

Project Management Salary Survey

Ninth Edition

Project Management Institute

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Project Management Salary Survey

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Introduction

About PMI

Vital and forward thinking – focused on the needs of project management professionals worldwide; that’s the Project Management Institute of today. We’ve long been acknowledged as a pioneer in the field and now our membership represents a truly global community, with over 460,000 professionals, representing more than 200 countries. PMI professionals come from virtually every major industry, including aerospace, automotive, business management, construction, engineering, financial services, information technology, pharmaceuticals, healthcare and telecommunications.

About This Report

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

Comparison of Number of Respondents				
	Sixth Edition	Seventh Edition	Eighth Edition	Ninth Edition
Australia	772	734	947	716
Belgium	0	275	300	215
Brazil	894	901	985	596
Canada	3567	3023	3786	2546
China	1909	1528	1801	677
Colombia	0	369	438	289
Egypt	0	0	270	166
France	339	456	483	454
Germany	828	742	745	559
Hong Kong	154	259	289	254
India	1553	1689	2036	1197
Ireland	0	386	450	438
Italy	508	678	774	666
Japan	1154	652	647	398
Malaysia	0	370	414	389
Mexico	293	369	569	513
Netherlands	0	303	342	331
New Zealand	282	442	690	505
Nigeria	0	203	273	212
Peru	0	244	320	272
Poland	0	0	426	293
Qatar	0	0	212	346
Saudi Arabia	258	307	341	370
Singapore	380	624	774	549
South Africa	0	0	645	544
South Korea	472	221	213	177
Spain	0	424	843	734
Sweden	0	397	494	399
Switzerland	0	304	449	375
Taiwan	309	230	269	179
Turkey	0	0	0	333
United Arab Emirates	412	474	373	417
United Kingdom	824	647	847	561
United States	19916	13572	13877	9677

Data Considerations

The validity of data in the report, as in all survey research, is impacted by sample sizes. In some cases, the level of analysis in this report results in a small sample size. Small sample sizes provide less reliable summary statistics, such as means and medians, whereas larger sample sizes result in more reliable data. Therefore, **salary data are presented in the report only if at least ten individuals provided information for a given response choice.** That is, 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 assure respondent anonymity and provides a greater level of reliability in the data. Sample sizes are reported in all tables by using the symbol “n”. Percentages less than 0.5% are noted by the symbol “*”.

Reporting of Compensation Data

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

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

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

Summary of Findings

General Overview

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

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

Country of employment

Number of years experience in project management

Position/Role

Average size of projects managed, including average project budget and average project team size

A more detailed analysis of these factors follows.

Country of Employment

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

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

Number of Years Experience in Project Management

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

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

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

Position

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

Annualized Salary (in USD) by Position

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

Project Size

The size of projects managed, in terms of average number of team members and average project budget, also appears to have a positive correlation with annual salary. For instance, in South Africa, those managing projects with larger teams (20 or more people) have a median salary that is 72% higher than those managing teams of 1 to 4 people. Likewise, in Hong Kong, those managing projects with budgets of \$10 million or more earn 81% more than those with projects under \$100,000 and 54% more than those with projects with budgets between \$100,000 and \$499,999.

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

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

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