

European Public Affairs Remuneration



Brussels
eremuneration
report

2010/2011

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<http://blogs.wsj.com/brussels/2010/09/17/what-does-a-top-eu-lobbyist-earn/>

REAL TIME BRUSSELS

What Does a Top EU Lobbyist Earn?

By **MATTHEW DALTON**

Sep 17, 2010 8:39 am ET

The annual salary of a senior lobbyist in Brussels can top €400,000, according to a new survey from the U.K. headhunting firm Ellwood and Atfield, which quaintly notes that even the European Commission president and commissioners earn less.

If this sounds like another example of the private-sector run amok, consider how lobbying is done Washington D.C.-style.

Billy Tauzin, the former head of the Pharmaceutical Research and Manufacturers of America, the drug industry's main trade group, earned \$2,055,445 in 2008. His total compensation, including bonus, incentives and other stuff, was \$4,476,157.

Still not impressed? Then consider also that Mr. Tauzin landed at PhRMA shortly after retiring from his post as chairman of the House of Representatives' Energy & Commerce Committee, where he had just led the push for a new law that massively expanded government health care for the elderly to include a prescription drug benefit that meant billions of dollars in new sales for the drug industry.



BLOOMBERG

Mr. Tauzin wasn't even the highest paid D.C. lobbyist in 2008. The head of the Business Roundtable, which represent CEOs of major U.S. corporations (speaking truth for power, you might say), earned \$4,373,723 in 2008, and the head of the U.S. Chamber of Commerce, the main lobby group for U.S. businesses, earned \$3,731,380.

That said, Brussels is a relatively young capital, so senior commission officials might still be getting the hang of turning their government contacts into gold once they hit the

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“Ellwood Atfield is the only specialist executive search firm focused on communications and public affairs to have a dedicated office in Brussels”

THE WALL STREET JOURNAL.

Belgian Taxes.....



“Everybody moans about paying their taxes, but Belgians have more reason than most to complain. Data from the Organisation for Economic Co-operation and Development shows that Belgium has the highest income taxes in the developed world.”



European Association Remuneration Report



Ellwood Atfield focus on Associations



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4th Association Leadership Forum

Ellwood Atfield invites you to join them and an expert panel to discuss 3 subjects of great interest to association leaders and their members.

“extra regulations for associations” moderated by the social studies of Ellwood Atfield’s Executive Leadership Academy with a panel of speakers including:

- Alan Blackford, Head of Unit, Impact Assessment, European Commission
- Corine Van Der Velden, Director, Work & Skills Unit, OECD
- Susanne Polay, CEO
- Deborah Timmermans, Legal Counsel, European Chemical Industry Council, Cefic

2016 Association Survey Report presentation by the author Mark Bates of Ellwood Atfield

10min Q&A with Mark Bates, CEO, Ellwood Atfield, former Chair, EYEA, founding Chairman, Director of the Centre for Creative Leadership

Date: November 17th, 2016
Time: 1400 hrs to 1730 hrs followed by drinks and networking
Location: 21 rue Montoyer, Brussels, Belgium

To confirm your attendance or request more information please contact us at info@ea.ellwoodatfield.com

Ellwood Atfield is pleased to be engaged in this important work and we are delighted that you will be joining us for this event. It is our priority to ensure that there are no charges for attendance at the Forum.

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The Association market

Transparency Register: 2,224 Organisations with a Brussels office

- 935 European Trade and Business Associations
- 228 Unions and Professional Associations
- 100 'Other' Associations
- 931 NGOs
- 30 Religious Organisations



According to FAIB:

- €2.9 billion sector, employing 13,400 people.

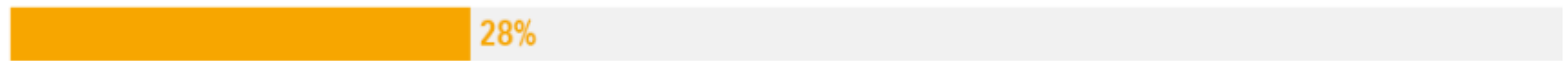
EA estimate

- 'Average association' roughly €1.3 million income with 6 staff

Association People are Happy People

ELLWOOD ATFIELD ASSOCIATION SURVEY QUESTION: HOW HAPPY ARE YOU IN YOUR CURRENT ROLE AT YOUR EUROPEAN ASSOCIATION?

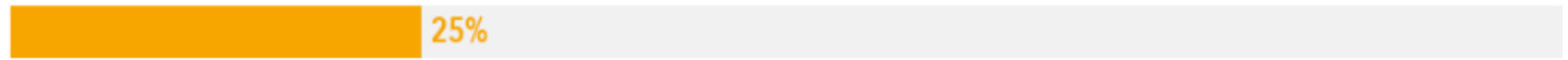
VERY HAPPY



HAPPY



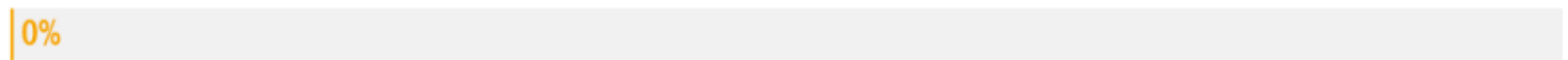
OK



UNHAPPY

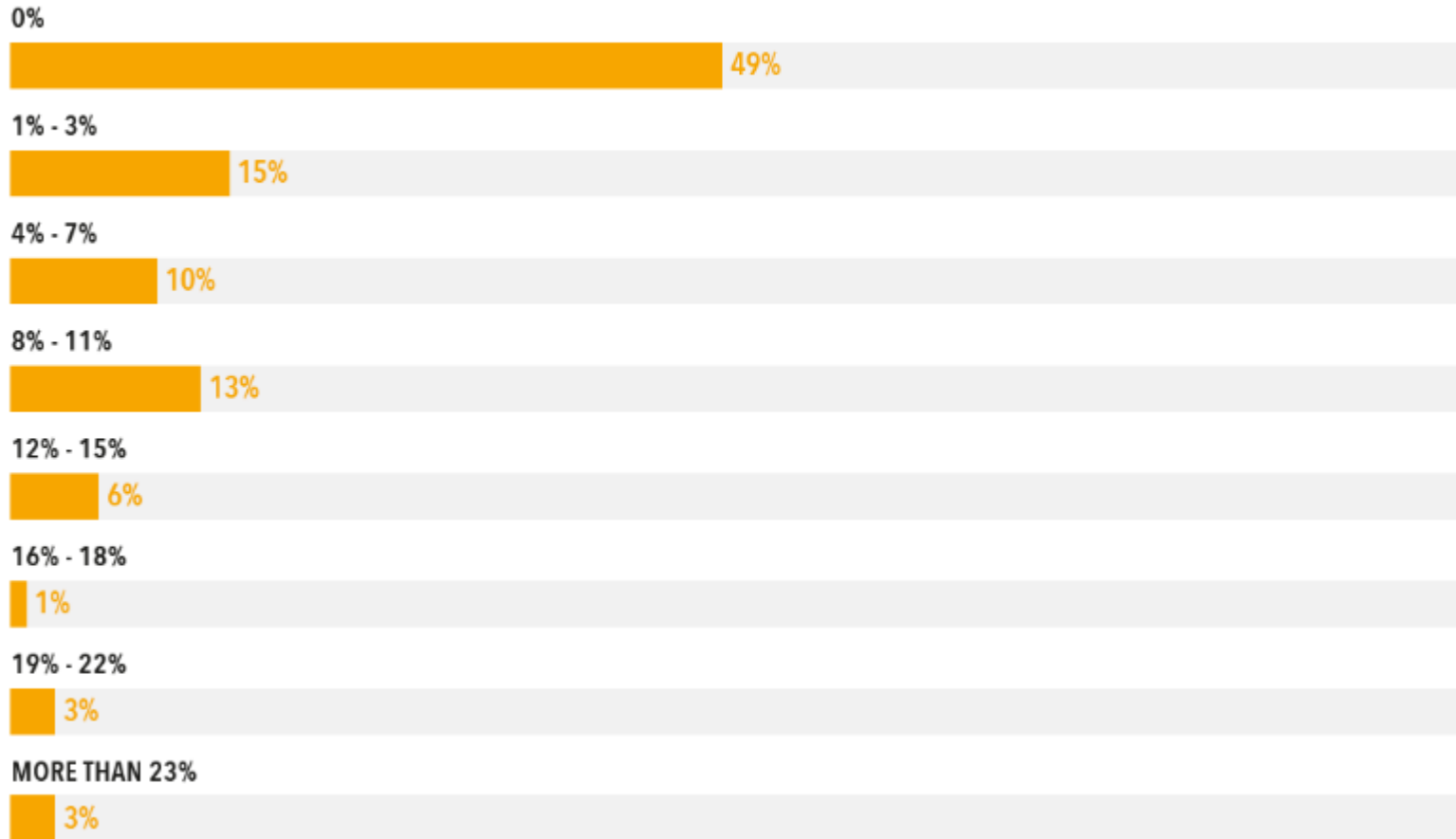


VERY UNHAPPY



Associations do not have a strong bonus culture

ANNUAL BONUS AS % OF GROSS ANNUAL SALARY



Association staff enjoy many perks

MEAL VOUCHERS (CHEQUE REPAS)

81%

GROUP PENSION PLAN PAID FOR BY THE ASSOCIATION

72%

SMARTPHONE PAID FOR BY YOUR EMPLOYER

68%

MOBILE PHONE BILL PAID FULLY

66%

PRIVATE HEALTHCARE PLAN PAID BY ASSOCIATION (E.G. DKV)

60%

PUBLIC TRANSPORT ALLOWANCE

43%

CAR LEASE PAID BY YOUR ASSOCIATION

38%

ECO VOUCHERS

38%

PETROL CARD

32%

REPRESENTATION ALLOWANCE OF €151 - €300 PER MONTH

21%

REPRESENTATION ALLOWANCE (I.E. LUMP SUM EXEMPT FROM TAXES) OF LESS THAN €150 PER MONTH

19%

REPRESENTATION ALLOWANCE OF MORE THEN €300 PER MONTH

9%

DG salary variations

1. Salary histories of the previous DGs.
2. Size of association/wealth of sector they represent.
3. Degree or impact of EU regulation governing a sector.
4. The tax arrangements under which the DG is employed.
5. Other factors.....

Gender differences

- DG (independent & salaried) of a European association on average earns €144,550 income
 - Average male DG income €156,300,
 - Average female DG income €130,050



Salaried employee DGs

Of the salaried employee DGs:

Earn less than €100,000	27%
Earn €100,000 to €120,000	14%
Earn €120,000 - €140,000	16%
Earn €140,000 - €160,000	9%
Earn €160,000 to €210,000	18%
Earn €210,000 up to €300,000	14%
Earn €300,000 to €350,000	2%

Fortunate few earning more than €350,000

< 1/3 earn less than €100,000

> 1/3 earn €100,000 - €160,000

1/3 earn more than €160,000

Salaried DGs benefits:

Meal Vouchers (Cheque repas)	92%
Group pension plan paid by your association	89%
Smartphone paid for by your employer	85%
Mobile phone bill paid fully	85%
Private healthcare plan paid by association	66%
Car lease paid by your association	60%
Petrol card	55%
Eco vouchers	40%
Representation allowance of €151 - €300 per month	35%
Public transport allowance	29%
Representation allowance (i.e. lump sum exempt from taxes) of less than €150 per month	21%
Representation allowance of more than €150 per month	15%

Independent DGs

Basic salaries independent DGs:

Earn less than €100,000	5%
Earn €100,000 to €120,000	4%
Earn €120,000 - €140,000	14%
Earn €140,000 - €160,000	17%
Earn €160,000 to €210,000	19%
Earn €210,000 up to €300,000	36%
Earn €300,000 to €350,000	5%
Fortunate few earning more than €350,000	

5% earn less than €100,000

35% earn €100,000 - €160,000

60% earn more than €160,000

Independent DG benefits:

Mobile phone bill paid fully	80%
Smartphone paid for by your employer	60%
Car lease paid by your association	27%
Petrol card	20%
Group pension plan paid by your association	13%
Private healthcare plan paid by association	13%
Representation allowance of €151 - €300 per month	13%
Public transport allowance	7%

Deputy DGs

According to our poll of salaried and independent Deputy DGs:

- Around two thirds of Deputy DGs are men and one third women.
- In nearly all cases > 10 years' of work experience.
- Around one third have 11 - 20 years' work experience.
- More than half have 20 - 30 years' experience.
- 10% have over 30 years' experience.
- Over 80% are salaried employees and almost 20% are independents.

Deputy DG remuneration

- Around 45% earn less than €120,000.
- Around 40% earn €120,000 to €200,000.
- About 15% earn just over €200,000 in some larger associations.

Heads of Policy

According to our research the majority of heads of policy in trade associations are highly experienced (almost 70% have between 10 and 20 years' work experience since leaving university).

Around 85% are salaried employees and 15% are self-employed.

HEADS OF POLICY BASIC GROSS SALARY (I.E. BEFORE TAX AND EXCLUDING BONUSES)

€50,000 - €59,999



€60,000 - €69,999



€70,000 - €79,999



€80,000 - €89,999



€90,000 - €99,999



€100,000 - €109,999



€120,000 - €129,999



€170,000 - €179,999



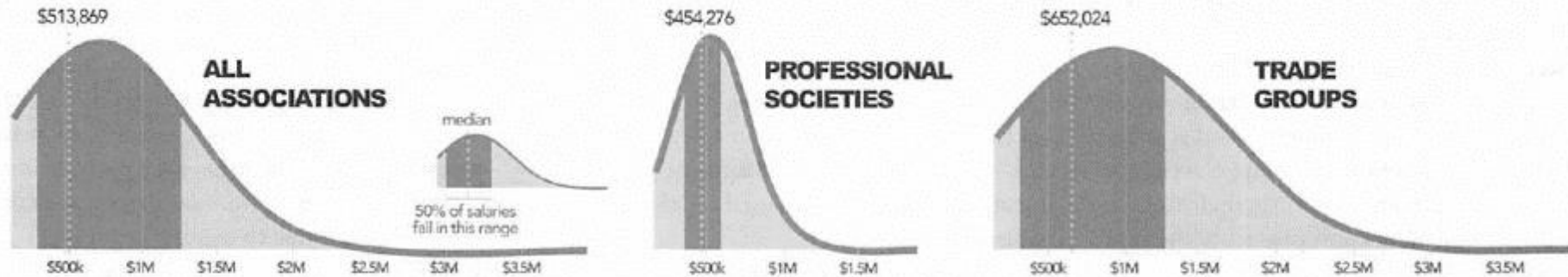
€180,000 - €189,999



€190,000 - €199,999



Top Association Salaries are in the USA!



Ringing the bell: Median pay for association CEOs is closer to the 25th percentile than the 75th, especially among trade group chief executives. In that sense, the “middle range” of compensation is more informative than the median.

Source: CEO Update

Association	Chief executive	Earnings	Deferred	Nontax
American Nat'l. Standards Institute	Joe Bhatia	\$945,746	\$35,608	\$42,604
American Nurses Assn.	Marla Weston	\$389,173	\$21,106	\$8,491
American Nurses Credentialing Center	Linda Lewis	\$242,504 ²⁸	\$13,800	\$5,717
American Occupational Therapy Assn.	Frederick Somers	\$418,803	\$7,838	\$44,383
American Optometric Assn.	Jon Hymes	\$274,130 ²⁹	\$14,300	\$25,225
American Osteopathic Assn.	John Crosby*	\$496,226 ³⁰	\$11,159	\$20,780
Other CEO in tax year	Adrienne White-Faines	\$206,813 ³¹		\$10,399
American Payroll Assn.	Daniel Maddux	\$1,554,085	\$252,000	\$5,964
American Petroleum Institute	Jack Gerard	\$4,813,215 ³²	\$837,725	\$30,003
American Pharmacists Assn.	Thomas Menighan	\$582,316	\$10,400	\$29,626
American Philosophical Society	Keith Thomson	\$200,219	\$4,061	\$7,180
American Physical Society	Kate Kirby	\$351,656	\$20,000	\$14,268
American Physical Therapy Assn.	Michael Rowarc	\$702,012 ³³	\$7,770	\$116

European Corporate Affairs Remuneration Report - General



THE EU CORPORATE AFFAIRS MARKET

- A conservative estimate by Transparency International for the number of Brussels lobbyists is 25,000 with a further 10-15,000 lobbyists across Europe.
- 2,145 companies actively lobbying the EU, only 585 have offices in or around Brussels.
- According to Ellwood Atfield research these 585 companies originate from 38 countries and employ around 2,500 staff.

THE TOP EU CORPORATE AFFAIRS COUNTRIES

Belgium



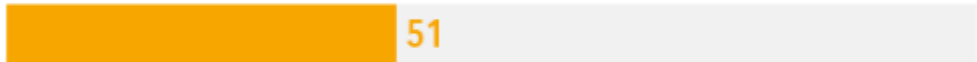
US



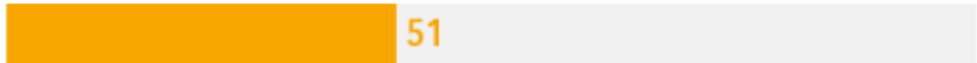
Germany



UK



France



Netherlands



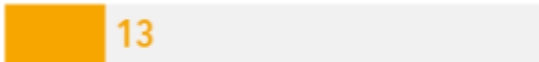
Italy



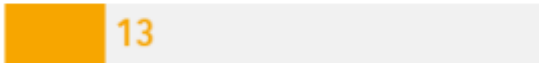
Switzerland



Spain



Sweden



The Top Spenders in 2017.....

		5,749,000 €		
Google	United States	5,250,000 - 5,499,999 €	7	8
ExxonMobil Petroleum & Chemical	Belgium	4,500,000 - 4,749,000 €	7	8
Microsoft Corporation	United States	4,500,000 - 4,749,000 €	5	8
Deutsche Bank AG	Germany	3,379,000 €	4	6
BASF SE	Germany	3,200,000 €	11	1
BP p.l.c	United Kingdom	2,750,000 - 2,999,999 €	4	5
Huawei Technologies	China	2,800,000 €	4	7
Siemens AG	Germany	2,764,773 €	11	1
Daimler Aktiengesellschaft	Germany	2,500,000 - 2,749,000 €	5	7

European Corporate Affairs Remuneration Report - Brussels a city of variety



Overall we found 12 key factors determine relative corporate affairs salary levels:

- 1 National HQ salary culture.
- 2 Industry sector.
- 3 Salary culture specific to the company.
- 4 How Corporate Affairs is valued culturally within the organization.
- 5 Degree of EU policy threat or opportunity.
- 6 The reporting relationship.
- 7 Gender differences.
- 8 Location.
- 9 Age differences.
- 10 Diversity.
- 11 Negotiation.
- 12 Lady Luck.



1. National HQ salary culture.

- The 38 countries represented by their multinationals have wildly different national salary levels and cultures.



- US bonus culture hardly exists in certain European countries for example, while a tradition of wage restraint means that senior German executives are often surprisingly relatively underpaid compared to their peers.
- **According to our research US companies pay on average 20% more than German companies, 16% more than UK companies but only 5% more than Swiss companies.**

2. Industry sector.

- Some sectors simply pay more as they are more profitable than other sectors which might suffer from low margins. Hence, financial services and pharmaceuticals have tended to pay much higher salaries than the chemical or retail companies.
- According to our research **pharmaceutical and technology companies** pay some of the best salaries in Brussels.




3. Salary culture specific to the company.

- Even within sectors there can be large pay gaps.



- This can be explained partly by financial performance of the organization but each company has a particular compensation culture, which means that **some companies can be just plain good or bad payers** across all functions not just corporate affairs.

4. How Corporate Affairs is valued culturally within the organization.



Feeling
Valued

- The most interesting environments for corporate affairs staff are within organizations that really value their role.
- When corporate affairs becomes an internally focussed activity with questions continuously put over budget, headcount and existence of an EU corporate affairs office, then clearly salary negotiations are difficult.
- When business leaders clearly understand how corporate affairs can support the business then pay levels tend to reflect the challenge of recruiting and retaining talent appropriately. **Some companies just don't get it however!**

The professionalization of Corporate Affairs globally

“The business value at stake from government and regulatory intervention is huge: about 30 percent of earnings for companies in most industries, we estimate, and higher still in the banking sector, where the figure tops 50 percent. Translating those percentages into euros, dollars, or yen can yield eye-popping results: **one European utility found that the ongoing value at stake from regulation was €1.5 billion, or about €30 million for every employee involved in handling the company’s regulatory affairs”.**

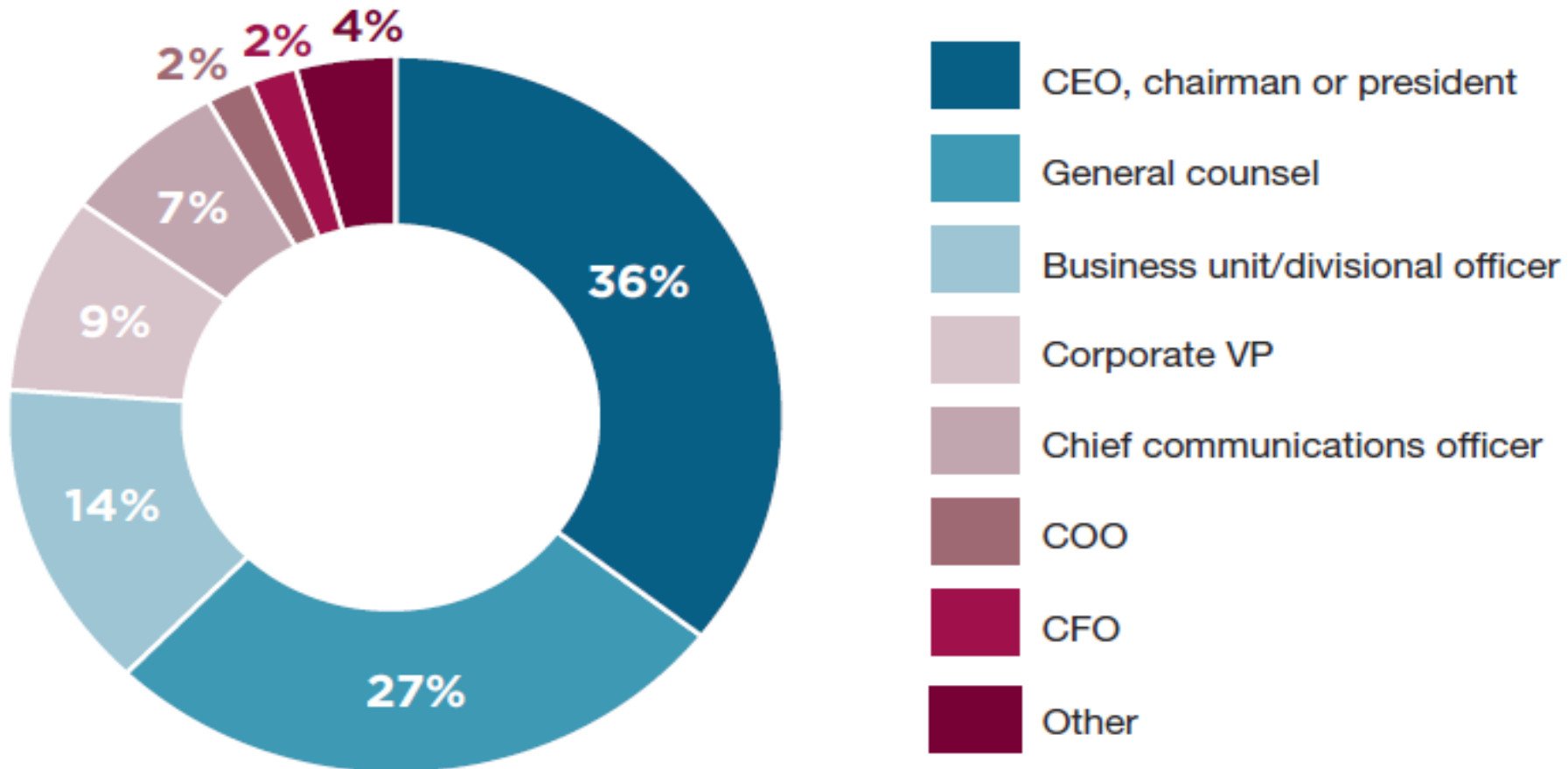
5. Degree of EU policy threat or opportunity.

- **Business threats tend to focus business leaders' minds.** Although the degree of risk is often linked to a sector, such as the **tobacco industry** which traditionally pays above average market rates to attract senior talent sometimes there are specificities for a particular company, such as on **EU antitrust, trade or tax policy.**



- For example, while tech companies have established a greater presence in Brussels to engage on DSM issues some are more affected than others.

6. The Reporting Relationship



7. Gender differences.

- The principle that men and women should receive equal pay for equal work has been enshrined in the European Treaties since 1957
- **But in the EU-28 as a whole, women are paid, on average, 16% less than men.**
- According to Eurostat the smallest differences in average pay between the sexes were found in **Luxembourg, Italy, Romania, Belgium, Poland and Slovenia** (less than 10.0 % difference in each of these).
- The biggest gender pay gaps were identified in **Estonia (26.9 %), the Czech Republic (22.5 %), Germany (22.0 %), Austria (21.7 %), and the United Kingdom (20.8 %).**
- Some of these national differences are reflected in gender pay gaps here.

7. Gender differences.



- For the most senior levels we studied **Head of EMEA and Global Head of Corporate Affairs** women on average earn **7% less** than men.
- For the middle management level roles of **Manager, Senior Manager and Director of EU Corporate Affairs**, we found that women on average earned **3.5% less** than their male colleagues.
- Gender differences are also expressed in who holds the top jobs. **For the most senior positions** (Global, EMEA and EU Corporate Affairs Heads), men occupy around **70%** of the most senior positions.

7. Gender differences.

- However, the divergence seems most acute for Heads of EU Affairs; our analysis of the remuneration of over 100 **Heads of EU Affairs** revealed that **€147,800** is the average basic salary for men, while for women the average salary is **€124,100**.
- So in keeping with the EU-28 average gender pay gap as a whole, **women Heads of EU Affairs are paid, on average, 16% less than men at this level.**



8. Location.

- Belgium features in lists of the top 10 best countries for work measured by indicators such as average earnings, minimum wage, vacation, public holidays, parental leave, healthcare, average hours worked per week, gender pay gap and unemployment rate.



- Where you work makes a big difference to pay differentials, not just between different countries but also within them. London salaries for instance are typically higher than in the UK regions.

9. Age Differences.

- There's a direct correlation between age and salary.
- The salary curve for most people in their 20s is very steep. Then it starts to flatten in the 30s, and then you get into the land of the 3% raise.
- What you earn in your 40s may be the top of your earning potential.
- Public affairs is a profession that values experience but there is some cultural bias here, for instance Eastern Europe and Asia are very different.

10. Diversity.

- There are close to 50 million people of a racial and ethnic minority background living in the EU i.e. around 10% of the population but it is estimated that the minority population directly employed by EU institutions is around 1%.
- In a roundtable convened by POLITICO to hear the experiences of minorities working in EU circles, they reported a lack of individual awareness and lack of HR diversity systems in Europe – including in branch offices of U.S.-headquartered companies.
- We did not research salary differences between minorities, indeed in Belgium asking information about a person's ethnicity can expose you to legal action, however we would not be surprised to see disparities given what we found with gender pay gaps.

11. Negotiation.



- The most productive salary negotiations occur between people who realize that they have a common goal: to be paid fairly for their skills, knowledge and experience.
- **A very common salary negotiation error is focusing on what candidates feel they need or deserve rather than on their value and the value they will bring to the prospective employer.**

12. Lady Luck.



- How can it be that one Global Head of Public Affairs for a major Fortune 200 Company is earning less than €100,000 while a Head of EU Affairs for a similar sized company earns a base salary 3 times greater and is sitting on over €1 million worth of shares?
- Well good old Lady Luck had a part to play, for instance one person just took over their predecessors' generous package while somebody worked their way up from intern to the top job, but was only able to argue for small incremental increases in line with company policy.....

European Corporate Affairs Remuneration Report - Money and Happiness



But money doesn't buy you happiness..

ELLWOOD ATFIELD ONLINE SURVEY OF OVER 300 EUROPEAN CORPORATE AFFAIRS STAFF ASKED HOW HAPPY THEY ARE IN THEIR CURRENT ROLE

Very Happy



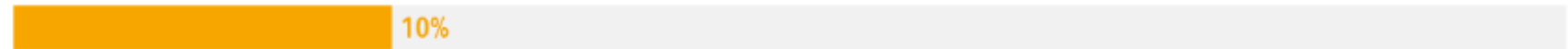
Happy



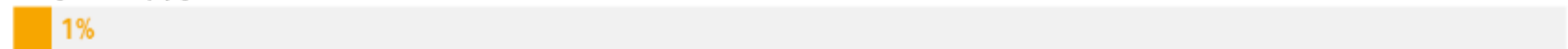
OK



Unhappy



Very Unhappy



Global Heads of Corporate Affairs



- The majority (>50%) of Global Heads of Corporate Affairs based in the EU earn less than €250,000 base gross annual salary.
- **BUT some earn substantially more e.g. over €350,000** particularly where they report directly to the CEO in high paying sectors and financially successful companies.
- Almost one half expect to make more than a 20% annual bonus, and similarly one half make an additional 20% or more of their annual salary through stock and share options, with almost one in ten earning 50% or more of their salary in this way.
- Around three quarters of Global Heads of Corporate Affairs are men.
- Global Heads can earn substantially more in other non-EU jurisdictions where Ellwood Atfield operates, notably the USA, Australia and Switzerland.

Head of EMEA Corporate Affairs



- Titles include: Heads of EMEA Public Affairs/Government Affairs/SVP/ and Senior Director. Around 60% of corporate staff at this level are men.
- Around one third earn €140,000 - €170,000 as an annual base salary, around a quarter earn €170 - €220,000, and another quarter earn more than €220,000.
- Bonus and Long Term Incentives (LTIs) are a similar proportion of annual salaries compared to Global Heads.

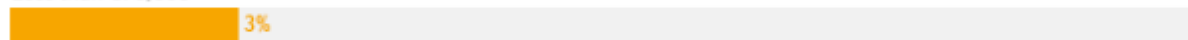
Heads of EU Corporate Affairs



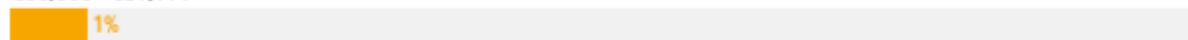
- Nearly all are salaried employees and around 90% are based in Brussels with the rest based around Europe in cities as diverse as London, Berlin and Amsterdam.
- Around three quarters of Heads of EU Corporate Affairs are men.
- This is a generally happy group with almost 70% reporting they are either very happy or happy with only 10% unhappy in their jobs.

HEADS OF EU AFFAIRS ANNUAL BASIC SALARY

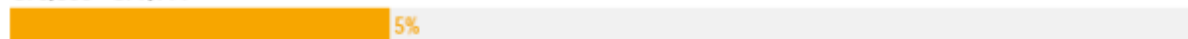
Less than €70,000



€80,000 - €89,999



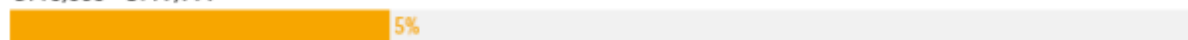
€90,000 - €99,999



€100,000 - €109,999



€110,000 - €119,999



€120,000 - €129,999



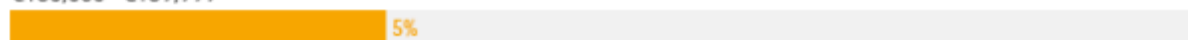
€130,000 - €139,999



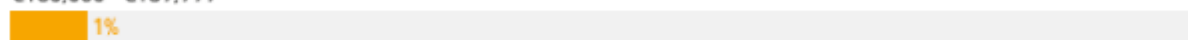
€140,000 - €149,999



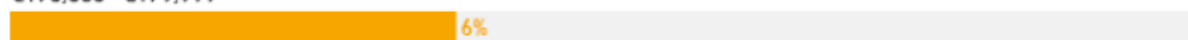
€150,000 - €159,999



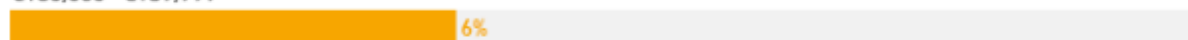
€160,000 - €169,999



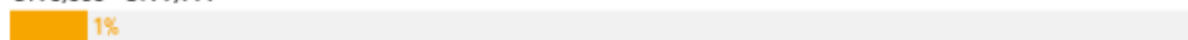
€170,000 - €179,999



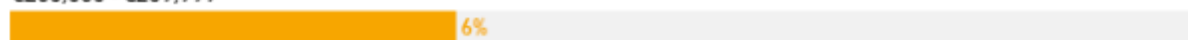
€180,000 - €189,999



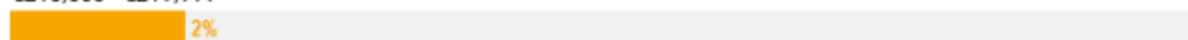
€190,000 - €199,999



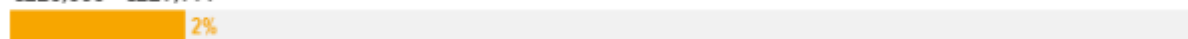
€200,000 - €209,999



€210,000 - €219,999



€220,000 - €229,999

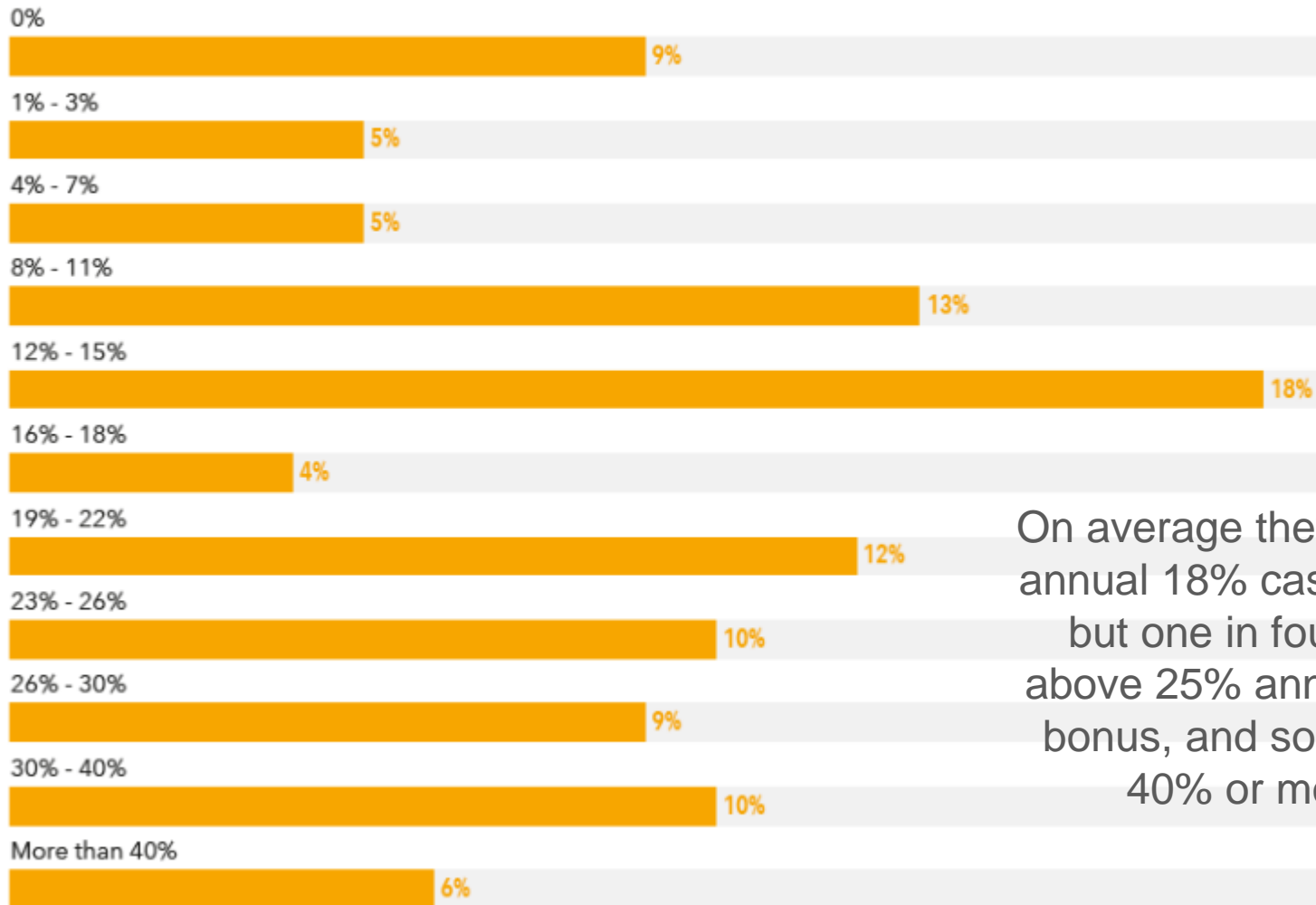


More than €230,000



The average annual base salary for a Head of EU Affairs is €142,000. However that is the average, and one in 5 Head of EU Affairs earns above €200,000 and there are some earning even in excess of €400,000 annual base salary.

HEADS OF EU AFFAIRS ANNUAL BONUS EXPRESSED AS PERCENTAGE OF ANNUAL GROSS SALARY



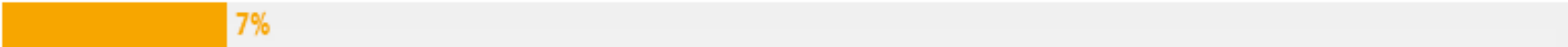
On average they earn an annual 18% cash bonus, but one in four earn above 25% annual cash bonus, and some take 40% or more.

HEADS OF EU AFFAIRS VALUE OF LONG TERM INCENTIVES (LTIS) IN RESTRICTED STOCK UNITS AND STOCK OPTIONS EXPRESSED AS PERCENTAGE OF ANNUAL GROSS SALARY

Not eligible



Less than 10%



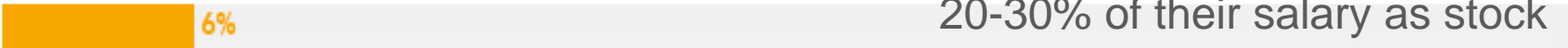
10% - 19%



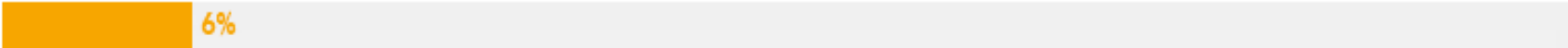
20% - 30%



31% - 40%



More than 40%



About half are eligible for Long Term Incentives in addition with most earning an additional 20-30% of their salary as stock options or grants.

HEADS OF EU AFFAIRS BENEFITS

Smartphone paid for by your employer

94%

Group pension plan with partial or full contributions from your company

85%

Private healthcare plan paid by association (e.g. DKV)

73%

Mobile phone bill paid fully

68%

Car lease paid by your company

67%

Meal Vouchers (Cheque repas)

65%

Petrol card

62%

Eco vouchers

44%

Home internet

33%

Representation allowance of €151 - €300 per month

32%

Public transport allowance

20%

Representation allowance of less than €150 per month

17%

Gym membership

14%

Representation allowance of more than €300 per month

10%

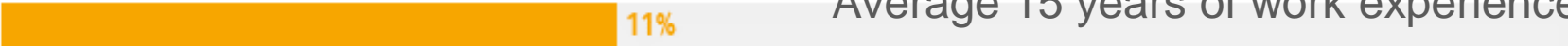
The majority of Heads of EU Affairs receive a; Group pension plan, Private healthcare plan, Car lease, Petrol Card, and Meal Vouchers.

HEADS OF EU AFFAIRS YEARS OF WORK EXPERIENCE SINCE LEAVING FULL-TIME EDUCATION

Less than 7



8 - 10



Average 15 years of work experience

11 - 14



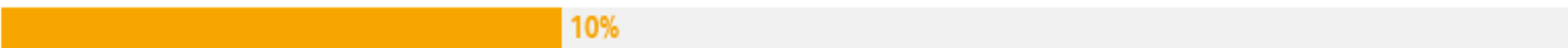
15 - 19



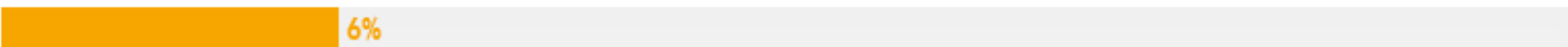
20 - 24



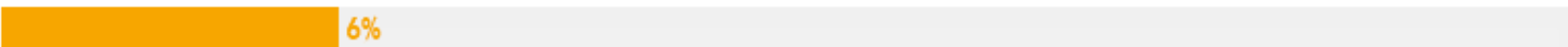
25 - 29



30 - 34

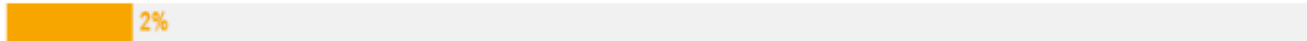


More than 35

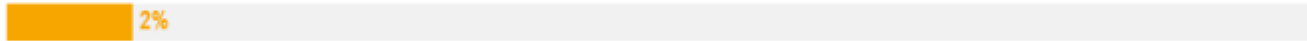


DIRECTOR OF EU CORPORATE AFFAIRS ANNUAL GROSS SALARY

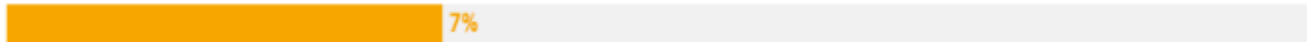
Less than €80,000



€80,000 - €89,999



€90,000 - €99,999



€100,000 - €109,999



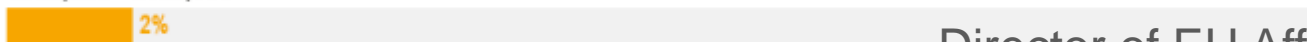
€110,000 - €119,999



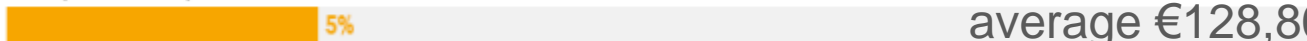
€120,000 - €129,999



€130,000 - €139,999



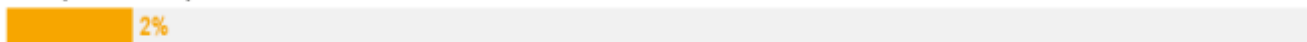
€140,000 - €149,999



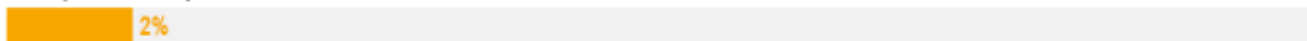
€150,000 - €159,999



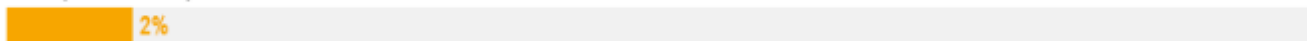
€160,000 - €169,999



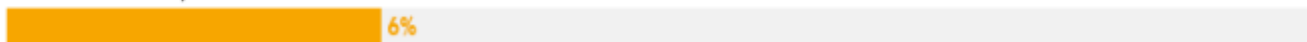
€170,000 - €179,999



€180,000 - €189,999



More than €190,000



Director of EU Affairs
average €128,800
annual base salary

SENIOR MANAGER CORPORATE AFFAIRS ANNUAL GROSS SALARY

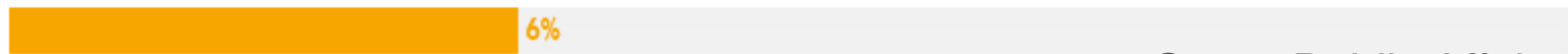
Less than €50,000



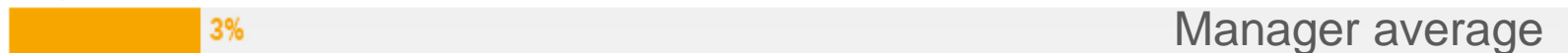
€50,000 - €59,999



€60,000 - €69,999



€70,000 - €79,999



€80,000 - €89,999



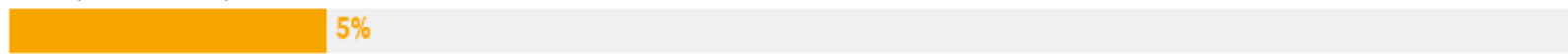
€90,000 - €99,999



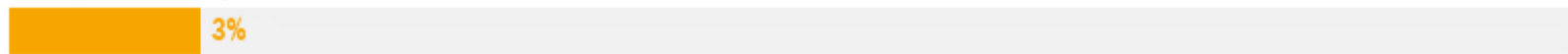
€100,000 - €109,999



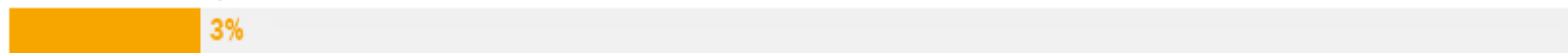
€110,000 - €119,999



€120,000 - €129,999



More than €130,000



Senior Public Affairs
Manager average
€90,000 annual
base salary

MANAGER CORPORATE AFFAIRS ANNUAL GROSS SALARY

Less than €30,000



€30,000 - €39,999



€40,000 - €49,999



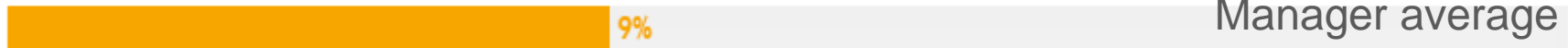
€50,000 - €59,999



€60,000 - €69,999



€70,000 - €79,999



€80,000 - €89,999



€90,000 - €99,999



More than €100,000



Public Affairs
Manager average
€61,700 annual
base salary

Benefit	Percentage receiving benefit
Smartphone paid for by your employer	87%
Group pension plan with partial or full contributions from your company	81%
Meal Vouchers (Cheque repas)	74%
Private healthcare plan paid by association (e.g. DKV)	73%
Mobile phone bill paid fully	72%
Car lease paid by your company	60%
Petrol card	57%
Eco vouchers	56%
Home internet	30%
Public transport allowance	27%
Representation allowance of €151 - €300 per month	23%
Representation allowance of less than €150 per month	18%
Gym membership	10%
Representation allowance of more than €300 per month	4%

Some international comparisons



Brussels Public Affairs Consultancies



The consultancy market

- 288 European Public Affairs Consultancies employing almost 2,000 staff
- 118 self-employed public affairs consultants
- In 2017 the top 3 agencies were FTI, BM (approx. €19 million each) and FH (€14 million).
- Consultancy offers varied and interesting careers with high salaries at the top end.

Ellwood Atfield Survey - Consultancies Typical EU Public Affairs Salaries

Title	Years	Typical base salary bands
Interns	<1	< €23,000
Junior	<8	€17,400 - €60,000
Mid-Managers	3 - 20	€37,000 - €50,000
Senior Managers	5 - 20	€45,000 - €191,000
Top Management	7 - 30	€80,000 - €265,000
The Top Person	15+	€150,000 - €450,000

e recruiting the people
who talk for you e




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