



Consulting Salary Survey 2017

Salaries, job satisfaction and human capital trends



Consultancy.nl

Berenschot

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Salary & Bonus

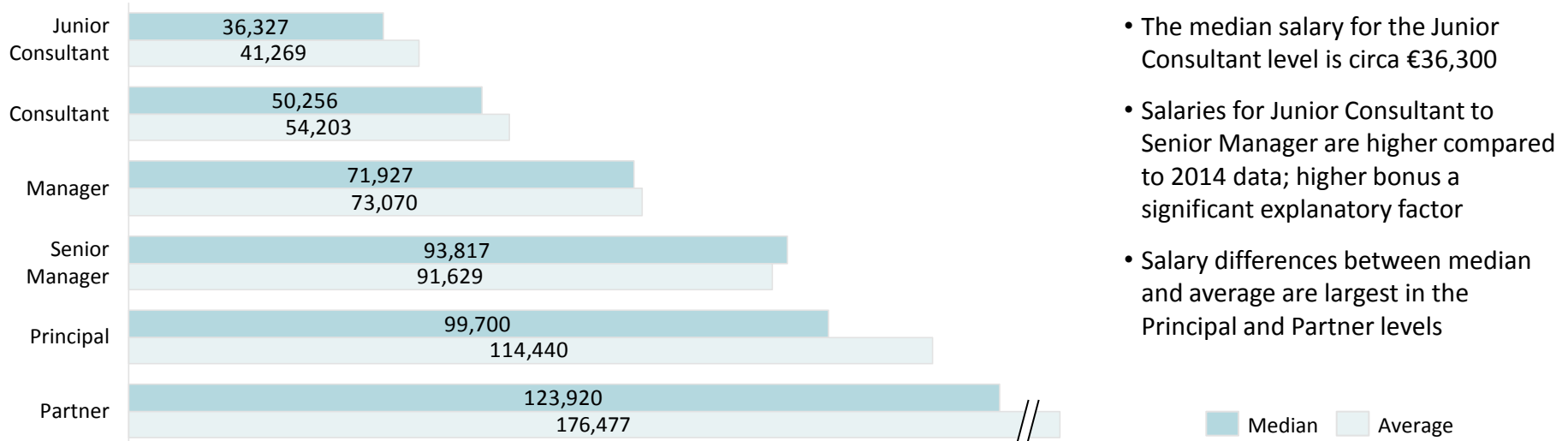


Salary & Benefits

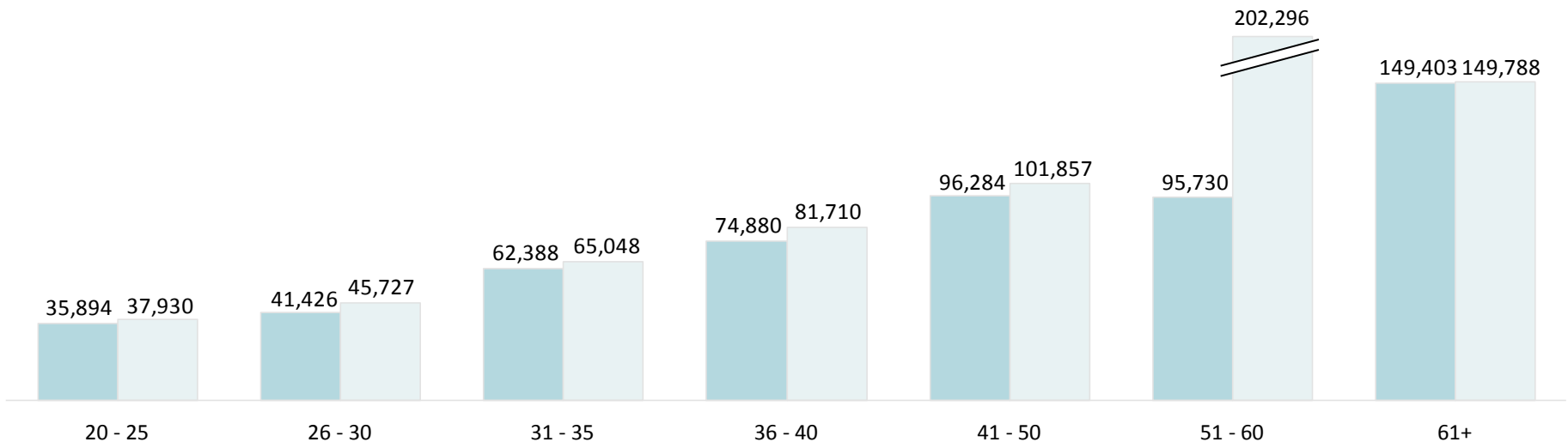
Total salary by level and age

Total Gross Annual Salary = Base salary (1 FTE), extra financial payments*, holiday allowance and variable bonus. Excludes reimbursement of expenses

Total gross annual salary (€ / by function)

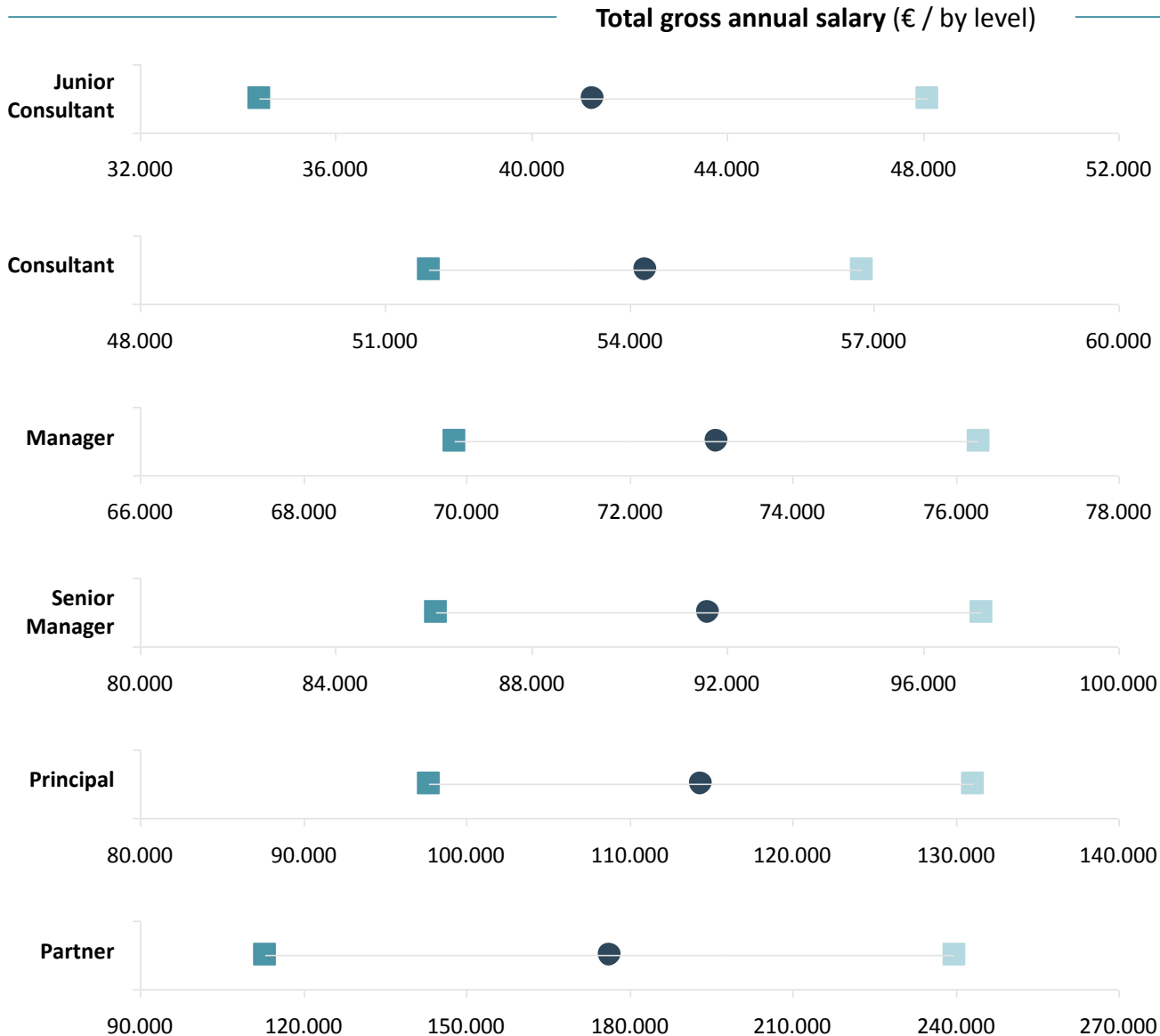


Total gross annual salary (€ / by age)



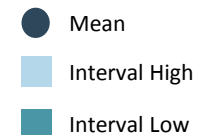
Salary & Benefits

Total salary – 95% confidence interval



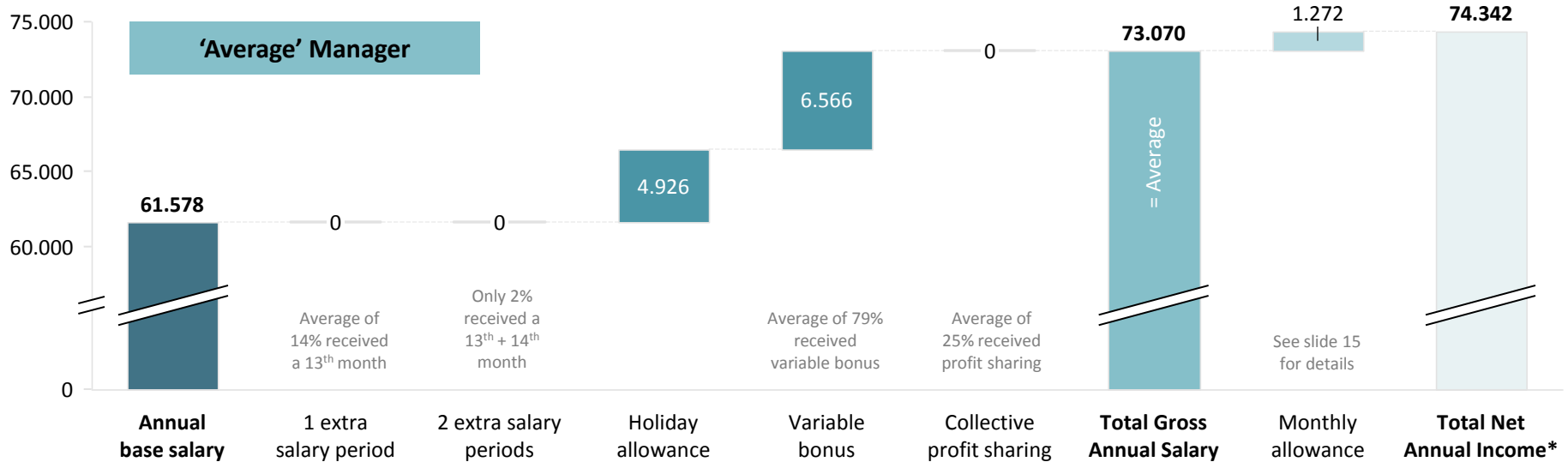
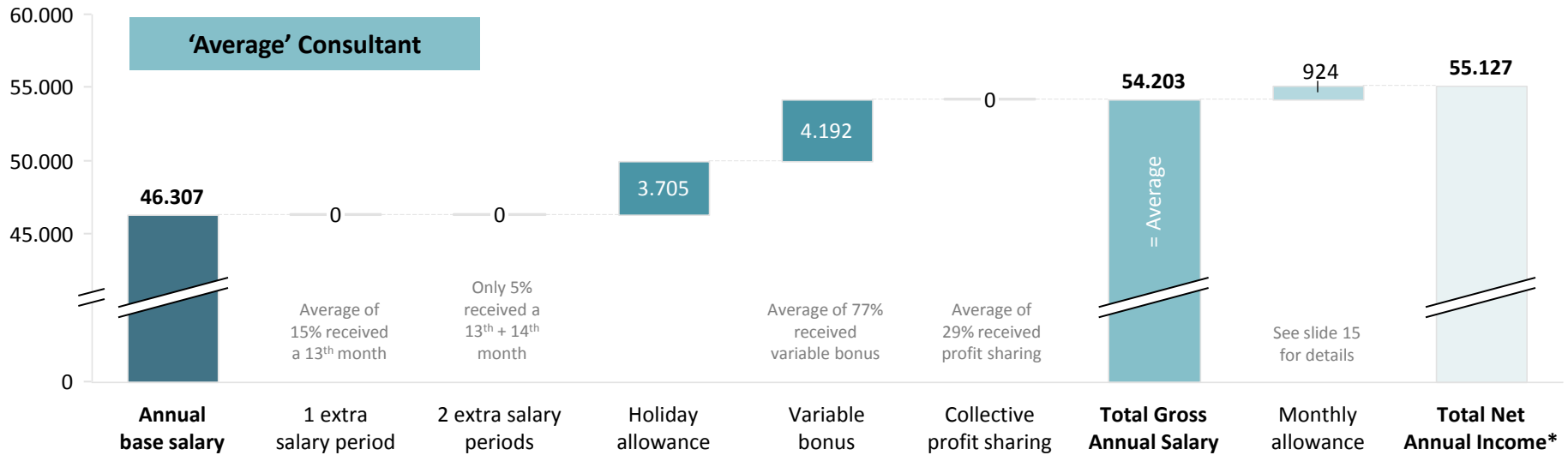
The intervals present the salary range per level, based on a 95% confidence interval.

- Example: With 95% confidence it can be stated that an average Manager earns between €68.859 (Low) and €76.281 (High). The Mean corresponds with data on slide 8.
- Population size (n) declines progressively with seniority, and the variance increases, leading to larger intervals given the same 95% confidence level
- Junior Consultant level has quite high variance because the interval includes both starters and those with ~2-3 years experience



Salary & Benefits

Salary breakdown: 'Consultant' and 'Manager' example

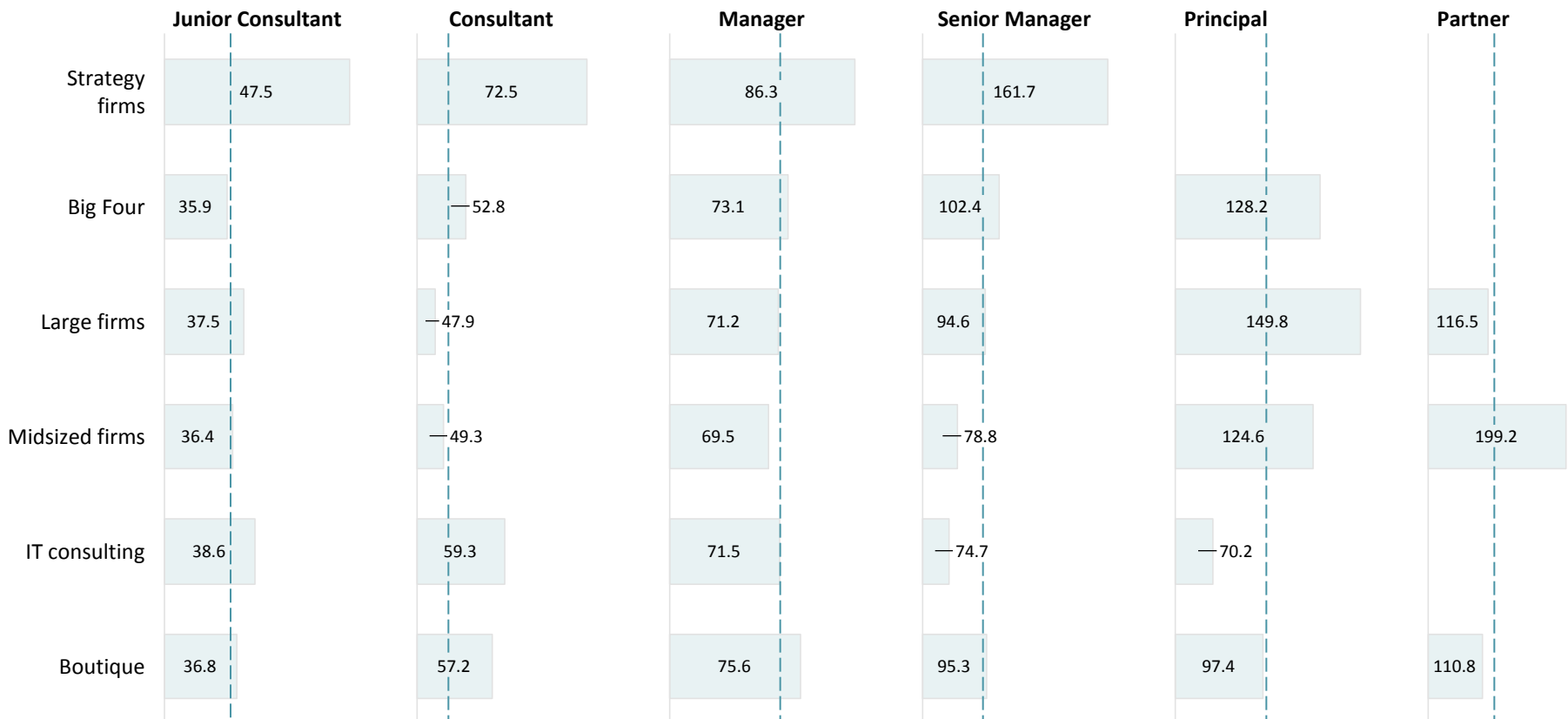


Salary & Benefits

Total salary by firm type

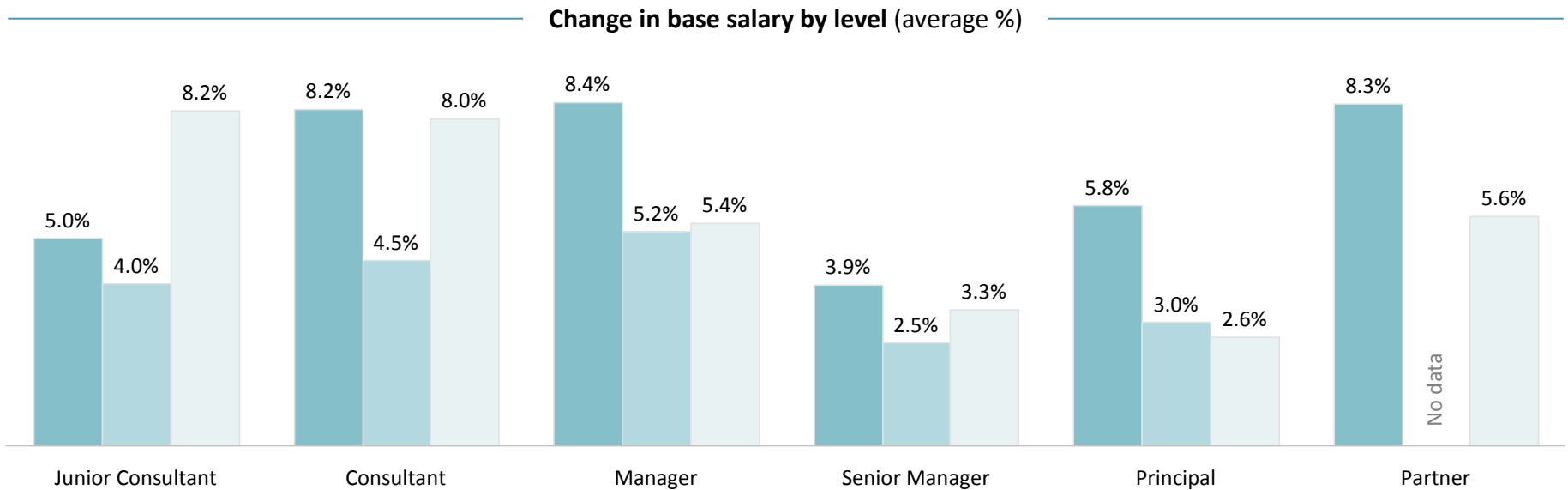
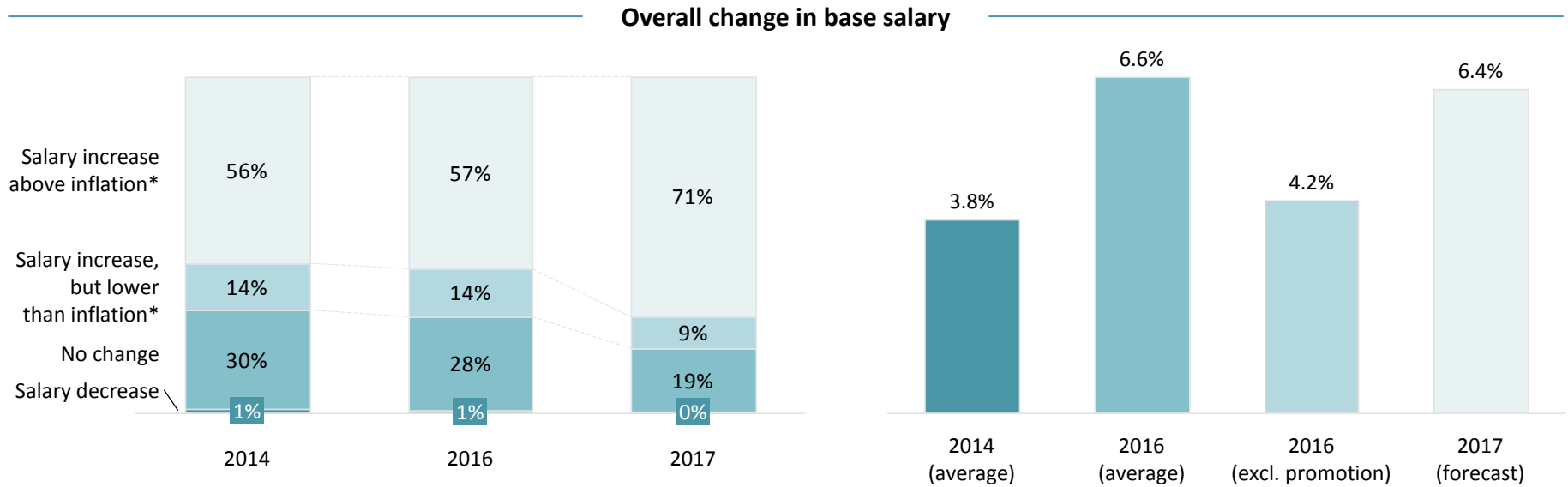
- Total annual gross salaries are highest at the well-known strategy consulting firms
- Big Four firms seem to ‘underpay’ at starting levels, yet are on par / above par for (Senior) Manager levels
- Salaries at IT consulting firms are relatively high for early career levels, but lag their peers at experienced levels
- Remuneration at boutique firms often matches or is above the larger players in the consultancy industry

Total average gross annual salary by level* (€ x 1.000)



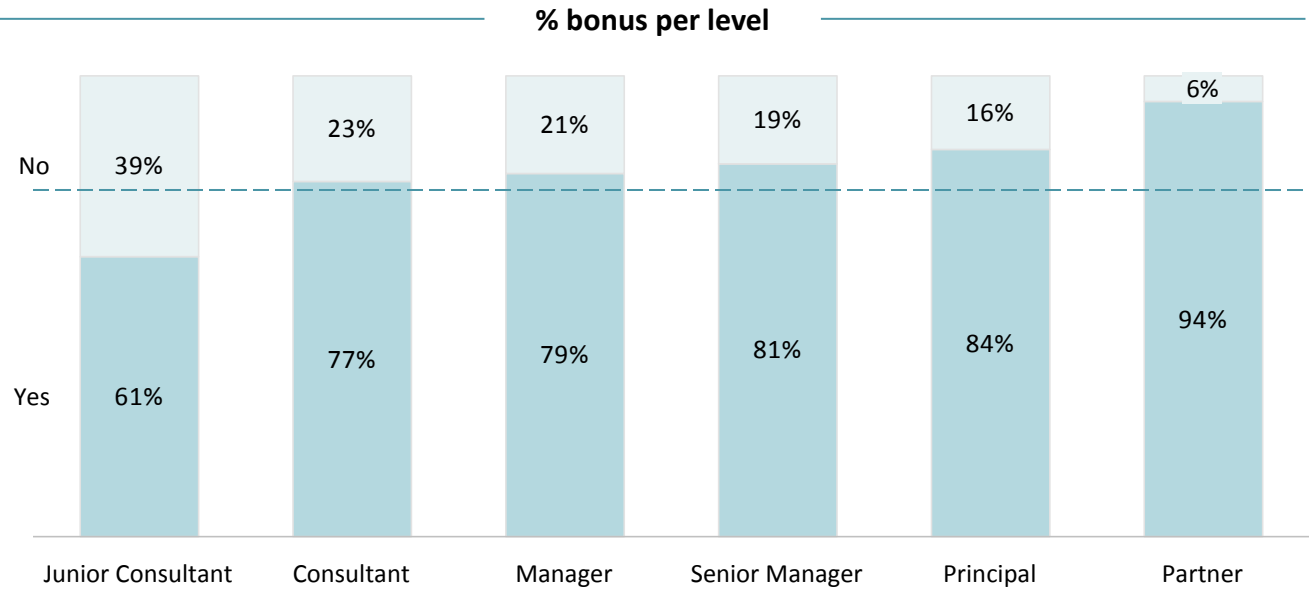
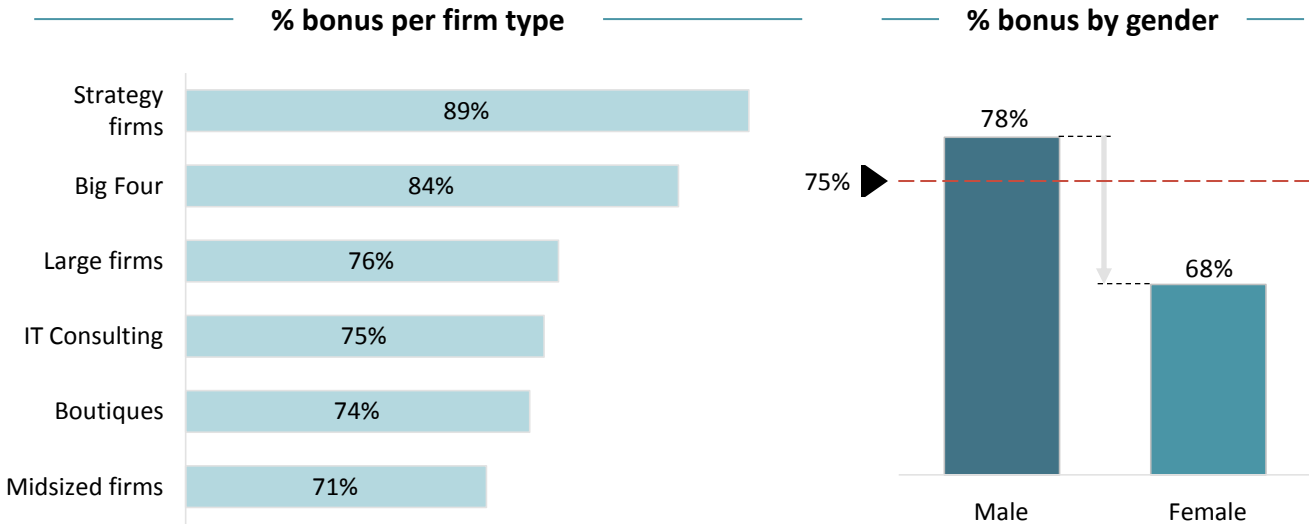
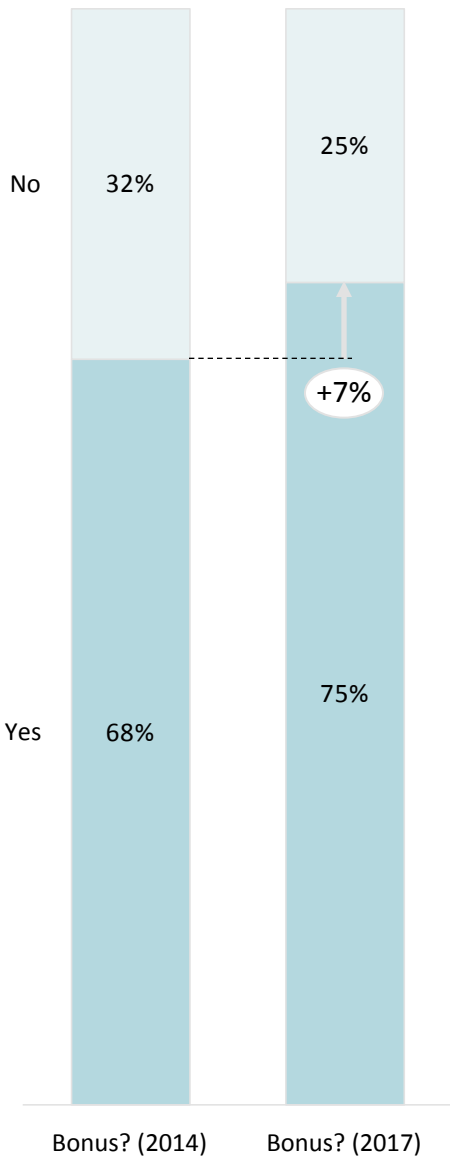
Salary & Benefits

Change in base salary and expectations



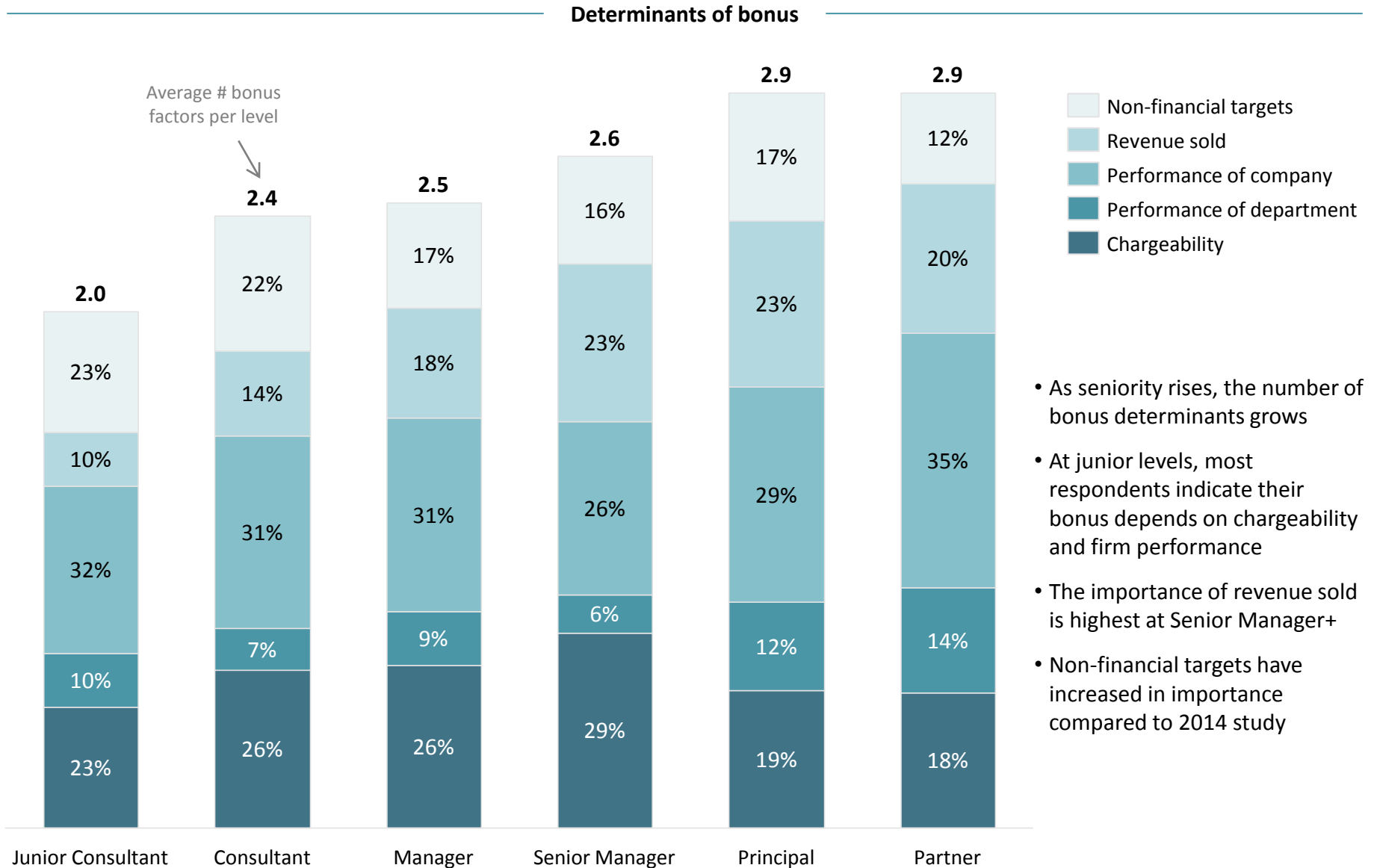
Salary & Benefits

Bonus



Salary & Benefits

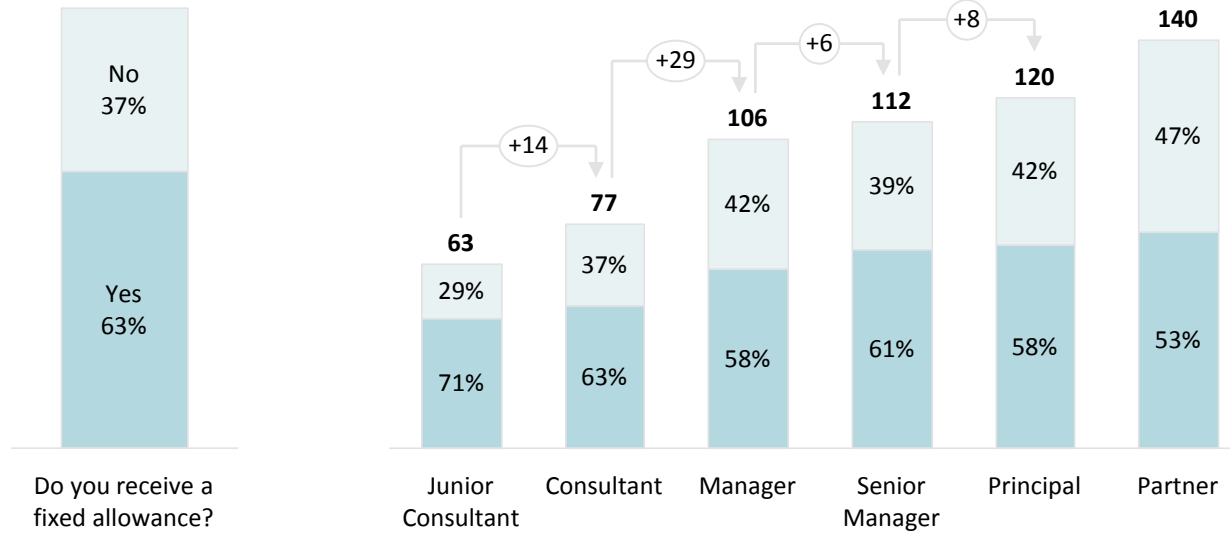
Bonus determinants



Salary & Benefits

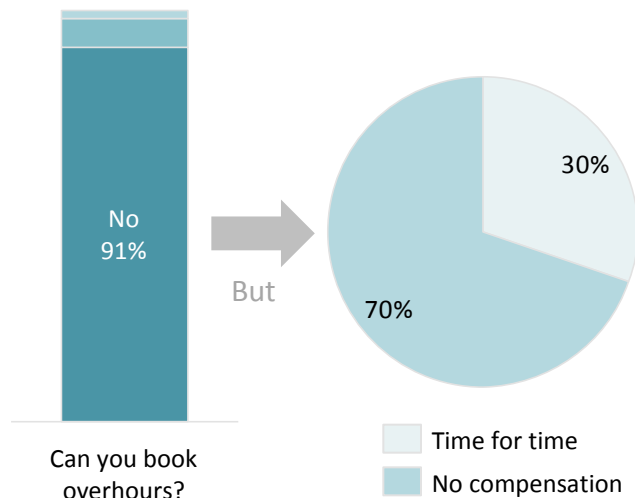
Other benefits

Fixed monthly allowances (€ p/m)

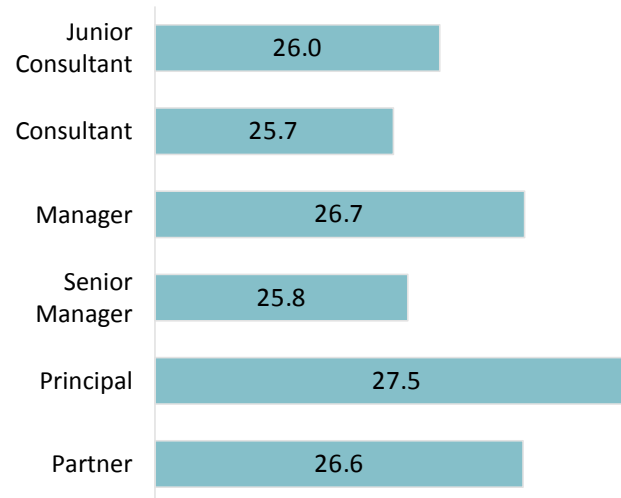


- 63% of consultants receive a fixed monthly allowance
- The monthly allowance rises from €60 for Juniors to €140 for Partners
- Booking 'overtime' is generally not possible in consulting. However, 'time for time' is a commonly used practice
- % of consultants who receive compensation for working abroad has dropped from 48% to 15%

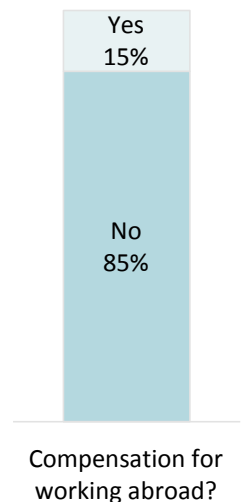
Overtime policy



Average # holiday days



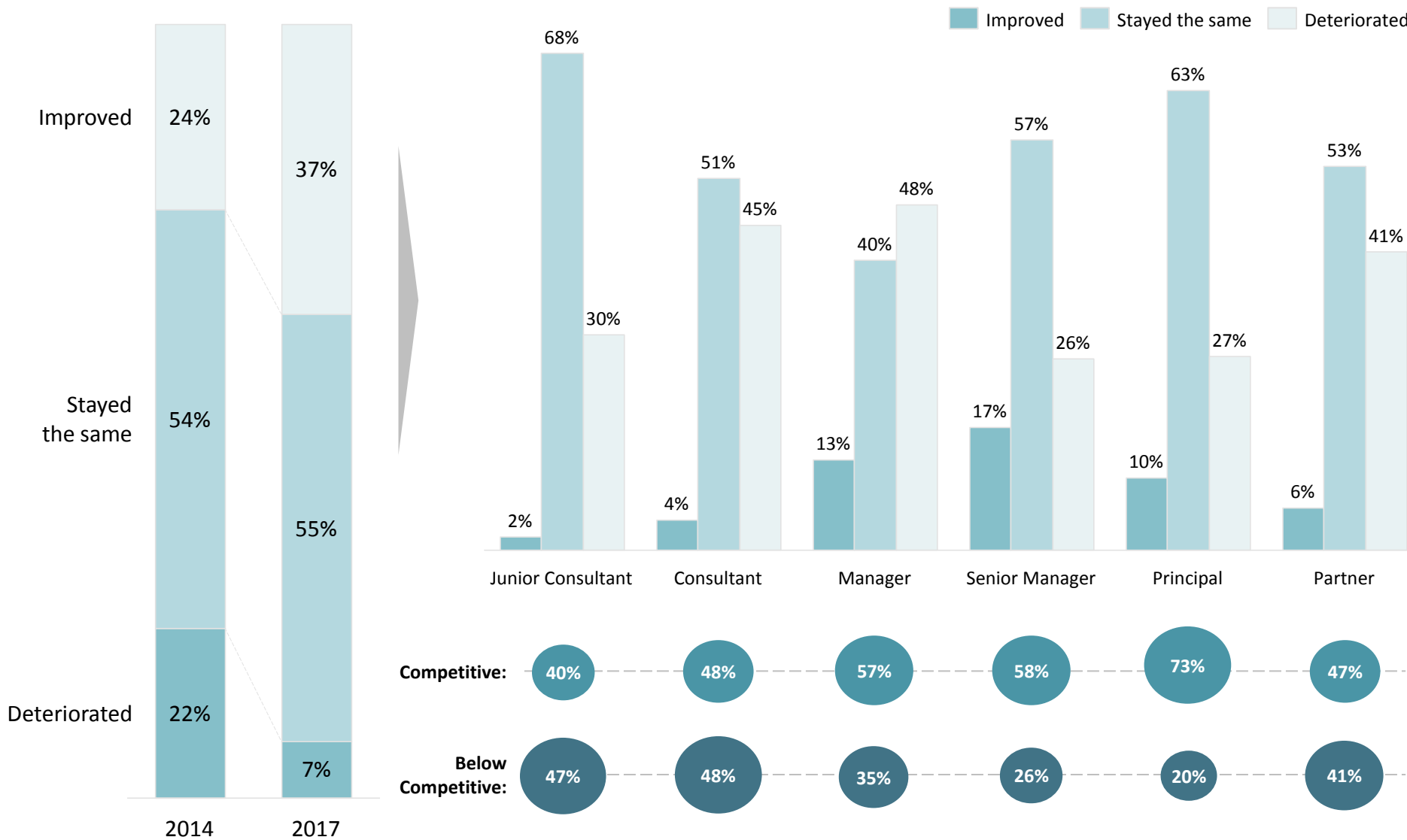
Working abroad



Salary & Benefits

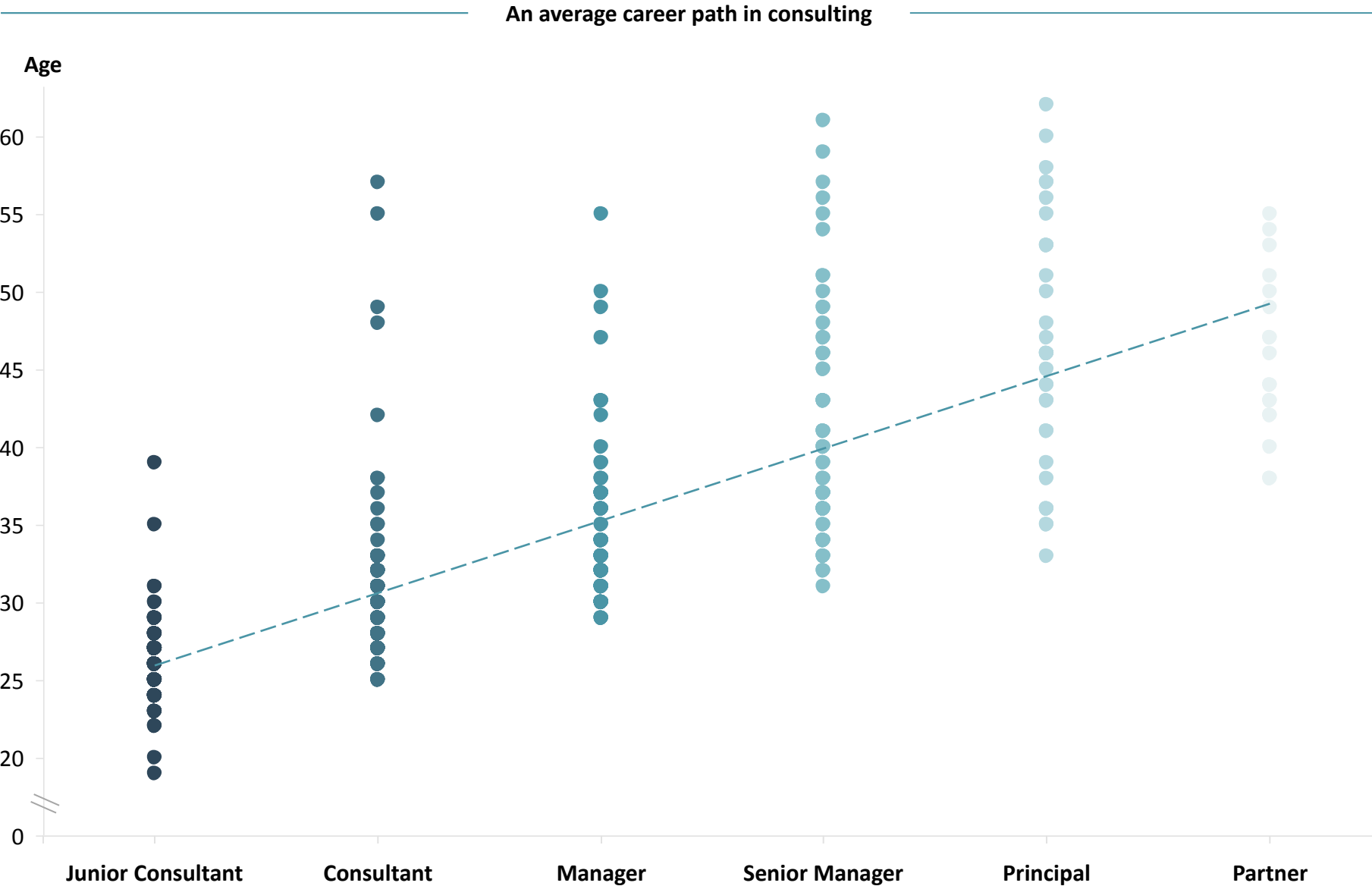
Benefit packages

Compensation & Benefit packages have over the past year:



Salary & Benefits

Career path in consulting



Work-Life Balance



Work-Life Balance

Working hours



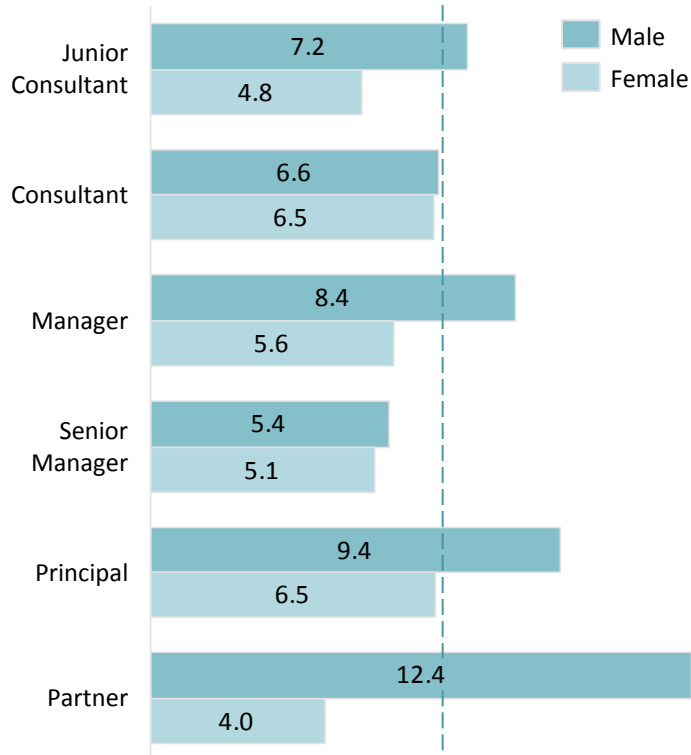
Work more than contract hours?

Who are not working excessive hours?

- 37% of consultants with a HBO background do not work overtime, this drops to 26% for those with a WO title
- Gender difference is marginal, with 23% of men sticking to their contract hours, compared to 27% for women
- Of all firm types, consultants at IT consulting firms are most likely to not work more than contract hours

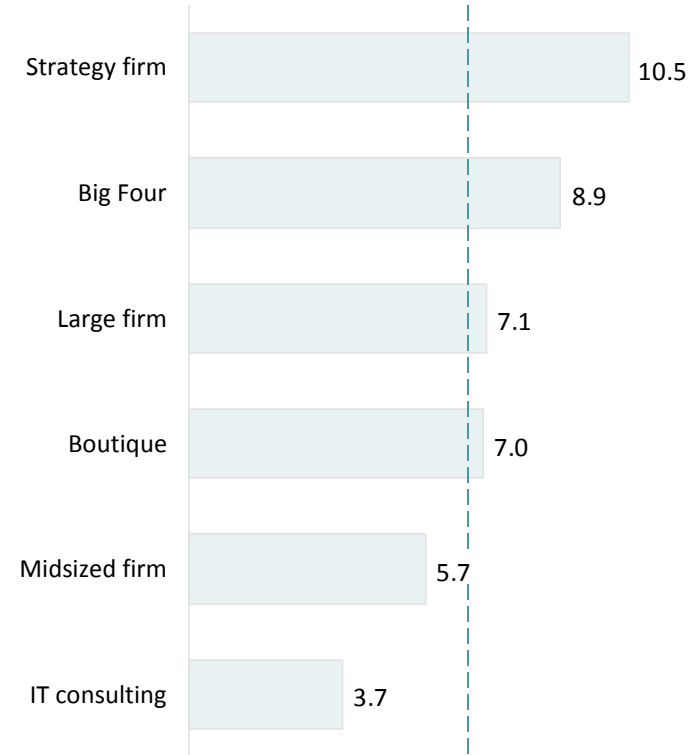
Overwork per week (by level)

- In consulting, men work more hours than women
- Partners and Directors work on average the most hours



Overwork per week (by firm type)

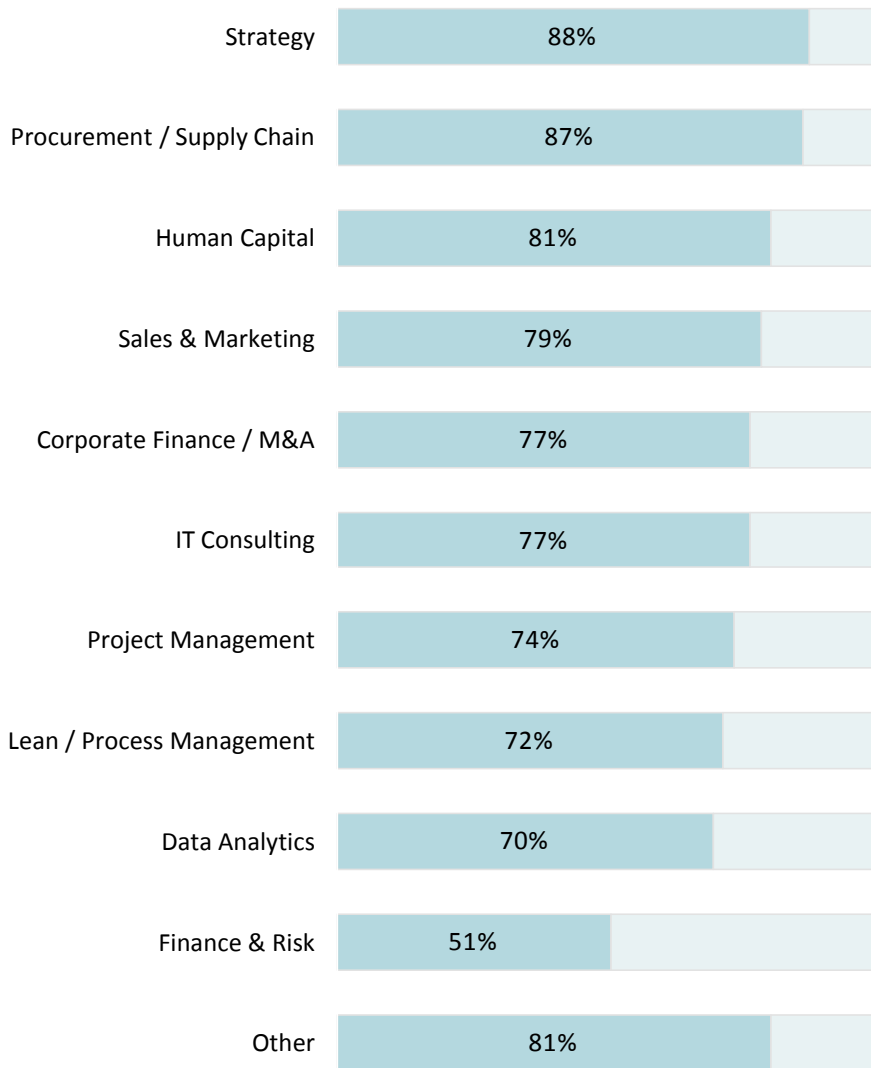
- Strategy consultants work on average 10+ extra hours
- Advisors at large firms tend to work more hours



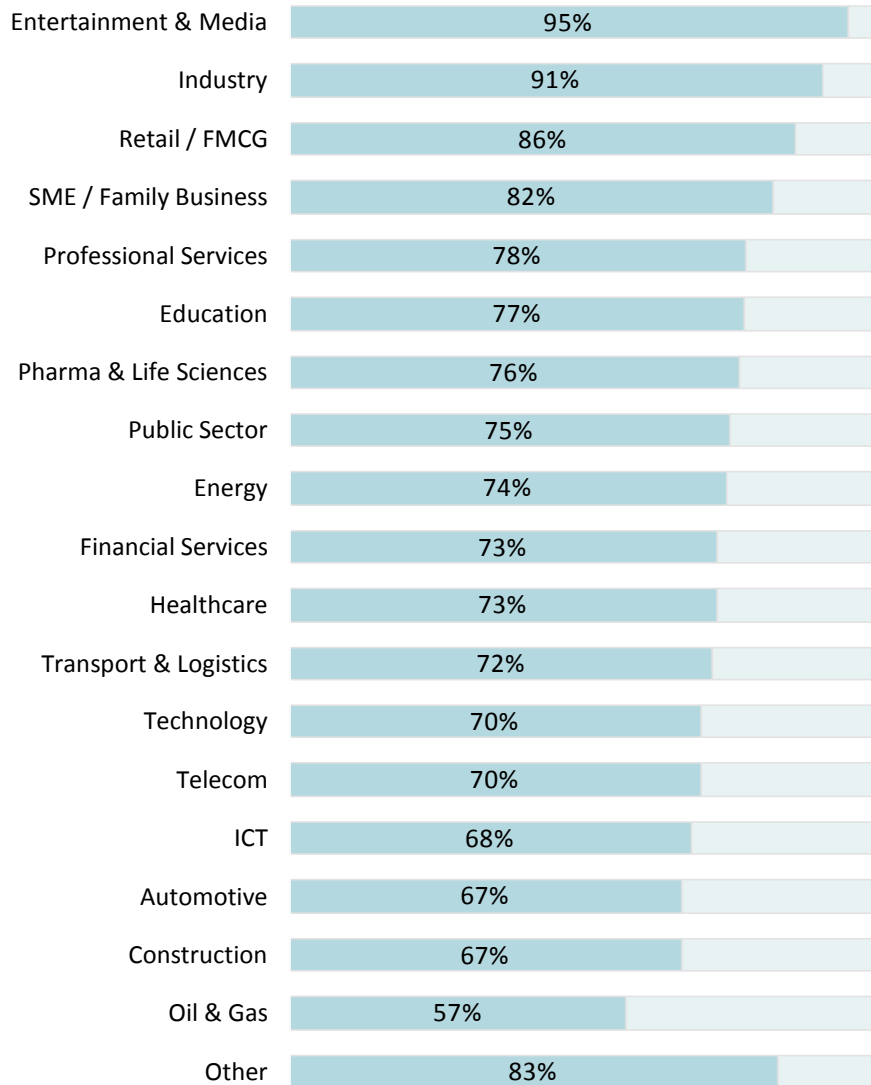
Work-Life Balance

Working hours by function/industry

Overwork % per main focus area

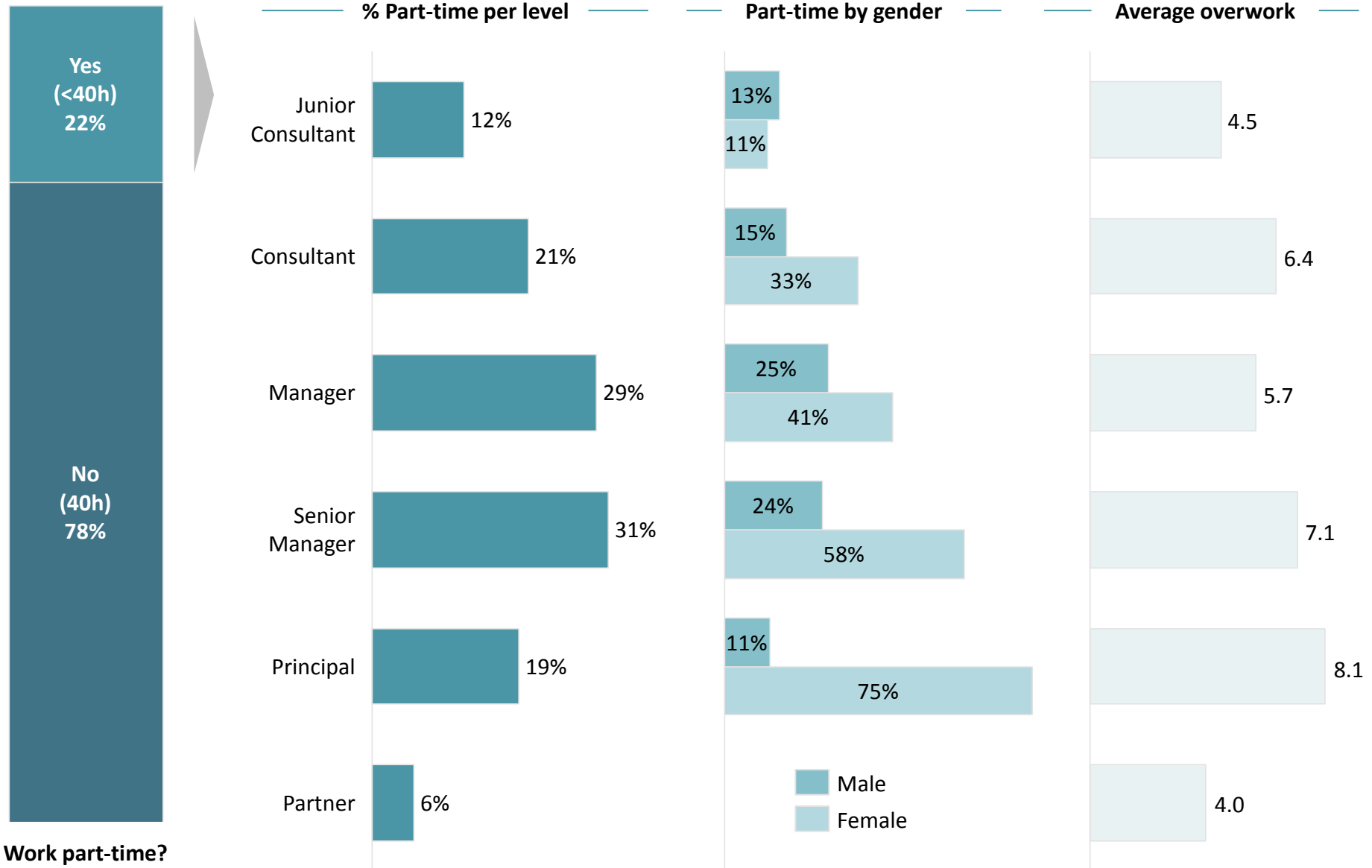


Overwork % per main industry



Work-Life Balance

Part-time working

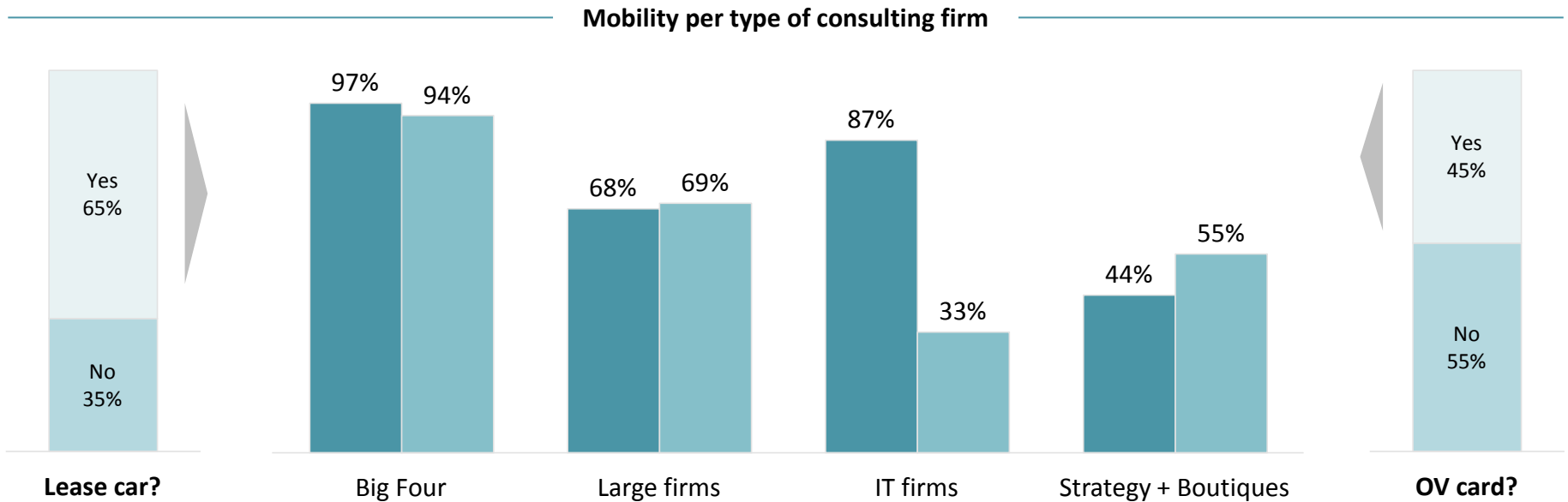
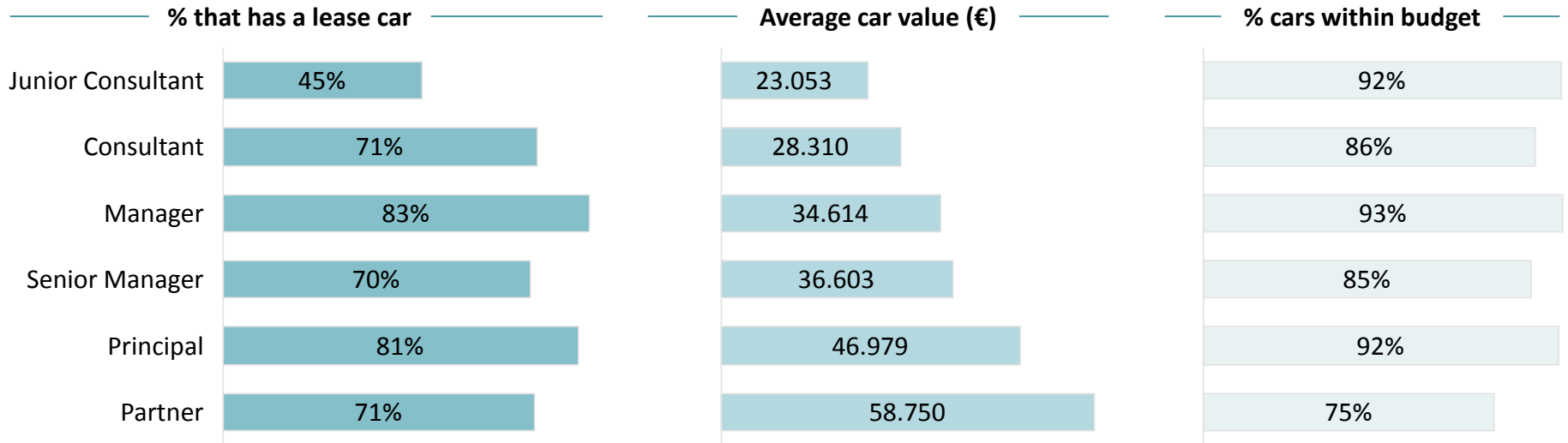


Lease & Mobility



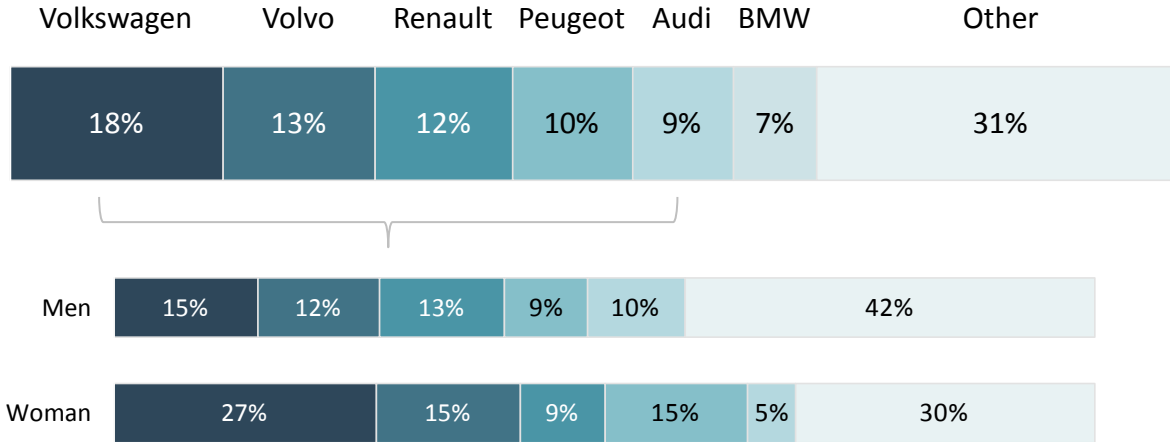
Lease & Mobility

Lease cars & public transport



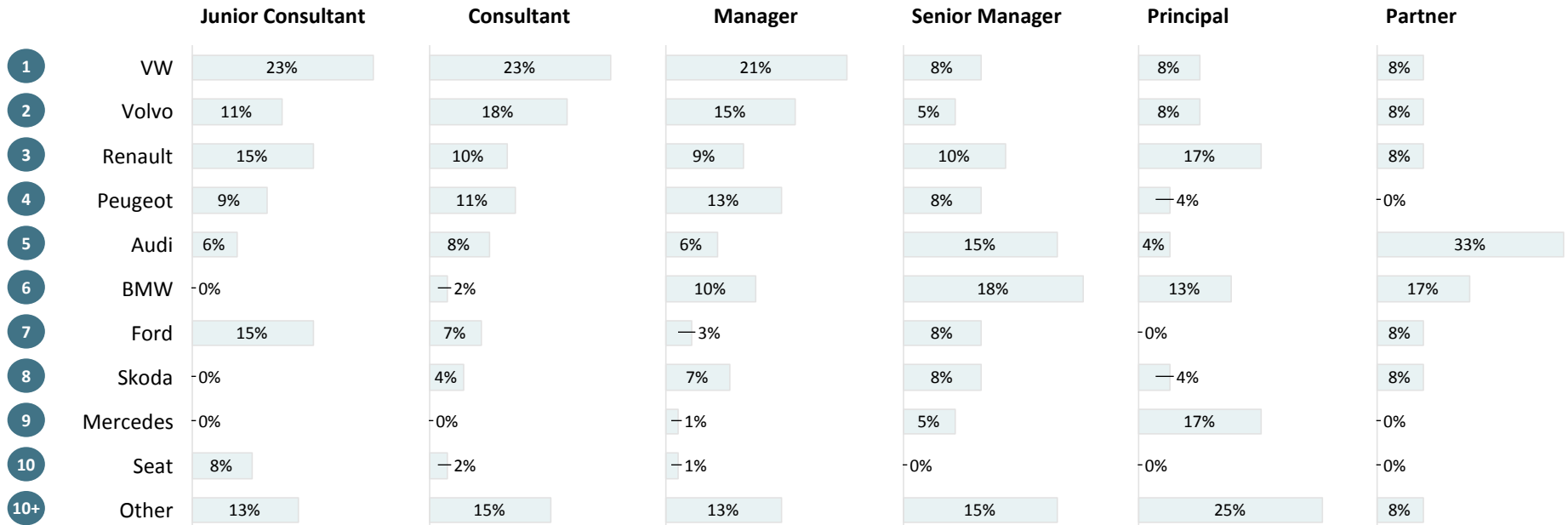
Lease & Mobility

Favourite car brands



- 60% of lease owners drive either VW, Volvo, Renault, Peugeot or Audi
- Women are more likely to drive VW or Peugeot, while men prefer Audi and BMW
- VW and Seat are popular among juniors, while premium brands such as Audi and BMW are more popular among seniors

Car brand share per level



Job Satisfaction



Job Satisfaction

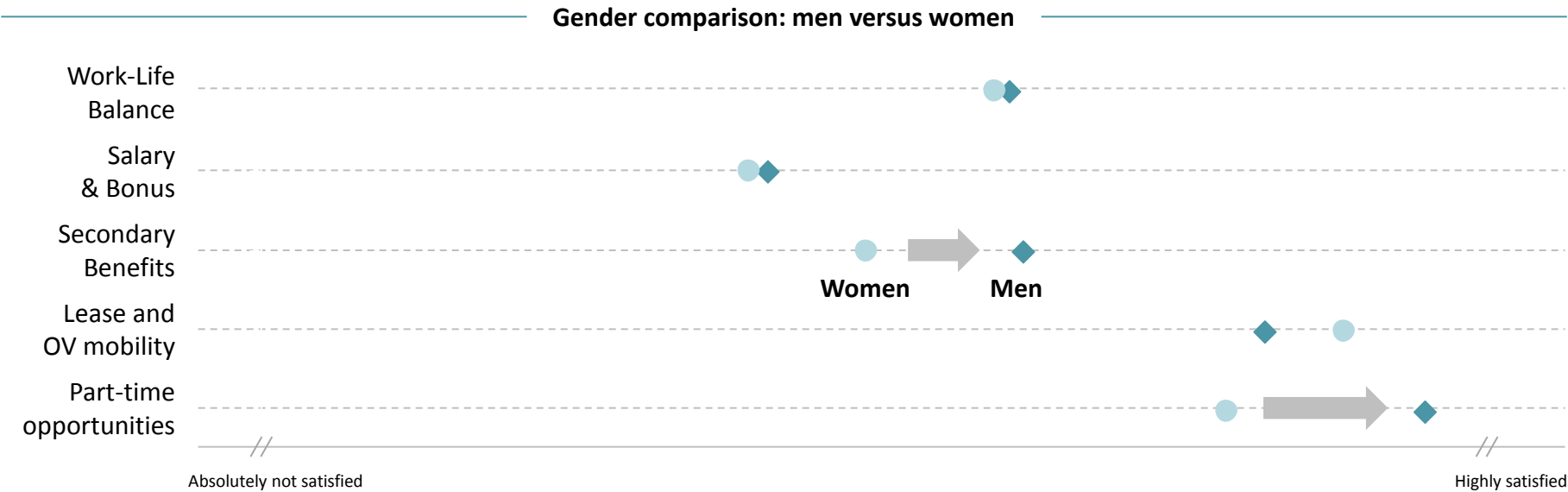
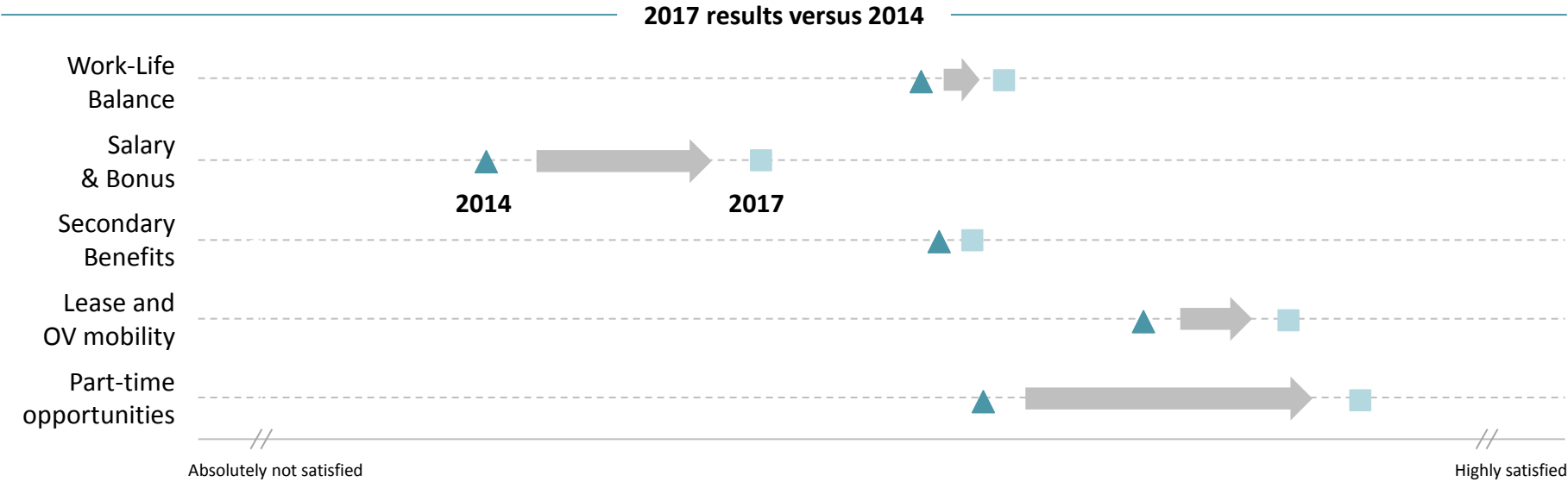
Satisfaction by function

Satisfaction by level and position (5 point scale)



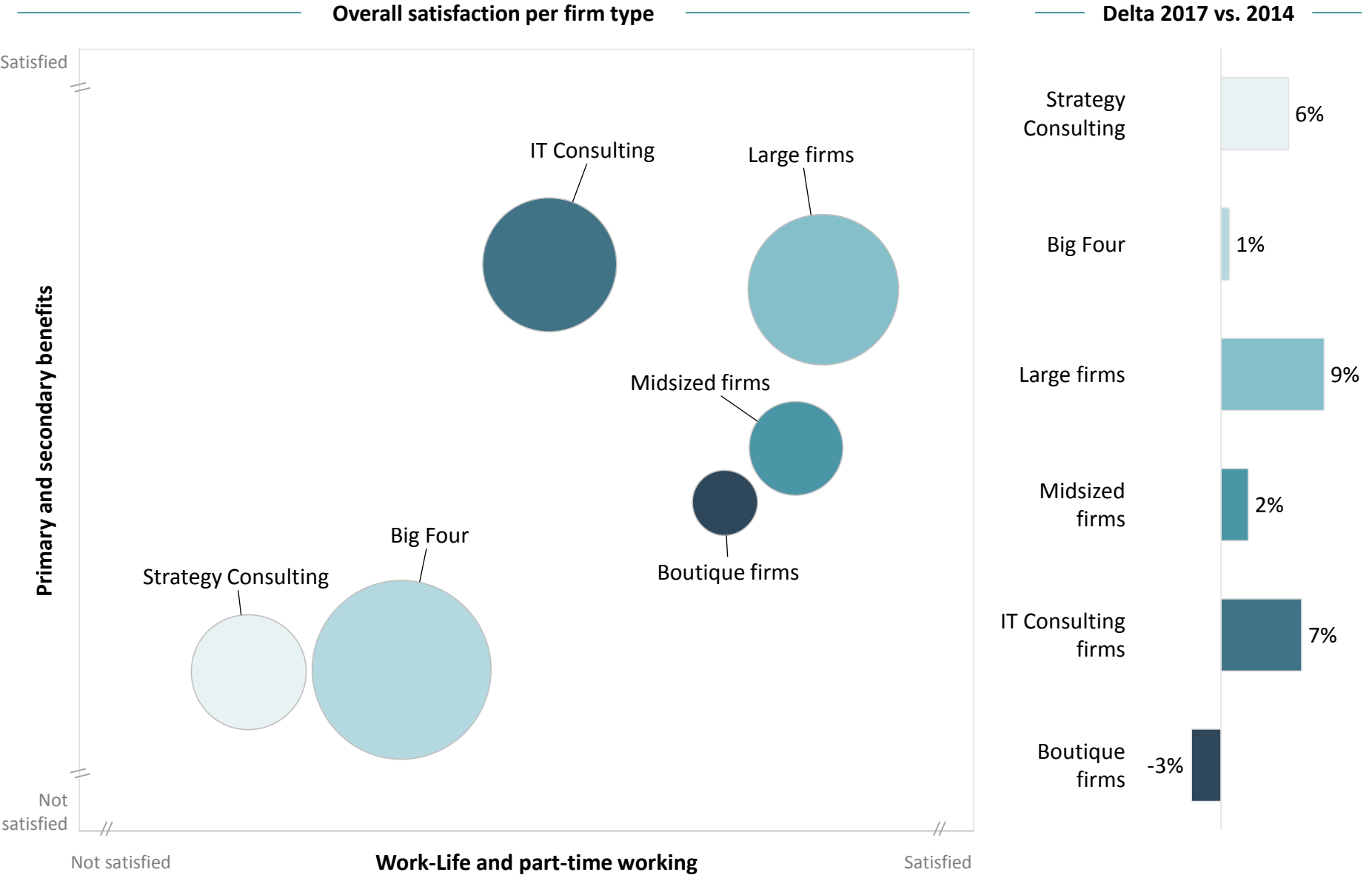
Job Satisfaction

Satisfaction over time and by gender



Job Satisfaction

Satisfaction by firm type over time

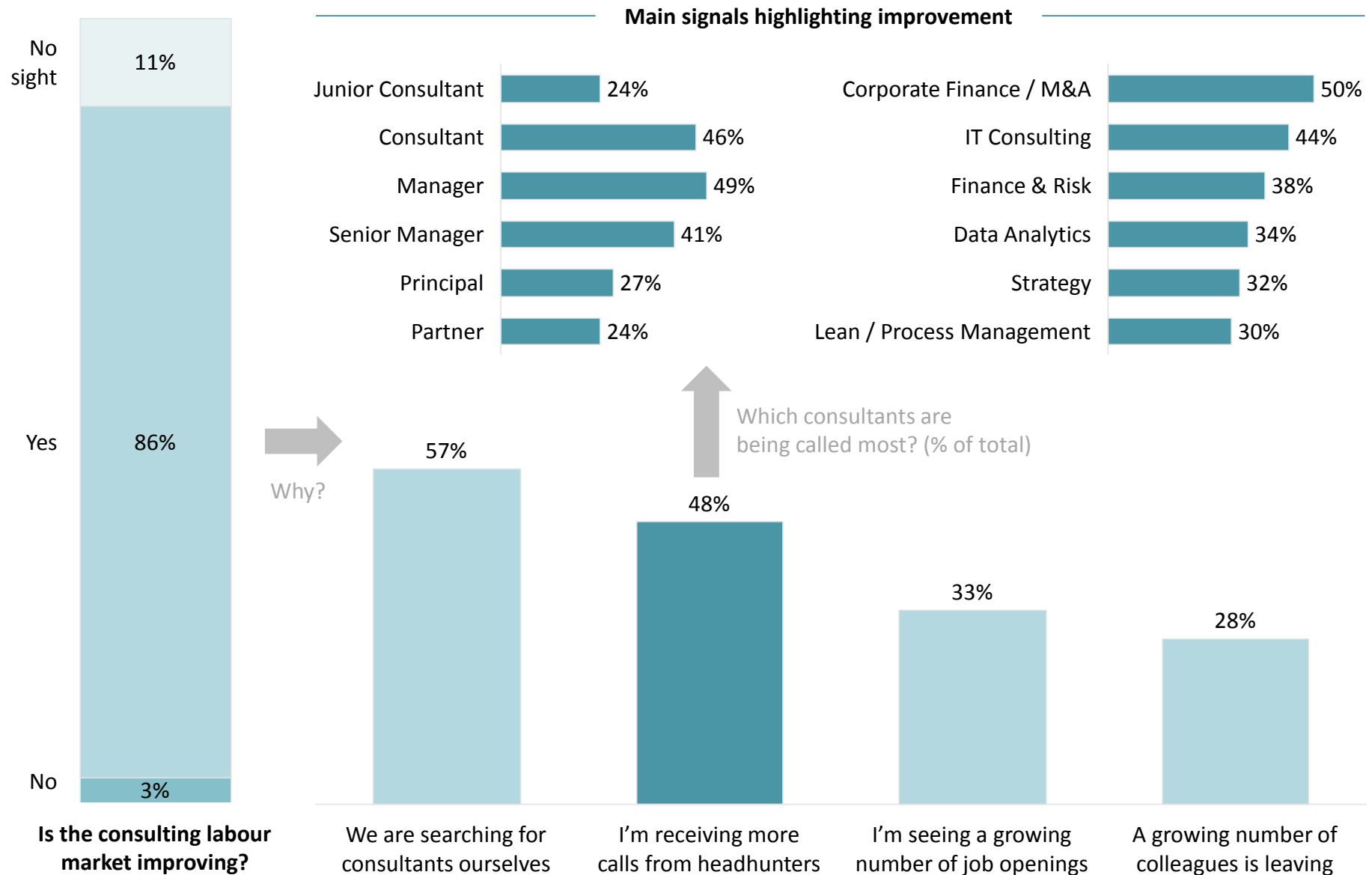


Changing Jobs



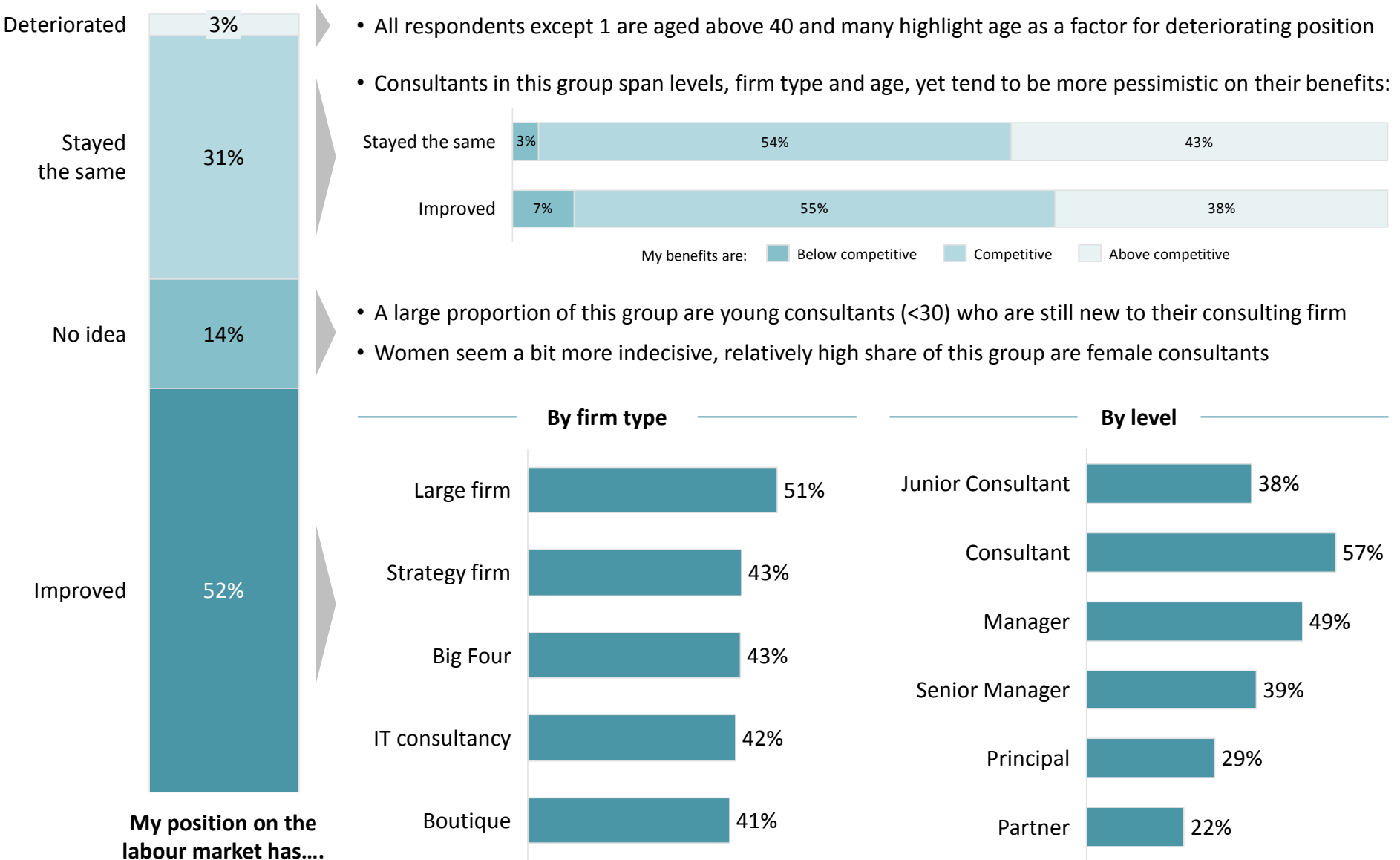
Changing Jobs

The labour market for consultants



Changing Jobs

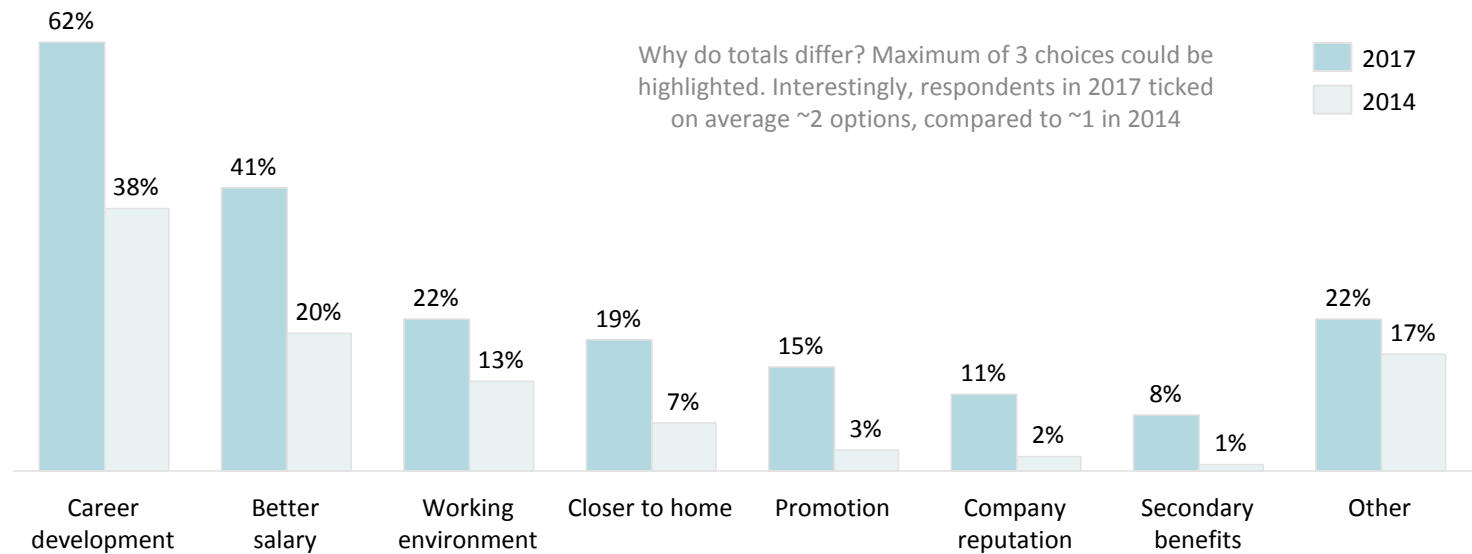
The labour market for consultants



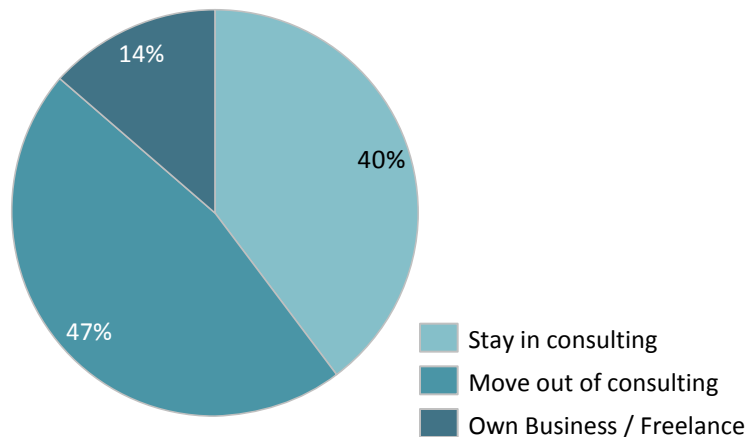
Changing Jobs

Searching for a new job?

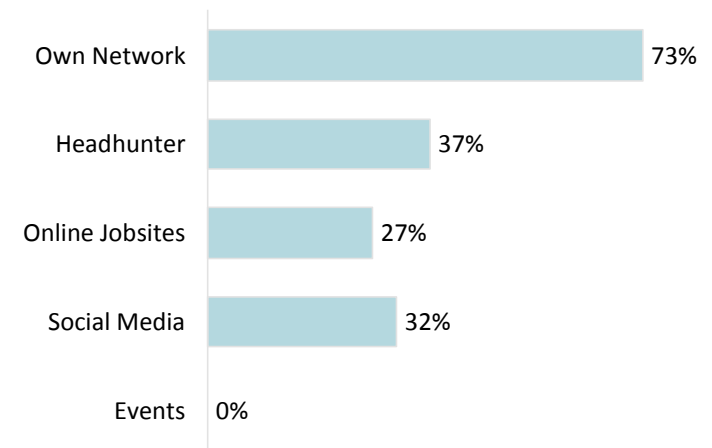
Main drivers for seeking a new job



Where do you want to move to?



Methods of finding your new job



Yes
17%

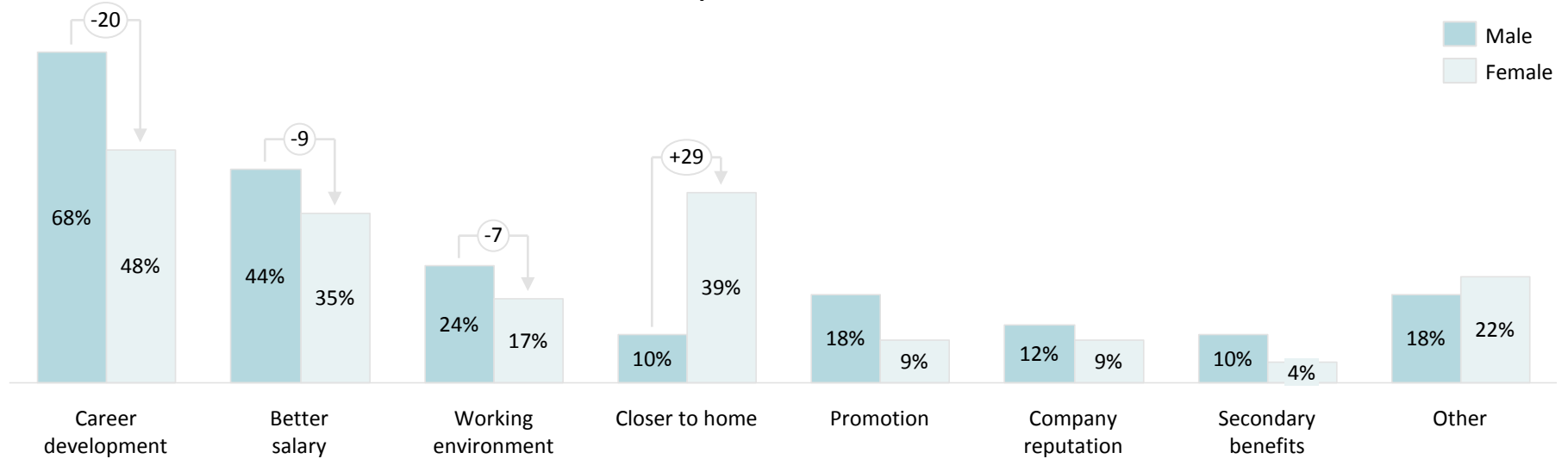
No
83%

Looking for a new job?

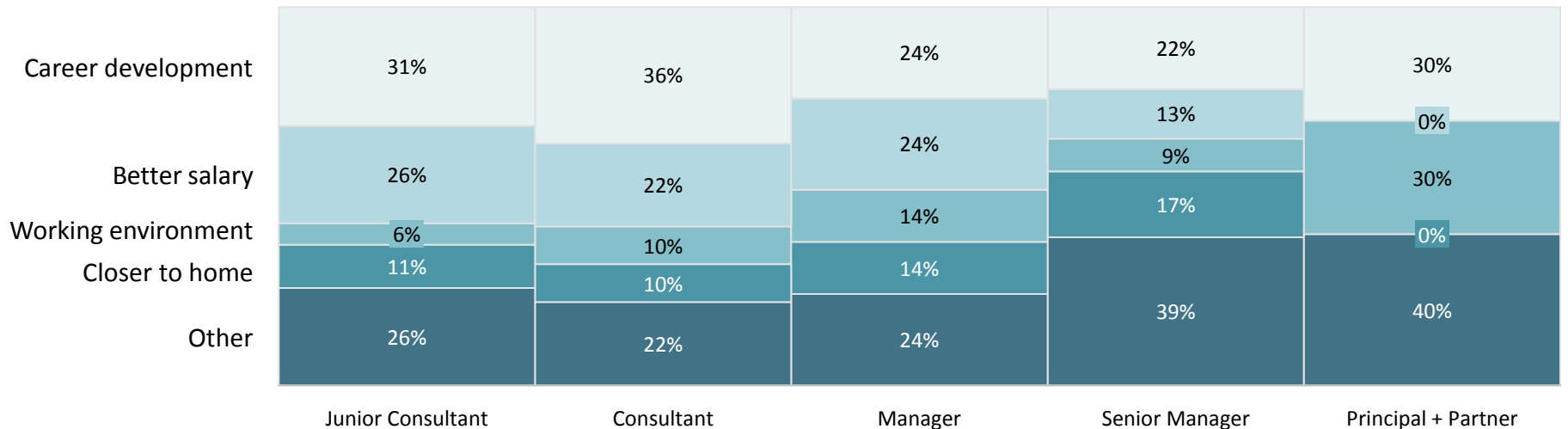
Changing Jobs

New job: gender and level preferences

Gender comparison: men versus women



Preferences by level



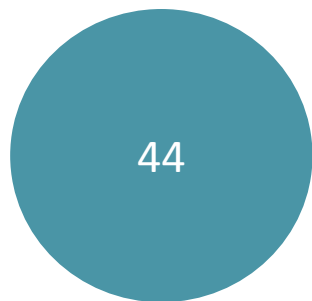
Independent Consultants



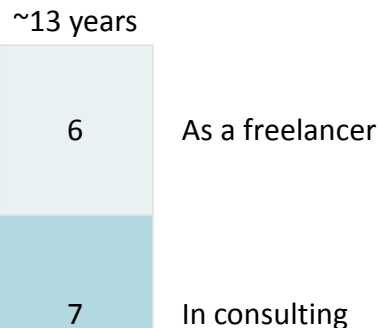
Independent consultants

Respondent base (only freelancers)

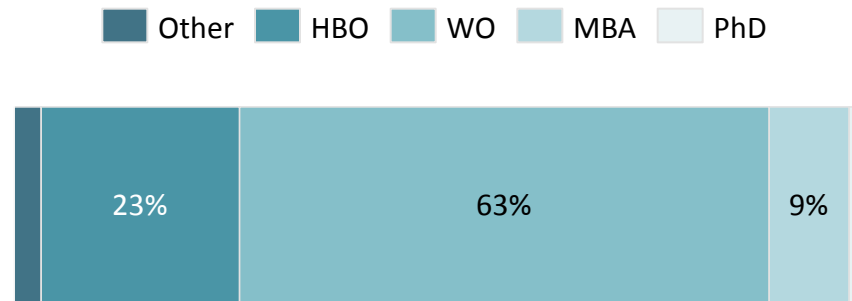
Average age



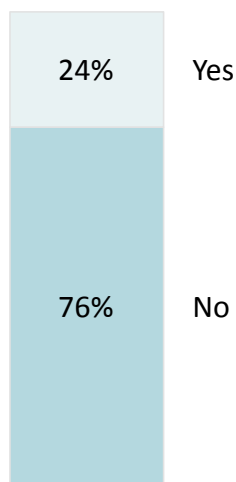
Consulting experience



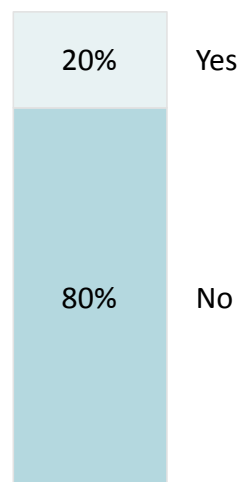
Educational background



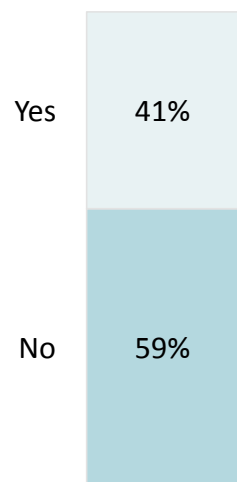
Affiliations and use of platforms



Affiliated with firm?

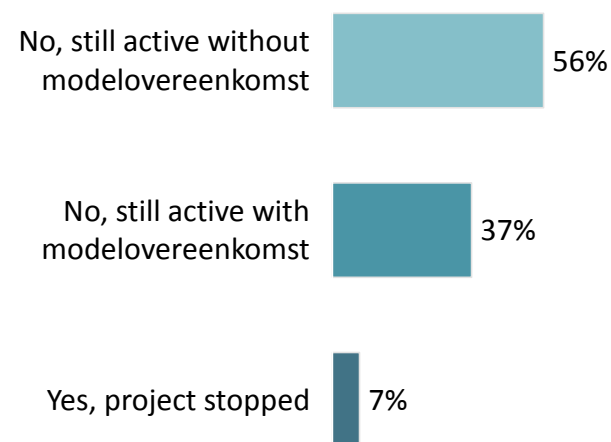


Use of platforms?



Modelovereenkomst?

Wet DBA

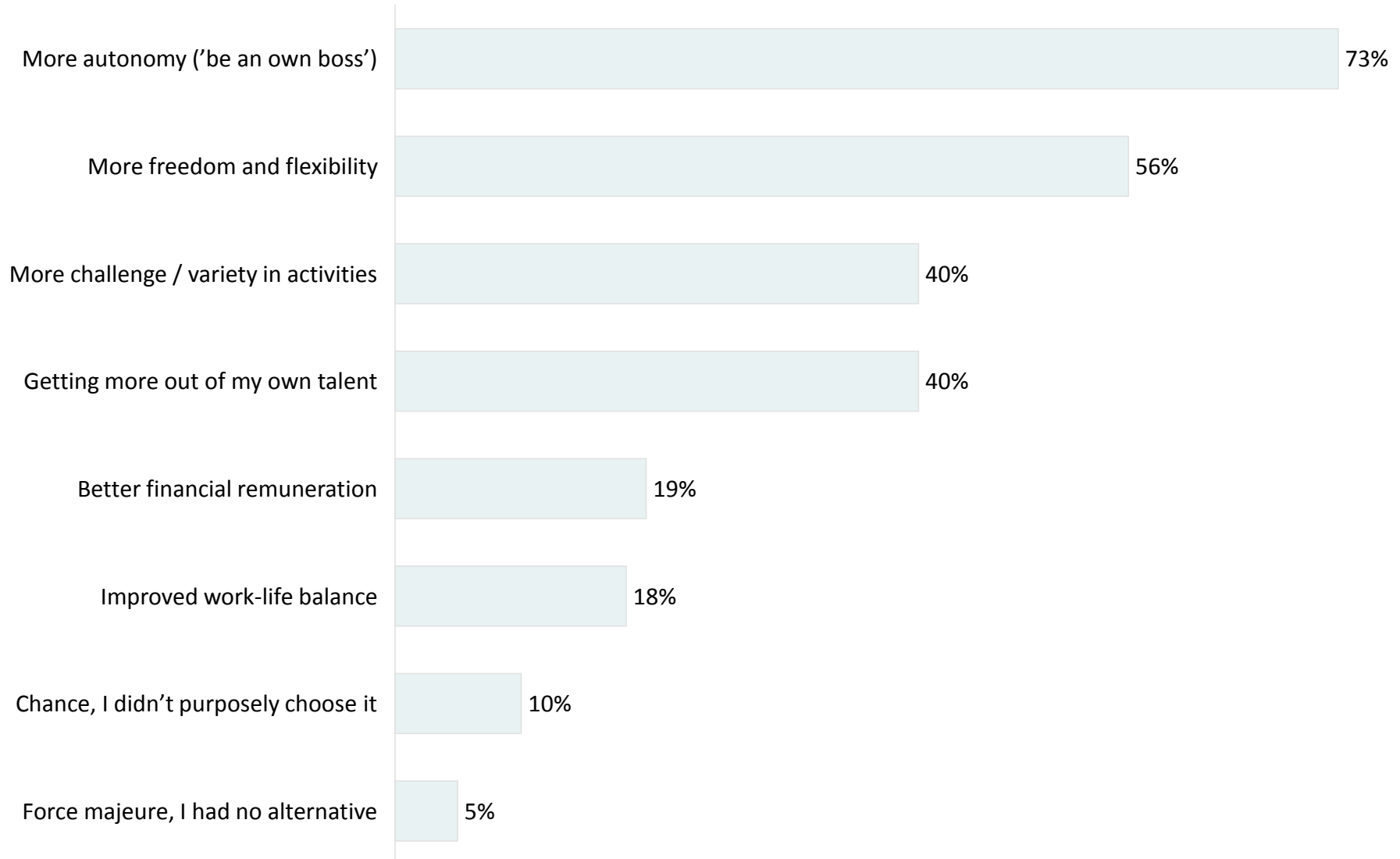


Lost a project because of DBA?

Independent consultants

Reasons for freelancing

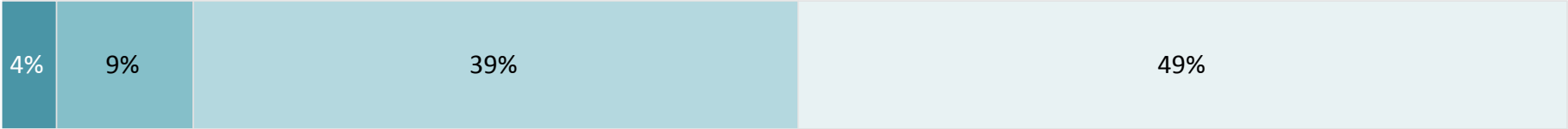
Why did you choose to work as an independent consultant? (multiple answers possible)



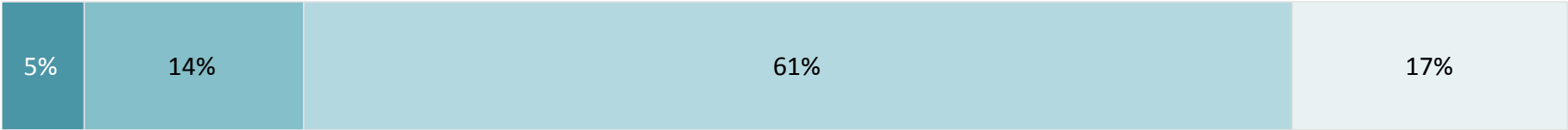
Independent consultants

Job satisfaction

Satisfied with working as a freelancer?

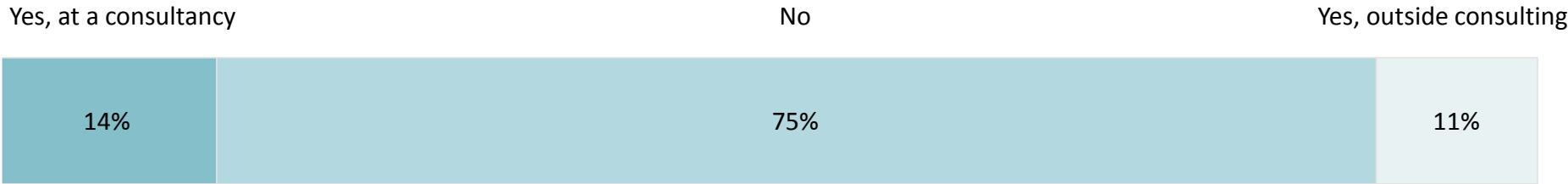


Satisfied with the income?



(Very) unsatisfied Neutral Satisfied Very satisfied

Considering (returning to) fixed employment?

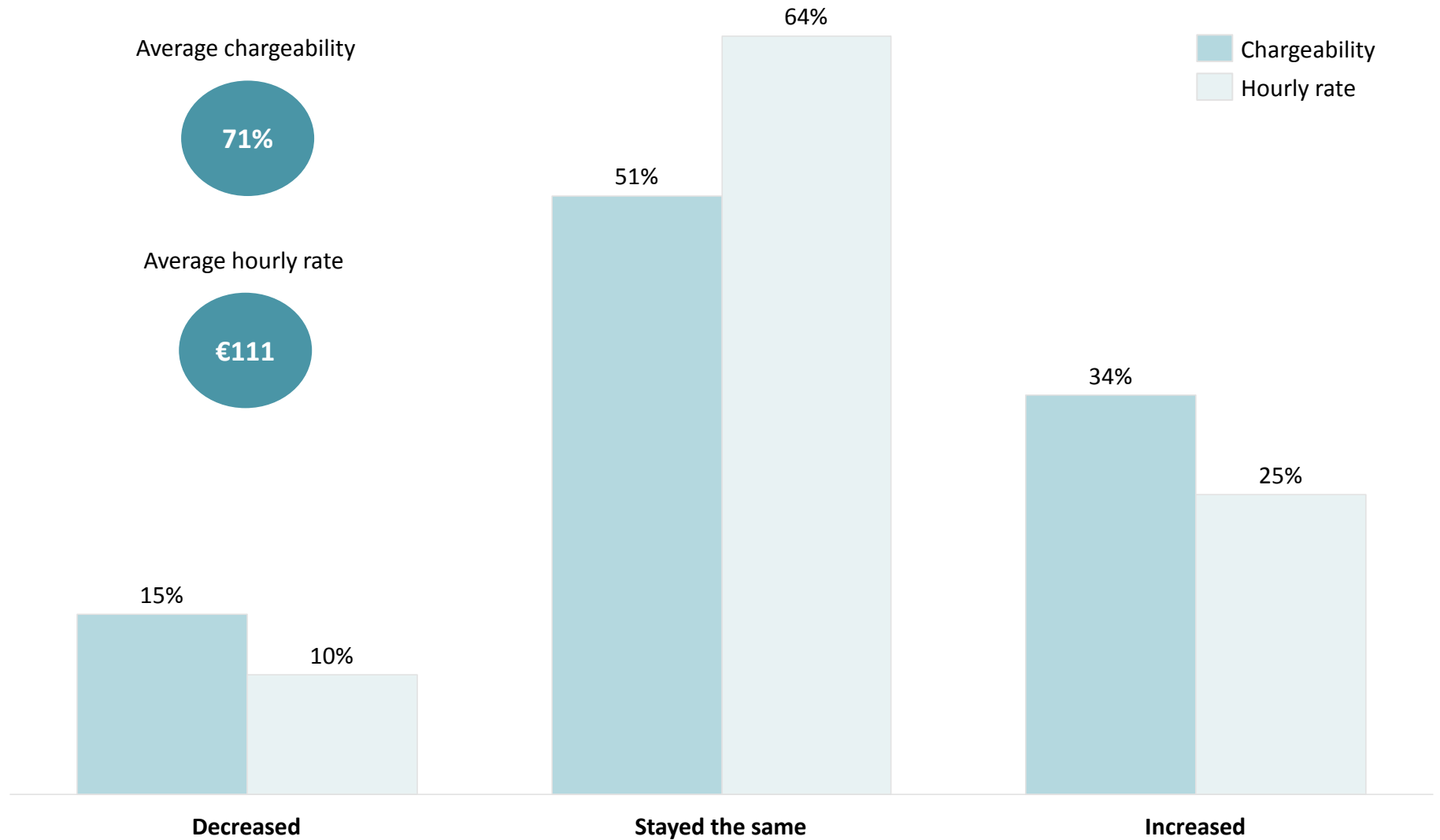


- 1 Working in teams
- 2 Larger projects
- 3 Personal development
- 4 More certainty

Independent consultants

Performance over the past year

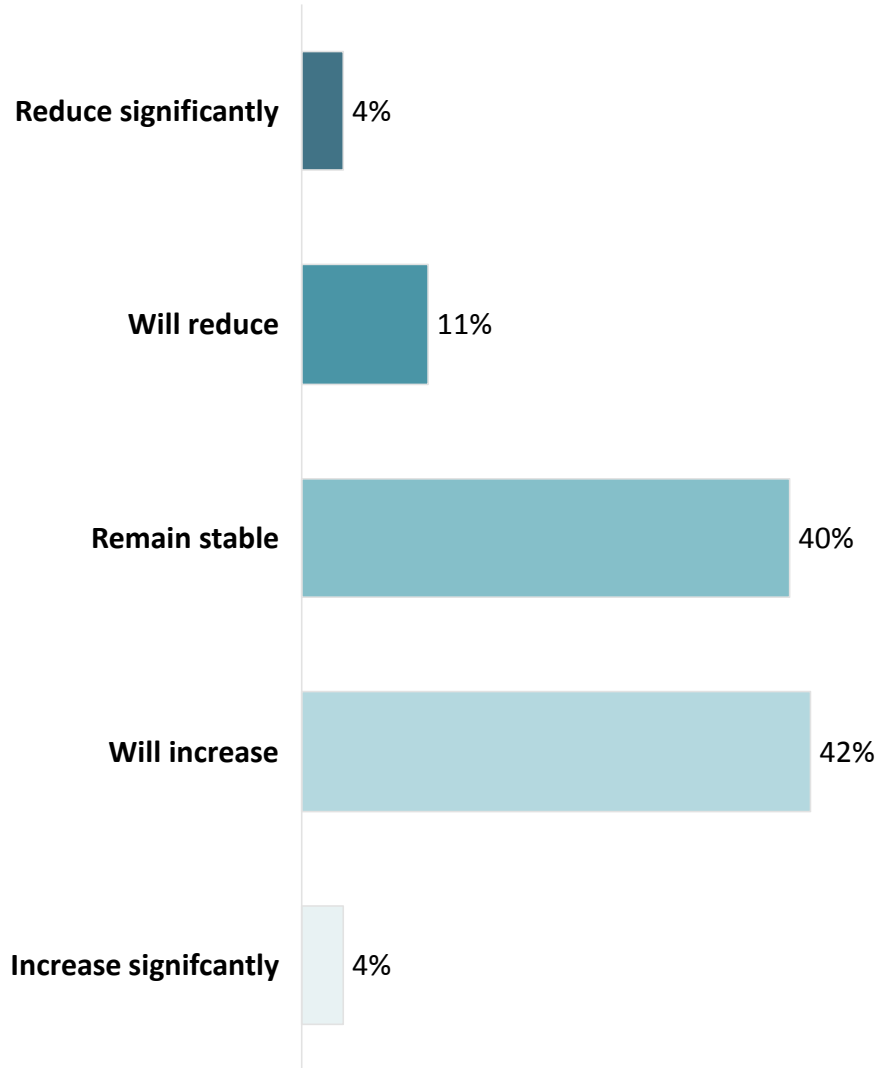
How have chargeability and hourly rates developed over the past 12 months?



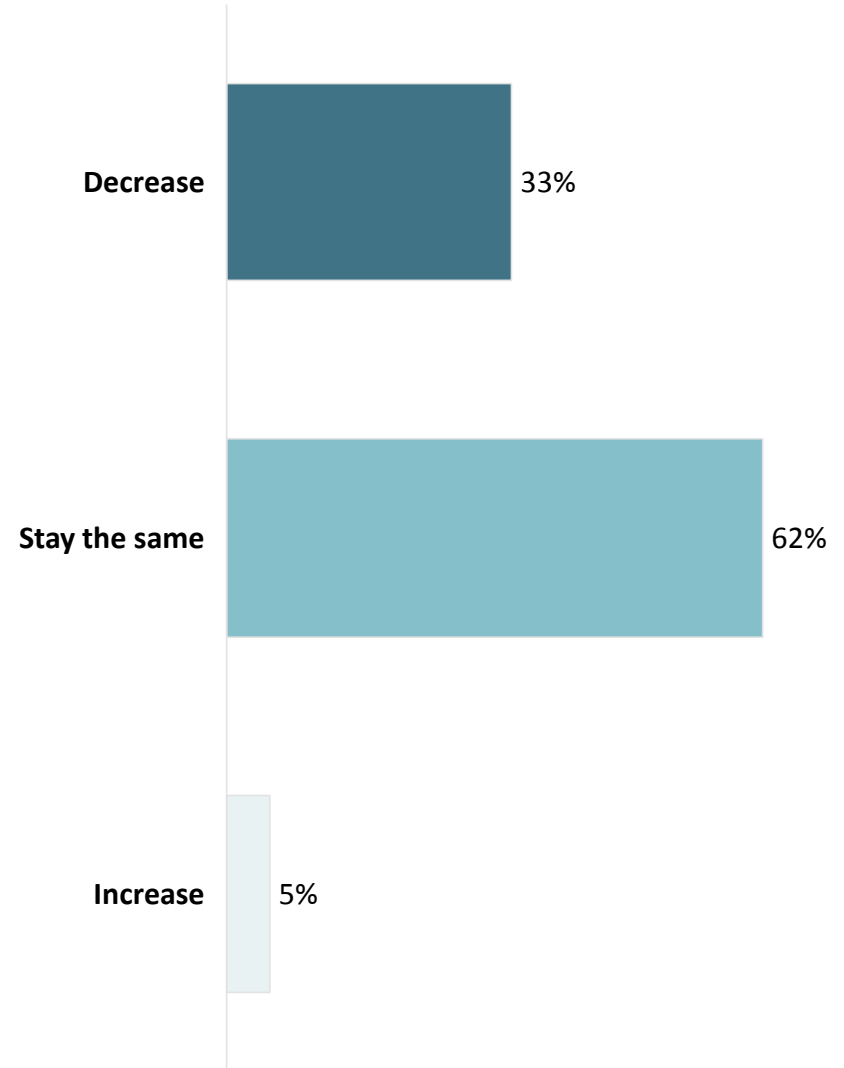
Independent consultants

Expectations for coming year

— Expectations for demand in the coming 12 months? —



— Expectations for fees in the coming 12 months? —



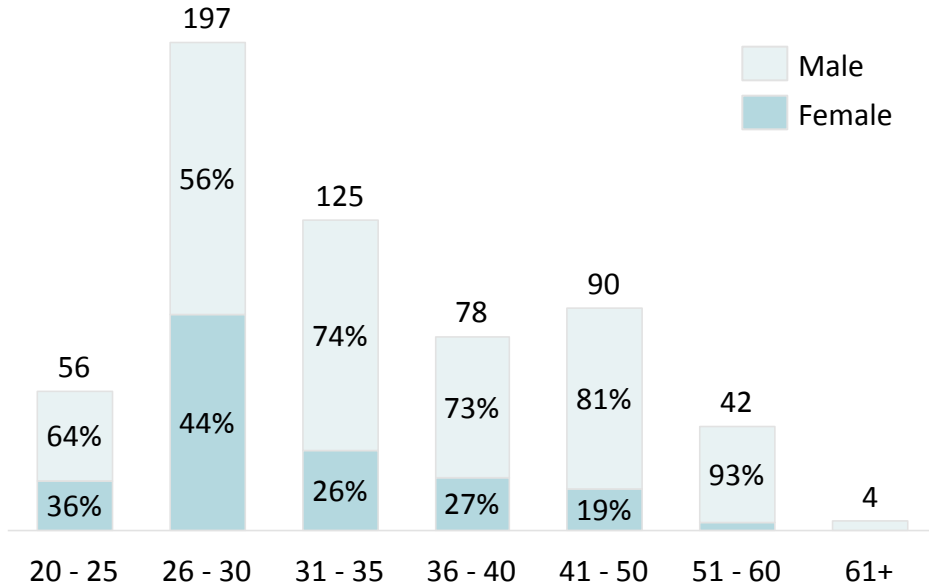
Demographics



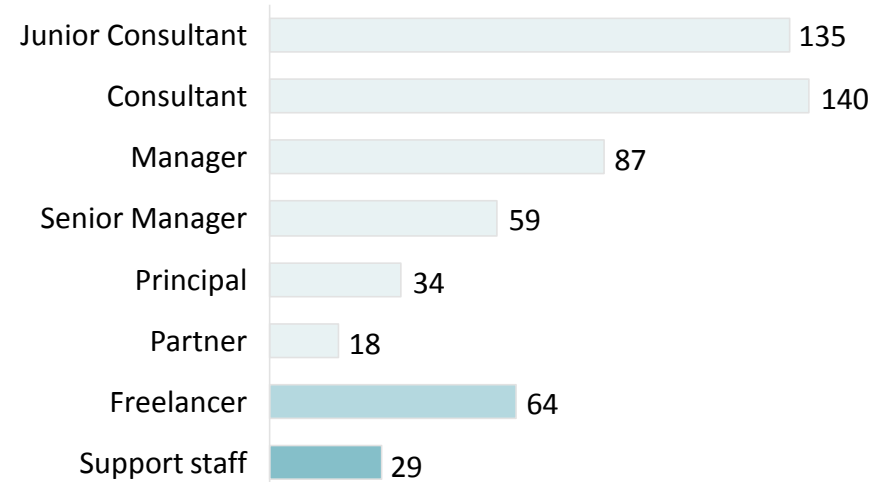
Demographics

Respondent base

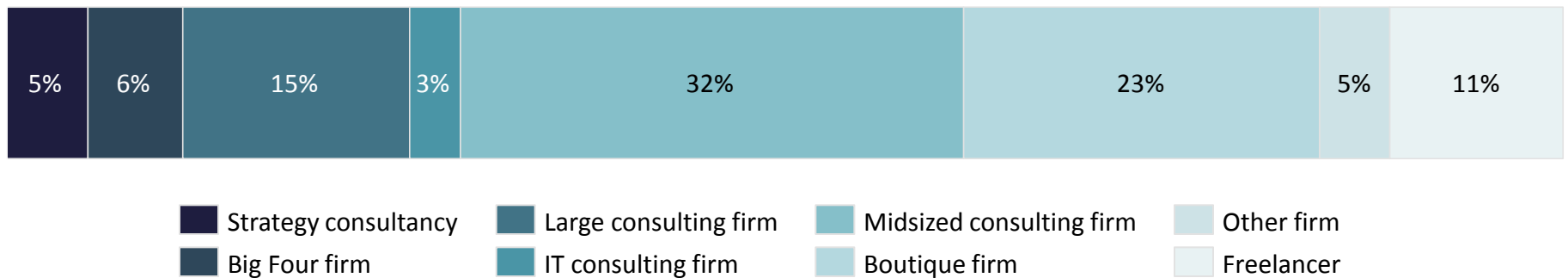
Age and gender



Job title



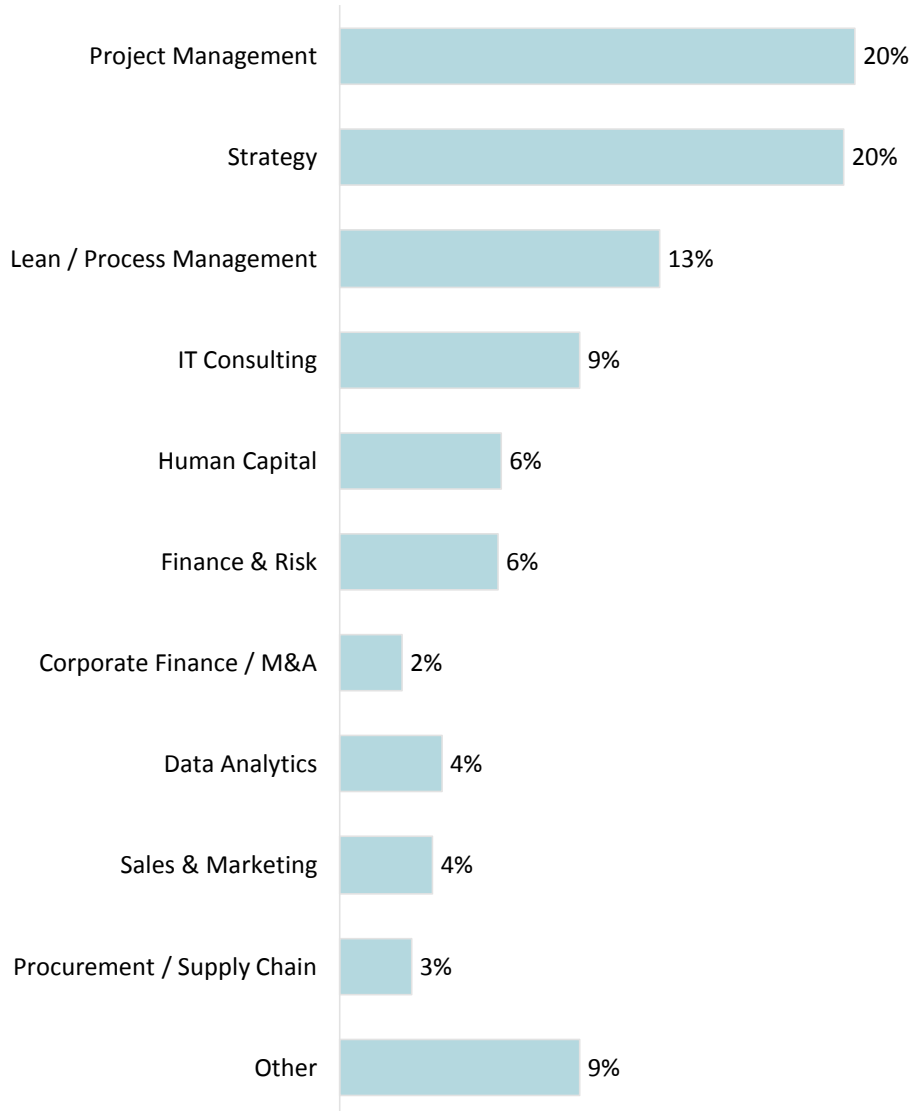
Type of company (by % of respondents)



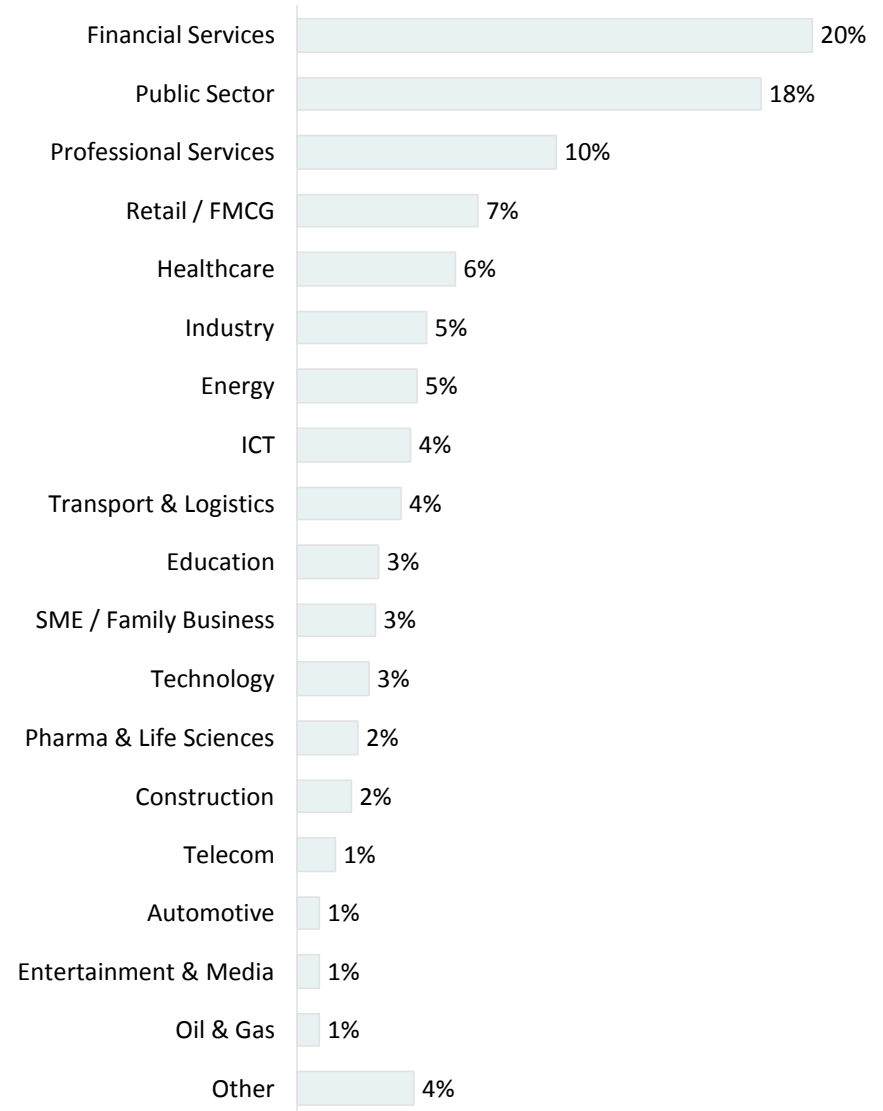
Demographics

Focus areas of consultants

Main competency areas

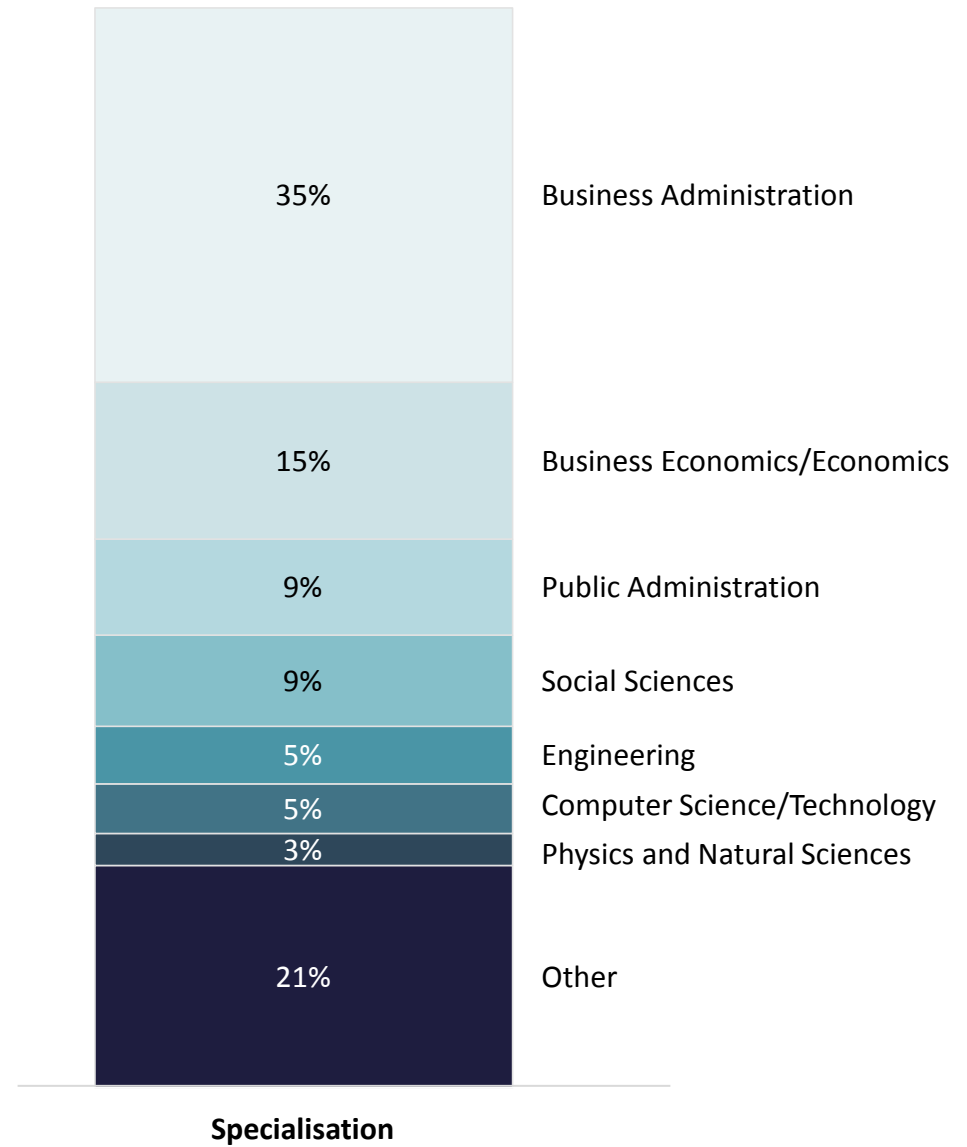
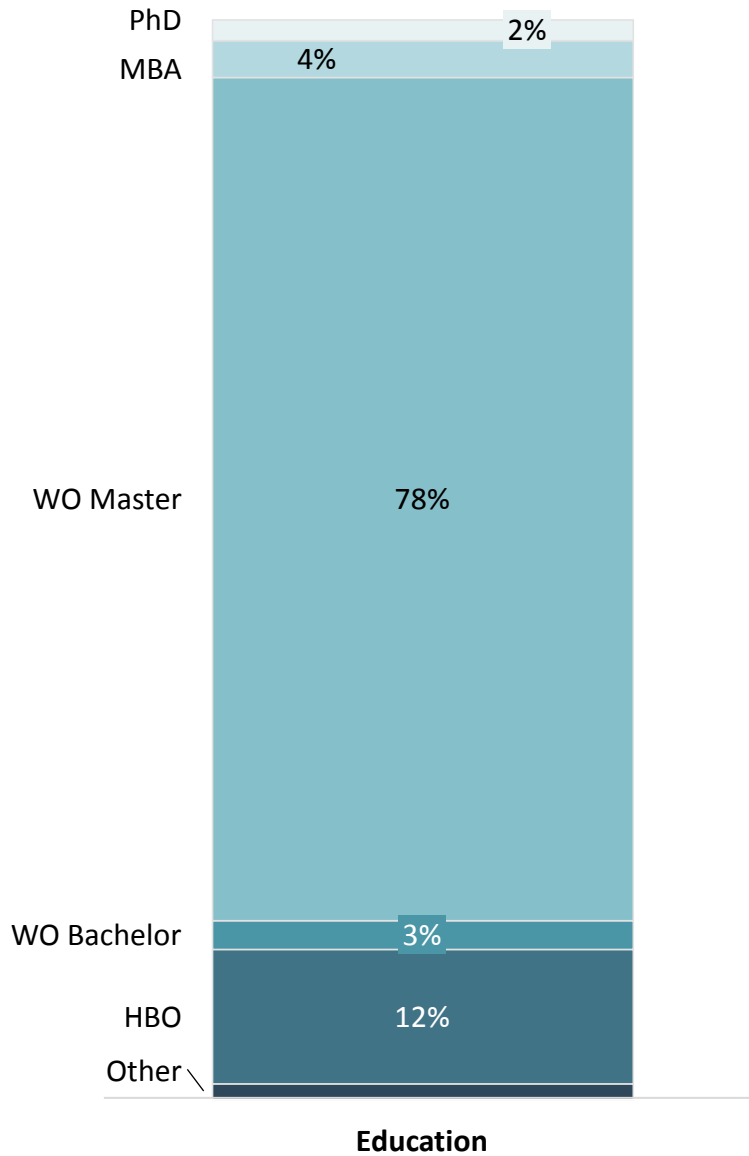


Industry focus



Demographics

Educational background



Appendix



Appendix

About the study

The ‘Consulting Salary Survey 2017’ study looks into the compensation & benefits and other human capital trends in the Dutch management consulting sector. The analysis spans among others salaries, secondary benefits, work-life balance, lease & mobility, employee satisfaction and job mobility.

The study builds on similar research conducted in 2014, with some analyses referring back to the previous study for comparison purposes.

Research methodology:

- The survey was distributed through Consultancy.nl channels – mailings, network, website, newsletter and social media
- Consultants participated with the research on their own title, the research is independent from consulting firms
- In total 732 respondents (consultants and freelancers) filled in the survey. After a thorough data validation process (including filtering of target audience, data completeness, consistency and quality), the population size has been set at 530
- Note that some findings may be coupled with low(er) statistical validity. It is advised to interpret the data in a prudent manner

We would naturally like to thank all participants and consulting firms that have actively promoted participation among their employees. For any questions on the research:

Consultancy.nl – info@consultancy.nl | Berenschot – kenniscentrumhcm@berenschot.nl

Whether you are a consultant, partner, staff professional or student with the ambition of joining the consultancy market, we hope that the research provides you with valuable insights.

Larry Zeenny
Consultancy.nl

&

Hans van der Spek
Berenschot

Appendix

The authors

Consultancy.nl



Larry Zeenny (1981) obtained a MSc. in General Management from Nyenrode Universiteit and a MSc. in Economics from Maastricht University. In 2005 he joined Deloitte Consulting, where he worked for approximately eight years. He has contributed to dozens of consulting projects in the area of strategy, mergers & acquisitions, sales & marketing, operations and human capital.

Larry is the owner of among others the consulting platforms Consultancy.nl and Consultancy.uk.



Bas Looijestein (1981) studied Communication & Multimedia Design in The Hague. He started his career in the marketing industry, working with three creative design agencies before transitioning into a role as an independent consultant. Bas has worked as a digital and creative specialist for leading organisations across a wide range of sectors.

Bas is the owner of among others the consulting platforms Consultancy.nl and Consultancy.uk.

Berenschot



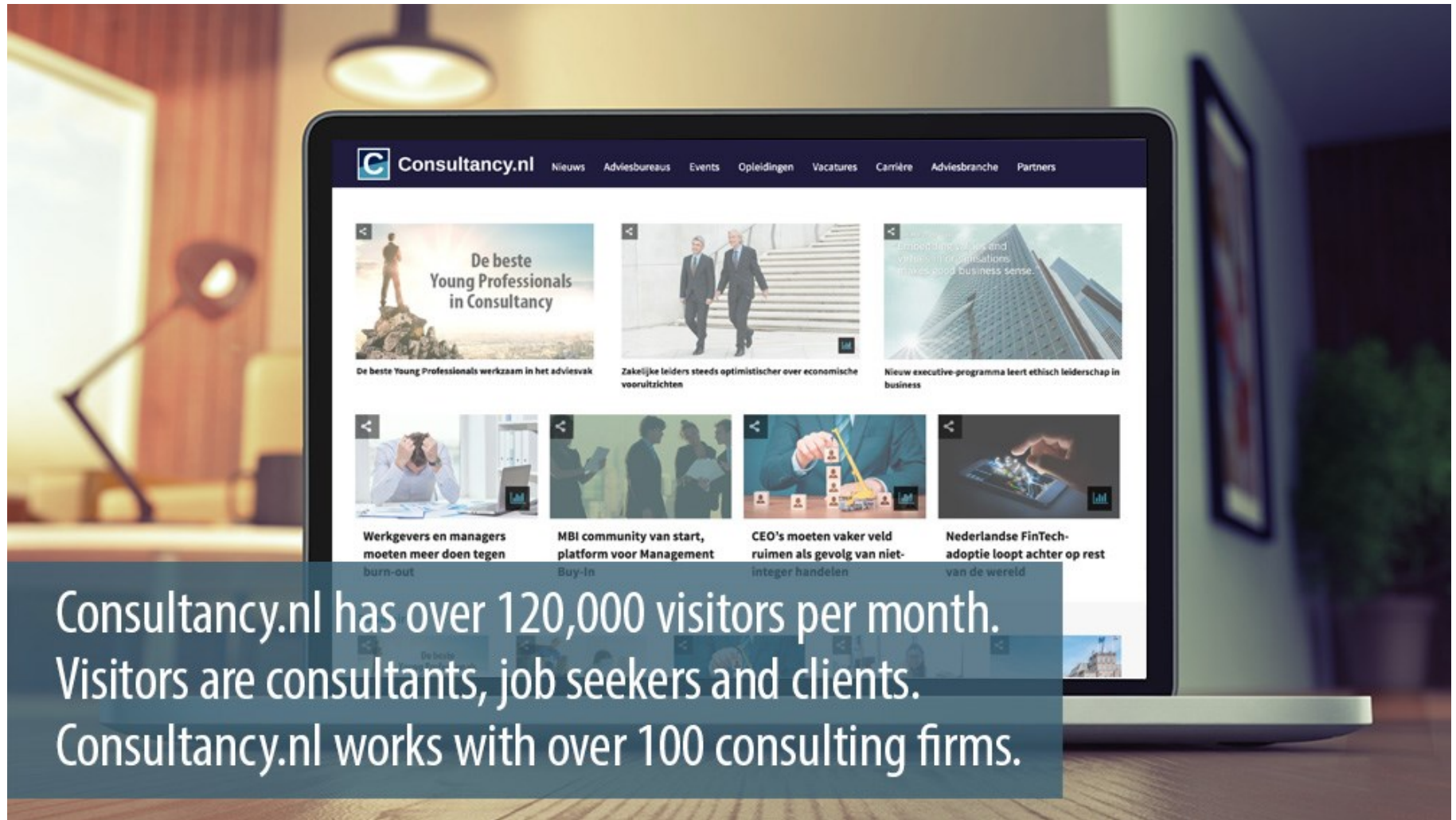
Hans van der Spek (1961) studied Bedrijfseconomie at the HEAO in Zwolle. After his graduation he worked for several years in the areas of Finance, IT and HR. Parallel to his professional career, he successfully completed the studies AMBI (ICT) and the MSc. Management Consultancy at the VU Amsterdam. Since 2009 Hans works as management consultant for Berenschot, running HR-related projects. In his role as Manager of the HCM Knowledge Center Hans is responsible for several trend- and salary surveys.



Hella Sylva (1983) graduated in Labour and Organizational Psychology, after which she worked as a PhD candidate for the Amsterdam Business School. During her academic spell, she performed research and provided education in the HR-domain. Since 2012 she works for Berenschot, where she focuses on projects in the area of strategic HR planning, benchmarking and total rewards. Hella is in addition involved with several trend- and salary surveys.

Appendix

About Consultancy.nl



1,100 followers



9,300 followers



1,300 followers



8,000+ members

A close-up photograph of a person's hands and torso. The person is wearing a dark blue suit jacket over a light-colored shirt. Their left hand is holding a thick stack of Euro banknotes, with a 100 Euro note visible at the top. The right hand is partially visible, holding the bottom of the stack. The background is dark and out of focus.

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Consultancy.nl

Hogehilweg 8
Keynes gebouw, Arena Boulevard
1101 CC Amsterdam, Nederland

Tel: 020 36 36 299

Email: info@consultancy.nl

Internet: www.consultancy.nl

Berenschot

Europalaan 40
3526 KS Utrecht
Nederland

Tel: 030 291 68 43

Email: kenniscentrumhcm@berenschot.nl

Internet: www.berenschot.nl