



SUPPLY CHAIN

SALARY & BENEFITS REVIEW - GERMANY 2024

*A market guide for Supply Chain Planning,
Logistics, Procurement, Manufacturing &
Engineering, Supply Chain Technology and
Consulting professionals*



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As recruiters focusing solely on the end-to-end supply chain industry, we sit in the perfect position to have a holistic view of the job market in this area. We recruit from junior to senior level, across a range of functions within the supply chain, and speak to hundreds (if not thousands!) of professionals within this space every year. With so much expertise at our fingertips, we're able to look at trends, understand working behaviours and have access to a wealth of information.

We love the supply chain industry, and are always looking at ways we can support the industry by giving back our knowledge (you can see some of our other content [here](#)) so we've compiled this report on our findings from the past year based on our own data, research and experiences.

We hope the report helps both hiring managers and HR teams benchmark roles vs market demand, as well as providing insights to supply chain professionals. We know that salary isn't the only factor that matters to people's careers, which is why we've also included information on benefits packages, hybrid working patterns, and how employers can attract and retain talent in their businesses.

We love getting feedback on our content, so please do get in touch and let us know what you think, and of course if you have any questions or need our support we'd love to hear from you.

WHO ARE POD TALENT?

Pod Talent is a specialist Supply Chain & Procurement Talent Partner recruiting exclusively across the end-to-end Supply Chain. We cover roles within Plan, Source, Make, Deliver and Digitalise - from R&D, Manufacturing, Engineering, Planning, Procurement, Logistics, Customer Services and SC Technology, to Warehousing and Transport Operations. We recruit for both permanent and interim roles, at all levels of seniority, making us the perfect partner for anyone looking to hire supply chain and procurement professionals into their business.

We've placed over 1000 supply chain and procurement professionals into brands both big and small, including Fortune 500, FTSE 100, VC and PE backed start-up businesses, and start-up Unicorns.

With over 70 years of combined experience of recruiting into our markets, and a business that has existed for over 12 years, our supply chain knowledge is unrivalled; our network is exceptional and it allows us to fill the roles you can't. We have over 25,000 end-to-end supply chain professionals on our database alone, and our reputation means this is consistently growing.

But that doesn't tell you what it's like to work with us. Our mission is to disrupt the recruitment market by working in the right way - we are a diverse-owned business with DE&I at the centre of everything we do. We champion our values of excellence, openness, individuality and creativity in delivery and our clients love working with us because we are different!



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GERMANY SALARY

GUIDE



SUPPLY CHAIN PLANNING

ROLE	SALARY RANGE – GERMANY		
	Low	Average	High
Chief Supply Chain Officer	€170,000	€220,000	€350,000
VP Supply Chain	€150,000	€190,000	€270,000
Supply Chain Director	€125,000	€160,000	€190,000
Supply Planning Director	€120,000	€135,000	€150,000
S&OP Director	€115,000	€140,000	€160,000
Head of Supply Chain	€95,000	€110,000	€120,000
Head of S&OP	€95,000	€95,000	€105,000
Head of Supply Planning	€80,000	€90,000	€100,000
S&OP Manager	€70,000	€80,000	€90,000
Demand Planning Manager	€60,000	€75,000	€85,000
Supply Planning Manager	€55,000	€65,000	€75,000
Senior Demand Planner	€55,000	€60,000	€65,000
Senior Supply Planner	€50,000	€55,000	€60,000
Demand Planner	€43,000	€48,000	€53,000
Supply Planner	€40,000	€44,000	€50,000
Supply Chain Analyst	€39,000	€43,000	€48,000
Materials/Production Planner	€32,000	€36,000	€40,000
Supply Chain Coordinator	€30,000	€34,000	€37,000
Supply Chain Administrator	€26,000	€30,000	€34,000

	SENIORITY		
	Junior	Mid	Senior
AVERAGE BONUS	Up to 10%	10-25%	25-50% (+ share options)

ROLE	SALARY RANGE – GERMANY		
	Low	Average	High
Chief Procurement Officer	€180,000	€220,000	€270,000
Procurement Director	€130,000	€160,000	€200,000
Head of Procurement	€95,000	€135,000	€160,000
Category Director	€90,000	€100,000	€130,000
Head of Supplier Relationship Management	€80,000	€90,000	€115,000
Procurement Manager	€75,000	€85,000	€100,000
Senior Category Manager	€75,000	€80,000	€95,000
Procurement Excellence Manager	€65,000	€80,000	€95,000
Vendor/Contract Manager	€65,000	€72,000	€80,000
Category Manager	€60,000	€70,000	€85,000
Procurement Operations Manager	€55,000	€68,000	€82,000
Senior Buyer	€48,000	€58,000	€70,000
Buyer	€40,000	€50,000	€60,000
Procurement Analyst	€30,000	€40,000	€50,000

	SENIORITY		
	Junior	Mid	Senior
AVERAGE BONUS	Up to 10%	10-15%	25-50% (+ share options)

ROLE	SALARY RANGE – GERMANY		
	Low	Average	High
VP Logistics	€180,000	€220,000	€250,000
Logistics Director	€120,000	€150,000	€170,000
Regional Operations Director	€115,000	€145,000	€165,000
General Manager	€90,000	€110,000	€135,000
Head of Logistics	€95,000	€105,000	€125,000
Head of Customer Services	€72,000	€83,000	€100,000
Logistics/3PL Manager	€70,000	€85,000	€95,000
Customer Logistics Manager	€70,000	€85,000	€95,000
Site Manager	€60,000	€70,000	€80,000
Logistics Project Manager	€65,000	€75,000	€95,000
Shipping Manager	€65,000	€75,000	€85,000
Customer Services Manager	€50,000	€60,000	€78,000
Transport Manager	€50,000	€60,000	€70,000
Inventory Manager	€45,000	€53,000	€60,000
Shift Manager	€35,000	€41,000	€48,000
Logistics Co-Ordinator	€35,000	€42,000	€50,000
Transport Planner	€35,000	€38,000	€44,000

	SENIORITY		
	Junior	Mid	Senior
AVERAGE BONUS	Up to 10%	15-20%	30-40% (+ share options)



ROLE	SALARY RANGE – GERMANY		
	Low	Average	High
VP Operations	€130,000	€165,000	€200,000
VP R&D	€130,000	€165,000	€200,000
VP Engineering	€130,000	€165,000	€200,000
Operations Director	€120,000	€140,000	€160,000
Engineering Director	€110,000	€120,000	€135,000
Factory General Manager	€100,000	€110,000	€130,000
Technical Director	€100,000	€110,000	€130,000
Quality Director	€100,000	€110,000	€130,000
Manufacturing Excellence Manager	€68,000	€80,000	€95,000
Engineering Manager	€60,000	€72,000	€85,000
CI Manager	€60,000	€72,000	€85,000
Production Manager	€55,000	€70,000	€85,000
Quality Manager	€55,000	€70,000	€85,000
Technical Manager	€55,000	€70,000	€85,000
Health and Safety Manager	€50,000	€60,000	€70,000
Facilities Manager	€45,000	€55,000	€65,000
Shift Manager	€38,000	€44,000	€50,000
Engineer	€38,000	€50,000	€60,000
Food Technologist	€30,000	€38,000	€50,000

	SENIORITY		
	Junior	Mid	Senior
AVERAGE BONUS	Up to 10%	10-15%	20%+ (+ share options)



ROLE	SALARY RANGE – GERMANY		
	Low	Average	High
Chief Information Officer	€150,000	€200,000	€280,000
Supply Chain Systems Director	€130,000	€165,000	€200,000
Head of Supply Chain Systems	€110,000	€125,000	€150,000
Enterprise Architect	€110,000	€120,000	€135,000
Solution Architect	€90,000	€100,000	€125,000
Data Architect	€90,000	€100,000	€125,000
Programme/Project Manager	€85,000	€100,000	€120,000
Implementation Manager	€80,000	€90,000	€110,000
Systems Manager	€65,000	€80,000	€90,000
SAP Consultants	€60,000	€80,000	€105,000
Master Data Manager	€60,000	€72,000	€90,000
Reporting Lead	€50,000	€55,000	€65,000
WMS Specialists	€45,000	€55,000	€65,000
Reporting Analyst	€38,000	€45,000	€58,000
Data Analyst	€34,000	€45,000	€60,000

	SENIORITY		
	Junior	Mid	Senior
AVERAGE BONUS	Up to 10%	15-20%	30-40% (+ share options)



ROLE	SALARY RANGE – GERMANY		
	Low	Average	High
Partner	€180,000	€230,000	€300,000
Senior Director/Associate Partner	€160,000	€175,000	€200,000
Director	€110,000	€135,000	€160,000
Senior Manager	€90,000	€105,000	€135,000
Principal Consultant/Manager	€72,000	€90,000	€110,000
Senior Consultant	€53,000	€67,000	€82,000
Consultant	€45,000	€57,000	€70,000
Analyst	€35,000	€43,000	€55,000

	SENIORITY			
	Junior	Mid	Senior	Director
AVERAGE BONUS	5-10%	10-15%	15-25%	See below

- Bonuses in Consultancy usually pay out at a similar level to industry roles for junior, mid and senior level roles. However, at Director level and above it can jump to 30%, or even to 50% at Partner level.
- Some consultancies will offer a profit share instead of a bonus. These can be guaranteed with a multiplier or purely dependent on company performance.
- In most consultancies at Senior Manager level and above, your role involves business development and sales. Some consultancies will factor the sales target into your bonus performance, however some consultancies will also offer additional commission on top of bonus – this is typically Director level and above. For example, one of our clients offers commission and bonus at Director level and this is paid quarterly. Another client offers commission and bonus from Associate Partner level.
- One of the common benefits we see in a lot of consultancies are home-based contracts, which means that any time a consultant leaves their house to go into either the office or a client site – all travel costs can be expensed.



A REVIEW OF

**BENEFITS PACKAGES
& WORKING PATTERNS**

BENEFITS COMPARISON

Enhanced benefits in Germany tend to be based on company policy rather than being function specific or dependent on seniority. A lot of candidates now ask for information on company benefits packages early on in the process – being open to sharing enhanced or flexible benefits policies from the outset gives candidates confidence that an employer really cares about their employees, as well as attracting a more diverse candidate pool. This really helps to get candidate buy-in from early on in a process.

The table below shows what statutory, market standard and enhanced coverage look like for each benefit.

	LEVEL OF BENEFITS		
	Statutory	Market Standard	Enhanced
HEALTHCARE & MEDICAL	Public healthcare: <ul style="list-style-type: none"> Employer contribution: 7.3% Employee contribution: 7.3% Long term care: <ul style="list-style-type: none"> Employer contribution: 1.525% Employee contribution: 1.525% plus 0.35% for employees without children 	EAPs and gym subsidies are common	Only around 10% of companies provide additional healthcare cover, and it is usually payable by employees. Enhanced coverage could include: on site or subsidised gym facilities, mental health support services and counselling, healthy food or snacks, and discounts and subsidies on wellness products, services and activities.
RETIREMENT/PENSION SUPPORT	Social security: <ul style="list-style-type: none"> Employer contribution: 9.3% Employee contribution: 9.3% (Cap varies depending on location)	70% of companies provide a supplemental retirement plan. Typically, this is a Defined Contribution plan. For DC-hybrid plans, employees can contribute 3-15% of their salary as a pre-tax, salary sacrifice.	Additional pension benefits are rare, but where offered, are popular among employees
LIFE INSURANCE/ASSURANCE	State supports death benefit Employee and employer contributions included in pension contributions.	35% of companies offer supplemental life assurance in addition to statutory benefits	N/A
INCOME PROTECTION/DISABILITY SUPPORT	State covered. Employee & employer contributions included in retirement contributions. Short term disability covered by state. Employee & employer contributions included in medical contributions.	Supplemental provision for accidental death & disability is common. Paid for by employer, with employee option to flex up coverage.	Employer may offer a more generous plan
BENEFITS WITH TAX ADVANTAGES	No statutory cover	There are many options available, with companies often opting to offer one or more of the below: <ul style="list-style-type: none"> Sachbezug vouchers Tax-free employee gifts Meal allowance Mobility allowance Recovery allowance Internet allowance Benefits package value of up to €10,000 	N/A
HOLIDAY ALLOWANCE	Mandatory holiday is: <ul style="list-style-type: none"> 24 days for a six-day working week 20 days for a five-day working week 	24 days is market standard	Anything above 24 days holiday, with some companies even offering unlimited holiday allowance
TRAVEL/RELOCATION	No statutory cover	Business travel coverage is common – paid by employer.	Relocation packages may be offered to candidates moving from abroad/elsewhere in Germany including coverage for family, visa support, tax support, etc. Other travel support could include free parking, a car allowance, or bike leasing

ARE SALARIES AND BENEFITS AFFECTED BY COMPANY SIZE?

Yes, they often are. **Smaller sized, or local/regional-specific businesses**, are more likely to offer salaries towards the lower- to mid-range of the scale. They are also more likely to offer the statutory benefits, perhaps alongside a couple of other additional enhanced benefits too.

Larger companies, especially those with a multi-national presence, are more likely to offer much more substantial packages, including higher salaries, larger bonuses, relocation support and more enhanced benefits. Aside from these businesses being able to afford more expensive packages, they'll also seek to standardise these across different regions, and also ensure they remain competitive in the international market to attract and retain the best talent from around the world.

‘SOFT BENEFITS’ – DO THEY REALLY ATTRACT TALENT?

There's been a big increase in companies offering 'soft' benefits in their salary packages such as **gym memberships, free breakfasts, and regular company social events**. More positively, there is a trend in businesses using this to offer mental health and wellness benefits such as discounts on massages, spa days, nutritional supplements and therapies which are now being viewed as an important part of packages by many candidates.

Soft benefits, while often not the deciding factor to candidates making a move, are an important part of any package. They are a company's opportunity to promote their working culture, and stand out in a competitive market to attract talent to their business.

“Any inclusive benefit you can offer will go some way to improving the diversity of your workforce”

HOW INCLUSIVE IS YOUR BENEFITS PACKAGE?

Does your company benefits package encourage everyone to feel valued in your business? Being able to flex your benefits package for individuals, based on their personal situations and preferences, helps your business to support and retain employees. It also helps you to attract more diverse talent, as it goes some way to demonstrating your business' commitment to creating a space where individuals can feel supported and thrive.

Can you enhance your maternity/paternity policy to attract and retain more working parents? Can you allow those from different faiths to have floating leave days to celebrate various cultural & religious holidays? Can you offer flexible working schedules? Does your healthcare and sickness policy cover mental health? The list is endless, but any inclusive benefit you can offer will go some way to improving the diversity of your workforce, and keeping your employees happy.

We've written an article on inclusive benefits, what to think about and what to include – you can read it [here](#).

REMOTE, HYBRID WORKING OR 5 DAYS IN THE OFFICE?

Since Covid, the standard working pattern has permanently shifted, alongside candidate expectations too. When we're discussing a potential new role with a candidate, it has now become the norm for one of the first questions a candidate asks to be 'what's their hybrid working policy?' as this is such a key deciding factor when applying for roles.

Of the roles we work on (in all locations):

- **70-80%** of these are now hybrid, across all our functions (this falls to around 25-30% for on-site operational roles)
- Around **10%** of companies want people in the office 5 days a week, although this is increasing
- A small percentage (**2-5%**) are fully remote, other than in technical delivery roles where this can be slightly more, up to **20%**
- Interims are more likely to be offered **fully remote roles**
- Retail businesses tend to expect employees to come in the office more often – usually **3-4 times per week**

What's the most frequent working pattern?

- **2-3 days** in the office is the most frequent pattern we see, with 3 days becoming increasingly common as some businesses want their employees in the office more
- In larger businesses or teams, working patterns tend to apply to **functions rather than whole companies**
- Generally, **seniority doesn't affect expected working patterns**, although we do sometimes see slightly more flexibility at the senior end, with leadership able to set their own working patterns around business need e.g. key meetings or events
- If a role is project-based and requires more cross-country travel or time at site, days in the office aren't as heavily mandated, as the candidate is more likely to be travelling
- Questions from candidates on **flexibility with working hours** are becoming more common, with more companies offering this too – it helps to open up a more diverse candidate pool and ensure companies are making adjustments for individuals with personal commitments (childcare/health reasons). **'Core hour' arrangements** have been a popular approach (typically 10AM-4PM), with individuals then able to start after morning childcare drop offs, or being able to pick them up in the afternoon and return back to work.

Does a company's hybrid working policy impact candidate attraction?

In a word – **yes**. Companies with a hybrid working policy are much easier to recruit for - this is a trend seen across all of our functions. Candidates now see hybrid working as the norm rather than a perk or benefit, and expect it. And it seems companies in Germany are beginning to realise this too - around 65+% of employers provide some sort of flexible working offer.

As the number of required days in the office increases, it becomes increasingly more difficult to get buy-in and interest from candidates - we see over **80% of candidates saying no to roles which are 4-5 days per week in the office**. Candidate preferences tend to range from fully remote (a much higher demand than pre-covid) with travel to site as required for meetings etc, or 2-3 days in the office. Although, it is worth noting that we have also had candidates reject offers where the role was 100% remote, as they were concerned about not having the physical team element in their roles (with concern over mental health).

Candidates often look for certainty on the answer to the split between home and office work, and are **more likely to turn down opportunities if they don't feel this is clear**, as they worry it will be changed to fully office based (or similar) in the future.

Clarity on a company's policy is key, and is something businesses need to commit to – not only will this help get candidate buy-in to the role, but it will also help to attract and retain more diverse talent too.



ATTRACTING &

RETAINING TALENT

It's more important than ever that businesses are doing everything possible to attract and retain top talent, when there's so much competition in the market. We've identified some of the key elements of your recruitment processes we would recommend reviewing in order to remain as competitive as possible!

EMPLOYER BRANDING

To be an attractive offering to candidates, having a **strong company brand** with a clear appeal to candidates is key. Being able to discuss your business culture, mission and future plans are critical in building interest and engagement with candidates, and **a poor interview process or employee experience can significantly affect your ability to attract top talent**. Consider what your unique selling points are as a business, but also the selling points of your department and the role specifically.

Make sure you can outline the company, the exciting elements of the role, and also the team culture and why candidates should be interested! **Asking for feedback** from current and past employees is also a good way to get an alternative perspective on your business and identify areas you can improve.

This is a great time to also tell candidates about your company's **DE&I strategy**, including what your company is doing to support employees from diverse backgrounds, any inclusive or enhanced benefits you offer, or current demographic data on your organisation.

"Asking for feedback from employees is a good way to get a perspective on your business and identify areas you can improve"

CREATING CONTENT TO ATTRACT CANDIDATES TO YOUR BUSINESS

When candidates first hear about an opportunity, it is usually in the form of an advert or job description. While adverts and JDs can be anywhere from a short summary to a large detailed document, we find that often companies will forego updating these for significant periods of time, often reusing legacy documents. **A well written JD and advert is crucial in attracting talent**, and is a great chance to not only describe the role, but sell the opportunity and show your own individual branding. Conversely, a poorly written JD can immediately be off-putting to many candidates, giving a bad first impression and dissuading them from further exploring the opportunity.

A JD or advert should include information about the company, the role, and the details of the package in its entirety; including any inclusive benefits such as flexible working or enhanced maternity/paternity leave. **This can be a great opportunity to attract underrepresented talent** as it shows you're a business who care about your staff. And yes, you should (almost always) put the salary in the job advert!

We've written a guide explaining how to review your job descriptions and adverts with DE&I in mind – you can find that [here](#).

RUNNING AN INCLUSIVE HIRING PROCESS

Before starting the hiring process for a role, you should ensure the entire interview process is clear at each stage. Being able to openly tell the candidate what stages the process consists of, interviewers being trained in conducting structured interviews (with pre-defined competency based questions to ensure everyone is assessed equally and fairly) and providing clear, detailed, timely feedback all contribute to providing a great candidate experience. Furthermore, in a candidate-short market, keeping the process moving as quickly as possible is essential – candidates may go from having no interviews to multiple offers in a matter of weeks, and so processes must be undertaken as efficiently as possible!

Making sure your hiring process is inclusive is also important – here are 6 tips for creating an inclusive interview process:

- **Extend your timescales to find talent** – give your talent teams and recruitment partners more time to go beyond their immediate networks to find diverse talent for your business. Trying to do things at your usual speed, especially in today's market, won't give enough time to do a broader search than usual.
- **Be open with salary bandings and benefits** – being open about salary will allow talent in the market to determine if your role is right for them and reduce wasted time on both sides. In addition, you should be speaking about your inclusive benefits to attract a diverse candidate base – for example, what is your parental leave policy? What flexibility do you offer? Do you offer benefits to working parents? Do you offer health, mental health and wellness benefits? Make sure these are openly known!
- **Interview process** – is your interview panel diverse? Do you have more than one person screening CVs and at interview? Have your interviewers received unconscious bias training? Is your interview structured and based on competencies to remove personal bias and screen based on skillset and experience? If not, review this, as you may not be creating an inclusive environment.
- **Your DE&I agenda** – is this something you and your interviewers can talk confidently about? Is it on your careers page and website so it is easy to find? Can you include talking about your DE&I strategy, your goals and objectives to candidates at interview?
- **Feedback** – do you have a robust feedback process in place? Do you score candidates against technical competencies and not just “culture fit”? Are you making sure that detailed feedback is provided to every candidate each time? If not, review this and put it in place.
- **Accessibility** – have you considered making sure your application and interview process is accessible to all? Do you give candidates the chance to raise any accessibility needs? If you don't, investigate implementing this, to drive a more inclusive process.

FLEXIBILITY ON REQUIREMENTS

Many companies begin a search with an extensive list of requirements that an individual must possess in order to be considered for a role. This often excludes a large amount of candidates immediately, narrowing down the candidate pool to a very small number of people. In our experience, the company then often has to reconsider these requirements in order to broaden the candidate pool at a later date, which not only slows down the time to hire, but also risks some of the ideal candidates being placed elsewhere in the interim, or losing interest after having been initially rejected. Additionally, the longer a list of requirements is, it also increasingly excludes candidates from diverse backgrounds, who may be a perfect fit for your business but are missing a couple of things on the list so are less likely to apply.

When determining the specification needed for the role, you should consider:

- What experience is absolutely essential to the role and what can be trained?
- Are certain qualifications essential or can you be flexible on this to broaden your talent pool?
- What are the skill strengths and weaknesses in your team? Using your team's strengths for training purposes, could you give further flexibility when hiring an external candidate?
- Can you be more flexible on the working hours/location of work/days in the office?
- Is there any flexibility on the salary and/or package for the right person?

Allowing flexibility in your requirements will also attract a more diverse range of candidates from different backgrounds and with different experiences.

REVIEWING SALARY BENCHMARKS

Ultimately, whilst experience and process are very important, ensuring your salaries are competitive in the market is still critical to attracting – and retaining – top talent. With competition for rising talent and Supply Chain becoming a more critical function than ever before, now is the right time to review not only the salaries for external hires, but your teams internally. This can ensure you not only retain talent, but hire new talent at a competitive level.

When attracting headhunted candidates, we find they tend to look for a 10-20% uplift in salary for their next move, whereas more active candidates are open to making a sideways move for the right company or looking for an uplift more in the region of 5-10%.



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