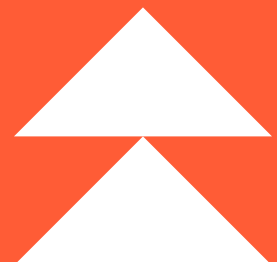
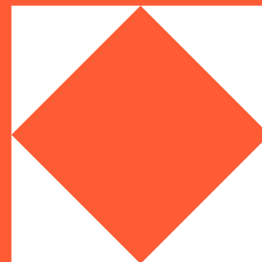
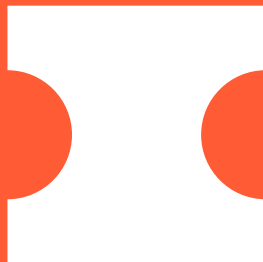
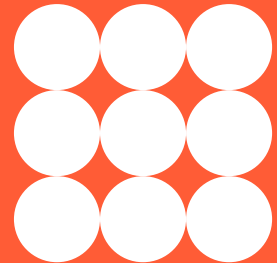
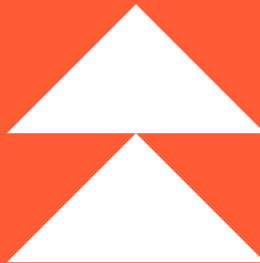
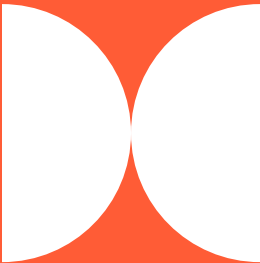
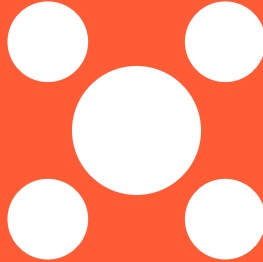




Project
Management
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Earning Power

Project Management Salary Survey
Twelfth Edition

FULL REPORT FOR PMI MEMBERS

Earning Power

Project Management Salary Survey
Twelfth Edition

Project Management Institute
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INTRODUCTION

PMI's biennial report, *Earning Power: Project Management Salary Survey—Twelfth Edition*, is an industry-leading source of data for both project practitioners and organizations who want to stay current with the salary landscape for today's project professional.

The latest edition provides comprehensive insights from over 30,000 respondents in 40 countries. Salary data is reported in local currency in the individual country reports.

Greater awareness of how skill level, experience and certifications impact salary can give project practitioners considerable knowledge to compete in a dynamic job market. And this critical data can help recruiters, human resources and compensation professionals establish fair and equitable salaries for project management roles within their organizations.

Report highlights include:

- The majority of survey respondents hold the PMP® certification (79%). Moreover, survey respondents with a PMP certification report higher median salaries than those without a PMP certification—**16% higher on average across the 40 countries surveyed.**
- Half of the respondents (50%) report that their total compensation (including salary, bonus and other cash incentives) increased over the 12 months prior to completing the salary survey. Nearly one-quarter (22%) reported increases of at least 5% over that time period. This is quite notable given the generally negative impact that the COVID-19 pandemic has had on global employment.

About PMI

Project Management Institute (PMI) is the world’s leading professional association for a growing community of millions of project professionals and changemakers worldwide.

As the world’s leading authority on project management, PMI empowers people to make ideas a reality. Through global advocacy, networking, collaboration, research, and education, PMI prepares organizations and individuals to work smarter so they can achieve success in a world of change.

Building on a proud legacy dating to 1969, PMI is a “for-purpose” organization working in nearly every country around the world to advance careers, strengthen organizational success, and enable changemakers with new skills and ways of working to maximize their impact. PMI offerings include globally recognized standards, certifications, online courses, thought leadership, tools, digital publications, and professional communities. Visit us at [PMI.org](https://www.pmi.org) and connect with us on [LinkedIn](#), [Facebook](#), [Twitter](#), and [Instagram](#) to keep up with the latest from PMI.



About This Report

The twelfth edition of the PMI *Earning Power: Project Management Salary Survey* builds on features added in the eleventh edition. The PMI Market Research Department continues to evolve this valuable offering to best serve the global project management community. The twelfth edition report is based on self-reported salary information from more than 30,000 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 40 countries.

Comparison of Number of Respondents						
COUNTRY	EIGHTH EDITION	NINTH EDITION	TENTH EDITION	ELEVENTH EDITION	TWELFTH EDITION	
Australia	947	716	955	818	890	
Belgium	300	215	314	243	138	
Brazil	985	596	878	820	859	
Canada	3,786	2,546	2,932	2,869	4,152	
Chile	0	0	208	194	148	
China	1,801	677	758	826	503	
Colombia	438	289	464	453	452	
Egypt	270	166	178	231	236	
France	483	454	721	792	451	
Germany	745	559	992	988	815	
Hong Kong	289	254	231	322	215	
India	2,036	1,197	1,480	885	1,743	
Indonesia	0	0	0	102	106	
Ireland	450	438	557	520	340	
Italy	774	666	1,071	1,131	1,260	
Japan	647	398	699	602	764	
Malaysia	414	389	440	440	448	
Mexico	569	513	568	680	708	
Netherlands	342	331	404	347	174	
New Zealand	690	505	491	461	284	
Nigeria	273	212	239	297	318	
Pakistan	0	0	0	171	173	
Peru	320	272	328	320	311	
Philippines	0	0	0	306	213	
Poland	426	293	457	470	272	
Portugal	0	0	0	340	251	
Qatar	212	346	316	283	315	
Russian Federation	0	0	0	240	119	
Saudi Arabia	341	370	414	542	990	
Singapore	774	549	665	783	868	
South Africa	645	544	658	771	516	
South Korea	213	177	267	290	191	
Spain	843	734	1,238	1,308	1,004	
Sweden	494	399	480	463	240	
Switzerland	449	375	549	539	374	
Taiwan	269	179	241	298	168	
Turkey	0	333	355	344	273	
United Arab Emirates	373	417	523	602	801	
United Kingdom	847	561	759	739	788	
United States	13,877	9,677	10,937	8,967	7,575	

This 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.

PMI members will be able to access a more comprehensive report demonstrating annualized salary information across each of the following variables within each country:

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

The comprehensive report available to PMI members also includes reported salary increases over the past 12 months and expected salary increases over the next 12 months, as well as information on employee benefits such as stock options, pension plans and vacation days.

In addition, the analysis of various 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.

Lastly, as one of their member benefits, PMI members can access a customized salary query at no charge. This query includes 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, Saudi Arabia, Singapore, South Africa, Spain, United Arab Emirates, 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 this report only when 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

Despite the impact of the COVID-19 pandemic on the global economy, an increase in total compensation (including salary, bonus and other cash incentives) was reported by half of the survey participants (50%) over the 12 months prior to completing the salary survey. Nearly one-quarter (22%) reported total compensation increases of at least 5% over that time period.

Those respondents holding PMI's globally recognized Project Management Professional (PMP)[®] certification report considerable earnings increases in most countries included in this study as compared to their counterparts without the PMP certification. Survey respondents holding the PMP certification report higher median salaries (16% higher on average across the 40 countries surveyed) than those without a PMP certification. However, the percentage of increase in median salary among those with a PMP certification varies considerably from country to country.

Within the country of employment, the median salary varied primarily on the following demographic factors and also fluctuated widely between countries:

- Number of years of experience in project management
- Position/role
- Average size of projects managed, including average project budget and average project team size

Country of Employment

Median salary (when converted to U.S. dollars using normal exchange rates) varies considerably among project professionals from country to country.

The countries where project professionals report the highest median salaries are Switzerland (US\$140,983), the United States (US\$115,000) and Australia (US\$113,664), whereas the countries reporting the lowest median salaries are Egypt (US\$17,858) and Pakistan (US\$13,803).

Annualized Salary (in USD) by Country		
COUNTRY	N=	MEDIAN SALARY EXCHANGE RATE
Switzerland	374	\$140,983
United States	7,575	\$115,000
Australia	890	\$113,664
Germany	815	\$106,498
Netherlands	174	\$101,711
United Kingdom	788	\$96,326
Ireland	340	\$95,728
Belgium	138	\$92,737
New Zealand	284	\$88,886
Canada	4,152	\$81,869
Hong Kong	215	\$81,805
Sweden	240	\$79,630
Singapore	868	\$74,936
Japan	764	\$73,448
France	451	\$72,993
South Korea	191	\$71,678
Qatar	315	\$69,231
South Africa	516	\$67,698
United Arab Emirates	801	\$67,690
Italy	1,260	\$62,223
Spain	1,004	\$59,830
Chile	148	\$59,187
Saudi Arabia	990	\$53,328
Portugal	251	\$47,864
Poland	272	\$47,289
Russian Federation	119	\$39,629
Taiwan	168	\$38,829
Mexico	708	\$38,785
Malaysia	448	\$35,274
Philippines	213	\$35,188
Peru	311	\$33,108
Colombia	452	\$32,175
Indonesia	106	\$31,119
China	503	\$30,623
Brazil	859	\$29,951
India	1,743	\$25,633
Turkey	273	\$24,664
Nigeria	318	\$21,108
Egypt	236	\$17,858
Pakistan	173	\$13,803

Number of Years of Experience in Project Management

Not surprisingly, median salaries among project professionals tend to increase in conjunction with their tenure in project management.

Annualized Salary (in USD) by Years of Experience in Project Management						
COUNTRY	<3 YEARS	3-<5 YEARS	5-<10 YEARS	10-<15 YEARS	15-<20 YEARS	20+ YEARS
Australia	\$76,852	\$84,537	\$99,908	\$107,593	\$122,963	\$134,568
Belgium	–	\$73,376	\$83,523	\$82,449	\$98,121	\$107,694
Brazil	\$24,598	\$22,753	\$24,945	\$29,448	\$34,645	\$38,197
Canada	\$59,671	\$63,649	\$72,361	\$81,948	\$91,495	\$99,451
Chile	–	\$34,541	\$52,423	\$60,949	\$72,716	\$62,500
China	\$25,723	\$26,795	\$30,623	\$33,685	\$59,714	–
Colombia	\$18,740	\$19,942	\$23,929	\$36,283	\$39,330	\$51,185
Egypt	\$8,113	\$9,184	\$17,858	\$22,961	\$31,252	–
France	–	\$55,642	\$67,608	\$74,189	\$80,172	\$87,951
Germany	\$68,206	\$87,352	\$98,121	\$107,694	\$117,933	\$119,660
Hong Kong	\$54,083	\$49,447	\$72,110	\$86,532	\$115,891	\$115,891
India	\$18,528	\$18,634	\$22,840	\$29,282	\$37,268	\$47,916
Indonesia	–	–	\$25,881	\$33,379	\$32,865	\$66,734
Ireland	\$68,864	\$76,583	\$83,762	\$97,523	\$108,044	\$122,053
Italy	\$47,864	\$47,864	\$53,847	\$65,813	\$71,796	\$71,796
Japan	\$67,068	\$59,677	\$64,267	\$73,448	\$77,121	\$82,629
Malaysia	\$18,957	\$25,915	\$28,795	\$38,873	\$49,191	\$53,991
Mexico	\$23,669	\$22,376	\$32,818	\$39,779	\$44,752	\$49,724
Netherlands	–	\$86,155	\$89,745	\$95,728	\$113,677	\$125,643
New Zealand	\$60,798	\$63,998	\$82,486	\$90,308	\$95,997	\$103,107
Nigeria	\$15,198	\$13,720	\$20,575	\$28,128	\$21,108	–
Pakistan	–	\$9,140	\$12,992	\$15,668	\$26,113	–
Peru	–	\$21,451	\$25,852	\$41,385	\$36,419	\$57,590
Philippines	–	\$24,778	\$30,088	\$39,288	\$43,986	\$61,951
Poland	–	\$33,391	\$40,195	\$56,904	\$53,069	\$64,444
Portugal	–	\$34,223	\$46,667	\$46,482	\$56,958	\$67,608
Qatar	\$39,560	\$61,813	\$63,626	\$81,044	\$117,152	\$130,220
Russian Federation	–	\$32,796	\$39,629	\$39,629	\$44,385	–
Saudi Arabia	\$41,368	\$41,916	\$50,661	\$63,993	\$79,991	\$104,628
Singapore	\$58,353	\$53,864	\$67,330	\$82,292	\$93,514	\$107,953
South Africa	\$45,816	\$45,470	\$51,867	\$65,698	\$82,988	\$91,286
South Korea	–	\$58,238	\$60,926	\$71,678	\$88,181	\$76,157
Spain	\$40,684	\$47,864	\$53,665	\$61,027	\$71,796	\$71,796
Sweden	–	\$65,594	\$68,423	\$74,911	\$84,939	\$90,837
Switzerland	–	\$119,293	\$130,138	\$138,814	\$153,454	\$162,672
Taiwan	\$26,920	\$27,110	\$35,300	\$46,595	\$42,359	\$70,599
Turkey	\$22,198	\$18,594	\$23,616	\$27,747	\$30,830	\$33,913
United Arab Emirates	\$44,135	\$54,152	\$58,484	\$81,228	\$101,129	\$133,079
United Kingdom	\$57,108	\$68,804	\$80,000	\$95,638	\$106,784	\$111,166
United States	\$78,279	\$85,000	\$100,000	\$120,000	\$130,000	\$138,000



PMP® Certification Status

The majority of survey respondents (79%) hold the Project Management Professional (PMP)® certification. In most countries included in this study, PMP certification holders report higher median salaries than their counterparts without the PMP certification. However, the percentage of the lift in median salary among PMP certification holders varies widely from country to country. Those holding the PMP certification demonstrate the largest salary increase in Colombia where PMP certification holders report a median salary over 50% higher than those who do not hold the certification.

PMP tenure is also a factor. Among survey respondents in most countries, median salary steadily increases with the length of time one holds a PMP certification.

Annualized Salary (in USD) by PMP® Certification Status						
COUNTRY	PMP®	<5	5-<10	10+	NON-PMP®	% INCREASE PMP® VS. NON-PMP®
Colombia	\$33,236	\$24,927	\$34,898	\$46,531	\$21,327	56%
Peru	\$33,108	\$26,486	\$44,144	\$41,385	\$23,176	43%
Portugal	\$50,257	\$47,744	\$47,864	\$57,437	\$35,898	40%
Nigeria	\$22,797	\$19,789	\$26,385	\$31,662	\$16,887	35%
Mexico	\$39,779	\$33,315	\$41,768	\$48,462	\$29,834	33%
United States	\$123,000	\$108,000	\$125,000	\$140,000	\$93,000	32%
Philippines	\$38,410	\$30,232	\$51,626	\$61,951	\$29,348	31%
South Africa	\$69,156	\$54,633	\$75,760	\$87,137	\$53,942	28%
Poland	\$50,441	\$40,064	\$52,543	\$63,052	\$41,509	22%
Brazil	\$31,181	\$25,464	\$29,448	\$36,377	\$25,941	20%
Taiwan	\$38,829	\$34,594	\$38,829	\$52,949	\$32,829	18%
New Zealand	\$92,441	\$85,508	\$92,441	\$100,393	\$78,219	18%
Italy	\$63,471	\$56,240	\$65,813	\$71,796	\$53,847	18%
Pakistan	\$14,845	\$12,143	\$18,279	\$25,460	\$12,613	18%
India	\$26,620	\$21,962	\$29,282	\$39,930	\$22,627	18%
Germany	\$107,694	\$95,728	\$113,677	\$114,874	\$92,138	17%
Canada	\$83,539	\$75,583	\$85,926	\$99,053	\$71,605	17%
Egypt	\$17,858	\$13,585	\$25,034	\$35,207	\$15,307	17%
Malaysia	\$35,994	\$30,235	\$40,313	\$56,390	\$30,992	16%
Turkey	\$25,608	\$23,678	\$25,404	\$32,372	\$22,198	15%
Chile	\$61,301	\$62,358	\$56,369	\$66,375	\$53,269	15%
Sweden	\$80,692	\$71,962	\$82,579	\$86,596	\$70,782	14%
Singapore	\$77,089	\$67,330	\$81,619	\$97,872	\$68,153	13%
Switzerland	\$140,983	\$131,222	\$143,694	\$157,250	\$124,715	13%
Ireland	\$97,822	\$89,745	\$98,121	\$113,199	\$86,754	13%
France	\$74,189	\$71,796	\$76,583	\$90,942	\$65,813	13%
South Korea	\$71,678	\$63,390	\$71,678	\$80,637	\$64,510	11%
Spain	\$59,830	\$55,044	\$64,616	\$74,189	\$53,847	11%
United Kingdom	\$96,326	\$85,317	\$98,654	\$107,335	\$89,445	8%
Indonesia	\$32,865	\$28,245	\$40,123	\$37,760	\$30,564	8%
Hong Kong	\$82,334	\$64,384	\$84,987	\$116,077	\$77,261	7%
Saudi Arabia	\$53,328	\$47,995	\$71,672	\$101,323	\$50,168	6%
Australia	\$115,278	\$99,908	\$109,312	\$126,806	\$109,899	5%
Japan	\$73,448	\$64,267	\$76,203	\$78,039	\$71,824	2%
Netherlands	\$102,010	\$93,335	\$104,104	\$119,660	\$101,248	1%
Belgium	\$92,737	\$81,448	\$92,737	\$104,104	\$92,737	0%
Russian Federation	\$39,629	\$39,629	\$47,555	\$41,214	\$39,629	0%
United Arab Emirates	\$67,690	\$59,026	\$81,228	\$108,304	\$69,400	-2%
Qatar	\$68,681	\$65,934	\$82,418	\$109,203	\$89,011	-23%
China	\$30,623	\$30,623	\$38,278	\$60,000	-	-

Position

Salary tends to increase with added responsibility in virtually all countries. However, the rate of increase varies significantly from country to country. The most dramatic increases are seen in Pakistan, Egypt, Saudi Arabia and New Zealand where respondents demonstrated lifts of more than 60% in median salary from Project Manager I to Project Manager III.

Annualized Salary (in USD) by Position								
COUNTRY	DIRECTOR OF PROJECT MANAGEMENT/ PMO	PORTFOLIO MANAGER	PROGRAM MANAGER	PROJECT MANAGER III	PROJECT MANAGER II	PROJECT MANAGER I	PROJECT MANAGEMENT SPECIALIST	PROJECT MANAGEMENT CONSULTANT
Australia	\$138,334	\$146,019	\$130,649	\$115,210	\$96,065	\$84,537	\$97,968	\$101,445
Belgium	–	\$110,087	\$99,917	\$89,745	\$77,779	–	–	\$72,993
Brazil	\$41,574	\$34,645	\$33,779	\$30,016	\$25,984	\$23,836	\$24,945	\$29,102
Canada	\$99,726	\$95,473	\$90,501	\$83,539	\$75,583	\$65,240	\$70,809	\$84,334
Chile	\$94,771	\$75,800	\$71,363	\$53,269	\$42,277	\$56,228	\$42,841	\$76,098
China	\$32,154	\$49,447	\$30,623	\$30,623	\$28,173	\$26,795	\$26,029	\$32,154
Colombia	\$33,618	\$49,855	\$44,315	\$33,236	\$29,082	\$21,604	\$22,712	\$27,697
Egypt	\$31,890	–	\$30,614	\$21,685	\$17,425	\$12,756	\$13,776	\$19,899
France	\$96,730	\$89,745	\$83,682	\$75,386	\$69,403	\$65,813	\$67,967	\$63,121
Germany	\$125,045	\$119,660	\$116,851	\$103,506	\$101,711	\$89,745	\$90,942	\$95,728
Hong Kong	\$112,028	\$112,462	\$98,508	\$84,971	\$79,115	\$64,384	\$67,775	\$54,083
India	\$42,592	\$38,812	\$31,944	\$26,620	\$23,160	\$19,965	\$17,190	\$19,965
Indonesia	–	–	\$30,811	\$32,865	\$29,905	\$30,126	\$24,649	–
Ireland	\$140,601	\$113,677	\$105,900	\$92,098	\$80,172	\$74,758	\$71,796	\$87,950
Italy	\$87,950	\$79,178	\$71,796	\$63,420	\$56,240	\$50,257	\$51,454	\$57,076
Japan	\$89,974	\$91,811	\$82,629	\$81,711	\$71,718	\$64,267	\$59,677	\$73,448
Malaysia	\$59,270	\$47,992	\$38,873	\$36,810	\$31,195	\$28,223	\$35,937	\$27,355
Mexico	\$41,793	\$44,752	\$46,243	\$35,801	\$35,801	\$24,862	\$26,851	\$31,326
Netherlands	\$144,789	\$119,660	\$109,715	\$102,309	\$78,430	\$78,976	–	–
New Zealand	\$107,374	\$113,063	\$95,997	\$92,441	\$80,353	\$56,937	\$75,375	\$92,441
Nigeria	\$31,662	\$45,091	\$24,539	\$21,108	\$20,053	\$15,831	\$18,470	\$20,844
Pakistan	\$18,801	\$17,235	\$19,585	\$19,912	\$15,342	\$9,792	\$11,359	–
Peru	\$33,108	\$45,524	\$41,165	\$34,488	\$33,108	\$23,176	\$23,176	\$27,314
Philippines	\$61,951	\$54,517	\$37,171	\$36,448	\$28,498	\$24,781	\$17,471	\$26,536
Poland	\$76,582	\$60,425	\$53,069	\$47,289	\$37,831	\$32,840	–	\$53,721
Portugal	\$56,240	\$79,574	\$53,847	\$48,881	\$42,712	\$31,710	–	\$50,257
Qatar	\$96,154	\$95,193	\$82,418	\$83,036	\$82,418	\$59,440	\$68,681	\$65,934
Russian Federation	\$49,140	\$47,555	\$39,629	\$39,629	\$40,435	\$29,608	–	–
Saudi Arabia	\$108,788	\$94,390	\$63,993	\$65,193	\$50,661	\$39,996	\$47,995	\$53,328
Singapore	\$104,736	\$112,217	\$89,773	\$82,591	\$69,574	\$58,353	\$64,303	\$76,307
South Africa	\$82,988	\$80,291	\$72,607	\$68,811	\$51,867	\$48,582	\$60,650	\$96,819
South Korea	\$80,637	–	\$74,365	\$73,444	\$73,784	\$62,718	\$71,678	\$71,678
Spain	\$69,403	\$78,976	\$67,010	\$62,247	\$53,847	\$47,864	\$53,249	\$52,052
Sweden	\$94,376	\$84,939	\$88,478	\$84,939	\$75,174	\$68,423	–	\$70,782
Switzerland	\$162,672	\$162,672	\$159,419	\$140,983	\$127,892	\$122,874	\$132,740	\$140,983
Taiwan	\$63,296	\$46,595	\$52,949	\$38,829	\$38,829	\$31,346	\$29,687	\$57,362
Turkey	\$35,598	\$24,664	\$29,597	\$25,651	\$22,198	\$18,498	\$23,678	\$29,597
United Arab Emirates	\$120,000	\$108,304	\$92,059	\$81,228	\$73,105	\$51,716	\$48,737	\$59,567
United Kingdom	\$122,816	\$115,935	\$100,454	\$94,262	\$75,685	\$68,804	\$79,125	\$110,087
United States	\$145,000	\$140,000	\$127,100	\$115,000	\$96,063	\$83,000	\$84,500	\$120,000

Project Size

The size of projects managed in terms of average number of team members and average project budget also appear to have a relationship with salary. In most countries included in this study, median salaries are higher among those managing larger projects versus those managing smaller projects.

Annualized Salary (in USD) by Average Number of Team Members					
COUNTRY	<5	5-<10	10-<15	15-<20	20+
Australia	\$92,223	\$115,278	\$117,584	\$115,587	\$138,334
Belgium	\$68,805	\$77,779	\$89,745	\$107,694	\$101,711
Brazil	\$27,023	\$30,852	\$29,102	\$29,679	\$34,715
Canada	\$76,378	\$81,948	\$85,926	\$87,119	\$99,451
Chile	\$42,982	\$59,068	\$61,301	–	\$81,340
China	\$28,058	\$30,623	\$30,623	\$30,623	\$30,623
Colombia	\$36,006	\$31,852	\$32,959	\$36,006	\$36,968
Egypt	\$18,369	\$15,307	\$19,134	\$22,961	\$26,787
France	\$67,010	\$71,796	\$71,796	\$87,352	\$83,762
Germany	\$89,745	\$99,917	\$105,301	\$107,694	\$119,660
Hong Kong	\$90,138	\$84,987	\$82,862	–	\$122,974
India	\$19,300	\$23,393	\$25,862	\$26,620	\$30,613
Indonesia	\$25,881	\$35,665	\$30,811	–	\$27,808
Ireland	\$80,172	\$93,934	\$101,113	\$100,515	\$107,694
Italy	\$55,300	\$58,035	\$64,616	\$67,010	\$71,796
Japan	\$64,267	\$64,910	\$71,226	\$74,367	\$80,334
Malaysia	\$31,195	\$32,634	\$34,911	\$28,795	\$46,072
Mexico	\$35,801	\$38,785	\$37,293	\$39,779	\$44,752
Netherlands	\$76,583	\$95,728	\$96,805	\$106,498	\$113,677
New Zealand	\$80,708	\$92,441	\$92,441	\$103,107	\$108,085
Nigeria	\$18,866	\$21,108	\$23,532	\$21,108	\$20,053
Pakistan	\$13,200	\$16,811	\$15,668	\$18,802	\$12,613
Peru	\$30,763	\$31,232	\$33,108	\$32,419	\$39,730
Philippines	\$21,060	\$35,106	\$39,649	\$32,215	\$43,084
Poland	\$37,831	\$45,712	\$47,289	\$43,348	\$54,998
Portugal	\$46,057	\$46,907	\$53,847	\$47,864	\$59,830
Qatar	\$65,934	\$72,253	\$82,418	\$61,071	\$71,308
Russian Federation	\$33,024	\$36,987	\$38,308	\$38,969	\$54,688
Saudi Arabia	\$53,861	\$54,927	\$62,394	\$58,660	\$49,768
Singapore	\$67,330	\$71,819	\$84,252	\$76,307	\$89,773
South Africa	\$51,797	\$59,682	\$66,390	\$82,227	\$82,988
South Korea	\$64,151	\$71,678	\$71,678	–	\$80,637
Spain	\$53,847	\$59,830	\$67,010	\$62,223	\$69,403
Sweden	\$72,198	\$70,782	\$84,290	\$81,400	\$88,478
Switzerland	\$130,138	\$135,560	\$144,779	\$149,658	\$162,672
Taiwan	\$42,359	\$35,018	\$46,948	–	\$44,124
Turkey	\$25,343	\$23,554	\$24,664	\$25,651	\$27,131
United Arab Emirates	\$65,660	\$64,983	\$67,690	\$71,481	\$77,979
United Kingdom	\$83,941	\$92,198	\$96,326	\$90,134	\$114,215
United States	\$105,000	\$115,000	\$120,000	\$120,000	\$130,000



Annualized Salary (in USD) by Average Project Budget (in USD)

COUNTRY	<100K	\$100K-499K	\$500K-999K	\$1M-\$10M	>\$10M
Australia	\$92,223	\$99,908	\$106,056	\$117,584	\$138,334
Belgium	\$79,891	\$67,010	\$95,728	\$90,942	\$111,883
Brazil	\$25,863	\$27,454	\$28,946	\$31,181	\$39,582
Canada	\$67,627	\$76,458	\$82,743	\$87,517	\$95,473
Chile	\$41,300	\$57,426	\$61,301	\$69,898	\$74,540
China	\$26,029	\$30,623	\$30,623	\$30,623	\$36,747
Colombia	\$24,927	\$33,236	\$30,605	\$33,236	\$33,503
Egypt	\$11,480	\$19,134	\$17,858	\$17,604	\$17,603
France	\$66,412	\$67,285	\$71,796	\$81,369	\$83,762
Germany	\$88,549	\$99,318	\$107,694	\$110,087	\$119,660
Hong Kong	\$70,822	\$77,184	\$80,351	\$109,453	\$101,727
India	\$21,296	\$23,958	\$25,289	\$27,951	\$29,282
Indonesia	-	\$29,141	\$26,479	\$39,438	\$42,000
Ireland	\$77,181	\$93,933	\$86,155	\$107,694	\$119,660
Italy	\$53,847	\$59,830	\$63,420	\$67,010	\$68,287
Japan	\$55,086	\$64,267	\$73,448	\$78,728	\$82,629
Malaysia	\$32,922	\$31,818	\$28,795	\$36,498	\$47,752
Mexico	\$35,801	\$35,801	\$38,173	\$43,260	\$44,752
Netherlands	\$84,959	\$89,745	\$104,104	\$101,711	\$125,045
New Zealand	\$68,620	\$84,264	\$85,330	\$95,997	\$103,108
Nigeria	\$14,512	\$19,789	\$15,831	\$26,260	\$35,884
Pakistan	\$13,639	\$15,668	\$12,613	\$14,101	\$12,182
Peru	\$22,762	\$30,625	\$34,488	\$33,108	\$41,937
Philippines	\$24,781	\$32,965	\$42,771	\$43,012	\$39,873
Poland	\$39,145	\$44,662	\$47,289	\$54,382	\$52,543
Portugal	\$41,881	\$46,667	\$49,659	\$53,548	\$50,856
Qatar	\$49,451	\$59,341	\$67,308	\$71,154	\$84,066
Russian Federation	\$26,419	\$39,629	\$39,629	\$40,290	\$53,896
Saudi Arabia	\$47,995	\$48,795	\$47,995	\$54,394	\$53,754
Singapore	\$70,173	\$73,988	\$77,055	\$80,796	\$84,911
South Africa	\$49,378	\$56,363	\$70,609	\$70,194	\$86,445
South Korea	\$73,918	\$66,929	\$72,573	\$71,678	\$71,678
Spain	\$52,650	\$59,232	\$59,830	\$62,223	\$71,796
Sweden	\$87,985	\$78,273	\$80,220	\$76,681	\$84,880
Switzerland	\$130,138	\$132,578	\$138,272	\$143,152	\$162,672
Taiwan	\$34,911	\$37,947	\$38,829	\$35,300	\$51,979
Turkey	\$20,225	\$26,699	\$22,938	\$27,131	\$27,131
United Arab Emirates	\$48,737	\$59,974	\$72,429	\$77,303	\$81,228
United Kingdom	\$75,685	\$85,317	\$93,099	\$101,830	\$110,087
United States	\$90,000	\$105,000	\$115,000	\$125,000	\$136,641



DETAILED FINDINGS—All Respondents

Australia

Total Compensation (in Australian Dollars)					
COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	890	120,000	147,900	180,000	154,157
Total Compensation	890	124,000	150,000	188,625	162,522

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	61	7%	Decrease	11	1%
Remained the same	463	53%	Remain the same	346	40%
Increased less than 1%	–	*	Increase less than 1%	2	*
Increased 1% to 2.9%	113	13%	Increase 1% to 2.9%	185	21%
Increased 3% to 3.9%	73	8%	Increase 3% to 3.9%	74	8%
Increased 4% to 4.9%	16	2%	Increase 4% to 4.9%	18	2%
Increased 5% to 6.9%	42	5%	Increase 5% to 6.9%	88	10%
Increased 7% to 9.9%	19	2%	Increase 7% to 9.9%	8	1%
Increased 10% to 14.9%	44	5%	Increase 10% to 14.9%	92	11%
Increased 15% to 19.9%	13	1%	Increase 15% to 19.9%	15	2%
Increased 20% to 24.9%	16	2%	Increase 20% to 24.9%	20	2%
Increased 25% to 29.9%	5	1%	Increase 25% to 29.9%	5	1%
Increased 30% or greater	14	2%	Increase 30% or greater	11	1%
Mean Change	2.5		Mean Change	3.7	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	62	7%	150,000	180,000	211,250	184,833
Portfolio Manager	71	8%	160,000	190,000	235,000	197,335
Program Manager	187	21%	146,000	170,000	198,000	175,970
Project Manager III	226	25%	127,375	149,911	170,000	153,175
Project Manager II	128	14%	105,750	125,000	140,000	127,029
Project Manager I	82	9%	90,000	110,000	135,625	115,214
Project Management Specialist	76	9%	100,000	127,476	152,250	133,793
Project Management Consultant	58	7%	114,750	132,000	167,750	143,623

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	4	*	–	–	–	–
3 < 5 years	5	1%	–	–	–	–
5 < 10 years	39	4%	88,776	105,000	125,000	108,512
10 < 15 years	114	13%	110,000	126,500	141,250	128,265
15 < 20 years	177	20%	110,000	135,000	160,000	138,769
20 years or more	549	62%	130,000	160,000	196,000	168,856

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	33	4%	84,500	100,000	124,000	102,930
3 < 5 years	49	6%	95,000	110,000	127,500	111,846
5 < 10 years	197	22%	110,000	130,000	155,000	135,392
10 < 15 years	235	26%	124,915	140,000	170,000	150,340
15 < 20 years	164	18%	129,559	160,000	192,250	163,482
20 years or more	212	24%	148,809	175,100	220,000	186,367

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	40	4%	112,500	149,407	173,750	145,845
Some college or associate degree	87	10%	116,583	150,000	185,000	154,705
4-year college degree	339	38%	120,000	145,000	178,000	154,229
Master's degree	386	43%	120,000	149,067	180,000	154,791
Doctoral degree	38	4%	119,500	154,500	181,250	154,571

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	234	26%	120,000	146,305	180,750	156,408
No degree in PM	652	74%	120,000	147,900	180,000	153,340

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	639	72%	120,000	150,000	180,000	154,701
PMP for less than 1 year	8	1%	-	-	-	-
PMP for 1 < 5 years	203	32%	110,000	130,000	165,000	141,419
PMP for 5 < 10 years	216	34%	120,500	142,237	170,000	148,333
PMP for 10 < 20 years	194	31%	138,750	165,000	200,000	173,627
PMP for 20+ years	14	2%	166,000	182,500	223,250	191,000
Do not have a PMP certification	251	28%	110,000	143,000	183,000	152,773

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	670	76%	123,750	150,000	180,000	157,761
Female	210	24%	110,000	134,500	168,313	143,196

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	50	%	110,000	133,500	192,500	151,545
Consulting	72	8%	120,000	148,000	190,000	157,740
Customer Service/Public Relations	3	*	–	–	–	–
Engineering	93	10%	110,000	130,000	168,500	145,925
Finance	11	1%	120,000	135,000	180,000	169,727
Human Resources	2	*	–	–	–	–
Information Technology/Information Systems	203	23%	125,000	150,000	180,000	158,996
Operations/Manufacturing	38	4%	119,750	141,202	185,875	151,819
Project Management Department or PMO	339	38%	122,000	150,000	80,000	155,807
Quality Management	8	1%	–	–	–	–
Research and Development	15	2%	110,000	125,000	145,000	127,367
Sales/Marketing	10	1%	99,500	126,750	176,250	131,312
Supply Chain Management/Logistics	10	1%	128,739	160,000	189,866	154,781
Training/Education	5	1%	–	–	–	–
Other	31	3%	110,000	139,808	180,000	149,998

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	3	*	–	–	–	–
Business Services	2	*	–	–	–	–
Construction	86	10%	118,000	130,000	168,500	148,487
Consulting	60	7%	122,000	160,500	197,250	163,051
Engineering	85	10%	113,292	140,000	180,000	147,094
Financial Services	59	7%	125,000	165,000	193,000	168,944
Food and Beverage	6	1%	–	–	–	–
Government	84	9%	120,000	149,067	194,500	158,932
Healthcare	30	3%	106,750	148,000	180,938	148,744
Information Technology	210	24%	120,000	142,000	170,484	150,579
Insurance	8	1%	–	–	–	–
Legal	1	*	–	–	–	–
Manufacturing	29	3%	107,000	125,000	154,172	134,650
Pharmaceuticals	12	1%	121,250	138,750	158,750	138,125
Real Estate	5	1%	–	–	–	–
Resources (Agriculture, Mining, etc.)	55	6%	141,973	174,000	210,000	183,569
Telecommunications	69	8%	127,500	150,000	165,000	150,396
Training/Education	12	1%	124,203	135,000	192,500	155,509
Utility	30	3%	99,000	137,000	160,750	133,934
Other	44	5%	130,000	150,000	178,125	157,482

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	145	16%	107,500	130,000	167,500	143,863
100 to 299	79	9%	109,000	150,000	179,452	145,595
300 to 999	126	14%	110,000	135,000	165,250	145,485
1,000 to 2,499	78	9%	110,000	135,000	180,000	148,359
2,500 to 4,999	73	8%	120,000	155,000	183,000	157,622
5,000 to 9,999	92	10%	124,936	157,500	186,000	161,219
10,000 or more	297	33%	130,000	154,200	185,000	163,624

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	82	12%	105,000	120,000	152,250	135,071
5 to 9 people	249	37%	120,000	150,000	170,968	151,258
10 to 14 people	145	21%	130,000	153,000	191,500	163,863
15 to 19 people	59	9%	122,000	150,402	174,000	153,156
20 or more people	143	21%	150,000	180,000	230,000	191,051

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	69	8%	98,500	120,000	144,421	122,912
\$100,000 to \$499,999	157	19%	112,000	130,000	160,000	138,263
\$500,000 to \$999,999	112	14%	120,000	138,000	173,750	147,406
\$1 million to \$10 million	331	40%	125,000	153,000	185,000	159,625
More than \$10 million	153	19%	145,000	180,000	223,000	186,250

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	31	4%	71	8%	777	88%
Director of Project Management Office (PMO)	3	5%	6	10%	52	85%
Portfolio Manager	3	4%	11	15%	58	82%
Program Manager	9	5%	15	8%	161	87%
Project Manager III	5	2%	19	9%	198	89%
Project Manager II	4	3%	10	8%	111	89%
Project Manager I	2	3%	2	3%	76	95%
Project Management Specialist	4	5%	7	9%	65	86%
Project Management Consultant	1	2%	1	2%	56	97%

Employee Benefits Offered by Position Description						
	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	101	11%	445	51%	77	9%
Director of Project Management Office (PMO)	16	26%	43	69%	4	6%
Portfolio Manager	9	13%	46	66%	9	13%
Program Manager	24	13%	101	55%	23	12%
Project Manager III	19	9%	112	50%	18	8%
Project Manager II	14	11%	59	46%	4	3%
Project Manager I	13	16%	39	48%	8	10%
Project Management Specialist	5	7%	22	30%	8	11%
Project Management Consultant	1	2%	23	40%	3	5%

Employee Benefits Offered by Position Description (Cont'd)				
	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	19	2%	1	*
Director of Project Management Office (PMO)	4	6%	–	*
Portfolio Manager	2	3%	–	*
Program Manager	5	3%	–	*
Project Manager III	–	*	–	*
Project Manager II	4	3%	–	*
Project Manager I	2	2%	–	*
Project Management Specialist	2	3%	1	1%
Project Management Consultant	–	*	–	*

Mean Number of Vacation Days by Position Description				
	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	840	18.2	730	29.2
Director of Project Management Office (PMO)	60	20.5	56	30.4
Portfolio Manager	69	18.4	63	26.4
Program Manager	174	17.4	158	27.0
Project Manager III	210	16.7	195	30.3
Project Manager II	121	19.0	97	28.8
Project Manager I	79	19.4	60	38.1
Project Management Specialist	70	18.6	59	30.0
Project Management Consultant	57	19.3	42	22.3

Pension Plans Offered by Position Description						
	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	128	15%	420	48%	46	5%
Director of Project Management Office (PMO)	12	20%	27	44%	9	15%
Portfolio Manager	9	13%	33	46%	2	3%
Program Manager	28	15%	102	55%	8	4%
Project Manager III	27	12%	107	48%	6	3%
Project Manager II	13	10%	61	48%	10	8%
Project Manager I	12	15%	32	40%	5	6%
Project Management Specialist	15	21%	31	42%	2	3%
Project Management Consultant	12	21%	27	47%	4	7%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	875	38.9	869	45.7
Director of Project Management Office (PMO)	61	38.5	61	50.1
Portfolio Manager	69	38.9	70	49.3
Program Manager	185	39.0	182	46.1
Project Manager III	222	38.9	223	45.8
Project Manager II	126	38.5	123	43.0
Project Manager I	80	39.9	79	45.5
Project Management Specialist	76	38.8	74	43.3
Project Management Consultant	56	38.7	57	43.8

Annualized Salary by Position Description—Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	10	8%	150,000	177,500	250,000	198,647
Portfolio Manager	12	9%	165,000	207,500	257,304	222,685
Program Manager	39	30%	175,000	209,938	240,000	211,370
Project Manager III	31	23%	145,000	160,000	200,000	175,490
Project Manager II	11	8%	110,000	146,000	170,000	145,635
Project Manager I	7	5%	–	–	–	–
Project Management Specialist	7	5%	–	–	–	–
Project Management Consultant	15	11%	100,000	146,000	250,000	166,200

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	52	7%	147,457	180,000	208,750	182,177
Portfolio Manager	59	8%	157,000	187,000	235,000	192,179
Program Manager	148	20%	139,856	165,000	189,000	166,642
Project Manager III	195	26%	125,000	143,000	169,000	149,627
Project Manager II	117	15%	105,000	124,000	137,500	125,280
Project Manager I	75	10%	90,000	110,000	135,000	114,858
Project Management Specialist	69	9%	100,000	128,220	153,600	134,496
Project Management Consultant	43	6%	120,000	132,000	150,000	135,748

DETAILED FINDINGS—All Respondents

Belgium

Total Compensation (in European Union Euros)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	138	59,613	77,500	95,250	84,206
Total Compensation	138	65,450	84,000	104,992	92,145

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	9	7%	Decrease	4	3%
Remained the same	63	46%	Remain the same	63	46%
Increased less than 1%	–	*	Increase less than 1%	–	*
Increased 1% to 2.9%	28	21%	Increase 1% to 2.9%	23	17%
Increased 3% to 3.9%	8	6%	Increase 3% to 3.9%	10	7%
Increased 4% to 4.9%	1	1%	Increase 4% to 4.9%	1	1%
Increased 5% to 6.9%	12	9%	Increase 5% to 6.9%	14	10%
Increased 7% to 9.9%	4	3%	Increase 7% to 9.9%	7	5%
Increased 10% to 14.9%	4	3%	Increase 10% to 14.9%	7	5%
Increased 15% to 19.9%	5	4%	Increase 15% to 19.9%	1	1%
Increased 20% to 24.9%	–	*	Increase 20% to 24.9%	5	4%
Increased 25% to 29.9%	1	1%	Increase 25% to 29.9%	–	*
Increased 30% or greater	1	1%	Increase 30% or greater	1	1%
Mean Change	2.4		Mean Change	3.1	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	8	6%	–	–	–	–
Portfolio Manager	13	9%	77,000	92,000	97,500	93,092
Program Manager	36	26%	69,077	83,500	99,000	90,864
Project Manager III	33	24%	64,500	75,000	114,000	93,947
Project Manager II	27	20%	55,000	65,000	80,000	66,339
Project Manager I	6	4%	–	–	–	–
Project Management Specialist	5	4%	–	–	–	–
Project Management Consultant	10	7%	40,250	61,000	110,000	76,683

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	–	*	–	–	–	–
3 < 5 years	1	1%	–	–	–	–
5 < 10 years	14	10%	44,355	57,500	67,607	60,785
10 < 15 years	21	15%	54,150	68,066	82,668	73,505
15 < 20 years	22	16%	61,250	72,500	90,543	76,194
20 years or more	80	58%	65,000	85,000	103,000	93,744

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	3	2%	–	–	–	–
3 < 5 years	10	7%	48,105	61,320	72,050	62,683
5 < 10 years	32	23%	55,863	69,800	84,916	74,410
10 < 15 years	31	22%	54,000	68,903	96,000	79,089
15 < 20 years	25	18%	66,035	82,000	95,500	85,155
20 years or more	37	27%	72,000	90,000	143,500	104,373

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	5	4%	–	–	–	–
Some college or associate degree	7	5%	–	–	–	–
4-year college degree	14	10%	54,500	85,500	108,500	89,393
Master's degree	93	67%	59,825	75,000	93,800	82,652
Doctoral degree	19	14%	65,000	83,165	100,000	88,556

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	28	21%	57,650	81,000	88,875	78,754
No degree in PM	108	79%	58,838	75,000	96,000	84,905

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	106	77%	60,900	77,500	96,000	84,678
PMP for less than 1 year	3	3%	–	–	–	–
PMP for 1 < 5 years	40	38%	55,000	65,905	88,000	72,802
PMP for 5 < 10 years	30	28%	64,050	77,500	106,000	88,879
PMP for 10 < 20 years	31	29%	75,000	87,000	100,000	94,250
PMP for 20+ years	2	2%	–	–	–	–
Do not have a PMP certification	32	23%	56,000	77,500	91,598	82,641

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	102	76%	57,250	79,000	96,412	85,304
Female	32	24%	64,250	70,000	88,875	79,325

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	6	4%	–	–	–	–
Consulting	11	8%	69,000	92,800	134,000	98,991
Customer Service/Public Relations	2	1%	–	–	–	–
Engineering	13	9%	48,500	77,000	115,000	81,186
Finance	1	1%	–	–	–	–
Human Resources	3	2%	–	–	–	–
Information Technology/Information Systems	26	19%	62,313	78,500	98,500	89,262
Operations/Manufacturing	2	1%	–	–	–	–
Project Management Department or PMO	45	33%	54,500	75,000	90,000	75,116
Quality Management	1	1%	–	–	–	–
Research and Development	15	11%	70,000	85,000	97,649	95,859
Sales/Marketing	5	4%	–	–	–	–
Supply Chain Management/Logistics	3	2%	–	–	–	–
Training/Education	1	1%	–	–	–	–
Other	4	3%	–	–	–	–

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	3	2%	–	–	–	–
Business Services	–	*	–	–	–	–
Construction	4	3%	–	–	–	–
Consulting	15	11%	55,000	69,600	150,000	98,062
Engineering	14	10%	54,750	65,175	80,175	68,789
Financial Services	8	6%	–	–	–	–
Food and Beverage	2	1%	–	–	–	–
Government	16	12%	62,150	76,000	93,750	89,444
Healthcare	4	3%	–	–	–	–
Information Technology	26	19%	55,500	72,500	97,000	81,901
Insurance	1	1%	–	–	–	–
Legal	–	*	–	–	–	–
Manufacturing	8	6%	–	–	–	–
Pharmaceuticals	15	11%	64,000	90,000	113,200	91,915
Real Estate	–	*	–	–	–	–
Resources (Agriculture, Mining, etc.)	2	1%	–	–	–	–
Telecommunications	9	7%	–	–	–	–
Training/Education	–	*	–	–	–	–
Utility	–	*	–	–	–	–
Other	11	8%	53,000	82,000	97,649	75,464

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	15	11%	52,332	65,000	130,000	89,503
100 to 299	13	9%	43,710	52,000	85,000	68,286
300 to 999	16	12%	53,075	60,800	89,600	74,154
1,000 to 2,499	11	8%	75,000	92,143	96,000	89,855
2,500 to 4,999	18	13%	62,910	74,000	103,500	85,251
5,000 to 9,999	11	8%	65,000	75,000	85,500	85,177
10,000 or more	54	39%	68,000	83,583	95,250	87,848

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	14	14%	42,232	57,500	73,875	59,767
5 to 9 people	27	27%	52,332	65,000	134,000	83,281
10 to 14 people	24	24%	60,660	75,000	89,175	79,896
15 to 19 people	15	15%	80,000	90,000	106,000	93,939
20 or more people	21	21%	75,000	85,000	106,600	102,287

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	14	11%	51,750	66,765	85,378	69,657
\$100,000 to \$499,999	17	13%	49,000	56,000	87,072	64,462
\$500,000 to \$999,999	29	23%	65,000	80,000	95,500	85,499
\$1 million to \$10 million	42	33%	63,360	76,000	98,237	88,899
More than \$10 million	26	20%	84,569	93,500	134,000	103,390

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	12	9%	13	9%	114	83%
Director of Project Management Office (PMO)	1	13%	2	25%	6	75%
Portfolio Manager	1	8%	–	*	12	92%
Program Manager	6	17%	5	14%	25	69%
Project Manager III	2	6%	2	6%	29	88%
Project Manager II	1	4%	2	7%	24	89%
Project Manager I	1	17%	2	33%	3	50%
Project Management Specialist	–	*	–	*	5	100%
Project Management Consultant	–	*	–	*	10	100%

Employee Benefits Offered by Position Description						
	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	100	73%	102	74%	81	59%
Director of Project Management Office (PMO)	7	88%	7	88%	4	50%
Portfolio Manager	7	54%	9	69%	7	54%
Program Manager	29	81%	27	75%	22	61%
Project Manager III	22	67%	24	73%	21	64%
Project Manager II	21	81%	20	77%	16	62%
Project Manager I	4	67%	4	67%	2	33%
Project Management Specialist	5	100%	5	100%	3	60%
Project Management Consultant	5	50%	6	60%	6	60%

Employee Benefits Offered by Position Description (Cont'd)				
	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	11	8%	1	1%
Director of Project Management Office (PMO)	1	13%	–	*
Portfolio Manager	2	15%	–	*
Program Manager	3	8%	–	*
Project Manager III	3	9%	1	3%
Project Manager II	2	8%	–	*
Project Manager I	–	*	–	*
Project Management Specialist	–	*	–	*
Project Management Consultant	–	*	–	*

Mean Number of Vacation Days by Position Description				
	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	131	23.0	125	25.7
Director of Project Management Office (PMO)	8	25.6	7	33.1
Portfolio Manager	13	23.0	11	27.5
Program Manager	34	26.6	34	27.6
Project Manager III	30	21.4	28	23.1
Project Manager II	26	22.5	27	26.3
Project Manager I	5	19.6	5	25.0
Project Management Specialist	5	25.8	4	28.5
Project Management Consultant	10	14.9	9	16.3

Pension Plans Offered by Position Description						
	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	64	46%	44	32%	22	16%
Director of Project Management Office (PMO)	4	50%	3	38%	2	25%
Portfolio Manager	6	46%	4	31%	1	8%
Program Manager	12	33%	15	42%	8	22%
Project Manager III	18	55%	9	27%	2	6%
Project Manager II	16	59%	6	22%	7	26%
Project Manager I	2	33%	4	67%	–	*
Project Management Specialist	2	40%	1	20%	1	20%
Project Management Consultant	4	40%	2	20%	1	10%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	137	39.3	138	46.0
Director of Project Management Office (PMO)	8	38.5	8	46.8
Portfolio Manager	12	39.5	13	47.3
Program Manager	36	39.6	36	47.4
Project Manager III	33	39.3	33	45.3
Project Manager II	27	39.1	27	45.0
Project Manager I	6	39.8	6	45.8
Project Management Specialist	5	39.0	5	47.0
Project Management Consultant	10	39.0	10	43.3

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	2	7%	–	–	–	–
Program Manager	4	14%	–	–	–	–
Project Manager III	9	31%	–	–	–	–
Project Manager II	5	17%	–	–	–	–
Project Manager I	2	7%	–	–	–	–
Project Management Specialist	1	3%	–	–	–	–
Project Management Consultant	4	14%	–	–	–	–

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	6	6%	–	–	–	–
Portfolio Manager	11	10%	70,000	92,143	100,000	94,677
Program Manager	32	29%	69,077	82,585	94,450	86,010
Project Manager III	24	22%	64,250	69,500	87,900	77,893
Project Manager II	22	20%	54,250	65,860	82,291	69,205
Project Manager I	4	4%	–	–	–	–
Project Management Specialist	4	4%	–	–	–	–
Project Management Consultant	6	6%	–	–	–	–

DETAILED FINDINGS—All Respondents

Brazil

Total Compensation (in Brazilian Reais)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	859	128,089	172,900	237,781	195,817
Total Compensation	859	138,000	190,000	262,000	223,041

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	71	8%	Decrease	20	2%
Remained the same	445	53%	Remain the same	300	35%
Increased less than 1%	–	*	Increase less than 1%	6	1%
Increased 1% to 2.9%	47	6%	Increase 1% to 2.9%	29	3%
Increased 3% to 3.9%	52	6%	Increase 3% to 3.9%	42	5%
Increased 4% to 4.9%	23	3%	Increase 4% to 4.9%	28	3%
Increased 5% to 6.9%	59	7%	Increase 5% to 6.9%	115	14%
Increased 7% to 9.9%	22	3%	Increase 7% to 9.9%	24	3%
Increased 10% to 14.9%	56	7%	Increase 10% to 14.9%	123	14%
Increased 15% to 19.9%	12	1%	Increase 15% to 19.9%	51	6%
Increased 20% to 24.9%	13	2%	Increase 20% to 24.9%	51	6%
Increased 25% to 29.9%	10	1%	Increase 25% to 29.9%	14	2%
Increased 30% or greater	31	4%	Increase 30% or greater	48	6%
Mean Change	3.5		Mean Change	7.2	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	75	9%	160,000	240,000	350,000	273,405
Portfolio Manager	81	9%	144,500	200,000	250,000	206,154
Program Manager	131	15%	142,000	195,000	240,000	207,670
Project Manager III	214	25%	136,375	173,275	225,113	192,985
Project Manager II	136	16%	118,442	150,000	203,000	172,147
Project Manager I	82	10%	113,750	137,600	180,000	148,086
Project Management Specialist	67	8%	102,000	144,000	228,000	177,907
Project Management Consultant	73	8%	100,000	168,000	265,000	205,820

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	–	*	–	–	–	–
3 < 5 years	1	*	–	–	–	–
5 < 10 years	49	6%	89,500	112,658	150,000	122,602
10 < 15 years	138	16%	120,000	150,969	196,250	161,957
15 < 20 years	153	18%	120,000	162,000	222,500	182,656
20 years or more	518	60%	143,000	192,000	250,000	215,778

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	18	2%	87,000	142,000	176,250	140,178
3 < 5 years	40	5%	103,500	131,351	184,150	152,683
5 < 10 years	227	26%	115,598	144,000	190,000	158,813
10 < 15 years	254	30%	132,000	170,000	215,200	187,255
15 < 20 years	178	21%	148,500	200,000	273,000	220,551
20 years or more	142	17%	156,000	220,500	301,250	258,487

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	21	2%	148,000	178,100	237,000	187,209
Some college or associate degree	13	2%	108,550	130,000	182,418	146,533
4-year college degree	134	16%	120,000	150,000	196,000	168,704
Master's degree	567	66%	135,850	180,000	242,000	205,357
Doctoral degree	124	14%	117,231	169,000	220,750	188,118

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	452	53%	120,000	168,000	227,675	191,019
No degree in PM	404	47%	133,250	180,000	240,000	201,075

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	771	90%	132,000	180,000	240,000	200,387
PMP for less than 1 year	8	1%	-	-	-	-
PMP for 1 < 5 years	258	34%	116,500	148,920	200,000	164,804
PMP for 5 < 10 years	234	31%	131,515	170,000	221,250	189,422
PMP for 10 < 20 years	256	33%	156,000	212,500	300,000	246,266
PMP for 20+ years	11	1%	110,000	156,000	240,000	212,753
Do not have a PMP certification	88	10%	100,500	149,750	192,000	155,781

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	702	83%	132,000	180,000	240,000	201,384
Female	147	17%	108,000	150,000	205,000	170,398

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	82	10%	130,000	197,500	250,377	208,369
Consulting	66	8%	142,500	190,000	303,000	234,167
Customer Service/Public Relations	10	1%	90,900	187,250	248,336	195,548
Engineering	109	13%	140,000	168,000	234,195	190,281
Finance	10	1%	127,037	218,000	262,500	216,288
Human Resources	3	*	–	–	–	–
Information Technology/Information Systems	164	19%	120,000	160,000	200,000	176,154
Operations/Manufacturing	29	3%	133,375	184,600	224,450	211,383
Project Management Department or PMO	313	36%	120,000	169,452	230,000	192,089
Quality Management	7	1%	–	–	–	–
Research and Development	24	3%	132,176	170,950	198,750	180,960
Sales/Marketing	13	2%	155,000	240,000	272,000	212,213
Supply Chain Management/Logistics	13	2%	136,000	220,000	265,000	240,284
Training/Education	–	*	–	–	–	–
Other	16	2%	115,000	213,000	279,500	230,378

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	16	2%	120,000	149,920	223,918	175,146
Business Services	3	*	–	–	–	–
Construction	48	6%	150,000	200,000	289,000	226,524
Consulting	68	8%	120,000	185,000	239,400	204,528
Engineering	90	10%	136,675	176,330	250,500	202,645
Financial Services	43	5%	125,000	190,000	240,500	212,841
Food and Beverage	22	3%	134,400	183,800	219,500	181,881
Government	30	3%	128,772	169,000	240,000	189,718
Healthcare	19	2%	109,000	145,000	240,000	173,047
Information Technology	210	24%	120,000	159,200	215,250	177,050
Insurance	8	1%	–	–	–	–
Legal	–	*	–	–	–	–
Manufacturing	61	7%	135,628	156,000	200,000	171,664
Pharmaceuticals	18	2%	163,250	207,500	270,327	224,821
Real Estate	4	*	–	–	–	–
Resources (Agriculture, Mining, etc.)	73	8%	150,000	205,000	302,750	240,404
Telecommunications	62	7%	114,075	154,500	201,375	175,315
Training/Education	8	1%	–	–	–	–
Utility	10	1%	165,000	210,000	226,250	217,273
Other	66	8%	129,846	175,000	260,000	215,815

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	110	13%	120,000	180,000	240,000	197,731
100 to 299	82	10%	120,000	150,000	220,250	186,980
300 to 999	102	12%	119,250	169,000	215,850	179,118
1,000 to 2,499	100	12%	120,875	168,500	224,588	189,820
2,500 to 4,999	69	8%	126,000	160,000	218,500	176,638
5,000 to 9,999	85	10%	124,100	170,000	243,500	204,018
10,000 or more	311	36%	141,914	185,000	241,000	206,889

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	82	12%	113,706	156,000	201,525	172,792
5 to 9 people	225	34%	132,000	178,100	240,000	190,287
10 to 14 people	140	21%	135,064	168,000	219,000	191,500
15 to 19 people	58	9%	124,500	171,330	220,250	191,372
20 or more people	155	23%	150,000	200,400	288,640	234,115

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	108	14%	109,050	149,298	200,000	168,758
\$100,000 to \$499,999	218	27%	120,000	158,482	200,000	175,047
\$500,000 to \$999,999	113	14%	130,000	167,100	223,725	181,342
\$1 million to \$10 million	221	28%	140,000	180,000	228,000	197,964
More than \$10 million	138	17%	160,476	228,500	288,250	246,765

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	41	5%	32	4%	778	92%
Director of Project Management Office (PMO)	4	5%	4	5%	69	92%
Portfolio Manager	3	4%	4	5%	74	91%
Program Manager	8	6%	10	8%	114	88%
Project Manager III	7	3%	5	2%	196	94%
Project Manager II	6	4%	5	4%	124	92%
Project Manager I	4	5%	–	*	74	95%
Project Management Specialist	6	9%	–	*	61	91%
Project Management Consultant	3	4%	4	6%	66	92%

Employee Benefits Offered by Position Description						
	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	162	19%	455	54%	501	59%
Director of Project Management Office (PMO)	17	23%	51	68%	47	63%
Portfolio Manager	23	28%	52	64%	54	67%
Program Manager	31	24%	76	60%	79	62%
Project Manager III	39	18%	117	55%	116	54%
Project Manager II	25	19%	73	54%	88	66%
Project Manager I	12	15%	36	44%	51	63%
Project Management Specialist	9	14%	26	39%	37	56%
Project Management Consultant	6	8%	24	33%	29	40%

Employee Benefits Offered by Position Description (Cont'd)				
	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	50	6%	49	6%
Director of Project Management Office (PMO)	5	7%	9	12%
Portfolio Manager	4	5%	7	9%
Program Manager	5	4%	6	5%
Project Manager III	11	5%	10	5%
Project Manager II	9	7%	5	4%
Project Manager I	6	7%	5	6%
Project Management Specialist	4	6%	6	9%
Project Management Consultant	6	8%	1	1%

Mean Number of Vacation Days by Position Description				
	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	836	25.3	702	22.5
Director of Project Management Office (PMO)	74	25.4	62	20.9
Portfolio Manager	80	26.9	71	23.1
Program Manager	124	24.9	100	23.6
Project Manager III	212	26.0	183	23.5
Project Manager II	130	24.8	108	22.3
Project Manager I	79	25.2	67	22.8
Project Management Specialist	66	23.3	51	19.8
Project Management Consultant	71	24.8	60	21.6

Pension Plans Offered by Position Description						
	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	227	27%	326	38%	38	4%
Director of Project Management Office (PMO)	17	23%	22	29%	3	4%
Portfolio Manager	22	27%	35	43%	4	5%
Program Manager	32	25%	45	35%	12	9%
Project Manager III	55	26%	83	39%	8	4%
Project Manager II	42	31%	55	41%	7	5%
Project Manager I	24	30%	32	40%	1	1%
Project Management Specialist	15	23%	29	44%	3	5%
Project Management Consultant	20	27%	25	34%	–	*

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	855	41.1	848	47.2
Director of Project Management Office (PMO)	74	40.9	73	49.9
Portfolio Manager	81	40.6	81	48.2
Program Manager	129	41.2	128	48.6
Project Manager III	214	41.1	213	47.5
Project Manager II	136	41.4	136	47.2
Project Manager I	81	40.8	79	44.6
Project Management Specialist	67	41.2	66	44.2
Project Management Consultant	73	41.2	72	45.4

Annualized Salary by Position Description—Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	21	11%	135,000	200,000	455,000	272,952
Portfolio Manager	22	12%	162,750	203,059	247,375	209,103
Program Manager	28	15%	139,250	200,000	230,000	203,815
Project Manager III	44	24%	135,405	178,275	200,000	184,914
Project Manager II	28	15%	120,000	185,000	248,575	195,843
Project Manager I	9	5%	–	–	–	–
Project Management Specialist	11	6%	96,000	132,000	192,000	150,500
Project Management Consultant	22	12%	144,000	240,000	330,000	262,934

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	54	8%	166,750	240,000	335,000	273,581
Portfolio Manager	59	9%	144,000	190,000	259,000	205,055
Program Manager	103	15%	143,000	195,000	242,000	208,717
Project Manager III	170	25%	136,500	172,830	227,025	195,073
Project Manager II	108	16%	116,179	147,000	193,425	166,003
Project Manager I	73	11%	110,000	135,200	176,000	146,152
Project Management Specialist	56	8%	103,380	149,920	237,000	183,290
Project Management Consultant	51	8%	100,000	145,000	213,000	181,183

DETAILED FINDINGS—All Respondents

Canada

Total Compensation (in Canadian Dollars)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	4,152	85,000	102,900	125,000	109,946
Total Compensation	4,152	89,000	110,000	137,500	117,981

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	261	6%	Decrease	89	2%
Remained the same	1,712	42%	Remain the same	1,395	34%
Increased less than 1%	2	*	Increase less than 1%	15	*
Increased 1% to 2.9%	659	16%	Increase 1% to 2.9%	970	24%
Increased 3% to 3.9%	501	12%	Increase 3% to 3.9%	433	11%
Increased 4% to 4.9%	155	4%	Increase 4% to 4.9%	111	3%
Increased 5% to 6.9%	265	7%	Increase 5% to 6.9%	478	12%
Increased 7% to 9.9%	88	2%	Increase 7% to 9.9%	63	2%
Increased 10% to 14.9%	212	5%	Increase 10% to 14.9%	294	7%
Increased 15% to 19.9%	74	2%	Increase 15% to 19.9%	87	2%
Increased 20% to 24.9%	54	1%	Increase 20% to 24.9%	72	2%
Increased 25% to 29.9%	30	1%	Increase 25% to 29.9%	29	1%
Increased 30% or greater	57	1%	Increase 30% or greater	52	1%
Mean Change	2.8		Mean Change	3.6	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	278	7%	105,000	125,345	151,309	135,238
Portfolio Manager	305	7%	102,886	120,000	141,000	126,819
Program Manager	784	19%	95,000	113,750	135,000	120,141
Project Manager III	1,036	25%	90,000	105,000	125,000	113,099
Project Manager II	654	16%	80,000	95,000	110,000	96,971
Project Manager I	487	12%	70,000	82,000	98,567	84,806
Project Management Specialist	312	8%	69,925	89,000	113,000	95,006
Project Management Consultant	296	7%	80,250	106,000	140,000	116,546

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	26	1%	52,250	58,500	70,000	63,641
3 < 5 years	47	1%	60,000	65,000	79,000	67,526
5 < 10 years	333	8%	68,500	80,000	95,000	83,792
10 < 15 years	624	15%	78,000	90,000	105,750	93,575
15 < 20 years	655	16%	82,000	100,000	120,000	103,685
20 years or more	2,467	59%	94,000	113,000	140,000	120,576

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	206	5%	60,000	75,000	94,000	80,713
3 < 5 years	315	8%	65,000	80,000	100,000	86,072
5 < 10 years	1,110	27%	79,000	90,950	110,000	95,796
10 < 15 years	1,027	25%	88,000	103,000	123,600	110,048
15 < 20 years	705	17%	98,000	115,000	140,000	122,199
20 years or more	789	19%	106,000	125,000	150,000	135,938

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	58	1%	80,000	100,000	122,500	108,169
Some college or associate degree	563	14%	85,000	104,000	125,000	110,991
4-year college degree	1,824	44%	85,000	102,000	125,000	109,194
Master's degree	1,601	39%	85,000	102,000	127,000	110,080
Doctoral degree	106	3%	81,500	114,500	140,000	116,305

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	971	23%	81,699	100,000	120,000	106,065
No degree in PM	3,166	77%	85,000	104,000	127,000	111,170

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	3,281	79%	89,000	105,000	128,000	112,499
PMP for less than 1 year	57	2%	70,000	85,000	100,000	85,741
PMP for 1 < 5 years	1,297	40%	80,000	95,000	112,000	98,448
PMP for 5 < 10 years	934	29%	92,875	108,000	126,250	113,686
PMP for 10 < 20 years	875	27%	104,000	120,503	150,000	131,024
PMP for 20+ years	71	2%	122,000	149,000	180,000	154,571
Do not have a PMP certification	871	21%	72,000	90,000	115,000	100,330

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	2,624	64%	88,000	107,000	130,000	114,704
Female	1,457	36%	80,000	97,500	119,000	101,831

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	330	8%	77,375	96,250	120,000	101,613
Consulting	345	8%	85,500	110,000	140,000	120,004
Customer Service/Public Relations	38	1%	63,750	79,000	107,250	83,937
Engineering	526	13%	85,000	104,000	125,000	109,286
Finance	58	1%	78,960	110,000	130,000	115,229
Human Resources	21	1%	82,500	104,000	123,500	102,399
Information Technology/Information Systems	764	18%	90,000	107,000	130,000	115,785
Operations/Manufacturing	212	5%	80,000	100,000	120,000	105,304
Project Management Department or PMO	1,421	34%	85,000	102,000	125,000	109,960
Quality Management	38	1%	70,000	93,500	115,000	93,469
Research and Development	69	2%	75,000	98,000	120,000	97,671
Sales/Marketing	71	2%	72,000	85,000	105,000	91,142
Supply Chain Management/Logistics	57	1%	77,500	97,500	120,000	101,561
Training/Education	23	1%	61,000	84,375	104,000	89,455
Other	179	4%	90,000	108,000	130,000	114,021

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	75	2%	95,000	105,000	119,000	108,129
Business Services	39	1%	70,000	80,000	103,000	90,199
Construction	437	11%	75,500	98,567	121,600	105,671
Consulting	304	7%	85,000	115,000	145,000	122,498
Engineering	425	10%	90,000	110,000	135,000	115,251
Financial Services	357	9%	90,000	105,000	125,000	113,591
Food and Beverage	45	1%	80,000	90,000	103,900	93,728
Government	484	12%	92,000	103,778	120,000	108,666
Healthcare	225	5%	80,726	97,000	111,000	98,906
Information Technology	590	14%	85,000	105,000	130,250	112,400
Insurance	62	1%	90,150	103,725	116,157	106,989
Legal	7	*	-	-	-	-
Manufacturing	188	5%	76,923	94,500	114,250	98,341
Pharmaceuticals	48	1%	78,500	95,500	114,750	97,658
Real Estate	33	1%	77,500	100,000	120,000	103,977
Resources (Agriculture, Mining, etc.)	132	3%	108,000	129,250	150,000	140,911
Telecommunications	185	4%	82,000	95,000	113,500	99,867
Training/Education	61	1%	74,568	84,500	98,250	87,613
Utility	142	3%	100,750	120,948	140,000	124,411
Other	313	8%	75,175	95,000	121,000	103,518

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	729	18%	74,000	95,000	122,000	106,517
100 to 299	387	9%	75,000	95,000	120,000	100,685
300 to 999	520	13%	83,050	100,000	125,000	106,829
1,000 to 2,499	439	11%	86,500	103,793	125,000	109,587
2,500 to 4,999	410	10%	87,913	105,189	128,250	112,337
5,000 to 9,999	409	10%	92,000	108,000	134,750	116,270
10,000 or more	1,258	30%	90,000	106,000	128,507	113,361

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	531	18%	80,000	96,000	115,000	99,830
5 to 9 people	1,034	34%	86,000	103,000	123,550	107,572
10 to 14 people	670	22%	90,000	108,000	135,000	117,182
15 to 19 people	290	10%	92,000	109,500	134,000	116,617
20 or more people	499	17%	105,000	125,000	156,000	137,821

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	429	11%	70,000	85,000	102,750	88,264
\$100,000 to \$499,999	812	22%	80,000	96,100	116,000	99,610
\$500,000 to \$999,999	589	16%	86,900	104,000	121,000	108,532
\$1 million to \$10 million	1,284	34%	90,000	110,000	130,000	116,396
More than \$10 million	643	17%	100,000	120,000	150,000	132,847

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	242	6%	406	10%	3,488	85%
Director of Project Management Office (PMO)	28	10%	33	12%	227	82%
Portfolio Manager	26	9%	45	15%	237	78%
Program Manager	56	7%	85	11%	635	82%
Project Manager III	49	5%	93	9%	893	87%
Project Manager II	31	5%	55	9%	567	88%
Project Manager I	24	5%	42	9%	415	87%
Project Management Specialist	19	6%	31	10%	256	85%
Project Management Consultant	9	3%	22	8%	258	90%

Employee Benefits Offered by Position Description						
	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	472	12%	2,264	55%	1,724	42%
Director of Project Management Office (PMO)	45	16%	203	73%	136	49%
Portfolio Manager	41	14%	220	73%	149	49%
Program Manager	80	10%	481	62%	355	46%
Project Manager III	110	11%	591	57%	451	44%
Project Manager II	74	11%	332	51%	253	39%
Project Manager I	53	11%	221	46%	177	37%
Project Management Specialist	31	10%	110	36%	121	40%
Project Management Consultant	38	13%	106	36%	82	28%

Employee Benefits Offered by Position Description (Cont'd)				
	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	80	2%	28	1%
Director of Project Management Office (PMO)	9	3%	3	1%
Portfolio Manager	8	3%	2	1%
Program Manager	11	1%	5	1%
Project Manager III	18	2%	5	*
Project Manager II	9	1%	1	*
Project Manager I	9	2%	8	2%
Project Management Specialist	10	3%	2	1%
Project Management Consultant	6	2%	2	1%

Mean Number of Vacation Days by Position Description				
	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	3,892	14.0	3,569	19.5
Director of Project Management Office (PMO)	266	14.7	249	21.0
Portfolio Manager	284	15.3	283	21.2
Program Manager	736	14.2	708	19.6
Project Manager III	977	13.7	914	18.7
Project Manager II	617	14.1	565	20.2
Project Manager I	458	13.8	367	19.1
Project Management Specialist	287	14.7	239	20.8
Project Management Consultant	267	11.6	244	16.4

Pension Plans Offered by Position Description						
	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	1,420	35%	2,002	49%	273	7%
Director of Project Management Office (PMO)	94	34%	119	43%	19	7%
Portfolio Manager	109	36%	157	52%	29	10%
Program Manager	276	35%	406	52%	46	6%
Project Manager III	344	33%	512	50%	75	7%
Project Manager II	220	34%	340	52%	37	6%
Project Manager I	192	40%	225	47%	35	7%
Project Management Specialist	114	38%	150	50%	19	6%
Project Management Consultant	71	25%	93	32%	13	4%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	4,091	38.6	4,056	44.7
Director of Project Management Office (PMO)	276	38.4	274	46.6
Portfolio Manager	304	38.4	304	47.4
Program Manager	775	38.5	774	45.7
Project Manager III	1,024	38.4	1,014	44.1
Project Manager II	646	38.5	636	43.9
Project Manager I	476	39.0	472	43.6
Project Management Specialist	303	39.0	297	43.6
Project Management Consultant	287	38.6	285	43.6

Annualized Salary by Position Description—Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	65	8%	111,500	130,000	146,000	141,661
Portfolio Manager	40	5%	107,000	135,750	192,475	149,776
Program Manager	147	19%	105,000	140,000	195,000	150,081
Project Manager III	232	29%	102,250	128,578	175,000	139,633
Project Manager II	80	10%	80,500	110,000	134,000	110,476
Project Manager I	65	8%	72,500	87,500	109,250	92,732
Project Management Specialist	44	6%	74,250	110,000	150,000	122,427
Project Management Consultant	115	15%	100,000	125,690	180,000	140,043

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	213	6%	104,000	125,000	156,500	133,277
Portfolio Manager	265	8%	101,000	120,000	140,000	123,354
Program Manager	637	19%	94,000	110,000	126,783	113,232
Project Manager III	804	24%	88,334	101,000	119,000	105,443
Project Manager II	574	17%	80,000	94,640	108,000	95,089
Project Manager I	422	13%	68,000	81,179	96,000	83,585
Project Management Specialist	268	8%	68,250	85,000	110,000	90,504
Project Management Consultant	181	5%	75,000	95,000	122,000	101,618

DETAILED FINDINGS—All Respondents

Chile

Total Compensation (in Chilean Pesos)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	148	30,000,000	42,000,000	59,923,913	46,601,133
Total Compensation	148	31,000,000	49,158,948	67,875,000	53,430,572

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	16	11%	Decrease	2	1%
Remained the same	73	51%	Remain the same	44	30%
Increased less than 1%	–	*	Increase less than 1%	1	1%
Increased 1% to 2.9%	16	11%	Increase 1% to 2.9%	12	8%
Increased 3% to 3.9%	7	5%	Increase 3% to 3.9%	15	10%
Increased 4% to 4.9%	6	4%	Increase 4% to 4.9%	4	3%
Increased 5% to 6.9%	8	6%	Increase 5% to 6.9%	19	13%
Increased 7% to 9.9%	2	1%	Increase 7% to 9.9%	3	2%
Increased 10% to 14.9%	7	5%	Increase 10% to 14.9%	16	11%
Increased 15% to 19.9%	2	1%	Increase 15% to 19.9%	8	5%
Increased 20% to 24.9%	3	2%	Increase 20% to 24.9%	13	9%
Increased 25% to 29.9%	3	2%	Increase 25% to 29.9%	4	3%
Increased 30% or greater	1	1%	Increase 30% or greater	5	3%
Mean Change	2.3		Mean Change	7.0	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	12	8%	57,600,000	67,250,000	90,900,552	75,144,819
Portfolio Manager	13	9%	42,000,000	53,788,440	67,167,158	55,881,630
Program Manager	19	13%	39,000,000	50,640,000	64,000,000	52,496,557
Project Manager III	34	23%	30,000,000	37,800,000	47,216,064	39,240,728
Project Manager II	26	18%	25,015,765	30,000,000	52,500,000	39,768,903
Project Manager I	14	9%	27,000,000	39,900,000	50,500,000	38,778,044
Project Management Specialist	19	13%	20,000,000	30,400,388	55,161,008	38,037,065
Project Management Consultant	11	7%	40,000,000	54,000,000	70,961,000	57,960,091

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	–	*	–	–	–	–
3 < 5 years	1	1%	–	–	–	–
5 < 10 years	9	6%	–	–	–	–
10 < 15 years	27	18%	25,000,000	36,000,000	45,000,000	39,443,444
15 < 20 years	34	23%	35,197,223	46,037,376	57,300,000	47,352,519
20 years or more	77	52%	36,000,000	50,640,000	63,578,398	51,933,878

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	4	3%	-	-	-	-
3 < 5 years	10	7%	19,500,000	24,510,510	33,300,291	32,318,414
5 < 10 years	38	26%	25,750,000	37,200,000	54,719,459	43,198,332
10 < 15 years	38	26%	32,947,223	43,250,000	60,600,000	47,100,296
15 < 20 years	37	25%	38,000,000	51,600,000	64,000,000	52,007,677
20 years or more	21	14%	39,300,000	44,350,624	62,580,734	52,083,411

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	3	2%	-	-	-	-
Some college or associate degree	6	4%	-	-	-	-
4-year college degree	48	32%	26,100,000	36,000,000	48,488,688	40,360,854
Master's degree	89	60%	33,000,000	48,000,000	62,367,158	49,733,832
Doctoral degree	2	1%	-	-	-	-

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	58	39%	30,000,000	44,600,000	56,230,365	47,748,763
No degree in PM	89	61%	30,000,000	41,830,000	60,000,000	45,253,252

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	109	74%	33,194,446	43,500,000	62,169,494	48,572,166
PMP for less than 1 year	3	3%	-	-	-	-
PMP for 1 < 5 years	51	48%	33,600,000	49,600,000	62,334,316	50,049,330
PMP for 5 < 10 years	32	30%	30,000,000	39,999,998	54,540,000	43,283,781
PMP for 10 < 20 years	18	17%	39,900,000	47,100,000	67,500,000	54,919,527
PMP for 20+ years	2	2%	-	-	-	-
Do not have a PMP certification	39	26%	24,000,000	37,800,000	50,640,000	41,092,349

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	123	84%	30,000,000	43,500,000	60,000,000	47,002,072
Female	24	16%	31,500,000	40,750,000	58,573,153	44,488,035

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	22	15%	36,000,000	50,500,000	79,176,690	57,332,929
Consulting	9	6%	-	-	-	-
Customer Service/Public Relations	1	1%	-	-	-	-
Engineering	15	10%	26,400,000	36,000,000	60,000,000	44,365,614
Finance	-	*	-	-	-	-
Human Resources	-	*	-	-	-	-
Information Technology/Information Systems	29	20%	29,250,000	37,800,000	50,320,000	40,866,132
Operations/Manufacturing	2	1%	-	-	-	-
Project Management Department or PMO	59	40%	30,000,000	41,830,000	54,000,000	43,895,039
Quality Management	1	1%	-	-	-	-
Research and Development	-	*	-	-	-	-
Sales/Marketing	4	3%	-	-	-	-
Supply Chain Management/Logistics	2	1%	-	-	-	-
Training/Education	-	*	-	-	-	-
Other	4	3%	-	-	-	-

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	1	1%	-	-	-	-
Business Services	-	*	-	-	-	-
Construction	13	9%	22,300,000	39,000,000	62,719,218	45,715,239
Consulting	15	10%	25,000,000	40,000,000	60,000,000	44,355,416
Engineering	17	11%	29,500,000	50,000,000	66,600,000	51,345,402
Financial Services	7	5%	-	-	-	-
Food and Beverage	3	2%	-	-	-	-
Government	4	3%	-	-	-	-
Healthcare	-	*	-	-	-	-
Information Technology	36	24%	27,525,253	38,700,000	59,500,737	42,498,308
Insurance	-	*	-	-	-	-
Legal	-	*	-	-	-	-
Manufacturing	1	1%	-	-	-	-
Pharmaceuticals	-	*	-	-	-	-
Real Estate	-	*	-	-	-	-
Resources (Agriculture, Mining, etc.)	22	15%	41,500,000	49,500,000	67,800,000	55,379,027
Telecommunications	17	11%	30,000,000	43,500,000	54,746,306	42,802,099
Training/Education	-	*	-	-	-	-
Utility	2	1%	-	-	-	-
Other	10	7%	34,500,000	42,360,000	55,800,000	45,330,844

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	21	14%	24,000,000	36,000,000	47,500,000	36,820,495
100 to 299	15	10%	28,000,000	39,600,000	64,000,000	43,780,923
300 to 999	26	18%	25,500,000	36,000,000	50,000,000	37,885,580
1,000 to 2,499	15	10%	36,000,000	48,000,000	67,500,000	51,677,792
2,500 to 4,999	13	9%	34,800,000	41,500,000	57,200,000	46,548,209
5,000 to 9,999	7	5%	-	-	-	-
10,000 or more	51	34%	33,000,000	51,600,000	64,000,000	53,732,342

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	28	24%	25,265,765	30,500,000	53,100,000	39,420,458
5 to 9 people	42	35%	32,250,000	41,915,000	54,840,000	45,649,240
10 to 14 people	20	17%	39,150,000	43,500,000	62,667,597	53,480,804
15 to 19 people	7	6%	-	-	-	-
20 or more people	22	18%	34,500,000	57,719,218	67,000,000	54,132,824

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	16	12%	24,625,000	29,306,413	37,350,000	32,819,552
\$100,000 to \$499,999	26	19%	29,250,000	40,750,000	54,840,000	42,121,998
\$500,000 to \$999,999	21	15%	29,500,000	43,500,000	55,000,000	44,611,740
\$1 million to \$10 million	49	36%	37,200,000	49,600,000	63,578,398	52,555,552
More than \$10 million	26	19%	39,000,000	52,894,220	67,000,000	56,536,599

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	9	6%	9	6%	132	89%
Director of Project Management Office (PMO)	1	8%	2	17%	9	75%
Portfolio Manager	1	8%	1	8%	11	85%
Program Manager	1	5%	3	16%	16	84%
Project Manager III	1	3%	-	*	33	97%
Project Manager II	1	4%	-	*	25	96%
Project Manager I	1	7%	2	14%	12	86%
Project Management Specialist	2	11%	-	*	17	89%
Project Management Consultant	1	9%	1	9%	9	82%
Project Management Consultant	9	3%	22	8%	258	90%

Employee Benefits Offered by Position Description						
	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	32	22%	95	64%	88	59%
Director of Project Management Office (PMO)	5	42%	12	100%	11	92%
Portfolio Manager	3	23%	10	77%	8	62%
Program Manager	2	11%	13	68%	9	47%
Project Manager III	8	24%	24	71%	20	59%
Project Manager II	7	27%	15	58%	13	50%
Project Manager I	1	7%	10	71%	8	57%
Project Management Specialist	3	16%	5	26%	13	68%
Project Management Consultant	3	27%	6	55%	6	55%

Employee Benefits Offered by Position Description (Cont'd)				
	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	7	5%	6	4%
Director of Project Management Office (PMO)	2	17%	–	*
Portfolio Manager	1	8%	1	8%
Program Manager	1	5%	1	5%
Project Manager III	1	3%	1	3%
Project Manager II	1	4%	1	4%
Project Manager I	–	*	–	*
Project Management Specialist	1	5%	1	5%
Project Management Consultant	–	*	1	9%

Mean Number of Vacation Days by Position Description				
	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	144	13.5	123	14.6
Director of Project Management Office (PMO)	12	17.3	10	17.7
Portfolio Manager	12	16.9	11	16.6
Program Manager	19	14.5	18	17.5
Project Manager III	33	11.0	31	11.7
Project Manager II	26	12.7	22	12.5
Project Manager I	14	11.9	11	15.9
Project Management Specialist	17	15.4	12	14.3
Project Management Consultant	11	12.2	8	16.4

Pension Plans Offered by Position Description						
	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	38	26%	38	26%	18	12%
Director of Project Management Office (PMO)	2	17%	4	33%	–	*
Portfolio Manager	4	31%	4	31%	4	31%
Program Manager	5	26%	4	21%	2	11%
Project Manager III	7	21%	8	24%	6	18%
Project Manager II	9	35%	4	15%	1	4%
Project Manager I	3	21%	3	21%	2	14%
Project Management Specialist	6	32%	7	37%	1	5%
Project Management Consultant	2	18%	4	36%	2	18%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	147	43.1	144	48.1
Director of Project Management Office (PMO)	12	43.1	10	49.0
Portfolio Manager	13	43.5	13	52.0
Program Manager	19	42.5	19	49.8
Project Manager III	34	43.2	34	47.2
Project Manager II	26	42.8	26	45.5
Project Manager I	14	42.9	14	47.3
Project Management Specialist	19	44.6	18	48.2
Project Management Consultant	10	42.0	10	49.4

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	1	9%	–	–	–	–
Program Manager	1	9%	–	–	–	–
Project Manager III	2	18%	–	–	–	–
Project Manager II	1	9%	–	–	–	–
Project Manager I	2	18%	–	–	–	–
Project Management Specialist	1	9%	–	–	–	–
Project Management Consultant	3	27%	–	–	–	–

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	12	9%	57,600,000	67,250,000	90,900,552	75,144,819
Portfolio Manager	12	9%	44,000,000	53,894,220	69,583,579	57,038,432
Program Manager	18	13%	39,750,000	52,320,000	64,250,000	53,746,366
Project Manager III	32	23%	30,250,000	37,800,000	47,738,688	39,823,586
Project Manager II	25	18%	25,010,510	30,000,000	54,000,000	39,619,659
Project Manager I	12	9%	30,750,000	43,500,000	51,500,000	42,007,718
Project Management Specialist	18	13%	19,500,000	30,811,614	56,670,756	39,039,124
Project Management Consultant	8	6%	–	–	–	–

DETAILED FINDINGS—All Respondents

China

Total Compensation (in Chinese Yuan)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	503	150,000	200,000	296,000	233,343
Total Compensation	503	170,000	240,000	350,000	290,009

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	19	4%	Decrease	4	1%
Remained the same	198	41%	Remain the same	88	18%
Increased less than 1%	–	*	Increase less than 1%	6	1%
Increased 1% to 2.9%	15	3%	Increase 1% to 2.9%	23	5%
Increased 3% to 3.9%	21	4%	Increase 3% to 3.9%	13	3%
Increased 4% to 4.9%	9	2%	Increase 4% to 4.9%	1	*
Increased 5% to 6.9%	73	15%	Increase 5% to 6.9%	59	12%
Increased 7% to 9.9%	12	2%	Increase 7% to 9.9%	15	3%
Increased 10% to 14.9%	64	13%	Increase 10% to 14.9%	119	25%
Increased 15% to 19.9%	25	5%	Increase 15% to 19.9%	25	5%
Increased 20% to 24.9%	26	5%	Increase 20% to 24.9%	65	14%
Increased 25% to 29.9%	5	1%	Increase 25% to 29.9%	11	2%
Increased 30% or greater	17	4%	Increase 30% or greater	48	10%
Mean Change	5.9		Mean Change	11.3	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	62	12%	180,000	210,000	350,000	291,242
Portfolio Manager	17	3%	240,000	322,943	380,000	443,185
Program Manager	88	17%	150,000	200,000	300,000	246,762
Project Manager III	72	14%	150,000	200,000	318,000	246,004
Project Manager II	91	18%	150,000	184,000	240,000	205,618
Project Manager I	114	23%	125,000	175,000	223,500	183,207
Project Management Specialist	42	8%	120,000	170,000	300,000	219,807
Project Management Consultant	17	3%	130,000	210,000	250,000	207,322

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	5	1%	–	–	–	–
3 < 5 years	41	8%	104,623	150,000	200,000	160,949
5 < 10 years	166	33%	130,467	180,000	221,000	204,869
10 < 15 years	168	34%	150,000	200,000	300,000	230,822
15 < 20 years	73	15%	157,500	240,000	325,000	269,939
20 years or more	48	10%	200,000	336,472	415,000	356,726

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	67	13%	100,000	168,000	232,000	175,666
3 < 5 years	140	28%	133,000	175,000	250,675	208,813
5 < 10 years	199	40%	150,000	200,000	300,000	234,394
10 < 15 years	71	14%	155,000	220,000	320,000	276,914
15 < 20 years	21	4%	200,000	390,000	450,000	384,955
20 years or more	5	1%	-	-	-	-

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	9	2%	-	-	-	-
Some college or associate degree	37	7%	105,000	160,000	240,000	188,432
4-year college degree	312	62%	140,000	191,000	280,000	210,777
Master's degree	139	28%	170,000	240,000	360,000	295,813
Doctoral degree	6	1%	-	-	-	-

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	159	32%	150,000	200,000	300,000	235,282
No degree in PM	342	68%	150,000	200,000	280,500	232,900

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	496	99%	150,000	200,000	281,500	230,939
PMP for less than 1 year	4	1%	-	-	-	-
PMP for 1 < 5 years	406	83%	140,000	200,000	260,000	217,578
PMP for 5 < 10 years	54	11%	200,000	250,000	352,500	279,998
PMP for 10 < 20 years	22	5%	187,500	395,933	542,375	385,532
PMP for 20+ years	1	*	-	-	-	-
Do not have a PMP certification	7	1%	-	-	-	-

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	362	72%	150,000	200,000	300,000	242,660
Female	139	28%	121,894	180,000	250,000	209,200

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	27	5%	140,000	200,000	300,000	267,415
Consulting	20	4%	157,500	228,489	415,000	279,649
Customer Service/Public Relations	8	2%	-	-	-	-
Engineering	76	15%	130,500	175,000	210,000	194,911
Finance	16	3%	140,000	200,000	206,746	208,187
Human Resources	5	1%	-	-	-	-
Information Technology/Information Systems	108	21%	142,500	181,000	240,000	199,254
Operations/Manufacturing	27	5%	130,000	171,125	260,000	215,704
Project Management Department or PMO	125	25%	155,000	205,000	310,000	263,070
Quality Management	14	3%	192,500	229,200	312,500	250,129
Research and Development	49	10%	145,000	200,000	300,000	249,864
Sales/Marketing	17	3%	120,000	170,000	275,450	236,861
Supply Chain Management/Logistics	7	1%	-	-	-	-
Training/Education	1	*	-	-	-	-
Other	3	1%	-	-	-	-

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	6	1%	-	-	-	-
Business Services	20	4%	112,500	190,000	278,750	274,950
Construction	7	1%	-	-	-	-
Consulting	8	2%	-	-	-	-
Engineering	73	15%	140,000	180,000	255,000	213,591
Financial Services	15	3%	150,000	200,000	300,000	223,733
Food and Beverage	1	*	-	-	-	-
Government	5	1%	-	-	-	-
Healthcare	14	3%	225,000	300,000	436,500	308,064
Information Technology	149	30%	150,000	200,000	250,000	213,902
Insurance	1	*	-	-	-	-
Legal	-	*	-	-	-	-
Manufacturing	129	26%	150,000	200,000	291,000	229,305
Pharmaceuticals	8	2%	-	-	-	-
Real Estate	5	1%	-	-	-	-
Resources (Agriculture, Mining, etc.)	5	1%	-	-	-	-
Telecommunications	34	7%	148,750	193,250	301,250	244,889
Training/Education	5	1%	-	-	-	-
Utility	3	1%	-	-	-	-
Other	15	3%	150,000	260,000	570,000	351,600

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	57	11%	120,000	180,000	250,000	224,073
100 to 299	77	15%	132,000	184,000	250,000	213,589
300 to 999	92	18%	150,000	200,000	280,000	232,833
1,000 to 2,499	73	15%	150,000	200,000	294,000	246,208
2,500 to 4,999	46	9%	137,500	200,000	300,000	229,285
5,000 to 9,999	36	7%	150,000	200,000	240,000	231,194
10,000 or more	122	24%	150,000	200,000	300,000	244,994

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	54	15%	130,467	183,250	260,000	212,706
5 to 9 people	112	31%	150,000	200,000	250,000	230,600
10 to 14 people	84	23%	150,000	200,000	300,000	239,830
15 to 19 people	20	5%	157,500	200,000	351,000	282,900
20 or more people	94	26%	157,500	200,000	300,000	262,750

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	97	23%	125,000	170,000	227,000	207,761
\$100,000 to \$499,999	163	38%	150,000	200,000	280,000	234,909
\$500,000 to \$999,999	63	15%	162,000	200,000	300,000	247,684
\$1 million to \$10 million	62	15%	153,750	200,000	301,250	260,182
More than \$10 million	41	10%	152,500	240,000	370,000	275,214

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	64	13%	48	10%	384	78%
Director of Project Management Office (PMO)	9	15%	11	18%	42	68%
Portfolio Manager	2	12%	4	24%	11	65%
Program Manager	16	19%	7	8%	64	74%
Project Manager III	8	11%	4	6%	59	83%
Project Manager II	8	9%	8	9%	73	83%
Project Manager I	14	13%	8	7%	89	80%
Project Management Specialist	3	7%	5	12%	34	81%
Project Management Consultant	4	24%	1	6%	12	71%

Employee Benefits Offered by Position Description						
	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	153	31%	223	45%	221	45%
Director of Project Management Office (PMO)	21	34%	23	37%	19	31%
Portfolio Manager	4	24%	13	76%	10	59%
Program Manager	27	31%	33	38%	42	49%
Project Manager III	28	39%	34	48%	34	48%
Project Manager II	27	31%	37	42%	37	42%
Project Manager I	33	29%	54	48%	50	45%
Project Management Specialist	10	24%	21	50%	20	48%
Project Management Consultant	3	18%	8	47%	9	53%

Employee Benefits Offered by Position Description (Cont'd)				
	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	146	29%	36	7%
Director of Project Management Office (PMO)	21	34%	2	3%
Portfolio Manager	5	29%	–	*
Program Manager	25	29%	10	12%
Project Manager III	24	34%	5	7%
Project Manager II	28	32%	8	9%
Project Manager I	24	21%	7	6%
Project Management Specialist	9	21%	4	10%
Project Management Consultant	10	59%	–	*

Mean Number of Vacation Days by Position Description				
	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	462	9.2	442	15.0
Director of Project Management Office (PMO)	56	11.0	55	16.3
Portfolio Manager	15	10.4	15	18.3
Program Manager	79	9.3	76	15.6
Project Manager III	67	9.1	66	15.7
Project Manager II	82	8.5	79	15.0
Project Manager I	107	9.1	100	14.3
Project Management Specialist	39	7.9	37	12.7
Project Management Consultant	17	7.3	14	12.5

Pension Plans Offered by Position Description						
	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	179	37%	138	29%	82	17%
Director of Project Management Office (PMO)	19	32%	19	32%	11	18%
Portfolio Manager	6	35%	8	47%	2	12%
Program Manager	35	42%	24	29%	12	14%
Project Manager III	28	41%	14	20%	7	10%
Project Manager II	32	37%	24	28%	20	23%
Project Manager I	41	37%	31	28%	19	17%
Project Management Specialist	13	33%	14	35%	6	15%
Project Management Consultant	5	29%	4	24%	5	29%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	482	39.7	474	45.8
Director of Project Management Office (PMO)	61	40.6	59	48.4
Portfolio Manager	17	41.1	17	48.7
Program Manager	83	39.8	82	46.3
Project Manager III	71	40.0	69	45.1
Project Manager II	86	39.6	83	45.7
Project Manager I	109	38.7	108	44.3
Project Management Specialist	39	40.5	39	45.7
Project Management Consultant	16	39.0	17	44.8

Annualized Salary by Position Description—Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	11	19%	200,000	208,995	480,000	359,654
Portfolio Manager	2	3%	–	–	–	–
Program Manager	10	17%	210,000	290,000	452,758	311,023
Project Manager III	6	10%	–	–	–	–
Project Manager II	10	17%	100,000	150,000	203,750	179,500
Project Manager I	11	19%	100,000	150,000	240,000	181,022
Project Management Specialist	6	10%	–	–	–	–
Project Management Consultant	2	3%	–	–	–	–

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	51	11%	180,000	210,000	300,000	276,487
Portfolio Manager	15	3%	240,000	322,943	360,000	423,796
Program Manager	78	18%	150,000	200,000	300,000	238,524
Project Manager III	66	15%	143,750	200,000	300,000	236,148
Project Manager II	81	18%	150,000	200,000	245,000	208,842
Project Manager I	103	23%	130,000	180,000	220,000	183,440
Project Management Specialist	36	8%	120,000	170,000	300,000	219,886
Project Management Consultant	15	3%	120,000	210,000	240,000	196,893

DETAILED FINDINGS—All Respondents

Columbia

Total Compensation (in Colombian Pesos)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	452	72,000,000	116,166,000	167,030,008	126,694,725
Total Compensation	452	78,000,000	120,830,624	185,221,500	138,610,091

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	38	8%	Decrease	9	2%
Remained the same	224	50%	Remain the same	120	27%
Increased less than 1%	–	*	Increase less than 1%	2	*
Increased 1% to 2.9%	25	6%	Increase 1% to 2.9%	30	7%
Increased 3% to 3.9%	40	9%	Increase 3% to 3.9%	42	9%
Increased 4% to 4.9%	30	7%	Increase 4% to 4.9%	25	6%
Increased 5% to 6.9%	32	7%	Increase 5% to 6.9%	64	14%
Increased 7% to 9.9%	9	2%	Increase 7% to 9.9%	14	3%
Increased 10% to 14.9%	26	6%	Increase 10% to 14.9%	55	12%
Increased 15% to 19.9%	5	1%	Increase 15% to 19.9%	14	3%
Increased 20% to 24.9%	4	1%	Increase 20% to 24.9%	28	6%
Increased 25% to 29.9%	3	1%	Increase 25% to 29.9%	6	1%
Increased 30% or greater	13	3%	Increase 30% or greater	34	8%
Mean Change	2.9		Mean Change	7.9	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	50	11%	83,000,000	121,378,500	180,000,000	135,177,648
Portfolio Manager	28	6%	118,500,000	180,000,000	231,011,872	192,654,518
Program Manager	58	13%	120,000,000	160,000,000	217,500,000	168,581,173
Project Manager III	106	23%	81,200,000	120,000,000	160,500,000	128,242,865
Project Manager II	77	17%	60,000,000	105,000,000	156,000,000	111,330,112
Project Manager I	58	13%	56,500,000	78,000,000	109,800,000	87,509,308
Project Management Specialist	45	10%	51,700,000	82,000,000	125,000,000	101,694,082
Project Management Consultant	30	7%	67,500,000	100,000,000	158,915,752	117,238,767

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	–	*	–	–	–	–
3 < 5 years	4	1%	–	–	–	–
5 < 10 years	53	12%	47,700,000	69,321,600	92,500,000	73,126,769
10 < 15 years	97	21%	63,800,000	86,390,000	120,800,000	99,838,992
15 < 20 years	91	20%	78,000,000	120,000,000	160,000,000	122,866,306
20 years or more	207	46%	102,000,000	143,000,000	200,000,000	155,893,387

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	12	3%	48,000,000	67,660,800	87,500,000	68,735,717
3 < 5 years	38	8%	52,100,000	72,000,000	108,750,000	91,365,763
5 < 10 years	150	33%	60,000,000	86,395,000	120,000,000	95,687,420
10 < 15 years	130	29%	89,864,000	131,000,000	171,789,924	134,056,233
15 < 20 years	74	16%	120,000,000	142,000,000	220,500,000	162,092,268
20 years or more	48	11%	115,500,000	184,800,000	228,532,424	191,542,440

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	9	2%	-	-	-	-
Some college or associate degree	6	1%	-	-	-	-
4-year college degree	97	21%	54,000,000	90,000,000	155,500,000	107,203,938
Master's degree	318	70%	78,195,000	120,000,000	170,000,000	130,951,627
Doctoral degree	22	5%	95,000,000	138,000,000	185,000,000	161,063,968

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	260	58%	72,000,000	106,600,000	156,000,000	122,548,911
No degree in PM	190	42%	73,716,750	120,000,000	175,750,000	132,648,942

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	392	87%	80,000,000	120,000,000	168,000,000	130,446,228
PMP for less than 1 year	8	2%	-	-	-	-
PMP for 1 < 5 years	168	43%	60,000,000	90,000,000	138,000,000	103,752,894
PMP for 5 < 10 years	121	31%	90,492,300	126,000,000	169,000,000	133,882,175
PMP for 10 < 20 years	93	24%	122,500,000	168,000,000	223,000,000	179,501,418
PMP for 20+ years	1	*	-	-	-	-
Do not have a PMP certification	60	13%	51,700,000	77,000,000	155,750,000	102,184,910

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	337	75%	78,000,000	120,000,000	179,000,000	132,495,386
Female	111	25%	66,000,000	91,000,000	138,000,000	109,188,475

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	71	16%	78,000,000	120,000,000	168,000,000	133,793,505
Consulting	34	8%	79,000,000	120,000,000	212,047,752	152,926,907
Customer Service/Public Relations	3	1%	–	–	–	–
Engineering	56	12%	62,750,000	99,000,000	130,600,000	103,248,357
Finance	4	1%	–	–	–	–
Human Resources	–	*	–	–	–	–
Information Technology/Information Systems	73	16%	78,000,000	120,000,000	180,000,000	127,877,957
Operations/Manufacturing	23	5%	72,000,000	115,200,000	156,000,000	120,994,983
Project Management Department or PMO	154	34%	72,000,000	120,000,000	160,500,000	125,993,959
Quality Management	5	1%	–	–	–	–
Research and Development	3	1%	–	–	–	–
Sales/Marketing	12	3%	92,950,000	130,000,000	180,000,000	138,688,583
Supply Chain Management/Logistics	1	*	–	–	–	–
Training/Education	1	*	–	–	–	–
Other	12	3%	64,500,000	128,987,000	195,000,000	134,547,833

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	1	*	–	–	–	–
Business Services	7	2%	–	–	–	–
Construction	32	7%	50,000,000	82,000,000	155,292,000	112,251,500
Consulting	33	7%	80,000,000	135,000,000	186,000,000	142,275,304
Engineering	55	12%	70,000,000	96,000,000	130,800,000	107,671,361
Financial Services	13	3%	79,130,000	90,000,000	150,630,000	114,963,077
Food and Beverage	6	1%	–	–	–	–
Government	29	6%	61,500,000	100,000,000	159,000,000	121,706,856
Healthcare	10	2%	49,350,000	85,000,000	156,977,268	98,170,303
Information Technology	115	25%	72,000,000	120,000,000	168,000,000	124,793,866
Insurance	–	*	–	–	–	–
Legal	–	*	–	–	–	–
Manufacturing	12	3%	85,250,000	127,600,000	148,500,000	118,975,000
Pharmaceuticals	4	1%	–	–	–	–
Real Estate	1	*	–	–	–	–
Resources (Agriculture, Mining, etc.)	41	9%	90,000,000	180,000,000	231,500,000	176,204,831
Telecommunications	58	13%	78,503,812	120,656,400	163,415,752	126,359,134
Training/Education	6	1%	–	–	–	–
Utility	10	2%	99,000,000	119,987,000	202,500,000	141,995,860
Other	19	4%	64,000,000	110,000,000	163,020,000	124,016,421



Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	72	16%	60,000,000	87,000,000	124,500,000	100,790,109
100 to 299	57	13%	57,864,000	82,000,000	126,000,000	96,093,353
300 to 999	92	20%	72,000,000	107,750,000	152,376,000	115,600,837
1,000 to 2,499	68	15%	72,000,000	107,500,000	157,500,000	123,020,773
2,500 to 4,999	30	7%	102,750,000	144,000,000	201,000,000	146,682,127
5,000 to 9,999	35	8%	70,000,000	144,000,000	198,000,000	146,205,574
10,000 or more	98	22%	108,000,000	150,600,000	192,000,000	163,402,637

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	49	13%	85,800,000	130,000,000	174,642,616	134,715,128
5 to 9 people	119	32%	70,000,000	115,000,000	168,000,000	126,728,128
10 to 14 people	84	22%	78,500,000	119,000,000	166,000,000	129,533,049
15 to 19 people	29	8%	72,000,000	130,000,000	192,000,000	146,991,941
20 or more people	96	25%	96,600,000	133,473,024	180,000,000	140,160,907

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	63	15%	60,000,000	90,000,000	138,000,000	105,903,337
\$100,000 to \$499,999	122	29%	72,000,000	120,000,000	156,827,000	124,157,041
\$500,000 to \$999,999	55	13%	66,000,000	110,500,000	168,000,000	122,075,291
\$1 million to \$10 million	140	33%	86,392,500	120,000,000	179,500,000	132,514,615
More than \$10 million	43	10%	72,210,000	120,961,248	220,000,000	155,830,541

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	26	6%	22	5%	401	89%
Director of Project Management Office (PMO)	5	10%	2	4%	43	86%
Portfolio Manager	3	11%	1	4%	24	86%
Program Manager	3	5%	3	5%	52	90%
Project Manager III	4	4%	5	5%	95	91%
Project Manager II	3	4%	6	8%	67	88%
Project Manager I	6	10%	2	3%	50	86%
Project Management Specialist	2	4%	3	7%	40	89%
Project Management Consultant	-	*	-	*	30	100%

Employee Benefits Offered by Position Description						
	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	41	9%	222	49%	164	36%
Director of Project Management Office (PMO)	9	18%	29	58%	15	30%
Portfolio Manager	3	11%	17	61%	9	32%
Program Manager	10	18%	35	61%	30	53%
Project Manager III	4	4%	61	58%	35	33%
Project Manager II	7	9%	38	49%	32	42%
Project Manager I	2	3%	20	34%	21	36%
Project Management Specialist	4	9%	13	29%	15	33%
Project Management Consultant	2	7%	9	30%	7	23%

Employee Benefits Offered by Position Description (Cont'd)				
	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	23	5%	14	3%
Director of Project Management Office (PMO)	6	12%	4	8%
Portfolio Manager	2	7%	1	4%
Program Manager	2	4%	–	*
Project Manager III	5	5%	1	1%
Project Manager II	3	4%	3	4%
Project Manager I	1	2%	3	5%
Project Management Specialist	3	7%	1	2%
Project Management Consultant	1	3%	1	3%

Mean Number of Vacation Days by Position Description				
	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	444	13.8	355	16.5
Director of Project Management Office (PMO)	50	12.9	40	16.4
Portfolio Manager	28	14.1	22	18.0
Program Manager	56	14.0	45	16.7
Project Manager III	105	14.2	85	14.1
Project Manager II	74	14.1	62	17.1
Project Manager I	57	14.1	42	20.4
Project Management Specialist	44	13.9	37	19.7
Project Management Consultant	30	11.4	22	10.5

Pension Plans Offered by Position Description						
	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	149	33%	184	41%	39	9%
Director of Project Management Office (PMO)	20	40%	15	30%	4	8%
Portfolio Manager	8	29%	13	46%	2	7%
Program Manager	15	26%	24	41%	3	5%
Project Manager III	29	28%	53	50%	11	10%
Project Manager II	27	35%	26	34%	8	10%
Project Manager I	24	41%	25	43%	2	3%
Project Management Specialist	16	36%	19	42%	8	18%
Project Management Consultant	10	34%	9	31%	1	3%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	448	43.9	444	49.6
Director of Project Management Office (PMO)	50	44.1	49	49.9
Portfolio Manager	28	42.5	28	50.5
Program Manager	58	43.8	58	49.5
Project Manager III	104	43.7	101	50.0
Project Manager II	77	44.8	77	50.3
Project Manager I	57	43.7	56	48.1
Project Management Specialist	45	44.2	45	49.9
Project Management Consultant	29	43.9	30	47.4

Annualized Salary by Position Description—Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	11	14%	74,015,248	108,315,000	160,000,000	122,939,114
Portfolio Manager	6	8%	–	–	–	–
Program Manager	11	14%	96,000,000	144,000,000	260,400,000	174,567,273
Project Manager III	18	23%	93,150,000	120,000,000	138,500,000	118,533,333
Project Manager II	13	17%	63,000,000	91,000,000	178,000,000	117,574,833
Project Manager I	7	9%	–	–	–	–
Project Management Specialist	2	3%	–	–	–	–
Project Management Consultant	9	12%	–	–	–	–

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	39	10%	84,000,000	122,757,000	182,000,000	138,629,543
Portfolio Manager	22	6%	108,750,000	183,000,000	241,011,872	198,923,932
Program Manager	47	13%	120,000,000	165,000,000	216,000,000	167,180,171
Project Manager III	88	23%	80,000,000	120,000,000	170,375,000	130,228,906
Project Manager II	64	17%	56,850,000	105,000,000	156,000,000	110,061,653
Project Manager I	51	14%	58,500,000	78,000,000	108,000,000	88,027,605
Project Management Specialist	43	11%	52,000,000	82,000,000	130,000,000	102,749,621
Project Management Consultant	21	6%	60,000,000	115,000,000	161,831,504	117,674,429



DETAILED FINDINGS—All Respondents

Egypt

Total Compensation (in Egyptian Pounds)					
COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	236	168,000	280,000	480,000	355,240
Total Compensation	236	193,500	315,750	559,260	414,658

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	19	8%	Decrease	11	5%
Remained the same	97	43%	Remain the same	71	31%
Increased less than 1%	–	*	Increase less than 1%	8	3%
Increased 1% to 2.9%	14	6%	Increase 1% to 2.9%	13	6%
Increased 3% to 3.9%	4	2%	Increase 3% to 3.9%	3	1%
Increased 4% to 4.9%	5	2%	Increase 4% to 4.9%	–	*
Increased 5% to 6.9%	11	5%	Increase 5% to 6.9%	23	10%
Increased 7% to 9.9%	17	7%	Increase 7% to 9.9%	19	8%
Increased 10% to 14.9%	32	14%	Increase 10% to 14.9%	45	19%
Increased 15% to 19.9%	11	5%	Increase 15% to 19.9%	15	6%
Increased 20% to 24.9%	7	3%	Increase 20% to 24.9%	10	4%
Increased 25% to 29.9%	4	2%	Increase 25% to 29.9%	3	1%
Increased 30% or greater	6	3%	Increase 30% or greater	10	4%
Mean Change	4.9		Mean Change	6.9	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	19	8%	400,000	500,000	1,000,000	683,789
Portfolio Manager	4	2%	–	–	–	–
Program Manager	33	14%	310,000	480,000	600,000	490,531
Project Manager III	29	12%	170,000	340,000	546,000	368,591
Project Manager II	30	13%	177,000	273,200	450,000	325,904
Project Manager I	53	22%	120,000	200,000	300,000	237,154
Project Management Specialist	55	23%	132,000	216,000	336,000	267,043
Project Management Consultant	13	6%	180,000	312,000	677,778	460,946

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	1	*	–	–	–	–
3 < 5 years	11	5%	96,000	120,000	141,700	121,427
5 < 10 years	54	23%	120,000	175,000	234,000	209,044
10 < 15 years	51	22%	160,000	240,000	360,000	277,791
15 < 20 years	63	27%	276,000	396,000	500,000	428,905
20 years or more	56	24%	285,000	480,000	720,000	534,004

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	14	6%	118,245	127,200	200,168	172,432
3 < 5 years	43	18%	120,000	144,000	266,400	215,583
5 < 10 years	96	41%	180,000	280,000	420,000	318,786
10 < 15 years	49	21%	240,000	360,000	572,000	433,150
15 < 20 years	26	11%	339,000	490,000	740,000	556,259
20 years or more	8	3%	-	-	-	-

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	-	*	-	-	-	-
Some college or associate degree	9	4%	-	-	-	-
4-year college degree	149	63%	153,000	240,000	390,500	306,742
Master's degree	71	30%	200,000	400,000	580,000	439,573
Doctoral degree	7	3%	-	-	-	-

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	111	47%	150,000	250,000	480,000	346,227
No degree in PM	123	53%	168,000	300,000	480,000	366,223

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	223	94%	177,000	280,000	480,000	358,451
PMP for less than 1 year	3	1%	-	-	-	-
PMP for 1 < 5 years	141	65%	144,000	205,500	355,000	280,654
PMP for 5 < 10 years	50	23%	270,000	392,500	525,000	437,787
PMP for 10 < 20 years	24	11%	366,000	552,000	780,000	652,211
PMP for 20+ years	-	*	-	-	-	-
Do not have a PMP certification	13	6%	120,000	240,000	380,000	300,154

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	210	90%	179,250	291,000	480,000	361,005
Female	24	10%	125,670	234,000	399,000	305,402

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	20	8%	120,000	159,000	442,500	290,953
Consulting	13	6%	162,000	240,000	297,000	252,062
Customer Service/Public Relations	1	*	-	-	-	-
Engineering	45	19%	139,200	240,000	450,000	312,979
Finance	-	*	-	-	-	-
Human Resources	-	*	-	-	-	-
Information Technology/Information Systems	15	6%	228,000	360,000	504,000	395,338
Operations/Manufacturing	11	5%	180,000	300,000	600,000	379,320
Project Management Department or PMO	112	47%	180,500	316,000	489,000	387,913
Quality Management	3	1%	-	-	-	-
Research and Development	3	1%	-	-	-	-
Sales/Marketing	6	3%	-	-	-	-
Supply Chain Management/Logistics	4	2%	-	-	-	-
Training/Education	-	*	-	-	-	-
Other	3	1%	-	-	-	-

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	-	*	-	-	-	-
Business Services	-	*	-	-	-	-
Construction	73	31%	136,000	240,000	450,000	325,397
Consulting	14	6%	177,000	303,000	412,500	337,910
Engineering	41	17%	120,000	204,000	480,000	346,711
Financial Services	6	3%	-	-	-	-
Food and Beverage	3	1%	-	-	-	-
Government	4	2%	-	-	-	-
Healthcare	4	2%	-	-	-	-
Information Technology	31	13%	240,000	360,000	500,000	406,651
Insurance	-	*	-	-	-	-
Legal	-	*	-	-	-	-
Manufacturing	10	4%	171,000	205,000	575,000	367,200
Pharmaceuticals	1	*	-	-	-	-
Real Estate	8	3%	-	-	-	-
Resources (Agriculture, Mining, etc.)	5	2%	-	-	-	-
Telecommunications	22	9%	174,000	280,000	405,000	297,650
Training/Education	2	1%	-	-	-	-
Utility	3	1%	-	-	-	-
Other	9	4%	-	-	-	-

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	35	15%	168,000	220,000	450,000	316,097
100 to 299	32	14%	145,500	348,000	575,000	383,027
300 to 999	37	16%	184,074	294,000	532,000	402,987
1,000 to 2,499	39	17%	170,000	288,000	420,000	359,587
2,500 to 4,999	28	12%	123,600	228,000	449,500	310,821
5,000 to 9,999	17	7%	150,000	240,000	354,000	314,140
10,000 or more	48	20%	180,000	304,000	552,780	365,387

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	29	17%	199,000	288,000	405,000	309,724
5 to 9 people	33	19%	155,000	240,000	435,000	337,087
10 to 14 people	31	18%	150,000	300,000	504,000	347,414
15 to 19 people	11	6%	180,000	360,000	600,000	387,064
20 or more people	71	41%	194,000	420,000	580,000	459,290

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	11	5%	120,000	180,000	300,000	230,182
\$100,000 to \$499,999	33	16%	170,000	300,000	450,000	338,215
\$500,000 to \$999,999	21	10%	162,000	280,000	360,000	284,961
\$1 million to \$10 million	62	30%	174,750	276,000	501,000	377,907
More than \$10 million	81	39%	144,000	276,000	480,000	360,145

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	14	6%	14	6%	202	88%
Director of Project Management Office (PMO)	1	5%	2	11%	16	84%
Portfolio Manager	–	*	1	25%	3	75%
Program Manager	2	6%	2	6%	28	88%
Project Manager III	2	7%	1	3%	26	90%
Project Manager II	2	7%	3	11%	22	81%
Project Manager I	4	8%	3	6%	45	87%
Project Management Specialist	2	4%	2	4%	50	93%
Project Management Consultant	1	8%	–	*	12	92%

Employee Benefits Offered by Position Description						
	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	123	53%	144	62%	71	31%
Director of Project Management Office (PMO)	11	58%	10	53%	2	11%
Portfolio Manager	2	50%	3	75%	2	50%
Program Manager	22	67%	26	79%	13	39%
Project Manager III	14	50%	18	64%	8	29%
Project Manager II	14	47%	16	53%	6	20%
Project Manager I	27	54%	27	54%	14	28%
Project Management Specialist	28	51%	37	67%	19	35%
Project Management Consultant	5	38%	7	54%	7	54%

Employee Benefits Offered by Position Description (Cont'd)				
	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	34	15%	3	1%
Director of Project Management Office (PMO)	2	11%	–	*
Portfolio Manager	1	25%	–	*
Program Manager	3	9%	–	*
Project Manager III	3	11%	–	*
Project Manager II	5	17%	–	*
Project Manager I	8	16%	1	2%
Project Management Specialist	10	18%	1	2%
Project Management Consultant	2	15%	1	8%

Mean Number of Vacation Days by Position Description				
	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	217	21.3	198	29.4
Director of Project Management Office (PMO)	17	22.6	19	30.5
Portfolio Manager	4	19.3	4	30.0
Program Manager	29	19.6	30	27.9
Project Manager III	23	21.7	23	28.3
Project Manager II	28	22.1	23	30.2
Project Manager I	50	22.1	40	30.7
Project Management Specialist	54	20.7	49	29.3
Project Management Consultant	12	20.2	10	27.0

Pension Plans Offered by Position Description						
	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	74	33%	27	12%	21	9%
Director of Project Management Office (PMO)	6	32%	3	16%	4	21%
Portfolio Manager	1	25%	1	25%	1	25%
Program Manager	13	41%	2	6%	3	9%
Project Manager III	10	37%	3	11%	1	4%
Project Manager II	7	26%	4	15%	2	7%
Project Manager I	19	37%	5	10%	6	12%
Project Management Specialist	15	28%	9	17%	2	4%
Project Management Consultant	3	23%	–	*	2	15%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	229	42.8	227	49.5
Director of Project Management Office (PMO)	19	40.8	18	50.3
Portfolio Manager	4	42.0	4	49.5
Program Manager	32	40.8	31	49.3
Project Manager III	28	42.2	27	51.3
Project Manager II	27	42.7	29	52.7
Project Manager I	51	43.7	51	48.7
Project Management Specialist	55	44.3	55	47.9
Project Management Consultant	13	43.3	12	48.6

Annualized Salary by Position Description—Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	5	14%	–	–	–	–
Portfolio Manager	2	6%	–	–	–	–
Program Manager	6	17%	–	–	–	–
Project Manager III	5	14%	–	–	–	–
Project Manager II	6	17%	–	–	–	–
Project Manager I	5	14%	–	–	–	–
Project Management Specialist	3	9%	–	–	–	–
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)	14	7%	377,500	600,000	1,125,000	722,000
Portfolio Manager	2	1%	–	–	–	–
Program Manager	27	13%	360,000	480,000	658,518	517,908
Project Manager III	24	12%	165,000	344,000	600,000	387,881
Project Manager II	24	12%	183,000	300,000	487,500	347,213
Project Manager I	48	24%	120,000	200,335	328,280	245,525
Project Management Specialist	52	26%	123,000	213,000	330,395	265,603
Project Management Consultant	10	5%	180,000	303,000	567,500	370,156

DETAILED FINDINGS—All Respondents

France

Total Compensation (in European Union Euros)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	451	52,000	61,000	75,000	66,693
Total Compensation	451	55,500	67,000	84,000	74,104

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	–	*	Decrease	–	*
Remained the same	5	2%	Remain the same	–	*
Increased less than 1%	–	*	Increase less than 1%	4	1%
Increased 1% to 2.9%	79	37%	Increase 1% to 2.9%	82	30%
Increased 3% to 3.9%	48	22%	Increase 3% to 3.9%	42	16%
Increased 4% to 4.9%	19	9%	Increase 4% to 4.9%	12	4%
Increased 5% to 6.9%	23	11%	Increase 5% to 6.9%	52	19%
Increased 7% to 9.9%	9	4%	Increase 7% to 9.9%	14	5%
Increased 10% to 14.9%	15	7%	Increase 10% to 14.9%	40	15%
Increased 15% to 19.9%	3	1%	Increase 15% to 19.9%	6	2%
Increased 20% to 24.9%	7	3%	Increase 20% to 24.9%	10	4%
Increased 25% to 29.9%	1	*	Increase 25% to 29.9%	1	*
Increased 30% or greater	5	2%	Increase 30% or greater	7	3%
Mean Change	5.1		Mean Change	6.3	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	38	8%	61,500	80,838	107,500	87,964
Portfolio Manager	29	6%	57,500	75,000	95,000	78,321
Program Manager	82	18%	60,000	69,933	77,250	70,768
Project Manager III	104	23%	52,625	63,000	75,000	65,731
Project Manager II	93	21%	50,000	58,000	65,770	59,360
Project Manager I	41	9%	47,500	55,000	63,000	56,650
Project Management Specialist	20	4%	49,250	56,800	71,500	58,909
Project Management Consultant	44	10%	45,478	52,750	71,500	63,737

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	–	*	–	–	–	–
3 < 5 years	2	*	–	–	–	–
5 < 10 years	50	11%	41,919	50,000	58,125	50,361
10 < 15 years	87	19%	46,000	52,500	61,008	55,102
15 < 20 years	70	16%	55,000	65,000	73,000	67,632
20 years or more	242	54%	58,000	70,000	83,194	74,180

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	7	2%	–	–	–	–
3 < 5 years	22	5%	41,750	46,500	58,861	49,908
5 < 10 years	130	29%	47,000	56,500	65,000	57,659
10 < 15 years	137	30%	51,780	62,000	74,000	65,428
15 < 20 years	79	18%	58,000	67,000	92,000	77,298
20 years or more	76	17%	61,250	73,500	90,000	78,798

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	32	7%	57,370	64,500	71,360	65,241
Some college or associate degree	16	4%	45,150	58,402	75,125	59,919
4-year college degree	17	4%	56,500	72,000	82,500	76,670
Master's degree	344	76%	50,246	60,000	75,000	66,166
Doctoral degree	42	9%	55,000	65,833	79,250	70,663

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	148	33%	50,036	60,000	74,950	64,702
No degree in PM	303	67%	52,100	61,648	75,036	67,666

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	378	84%	53,000	62,000	75,000	67,198
PMP for less than 1 year	12	3%	52,500	63,841	70,875	64,265
PMP for 1 < 5 years	190	51%	50,000	59,794	70,000	61,553
PMP for 5 < 10 years	105	28%	53,900	64,000	72,500	67,508
PMP for 10 < 20 years	63	17%	65,000	76,000	95,000	83,380
PMP for 20+ years	3	1%	–	–	–	–
Do not have a PMP certification	73	16%	45,800	55,000	75,750	64,078

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	332	75%	52,000	63,250	75,660	67,250
Female	112	25%	50,000	60,000	72,750	64,392

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	19	4%	52,000	65,000	100,000	77,361
Consulting	47	10%	47,000	55,000	68,000	61,480
Customer Service/Public Relations	3	1%	–	–	–	–
Engineering	45	10%	49,500	62,000	75,000	66,699
Finance	7	2%	–	–	–	–
Human Resources	2	*	–	–	–	–
Information Technology/Information Systems	119	26%	52,500	60,000	76,000	67,216
Operations/Manufacturing	20	4%	52,750	70,469	79,247	68,590
Project Management Department or PMO	143	32%	52,500	62,682	74,500	65,981
Quality Management	4	1%	–	–	–	–
Research and Development	20	4%	50,781	60,952	75,125	63,815
Sales/Marketing	11	2%	60,000	62,000	75,000	73,164
Supply Chain Management/Logistics	5	1%	–	–	–	–
Training/Education	–	*	–	–	–	–
Other	6	1%	–	–	–	–

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	18	4%	48,600	60,000	73,275	60,307
Business Services	1	*	–	–	–	–
Construction	14	3%	51,500	64,500	81,000	65,862
Consulting	51	11%	45,000	52,500	66,600	60,312
Engineering	64	14%	55,000	63,000	76,275	68,681
Financial Services	16	4%	53,375	60,000	71,750	62,781
Food and Beverage	2	*	–	–	–	–
Government	14	3%	44,250	52,000	63,750	58,036
Healthcare	13	3%	60,500	70,000	81,500	73,898
Information Technology	104	23%	53,623	64,000	75,750	68,298
Insurance	3	1%	–	–	–	–
Legal	–	*	–	–	–	–
Manufacturing	24	5%	50,000	60,794	78,750	71,348
Pharmaceuticals	18	4%	55,750	60,824	77,000	66,748
Real Estate	2	*	–	–	–	–
Resources (Agriculture, Mining, etc.)	2	*	–	–	–	–
Telecommunications	53	12%	54,216	64,680	76,000	66,794
Training/Education	3	1%	–	–	–	–
Utility	4	1%	–	–	–	–
Other	45	10%	52,500	65,000	76,230	68,534

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	39	9%	52,000	67,000	100,000	75,826
100 to 299	35	8%	48,000	57,600	72,000	64,497
300 to 999	46	10%	46,000	55,500	65,000	57,472
1,000 to 2,499	42	9%	51,500	63,000	74,125	66,203
2,500 to 4,999	41	9%	53,157	62,000	70,000	63,059
5,000 to 9,999	30	7%	52,775	60,000	81,250	68,224
10,000 or more	218	48%	53,950	64,250	76,500	67,925

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	55	16%	49,000	56,000	70,000	59,368
5 to 9 people	101	29%	52,250	60,000	73,500	65,216
10 to 14 people	85	25%	52,250	60,000	77,581	68,008
15 to 19 people	23	7%	62,682	73,000	100,000	76,394
20 or more people	81	23%	59,019	70,000	83,535	74,689

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	50	12%	46,000	55,500	67,750	59,740
\$100,000 to \$499,999	104	25%	50,000	56,230	70,000	60,619
\$500,000 to \$999,999	68	16%	51,750	60,000	70,000	63,487
\$1 million to \$10 million	132	32%	56,646	68,000	79,500	71,028
More than \$10 million	60	14%	60,000	70,000	93,750	77,822

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	38	9%	50	11%	354	80%
Director of Project Management Office (PMO)	5	14%	4	11%	29	78%
Portfolio Manager	5	18%	4	14%	20	71%
Program Manager	8	10%	9	11%	63	79%
Project Manager III	8	8%	14	14%	80	78%
Project Manager II	7	8%	6	7%	77	86%
Project Manager I	2	5%	6	15%	32	80%
Project Management Specialist	1	5%	3	15%	16	80%
Project Management Consultant	2	5%	4	9%	37	86%

Employee Benefits Offered by Position Description						
	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	116	26%	272	61%	145	33%
Director of Project Management Office (PMO)	7	18%	30	79%	11	29%
Portfolio Manager	15	52%	25	86%	11	38%
Program Manager	22	27%	55	68%	28	35%
Project Manager III	24	23%	63	61%	38	37%
Project Manager II	23	25%	59	65%	31	34%
Project Manager I	10	25%	14	35%	12	30%
Project Management Specialist	3	15%	7	35%	3	15%
Project Management Consultant	12	28%	19	44%	11	26%

Employee Benefits Offered by Position Description (Cont'd)				
	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	23	5%	14	3%
Director of Project Management Office (PMO)	2	5%	–	*
Portfolio Manager	–	*	1	3%
Program Manager	3	4%	1	1%
Project Manager III	4	4%	4	4%
Project Manager II	5	5%	2	2%
Project Manager I	4	10%	3	8%
Project Management Specialist	3	15%	2	10%
Project Management Consultant	2	5%	1	2%

Mean Number of Vacation Days by Position Description				
	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	414	28.1	378	29.9
Director of Project Management Office (PMO)	38	25.8	35	29.8
Portfolio Manager	27	32.1	28	33.0
Program Manager	77	27.6	72	30.9
Project Manager III	92	28.6	87	31.2
Project Manager II	87	30.1	78	29.3
Project Manager I	35	28.3	35	29.2
Project Management Specialist	18	23.5	15	28.1
Project Management Consultant	40	25.1	28	23.7

Pension Plans Offered by Position Description						
	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	149	34%	100	23%	47	11%
Director of Project Management Office (PMO)	13	35%	11	30%	4	11%
Portfolio Manager	11	38%	5	17%	2	7%
Program Manager	32	40%	16	20%	12	15%
Project Manager III	41	41%	20	20%	9	9%
Project Manager II	23	25%	21	23%	12	13%
Project Manager I	14	35%	11	28%	2	5%
Project Management Specialist	6	30%	6	30%	2	10%
Project Management Consultant	9	22%	10	24%	4	10%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	443	37.9	435	45.1
Director of Project Management Office (PMO)	38	37.2	38	46.8
Portfolio Manager	29	38.0	29	48.4
Program Manager	80	37.9	80	46.9
Project Manager III	102	37.9	102	45.5
Project Manager II	91	37.6	87	42.4
Project Manager I	41	38.3	40	45.0
Project Management Specialist	20	37.8	20	42.8
Project Management Consultant	42	38.3	39	44.0

Annualized Salary by Position Description—Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	15	21%	70,000	84,000	100,000	86,045
Portfolio Manager	4	6%	–	–	–	–
Program Manager	13	19%	54,071	72,000	84,500	73,865
Project Manager III	11	16%	53,000	62,000	80,000	64,151
Project Manager II	10	14%	43,375	56,440	77,250	60,538
Project Manager I	4	6%	–	–	–	–
Project Management Specialist	3	4%	–	–	–	–
Project Management Consultant	10	14%	58,750	108,000	120,000	98,400

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	23	6%	60,000	70,000	120,000	89,216
Portfolio Manager	25	7%	59,324	75,000	97,500	79,892
Program Manager	69	18%	60,000	68,700	75,840	70,185
Project Manager III	93	24%	52,250	64,000	75,000	65,918
Project Manager II	83	22%	50,000	58,000	65,040	59,218
Project Manager I	37	10%	47,500	58,900	64,500	57,395
Project Management Specialist	17	4%	44,500	55,000	70,000	56,022
Project Management Consultant	34	9%	45,000	48,508	60,000	53,542

DETAILED FINDINGS—All Respondents

Germany

Total Compensation (in European Union Euros)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	815	75,000	89,000	105,000	91,501
Total Compensation	815	80,000	95,000	117,500	101,089

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	66	8%	Decrease	27	3%
Remained the same	369	46%	Remain the same	320	40%
Increased less than 1%	–	*	Increase less than 1%	2	*
Increased 1% to 2.9%	134	17%	Increase 1% to 2.9%	169	21%
Increased 3% to 3.9%	85	11%	Increase 3% to 3.9%	81	10%
Increased 4% to 4.9%	19	2%	Increase 4% to 4.9%	16	2%
Increased 5% to 6.9%	55	7%	Increase 5% to 6.9%	85	11%
Increased 7% to 9.9%	15	2%	Increase 7% to 9.9%	12	1%
Increased 10% to 14.9%	28	3%	Increase 10% to 14.9%	53	7%
Increased 15% to 19.9%	12	1%	Increase 15% to 19.9%	18	2%
Increased 20% to 24.9%	5	1%	Increase 20% to 24.9%	8	1%
Increased 25% to 29.9%	6	1%	Increase 25% to 29.9%	5	1%
Increased 30% or greater	8	1%	Increase 30% or greater	10	1%
Mean Change	2.1		Mean Change	3.1	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	46	6%	90,000	104,500	129,250	112,920
Portfolio Manager	48	6%	85,000	100,000	113,500	101,005
Program Manager	165	20%	80,000	97,652	110,000	96,126
Project Manager III	208	26%	75,120	86,500	104,000	94,677
Project Manager II	154	19%	70,402	85,000	100,000	86,430
Project Manager I	95	12%	62,000	75,000	88,000	75,953
Project Management Specialist	35	4%	65,000	76,000	100,000	80,446
Project Management Consultant	64	8%	65,000	80,000	100,000	88,053

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	5	1%	–	–	–	–
3 < 5 years	7	1%	–	–	–	–
5 < 10 years	87	11%	60,000	69,000	80,000	70,706
10 < 15 years	156	19%	66,204	80,000	94,000	80,913
15 < 20 years	128	16%	75,000	89,500	103,750	89,465
20 years or more	432	53%	81,885	96,000	110,750	100,986

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	25	3%	50,000	57,000	70,500	59,492
3 < 5 years	72	9%	60,000	73,000	88,750	73,697
5 < 10 years	233	29%	70,000	82,000	96,000	83,165
10 < 15 years	190	23%	78,000	90,000	103,250	92,252
15 < 20 years	132	16%	80,000	98,556	110,975	100,190
20 years or more	163	20%	85,000	100,000	120,000	108,277

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	33	4%	74,500	93,600	108,500	98,624
Some college or associate degree	32	4%	67,259	81,500	100,000	85,126
4-year college degree	109	13%	69,471	82,491	100,000	87,012
Master's degree	569	70%	75,000	89,000	105,000	90,985
Doctoral degree	72	9%	81,250	96,000	113,000	101,938

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	125	15%	69,095	89,000	100,000	86,495
No degree in PM	689	85%	75,000	89,000	105,000	92,454

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	690	85%	75,000	90,000	105,000	92,568
PMP for less than 1 year	8	1%	–	–	–	–
PMP for 1 < 5 years	295	43%	67,000	81,000	96,000	83,624
PMP for 5 < 10 years	213	31%	80,000	95,000	110,000	98,897
PMP for 10 < 20 years	156	23%	85,000	96,000	111,225	100,490
PMP for 20+ years	7	1%	–	–	–	–
Do not have a PMP certification	125	15%	64,000	77,000	100,000	85,607

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	649	81%	75,000	90,000	105,000	93,689
Female	149	19%	65,000	80,000	97,500	81,959

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	87	11%	70,000	85,000	100,000	87,557
Consulting	95	12%	72,000	90,000	106,000	93,810
Customer Service/Public Relations	3	*	–	–	–	–
Engineering	85	10%	72,600	85,000	99,000	87,059
Finance	16	2%	70,250	89,750	103,750	96,293
Human Resources	5	1%	–	–	–	–
Information Technology/Information Systems	123	15%	80,000	90,000	105,000	94,615
Operations/Manufacturing	25	3%	69,500	80,000	95,000	81,509
Project Management Department or PMO	259	32%	75,000	90,000	105,000	93,495
Quality Management	9	1%	–	–	–	–
Research and Development	50	6%	74,750	91,833	108,000	89,075
Sales/Marketing	29	4%	74,500	80,000	107,500	90,885
Supply Chain Management/Logistics	10	1%	71,250	90,000	102,716	86,696
Training/Education	3	*	–	–	–	–
Other	16	2%	66,204	82,500	107,000	86,958

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	67	8%	75,000	100,000	107,280	93,681
Business Services	5	1%	–	–	–	–
Construction	22	3%	63,250	75,400	92,750	77,373
Consulting	71	9%	76,000	100,000	125,000	107,153
Engineering	126	15%	71,700	85,000	100,500	88,858
Financial Services	32	4%	75,500	87,500	99,500	94,750
Food and Beverage	9	1%	–	–	–	–
Government	12	1%	70,259	88,964	104,239	87,716
Healthcare	24	3%	78,500	85,000	109,650	90,881
Information Technology	183	22%	71,000	85,000	100,000	89,695
Insurance	11	1%	70,536	84,000	93,000	85,685
Legal	1	*	–	–	–	–
Manufacturing	64	8%	74,250	93,080	105,000	89,408
Pharmaceuticals	34	4%	86,500	94,500	110,000	96,738
Real Estate	4	*	–	–	–	–
Resources (Agriculture, Mining, etc.)	10	1%	82,750	106,500	114,750	105,907
Telecommunications	52	6%	79,250	88,500	104,706	91,624
Training/Education	3	*	–	–	–	–
Utility	6	1%	–	–	–	–
Other	79	10%	75,000	90,000	108,232	91,388

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	76	9%	64,000	84,000	120,000	98,564
100 to 299	78	10%	64,971	79,000	95,000	82,589
300 to 999	72	9%	68,645	80,000	95,000	83,718
1,000 to 2,499	56	7%	70,000	83,250	101,500	85,561
2,500 to 4,999	70	9%	75,000	86,000	100,000	90,450
5,000 to 9,999	69	8%	78,000	88,000	104,500	90,176
10,000 or more	394	48%	80,000	93,475	108,000	94,587

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	67	10%	64,000	75,000	92,073	80,126
5 to 9 people	210	32%	72,000	83,500	104,116	90,482
10 to 14 people	161	24%	75,000	88,000	100,000	89,824
15 to 19 people	47	7%	81,847	90,000	100,000	96,812
20 or more people	181	27%	80,480	100,000	110,000	101,162

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	51	7%	60,000	74,000	89,000	75,439
\$100,000 to \$499,999	147	20%	70,000	83,000	100,000	86,157
\$500,000 to \$999,999	125	17%	77,500	90,000	101,000	92,564
\$1 million to \$10 million	310	42%	75,000	92,000	106,000	94,223
More than \$10 million	109	15%	79,500	100,000	119,000	100,590

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	47	6%	67	8%	700	87%
Director of Project Management Office (PMO)	3	7%	5	11%	38	84%
Portfolio Manager	6	13%	5	10%	37	77%
Program Manager	12	7%	23	14%	131	80%
Project Manager III	15	7%	15	7%	179	87%
Project Manager II	4	3%	10	7%	137	91%
Project Manager I	2	2%	5	5%	88	94%
Project Management Specialist	4	11%	2	6%	30	86%
Project Management Consultant	1	2%	2	3%	60	95%

Employee Benefits Offered by Position Description						
	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	247	31%	545	67%	146	18%
Director of Project Management Office (PMO)	23	50%	37	80%	11	24%
Portfolio Manager	19	40%	37	77%	23	48%
Program Manager	71	44%	130	80%	36	22%
Project Manager III	62	30%	134	64%	33	16%
Project Manager II	35	23%	93	61%	16	10%
Project Manager I	13	14%	55	59%	15	16%
Project Management Specialist	7	21%	21	62%	4	12%
Project Management Consultant	17	27%	38	60%	8	13%

Employee Benefits Offered by Position Description (Cont'd)				
	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	35	4%	28	3%
Director of Project Management Office (PMO)	1	2%	3	7%
Portfolio Manager	4	8%	4	8%
Program Manager	11	7%	9	6%
Project Manager III	7	3%	6	3%
Project Manager II	3	2%	1	1%
Project Manager I	5	5%	–	*
Project Management Specialist	1	3%	2	6%
Project Management Consultant	3	5%	3	5%

Mean Number of Vacation Days by Position Description				
	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	787	27.8	738	28.4
Director of Project Management Office (PMO)	45	28.0	46	27.1
Portfolio Manager	48	29.1	43	29.5
Program Manager	159	29.1	159	30.2
Project Manager III	201	27.0	192	27.7
Project Manager II	148	27.4	133	27.3
Project Manager I	90	27.6	79	28.6
Project Management Specialist	35	27.6	31	30.2
Project Management Consultant	61	27.1	55	27.3

Pension Plans Offered by Position Description						
	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	265	33%	241	30%	122	15%
Director of Project Management Office (PMO)	17	37%	8	17%	8	17%
Portfolio Manager	24	50%	18	38%	6	13%
Program Manager	61	37%	51	31%	20	12%
Project Manager III	65	32%	61	30%	39	19%
Project Manager II	53	35%	46	30%	21	14%
Project Manager I	23	24%	34	36%	16	17%
Project Management Specialist	13	38%	11	32%	3	9%
Project Management Consultant	9	14%	12	19%	9	14%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	808	39.4	801	45.2
Director of Project Management Office (PMO)	45	39.7	46	47.7
Portfolio Manager	48	39.3	48	46.8
Program Manager	164	39.6	161	46.4
Project Manager III	206	39.5	203	45.1
Project Manager II	152	39.4	153	44.5
Project Manager I	94	39.0	93	43.4
Project Management Specialist	35	39.2	33	43.8
Project Management Consultant	64	39.4	64	44.5

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	2	2%	–	–	–	–
Program Manager	8	10%	–	–	–	–
Project Manager III	35	42%	91,000	117,878	160,000	130,879
Project Manager II	8	10%	–	–	–	–
Project Manager I	9	11%	–	–	–	–
Project Management Specialist	7	8%	–	–	–	–
Project Management Consultant	11	13%	80,000	100,000	185,000	121,783

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	43	6%	90,000	106,000	129,000	112,287
Portfolio Manager	46	6%	85,000	100,000	111,475	100,337
Program Manager	157	21%	80,000	96,000	110,000	95,977
Project Manager III	173	24%	75,000	85,000	100,000	87,353
Project Manager II	146	20%	70,000	85,000	100,000	84,824
Project Manager I	86	12%	60,000	75,000	88,250	75,159
Project Management Specialist	28	4%	66,500	80,000	103,000	83,581
Project Management Consultant	53	7%	60,500	80,000	95,000	81,052

DETAILED FINDINGS—All Respondents

Hong Kong

Total Compensation (in Hong Kong Dollars)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	215	460,000	635,286	870,000	685,899
Total Compensation	215	504,000	700,000	950,000	768,042

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	–	*	Decrease	–	*
Remained the same	3	3%	Remain the same	–	*
Increased less than 1%	–	*	Increase less than 1%	3	3%
Increased 1% to 2.9%	15	17%	Increase 1% to 2.9%	19	16%
Increased 3% to 3.9%	19	22%	Increase 3% to 3.9%	21	18%
Increased 4% to 4.9%	5	6%	Increase 4% to 4.9%	10	8%
Increased 5% to 6.9%	21	24%	Increase 5% to 6.9%	27	23%
Increased 7% to 9.9%	6	7%	Increase 7% to 9.9%	5	4%
Increased 10% to 14.9%	7	8%	Increase 10% to 14.9%	19	16%
Increased 15% to 19.9%	4	5%	Increase 15% to 19.9%	7	6%
Increased 20% to 24.9%	3	3%	Increase 20% to 24.9%	4	3%
Increased 25% to 29.9%	3	3%	Increase 25% to 29.9%	–	*
Increased 30% or greater	–	*	Increase 30% or greater	5	4%
Mean Change	6.2		Mean Change	7.2	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	17	8%	677,643	870,000	1,148,500	923,883
Portfolio Manager	13	6%	752,500	873,366	1,259,000	1,006,144
Program Manager	36	17%	500,000	765,000	1,000,000	829,753
Project Manager III	38	18%	537,500	659,875	861,585	698,988
Project Manager II	34	16%	475,966	614,400	855,000	645,340
Project Manager I	48	22%	392,500	500,000	696,000	547,651
Project Management Specialist	18	8%	327,000	526,330	677,200	514,708
Project Management Consultant	11	5%	280,000	420,000	497,760	432,378

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	1	*	–	–	–	–
3 < 5 years	5	2%	–	–	–	–
5 < 10 years	33	15%	355,500	408,000	500,000	512,711
10 < 15 years	46	21%	421,950	540,000	753,000	579,969
15 < 20 years	42	20%	495,000	640,000	785,000	678,331
20 years or more	88	41%	625,500	800,000	1,000,000	832,730

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	12	6%	352,000	420,000	499,440	466,222
3 < 5 years	21	10%	293,000	384,000	500,000	430,657
5 < 10 years	78	36%	447,000	560,000	750,600	629,966
10 < 15 years	52	24%	514,625	672,000	800,000	705,061
15 < 20 years	33	15%	636,750	900,000	1,000,000	877,790
20 years or more	19	9%	750,000	900,000	1,002,000	950,643

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	5	2%	-	-	-	-
Some college or associate Degree	3	1%	-	-	-	-
4-year college degree	78	36%	416,500	540,000	843,862	658,208
Master's degree	125	58%	498,880	670,000	900,000	709,384
Doctoral degree	4	2%	-	-	-	-

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	27	13%	434,700	600,000	840,000	661,852
No degree in PM	184	87%	465,499	646,750	872,525	689,925

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	184	86%	480,000	639,393	872,525	686,167
PMP for less than 1 year	5	3%	-	-	-	-
PMP for 1 < 5 years	97	53%	395,000	500,000	720,000	566,221
PMP for 5 < 10 years	39	21%	560,000	660,000	840,000	753,488
PMP for 10 < 20 years	41	22%	680,000	900,000	1,000,000	915,533
PMP for 20+ years	1	1%	-	-	-	-
Do not have a PMP certification	31	14%	420,000	600,000	850,000	684,308

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	148	70%	484,440	677,000	900,000	706,824
Female	63	30%	416,000	504,000	752,400	639,338

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	9	4%	–	–	–	–
Consulting	8	4%	–	–	–	–
Customer Service/Public Relations	1	*	–	–	–	–
Engineering	12	6%	500,000	600,000	939,800	664,700
Finance	3	1%	–	–	–	–
Human Resources	2	1%	–	–	–	–
Information Technology/Information Systems	86	40%	434,175	602,400	840,000	634,436
Operations/Manufacturing	4	2%	–	–	–	–
Project Management Department or PMO	55	26%	470,400	721,680	900,000	759,126
Quality Management	4	2%	–	–	–	–
Research and Development	4	2%	–	–	–	–
Sales/Marketing	10	5%	397,500	531,333	820,000	581,427
Supply Chain Management/Logistics	5	2%	–	–	–	–
Training/Education	2	1%	–	–	–	–
Other	10	5%	397,500	607,170	1,077,000	692,534

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	4	2%	–	–	–	–
Business Services	8	4%	–	–	–	–
Construction	9	4%	–	–	–	–
Consulting	9	4%	–	–	–	–
Engineering	10	5%	475,000	600,000	762,500	609,850
Financial Services	30	14%	530,000	765,000	1,110,000	866,449
Food and Beverage	1	*	–	–	–	–
Government	9	4%	–	–	–	–
Healthcare	6	3%	–	–	–	–
Information Technology	58	27%	430,075	599,400	825,000	621,032
Insurance	8	4%	–	–	–	–
Legal	1	*	–	–	–	–
Manufacturing	16	7%	387,250	636,750	733,000	585,715
Pharmaceuticals	–	*	–	–	–	–
Real Estate	5	2%	–	–	–	–
Resources (Agriculture, Mining, etc.)	–	*	–	–	–	–
Telecommunications	14	7%	322,500	438,000	912,500	588,393
Training/Education	3	1%	–	–	–	–
Utility	2	1%	–	–	–	–
Other	22	10%	449,399	602,400	675,000	637,223

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	27	13%	384,000	520,000	775,000	658,548
100 to 299	23	11%	400,000	560,000	820,000	678,004
300 to 999	33	15%	400,000	500,000	765,000	561,226
1,000 to 2,499	32	15%	498,320	672,000	895,000	684,312
2,500 to 4,999	16	7%	411,075	725,000	900,000	687,954
5,000 to 9,999	25	12%	455,000	550,000	786,000	611,682
10,000 or more	59	27%	600,000	744,000	986,400	802,977

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	37	26%	554,500	700,000	780,000	727,841
5 to 9 people	57	40%	426,300	660,000	900,000	697,774
10 to 14 people	29	20%	467,350	643,500	900,000	693,883
15 to 19 people	7	5%	-	-	-	-
20 or more people	12	8%	810,000	955,000	1,075,000	991,833

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	25	13%	408,000	550,000	659,875	606,766
\$100,000 to \$499,999	64	34%	467,899	599,400	840,000	684,132
\$500,000 to \$999,999	35	19%	480,000	624,000	780,000	644,931
\$1 million to \$10 million	50	27%	575,000	850,000	1,000,000	803,561
More than \$10 million	14	7%	700,000	790,000	1,024,800	908,463

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	7	3%	11	5%	193	93%
Director of Project Management Office (PMO)	3	19%	3	19%	11	69%
Portfolio Manager	2	15%	3	23%	9	69%
Program Manager	1	3%	2	6%	34	94%
Project Manager III	-	*	-	*	36	100%
Project Manager II	-	*	1	3%	32	97%
Project Manager I	1	2%	2	4%	43	93%
Project Management Specialist	-	*	-	*	17	100%
Project Management Consultant	-	*	-	*	11	100%

Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	19	9%	67	32%	64	31%
Director of Project Management Office (PMO)	1	6%	8	50%	7	44%
Portfolio Manager	3	23%	8	62%	4	31%
Program Manager	3	8%	13	36%	12	33%
Project Manager III	3	8%	13	35%	12	32%
Project Manager II	3	9%	10	31%	8	25%
Project Manager I	4	9%	12	26%	13	28%
Project Management Specialist	2	12%	3	18%	6	35%
Project Management Consultant	-	*	-	*	2	18%

Employee Benefits Offered by Position Description (Cont'd)

	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	17	8%	-	*
Director of Project Management Office (PMO)	1	6%	-	*
Portfolio Manager	4	31%	-	*
Program Manager	2	6%	-	*
Project Manager III	3	8%	-	*
Project Manager II	3	9%	-	*
Project Manager I	2	4%	-	*
Project Management Specialist	2	12%	-	*
Project Management Consultant	-	*	-	*

Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	198	14.4	177	17.5
Director of Project Management Office (PMO)	15	15.3	13	18.5
Portfolio Manager	13	15.9	11	20.8
Program Manager	35	16.2	32	19.9
Project Manager III	34	14.7	29	18.6
Project Manager II	31	14.3	30	17.9
Project Manager I	44	13.6	38	15.3
Project Management Specialist	15	12.0	14	16.1
Project Management Consultant	11	11.2	10	11.4

Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	51	25%	97	47%	27	13%
Director of Project Management Office (PMO)	7	44%	12	75%	2	13%
Portfolio Manager	6	46%	5	38%	2	15%
Program Manager	7	19%	16	44%	7	19%
Project Manager III	6	17%	15	42%	2	6%
Project Manager II	10	30%	16	48%	6	18%
Project Manager I	11	24%	20	43%	6	13%
Project Management Specialist	3	19%	9	56%	1	6%
Project Management Consultant	1	9%	4	36%	1	9%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	207	40.8	206	47.8
Director of Project Management Office (PMO)	16	40.1	16	48.8
Portfolio Manager	13	40.2	13	49.4
Program Manager	36	41.4	35	52.0
Project Manager III	37	40.8	36	48.2
Project Manager II	31	41.0	32	45.5
Project Manager I	46	41.0	46	47.5
Project Management Specialist	17	41.1	17	44.9
Project Management Consultant	11	38.5	11	42.7

Annualized Salary by Position Description—Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	1	7%	–	–	–	–
Portfolio Manager	1	7%	–	–	–	–
Program Manager	4	27%	–	–	–	–
Project Manager III	2	13%	–	–	–	–
Project Manager II	1	7%	–	–	–	–
Project Manager I	5	33%	–	–	–	–
Project Management Specialist	1	7%	–	–	–	–
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)	16	8%	660,798	885,000	1,152,750	936,626
Portfolio Manager	12	6%	741,250	856,683	1,108,500	959,989
Program Manager	32	16%	500,000	735,000	1,000,000	781,784
Project Manager III	36	18%	562,200	659,875	873,862	702,821
Project Manager II	33	17%	471,933	624,000	870,000	649,744
Project Manager I	43	22%	403,200	500,000	720,000	563,657
Project Management Specialist	17	9%	350,000	534,660	684,800	525,220
Project Management Consultant	11	6%	280,000	420,000	497,760	432,378

DETAILED FINDINGS—All Respondents

India

Total Compensation (in Indian Rupees)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	1,743	1,400,000	1,925,800	2,700,000	2,187,072
Total Compensation	1,743	1,500,000	2,100,000	3,000,000	2,404,301

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	94	6%	Decrease	24	1%
Remained the same	746	44%	Remain the same	283	17%
Increased less than 1%	–	*	Increase less than 1%	8	*
Increased 1% to 2.9%	35	2%	Increase 1% to 2.9%	47	3%
Increased 3% to 3.9%	67	4%	Increase 3% to 3.9%	58	3%
Increased 4% to 4.9%	49	3%	Increase 4% to 4.9%	32	2%
Increased 5% to 6.9%	163	10%	Increase 5% to 6.9%	241	14%
Increased 7% to 9.9%	201	12%	Increase 7% to 9.9%	170	10%
Increased 10% to 14.9%	193	11%	Increase 10% to 14.9%	398	23%
Increased 15% to 19.9%	52	3%	Increase 15% to 19.9%	152	9%
Increased 20% to 24.9%	37	2%	Increase 20% to 24.9%	112	7%
Increased 25% to 29.9%	22	1%	Increase 25% to 29.9%	45	3%
Increased 30% or greater	45	3%	Increase 30% or greater	131	8%
Mean Change	4.9		Mean Change	10.2	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	89	5%	2,400,000	3,200,000	4,525,000	3,748,278
Portfolio Manager	109	6%	2,200,000	2,916,000	4,000,000	3,238,620
Program Manager	406	23%	1,800,000	2,400,000	3,062,500	2,544,918
Project Manager III	309	18%	1,500,000	2,000,000	2,700,000	2,157,175
Project Manager II	343	20%	1,260,000	1,740,000	2,295,000	1,862,751
Project Manager I	315	18%	1,100,000	1,500,000	1,960,000	1,616,065
Project Management Specialist	98	6%	895,000	1,291,500	1,871,500	1,556,517
Project Management Consultant	74	4%	1,000,000	1,500,000	2,000,000	1,690,996

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	1	*	–	–	–	–
3 < 5 years	12	1%	600,000	660,000	1,088,550	1,034,154
5 < 10 years	210	12%	800,000	1,030,000	1,500,000	1,220,943
10 < 15 years	470	27%	1,250,000	1,600,000	1,994,750	1,711,988
15 < 20 years	553	32%	1,600,000	2,100,000	2,700,000	2,257,005
20 years or more	497	29%	2,000,000	2,718,000	3,683,956	2,997,284

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	66	4%	1,010,500	1,392,000	2,025,000	1,644,300
3 < 5 years	172	10%	972,500	1,400,000	1,800,000	1,540,614
5 < 10 years	763	44%	1,284,000	1,716,000	2,300,000	1,862,981
10 < 15 years	477	27%	1,665,000	2,200,000	3,000,000	2,413,929
15 < 20 years	200	11%	2,122,118	2,800,000	3,741,446	3,080,129
20 years or more	65	4%	2,750,000	3,600,000	4,762,872	3,840,508

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	10	1%	1,450,000	1,761,500	3,000,000	2,038,300
Some college or associate degree	65	4%	1,071,500	1,400,000	2,043,929	1,722,683
4-year college degree	697	40%	1,359,500	1,850,000	2,600,000	2,118,272
Master's degree	869	50%	1,428,756	2,000,000	2,800,000	2,248,001
Doctoral degree	102	6%	1,479,000	2,225,000	3,101,649	2,448,628

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	445	26%	1,400,000	2,000,000	2,800,000	2,217,789
No degree in PM	1,295	74%	1,400,000	1,900,000	2,663,386	2,177,029

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	1,475	85%	1,400,000	2,000,000	2,750,000	2,230,883
PMP for less than 1 year	42	3%	965,478	1,325,000	1,862,500	1,499,862
PMP for 1 < 5 years	841	58%	1,250,000	1,700,000	2,300,000	1,879,673
PMP for 5 < 10 years	347	24%	1,750,000	2,200,000	3,000,000	2,502,088
PMP for 10 < 20 years	226	16%	2,400,000	3,000,000	4,000,000	3,264,270
PMP for 20+ years	1	*	–	–	–	–
Do not have a PMP certification	268	15%	1,159,000	1,700,000	2,375,000	1,945,948

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	1,532	89%	1,400,000	2,000,000	2,749,236	2,217,248
Female	196	11%	1,252,500	1,700,000	2,237,500	1,906,966

Annualized Salary by Department							
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN	
Administration/General Management	45	3%	1,300,000	2,000,000	3,000,000	2,256,488	
Consulting	116	7%	1,550,000	2,063,000	3,000,000	2,254,095	
Customer Service/Public Relations	11	1%	1,400,000	1,550,000	2,100,000	1,774,152	
Engineering	148	8%	1,380,968	1,825,000	3,000,000	2,339,537	
Finance	29	2%	1,295,000	2,000,000	3,225,000	2,625,278	
Human Resources	5	*	–	–	–	–	
Information Technology/Information Systems	494	28%	1,650,000	2,100,000	2,800,000	2,354,428	
Operations/Manufacturing	57	3%	1,200,000	1,635,000	2,434,709	1,897,051	
Project Management Department or PMO	670	38%	1,273,266	1,800,000	2,588,498	2,068,617	
Quality Management	29	2%	1,112,178	1,500,000	2,174,900	1,600,005	
Research and Development	61	3%	1,225,000	1,700,000	2,400,000	2,037,041	
Sales/Marketing	22	1%	1,195,000	1,500,000	2,537,500	1,858,298	
Supply Chain Management/Logistics	11	1%	1,600,000	2,400,000	2,500,000	2,334,545	
Training/Education	6	*	–	–	–	–	
Other	39	2%	1,600,000	2,300,000	3,106,596	2,395,975	

Annualized Salary by Industry							
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN	
Aerospace	34	2%	1,500,000	2,000,000	2,925,000	2,309,294	
Business Services	8	*	–	–	–	–	
Construction	96	6%	1,000,000	1,475,000	2,400,000	1,846,455	
Consulting	100	6%	1,500,000	1,892,500	2,500,000	2,207,710	
Engineering	191	11%	1,200,000	1,800,000	2,600,000	2,115,699	
Financial Services	98	6%	1,500,000	2,017,500	3,000,000	2,309,785	
Food and Beverage	13	1%	1,700,000	2,000,000	5,450,000	3,465,385	
Government	17	1%	1,100,000	1,700,000	2,750,004	1,918,530	
Healthcare	41	2%	958,000	1,400,000	1,875,000	1,743,701	
Information Technology	760	44%	1,500,000	2,000,000	2,700,000	2,249,974	
Insurance	16	1%	1,020,000	2,130,000	2,575,000	1,923,938	
Legal	2	*	–	–	–	–	
Manufacturing	93	5%	1,297,750	1,650,000	2,400,000	2,102,447	
Pharmaceuticals	26	1%	1,250,000	2,000,000	2,537,500	2,053,302	
Real Estate	11	1%	810,000	2,400,000	3,600,000	2,428,182	
Resources (Agriculture, Mining, etc.)	32	2%	1,425,000	2,045,000	2,950,000	2,456,867	
Telecommunications	90	5%	1,500,000	2,050,000	3,060,336	2,418,107	
Training/Education	8	*	–	–	–	–	
Utility	9	1%	–	–	–	–	
Other	98	6%	1,172,956	1,757,095	2,300,000	2,001,846	

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	90	5%	1,000,000	1,510,310	2,500,000	1,861,861
100 to 299	106	6%	1,175,000	1,600,000	2,400,000	1,891,570
300 to 999	172	10%	1,270,000	1,725,000	2,400,000	2,005,444
1,000 to 2,499	149	9%	1,250,000	1,860,000	2,630,000	2,088,862
2,500 to 4,999	146	8%	1,400,000	2,000,000	2,900,000	2,256,218
5,000 to 9,999	141	8%	1,400,000	2,000,000	2,850,000	2,218,611
10,000 or more	939	54%	1,500,000	2,000,000	2,750,000	2,284,967

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	91	6%	1,000,000	1,450,000	2,000,000	1,589,256
5 to 9 people	306	21%	1,300,000	1,757,500	2,417,354	1,957,584
10 to 14 people	304	21%	1,400,000	1,943,000	2,500,000	2,073,349
15 to 19 people	171	12%	1,450,000	2,000,000	2,650,000	2,201,744
20 or more people	593	40%	1,645,500	2,300,000	3,017,231	2,549,447

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	237	15%	1,200,000	1,600,000	2,300,000	1,777,822
\$100,000 to \$499,999	406	26%	1,300,000	1,800,000	2,400,000	1,973,192
\$500,000 to \$999,999	185	12%	1,400,000	1,900,000	2,800,000	2,238,762
\$1 million to \$10 million	482	31%	1,500,000	2,100,000	3,000,000	2,394,766
More than \$10 million	245	16%	1,525,000	2,200,000	3,250,000	2,665,259

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	105	6%	98	6%	1,535	89%
Director of Project Management Office (PMO)	9	10%	8	9%	70	80%
Portfolio Manager	17	16%	14	13%	82	76%
Program Manager	37	9%	21	5%	349	87%
Project Manager III	17	6%	18	6%	272	89%
Project Manager II	11	3%	17	5%	314	92%
Project Manager I	9	3%	12	4%	290	94%
Project Management Specialist	4	4%	4	4%	90	93%
Project Management Consultant	1	1%	4	5%	68	93%

Employee Benefits Offered by Position Description						
	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	511	30%	918	53%	720	42%
Director of Project Management Office (PMO)	34	39%	58	66%	42	48%
Portfolio Manager	38	35%	71	65%	53	49%
Program Manager	104	26%	232	58%	173	43%
Project Manager III	94	31%	173	57%	136	44%
Project Manager II	95	28%	169	49%	129	38%
Project Manager I	95	30%	135	43%	118	38%
Project Management Specialist	32	33%	53	55%	39	40%
Project Management Consultant	19	26%	27	37%	30	41%

Employee Benefits Offered by Position Description (Cont'd)				
	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	534	31%	61	4%
Director of Project Management Office (PMO)	16	18%	6	7%
Portfolio Manager	37	34%	5	5%
Program Manager	109	27%	11	3%
Project Manager III	91	30%	14	5%
Project Manager II	107	31%	10	3%
Project Manager I	110	35%	8	3%
Project Management Specialist	42	43%	5	5%
Project Management Consultant	22	30%	2	3%

Mean Number of Vacation Days by Position Description				
	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	1,622	21.7	1,229	26.7
Director of Project Management Office (PMO)	83	20.6	70	26.9
Portfolio Manager	107	20.8	84	25.6
Program Manager	374	21.2	294	26.0
Project Manager III	295	22.7	224	28.3
Project Manager II	317	22.4	256	27.5
Project Manager I	287	20.8	189	25.8
Project Management Specialist	92	22.8	62	25.3
Project Management Consultant	67	20.6	50	25.7

Pension Plans Offered by Position Description						
	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	301	18%	656	38%	188	11%
Director of Project Management Office (PMO)	16	18%	33	38%	13	15%
Portfolio Manager	20	19%	49	45%	10	9%
Program Manager	77	19%	160	40%	34	9%
Project Manager III	48	16%	135	44%	27	9%
Project Manager II	60	18%	125	37%	49	14%
Project Manager I	55	18%	103	34%	38	12%
Project Management Specialist	18	19%	34	35%	11	11%
Project Management Consultant	7	10%	17	24%	6	8%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	1,717	42.5	1,702	49.6
Director of Project Management Office (PMO)	89	42.5	88	51.2
Portfolio Manager	108	42.0	107	50.9
Program Manager	403	42.3	400	50.0
Project Manager III	303	42.3	304	49.9
Project Manager II	339	42.6	339	49.0
Project Manager I	309	42.7	302	48.1
Project Management Specialist	96	44.0	95	50.9
Project Management Consultant	70	42.7	67	49.9

Annualized Salary by Position Description—Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	15	9%	2,600,000	3,600,000	6,400,000	4,727,715
Portfolio Manager	13	8%	2,125,000	2,500,000	2,958,000	2,585,458
Program Manager	32	20%	1,725,000	2,350,000	3,348,451	2,541,957
Project Manager III	26	16%	1,500,000	2,400,000	2,937,500	2,546,034
Project Manager II	21	13%	1,225,000	1,850,000	2,150,000	1,719,651
Project Manager I	27	17%	1,121,824	1,800,000	2,200,000	1,731,767
Project Management Specialist	12	8%	1,162,500	1,300,000	1,975,000	1,583,333
Project Management Consultant	13	8%	990,000	1,800,000	3,300,000	2,195,231

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	74	5%	2,375,000	3,050,000	4,425,000	3,549,743
Portfolio Manager	96	6%	2,200,000	3,000,000	4,160,625	3,327,069
Program Manager	374	24%	1,800,000	2,400,000	3,003,615	2,545,172
Project Manager III	283	18%	1,500,000	1,952,376	2,665,600	2,121,449
Project Manager II	322	20%	1,273,174	1,732,000	2,300,000	1,872,083
Project Manager I	288	18%	1,097,750	1,465,000	1,900,000	1,605,218
Project Management Specialist	86	5%	867,500	1,291,500	1,871,500	1,552,775
Project Management Consultant	61	4%	1,000,000	1,500,000	1,825,000	1,583,536

DETAILED FINDINGS—All Respondents

Indonesia

Total Compensation (in Indonesian Rupiah)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	106	360,000,000	454,500,000	719,212,016	593,496,240
Total Compensation	106	387,125,000	562,000,000	897,000,000	753,917,565

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	3	3%	Decrease	2	2%
Remained the same	42	40%	Remain the same	13	12%
Increased less than 1%	–	*	Increase less than 1%	1	1%
Increased 1% to 2.9%	6	6%	Increase 1% to 2.9%	2	2%
Increased 3% to 3.9%	8	8%	Increase 3% to 3.9%	4	4%
Increased 4% to 4.9%	10	10%	Increase 4% to 4.9%	1	1%
Increased 5% to 6.9%	14	13%	Increase 5% to 6.9%	24	23%
Increased 7% to 9.9%	5	5%	Increase 7% to 9.9%	9	9%
Increased 10% to 14.9%	10	10%	Increase 10% to 14.9%	21	20%
Increased 15% to 19.9%	3	3%	Increase 15% to 19.9%	10	10%
Increased 20% to 24.9%	3	3%	Increase 20% to 24.9%	9	9%
Increased 25% to 29.9%	–	*	Increase 25% to 29.9%	3	3%
Increased 30% or greater	1	1%	Increase 30% or greater	6	6%
Mean Change	4.0		Mean Change	10.2	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	5	5%	–	–	–	–
Portfolio Manager	5	5%	–	–	–	–
Program Manager	13	12%	382,500,000	450,000,000	600,000,000	534,091,704
Project Manager III	33	31%	366,000,000	480,000,000	653,145,216	545,628,173
Project Manager II	14	13%	382,250,000	436,771,472	596,250,000	488,427,037
Project Manager I	14	13%	345,000,000	440,000,000	606,487,200	480,339,200
Project Management Specialist	20	19%	277,000,000	360,000,000	807,564,848	492,177,611
Project Management Consultant	2	2%	–	–	–	–

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	–	*	–	–	–	–
3 < 5 years	–	*	–	–	–	–
5 < 10 years	13	12%	253,000,000	300,000,000	331,000,000	341,296,244
10 < 15 years	34	32%	367,500,000	468,000,000	556,350,000	512,537,946
15 < 20 years	27	25%	377,000,000	450,000,000	775,948,800	602,497,015
20 years or more	32	30%	395,632,576	600,000,000	987,336,448	774,376,270

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	3	3%	–	–	–	–
3 < 5 years	7	7%	–	–	–	–
5 < 10 years	33	31%	309,000,000	378,000,000	537,500,000	460,822,632
10 < 15 years	40	38%	373,250,000	487,500,000	654,717,824	565,307,097
15 < 20 years	11	10%	325,000,000	480,000,000	850,000,000	623,716,754
20 years or more	12	11%	679,500,000	974,672,896	1,596,652,416	1,138,628,212

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	–	*	–	–	–	–
Some college or associate degree	2	2%	–	–	–	–
4-year college degree	53	50%	360,000,000	450,000,000	606,711,712	521,174,993
Master's degree	48	45%	327,750,000	500,000,000	860,500,000	663,981,136
Doctoral degree	3	3%	–	–	–	–

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	17	16%	330,500,000	426,000,000	590,000,000	457,803,415
No degree in PM	89	84%	360,000,000	456,000,000	787,974,400	619,415,094

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	73	69%	365,000,000	480,000,000	682,000,000	614,420,512
PMP for less than 1 year	1	1%	–	–	–	–
PMP for 1 < 5 years	42	58%	357,500,000	406,265,152	585,000,000	488,572,238
PMP for 5 < 10 years	20	27%	427,500,000	586,000,000	1,172,152,416	835,996,546
PMP for 10 < 20 years	10	14%	380,049,336	551,500,000	812,500,000	674,873,245
PMP for 20+ years	–	*	–	–	–	–
Do not have a PMP certification	33	31%	308,500,000	446,400,000	782,424,032	547,209,213

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	89	86%	360,000,000	480,000,000	771,974,400	600,909,918
Female	15	14%	326,000,000	427,675,712	580,000,000	580,471,714

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	3	3%	-	-	-	-
Consulting	6	6%	-	-	-	-
Customer Service/Public Relations	-	*	-	-	-	-
Engineering	10	9%	457,500,000	570,900,000	797,961,600	603,464,891
Finance	1	1%	-	-	-	-
Human Resources	-	*	-	-	-	-
Information Technology/Information Systems	8	8%	-	-	-	-
Operations/Manufacturing	3	3%	-	-	-	-
Project Management Department or PMO	60	57%	360,000,000	448,200,000	650,000,000	574,378,189
Quality Management	1	1%	-	-	-	-
Research and Development	1	1%	-	-	-	-
Sales/Marketing	-	*	-	-	-	-
Supply Chain Management/Logistics	2	2%	-	-	-	-
Training/Education	1	1%	-	-	-	-
Other	10	9%	317,750,000	495,000,000	895,378,128	739,707,213

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	-	*	-	-	-	-
Business Services	1	1%	-	-	-	-
Construction	17	16%	339,000,000	378,000,000	836,918,752	599,586,888
Consulting	6	6%	-	-	-	-
Engineering	4	4%	-	-	-	-
Financial Services	8	8%	-	-	-	-
Food and Beverage	2	2%	-	-	-	-
Government	1	1%	-	-	-	-
Healthcare	-	*	-	-	-	-
Information Technology	15	14%	300,000,000	420,000,000	480,000,000	392,419,531
Insurance	3	3%	-	-	-	-
Legal	-	*	-	-	-	-
Manufacturing	5	5%	-	-	-	-
Pharmaceuticals	-	*	-	-	-	-
Real Estate	-	*	-	-	-	-
Resources (Agriculture, Mining, etc.)	21	20%	388,500,000	550,000,000	825,000,000	679,971,755
Telecommunications	15	14%	360,000,000	386,732,448	480,000,000	513,912,863
Training/Education	-	*	-	-	-	-
Utility	2	2%	-	-	-	-
Other	6	6%	-	-	-	-

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	10	9%	303,500,000	478,000,000	705,959,376	572,283,750
100 to 299	17	16%	360,000,000	399,750,016	710,569,248	501,640,948
300 to 999	25	24%	348,000,000	426,000,000	609,129,696	528,885,693
1,000 to 2,499	19	18%	350,000,000	390,000,000	650,000,000	580,395,781
2,500 to 4,999	7	7%	-	-	-	-
5,000 to 9,999	7	7%	-	-	-	-
10,000 or more	21	20%	395,000,000	517,000,000	1,069,804,832	738,697,103

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	11	12%	350,000,000	378,000,000	550,000,000	482,425,065
5 to 9 people	22	25%	417,000,000	520,900,000	862,500,000	670,486,369
10 to 14 people	23	26%	325,000,000	450,000,000	650,000,000	503,390,535
15 to 19 people	5	6%	-	-	-	-
20 or more people	28	31%	360,000,000	406,140,160	942,000,000	680,015,506

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	9	9%	-	-	-	-
\$100,000 to \$499,999	26	25%	300,000,000	425,609,328	496,250,000	478,214,553
\$500,000 to \$999,999	13	12%	343,000,000	386,732,448	558,400,000	437,063,297
\$1 million to \$10 million	34	32%	367,500,000	576,000,000	1,051,145,760	691,491,383
More than \$10 million	23	22%	360,000,000	613,423,424	900,000,000	713,836,372

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	6	6%	10	9%	90	85%
Director of Project Management Office (PMO)	-	*	3	60%	2	40%
Portfolio Manager	-	*	1	20%	4	80%
Program Manager	2	15%	1	8%	10	77%
Project Manager III	2	6%	2	6%	29	88%
Project Manager II	-	*	1	7%	13	93%
Project Manager I	1	7%	-	*	13	93%
Project Management Specialist	1	5%	2	10%	17	85%
Project Management Consultant	-	*	-	*	2	100%

Employee Benefits Offered by Position Description						
	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	62	58%	62	58%	65	61%
Director of Project Management Office (PMO)	4	80%	2	40%	3	60%
Portfolio Manager	5	100%	4	80%	4	80%
Program Manager	7	54%	9	69%	7	54%
Project Manager III	24	73%	19	58%	24	73%
Project Manager II	7	50%	9	64%	6	43%
Project Manager I	7	50%	8	57%	9	64%
Project Management Specialist	8	40%	10	50%	11	55%
Project Management Consultant	-	*	1	50%	1	50%

Employee Benefits Offered by Position Description (Cont'd)				
	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	21	20%	12	11%
Director of Project Management Office (PMO)	-	*	1	20%
Portfolio Manager	1	20%	1	20%
Program Manager	2	15%	1	8%
Project Manager III	9	27%	7	21%
Project Manager II	-	*	-	*
Project Manager I	4	29%	2	14%
Project Management Specialist	5	25%	-	*
Project Management Consultant	-	*	-	*

Mean Number of Vacation Days by Position Description				
	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	104	15.4	92	22.9
Director of Project Management Office (PMO)	5	14.2	5	14.6
Portfolio Manager	5	12.0	3	22.0
Program Manager	12	16.5	9	26.2
Project Manager III	33	16.6	28	26.5
Project Manager II	14	11.6	14	13.6
Project Manager I	13	14.8	13	24.8
Project Management Specialist	20	16.7	19	23.7
Project Management Consultant	2	16.0	1	20.0

Pension Plans Offered by Position Description						
	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	49	46%	35	33%	18	17%
Director of Project Management Office (PMO)	2	40%	3	60%	1	20%
Portfolio Manager	3	60%	1	20%	1	20%
Program Manager	5	38%	4	31%	1	8%
Project Manager III	19	58%	12	36%	8	24%
Project Manager II	4	29%	4	29%	2	14%
Project Manager I	7	50%	6	43%	3	21%
Project Management Specialist	9	45%	4	20%	2	10%
Project Management Consultant	-	*	1	50%	-	*

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	105	40.8	105	49.3
Director of Project Management Office (PMO)	5	39.0	5	47.4
Portfolio Manager	5	38.4	5	44.4
Program Manager	12	40.0	12	50.4
Project Manager III	33	41.8	33	51.5
Project Manager II	14	39.6	14	44.3
Project Manager I	14	39.4	14	47.1
Project Management Specialist	20	42.7	20	50.1
Project Management Consultant	2	40.0	2	65.0

Annualized Salary by Position Description—Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	1	10%	–	–	–	–
Portfolio Manager	1	10%	–	–	–	–
Program Manager	1	10%	–	–	–	–
Project Manager III	2	20%	–	–	–	–
Project Manager II	1	10%	–	–	–	–
Project Manager I	–	*	–	–	–	–
Project Management Specialist	4	40%	–	–	–	–
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)	4	4%	–	–	–	–
Portfolio Manager	4	4%	–	–	–	–
Program Manager	12	13%	378,750,000	438,000,000	577,515,464	528,599,346
Project Manager III	31	32%	360,000,000	456,000,000	650,000,000	534,055,797
Project Manager II	13	14%	387,000,000	450,000,000	617,500,000	510,613,732
Project Manager I	14	15%	345,000,000	440,000,000	606,487,200	480,339,200
Project Management Specialist	16	17%	253,500,000	355,000,000	928,009,344	495,741,839
Project Management Consultant	2	2%	–	–	–	–

DETAILED FINDINGS—All Respondents

Ireland

Total Compensation (in European Union Euros)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	340	66,000	80,000	99,750	84,605
Total Compensation	340	70,000	86,500	111,238	95,276

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	–	*	Decrease	–	*
Remained the same	2	1%	Remain the same	–	*
Increased less than 1%	–	*	Increase less than 1%	1	*
Increased 1% to 2.9%	54	28%	Increase 1% to 2.9%	79	37%
Increased 3% to 3.9%	46	24%	Increase 3% to 3.9%	26	12%
Increased 4% to 4.9%	6	3%	Increase 4% to 4.9%	5	2%
Increased 5% to 6.9%	29	15%	Increase 5% to 6.9%	45	21%
Increased 7% to 9.9%	19	10%	Increase 7% to 9.9%	6	3%
Increased 10% to 14.9%	21	11%	Increase 10% to 14.9%	30	14%
Increased 15% to 19.9%	7	4%	Increase 15% to 19.9%	10	5%
Increased 20% to 24.9%	3	2%	Increase 20% to 24.9%	5	2%
Increased 25% to 29.9%	1	1%	Increase 25% to 29.9%	1	*
Increased 30% or greater	2	1%	Increase 30% or greater	6	3%
Mean Change	5.5		Mean Change	6.2	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	28	8%	100,000	117,500	138,750	120,936
Portfolio Manager	32	9%	76,250	95,000	110,000	97,992
Program Manager	96	28%	73,375	88,500	103,375	93,454
Project Manager III	76	22%	66,250	76,966	89,500	78,511
Project Manager II	43	13%	58,000	67,000	80,000	67,148
Project Manager I	34	10%	52,396	62,475	76,425	63,481
Project Management Specialist	17	5%	48,750	60,000	77,500	65,151
Project Management Consultant	14	4%	53,500	73,500	106,250	82,286

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	–	*	–	–	–	–
3 < 5 years	4	1%	–	–	–	–
5 < 10 years	26	8%	53,750	62,500	70,000	61,221
10 < 15 years	39	11%	55,000	70,000	82,000	70,582
15 < 20 years	57	17%	61,500	75,000	95,500	81,003
20 years or more	214	63%	72,750	85,000	104,250	91,710

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	14	4%	47,750	57,550	74,500	63,721
3 < 5 years	30	9%	45,750	64,000	73,619	63,587
5 < 10 years	106	31%	60,000	70,000	84,000	74,125
10 < 15 years	76	22%	70,000	81,500	98,250	85,763
15 < 20 years	51	15%	76,932	90,292	104,000	95,781
20 years or more	63	19%	85,000	102,000	123,000	106,444

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	3	1%	–	–	–	–
Some college or associate degree	28	8%	65,388	75,000	92,063	79,880
4-year college degree	124	36%	67,625	80,000	96,000	82,743
Master's degree	162	48%	65,813	81,000	100,000	86,998
Doctoral degree	23	7%	62,700	70,000	103,000	83,800

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	82	24%	65,000	78,000	100,000	88,179
No degree in PM	257	76%	67,000	80,000	99,000	83,560

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	250	74%	68,000	81,750	100,000	85,490
PMP for less than 1 year	1	*	–	–	–	–
PMP for 1 < 5 years	117	47%	64,000	75,000	95,000	81,258
PMP for 5 < 10 years	71	29%	70,000	82,000	99,000	85,736
PMP for 10 < 20 years	57	23%	80,000	94,600	105,000	94,722
PMP for 20+ years	2	1%	–	–	–	–
Do not have a PMP certification	90	26%	59,750	72,500	91,500	82,146

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	222	66%	67,375	80,000	100,000	87,380
Female	112	34%	62,175	78,753	91,750	78,374

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	17	5%	57,500	72,000	89,225	76,282
Consulting	29	9%	72,500	90,000	107,500	90,017
Customer Service/Public Relations	7	2%	-	-	-	-
Engineering	26	8%	75,000	86,000	106,250	89,273
Finance	15	4%	80,000	88,000	110,000	95,430
Human Resources	2	1%	-	-	-	-
Information Technology/Information Systems	69	20%	69,000	80,000	96,000	84,058
Operations/Manufacturing	25	7%	53,000	70,000	87,500	76,307
Project Management Department or PMO	111	33%	68,000	80,000	99,000	86,453
Quality Management	3	1%	-	-	-	-
Research and Development	12	4%	58,250	69,000	106,341	81,158
Sales/Marketing	6	2%	-	-	-	-
Supply Chain Management/Logistics	6	2%	-	-	-	-
Training/Education	4	1%	-	-	-	-
Other	8	2%	-	-	-	-

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	1	*	-	-	-	-
Business Services	2	1%	-	-	-	-
Construction	28	8%	65,763	75,000	120,000	92,688
Consulting	23	7%	66,000	95,000	117,000	99,087
Engineering	17	5%	63,500	97,500	105,250	86,647
Financial Services	43	13%	70,000	80,000	100,000	87,634
Food and Beverage	8	2%	-	-	-	-
Government	15	4%	50,000	69,000	84,000	69,291
Healthcare	16	5%	69,000	79,500	91,750	77,360
Information Technology	84	25%	65,000	78,250	95,750	80,788
Insurance	7	2%	-	-	-	-
Legal	1	*	-	-	-	-
Manufacturing	20	6%	59,807	70,000	79,738	75,006
Pharmaceuticals	26	8%	72,250	98,500	111,750	96,127
Real Estate	4	1%	-	-	-	-
Resources (Agriculture, Mining, etc.)	1	*	-	-	-	-
Telecommunications	18	5%	71,500	88,875	117,000	92,981
Training/Education	8	2%	-	-	-	-
Utility	4	1%	-	-	-	-
Other	14	4%	74,750	89,000	91,588	85,767

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	43	13%	60,000	75,000	120,000	87,822
100 to 299	28	8%	55,250	70,000	89,500	75,791
300 to 999	40	12%	69,250	79,000	99,000	84,027
1,000 to 2,499	35	10%	59,743	78,500	104,000	92,796
2,500 to 4,999	35	10%	70,000	76,000	95,000	80,389
5,000 to 9,999	19	6%	63,000	80,000	88,000	80,207
10,000 or more	140	41%	68,500	83,500	100,000	85,148

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	31	12%	58,000	67,000	90,000	73,103
5 to 9 people	92	35%	65,689	78,500	98,625	83,771
10 to 14 people	64	24%	72,000	84,500	110,000	92,314
15 to 19 people	25	10%	69,250	84,000	103,500	90,847
20 or more people	51	19%	76,932	90,000	106,000	96,793

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	42	14%	50,750	64,500	84,250	66,906
\$100,000 to \$499,999	60	20%	67,000	78,500	90,750	78,772
\$500,000 to \$999,999	49	16%	65,126	72,000	92,875	80,718
\$1 million to \$10 million	105	35%	75,000	90,000	105,500	90,674
More than \$10 million	43	14%	75,000	100,000	130,000	109,523

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	40	12%	69	20%	238	71%
Director of Project Management Office (PMO)	5	19%	7	26%	16	59%
Portfolio Manager	4	13%	6	19%	22	69%
Program Manager	15	16%	19	20%	62	65%
Project Manager III	5	7%	15	20%	60	79%
Project Manager II	5	12%	11	26%	29	67%
Project Manager I	4	12%	6	18%	24	73%
Project Management Specialist	1	6%	4	24%	12	71%
Project Management Consultant	1	7%	1	7%	13	93%

Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	68	20%	181	54%	142	42%
Director of Project Management Office (PMO)	9	32%	21	75%	19	68%
Portfolio Manager	11	35%	23	74%	17	55%
Program Manager	21	22%	51	53%	49	51%
Project Manager III	12	16%	37	49%	27	36%
Project Manager II	6	14%	19	44%	14	33%
Project Manager I	7	21%	16	47%	9	26%
Project Management Specialist	–	*	9	53%	4	24%
Project Management Consultant	2	14%	5	36%	3	21%

Employee Benefits Offered by Position Description (Cont'd)

	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	1	*	2	1%
Director of Project Management Office (PMO)	–	*	–	*
Portfolio Manager	–	*	–	*
Program Manager	1	1%	1	1%
Project Manager III	–	*	–	*
Project Manager II	–	*	–	*
Project Manager I	–	*	1	3%
Project Management Specialist	–	*	–	*
Project Management Consultant	–	*	–	*

Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	322	21.8	315	24.0
Director of Project Management Office (PMO)	27	22.6	27	25.0
Portfolio Manager	31	23.0	31	25.3
Program Manager	90	22.3	88	24.2
Project Manager III	69	22.5	69	25.3
Project Manager II	42	20.9	41	22.1
Project Manager I	33	19.9	32	23.2
Project Management Specialist	16	21.1	15	23.7
Project Management Consultant	14	19.1	12	20.1

Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	53	16%	235	70%	24	7%
Director of Project Management Office (PMO)	6	21%	17	61%	2	7%
Portfolio Manager	4	13%	25	78%	1	3%
Program Manager	16	17%	72	75%	6	6%
Project Manager III	8	11%	53	71%	9	12%
Project Manager II	7	17%	27	64%	1	2%
Project Manager I	7	21%	23	68%	2	6%
Project Management Specialist	4	24%	10	59%	2	12%
Project Management Consultant	1	7%	8	57%	1	7%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	335	38.7	333	45.7
Director of Project Management Office (PMO)	28	38.9	28	49.1
Portfolio Manager	31	38.6	31	47.2
Program Manager	95	38.5	95	46.2
Project Manager III	75	38.7	75	45.4
Project Manager II	42	38.4	42	44.5
Project Manager I	34	39.2	32	45.1
Project Management Specialist	17	39.2	17	42.6
Project Management Consultant	13	37.8	13	43.4

Annualized Salary by Position Description—Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	7	16%	-	-	-	-
Portfolio Manager	1	2%	-	-	-	-
Program Manager	15	34%	74,500	100,000	125,000	112,205
Project Manager III	5	11%	-	-	-	-
Project Manager II	4	9%	-	-	-	-
Project Manager I	4	9%	-	-	-	-
Project Management Specialist	4	9%	-	-	-	-
Project Management Consultant	4	9%	-	-	-	-

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	21	7%	95,875	110,000	130,000	112,676
Portfolio Manager	31	10%	75,000	95,000	110,000	96,637
Program Manager	81	27%	72,500	85,000	100,000	89,982
Project Manager III	71	24%	65,252	76,000	85,576	76,491
Project Manager II	39	13%	57,000	65,000	79,000	66,202
Project Manager I	30	10%	52,396	61,125	75,750	63,049
Project Management Specialist	13	4%	46,750	55,000	73,500	60,467
Project Management Consultant	10	3%	49,500	73,500	106,250	77,500

DETAILED FINDINGS—All Respondents

Italy

Total Compensation (in European Union Euros)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	1,260	42,000	52,000	64,976	55,712
Total Compensation	1,260	45,000	56,000	70,000	61,468

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	71	6%	Decrease	30	2%
Remained the same	752	61%	Remain the same	672	54%
Increased less than 1%	–	*	Increase less than 1%	8	1%
Increased 1% to 2.9%	80	6%	Increase 1% to 2.9%	105	8%
Increased 3% to 3.9%	61	5%	Increase 3% to 3.9%	44	4%
Increased 4% to 4.9%	31	3%	Increase 4% to 4.9%	11	1%
Increased 5% to 6.9%	82	7%	Increase 5% to 6.9%	143	11%
Increased 7% to 9.9%	41	3%	Increase 7% to 9.9%	25	2%
Increased 10% to 14.9%	64	5%	Increase 10% to 14.9%	122	10%
Increased 15% to 19.9%	15	1%	Increase 15% to 19.9%	35	3%
Increased 20% to 24.9%	24	2%	Increase 20% to 24.9%	31	2%
Increased 25% to 29.9%	6	*	Increase 25% to 29.9%	6	*
Increased 30% or greater	12	1%	Increase 30% or greater	15	1%
Mean Change	2.3		Mean Change	3.4	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	78	6%	55,000	73,500	90,000	73,593
Portfolio Manager	73	6%	51,000	66,169	80,000	67,663
Program Manager	263	21%	50,000	60,000	72,000	63,140
Project Manager III	334	27%	44,000	53,000	62,150	56,126
Project Manager II	251	20%	40,000	47,000	57,000	48,723
Project Manager I	145	12%	35,350	42,000	50,000	42,339
Project Management Specialist	54	4%	37,750	43,000	54,785	47,248
Project Management Consultant	62	5%	42,000	47,699	60,000	52,338

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	1	*	–	–	–	–
3 < 5 years	14	1%	26,500	30,000	33,125	29,304
5 < 10 years	126	10%	35,000	40,000	45,000	40,953
10 < 15 years	196	16%	38,000	45,000	53,950	45,821
15 < 20 years	182	14%	42,000	50,000	60,000	52,571
20 years or more	740	59%	48,099	57,142	70,000	62,001

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	40	3%	30,375	40,000	44,000	40,282
3 < 5 years	100	8%	33,625	40,000	45,000	41,537
5 < 10 years	347	28%	40,000	45,000	55,000	48,084
10 < 15 years	290	23%	45,000	55,000	65,000	56,216
15 < 20 years	227	18%	48,700	60,000	73,000	62,622
20 years or more	256	20%	52,000	60,000	75,000	67,299

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	187	15%	45,000	52,000	65,000	56,135
Some college or associate degree	41	3%	42,000	52,000	61,500	58,971
4-year college degree	139	11%	42,000	51,000	60,000	54,147
Master's degree	751	60%	42,000	52,000	65,000	55,664
Doctoral degree	142	11%	40,000	51,000	62,500	55,995

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	234	19%	41,800	50,071	63,250	54,448
No degree in PM	1,017	81%	42,000	52,000	65,000	55,999

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	1,055	84%	44,000	53,043	65,000	56,677
PMP for less than 1 year	8	1%	-	-	-	-
PMP for 1 < 5 years	443	42%	40,000	47,600	58,214	50,389
PMP for 5 < 10 years	283	27%	46,000	55,000	66,169	59,434
PMP for 10 < 20 years	298	29%	50,000	60,000	75,000	63,471
PMP for 20+ years	11	1%	50,000	60,000	72,000	62,736
Do not have a PMP certification	205	16%	36,000	45,000	58,000	50,741

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	1,008	81%	43,000	53,000	65,000	57,031
Female	235	19%	40,000	48,000	58,500	49,641

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	78	6%	45,000	57,500	75,000	63,194
Consulting	106	8%	43,000	55,000	65,250	57,617
Customer Service/Public Relations	8	1%	–	–	–	–
Engineering	107	8%	38,000	47,653	59,157	50,279
Finance	25	2%	38,504	50,000	60,500	50,628
Human Resources	5	*	–	–	–	–
Information Technology/Information Systems	327	26%	42,000	51,000	60,700	53,642
Operations/Manufacturing	46	4%	44,000	55,500	68,500	60,583
Project Management Department or PMO	404	32%	44,000	53,000	64,770	56,236
Quality Management	6	*	–	–	–	–
Research and Development	53	4%	40,000	50,000	60,750	53,156
Sales/Marketing	50	4%	43,675	54,500	65,250	58,878
Supply Chain Management/Logistics	5	*	–	–	–	–
Training/Education	4	*	–	–	–	–
Other	36	3%	47,700	55,500	69,250	61,174

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	52	4%	43,000	51,000	65,000	55,058
Business Services	7	1%	–	–	–	–
Construction	46	4%	42,000	53,953	69,250	57,808
Consulting	112	9%	43,250	55,000	65,000	59,224
Engineering	109	9%	40,000	50,000	65,000	53,629
Financial Services	56	4%	45,000	53,000	60,000	54,070
Food and Beverage	13	1%	41,500	55,000	60,000	57,038
Government	17	1%	37,500	45,000	50,000	43,303
Healthcare	22	2%	42,000	57,500	70,475	58,362
Information Technology	434	34%	41,946	51,250	63,000	54,914
Insurance	11	1%	42,000	44,000	90,000	62,071
Legal	–	*	–	–	–	–
Manufacturing	103	8%	41,000	50,000	60,000	52,701
Pharmaceuticals	22	2%	42,250	58,800	72,000	59,632
Real Estate	3	*	–	–	–	–
Resources (Agriculture, Mining, etc.)	19	2%	53,000	70,000	80,000	79,000
Telecommunications	108	9%	48,000	55,500	62,850	56,227
Training/Education	8	1%	–	–	–	–
Utility	23	2%	42,700	55,000	69,000	56,146
Other	95	8%	42,000	50,000	66,600	57,786

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	157	12%	37,607	45,000	58,000	52,009
100 to 299	161	13%	38,300	50,000	62,200	53,889
300 to 999	161	13%	40,633	50,000	61,785	53,478
1,000 to 2,499	135	11%	42,000	50,000	60,000	53,462
2,500 to 4,999	131	10%	42,000	51,000	65,000	55,791
5,000 to 9,999	68	5%	45,000	54,000	65,000	56,287
10,000 or more	447	35%	45,000	56,000	67,000	59,041

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	168	16%	38,000	46,214	57,000	49,515
5 to 9 people	334	32%	40,000	48,500	60,000	52,296
10 to 14 people	234	23%	45,000	54,000	65,000	56,988
15 to 19 people	84	8%	47,250	56,000	71,500	61,133
20 or more people	218	21%	50,107	60,000	76,250	64,790

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	162	14%	37,000	45,000	56,000	47,827
\$100,000 to \$499,999	310	27%	40,000	50,000	59,368	51,818
\$500,000 to \$999,999	202	17%	44,750	53,000	65,000	55,781
\$1 million to \$10 million	343	29%	45,000	56,000	68,600	59,870
More than \$10 million	150	13%	48,639	57,068	78,475	64,809

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	48	4%	56	4%	1,148	92%
Director of Project Management Office (PMO)	7	9%	7	9%	63	82%
Portfolio Manager	4	6%	3	4%	65	92%
Program Manager	15	6%	18	7%	231	88%
Project Manager III	9	3%	14	4%	308	93%
Project Manager II	7	3%	7	3%	237	95%
Project Manager I	5	3%	4	3%	137	94%
Project Management Specialist	–	*	1	2%	52	98%
Project Management Consultant	1	2%	2	3%	55	95%

Employee Benefits Offered by Position Description						
	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	460	37%	982	78%	413	33%
Director of Project Management Office (PMO)	51	65%	62	79%	32	41%
Portfolio Manager	43	59%	60	82%	38	52%
Program Manager	118	45%	221	84%	112	43%
Project Manager III	122	37%	274	82%	102	31%
Project Manager II	67	27%	199	80%	66	26%
Project Manager I	26	18%	95	66%	38	26%
Project Management Specialist	11	22%	33	65%	13	25%
Project Management Consultant	22	36%	38	62%	12	20%

Employee Benefits Offered by Position Description (Cont'd)				
	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	41	3%	23	2%
Director of Project Management Office (PMO)	2	3%	3	4%
Portfolio Manager	3	4%	2	3%
Program Manager	13	5%	4	2%
Project Manager III	4	1%	8	2%
Project Manager II	5	2%	3	1%
Project Manager I	5	3%	1	1%
Project Management Specialist	5	10%	2	4%
Project Management Consultant	4	7%	–	*

Mean Number of Vacation Days by Position Description				
	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	1,102	24.1	1,083	27.7
Director of Project Management Office (PMO)	67	21.9	66	26.1
Portfolio Manager	69	24.3	67	28.0
Program Manager	232	24.0	229	28.1
Project Manager III	302	24.5	299	28.5
Project Manager II	213	24.6	211	27.5
Project Manager I	125	24.6	114	28.4
Project Management Specialist	44	22.8	44	24.7
Project Management Consultant	50	22.1	53	25.8

Pension Plans Offered by Position Description						
	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	313	25%	692	56%	124	10%
Director of Project Management Office (PMO)	18	23%	54	69%	5	6%
Portfolio Manager	20	28%	39	55%	10	14%
Program Manager	74	29%	138	53%	34	13%
Project Manager III	81	24%	185	56%	27	8%
Project Manager II	58	24%	145	60%	19	8%
Project Manager I	34	24%	69	49%	18	13%
Project Management Specialist	13	25%	28	54%	6	12%
Project Management Consultant	15	27%	34	61%	5	9%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	1,242	39.6	1,239	47.4
Director of Project Management Office (PMO)	76	39.9	76	49.5
Portfolio Manager	73	39.8	73	49.5
Program Manager	259	39.7	259	48.2
Project Manager III	332	39.4	331	47.2
Project Manager II	246	39.6	246	46.7
Project Manager I	144	39.7	142	46.4
Project Management Specialist	52	39.4	52	45.6
Project Management Consultant	60	39.5	60	46.6

Annualized Salary by Position Description—Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	15	8%	37,337	79,800	110,000	72,649
Portfolio Manager	8	4%	–	–	–	–
Program Manager	43	22%	50,000	60,000	82,000	69,010
Project Manager III	44	22%	50,000	57,500	66,750	63,152
Project Manager II	29	15%	39,500	49,000	55,000	46,673
Project Manager I	27	14%	36,500	48,000	55,000	45,856
Project Management Specialist	8	4%	–	–	–	–
Project Management Consultant	24	12%	45,000	59,000	69,750	61,293

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	63	6%	57,000	72,000	90,000	73,818
Portfolio Manager	65	6%	51,000	67,700	80,000	68,431
Program Manager	220	21%	50,000	59,000	71,750	61,993
Project Manager III	290	27%	44,000	52,000	61,125	55,060
Project Manager II	222	21%	40,000	46,714	57,000	48,991
Project Manager I	118	11%	34,000	41,336	48,875	41,534
Project Management Specialist	46	4%	36,250	43,000	54,785	46,593
Project Management Consultant	38	4%	40,000	45,750	54,250	46,681

DETAILED FINDINGS—All Respondents

Japan

Total Compensation (in Japanese Yen)					
COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	764	6,000,000	8,000,000	10,000,000	8,382,307
Total Compensation	764	8,000,000	10,000,000	12,021,831	10,522,902

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	74	10%	Decrease	72	10%
Remained the same	386	53%	Remain the same	357	48%
Increased less than 1%	–	*	Increase less than 1%	6	1%
Increased 1% to 2.9%	82	11%	Increase 1% to 2.9%	99	13%
Increased 3% to 3.9%	55	7%	Increase 3% to 3.9%	52	7%
Increased 4% to 4.9%	10	1%	Increase 4% to 4.9%	3	*
Increased 5% to 6.9%	45	6%	Increase 5% to 6.9%	69	9%
Increased 7% to 9.9%	20	3%	Increase 7% to 9.9%	5	1%
Increased 10% to 14.9%	43	6%	Increase 10% to 14.9%	52	7%
Increased 15% to 19.9%	8	1%	Increase 15% to 19.9%	7	1%
Increased 20% to 24.9%	6	1%	Increase 20% to 24.9%	6	1%
Increased 25% to 29.9%	–	*	Increase 25% to 29.9%	2	*
Increased 30% or greater	5	1%	Increase 30% or greater	7	1%
Mean Change	1.7		Mean Change	2.0	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	47	6%	8,000,000	9,800,000	13,000,000	11,029,778
Portfolio Manager	28	4%	8,500,000	10,000,000	12,000,000	11,185,214
Program Manager	106	14%	7,000,000	9,000,000	12,000,000	9,521,675
Project Manager III	111	15%	7,000,000	8,900,000	10,000,000	8,900,607
Project Manager II	126	16%	6,158,457	7,811,562	9,462,500	8,045,779
Project Manager I	199	26%	5,400,000	7,000,000	8,000,000	7,022,400
Project Management Specialist	75	10%	5,500,000	6,500,000	8,000,000	7,068,176
Project Management Consultant	72	9%	6,275,000	8,000,000	10,000,000	8,804,074

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	3	*	–	–	–	–
3 < 5 years	5	1%	–	–	–	–
5 < 10 years	51	7%	5,305,790	6,482,520	7,500,000	6,613,613
10 < 15 years	118	15%	5,600,000	7,000,000	8,500,000	7,160,187
15 < 20 years	139	18%	6,000,000	7,007,687	9,559,000	7,913,685
20 years or more	446	59%	6,715,000	8,000,810	10,020,000	9,058,669

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	22	3%	6,107,500	7,305,000	9,250,000	8,053,560
3 < 5 years	59	8%	5,763,000	6,500,000	7,500,000	6,962,128
5 < 10 years	196	26%	5,600,000	7,000,000	9,000,000	7,432,896
10 < 15 years	207	27%	6,500,000	8,000,000	9,700,000	8,283,921
15 < 20 years	133	17%	7,000,000	8,400,000	10,823,322	9,324,243
20 years or more	147	19%	7,000,000	9,000,000	11,500,000	9,553,709

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	27	4%	5,400,000	7,000,000	8,500,000	6,951,474
Some college or associate degree	42	5%	6,175,000	7,600,000	9,509,123	8,318,988
4-year college degree	432	57%	6,000,000	8,000,000	10,000,000	8,374,327
Master's degree	235	31%	6,089,602	8,000,000	10,000,000	8,557,039
Doctoral degree	28	4%	6,785,000	8,140,000	10,000,000	8,513,646

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	54	7%	6,000,000	8,000,000	10,000,000	8,075,778
No degree in PM	699	93%	6,000,000	7,800,000	10,000,000	8,401,460

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	667	87%	6,000,000	8,000,000	10,000,000	8,432,193
PMP for less than 1 year	14	2%	5,860,000	6,750,000	8,587,500	7,075,714
PMP for 1 < 5 years	295	45%	6,000,000	7,000,000	9,000,000	7,525,799
PMP for 5 < 10 years	138	21%	6,500,000	8,300,000	11,000,000	8,937,465
PMP for 10 < 20 years	195	30%	7,000,000	8,500,000	11,000,000	9,487,185
PMP for 20+ years	16	2%	6,750,000	10,000,000	11,975,000	9,500,000
Do not have a PMP certification	97	13%	6,000,000	7,823,124	9,475,000	8,039,280

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	684	91%	6,000,000	8,000,000	10,000,000	8,426,319
Female	65	9%	5,900,000	7,400,000	9,825,200	7,743,702

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	35	5%	7,000,000	8,000,000	10,000,000	8,933,215
Consulting	84	11%	7,245,354	10,000,000	12,875,000	10,407,557
Customer Service/Public Relations	10	1%	4,875,000	6,200,000	8,477,500	6,657,000
Engineering	122	16%	6,000,000	7,000,000	9,000,000	7,856,610
Finance	13	2%	6,850,000	8,000,000	9,500,000	8,600,000
Human Resources	4	1%	-	-	-	-
Information Technology/Information Systems	213	28%	6,000,000	7,300,000	9,825,000	7,931,792
Operations/Manufacturing	12	2%	6,072,500	7,750,000	10,000,000	7,884,720
Project Management Department or PMO	169	22%	6,330,000	8,000,000	10,000,000	8,432,865
Quality Management	9	1%	-	-	-	-
Research and Development	39	5%	6,000,000	7,548,000	9,450,000	8,115,054
Sales/Marketing	32	4%	6,830,000	8,000,000	9,600,000	8,759,979
Supply Chain Management/Logistics	12	2%	6,250,000	8,350,000	9,875,000	8,567,500
Training/Education	4	1%	-	-	-	-
Other	6	1%	-	-	-	-

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	12	2%	6,467,500	7,450,000	9,875,000	8,712,583
Business Services	12	2%	6,507,500	8,750,000	10,000,000	9,085,833
Construction	23	3%	6,000,000	7,200,000	10,000,000	7,797,290
Consulting	43	6%	7,200,000	9,000,000	14,000,000	10,573,721
Engineering	111	15%	6,000,000	7,200,000	9,000,000	7,998,698
Financial Services	27	4%	6,000,000	9,000,000	11,000,000	9,191,628
Food and Beverage	2	*	-	-	-	-
Government	14	2%	6,000,000	7,250,000	10,000,000	8,807,143
Healthcare	11	1%	7,500,000	9,100,000	9,700,000	8,923,636
Information Technology	312	41%	6,000,000	7,540,937	10,000,000	8,153,085
Insurance	15	2%	7,300,000	8,500,000	13,500,000	10,563,933
Legal	-	*	-	-	-	-
Manufacturing	74	10%	5,600,000	7,800,000	9,525,000	7,777,420
Pharmaceuticals	30	4%	6,158,457	8,500,000	10,575,000	8,979,011
Real Estate	4	1%	-	-	-	-
Resources (Agriculture, Mining, etc.)	1	*	-	-	-	-
Telecommunications	43	6%	6,000,000	7,000,000	10,000,000	7,885,074
Training/Education	3	*	-	-	-	-
Utility	5	1%	-	-	-	-
Other	22	3%	6,375,000	8,400,000	10,000,000	8,529,335

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	51	7%	6,000,000	8,000,000	12,000,000	9,312,094
100 to 299	40	5%	6,000,000	7,500,000	9,975,000	8,317,633
300 to 999	95	12%	6,000,000	7,500,000	9,700,000	7,888,231
1,000 to 2,499	103	13%	6,000,000	7,000,000	9,100,000	7,626,074
2,500 to 4,999	92	12%	6,000,000	7,818,900	10,000,000	8,473,172
5,000 to 9,999	74	10%	6,000,000	7,200,000	9,150,000	7,935,356
10,000 or more	309	40%	6,500,000	8,000,000	10,000,000	8,721,180

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	85	15%	5,400,000	7,000,000	9,150,000	7,939,996
5 to 9 people	140	25%	6,000,000	7,070,000	9,850,000	7,992,691
10 to 14 people	118	21%	6,000,000	7,757,890	9,675,000	8,139,609
15 to 19 people	36	7%	6,120,630	8,100,000	11,625,000	8,868,709
20 or more people	172	31%	7,000,000	8,750,000	11,000,000	9,488,497

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	66	10%	5,000,000	6,000,000	8,285,000	6,956,131
\$100,000 to \$499,999	159	25%	6,000,000	7,000,000	9,000,000	7,701,501
\$500,000 to \$999,999	123	20%	6,400,000	8,000,000	10,000,000	8,329,751
\$1 million to \$10 million	188	30%	7,000,000	8,575,000	11,000,000	9,103,080
More than \$10 million	94	15%	6,900,000	9,000,000	11,000,000	9,774,079

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	55	8%	55	8%	625	86%
Director of Project Management Office (PMO)	3	7%	7	15%	36	78%
Portfolio Manager	2	8%	3	12%	21	81%
Program Manager	13	13%	11	11%	80	78%
Project Manager III	10	9%	7	6%	91	84%
Project Manager II	13	11%	11	9%	96	80%
Project Manager I	7	4%	11	6%	173	92%
Project Management Specialist	2	3%	3	4%	67	93%
Project Management Consultant	5	7%	2	3%	61	91%

Employee Benefits Offered by Position Description						
	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	233	32%	373	51%	107	14%
Director of Project Management Office (PMO)	11	24%	28	61%	5	11%
Portfolio Manager	4	15%	20	77%	3	12%
Program Manager	30	29%	69	67%	23	22%
Project Manager III	35	33%	55	52%	18	17%
Project Manager II	38	32%	54	45%	16	13%
Project Manager I	75	38%	89	46%	24	12%
Project Management Specialist	22	30%	26	35%	9	12%
Project Management Consultant	18	26%	32	46%	9	13%

Employee Benefits Offered by Position Description (Cont'd)				
	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	137	19%	23	3%
Director of Project Management Office (PMO)	10	22%	1	2%
Portfolio Manager	4	15%	–	*
Program Manager	18	17%	3	3%
Project Manager III	24	23%	4	4%
Project Manager II	19	16%	1	1%
Project Manager I	40	21%	8	4%
Project Management Specialist	14	19%	2	3%
Project Management Consultant	8	12%	4	6%

Mean Number of Vacation Days by Position Description				
	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	708	17.6	657	24.4
Director of Project Management Office (PMO)	41	20.4	43	24.3
Portfolio Manager	28	21.5	26	24.0
Program Manager	100	16.8	92	26.8
Project Manager III	100	16.3	94	25.9
Project Manager II	116	18.7	105	25.2
Project Manager I	190	17.4	176	23.2
Project Management Specialist	66	17.6	63	23.5
Project Management Consultant	67	16.3	58	21.8

Pension Plans Offered by Position Description						
	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	315	43%	380	52%	58	8%
Director of Project Management Office (PMO)	23	53%	24	56%	2	5%
Portfolio Manager	10	36%	13	46%	2	7%
Program Manager	39	38%	52	50%	7	7%
Project Manager III	43	41%	66	62%	10	9%
Project Manager II	57	48%	65	55%	9	8%
Project Manager I	84	44%	99	52%	18	9%
Project Management Specialist	35	49%	37	51%	5	7%
Project Management Consultant	24	36%	24	36%	5	7%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	729	39.7	724	48.2
Director of Project Management Office (PMO)	43	39.6	43	49.4
Portfolio Manager	27	39.0	27	47.8
Program Manager	101	39.5	100	48.0
Project Manager III	108	40.3	108	49.7
Project Manager II	118	40.0	116	47.9
Project Manager I	191	39.6	189	48.2
Project Management Specialist	73	39.5	73	47.1
Project Management Consultant	68	39.3	68	47.0

Annualized Salary by Position Description—Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	6	8%	–	–	–	–
Portfolio Manager	1	1%	–	–	–	–
Program Manager	7	9%	–	–	–	–
Project Manager III	8	11%	–	–	–	–
Project Manager II	12	16%	7,625,000	8,950,000	10,000,000	9,333,333
Project Manager I	18	24%	4,575,000	6,000,000	9,137,500	7,085,079
Project Management Specialist	9	12%	–	–	–	–
Project Management Consultant	14	19%	9,000,000	11,000,000	15,250,000	11,557,143

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	41	6%	8,000,000	10,000,000	14,800,000	11,531,697
Portfolio Manager	27	4%	8,500,000	10,000,000	12,000,000	11,284,667
Program Manager	99	14%	7,000,000	9,000,000	12,000,000	9,599,975
Project Manager III	103	15%	7,000,000	8,900,000	10,000,000	8,895,507
Project Manager II	114	17%	6,000,000	7,500,000	9,397,500	7,910,247
Project Manager I	181	26%	5,400,000	7,000,000	8,000,000	7,016,166
Project Management Specialist	66	10%	5,350,000	6,111,000	7,650,000	6,960,806
Project Management Consultant	58	8%	6,000,000	7,400,000	10,000,000	8,139,541

DETAILED FINDINGS—All Respondents

Malaysia

Total Compensation (in Malaysian Ringgit)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	448	100,000	147,000	218,093	172,541
Total Compensation	448	110,050	165,800	251,725	196,796

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	35	8%	Decrease	11	2%
Remained the same	220	50%	Remain the same	127	29%
Increased less than 1%	–	*	Increase less than 1%	1	*
Increased 1% to 2.9%	16	4%	Increase 1% to 2.9%	20	4%
Increased 3% to 3.9%	44	10%	Increase 3% to 3.9%	28	6%
Increased 4% to 4.9%	23	5%	Increase 4% to 4.9%	26	6%
Increased 5% to 6.9%	53	12%	Increase 5% to 6.9%	98	22%
Increased 7% to 9.9%	15	3%	Increase 7% to 9.9%	22	5%
Increased 10% to 14.9%	14	3%	Increase 10% to 14.9%	51	11%
Increased 15% to 19.9%	5	1%	Increase 15% to 19.9%	16	4%
Increased 20% to 24.9%	11	2%	Increase 20% to 24.9%	23	5%
Increased 25% to 29.9%	4	1%	Increase 25% to 29.9%	4	1%
Increased 30% or greater	4	1%	Increase 30% or greater	18	4%
Mean Change	2.6		Mean Change	6.3	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	27	6%	216,000	247,000	360,000	318,744
Portfolio Manager	37	8%	150,013	200,000	240,000	200,314
Program Manager	76	17%	120,000	162,000	208,750	178,289
Project Manager III	92	21%	102,000	153,400	234,975	181,051
Project Manager II	71	16%	96,000	130,000	180,000	149,236
Project Manager I	79	18%	72,000	117,618	162,000	131,749
Project Management Specialist	37	8%	104,000	149,765	216,000	173,700
Project Management Consultant	29	6%	60,000	114,000	165,000	125,628

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	1	*	–	–	–	–
3 < 5 years	5	1%	–	–	–	–
5 < 10 years	53	12%	65,400	82,000	93,900	85,299
10 < 15 years	86	19%	90,567	120,000	163,750	133,752
15 < 20 years	111	25%	120,000	154,200	219,924	180,971
20 years or more	192	43%	133,800	187,500	260,000	211,223

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	17	4%	54,000	79,000	126,000	92,850
3 < 5 years	25	6%	70,200	108,000	150,000	158,397
5 < 10 years	148	33%	85,650	120,000	168,000	136,715
10 < 15 years	145	32%	120,000	162,000	217,500	172,531
15 < 20 years	67	15%	140,000	205,000	288,000	229,957
20 years or more	46	10%	151,650	225,000	300,000	241,351

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	14	3%	89,000	120,000	165,500	132,500
Some college or associate degree	22	5%	106,750	145,486	185,902	153,021
4-year college degree	243	54%	97,192	144,000	213,249	165,276
Master's degree	159	35%	108,000	166,000	235,300	189,262
Doctoral degree	10	2%	118,000	171,000	240,000	182,222

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	60	13%	97,000	131,940	204,500	170,052
No degree in PM	385	87%	100,000	150,000	220,100	173,523

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	366	82%	101,500	150,000	228,000	176,078
PMP for less than 1 year	6	2%	-	-	-	-
PMP for 1 < 5 years	197	55%	90,000	125,000	192,000	151,707
PMP for 5 < 10 years	90	25%	120,000	168,000	224,400	178,913
PMP for 10 < 20 years	67	19%	156,000	230,000	288,000	242,748
PMP for 20+ years	1	*	-	-	-	-
Do not have a PMP certification	82	18%	85,500	129,155	180,000	156,754

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	331	75%	100,000	150,000	220,200	177,743
Female	111	25%	96,000	130,000	205,000	157,716

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	16	4%	97,500	146,149	234,981	167,174
Consulting	22	5%	94,000	137,000	215,460	174,830
Customer Service/Public Relations	2	*	–	–	–	–
Engineering	47	10%	100,000	144,000	228,000	170,748
Finance	3	1%	–	–	–	–
Human Resources	2	*	–	–	–	–
Information Technology/Information Systems	64	14%	106,250	150,400	208,910	183,263
Operations/Manufacturing	16	4%	82,048	142,995	321,750	214,076
Project Management Department or PMO	236	53%	95,100	144,500	222,450	169,039
Quality Management	6	1%	–	–	–	–
Research and Development	5	1%	–	–	–	–
Sales/Marketing	8	2%	–	–	–	–
Supply Chain Management/Logistics	5	1%	–	–	–	–
Training/Education	1	*	–	–	–	–
Other	15	3%	120,000	168,000	234,000	183,353

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	4	1%	–	–	–	–
Business Services	3	1%	–	–	–	–
Construction	51	11%	90,756	120,000	213,249	163,687
Consulting	18	4%	67,200	124,000	204,000	148,653
Engineering	43	10%	100,000	150,000	216,000	174,874
Financial Services	29	6%	114,000	210,000	268,500	209,914
Food and Beverage	2	*	–	–	–	–
Government	5	1%	–	–	–	–
Healthcare	7	2%	–	–	–	–
Information Technology	88	20%	102,691	136,800	181,800	156,690
Insurance	4	1%	–	–	–	–
Legal	–	*	–	–	–	–
Manufacturing	53	12%	98,048	146,972	237,000	174,228
Pharmaceuticals	3	1%	–	–	–	–
Real Estate	3	1%	–	–	–	–
Resources (Agriculture, Mining, etc.)	38	8%	156,000	237,650	290,430	232,262
Telecommunications	42	9%	102,831	152,883	210,250	160,300
Training/Education	2	*	–	–	–	–
Utility	21	5%	85,218	120,000	223,962	142,898
Other	32	7%	100,200	140,000	198,000	177,658

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	63	14%	89,000	120,000	178,000	131,630
100 to 299	48	11%	91,167	127,200	184,250	152,672
300 to 999	65	15%	92,444	154,200	224,100	160,717
1,000 to 2,499	42	9%	66,209	134,000	184,500	145,621
2,500 to 4,999	32	7%	85,650	155,118	203,000	160,792
5,000 to 9,999	45	10%	116,030	180,000	240,000	207,604
10,000 or more	153	34%	120,000	169,000	251,000	200,178

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	54	14%	90,567	130,000	162,177	137,026
5 to 9 people	113	30%	97,196	136,000	204,000	162,120
10 to 14 people	84	22%	93,000	145,486	180,000	147,719
15 to 19 people	21	6%	84,000	120,000	295,000	201,389
20 or more people	105	28%	120,828	192,000	273,500	218,197

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	46	11%	90,920	137,200	171,500	138,956
\$100,000 to \$499,999	90	22%	91,500	132,600	197,000	149,810
\$500,000 to \$999,999	47	11%	90,000	120,000	195,000	145,578
\$1 million to \$10 million	126	31%	106,204	152,100	240,000	181,465
More than \$10 million	100	24%	120,000	199,000	287,500	219,778

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	25	6%	48	11%	376	84%
Director of Project Management Office (PMO)	4	15%	2	7%	22	81%
Portfolio Manager	2	6%	4	11%	30	86%
Program Manager	8	11%	10	13%	60	79%
Project Manager III	6	7%	7	8%	78	86%
Project Manager II	3	4%	8	11%	60	85%
Project Manager I	1	1%	9	11%	69	87%
Project Management Specialist	1	3%	5	14%	31	84%
Project Management Consultant	-	*	3	10%	26	90%

Employee Benefits Offered by Position Description						
	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	195	44%	267	60%	185	41%
Director of Project Management Office (PMO)	16	59%	20	74%	12	44%
Portfolio Manager	18	49%	27	73%	17	46%
Program Manager	36	47%	49	64%	34	45%
Project Manager III	41	45%	57	63%	40	44%
Project Manager II	30	42%	43	61%	27	38%
Project Manager I	27	34%	35	44%	26	33%
Project Management Specialist	16	43%	18	49%	21	57%
Project Management Consultant	11	38%	18	62%	8	28%

Employee Benefits Offered by Position Description (Cont'd)				
	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	38	9%	15	3%
Director of Project Management Office (PMO)	1	4%	–	*
Portfolio Manager	5	14%	4	11%
Program Manager	10	13%	5	7%
Project Manager III	7	8%	1	1%
Project Manager II	6	8%	–	*
Project Manager I	4	5%	1	1%
Project Management Specialist	4	11%	2	5%
Project Management Consultant	1	3%	2	7%

Mean Number of Vacation Days by Position Description				
	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	430	16.5	389	21.2
Director of Project Management Office (PMO)	26	16.0	26	21.2
Portfolio Manager	37	17.5	32	24.0
Program Manager	74	17.4	67	21.9
Project Manager III	87	16.4	81	21.0
Project Manager II	66	17.0	58	21.6
Project Manager I	76	15.8	68	21.3
Project Management Specialist	35	15.8	30	18.7
Project Management Consultant	29	14.8	27	18.7

Pension Plans Offered by Position Description						
	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	59	13%	178	40%	22	5%
Director of Project Management Office (PMO)	5	19%	9	33%	–	*
Portfolio Manager	4	11%	20	54%	2	5%
Program Manager	12	16%	31	41%	5	7%
Project Manager III	12	13%	39	43%	6	7%
Project Manager II	8	11%	25	36%	4	6%
Project Manager I	11	14%	29	37%	1	1%
Project Management Specialist	6	16%	15	41%	2	5%
Project Management Consultant	1	3%	10	34%	2	7%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	443	40.5	438	49.1
Director of Project Management Office (PMO)	27	40.1	27	49.4
Portfolio Manager	37	41.4	37	49.9
Program Manager	76	40.1	76	49.0
Project Manager III	91	40.2	90	49.6
Project Manager II	69	40.2	68	47.9
Project Manager I	78	40.7	76	48.4
Project Management Specialist	36	41.1	35	48.8
Project Management Consultant	29	41.3	29	50.9

Annualized Salary by Position Description—Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	6	12%	–	–	–	–
Portfolio Manager	3	6%	–	–	–	–
Program Manager	7	14%	–	–	–	–
Project Manager III	7	14%	–	–	–	–
Project Manager II	7	14%	–	–	–	–
Project Manager I	7	14%	–	–	–	–
Project Management Specialist	5	10%	–	–	–	–
Project Management Consultant	8	16%	–	–	–	–

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	21	5%	205,000	247,000	360,000	314,671
Portfolio Manager	34	9%	153,157	202,000	251,500	207,506
Program Manager	69	17%	120,000	168,000	225,000	183,093
Project Manager III	85	21%	98,596	150,000	224,100	175,325
Project Manager II	64	16%	96,000	127,200	180,000	148,155
Project Manager I	72	18%	72,750	114,221	156,000	126,619
Project Management Specialist	32	8%	88,039	142,083	214,500	173,075
Project Management Consultant	21	5%	59,400	100,000	165,000	109,095

DETAILED FINDINGS—All Respondents

Mexico

Total Compensation (in Mexican Pesos)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	708	552,000	780,000	1,048,500	858,186
Total Compensation	708	600,000	868,559	1,150,000	965,172

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	51	7%	Decrease	17	2%
Remained the same	371	53%	Remain the same	195	28%
Increased less than 1%	–	*	Increase less than 1%	10	1%
Increased 1% to 2.9%	20	3%	Increase 1% to 2.9%	33	5%
Increased 3% to 3.9%	49	7%	Increase 3% to 3.9%	42	6%
Increased 4% to 4.9%	34	5%	Increase 4% to 4.9%	32	5%
Increased 5% to 6.9%	48	7%	Increase 5% to 6.9%	102	15%
Increased 7% to 9.9%	19	3%	Increase 7% to 9.9%	25	4%
Increased 10% to 14.9%	37	5%	Increase 10% to 14.9%	104	15%
Increased 15% to 19.9%	18	3%	Increase 15% to 19.9%	35	5%
Increased 20% to 24.9%	22	3%	Increase 20% to 24.9%	56	8%
Increased 25% to 29.9%	8	1%	Increase 25% to 29.9%	11	2%
Increased 30% or greater	19	3%	Increase 30% or greater	40	6%
Mean Change	3.5		Mean Change	7.7	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	62	9%	669,000	840,492	1,212,500	993,212
Portfolio Manager	93	13%	687,863	900,000	1,310,000	1,092,931
Program Manager	157	22%	714,000	930,000	1,200,000	984,766
Project Manager III	156	22%	543,000	720,000	957,250	786,080
Project Manager II	125	18%	502,000	720,000	912,300	759,906
Project Manager I	52	7%	363,000	500,000	715,500	564,322
Project Management Specialist	29	4%	420,000	540,000	887,500	685,459
Project Management Consultant	34	5%	445,000	630,000	880,000	674,295

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	1	*	–	–	–	–
3 < 5 years	3	*	–	–	–	–
5 < 10 years	64	9%	360,000	480,000	637,500	545,539
10 < 15 years	138	20%	476,066	684,000	900,000	736,185
15 < 20 years	146	21%	600,000	747,000	1,042,500	839,767
20 years or more	355	50%	656,500	900,000	1,200,000	974,749

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	15	2%	336,000	476,000	799,500	550,207
3 < 5 years	47	7%	360,000	450,000	700,000	571,023
5 < 10 years	208	29%	480,000	660,000	928,650	749,534
10 < 15 years	211	30%	600,000	800,000	1,008,969	869,896
15 < 20 years	127	18%	689,000	900,000	1,152,000	953,342
20 years or more	100	14%	800,000	1,000,000	1,315,000	1,119,790

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	16	2%	480,000	653,500	1,200,000	808,571
Some college or associate degree	13	2%	480,000	660,000	794,000	656,849
4-year college degree	262	37%	519,200	720,000	962,308	800,675
Master's degree	412	58%	600,000	819,500	1,100,000	898,797
Doctoral degree	5	1%	-	-	-	-

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	294	42%	598,950	796,121	1,018,205	868,203
No degree in PM	412	58%	540,000	769,250	1,068,000	851,915

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	582	82%	600,000	800,000	1,080,000	886,625
PMP for less than 1 year	11	2%	384,000	550,000	680,000	594,500
PMP for 1 < 5 years	214	37%	480,000	688,140	900,000	733,861
PMP for 5 < 10 years	183	32%	650,000	840,000	1,050,000	896,919
PMP for 10 < 20 years	154	27%	742,250	960,000	1,280,771	1,078,960
PMP for 20+ years	16	3%	875,000	1,150,000	1,308,000	1,098,350
Do not have a PMP certification	126	18%	445,500	600,000	888,343	726,824

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	543	78%	600,000	840,000	1,100,000	901,098
Female	157	22%	478,000	645,000	840,000	715,499

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	99	14%	500,000	764,057	1,020,000	864,066
Consulting	51	7%	636,000	1,032,000	1,300,000	1,051,848
Customer Service/Public Relations	9	1%	–	–	–	–
Engineering	38	5%	474,000	690,000	885,750	714,612
Finance	11	2%	453,250	600,000	1,300,000	842,386
Human Resources	3	*	–	–	–	–
Information Technology/Information Systems	142	20%	547,500	750,000	1,011,000	842,023
Operations/Manufacturing	22	3%	589,177	915,000	1,200,000	922,186
Project Management Department or PMO	273	39%	587,400	780,000	1,000,000	847,566
Quality Management	5	1%	–	–	–	–
Research and Development	8	1%	–	–	–	–
Sales/Marketing	21	3%	660,000	960,000	1,266,500	1,087,440
Supply Chain Management/Logistics	8	1%	–	–	–	–
Training/Education	4	1%	–	–	–	–
Other	14	2%	480,000	747,000	1,101,000	800,929

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	6	1%	–	–	–	–
Business Services	9	1%	–	–	–	–
Construction	37	5%	441,000	866,700	1,110,000	923,235
Consulting	71	10%	540,000	820,000	1,104,000	859,513
Engineering	37	5%	455,000	840,000	1,116,000	861,917
Financial Services	61	9%	534,000	720,000	1,200,000	847,256
Food and Beverage	19	3%	650,000	850,000	1,283,082	921,478
Government	13	2%	720,000	840,983	978,804	864,451
Healthcare	7	1%	–	–	–	–
Information Technology	213	30%	600,000	771,328	1,000,000	855,740
Insurance	10	1%	690,000	1,030,000	1,368,500	1,216,342
Legal	–	*	–	–	–	–
Manufacturing	67	9%	600,000	764,057	1,000,000	825,806
Pharmaceuticals	6	1%	–	–	–	–
Real Estate	7	1%	–	–	–	–
Resources (Agriculture, Mining, etc.)	20	3%	520,500	800,000	1,175,000	864,215
Telecommunications	77	11%	534,000	720,000	990,000	819,638
Training/Education	3	*	–	–	–	–
Utility	–	*	–	–	–	–
Other	45	6%	537,000	720,000	980,000	842,038



Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	99	14%	480,000	600,000	900,000	754,497
100 to 299	73	10%	520,800	750,000	930,000	778,804
300 to 999	100	14%	482,750	735,000	1,000,000	787,519
1,000 to 2,499	69	10%	527,500	744,000	1,008,783	819,950
2,500 to 4,999	60	8%	603,000	850,449	1,000,000	849,312
5,000 to 9,999	49	7%	540,000	720,000	885,000	782,640
10,000 or more	258	36%	657,325	881,500	1,200,000	974,463

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	57	9%	485,000	720,000	1,014,779	834,684
5 to 9 people	219	35%	535,000	780,000	1,000,000	833,248
10 to 14 people	159	26%	600,000	750,000	1,017,607	824,874
15 to 19 people	57	9%	582,000	800,000	1,150,000	921,485
20 or more people	125	20%	705,000	900,000	1,200,000	999,242

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	57	9%	485,000	720,000	1,014,779	834,684
5-9 people	219	35%	535,000	780,000	1,000,000	833,248
10-14 people	159	26%	600,000	750,000	1,017,607	824,874
15-19 people	57	9%	582,000	800,000	1,150,000	921,485
20 or more people	125	20%	705,000	900,000	1,200,000	999,242

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	62	9%	37	5%	606	87%
Director of Project Management Office (PMO)	3	5%	2	3%	57	92%
Portfolio Manager	14	15%	9	10%	70	75%
Program Manager	15	10%	9	6%	131	85%
Project Manager III	10	6%	6	4%	139	90%
Project Manager II	10	8%	3	2%	111	90%
Project Manager I	4	8%	5	10%	44	88%
Project Management Specialist	4	14%	2	7%	23	79%
Project Management Consultant	2	6%	1	3%	31	91%

Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	152	22%	371	53%	480	68%
Director of Project Management Office (PMO)	12	19%	38	61%	40	65%
Portfolio Manager	28	30%	53	57%	67	72%
Program Manager	41	26%	95	61%	116	74%
Project Manager III	20	13%	79	52%	108	71%
Project Manager II	23	18%	62	50%	85	68%
Project Manager I	14	27%	24	46%	22	42%
Project Management Specialist	9	31%	13	45%	22	76%
Project Management Consultant	5	15%	7	21%	20	59%

Employee Benefits Offered by Position Description (Cont'd)

	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	32	5%	14	2%
Director of Project Management Office (PMO)	1	2%	–	*
Portfolio Manager	3	3%	4	4%
Program Manager	8	5%	5	3%
Project Manager III	4	3%	3	2%
Project Manager II	6	5%	–	*
Project Manager I	5	10%	–	*
Project Management Specialist	3	10%	2	7%
Project Management Consultant	2	6%	–	*

Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	691	10.1	653	17.8
Director of Project Management Office (PMO)	62	9.1	57	17.6
Portfolio Manager	91	9.9	87	17.1
Program Manager	148	11.3	147	19.2
Project Manager III	153	9.5	140	17.1
Project Manager II	123	10.0	119	17.9
Project Manager I	52	9.3	47	17.2
Project Management Specialist	28	10.3	26	17.3
Project Management Consultant	34	10.4	30	16.9

Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	277	39%	200	28%	90	13%
Director of Project Management Office (PMO)	19	31%	14	23%	9	15%
Portfolio Manager	46	49%	27	29%	11	12%
Program Manager	67	43%	55	35%	24	15%
Project Manager III	55	35%	36	23%	16	10%
Project Manager II	46	37%	35	28%	17	14%
Project Manager I	19	37%	15	29%	7	13%
Project Management Specialist	12	41%	7	24%	3	10%
Project Management Consultant	13	38%	11	32%	3	9%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	702	41.8	704	48.7
Director of Project Management Office (PMO)	62	42.1	62	50.1
Portfolio Manager	92	41.6	93	49.8
Program Manager	156	41.8	156	48.9
Project Manager III	156	41.6	155	48.1
Project Manager II	125	41.6	125	48.7
Project Manager I	51	42.4	51	47.6
Project Management Specialist	29	43.2	29	47.7
Project Management Consultant	31	41.4	33	46.4

Annualized Salary by Position Description—Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	15	14%	720,000	1,200,000	1,500,000	1,217,279
Portfolio Manager	15	14%	675,000	1,080,000	1,400,000	1,134,407
Program Manager	36	35%	631,000	900,000	1,235,933	959,457
Project Manager III	17	16%	540,000	720,000	888,000	741,529
Project Manager II	10	10%	720,000	912,300	1,100,250	966,760
Project Manager I	4	4%	–	–	–	–
Project Management Specialist	2	2%	–	–	–	–
Project Management Consultant	5	5%	–	–	–	–

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	47	8%	660,000	750,000	1,131,000	921,701
Portfolio Manager	78	13%	691,932	900,000	1,300,000	1,084,955
Program Manager	121	20%	722,500	936,000	1,200,000	992,297
Project Manager III	139	23%	540,000	720,000	984,000	791,528
Project Manager II	115	19%	500,000	702,000	900,000	741,919
Project Manager I	48	8%	377,783	500,000	715,500	567,473
Project Management Specialist	27	4%	420,000	692,280	900,000	704,312
Project Management Consultant	29	5%	440,000	600,000	830,000	661,243

DETAILED FINDINGS—All Respondents

Netherlands

Total Compensation (in European Union Euros)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	174	69,000	85,000	105,000	92,078
Total Compensation	174	72,525	93,500	115,000	99,695

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	10	6%	Decrease	5	3%
Remained the same	68	40%	Remain the same	65	38%
Increased less than 1%	–	*	Increase less than 1%	–	*
Increased 1% to 2.9%	28	16%	Increase 1% to 2.9%	39	23%
Increased 3% to 3.9%	26	15%	Increase 3% to 3.9%	19	11%
Increased 4% to 4.9%	10	6%	Increase 4% to 4.9%	2	1%
Increased 5% to 6.9%	11	6%	Increase 5% to 6.9%	19	11%
Increased 7% to 9.9%	6	3%	Increase 7% to 9.9%	3	2%
Increased 10% to 14.9%	9	5%	Increase 10% to 14.9%	10	6%
Increased 15% to 19.9%	2	1%	Increase 15% to 19.9%	5	3%
Increased 20% to 24.9%	–	*	Increase 20% to 24.9%	2	1%
Increased 25% to 29.9%	–	*	Increase 25% to 29.9%	1	1%
Increased 30% or greater	2	1%	Increase 30% or greater	3	2%
Mean Change	2.3		Mean Change	3.4	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	10	6%	93,138	121,000	140,000	115,985
Portfolio Manager	11	6%	83,633	100,000	109,000	95,658
Program Manager	42	24%	78,251	91,689	122,500	104,251
Project Manager III	51	29%	72,000	85,500	106,000	93,616
Project Manager II	31	18%	58,200	65,544	85,600	69,578
Project Manager I	13	7%	52,000	66,000	75,000	65,400
Project Management Specialist	7	4%	–	–	–	–
Project Management Consultant	9	5%	–	–	–	–

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	1	1%	–	–	–	–
3 < 5 years	1	1%	–	–	–	–
5 < 10 years	13	7%	48,850	62,000	69,000	58,742
10 < 15 years	36	21%	62,436	75,000	85,000	76,920
15 < 20 years	32	18%	74,700	85,950	112,000	96,991
20 years or more	91	52%	78,788	95,892	120,000	102,173

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	7	4%	–	–	–	–
3 < 5 years	13	7%	44,850	72,000	91,750	72,680
5 < 10 years	50	29%	62,210	75,000	90,000	81,248
10 < 15 years	43	25%	70,000	80,000	90,000	86,432
15 < 20 years	27	16%	72,000	95,000	120,000	97,889
20 years or more	34	20%	91,750	105,000	140,000	119,716

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	3	2%	–	–	–	–
Some college or associate degree	5	3%	–	–	–	–
4-year college degree	47	27%	63,206	80,000	94,000	84,997
Master's degree	106	61%	65,408	85,750	115,250	95,316
Doctoral degree	13	7%	76,894	90,000	100,000	91,409

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	27	16%	61,844	86,400	120,000	96,621
No degree in PM	147	84%	70,000	84,600	105,000	91,244

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	144	83%	70,000	85,250	105,000	92,852
PMP for less than 1 year	1	1%	–	–	–	–
PMP for 1 < 5 years	64	45%	64,060	79,000	95,419	86,251
PMP for 5 < 10 years	45	32%	68,772	87,000	118,000	96,342
PMP for 10 < 20 years	28	20%	80,241	101,500	120,000	102,297
PMP for 20+ years	3	2%	–	–	–	–
Do not have a PMP certification	30	17%	61,134	84,613	100,000	88,365

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	128	76%	74,700	85,800	105,000	94,026
Female	41	24%	57,875	70,000	98,000	84,311

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	8	5%	-	-	-	-
Consulting	13	7%	74,000	80,000	102,500	102,002
Customer Service/Public Relations	1	1%	-	-	-	-
Engineering	7	4%	-	-	-	-
Finance	4	2%	-	-	-	-
Human Resources	2	1%	-	-	-	-
Information Technology/Information Systems	34	20%	65,886	87,500	109,500	91,517
Operations/Manufacturing	6	3%	-	-	-	-
Project Management Department or PMO	71	41%	66,000	86,400	112,000	93,012
Quality Management	2	1%	-	-	-	-
Research and Development	12	7%	81,250	95,500	124,000	100,333
Sales/Marketing	3	2%	-	-	-	-
Supply Chain Management/Logistics	5	3%	-	-	-	-
Training/Education	-	*	-	-	-	-
Other	6	3%	-	-	-	-

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	-	*	-	-	-	-
Business Services	1	1%	-	-	-	-
Construction	5	3%	-	-	-	-
Consulting	12	7%	70,750	90,000	166,500	117,000
Engineering	25	14%	61,140	76,000	85,000	75,646
Financial Services	9	5%	-	-	-	-
Food and Beverage	5	3%	-	-	-	-
Government	1	1%	-	-	-	-
Healthcare	15	9%	70,000	80,000	124,000	91,351
Information Technology	33	19%	74,800	87,000	102,000	91,116
Insurance	1	1%	-	-	-	-
Legal	-	*	-	-	-	-
Manufacturing	16	9%	66,000	88,500	110,250	92,790
Pharmaceuticals	9	5%	-	-	-	-
Real Estate	1	1%	-	-	-	-
Resources (Agriculture, Mining, etc.)	12	7%	90,000	101,000	128,750	112,750
Telecommunications	10	6%	61,383	82,300	91,400	78,474
Training/Education	-	*	-	-	-	-
Utility	3	2%	-	-	-	-
Other	16	9%	60,000	82,500	96,000	81,999

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	18	10%	59,000	73,500	105,250	83,139
100 to 299	13	7%	61,922	70,000	93,500	90,650
300 to 999	13	7%	62,743	75,000	93,200	82,776
1,000 to 2,499	8	5%	-	-	-	-
2,500 to 4,999	12	7%	63,000	87,255	94,000	86,174
5,000 to 9,999	14	8%	73,750	90,000	122,500	104,644
10,000 or more	96	55%	75,000	87,500	107,250	94,039

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	15	11%	58,200	64,000	75,000	65,442
5 to 9 people	42	30%	63,802	80,000	97,015	83,252
10 to 14 people	35	25%	73,000	80,900	116,000	93,231
15 to 19 people	11	8%	70,000	89,000	96,000	89,275
20 or more people	37	26%	82,500	95,000	130,000	111,051

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	11	7%	56,000	71,000	80,000	70,322
\$100,000 to \$499,999	35	22%	62,000	75,000	90,000	77,485
\$500,000 to \$999,999	27	17%	78,788	87,000	100,000	92,849
\$1 million to \$10 million	61	39%	71,000	85,000	111,500	96,170
More than \$10 million	24	15%	73,250	104,500	128,750	102,616

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	10	6%	22	13%	142	82%
Director of Project Management Office (PMO)	2	20%	4	40%	5	50%
Portfolio Manager	-	*	4	36%	7	64%
Program Manager	5	12%	9	21%	28	67%
Project Manager III	1	2%	4	8%	46	90%
Project Manager II	1	3%	1	3%	28	93%
Project Manager I	-	*	-	*	13	100%
Project Management Specialist	-	*	-	*	7	100%
Project Management Consultant	1	11%	-	*	8	89%

Employee Benefits Offered by Position Description						
	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	84	49%	119	69%	26	15%
Director of Project Management Office (PMO)	7	70%	8	80%	3	30%
Portfolio Manager	7	64%	9	82%	1	9%
Program Manager	19	45%	28	67%	7	17%
Project Manager III	23	46%	31	62%	5	10%
Project Manager II	15	48%	21	68%	5	16%
Project Manager I	4	31%	11	85%	4	31%
Project Management Specialist	4	57%	6	86%	–	*
Project Management Consultant	5	56%	5	56%	1	11%

Employee Benefits Offered by Position Description (Cont'd)				
	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	11	6%	1	1%
Director of Project Management Office (PMO)	–	*	–	*
Portfolio Manager	–	*	–	*
Program Manager	–	*	–	*
Project Manager III	7	14%	–	*
Project Manager II	2	6%	–	*
Project Manager I	1	8%	–	*
Project Management Specialist	1	14%	1	14%
Project Management Consultant	–	*	–	*

Mean Number of Vacation Days by Position Description				
	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	165	24.9	157	27.0
Director of Project Management Office (PMO)	9	26.2	10	29.5
Portfolio Manager	10	24.8	10	26.7
Program Manager	39	24.2	38	26.2
Project Manager III	49	24.2	46	25.1
Project Manager II	31	28.6	28	31.4
Project Manager I	13	25.2	9	29.3
Project Management Specialist	7	25.6	7	27.3
Project Management Consultant	7	15.1	9	21.2

Pension Plans Offered by Position Description						
	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	49	28%	89	51%	24	14%
Director of Project Management Office (PMO)	3	30%	8	80%	–	*
Portfolio Manager	4	36%	4	36%	2	18%
Program Manager	10	24%	23	55%	6	14%
Project Manager III	14	27%	24	47%	8	16%
Project Manager II	11	35%	17	55%	3	10%
Project Manager I	3	23%	6	46%	1	8%
Project Management Specialist	–	*	4	57%	2	29%
Project Management Consultant	4	44%	3	33%	2	22%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	172	39.8	173	44.7
Director of Project Management Office (PMO)	10	40.0	10	46.9
Portfolio Manager	11	40.2	11	47.9
Program Manager	42	39.9	42	46.1
Project Manager III	50	39.4	51	43.5
Project Manager II	31	40.4	31	44.2
Project Manager I	13	39.3	12	43.1
Project Management Specialist	7	39.4	7	44.6
Project Management Consultant	8	39.4	9	42.6

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	8	38%	–	–	–	–
Project Manager III	7	33%	–	–	–	–
Project Manager II	1	5%	–	–	–	–
Project Manager I	1	5%	–	–	–	–
Project Management Specialist	–	*	–	–	–	–
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	6%	–	–	–	–
Portfolio Manager	11	7%	83,633	100,000	109,000	95,658
Program Manager	34	22%	77,750	88,500	115,500	96,487
Project Manager III	44	29%	70,000	81,950	96,000	85,941
Project Manager II	30	20%	57,650	65,772	85,950	69,764
Project Manager I	12	8%	51,250	69,000	75,000	66,350
Project Management Specialist	7	5%	–	–	–	–
Project Management Consultant	6	4%	–	–	–	–

DETAILED FINDINGS—All Respondents

New Zealand

Total Compensation (in New Zealand Dollars)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	284	104,250	125,000	150,000	132,545
Total Compensation	284	105,000	130,000	158,150	138,307

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	25	9%	Decrease	8	3%
Remained the same	139	49%	Remain the same	113	40%
Increased less than 1%	–	*	Increase less than 1%	1	*
Increased 1% to 2.9%	27	10%	Increase 1% to 2.9%	60	21%
Increased 3% to 3.9%	24	9%	Increase 3% to 3.9%	19	7%
Increased 4% to 4.9%	5	2%	Increase 4% to 4.9%	13	5%
Increased 5% to 6.9%	15	5%	Increase 5% to 6.9%	31	11%
Increased 7% to 9.9%	8	3%	Increase 7% to 9.9%	4	1%
Increased 10% to 14.9%	24	9%	Increase 10% to 14.9%	23	8%
Increased 15% to 19.9%	4	1%	Increase 15% to 19.9%	4	1%
Increased 20% to 24.9%	4	1%	Increase 20% to 24.9%	1	*
Increased 25% to 29.9%	3	1%	Increase 25% to 29.9%	2	1%
Increased 30% or greater	3	1%	Increase 30% or greater	3	1%
Mean Change	2.7		Mean Change	2.9	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	18	6%	132,750	151,000	196,250	168,709
Portfolio Manager	20	7%	126,250	159,000	181,125	162,650
Program Manager	49	17%	118,000	135,000	161,500	143,452
Project Manager III	84	30%	110,000	130,000	150,000	137,837
Project Manager II	51	18%	95,000	113,000	125,000	111,840
Project Manager I	24	8%	73,625	80,070	103,750	90,019
Project Management Specialist	15	5%	75,000	106,000	125,000	113,606
Project Management Consultant	23	8%	92,000	130,000	180,000	138,136

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	2	1%	–	–	–	–
3 < 5 years	3	1%	–	–	–	–
5 < 10 years	22	8%	78,750	97,500	116,250	98,331
10 < 15 years	29	10%	85,000	105,800	121,800	103,344
15 < 20 years	34	12%	98,000	120,000	142,500	122,099
20 years or more	194	68%	113,125	135,000	165,000	144,166

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	16	6%	75,000	85,500	104,750	91,314
3 < 5 years	19	7%	75,000	90,000	103,000	92,183
5 < 10 years	63	22%	94,880	116,000	130,000	118,857
10 < 15 years	59	21%	105,000	127,000	150,000	133,009
15 < 20 years	47	17%	110,000	135,000	160,000	139,309
20 years or more	80	28%	124,500	145,000	180,000	156,840

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	18	6%	100,700	120,000	135,500	121,144
Some college or associate degree	44	15%	110,000	130,000	149,750	132,607
4-year college degree	133	47%	104,000	125,000	159,000	136,341
Master's degree	76	27%	101,500	123,800	146,875	126,838
Doctoral degree	13	5%	77,500	104,000	180,000	142,645

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	59	21%	92,000	120,000	142,000	121,995
No degree in PM	221	79%	105,900	130,000	150,000	135,509

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	195	69%	110,000	130,000	152,000	137,553
PMP for less than 1 year	3	2%	-	-	-	-
PMP for 1 < 5 years	53	28%	101,120	120,500	135,000	126,508
PMP for 5 < 10 years	60	32%	113,000	130,000	153,500	136,320
PMP for 10 < 20 years	62	33%	119,000	143,000	172,000	143,962
PMP for 20+ years	10	5%	120,000	133,500	171,250	155,300
Do not have a PMP certification	89	31%	82,350	110,000	144,380	121,572

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	194	71%	106,838	125,000	150,000	134,842
Female	80	29%	90,000	126,000	151,500	125,868

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	22	8%	98,000	126,250	145,250	133,073
Consulting	29	10%	118,500	146,000	167,500	143,259
Customer Service/Public Relations	1	*	–	–	–	–
Engineering	35	12%	95,000	120,000	160,000	131,168
Finance	5	2%	–	–	–	–
Human Resources	–	*	–	–	–	–
Information Technology/Information Systems	34	12%	116,750	135,000	192,500	152,964
Operations/Manufacturing	11	4%	110,000	125,000	130,000	128,800
Project Management Department or PMO	127	45%	101,000	120,000	144,000	125,903
Quality Management	3	1%	–	–	–	–
Research and Development	3	1%	–	–	–	–
Sales/Marketing	2	1%	–	–	–	–
Supply Chain Management/Logistics	1	*	–	–	–	–
Training/Education	–	*	–	–	–	–
Other	11	4%	80,139	130,000	170,000	133,013

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	2	1%	–	–	–	–
Business Services	–	*	–	–	–	–
Construction	47	17%	102,600	120,000	142,000	125,686
Consulting	23	8%	95,000	135,000	154,000	130,013
Engineering	34	12%	106,263	125,000	148,250	133,198
Financial Services	9	3%	–	–	–	–
Food and Beverage	9	3%	–	–	–	–
Government	57	20%	91,000	119,000	140,380	127,887
Healthcare	8	3%	–	–	–	–
Information Technology	33	12%	110,000	136,500	156,000	143,145
Insurance	2	1%	–	–	–	–
Legal	–	*	–	–	–	–
Manufacturing	10	4%	91,250	125,000	130,250	118,100
Pharmaceuticals	1	*	–	–	–	–
Real Estate	–	*	–	–	–	–
Resources (Agriculture, Mining, etc.)	2	1%	–	–	–	–
Telecommunications	11	4%	105,000	120,000	180,000	138,216
Training/Education	4	1%	–	–	–	–
Utility	15	5%	113,000	130,000	138,000	128,113
Other	17	6%	103,500	125,000	146,000	129,257

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	58	20%	98,000	120,000	153,750	134,175
100 to 299	26	9%	100,000	126,000	150,000	132,281
300 to 999	55	19%	95,000	116,000	143,000	122,466
1,000 to 2,499	39	14%	100,000	130,000	150,000	133,442
2,500 to 4,999	31	11%	103,000	130,000	158,000	133,114
5,000 to 9,999	30	11%	102,500	125,000	145,000	125,850
10,000 or more	45	16%	120,000	139,000	170,000	146,209

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	32	15%	95,750	113,500	129,375	118,045
5 to 9 people	89	43%	106,675	130,000	160,000	136,517
10 to 14 people	44	21%	115,000	130,000	144,750	130,791
15 to 19 people	17	8%	116,000	145,000	162,000	151,676
20 or more people	26	13%	111,313	152,000	212,500	168,712

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	20	8%	75,756	96,500	128,750	100,233
\$100,000 to \$499,999	58	22%	94,000	118,500	130,250	117,908
\$500,000 to \$999,999	48	18%	97,750	120,000	139,250	120,589
\$1 million to \$10 million	99	38%	110,000	135,000	160,000	141,659
More than \$10 million	38	14%	120,000	145,000	210,000	165,337

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	4	1%	10	4%	264	95%
Director of Project Management Office (PMO)	1	6%	–	*	17	94%
Portfolio Manager	–	*	1	5%	19	95%
Program Manager	–	*	1	2%	48	98%
Project Manager III	2	3%	5	6%	74	93%
Project Manager II	1	2%	2	4%	48	94%
Project Manager I	–	*	–	*	23	100%
Project Management Specialist	–	*	1	7%	14	93%
Project Management Consultant	–	*	–	*	21	100%

Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	51	18%	186	66%	54	19%
Director of Project Management Office (PMO)	5	28%	13	72%	1	6%
Portfolio Manager	3	15%	11	55%	4	20%
Program Manager	9	18%	35	71%	12	24%
Project Manager III	14	17%	56	68%	15	18%
Project Manager II	10	20%	37	73%	11	22%
Project Manager I	3	13%	11	46%	1	4%
Project Management Specialist	2	13%	10	67%	5	33%
Project Management Consultant	5	22%	13	57%	5	22%

Employee Benefits Offered by Position Description (Cont'd)

	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	4	1%	1	*
Director of Project Management Office (PMO)	1	6%	–	*
Portfolio Manager	–	*	–	*
Program Manager	–	*	–	*
Project Manager III	–	*	–	*
Project Manager II	1	2%	–	*
Project Manager I	–	*	1	4%
Project Management Specialist	1	7%	–	*
Project Management Consultant	1	4%	–	*

Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	269	17.7	238	18.6
Director of Project Management Office (PMO)	18	17.8	16	21.1
Portfolio Manager	20	18.6	17	19.4
Program Manager	48	19.0	44	19.4
Project Manager III	77	17.3	71	17.2
Project Manager II	47	18.3	43	19.8
Project Manager I	23	15.3	16	17.4
Project Management Specialist	14	17.1	12	17.3
Project Management Consultant	22	17.4	19	18.7

Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	11	4%	139	49%	28	10%
Director of Project Management Office (PMO)	1	6%	8	44%	3	17%
Portfolio Manager	1	5%	12	60%	2	10%
Program Manager	–	*	28	57%	3	6%
Project Manager III	3	4%	43	52%	8	10%
Project Manager II	3	6%	22	43%	8	16%
Project Manager I	2	8%	7	29%	1	4%
Project Management Specialist	1	7%	9	60%	–	*
Project Management Consultant	–	*	10	45%	3	14%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	279	39.7	278	44.4
Director of Project Management Office (PMO)	17	39.6	18	42.6
Portfolio Manager	20	39.5	20	46.8
Program Manager	49	40.0	49	46.9
Project Manager III	83	39.4	82	44.0
Project Manager II	50	40.1	50	42.5
Project Manager I	24	40.4	23	47.0
Project Management Specialist	15	39.3	14	43.0
Project Management Consultant	21	38.7	22	42.4

Annualized Salary by Position Description—Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	7	13%	-	-	-	-
Portfolio Manager	3	5%	-	-	-	-
Program Manager	7	13%	-	-	-	-
Project Manager III	18	32%	141,250	177,500	204,000	182,778
Project Manager II	8	14%	-	-	-	-
Project Manager I	5	9%	-	-	-	-
Project Management Specialist	1	2%	-	-	-	-
Project Management Consultant	7	13%	-	-	-	-

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	11	5%	123,000	140,760	165,000	143,705
Portfolio Manager	17	7%	125,000	158,000	180,750	162,824
Program Manager	42	18%	119,000	135,000	154,750	138,598
Project Manager III	66	29%	106,825	120,000	140,091	125,581
Project Manager II	43	19%	94,000	105,000	120,000	107,659
Project Manager I	19	8%	73,500	78,022	97,000	86,298
Project Management Specialist	14	6%	75,000	105,500	123,950	109,007
Project Management Consultant	16	7%	90,500	125,000	153,000	125,329

DETAILED FINDINGS—All Respondents

Nigeria

Total Compensation (in Nigerian Naira)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	318	4,958,025	8,000,000	13,000,000	10,547,552
Total Compensation	318	5,606,750	9,500,000	15,512,265	12,475,097

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	–	*	Decrease	–	*
Remained the same	7	5%	Remain the same	–	*
Increased less than 1%	–	*	Increase less than 1%	1	*
Increased 1% to 2.9%	14	10%	Increase 1% to 2.9%	21	9%
Increased 3% to 3.9%	13	9%	Increase 3% to 3.9%	6	3%
Increased 4% to 4.9%	2	1%	Increase 4% to 4.9%	2	1%
Increased 5% to 6.9%	31	22%	Increase 5% to 6.9%	32	14%
Increased 7% to 9.9%	12	9%	Increase 7% to 9.9%	8	3%
Increased 10% to 14.9%	25	18%	Increase 10% to 14.9%	46	20%
Increased 15% to 19.9%	10	7%	Increase 15% to 19.9%	17	7%
Increased 20% to 24.9%	8	6%	Increase 20% to 24.9%	22	10%
Increased 25% to 29.9%	5	4%	Increase 25% to 29.9%	21	9%
Increased 30% or greater	12	9%	Increase 30% or greater	53	23%
Mean Change	10.6		Mean Change	18.5	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	17	5%	7,500,000	12,000,000	27,500,000	17,610,880
Portfolio Manager	24	8%	10,850,000	17,089,391	21,471,281	19,119,608
Program Manager	58	18%	5,000,000	9,300,000	13,000,000	11,507,926
Project Manager III	57	18%	6,000,000	8,000,000	13,000,000	10,624,500
Project Manager II	40	13%	3,975,000	7,600,000	14,675,000	9,758,132
Project Manager I	69	22%	3,600,000	6,000,000	9,050,000	6,924,920
Project Management Specialist	31	10%	4,200,000	7,000,000	10,000,000	8,035,179
Project Management Consultant	22	7%	5,850,000	7,900,000	12,411,000	9,344,298

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	–	*	–	–	–	–
3 < 5 years	4	1%	–	–	–	–
5 < 10 years	76	24%	3,413,000	5,000,000	8,375,000	6,487,828
10 < 15 years	120	38%	5,000,000	7,176,000	12,000,000	9,498,917
15 < 20 years	63	20%	6,000,000	10,000,000	14,000,000	11,989,566
20 years or more	55	17%	9,600,000	14,400,000	21,600,000	17,193,708

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	13	4%	3,000,000	5,760,000	6,900,000	6,042,373
3 < 5 years	49	15%	3,262,000	5,200,000	9,000,000	6,831,917
5 < 10 years	144	45%	4,800,000	7,798,061	12,000,000	9,647,453
10 < 15 years	89	28%	6,792,500	10,660,345	16,000,000	12,690,351
15 < 20 years	15	5%	4,800,000	8,000,000	20,000,000	11,132,200
20 years or more	8	3%	-	-	-	-

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	-	*	-	-	-	-
Some college or associate degree	1	*	-	-	-	-
4-year college degree	119	37%	4,500,000	6,600,000	11,021,041	9,530,568
Master's degree	191	60%	5,280,000	9,100,000	14,000,000	11,116,090
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	40	13%	6,451,250	9,000,000	13,000,000	10,729,119
No degree in PM	276	87%	4,800,000	7,698,061	13,000,000	10,536,075

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	267	84%	5,000,000	8,640,000	13,000,000	10,726,046
PMP for less than 1 year	9	3%	-	-	-	-
PMP for 1 < 5 years	150	57%	4,408,500	7,550,000	12,087,500	9,207,033
PMP for 5 < 10 years	72	27%	6,451,250	10,000,000	15,388,500	12,484,869
PMP for 10 < 20 years	32	12%	7,050,000	12,000,000	19,500,000	15,399,171
PMP for 20+ years	-	*	-	-	-	-
Do not have a PMP certification	51	16%	4,200,000	6,400,000	11,000,000	9,613,086

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	249	78%	5,000,000	8,200,000	13,000,000	10,884,108
Female	69	22%	4,050,000	7,500,000	12,175,000	9,333,025

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	19	6%	4,000,000	9,200,000	12,400,000	9,615,276
Consulting	13	4%	5,100,000	10,516,419	12,822,000	9,123,811
Customer Service/Public Relations	5	2%	–	–	–	–
Engineering	39	12%	5,400,000	8,000,000	15,000,000	11,751,370
Finance	8	3%	–	–	–	–
Human Resources	–	*	–	–	–	–
Information Technology/Information Systems	37	12%	5,250,000	8,000,000	11,950,000	10,678,968
Operations/Manufacturing	19	6%	3,000,000	6,000,000	14,000,000	10,362,387
Project Management Department or PMO	127	40%	4,800,000	7,500,000	12,664,000	10,254,013
Quality Management	5	2%	–	–	–	–
Research and Development	4	1%	–	–	–	–
Sales/Marketing	19	6%	5,000,000	9,780,000	12,350,000	9,345,249
Supply Chain Management/Logistics	6	2%	–	–	–	–
Training/Education	2	1%	–	–	–	–
Other	15	5%	7,000,000	11,000,000	24,000,000	14,765,867

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	–	*	–	–	–	–
Business Services	1	*	–	–	–	–
Construction	34	11%	4,795,313	6,876,000	10,650,000	8,551,801
Consulting	19	6%	5,000,000	8,000,000	12,000,000	9,446,286
Engineering	31	10%	3,900,000	6,000,000	14,000,000	9,999,218
Financial Services	42	13%	5,000,000	7,900,000	10,250,000	8,556,729
Food and Beverage	7	2%	–	–	–	–
Government	18	6%	6,151,250	9,500,000	13,500,000	10,580,549
Healthcare	7	2%	–	–	–	–
Information Technology	37	12%	4,560,000	6,000,000	11,500,000	10,222,121
Insurance	1	*	–	–	–	–
Legal	–	*	–	–	–	–
Manufacturing	9	3%	–	–	–	–
Pharmaceuticals	–	*	–	–	–	–
Real Estate	8	3%	–	–	–	–
Resources (Agriculture, Mining, etc.)	34	11%	8,959,267	12,200,000	21,813,843	17,216,863
Telecommunications	47	15%	5,000,000	9,600,000	13,000,000	10,460,822
Training/Education	1	*	–	–	–	–
Utility	9	3%	–	–	–	–
Other	13	4%	6,200,000	9,000,000	18,230,000	11,373,141

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	70	22%	3,900,000	6,000,000	10,745,259	8,682,173
100 to 299	52	16%	4,267,500	6,600,000	11,750,000	8,146,148
300 to 999	49	15%	5,450,000	9,780,000	15,800,000	12,233,871
1,000 to 2,499	45	14%	4,816,050	8,400,000	15,700,000	10,640,929
2,500 to 4,999	44	14%	5,425,000	9,300,000	12,750,000	10,474,999
5,000 to 9,999	30	9%	6,300,000	8,918,534	14,250,000	12,400,045
10,000 or more	28	9%	7,164,000	12,000,000	21,471,281	14,698,820

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	34	13%	3,600,000	7,150,000	15,375,000	10,055,001
5 to 9 people	76	29%	5,012,500	8,000,000	13,150,000	11,080,663
10 to 14 people	60	23%	5,325,000	8,918,534	12,603,150	10,475,926
15 to 19 people	25	9%	5,500,000	8,000,000	14,500,000	11,597,592
20 or more people	69	26%	4,900,000	7,600,000	14,400,000	11,164,757

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	48	16%	3,006,000	5,500,000	10,287,314	7,339,004
\$100,000 to \$499,999	75	26%	5,050,000	7,500,000	11,000,000	8,834,288
\$500,000 to \$999,999	35	12%	4,200,000	6,000,000	12,000,000	7,733,990
\$1 million to \$10 million	96	33%	5,640,000	9,952,480	15,750,000	11,911,001
More than \$10 million	38	13%	7,200,000	13,600,000	24,000,000	17,872,955

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	3	1%	15	5%	296	94%
Director of Project Management Office (PMO)	–	*	3	18%	14	82%
Portfolio Manager	1	4%	1	4%	22	92%
Program Manager	2	4%	2	4%	52	93%
Project Manager III	–	*	3	5%	52	95%
Project Manager II	–	*	1	3%	39	98%
Project Manager I	–	*	2	3%	67	97%
Project Management Specialist	–	*	2	6%	29	94%
Project Management Consultant	–	*	1	5%	21	95%

Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	159	50%	193	61%	88	28%
Director of Project Management Office (PMO)	12	71%	10	59%	5	29%
Portfolio Manager	17	71%	18	75%	11	46%
Program Manager	28	49%	41	72%	20	35%
Project Manager III	29	51%	39	68%	19	33%
Project Manager II	25	63%	23	58%	9	23%
Project Manager I	25	36%	39	57%	15	22%
Project Management Specialist	18	58%	15	48%	8	26%
Project Management Consultant	5	23%	8	36%	1	5%

Employee Benefits Offered by Position Description (Cont'd)

	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	179	56%	35	11%
Director of Project Management Office (PMO)	13	76%	2	12%
Portfolio Manager	16	67%	3	13%
Program Manager	26	46%	12	21%
Project Manager III	32	56%	4	7%
Project Manager II	30	75%	6	15%
Project Manager I	37	54%	6	9%
Project Management Specialist	17	55%	2	6%
Project Management Consultant	8	36%	–	*

Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	302	21.5	182	25.0
Director of Project Management Office (PMO)	16	21.9	13	20.6
Portfolio Manager	24	20.9	15	20.9
Program Manager	56	22.3	35	29.3
Project Manager III	54	21.5	32	24.8
Project Manager II	38	23.8	23	23.6
Project Manager I	62	21.6	33	27.5
Project Management Specialist	31	20.4	19	24.0
Project Management Consultant	21	17.5	12	20.9

Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	50	16%	248	79%	6	2%
Director of Project Management Office (PMO)	1	6%	15	88%	1	6%
Portfolio Manager	5	21%	19	79%	–	*
Program Manager	12	21%	49	84%	1	2%
Project Manager III	9	16%	46	82%	–	*
Project Manager II	4	10%	33	85%	1	3%
Project Manager I	9	13%	52	76%	3	4%
Project Management Specialist	8	26%	23	74%	–	*
Project Management Consultant	2	9%	11	50%	–	*

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	307	40.1	309	46.7
Director of Project Management Office (PMO)	17	38.7	17	43.0
Portfolio Manager	24	38.4	23	46.9
Program Manager	54	39.9	57	48.4
Project Manager III	54	40.8	54	47.4
Project Manager II	38	40.2	39	45.9
Project Manager I	68	40.9	68	48.4
Project Management Specialist	30	39.0	30	42.6
Project Management Consultant	22	40.2	21	45.0

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	5	11%	-	-	-	-
Program Manager	5	11%	-	-	-	-
Project Manager III	6	14%	-	-	-	-
Project Manager II	3	7%	-	-	-	-
Project Manager I	10	23%	2,550,000	3,900,000	11,750,000	6,510,000
Project Management Specialist	2	5%	-	-	-	-
Project Management Consultant	10	23%	4,740,000	9,600,000	12,411,000	8,950,400

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	14	5%	9,378,720	14,000,000	26,250,000	17,264,640
Portfolio Manager	19	7%	10,559,609	17,000,000	21,600,000	19,933,253
Program Manager	53	19%	5,165,000	9,600,000	13,000,000	11,446,409
Project Manager III	51	19%	6,000,000	8,000,000	13,000,000	10,615,519
Project Manager II	37	14%	4,050,000	7,200,000	14,950,000	9,857,440
Project Manager I	59	22%	3,800,000	6,000,000	9,000,000	6,995,245
Project Management Specialist	29	11%	4,200,000	7,000,000	10,400,000	8,313,467
Project Management Consultant	12	4%	6,000,000	7,885,719	13,887,282	9,672,547

DETAILED FINDINGS—All Respondents

Pakistan

Total Compensation (in Pakistan Rupees)					
COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	173	1,420,700	2,114,415	3,412,500	2,710,069
Total Compensation	173	1,574,000	2,400,000	3,892,000	3,096,911

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	12	7%	Decrease	–	*
Remained the same	69	41%	Remain the same	40	24%
Increased less than 1%	–	*	Increase less than 1%	–	*
Increased 1% to 2.9%	4	2%	Increase 1% to 2.9%	6	4%
Increased 3% to 3.9%	3	2%	Increase 3% to 3.9%	3	2%
Increased 4% to 4.9%	3	2%	Increase 4% to 4.9%	2	1%
Increased 5% to 6.9%	13	8%	Increase 5% to 6.9%	12	7%
Increased 7% to 9.9%	22	13%	Increase 7% to 9.9%	11	7%
Increased 10% to 14.9%	17	10%	Increase 10% to 14.9%	45	27%
Increased 15% to 19.9%	11	7%	Increase 15% to 19.9%	12	7%
Increased 20% to 24.9%	7	4%	Increase 20% to 24.9%	17	10%
Increased 25% to 29.9%	3	2%	Increase 25% to 29.9%	6	4%
Increased 30% or greater	4	2%	Increase 30% or greater	15	9%
Mean Change	5.5		Mean Change	11.3	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	17	10%	2,340,000	2,880,000	6,350,000	4,114,871
Portfolio Manager	11	6%	1,770,000	2,640,000	6,000,000	4,020,123
Program Manager	31	18%	1,500,000	3,000,000	4,800,000	3,363,656
Project Manager III	28	16%	1,620,000	3,050,000	3,742,000	3,086,295
Project Manager II	24	14%	1,556,250	2,350,000	2,895,000	2,225,462
Project Manager I	37	21%	1,021,000	1,500,000	1,956,000	1,575,747
Project Management Specialist	19	11%	1,080,000	1,740,000	2,100,000	1,855,567
Project Management Consultant	6	3%	–	–	–	–

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	1	1%	–	–	–	–
3 < 5 years	4	2%	–	–	–	–
5 < 10 years	33	19%	1,000,000	1,200,000	1,770,000	1,519,815
10 < 15 years	59	34%	1,500,000	2,040,000	2,600,000	2,418,649
15 < 20 years	37	21%	1,800,000	2,650,000	4,190,000	3,167,712
20 years or more	39	23%	2,400,000	3,240,000	5,003,000	3,959,291

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	6	3%	-	-	-	-
3 < 5 years	17	10%	975,000	1,400,000	2,200,000	1,636,406
5 < 10 years	78	45%	1,423,851	1,990,000	3,075,000	2,538,039
10 < 15 years	50	29%	1,500,000	2,400,000	3,330,000	2,735,139
15 < 20 years	17	10%	3,384,000	4,000,000	7,800,000	5,322,765
20 years or more	5	3%	-	-	-	-

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 degree	-	*	-	-	-	-
4-year college degree	48	28%	1,710,000	2,280,000	3,075,000	2,825,853
Master's degree	118	68%	1,410,050	2,082,000	3,525,000	2,684,658
Doctoral degree	5	3%	-	-	-	-

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	68	39%	1,200,000	1,770,000	2,400,000	2,168,035
No degree in PM	105	61%	1,767,000	2,400,000	3,900,000	3,061,100

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	148	86%	1,437,000	2,274,000	3,438,750	2,719,129
PMP for less than 1 year	3	2%	-	-	-	-
PMP for 1 < 5 years	94	65%	1,287,500	1,913,000	2,700,000	2,279,637
PMP for 5 < 10 years	31	21%	1,770,000	2,800,000	5,000,000	3,318,463
PMP for 10 < 20 years	17	12%	2,400,000	3,900,000	5,750,000	4,519,059
PMP for 20+ years	-	*	-	-	-	-
Do not have a PMP certification	25	14%	1,110,000	1,932,000	3,348,000	2,656,433

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	161	94%	1,452,000	2,268,000	3,508,451	2,765,752
Female	10	6%	1,060,000	1,653,700	2,644,570	1,965,574

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	11	6%	1,200,000	1,560,000	2,400,000	2,071,818
Consulting	6	3%	-	-	-	-
Customer Service/Public Relations	1	1%	-	-	-	-
Engineering	24	14%	1,411,903	1,800,000	2,400,000	2,081,690
Finance	1	1%	-	-	-	-
Human Resources	-	*	-	-	-	-
Information Technology/Information Systems	29	17%	2,100,000	3,600,000	4,500,000	3,835,984
Operations/Manufacturing	11	6%	1,500,000	1,764,000	3,465,000	2,592,577
Project Management Department or PMO	70	40%	1,287,500	1,990,000	2,900,800	2,500,775
Quality Management	5	3%	-	-	-	-
Research and Development	1	1%	-	-	-	-
Sales/Marketing	2	1%	-	-	-	-
Supply Chain Management/Logistics	2	1%	-	-	-	-
Training/Education	3	2%	-	-	-	-
Other	7	4%	-	-	-	-

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	3	2%	-	-	-	-
Business Services	1	1%	-	-	-	-
Construction	29	17%	1,560,000	1,800,000	2,400,000	2,150,895
Consulting	6	3%	-	-	-	-
Engineering	20	12%	1,200,000	1,740,000	2,400,000	2,088,108
Financial Services	5	3%	-	-	-	-
Food and Beverage	3	2%	-	-	-	-
Government	9	5%	-	-	-	-
Healthcare	6	3%	-	-	-	-
Information Technology	42	24%	2,005,000	2,645,000	3,750,000	3,206,431
Insurance	1	1%	-	-	-	-
Legal	-	*	-	-	-	-
Manufacturing	10	6%	2,542,500	3,700,000	5,745,000	4,449,870
Pharmaceuticals	-	*	-	-	-	-
Real Estate	1	1%	-	-	-	-
Resources (Agriculture, Mining, etc.)	7	4%	-	-	-	-
Telecommunications	9	5%	-	-	-	-
Training/Education	4	2%	-	-	-	-
Utility	3	2%	-	-	-	-
Other	14	8%	1,322,856	2,022,000	3,533,000	2,657,644

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	23	13%	1,200,000	1,500,000	2,580,000	2,242,496
100 to 299	23	13%	1,300,000	2,040,000	3,300,000	2,419,006
300 to 999	40	23%	1,590,000	2,016,000	3,018,000	2,626,503
1,000 to 2,499	23	13%	1,692,000	2,400,000	3,600,000	2,673,481
2,500 to 4,999	24	14%	1,530,000	2,446,380	4,470,000	3,390,983
5,000 to 9,999	19	11%	1,224,000	2,100,000	3,360,000	2,849,263
10,000 or more	21	12%	1,375,000	2,400,000	3,864,000	2,836,074

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	12	8%	1,500,000	2,022,000	2,925,000	2,146,400
5 to 9 people	32	22%	1,850,000	2,575,000	4,403,688	3,435,765
10 to 14 people	37	25%	1,635,600	2,400,000	3,758,451	2,959,633
15 to 19 people	12	8%	2,310,000	2,880,000	3,925,000	3,210,534
20 or more people	53	36%	1,200,000	1,932,000	3,000,000	2,523,951

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	32	21%	1,286,750	2,089,208	3,133,000	2,336,111
\$100,000 to \$499,999	37	24%	1,695,600	2,400,000	3,600,000	3,291,040
\$500,000 to \$999,999	23	15%	1,300,000	1,932,000	3,700,000	2,707,791
\$1 million to \$10 million	36	23%	1,435,050	2,160,000	3,312,000	2,584,059
More than \$10 million	28	18%	1,402,851	1,866,000	3,396,000	2,816,624

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	7	4%	3	2%	161	94%
Director of Project Management Office (PMO)	1	6%	–	*	16	94%
Portfolio Manager	2	18%	–	*	9	82%
Program Manager	1	3%	–	*	30	97%
Project Manager III	1	4%	–	*	26	96%
Project Manager II	1	4%	–	*	22	96%
Project Manager I	1	3%	1	3%	35	95%
Project Management Specialist	–	*	2	11%	17	89%
Project Management Consultant	–	*	–	*	6	100%

Employee Benefits Offered by Position Description						
	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	96	56%	115	67%	67	39%
Director of Project Management Office (PMO)	13	76%	11	65%	6	35%
Portfolio Manager	7	64%	10	91%	8	73%
Program Manager	21	70%	17	57%	12	40%
Project Manager III	15	54%	20	71%	11	39%
Project Manager II	14	58%	18	75%	9	38%
Project Manager I	13	35%	26	70%	12	32%
Project Management Specialist	10	53%	10	53%	5	26%
Project Management Consultant	3	50%	3	50%	4	67%

Employee Benefits Offered by Position Description (Cont'd)				
	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	48	28%	13	8%
Director of Project Management Office (PMO)	4	24%	2	12%
Portfolio Manager	4	36%	1	9%
Program Manager	8	27%	3	10%
Project Manager III	8	29%	3	11%
Project Manager II	5	21%	1	4%
Project Manager I	9	24%	2	5%
Project Management Specialist	6	32%	1	5%
Project Management Consultant	4	67%	–	*

Mean Number of Vacation Days by Position Description				
	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	163	23.0	114	28.9
Director of Project Management Office (PMO)	15	20.6	9	34.6
Portfolio Manager	11	18.7	5	22.0
Program Manager	28	20.5	21	31.5
Project Manager III	27	23.0	20	25.1
Project Manager II	22	25.3	16	30.8
Project Manager I	37	24.0	27	25.3
Project Management Specialist	17	24.1	11	31.9
Project Management Consultant	6	31.0	5	37.0

Pension Plans Offered by Position Description						
	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	26	15%	54	31%	20	12%
Director of Project Management Office (PMO)	1	6%	7	41%	3	18%
Portfolio Manager	2	18%	3	27%	2	18%
Program Manager	5	16%	8	26%	3	10%
Project Manager III	6	21%	7	25%	3	11%
Project Manager II	6	25%	10	42%	3	13%
Project Manager I	4	11%	10	28%	4	11%
Project Management Specialist	1	5%	8	42%	1	5%
Project Management Consultant	1	17%	1	17%	1	17%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	168	41.7	162	49.0
Director of Project Management Office (PMO)	17	41.1	17	52.9
Portfolio Manager	10	41.6	9	46.7
Program Manager	31	41.8	30	48.4
Project Manager III	26	42.5	24	50.6
Project Manager II	24	40.1	23	48.0
Project Manager I	36	41.6	36	48.1
Project Management Specialist	18	43.8	17	47.3
Project Management Consultant	6	41.7	6	52.0

Annualized Salary by Position Description—Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	2	14%	-	-	-	-
Portfolio Manager	1	7%	-	-	-	-
Program Manager	2	14%	-	-	-	-
Project Manager III	4	29%	-	-	-	-
Project Manager II	1	7%	-	-	-	-
Project Manager I	1	7%	-	-	-	-
Project Management Specialist	2	14%	-	-	-	-
Project Management Consultant	1	7%	-	-	-	-

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	15	9%	2,280,000	2,880,000	7,200,000	4,210,187
Portfolio Manager	10	6%	1,747,500	2,520,000	5,124,103	3,588,614
Program Manager	29	18%	1,482,000	3,000,000	4,750,000	3,368,046
Project Manager III	24	15%	1,560,000	3,150,000	3,864,000	3,136,511
Project Manager II	23	14%	1,800,000	2,400,000	3,000,000	2,258,090
Project Manager I	36	23%	985,500	1,464,000	1,929,000	1,564,517
Project Management Specialist	17	11%	1,246,700	1,740,000	2,250,000	1,909,163
Project Management Consultant	5	3%	-	-	-	-

DETAILED FINDINGS—All Respondents

Peru

Total Compensation (in Peruvian Nuevo Sol)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	311	76,000	120,000	168,000	131,919
Total Compensation	311	84,000	120,000	188,300	146,179

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	29	10%	Decrease	4	1%
Remained the same	172	56%	Remain the same	89	29%
Increased less than 1%	–	*	Increase less than 1%	3	1%
Increased 1% to 2.9%	7	2%	Increase 1% to 2.9%	16	5%
Increased 3% to 3.9%	14	5%	Increase 3% to 3.9%	9	3%
Increased 4% to 4.9%	8	3%	Increase 4% to 4.9%	8	3%
Increased 5% to 6.9%	30	10%	Increase 5% to 6.9%	44	14%
Increased 7% to 9.9%	6	2%	Increase 7% to 9.9%	5	2%
Increased 10% to 14.9%	13	4%	Increase 10% to 14.9%	42	14%
Increased 15% to 19.9%	6	2%	Increase 15% to 19.9%	23	8%
Increased 20% to 24.9%	12	4%	Increase 20% to 24.9%	25	8%
Increased 25% to 29.9%	3	1%	Increase 25% to 29.9%	13	4%
Increased 30% or greater	5	2%	Increase 30% or greater	23	8%
Mean Change	2.9		Mean Change	9.0	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	21	7%	81,500	120,000	310,500	187,871
Portfolio Manager	24	8%	122,642	165,000	237,500	187,033
Program Manager	32	10%	99,750	149,200	168,000	143,247
Project Manager III	43	14%	84,000	125,000	200,000	150,338
Project Manager II	67	22%	80,000	120,000	161,000	128,666
Project Manager I	50	16%	60,000	84,000	125,750	104,010
Project Management Specialist	48	15%	60,536	84,000	120,000	102,064
Project Management Consultant	26	8%	60,000	99,000	142,500	108,616

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	1	*	–	–	–	–
3 < 5 years	9	3%	–	–	–	–
5 < 10 years	43	14%	53,200	78,400	96,000	78,682
10 < 15 years	92	30%	81,825	117,000	160,000	123,584
15 < 20 years	66	21%	71,050	120,000	168,500	134,578
20 years or more	100	32%	107,434	147,500	217,103	167,283

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	8	3%	–	–	–	–
3 < 5 years	36	12%	49,125	77,750	121,350	89,399
5 < 10 years	119	38%	70,000	93,700	128,000	106,678
10 < 15 years	91	29%	106,400	150,000	201,500	160,088
15 < 20 years	31	10%	103,730	132,000	200,000	163,883
20 years or more	26	8%	120,000	208,735	242,250	190,896

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 degree	8	3%	–	–	–	–
4-year college degree	101	32%	60,000	84,000	137,500	102,202
Master's degree	190	61%	90,000	124,583	196,245	149,365
Doctoral degree	10	3%	58,750	104,365	127,500	99,347

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	190	61%	72,000	113,500	171,674	133,109
No degree in PM	121	39%	82,050	120,000	161,000	130,050

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	260	84%	81,300	120,000	170,000	137,155
PMP for less than 1 year	5	2%	–	–	–	–
PMP for 1 < 5 years	129	50%	64,000	98,000	140,000	108,922
PMP for 5 < 10 years	77	30%	112,000	160,000	210,000	165,663
PMP for 10 < 20 years	45	17%	120,000	150,000	226,000	176,494
PMP for 20+ years	2	1%	–	–	–	–
Do not have a PMP certification	51	16%	62,145	84,000	124,600	105,224

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	267	86%	76,500	120,000	170,000	135,570
Female	44	14%	73,000	100,743	141,000	109,761

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	35	11%	70,000	154,000	201,500	149,260
Consulting	22	7%	60,000	99,368	181,000	136,158
Customer Service/Public Relations	3	1%	–	–	–	–
Engineering	41	13%	60,250	86,988	158,000	116,276
Finance	3	1%	–	–	–	–
Human Resources	1	*	–	–	–	–
Information Technology/Information Systems	59	19%	90,000	120,000	150,000	121,897
Operations/Manufacturing	19	6%	55,000	120,000	144,000	120,600
Project Management Department or PMO	106	34%	81,200	120,000	177,671	142,166
Quality Management	4	1%	–	–	–	–
Research and Development	1	*	–	–	–	–
Sales/Marketing	3	1%	–	–	–	–
Supply Chain Management/Logistics	2	1%	–	–	–	–
Training/Education	1	*	–	–	–	–
Other	11	4%	53,200	103,730	132,000	107,775

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	–	*	–	–	–	–
Business Services	2	1%	–	–	–	–
Construction	61	20%	60,000	98,000	167,009	128,952
Consulting	24	8%	67,000	100,800	134,250	119,243
Engineering	28	9%	51,000	96,000	177,000	129,870
Financial Services	10	3%	58,500	90,000	120,000	92,760
Food and Beverage	5	2%	–	–	–	–
Government	16	5%	76,500	120,000	150,000	124,738
Healthcare	5	2%	–	–	–	–
Information Technology	48	15%	90,925	121,000	168,000	143,016
Insurance	6	2%	–	–	–	–
Legal	–	*	–	–	–	–
Manufacturing	7	2%	–	–	–	–
Pharmaceuticals	–	*	–	–	–	–
Real Estate	2	1%	–	–	–	–
Resources (Agriculture, Mining, etc.)	37	12%	92,494	132,000	203,250	153,958
Telecommunications	32	10%	85,500	117,000	160,000	136,263
Training/Education	6	2%	–	–	–	–
Utility	5	2%	–	–	–	–
Other	17	5%	83,500	120,000	155,000	120,594

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	59	19%	72,000	108,735	140,000	119,778
100 to 299	42	14%	89,000	120,000	172,500	130,670
300 to 999	58	19%	83,750	121,000	178,521	136,998
1,000 to 2,499	62	20%	63,750	99,000	166,250	122,944
2,500 to 4,999	29	9%	81,900	126,000	159,000	148,017
5,000 to 9,999	19	6%	80,000	120,000	148,400	109,674
10,000 or more	42	14%	80,850	129,800	212,500	155,406

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	54	22%	75,000	111,500	151,000	122,320
5 to 9 people	82	34%	72,000	113,200	151,500	124,674
10 to 14 people	39	16%	98,000	120,000	200,000	154,197
15 to 19 people	16	7%	77,500	117,500	192,735	135,810
20 or more people	53	22%	80,000	144,000	210,000	154,705

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	53	18%	60,000	82,500	122,875	94,109
\$100,000 to \$499,999	72	25%	74,291	111,000	140,000	118,477
\$500,000 to \$999,999	35	12%	84,000	125,000	191,883	148,804
\$1 million to \$10 million	80	27%	81,000	120,000	204,750	141,675
More than \$10 million	52	18%	90,600	152,000	221,250	167,398

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	30	10%	4	1%	269	89%
Director of Project Management Office (PMO)	3	14%	–	*	18	86%
Portfolio Manager	–	*	–	*	24	100%
Program Manager	4	13%	1	3%	26	84%
Project Manager III	7	18%	1	3%	31	79%
Project Manager II	5	8%	1	2%	60	91%
Project Manager I	8	17%	1	2%	39	81%
Project Management Specialist	3	6%	–	*	45	94%
Project Management Consultant	–	*	–	*	26	100%

Employee Benefits Offered by Position Description						
	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	57	19%	175	57%	129	42%
Director of Project Management Office (PMO)	8	38%	14	67%	11	52%
Portfolio Manager	6	25%	14	58%	11	46%
Program Manager	3	10%	21	68%	13	42%
Project Manager III	6	14%	25	58%	19	44%
Project Manager II	17	26%	44	67%	24	36%
Project Manager I	6	12%	24	48%	21	42%
Project Management Specialist	7	15%	25	53%	25	53%
Project Management Consultant	4	16%	8	32%	5	20%

Employee Benefits Offered by Position Description (Cont'd)				
	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	18	6%	14	5%
Director of Project Management Office (PMO)	1	5%	1	5%
Portfolio Manager	1	4%	–	*
Program Manager	1	3%	1	3%
Project Manager III	4	9%	4	9%
Project Manager II	5	8%	–	*
Project Manager I	1	2%	5	10%
Project Management Specialist	4	9%	3	6%
Project Management Consultant	1	4%	–	*

Mean Number of Vacation Days by Position Description				
	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	305	27.3	204	28.7
Director of Project Management Office (PMO)	21	27.9	15	26.7
Portfolio Manager	24	27.3	17	28.6
Program Manager	31	27.1	21	26.5
Project Manager III	42	27.7	31	29.4
Project Manager II	63	27.0	39	30.1
Project Manager I	50	26.8	28	30.5
Project Management Specialist	48	28.9	31	27.9
Project Management Consultant	26	24.9	22	27.4

Pension Plans Offered by Position Description						
	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	117	38%	116	38%	39	13%
Director of Project Management Office (PMO)	8	38%	5	24%	4	19%
Portfolio Manager	10	42%	9	38%	2	8%
Program Manager	15	48%	8	26%	4	13%
Project Manager III	18	44%	18	44%	3	7%
Project Manager II	25	38%	27	41%	7	11%
Project Manager I	17	34%	21	42%	5	10%
Project Management Specialist	18	38%	18	38%	10	21%
Project Management Consultant	6	24%	10	40%	4	16%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	308	44.3	298	49.7
Director of Project Management Office (PMO)	21	45.4	20	51.4
Portfolio Manager	24	43.5	21	49.2
Program Manager	31	42.3	30	47.5
Project Manager III	41	44.2	39	48.7
Project Manager II	67	44.1	67	50.1
Project Manager I	50	45.4	47	50.5
Project Management Specialist	48	44.2	48	50.8
Project Management Consultant	26	44.7	26	47.8

Annualized Salary by Position Description—Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	5	10%	-	-	-	-
Portfolio Manager	5	10%	-	-	-	-
Program Manager	2	4%	-	-	-	-
Project Manager III	6	12%	-	-	-	-
Project Manager II	8	15%	-	-	-	-
Project Manager I	8	15%	-	-	-	-
Project Management Specialist	10	19%	72,375	93,864	142,500	119,403
Project Management Consultant	8	15%	-	-	-	-

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	16	6%	75,250	117,000	304,750	178,988
Portfolio Manager	19	7%	122,000	145,000	210,000	177,898
Program Manager	30	12%	107,250	150,000	173,971	146,930
Project Manager III	37	14%	83,250	125,000	202,500	149,186
Project Manager II	59	23%	75,000	113,000	160,000	121,426
Project Manager I	42	16%	60,375	90,000	129,803	107,521
Project Management Specialist	38	15%	56,750	84,000	122,621	97,501
Project Management Consultant	18	7%	82,500	100,743	171,150	116,516

DETAILED FINDINGS—All Respondents

Philippines

Total Compensation (in Philippine Pesos)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	213	1,100,000	1,704,000	2,330,600	1,913,849
Total Compensation	213	1,256,500	1,950,000	2,700,000	2,279,560

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	4	2%	Decrease	1	*
Remained the same	87	42%	Remain the same	43	20%
Increased less than 1%	1	*	Increase less than 1%	6	3%
Increased 1% to 2.9%	9	4%	Increase 1% to 2.9%	8	4%
Increased 3% to 3.9%	20	10%	Increase 3% to 3.9%	12	6%
Increased 4% to 4.9%	9	4%	Increase 4% to 4.9%	8	4%
Increased 5% to 6.9%	30	15%	Increase 5% to 6.9%	54	26%
Increased 7% to 9.9%	19	9%	Increase 7% to 9.9%	13	6%
Increased 10% to 14.9%	10	5%	Increase 10% to 14.9%	29	14%
Increased 15% to 19.9%	4	2%	Increase 15% to 19.9%	7	3%
Increased 20% to 24.9%	7	3%	Increase 20% to 24.9%	14	7%
Increased 25% to 29.9%	1	*	Increase 25% to 29.9%	2	1%
Increased 30% or greater	5	2%	Increase 30% or greater	13	6%
Mean Change	4.5		Mean Change	8.0	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	20	9%	2,020,000	3,000,000	3,675,000	3,076,143
Portfolio Manager	19	9%	2,240,000	2,640,000	3,900,000	2,933,524
Program Manager	32	15%	1,305,000	1,800,000	2,272,250	1,970,032
Project Manager III	57	27%	1,200,000	1,765,000	2,501,294	2,021,482
Project Manager II	39	18%	900,000	1,380,000	1,980,000	1,442,363
Project Manager I	26	12%	960,000	1,200,000	1,575,000	1,260,089
Project Management Specialist	10	5%	611,500	846,000	1,248,324	975,186
Project Management Consultant	10	5%	587,500	1,285,000	1,850,000	1,335,815

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	–	*	–	–	–	–
3 < 5 years	4	2%	–	–	–	–
5 < 10 years	18	8%	617,201	1,020,000	1,241,250	1,090,720
10 < 15 years	52	24%	923,700	1,255,000	1,878,750	1,497,835
15 < 20 years	56	26%	1,230,000	1,800,000	2,270,000	1,847,836
20 years or more	83	39%	1,644,000	2,100,000	3,180,000	2,462,804

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	5	2%	–	–	–	–
3 < 5 years	21	10%	576,500	1,199,882	1,525,818	1,198,847
5 < 10 years	80	38%	1,062,460	1,457,000	2,000,000	1,564,497
10 < 15 years	62	29%	1,187,500	1,902,500	2,613,147	2,087,817
15 < 20 years	26	12%	1,688,788	2,130,000	3,316,113	2,559,121
20 years or more	19	9%	1,820,000	3,000,000	3,800,000	2,781,403

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 degree	5	2%	–	–	–	–
4-year college degree	153	72%	1,063,640	1,700,000	2,244,500	1,849,941
Master's degree	52	24%	1,200,000	1,860,000	2,639,441	2,113,783
Doctoral degree	2	1%	–	–	–	–

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	37	17%	1,407,500	2,065,659	3,000,000	2,337,284
No degree in PM	176	83%	1,072,500	1,649,576	2,210,000	1,824,831

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	153	72%	1,200,000	1,860,000	2,600,000	2,045,672
PMP for less than 1 year	5	3%	–	–	–	–
PMP for 1 < 5 years	90	60%	1,064,820	1,484,500	2,072,413	1,617,940
PMP for 5 < 10 years	26	17%	1,761,898	2,500,000	3,346,500	2,754,186
PMP for 10 < 20 years	28	19%	2,055,000	3,000,000	3,296,250	2,863,877
PMP for 20+ years	1	1%	–	–	–	–
Do not have a PMP certification	60	28%	900,750	1,421,163	1,987,500	1,577,698

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	109	52%	1,100,000	1,740,000	2,646,294	2,037,654
Female	100	48%	1,154,788	1,700,000	2,207,500	1,797,065

Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	5	2%	-	-	-	-
Consulting	5	2%	-	-	-	-
Customer Service/Public Relations	2	1%	-	-	-	-
Engineering	12	6%	573,750	663,500	1,187,500	1,042,779
Finance	-	*	-	-	-	-
Human Resources	2	1%	-	-	-	-
Information Technology/Information Systems	50	23%	1,355,750	1,760,000	2,525,000	1,957,933
Operations/Manufacturing	6	3%	-	-	-	-
Project Management Department or PMO	112	53%	1,051,100	1,667,576	2,246,750	1,922,510
Quality Management	2	1%	-	-	-	-
Research and Development	4	2%	-	-	-	-
Sales/Marketing	4	2%	-	-	-	-
Supply Chain Management/Logistics	1	*	-	-	-	-
Training/Education	-	*	-	-	-	-
Other	8	4%	-	-	-	-

Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	-	*	-	-	-	-
Business Services	3	1%	-	-	-	-
Construction	13	6%	1,050,000	1,655,152	2,228,000	1,861,935
Consulting	7	3%	-	-	-	-
Engineering	8	4%	-	-	-	-
Financial Services	21	10%	1,174,941	2,000,000	2,894,294	2,068,958
Food and Beverage	1	*	-	-	-	-
Government	1	*	-	-	-	-
Healthcare	3	1%	-	-	-	-
Information Technology	76	36%	1,200,000	1,800,000	2,208,000	1,893,810
Insurance	5	2%	-	-	-	-
Legal	-	*	-	-	-	-
Manufacturing	6	3%	-	-	-	-
Pharmaceuticals	2	1%	-	-	-	-
Real Estate	2	1%	-	-	-	-
Resources (Agriculture, Mining, etc.)	1	*	-	-	-	-
Telecommunications	34	16%	877,500	1,600,000	2,965,500	1,815,834
Training/Education	-	*	-	-	-	-
Utility	4	2%	-	-	-	-
Other	26	12%	1,263,750	1,798,616	2,518,650	2,089,649



Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	17	8%	816,000	1,440,000	2,000,000	1,466,798
100 to 299	15	7%	800,000	1,300,000	2,000,000	1,698,077
300 to 999	31	15%	1,150,000	1,500,000	2,100,000	1,703,434
1,000 to 2,499	17	8%	1,050,000	1,765,000	2,188,500	1,902,248
2,500 to 4,999	16	8%	1,489,385	2,018,616	3,278,136	2,250,996
5,000 to 9,999	43	20%	1,000,000	1,500,000	2,640,000	1,965,388
10,000 or more	74	35%	1,257,500	1,892,500	2,518,650	2,048,253

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	12	6%	559,872	1,019,800	1,186,200	973,810
5 to 9 people	59	32%	1,200,000	1,700,000	2,000,000	1,805,084
10 to 14 people	49	26%	1,175,000	1,920,000	2,522,300	2,077,842
15 to 19 people	17	9%	1,080,000	1,560,000	2,526,294	1,917,819
20 or more people	50	27%	1,238,169	2,086,338	3,166,500	2,338,174

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	25	13%	834,000	1,200,000	1,760,000	1,419,949
\$100,000 to \$499,999	58	31%	978,000	1,596,300	2,182,250	1,752,268
\$500,000 to \$999,999	31	16%	1,202,676	2,071,200	2,700,000	1,993,216
\$1 million to \$10 million	52	28%	1,395,000	2,082,830	3,259,000	2,416,911
More than \$10 million	23	12%	1,100,000	1,930,854	2,400,000	2,056,270

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	16	8%	18	9%	177	86%
Director of Project Management Office (PMO)	2	10%	2	10%	16	80%
Portfolio Manager	3	16%	2	11%	14	74%
Program Manager	3	10%	4	13%	24	77%
Project Manager III	7	12%	7	12%	46	81%
Project Manager II	1	3%	2	6%	33	94%
Project Manager I	–	*	–	*	26	100%
Project Management Specialist	–	*	1	11%	8	89%
Project Management Consultant	–	*	–	*	10	100%

Employee Benefits Offered by Position Description						
	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	105	50%	162	76%	138	65%
Director of Project Management Office (PMO)	12	60%	18	90%	16	80%
Portfolio Manager	14	74%	16	84%	14	74%
Program Manager	18	58%	25	81%	22	71%
Project Manager III	31	54%	42	74%	38	67%
Project Manager II	13	33%	27	69%	24	62%
Project Manager I	11	42%	21	81%	12	46%
Project Management Specialist	2	20%	6	60%	7	70%
Project Management Consultant	4	40%	7	70%	5	50%

Employee Benefits Offered by Position Description (Cont'd)				
	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	15	7%	4	2%
Director of Project Management Office (PMO)	1	5%	–	*
Portfolio Manager	1	5%	1	5%
Program Manager	1	3%	–	*
Project Manager III	5	9%	2	4%
Project Manager II	2	5%	1	3%
Project Manager I	2	8%	–	*
Project Management Specialist	1	10%	–	*
Project Management Consultant	2	20%	–	*

Mean Number of Vacation Days by Position Description				
	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	205	18.5	173	21.4
Director of Project Management Office (PMO)	19	18.8	16	24.1
Portfolio Manager	19	16.7	19	20.3
Program Manager	30	17.6	25	21.8
Project Manager III	55	19.1	50	21.5
Project Manager II	37	18.8	27	20.4
Project Manager I	26	17.1	19	16.7
Project Management Specialist	10	21.9	8	25.8
Project Management Consultant	9	19.1	9	27.1

Pension Plans Offered by Position Description						
	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	86	41%	61	29%	13	6%
Director of Project Management Office (PMO)	9	45%	8	40%	2	10%
Portfolio Manager	7	37%	6	32%	1	5%
Program Manager	14	45%	8	26%	1	3%
Project Manager III	23	40%	20	35%	4	7%
Project Manager II	13	35%	11	30%	3	8%
Project Manager I	14	56%	2	8%	–	*
Project Management Specialist	4	40%	4	40%	1	10%
Project Management Consultant	2	20%	2	20%	1	10%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	209	40.3	210	48.1
Director of Project Management Office (PMO)	20	40.6	20	48.2
Portfolio Manager	19	39.4	19	45.8
Program Manager	31	40.0	31	49.3
Project Manager III	57	39.8	57	48.6
Project Manager II	37	40.4	37	48.3
Project Manager I	26	42.1	26	49.5
Project Management Specialist	10	39.2	10	48.2
Project Management Consultant	9	41.8	10	41.4

Annualized Salary by Position Description—Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	2	9%	–	–	–	–
Portfolio Manager	1	4%	–	–	–	–
Program Manager	5	22%	–	–	–	–
Project Manager III	4	17%	–	–	–	–
Project Manager II	3	13%	–	–	–	–
Project Manager I	4	17%	–	–	–	–
Project Management Specialist	–	*	–	–	–	–
Project Management Consultant	4	17%	–	–	–	–

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	18	9%	2,060,000	3,000,000	3,900,000	3,142,937
Portfolio Manager	18	9%	2,360,000	2,670,000	3,925,000	2,985,387
Program Manager	27	14%	1,365,000	1,930,854	2,280,000	2,028,334
Project Manager III	53	28%	1,200,000	1,765,000	2,501,294	2,009,094
Project Manager II	36	19%	892,500	1,440,000	1,965,000	1,443,671
Project Manager I	22	12%	949,500	1,201,338	1,575,000	1,266,469
Project Management Specialist	10	5%	611,500	846,000	1,248,324	975,186
Project Management Consultant	6	3%	–	–	–	–

DETAILED FINDINGS—All Respondents

Poland

Total Compensation (in Polish Zloty)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	272	130,000	180,000	240,000	193,385
Total Compensation	272	140,500	200,000	257,300	211,054

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	18	7%	Decrease	2	1%
Remained the same	115	43%	Remain the same	103	38%
Increased less than 1%	–	*	Increase less than 1%	1	*
Increased 1% to 2.9%	14	5%	Increase 1% to 2.9%	12	4%
Increased 3% to 3.9%	23	9%	Increase 3% to 3.9%	12	4%
Increased 4% to 4.9%	9	3%	Increase 4% to 4.9%	7	3%
Increased 5% to 6.9%	27	10%	Increase 5% to 6.9%	36	13%
Increased 7% to 9.9%	15	6%	Increase 7% to 9.9%	3	1%
Increased 10% to 14.9%	20	7%	Increase 10% to 14.9%	39	14%
Increased 15% to 19.9%	8	3%	Increase 15% to 19.9%	20	7%
Increased 20% to 24.9%	10	4%	Increase 20% to 24.9%	21	8%
Increased 25% to 29.9%	6	2%	Increase 25% to 29.9%	7	3%
Increased 30% or greater	4	1%	Increase 30% or greater	7	3%
Mean Change	4.3		Mean Change	6.9	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Portfolio Manager	17	6%	189,600	230,000	352,500	262,313
Program Manager	58	21%	148,800	202,000	240,000	206,984
Project Manager III	78	29%	147,000	180,000	234,219	187,370
Project Manager II	57	21%	106,500	144,000	191,000	157,253
Project Manager I	20	7%	97,200	125,000	188,700	141,865
Project Management Specialist	8	3%	–	–	–	–
Project Management Consultant	10	4%	153,300	204,482	280,000	242,653
Project Management Consultant	11	5%	280,000	420,000	497,760	432,378

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	1	*	–	–	–	–
3 < 5 years	–	*	–	–	–	–
5 < 10 years	38	14%	105,000	138,700	158,250	141,517
10 < 15 years	69	25%	108,000	150,000	202,000	165,998
15 < 20 years	61	22%	132,000	187,200	238,500	189,785
20 years or more	103	38%	174,000	220,000	280,000	234,177

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	7	3%	-	-	-	-
3 < 5 years	20	7%	95,000	127,100	161,250	137,116
5 < 10 years	113	42%	114,500	153,000	200,000	167,696
10 < 15 years	69	25%	147,000	216,600	246,000	218,628
15 < 20 years	40	15%	175,300	202,000	247,500	213,407
20 years or more	23	8%	216,000	245,300	300,000	269,680

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	15	6%	156,000	235,000	300,000	224,524
Some college or associate degree	5	2%	-	-	-	-
4-year college degree	12	4%	121,050	144,000	192,000	160,350
Master's degree	190	70%	130,000	192,000	240,000	195,521
Doctoral degree	50	18%	117,500	165,836	235,500	187,726

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	53	19%	118,000	168,700	228,000	176,222
No degree in PM	219	81%	132,000	187,200	240,000	197,538

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	209	77%	134,432	192,000	240,000	199,374
PMP for less than 1 year	3	1%	-	-	-	-
PMP for 1 < 5 years	97	48%	121,000	155,000	210,000	172,184
PMP for 5 < 10 years	65	32%	159,336	200,000	255,000	211,532
PMP for 10 < 20 years	37	18%	202,000	240,000	297,500	255,402
PMP for 20+ years	2	1%	-	-	-	-
Do not have a PMP certification	63	23%	105,000	158,000	221,400	173,517

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	191	72%	145,000	200,000	250,000	207,502
Female	76	28%	108,000	141,000	200,000	159,866

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	20	7%	158,250	210,700	240,000	218,692
Consulting	19	7%	150,000	225,000	275,000	242,730
Customer Service/Public Relations	3	1%	–	–	–	–
Engineering	14	5%	129,000	190,000	247,250	198,671
Finance	11	4%	108,000	130,000	240,000	155,564
Human Resources	–	*	–	–	–	–
Information Technology/Information Systems	66	24%	131,500	198,000	240,000	198,139
Operations/Manufacturing	10	4%	111,250	167,200	255,000	191,390
Project Management Department or PMO	110	40%	128,823	169,350	223,500	185,516
Quality Management	–	*	–	–	–	–
Research and Development	9	3%	–	–	–	–
Sales/Marketing	3	1%	–	–	–	–
Supply Chain Management/Logistics	–	*	–	–	–	–
Training/Education	–	*	–	–	–	–
Other	7	3%	–	–	–	–

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	1	*	–	–	–	–
Business Services	3	1%	–	–	–	–
Construction	5	2%	–	–	–	–
Consulting	25	9%	166,100	220,000	250,000	214,918
Engineering	15	6%	120,000	160,800	190,000	159,196
Financial Services	39	14%	150,000	205,200	260,000	216,755
Food and Beverage	6	2%	–	–	–	–
Government	2	1%	–	–	–	–
Healthcare	6	2%	–	–	–	–
Information Technology	95	35%	126,000	180,000	240,000	190,244
Insurance	6	2%	–	–	–	–
Legal	–	*	–	–	–	–
Manufacturing	17	6%	107,500	168,000	270,000	204,603
Pharmaceuticals	12	4%	111,000	146,600	208,625	170,042
Real Estate	1	*	–	–	–	–
Resources (Agriculture, Mining, etc.)	3	1%	–	–	–	–
Telecommunications	17	6%	149,336	200,000	239,560	197,754
Training/Education	1	*	–	–	–	–
Utility	3	1%	–	–	–	–
Other	15	6%	108,000	155,000	168,700	185,207

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	25	9%	114,000	192,000	265,000	206,923
100 to 299	15	6%	120,000	158,000	228,855	199,588
300 to 999	41	15%	149,000	198,800	240,000	188,985
1,000 to 2,499	31	11%	130,000	200,000	300,000	212,633
2,500 to 4,999	26	10%	111,000	152,552	242,500	181,657
5,000 to 9,999	20	7%	134,000	194,000	255,750	192,240
10,000 or more	114	42%	131,500	180,000	225,163	188,823

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	15	6%	120,000	144,000	230,000	162,933
5 to 9 people	89	38%	121,000	174,000	231,928	186,464
10 to 14 people	53	23%	142,000	180,000	233,869	191,886
15 to 19 people	22	9%	115,750	165,000	242,500	199,844
20 or more people	54	23%	156,000	209,345	240,750	217,711

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	38	15%	117,000	149,000	213,500	165,389
\$100,000 to \$499,999	81	33%	120,000	170,000	220,700	178,189
\$500,000 to \$999,999	39	16%	132,000	180,000	275,000	200,472
\$1 million to \$10 million	68	28%	159,250	207,000	260,000	227,527
More than \$10 million	21	9%	153,000	200,000	247,500	206,691

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	17	6%	11	4%	245	91%
Director of Project Management Office (PMO)	2	9%	2	9%	20	87%
Portfolio Manager	1	6%	–	*	16	94%
Program Manager	4	7%	5	9%	51	88%
Project Manager III	6	8%	3	4%	69	90%
Project Manager II	3	5%	–	*	54	95%
Project Manager I	1	5%	–	*	19	95%
Project Management Specialist	–	*	1	14%	6	86%
Project Management Consultant	–	*	–	*	10	100%

Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	68	25%	184	69%	120	45%
Director of Project Management Office (PMO)	12	52%	16	70%	10	43%
Portfolio Manager	8	47%	10	59%	8	47%
Program Manager	13	22%	41	71%	30	52%
Project Manager III	20	26%	56	73%	33	43%
Project Manager II	6	11%	35	64%	21	38%
Project Manager I	4	20%	15	75%	13	65%
Project Management Specialist	1	13%	5	63%	2	25%
Project Management Consultant	4	40%	6	60%	3	30%

Employee Benefits Offered by Position Description (Cont'd)

	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	8	3%	7	3%
Director of Project Management Office (PMO)	1	4%	1	4%
Portfolio Manager	2	12%	1	6%
Program Manager	1	2%	–	*
Project Manager III	2	3%	1	1%
Project Manager II	1	2%	3	5%
Project Manager I	–	*	1	5%
Project Management Specialist	–	*	–	*
Project Management Consultant	1	10%	–	*

Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	249	20.5	260	23.6
Director of Project Management Office (PMO)	23	21.5	22	24.5
Portfolio Manager	14	21.7	15	24.7
Program Manager	55	20.7	58	23.9
Project Manager III	69	20.1	75	23.5
Project Manager II	53	20.5	53	24.0
Project Manager I	19	21.3	19	24.2
Project Management Specialist	8	15.4	8	20.0
Project Management Consultant	8	21.8	10	18.4

Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	72	27%	47	17%	28	10%
Director of Project Management Office (PMO)	5	21%	–	*	5	21%
Portfolio Manager	7	41%	3	18%	2	12%
Program Manager	14	25%	16	29%	6	11%
Project Manager III	22	29%	16	21%	6	8%
Project Manager II	13	23%	6	11%	4	7%
Project Manager I	6	30%	4	20%	2	10%
Project Management Specialist	4	50%	1	13%	1	13%
Project Management Consultant	1	10%	1	10%	2	20%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	267	40.1	266	44.9
Director of Project Management Office (PMO)	24	40.0	24	47.5
Portfolio Manager	17	40.0	16	48.3
Program Manager	58	39.8	58	44.4
Project Manager III	76	40.4	75	45.2
Project Manager II	55	40.6	57	44.5
Project Manager I	20	39.5	20	43.3
Project Management Specialist	8	39.0	8	40.9
Project Management Consultant	9	39.1	8	44.4

Annualized Salary by Position Description—Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	7	11%	–	–	–	–
Portfolio Manager	4	6%	–	–	–	–
Program Manager	13	20%	162,000	234,000	330,000	274,436
Project Manager III	25	38%	154,000	204,000	245,000	204,034
Project Manager II	8	12%	–	–	–	–
Project Manager I	4	6%	–	–	–	–
Project Management Specialist	1	2%	–	–	–	–
Project Management Consultant	4	6%	–	–	–	–

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	17	8%	206,000	300,000	320,000	278,588
Portfolio Manager	13	6%	163,600	240,000	352,500	260,508
Program Manager	45	22%	144,600	200,000	240,000	187,499
Project Manager III	53	26%	133,500	180,000	219,314	179,510
Project Manager II	49	24%	101,000	132,000	172,600	147,079
Project Manager I	16	8%	97,200	125,000	159,350	138,494
Project Management Specialist	7	3%	–	–	–	–
Project Management Consultant	6	3%	–	–	–	–

DETAILED FINDINGS—All Respondents

Portugal

Total Compensation (in European Union Euros)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	251	29,550	40,000	50,000	42,771
Total Compensation	251	31,920	44,200	56,350	47,521

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	11	4%	Decrease	5	2%
Remained the same	146	59%	Remain the same	121	49%
Increased less than 1%	–	*	Increase less than 1%	–	*
Increased 1% to 2.9%	28	11%	Increase 1% to 2.9%	33	13%
Increased 3% to 3.9%	10	4%	Increase 3% to 3.9%	14	6%
Increased 4% to 4.9%	3	1%	Increase 4% to 4.9%	3	1%
Increased 5% to 6.9%	17	7%	Increase 5% to 6.9%	21	8%
Increased 7% to 9.9%	5	2%	Increase 7% to 9.9%	2	1%
Increased 10% to 14.9%	10	4%	Increase 10% to 14.9%	24	10%
Increased 15% to 19.9%	4	2%	Increase 15% to 19.9%	7	3%
Increased 20% to 24.9%	6	2%	Increase 20% to 24.9%	7	3%
Increased 25% to 29.9%	4	2%	Increase 25% to 29.9%	4	2%
Increased 30% or greater	2	1%	Increase 30% or greater	8	3%
Mean Change	2.5		Mean Change	4.4	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	28	11%	37,000	47,000	54,325	49,528
Portfolio Manager	18	7%	49,500	66,500	77,500	66,522
Program Manager	39	16%	35,000	45,000	60,000	47,854
Project Manager III	66	26%	33,138	40,850	51,250	44,042
Project Manager II	54	22%	26,167	35,695	42,125	34,666
Project Manager I	24	10%	19,500	26,500	39,000	28,330
Project Management Specialist	9	4%	–	–	–	–
Project Management Consultant	13	5%	22,550	42,000	60,000	42,493

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	–	*	–	–	–	–
3 < 5 years	1	*	–	–	–	–
5 < 10 years	23	9%	25,000	32,000	39,000	31,789
10 < 15 years	47	19%	25,000	35,500	43,000	37,143
15 < 20 years	41	16%	31,400	42,000	48,000	41,322
20 years or more	139	55%	33,450	44,000	60,000	47,118

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	8	3%	–	–	–	–
3 < 5 years	21	8%	20,110	28,600	38,500	29,309
5 < 10 years	75	30%	29,400	39,000	45,000	39,052
10 < 15 years	66	26%	28,334	38,845	48,500	41,185
15 < 20 years	45	18%	41,000	47,600	55,000	47,519
20 years or more	36	14%	36,250	56,500	71,750	57,494

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	12	5%	26,100	42,925	61,500	43,879
Some college or associate degree	11	4%	26,000	42,000	60,000	49,976
4-year college degree	43	17%	29,550	42,500	52,300	43,982
Master's degree	154	61%	30,950	40,000	50,000	42,638
Doctoral degree	31	12%	25,200	38,500	49,000	38,763

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	74	30%	26,260	39,100	47,700	39,888
No degree in PM	174	70%	30,000	42,000	50,000	43,683

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	209	83%	32,100	42,000	52,650	44,113
PMP for less than 1 year	5	2%	–	–	–	–
PMP for 1 < 5 years	80	38%	29,663	39,950	46,695	39,940
PMP for 5 < 10 years	70	34%	33,213	40,000	53,500	45,802
PMP for 10 < 20 years	53	25%	38,845	48,000	61,000	49,225
PMP for 20+ years	–	*	–	–	–	–
Do not have a PMP certification	42	17%	22,630	30,000	45,232	36,091

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	186	75%	32,150	42,000	54,700	45,176
Female	62	25%	24,440	32,750	43,213	35,721

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	37	15%	31,000	47,000	65,000	47,804
Consulting	18	7%	25,000	38,550	45,000	35,256
Customer Service/Public Relations	6	2%	–	–	–	–
Engineering	23	9%	27,000	37,350	45,000	40,855
Finance	3	1%	–	–	–	–
Human Resources	1	*	–	–	–	–
Information Technology/Information Systems	56	22%	30,250	42,500	54,200	44,030
Operations/Manufacturing	6	2%	–	–	–	–
Project Management Department or PMO	80	32%	32,625	42,000	50,000	44,704
Quality Management	2	1%	–	–	–	–
Research and Development	10	4%	18,000	34,300	42,000	34,460
Sales/Marketing	3	1%	–	–	–	–
Supply Chain Management/Logistics	1	*	–	–	–	–
Training/Education	–	*	–	–	–	–
Other	5	2%	–	–	–	–

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	2	1%	–	–	–	–
Business Services	2	1%	–	–	–	–
Construction	18	7%	26,405	41,000	51,750	43,092
Consulting	19	8%	26,000	42,000	54,000	44,056
Engineering	21	8%	30,960	36,000	47,750	43,156
Financial Services	23	9%	37,314	45,000	55,000	45,734
Food and Beverage	5	2%	–	–	–	–
Government	7	3%	–	–	–	–
Healthcare	8	3%	–	–	–	–
Information Technology	69	27%	28,000	40,000	48,000	39,905
Insurance	1	*	–	–	–	–
Legal	–	*	–	–	–	–
Manufacturing	8	3%	–	–	–	–
Pharmaceuticals	8	3%	–	–	–	–
Real Estate	6	2%	–	–	–	–
Resources (Agriculture, Mining, etc.)	4	2%	–	–	–	–
Telecommunications	27	11%	35,000	50,000	70,000	52,313
Training/Education	3	1%	–	–	–	–
Utility	1	*	–	–	–	–
Other	19	8%	24,000	35,000	42,000	33,863

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	38	15%	22,675	35,000	43,329	37,289
100 to 299	39	16%	25,000	39,200	45,780	38,211
300 to 999	32	13%	29,340	39,600	50,000	41,358
1,000 to 2,499	32	13%	26,417	37,245	45,375	39,219
2,500 to 4,999	22	9%	29,400	41,350	46,000	44,120
5,000 to 9,999	21	8%	38,000	45,000	55,000	45,855
10,000 or more	67	27%	36,000	45,000	63,000	49,497

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	29	15%	29,700	38,490	47,300	39,298
5 to 9 people	82	42%	27,935	39,200	45,835	39,782
10 to 14 people	40	20%	32,125	45,000	52,250	44,396
15 to 19 people	13	7%	31,360	40,000	45,000	38,525
20 or more people	32	16%	40,425	50,000	70,000	53,957

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	39	17%	25,000	35,000	47,000	37,416
\$100,000 to \$499,999	73	31%	28,700	39,000	47,500	39,406
\$500,000 to \$999,999	44	19%	28,428	41,500	54,750	43,951
\$1 million to \$10 million	62	26%	35,750	44,750	55,875	48,807
More than \$10 million	18	8%	34,250	42,500	70,000	48,261

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	7	3%	10	4%	231	93%
Director of Project Management Office (PMO)	–	*	–	*	27	100%
Portfolio Manager	–	*	2	11%	16	89%
Program Manager	2	5%	2	5%	34	89%
Project Manager III	1	2%	4	6%	61	92%
Project Manager II	1	2%	1	2%	52	96%
Project Manager I	1	4%	1	4%	22	92%
Project Management Specialist	–	*	–	*	8	100%
Project Management Consultant	2	15%	–	*	11	85%

Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	101	40%	183	73%	131	52%
Director of Project Management Office (PMO)	16	57%	22	79%	12	43%
Portfolio Manager	11	61%	15	83%	10	56%
Program Manager	20	51%	31	79%	20	51%
Project Manager III	25	38%	52	80%	36	55%
Project Manager II	15	28%	39	72%	28	52%
Project Manager I	7	29%	13	54%	12	50%
Project Management Specialist	3	33%	5	56%	5	56%
Project Management Consultant	4	31%	6	46%	8	62%

Employee Benefits Offered by Position Description (Cont'd)

	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	5	2%	4	2%
Director of Project Management Office (PMO)	–	*	2	7%
Portfolio Manager	–	*	–	*
Program Manager	–	*	2	5%
Project Manager III	3	5%	–	*
Project Manager II	–	*	–	*
Project Manager I	–	*	–	*
Project Management Specialist	1	11%	–	*
Project Management Consultant	1	8%	–	*

Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	238	20.5	221	21.8
Director of Project Management Office (PMO)	27	18.3	25	18.6
Portfolio Manager	18	18.4	17	19.4
Program Manager	36	22.4	36	23.7
Project Manager III	63	20.2	56	21.1
Project Manager II	50	22.4	46	22.6
Project Manager I	24	19.0	23	20.6
Project Management Specialist	7	26.6	7	24.9
Project Management Consultant	13	16.6	11	27.5

Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	46	19%	59	24%	23	9%
Director of Project Management Office (PMO)	4	15%	7	26%	1	4%
Portfolio Manager	5	28%	9	50%	3	17%
Program Manager	7	18%	13	33%	3	8%
Project Manager III	9	14%	10	15%	8	12%
Project Manager II	12	23%	11	21%	2	4%
Project Manager I	5	21%	5	21%	2	8%
Project Management Specialist	–	*	4	44%	1	11%
Project Management Consultant	4	31%	–	*	3	23%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	251	39.5	248	47.2
Director of Project Management Office (PMO)	28	40.0	27	49.4
Portfolio Manager	18	39.2	18	48.1
Program Manager	39	39.3	39	48.1
Project Manager III	66	39.3	66	47.3
Project Manager II	54	39.7	53	46.2
Project Manager I	24	39.8	23	46.2
Project Management Specialist	9	40.9	9	46.2
Project Management Consultant	13	38.8	13	44.2

Annualized Salary by Position Description—Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	7	17%	–	–	–	–
Portfolio Manager	3	7%	–	–	–	–
Program Manager	7	17%	–	–	–	–
Project Manager III	9	22%	–	–	–	–
Project Manager II	6	15%	–	–	–	–
Project Manager I	3	7%	–	–	–	–
Project Management Specialist	2	5%	–	–	–	–
Project Management Consultant	4	10%	–	–	–	–

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	21	10%	38,000	47,000	52,090	48,331
Portfolio Manager	15	7%	48,000	66,000	70,000	64,160
Program Manager	32	15%	36,625	45,071	60,000	48,562
Project Manager III	57	27%	31,500	40,000	50,000	41,734
Project Manager II	48	23%	26,392	35,000	42,000	34,172
Project Manager I	21	10%	17,900	26,000	38,000	27,996
Project Management Specialist	7	3%	–	–	–	–
Project Management Consultant	9	4%	–	–	–	–

DETAILED FINDINGS—All Respondents

Qatar

Total Compensation (in Qatari Riyals)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	315	165,960	252,000	372,000	287,583
Total Compensation	315	180,000	295,000	418,600	318,384

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	55	18%	Decrease	19	6%
Remained the same	195	63%	Remain the same	143	46%
Increased less than 1%	–	*	Increase less than 1%	3	1%
Increased 1% to 2.9%	9	3%	Increase 1% to 2.9%	15	5%
Increased 3% to 3.9%	7	2%	Increase 3% to 3.9%	8	3%
Increased 4% to 4.9%	3	1%	Increase 4% to 4.9%	4	1%
Increased 5% to 6.9%	8	3%	Increase 5% to 6.9%	26	8%
Increased 7% to 9.9%	3	1%	Increase 7% to 9.9%	4	1%
Increased 10% to 14.9%	8	3%	Increase 10% to 14.9%	38	12%
Increased 15% to 19.9%	3	1%	Increase 15% to 19.9%	14	5%
Increased 20% to 24.9%	7	2%	Increase 20% to 24.9%	16	5%
Increased 25% to 29.9%	5	2%	Increase 25% to 29.9%	6	2%
Increased 30% or greater	7	2%	Increase 30% or greater	14	5%
Mean Change	1.7		Mean Change	5.7	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	15	5%	190,000	350,000	500,000	347,610
Portfolio Manager	10	3%	225,000	346,500	660,000	430,361
Program Manager	42	13%	219,000	300,000	416,250	335,599
Project Manager III	30	10%	223,750	302,250	454,500	323,919
Project Manager II	47	15%	228,000	300,000	400,000	313,758
Project Manager I	101	32%	123,000	216,360	320,000	229,663
Project Management Specialist	43	14%	180,000	250,000	340,000	263,274
Project Management Consultant	27	9%	140,000	240,000	420,000	296,105

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	1	*	–	–	–	–
3 < 5 years	3	1%	–	–	–	–
5 < 10 years	35	11%	120,000	176,000	250,000	185,168
10 < 15 years	86	27%	135,564	208,000	300,000	228,530
15 < 20 years	79	25%	204,000	250,000	360,000	286,338
20 years or more	111	35%	251,900	360,000	480,000	371,599

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	24	8%	108,000	144,000	240,405	180,179
3 < 5 years	26	8%	148,500	225,000	306,000	241,513
5 < 10 years	101	32%	132,828	231,600	300,000	229,104
10 < 15 years	107	34%	216,000	295,000	400,000	302,658
15 < 20 years	36	11%	316,500	426,432	540,000	425,878
20 years or more	21	7%	295,000	474,000	566,905	434,737

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	–	*	–	–	–	–
Some college or associate degree	9	3%	–	–	–	–
4-year college degree	183	58%	144,000	240,000	360,000	264,783
Master's degree	114	36%	216,000	300,000	420,000	320,821
Doctoral degree	9	3%	–	–	–	–

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	62	20%	145,500	244,452	377,500	285,955
No degree in PM	251	80%	180,000	256,000	372,000	289,360

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	268	85%	162,250	250,000	360,000	281,112
PMP for less than 1 year	7	3%	–	–	–	–
PMP for 1 < 5 years	175	66%	144,000	240,000	330,000	254,297
PMP for 5 < 10 years	55	21%	240,000	300,000	436,800	334,465
PMP for 10 < 20 years	27	10%	234,000	360,000	516,000	381,395
PMP for 20+ years	1	*	–	–	–	–
Do not have a PMP certification	47	15%	180,000	324,000	450,000	324,479

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	295	94%	166,320	256,000	372,000	287,454
Female	19	6%	144,000	240,000	370,000	273,105

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	15	5%	240,000	350,000	530,336	384,180
Consulting	37	12%	165,000	240,000	342,000	273,404
Customer Service/Public Relations	1	*	–	–	–	–
Engineering	66	21%	144,000	240,000	342,000	264,260
Finance	4	1%	–	–	–	–
Human Resources	1	*	–	–	–	–
Information Technology/Information Systems	17	5%	150,000	240,000	300,000	241,401
Operations/Manufacturing	23	7%	216,000	252,000	360,000	280,158
Project Management Department or PMO	128	41%	180,000	264,500	399,225	294,445
Quality Management	7	2%	–	–	–	–
Research and Development	1	*	–	–	–	–
Sales/Marketing	3	1%	–	–	–	–
Supply Chain Management/Logistics	1	*	–	–	–	–
Training/Education	–	*	–	–	–	–
Other	11	3%	300,000	360,000	474,000	366,578

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	8	3%	–	–	–	–
Business Services	1	*	–	–	–	–
Construction	127	40%	163,000	264,000	360,000	287,095
Consulting	32	10%	189,750	275,950	442,500	312,684
Engineering	45	14%	144,000	228,000	330,000	248,673
Financial Services	4	1%	–	–	–	–
Food and Beverage	1	*	–	–	–	–
Government	20	6%	172,500	248,000	345,000	267,010
Healthcare	8	3%	–	–	–	–
Information Technology	22	7%	148,650	282,000	360,000	295,784
Insurance	–	*	–	–	–	–
Legal	–	*	–	–	–	–
Manufacturing	3	1%	–	–	–	–
Pharmaceuticals	–	*	–	–	–	–
Real Estate	2	1%	–	–	–	–
Resources (Agriculture, Mining, etc.)	15	5%	216,360	435,000	480,000	355,766
Telecommunications	8	3%	–	–	–	–
Training/Education	–	*	–	–	–	–
Utility	5	2%	–	–	–	–
Other	14	4%	135,000	295,004	377,500	281,701

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	25	8%	155,160	251,900	360,000	259,770
100 to 299	41	13%	165,000	240,000	300,000	277,837
300 to 999	65	21%	144,300	240,000	327,000	245,011
1,000 to 2,499	63	20%	150,000	246,000	360,000	270,662
2,500 to 4,999	29	9%	156,000	252,000	387,500	286,829
5,000 to 9,999	29	9%	184,000	315,000	480,000	338,339
10,000 or more	63	20%	192,000	349,440	468,000	342,790

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	21	8%	144,000	240,000	347,000	242,646
5 to 9 people	63	23%	180,000	263,000	400,000	292,205
10 to 14 people	41	15%	216,180	300,000	392,000	308,103
15 to 19 people	20	7%	121,500	222,300	380,000	245,797
20 or more people	126	46%	179,000	259,560	397,675	299,226

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	16	5%	107,750	180,000	237,000	182,500
\$100,000 to \$499,999	47	16%	136,800	216,000	300,000	223,566
\$500,000 to \$999,999	29	10%	195,810	245,000	330,000	263,511
\$1 million to \$10 million	80	27%	145,950	259,000	400,000	287,329
More than \$10 million	129	43%	218,000	306,000	468,000	332,053

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	8	3%	8	3%	297	95%
Director of Project Management Office (PMO)	–	*	–	*	15	100%
Portfolio Manager	–	*	–	*	10	100%
Program Manager	2	5%	3	7%	37	90%
Project Manager III	1	3%	1	3%	28	93%
Project Manager II	1	2%	1	2%	44	96%
Project Manager I	3	3%	2	2%	97	96%
Project Management Specialist	–	*	1	2%	40	98%
Project Management Consultant	1	4%	–	*	26	96%

Employee Benefits Offered by Position Description						
	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	189	60%	166	53%	100	32%
Director of Project Management Office (PMO)	10	67%	11	73%	5	33%
Portfolio Manager	8	80%	8	80%	1	10%
Program Manager	22	52%	23	55%	13	31%
Project Manager III	17	57%	17	57%	13	43%
Project Manager II	29	62%	27	57%	16	34%
Project Manager I	61	60%	50	50%	27	27%
Project Management Specialist	27	63%	19	44%	15	35%
Project Management Consultant	15	56%	11	41%	10	37%

Employee Benefits Offered by Position Description (Cont'd)				
	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	205	65%	17	5%
Director of Project Management Office (PMO)	12	80%	1	7%
Portfolio Manager	9	90%	–	*
Program Manager	31	74%	3	7%
Project Manager III	21	70%	3	10%
Project Manager II	30	64%	4	9%
Project Manager I	56	55%	5	5%
Project Management Specialist	29	67%	1	2%
Project Management Consultant	17	63%	–	*

Mean Number of Vacation Days by Position Description				
	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	311	27.6	206	33.8
Director of Project Management Office (PMO)	15	28.9	13	33.1
Portfolio Manager	10	30.5	9	29.9
Program Manager	42	31.4	28	37.2
Project Manager III	30	29.1	21	34.3
Project Manager II	45	25.3	27	29.3
Project Manager I	99	26.9	64	35.5
Project Management Specialist	43	26.7	24	30.5
Project Management Consultant	27	25.8	20	35.7

Pension Plans Offered by Position Description						
	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	66	21%	15	5%	15	5%
Director of Project Management Office (PMO)	4	27%	1	7%	1	7%
Portfolio Manager	3	30%	–	*	–	*
Program Manager	8	20%	3	7%	3	7%
Project Manager III	6	21%	4	14%	–	*
Project Manager II	8	17%	2	4%	1	2%
Project Manager I	21	21%	2	2%	6	6%
Project Management Specialist	8	19%	3	7%	3	7%
Project Management Consultant	8	30%	–	*	1	4%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	314	45.0	304	50.4
Director of Project Management Office (PMO)	15	43.7	14	49.6
Portfolio Manager	10	44.6	10	51.4
Program Manager	42	43.0	42	50.9
Project Manager III	30	45.2	29	52.1
Project Manager II	46	44.3	44	49.7
Project Manager I	101	46.1	96	51.6
Project Management Specialist	43	45.3	43	49.4
Project Management Consultant	27	44.8	26	46.7

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	2	5%	–	–	–	–
Program Manager	7	18%	–	–	–	–
Project Manager III	2	5%	–	–	–	–
Project Manager II	1	3%	–	–	–	–
Project Manager I	13	34%	117,600	156,000	280,314	200,833
Project Management Specialist	9	24%	–	–	–	–
Project Management Consultant	3	8%	–	–	–	–

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	14	5%	196,000	355,000	507,584	359,153
Portfolio Manager	8	3%	–	–	–	–
Program Manager	35	13%	216,000	300,000	400,000	327,407
Project Manager III	28	10%	221,250	302,250	463,500	325,270
Project Manager II	46	17%	228,000	298,500	400,000	312,535
Project Manager I	88	32%	121,500	235,800	320,000	233,921
Project Management Specialist	34	12%	175,750	243,000	320,250	252,860
Project Management Consultant	24	9%	150,000	240,000	420,000	301,868

DETAILED FINDINGS—All Respondents

Russian Federation

Total Compensation (in Russian Rubles)					
COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	119	2,100,000	3,000,000	4,080,000	3,261,301
Total Compensation	119	2,520,000	3,350,000	5,140,000	3,889,081

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	5	4%	Decrease	1	1%
Remained the same	48	42%	Remain the same	41	35%
Increased less than 1%	–	*	Increase less than 1%	–	*
Increased 1% to 2.9%	–	*	Increase 1% to 2.9%	3	3%
Increased 3% to 3.9%	1	1%	Increase 3% to 3.9%	3	3%
Increased 4% to 4.9%	5	4%	Increase 4% to 4.9%	3	3%
Increased 5% to 6.9%	12	10%	Increase 5% to 6.9%	14	12%
Increased 7% to 9.9%	5	4%	Increase 7% to 9.9%	2	2%
Increased 10% to 14.9%	17	15%	Increase 10% to 14.9%	15	13%
Increased 15% to 19.9%	4	3%	Increase 15% to 19.9%	12	10%
Increased 20% to 24.9%	7	6%	Increase 20% to 24.9%	10	9%
Increased 25% to 29.9%	1	1%	Increase 25% to 29.9%	6	5%
Increased 30% or greater	10	9%	Increase 30% or greater	6	5%
Mean Change	7.6		Mean Change	9.0	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	11	9%	3,400,000	3,720,000	4,683,000	4,034,581
Portfolio Manager	15	13%	2,500,000	3,600,000	4,500,000	3,548,627
Program Manager	25	21%	2,450,000	3,000,000	4,040,000	3,135,200
Project Manager III	23	19%	2,400,000	3,000,000	3,500,000	2,960,570
Project Manager II	22	18%	1,913,246	3,061,000	4,656,590	3,513,336
Project Manager I	16	13%	1,443,908	2,241,380	3,160,805	2,502,601
Project Management Specialist	3	3%	–	–	–	–
Project Management Consultant	4	3%	–	–	–	–

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	–	*	–	–	–	–
3 < 5 years	–	*	–	–	–	–
5 < 10 years	12	10%	1,350,000	1,900,000	2,495,690	2,019,897
10 < 15 years	35	29%	2,000,000	3,000,000	3,509,049	3,136,272
15 < 20 years	37	31%	2,565,000	3,500,000	4,481,060	3,759,432
20 years or more	35	29%	2,400,000	3,120,000	4,200,000	3,285,357

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	3	3%	–	–	–	–
3 < 5 years	11	9%	1,300,000	2,482,759	3,840,000	2,614,433
5 < 10 years	43	36%	2,000,000	3,000,000	3,400,000	3,124,597
10 < 15 years	34	29%	2,350,000	3,000,000	4,050,000	3,428,864
15 < 20 years	24	20%	2,670,000	3,360,000	4,200,000	3,488,171
20 years or more	4	3%	–	–	–	–

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	8	7%	–	–	–	–
Some college or associate degree	2	2%	–	–	–	–
4-year college degree	11	9%	2,100,000	3,500,000	4,200,000	3,512,621
Master's degree	87	73%	2,400,000	3,000,000	4,200,000	3,375,406
Doctoral degree	11	9%	1,500,000	2,640,000	3,600,000	2,605,455

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	19	16%	2,750,000	3,120,000	3,600,000	3,343,186
No degree in PM	100	84%	2,025,000	3,000,000	4,149,827	3,245,743

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	89	75%	2,150,000	3,000,000	4,146,552	3,293,171
PMP for less than 1 year	3	3%	–	–	–	–
PMP for 1 < 5 years	50	56%	2,075,000	3,000,000	3,660,000	3,219,946
PMP for 5 < 10 years	17	19%	2,200,000	3,600,000	4,740,702	3,743,291
PMP for 10 < 20 years	19	21%	2,500,000	3,120,000	4,200,000	3,211,737
PMP for 20+ years	–	*	–	–	–	–
Do not have a PMP certification	30	25%	2,054,415	3,000,000	3,627,000	3,166,752

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	99	85%	2,300,000	3,000,000	4,200,000	3,350,101
Female	18	15%	1,890,000	2,741,380	3,165,000	2,563,042

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	10	8%	2,250,000	3,036,000	3,627,000	3,255,020
Consulting	6	5%	–	–	–	–
Customer Service/Public Relations	–	*	–	–	–	–
Engineering	7	6%	–	–	–	–
Finance	2	2%	–	–	–	–
Human Resources	–	*	–	–	–	–
Information Technology/Information Systems	32	27%	2,100,000	2,880,000	3,600,000	3,021,720
Operations/Manufacturing	1	1%	–	–	–	–
Project Management Department or PMO	52	44%	2,535,000	3,225,000	4,200,000	3,439,589
Quality Management	–	*	–	–	–	–
Research and Development	2	2%	–	–	–	–
Sales/Marketing	–	*	–	–	–	–
Supply Chain Management/Logistics	4	3%	–	–	–	–
Training/Education	–	*	–	–	–	–
Other	3	3%	–	–	–	–

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	–	*	–	–	–	–
Business Services	–	*	–	–	–	–
Construction	12	10%	1,800,000	3,554,525	4,456,590	3,831,703
Consulting	7	6%	–	–	–	–
Engineering	8	7%	–	–	–	–
Financial Services	7	6%	–	–	–	–
Food and Beverage	1	1%	–	–	–	–
Government	1	1%	–	–	–	–
Healthcare	1	1%	–	–	–	–
Information Technology	43	36%	2,400,000	2,900,000	3,600,000	3,035,538
Insurance	1	1%	–	–	–	–
Legal	–	*	–	–	–	–
Manufacturing	7	6%	–	–	–	–
Pharmaceuticals	4	3%	–	–	–	–
Real Estate	2	2%	–	–	–	–
Resources (Agriculture, Mining, etc.)	8	7%	–	–	–	–
Telecommunications	8	7%	–	–	–	–
Training/Education	2	2%	–	–	–	–
Utility	1	1%	–	–	–	–
Other	6	5%	–	–	–	–

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	12	10%	1,928,246	2,500,000	2,975,000	2,447,305
100 to 299	10	8%	1,500,000	2,050,000	2,842,500	2,242,310
300 to 999	15	13%	1,800,000	2,200,000	3,050,000	2,533,909
1,000 to 2,499	17	14%	2,491,380	2,800,000	4,550,000	3,693,188
2,500 to 4,999	10	8%	2,850,000	3,385,163	4,986,053	3,501,495
5,000 to 9,999	7	6%	-	-	-	-
10,000 or more	48	40%	2,850,000	3,468,000	4,350,000	3,753,900

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	13	12%	1,700,000	2,500,000	4,290,702	3,293,922
5 to 9 people	39	37%	2,000,000	2,800,000	4,000,000	3,098,428
10 to 14 people	18	17%	2,362,069	2,900,000	3,240,000	3,073,498
15 to 19 people	10	10%	2,475,000	2,950,000	3,502,262	2,901,905
20 or more people	25	24%	3,000,000	4,140,000	4,550,000	3,815,613

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	17	15%	1,650,000	2,000,000	2,896,610	2,464,169
\$100,000 to \$499,999	33	29%	2,700,000	3,000,000	3,920,000	3,307,235
\$500,000 to \$999,999	15	13%	2,482,759	3,000,000	3,200,000	2,968,184
\$1 million to \$10 million	33	29%	2,000,000	3,050,000	4,146,552	3,288,074
More than \$10 million	15	13%	3,120,000	4,080,000	4,542,120	4,442,721

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	7	6%	4	3%	107	91%
Director of Project Management Office (PMO)	1	9%	-	*	10	91%
Portfolio Manager	-	*	-	*	15	100%
Program Manager	1	4%	2	8%	21	88%
Project Manager III	2	9%	2	9%	19	83%
Project Manager II	1	5%	-	*	21	95%
Project Manager I	1	6%	-	*	15	94%
Project Management Specialist	1	33%	-	*	2	67%
Project Management Consultant	-	*	-	*	4	100%

Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	22	19%	69	58%	67	57%
Director of Project Management Office (PMO)	–	*	6	55%	7	64%
Portfolio Manager	1	7%	11	73%	10	67%
Program Manager	8	32%	15	60%	13	52%
Project Manager III	4	18%	11	50%	16	73%
Project Manager II	4	18%	14	64%	10	45%
Project Manager I	3	19%	9	56%	8	50%
Project Management Specialist	1	33%	1	33%	2	67%
Project Management Consultant	1	25%	2	50%	1	25%

Employee Benefits Offered by Position Description (Cont'd)

	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	11	9%	2	2%
Director of Project Management Office (PMO)	1	9%	–	*
Portfolio Manager	1	7%	–	*
Program Manager	1	4%	–	*
Project Manager III	–	*	1	5%
Project Manager II	4	18%	–	*
Project Manager I	2	13%	1	6%
Project Management Specialist	1	33%	–	*
Project Management Consultant	1	25%	–	*

Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	117	27.2	110	29.0
Director of Project Management Office (PMO)	11	25.9	10	26.0
Portfolio Manager	15	27.3	15	27.7
Program Manager	24	25.7	23	28.1
Project Manager III	23	27.7	21	30.7
Project Manager II	21	27.7	20	28.4
Project Manager I	16	27.0	15	29.7
Project Management Specialist	3	32.7	2	29.0
Project Management Consultant	4	30.0	4	38.0

Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	20	17%	9	8%	13	11%
Director of Project Management Office (PMO)	2	18%	2	18%	2	18%
Portfolio Manager	2	14%	–	*	2	14%
Program Manager	4	16%	1	4%	3	12%
Project Manager III	5	22%	2	9%	–	*
Project Manager II	7	32%	1	5%	1	5%
Project Manager I	–	*	2	13%	5	31%
Project Management Specialist	–	*	–	*	–	*
Project Management Consultant	–	*	1	25%	–	*

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	119	40.7	119	48.6
Director of Project Management Office (PMO)	11	41.8	11	52.9
Portfolio Manager	15	40.0	15	47.8
Program Manager	25	39.9	25	50.1
Project Manager III	23	40.0	23	43.8
Project Manager II	22	42.4	22	49.5
Project Manager I	16	40.0	16	50.4
Project Management Specialist	3	45.0	3	45.0
Project Management Consultant	4	40.0	4	49.0

Annualized Salary by Position Description—Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	2	13%	–	–	–	–
Portfolio Manager	1	7%	–	–	–	–
Program Manager	4	27%	–	–	–	–
Project Manager III	3	20%	–	–	–	–
Project Manager II	2	13%	–	–	–	–
Project Manager I	1	7%	–	–	–	–
Project Management Specialist	–	*	–	–	–	–
Project Management Consultant	2	13%	–	–	–	–

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	9	9%	–	–	–	–
Portfolio Manager	14	13%	2,560,000	3,600,000	4,620,351	3,623,529
Program Manager	21	20%	2,500,000	3,000,000	4,040,000	3,222,857
Project Manager III	20	19%	2,430,000	3,000,000	3,575,000	3,019,655
Project Manager II	20	19%	1,904,415	3,025,000	3,877,262	3,142,746
Project Manager I	15	14%	1,400,000	2,000,000	3,043,220	2,456,107
Project Management Specialist	3	3%	–	–	–	–
Project Management Consultant	2	2%	–	–	–	–

DETAILED FINDINGS—All Respondents

Saudi Arabia

Total Compensation (in Saudi Riyals)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	990	135,000	200,000	300,000	236,430
Total Compensation	990	150,000	217,200	343,250	272,206

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	85	9%	Decrease	32	3%
Remained the same	558	58%	Remain the same	349	37%
Increased less than 1%	–	*	Increase less than 1%	14	1%
Increased 1% to 2.9%	40	4%	Increase 1% to 2.9%	61	6%
Increased 3% to 3.9%	44	5%	Increase 3% to 3.9%	43	5%
Increased 4% to 4.9%	29	3%	Increase 4% to 4.9%	17	2%
Increased 5% to 6.9%	58	6%	Increase 5% to 6.9%	109	11%
Increased 7% to 9.9%	22	2%	Increase 7% to 9.9%	21	2%
Increased 10% to 14.9%	51	5%	Increase 10% to 14.9%	107	11%
Increased 15% to 19.9%	14	1%	Increase 15% to 19.9%	60	6%
Increased 20% to 24.9%	17	2%	Increase 20% to 24.9%	58	6%
Increased 25% to 29.9%	14	1%	Increase 25% to 29.9%	18	2%
Increased 30% or greater	25	3%	Increase 30% or greater	62	7%
Mean Change	2.8		Mean Change	7.2	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	60	6%	190,500	408,000	561,000	446,877
Portfolio Manager	45	5%	225,570	354,000	420,000	379,069
Program Manager	110	11%	166,000	240,000	340,652	259,304
Project Manager III	152	15%	171,000	244,500	350,750	269,376
Project Manager II	132	13%	138,500	190,000	267,600	208,830
Project Manager I	232	23%	102,000	150,000	218,850	168,693
Project Management Specialist	169	17%	126,800	180,000	240,000	198,739
Project Management Consultant	90	9%	141,500	200,000	276,000	227,084

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	1	*	–	–	–	–
3 < 5 years	40	4%	100,000	131,000	177,500	135,375
5 < 10 years	191	19%	120,000	160,000	204,000	171,244
10 < 15 years	313	32%	124,500	180,000	240,000	198,986
15 < 20 years	224	23%	168,756	240,000	338,634	262,868
20 years or more	220	22%	180,000	283,792	420,000	336,847

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	76	8%	105,750	155,146	200,000	164,864
3 < 5 years	149	15%	108,000	157,200	204,000	168,331
5 < 10 years	387	39%	130,000	190,000	250,000	207,979
10 < 15 years	228	23%	168,000	240,000	350,000	261,721
15 < 20 years	104	11%	198,500	300,000	420,000	342,060
20 years or more	46	5%	229,625	392,396	560,195	450,452

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	15	2%	100,000	150,000	240,000	175,600
Some college or associate degree	44	4%	106,650	179,000	259,750	192,011
4-year college degree	577	58%	121,650	180,000	252,000	215,710
Master's degree	334	34%	161,500	240,000	360,000	276,298
Doctoral degree	20	2%	188,750	262,000	434,109	311,777

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	276	28%	138,500	200,000	300,000	242,605
No degree in PM	710	72%	135,000	200,000	300,000	233,927

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	864	87%	135,250	200,000	300,000	235,767
PMP for less than 1 year	20	2%	151,323	180,000	257,500	192,745
PMP for 1 < 5 years	656	77%	125,625	180,000	250,000	209,150
PMP for 5 < 10 years	105	12%	201,500	268,800	367,520	309,303
PMP for 10 < 20 years	66	8%	240,000	376,000	505,500	404,519
PMP for 20+ years	3	*	-	-	-	-
Do not have a PMP certification	126	13%	122,750	188,150	264,000	240,977

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	949	97%	135,500	200,000	300,000	238,066
Female	30	3%	148,500	180,000	252,000	212,115

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	78	8%	141,750	196,000	319,500	271,727
Consulting	79	8%	140,000	216,000	280,000	234,435
Customer Service/Public Relations	7	1%	–	–	–	–
Engineering	196	20%	120,000	161,400	230,057	183,654
Finance	3	*	–	–	–	–
Human Resources	1	*	–	–	–	–
Information Technology/Information Systems	85	9%	150,000	216,000	303,000	231,640
Operations/Manufacturing	52	5%	133,000	218,400	335,600	226,727
Project Management Department or PMO	415	42%	150,000	210,000	324,000	257,511
Quality Management	19	2%	96,000	156,000	276,000	206,943
Research and Development	5	1%	–	–	–	–
Sales/Marketing	11	1%	180,000	200,000	351,000	238,455
Supply Chain Management/Logistics	9	1%	–	–	–	–
Training/Education	4	*	–	–	–	–
Other	26	3%	106,000	180,000	305,415	218,145

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	10	1%	177,983	303,360	370,000	360,544
Business Services	12	1%	135,000	180,000	276,000	219,908
Construction	247	25%	120,000	180,000	250,000	214,513
Consulting	101	10%	145,500	240,000	360,000	278,806
Engineering	160	16%	120,000	170,550	239,000	201,326
Financial Services	20	2%	211,500	311,552	403,489	360,623
Food and Beverage	8	1%	–	–	–	–
Government	40	4%	123,000	213,500	360,000	266,812
Healthcare	27	3%	108,000	180,000	250,000	191,896
Information Technology	79	8%	180,000	240,000	324,000	261,382
Insurance	2	*	–	–	–	–
Legal	–	*	–	–	–	–
Manufacturing	46	5%	123,450	196,000	277,000	212,280
Pharmaceuticals	3	*	–	–	–	–
Real Estate	18	2%	189,000	247,700	355,500	249,756
Resources (Agriculture, Mining, etc.)	49	5%	152,000	200,000	318,768	243,436
Telecommunications	78	8%	144,750	204,000	335,250	246,349
Training/Education	9	1%	–	–	–	–
Utility	21	2%	172,850	219,000	258,000	218,108
Other	60	6%	165,000	240,000	353,950	283,132

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	86	9%	120,000	180,000	244,750	204,112
100 to 299	137	14%	115,500	180,000	250,000	207,459
300 to 999	189	19%	126,000	192,000	288,000	223,026
1,000 to 2,499	170	17%	138,000	198,000	300,000	230,375
2,500 to 4,999	101	10%	144,900	220,800	336,356	267,101
5,000 to 9,999	78	8%	137,250	200,000	312,000	249,540
10,000 or more	229	23%	154,300	204,000	336,343	263,466

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	79	10%	135,000	200,000	300,000	249,508
5 to 9 people	175	22%	144,000	206,000	293,730	236,033
10 to 14 people	124	16%	152,500	234,000	318,000	253,253
15 to 19 people	57	7%	159,000	220,000	360,000	275,192
20 or more people	350	45%	132,000	186,650	300,000	235,834

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	49	5%	120,000	180,000	234,000	193,783
\$100,000 to \$499,999	106	12%	120,000	183,000	240,000	209,251
\$500,000 to \$999,999	80	9%	108,500	180,000	268,500	212,626
\$1 million to \$10 million	274	30%	146,500	204,000	300,000	236,629
More than \$10 million	393	44%	149,000	201,600	324,000	259,329

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	55	6%	47	5%	854	90%
Director of Project Management Office (PMO)	10	17%	3	5%	46	78%
Portfolio Manager	1	2%	2	4%	42	93%
Program Manager	3	3%	3	3%	100	94%
Project Manager III	7	5%	5	3%	135	92%
Project Manager II	6	5%	10	8%	114	88%
Project Manager I	16	7%	10	5%	197	89%
Project Management Specialist	8	5%	9	6%	143	89%
Project Management Consultant	4	5%	5	6%	77	91%

Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	711	73%	474	49%	265	27%
Director of Project Management Office (PMO)	41	69%	37	63%	17	29%
Portfolio Manager	28	62%	22	49%	10	22%
Program Manager	70	65%	59	55%	28	26%
Project Manager III	111	74%	78	52%	36	24%
Project Manager II	100	76%	70	53%	33	25%
Project Manager I	179	79%	112	49%	68	30%
Project Management Specialist	125	75%	67	40%	47	28%
Project Management Consultant	57	65%	29	33%	26	30%

Employee Benefits Offered by Position Description (Cont'd)

	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	769	79%	60	6%
Director of Project Management Office (PMO)	46	78%	7	12%
Portfolio Manager	32	71%	7	16%
Program Manager	84	78%	6	6%
Project Manager III	118	79%	13	9%
Project Manager II	103	79%	5	4%
Project Manager I	188	82%	12	5%
Project Management Specialist	138	83%	8	5%
Project Management Consultant	60	68%	2	2%

Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	923	26.5	662	32.3
Director of Project Management Office (PMO)	55	26.5	46	34.7
Portfolio Manager	45	24.4	39	31.9
Program Manager	99	26.9	73	29.6
Project Manager III	143	26.3	116	32.0
Project Manager II	125	25.2	92	31.3
Project Manager I	214	27.0	143	33.1
Project Management Specialist	160	27.7	100	35.1
Project Management Consultant	82	25.7	53	28.7

Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	301	31%	104	11%	85	9%
Director of Project Management Office (PMO)	23	39%	11	19%	7	12%
Portfolio Manager	15	34%	3	7%	2	5%
Program Manager	34	32%	13	12%	7	7%
Project Manager III	45	30%	19	13%	17	11%
Project Manager II	39	30%	12	9%	12	9%
Project Manager I	65	29%	27	12%	21	9%
Project Management Specialist	52	32%	10	6%	13	8%
Project Management Consultant	28	33%	9	11%	6	7%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	961	44.2	944	48.9
Director of Project Management Office (PMO)	59	43.5	58	50.2
Portfolio Manager	45	42.8	45	50.5
Program Manager	104	44.3	102	50.2
Project Manager III	148	43.4	146	50.5
Project Manager II	130	43.7	128	48.1
Project Manager I	224	44.5	220	47.2
Project Management Specialist	164	45.2	161	48.4
Project Management Consultant	87	45.3	84	48.8

Annualized Salary by Position Description—Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	13	9%	138,000	200,000	610,000	356,045
Portfolio Manager	10	7%	178,025	252,000	587,536	420,409
Program Manager	21	15%	147,500	240,000	367,520	283,383
Project Manager III	19	13%	164,400	300,000	365,100	282,659
Project Manager II	16	11%	102,034	186,500	300,000	208,215
Project Manager I	26	18%	120,000	150,000	207,000	174,372
Project Management Specialist	22	16%	107,500	149,700	273,000	196,670
Project Management Consultant	14	10%	138,000	180,000	272,500	233,897

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	47	6%	200,000	420,000	564,000	472,001
Portfolio Manager	35	4%	252,000	360,000	420,000	367,258
Program Manager	89	10%	168,000	240,000	320,559	253,622
Project Manager III	133	16%	174,000	240,000	333,500	267,479
Project Manager II	116	14%	141,000	190,000	260,500	208,915
Project Manager I	206	24%	100,000	150,000	219,250	167,976
Project Management Specialist	147	17%	134,160	180,000	240,000	199,049
Project Management Consultant	76	9%	142,500	201,081	276,000	225,828

DETAILED FINDINGS—All Respondents

Singapore

Total Compensation (in Singapore Dollars)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	868	80,000	100,167	137,325	113,206
Total Compensation	868	91,000	118,000	154,000	130,621

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	74	9%	Decrease	35	4%
Remained the same	401	47%	Remain the same	270	31%
Increased less than 1%	–	*	Increase less than 1%	4	*
Increased 1% to 2.9%	79	9%	Increase 1% to 2.9%	90	10%
Increased 3% to 3.9%	102	12%	Increase 3% to 3.9%	107	12%
Increased 4% to 4.9%	40	5%	Increase 4% to 4.9%	38	4%
Increased 5% to 6.9%	74	9%	Increase 5% to 6.9%	148	17%
Increased 7% to 9.9%	19	2%	Increase 7% to 9.9%	17	2%
Increased 10% to 14.9%	42	5%	Increase 10% to 14.9%	82	10%
Increased 15% to 19.9%	13	2%	Increase 15% to 19.9%	26	3%
Increased 20% to 24.9%	8	1%	Increase 20% to 24.9%	28	3%
Increased 25% to 29.9%	4	*	Increase 25% to 29.9%	5	1%
Increased 30% or greater	3	*	Increase 30% or greater	12	1%
Mean Change	2.1		Mean Change	4.3	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	60	7%	120,000	140,000	194,250	150,033
Portfolio Manager	60	7%	120,000	150,000	193,750	159,297
Program Manager	164	19%	92,325	120,000	155,000	130,274
Project Manager III	179	21%	90,000	110,400	135,000	116,178
Project Manager II	147	17%	78,045	93,000	109,320	96,677
Project Manager I	172	20%	64,000	78,000	97,650	83,772
Project Management Specialist	53	6%	64,500	85,954	117,500	97,052
Project Management Consultant	33	4%	80,000	102,000	138,835	114,483

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	2	*	–	–	–	–
3 < 5 years	12	1%	40,705	54,000	69,000	55,496
5 < 10 years	88	10%	60,000	72,000	86,000	76,518
10 < 15 years	176	20%	72,000	85,000	105,300	93,166
15 < 20 years	215	25%	84,035	108,000	131,000	111,410
20 years or more	375	43%	96,000	120,500	160,000	134,348

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	31	4%	67,600	78,000	84,000	82,629
3 < 5 years	68	8%	59,250	72,000	90,000	77,692
5 < 10 years	304	35%	72,182	90,000	109,959	98,229
10 < 15 years	259	30%	90,000	110,000	144,000	119,904
15 < 20 years	128	15%	104,125	125,000	160,750	137,207
20 years or more	78	9%	120,000	144,300	180,000	153,061

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	20	2%	74,750	99,500	127,500	104,025
Some college or associate degree	37	4%	74,000	98,080	135,000	111,442
4-year college degree	410	47%	77,242	100,000	129,850	107,943
Master's degree	367	42%	81,900	104,610	144,000	119,222
Doctoral degree	34	4%	79,500	115,000	150,250	119,057

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	127	15%	75,000	101,000	150,000	116,955
No degree in PM	736	85%	80,000	100,000	132,000	112,355

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	726	84%	81,375	103,045	140,000	114,405
PMP for less than 1 year	10	1%	60,000	84,907	102,255	86,750
PMP for 1 < 5 years	358	50%	72,000	90,000	120,000	99,992
PMP for 5 < 10 years	176	24%	90,000	109,100	137,541	116,902
PMP for 10 < 20 years	174	24%	108,000	130,826	172,000	141,292
PMP for 20+ years	2	*	–	–	–	–
Do not have a PMP certification	142	16%	72,000	91,100	124,382	107,073

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	695	81%	81,000	103,090	140,000	115,551
Female	163	19%	72,000	90,000	126,000	103,754

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	23	3%	84,035	100,000	192,000	132,239
Consulting	48	6%	94,223	130,000	157,200	133,014
Customer Service/Public Relations	2	*	–	–	–	–
Engineering	81	9%	72,000	90,000	111,000	96,998
Finance	15	2%	79,992	120,000	150,000	126,013
Human Resources	7	1%	–	–	–	–
Information Technology/Information Systems	254	29%	86,650	107,212	141,425	117,055
Operations/Manufacturing	40	5%	80,000	95,000	122,250	105,381
Project Management Department or PMO	287	33%	79,200	101,000	135,000	112,689
Quality Management	8	1%	–	–	–	–
Research and Development	48	6%	72,000	83,600	104,950	95,874
Sales/Marketing	15	2%	64,000	93,569	144,000	98,211
Supply Chain Management/Logistics	11	1%	90,000	111,800	150,000	124,800
Training/Education	7	1%	–	–	–	–
Other	22	3%	98,972	122,000	145,500	126,689

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	13	1%	68,442	75,000	113,000	88,268
Business Services	4	*	–	–	–	–
Construction	71	8%	66,000	85,200	130,000	107,072
Consulting	36	4%	81,925	106,500	150,000	121,224
Engineering	110	13%	78,000	94,285	120,000	101,884
Financial Services	99	11%	109,000	150,000	200,000	153,294
Food and Beverage	8	1%	–	–	–	–
Government	36	4%	80,500	99,200	120,000	100,768
Healthcare	31	4%	78,000	103,000	124,800	103,152
Information Technology	228	26%	80,000	100,000	130,000	107,271
Insurance	6	1%	–	–	–	–
Legal	–	*	–	–	–	–
Manufacturing	75	9%	75,000	100,000	120,000	104,893
Pharmaceuticals	17	2%	78,400	130,000	156,325	125,225
Real Estate	10	1%	94,416	104,000	129,500	112,927
Resources (Agriculture, Mining, etc.)	29	3%	95,446	125,000	158,000	137,836
Telecommunications	33	4%	76,000	100,000	130,000	108,845
Training/Education	9	1%	–	–	–	–
Utility	5	1%	–	–	–	–
Other	48	6%	81,000	103,000	131,287	112,457

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	91	10%	67,200	80,000	100,000	89,298
100 to 299	87	10%	72,000	93,600	120,000	100,827
300 to 999	102	12%	79,988	98,400	121,375	110,005
1,000 to 2,499	108	12%	78,000	95,500	120,000	103,632
2,500 to 4,999	79	9%	78,757	98,000	140,000	107,232
5,000 to 9,999	93	11%	80,000	100,000	140,000	111,527
10,000 or more	308	35%	92,100	120,000	159,812	130,223

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	132	19%	72,182	90,000	124,750	103,681
5 to 9 people	223	32%	80,000	96,000	124,000	106,118
10 to 14 people	147	21%	85,000	112,620	143,000	120,047
15 to 19 people	51	7%	90,000	102,000	133,206	115,090
20 or more people	136	20%	95,436	120,000	165,000	133,449

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	102	13%	72,000	93,800	115,000	96,988
\$100,000 to \$499,999	174	22%	77,250	98,900	123,700	106,201
\$500,000 to \$999,999	129	16%	80,000	103,000	133,585	113,826
\$1 million to \$10 million	285	35%	83,600	108,000	145,500	118,496
More than \$10 million	114	14%	83,500	113,500	145,500	124,083

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	57	7%	79	9%	742	86%
Director of Project Management Office (PMO)	7	12%	8	13%	47	78%
Portfolio Manager	7	12%	7	12%	47	80%
Program Manager	14	9%	19	12%	135	83%
Project Manager III	13	7%	14	8%	153	87%
Project Manager II	9	6%	14	10%	127	86%
Project Manager I	3	2%	11	6%	157	92%
Project Management Specialist	3	6%	3	6%	47	89%
Project Management Consultant	1	3%	3	9%	29	88%

Employee Benefits Offered by Position Description						
	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	187	22%	491	57%	260	30%
Director of Project Management Office (PMO)	27	45%	45	75%	24	40%
Portfolio Manager	17	29%	42	71%	18	31%
Program Manager	34	21%	100	61%	54	33%
Project Manager III	37	21%	94	53%	54	31%
Project Manager II	27	19%	94	65%	43	30%
Project Manager I	36	21%	75	44%	43	25%
Project Management Specialist	6	11%	26	49%	18	34%
Project Management Consultant	3	9%	15	45%	6	18%

Employee Benefits Offered by Position Description (Cont'd)				
	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	19	2%	19	2%
Director of Project Management Office (PMO)	2	3%	2	3%
Portfolio Manager	2	3%	1	2%
Program Manager	4	2%	7	4%
Project Manager III	3	2%	1	1%
Project Manager II	3	2%	6	4%
Project Manager I	4	2%	–	*
Project Management Specialist	1	2%	2	4%
Project Management Consultant	–	*	–	*

Mean Number of Vacation Days by Position Description				
	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	834	16.6	769	20.1
Director of Project Management Office (PMO)	57	16.6	53	21.2
Portfolio Manager	57	18.4	55	21.9
Program Manager	160	17.7	149	21.0
Project Manager III	174	16.9	162	20.4
Project Manager II	139	16.9	131	20.2
Project Manager I	165	15.7	142	19.2
Project Management Specialist	50	13.8	48	17.4
Project Management Consultant	32	13.8	29	15.7

Pension Plans Offered by Position Description						
	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	81	9%	221	26%	27	3%
Director of Project Management Office (PMO)	5	8%	22	37%	2	3%
Portfolio Manager	3	5%	23	38%	1	2%
Program Manager	20	12%	44	27%	6	4%
Project Manager III	11	6%	50	28%	8	4%
Project Manager II	13	9%	41	29%	6	4%
Project Manager I	15	9%	21	12%	3	2%
Project Management Specialist	11	21%	15	28%	–	*
Project Management Consultant	3	9%	5	15%	1	3%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	858	41.2	853	49.7
Director of Project Management Office (PMO)	59	41.1	58	51.3
Portfolio Manager	60	41.5	60	52.6
Program Manager	163	41.3	163	51.8
Project Manager III	177	41.2	178	50.5
Project Manager II	144	41.4	142	49.7
Project Manager I	170	41.1	168	46.5
Project Management Specialist	52	41.4	51	48.5
Project Management Consultant	33	40.9	33	45.8

Annualized Salary by Position Description—Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	12	14%	115,800	135,000	189,379	144,039
Portfolio Manager	9	10%	–	–	–	–
Program Manager	18	21%	99,750	126,000	163,500	140,156
Project Manager III	13	15%	83,701	101,400	126,000	105,846
Project Manager II	9	10%	–	–	–	–
Project Manager I	15	17%	72,000	86,000	125,528	98,844
Project Management Specialist	2	2%	–	–	–	–
Project Management Consultant	9	10%	–	–	–	–

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	48	6%	120,000	141,500	194,250	151,532
Portfolio Manager	51	7%	124,000	150,000	195,000	161,749
Program Manager	146	19%	90,000	120,000	155,250	129,056
Project Manager III	166	21%	90,000	110,700	136,975	116,987
Project Manager II	138	18%	78,000	92,940	109,449	96,347
Project Manager I	157	20%	63,750	78,000	95,500	82,332
Project Management Specialist	51	7%	64,000	85,200	110,000	92,230
Project Management Consultant	24	3%	80,000	104,500	129,717	114,865

DETAILED FINDINGS—All Respondents

South Africa

Total Compensation (in South African Rand)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	516	707,000	978,911	1,268,271	1,041,469
Total Compensation	516	750,000	1,039,500	1,383,625	1,119,791

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	39	8%	Decrease	14	3%
Remained the same	263	51%	Remain the same	193	38%
Increased less than 1%	–	*	Increase less than 1%	1	*
Increased 1% to 2.9%	7	1%	Increase 1% to 2.9%	12	2%
Increased 3% to 3.9%	31	6%	Increase 3% to 3.9%	40	8%
Increased 4% to 4.9%	26	5%	Increase 4% to 4.9%	27	5%
Increased 5% to 6.9%	74	14%	Increase 5% to 6.9%	107	21%
Increased 7% to 9.9%	25	5%	Increase 7% to 9.9%	38	7%
Increased 10% to 14.9%	26	5%	Increase 10% to 14.9%	47	9%
Increased 15% to 19.9%	5	1%	Increase 15% to 19.9%	7	1%
Increased 20% to 24.9%	5	1%	Increase 20% to 24.9%	7	1%
Increased 25% to 29.9%	4	1%	Increase 25% to 29.9%	7	1%
Increased 30% or greater	9	2%	Increase 30% or greater	13	3%
Mean Change	2.9		Mean Change	4.7	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	56	11%	877,500	1,200,000	1,622,500	1,281,184
Portfolio Manager	52	10%	862,946	1,161,000	1,342,500	1,195,184
Program Manager	108	21%	839,868	1,049,898	1,400,000	1,129,952
Project Manager III	125	24%	700,000	995,000	1,200,000	978,669
Project Manager II	66	13%	600,000	750,000	960,000	800,402
Project Manager I	46	9%	500,000	702,500	933,744	802,981
Project Management Specialist	34	7%	623,250	877,000	1,114,664	930,196
Project Management Consultant	29	6%	764,495	1,400,000	1,706,000	1,301,491

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	–	*	–	–	–	–
3 < 5 years	3	1%	–	–	–	–
5 < 10 years	45	9%	468,000	631,000	791,500	686,691
10 < 15 years	112	22%	602,500	759,055	955,000	807,070
15 < 20 years	94	18%	720,000	918,000	1,176,500	969,766
20 years or more	262	51%	926,000	1,200,000	1,500,000	1,235,957

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	10	2%	439,050	662,500	907,500	692,420
3 < 5 years	26	5%	450,000	657,500	790,000	703,000
5 < 10 years	152	29%	563,750	750,000	1,015,000	832,452
10 < 15 years	137	27%	767,000	950,000	1,200,000	999,880
15 < 20 years	94	18%	965,250	1,200,000	1,500,000	1,248,789
20 years or more	97	19%	1,000,000	1,320,000	1,700,000	1,353,539

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	19	4%	500,000	780,000	1,000,000	773,516
Some college or associate degree	79	15%	650,000	900,000	1,320,000	997,861
4-year college degree	248	48%	676,250	900,000	1,200,000	995,454
Master's degree	150	29%	881,994	1,161,000	1,500,000	1,161,536
Doctoral degree	20	4%	724,000	1,057,500	1,675,000	1,138,350

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	149	29%	645,000	967,000	1,256,692	995,472
No degree in PM	366	71%	720,000	994,000	1,300,000	1,061,209

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	408	79%	750,000	1,000,000	1,300,000	1,084,060
PMP for less than 1 year	12	3%	630,750	845,000	1,161,686	931,687
PMP for 1 < 5 years	187	46%	650,700	784,000	1,074,234	907,949
PMP for 5 < 10 years	94	23%	860,637	1,095,480	1,387,500	1,154,009
PMP for 10 < 20 years	102	25%	1,033,000	1,256,950	1,508,992	1,335,405
PMP for 20+ years	8	2%	-	-	-	-
Do not have a PMP certification	108	21%	500,000	780,000	1,100,000	880,568

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	353	69%	728,000	1,000,000	1,350,000	1,087,052
Female	155	31%	655,200	862,534	1,152,000	930,917

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	30	6%	545,250	872,500	1,212,500	967,824
Consulting	51	10%	620,000	893,000	1,250,000	1,000,926
Customer Service/Public Relations	1	*	–	–	–	–
Engineering	72	14%	677,750	1,010,000	1,337,500	1,048,881
Finance	5	1%	–	–	–	–
Human Resources	–	*	–	–	–	–
Information Technology/Information Systems	50	10%	792,900	1,070,500	1,340,000	1,105,834
Operations/Manufacturing	30	6%	588,000	738,000	1,000,000	846,861
Project Management Department or PMO	238	46%	749,748	1,000,000	1,300,000	1,067,199
Quality Management	3	1%	–	–	–	–
Research and Development	6	1%	–	–	–	–
Sales/Marketing	6	1%	–	–	–	–
Supply Chain Management/Logistics	4	1%	–	–	–	–
Training/Education	2	*	–	–	–	–
Other	18	3%	598,250	990,000	1,515,000	1,112,421

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	3	1%	–	–	–	–
Business Services	4	1%	–	–	–	–
Construction	70	14%	600,000	885,926	1,400,000	1,012,569
Consulting	60	12%	742,500	1,000,000	1,375,000	1,088,690
Engineering	83	16%	700,000	960,000	1,300,000	1,033,234
Financial Services	31	6%	900,000	1,100,000	1,400,000	1,123,347
Food and Beverage	6	1%	–	–	–	–
Government	28	5%	766,250	972,500	1,260,319	1,075,426
Healthcare	4	1%	–	–	–	–
Information Technology	69	13%	701,000	960,000	1,200,000	1,030,867
Insurance	1	*	–	–	–	–
Legal	1	*	–	–	–	–
Manufacturing	23	4%	762,000	1,000,000	1,100,000	976,324
Pharmaceuticals	6	1%	–	–	–	–
Real Estate	4	1%	–	–	–	–
Resources (Agriculture, Mining, etc.)	46	9%	927,000	1,200,000	1,694,000	1,282,381
Telecommunications	26	5%	650,525	805,000	1,007,106	902,361
Training/Education	8	2%	–	–	–	–
Utility	8	2%	–	–	–	–
Other	35	7%	700,000	916,000	1,200,000	982,908

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	132	26%	600,000	802,000	1,200,000	925,458
100 to 299	59	11%	620,000	865,000	1,200,000	978,923
300 to 999	64	12%	723,000	955,000	1,245,000	1,062,501
1,000 to 2,499	52	10%	780,000	1,000,000	1,242,879	1,031,348
2,500 to 4,999	38	7%	914,500	1,099,480	1,258,956	1,117,965
5,000 to 9,999	44	9%	725,000	1,126,000	1,500,000	1,136,371
10,000 or more	127	25%	770,000	1,080,000	1,350,000	1,128,881

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	33	7%	594,253	748,990	1,000,000	824,287
5 to 9 people	128	29%	648,500	863,000	1,097,220	916,396
10 to 14 people	114	26%	700,000	960,000	1,200,000	978,190
15 to 19 people	48	11%	874,000	1,189,000	1,475,000	1,183,242
20 or more people	120	27%	886,244	1,200,000	1,500,000	1,254,137

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	43	9%	480,000	714,000	870,000	704,317
\$100,000 to \$499,999	128	26%	637,247	815,000	1,098,000	899,900
\$500,000 to \$999,999	80	16%	663,869	1,021,000	1,260,000	1,039,374
\$1 million to \$10 million	160	33%	782,500	1,015,000	1,358,556	1,105,447
More than \$10 million	79	16%	1,000,000	1,250,000	1,644,000	1,333,279

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	12	2%	39	8%	461	91%
Director of Project Management Office (PMO)	2	4%	7	13%	47	85%
Portfolio Manager	2	4%	8	15%	42	81%
Program Manager	4	4%	8	8%	94	89%
Project Manager III	1	1%	7	6%	114	93%
Project Manager II	–	*	1	2%	65	98%
Project Manager I	1	2%	3	7%	43	93%
Project Management Specialist	2	6%	3	9%	29	88%
Project Management Consultant	–	*	2	7%	27	93%

Employee Benefits Offered by Position Description						
	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	148	29%	279	54%	154	30%
Director of Project Management Office (PMO)	14	25%	38	68%	22	39%
Portfolio Manager	11	22%	24	47%	16	31%
Program Manager	37	35%	68	64%	40	37%
Project Manager III	34	27%	72	58%	42	34%
Project Manager II	20	30%	31	47%	8	12%
Project Manager I	11	24%	20	43%	10	22%
Project Management Specialist	12	35%	14	41%	13	38%
Project Management Consultant	9	31%	12	41%	3	10%

Employee Benefits Offered by Position Description (Cont'd)				
	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	38	7%	4	1%
Director of Project Management Office (PMO)	5	9%	1	2%
Portfolio Manager	2	4%	–	*
Program Manager	8	7%	–	*
Project Manager III	3	2%	1	1%
Project Manager II	5	8%	–	*
Project Manager I	9	20%	1	2%
Project Management Specialist	3	9%	–	*
Project Management Consultant	3	10%	1	3%

Mean Number of Vacation Days by Position Description				
	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	503	18.5	453	21.7
Director of Project Management Office (PMO)	56	19.6	54	22.9
Portfolio Manager	51	20.2	44	22.7
Program Manager	106	18.5	100	20.8
Project Manager III	120	17.6	111	21.8
Project Manager II	64	17.4	56	21.0
Project Manager I	44	19.3	39	22.8
Project Management Specialist	34	19.1	25	24.2
Project Management Consultant	28	16.8	24	17.5

Pension Plans Offered by Position Description						
	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	81	16%	257	50%	35	7%
Director of Project Management Office (PMO)	11	20%	27	48%	3	5%
Portfolio Manager	7	13%	32	62%	1	2%
Program Manager	23	21%	54	50%	8	7%
Project Manager III	19	15%	69	55%	10	8%
Project Manager II	8	12%	27	41%	6	9%
Project Manager I	5	11%	22	48%	3	7%
Project Management Specialist	5	15%	17	50%	3	9%
Project Management Consultant	3	10%	9	31%	1	3%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	514	41.0	512	49.3
Director of Project Management Office (PMO)	56	40.4	56	52.1
Portfolio Manager	52	40.7	51	51.1
Program Manager	107	41.0	108	50.3
Project Manager III	124	41.0	123	47.3
Project Manager II	66	41.3	66	48.5
Project Manager I	46	40.7	46	47.6
Project Management Specialist	34	42.2	33	49.5
Project Management Consultant	29	41.3	29	49.7

Annualized Salary by Position Description—Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	16	18%	829,500	1,104,000	1,500,000	1,242,750
Portfolio Manager	10	11%	590,000	1,210,758	1,481,000	1,130,952
Program Manager	19	21%	1,000,000	1,200,000	1,535,969	1,291,109
Project Manager III	21	23%	841,996	1,100,000	1,312,112	1,120,010
Project Manager II	8	9%	–	–	–	–
Project Manager I	2	2%	–	–	–	–
Project Management Specialist	5	6%	–	–	–	–
Project Management Consultant	9	10%	–	–	–	–

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	40	9%	900,000	1,230,000	1,640,500	1,296,558
Portfolio Manager	42	10%	913,546	1,128,000	1,362,500	1,210,477
Program Manager	89	21%	810,230	1,033,000	1,281,000	1,095,548
Project Manager III	104	24%	670,000	944,500	1,194,000	950,128
Project Manager II	58	14%	588,000	730,000	910,000	783,820
Project Manager I	44	10%	517,500	702,500	991,248	813,344
Project Management Specialist	29	7%	643,100	900,000	1,175,000	970,181
Project Management Consultant	20	5%	682,248	1,185,631	1,649,748	1,188,855

DETAILED FINDINGS—All Respondents

South Korea

Total Compensation (in South Korean Won)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	191	65,000,000	80,000,000	93,753,240	82,671,721
Total Compensation	191	72,000,000	90,000,000	110,000,000	95,225,959

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	12	6%	Decrease	8	4%
Remained the same	62	34%	Remain the same	65	34%
Increased less than 1%	–	*	Increase less than 1%	–	*
Increased 1% to 2.9%	38	21%	Increase 1% to 2.9%	29	15%
Increased 3% to 3.9%	26	14%	Increase 3% to 3.9%	29	15%
Increased 4% to 4.9%	10	5%	Increase 4% to 4.9%	4	2%
Increased 5% to 6.9%	18	10%	Increase 5% to 6.9%	26	14%
Increased 7% to 9.9%	5	3%	Increase 7% to 9.9%	4	2%
Increased 10% to 14.9%	8	4%	Increase 10% to 14.9%	16	8%
Increased 15% to 19.9%	3	2%	Increase 15% to 19.9%	2	1%
Increased 20% to 24.9%	–	*	Increase 20% to 24.9%	3	2%
Increased 25% to 29.9%	1	1%	Increase 25% to 29.9%	1	1%
Increased 30% or greater	2	1%	Increase 30% or greater	2	1%
Mean Change	2.6		Mean Change	3.4	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	18	9%	79,250,000	90,000,000	118,670,980	103,477,201
Portfolio Manager	5	3%	–	–	–	–
Program Manager	23	12%	65,000,000	83,000,000	100,000,000	88,030,991
Project Manager III	30	16%	65,000,000	81,971,316	94,064,930	85,096,899
Project Manager II	20	10%	65,750,000	82,350,608	105,740,476	83,140,526
Project Manager I	48	25%	56,250,000	70,000,000	80,750,000	70,768,262
Project Management Specialist	34	18%	65,000,000	80,000,000	90,000,000	80,842,948
Project Management Consultant	13	7%	63,614,000	80,000,000	96,451,000	83,595,540

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	–	*	–	–	–	–
3 < 5 years	2	1%	–	–	–	–
5 < 10 years	23	12%	52,000,000	60,000,000	75,000,000	65,853,865
10 < 15 years	49	26%	62,101,080	70,000,000	80,500,000	73,501,309
15 < 20 years	31	16%	65,000,000	80,000,000	90,000,000	85,479,658
20 years or more	86	45%	80,000,000	89,644,400	101,587,428	92,514,259

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	8	4%	-	-	-	-
3 < 5 years	18	9%	53,750,000	65,000,000	82,427,062	67,514,074
5 < 10 years	47	25%	55,805,500	68,000,000	80,000,000	72,067,370
10 < 15 years	69	36%	70,000,000	80,000,000	95,000,000	83,686,465
15 < 20 years	22	12%	83,708,248	98,418,952	122,500,000	107,265,091
20 years or more	27	14%	75,000,000	85,000,000	100,000,000	93,573,991

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	-	*	-	-	-	-
Some college or associate degree	6	3%	-	-	-	-
4-year college degree	110	58%	60,000,000	80,000,000	90,000,000	79,293,947
Master's degree	63	33%	70,000,000	83,708,248	100,000,000	87,948,297
Doctoral degree	12	6%	66,250,000	77,500,000	106,628,500	90,551,938

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	32	17%	63,126,620	80,000,000	95,041,000	79,887,721
No degree in PM	158	83%	65,000,000	80,000,000	92,438,310	83,125,896

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	170	89%	65,000,000	80,000,000	95,347,000	83,511,002
PMP for less than 1 year	2	1%	-	-	-	-
PMP for 1 < 5 years	68	40%	60,000,000	70,750,000	81,292,466	72,664,348
PMP for 5 < 10 years	31	18%	60,000,000	80,000,000	95,000,000	79,845,825
PMP for 10 < 20 years	61	36%	80,000,000	90,000,000	106,855,500	95,745,247
PMP for 20+ years	7	4%	-	-	-	-
Do not have a PMP certification	21	11%	60,000,000	72,000,000	89,288,800	75,877,542

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	181	95%	65,000,000	80,000,000	93,876,620	82,585,244
Female	9	5%	-	-	-	-

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	14	7%	75,000,000	89,644,400	117,500,000	100,785,504
Consulting	4	2%	-	-	-	-
Customer Service/Public Relations	5	3%	-	-	-	-
Engineering	36	19%	61,250,000	80,000,000	99,128,500	79,596,984
Finance	2	1%	-	-	-	-
Human Resources	-	*	-	-	-	-
Information Technology/Information Systems	18	9%	58,750,000	77,500,000	87,915,000	77,811,813
Operations/Manufacturing	3	2%	-	-	-	-
Project Management Department or PMO	74	39%	65,000,000	80,000,000	90,000,000	83,905,463
Quality Management	4	2%	-	-	-	-
Research and Development	16	8%	67,250,000	82,304,124	95,000,000	84,364,516
Sales/Marketing	5	3%	-	-	-	-
Supply Chain Management/Logistics	4	2%	-	-	-	-
Training/Education	-	*	-	-	-	-
Other	6	3%	-	-	-	-

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	4	2%	-	-	-	-
Business Services	1	1%	-	-	-	-
Construction	42	22%	65,000,000	80,000,000	90,000,000	82,323,417
Consulting	6	3%	-	-	-	-
Engineering	48	25%	65,000,000	80,000,000	100,000,000	85,503,437
Financial Services	2	1%	-	-	-	-
Food and Beverage	-	*	-	-	-	-
Government	4	2%	-	-	-	-
Healthcare	3	2%	-	-	-	-
Information Technology	22	12%	58,750,000	78,500,000	84,531,186	74,329,856
Insurance	-	*	-	-	-	-
Legal	2	1%	-	-	-	-
Manufacturing	26	14%	60,000,000	73,773,576	91,000,000	76,166,358
Pharmaceuticals	7	4%	-	-	-	-
Real Estate	3	2%	-	-	-	-
Resources (Agriculture, Mining, etc.)	2	1%	-	-	-	-
Telecommunications	10	5%	83,000,000	90,500,000	115,000,000	97,300,000
Training/Education	-	*	-	-	-	-
Utility	5	3%	-	-	-	-
Other	4	2%	-	-	-	-

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	28	15%	60,000,000	74,700,000	90,000,000	80,080,543
100 to 299	16	8%	45,500,000	75,000,000	80,000,000	70,937,500
300 to 999	37	19%	60,000,000	71,600,000	90,000,000	79,972,975
1,000 to 2,499	28	15%	65,000,000	80,000,000	90,305,538	85,034,383
2,500 to 4,999	18	9%	63,750,000	80,741,108	91,250,000	78,243,506
5,000 to 9,999	30	16%	73,710,732	85,000,000	93,097,000	82,431,720
10,000 or more	34	18%	72,000,000	90,000,000	110,000,000	93,874,882

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	25	20%	58,614,000	71,600,000	85,500,000	73,930,028
5 to 9 people	41	33%	65,000,000	80,000,000	96,876,620	84,245,239
10 to 14 people	25	20%	75,000,000	80,000,000	95,750,000	84,016,820
15 to 19 people	9	7%	-	-	-	-
20 or more people	25	20%	68,500,000	90,000,000	140,000,000	99,407,050

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	12	7%	67,500,000	82,500,000	99,250,000	87,351,667
\$100,000 to \$499,999	34	21%	65,000,000	74,700,000	90,250,000	79,936,047
\$500,000 to \$999,999	15	9%	60,000,000	81,000,000	90,000,000	83,055,750
\$1 million to \$10 million	51	31%	65,000,000	80,000,000	100,000,000	83,321,375
More than \$10 million	50	31%	70,000,000	80,000,000	100,655,198	87,889,777

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	9	5%	13	7%	164	89%
Director of Project Management Office (PMO)	3	17%	2	11%	14	78%
Portfolio Manager	-	*	-	*	5	100%
Program Manager	2	10%	2	10%	17	81%
Project Manager III	-	*	3	10%	27	90%
Project Manager II	1	5%	1	5%	18	90%
Project Manager I	-	*	2	4%	44	96%
Project Management Specialist	2	6%	2	6%	28	88%
Project Management Consultant	1	8%	1	8%	11	85%

Employee Benefits Offered by Position Description						
	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	47	25%	77	41%	82	43%
Director of Project Management Office (PMO)	8	44%	12	67%	6	33%
Portfolio Manager	1	20%	2	40%	2	40%
Program Manager	5	22%	10	43%	8	35%
Project Manager III	10	33%	12	40%	17	57%
Project Manager II	7	35%	8	40%	9	45%
Project Manager I	10	21%	14	29%	21	44%
Project Management Specialist	3	9%	14	42%	13	39%
Project Management Consultant	3	23%	5	38%	6	46%

Employee Benefits Offered by Position Description (Cont'd)				
	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	18	9%	17	9%
Director of Project Management Office (PMO)	1	6%	3	17%
Portfolio Manager	–	*	–	*
Program Manager	1	4%	1	4%
Project Manager III	5	17%	3	10%
Project Manager II	2	10%	2	10%
Project Manager I	5	10%	4	8%
Project Management Specialist	2	6%	1	3%
Project Management Consultant	2	15%	3	23%

Mean Number of Vacation Days by Position Description				
	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	179	16.4	157	22.3
Director of Project Management Office (PMO)	18	15.8	15	22.7
Portfolio Manager	4	10.0	4	17.8
Program Manager	21	17.0	22	23.5
Project Manager III	28	17.9	25	23.2
Project Manager II	18	15.2	18	23.3
Project Manager I	45	17.7	37	22.9
Project Management Specialist	32	15.0	27	19.5
Project Management Consultant	13	15.1	9	22.8

Pension Plans Offered by Position Description						
	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	97	52%	47	25%	19	10%
Director of Project Management Office (PMO)	7	39%	8	44%	1	6%
Portfolio Manager	4	80%	–	*	–	*
Program Manager	14	61%	5	22%	2	9%
Project Manager III	16	53%	11	37%	3	10%
Project Manager II	13	68%	6	32%	1	5%
Project Manager I	26	58%	7	16%	5	11%
Project Management Specialist	12	36%	6	18%	5	15%
Project Management Consultant	5	38%	4	31%	2	15%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	188	42.2	187	46.6
Director of Project Management Office (PMO)	18	42.0	18	48.8
Portfolio Manager	5	42.0	5	46.0
Program Manager	23	42.1	23	43.3
Project Manager III	29	42.2	29	48.7
Project Manager II	20	40.7	20	47.6
Project Manager I	47	42.7	46	46.9
Project Management Specialist	33	43.0	33	46.2
Project Management Consultant	13	40.9	13	42.9

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	13%	–	–	–	–
Project Manager III	2	13%	–	–	–	–
Project Manager II	1	6%	–	–	–	–
Project Manager I	6	38%	–	–	–	–
Project Management Specialist	4	25%	–	–	–	–
Project Management Consultant	1	6%	–	–	–	–

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	18	10%	79,250,000	90,000,000	118,670,980	103,477,201
Portfolio Manager	5	3%	–	–	–	–
Program Manager	21	12%	63,350,000	83,000,000	100,000,000	88,986,324
Project Manager III	28	16%	65,000,000	80,000,000	93,314,930	84,605,869
Project Manager II	19	11%	68,000,000	83,172,000	107,504,000	84,884,764
Project Manager I	42	24%	55,000,000	70,000,000	81,000,000	71,827,818
Project Management Specialist	30	17%	65,000,000	78,500,000	87,915,000	77,278,682
Project Management Consultant	12	7%	60,421,000	76,000,000	96,041,000	77,726,570

DETAILED FINDINGS—All Respondents

Spain

Total Compensation (in European Union Euros)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	1,004	41,000	50,000	62,000	53,890
Total Compensation	1,004	44,000	55,000	70,000	59,438

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	55	6%	Decrease	32	3%
Remained the same	580	59%	Remain the same	505	51%
Increased less than 1%	–	*	Increase less than 1%	2	*
Increased 1% to 2.9%	111	11%	Increase 1% to 2.9%	135	14%
Increased 3% to 3.9%	57	6%	Increase 3% to 3.9%	63	6%
Increased 4% to 4.9%	25	3%	Increase 4% to 4.9%	19	2%
Increased 5% to 6.9%	58	6%	Increase 5% to 6.9%	102	10%
Increased 7% to 9.9%	27	3%	Increase 7% to 9.9%	16	2%
Increased 10% to 14.9%	41	4%	Increase 10% to 14.9%	70	7%
Increased 15% to 19.9%	17	2%	Increase 15% to 19.9%	18	2%
Increased 20% to 24.9%	8	1%	Increase 20% to 24.9%	17	2%
Increased 25% to 29.9%	3	*	Increase 25% to 29.9%	4	*
Increased 30% or greater	5	1%	Increase 30% or greater	6	1%
Mean Change	1.8		Mean Change	2.7	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	89	9%	46,250	58,000	78,000	63,622
Portfolio Manager	71	7%	56,000	66,000	80,000	68,653
Program Manager	167	17%	47,000	56,000	67,000	58,861
Project Manager III	233	23%	44,818	52,020	65,000	56,218
Project Manager II	224	22%	40,000	45,000	54,000	47,414
Project Manager I	108	11%	35,000	40,000	50,000	43,175
Project Management Specialist	56	6%	37,000	44,500	53,750	46,098
Project Management Consultant	56	6%	35,250	43,500	61,500	49,558

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	–	*	–	–	–	–
3 < 5 years	6	1%	–	–	–	–
5 < 10 years	83	8%	33,000	40,000	44,000	39,235
10 < 15 years	167	17%	38,000	45,000	54,000	47,836
15 < 20 years	189	19%	40,009	48,000	59,250	50,708
20 years or more	558	56%	46,000	55,250	70,000	59,183

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	17	2%	28,750	34,000	47,000	41,412
3 < 5 years	85	8%	35,000	40,000	50,000	44,394
5 < 10 years	290	29%	37,902	44,848	52,000	46,739
10 < 15 years	280	28%	43,625	51,000	60,750	54,229
15 < 20 years	180	18%	46,250	60,000	70,000	60,258
20 years or more	152	15%	50,000	60,000	76,500	66,072

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	48	5%	40,000	48,000	55,750	51,163
Some college or associate degree	37	4%	39,000	48,000	55,000	49,027
4-year college degree	158	16%	40,000	46,875	60,000	52,513
Master's degree	679	68%	42,000	50,000	62,000	53,707
Doctoral degree	82	8%	46,875	54,824	73,500	61,850

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	447	45%	41,000	50,000	60,000	53,100
No degree in PM	555	55%	41,000	50,000	63,216	54,574

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	906	90%	42,000	50,000	62,250	54,206
PMP for less than 1 year	12	1%	34,250	41,750	47,750	40,252
PMP for 1 < 5 years	386	43%	40,000	46,000	55,000	49,078
PMP for 5 < 10 years	350	39%	44,750	54,000	65,000	55,893
PMP for 10 < 20 years	146	16%	50,173	60,000	75,250	64,545
PMP for 20+ years	3	*	–	–	–	–
Do not have a PMP certification	98	10%	35,000	45,000	55,750	50,967

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	776	78%	42,000	51,000	65,000	55,688
Female	218	22%	37,404	45,500	56,000	47,682

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	75	7%	43,000	51,000	66,000	58,667
Consulting	83	8%	40,000	49,500	59,000	53,334
Customer Service/Public Relations	11	1%	37,000	48,000	60,000	48,136
Engineering	132	13%	36,000	48,098	60,000	49,360
Finance	15	1%	40,000	45,000	58,000	49,280
Human Resources	2	*	–	–	–	–
Information Technology/Information Systems	189	19%	43,000	50,000	60,000	52,895
Operations/Manufacturing	52	5%	42,000	50,000	65,000	56,255
Project Management Department or PMO	340	34%	42,000	50,000	63,875	54,802
Quality Management	13	1%	32,500	44,500	52,000	45,001
Research and Development	24	2%	42,250	54,250	64,500	57,296
Sales/Marketing	29	3%	40,500	54,000	70,000	57,896
Supply Chain Management/Logistics	11	1%	45,000	54,000	75,000	58,527
Training/Education	2	*	–	–	–	–
Other	26	3%	40,000	48,000	75,000	53,475

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	49	5%	41,750	54,000	65,500	57,562
Business Services	12	1%	41,000	48,000	69,500	58,000
Construction	68	7%	40,000	48,000	60,000	51,906
Consulting	83	8%	40,000	48,000	56,000	50,461
Engineering	148	15%	40,000	50,000	61,500	54,129
Financial Services	30	3%	48,750	60,000	67,750	60,627
Food and Beverage	14	1%	42,500	60,600	66,764	58,204
Government	25	2%	43,500	51,000	59,000	52,098
Healthcare	21	2%	41,500	48,000	62,500	56,115
Information Technology	245	24%	41,750	50,000	60,000	51,929
Insurance	12	1%	37,500	46,500	56,625	46,012
Legal	2	*	–	–	–	–
Manufacturing	52	5%	39,850	50,000	60,000	54,192
Pharmaceuticals	17	2%	43,500	60,000	73,500	62,256
Real Estate	4	*	–	–	–	–
Resources (Agriculture, Mining, etc.)	17	2%	50,000	64,000	84,125	65,525
Telecommunications	95	9%	40,000	50,000	60,000	51,299
Training/Education	3	*	–	–	–	–
Utility	20	2%	50,500	61,500	76,750	67,950
Other	87	9%	41,200	53,500	65,000	54,300

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	113	11%	35,000	42,000	54,500	47,350
100 to 299	117	12%	38,250	45,000	57,500	50,525
300 to 999	128	13%	40,000	50,000	59,625	50,684
1,000 to 2,499	102	10%	40,000	49,128	62,000	52,558
2,500 to 4,999	113	11%	41,000	50,000	60,000	53,903
5,000 to 9,999	64	6%	41,000	50,000	61,500	54,158
10,000 or more	367	37%	46,500	55,000	67,000	58,414

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	150	18%	39,000	45,000	55,000	47,767
5 to 9 people	290	35%	42,000	50,000	60,000	53,160
10 to 14 people	170	21%	45,000	56,000	65,000	56,125
15 to 19 people	44	5%	41,250	52,000	60,000	54,837
20 or more people	170	21%	49,125	58,000	72,125	62,430

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	144	15%	37,029	44,000	55,000	47,000
\$100,000 to \$499,999	233	25%	41,000	49,500	60,000	51,327
\$500,000 to \$999,999	138	15%	41,750	50,000	58,125	51,842
\$1 million to \$10 million	279	29%	42,000	52,000	65,000	56,542
More than \$10 million	152	16%	48,457	60,000	73,837	63,252

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	36	4%	52	5%	904	91%
Director of Project Management Office (PMO)	6	7%	8	9%	76	86%
Portfolio Manager	3	4%	7	10%	61	86%
Program Manager	5	3%	12	7%	146	90%
Project Manager III	9	4%	7	3%	212	93%
Project Manager II	3	1%	10	5%	209	94%
Project Manager I	4	4%	5	5%	99	92%
Project Management Specialist	3	6%	-	*	51	94%
Project Management Consultant	3	5%	3	5%	50	91%

Employee Benefits Offered by Position Description						
	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	177	18%	681	68%	382	38%
Director of Project Management Office (PMO)	21	24%	66	74%	35	39%
Portfolio Manager	22	31%	57	80%	35	49%
Program Manager	28	17%	123	75%	68	41%
Project Manager III	38	16%	170	74%	95	41%
Project Manager II	30	13%	154	69%	68	30%
Project Manager I	17	16%	49	45%	30	28%
Project Management Specialist	14	25%	33	60%	23	42%
Project Management Consultant	7	13%	29	52%	28	50%

Employee Benefits Offered by Position Description (Cont'd)				
	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	37	4%	35	4%
Director of Project Management Office (PMO)	4	4%	2	2%
Portfolio Manager	3	4%	2	3%
Program Manager	7	4%	9	5%
Project Manager III	8	3%	11	5%
Project Manager II	4	2%	3	1%
Project Manager I	3	3%	3	3%
Project Management Specialist	6	11%	4	7%
Project Management Consultant	2	4%	1	2%

Mean Number of Vacation Days by Position Description				
	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	944	20.8	874	22.0
Director of Project Management Office (PMO)	82	18.3	76	22.5
Portfolio Manager	67	22.1	61	23.6
Program Manager	154	21.1	154	21.2
Project Manager III	220	20.6	202	21.1
Project Manager II	214	21.5	199	23.3
Project Manager I	102	20.5	88	21.6
Project Management Specialist	50	22.5	48	23.2
Project Management Consultant	55	18.9	46	18.9

Pension Plans Offered by Position Description						
	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	132	13%	159	16%	65	7%
Director of Project Management Office (PMO)	16	18%	12	13%	3	3%
Portfolio Manager	9	13%	17	24%	7	10%
Program Manager	22	13%	33	20%	8	5%
Project Manager III	30	13%	43	19%	16	7%
Project Manager II	26	12%	31	14%	14	6%
Project Manager I	17	16%	9	8%	12	11%
Project Management Specialist	9	17%	7	13%	2	4%
Project Management Consultant	3	5%	7	13%	3	5%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	999	39.9	998	45.8
Director of Project Management Office (PMO)	89	40.4	89	47.6
Portfolio Manager	69	39.6	69	47.5
Program Manager	166	39.8	165	45.6
Project Manager III	233	39.7	233	45.8
Project Manager II	224	40.0	224	45.6
Project Manager I	107	40.2	107	45.6
Project Management Specialist	55	39.8	55	44.5
Project Management Consultant	56	39.9	56	44.6

Annualized Salary by Position Description—Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	16	13%	55,875	68,500	80,000	68,844
Portfolio Manager	12	9%	57,579	67,500	99,500	74,735
Program Manager	14	11%	56,125	64,500	81,250	73,964
Project Manager III	29	23%	48,500	58,580	74,000	63,393
Project Manager II	28	22%	32,375	43,000	54,500	46,333
Project Manager I	14	11%	34,750	43,500	52,500	45,504
Project Management Specialist	5	4%	–	–	–	–
Project Management Consultant	10	8%	36,800	49,000	65,250	50,990

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	73	8%	45,000	55,000	71,500	62,477
Portfolio Manager	59	7%	56,000	66,000	80,000	67,416
Program Manager	153	17%	46,550	54,000	66,000	57,479
Project Manager III	204	23%	44,000	52,000	64,750	55,198
Project Manager II	196	22%	40,000	45,000	54,000	47,568
Project Manager I	94	11%	34,750	40,000	48,692	42,828
Project Management Specialist	51	6%	36,300	45,000	50,000	45,950
Project Management Consultant	46	5%	35,000	43,000	61,000	49,247

DETAILED FINDINGS—All Respondents

Sweden

Total Compensation (in Swedish Kronor)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	240	570,300	675,000	798,250	706,635
Total Compensation	240	600,000	717,700	840,000	754,955

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	9	4%	Decrease	5	2%
Remained the same	88	37%	Remain the same	68	28%
Increased less than 1%	–	*	Increase less than 1%	1	*
Increased 1% to 2.9%	45	19%	Increase 1% to 2.9%	85	36%
Increased 3% to 3.9%	39	16%	Increase 3% to 3.9%	33	14%
Increased 4% to 4.9%	17	7%	Increase 4% to 4.9%	7	3%
Increased 5% to 6.9%	18	8%	Increase 5% to 6.9%	19	8%
Increased 7% to 9.9%	3	1%	Increase 7% to 9.9%	2	1%
Increased 10% to 14.9%	10	4%	Increase 10% to 14.9%	10	4%
Increased 15% to 19.9%	4	2%	Increase 15% to 19.9%	2	1%
Increased 20% to 24.9%	1	*	Increase 20% to 24.9%	5	2%
Increased 25% to 29.9%	1	*	Increase 25% to 29.9%	1	*
Increased 30% or greater	2	1%	Increase 30% or greater	1	*
Mean Change	2.6		Mean Change	2.9	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	15	6%	690,000	800,000	852,000	769,669
Portfolio Manager	11	5%	603,065	720,000	900,000	925,324
Program Manager	31	13%	610,000	750,000	876,000	755,251
Project Manager III	82	34%	600,000	720,000	800,000	721,521
Project Manager II	46	19%	555,280	637,228	726,456	685,171
Project Manager I	23	10%	492,000	580,000	650,000	585,919
Project Management Specialist	9	4%	–	–	–	–
Project Management Consultant	23	10%	540,000	600,000	700,000	669,383

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	1	*	–	–	–	–
3 < 5 years	2	1%	–	–	–	–
5 < 10 years	18	8%	463,410	540,000	582,000	530,340
10 < 15 years	21	9%	474,000	564,000	607,200	566,621
15 < 20 years	36	15%	527,241	593,340	720,000	639,497
20 years or more	162	68%	635,750	720,000	814,000	763,041

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	5	2%	–	–	–	–
3 < 5 years	14	6%	485,970	556,020	593,500	607,263
5 < 10 years	51	21%	516,840	580,000	675,000	601,587
10 < 15 years	49	20%	536,982	635,000	783,378	666,340
15 < 20 years	47	20%	638,731	720,000	800,000	717,006
20 years or more	74	31%	683,000	770,000	880,250	829,989

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	13	5%	514,700	720,000	889,000	709,787
Some college or associate degree	26	11%	624,000	675,000	734,750	724,811
4-year college degree	43	18%	580,000	700,000	780,000	683,274
Master's degree	139	58%	564,000	680,000	800,000	713,557
Doctoral degree	19	8%	525,000	600,000	793,000	681,838

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	43	18%	576,000	640,000	774,000	671,260
No degree in PM	197	82%	565,200	684,000	800,000	714,357

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	207	86%	578,000	684,000	800,000	720,741
PMP for less than 1 year	1	*	–	–	–	–
PMP for 1 < 5 years	87	42%	561,600	610,000	750,000	662,043
PMP for 5 < 10 years	65	31%	575,600	700,000	817,732	753,058
PMP for 10 < 20 years	50	24%	650,000	725,000	820,000	780,076
PMP for 20+ years	4	2%	–	–	–	–
Do not have a PMP certification	33	14%	492,000	600,000	719,500	618,156

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	168	70%	570,300	669,000	782,775	705,456
Female	71	30%	570,000	684,000	800,000	708,111

Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	12	5%	513,000	622,000	793,500	823,455
Consulting	41	17%	579,000	640,000	770,000	670,355
Customer Service/Public Relations	–	*	–	–	–	–
Engineering	29	12%	550,800	600,000	729,000	646,871
Finance	2	1%	–	–	–	–
Human Resources	1	*	–	–	–	–
Information Technology/Information Systems	28	12%	606,000	742,912	845,000	751,500
Operations/Manufacturing	12	5%	498,210	735,000	840,365	699,777
Project Management Department or PMO	80	33%	576,000	700,000	800,000	714,678
Quality Management	3	1%	–	–	–	–
Research and Development	22	9%	555,030	611,000	723,750	684,139
Sales/Marketing	4	2%	–	–	–	–
Supply Chain Management/Logistics	2	1%	–	–	–	–
Training/Education	–	*	–	–	–	–
Other	4	2%	–	–	–	–

Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	8	3%	–	–	–	–
Business Services	2	1%	–	–	–	–
Construction	20	8%	494,000	582,725	668,250	589,168
Consulting	32	13%	531,250	606,000	714,250	634,203
Engineering	26	11%	537,000	645,000	800,500	675,894
Financial Services	5	2%	–	–	–	–
Food and Beverage	5	2%	–	–	–	–
Government	8	3%	–	–	–	–
Healthcare	7	3%	–	–	–	–
Information Technology	41	17%	575,000	720,000	857,500	737,581
Insurance	2	1%	–	–	–	–
Legal	–	*	–	–	–	–
Manufacturing	21	9%	546,000	690,000	729,050	655,170
Pharmaceuticals	17	7%	590,840	780,000	950,000	836,311
Real Estate	3	1%	–	–	–	–
Resources (Agriculture, Mining, etc.)	3	1%	–	–	–	–
Telecommunications	14	6%	690,000	775,000	849,347	760,992
Training/Education	–	*	–	–	–	–
Utility	3	1%	–	–	–	–
Other	23	10%	571,200	697,000	800,000	684,405



Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	46	19%	524,650	619,366	775,500	666,696
100 to 299	16	7%	528,124	660,000	803,594	853,531
300 to 999	17	7%	600,000	690,000	750,000	694,259
1,000 to 2,499	27	11%	588,000	650,000	732,000	662,273
2,500 to 4,999	10	4%	495,000	633,000	745,500	632,161
5,000 to 9,999	12	5%	564,600	631,500	796,689	664,430
10,000 or more	112	47%	585,758	700,000	828,116	725,798

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	18	9%	524,840	612,000	783,250	652,911
5 to 9 people	65	32%	530,982	600,000	725,000	635,102
10 to 14 people	46	23%	600,000	714,500	785,000	710,823
15 to 19 people	24	12%	638,750	690,000	807,500	883,184
20 or more people	50	25%	633,000	750,000	868,000	790,811

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	11	5%	468,000	745,824	800,000	663,760
\$100,000 to \$499,999	52	24%	552,510	663,500	782,775	723,852
\$500,000 to \$999,999	39	18%	564,000	680,000	786,756	682,928
\$1 million to \$10 million	65	30%	567,000	650,000	741,000	654,712
More than \$10 million	48	22%	600,000	719,500	847,500	798,049

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	12	5%	35	15%	190	81%
Director of Project Management Office (PMO)	2	13%	2	13%	11	73%
Portfolio Manager	1	9%	1	9%	9	82%
Program Manager	3	10%	4	13%	25	81%
Project Manager III	3	4%	12	15%	66	81%
Project Manager II	1	2%	7	16%	36	82%
Project Manager I	2	9%	3	14%	17	77%
Project Management Specialist	–	*	1	11%	8	89%
Project Management Consultant	–	*	5	22%	18	78%

Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	50	21%	194	82%	61	26%
Director of Project Management Office (PMO)	3	20%	12	80%	3	20%
Portfolio Manager	1	9%	8	73%	4	36%
Program Manager	6	19%	25	81%	6	19%
Project Manager III	16	20%	66	81%	21	26%
Project Manager II	10	22%	37	82%	9	20%
Project Manager I	4	17%	19	83%	5	22%
Project Management Specialist	2	22%	5	56%	4	44%
Project Management Consultant	8	35%	22	96%	9	39%

Employee Benefits Offered by Position Description (Cont'd)

	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	8	3%	5	2%
Director of Project Management Office (PMO)	1	7%	1	7%
Portfolio Manager	–	*	–	*
Program Manager	2	6%	2	6%
Project Manager III	2	2%	2	2%
Project Manager II	–	*	–	*
Project Manager I	2	9%	–	*
Project Management Specialist	1	11%	–	*
Project Management Consultant	–	*	–	*

Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	234	28.4	214	29.7
Director of Project Management Office (PMO)	15	29.4	13	30.9
Portfolio Manager	11	28.7	10	29.8
Program Manager	28	28.4	29	30.2
Project Manager III	81	28.4	74	29.3
Project Manager II	46	28.7	41	29.4
Project Manager I	22	28.2	18	28.9
Project Management Specialist	9	30.0	7	40.7
Project Management Consultant	22	26.2	22	27.3

Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	148	62%	77	32%	45	19%
Director of Project Management Office (PMO)	10	67%	8	53%	5	33%
Portfolio Manager	9	82%	2	18%	1	9%
Program Manager	18	58%	12	39%	5	16%
Project Manager III	50	61%	29	35%	8	10%
Project Manager II	28	61%	11	24%	14	30%
Project Manager I	14	64%	4	18%	7	32%
Project Management Specialist	6	67%	2	22%	3	33%
Project Management Consultant	13	57%	9	39%	2	9%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	237	39.8	238	43.2
Director of Project Management Office (PMO)	15	39.3	15	44.7
Portfolio Manager	11	39.8	11	44.5
Program Manager	31	39.9	31	44.6
Project Manager III	82	39.7	81	42.7
Project Manager II	45	39.7	46	42.0
Project Manager I	22	40.8	22	44.1
Project Management Specialist	9	40.0	9	45.0
Project Management Consultant	22	39.3	23	42.3

Annualized Salary by Position Description—Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	2	5%	–	–	–	–
Portfolio Manager	3	8%	–	–	–	–
Program Manager	3	8%	–	–	–	–
Project Manager III	14	35%	509,291	647,500	808,000	684,869
Project Manager II	7	18%	–	–	–	–
Project Manager I	2	5%	–	–	–	–
Project Management Specialist	3	8%	–	–	–	–
Project Management Consultant	6	15%	–	–	–	–

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	13	7%	695,000	811,459	877,000	795,156
Portfolio Manager	8	4%	–	–	–	–
Program Manager	28	14%	612,125	765,000	886,500	770,100
Project Manager III	68	34%	636,683	726,000	800,000	729,067
Project Manager II	39	20%	564,000	648,000	745,824	665,457
Project Manager I	21	11%	499,947	580,000	655,000	589,721
Project Management Specialist	6	3%	–	–	–	–
Project Management Consultant	17	9%	572,000	610,000	711,500	703,796

DETAILED FINDINGS—All Respondents

Switzerland

Total Compensation (in Swiss Francs)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	1,260	42,000	52,000	64,976	55,712
Total Compensation	1,260	45,000	56,000	70,000	61,468

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	–	*	Decrease	–	*
Remained the same	5	3%	Remain the same	1	1%
Increased less than 1%	–	*	Increase less than 1%	8	6%
Increased 1% to 2.9%	58	40%	Increase 1% to 2.9%	49	34%
Increased 3% to 3.9%	20	14%	Increase 3% to 3.9%	19	13%
Increased 4% to 4.9%	9	6%	Increase 4% to 4.9%	3	2%
Increased 5% to 6.9%	21	14%	Increase 5% to 6.9%	29	20%
Increased 7% to 9.9%	5	3%	Increase 7% to 9.9%	2	1%
Increased 10% to 14.9%	11	8%	Increase 10% to 14.9%	23	16%
Increased 15% to 19.9%	5	3%	Increase 15% to 19.9%	4	3%
Increased 20% to 24.9%	7	5%	Increase 20% to 24.9%	4	3%
Increased 25% to 29.9%	1	1%	Increase 25% to 29.9%	1	1%
Increased 30% or greater	3	2%	Increase 30% or greater	1	1%
Mean Change	5.6		Mean Change	5.2	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	20	5%	127,000	150,000	168,000	150,920
Portfolio Manager	26	7%	132,750	150,000	175,674	152,770
Program Manager	81	22%	125,000	147,000	169,000	149,794
Project Manager III	105	28%	116,500	130,000	150,000	132,764
Project Manager II	74	20%	105,750	117,929	130,240	118,342
Project Manager I	28	7%	91,250	113,302	120,000	106,197
Project Management Specialist	15	4%	101,400	122,400	144,000	125,787
Project Management Consultant	25	7%	120,000	130,000	142,500	128,422

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	–	*	–	–	–	–
3 < 5 years	2	1%	–	–	–	–
5 < 10 years	41	11%	92,000	106,042	118,225	105,693
10 < 15 years	61	16%	103,200	118,000	130,000	116,293
15 < 20 years	58	16%	120,000	128,500	144,913	131,929
20 years or more	212	57%	122,839	140,500	165,750	144,476

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	9	2%	–	–	–	–
3 < 5 years	31	8%	96,000	110,000	125,000	111,330
5 < 10 years	110	29%	106,461	120,000	135,000	121,717
10 < 15 years	90	24%	120,000	128,000	148,000	134,317
15 < 20 years	62	17%	120,000	141,500	160,019	144,141
20 years or more	72	19%	135,750	150,000	170,000	154,313

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	14	4%	113,750	132,500	155,000	133,504
Some college or associate degree	15	4%	110,000	124,000	140,000	132,028
4-year college degree	58	16%	118,750	130,000	156,250	135,654
Master's degree	228	61%	110,712	126,000	150,000	132,481
Doctoral degree	59	16%	115,000	130,000	150,000	135,069

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	61	16%	115,500	125,000	150,000	134,351
No degree in PM	309	84%	111,500	130,000	150,000	133,132

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	308	82%	118,000	130,000	150,000	135,275
PMP for less than 1 year	13	4%	104,700	110,000	122,426	117,041
PMP for 1 < 5 years	147	48%	110,000	123,000	145,000	128,889
PMP for 5 < 10 years	74	24%	120,000	132,500	152,533	137,136
PMP for 10 < 20 years	65	21%	131,000	144,600	160,000	148,636
PMP for 20+ years	5	2%	–	–	–	–
Do not have a PMP certification	66	18%	97,450	115,000	148,500	124,660

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	277	75%	119,500	135,000	156,500	138,334
Female	92	25%	102,750	120,000	130,719	118,829

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	18	5%	88,750	110,142	151,250	117,736
Consulting	24	6%	120,000	132,000	150,000	135,386
Customer Service/Public Relations	5	1%	–	–	–	–
Engineering	36	10%	110,500	122,822	149,000	129,984
Finance	12	3%	119,250	143,500	150,000	141,342
Human Resources	5	1%	–	–	–	–
Information Technology/Information Systems	81	22%	121,500	140,000	161,000	141,364
Operations/Manufacturing	12	3%	110,000	122,426	145,750	124,747
Project Management Department or PMO	99	26%	115,000	126,000	150,000	133,857
Quality Management	7	2%	–	–	–	–
Research and Development	40	11%	110,000	120,000	138,750	128,067
Sales/Marketing	16	4%	104,000	134,900	166,019	140,609
Supply Chain Management/Logistics	10	3%	90,250	120,500	165,000	123,950
Training/Education	2	1%	–	–	–	–
Other	7	2%	–	–	–	–

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	10	3%	102,900	114,000	125,995	118,276
Business Services	1	*	–	–	–	–
Construction	5	1%	–	–	–	–
Consulting	17	5%	119,500	132,000	170,881	143,223
Engineering	42	11%	110,000	120,000	138,500	129,296
Financial Services	49	13%	120,000	140,000	152,500	138,253
Food and Beverage	8	2%	–	–	–	–
Government	9	2%	–	–	–	–
Healthcare	36	10%	106,000	122,096	133,240	123,167
Information Technology	61	16%	120,000	140,000	155,000	140,548
Insurance	3	1%	–	–	–	–
Legal	–	*	–	–	–	–
Manufacturing	32	9%	108,500	120,500	139,000	125,653
Pharmaceuticals	35	9%	120,000	140,000	160,000	141,887
Real Estate	–	*	–	–	–	–
Resources (Agriculture, Mining, etc.)	2	1%	–	–	–	–
Telecommunications	14	4%	119,250	140,000	152,000	136,329
Training/Education	1	*	–	–	–	–
Utility	3	1%	–	–	–	–
Other	46	12%	102,275	122,500	145,163	126,216

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	42	11%	101,050	130,000	152,500	130,116
100 to 299	23	6%	110,000	125,000	135,000	123,678
300 to 999	53	14%	109,500	120,000	134,000	123,975
1,000 to 2,499	32	9%	101,500	120,000	139,500	119,628
2,500 to 4,999	33	9%	114,802	129,000	152,500	131,767
5,000 to 9,999	29	8%	110,000	120,000	150,000	129,716
10,000 or more	162	43%	120,000	140,000	160,000	142,431

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	33	12%	105,500	120,000	132,500	116,993
5 to 9 people	99	35%	110,000	125,000	145,000	128,173
10 to 14 people	72	25%	112,750	133,500	163,750	139,994
15 to 19 people	19	7%	117,000	138,000	150,000	139,632
20 or more people	63	22%	132,000	150,000	170,000	152,613

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	24	7%	102,750	120,000	133,750	114,877
\$100,000 to \$499,999	68	20%	105,250	122,250	146,480	125,173
\$500,000 to \$999,999	66	20%	117,644	127,500	140,500	129,629
\$1 million to \$10 million	143	43%	118,000	132,000	150,000	137,832
More than \$10 million	35	10%	126,000	150,000	170,000	148,618

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	16	4%	23	6%	335	90%
Director of Project Management Office (PMO)	2	11%	2	11%	15	79%
Portfolio Manager	1	4%	3	12%	22	85%
Program Manager	4	5%	10	13%	68	85%
Project Manager III	4	4%	3	3%	98	93%
Project Manager II	3	4%	4	5%	68	92%
Project Manager I	1	4%	1	4%	25	93%
Project Management Specialist	1	7%	–	*	14	93%
Project Management Consultant	–	*	–	*	25	100%

Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	63	17%	227	61%	41	11%
Director of Project Management Office (PMO)	5	25%	12	60%	1	5%
Portfolio Manager	6	24%	20	80%	4	16%
Program Manager	17	21%	55	68%	13	16%
Project Manager III	13	13%	60	58%	9	9%
Project Manager II	9	12%	45	61%	5	7%
Project Manager I	5	19%	16	59%	3	11%
Project Management Specialist	4	29%	10	71%	2	14%
Project Management Consultant	4	16%	9	36%	4	16%

Employee Benefits Offered by Position Description (Cont'd)

	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	3	1%	14	4%
Director of Project Management Office (PMO)	1	5%	1	5%
Portfolio Manager	–	*	2	8%
Program Manager	1	1%	4	5%
Project Manager III	–	*	2	2%
Project Manager II	1	1%	–	*
Project Manager I	–	*	3	11%
Project Management Specialist	–	*	1	7%
Project Management Consultant	–	*	1	4%

Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	356	23.9	346	25.7
Director of Project Management Office (PMO)	19	26.3	17	28.1
Portfolio Manager	25	24.4	23	28.2
Program Manager	76	24.9	76	27.1
Project Manager III	100	23.7	97	25.1
Project Manager II	71	22.9	71	24.6
Project Manager I	27	22.4	27	23.7
Project Management Specialist	15	25.7	14	27.3
Project Management Consultant	23	22.0	21	24.0

Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	128	34%	204	55%	54	15%
Director of Project Management Office (PMO)	11	55%	13	65%	4	20%
Portfolio Manager	5	19%	17	65%	3	12%
Program Manager	26	32%	49	60%	12	15%
Project Manager III	30	29%	54	51%	21	20%
Project Manager II	32	44%	37	51%	7	10%
Project Manager I	13	46%	14	50%	1	4%
Project Management Specialist	6	40%	8	53%	–	*
Project Management Consultant	5	20%	12	48%	6	24%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	371	40.9	370	46.1
Director of Project Management Office (PMO)	20	40.7	20	46.3
Portfolio Manager	26	40.5	26	48.7
Program Manager	81	41.1	80	47.8
Project Manager III	105	41.2	103	46.1
Project Manager II	74	40.7	74	44.9
Project Manager I	27	40.7	28	43.8
Project Management Specialist	15	40.9	15	45.1
Project Management Consultant	23	40.7	24	45.1

Annualized Salary by Position Description—Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	2	5%	–	–	–	–
Portfolio Manager	3	7%	–	–	–	–
Program Manager	8	18%	–	–	–	–
Project Manager III	11	25%	141,000	160,000	200,000	168,727
Project Manager II	9	20%	–	–	–	–
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)	18	5%	125,750	146,000	164,000	147,689
Portfolio Manager	23	7%	126,000	150,000	175,000	151,610
Program Manager	73	22%	127,500	148,000	169,000	150,809
Project Manager III	94	28%	114,250	125,000	145,500	128,555
Project Manager II	65	20%	105,500	117,858	125,000	118,161
Project Manager I	25	8%	95,500	114,603	120,000	109,899
Project Management Specialist	13	4%	100,700	122,400	144,500	126,369
Project Management Consultant	19	6%	120,000	125,000	130,000	124,534

DETAILED FINDINGS—All Respondents

Taiwan

Total Compensation (in Taiwan Dollars)					
COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	168	820,500	1,100,000	1,687,500	1,356,495
Total Compensation	168	1,000,000	1,375,000	2,118,506	1,649,106

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	8	5%	Decrease	6	4%
Remained the same	72	44%	Remain the same	41	26%
Increased less than 1%	–	*	Increase less than 1%	–	*
Increased 1% to 2.9%	19	12%	Increase 1% to 2.9%	15	9%
Increased 3% to 3.9%	18	11%	Increase 3% to 3.9%	19	12%
Increased 4% to 4.9%	4	2%	Increase 4% to 4.9%	7	4%
Increased 5% to 6.9%	22	14%	Increase 5% to 6.9%	32	20%
Increased 7% to 9.9%	3	2%	Increase 7% to 9.9%	4	3%
Increased 10% to 14.9%	6	4%	Increase 10% to 14.9%	20	13%
Increased 15% to 19.9%	4	2%	Increase 15% to 19.9%	7	4%
Increased 20% to 24.9%	5	3%	Increase 20% to 24.9%	5	3%
Increased 25% to 29.9%	–	*	Increase 25% to 29.9%	–	*
Increased 30% or greater	1	1%	Increase 30% or greater	4	3%
Mean Change	2.9		Mean Change	5.2	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	14	8%	1,051,632	1,793,096	2,050,000	1,660,194
Portfolio Manager	11	7%	960,000	1,320,000	1,760,000	1,507,273
Program Manager	35	21%	1,000,000	1,500,000	2,340,000	1,613,124
Project Manager III	29	17%	900,000	1,100,000	1,450,000	1,161,544
Project Manager II	23	14%	816,000	1,100,000	1,990,000	1,286,899
Project Manager I	30	18%	710,000	888,000	1,075,289	936,853
Project Management Specialist	16	10%	514,250	841,000	1,175,000	960,353
Project Management Consultant	10	6%	924,000	1,625,000	3,201,177	2,485,447

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	–	*	–	–	–	–
3 < 5 years	9	5%	–	–	–	–
5 < 10 years	22	13%	696,000	984,426	1,165,000	1,479,430
10 < 15 years	30	18%	767,500	980,000	1,200,000	1,046,322
15 < 20 years	37	22%	870,000	1,200,000	1,743,096	1,329,409
20 years or more	70	42%	1,000,000	1,325,000	2,133,506	1,562,268

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	10	6%	528,750	762,606	970,000	966,621
3 < 5 years	18	11%	596,100	768,000	1,105,000	1,278,203
5 < 10 years	51	30%	800,000	1,000,000	1,300,000	1,148,705
10 < 15 years	39	23%	1,000,000	1,320,000	1,800,000	1,457,004
15 < 20 years	27	16%	906,528	1,200,000	1,700,000	1,395,320
20 years or more	23	14%	1,200,000	2,000,000	2,400,000	1,832,025

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	–	*	–	–	–	–
Some college or associate degree	3	2%	–	–	–	–
4-year college degree	50	30%	691,974	905,000	1,455,000	1,251,073
Master's degree	108	64%	901,632	1,200,000	1,790,000	1,383,624
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	33	20%	800,000	1,000,000	1,256,000	1,251,127
No degree in PM	134	80%	829,500	1,200,000	1,860,000	1,384,604

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	154	92%	867,000	1,100,000	1,789,644	1,400,125
PMP for less than 1 year	3	2%	–	–	–	–
PMP for 1 < 5 years	65	42%	741,000	1,000,000	1,400,000	1,228,152
PMP for 5 < 10 years	32	21%	892,080	1,100,000	1,762,144	1,348,859
PMP for 10 < 20 years	53	35%	1,000,000	1,500,000	2,345,000	1,671,288
PMP for 20+ years	–	*	–	–	–	–
Do not have a PMP certification	14	8%	503,000	930,000	1,200,000	876,564

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	122	73%	909,132	1,200,000	1,991,737	1,499,372
Female	44	27%	641,500	855,000	1,200,000	942,451

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	16	10%	722,000	1,090,000	1,779,644	1,210,292
Consulting	9	5%	–	–	–	–
Customer Service/Public Relations	3	2%	–	–	–	–
Engineering	21	13%	900,000	1,100,000	1,650,000	1,481,652
Finance	1	1%	–	–	–	–
Human Resources	1	1%	–	–	–	–
Information Technology/Information Systems	28	17%	835,500	1,000,000	1,327,500	1,230,194
Operations/Manufacturing	2	1%	–	–	–	–
Project Management Department or PMO	56	33%	900,000	1,200,000	1,687,500	1,354,685
Quality Management	3	2%	–	–	–	–
Research and Development	7	4%	–	–	–	–
Sales/Marketing	13	8%	539,400	800,000	1,160,000	980,279
Supply Chain Management/Logistics	4	2%	–	–	–	–
Training/Education	1	1%	–	–	–	–
Other	3	2%	–	–	–	–

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	1	1%	–	–	–	–
Business Services	1	1%	–	–	–	–
Construction	4	2%	–	–	–	–
Consulting	10	6%	904,896	1,033,526	1,225,000	1,157,322
Engineering	29	17%	990,000	1,500,000	2,000,000	1,690,373
Financial Services	4	2%	–	–	–	–
Food and Beverage	1	1%	–	–	–	–
Government	4	2%	–	–	–	–
Healthcare	1	1%	–	–	–	–
Information Technology	46	27%	830,000	1,000,000	1,400,000	1,249,152
Insurance	4	2%	–	–	–	–
Legal	–	*	–	–	–	–
Manufacturing	24	14%	749,000	1,000,000	1,575,000	1,205,033
Pharmaceuticals	2	1%	–	–	–	–
Real Estate	3	2%	–	–	–	–
Resources (Agriculture, Mining, etc.)	3	2%	–	–	–	–
Telecommunications	16	10%	850,500	1,565,000	2,300,000	1,637,298
Training/Education	1	1%	–	–	–	–
Utility	1	1%	–	–	–	–
Other	13	8%	572,500	1,000,000	1,643,096	1,173,169



Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	34	20%	798,000	1,000,000	1,458,750	1,318,165
100 to 299	21	13%	735,000	1,000,000	1,200,000	1,261,354
300 to 999	26	15%	871,500	1,040,000	1,757,500	1,280,836
1,000 to 2,499	25	15%	618,000	900,000	1,356,000	1,053,546
2,500 to 4,999	10	6%	879,000	1,200,000	2,000,000	1,386,600
5,000 to 9,999	14	8%	797,500	1,260,000	1,455,000	1,225,357
10,000 or more	38	23%	1,000,000	1,695,000	2,500,000	1,734,836

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	23	22%	882,000	1,200,000	1,800,000	1,387,217
5 to 9 people	36	34%	811,041	992,000	1,175,000	1,093,138
10 to 14 people	19	18%	980,000	1,330,000	1,700,000	1,770,000
15 to 19 people	6	6%	-	-	-	-
20 or more people	22	21%	939,000	1,250,000	2,000,000	1,377,827

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	27	19%	700,000	989,000	1,320,000	1,064,773
\$100,000 to \$499,999	44	31%	883,860	1,075,000	1,500,000	1,257,458
\$500,000 to \$999,999	18	13%	975,000	1,100,000	1,470,000	1,263,358
\$1 million to \$10 million	33	24%	735,000	1,000,000	2,300,000	1,639,356
More than \$10 million	18	13%	1,150,000	1,472,500	2,094,909	1,792,246

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	15	9%	18	11%	134	82%
Director of Project Management Office (PMO)	1	7%	2	14%	11	79%
Portfolio Manager	-	*	1	9%	10	91%
Program Manager	3	9%	4	12%	28	85%
Project Manager III	4	14%	1	4%	23	82%
Project Manager II	2	9%	2	9%	20	87%
Project Manager I	2	7%	7	23%	21	70%
Project Management Specialist	1	6%	1	6%	14	88%
Project Management Consultant	2	22%	-	*	7	78%

Employee Benefits Offered by Position Description						
	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	34	21%	50	31%	57	35%
Director of Project Management Office (PMO)	7	50%	7	50%	7	50%
Portfolio Manager	4	36%	6	55%	4	36%
Program Manager	8	24%	7	21%	10	29%
Project Manager III	3	10%	10	34%	8	28%
Project Manager II	3	14%	10	45%	13	59%
Project Manager I	4	14%	6	21%	7	24%
Project Management Specialist	4	25%	2	13%	6	38%
Project Management Consultant	1	13%	2	25%	2	25%

Employee Benefits Offered by Position Description (Cont'd)				
	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	5	3%	–	*
Director of Project Management Office (PMO)	1	7%	–	*
Portfolio Manager	–	*	–	*
Program Manager	–	*	–	*
Project Manager III	–	*	–	*
Project Manager II	3	14%	–	*
Project Manager I	–	*	–	*
Project Management Specialist	–	*	–	*
Project Management Consultant	1	13%	–	*

Mean Number of Vacation Days by Position Description				
	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	156	10.8	143	20.2
Director of Project Management Office (PMO)	14	8.2	14	18.9
Portfolio Manager	10	11.8	11	21.2
Program Manager	33	10.1	30	21.0
Project Manager III	28	7.5	27	20.0
Project Manager II	21	11.0	17	18.2
Project Manager I	26	13.8	22	18.8
Project Management Specialist	15	13.7	13	24.5
Project Management Consultant	9	12.7	9	19.8

Pension Plans Offered by Position Description						
	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	69	42%	47	29%	16	10%
Director of Project Management Office (PMO)	8	57%	2	14%	2	14%
Portfolio Manager	5	45%	4	36%	–	*
Program Manager	12	36%	12	36%	4	12%
Project Manager III	12	41%	8	28%	4	14%
Project Manager II	10	45%	8	36%	3	14%
Project Manager I	13	45%	6	21%	1	3%
Project Management Specialist	5	31%	5	31%	1	6%
Project Management Consultant	4	44%	2	22%	1	11%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	161	40.1	159	47.1
Director of Project Management Office (PMO)	14	40.9	14	50.6
Portfolio Manager	11	41.1	11	49.1
Program Manager	34	39.5	34	46.9
Project Manager III	29	39.6	29	45.3
Project Manager II	22	40.6	21	46.7
Project Manager I	27	41.2	26	49.1
Project Management Specialist	15	39.3	15	43.6
Project Management Consultant	9	39.1	9	46.1

Annualized Salary by Position Description—Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	1	10%	–	–	–	–
Portfolio Manager	–	*	–	–	–	–
Program Manager	2	20%	–	–	–	–
Project Manager III	1	10%	–	–	–	–
Project Manager II	2	20%	–	–	–	–
Project Manager I	2	20%	–	–	–	–
Project Management Specialist	1	10%	–	–	–	–
Project Management Consultant	1	10%	–	–	–	–

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	13	8%	1,300,000	1,800,000	2,100,000	1,718,169
Portfolio Manager	11	7%	960,000	1,320,000	1,760,000	1,507,273
Program Manager	33	21%	1,000,000	1,500,000	2,250,000	1,610,889
Project Manager III	28	18%	900,000	1,085,000	1,475,000	1,160,170
Project Manager II	21	13%	858,000	1,100,000	1,745,000	1,267,556
Project Manager I	28	18%	690,000	888,000	1,091,763	938,450
Project Management Specialist	15	9%	504,000	800,000	1,200,000	965,577
Project Management Consultant	9	6%	–	–	–	–

DETAILED FINDINGS—All Respondents

Turkey

Total Compensation (in Turkish Lira)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	273	150,000	200,000	260,000	227,484
Total Compensation	273	165,500	224,000	299,000	253,243

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	17	6%	Decrease	9	3%
Remained the same	63	24%	Remain the same	50	19%
Increased less than 1%	–	*	Increase less than 1%	4	1%
Increased 1% to 2.9%	4	2%	Increase 1% to 2.9%	3	1%
Increased 3% to 3.9%	1	*	Increase 3% to 3.9%	1	*
Increased 4% to 4.9%	–	*	Increase 4% to 4.9%	1	*
Increased 5% to 6.9%	13	5%	Increase 5% to 6.9%	12	4%
Increased 7% to 9.9%	18	7%	Increase 7% to 9.9%	9	3%
Increased 10% to 14.9%	53	20%	Increase 10% to 14.9%	57	21%
Increased 15% to 19.9%	46	17%	Increase 15% to 19.9%	69	26%
Increased 20% to 24.9%	26	10%	Increase 20% to 24.9%	29	11%
Increased 25% to 29.9%	9	3%	Increase 25% to 29.9%	12	4%
Increased 30% or greater	13	5%	Increase 30% or greater	14	5%
Mean Change	10.1		Mean Change	11.7	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	22	8%	221,500	288,662	462,096	339,141
Portfolio Manager	18	7%	178,000	200,000	282,993	231,612
Program Manager	41	15%	180,000	240,000	333,500	282,011
Project Manager III	64	23%	144,635	208,000	248,145	219,988
Project Manager II	47	17%	132,000	180,000	220,000	193,669
Project Manager I	41	15%	120,000	150,000	220,000	166,270
Project Management Specialist	27	10%	150,000	192,000	280,000	224,738
Project Management Consultant	13	5%	147,000	240,000	255,000	218,769

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	1	*	–	–	–	–
3 < 5 years	1	*	–	–	–	–
5 < 10 years	42	15%	120,000	147,774	180,000	165,437
10 < 15 years	85	31%	144,000	180,000	240,000	205,503
15 < 20 years	59	22%	168,000	222,000	276,000	230,549
20 years or more	85	31%	200,000	240,000	330,000	281,579

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	16	6%	123,000	180,000	237,500	190,467
3 < 5 years	32	12%	120,000	150,771	180,000	168,192
5 < 10 years	122	45%	145,410	191,500	240,645	211,412
10 < 15 years	65	24%	166,000	225,000	300,000	258,854
15 < 20 years	28	10%	208,000	250,000	343,000	271,338
20 years or more	10	4%	240,000	275,000	454,596	345,838

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	–	*	–	–	–	–
Some college or associate degree	1	*	–	–	–	–
4-year college degree	116	42%	150,000	200,000	253,750	223,041
Master's degree	143	52%	150,000	200,000	260,000	227,695
Doctoral degree	13	5%	171,500	250,000	355,000	263,089

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	37	14%	145,271	191,000	295,960	247,597
No degree in PM	236	86%	150,000	200,000	254,250	224,331

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	230	84%	155,750	207,650	260,000	227,794
PMP for less than 1 year	2	1%	–	–	–	–
PMP for 1 < 5 years	159	69%	145,547	192,000	250,000	215,109
PMP for 5 < 10 years	44	19%	164,000	206,000	250,000	239,691
PMP for 10 < 20 years	24	10%	240,000	262,500	350,000	300,789
PMP for 20+ years	–	*	–	–	–	–
Do not have a PMP certification	43	16%	120,537	180,000	276,000	225,829

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	198	73%	157,500	215,500	276,039	238,187
Female	72	27%	122,308	176,000	222,000	198,088

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	37	14%	120,000	200,000	270,500	223,549
Consulting	9	3%	–	–	–	–
Customer Service/Public Relations	1	*	–	–	–	–
Engineering	34	12%	120,000	185,360	252,750	203,732
Finance	2	1%	–	–	–	–
Human Resources	–	*	–	–	–	–
Information Technology/Information Systems	48	18%	137,961	190,000	247,500	216,621
Operations/Manufacturing	10	4%	172,500	196,400	225,000	192,580
Project Management Department or PMO	106	39%	161,500	219,000	265,500	242,401
Quality Management	2	1%	–	–	–	–
Research and Development	9	3%	–	–	–	–
Sales/Marketing	4	1%	–	–	–	–
Supply Chain Management/Logistics	3	1%	–	–	–	–
Training/Education	1	*	–	–	–	–
Other	7	3%	–	–	–	–

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	18	7%	173,250	214,000	250,000	216,989
Business Services	2	1%	–	–	–	–
Construction	31	11%	150,000	220,000	300,000	262,318
Consulting	8	3%	–	–	–	–
Engineering	41	15%	138,000	180,000	251,000	200,014
Financial Services	14	5%	158,750	216,000	277,500	235,824
Food and Beverage	1	*	–	–	–	–
Government	7	3%	–	–	–	–
Healthcare	5	2%	–	–	–	–
Information Technology	53	19%	142,000	200,000	256,000	225,763
Insurance	2	1%	–	–	–	–
Legal	1	*	–	–	–	–
Manufacturing	21	8%	120,000	158,000	221,250	175,167
Pharmaceuticals	1	*	–	–	–	–
Real Estate	–	*	–	–	–	–
Resources (Agriculture, Mining, etc.)	12	4%	148,000	244,138	331,030	263,778
Telecommunications	24	9%	172,500	216,500	331,539	239,817
Training/Education	1	*	–	–	–	–
Utility	1	*	–	–	–	–
Other	30	11%	177,000	213,000	240,645	222,443

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	37	14%	116,400	162,000	235,000	214,939
100 to 299	44	16%	144,000	183,000	240,000	203,775
300 to 999	30	11%	142,882	180,000	225,000	196,368
1,000 to 2,499	34	12%	189,000	221,000	300,000	246,091
2,500 to 4,999	34	12%	142,000	236,438	277,993	237,793
5,000 to 9,999	37	14%	180,000	240,000	275,000	247,847
10,000 or more	57	21%	168,000	207,800	300,000	239,841

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	24	11%	126,000	205,500	246,250	212,723
5 to 9 people	63	28%	144,000	191,000	264,000	227,264
10 to 14 people	40	18%	155,250	200,000	291,250	230,673
15 to 19 people	21	9%	186,000	208,000	245,000	223,107
20 or more people	78	35%	162,000	220,000	261,000	242,121

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	34	13%	115,500	164,000	243,000	204,453
\$100,000 to \$499,999	56	21%	144,000	216,498	300,000	233,589
\$500,000 to \$999,999	24	9%	145,796	186,000	233,250	184,669
\$1 million to \$10 million	89	34%	180,000	220,000	260,000	240,327
More than \$10 million	58	22%	161,500	220,000	279,980	243,699

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	12	4%	12	4%	245	91%
Director of Project Management Office (PMO)	–	*	–	*	22	100%
Portfolio Manager	2	11%	2	11%	14	78%
Program Manager	4	10%	5	12%	32	78%
Project Manager III	4	6%	2	3%	56	90%
Project Manager II	1	2%	–	*	46	98%
Project Manager I	1	3%	1	3%	38	95%
Project Management Specialist	–	*	2	8%	24	92%
Project Management Consultant	–	*	–	*	13	100%

Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	128	47%	163	60%	151	56%
Director of Project Management Office (PMO)	17	77%	18	82%	13	59%
Portfolio Manager	6	33%	13	72%	11	61%
Program Manager	25	61%	30	73%	21	51%
Project Manager III	28	45%	40	65%	35	56%
Project Manager II	20	43%	20	43%	26	55%
Project Manager I	13	32%	22	54%	23	56%
Project Management Specialist	12	44%	14	52%	15	56%
Project Management Consultant	7	54%	6	46%	7	54%

Employee Benefits Offered by Position Description (Cont'd)

	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	20	7%	9	3%
Director of Project Management Office (PMO)	2	9%	1	5%
Portfolio Manager	-	*	1	6%
Program Manager	4	10%	1	2%
Project Manager III	3	5%	1	2%
Project Manager II	4	9%	3	6%
Project Manager I	2	5%	2	5%
Project Management Specialist	3	11%	-	*
Project Management Consultant	2	15%	-	*

Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	265	16.1	243	23.9
Director of Project Management Office (PMO)	20	15.5	19	21.8
Portfolio Manager	18	14.9	16	23.3
Program Manager	39	17.2	35	24.7
Project Manager III	64	15.0	58	21.9
Project Manager II	45	16.0	41	25.3
Project Manager I	40	16.7	36	24.9
Project Management Specialist	27	16.5	26	25.8
Project Management Consultant	12	17.8	12	24.3

Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	122	45%	38	14%	31	12%
Director of Project Management Office (PMO)	10	45%	2	9%	3	14%
Portfolio Manager	10	56%	4	22%	1	6%
Program Manager	20	49%	8	20%	4	10%
Project Manager III	25	40%	8	13%	6	10%
Project Manager II	21	47%	3	7%	7	16%
Project Manager I	19	46%	8	20%	4	10%
Project Management Specialist	12	44%	3	11%	4	15%
Project Management Consultant	5	42%	2	17%	2	17%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	272	43.0	268	47.7
Director of Project Management Office (PMO)	22	43.2	22	50.2
Portfolio Manager	18	42.2	18	50.1
Program Manager	41	42.7	40	48.6
Project Manager III	64	42.9	64	47.9
Project Manager II	46	43.4	44	45.8
Project Manager I	41	42.2	41	46.5
Project Management Specialist	27	44.5	27	48.9
Project Management Consultant	13	42.5	12	43.8

Annualized Salary by Position Description—Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	2	10%	–	–	–	–
Portfolio Manager	1	5%	–	–	–	–
Program Manager	2	10%	–	–	–	–
Project Manager III	5	24%	–	–	–	–
Project Manager II	2	10%	–	–	–	–
Project Manager I	5	24%	–	–	–	–
Project Management Specialist	1	5%	–	–	–	–
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)	20	8%	225,250	300,000	466,288	349,555
Portfolio Manager	17	7%	176,000	200,000	255,000	224,648
Program Manager	39	15%	180,000	240,000	325,000	283,756
Project Manager III	59	23%	146,541	208,000	250,000	222,021
Project Manager II	45	18%	138,000	180,000	216,500	194,988
Project Manager I	36	14%	120,000	144,000	200,850	159,919
Project Management Specialist	26	10%	148,750	206,000	285,000	227,612
Project Management Consultant	10	4%	138,000	185,000	245,000	200,400

DETAILED FINDINGS—All Respondents

United Arab Emirates

Total Compensation (in United Arab Emirates Dirham)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	801	167,844	250,000	373,500	291,131
Total Compensation	801	180,000	277,716	415,000	319,891

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	149	19%	Decrease	43	5%
Remained the same	510	64%	Remain the same	374	47%
Increased less than 1%	–	*	Increase less than 1%	3	*
Increased 1% to 2.9%	28	4%	Increase 1% to 2.9%	35	4%
Increased 3% to 3.9%	17	2%	Increase 3% to 3.9%	20	3%
Increased 4% to 4.9%	2	*	Increase 4% to 4.9%	9	1%
Increased 5% to 6.9%	13	2%	Increase 5% to 6.9%	77	10%
Increased 7% to 9.9%	8	1%	Increase 7% to 9.9%	8	1%
Increased 10% to 14.9%	32	4%	Increase 10% to 14.9%	92	12%
Increased 15% to 19.9%	11	1%	Increase 15% to 19.9%	31	4%
Increased 20% to 24.9%	8	1%	Increase 20% to 24.9%	46	6%
Increased 25% to 29.9%	4	1%	Increase 25% to 29.9%	10	1%
Increased 30% or greater	11	1%	Increase 30% or greater	44	6%
Mean Change	0.9		Mean Change	5.9	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	45	6%	303,000	443,196	581,500	484,864
Portfolio Manager	35	4%	228,000	400,000	500,000	408,353
Program Manager	125	16%	219,000	340,000	493,200	366,141
Project Manager III	131	16%	186,000	300,000	420,000	322,194
Project Manager II	133	17%	197,800	270,000	360,000	279,821
Project Manager I	180	22%	111,000	191,000	258,000	206,926
Project Management Specialist	117	15%	120,000	180,000	287,160	222,366
Project Management Consultant	35	4%	167,688	220,000	310,237	246,573

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	2	*	–	–	–	–
3 < 5 years	4	1%	–	–	–	–
5 < 10 years	114	14%	96,000	154,062	217,500	177,926
10 < 15 years	239	30%	144,000	204,000	276,998	224,913
15 < 20 years	200	25%	200,000	300,000	375,375	303,985
20 years or more	241	30%	255,312	360,000	515,500	404,717

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	28	3%	97,000	163,002	234,000	173,861
3 < 5 years	80	10%	120,000	200,000	283,500	220,788
5 < 10 years	309	39%	144,000	216,000	300,000	240,237
10 < 15 years	226	28%	191,500	300,000	400,000	304,617
15 < 20 years	110	14%	256,500	373,500	500,000	393,055
20 years or more	48	6%	342,000	491,500	657,000	507,334

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	11	1%	187,200	220,000	488,400	286,327
Some college or associate degree	31	4%	150,000	240,000	360,000	265,277
4-year college degree	384	48%	150,000	240,000	360,000	269,416
Master's degree	352	44%	180,000	276,499	408,000	315,212
Doctoral degree	23	3%	180,000	328,068	460,000	322,297

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	208	26%	176,250	247,074	371,700	286,713
No degree in PM	591	74%	166,800	250,000	378,000	292,838

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	675	84%	170,000	250,000	372,000	291,589
PMP for less than 1 year	21	3%	147,000	222,000	282,000	238,196
PMP for 1 < 5 years	441	66%	148,500	216,000	325,000	249,516
PMP for 5 < 10 years	115	17%	198,000	300,000	427,350	335,614
PMP for 10 < 20 years	89	13%	300,000	400,000	540,000	445,426
PMP for 20+ years	–	*	–	–	–	–
Do not have a PMP certification	126	16%	150,000	256,312	377,375	288,679

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	715	90%	166,800	250,000	369,330	288,906
Female	76	10%	180,000	240,000	418,200	294,352

Annualized Salary by Department						
DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	36	4%	121,250	202,500	406,000	278,697
Consulting	56	7%	201,000	333,000	466,000	354,707
Customer Service/Public Relations	4	*	–	–	–	–
Engineering	136	17%	144,000	240,000	328,750	264,305
Finance	9	1%	–	–	–	–
Human Resources	1	*	–	–	–	–
Information Technology/Information Systems	121	15%	180,000	250,000	345,000	265,341
Operations/Manufacturing	38	5%	132,000	249,074	363,000	289,006
Project Management Department or PMO	339	42%	180,000	250,000	390,000	298,183
Quality Management	8	1%	–	–	–	–
Research and Development	6	1%	–	–	–	–
Sales/Marketing	14	2%	170,040	276,000	404,157	291,614
Supply Chain Management/Logistics	9	1%	–	–	–	–
Training/Education	1	*	–	–	–	–
Other	23	3%	189,000	360,000	446,400	345,669

Annualized Salary by Industry						
INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	16	2%	151,250	197,500	393,009	265,256
Business Services	3	*	–	–	–	–
Construction	205	26%	150,000	228,000	360,000	260,440
Consulting	49	6%	208,000	310,237	500,000	359,304
Engineering	120	15%	157,900	240,000	360,000	279,643
Financial Services	28	3%	215,070	343,000	456,600	355,512
Food and Beverage	6	1%	–	–	–	–
Government	38	5%	180,000	300,000	471,000	353,615
Healthcare	23	3%	170,000	277,200	366,612	268,975
Information Technology	116	14%	180,000	248,500	360,000	272,526
Insurance	5	1%	–	–	–	–
Legal	–	*	–	–	–	–
Manufacturing	22	3%	120,000	183,360	277,500	225,640
Pharmaceuticals	1	*	–	–	–	–
Real Estate	12	1%	151,500	386,400	532,875	368,025
Resources (Agriculture, Mining, etc.)	33	4%	131,000	300,000	528,531	364,828
Telecommunications	33	4%	141,582	210,000	295,872	239,257
Training/Education	2	*	–	–	–	–
Utility	39	5%	200,000	305,000	427,350	341,641
Other	50	6%	161,283	305,000	405,000	309,117

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	120	15%	120,000	190,000	300,000	232,014
100 to 299	101	13%	150,000	216,000	324,034	254,477
300 to 999	143	18%	150,000	240,000	400,000	288,150
1,000 to 2,499	121	15%	180,000	248,148	360,000	274,564
2,500 to 4,999	85	11%	200,000	291,744	431,000	330,662
5,000 to 9,999	64	8%	192,500	300,000	480,000	348,658
10,000 or more	167	21%	193,800	300,000	415,000	328,170

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	90	14%	163,350	242,500	360,000	275,841
5 to 9 people	145	22%	180,000	240,000	336,000	277,868
10 to 14 people	127	19%	168,000	250,000	369,330	295,853
15 to 19 people	55	8%	144,000	264,000	360,000	275,607
20 or more people	237	36%	176,139	288,000	400,000	310,490

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	63	8%	130,000	180,000	277,200	219,079
\$100,000 to \$499,999	140	19%	147,003	221,500	309,000	244,470
\$500,000 to \$999,999	94	13%	189,450	267,500	362,500	302,372
\$1 million to \$10 million	230	31%	176,691	285,500	391,569	295,021
More than \$10 million	220	29%	180,000	300,000	433,500	334,524

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	15	2%	20	3%	758	96%
Director of Project Management Office (PMO)	1	2%	2	5%	41	93%
Portfolio Manager	–	*	1	3%	32	97%
Program Manager	3	2%	3	2%	117	95%
Project Manager III	2	2%	2	2%	127	97%
Project Manager II	1	1%	2	2%	129	98%
Project Manager I	4	2%	7	4%	167	94%
Project Management Specialist	4	3%	3	3%	110	95%
Project Management Consultant	–	*	–	*	35	100%

Employee Benefits Offered by Position Description						
	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	336	42%	443	56%	299	38%
Director of Project Management Office (PMO)	22	50%	33	75%	29	66%
Portfolio Manager	16	46%	24	69%	15	43%
Program Manager	46	38%	69	57%	47	39%
Project Manager III	61	47%	77	59%	44	34%
Project Manager II	54	41%	82	62%	49	37%
Project Manager I	81	45%	101	56%	58	32%
Project Management Specialist	45	39%	42	36%	45	39%
Project Management Consultant	11	31%	15	43%	12	34%

Employee Benefits Offered by Position Description (Cont'd)				
	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	357	45%	33	4%
Director of Project Management Office (PMO)	21	48%	3	7%
Portfolio Manager	19	54%	2	6%
Program Manager	53	43%	4	3%
Project Manager III	62	48%	6	5%
Project Manager II	58	44%	4	3%
Project Manager I	78	43%	10	6%
Project Management Specialist	51	44%	3	3%
Project Management Consultant	15	43%	1	3%

Mean Number of Vacation Days by Position Description				
	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	781	26.2	541	31.0
Director of Project Management Office (PMO)	44	26.6	36	30.3
Portfolio Manager	34	26.1	24	31.5
Program Manager	122	26.9	90	30.3
Project Manager III	127	24.9	92	30.6
Project Manager II	129	26.3	91	31.6
Project Manager I	176	25.9	119	29.3
Project Management Specialist	115	26.7	65	34.0
Project Management Consultant	34	26.4	24	34.4

Pension Plans Offered by Position Description						
	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	129	16%	37	5%	52	7%
Director of Project Management Office (PMO)	7	16%	5	11%	3	7%
Portfolio Manager	9	26%	1	3%	4	11%
Program Manager	19	15%	7	6%	9	7%
Project Manager III	27	21%	7	5%	10	8%
Project Manager II	16	12%	5	4%	6	5%
Project Manager I	30	17%	9	5%	13	7%
Project Management Specialist	20	17%	3	3%	4	3%
Project Management Consultant	1	3%	-	*	3	9%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	794	43.3	779	50.0
Director of Project Management Office (PMO)	45	41.5	45	48.7
Portfolio Manager	33	42.1	33	55.8
Program Manager	125	41.9	123	50.0
Project Manager III	130	44.0	130	51.0
Project Manager II	131	43.8	131	49.1
Project Manager I	179	42.9	170	49.4
Project Management Specialist	117	44.9	113	50.1
Project Management Consultant	34	43.3	34	48.6

Annualized Salary by Position Description—Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	7	9%	–	–	–	–
Portfolio Manager	6	7%	–	–	–	–
Program Manager	13	16%	273,300	320,000	558,531	402,812
Project Manager III	8	10%	–	–	–	–
Project Manager II	13	16%	174,000	240,000	352,500	255,708
Project Manager I	18	22%	103,750	178,639	300,000	212,238
Project Management Specialist	12	15%	84,75	180,000	351,998	232,361
Project Management Consultant	4	5%	–	–	–	–

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	38	5%	304,500	425,598	600,000	503,286
Portfolio Manager	29	4%	270,000	408,000	550,000	427,768
Program Manager	112	16%	211,500	342,308	487,119	361,885
Project Manager III	123	17%	180,000	300,000	420,000	324,288
Project Manager II	120	17%	201,000	274,500	360,000	282,433
Project Manager I	162	23%	113,000	198,000	254,000	206,336
Project Management Specialist	105	15%	120,000	180,000	278,160	221,223
Project Management Consultant	31	4%	160,000	200,000	300,000	239,117

DETAILED FINDINGS—All Respondents

United Kingdom

Total Compensation (in British Pounds)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	788	54,000	70,000	90,000	76,253
Total Compensation	788	57,191	75,000	100,000	83,077

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	89	11%	Decrease	26	3%
Remained the same	362	47%	Remain the same	322	41%
Increased less than 1%	1	*	Increase less than 1%	3	*
Increased 1% to 2.9%	93	12%	Increase 1% to 2.9%	135	17%
Increased 3% to 3.9%	75	10%	Increase 3% to 3.9%	70	9%
Increased 4% to 4.9%	22	3%	Increase 4% to 4.9%	16	2%
Increased 5% to 6.9%	38	5%	Increase 5% to 6.9%	77	10%
Increased 7% to 9.9%	16	2%	Increase 7% to 9.9%	9	1%
Increased 10% to 14.9%	37	5%	Increase 10% to 14.9%	63	8%
Increased 15% to 19.9%	12	2%	Increase 15% to 19.9%	11	1%
Increased 20% to 24.9%	11	1%	Increase 20% to 24.9%	25	3%
Increased 25% to 29.9%	5	1%	Increase 25% to 29.9%	6	1%
Increased 30% or greater	14	2%	Increase 30% or greater	15	2%
Mean Change	2.3		Mean Change	3.8	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	56	7%	70,500	89,250	125,979	103,008
Portfolio Manager	80	10%	65,000	84,250	104,750	89,106
Program Manager	203	26%	60,000	73,000	90,000	78,442
Project Manager III	213	27%	55,000	68,500	85,000	72,751
Project Manager II	91	12%	44,700	55,000	76,306	62,604
Project Manager I	60	8%	36,250	50,000	65,302	53,880
Project Management Specialist	32	4%	38,125	57,500	74,945	59,855
Project Management Consultant	53	7%	60,000	80,000	127,264	92,939

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	3	*	–	–	–	–
3 < 5 years	8	1%	–	–	–	–
5 < 10 years	36	5%	38,000	47,612	61,500	52,071
10 < 15 years	89	11%	45,000	55,000	68,730	58,804
15 < 20 years	125	16%	49,322	67,000	80,000	67,808
20 years or more	527	67%	61,000	75,000	100,000	83,736

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	30	4%	29,767	41,500	52,750	45,922
3 < 5 years	38	5%	44,651	50,000	61,250	54,715
5 < 10 years	171	22%	46,000	58,136	75,000	63,213
10 < 15 years	169	21%	56,000	69,500	84,500	72,513
15 < 20 years	157	20%	60,750	77,600	103,096	84,474
20 years or more	223	28%	65,000	80,784	107,000	91,050

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	45	6%	60,750	70,000	89,500	75,860
Some college or associate degree	81	10%	55,350	73,000	91,236	78,972
4-year college degree	264	34%	52,000	67,860	90,000	73,627
Master's degree	346	44%	52,826	70,000	91,350	77,207
Doctoral degree	52	7%	52,250	70,000	95,382	79,343

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	126	16%	51,750	70,000	93,125	76,374
No degree in PM	658	84%	53,900	69,500	90,000	76,157

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	589	75%	57,000	70,000	90,000	76,909
PMP for less than 1 year	13	2%	36,750	53,000	73,625	62,658
PMP for 1 < 5 years	192	33%	50,000	62,500	83,180	68,077
PMP for 5 < 10 years	182	31%	59,938	71,692	94,875	77,585
PMP for 10 < 20 years	176	30%	65,000	78,000	95,000	85,606
PMP for 20+ years	17	3%	67,392	77,000	124,231	93,419
Do not have a PMP certification	199	25%	46,000	65,000	95,000	74,312

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	575	74%	59,000	72,000	97,176	80,792
Female	201	26%	45,000	60,000	75,000	63,063

Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	31	4%	40,000	58,136	75,000	60,999
Consulting	62	8%	69,458	84,461	102,500	88,916
Customer Service/Public Relations	4	1%	-	-	-	-
Engineering	64	8%	50,000	60,000	79,500	65,192
Finance	22	3%	60,000	83,500	129,952	91,406
Human Resources	4	1%	-	-	-	-
Information Technology/Information Systems	161	20%	61,000	74,000	90,988	80,169
Operations/Manufacturing	37	5%	51,000	65,000	79,377	65,621
Project Management Department or PMO	304	39%	54,962	69,000	90,000	76,221
Quality Management	5	1%	-	-	-	-
Research and Development	39	5%	47,000	61,000	83,500	70,340
Sales/Marketing	11	1%	54,000	70,000	135,000	88,099
Supply Chain Management/Logistics	9	1%	-	-	-	-
Training/Education	1	*	-	-	-	-
Other	34	4%	50,000	72,142	98,632	73,603

Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	15	2%	49,000	62,000	68,500	60,343
Business Services	8	1%	-	-	-	-
Construction	56	7%	53,500	67,738	89,239	75,531
Consulting	68	9%	53,675	76,300	100,375	81,231
Engineering	77	10%	50,000	62,000	80,000	69,796
Financial Services	79	10%	62,000	85,500	110,000	87,163
Food and Beverage	10	1%	53,875	59,500	80,000	69,495
Government	28	4%	54,826	68,261	94,868	76,183
Healthcare	37	5%	46,000	68,000	85,850	69,554
Information Technology	180	23%	59,250	70,000	83,875	77,770
Insurance	9	1%	-	-	-	-
Legal	1	*	-	-	-	-
Manufacturing	33	4%	49,822	60,000	74,000	70,310
Pharmaceuticals	33	4%	52,000	73,000	93,750	78,057
Real Estate	2	*	-	-	-	-
Resources (Agriculture, Mining, etc.)	25	3%	69,900	91,133	125,000	100,607
Telecommunications	41	5%	59,000	72,670	88,500	77,573
Training/Education	7	1%	-	-	-	-
Utility	10	1%	64,375	74,125	88,375	76,930
Other	69	9%	43,500	60,000	78,250	65,361

Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	112	14%	50,000	70,000	100,000	77,368
100 to 299	57	7%	50,000	65,000	79,000	68,766
300 to 999	66	8%	51,200	66,750	85,000	75,106
1,000 to 2,499	51	6%	53,101	68,167	88,900	74,178
2,500 to 4,999	52	7%	50,500	67,500	85,000	72,539
5,000 to 9,999	69	9%	52,500	71,484	88,775	74,411
10,000 or more	381	48%	55,876	70,000	94,236	78,363

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	90	14%	44,650	61,000	77,250	64,185
5 to 9 people	204	32%	51,200	67,000	88,398	72,722
10 to 14 people	135	21%	55,700	70,000	87,400	78,450
15 to 19 people	50	8%	50,500	65,500	91,118	76,097
20 or more people	158	25%	64,375	83,000	110,000	89,529

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	57	8%	41,500	55,000	71,972	58,136
\$100,000 to \$499,999	153	21%	48,025	62,000	75,577	63,582
\$500,000 to \$999,999	110	15%	55,000	67,655	83,060	73,327
\$1 million to \$10 million	263	36%	59,000	74,000	100,000	80,156
More than \$10 million	151	21%	65,000	80,000	110,000	91,277

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	48	6%	84	11%	653	84%
Director of Project Management Office (PMO)	7	13%	12	22%	37	67%
Portfolio Manager	12	15%	9	11%	60	76%
Program Manager	16	8%	29	14%	162	81%
Project Manager III	5	2%	14	7%	190	91%
Project Manager II	1	1%	11	13%	74	86%
Project Manager I	2	3%	5	8%	53	88%
Project Management Specialist	2	6%	2	6%	28	90%
Project Management Consultant	3	6%	2	4%	49	92%

Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	224	29%	375	48%	316	41%
Director of Project Management Office (PMO)	27	48%	37	66%	25	45%
Portfolio Manager	25	32%	51	65%	39	49%
Program Manager	74	37%	93	47%	84	42%
Project Manager III	52	25%	100	47%	100	47%
Project Manager II	22	25%	42	47%	28	31%
Project Manager I	10	17%	20	33%	18	30%
Project Management Specialist	5	17%	13	43%	6	20%
Project Management Consultant	9	17%	19	37%	16	31%

Employee Benefits Offered by Position Description (Cont'd)

	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	17	2%	5	1%
Director of Project Management Office (PMO)	1	2%	–	*
Portfolio Manager	2	3%	–	*
Program Manager	5	3%	2	1%
Project Manager III	4	2%	1	*
Project Manager II	–	*	2	2%
Project Manager I	1	2%	–	*
Project Management Specialist	3	10%	–	*
Project Management Consultant	1	2%	–	*

Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	754	22.8	690	24.8
Director of Project Management Office (PMO)	54	23.4	50	25.8
Portfolio Manager	74	23.6	73	26.0
Program Manager	194	23.5	185	25.7
Project Manager III	208	23.4	190	25.0
Project Manager II	85	22.0	78	22.9
Project Manager I	59	23.8	49	26.3
Project Management Specialist	31	21.9	26	24.7
Project Management Consultant	49	16.8	39	17.1

Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	123	16%	540	69%	64	8%
Director of Project Management Office (PMO)	10	18%	40	73%	4	7%
Portfolio Manager	10	13%	62	78%	5	6%
Program Manager	27	13%	156	77%	13	6%
Project Manager III	38	18%	151	71%	18	8%
Project Manager II	19	21%	57	63%	10	11%
Project Manager I	12	20%	35	59%	5	8%
Project Management Specialist	5	17%	18	60%	2	7%
Project Management Consultant	2	4%	21	41%	7	14%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	779	38.3	772	45.6
Director of Project Management Office (PMO)	56	38.6	55	49.7
Portfolio Manager	79	38.1	77	46.9
Program Manager	202	37.9	201	46.6
Project Manager III	210	38.0	209	44.7
Project Manager II	90	38.6	91	43.8
Project Manager I	58	39.2	59	45.1
Project Management Specialist	31	39.3	30	44.6
Project Management Consultant	53	38.6	50	44.2

Annualized Salary by Position Description—Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	15	7%	74,783	123,000	143,000	129,826
Portfolio Manager	20	10%	68,252	92,000	139,000	102,680
Program Manager	46	22%	65,000	85,750	110,438	92,541
Project Manager III	54	26%	55,000	74,289	101,500	82,655
Project Manager II	19	9%	49,000	77,500	110,000	80,211
Project Manager I	14	7%	37,500	67,500	87,218	64,172
Project Management Specialist	10	5%	53,500	68,000	102,500	77,500
Project Management Consultant	29	14%	64,500	113,625	146,200	110,936

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	41	7%	69,000	80,000	111,175	93,197
Portfolio Manager	60	10%	64,250	77,125	102,250	84,582
Program Manager	157	27%	58,000	70,000	85,500	74,311
Project Manager III	159	27%	55,000	67,000	80,000	69,388
Project Manager II	72	12%	44,550	52,500	70,000	57,958
Project Manager I	46	8%	35,750	47,112	62,125	50,747
Project Management Specialist	22	4%	35,750	48,250	70,486	51,834
Project Management Consultant	24	4%	51,750	65,000	85,000	71,193

DETAILED FINDINGS—All Respondents

United States

Total Compensation (in United States Dollars)					
	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	7,575	90,000	115,000	142,000	118,886
Total Compensation	7,575	93,989	121,000	154,200	129,446

Reported/Expected Change in Total Compensation Over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENTAGE
Decreased	–	* Decrease	Decrease	–	*
Remained the same	146	3%	Remain the same	8	*
Increased less than 1%	–	* Increase less than 1%	Increase less than 1%	25	*
Increased 1% to 2.9%	917	20%	Increase 1% to 2.9%	1,572	30%
Increased 3% to 3.9%	1,529	33%	Increase 3% to 3.9%	1,515	29%
Increased 4% to 4.9%	447	10%	Increase 4% to 4.9%	311	6%
Increased 5% to 6.9%	567	12%	Increase 5% to 6.9%	879	17%
Increased 7% to 9.9%	197	4%	Increase 7% to 9.9%	158	3%
Increased 10% to 14.9%	362	8%	Increase 10% to 14.9%	461	9%
Increased 15% to 19.9%	145	3%	Increase 15% to 19.9%	138	3%
Increased 20% to 24.9%	94	2%	Increase 20% to 24.9%	116	2%
Increased 25% to 29.9%	71	2%	Increase 25% to 29.9%	59	1%
Increased 30% or greater	119	3%	Increase 30% or greater	69	1%
Mean Change	5.9		Mean Change	5.3	

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	578	8%	115,000	145,000	175,000	147,382
Portfolio Manager	659	9%	111,000	140,000	165,900	142,606
Program Manager	1,967	26%	102,000	127,100	150,000	128,907
Project Manager III	1,839	24%	95,000	115,000	135,000	117,898
Project Manager II	1,070	14%	80,000	96,063	118,000	100,360
Project Manager I	670	9%	65,929	83,000	105,000	88,051
Project Management Specialist	410	5%	63,000	84,500	109,000	90,518
Project Management Consultant	382	5%	90,000	120,000	150,456	124,415

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	67	1%	60,000	75,000	87,000	79,308
3 < 5 years	97	1%	59,250	75,000	90,000	79,811
5 < 10 years	562	7%	70,000	84,172	100,125	88,309
10 < 15 years	723	10%	77,000	97,000	120,000	100,065
15 < 20 years	848	11%	84,000	106,500	133,000	111,201
20 years or more	5,277	70%	100,000	123,000	150,000	127,177

Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	595	8%	63,000	78,279	100,000	84,528
3 < 5 years	778	10%	72,000	85,000	103,000	90,272
5 < 10 years	1,680	22%	83,000	100,000	122,000	105,293
10 < 15 years	1,527	20%	98,000	120,000	142,000	121,825
15 < 20 years	1,190	16%	110,000	130,000	151,060	132,995
20 years or more	1,805	24%	115,000	138,000	165,000	143,406

Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	93	1%	85,000	105,000	128,900	110,209
Some college or associate degree	708	9%	81,000	105,000	127,113	107,642
4-year college degree	3,133	41%	85,000	110,000	135,000	113,884
Master's degree	3,430	45%	95,856	120,000	150,000	124,937
Doctoral degree	211	3%	100,000	130,000	160,000	136,343

Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	1,064	14%	90,000	115,000	140,837	119,566
No degree in PM	6,486	86%	90,000	115,000	142,000	118,760

Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	5,144	68%	100,000	123,000	150,000	127,547
PMP for less than 1 year	65	1%	80,000	100,000	123,293	102,259
PMP for 1 < 5 years	1,967	39%	86,020	108,000	130,000	111,936
PMP for 5 < 10 years	1,288	25%	105,000	125,000	150,000	130,639
PMP for 10 < 20 years	1,621	32%	119,000	140,000	162,000	142,903
PMP for 20+ years	144	3%	120,000	141,788	170,000	150,319
Do not have a PMP certification	2,431	32%	74,600	93,000	120,000	100,557

Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	3,966	53%	97,213	120,000	150,000	125,441
Female	3,486	47%	82,929	106,000	132,000	111,259

Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	562	7%	73,859	95,000	121,100	104,090
Consulting	520	7%	101,108	132,000	160,000	136,070
Customer Service/Public Relations	54	1%	84,120	110,000	130,000	106,346
Engineering	580	8%	93,000	120,000	150,000	124,886
Finance	163	2%	87,230	114,000	139,000	115,633
Human Resources	73	1%	93,500	114,000	137,500	115,915
Information Technology/Information Systems	1,756	23%	96,500	120,000	143,875	122,152
Operations/Manufacturing	429	6%	82,800	105,000	135,000	111,960
Project Management Department or PMO	2,345	31%	90,000	115,000	140,000	119,300
Quality Management	99	1%	72,000	98,000	127,500	102,094
Research and Development	223	3%	93,000	118,000	145,000	122,633
Sales/Marketing	210	3%	82,075	105,646	132,431	111,364
Supply Chain Management/Logistics	133	2%	82,500	106,000	134,930	110,870
Training/Education	96	1%	74,250	97,000	121,500	101,297
Other	332	4%	85,000	110,000	138,307	115,108

Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	244	3%	100,000	125,000	153,750	128,223
Business Services	101	1%	75,000	95,000	117,924	98,400
Construction	306	4%	75,000	100,250	132,000	107,688
Consulting	506	7%	105,000	135,000	160,000	136,757
Engineering	418	6%	93,112	120,000	155,000	127,140
Financial Services	556	7%	95,000	119,000	140,000	120,582
Food and Beverage	92	1%	84,250	114,839	133,750	114,721
Government	884	12%	90,271	115,796	145,000	119,567
Healthcare	842	11%	85,886	108,000	130,000	111,069
Information Technology	1,357	18%	94,000	120,000	146,600	122,408
Insurance	195	3%	97,307	118,000	135,000	116,435
Legal	22	*	75,000	97,500	131,500	105,891
Manufacturing	432	6%	88,100	107,825	131,557	111,690
Pharmaceuticals	210	3%	105,000	136,000	166,550	141,938
Real Estate	57	1%	87,351	104,000	126,500	111,032
Resources (Agriculture, Mining, etc.)	86	1%	99,500	135,500	180,000	143,502
Telecommunications	263	3%	90,000	115,000	136,000	115,848
Training/Education	129	2%	72,500	85,000	108,000	91,359
Utility	199	3%	95,000	114,000	136,000	118,198
Other	676	9%	80,000	102,000	130,000	108,841



Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	873	12%	75,000	101,879	135,000	111,604
100 to 299	770	10%	85,000	110,000	135,000	113,335
300 to 999	895	12%	85,000	110,000	140,000	116,033
1,000 to 2,499	672	9%	85,000	110,000	138,000	114,682
2,500 to 4,999	683	9%	89,000	115,000	140,000	117,736
5,000 to 9,999	758	10%	90,000	116,000	141,250	119,076
10,000 or more	2,924	39%	98,000	120,912	147,000	124,579

Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	908	16%	80,956	105,000	131,938	109,452
5 to 9 people	2,184	38%	90,000	115,000	140,000	119,011
10 to 14 people	1,216	21%	98,000	120,000	147,000	124,438
15 to 19 people	494	9%	100,000	120,000	149,000	125,764
20 or more people	899	16%	110,000	130,000	160,000	139,501

Annualized Salary by Average Project Budget (in U.S. Dollars)

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	874	13%	70,000	90,000	113,000	94,756
\$100,000 to \$499,999	1,456	22%	84,000	105,000	130,000	108,510
\$500,000 to \$999,999	1,058	16%	92,000	115,000	140,000	117,811
\$1 million to \$10 million	2,392	36%	102,093	125,000	150,000	129,701
More than \$10 million	822	12%	110,975	136,641	168,065	142,865

Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	570	8%	773	10%	6,247	84%
Director of Project Management Office (PMO)	64	11%	79	14%	450	79%
Portfolio Manager	77	12%	106	16%	484	75%
Program Manager	175	9%	226	12%	1,576	81%
Project Manager III	110	6%	166	9%	1,563	86%
Project Manager II	66	6%	96	9%	903	86%
Project Manager I	42	6%	45	7%	579	88%
Project Management Specialist	21	5%	30	8%	353	88%
Project Management Consultant	15	4%	25	7%	339	90%

Employee Benefits Offered by Position Description						
	COMPANY CAR/ALLOWANCE		CELLPHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	527	7%	3,167	42%	3,826	51%
Director of Project Management Office (PMO)	53	9%	320	56%	320	56%
Portfolio Manager	58	9%	311	48%	370	57%
Program Manager	119	6%	874	45%	1,020	52%
Project Manager III	118	6%	766	42%	948	52%
Project Manager II	71	7%	411	39%	511	49%
Project Manager I	52	8%	237	36%	303	46%
Project Management Specialist	37	9%	114	28%	186	46%
Project Management Consultant	19	5%	134	36%	168	45%

Employee Benefits Offered by Position Description (Cont'd)				
	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	114	2%	50	1%
Director of Project Management Office (PMO)	7	1%	6	1%
Portfolio Manager	10	2%	3	*
Program Manager	32	2%	14	1%
Project Manager III	25	1%	12	1%
Project Manager II	13	1%	3	*
Project Manager I	15	2%	7	1%
Project Management Specialist	8	2%	3	1%
Project Management Consultant	4	1%	2	1%

Mean Number of Vacation Days by Position Description				
	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	7,046	15.3	6,664	22.7
Director of Project Management Office (PMO)	550	16.1	553	23.7
Portfolio Manager	618	16.8	608	24.1
Program Manager	1,844	15.4	1,760	22.7
Project Manager III	1,703	15.0	1,636	22.2
Project Manager II	976	15.1	911	22.8
Project Manager I	623	14.8	531	22.4
Project Management Specialist	378	15.1	342	22.6
Project Management Consultant	354	13.5	323	19.8

Pension Plans Offered by Position Description						
	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	2,275	30%	5,462	73%	433	6%
Director of Project Management Office (PMO)	181	31%	408	71%	39	7%
Portfolio Manager	187	29%	508	78%	41	6%
Program Manager	582	30%	1,424	73%	124	6%
Project Manager III	570	31%	1,348	74%	99	5%
Project Manager II	335	32%	778	74%	56	5%
Project Manager I	202	31%	461	70%	35	5%
Project Management Specialist	122	30%	291	72%	19	5%
Project Management Consultant	96	25%	244	65%	20	5%

Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	7,461	40.0	7,457	46.9
Director of Project Management Office (PMO)	572	40.0	572	50.0
Portfolio Manager	647	39.9	649	48.7
Program Manager	1,937	40.1	1,940	47.8
Project Manager III	1,820	40.0	1,819	46.4
Project Manager II	1,048	40.0	1,045	45.9
Project Manager I	664	40.2	659	45.0
Project Management Specialist	403	40.2	401	44.8
Project Management Consultant	370	39.8	372	45.7

Annualized Salary by Position Description—Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	75	9%	104,000	150,000	188,000	156,127
Portfolio Manager	82	10%	116,000	145,000	171,250	145,906
Program Manager	238	28%	110,000	135,000	162,500	140,032
Project Manager III	174	20%	96,375	115,000	142,875	122,137
Project Manager II	88	10%	84,250	98,000	111,825	100,667
Project Manager I	59	7%	69,500	85,000	113,000	91,038
Project Management Specialist	54	6%	67,250	88,191	113,250	96,049
Project Management Consultant	81	10%	95,250	125,000	166,000	135,780

Annualized Salary by Position Description—Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	503	7%	116,000	145,000	172,000	146,078
Portfolio Manager	577	9%	110,000	140,000	165,000	142,137
Program Manager	1,729	26%	100,000	125,000	150,000	127,376
Project Manager III	1,665	25%	95,000	115,000	134,250	117,455
Project Manager II	982	15%	80,000	96,000	118,275	100,333
Project Manager I	611	9%	65,550	82,700	104,000	87,763
Project Management Specialist	356	5%	63,000	84,000	106,679	89,679
Project Management Consultant	301	4%	89,850	119,876	150,000	121,357



APPENDIX A

Demographic Comparisons by Country

COUNTRY	N=	Years of Work Experience					
		<3	3-<5	5-<10	10-<15	15-<20	20+
Australia	888	0%	1%	4%	13%	20%	62%
Belgium	138	0%	1%	10%	15%	16%	58%
Brazil	859	0%	0%	6%	16%	18%	60%
Canada	4,152	1%	1%	8%	15%	16%	59%
Chile	148	0%	1%	6%	18%	23%	52%
China	501	1%	8%	33%	34%	15%	10%
Colombia	452	0%	1%	12%	21%	20%	46%
Egypt	236	0%	5%	23%	22%	27%	24%
France	451	0%	0%	11%	19%	16%	54%
Germany	815	1%	1%	11%	19%	16%	53%
Hong Kong	215	0%	2%	15%	21%	20%	41%
India	1,743	0%	1%	12%	27%	32%	29%
Indonesia	106	0%	0%	12%	32%	25%	30%
Ireland	340	0%	1%	8%	11%	17%	63%
Italy	1,259	0%	1%	10%	16%	14%	59%
Japan	762	0%	1%	7%	15%	18%	59%
Malaysia	448	0%	1%	12%	19%	25%	43%
Mexico	707	0%	0%	9%	20%	21%	50%
Netherlands	174	1%	1%	7%	21%	18%	52%
New Zealand	284	1%	1%	8%	10%	12%	68%
Nigeria	318	0%	1%	24%	38%	20%	17%
Pakistan	173	1%	2%	19%	34%	21%	23%
Peru	311	0%	3%	14%	30%	21%	32%
Philippines	213	0%	2%	8%	24%	26%	39%
Poland	272	0%	0%	14%	25%	22%	38%
Portugal	251	0%	0%	9%	19%	16%	55%
Qatar	315	0%	1%	11%	27%	25%	35%
Russian Federation	119	0%	0%	10%	29%	31%	29%
Saudi Arabia	989	0%	4%	19%	32%	23%	22%
Singapore	868	0%	1%	10%	20%	25%	43%
South Africa	516	0%	1%	9%	22%	18%	51%
South Korea	191	0%	1%	12%	26%	16%	45%
Spain	1,003	0%	1%	8%	17%	19%	56%
Sweden	240	0%	1%	8%	9%	15%	68%
Switzerland	374	0%	1%	11%	16%	16%	57%
Taiwan	168	0%	5%	13%	18%	22%	42%
Turkey	273	0%	0%	15%	31%	22%	31%
United Arab Emirates	800	0%	1%	14%	30%	25%	30%
United Kingdom	788	0%	1%	5%	11%	16%	67%
United States	7,574	1%	1%	7%	10%	11%	70%



Years of Project Management Experience

COUNTRY	N=	<3	3-<5	5-<10	10-<15	15-<20	20+
Australia	890	4%	6%	22%	26%	18%	24%
Belgium	138	2%	7%	23%	22%	18%	27%
Brazil	859	2%	5%	26%	30%	21%	17%
Canada	4,152	5%	8%	27%	25%	17%	19%
Chile	148	3%	7%	26%	26%	25%	14%
China	503	13%	28%	40%	14%	4%	1%
Colombia	452	3%	8%	33%	29%	16%	11%
Egypt	236	6%	18%	41%	21%	11%	3%
France	451	2%	5%	29%	30%	18%	17%
Germany	815	3%	9%	29%	23%	16%	20%
Hong Kong	215	6%	10%	36%	24%	15%	9%
India	1,743	4%	10%	44%	27%	11%	4%
Indonesia	106	3%	7%	31%	38%	10%	11%
Ireland	340	4%	9%	31%	22%	15%	19%
Italy	1,260	3%	8%	28%	23%	18%	20%
Japan	764	3%	8%	26%	27%	17%	19%
Malaysia	448	4%	6%	33%	32%	15%	10%
Mexico	708	2%	7%	29%	30%	18%	14%
Netherlands	174	4%	7%	29%	25%	16%	20%
New Zealand	284	6%	7%	22%	21%	17%	28%
Nigeria	318	4%	15%	45%	28%	5%	3%
Pakistan	173	3%	10%	45%	29%	10%	3%
Peru	311	3%	12%	38%	29%	10%	8%
Philippines	213	2%	10%	38%	29%	12%	9%
Poland	272	3%	7%	42%	25%	15%	8%
Portugal	251	3%	8%	30%	26%	18%	14%
Qatar	315	8%	8%	32%	34%	11%	7%
Russian Federation	119	3%	9%	36%	29%	20%	3%
Saudi Arabia	990	8%	15%	39%	23%	11%	5%
Singapore	868	4%	8%	35%	30%	15%	9%
South Africa	516	2%	5%	29%	27%	18%	19%
South Korea	191	4%	9%	25%	36%	12%	14%
Spain	1,004	2%	8%	29%	28%	18%	15%
Sweden	240	2%	6%	21%	20%	20%	31%
Switzerland	374	2%	8%	29%	24%	17%	19%
Taiwan	168	6%	11%	30%	23%	16%	14%
Turkey	273	6%	12%	45%	24%	10%	4%
United Arab Emirates	801	3%	10%	39%	28%	14%	6%
United Kingdom	788	4%	5%	22%	21%	20%	28%
United States	7,575	8%	10%	22%	20%	16%	24%



Highest Formal Education Level

COUNTRY	N=	HIGH SCHOOL	ASSOCIATE'S DEGREE	4-YEAR DEGREE	MASTER'S	DOCTORAL
Australia	890	4%	10%	38%	43%	4%
Belgium	138	4%	5%	10%	67%	14%
Brazil	859	2%	2%	16%	66%	14%
Canada	4,152	1%	14%	44%	39%	3%
Chile	148	2%	4%	32%	60%	1%
China	503	2%	7%	62%	28%	1%
Colombia	452	2%	1%	21%	70%	5%
Egypt	236	0%	4%	63%	30%	3%
France	451	7%	4%	4%	76%	9%
Germany	815	4%	4%	13%	70%	9%
Hong Kong	215	2%	1%	36%	58%	2%
India	1,743	1%	4%	40%	50%	6%
Indonesia	106	0%	2%	50%	45%	3%
Ireland	340	1%	8%	36%	48%	7%
Italy	1,260	15%	3%	11%	60%	11%
Japan	764	4%	5%	57%	31%	4%
Malaysia	448	3%	5%	54%	35%	2%
Mexico	708	2%	2%	37%	58%	1%
Netherlands	174	2%	3%	27%	61%	7%
New Zealand	284	6%	15%	47%	27%	5%
Nigeria	318	0%	0%	37%	60%	2%
Pakistan	173	1%	0%	28%	68%	3%
Peru	311	1%	3%	32%	61%	3%
Philippines	213	0%	2%	72%	24%	1%
Poland	272	6%	2%	4%	70%	18%
Portugal	251	5%	4%	17%	61%	12%
Qatar	315	0%	3%	58%	36%	3%
Russian Federation	119	7%	2%	9%	73%	9%
Saudi Arabia	990	2%	4%	58%	34%	2%
Singapore	868	2%	4%	47%	42%	4%
South Africa	516	4%	15%	48%	29%	4%
South Korea	191	0%	3%	58%	33%	6%
Spain	1,004	5%	4%	16%	68%	8%
Sweden	240	5%	11%	18%	58%	8%
Switzerland	374	4%	4%	16%	61%	16%
Taiwan	168	0%	2%	30%	64%	4%
Turkey	273	0%	0%	42%	52%	5%
United Arab Emirates	801	1%	4%	48%	44%	3%
United Kingdom	788	6%	10%	34%	44%	7%
United States	7,575	1%	9%	41%	45%	3%



Degree in Project Management			
Country	n=	Yes	No
Australia	886	26%	74%
Belgium	136	21%	79%
Brazil	856	53%	47%
Canada	4,137	23%	77%
Chile	147	39%	61%
China	501	32%	68%
Colombia	450	58%	42%
Egypt	234	47%	53%
France	451	33%	67%
Germany	814	15%	85%
Hong Kong	211	13%	87%
India	1,740	26%	74%
Indonesia	106	16%	84%
Ireland	339	24%	76%
Italy	1,251	19%	81%
Japan	753	7%	93%
Malaysia	445	13%	87%
Mexico	706	42%	58%
Netherlands	174	16%	84%
New Zealand	280	21%	79%
Nigeria	316	13%	87%
Pakistan	173	39%	61%
Peru	311	61%	39%
Philippines	213	17%	83%
Poland	272	19%	81%
Portugal	248	30%	70%
Qatar	313	20%	80%
Russian Federation	119	16%	84%
Saudi Arabia	986	28%	72%
Singapore	863	15%	85%
South Africa	515	29%	71%
South Korea	190	17%	83%
Spain	1,002	45%	55%
Sweden	240	18%	82%
Switzerland	370	16%	84%
Taiwan	167	20%	80%
Turkey	273	14%	86%
United Arab Emirates	799	26%	74%
United Kingdom	784	16%	84%
United States	7,550	14%	86%



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	890	1%	32%	34%	31%	2%	72%	28%		
Belgium	138	3%	38%	28%	29%	2%	77%	23%		
Brazil	859	1%	34%	31%	33%	1%	90%	10%		
Canada	4,152	2%	40%	29%	27%	2%	79%	21%		
Chile	148	3%	48%	30%	17%	2%	74%	26%		
China	503	1%	83%	11%	5%	0%	99%	1%		
Colombia	452	2%	43%	31%	24%	0%	87%	13%		
Egypt	236	1%	65%	23%	11%	0%	94%	6%		
France	451	3%	51%	28%	17%	1%	84%	16%		
Germany	815	1%	43%	31%	23%	1%	85%	15%		
Hong Kong	215	3%	53%	21%	22%	1%	86%	14%		
India	1,743	3%	58%	24%	16%	0%	85%	15%		
Indonesia	106	1%	58%	27%	14%	0%	69%	31%		
Ireland	340	0%	47%	29%	23%	1%	74%	26%		
Italy	1,260	1%	42%	27%	29%	1%	84%	16%		
Japan	764	2%	45%	21%	30%	2%	87%	13%		
Malaysia	448	2%	55%	25%	19%	0%	82%	18%		
Mexico	708	2%	37%	32%	27%	3%	82%	18%		
Netherlands	174	1%	45%	32%	20%	2%	83%	17%		
New Zealand	284	2%	28%	32%	33%	5%	69%	31%		
Nigeria	318	3%	57%	27%	12%	0%	84%	16%		
Pakistan	173	2%	65%	21%	12%	0%	86%	14%		
Peru	311	2%	50%	30%	17%	1%	84%	16%		
Philippines	213	3%	60%	17%	19%	1%	72%	28%		
Poland	272	1%	48%	32%	18%	1%	77%	23%		
Portugal	251	2%	38%	34%	25%	0%	83%	17%		
Qatar	315	3%	66%	21%	10%	0%	85%	15%		
Russian Federation	119	3%	56%	19%	21%	0%	75%	25%		
Saudi Arabia	990	2%	77%	12%	8%	0%	87%	13%		
Singapore	868	1%	50%	24%	24%	0%	84%	16%		
South Africa	516	3%	46%	23%	25%	2%	79%	21%		
South Korea	191	1%	40%	18%	36%	4%	89%	11%		
Spain	1,004	1%	43%	39%	16%	0%	90%	10%		
Sweden	240	0%	42%	31%	24%	2%	86%	14%		
Switzerland	374	4%	48%	24%	21%	2%	82%	18%		
Taiwan	168	2%	42%	21%	35%	0%	92%	8%		
Turkey	273	1%	69%	19%	10%	0%	84%	16%		
United Arab Emirates	801	3%	66%	17%	13%	0%	84%	16%		
United Kingdom	788	2%	33%	31%	30%	3%	75%	25%		
United States	7,575	1%	39%	25%	32%	3%	68%	32%		



Gender			
COUNTRY	N=	MALE	FEMALE
Australia	880	76%	24%
Belgium	134	76%	24%
Brazil	849	83%	17%
Canada	4,081	64%	36%
Chile	147	84%	16%
China	501	72%	28%
Colombia	448	75%	25%
Egypt	234	90%	10%
France	444	75%	25%
Germany	798	81%	19%
Hong Kong	211	70%	30%
India	1,728	89%	11%
Indonesia	104	86%	14%
Ireland	334	66%	34%
Italy	1,243	81%	19%
Japan	749	91%	9%
Malaysia	442	75%	25%
Mexico	700	78%	22%
Netherlands	169	76%	24%
New Zealand	274	71%	29%
Nigeria	318	78%	22%
Pakistan	171	94%	6%
Peru	311	86%	14%
Philippines	209	52%	48%
Poland	267	72%	28%
Portugal	248	75%	25%
Qatar	314	94%	6%
Russian Federation	117	85%	15%
Saudi Arabia	979	97%	3%
Singapore	858	81%	19%
South Africa	508	69%	31%
South Korea	190	95%	5%
Spain	994	78%	22%
Sweden	239	70%	30%
Switzerland	369	75%	25%
Taiwan	166	73%	27%
Turkey	270	73%	27%
United Arab Emirates	791	90%	10%
United Kingdom	776	74%	26%
United States	7,452	53%	47%



Functional Area								
COUNTRY	N=	ADMIN/ GENERAL MANAGEMENT	PM DEPARTMENT PMO	CONSULTING	ENGINEERING	IT/IS	OTHER	
Australia	890	6%	38%	8%	10%	23%	15%	
Belgium	138	4%	33%	8%	9%	19%	27%	
Brazil	859	10%	36%	8%	13%	19%	15%	
Canada	4,152	8%	34%	8%	13%	18%	18%	
Chile	148	15%	40%	6%	10%	20%	9%	
China	503	5%	25%	4%	15%	21%	29%	
Colombia	452	16%	34%	8%	12%	16%	14%	
Egypt	236	8%	47%	6%	19%	6%	13%	
France	451	4%	32%	10%	10%	26%	17%	
Germany	815	11%	32%	12%	10%	15%	20%	
Hong Kong	215	4%	26%	4%	6%	40%	21%	
India	1,743	3%	38%	7%	8%	28%	15%	
Indonesia	106	3%	57%	6%	9%	8%	18%	
Ireland	340	5%	33%	9%	8%	20%	26%	
Italy	1,260	6%	32%	8%	8%	26%	19%	
Japan	764	5%	22%	11%	16%	28%	18%	
Malaysia	448	4%	53%	5%	10%	14%	14%	
Mexico	708	14%	39%	7%	5%	20%	15%	
Netherlands	174	5%	41%	7%	4%	20%	24%	
New Zealand	284	8%	45%	10%	12%	12%	13%	
Nigeria	318	6%	40%	4%	12%	12%	26%	
Pakistan	173	6%	40%	3%	14%	17%	19%	
Peru	311	11%	34%	7%	13%	19%	15%	
Philippines	213	2%	53%	2%	6%	23%	14%	
Poland	272	7%	40%	7%	5%	24%	16%	
Portugal	251	15%	32%	7%	9%	22%	15%	
Qatar	315	5%	41%	12%	21%	5%	17%	
Russian Federation	119	8%	44%	5%	6%	27%	10%	
Saudi Arabia	990	8%	42%	8%	20%	9%	14%	
Singapore	868	3%	33%	6%	9%	29%	20%	
South Africa	516	6%	46%	10%	14%	10%	15%	
South Korea	191	7%	39%	2%	19%	9%	24%	
Spain	1,004	7%	34%	8%	13%	19%	18%	
Sweden	240	5%	33%	17%	12%	12%	21%	
Switzerland	374	5%	26%	6%	10%	22%	31%	
Taiwan	168	10%	33%	5%	13%	17%	23%	
Turkey	273	14%	39%	3%	12%	18%	14%	
United Arab Emirates	801	4%	42%	7%	17%	15%	14%	
United Kingdom	788	4%	39%	8%	8%	20%	21%	
United States	7,575	7%	31%	7%	8%	23%	24%	

Industry						
COUNTRY	N=	CONSTRUCTION	MANUFACTURING	CONSULTING	FINANCIAL SERVICES	TELECOMMUNICATIONS
Australia	890	10%	3%	7%	7%	8%
Belgium	138	3%	6%	11%	6%	7%
Brazil	859	6%	7%	8%	5%	7%
Canada	4,152	11%	5%	7%	9%	4%
Chile	148	9%	1%	10%	5%	11%
China	503	1%	26%	2%	3%	7%
Colombia	452	7%	3%	7%	3%	13%
Egypt	236	31%	4%	6%	3%	9%
France	451	3%	5%	11%	4%	12%
Germany	815	3%	8%	9%	4%	6%
Hong Kong	215	4%	7%	4%	14%	7%
India	1,743	6%	5%	6%	6%	5%
Indonesia	106	16%	5%	6%	8%	14%
Ireland	340	8%	6%	7%	13%	5%
Italy	1,260	4%	8%	9%	4%	9%
Japan	764	3%	10%	6%	4%	6%
Malaysia	448	11%	12%	4%	6%	9%
Mexico	708	5%	9%	10%	9%	11%
Netherlands	174	3%	9%	7%	5%	6%
New Zealand	284	17%	4%	8%	3%	4%
Nigeria	318	11%	3%	6%	13%	15%
Pakistan	173	17%	6%	3%	3%	5%
Peru	311	20%	2%	8%	3%	10%
Philippines	213	6%	3%	3%	10%	16%
Poland	272	2%	6%	9%	14%	6%
Portugal	251	7%	3%	8%	9%	11%
Qatar	315	40%	1%	10%	1%	3%
Russian Federation	119	10%	6%	6%	6%	7%
Saudi Arabia	990	25%	5%	10%	2%	8%
Singapore	868	8%	9%	4%	11%	4%
South Africa	516	14%	4%	12%	6%	5%
South Korea	191	22%	14%	3%	1%	5%
Spain	1,004	7%	5%	8%	3%	9%
Sweden	240	8%	9%	13%	2%	6%
Switzerland	374	1%	9%	5%	13%	4%
Taiwan	168	2%	14%	6%	2%	10%
Turkey	273	11%	8%	3%	5%	9%
United Arab Emirates	801	26%	3%	6%	3%	4%
United Kingdom	788	7%	4%	9%	10%	5%
United States	7,575	4%	6%	7%	7%	3%

Industry (continued)					
COUNTRY	N=	IT	GOVERNMENT	ENGINEERING	OTHER
Australia	890	24%	9%	10%	23%
Belgium	138	19%	12%	10%	28%
Brazil	859	24%	3%	10%	29%
Canada	4,152	14%	12%	10%	28%
Chile	148	24%	3%	11%	26%
China	503	30%	1%	15%	17%
Colombia	452	25%	6%	12%	23%
Egypt	236	13%	2%	17%	15%
France	451	23%	3%	14%	25%
Germany	815	22%	1%	15%	31%
Hong Kong	215	27%	4%	5%	28%
India	1,743	44%	1%	11%	17%
Indonesia	106	14%	1%	4%	33%
Ireland	340	25%	4%	5%	27%
Italy	1,260	34%	1%	9%	22%
Japan	764	41%	2%	15%	15%
Malaysia	448	20%	1%	10%	27%
Mexico	708	30%	2%	5%	19%
Netherlands	174	19%	1%	14%	36%
New Zealand	284	12%	20%	12%	21%
Nigeria	318	12%	6%	10%	25%
Pakistan	173	24%	5%	12%	25%
Peru	311	15%	5%	9%	27%
Philippines	213	36%	0%	4%	22%
Poland	272	35%	1%	6%	21%
Portugal	251	27%	3%	8%	24%
Qatar	315	7%	6%	14%	17%
Russian Federation	119	36%	1%	7%	22%
Saudi Arabia	990	8%	4%	16%	22%
Singapore	868	26%	4%	13%	21%
South Africa	516	13%	5%	16%	24%
South Korea	191	12%	2%	25%	16%
Spain	1,004	24%	2%	15%	26%
Sweden	240	17%	3%	11%	30%
Switzerland	374	16%	2%	11%	39%
Taiwan	168	27%	2%	17%	18%
Turkey	273	19%	3%	15%	27%
United Arab Emirates	801	14%	5%	15%	24%
United Kingdom	788	23%	4%	10%	29%
United States	7,575	18%	12%	6%	38%

Work Country Same as Home Country			
Country	N=	Yes	No
Australia	890	88%	12%
Belgium	138	75%	25%
Brazil	859	98%	2%
Canada	4,152	91%	9%
Chile	148	78%	22%
China	503	93%	7%
Colombia	452	96%	4%
Egypt	236	95%	5%
France	451	89%	11%
Germany	815	83%	17%
Hong Kong	215	85%	15%
India	1,743	98%	2%
Indonesia	106	94%	6%
Ireland	340	85%	15%
Italy	1,260	96%	4%
Japan	764	88%	12%
Malaysia	448	90%	10%
Mexico	708	96%	4%
Netherlands	174	66%	34%
New Zealand	284	89%	11%
Nigeria	318	97%	3%
Pakistan	173	99%	1%
Peru	311	96%	4%
Philippines	213	97%	3%
Poland	272	92%	8%
Portugal	251	94%	6%
Qatar	315	8%	92%
Russian Federation	119	92%	8%
Saudi Arabia	990	34%	66%
Singapore	868	72%	28%
South Africa	516	95%	5%
South Korea	191	91%	9%
Spain	1,004	92%	8%
Sweden	240	88%	12%
Switzerland	374	70%	30%
Taiwan	168	95%	5%
Turkey	273	98%	2%
United Arab Emirates	801	11%	89%
United Kingdom	788	84%	16%
United States	7,575	96%	4%



Position Description									
COUNTRY	N=	DIRECTOR OF PM/PMO	PORTFOLIO MANAGER	PROGRAM MANAGER	PROJECT MANAGER III	PROJECT MANAGER II	PROJECT MANAGER I	PM SPECIALIST	PM CONSULTANT
Australia	890	7%	8%	21%	25%	14%	9%	9%	7%
Belgium	138	6%	9%	26%	24%	20%	4%	4%	7%
Brazil	859	9%	9%	15%	25%	16%	10%	8%	8%
Canada	4,152	7%	7%	19%	25%	16%	12%	8%	7%
Chile	148	8%	9%	13%	23%	18%	9%	13%	7%
China	503	12%	3%	17%	14%	18%	23%	8%	3%
Colombia	452	11%	6%	13%	23%	17%	13%	10%	7%
Egypt	236	8%	2%	14%	12%	13%	22%	23%	6%
France	451	8%	6%	18%	23%	21%	9%	4%	10%
Germany	815	6%	6%	20%	26%	19%	12%	4%	8%
Hong Kong	215	8%	6%	17%	18%	16%	22%	8%	5%
India	1,743	5%	6%	23%	18%	20%	18%	6%	4%
Indonesia	106	5%	5%	12%	31%	13%	13%	19%	2%
Ireland	340	8%	9%	28%	22%	13%	10%	5%	4%
Italy	1,260	6%	6%	21%	27%	20%	12%	4%	5%
Japan	764	6%	4%	14%	15%	16%	26%	10%	9%
Malaysia	448	6%	8%	17%	21%	16%	18%	8%	6%
Mexico	708	9%	13%	22%	22%	18%	7%	4%	5%
Netherlands	174	6%	6%	24%	29%	18%	7%	4%	5%
New Zealand	284	6%	7%	17%	30%	18%	8%	5%	8%
Nigeria	318	5%	8%	18%	18%	13%	22%	10%	7%
Pakistan	173	10%	6%	18%	16%	14%	21%	11%	3%
Peru	311	7%	8%	10%	14%	22%	16%	15%	8%
Philippines	213	9%	9%	15%	27%	18%	12%	5%	5%
Poland	272	9%	6%	21%	29%	21%	7%	3%	4%
Portugal	251	11%	7%	16%	26%	22%	10%	4%	5%
Qatar	315	5%	3%	13%	10%	15%	32%	14%	9%
Russian Federation	119	9%	13%	21%	19%	18%	13%	3%	3%
Saudi Arabia	990	6%	5%	11%	15%	13%	23%	17%	9%
Singapore	868	7%	7%	19%	21%	17%	20%	6%	4%
South Africa	516	11%	10%	21%	24%	13%	9%	7%	6%
South Korea	191	9%	3%	12%	16%	10%	25%	18%	7%
Spain	1,004	9%	7%	17%	23%	22%	11%	6%	6%
Sweden	240	6%	5%	13%	34%	19%	10%	4%	10%
Switzerland	374	5%	7%	22%	28%	20%	7%	4%	7%
Taiwan	168	8%	7%	21%	17%	14%	18%	10%	6%
Turkey	273	8%	7%	15%	23%	17%	15%	10%	5%
United Arab Emirates	801	6%	4%	16%	16%	17%	22%	15%	4%
United Kingdom	788	7%	10%	26%	27%	12%	8%	4%	7%
United States	7,575	8%	9%	26%	24%	14%	9%	5%	5%



Significant Role on Agile Team or Work Primarily on Agile Initiatives

Country	N=	Yes	No
Australia	888	32%	68%
Belgium	138	33%	67%
Brazil	857	39%	61%
Canada	4,140	32%	68%
Chile	147	33%	67%
China	500	54%	46%
Colombia	452	45%	55%
Egypt	234	32%	68%
France	451	35%	65%
Germany	813	39%	61%
Hong Kong	214	37%	63%
India	1,740	53%	47%
Indonesia	106	32%	68%
Ireland	340	30%	70%
Italy	1,254	25%	75%
Japan	760	24%	76%
Malaysia	446	33%	67%
Mexico	706	42%	58%
Netherlands	174	33%	67%
New Zealand	283	21%	79%
Nigeria	318	49%	51%
Pakistan	169	41%	59%
Peru	311	37%	63%
Philippines	212	43%	57%
Poland	271	37%	63%
Portugal	251	36%	64%
Qatar	315	34%	66%
Russian Federation	118	39%	61%
Saudi Arabia	988	35%	65%
Singapore	868	37%	63%
South Africa	516	30%	70%
South Korea	191	44%	56%
Spain	1,002	33%	67%
Sweden	239	28%	72%
Switzerland	374	39%	61%
Taiwan	168	36%	64%
Turkey	273	37%	63%
United Arab Emirates	799	37%	63%
United Kingdom	784	33%	67%
United States	7,561	33%	67%



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	890	16%	9%	14%	9%	8%	10%	33%
Belgium	138	11%	9%	12%	8%	13%	8%	39%
Brazil	859	13%	10%	12%	12%	8%	10%	36%
Canada	4,152	18%	9%	13%	11%	10%	10%	30%
Chile	148	14%	10%	18%	10%	9%	5%	34%
China	503	11%	15%	18%	15%	9%	7%	24%
Colombia	452	16%	13%	20%	15%	7%	8%	22%
Egypt	236	15%	14%	16%	17%	12%	7%	20%
France	451	9%	8%	10%	9%	9%	7%	48%
Germany	815	9%	10%	9%	7%	9%	8%	48%
Hong Kong	215	13%	11%	15%	15%	7%	12%	27%
India	1,743	5%	6%	10%	9%	8%	8%	54%
Indonesia	106	9%	16%	24%	18%	7%	7%	20%
Ireland	340	13%	8%	12%	10%	10%	6%	41%
Italy	1,260	12%	13%	13%	11%	10%	5%	35%
Japan	764	7%	5%	12%	13%	12%	10%	40%
Malaysia	448	14%	11%	15%	9%	7%	10%	34%
Mexico	708	14%	10%	14%	10%	8%	7%	36%
Netherlands	174	10%	7%	7%	5%	7%	8%	55%
New Zealand	284	20%	9%	19%	14%	11%	11%	16%
Nigeria	318	22%	16%	15%	14%	14%	9%	9%
Pakistan	173	13%	13%	23%	13%	14%	11%	12%
Peru	311	19%	14%	19%	20%	9%	6%	14%
Philippines	213	8%	7%	15%	8%	8%	20%	35%
Poland	272	9%	6%	15%	11%	10%	7%	42%
Portugal	251	15%	16%	13%	13%	9%	8%	27%
Qatar	315	8%	13%	21%	20%	9%	9%	20%
Russian Federation	119	10%	8%	13%	14%	8%	6%	40%
Saudi Arabia	990	9%	14%	19%	17%	10%	8%	23%
Singapore	868	10%	10%	12%	12%	9%	11%	35%
South Africa	516	26%	11%	12%	10%	7%	9%	25%
South Korea	191	15%	8%	19%	15%	9%	16%	18%
Spain	1,004	11%	12%	13%	10%	11%	6%	37%
Sweden	240	19%	7%	7%	11%	4%	5%	47%
Switzerland	374	11%	6%	14%	9%	9%	8%	43%
Taiwan	168	20%	13%	15%	15%	6%	8%	23%
Turkey	273	14%	16%	11%	12%	12%	14%	21%
United Arab Emirates	801	15%	13%	18%	15%	11%	8%	21%
United Kingdom	788	14%	7%	8%	6%	7%	9%	48%
United States	7,575	12%	10%	12%	9%	9%	10%	39%



Number of People on Project Teams

COUNTRY	N=	<5	5-<10	10-<15	15-<20	20+
Australia	678	12%	37%	21%	9%	21%
Belgium	101	14%	27%	24%	15%	21%
Brazil	660	12%	34%	21%	9%	23%
Canada	3,026	18%	34%	22%	10%	16%
Chile	119	24%	35%	17%	6%	18%
China	364	15%	31%	23%	5%	26%
Colombia	377	13%	32%	22%	8%	25%
Egypt	175	17%	19%	18%	6%	41%
France	345	16%	29%	25%	7%	23%
Germany	667	10%	31%	24%	7%	27%
Hong Kong	142	26%	40%	20%	5%	8%
India	1,465	6%	21%	21%	12%	40%
Indonesia	89	12%	25%	26%	6%	31%
Ireland	263	12%	35%	24%	10%	19%
Italy	1,038	16%	32%	23%	8%	21%
Japan	551	15%	25%	21%	7%	31%
Malaysia	377	14%	30%	22%	6%	28%
Mexico	617	9%	35%	26%	9%	20%
Netherlands	140	11%	30%	25%	8%	26%
New Zealand	208	15%	43%	21%	8%	13%
Nigeria	264	13%	29%	23%	9%	26%
Pakistan	146	8%	22%	25%	8%	36%
Peru	244	22%	34%	16%	7%	22%
Philippines	187	6%	32%	26%	9%	27%
Poland	233	6%	38%	23%	9%	23%
Portugal	196	15%	42%	20%	7%	16%
Qatar	271	8%	23%	15%	7%	46%
Russian Federation	105	12%	37%	17%	10%	24%
Saudi Arabia	786	10%	22%	16%	7%	45%
Singapore	689	19%	32%	21%	7%	20%
South Africa	443	7%	29%	26%	11%	27%
South Korea	125	20%	33%	20%	7%	20%
Spain	824	18%	35%	21%	5%	21%
Sweden	203	9%	32%	23%	12%	25%
Switzerland	286	12%	35%	25%	7%	22%
Taiwan	106	22%	34%	18%	6%	21%
Turkey	226	11%	28%	18%	9%	35%
United Arab Emirates	654	14%	22%	19%	8%	36%
United Kingdom	637	14%	32%	21%	8%	25%
United States	5,702	16%	38%	21%	9%	16%



Average Budget of Projects

COUNTRY	N=	<\$100K	\$100K-\$499K	\$500K-\$999K	\$1MM-\$10MM	\$10MM+
Australia	822	8%	19%	14%	40%	19%
Belgium	128	11%	13%	23%	33%	20%
Brazil	798	14%	27%	14%	28%	17%
Canada	3,757	11%	22%	16%	34%	17%
Chile	138	12%	19%	15%	36%	19%
China	426	23%	38%	15%	15%	10%
Colombia	423	15%	29%	13%	33%	10%
Egypt	208	5%	16%	10%	30%	39%
France	414	12%	25%	16%	32%	14%
Germany	742	7%	20%	17%	42%	15%
Hong Kong	188	13%	34%	19%	27%	7%
India	1,555	15%	26%	12%	31%	16%
Indonesia	105	9%	25%	12%	32%	22%
Ireland	299	14%	20%	16%	35%	14%
Italy	1,167	14%	27%	17%	29%	13%
Japan	630	10%	25%	20%	30%	15%
Malaysia	409	11%	22%	11%	31%	24%
Mexico	661	15%	27%	17%	31%	10%
Netherlands	158	7%	22%	17%	39%	15%
New Zealand	263	8%	22%	18%	38%	14%
Nigeria	292	16%	26%	12%	33%	13%
Pakistan	156	21%	24%	15%	23%	18%
Peru	292	18%	25%	12%	27%	18%
Philippines	189	13%	31%	16%	28%	12%
Poland	247	15%	33%	16%	28%	9%
Portugal	236	17%	31%	19%	26%	8%
Qatar	301	5%	16%	10%	27%	43%
Russian Federation	113	15%	29%	13%	29%	13%
Saudi Arabia	902	5%	12%	9%	30%	44%
Singapore	804	13%	22%	16%	35%	14%
South Africa	490	9%	26%	16%	33%	16%
South Korea	162	7%	21%	9%	31%	31%
Spain	946	15%	25%	15%	29%	16%
Sweden	215	5%	24%	18%	30%	22%
Switzerland	336	7%	20%	20%	43%	10%
Taiwan	140	19%	31%	13%	24%	13%
Turkey	261	13%	21%	9%	34%	22%
United Arab Emirates	747	8%	19%	13%	31%	29%
United Kingdom	734	8%	21%	15%	36%	21%
United States	6,602	13%	22%	16%	36%	12%



How has Your Total Compensation Changed Over the Past 12 Months?

COUNTRY	N=	INCREASED	INCREASED <1%	INCREASED 1-2.9%	INCREASED 3-4.9%	INCREASED 5-9.9%	INCREASED 10+%	MEAN INCREASE	REMAINED THE SAME	DECREASED
Australia	890	43%	4%	30%	24%	16%	25%	6.7%	50%	7%
Belgium	138	49%	3%	42%	14%	24%	17%	5.7%	44%	7%
Brazil	859	41%	2%	14%	23%	24%	37%	9.9%	51%	8%
Canada	4,152	54%	3%	30%	30%	16%	20%	5.9%	40%	6%
Chile	148	41%	4%	28%	23%	18%	28%	7.1%	48%	11%
China	503	59%	4%	5%	11%	31%	49%	10.6%	37%	4%
Colombia	452	44%	5%	13%	36%	21%	26%	7.6%	48%	8%
Egypt	236	53%	5%	12%	8%	24%	51%	10.4%	39%	8%
France	451	49%	2%	37%	31%	15%	14%	5.1%	44%	7%
Germany	815	47%	2%	36%	28%	19%	16%	5.4%	44%	8%
Hong Kong	215	43%	3%	17%	28%	31%	20%	6.2%	46%	11%
India	1,743	52%	1%	4%	13%	42%	40%	10.0%	42%	5%
Indonesia	106	58%	2%	10%	30%	31%	28%	7.0%	39%	3%
Ireland	340	58%	1%	28%	27%	25%	18%	5.5%	37%	5%
Italy	1,260	36%	3%	19%	21%	29%	28%	7.4%	59%	6%
Japan	764	43%	7%	28%	22%	22%	21%	5.5%	48%	10%
Malaysia	448	45%	4%	8%	34%	35%	19%	6.9%	47%	8%
Mexico	708	42%	4%	7%	29%	23%	36%	9.5%	51%	7%
Netherlands	174	56%	1%	29%	38%	18%	14%	4.8%	39%	6%
New Zealand	284	43%	1%	23%	25%	19%	32%	7.5%	49%	9%
Nigeria	318	49%	5%	10%	11%	31%	43%	10.6%	46%	4%
Pakistan	173	54%	2%	4%	7%	39%	47%	11.1%	39%	7%
Peru	311	37%	5%	6%	20%	33%	36%	9.5%	54%	9%
Philippines	213	61%	7%	7%	24%	40%	22%	7.8%	37%	2%
Poland	272	52%	2%	10%	23%	30%	35%	8.9%	41%	7%
Portugal	251	38%	2%	31%	14%	24%	29%	7.5%	57%	4%
Qatar	315	21%	2%	15%	16%	18%	49%	13.2%	62%	17%
Russian Federation	119	57%	3%	0%	9%	27%	61%	14.1%	39%	4%
Saudi Arabia	990	38%	8%	12%	21%	23%	35%	9.2%	54%	9%
Singapore	868	47%	4%	20%	36%	23%	18%	5.4%	44%	9%
South Africa	516	43%	4%	3%	26%	45%	22%	7.7%	49%	8%
South Korea	191	62%	1%	34%	32%	21%	13%	4.9%	32%	6%
Spain	1,004	38%	3%	31%	23%	23%	20%	5.7%	57%	5%
Sweden	240	60%	1%	32%	40%	15%	13%	4.7%	36%	4%
Switzerland	374	40%	3%	40%	20%	18%	19%	5.6%	53%	7%
Taiwan	168	53%	1%	23%	27%	30%	19%	6.2%	42%	5%
Turkey	273	73%	4%	2%	1%	16%	77%	14.4%	21%	6%
United Arab Emirates	801	19%	5%	20%	13%	15%	47%	10.2%	63%	19%
United Kingdom	788	44%	3%	28%	29%	16%	24%	6.8%	45%	11%
United States	7,575	63%	3%	20%	43%	17%	17%	5.9%	32%	5%



How do You Expect Your Total Compensation to Change Over the Next 12 Months?

COUNTRY	N=	INCREASE	INCREASE <1%	INCREASE 1-2.9%	INCREASE 3-4.9%	INCREASE 5-9.9%	INCREASE 10+%	MEAN INCREASE	REMAIN THE SAME	DECREASE
Australia	890	60%	1%	36%	18%	18%	28%	6.3%	39%	1%
Belgium	138	51%	0%	33%	16%	30%	20%	6.3%	46%	3%
Brazil	859	63%	1%	5%	13%	26%	54%	11.6%	35%	2%
Canada	4,152	64%	1%	37%	21%	21%	20%	5.8%	33%	2%
Chile	148	69%	1%	12%	19%	22%	46%	10.3%	30%	1%
China	503	82%	2%	6%	4%	19%	69%	14.0%	17%	1%
Colombia	452	72%	1%	10%	21%	25%	43%	11.3%	26%	2%
Egypt	236	65%	5%	9%	2%	28%	56%	11.0%	30%	5%
France	451	61%	1%	30%	20%	24%	24%	6.3%	36%	3%
Germany	815	58%	1%	37%	21%	21%	20%	5.7%	39%	3%
Hong Kong	215	59%	3%	16%	26%	27%	29%	7.2%	39%	3%
India	1,743	83%	1%	3%	6%	29%	60%	12.5%	16%	1%
Indonesia	106	86%	1%	2%	6%	37%	54%	12.1%	12%	2%
Ireland	340	65%	0%	37%	14%	24%	24%	6.2%	33%	2%
Italy	1,260	45%	2%	19%	10%	31%	38%	7.9%	53%	2%
Japan	764	44%	3%	32%	18%	24%	24%	5.8%	46%	9%
Malaysia	448	69%	1%	6%	18%	39%	36%	9.2%	28%	2%
Mexico	708	70%	2%	7%	15%	26%	50%	11.1%	27%	2%
Netherlands	174	60%	0%	38%	20%	21%	20%	5.9%	37%	3%
New Zealand	284	57%	1%	37%	20%	22%	20%	5.4%	40%	3%
Nigeria	318	82%	0%	9%	3%	17%	69%	18.5%	17%	0%
Pakistan	173	77%	0%	5%	4%	18%	74%	14.8%	23%	0%
Peru	311	70%	1%	8%	8%	23%	60%	13.0%	29%	1%
Philippines	213	80%	4%	5%	12%	40%	39%	10.1%	20%	0%
Poland	272	62%	1%	7%	11%	23%	57%	11.2%	38%	1%
Portugal	251	51%	2%	26%	13%	18%	40%	8.8%	47%	2%
Qatar	315	49%	2%	10%	8%	20%	59%	12.6%	45%	6%
Russian Federation	119	65%	0%	4%	8%	22%	66%	14.1%	34%	1%
Saudi Arabia	990	62%	3%	11%	11%	23%	53%	12.2%	35%	3%
Singapore	868	65%	1%	16%	26%	30%	27%	7.0%	31%	4%
South Africa	516	60%	0%	4%	22%	47%	26%	8.1%	37%	3%
South Korea	191	62%	0%	25%	28%	26%	21%	5.8%	34%	4%
Spain	1,004	47%	1%	30%	18%	26%	25%	6.2%	50%	3%
Sweden	240	70%	1%	51%	24%	13%	11%	4.3%	28%	2%
Switzerland	374	40%	6%	34%	15%	22%	23%	5.2%	57%	3%
Taiwan	168	73%	1%	13%	23%	32%	32%	7.6%	24%	4%
Turkey	273	79%	3%	1%	1%	10%	85%	15.1%	18%	3%
United Arab Emirates	801	48%	2%	9%	8%	22%	59%	12.9%	46%	5%
United Kingdom	788	56%	1%	31%	20%	20%	28%	7.2%	41%	3%
United States	7,575	72%	1%	30%	34%	20%	16%	5.3%	27%	2%

Equities Offered				
COUNTRY	N=	STOCK OPTIONS	STOCKS	NEITHER
Australia	878	4%	8%	88%
Belgium	138	9%	9%	83%
Brazil	846	5%	4%	92%
Canada	4,082	6%	10%	85%
Chile	148	6%	6%	89%
China	494	13%	10%	78%
Colombia	449	6%	5%	89%
Egypt	230	6%	6%	88%
France	440	9%	11%	80%
Germany	805	6%	8%	87%
Hong Kong	208	3%	5%	93%
India	1,722	6%	6%	89%
Indonesia	106	6%	9%	85%
Ireland	337	12%	20%	71%
Italy	1,245	4%	4%	92%
Japan	730	8%	8%	86%
Malaysia	445	6%	11%	84%
Mexico	700	9%	5%	87%
Netherlands	173	6%	13%	82%
New Zealand	277	1%	4%	95%
Nigeria	314	1%	5%	94%
Pakistan	171	4%	2%	94%
Peru	303	10%	1%	89%
Philippines	207	8%	9%	86%
Poland	269	6%	4%	91%
Portugal	248	3%	4%	93%
Qatar	311	3%	3%	95%
Russian Federation	118	6%	3%	91%
Saudi Arabia	954	6%	5%	90%
Singapore	862	7%	9%	86%
South Africa	509	2%	8%	91%
South Korea	185	5%	7%	89%
Spain	988	4%	5%	91%
Sweden	236	5%	15%	81%
Switzerland	371	4%	6%	90%
Taiwan	164	9%	11%	82%
Turkey	269	4%	4%	91%
United Arab Emirates	791	2%	3%	96%
United Kingdom	774	6%	11%	84%
United States	7,467	8%	10%	84%

Employee Benefits

COUNTRY	N=	COMPANY CAR/ ALLOWANCE	HOUSING/ ALLOWANCE	CELLPHONE USAGE	ON-SITE CHILD CARE	PAID LIFE INSURANCE	NONE OF THESE
Australia	879	11%	2%	51%	0%	9%	44%
Belgium	137	73%	8%	74%	1%	59%	18%
Brazil	849	19%	6%	54%	6%	59%	23%
Canada	4,104	12%	2%	55%	1%	42%	30%
Chile	148	22%	5%	64%	4%	59%	15%
China	495	31%	29%	45%	7%	45%	23%
Colombia	450	9%	5%	49%	3%	36%	35%
Egypt	232	53%	15%	62%	1%	31%	19%
France	445	26%	5%	61%	3%	33%	24%
Germany	808	31%	4%	67%	3%	18%	24%
Hong Kong	209	9%	8%	32%	0%	31%	46%
India	1,726	30%	31%	53%	4%	42%	25%
Indonesia	106	58%	20%	58%	11%	61%	14%
Ireland	338	20%	0%	54%	1%	42%	28%
Italy	1,253	37%	3%	78%	2%	33%	15%
Japan	738	32%	19%	51%	3%	14%	29%
Malaysia	447	44%	9%	60%	3%	41%	20%
Mexico	704	22%	5%	53%	2%	68%	18%
Netherlands	173	49%	6%	69%	1%	15%	21%
New Zealand	282	18%	1%	66%	0%	19%	30%
Nigeria	317	50%	56%	61%	11%	28%	18%
Pakistan	172	56%	28%	67%	8%	39%	10%
Peru	307	19%	6%	57%	5%	42%	28%
Philippines	212	50%	7%	76%	2%	65%	7%
Poland	268	25%	3%	69%	3%	45%	18%
Portugal	250	40%	2%	73%	2%	52%	15%
Qatar	315	60%	65%	53%	5%	32%	16%
Russian Federation	118	19%	9%	58%	2%	57%	24%
Saudi Arabia	975	73%	79%	49%	6%	27%	10%
Singapore	861	22%	2%	57%	2%	30%	28%
South Africa	514	29%	7%	54%	1%	30%	32%
South Korea	190	25%	9%	41%	9%	43%	31%
Spain	997	18%	4%	68%	4%	38%	22%
Sweden	238	21%	3%	82%	2%	26%	12%
Switzerland	370	17%	1%	61%	4%	11%	33%
Taiwan	163	21%	3%	31%	0%	35%	45%
Turkey	271	47%	7%	60%	3%	56%	15%
United Arab Emirates	795	42%	45%	56%	4%	38%	21%
United Kingdom	778	29%	2%	48%	1%	41%	30%
United States	7,474	7%	2%	42%	1%	51%	31%



Mean Number of Vacation Days

COUNTRY	N=	AFTER 1 YEAR	N=	AFTER 10 YEARS
Australia	840	18	730	29
Belgium	131	23	125	26
Brazil	836	25	702	23
Canada	3,892	14	3,569	20
Chile	144	13	123	15
China	462	9	442	15
Colombia	444	14	355	17
Egypt	217	21	198	29
France	414	28	378	30
Germany	787	28	738	28
Hong Kong	198	14	177	18
India	1,622	22	1,229	27
Indonesia	104	15	92	23
Ireland	322	22	315	24
Italy	1,102	24	1,083	28
Japan	708	18	657	24
Malaysia	430	16	389	21
Mexico	691	10	653	18
Netherlands	165	25	157	27
New Zealand	269	18	238	19
Nigeria	302	22	182	25
Pakistan	163	23	114	29
Peru	305	27	204	29
Philippines	205	18	173	21
Poland	249	21	260	24
Portugal	238	21	221	22
Qatar	311	28	206	34
Russian Federation	117	27	110	29
Saudi Arabia	923	26	662	32
Singapore	834	17	769	20
South Africa	503	18	453	22
South Korea	179	16	157	22
Spain	944	21	874	22
Sweden	234	28	214	30
Switzerland	356	24	346	26
Taiwan	156	11	143	20
Turkey	265	16	243	24
United Arab Emirates	781	26	541	31
United Kingdom	754	23	690	25
United States	7,046	15	6,664	23



Pension Plans Offered

COUNTRY	N=	DEFINED BENEFIT PLAN	DEFINE CONTRIBUTION PLAN	OTHER TYPE OF PLAN	NONE
Australia	880	15%	48%	5%	34%
Belgium	138	46%	32%	16%	14%
Brazil	852	27%	38%	4%	39%
Canada	4,110	35%	49%	7%	25%
Chile	147	26%	26%	12%	37%
China	482	37%	29%	17%	27%
Colombia	450	33%	41%	9%	22%
Egypt	226	33%	12%	9%	49%
France	441	34%	23%	11%	40%
Germany	807	33%	30%	15%	33%
Hong Kong	207	25%	47%	13%	25%
India	1,715	18%	38%	11%	41%
Indonesia	106	46%	33%	17%	18%
Ireland	338	16%	70%	7%	14%
Italy	1,230	25%	56%	10%	17%
Japan	728	43%	52%	8%	15%
Malaysia	445	13%	40%	5%	45%
Mexico	708	39%	28%	13%	29%
Netherlands	174	28%	51%	14%	16%
New Zealand	281	4%	49%	10%	38%
Nigeria	315	16%	79%	2%	9%
Pakistan	172	15%	31%	12%	50%
Peru	306	38%	38%	13%	14%
Philippines	209	41%	29%	6%	36%
Poland	269	27%	17%	10%	52%
Portugal	248	19%	24%	9%	52%
Qatar	311	21%	5%	5%	71%
Russian Federation	118	17%	8%	11%	66%
Saudi Arabia	957	31%	11%	9%	55%
Singapore	861	9%	26%	3%	65%
South Africa	515	16%	50%	7%	34%
South Korea	186	52%	25%	10%	17%
Spain	993	13%	16%	7%	68%
Sweden	239	62%	32%	19%	8%
Switzerland	372	34%	55%	15%	9%
Taiwan	163	42%	29%	10%	29%
Turkey	269	45%	14%	12%	35%
United Arab Emirates	799	16%	5%	7%	74%
United Kingdom	779	16%	69%	8%	13%
United States	7,494	30%	73%	6%	15%



Mean Hours Worked Per Week

COUNTRY	N=	HOURS EXPECTED	N=	ACTUAL HOURS WORKED
Australia	875	39	869	46
Belgium	137	39	138	46
Brazil	855	41	848	47
Canada	4,091	39	4,056	45
Chile	147	43	144	48
China	482	40	474	46
Colombia	448	44	444	50
Egypt	229	43	227	50
France	443	38	435	45
Germany	808	39	801	45
Hong Kong	207	41	206	48
India	1,717	43	1,702	50
Indonesia	105	41	105	49
Ireland	335	39	333	46
Italy	1,242	40	1,239	47
Japan	729	40	724	48
Malaysia	443	41	438	49
Mexico	702	42	704	49
Netherlands	172	40	173	45
New Zealand	279	40	278	44
Nigeria	307	40	309	47
Pakistan	168	42	162	49
Peru	308	44	298	50
Philippines	209	40	210	48
Poland	267	40	266	45
Portugal	251	40	248	47
Qatar	314	45	304	50
Russian Federation	119	41	119	49
Saudi Arabia	961	44	944	49
Singapore	858	41	853	50
South Africa	514	41	512	49
South Korea	188	42	187	47
Spain	999	40	998	46
Sweden	237	40	238	43
Switzerland	371	41	370	46
Taiwan	161	40	159	47
Turkey	272	43	268	48
United Arab Emirates	794	43	779	50
United Kingdom	779	38	772	46
United States	7,461	40	7,457	47



Perception of Being Paid Fairly

COUNTRY	N=	YES	NO	DON'T KNOW/ NOT SURE
Australia	888	60%	22%	19%
Belgium	138	69%	15%	16%
Brazil	856	54%	29%	17%
Canada	4,136	56%	24%	20%
Chile	148	54%	25%	21%
China	494	45%	24%	31%
Colombia	452	48%	31%	21%
Egypt	236	28%	47%	25%
France	450	47%	28%	26%
Germany	815	63%	19%	18%
Hong Kong	213	46%	21%	34%
India	1,741	31%	44%	24%
Indonesia	106	58%	17%	25%
Ireland	338	62%	23%	14%
Italy	1,254	32%	41%	26%
Japan	752	65%	15%	20%
Malaysia	446	37%	30%	33%
Mexico	708	52%	29%	19%
Netherlands	174	64%	18%	17%
New Zealand	283	56%	24%	20%
Nigeria	317	25%	52%	23%
Pakistan	173	36%	47%	17%
Peru	310	44%	32%	24%
Philippines	213	46%	24%	30%
Poland	272	52%	23%	25%
Portugal	251	39%	42%	19%
Qatar	315	38%	40%	23%
Russian Federation	119	52%	20%	28%
Saudi Arabia	983	30%	47%	23%
Singapore	867	36%	27%	37%
South Africa	515	51%	28%	21%
South Korea	188	52%	21%	27%
Spain	1,002	39%	38%	23%
Sweden	239	67%	18%	15%
Switzerland	374	64%	20%	16%
Taiwan	164	41%	23%	36%
Turkey	272	32%	44%	23%
United Arab Emirates	799	33%	43%	24%
United Kingdom	787	60%	22%	18%
United States	7,549	62%	22%	16%



Organization Implemented Workforce Reductions Due to COVID-19 Pandemic

COUNTRY	N=	YES	NO
Australia	886	41%	59%
Belgium	137	38%	62%
Brazil	855	58%	42%
Canada	4,125	45%	55%
Chile	148	55%	45%
China	488	37%	63%
Colombia	452	48%	52%
Egypt	234	54%	46%
France	451	45%	55%
Germany	811	42%	58%
Hong Kong	208	39%	61%
India	1,735	40%	60%
Indonesia	106	54%	46%
Ireland	340	39%	61%
Italy	1,250	36%	64%
Japan	748	23%	77%
Malaysia	445	45%	55%
Mexico	707	61%	39%
Netherlands	173	40%	60%
New Zealand	283	41%	59%
Nigeria	317	38%	62%
Pakistan	172	41%	59%
Peru	311	67%	33%
Philippines	213	46%	54%
Poland	271	33%	67%
Portugal	251	29%	71%
Qatar	314	67%	33%
Russian Federation	119	36%	64%
Saudi Arabia	972	63%	37%
Singapore	865	44%	56%
South Africa	516	46%	54%
South Korea	191	32%	68%
Spain	1,001	44%	56%
Sweden	240	38%	63%
Switzerland	374	36%	64%
Taiwan	166	27%	73%
Turkey	272	38%	62%
United Arab Emirates	797	67%	33%
United Kingdom	783	50%	50%
United States	7,537	40%	60%



Reductions in Compensation Elements Due to COVID-19 Pandemic

COUNTRY	N=	SALARIES	BONUSES	STOCK AWARDS OR STOCK OPTIONS	BENEFITS	NONE OF THESE
Australia	879	16%	20%	4%	9%	68%
Belgium	137	9%	15%	2%	7%	76%
Brazil	853	27%	17%	3%	12%	61%
Canada	4,108	17%	20%	3%	6%	68%
Chile	148	19%	25%	5%	15%	63%
China	487	15%	27%	3%	15%	56%
Colombia	452	21%	22%	3%	18%	58%
Egypt	229	26%	40%	4%	31%	41%
France	450	13%	33%	6%	18%	53%
Germany	808	17%	31%	3%	11%	59%
Hong Kong	208	15%	36%	3%	11%	53%
India	1,731	22%	31%	3%	19%	51%
Indonesia	106	13%	39%	1%	12%	54%
Ireland	340	22%	26%	3%	7%	60%
Italy	1,244	9%	23%	2%	11%	66%
Japan	739	12%	20%	2%	9%	68%
Malaysia	445	21%	39%	4%	18%	47%
Mexico	707	22%	29%	3%	17%	56%
Netherlands	173	8%	21%	3%	13%	69%
New Zealand	280	31%	16%	3%	5%	59%
Nigeria	316	18%	19%	1%	15%	63%
Pakistan	170	23%	34%	3%	18%	49%
Peru	308	24%	29%	6%	25%	46%
Philippines	210	10%	31%	3%	7%	61%
Poland	268	14%	28%	1%	15%	59%
Portugal	250	8%	18%	2%	7%	75%
Qatar	313	37%	34%	3%	38%	33%
Russian Federation	119	12%	19%	0%	13%	71%
Saudi Arabia	977	35%	35%	5%	29%	38%
Singapore	862	24%	44%	4%	14%	43%
South Africa	516	29%	34%	4%	12%	47%
South Korea	188	9%	20%	1%	15%	65%
Spain	996	13%	27%	2%	14%	59%
Sweden	239	18%	14%	2%	7%	73%
Switzerland	369	9%	24%	3%	9%	70%
Taiwan	161	6%	20%	2%	12%	71%
Turkey	270	13%	16%	3%	15%	70%
United Arab Emirates	798	42%	35%	4%	32%	33%
United Kingdom	777	21%	27%	5%	8%	60%
United States	7,511	18%	22%	4%	9%	66%



APPENDIX B

Survey Instrument

2021 PMI Earning Power: Project Management Salary Survey—Twelfth Edition

PMI is the leading global organization serving the project management profession. PMI's 2021 Salary Survey is designed to create a profile of compensation levels and trends for project 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 assure confidentiality, PMI has engaged PeriscopeIQ, compensation and strategy specialists, to conduct the research.

PMI will make key portions of this 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 | 15. Italy | 29. Saudi Arabia |
| 2. Belgium | 16. Japan | 30. Singapore |
| 3. Brazil | 17. Malaysia | 31. South Africa |
| 4. Canada | 18. Mexico | 32. South Korea |
| 5. Chile | 19. Netherlands | 33. Spain |
| 6. China, Mainland | 20. New Zealand | 34. Sweden |
| 7. Colombia | 21. Nigeria | 35. Switzerland |
| 8. Egypt | 22. Pakistan | 36. Taiwan (Republic of China) |
| 9. France | 23. Peru | 37. Turkey |
| 10. Germany | 24. Philippines | 38. United Arab Emirates |
| 11. Hong Kong | 25. Poland | 39. United Kingdom |
| 12. India | 26. Portugal | 40. United States |
| 13. Indonesia | 27. Qatar | 41. Other; please specify: TERMINATE |
| 14. Ireland | 28. Russian Federation | |

(IF COUNTRY IS US, ASK:)

3) Please select the state in which your office is located:

- | | | |
|-------------------------|--------------------|--------------------|
| 1. Alabama | 18. Kentucky | 35. North Dakota |
| 2. Alaska | 19. Louisiana | 36. Ohio |
| 3. Arizona | 20. Maine | 37. Oklahoma |
| 4. Arkansas | 21. Maryland | 38. Oregon |
| 5. California | 22. Massachusetts | 39. Pennsylvania |
| 6. Colorado | 23. Michigan | 40. Rhode Island |
| 7. Connecticut | 24. Minnesota | 41. South Carolina |
| 8. Delaware | 25. Mississippi | 42. South Dakota |
| 9. District of Columbia | 26. Missouri | 43. Tennessee |
| 10. Florida | 27. Montana | 44. Texas |
| 11. Georgia | 28. Nebraska | 45. Utah |
| 12. Hawaii | 29. Nevada | 46. Vermont |
| 13. Idaho | 30. New Hampshire | 47. Virginia |
| 14. Illinois | 31. New Jersey | 48. Washington |
| 15. Indiana | 32. New Mexico | 49. West Virginia |
| 16. Iowa | 33. New York | 50. Wisconsin |
| 17. Kansas | 34. North Carolina | 51. Wyoming |

(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) For how many years have you been working?

Please round to the nearest whole number and enter that number only [no plus sign (+) or other text].

Working (overall): _____ (Enter Response) (0-99)

Working in project management (only): _____ (Enter Response) (0-99)



7) 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. Master's degree or equivalent
5. Doctoral or post-graduate professional degree or equivalent

8) Do you have an academic degree in project management?

1. Yes
2. No

9) Are you currently a member of PMI?

1. Yes
2. No

10) Which, if any, professional certification(s) do you hold?

If you select anything outside of a PMI certification, please identify the certification.

1. PMP®
2. CAPM®
3. PgMP®
4. PMI-SP®
5. PMI-RMP®
6. PMI-ACP®
7. PMI-PBA®
8. PfMP®
9. Disciplined Agile Scrum Master (DASM®)
10. Disciplined Agile Senior Scrum Master (DASSM®)
11. Internal company-sponsored certification
12. Certification from an association or organization not centered on project management
13. Certification from a project management association other than PMI
14. None

If you selected a certification from somewhere other than PMI, please describe it.



(Ask for each PMI certification selected in Q12:)

11) Please indicate for how many years you have held each certification below:

Please round to the nearest whole number.

1. PMP® (0–44) _____(Enter response)
2. CAPM® (0–44) _____(Enter response)
3. PgMP® (0–12) _____(Enter response)
4. PMI-SP® (0–11) _____(Enter response)
5. PMI-RMP® (0–11) _____(Enter response)
6. PMI-ACP® (0–8) _____(Enter response)
7. PMI-PBA® (0–5) _____(Enter response)
8. PfMP® (0–5) _____(Enter response)
- 7.. DASM® (0–2) _____(Enter response)
8. DASSM® (0–2) _____(Enter response)

12) Are you?

1. Male
2. Female

13) 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:



14) 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:

15) What is your job title?



16) 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.

Please note that Project Manager III ranks higher in responsibilities than Project Manager II, which ranks higher than Project Manager I.

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, hardware acquisition and integration including mainframe, mini, macro and client/server computing applications. Acts to assure integrity of organizational data, proprietary information and related intellectual property through information security and access management. Acts as highest interface with nontechnical 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, this position 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 organization's strategic objectives. Particularly in large organizations, a portfolio manager may only have responsibility for a subset of the organization's 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 that 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 the 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 the project team, assigning individual responsibilities, identifying appropriate resources needed, and developing a schedule to ensure timely completion of the project. May communicate with a more senior project manager, functional area manager or program manager regarding the status of specific projects.

8. **Project Manager I:** Under the 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. Responsible 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 an 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.

17) 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

18) Do you have a significant role on an agile team, or work primarily on agile initiatives?

1. Yes
2. No

(IF YES, ASK:)

19) Please read the following descriptions carefully and select the position that best matches your role on an agile team or agile initiatives.

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. **Scrum Master**
Responsible for facilitating agile development teams by managing the process for how information is exchanged.
2. **Business Analyst**
Responsible for documenting organizational processes and systems while assessing their integration with the business model.
3. **Product Owner**
Responsible for prioritizing and evaluating the work generated by a Scrum team in order to ensure the functionality of the product.
4. **Agile Coach**
Trains corporate teams on agile methodologies and oversees the development of agile teams to ensure effective outcomes for the organization.
5. **Development Manager**
Responsible for keeping the development team on track by providing day-to-day technical management and process guidance on development activities.
6. **Product Manager**
Responsible for defining the release process and coordinating the activities of teams, including marketing, sales and customer support, to bring a product to market.
7. **Project Leader**
Responsible for the planning, coordination, requirements gathering, business analysis, specifications development and project monitoring of moderate to complex business solutions.
8. **Team Leader**
Responsible for developing and implementing a time line that a team will use to reach its end goal.
9. **Change Manager**
Focuses on the people side of change, including changes to business processes, systems and technology, and changes to job roles and organizational structures. Plays a key role in ensuring projects are on time and on budget by increasing employee adoption and usage.
10. Other, please specify _____

Compensation Data

20) Please select the currency in which you are paid:

If your currency is not listed, please select 'United States Dollars'.

- | | |
|--------------------------|----------------------------------|
| 1. Australian Dollars | 18. Pakistan Rupees |
| 2. Brazilian Reals | 19. Peruvian Nuevo Soles |
| 3. British (U.K.) Pounds | 20. Philippine Pesos |
| 4. Canadian Dollars | 21. Polish Zlotys |
| 5. Chilean Pesos | 22. Qatari Riyals |
| 6. Chinese Yuan Renminbi | 23. Russian Rubles |
| 7. Colombian Pesos | 24. Saudi Riyals |
| 8. Egyptian Pounds | 25. Singapore Dollars |
| 9. European Union Euros | 26. South African Rand |
| 10. Hong Kong Dollars | 27. South Korean Won |
| 11. Indian Rupees | 28. Swedish Kronor |
| 12. Indonesian Rupiahs | 29. Swiss Francs |
| 13. Japanese Yen | 30. Taiwan Dollars |
| 14. Malaysian Ringgit | 31. Turkish Lira |
| 15. Mexican Pesos | 32. United Arab Emirates Dirhams |
| 16. New Zealand Dollars | 33. United States Dollars |
| 17. Nigerian Nairas | |

GUIDELINES FOR REPORTING COMPENSATION

Annualized Earnings (2020)

Enter gross annualized earnings paid to you in 2020. Gross earnings are payments 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 prespecified criteria, such as sales revenues.

Bonus (2020)

Include bonus(es) based on performance criteria and/or your organization's results. If a bonus earned in 2020 is paid in 2021, 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 a one-time signing bonus, recognition award and holiday bonus, or housing and/or car allowances. If you receive 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 any of the compensation elements, such as 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.

Questions

Compensation practices may vary substantially across different organizations and countries. These guidelines may help:

1. Include only earnings that you received in 2020 or earned in 2020 and received or will receive in 2021 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 email to support@periscopeiq.com.

21) 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.

- a. Annualized salary/earnings (2020) _____
- b. Bonus (2020) _____
- c. Other monetary compensation (2020) _____

22) 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

23) 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

24) 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)

25) 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 plan
2. Defined contribution plan
3. Other type of pension plan
4. None of the above

26) In your opinion, are you paid fairly?

1. Yes
2. No
3. Don't know/not sure

If No, why do you say so?



Compensation Changes

27) How has your total compensation changed over the **past 12 months**?

Total compensation includes salary, bonus and other cash incentives.

1. Increased
2. Remained the same
3. Decreased

(IF increased, ASK:)

28) By what percentage has your total compensation increased (excluding any promotion-driven increase)?

Include salary, bonus and other cash incentives. Enter 2.5 percent as 2.5, not 0.025. Do not include a % sign.

_____ (Enter response)

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. Increase
2. Remain the same
3. Decrease

(IF increased, ASK:)

30) By what percentage do you expect your total compensation to increase over the next 12 months?

Include salary, bonus and other cash incentives. Enter 2.5 percent as 2.5, not 0.025. Do not include a % sign.

_____ (Enter response)

(IF A PMP, ASK:)

31) To what degree do you feel that having the PMP® certification 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

(IF A CAPM IN US, ASK:)

32) To what degree do you feel that having the CAPM® certification 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

33) 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 No, ASK:)

34) Is your current compensation more consistent with that of persons in the country (or region) in which you work, or with that of persons with similar positions in your home country?

1. The country where you work
2. Your home country
3. Other; please specify _____
4. Don't know

Impact of the COVID-19 Pandemic

35) Did your organization implement workforce reductions (through layoffs, furloughs or other means) at any time due to the impact of the COVID-19 pandemic?

1. Yes
2. No

(IF Yes, ASK:)

36) Has your organizations restored the workforce reductions as of March 1, 2021?

1. Yes, fully
2. Yes, partially
3. No

37) Did your organization reduce any of the following compensation elements at any time (for all or some of the employees) due to the impact of the pandemic?

Please select all that apply.

1. Salaries
2. Bonues
3. Stock awards or stock options
4. Benefits
5. None of these

(IF NOT “None of these,” pipe responses and ASK)

38) Has your organizations restored the workforce reductions as of 1 March 2021?

	YES, FULLY	YES, PARTIALLY	NOT YET
Salaries			
Bonuses			
Stock awards or stock options			
Benefits			



Work Environment

39) 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

40) 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: _____

41) Do you manage project teams?

1. Yes
2. No

(IF Yes, ASK:)

42) What is the typical number of people that serve on project teams that you manage?

_____ (Enter response)

43) In U.S. dollars (\$), what is the average budget for the projects you manage?

To convert local currency to U.S. dollars, 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 know
7. I do not manage projects

44) Which statement below best describes how project management relates to your career?

1. It is my profession.
2. It is one of the skills I need to perform my current role.
3. It is my current role, but I am not interested in making it my long-term profession.
4. Other; please specify _____

45) Which of these includes the total annual revenue of your organization (in U.S. dollars)?

To convert local currency to U.S. dollars, 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 to \$9.99 billion
6. \$10 billion or more
7. Don't know

APPENDIX C

Sampling Methodology

PMI's *Earning Power: Project Management Salary Survey—Twelfth Edition*, was sent to a stratified sampling of customers from 40 different countries. Countries included in the sampling were selected based on two factors: having a concentration of PMI members and/or PMP certification holders within a given country and the desire to represent all regions of the globe.

The survey was conducted in English. 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, PeriscopelQ, for this project. PeriscopelQ utilized its advanced web survey technology platform (www.periscopelq.com) to conduct this research. PeriscopelQ is a global strategy consulting and market research firm with focus on scientific rigor and research-based methodologies. The salary survey was conducted according to PeriscopelQ's best compensation survey practices, including confidentiality of individual responses.

Email invitations to the web-based survey were sent to 245,404 professionals beginning on 10 March 2021. Invitations were emailed to an additional 133,991 professionals beginning on 4 May 2021. Nonresponders were sent a total of three reminder emails throughout the field period, which ended on 11 June 2021. Data collection for the survey closed with a total of 44,474 completed surveys, yielding a response rate of 11.7%.

The data collected were run through extensive quality checks by PeriscopelQ, resulting in the elimination of 14,028 cases based on the following criteria:

REASON	NUMBER DELETED
Not full-time	5,085
Selected "poor fit" for job position	980
Selected undefined country	562
Analyzed to be an outlier or violated other best compensation practice principles	3,182
Excluded job titles (non-PM positions)	4,219

As shown in the table above, 980 respondents were eliminated from the data because they noted that the position descriptions provided did not adequately represent their current job responsibilities. These 980 respondents represent only 2.2% 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 30,446 respondents were included in the full report.

Since a stratified sampling methodology was used rather than a random sampling, data are not reported in aggregate form (all countries combined) 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.

Notes: Conducting data collection from March through June of 2021 represents a shift from our historical approach where data collection was conducted from March through April over a 6-week field period. Additionally, requirements for country selection were adjusted to include a higher concentration of PMI members and/or certification holders within a country, whereas previously, country selection was based only upon a concentration of PMI members within a country. This resulted in fewer countries being included in the twelfth edition as compared to the eleventh edition.

COUNTRY	RESPONDENTS	SAMPLE ERROR*
Australia	890	±3.3%
Belgium	138	±8.3%
Brazil	859	±3.3%
Canada	4,152	±1.5%
Chile	148	±8.1%
China, Mainland	503	±4.4%
Colombia	452	±4.6%
Egypt	236	±6.4%
France	451	±4.6%
Germany	815	±3.4%
Hong Kong	215	±6.7%
India	1,743	±2.3%
Indonesia	106	±9.5%
Ireland	340	±5.3%
Italy	1,260	±2.8%
Japan	764	±3.5%
Malaysia	448	±4.6%
Mexico	708	±3.7%
Netherlands	174	±7.4%
New Zealand	284	±5.8%
Nigeria	318	±5.5%
Pakistan	173	±7.5%
Peru	311	±5.6%
Philippines	213	±6.7%
Poland	272	±5.9%
Portugal	251	±6.2%
Qatar	315	±5.5%
Russian Federation	119	±9.0%
Saudi Arabia	990	±3.1%
Singapore	868	±3.3%
South Africa	516	±4.3%
South Korea	191	±7.1%
Spain	1,004	±3.1%
Sweden	240	±6.3%
Switzerland	374	±5.1%
Taiwan	168	±7.6%
Turkey	273	±5.9%
United Arab Emirates	801	±3.5%
United Kingdom	788	±3.5%
United States	7,575	±1.1%

*Sample error at the 95% confidence level



APPENDIX D

Exchange Rates

Currency	Exchange Rate* (U.S. Dollars to local)	Exchange Rate* (local to U.S. Dollars)
Australian Dollars	0.768521	1.3012
Brazilian Reais	0.173226	5.7728
British (U.K.) Pounds	1.376084	0.7267
Canadian Dollars	0.795608	1.2569
Chilean Pesos	0.001409	709.61
Chinese Yuan Renminbis	0.153114	6.5311
Colombian Pesos	0.000277	3610.5
Egyptian Pounds	0.063780	15.679
European Union Euros	1.196602	0.8357
Hong Kong Dollars	0.128768	7.7659
Indian Rupees	0.013310	75.131
Indonesian Rupiah	0.000068	14605.32
Japanese Yen	0.009181	108.92
Malaysian Ringgits	0.239958	4.1674
Mexican Pesos	0.049724	20.111
New Zealand Dollars	0.711086	1.4063
Nigerian Nairas	0.002639	379
Pakistan Rupees	0.006528	153.18
Peruvian Nuevo Soles	0.275900	3.6245
Philippine Pesos	0.020650	48.425
Polish Zlotys	0.262715	3.8064
Qatari Riyals	0.274725	3.64
Russian Rubles	0.013210	75.702
Saudi Riyals	0.266638	3.7504
Singapore Dollars	0.748111	1.3367
South African Rand	0.069156	14.46
South Korean Won	0.000896	1116.11
Swedish Kronor	0.117970	8.4767
Swiss Francs	1.084481	0.9221
Taiwan Dollars	0.035300	28.329
Turkish Lira	0.123321	8.1089
United Arab Emirates Dirhams	0.270761	3.6933
United States Dollars	1	1

*Exchange rates as of 15 April 2021