267
15-19 people	41	9%	52,000	62,000	72,000	65,712
20 or more people	132	28%	51,500	62,500	82,092	66,902

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	34	6%	44,900	57,899	71,000	57,569
\$100,000-\$499,999	90	17%	46,844	54,392	65,000	57,492
\$500,000-\$999,999	94	18%	46,000	57,527	76,000	62,216
\$1 million-\$10 million	232	44%	50,000	62,250	75,000	65,238
More than \$10 million	74	14%	56,200	69,239	85,000	73,387

United Kingdom—All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	166	30%
Yes—Informal	248	44%
No	133	24%
Don't know	11	2%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	87	21%
Yes—Informal	208	50%
No	84	20%
Don't know	34	8%

Defined Set of Performance Skills for Project Managers Within Organization

	n=	Percent
Yes—Clearly defined/in writing	286	52%
Yes—Informal	141	25%
No	102	18%
Don't know	24	4%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	54	10%	70	13%	443	80%
Director of project management office (PMO)	7	26%	6	22%	15	56%
Portfolio manager	2	6%	6	17%	27	77%
Program manager	25	20%	24	19%	87	68%
Project manager III	10	6%	18	10%	145	84%
Project manager II	8	7%	9	8%	97	87%
Project manager I	1	3%	2	6%	29	91%
Project management specialist	1	5%	4	19%	16	76%
Project management consultant	--	--	1	4%	27	96%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	230	41%	301	54%	276	50%
Director of project management office (PMO)	15	56%	18	67%	17	63%
Portfolio manager	18	51%	22	63%	22	63%
Program manager	64	49%	86	66%	68	52%
Project manager III	72	42%	86	50%	80	46%
Project manager II	41	37%	54	49%	55	50%
Project manager I	6	19%	8	25%	11	34%
Project management specialist	4	19%	10	48%	11	52%
Project management consultant	10	37%	17	63%	12	44%

United Kingdom—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	531	22.7	513	24.9
Director of project management office (PMO)	27	22.9	27	25.5
Portfolio manager	33	21.5	33	23.7
Program manager	124	24.2	120	26.4
Project manager III	162	21.7	156	23.6
Project manager II	108	23.2	104	25.3
Project manager I	30	21.1	27	24.9
Project management specialist	21	25.2	20	27.3
Project management consultant	26	21.5	26	23.5

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	98	18%	389	70%	32	6%
Director of project management office (PMO)	8	30%	11	41%	4	15%
Portfolio manager	8	24%	25	74%	2	6%
Program manager	19	15%	97	75%	9	7%
Project manager III	31	18%	123	71%	5	3%
Project manager II	21	19%	78	70%	8	7%
Project manager I	6	19%	22	69%	1	3%
Project management specialist	3	15%	14	70%	1	5%
Project management consultant	2	7%	19	68%	2	7%

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	558	37.9	553	44.9
Director of project management office (PMO)	27	38.1	27	49.4
Portfolio manager	35	37.9	35	46.6
Program manager	130	37.8	127	46.3
Project manager III	173	37.8	171	45.0
Project manager II	112	37.7	113	42.9
Project manager I	32	37.8	31	41.3
Project management specialist	21	38.9	21	42.9
Project management consultant	28	38.2	28	44.5

United Kingdom—All Respondents

Annualized Salary by Position Description—Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	8	7%	--	--	--	--
Portfolio manager	6	5%	--	--	--	--
Program manager	14	13%	55,000	62,500	75,000	70,514
Project manager III	38	34%	55,000	66,854	100,000	74,831
Project manager II	23	21%	50,000	58,218	70,000	59,475
Project manager I	8	7%	--	--	--	--
Project management specialist	1	1%	--	--	--	--
Project management consultant	13	12%	54,000	72,773	90,000	76,849

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	19	4%	85,000	96,000	105,000	95,763
Portfolio manager	29	6%	54,000	65,000	75,000	66,520
Program manager	117	26%	57,800	65,061	81,000	69,269
Project manager III	136	30%	48,000	58,000	71,000	59,549
Project manager II	90	20%	40,500	50,000	58,000	50,660
Project manager I	24	5%	43,450	48,000	60,000	49,682
Project management specialist	20	4%	34,850	46,967	61,338	48,826
Project management consultant	15	3%	55,000	65,000	74,000	69,277

Detailed Findings United States—All Respondents



Total Compensation (in United States Dollars)

Compensation	n=	25th percentile	Median	75th percentile	Mean
Salary	9,677	90,000	108,200	130,000	111,969
Total compensation	9,677	93,940	116,000	143,000	121,863

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 months	n=	Percent	Next 12 months	n=	Percent
Decreased	295	3%	Decrease	140	1%
Remained the same	1,924	20%	Remain the same	1,701	18%
Increased less than 1%	309	3%	Increase less than 1%	350	4%
Increased 1% to 2.9%	2,682	28%	Increase 1% to 2.9%	2,913	30%
Increased 3% to 3.9%	1,698	18%	Increase 3% to 3.9%	2,151	22%
Increased 4% to 4.9%	649	7%	Increase 4% to 4.9%	687	7%
Increased 5% to 6.9%	613	6%	Increase 5% to 6.9%	712	7%
Increased 7% to 9.9%	437	5%	Increase 7% to 9.9%	268	3%
Increased 10% to 14.9%	516	5%	Increase 10% to 14.9%	466	5%
Increased 15% to 19.9%	195	2%	Increase 15% to 19.9%	107	1%
Increased 20% to 24.9%	140	1%	Increase 20% to 24.9%	77	1%
Increased 25% to 29.9%	61	1%	Increase 25% to 29.9%	35	*
Increased 30% or greater	157	2%	Increase 30% or greater	69	1%

Annualized Salary by Position Description

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	620	6%	112,695	135,000	158,943	136,809
Portfolio manager	704	7%	110,000	128,000	150,000	133,287
Program manager	2,482	26%	100,000	120,000	138,000	121,082
Project manager III	2,649	27%	90,000	105,000	124,500	108,763
Project manager II	1,465	15%	79,500	95,000	113,000	97,618
Project manager I	787	8%	70,000	87,000	105,000	88,978
Project management specialist	377	4%	65,000	85,000	107,000	89,889
Project management consultant	593	6%	92,000	110,000	135,000	116,874

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	31	*	46,000	52,000	60,000	56,222
3 to less than 5 years	133	1%	52,000	65,000	80,000	67,590
5 to less than 10 years	841	9%	72,000	85,000	100,000	87,867
10 to less than 15 years	1,492	15%	83,000	100,000	117,000	100,966
15 to less than 20 years	1,770	18%	92,000	110,000	130,000	111,863
20 or more years	5,410	56%	97,000	115,384	139,000	120,196

United States—All Respondents

Annualized Salary by Technique Experience

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Agile/interactive/incremental project management/Scrum</i>						
None	3,272	36%	85,000	103,000	126,000	107,168
1 to 5 years	4,373	48%	90,000	109,000	130,000	111,391
6 years or more	1,495	16%	100,000	120,000	145,000	124,785
<i>Extreme project management</i>						
None	6,330	71%	87,500	106,000	130,000	110,160
1 to 5 years	1,595	18%	90,000	109,377	129,000	111,332
6 years or more	1,038	12%	100,000	120,000	143,000	124,883
<i>Process-based project management</i>						
None	2,025	22%	86,100	107,000	130,000	109,622
1 to 5 years	3,005	33%	80,424	100,000	120,000	102,739
6 years or more	4,068	45%	98,000	115,550	137,950	120,327
<i>Event chain project management</i>						
None	6,019	67%	89,000	107,070	130,000	110,842
1 to 5 years	1,750	20%	86,000	105,000	127,000	108,883
6 years or more	1,178	13%	99,000	120,000	142,000	123,335
<i>Project portfolio management</i>						
None	3,024	33%	79,000	96,788	115,357	99,488
1 to 5 years	3,393	37%	90,000	108,000	127,000	110,492
6 years or more	2,692	30%	104,408	125,000	149,750	128,521
<i>Program management</i>						
None	1,772	19%	75,000	93,502	110,000	95,635
1 to 5 years	3,606	39%	87,000	103,000	122,000	106,124
6 years or more	3,827	42%	102,000	122,000	145,000	125,823
<i>Earned value management</i>						
None	3,616	40%	83,000	101,000	123,000	104,554
1 to 5 years	3,261	36%	89,000	107,000	130,000	110,606
6 years or more	2,204	24%	104,000	122,500	145,000	127,223
<i>Lean project management</i>						
None	4,387	48%	86,000	105,000	130,000	109,221
1 to 5 years	3,189	35%	90,000	108,000	129,000	110,896
6 years or more	1,470	16%	100,000	120,000	141,000	123,164

United States—All Respondents

Annualized Salary by Technique Experience (Continued)

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
<i>Critical chain project management</i>						
None	4,557	51%	88,000	107,000	130,000	110,628
1 to 5 years	2,575	29%	85,000	104,000	125,000	107,726
6 years or more	1,855	21%	100,000	118,000	139,000	121,405
<i>Waterfall project management</i>						
None	2,826	31%	82,000	100,000	124,000	104,551
1 to 5 years	2,123	23%	82,000	100,000	124,000	104,283
6 years or more	4,191	46%	99,960	116,400	138,000	120,929
<i>Risk management</i>						
None	996	11%	73,000	92,750	112,200	95,437
1 to 5 years	3,426	37%	82,000	100,000	120,000	102,653
6 years or more	4,780	52%	100,000	120,000	140,000	122,571
<i>Change management</i>						
None	940	10%	75,000	95,000	119,000	99,428
1 to 5 years	3,263	35%	81,000	100,000	120,000	102,561
6 years or more	4,997	54%	98,200	116,500	139,000	120,864
<i>Resource management</i>						
None	1,040	11%	75,000	96,000	118,375	98,954
1 to 5 years	3,137	34%	80,000	97,500	118,000	100,440
6 years or more	5,011	55%	100,000	119,000	140,000	122,332

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 3 years	385	4%	57,000	74,900	92,000	77,341
3 to less than 5 years	791	8%	70,000	85,000	103,000	88,259
5 to less than 10 years	2,808	29%	84,000	100,000	119,000	102,093
10 to less than 15 years	2,315	24%	95,000	112,200	131,000	116,004
15 to less than 20 years	1,802	19%	100,000	120,000	140,000	123,329
20 or more years	1,576	16%	105,408	125,000	150,000	131,010

United States—All Respondents

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th percentile	Median	75th percentile	Mean
High school degree	78	1%	78,000	99,500	124,000	103,157
Some college or associate's degree	769	8%	83,500	100,000	120,000	103,959
4-year college degree	4,220	44%	86,000	105,000	127,000	108,305
Master's degree	4,378	45%	94,000	113,000	135,000	116,412
Doctoral degree	232	2%	100,490	125,000	142,750	124,303

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a degree in PM	1,048	11%	88,220	108,044	130,000	109,994
No degree in PM	8,561	89%	90,000	108,295	130,000	112,137

Annualized Salary by PMP® Status

Status	n=	Percent	25th percentile	Median	75th percentile	Mean
Have a PMP® certification	7,864	81%	93,877	111,000	133,000	115,647
PMP for less than 1 year	91	1%	76,000	95,000	115,000	101,255
PMP for 1 to less than 5 years	3,994	51%	87,000	104,000	125,000	108,032
PMP for 5 to less than 10 years	2,414	31%	100,300	120,000	140,000	122,449
PMP for 10 to less than 20 years	1,250	16%	105,612	124,000	145,000	127,796
PMP for 20 or more years	23	*	120,000	133,000	148,000	132,770
Do not have a PMP® certification	1,813	19%	71,000	91,000	115,000	96,017

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than 5 days	4,034	42%	90,000	110,000	132,000	112,867
5 to 9 days	3,174	33%	91,000	110,000	130,000	113,121
10 days or more	2,326	24%	86,000	105,000	127,000	109,225

Annualized Salary by Gender

Gender	n=	Percent	25th percentile	Median	75th percentile	Mean
Male	5,771	62%	93,000	111,312	135,000	115,973
Female	3,589	38%	84,700	103,000	124,000	105,545

United States—All Respondents

Annualized Salary by Department

Department	n=	Percent	25th percentile	Median	75th percentile	Mean
Administration/ general management	449	5%	79,000	100,000	126,000	105,775
Consulting	826	9%	95,000	120,000	144,000	122,455
Customer service/ public relations	81	1%	75,000	90,000	110,000	92,049
Engineering	758	8%	91,000	110,000	133,000	113,803
Finance	183	2%	86,000	106,000	131,000	112,454
Human resources	62	1%	95,000	106,250	130,000	114,592
Information technology/ information systems	2,720	28%	91,964	109,642	130,000	111,930
Operations/manufacturing	456	5%	80,712	100,000	125,000	106,107
Project management department or PMO	2,964	31%	90,000	109,000	130,000	112,360
Quality management	119	1%	87,000	99,000	120,000	104,769
Research and development	268	3%	92,250	115,000	138,579	117,630
Sales/marketing	228	2%	76,000	102,500	130,483	107,312
Supply chain management/logistics	125	1%	88,000	103,000	116,000	104,192
Training/education	69	1%	72,000	93,229	110,394	96,350
Other	369	4%	83,000	104,000	125,000	107,000

Annualized Salary by Industry

Industry	n=	Percent	25th percentile	Median	75th percentile	Mean
Aerospace	318	3%	97,000	115,000	136,000	118,147
Business services	104	1%	72,200	98,373	125,000	100,591
Construction	267	3%	75,000	96,000	122,000	102,391
Consulting	747	8%	98,000	120,000	148,000	124,697
Engineering	621	6%	93,600	112,000	135,000	116,990
Financial services	719	7%	90,000	108,000	130,000	110,591
Food and beverage	88	1%	85,000	101,800	119,450	104,261
Government	984	10%	90,000	110,000	134,500	113,781
Healthcare	904	9%	86,754	103,471	123,825	106,623
Information technology	1,992	21%	90,000	110,000	130,000	112,291
Insurance	294	3%	86,000	100,000	120,000	103,745
Legal	21	*	95,500	109,000	126,000	110,548
Manufacturing	533	6%	87,000	105,000	125,000	108,196
Pharmaceuticals	258	3%	105,000	125,500	150,000	127,426
Real estate	35	*	80,300	100,000	115,000	98,544
Resources (agriculture, mining, etc.)	167	2%	100,000	120,640	151,000	127,382
Telecommunications	481	5%	89,000	104,000	121,000	106,038
Training/education	93	1%	73,080	90,000	110,000	93,866
Utility	276	3%	98,000	110,425	130,000	114,676
Other	775	8%	80,000	103,000	125,600	106,015

United States—All Respondents

Annualized Salary by Type of Project

Project type	n=	Percent	25th percentile	Median	75th percentile	Mean
Business transformation	2,238	23%	92,500	112,000	135,000	116,223
Construction	1,093	11%	87,100	106,000	130,000	110,988
Engineering	1,880	19%	93,900	114,950	135,000	117,575
Information technology	5,786	60%	91,500	110,000	130,000	113,038
Manufacturing	692	7%	90,000	110,000	132,000	114,279
Operations	2,502	26%	87,000	106,332	130,000	110,342
Quality management	1,068	11%	87,000	106,000	130,000	111,691
Regulatory compliance	1,101	11%	90,000	110,000	130,000	113,276
Research and development	1,044	11%	92,000	113,231	135,600	115,856
Supply chain management/logistics	660	7%	91,000	110,000	132,000	114,720
Other	747	8%	83,000	105,000	130,000	107,824

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th percentile	Median	75th percentile	Mean
Fewer than 100	933	10%	84,500	106,000	135,000	111,837
100-299	826	9%	84,000	105,000	130,000	107,696
300- 999	1,061	11%	85,328	105,000	130,000	109,092
1,000- 2,499	918	9%	84,000	104,000	127,000	107,781
2,500- 4,999	810	8%	90,000	108,148	130,000	110,340
5,000- 9,999	980	10%	90,000	109,000	130,000	112,363
10,000 or more	4,148	43%	93,000	110,000	130,192	114,738

Annualized Salary by Average Project Team Size

Team size	n=	Percent	25th percentile	Median	75th percentile	Mean
1-4 people	1,063	14%	82,000	100,000	121,758	103,613
5-9 people	2,875	37%	90,000	107,070	129,000	110,069
10-14 people	1,637	21%	93,500	111,000	133,250	115,545
15-19 people	715	9%	97,500	115,823	139,000	119,596
20 or more people	1,427	18%	100,000	120,000	145,000	125,721

Annualized Salary by Average Project Budget (in USD)

Budget	n=	Percent	25th percentile	Median	75th percentile	Mean
Less than \$100,000	948	11%	71,566	90,000	107,000	91,799
\$100,000-\$499,999	1,990	23%	85,000	100,661	120,000	104,060
\$500,000-\$999,999	1,525	18%	91,000	109,000	128,000	111,021
\$1 million-\$10 million	3,201	37%	97,000	115,000	137,000	119,124
More than \$10 million	1,014	12%	105,000	128,750	155,000	133,525

United States—All Respondents

Project Management Career Path Within Organization

	n=	Percent
Yes—Clearly defined/in writing	2,379	25%
Yes—Informal	4,452	46%
No	2,392	25%
Don't know	410	4%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes—Clearly defined/in writing	1,397	21%
Yes—Informal	3,615	53%
No	1,137	17%
Don't know	613	9%

Defined Set of Performance Skills for Project Managers Within Organization

	n=	Percent
Yes—Clearly defined/in writing	3,880	41%
Yes—Informal	3,062	32%
No	2,064	22%
Don't know	524	5%

Equities Offered in Past Year by Position Description

	Stock options		Stock (i.e., shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	845	9%	1,057	11%	7,874	82%
Director of project management office (PMO)	86	14%	97	16%	458	75%
Portfolio manager	89	13%	114	16%	524	75%
Program manager	263	11%	334	14%	1,920	78%
Project manager III	204	8%	255	10%	2,216	85%
Project manager II	94	7%	132	9%	1,240	86%
Project manager I	49	6%	52	7%	682	88%
Project management specialist	26	7%	32	9%	318	85%
Project management consultant	34	6%	41	7%	516	88%

Employee Benefits Offered by Position Description

	Company car/allowance		Cell phone usage		Paid life insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	644	7%	4,772	50%	5,040	53%
Director of project management office (PMO)	55	9%	397	65%	352	58%
Portfolio manager	52	7%	437	63%	389	56%
Program manager	162	7%	1,365	56%	1,340	55%
Project manager III	173	7%	1,291	49%	1,384	53%
Project manager II	89	6%	639	44%	768	53%
Project manager I	46	6%	267	35%	356	46%
Project management specialist	22	6%	134	36%	177	48%
Project management consultant	45	8%	242	41%	274	47%

United States—All Respondents

Mean Number of Vacation Days by Position Description

	After 1 year		After 10 years	
	n=	Mean	n=	Mean
Total	9,174	14.2	8,863	21.0
Director of project management office (PMO)	594	15.1	584	22.2
Portfolio manager	676	14.7	672	21.6
Program manager	2,341	14.4	2,303	21.1
Project manager III	2,519	14.1	2,431	20.6
Project manager II	1,392	14.0	1,314	21.0
Project manager I	739	14.1	691	21.2
Project management specialist	350	14.0	332	21.1
Project management consultant	563	13.5	536	19.3

Pension Plans Offered by Position Description

	Defined benefit plans		Defined contribution plans		Other pension plans	
	n=	Percent	n=	Percent	n=	Percent
Total	2,957	31%	7,071	74%	483	5%
Director of project management office (PMO)	208	34%	451	73%	28	5%
Portfolio manager	236	34%	520	75%	44	6%
Program manager	767	31%	1,865	76%	123	5%
Project manager III	804	31%	1,956	75%	133	5%
Project manager II	446	31%	1,083	75%	69	5%
Project manager I	223	29%	530	69%	47	6%
Project management specialist	117	32%	273	74%	15	4%
Project management consultant	156	27%	393	67%	24	4%

Mean Hours Worked by Position Description

	Hours expected		Actual hours worked	
	n=	Mean	n=	Mean
Total	9,570	40.0	9,580	47.0
Director of project management office (PMO)	615	39.9	614	49.3
Portfolio manager	700	40.2	701	49.1
Program manager	2,454	40.1	2,455	47.9
Project manager III	2,626	40.0	2,634	46.5
Project manager II	1,445	40.1	1,443	46.1
Project manager I	774	40.2	773	45.2
Project management specialist	373	40.0	372	44.8
Project management consultant	583	39.7	588	46.1

United States—All Respondents

Annualized Salary by Position Description—Self-Employed Only

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	88	9%	118,000	142,000	165,500	141,937
Portfolio manager	88	9%	109,000	131,500	160,000	139,233
Program manager	255	26%	102,000	125,000	150,000	130,951
Project manager III	240	25%	95,000	112,000	133,500	117,697
Project manager II	103	11%	79,000	100,000	120,000	102,937
Project manager I	52	5%	73,000	89,500	110,500	95,248
Project management specialist	40	4%	75,000	93,500	127,500	103,927
Project management consultant	111	11%	100,000	130,000	165,000	142,841

Annualized Salary by Position Description—Excluding Self-Employed

Position	n=	Percent	25th percentile	Median	75th percentile	Mean
Director of project management office (PMO)	532	6%	112,000	135,000	156,000	135,961
Portfolio manager	616	7%	110,000	126,000	150,000	132,438
Program manager	2,227	26%	100,000	118,700	136,000	119,952
Project manager III	2,409	28%	90,000	105,000	123,000	107,873
Project manager II	1,362	16%	79,584	95,000	112,000	97,216
Project manager I	735	8%	70,000	87,000	105,000	88,535
Project management specialist	337	4%	65,000	85,000	106,000	88,223
Project management consultant	482	6%	90,000	106,000	130,000	110,894

Appendix A—Demographic Comparisons by Country

Years of Work Experience

Country	n=	<3	3-<5	5-<10	10-<15	15-<20	20+
Australia	716	0%	1%	11%	20%	19%	49%
Belgium	215	0%	1%	11%	13%	29%	46%
Brazil	596	0%	2%	11%	27%	26%	35%
Canada	2,546	1%	2%	12%	18%	19%	49%
China	677	0%	3%	34%	36%	16%	11%
Colombia	289	0%	1%	25%	32%	22%	20%
Egypt	166	0%	4%	21%	39%	21%	15%
France	454	0%	2%	16%	23%	26%	32%
Germany	559	1%	3%	14%	20%	23%	40%
Hong Kong	254	0%	3%	17%	28%	28%	24%
India	1,197	0%	1%	14%	42%	29%	13%
Ireland	438	0%	1%	9%	19%	29%	42%
Italy	666	0%	1%	11%	21%	29%	36%
Japan	398	0%	0%	6%	23%	29%	42%
Malaysia	389	0%	1%	12%	39%	28%	21%
Mexico	513	1%	1%	17%	25%	27%	29%
Netherlands	331	0%	0%	7%	17%	27%	50%
New Zealand	505	2%	1%	8%	13%	16%	60%
Nigeria	212	1%	6%	39%	31%	14%	9%
Peru	272	0%	5%	25%	33%	18%	19%
Poland	293	0%	1%	31%	32%	23%	14%
Qatar	346	0%	1%	11%	32%	24%	31%
Saudi Arabia	370	0%	4%	25%	32%	19%	21%
Singapore	549	0%	1%	21%	32%	28%	19%
South Africa	544	0%	1%	11%	23%	18%	47%
South Korea	177	0%	2%	25%	23%	24%	27%
Spain	734	0%	2%	13%	31%	33%	22%
Sweden	399	0%	1%	9%	19%	22%	50%
Switzerland	375	0%	2%	18%	27%	24%	28%
Taiwan	179	0%	4%	25%	27%	23%	21%
Turkey	333	0%	2%	28%	32%	25%	13%
United Arab Emirates	417	0%	0%	20%	36%	21%	23%
United Kingdom	561	0%	1%	9%	15%	21%	54%
United States	9,677	0%	1%	9%	15%	18%	56%

Years of Project Management Experience

Country	n=	<3	3-<5	5-<10	10-<15	15-<20	20+
Australia	716	3%	9%	33%	24%	17%	13%
Belgium	215	5%	9%	29%	27%	21%	9%
Brazil	596	3%	11%	41%	26%	14%	5%
Canada	2,546	4%	9%	32%	25%	17%	13%
China	677	9%	24%	48%	13%	4%	2%
Colombia	289	4%	12%	48%	20%	10%	6%
Egypt	166	5%	19%	52%	14%	7%	2%
France	454	3%	10%	37%	29%	14%	7%
Germany	559	3%	9%	33%	29%	18%	8%
Hong Kong	254	3%	13%	43%	26%	11%	4%
India	1,197	3%	16%	56%	20%	3%	2%
Ireland	438	5%	13%	33%	26%	17%	6%
Italy	666	2%	7%	38%	28%	19%	7%
Japan	398	1%	6%	33%	32%	19%	9%
Malaysia	389	3%	13%	44%	24%	11%	5%
Mexico	513	4%	9%	44%	24%	13%	6%
Netherlands	331	2%	8%	32%	23%	24%	11%
New Zealand	505	5%	10%	23%	23%	19%	18%
Nigeria	212	9%	24%	47%	15%	3%	3%
Peru	272	4%	17%	46%	21%	10%	3%
Poland	293	3%	17%	49%	22%	7%	1%
Qatar	346	2%	9%	41%	26%	14%	7%
Saudi Arabia	370	4%	15%	41%	24%	9%	7%
Singapore	549	3%	15%	47%	23%	8%	4%
South Africa	544	3%	7%	37%	25%	19%	9%
South Korea	177	3%	10%	45%	21%	15%	7%
Spain	734	2%	10%	44%	28%	12%	3%
Sweden	399	1%	6%	32%	28%	22%	12%
Switzerland	375	4%	13%	40%	25%	13%	6%
Taiwan	179	5%	16%	47%	20%	7%	4%
Turkey	333	6%	21%	50%	16%	7%	1%
United Arab Emirates	417	2%	12%	53%	20%	9%	4%
United Kingdom	561	3%	7%	31%	26%	17%	16%
United States	9,677	4%	8%	29%	24%	19%	16%

Years of Technique Experience

Agile project management/Scrum					Extreme project management			
Country	n=	None	1-5	6+	n=	None	1-5	6+
Australia	683	39%	47%	14%	667	73%	17%	9%
Belgium	203	43%	44%	13%	199	79%	13%	8%
Brazil	576	41%	43%	16%	570	61%	27%	12%
Canada	2,397	40%	45%	15%	2,357	71%	18%	11%
China	541	35%	50%	15%	543	51%	37%	12%
Colombia	273	45%	45%	10%	269	68%	25%	6%
Egypt	137	53%	36%	10%	137	63%	25%	12%
France	424	40%	49%	11%	413	77%	17%	7%
Germany	530	38%	48%	14%	516	72%	20%	8%
Hong Kong	227	39%	45%	16%	230	63%	25%	12%
India	1,070	30%	58%	13%	1,022	54%	31%	15%
Ireland	408	39%	52%	9%	392	78%	16%	6%
Italy	609	52%	38%	10%	603	73%	18%	9%
Japan	329	56%	30%	14%	330	62%	23%	15%
Malaysia	351	47%	42%	11%	343	62%	26%	13%
Mexico	496	36%	50%	13%	486	69%	21%	11%
Netherlands	319	39%	46%	15%	311	72%	17%	11%
New Zealand	467	43%	43%	14%	452	77%	15%	8%
Nigeria	175	50%	41%	10%	175	55%	35%	10%
Peru	249	44%	40%	16%	247	64%	24%	12%
Poland	279	32%	56%	11%	277	70%	23%	7%
Qatar	281	54%	31%	14%	284	52%	24%	25%
Saudi Arabia	303	55%	34%	11%	304	48%	34%	19%
Singapore	503	46%	45%	9%	492	67%	25%	8%
South Africa	508	45%	39%	16%	502	56%	28%	15%
South Korea	134	43%	35%	22%	138	49%	27%	24%
Spain	684	40%	44%	16%	677	69%	20%	11%
Sweden	387	36%	50%	14%	380	80%	14%	6%
Switzerland	354	41%	48%	11%	348	76%	18%	6%
Taiwan	145	42%	46%	12%	140	58%	32%	10%
Turkey	282	40%	51%	9%	275	62%	31%	7%
United Arab Emirates	352	48%	41%	11%	337	51%	30%	19%
United Kingdom	533	39%	44%	17%	528	70%	17%	13%
United States	9,140	36%	48%	16%	8,963	71%	18%	12%

Years of Technique Experience (Continued)

Process-based project management					Event chain project management			
Country	n=	None	1-5	6+	n=	None	1-5	6+
Australia	681	26%	38%	36%	663	70%	20%	10%
Belgium	204	37%	27%	35%	201	75%	16%	9%
Brazil	572	20%	40%	40%	567	58%	28%	14%
Canada	2,399	27%	34%	39%	2,358	69%	19%	12%
China	570	15%	58%	28%	544	45%	43%	13%
Colombia	275	20%	46%	34%	264	58%	33%	9%
Egypt	139	24%	47%	29%	135	79%	13%	7%
France	424	25%	38%	36%	412	71%	20%	9%
Germany	527	24%	36%	39%	511	72%	18%	10%
Hong Kong	233	22%	45%	33%	229	59%	28%	12%
India	1,068	11%	50%	39%	1,007	61%	28%	11%
Ireland	414	20%	36%	43%	400	74%	19%	7%
Italy	619	22%	38%	40%	595	67%	20%	13%
Japan	331	29%	32%	39%	330	66%	18%	16%
Malaysia	359	21%	43%	36%	342	62%	27%	11%
Mexico	501	16%	46%	38%	489	55%	32%	13%
Netherlands	324	27%	32%	41%	318	69%	21%	11%
New Zealand	470	35%	33%	33%	450	78%	14%	8%
Nigeria	182	19%	59%	23%	175	54%	36%	10%
Peru	256	20%	48%	31%	251	49%	35%	16%
Poland	279	27%	46%	27%	268	74%	19%	7%
Qatar	291	26%	41%	33%	280	62%	23%	15%
Saudi Arabia	314	26%	46%	28%	303	66%	24%	10%
Singapore	504	26%	45%	30%	486	68%	24%	8%
South Africa	509	24%	34%	41%	495	59%	25%	16%
South Korea	143	15%	46%	38%	130	53%	29%	18%
Spain	682	26%	39%	35%	677	56%	26%	17%
Sweden	383	27%	32%	41%	376	74%	17%	9%
Switzerland	354	28%	40%	32%	345	72%	20%	8%
Taiwan	145	20%	46%	34%	142	52%	34%	14%
Turkey	289	20%	52%	28%	260	61%	31%	8%
United Arab Emirates	355	25%	48%	26%	344	63%	30%	8%
United Kingdom	538	27%	29%	44%	522	69%	17%	15%
United States	9,098	22%	33%	45%	8,947	67%	20%	13%

Years of Technique Experience (Continued)

Project portfolio management					Program management			
Country	n=	None	1-5	6+	n=	None	1-5	6+
Australia	678	34%	40%	26%	696	22%	48%	30%
Belgium	206	35%	39%	26%	208	25%	46%	28%
Brazil	583	34%	42%	23%	580	28%	43%	30%
Canada	2,406	36%	39%	25%	2,427	27%	40%	33%
China	562	40%	49%	11%	578	24%	51%	25%
Colombia	275	46%	40%	13%	273	35%	47%	18%
Egypt	138	64%	27%	9%	137	43%	42%	15%
France	424	50%	34%	16%	430	39%	39%	22%
Germany	533	44%	37%	18%	534	33%	43%	23%
Hong Kong	232	41%	40%	19%	233	33%	43%	24%
India	1,039	40%	43%	17%	1,079	28%	49%	23%
Ireland	409	36%	39%	24%	418	23%	43%	33%
Italy	606	51%	32%	17%	621	34%	37%	29%
Japan	328	57%	27%	16%	329	40%	32%	28%
Malaysia	348	44%	40%	16%	359	31%	47%	22%
Mexico	498	34%	44%	22%	498	23%	49%	28%
Netherlands	319	37%	38%	25%	323	27%	42%	31%
New Zealand	470	40%	36%	24%	478	26%	41%	33%
Nigeria	180	41%	47%	12%	184	29%	53%	18%
Peru	252	42%	44%	13%	255	35%	45%	20%
Poland	277	47%	40%	13%	276	36%	46%	18%
Qatar	293	45%	34%	22%	302	28%	39%	32%
Saudi Arabia	309	48%	37%	15%	318	30%	50%	20%
Singapore	499	44%	41%	15%	507	37%	45%	18%
South Africa	512	38%	37%	26%	522	23%	43%	34%
South Korea	131	48%	34%	18%	142	37%	33%	30%
Spain	686	48%	33%	19%	697	34%	37%	29%
Sweden	384	48%	38%	14%	384	38%	43%	19%
Switzerland	351	42%	42%	16%	355	34%	44%	22%
Taiwan	141	48%	37%	16%	152	24%	54%	22%
Turkey	276	42%	45%	13%	280	33%	49%	18%
United Arab Emirates	351	45%	40%	15%	359	27%	48%	25%
United Kingdom	537	35%	39%	26%	541	21%	48%	32%
United States	9,109	33%	37%	30%	9,205	19%	39%	42%

Years of Technique Experience (Continued)

Earned value management					Lean project management			
Country	n=	None	1-5	6+	n=	None	1-5	6+
Australia	680	29%	45%	26%	677	51%	35%	14%
Belgium	205	33%	39%	28%	206	49%	38%	13%
Brazil	571	26%	46%	28%	573	49%	35%	17%
Canada	2,403	37%	40%	23%	2,377	52%	34%	15%
China	549	37%	48%	15%	553	41%	48%	12%
Colombia	272	20%	60%	20%	268	53%	35%	12%
Egypt	143	34%	45%	22%	139	62%	29%	9%
France	431	35%	48%	18%	418	59%	34%	7%
Germany	527	31%	42%	27%	515	51%	36%	14%
Hong Kong	229	47%	39%	14%	230	53%	36%	12%
India	1,054	29%	49%	22%	1,036	44%	45%	11%
Ireland	400	42%	40%	19%	404	49%	38%	13%
Italy	610	26%	46%	27%	605	59%	30%	11%
Japan	331	29%	39%	32%	330	53%	28%	18%
Malaysia	353	35%	50%	15%	351	50%	36%	15%
Mexico	493	26%	50%	25%	486	46%	40%	14%
Netherlands	322	33%	44%	24%	323	40%	46%	15%
New Zealand	468	36%	37%	27%	466	59%	30%	11%
Nigeria	180	24%	61%	16%	177	47%	44%	9%
Peru	258	16%	53%	31%	252	45%	42%	13%
Poland	276	36%	47%	17%	277	54%	38%	8%
Qatar	301	22%	42%	37%	283	52%	29%	19%
Saudi Arabia	318	25%	51%	24%	306	56%	31%	13%
Singapore	503	43%	44%	14%	500	50%	40%	10%
South Africa	521	22%	44%	34%	502	50%	34%	16%
South Korea	140	30%	39%	31%	134	43%	39%	19%
Spain	686	26%	45%	29%	686	53%	32%	15%
Sweden	378	37%	42%	21%	382	52%	37%	11%
Switzerland	348	41%	44%	16%	350	53%	36%	11%
Taiwan	143	48%	34%	18%	145	45%	37%	18%
Turkey	289	23%	58%	19%	263	50%	40%	10%
United Arab Emirates	361	28%	49%	23%	347	52%	34%	15%
United Kingdom	536	31%	40%	29%	523	53%	32%	16%
United States	9,081	40%	36%	24%	9,046	48%	35%	16%

Years of Technique Experience (Continued)

Critical chain project management					Waterfall project management			
Country	n=	None	1-5	6+	n=	None	1-5	6+
Australia	671	51%	30%	19%	683	28%	23%	49%
Belgium	203	52%	25%	23%	204	33%	20%	47%
Brazil	571	37%	38%	25%	569	44%	25%	31%
Canada	2,365	50%	30%	20%	2,406	36%	23%	41%
China	548	34%	49%	17%	551	41%	43%	16%
Colombia	272	39%	39%	22%	270	51%	33%	16%
Egypt	136	61%	29%	10%	137	59%	25%	16%
France	423	43%	34%	23%	423	49%	23%	29%
Germany	516	38%	37%	26%	530	30%	25%	46%
Hong Kong	227	42%	40%	18%	230	32%	28%	40%
India	1,028	42%	40%	18%	1,086	23%	41%	36%
Ireland	400	54%	30%	17%	407	32%	27%	41%
Italy	611	45%	36%	20%	609	43%	23%	34%
Japan	329	43%	30%	28%	341	18%	21%	61%
Malaysia	348	44%	37%	19%	353	37%	32%	31%
Mexico	489	33%	47%	20%	495	39%	30%	31%
Netherlands	319	39%	36%	25%	322	30%	21%	49%
New Zealand	458	56%	24%	20%	472	40%	21%	40%
Nigeria	179	36%	50%	15%	175	68%	25%	7%
Peru	252	31%	42%	26%	247	49%	30%	21%
Poland	277	42%	39%	19%	279	23%	34%	43%
Qatar	283	41%	35%	24%	283	62%	22%	16%
Saudi Arabia	300	47%	36%	17%	301	58%	26%	15%
Singapore	492	52%	30%	17%	511	29%	39%	33%
South Africa	511	33%	35%	32%	516	45%	23%	32%
South Korea	138	37%	36%	27%	131	47%	33%	20%
Spain	685	38%	35%	27%	676	44%	25%	30%
Sweden	379	38%	34%	28%	388	26%	20%	54%
Switzerland	348	47%	34%	19%	353	39%	25%	36%
Taiwan	138	38%	40%	22%	143	45%	36%	19%
Turkey	276	40%	42%	18%	286	33%	34%	33%
United Arab Emirates	349	43%	40%	17%	343	58%	27%	15%
United Kingdom	532	48%	30%	23%	538	25%	23%	51%
United States	8,987	51%	29%	21%	9,140	31%	23%	46%

Years of Technique Experience (Continued)

Country	Risk management				n=	Change management			
	n=	None	1-5	6+		n=	None	1-5	6+
Australia	695	5%	38%	56%	699	9%	45%	46%	
Belgium	205	7%	45%	48%	208	8%	44%	49%	
Brazil	580	10%	49%	41%	581	9%	43%	48%	
Canada	2,439	11%	40%	49%	2,435	8%	40%	51%	
China	571	16%	57%	27%	569	14%	57%	30%	
Colombia	277	16%	54%	30%	271	17%	52%	31%	
Egypt	137	18%	58%	24%	140	21%	47%	31%	
France	430	12%	47%	41%	429	13%	47%	40%	
Germany	544	7%	41%	52%	536	10%	38%	52%	
Hong Kong	232	16%	54%	31%	240	6%	54%	40%	
India	1,086	9%	53%	38%	1,092	8%	52%	40%	
Ireland	412	11%	41%	48%	415	8%	41%	51%	
Italy	621	18%	46%	36%	622	14%	45%	41%	
Japan	338	8%	38%	54%	335	13%	39%	48%	
Malaysia	360	8%	55%	37%	360	10%	52%	38%	
Mexico	498	9%	57%	34%	496	12%	50%	39%	
Netherlands	328	5%	34%	61%	321	10%	35%	56%	
New Zealand	481	7%	35%	58%	482	13%	39%	48%	
Nigeria	186	9%	71%	20%	189	12%	65%	23%	
Peru	257	12%	57%	32%	255	13%	53%	34%	
Poland	280	7%	54%	40%	283	7%	52%	41%	
Qatar	298	14%	48%	37%	304	14%	44%	42%	
Saudi Arabia	318	14%	59%	27%	316	13%	58%	29%	
Singapore	514	16%	50%	34%	523	11%	52%	37%	
South Africa	522	7%	38%	55%	524	10%	42%	48%	
South Korea	145	18%	44%	38%	141	27%	40%	33%	
Spain	695	12%	49%	39%	692	16%	44%	40%	
Sweden	383	4%	34%	62%	384	10%	36%	53%	
Switzerland	358	12%	47%	40%	362	11%	48%	41%	
Taiwan	145	19%	55%	26%	143	17%	52%	31%	
Turkey	298	8%	56%	36%	290	10%	51%	39%	
United Arab Emirates	362	15%	53%	31%	364	14%	52%	34%	
United Kingdom	546	7%	33%	61%	542	9%	35%	56%	
United States	9,202	11%	37%	52%	9,200	10%	35%	54%	

Years of Technique Experience (Continued)

Country	n=	Resource management		
		None	1-5	6+
Australia	690	6%	35%	58%
Belgium	205	6%	40%	54%
Brazil	582	7%	40%	52%
Canada	2,428	11%	36%	53%
China	562	20%	53%	27%
Colombia	277	10%	49%	41%
Egypt	144	12%	45%	43%
France	428	10%	42%	48%
Germany	543	7%	37%	56%
Hong Kong	237	10%	51%	39%
India	1,100	5%	49%	46%
Ireland	415	12%	39%	50%
Italy	617	9%	37%	55%
Japan	331	14%	36%	51%
Malaysia	359	9%	50%	41%
Mexico	499	10%	47%	43%
Netherlands	323	7%	33%	61%
New Zealand	472	12%	32%	56%
Nigeria	183	8%	60%	33%
Peru	260	9%	53%	38%
Poland	279	6%	50%	44%
Qatar	303	10%	36%	54%
Saudi Arabia	318	14%	50%	36%
Singapore	510	10%	51%	39%
South Africa	524	5%	35%	60%
South Korea	137	24%	39%	36%
Spain	685	12%	38%	50%
Sweden	388	7%	34%	60%
Switzerland	356	10%	43%	47%
Taiwan	146	16%	56%	27%
Turkey	295	9%	51%	40%
United Arab Emirates	359	8%	46%	46%
United Kingdom	543	5%	34%	60%
United States	9,188	11%	34%	55%

Highest Formal Education Level

Country	n=	High school	Associate's degree	4-year degree	Master's	Doctoral
Australia	716	3%	12%	38%	43%	3%
Belgium	215	5%	7%	6%	69%	12%
Brazil	596	3%	2%	23%	59%	14%
Canada	2,546	2%	16%	48%	32%	2%
China	677	1%	4%	54%	39%	1%
Colombia	289	1%	2%	29%	63%	5%
Egypt	166	0%	4%	64%	28%	4%
France	454	7%	3%	4%	75%	11%
Germany	559	6%	5%	13%	67%	10%
Hong Kong	254	1%	2%	38%	56%	3%
India	1,197	1%	3%	41%	50%	5%
Ireland	438	3%	10%	41%	41%	5%
Italy	666	17%	4%	16%	56%	8%
Japan	398	5%	6%	61%	27%	2%
Malaysia	389	3%	5%	59%	32%	1%
Mexico	513	2%	1%	50%	45%	2%
Netherlands	331	4%	5%	26%	56%	9%
New Zealand	505	8%	17%	45%	28%	2%
Nigeria	212	0%	1%	50%	46%	1%
Peru	272	4%	4%	33%	55%	4%
Poland	293	5%	1%	4%	70%	19%
Qatar	346	1%	4%	47%	45%	4%
Saudi Arabia	370	0%	2%	62%	34%	2%
Singapore	549	4%	3%	55%	36%	2%
South Africa	544	5%	24%	44%	24%	3%
South Korea	177	1%	1%	66%	27%	6%
Spain	734	5%	4%	19%	67%	5%
Sweden	399	5%	11%	19%	62%	3%
Switzerland	375	3%	3%	18%	65%	11%
Taiwan	179	0%	7%	33%	56%	4%
Turkey	333	1%	0%	43%	52%	4%
United Arab Emirates	417	0%	3%	49%	44%	3%
United Kingdom	561	9%	11%	39%	35%	6%
United States	9,677	1%	8%	44%	45%	2%

Degree in Project Management

Country	n=	Yes	No
Australia	715	22%	78%
Belgium	212	12%	88%
Brazil	591	41%	59%
Canada	2,533	16%	84%
China	672	25%	75%
Colombia	289	52%	48%
Egypt	164	29%	71%
France	451	22%	78%
Germany	555	10%	90%
Hong Kong	254	7%	93%
India	1,188	19%	81%
Ireland	437	17%	83%
Italy	662	10%	90%
Japan	392	4%	96%
Malaysia	386	11%	89%
Mexico	510	34%	66%
Netherlands	331	8%	92%
New Zealand	502	18%	82%
Nigeria	212	14%	86%
Peru	269	52%	48%
Poland	292	20%	80%
Qatar	344	24%	76%
Saudi Arabia	364	25%	75%
Singapore	546	12%	88%
South Africa	541	24%	76%
South Korea	176	18%	82%
Spain	730	38%	62%
Sweden	397	14%	86%
Switzerland	370	17%	83%
Taiwan	178	28%	72%
Turkey	332	10%	90%
United Arab Emirates	417	21%	79%
United Kingdom	557	12%	88%
United States	9,609	11%	89%

PMP® Status

Country	n=	PMP <1 yr	PMP 1-<5 yrs	PMP 5-<10 yrs	PMP 10-<20 yrs	PMP 20+ yrs	Total PMP	Non-PMP
Australia	716	1%	52%	32%	15%	0%	68%	32%
Belgium	215	4%	51%	30%	15%	0%	78%	22%
Brazil	596	2%	52%	33%	13%	0%	83%	17%
Canada	2,546	1%	51%	32%	16%	0%	80%	20%
China	677	2%	79%	17%	2%	0%	95%	5%
Colombia	289	2%	70%	26%	2%	0%	73%	27%
Egypt	166	1%	68%	27%	3%	0%	91%	9%
France	454	7%	70%	19%	4%	0%	77%	23%
Germany	559	2%	56%	32%	9%	0%	86%	14%
Hong Kong	254	1%	60%	33%	6%	0%	87%	13%
India	1,197	3%	66%	27%	4%	0%	80%	20%
Ireland	438	1%	70%	22%	7%	0%	79%	21%
Italy	666	2%	57%	34%	8%	0%	84%	16%
Japan	398	2%	47%	34%	17%	0%	95%	5%
Malaysia	389	1%	73%	24%	2%	0%	77%	23%
Mexico	513	3%	61%	30%	6%	0%	80%	20%
Netherlands	331	3%	60%	26%	10%	0%	83%	17%
New Zealand	505	1%	49%	31%	18%	0%	64%	36%
Nigeria	212	2%	78%	20%	0%	0%	67%	33%
Peru	272	1%	73%	22%	3%	0%	76%	24%
Poland	293	2%	74%	20%	4%	0%	80%	20%
Qatar	346	2%	66%	29%	3%	0%	73%	27%
Saudi Arabia	370	2%	67%	26%	4%	0%	72%	28%
Singapore	549	1%	69%	26%	4%	0%	88%	12%
South Africa	544	2%	59%	27%	12%	0%	77%	23%
South Korea	177	1%	56%	29%	14%	0%	90%	10%
Spain	734	5%	75%	18%	2%	0%	80%	20%
Sweden	399	5%	59%	26%	10%	0%	83%	17%
Switzerland	375	4%	67%	24%	5%	0%	83%	17%
Taiwan	179	4%	59%	32%	5%	0%	96%	4%
Turkey	333	2%	76%	20%	3%	0%	85%	15%
United Arab Emirates	417	1%	69%	25%	5%	0%	76%	24%
United Kingdom	561	1%	59%	30%	10%	0%	75%	25%
United States	9,677	1%	51%	31%	16%	0%	81%	19%

Training Received Over Past 12 Months

Country	n=	<5 days	5-9 days	10+ days
Australia	708	59%	28%	13%
Belgium	214	46%	36%	18%
Brazil	590	34%	21%	45%
Canada	2,515	47%	33%	20%
China	637	29%	30%	41%
Colombia	288	36%	19%	45%
Egypt	156	39%	21%	40%
France	449	40%	41%	19%
Germany	555	40%	39%	22%
Hong Kong	247	54%	24%	21%
India	1,176	32%	35%	34%
Ireland	434	47%	35%	18%
Italy	657	38%	33%	29%
Japan	366	36%	34%	30%
Malaysia	384	34%	39%	27%
Mexico	512	25%	30%	44%
Netherlands	329	36%	38%	25%
New Zealand	501	62%	27%	11%
Nigeria	205	32%	15%	53%
Peru	266	29%	20%	51%
Poland	291	42%	35%	23%
Qatar	336	55%	20%	25%
Saudi Arabia	353	45%	24%	31%
Singapore	535	41%	35%	24%
South Africa	542	39%	30%	32%
South Korea	170	21%	28%	51%
Spain	724	38%	27%	35%
Sweden	396	42%	39%	19%
Switzerland	371	42%	40%	18%
Taiwan	167	47%	23%	30%
Turkey	327	39%	27%	34%
United Arab Emirates	404	51%	25%	25%
United Kingdom	558	48%	32%	20%
United States	9,534	42%	33%	24%

Gender

Country	n=	Male	Female
Australia	692	80%	20%
Belgium	212	83%	17%
Brazil	584	86%	14%
Canada	2,442	66%	34%
China	671	79%	21%
Colombia	281	82%	18%
Egypt	161	81%	19%
France	448	78%	22%
Germany	550	84%	16%
Hong Kong	243	74%	26%
India	1,150	89%	11%
Ireland	427	70%	30%
Italy	647	83%	17%
Japan	392	94%	6%
Malaysia	379	77%	23%
Mexico	495	79%	21%
Netherlands	322	91%	9%
New Zealand	489	71%	29%
Nigeria	201	81%	19%
Peru	265	83%	17%
Poland	281	78%	22%
Qatar	333	95%	5%
Saudi Arabia	343	99%	1%
Singapore	535	81%	19%
South Africa	526	74%	26%
South Korea	173	95%	5%
Spain	715	80%	20%
Sweden	385	70%	30%
Switzerland	363	84%	16%
Taiwan	174	75%	25%
Turkey	320	75%	25%
United Arab Emirates	400	93%	8%
United Kingdom	528	79%	21%
United States	9,360	62%	38%

Functional Area

Country	n=	Admin/ gen mgmt	Consulting	Engineering	IT/IS	PMO	Other
Australia	716	3%	9%	7%	31%	36%	14%
Belgium	215	3%	8%	7%	34%	28%	20%
Brazil	596	9%	7%	11%	30%	27%	16%
Canada	2,546	6%	8%	10%	24%	32%	18%
China	677	3%	4%	16%	26%	28%	23%
Colombia	289	13%	10%	9%	20%	35%	12%
Egypt	166	8%	4%	13%	15%	43%	16%
France	454	3%	9%	7%	30%	31%	21%
Germany	559	7%	15%	6%	25%	28%	18%
Hong Kong	254	3%	6%	5%	46%	21%	20%
India	1,197	2%	8%	7%	40%	29%	15%
Ireland	438	4%	7%	8%	26%	29%	27%
Italy	666	5%	11%	6%	30%	29%	19%
Japan	398	3%	5%	12%	45%	18%	17%
Malaysia	389	1%	6%	7%	23%	49%	14%
Mexico	513	13%	11%	5%	24%	32%	16%
Netherlands	331	5%	6%	8%	24%	31%	27%
New Zealand	505	6%	9%	9%	17%	45%	13%
Nigeria	212	4%	7%	13%	14%	35%	27%
Peru	272	12%	8%	8%	22%	33%	16%
Poland	293	6%	9%	4%	24%	40%	17%
Qatar	346	5%	10%	18%	9%	49%	10%
Saudi Arabia	370	7%	5%	9%	11%	56%	12%
Singapore	549	2%	5%	8%	40%	27%	19%
South Africa	544	5%	9%	13%	17%	44%	13%
South Korea	177	7%	6%	27%	13%	29%	19%
Spain	734	7%	9%	14%	26%	28%	16%
Sweden	399	6%	16%	3%	15%	37%	23%
Switzerland	375	6%	9%	8%	28%	23%	25%
Taiwan	179	7%	6%	11%	26%	25%	26%
Turkey	333	18%	6%	7%	21%	34%	14%
United Arab Emirates	417	7%	9%	15%	17%	39%	12%
United Kingdom	561	3%	7%	5%	29%	39%	17%
United States	9,677	5%	9%	8%	28%	31%	20%

Industry

Country	n=	Consulting	Engineering	Financial service	Government	IT	Manufacturing	Telecom	Other
Australia	716	7%	9%	10%	5%	26%	3%	10%	29%
Belgium	215	10%	9%	7%	4%	27%	6%	7%	30%
Brazil	596	7%	9%	7%	4%	32%	6%	7%	29%
Canada	2,546	8%	8%	10%	10%	18%	5%	7%	34%
China	677	2%	16%	3%	0%	31%	18%	9%	20%
Colombia	289	11%	7%	4%	6%	24%	3%	12%	34%
Egypt	166	4%	8%	2%	3%	25%	4%	19%	36%
France	454	10%	9%	8%	1%	28%	5%	12%	27%
Germany	559	13%	11%	4%	2%	33%	4%	8%	25%
Hong Kong	254	5%	3%	24%	4%	22%	6%	5%	31%
India	1,197	5%	6%	5%	0%	59%	3%	6%	15%
Ireland	438	5%	5%	12%	2%	31%	6%	11%	27%
Italy	666	11%	7%	4%	2%	38%	6%	12%	19%
Japan	398	4%	9%	6%	2%	56%	5%	6%	12%
Malaysia	389	7%	6%	7%	1%	26%	9%	12%	32%
Mexico	513	14%	5%	8%	2%	34%	5%	9%	24%
Netherlands	331	3%	16%	4%	2%	29%	11%	6%	30%
New Zealand	505	9%	9%	5%	13%	21%	2%	7%	34%
Nigeria	212	8%	10%	16%	4%	8%	5%	14%	35%
Peru	272	7%	10%	7%	5%	23%	1%	7%	40%
Poland	293	6%	5%	15%	1%	41%	4%	12%	15%
Qatar	346	15%	11%	2%	3%	7%	0%	2%	61%
Saudi Arabia	370	11%	11%	2%	2%	11%	6%	8%	48%
Singapore	549	4%	8%	14%	5%	31%	9%	7%	23%
South Africa	544	10%	22%	12%	2%	14%	4%	6%	31%
South Korea	177	2%	24%	1%	2%	15%	11%	3%	42%
Spain	734	10%	10%	3%	2%	28%	3%	12%	31%
Sweden	399	16%	13%	3%	3%	22%	8%	13%	23%
Switzerland	375	6%	11%	14%	2%	20%	5%	6%	37%
Taiwan	179	7%	11%	3%	1%	26%	26%	7%	19%
Turkey	333	8%	8%	11%	2%	22%	5%	14%	31%
United Arab Emirates	417	10%	12%	5%	5%	14%	3%	5%	47%
United Kingdom	561	6%	8%	13%	3%	31%	2%	8%	28%
United States	9,677	8%	6%	7%	10%	21%	6%	5%	37%

Type of Project

Country	n=	Business transformation	Construction	Engineering	IT	Manufacturing	Operations
Australia	716	34%	16%	23%	63%	5%	21%
Belgium	215	29%	5%	20%	62%	11%	19%
Brazil	596	24%	17%	28%	64%	9%	18%
Canada	2,543	27%	21%	23%	53%	6%	22%
China	672	8%	10%	32%	44%	17%	11%
Colombia	289	19%	27%	34%	57%	4%	17%
Egypt	165	11%	39%	31%	42%	7%	12%
France	452	19%	6%	26%	56%	8%	13%
Germany	558	22%	6%	23%	63%	6%	15%
Hong Kong	254	22%	3%	6%	74%	5%	23%
India	1,195	19%	6%	14%	73%	5%	16%
Ireland	437	25%	9%	19%	55%	10%	25%
Italy	666	15%	7%	18%	65%	8%	14%
Japan	390	9%	7%	17%	74%	7%	8%
Malaysia	386	18%	19%	21%	54%	6%	17%
Mexico	513	30%	9%	16%	72%	9%	25%
Netherlands	331	23%	6%	22%	52%	9%	17%
New Zealand	503	25%	31%	27%	48%	5%	17%
Nigeria	211	22%	31%	29%	29%	6%	21%
Peru	271	21%	31%	30%	56%	4%	20%
Poland	292	31%	3%	11%	70%	5%	25%
Qatar	346	10%	68%	32%	20%	1%	14%
Saudi Arabia	368	12%	54%	36%	31%	8%	17%
Singapore	549	21%	9%	19%	68%	7%	19%
South Africa	544	19%	33%	36%	39%	6%	20%
South Korea	177	5%	38%	38%	20%	11%	4%
Spain	733	17%	12%	26%	57%	7%	15%
Sweden	399	26%	8%	23%	46%	9%	11%
Switzerland	375	28%	6%	19%	59%	7%	20%
Taiwan	177	12%	12%	29%	43%	14%	11%
Turkey	332	17%	17%	25%	58%	8%	17%
United Arab Emirates	414	17%	44%	29%	34%	3%	17%
United Kingdom	560	34%	9%	18%	65%	6%	19%
United States	9,648	23%	11%	19%	60%	7%	26%

Type of Project (Continued)

Country	n=	Quality mgmt	Regulatory compliance	R&D	Supply chain mgmt	Other
Australia	716	6%	10%	4%	6%	4%
Belgium	215	9%	8%	16%	11%	2%
Brazil	596	13%	10%	8%	10%	9%
Canada	2,543	10%	10%	7%	6%	8%
China	672	11%	2%	16%	7%	2%
Colombia	289	9%	6%	7%	6%	3%
Egypt	165	8%	2%	6%	4%	4%
France	452	6%	6%	15%	4%	5%
Germany	558	9%	4%	12%	5%	4%
Hong Kong	254	8%	9%	6%	7%	2%
India	1,195	12%	5%	8%	5%	4%
Ireland	437	9%	9%	14%	7%	5%
Italy	666	5%	4%	11%	3%	6%
Japan	390	13%	2%	6%	5%	1%
Malaysia	386	7%	5%	8%	6%	7%
Mexico	513	9%	12%	5%	9%	5%
Netherlands	331	9%	4%	23%	6%	5%
New Zealand	503	9%	12%	7%	6%	4%
Nigeria	211	11%	6%	6%	9%	8%
Peru	271	10%	8%	8%	6%	6%
Poland	292	11%	11%	12%	5%	7%
Qatar	346	9%	4%	4%	4%	3%
Saudi Arabia	368	8%	5%	5%	5%	5%
Singapore	549	8%	9%	7%	8%	4%
South Africa	544	7%	12%	5%	7%	6%
South Korea	177	8%	2%	7%	6%	2%
Spain	733	8%	4%	8%	5%	5%
Sweden	399	8%	6%	25%	7%	7%
Switzerland	375	10%	12%	18%	7%	5%
Taiwan	177	11%	3%	18%	8%	4%
Turkey	332	7%	8%	13%	5%	9%
United Arab Emirates	414	9%	6%	4%	6%	5%
United Kingdom	560	7%	11%	10%	6%	4%
United States	9,648	11%	11%	11%	7%	8%

Position Description

Country	n=	Dir. PMO	Portfolio mgr	Program mgr	PM consultant
Australia	716	4%	6%	20%	7%
Belgium	215	4%	6%	20%	10%
Brazil	596	6%	9%	12%	10%
Canada	2,546	6%	8%	16%	7%
China	677	5%	4%	17%	4%
Colombia	289	9%	5%	12%	9%
Egypt	166	7%	3%	11%	7%
France	454	4%	6%	16%	11%
Germany	559	2%	4%	19%	7%
Hong Kong	254	4%	3%	15%	5%
India	1,197	3%	7%	21%	4%
Ireland	438	3%	6%	25%	6%
Italy	666	4%	5%	18%	7%
Japan	398	5%	3%	11%	6%
Malaysia	389	4%	4%	18%	5%
Mexico	513	9%	8%	17%	7%
Netherlands	331	5%	7%	18%	4%
New Zealand	505	6%	6%	17%	6%
Nigeria	212	5%	4%	12%	8%
Peru	272	5%	6%	14%	10%
Poland	293	4%	8%	14%	4%
Qatar	346	3%	3%	10%	9%
Saudi Arabia	370	9%	3%	12%	6%
Singapore	549	4%	4%	17%	4%
South Africa	544	6%	10%	17%	7%
South Korea	177	6%	3%	7%	7%
Spain	734	6%	5%	15%	5%
Sweden	399	5%	3%	16%	13%
Switzerland	375	5%	6%	16%	7%
Taiwan	179	1%	3%	12%	4%
Turkey	333	7%	6%	19%	4%
United Arab Emirates	417	6%	3%	13%	6%
United Kingdom	561	5%	6%	23%	5%
United States	9,677	6%	7%	26%	6%

Position Description (Continued)

Country	n=	Project mgr III	Project mgr II	Project mgr I	PM specialist
Australia	716	30%	19%	8%	6%
Belgium	215	32%	15%	10%	3%
Brazil	596	26%	20%	10%	7%
Canada	2,546	25%	20%	12%	6%
China	677	12%	22%	24%	11%
Colombia	289	23%	13%	16%	12%
Egypt	166	15%	20%	17%	20%
France	454	21%	27%	11%	4%
Germany	559	31%	24%	10%	4%
Hong Kong	254	22%	21%	21%	10%
India	1,197	19%	22%	20%	5%
Ireland	438	24%	18%	14%	3%
Italy	666	26%	23%	13%	4%
Japan	398	11%	23%	31%	12%
Malaysia	389	19%	24%	20%	7%
Mexico	513	23%	17%	13%	4%
Netherlands	331	36%	22%	6%	3%
New Zealand	505	29%	22%	9%	5%
Nigeria	212	16%	16%	25%	16%
Peru	272	12%	24%	18%	13%
Poland	293	35%	22%	10%	3%
Qatar	346	20%	14%	18%	23%
Saudi Arabia	370	14%	14%	20%	24%
Singapore	549	19%	20%	23%	8%
South Africa	544	25%	16%	11%	7%
South Korea	177	17%	16%	29%	16%
Spain	734	23%	24%	16%	5%
Sweden	399	32%	22%	7%	3%
Switzerland	375	25%	27%	12%	3%
Taiwan	179	12%	22%	23%	22%
Turkey	333	23%	19%	11%	11%
United Arab Emirates	417	18%	17%	21%	16%
United Kingdom	561	31%	20%	6%	4%
United States	9,677	27%	15%	8%	4%

Employees Within Entire Organization

Country	n=	<100	100-299	300-999	1,000-2,499	2,500-4,999	5,000-9,999	10,000+
Australia	716	9%	6%	11%	11%	12%	8%	42%
Belgium	215	9%	7%	8%	13%	11%	7%	44%
Brazil	596	11%	6%	13%	10%	8%	9%	43%
Canada	2,546	15%	9%	12%	10%	10%	10%	34%
China	677	8%	11%	19%	14%	10%	8%	31%
Colombia	289	13%	17%	17%	16%	8%	11%	17%
Egypt	166	8%	13%	19%	12%	13%	7%	28%
France	454	9%	5%	8%	6%	6%	7%	59%
Germany	559	6%	6%	7%	8%	6%	7%	59%
Hong Kong	254	11%	6%	13%	14%	10%	6%	39%
India	1,197	4%	5%	7%	9%	6%	8%	60%
Ireland	438	14%	8%	10%	10%	8%	6%	43%
Italy	666	10%	8%	14%	9%	11%	12%	36%
Japan	398	5%	5%	15%	15%	8%	10%	42%
Malaysia	389	13%	11%	14%	11%	9%	7%	36%
Mexico	513	10%	9%	13%	12%	12%	8%	36%
Netherlands	331	4%	4%	5%	5%	5%	5%	71%
New Zealand	505	18%	9%	20%	12%	15%	13%	12%
Nigeria	212	20%	12%	17%	11%	11%	15%	14%
Peru	272	18%	14%	20%	18%	13%	5%	13%
Poland	293	4%	12%	10%	10%	9%	5%	50%
Qatar	346	7%	12%	20%	17%	16%	9%	18%
Saudi Arabia	370	8%	9%	18%	12%	12%	8%	34%
Singapore	549	10%	7%	14%	14%	9%	8%	38%
South Africa	544	14%	7%	9%	13%	11%	11%	35%
South Korea	177	10%	11%	12%	18%	9%	20%	19%
Spain	734	13%	11%	12%	11%	10%	8%	34%
Sweden	399	12%	9%	8%	9%	7%	11%	45%
Switzerland	375	10%	7%	9%	9%	7%	6%	51%
Taiwan	179	17%	15%	21%	14%	8%	9%	17%
Turkey	333	11%	15%	18%	15%	11%	8%	22%
United Arab Emirates	417	11%	14%	17%	15%	11%	10%	23%
United Kingdom	561	8%	4%	7%	6%	7%	6%	62%
United States	9,677	10%	9%	11%	9%	8%	10%	43%

Number of People on Project Teams

Country	n=	1-4	5-9	10-14	15-19	20+
Australia	592	16%	32%	23%	8%	21%
Belgium	174	11%	30%	26%	9%	24%
Brazil	464	14%	33%	22%	11%	20%
Canada	1,996	15%	34%	24%	9%	18%
China	496	14%	37%	20%	7%	21%
Colombia	224	15%	31%	21%	7%	27%
Egypt	122	16%	31%	18%	5%	30%
France	324	19%	28%	26%	8%	19%
Germany	477	12%	32%	22%	8%	26%
Hong Kong	173	28%	35%	20%	7%	10%
India	1,005	6%	18%	21%	13%	42%
Ireland	353	14%	37%	26%	9%	14%
Italy	575	20%	33%	20%	8%	19%
Japan	300	9%	23%	23%	6%	39%
Malaysia	324	15%	34%	20%	7%	23%
Mexico	449	10%	32%	26%	11%	20%
Netherlands	289	7%	28%	25%	11%	29%
New Zealand	401	15%	41%	21%	6%	16%
Nigeria	159	14%	30%	18%	9%	30%
Peru	231	21%	32%	20%	6%	20%
Poland	244	11%	29%	25%	15%	20%
Qatar	271	15%	27%	14%	7%	37%
Saudi Arabia	289	11%	29%	20%	6%	34%
Singapore	434	21%	36%	22%	6%	15%
South Africa	461	7%	31%	23%	10%	29%
South Korea	119	22%	34%	16%	6%	23%
Spain	621	20%	38%	17%	8%	16%
Sweden	344	7%	26%	26%	13%	29%
Switzerland	295	15%	42%	18%	10%	16%
Taiwan	105	25%	35%	22%	8%	10%
Turkey	273	12%	30%	20%	7%	31%
United Arab Emirates	335	16%	26%	19%	10%	30%
United Kingdom	465	13%	31%	19%	9%	28%
United States	7,718	14%	37%	21%	9%	18%

Average Budget of Projects

Country	n=	<\$100K	\$100K- \$499K	\$500K- \$999K	\$1mm- \$10mm	\$10mm+
Australia	714	6%	20%	17%	39%	12%
Belgium	215	9%	23%	18%	33%	10%
Brazil	592	10%	23%	16%	29%	15%
Canada	2,532	10%	22%	15%	32%	14%
China	637	16%	28%	14%	19%	11%
Colombia	288	11%	27%	17%	23%	15%
Egypt	162	14%	17%	15%	27%	17%
France	451	8%	22%	20%	31%	12%
Germany	556	7%	21%	18%	34%	11%
Hong Kong	251	18%	36%	14%	16%	6%
India	1,185	15%	24%	14%	26%	7%
Ireland	436	14%	25%	15%	30%	5%
Italy	661	13%	30%	13%	26%	11%
Japan	363	8%	26%	15%	31%	10%
Malaysia	385	10%	24%	15%	26%	18%
Mexico	511	11%	30%	16%	25%	10%
Netherlands	331	5%	20%	21%	40%	9%
New Zealand	502	10%	24%	17%	34%	10%
Nigeria	209	16%	23%	12%	23%	11%
Peru	268	22%	21%	16%	26%	13%
Poland	291	13%	34%	12%	29%	3%
Qatar	343	2%	9%	11%	22%	50%
Saudi Arabia	362	6%	12%	6%	24%	45%
Singapore	541	12%	22%	16%	35%	8%
South Africa	542	11%	22%	11%	30%	20%
South Korea	173	7%	12%	16%	20%	34%
Spain	726	15%	29%	18%	24%	9%
Sweden	396	6%	20%	18%	34%	14%
Switzerland	373	8%	28%	17%	32%	8%
Taiwan	169	20%	35%	11%	14%	5%
Turkey	328	11%	25%	12%	25%	20%
United Arab Emirates	414	7%	20%	11%	26%	31%
United Kingdom	558	6%	16%	17%	42%	13%
United States	9,600	10%	21%	16%	33%	11%

How has your total compensation changed over the past 12 months?

Country	n=	Decreased	Remained the same	Increase <1%	Increase 1-2.9%	Increase 3-4.9%	Increase 5-9.9%	Increase 10+%
Australia	716	5%	31%	4%	24%	19%	9%	9%
Belgium	215	3%	31%	17%	29%	9%	8%	3%
Brazil	596	4%	18%	3%	5%	12%	42%	17%
Canada	2,546	4%	27%	4%	28%	18%	10%	8%
China	677	4%	22%	3%	8%	12%	27%	24%
Colombia	289	2%	18%	2%	13%	38%	11%	16%
Egypt	166	2%	31%	2%	5%	7%	26%	27%
France	454	5%	25%	10%	33%	14%	8%	5%
Germany	559	4%	21%	7%	35%	18%	8%	8%
Hong Kong	254	2%	20%	2%	10%	30%	20%	15%
India	1,197	1%	17%	2%	5%	13%	31%	31%
Ireland	438	4%	33%	4%	24%	12%	11%	13%
Italy	666	5%	51%	9%	14%	7%	8%	8%
Japan	398	9%	35%	10%	18%	11%	9%	7%
Malaysia	389	2%	25%	1%	13%	19%	27%	13%
Mexico	513	2%	27%	4%	10%	28%	15%	16%
Netherlands	331	3%	22%	8%	39%	17%	8%	4%
New Zealand	505	2%	29%	6%	27%	14%	12%	10%
Nigeria	212	0%	39%	2%	8%	7%	20%	23%
Peru	272	3%	34%	1%	9%	10%	17%	27%
Poland	293	4%	34%	3%	11%	13%	15%	20%
Qatar	346	1%	40%	2%	14%	14%	15%	14%
Saudi Arabia	370	1%	31%	3%	5%	16%	23%	21%
Singapore	549	2%	24%	4%	18%	26%	17%	9%
South Africa	544	1%	18%	1%	3%	17%	45%	16%
South Korea	177	1%	15%	5%	23%	37%	13%	5%
Spain	734	7%	47%	9%	18%	7%	7%	6%
Sweden	399	2%	16%	5%	47%	16%	9%	6%
Switzerland	375	3%	36%	13%	22%	10%	9%	6%
Taiwan	179	4%	35%	6%	22%	20%	9%	4%
Turkey	333	1%	17%	1%	5%	10%	38%	29%
United Arab Emirates	417	1%	37%	1%	10%	12%	17%	21%
United Kingdom	561	3%	29%	5%	27%	14%	9%	13%
United States	9,677	3%	20%	3%	28%	24%	11%	11%

How do you expect your total compensation to change over the next 12 months?

Country	n=	Decrease	Remain the same	Increase <1%	Increase 1-2.9%	Increase 3-4.9%	Increase 5-9.9%	Increase 10+%
Australia	716	2%	29%	5%	26%	21%	10%	7%
Belgium	215	3%	33%	14%	25%	11%	10%	3%
Brazil	596	3%	12%	1%	4%	11%	42%	27%
Canada	2,546	3%	25%	5%	31%	18%	11%	7%
China	677	1%	6%	1%	3%	7%	25%	56%
Colombia	289	4%	11%	2%	8%	34%	16%	24%
Egypt	166	3%	20%	2%	7%	10%	25%	33%
France	454	3%	26%	12%	31%	17%	5%	6%
Germany	559	2%	18%	10%	33%	20%	11%	5%
Hong Kong	254	1%	15%	3%	9%	31%	25%	15%
India	1,197	1%	6%	1%	5%	10%	31%	46%
Ireland	438	0%	29%	5%	26%	17%	12%	10%
Italy	666	5%	49%	7%	14%	8%	8%	9%
Japan	398	7%	27%	8%	21%	13%	16%	10%
Malaysia	389	1%	17%	2%	9%	18%	28%	25%
Mexico	513	1%	13%	3%	10%	22%	21%	30%
Netherlands	331	2%	20%	10%	35%	19%	8%	6%
New Zealand	505	0%	24%	5%	32%	19%	11%	8%
Nigeria	212	0%	12%	1%	6%	9%	16%	56%
Peru	272	1%	13%	3%	7%	12%	19%	46%
Poland	293	0%	35%	4%	9%	14%	15%	22%
Qatar	346	1%	21%	1%	12%	19%	23%	23%
Saudi Arabia	370	2%	17%	2%	5%	22%	26%	25%
Singapore	549	1%	14%	3%	18%	28%	22%	14%
South Africa	544	0%	9%	0%	4%	22%	48%	16%
South Korea	177	1%	12%	3%	18%	39%	18%	8%
Spain	734	3%	40%	11%	20%	9%	8%	8%
Sweden	399	1%	12%	5%	57%	14%	7%	4%
Switzerland	375	3%	37%	16%	21%	12%	7%	5%
Taiwan	179	2%	18%	7%	12%	27%	21%	13%
Turkey	333	0%	9%	1%	3%	11%	45%	31%
United Arab Emirates	417	0%	21%	3%	7%	16%	20%	33%
United Kingdom	561	3%	25%	5%	30%	16%	10%	10%
United States	9,677	1%	18%	4%	30%	29%	10%	8%

Project Management Career Path Within Organization

Country	n=	Yes— clearly defined	Yes— informal	No	Don't know
Australia	713	21%	45%	28%	6%
Belgium	215	27%	36%	31%	6%
Brazil	594	30%	34%	33%	3%
Canada	2,533	22%	46%	26%	6%
China	645	30%	45%	17%	8%
Colombia	289	20%	38%	37%	5%
Egypt	162	32%	42%	22%	4%
France	453	27%	32%	33%	7%
Germany	555	35%	35%	25%	5%
Hong Kong	253	19%	49%	23%	9%
India	1,187	33%	49%	14%	5%
Ireland	438	24%	44%	28%	4%
Italy	662	21%	32%	42%	6%
Japan	374	37%	33%	21%	8%
Malaysia	386	27%	54%	15%	5%
Mexico	511	32%	37%	26%	4%
Netherlands	330	40%	34%	24%	2%
New Zealand	503	19%	45%	33%	3%
Nigeria	209	25%	49%	19%	6%
Peru	270	26%	38%	32%	4%
Poland	293	27%	37%	30%	5%
Qatar	343	18%	44%	27%	11%
Saudi Arabia	359	19%	45%	28%	8%
Singapore	546	26%	46%	21%	6%
South Africa	544	22%	47%	28%	3%
South Korea	175	31%	41%	21%	7%
Spain	724	22%	31%	41%	6%
Sweden	398	29%	30%	35%	6%
Switzerland	374	24%	36%	37%	3%
Taiwan	170	21%	37%	31%	11%
Turkey	330	25%	36%	34%	6%
United Arab Emirates	411	17%	46%	30%	8%
United Kingdom	558	30%	44%	24%	2%
United States	9,633	25%	46%	25%	4%

Project Management Career Path Connect to Roles in Upper Management

Country	n=	Yes— clearly defined	Yes— informal	No	Don't know
Australia	474	16%	57%	19%	8%
Belgium	134	22%	45%	27%	7%
Brazil	376	38%	48%	8%	6%
Canada	1,699	20%	54%	16%	10%
China	470	37%	50%	6%	6%
Colombia	166	32%	54%	10%	4%
Egypt	119	30%	48%	16%	6%
France	268	24%	46%	21%	9%
Germany	389	22%	39%	31%	7%
Hong Kong	170	23%	54%	15%	8%
India	961	32%	54%	9%	5%
Ireland	295	20%	56%	16%	8%
Italy	344	24%	48%	19%	8%
Japan	257	41%	43%	8%	8%
Malaysia	307	23%	60%	11%	7%
Mexico	356	37%	47%	12%	4%
Netherlands	241	30%	37%	25%	8%
New Zealand	323	15%	56%	20%	8%
Nigeria	154	33%	50%	12%	5%
Peru	167	36%	51%	8%	4%
Poland	188	24%	41%	21%	14%
Qatar	211	22%	58%	11%	9%
Saudi Arabia	222	28%	55%	11%	6%
Singapore	388	26%	52%	13%	9%
South Africa	372	22%	61%	13%	4%
South Korea	121	38%	52%	2%	7%
Spain	384	27%	48%	18%	7%
Sweden	235	19%	29%	38%	14%
Switzerland	219	21%	40%	28%	11%
Taiwan	94	34%	56%	7%	2%
Turkey	192	30%	52%	14%	5%
United Arab Emirates	247	22%	59%	10%	9%
United Kingdom	413	21%	50%	20%	8%
United States	6,762	21%	53%	17%	9%

Defined Set of Performance Skills for Project Managers Within Organization

Country	n=	Yes— clearly defined	Yes— informal	No	Don't know
Australia	708	46%	31%	19%	5%
Belgium	211	47%	30%	20%	2%
Brazil	591	37%	33%	28%	3%
Canada	2498	38%	33%	23%	6%
China	629	46%	33%	15%	5%
Colombia	287	37%	38%	21%	5%
Egypt	163	45%	29%	22%	4%
France	449	46%	30%	20%	4%
Germany	555	50%	28%	17%	5%
Hong Kong	248	30%	35%	30%	4%
India	1,174	46%	36%	15%	3%
Ireland	435	36%	29%	29%	6%
Italy	655	37%	29%	28%	6%
Japan	368	41%	30%	22%	7%
Malaysia	384	42%	36%	19%	3%
Mexico	510	42%	32%	23%	2%
Netherlands	327	61%	23%	11%	5%
New Zealand	498	42%	34%	21%	3%
Nigeria	208	46%	38%	13%	3%
Peru	268	35%	40%	23%	2%
Poland	293	43%	30%	21%	6%
Qatar	336	38%	38%	19%	5%
Saudi Arabia	347	34%	35%	25%	5%
Singapore	539	38%	35%	20%	7%
South Africa	542	43%	37%	19%	2%
South Korea	170	36%	41%	18%	5%
Spain	720	33%	28%	33%	6%
Sweden	397	43%	25%	26%	6%
Switzerland	370	42%	30%	24%	4%
Taiwan	161	25%	36%	34%	4%
Turkey	319	33%	32%	31%	4%
United Arab Emirates	399	33%	39%	23%	5%
United Kingdom	553	52%	25%	18%	4%
United States	9,530	41%	32%	22%	5%

Equities Offered

Country	n=	Stock options	Stocks	Neither
Australia	706	3%	12%	86%
Belgium	214	7%	11%	82%
Brazil	580	7%	2%	91%
Canada	2,519	6%	12%	83%
China	657	7%	9%	84%
Colombia	286	6%	2%	92%
Egypt	159	5%	6%	89%
France	447	4%	14%	83%
Germany	553	8%	7%	85%
Hong Kong	252	5%	5%	92%
India	1,180	7%	4%	89%
Ireland	433	11%	16%	76%
Italy	658	6%	4%	90%
Japan	376	8%	7%	86%
Malaysia	385	8%	8%	85%
Mexico	506	6%	4%	91%
Netherlands	331	7%	12%	82%
New Zealand	498	3%	3%	94%
Nigeria	210	2%	1%	96%
Peru	265	9%	3%	87%
Poland	288	3%	3%	94%
Qatar	335	1%	2%	97%
Saudi Arabia	352	3%	1%	96%
Singapore	541	7%	8%	86%
South Africa	540	2%	10%	88%
South Korea	172	3%	1%	96%
Spain	721	5%	4%	92%
Sweden	397	4%	11%	86%
Switzerland	372	3%	6%	92%
Taiwan	174	9%	8%	83%
Turkey	319	4%	4%	92%
United Arab Emirates	408	2%	2%	97%
United Kingdom	555	10%	13%	80%
United States	9,563	9%	11%	82%

Employee Benefits

Country	n =	Company car/ allowance	Housing/ allowance	Cell phone usage	On-site child care	Paid life insurance	None of these
Australia	708	10%	3%	53%	1%	12%	40%
Belgium	214	82%	4%	79%	3%	65%	8%
Brazil	593	21%	5%	59%	5%	60%	20%
Canada	2,525	12%	1%	58%	1%	45%	27%
China	660	31%	33%	58%	3%	49%	21%
Colombia	287	13%	9%	54%	2%	41%	29%
Egypt	162	55%	6%	68%	0%	31%	13%
France	452	25%	4%	62%	2%	26%	23%
Germany	553	27%	6%	63%	2%	17%	29%
Hong Kong	252	11%	15%	39%	1%	35%	33%
India	1,181	35%	26%	55%	3%	39%	22%
Ireland	432	21%	1%	52%	0%	37%	30%
Italy	666	33%	2%	76%	3%	29%	17%
Japan	386	25%	19%	35%	3%	8%	42%
Malaysia	387	46%	13%	59%	3%	36%	16%
Mexico	511	18%	3%	51%	2%	69%	17%
Netherlands	330	52%	3%	76%	1%	9%	16%
New Zealand	504	20%	1%	67%	1%	24%	25%
Nigeria	208	56%	62%	58%	7%	25%	11%
Peru	268	23%	4%	69%	3%	43%	19%
Poland	293	26%	3%	77%	3%	45%	12%
Qatar	343	66%	73%	57%	7%	33%	14%
Saudi Arabia	359	74%	79%	48%	6%	28%	10%
Singapore	545	23%	5%	58%	3%	28%	28%
South Africa	540	32%	5%	55%	1%	25%	32%
South Korea	170	19%	10%	34%	8%	39%	38%
Spain	729	14%	3%	68%	3%	42%	22%
Sweden	395	17%	1%	82%	0%	17%	15%
Switzerland	372	19%	3%	63%	5%	17%	28%
Taiwan	175	13%	3%	30%	0%	30%	50%
Turkey	328	46%	3%	65%	2%	50%	15%
United Arab Emirates	411	49%	48%	55%	6%	39%	15%
United Kingdom	557	41%	3%	54%	2%	50%	20%
United States	9,567	7%	2%	50%	1%	53%	27%

Mean Number of Vacation Days

Country	n=	After 1 year	n=	After 10 years
Australia	690	17	611	28
Belgium	203	24	194	26
Brazil	564	25	466	23
Canada	2,410	14	2,269	19
China	580	11	554	16
Colombia	277	15	212	16
Egypt	154	21	145	30
France	423	29	406	31
Germany	530	28	517	29
Hong Kong	246	15	221	18
India	1,137	21	866	25
Ireland	411	21	408	23
Italy	572	24	579	28
Japan	342	18	313	24
Malaysia	370	16	332	21
Mexico	494	11	464	18
Netherlands	319	27	306	28
New Zealand	493	18	446	19
Nigeria	192	23	90	27
Peru	258	26	159	28
Poland	269	21	278	25
Qatar	334	28	219	31
Saudi Arabia	343	28	240	33
Singapore	523	17	481	20
South Africa	529	18	479	22
South Korea	163	14	137	22
Spain	689	19	639	20
Sweden	389	28	367	30
Switzerland	361	24	355	26
Taiwan	160	11	140	20
Turkey	314	16	282	24
United Arab Emirates	405	27	275	34
United Kingdom	531	23	513	25
United States	9,174	14	8,863	21

Pension Plans Offered

Country	n=	Defined benefit plan	Defined contribution plan	Other type of plan	None
Australia	704	14%	50%	7%	31%
Belgium	212	47%	39%	14%	11%
Brazil	583	27%	41%	6%	36%
Canada	2,520	34%	49%	6%	24%
China	628	36%	19%	14%	37%
Colombia	287	39%	39%	8%	19%
Egypt	152	36%	21%	7%	41%
France	440	40%	24%	11%	37%
Germany	554	40%	29%	14%	30%
Hong Kong	249	22%	57%	8%	18%
India	1,167	14%	44%	10%	39%
Ireland	436	19%	65%	4%	14%
Italy	649	24%	57%	9%	18%
Japan	362	43%	44%	9%	19%
Malaysia	383	11%	41%	3%	47%
Mexico	509	39%	32%	10%	27%
Netherlands	328	40%	46%	14%	11%
New Zealand	500	2%	49%	7%	43%
Nigeria	208	14%	81%	3%	11%
Peru	264	41%	36%	10%	18%
Poland	288	21%	8%	8%	66%
Qatar	334	20%	4%	6%	70%
Saudi Arabia	341	35%	14%	9%	50%
Singapore	545	7%	27%	5%	63%
South Africa	540	17%	56%	6%	27%
South Korea	170	48%	19%	11%	25%
Spain	720	13%	14%	7%	68%
Sweden	395	57%	22%	22%	10%
Switzerland	371	32%	56%	15%	9%
Taiwan	162	35%	29%	9%	30%
Turkey	318	42%	16%	7%	41%
United Arab Emirates	407	17%	3%	5%	75%
United Kingdom	557	18%	70%	6%	14%
United States	9,545	31%	74%	5%	16%

Mean Hours Worked

Country	n=	Hours expected	n=	Actual hours worked
Australia	711	39	708	45
Belgium	213	39	213	46
Brazil	590	41	583	47
Canada	2,522	38	2,507	44
China	647	40	641	45
Colombia	285	44	281	48
Egypt	164	42	163	47
France	446	38	448	45
Germany	553	40	552	46
Hong Kong	248	41	248	48
India	1,182	42	1,170	48
Ireland	436	38	435	45
Italy	658	40	660	47
Japan	367	40	368	49
Malaysia	383	41	383	48
Mexico	510	42	505	48
Netherlands	330	39	330	46
New Zealand	499	40	502	46
Nigeria	207	39	201	48
Peru	264	43	254	48
Poland	290	40	290	45
Qatar	344	44	337	50
Saudi Arabia	356	43	345	48
Singapore	542	41	533	49
South Africa	544	40	541	48
South Korea	173	41	172	49
Spain	727	40	724	46
Sweden	398	40	396	43
Switzerland	373	41	373	46
Taiwan	168	41	168	47
Turkey	328	42	323	47
United Arab Emirates	414	43	411	49
United Kingdom	558	38	553	45
United States	9,570	40	9,580	47

Appendix B—Survey Instrument

2015 PMI Earning Power: Project Management Salary Survey—Ninth Edition

PMI is the leading global organization serving the project management profession. PMI's 2015 Earning Power: Project Management Salary Survey is designed to create a profile of compensation levels and trends for project management professionals. The survey helps employers and project managers identify market compensation rates for various levels of project management professionals.

Your individual feedback remains completely confidential. PMI will not have access to survey data, except in aggregate. To ensure confidentiality, PMI has engaged PeriscopeIQ, compensation and strategy specialists, to conduct the research.

PMI will make key portions of these data available, in aggregate form, to all respondents. Thank you for your valuable assistance.

Professional Profile

1) Please select the category that best reflects your employment status:

- | | |
|----------------------------|-----------------|
| 1. Full-time self-employed | CONTINUE |
| 2. Part-time self-employed | TERMINATE |
| 3. Full-time employed | CONTINUE |
| 4. Part-time employed | TERMINATE |
| 5. Currently unemployed | TERMINATE |
| 6. Student | TERMINATE |
| 7. Retired | TERMINATE |

2) Please select the country in which your office is located:

If you are paid according to a scale based on an office in another location (for instance, your company's headquarters), please select the country corresponding to that location.

- | | |
|-----------------|---|
| 1. Australia | 19. Nigeria |
| 2. Belgium | 20. Peru |
| 3. Brazil | 21. Poland |
| 4. Canada | 22. Qatar |
| 5. China | 23. Saudi Arabia |
| 6. Colombia | 24. Singapore |
| 7. Egypt | 25. South Africa |
| 8. France | 26. South Korea |
| 9. Germany | 27. Spain |
| 10. Hong Kong | 28. Sweden |
| 11. India | 29. Switzerland |
| 12. Ireland | 30. Taiwan |
| 13. Italy | 31. Turkey |
| 14. Japan | 32. United Arab Emirates |
| 15. Malaysia | 33. United Kingdom |
| 16. Mexico | 34. United States |
| 17. Netherlands | 35. Other; please specify: TERMINATE |
| 18. New Zealand | |

(IF COUNTRY IS US, ASK:)

3) Please select the state in which your office is located:

- | | |
|-------------------------|--------------------|
| 1. Alabama | 27. Montana |
| 2. Alaska | 28. Nebraska |
| 3. Arizona | 29. Nevada |
| 4. Arkansas | 30. New Hampshire |
| 5. California | 31. New Jersey |
| 6. Colorado | 32. New Mexico |
| 7. Connecticut | 33. New York |
| 8. Delaware | 34. North Carolina |
| 9. District of Columbia | 35. North Dakota |
| 10. Florida | 36. Ohio |
| 11. Georgia | 37. Oklahoma |
| 12. Hawaii | 38. Oregon |
| 13. Idaho | 39. Pennsylvania |
| 14. Illinois | 40. Rhode Island |
| 15. Indiana | 41. South Carolina |
| 16. Iowa | 42. South Dakota |
| 17. Kansas | 43. Tennessee |
| 18. Kentucky | 44. Texas |
| 19. Louisiana | 45. Utah |
| 20. Maine | 46. Vermont |
| 21. Maryland | 47. Virginia |
| 22. Massachusetts | 48. Washington |
| 23. Michigan | 49. West Virginia |
| 24. Minnesota | 50. Wisconsin |
| 25. Mississippi | 51. Wyoming |
| 26. Missouri | |

(IF COUNTRY IS US, ASK:)

4) Please enter the name and the ZIP code of the city or town where your office is located:

Please enter your five (5) digit ZIP code only.

City/Town Name: _____
City/Town Zip Code: _____ (00000-99999)

(IF COUNTRY IS CANADA, ASK:)

5) Please select the province in which your office is located:

1. Alberta
2. British Columbia
3. Manitoba
4. New Brunswick
5. Newfoundland and Labrador
6. Northwest Territories
7. Nova Scotia
8. Nunavut
9. Ontario
10. Prince Edward Island
11. Quebec
12. Saskatchewan
13. Yukon Territory

6) What is your total number of years of work experience? *Please round to the nearest whole number*

_____ (Enter Response) (0–99)

7) How many years in total have you worked in project management? *Please round to the nearest whole number*

_____ (Enter Response) (0–99)

8) Please select the highest formal education level you have obtained: *Examples of post-graduate professional degrees are those in law and in medicine. Such degrees typically require three or more years of post-graduate formal education.*

1. High school degree or equivalent, or less
2. Some college or Associate degree or equivalent
3. 4-year college degree or equivalent
4. Masters degree or equivalent
5. Doctoral or post-graduate professional degree or equivalent

9) Do you have an academic degree in Project Management?

1. Yes
2. No

10) Are you currently a member of PMI?

1. Yes
2. No

11) Are you a PMP®?

1. Yes
2. No

(IF A PMP, ASK:)

12) For how many years have you been a PMP®? *Please round to the nearest whole number*

_____ (Enter Response) (0-40)

13) Other than PMP, which, if any, professional certifications do you hold?

If you select anything outside of a PMI credential, please identify the certification.

1. CAPM®
2. PgMP®
3. PfMP®
4. PMI-SP®
5. PMI-RMP®
6. PMI-ACP®
7. PMI-PBA®
8. Internal company-sponsored certification
9. Certification from an association or organization not centered on project management
10. Certification from a project management association other than PMI
11. None

If you selected a certification from somewhere other than PMI, please describe it.

(Ask for each PMI certification selected in Q13)

14) Please indicate how long you have held each certification below: *Please round to the nearest whole number* _____ (Enter Response)

- CAPM® (0-12)
- PgMP® (0-8)
- PfMP® (0-1)
- PMI-SP® (0-7)
- PMI-RMP® (0-7)
- PMI-ACP® (0-4)
- PMI-PBA® (0-1)

15) Are you:

1. Male
2. Female

16) Please select the category that best reflects the industry focus of your organization:

1. Aerospace
2. Business services (advertising, marketing, staffing, etc.)
3. Construction
4. Consulting
5. Engineering
6. Financial services
7. Food and beverage
8. Government
9. Healthcare
10. Information technology
11. Insurance
12. Legal
13. Manufacturing
14. Pharmaceuticals
15. Real Estate
16. Resources (Agriculture, Mining, Coal, Gas, Oil)
17. Telecommunications
18. Training/education
19. Utility
20. Other, please specify:

17) Which of these best describes the functional area to which you report?

1. Administration/General Management
2. Consulting
3. Customer Service/Public Relations
4. Engineering
5. Finance
6. Human Resources
7. Information Technology/Information Systems

8. Operations/Manufacturing
9. Project Management Department or PMO
10. Quality Management
11. Research and Development
12. Sales/Marketing
13. Supply Chain Management/Logistics
14. Training and Education
15. Other, please specify:

18) Which types of projects do you primarily manage or participate in?

Please select all that apply.

1. Business Transformation
2. Construction
3. Engineering
4. Information Technology
5. Manufacturing
6. Operations
7. Quality Management
8. Regulatory Compliance
9. Research & Development
10. Supply Chain Management/Logistics
11. Other, please specify:

19) What is your job title?

20) Please read the following descriptions carefully and select the position that best matches your current responsibilities:

The answer does not have to be the same as your current job title. Instead, select on the basis of your actual current activities and responsibilities.

1. **Chief Executive Officer (CEO):** This position is the top executive position, responsible for the overall direction of the business and for achieving maximum return on invested capital. Leads the efforts of the senior executives and works with them to develop current and long-range objectives, policies, and procedures for the organization. Represents the organization to its customers, the financial community, and the general public
2. **Chief Information Officer (CIO):** Identifies changes and trends in computer and systems technology and interprets their meaning to senior management. Participates in overall business planning bringing a current knowledge and future vision of technology and systems as related to the organization's competitive position. Determines long-term organization-wide information needs and develops overall strategy for information needs, systems development and hardware acquisition, and integration including mainframe, mini, macro, and client/server computing applications. Acts to assure integrity of organization data, proprietary information, and related intellectual property through information security and access management. Acts as highest interface with non-technical user functions in determining overall information systems approach. Frequently reports to a Chief Executive Officer.
3. **Director of Project Management/Director of Project Management Office (PMO):** Responsible for the organization-wide integration of consistent project management methodologies and terminology. May also be responsible for the operations of the organization's Project Management Office.
4. **Portfolio Manager:** In the extreme case, will be responsible for the management of the entire set of projects undertaken by an organization or division in a manner that optimizes

- the ROI from these projects and ensures their alignment with the organizations strategic objectives. Particularly in large organizations, a Portfolio Manager may only have responsibility for a subset of the organizations projects and their alignment to organizational strategic objectives. While the portfolio of projects may share resources, they may have diverse objectives and may be operationally independent of one another. A Portfolio Manager may interact with senior managers, executives, and major stakeholders to establish strategic plans and objectives for an organization. May also be responsible for the organization-wide integration of consistent project management methodologies and terminology.
5. **Program Manager:** Responsible for the coordinated management of multiple related projects, and in many (most) cases, ongoing operations which are directed toward a common objective. Works with constituent Project Managers (who are responsible to the program manager for the execution of their project and its impact on the program) to monitor cost, schedule, and technical performance of component projects and operations, while working to ensure the ultimate success of the program. Generally responsible for determining and coordinating the sharing of resources among their constituent projects to the overall benefit of the program. Usually responsible for stakeholder management, particularly stakeholders external to the organization.
 6. **Project Manager III:** Under general direction of either a Portfolio Manager or in some cases a Program Manager, oversees high-priority projects, which often require considerable resources and high levels of functional integration. In addition to duties of a Project Manager II, takes projects from original concept through final implementation. Interfaces with all areas affected by the project including end users, distributors, and vendors. Ensures adherence to quality standards and reviews project deliverables. May communicate with a company executive regarding the status of specific projects.
 7. **Project Manager II:** Under general supervision of either a Portfolio Manager or a Program Manager, oversees multiple projects or one larger project. In addition to duties of Project Manager I, responsible for assembling project team, assigning individual responsibilities, identifying appropriate resources needed, and developing schedule to ensure timely completion of project. May communicate with a Senior Project Manager, Functional Area Manager, or Program Manager regarding status of specific projects.
 8. **Project Manager I:** Under direct supervision of a more senior project manager, a Portfolio Manager, or a Program Manager, oversees a small project or phase(s) of a larger project. Responsibility for all aspects of the project over the entire project life (initiate, plan, execute, control, close). Must be familiar with system scope and project objectives, as well as the role and function of each team member, to effectively coordinate the activities of the team.
 9. **Project Management Specialist:** Responsible for a specific area of project management (i.e., scheduling, cost management, risk management, etc.). Supports the Project Manager and their associated projects.
 10. **Project Management Consultant:** Acts as internal or external consultant to one or more levels of program or functional management in the areas of project planning, management, best practices, execution and analysis. Is likely to have held senior project management positions at one or more organizations before becoming a consultant.
 11. **Functional Manager:** Responsible for the operations of any of the organization's functional groups (e.g., Accounting, Human Resources, Information Technology, etc.). May also be responsible for the organization-wide integration of policies and procedures related to the functional group.
 12. **Educator/Trainer:** Primarily responsible for educating students, practitioners, or internal training professionals in the field of project management. Usually highly experienced and/or educated in project management. An educator is likely to work in a university or

an educational institution setting. A trainer is likely to work as a part of a consulting organization or work within an organization as an internal trainer.

21) How well does the position description you selected above fit with your current job responsibilities? *A match of 70 to 80% between your current responsibilities and those of the job you selected above would be considered a 'Good' fit. A match greater than 80% would be considered an 'Excellent' fit, and a match of less than 60% would be considered a 'Poor' fit.*

1. Excellent
2. Good
3. Fair
4. Poor

Compensation Data

22) Please select the currency in which you are paid:

If your currency is not listed, please select 'United States Dollars'.

1. Australian Dollars
2. Brazilian Reais
3. British (U.K.) Pounds
4. Canadian Dollars
5. Chinese Yuan
6. Columbian Peso
7. European Union Euros
8. Egyptian Pound
9. Hong Kong Dollars
10. Indian Rupees
11. Japanese Yen
12. Malaysian Ringgit
13. Mexican Peso
14. New Zealand Dollars
15. Nigerian Naira
16. Peruvian Nuevo Sol
17. Polish Złoty
18. Qatari Riyals
19. Saudi Riyals
20. Singapore Dollars
21. South African rand
22. South Korean Won
23. Taiwan Dollars
24. Turkish Lira
25. United Arab Emirates Dirham
26. United States Dollars

GUIDELINES FOR REPORTING COMPENSATION

Annualized Earnings (2014)

Enter gross annualized earnings by adding your estimated earnings from now until December 31, 2014 to your actual earnings since January 1, 2013. Gross earnings are before any deductions for taxes, health or other insurance premiums, retirement plan contributions, etc.

Exclude bonus, special cash awards, or compensation for overtime. Exclude the value of employer-paid benefits like health insurance, retirement plans, housing allowance, car allowance, or travel reimbursements *unless* their value is rolled into your salary without itemization.

Include any commissions based on pre-specified criteria, such as sales revenues.

Bonus (2014)

Include bonus(es) based on performance criteria and/or your organization's results. If a bonus earned in 2014 is paid in 2015, include it. Do *not* include one-time signing bonuses, deferred profit-sharing, or special awards that are variable and unpredictable.

Other monetary compensation

Include any compensation not in the two categories above. For example - special awards such as one-time signing bonus, recognition awards and holiday bonuses, housing allowance and car allowance. If you get free housing or free use of a car or any other benefit of value, but without a specified monetary value, please use the market value of the benefit as an estimate. Do *not* include employer contributions to pension plans (such as 401(k) plans in the U.S., Provident Funds in India, etc.).

Exclusions

Do not include in any of the compensation elements the value of long-term incentives (stock options, contingent stock grants, etc.), deferred compensation, unused vacation, or employer contributions to pension plans which involve vesting.

Compensation practices may vary substantially across different organizations and countries. These guidelines may help:

1. Include only earnings that you received in 2014, or earned in 2014 and received/will receive in 2015 that is owed to you unconditionally.
2. If you are unsure of how to allocate certain compensation elements, use your best judgment according to the above guidelines.

Still have a question? Send an e-mail to support@periscopeiq.com.

23) Please enter amounts comprising your total compensation in {selected currency}:

Please make sure you have read and understood the guidelines above before responding to this question. If your currency was not listed and you selected 'United States Dollars', convert your currency to US\$ using the conversion rates found [here](#). Please round to whole numbers, and do not use currency symbols, commas or other delimiters when entering values. If you did not receive Bonus or Other monetary compensation, please enter 0 (zero) in those fields.

- a. Annualized salary/earnings (2014) _____
- b. Bonus (2014) _____
- c. Other monetary compensation (2014) _____

24) Please indicate the types of equities-based compensation you received in the past year. *Please do not include any stock (i.e. shares) that you purchased (at full price or discounted price) as part of a stock purchase plan, or any shares that were contributed by the company to your pension benefits as part of matching funds.*

1. Stock options
2. Stock (i.e. shares)
3. Neither

25) Do you receive any of the following employee benefits? *Please select all that apply.*

1. Company car or transportation allowance
2. Housing or housing allowance
3. Mobile phone usage
4. On-site child care
5. Paid Life Insurance
6. None of these

26) How many days of paid time off per year do you receive? *Please do not include organizational holidays where the entire organization is closed. Please enter whole numbers only.*

1. After 1 year of service _____ (0-60)
2. After 10 years of service _____ (0-60)

27) Please select the type(s) of pension plans you are entitled to from your employer.

Defined Benefit Plans typically base retirement benefits on your compensation, age and length of service at the time you retire. Typically you make no contributions to these types of plans.

Defined Contribution Plans typically base retirement benefits on contributions that you make (which are often tax-free or tax-deferred) and sometimes include matching contributions made by your employer. Examples of these plans are "401(k)" in the U.S., "Provident Plans" in India, and "Superannuation" in Australia. These funds are invested by you or a third party and you are entitled to all proceeds when you retire.

Please select all that apply.

1. Defined Benefit Plans
2. Defined Contribution Plans
3. Other type of pension plans
4. None of the above

28) How has your total compensation changed over the past 12 months?

Total compensation includes salary, bonus, and other cash incentives.

1. Decreased
2. Remained the same
3. Increased less than 1%
4. Increased 1.0% to 2.9%
5. Increased 3.0% to 3.9%
6. Increased 4.0% to 4.9%
7. Increased 5.0% to 6.9%
8. Increased 7.0% to 9.9%
9. Increased 10.0% to 14.9%
10. Increased 15.0% to 19.9%
11. Increased 20.0% to 24.9%
12. Increased 25.0% to 29.9%
13. Increased 30% or greater

29) How do you expect your total compensation to change over the next 12 months?

Total compensation includes salary, bonus, and other cash incentives.

1. Decreased
2. Remained the same
3. Increased less than 1%
4. Increased 1.0% to 2.9%
5. Increased 3.0% to 3.9%
6. Increased 4.0% to 4.9%
7. Increased 5.0% to 6.9%
8. Increased 7.0% to 9.9%
9. Increased 10.0% to 14.9%
10. Increased 15.0% to 19.9%
11. Increased 20.0% to 24.9%
12. Increased 25.0% to 29.9%
13. Increased 30% or greater

(IF A PMP, ASK:)

30) To what degree do you feel that having the PMP has contributed to increases in your compensation?

1. A great deal
2. A moderate amount
3. A slight amount
4. None
5. Don't know

31.) Is the country in which you currently work the same as your home country (i.e., that you consider to be your permanent residence).

1. Yes
2. No

(If Q31 =No, ASK:)

32.) Please think about the people in a job similar to yours. Would you say that your compensation is consistent with the compensation of those in a similar position residing in the country where you work, or is it consistent with the compensation of those in a similar position in your home country?

1. The country where you work
2. Your home country

3. Other, please specify
4. Don't know

Work Environment

33) Please indicate the total number of employees within your entire organization:

1. Less than 100
2. 100 to 299
3. 300 to 999
4. 1,000 to 2,499
5. 2,500 to 4,999
6. 5,000 to 9,999
7. 10,000 or more

34) How many hours do you work per week? *Please round to the nearest whole number.*

1. Required number of hours worked per company policy:
2. Actual number of hours you typically work:

35.) How many days of training (internal and external) did you receive over the last 12 months?

36) Do you manage project teams?

Yes

No

(If yes, ask)

37) What is the typical number of people that serve on project teams that you manage?

_____ (Enter Response)

38) In US dollars (\$), what is the average budget for the projects you manage?

To convert local currency to US \$, please use the conversion rates found [here](#).

1. Less than \$100,000
2. \$100,000 to \$499,999
3. \$500,000 to \$999,999
4. \$1 million to \$10 million
5. More than \$10 million
6. Don't manage projects
7. Don't know

Career Path

39) Is there a career path for someone engaged in project or program management within your organization?

1. Yes - Clearly defined and in writing
2. Yes - Informal or unstated career path
3. No
4. Don't Know

(If there is a Career Path, ASK:)

40) Is the career path for someone engaged in project or program management connected to roles in upper management?

1. Yes - Clearly defined and in writing
2. Yes - Informal or unstated
3. No
4. Don't Know

41) Does your organization have a set of performance skills (or skill sets) defined for project or program managers?

1. Yes - Clearly defined and in writing
2. Yes - Informal or unstated
3. No
4. Don't Know

42.) How many years of experience do you have in each of the following project management techniques?

ROTATE	0	1-5	6-10	11-20	Over 20
Agile/Iterative/Incremental Project Management					
Extreme Project Management					
Process Based Project Management					
Event Chain Project Management					
Project Portfolio Management					
Program Management					
Earned Value Management					
Lean Project Management					
Critical Chain Project Management					
Waterfall project management					
Risk management					
Change management					
Resource management to estimate and allocate resources					

43) Do you consider project management to be your primary profession, or a service you provide as part of another profession (e.g., you are a functional manager who often/sometimes manages projects)?

1. Project management is my primary profession
2. Project management is a service I provide as part of another profession
3. Neither. I am simply interested in the topic of project management

44) Which of these includes the total annual revenue of your organization (in US \$)?

To convert local currency to US \$, please use the conversion rates found [here](#).

1. Less than \$50 million
 2. \$50 to \$499 million
 3. \$500 to \$999 million
 4. \$1 billion to \$4.99 Billion
 5. \$5 billion or more
- Not applicable/Don't know

45) About how much does your organization spend on all its projects annually (in US \$)?

To convert local currency to US \$, please use the conversion rates found [here](#).

1. Less than \$1 million
2. \$1 to \$9 million
3. \$10 to \$49 million

4. \$50 to \$249 million
5. \$250 to \$499 million
6. \$500 to \$999 million
7. \$1 billion or more
8. Don't know

46) Does your organization have a Project Management Office, or "PMO"?

1. Yes
2. No

47) In which country do you reside?

Please indicate the country of your permanent residence.

48) What is your primary language for work?

1. Arabic
2. Chinese
3. Dutch
4. English
5. French
6. German
7. Italian
8. Japanese
9. Korean
10. Polish
11. Portuguese
12. Russian
13. Spanish
14. Swedish
15. Turkish
16. Other, please specify:

49) How old are you?

Please round to the nearest whole number and enter that number only [no plus sign (+) or other text]. If you prefer not to answer, you may leave this question blank.

_____ (Enter 0-99)

50) Use this space for any comments or suggestions related to this survey, particularly its concepts, definitions and measurement techniques.

Appendix C—Sampling Methodology

PMI's Earning Power: Project Management Salary Survey, Ninth Edition, was sent to a stratified sampling of customers from 34 different countries. Countries included in the sampling were selected based on two factors: concentration of PMI members within a given country and the desire to represent all regions of the globe.

The survey invitation was sent via an email that included a link to the web-based survey. Using a web-based survey benefited the research in several ways, including the ability to survey a large number of respondents at a relatively low cost (as compared to other data collection methods), a condensed data collection time period and a fairly high response rate.

PMI contracted with a third-party market research vendor, Quantum Performance Solutions (QPS), for this project. QPS used its PeriscopeIQ web survey technology platform (www.periscopeiq.com) to conduct this research. QPS is a global strategy consulting and market research firm with a focus on scientific rigor and research-based methodologies. The salary survey was conducted according to QPS's best compensation survey practices, including confidentiality of individual responses.

The first email invitation to the web-based survey was sent to 209,834 professionals on 4 March 2015. Non-responders were sent a total of three reminder emails throughout the four-week field period, which ended on 6 April 2015. Data collection for the survey closed with a total of 36,501 completed surveys, yielding a response rate of 17%.

The data collected were run through extensive quality checks by QPS, resulting in the elimination of 10,154 cases based on the following criteria:

Reason	Number deleted
Not full-time	2,693
Selected "poor fit" for job position	759
Selected undefined country	545
Analyzed to be an anomaly	520
Analyzed to be an outlier or violated other best compensation practice principles	2,531
Excluded job titles	3,106

As shown in the table above, 759 respondents were eliminated from the data because they noted that the position descriptions provided did not adequately represent their current job responsibilities. These 759 respondents represent only 2.1% of the total respondent population, which indicates that the position descriptions provided in the survey are fairly accurate and widely used.

As a result of this data cleaning process, a total of 26,347 respondents were included in the full report.

Due to the fact that a stratified sampling methodology was used rather than a random sampling, data are not reported in aggregate form (all countries combined together) in this report. Therefore, we have not calculated an overall sample error for the entire sample, but have instead included sample error estimates for each country in the table below.

Country	Respondents	Sample error*
Australia	716	+/-3.7%
Belgium	215	+/-6.7%
Brazil	596	+/-4.0%
Canada	2,546	+/-1.9%
China	677	+/-3.8%
Colombia	289	+/-5.8%
Egypt	166	+/-7.6%
France	454	+/-4.6%
Germany	559	+/-4.1%
Hong Kong	254	+/-6.1%
India	1,197	+/-2.8%
Ireland	438	+/-4.7%
Italy	666	+/-3.8%
Japan	398	+/-4.9%
Malaysia	389	+/-5.0%
Mexico	513	+/-4.3%
Netherlands	331	+/-5.4%
New Zealand	505	+/-4.4%
Nigeria	212	+/-6.7%
Peru	272	+/-5.9%
Poland	293	+/-5.7%
Qatar	346	+/-5.3%
Saudi Arabia	370	+/-5.1%
Singapore	549	+/-4.2%
South Africa	544	+/-4.2%
South Korea	177	+/-7.4%
Spain	734	+/-3.6%
Sweden	399	+/-4.9%
Switzerland	375	+/-5.1%
Taiwan	179	+/-7.3%
Turkey	333	+/-5.4%
United Arab Emirates	417	+/-4.8%
United Kingdom	561	+/-4.1%
United States	9,677	+/-1.0%

*Sample error at the 95% confidence level

Appendix D—Exchange Rates

Currency	Exchange rate* (USD to local)	Exchange rate* (local to USD)
Australian Dollars	1.2809	0.7807
Brazilian Reais	2.9063	0.34408
Canadian Dollars	1.25061	0.79961
Chinese Yuan	6.16903	0.1621
Colombian Peso	2564.1	0.00039
Egyptian Pounds	7.65228	0.13068
European Union Euros	0.89403	1.11853
Hong Kong Dollars	7.75494	0.12895
Indian Rupees	61.9195	0.01615
Japanese Yen	119.76	0.00835
Malaysian Ringgit	3.63095	0.27541
Mexican Peso	15.006	0.06664
New Zealand Dollars	1.32682	0.75368
Nigerian Naira	203.666	0.00491
Peruvian Nuevo Sol	3.14693	0.31777
Polish Zloty	3.72121	0.26873
Qatari Riyals	3.64458	0.27438
Saudi Riyals	3.75178	0.26654
Singapore Dollars	1.36392	0.73318
South African Rand	11.7619	0.08502
South Korean Won	1098.9	0.00091
Swedish Kronor	8.30841	0.12036
Swiss Francs	0.98938	1.01073
Taiwan Dollars	31.4268	0.03182
Turkish Lira	2.52525	0.396
United Arab Emirates Dirham	3.67363	0.27221
United Kingdom (British) Pounds	0.65061	1.53701
United States Dollars	1	1

*Exchange rates as of 31 December 2014