



Page Executive

Compensation Study 2018

INTRODUCTION

This study is a result of the selection processes that we have managed and the numerous interviews that the Page Executive team has conducted over the past year. It reflects the salaries for the main positions on companies' Steering Committees in Spain based on the organization's volume of business, sector, and current trends.

In a professional environment that is increasingly competitive, uncertain, globalized, and highly digital, talent becomes a differential factor. Over the long term, organizations that attract the best teams will be better positioned than their competitors.

Companies face the challenge of defining and implementing employee-related policies focused on identifying, attracting, retaining, and developing talent. Additionally, they will need to maximize performance and increase motivation among several generations of employees, who in some cases, have little in common in terms of their expectations and views of their jobs.

Compensation (monetary - fixed and variable, other benefits, and emotional) is one of the key factors in building a motivated and high-performing team. Knowing each organization's situation in this sense and how it generally compares to the market and its competitors is essential to ensure strong business results over the short and long term.



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1. CEO / MANAGING DIRECTOR

The CEO/Managing Director is the figure with the highest authority in terms of management and administrative leadership within the organization. In companies where there is a President/Managing Director, the CEO/Managing Director is usually responsible for carrying out the parameters set in the company's business plan as well as ensuring that its philosophy, ethics, and corporate methodology are always in line. The CEO/Managing Director has a team of Functional Managers that represent each area within the company.

Duties

The CEO/Managing Director directly reports to the Steering Committee and/or to the Owner, Executive Chairman, or Headquarters. Among his/her main tasks are the following:

- Set the company's strategy and be held responsible for its management and profitability.
- Establish goals for the short, mid, and long-term as well as develop/propose operational plans that best adapt to the company's future growth.
- Allocate resources to achieve a balance between short-term and long-term profitability. In doing so, he/she will be responsible for the organization of the company's resources available, both technical and human, to maximize synergies and optimize its operation.
- Monitor all the company's business areas, being the one ultimately responsible for the overall results before the Steering Committee.
- Top company representative before third parties, whether that be suppliers, clients, investors, or other types of professional organizations. Respond on behalf of the company and provide information to the Committee on market trends applying to third parties or competitors.

Professional background and development opportunities

The Managing Director role is held by those with a bachelor's degree and an educational background usually in Economics, Business, Law, or Engineering. Having a postgraduate degree (MBA or similar) from a prestigious business school is always valuable.

The logical progression toward the Managing Director role is to previously manage one of the functional areas, and thanks to one's achievements and knowledge of the company in this role, a promotion is given. However, there are more and more cases in which the decision is made in the Shareholders Meeting to look for talent outside the company. The shareholders look for experts in their sector or professionals that have similar successes and achievements from their previous positions. They usually access General Management from the Sales Manager or Financial Director positions.

The most important characteristics for this role are strategic and global vision of the company, management of high-performing teams, and a high level of dialogue.

The Managing Director can evolve into the Executive Chairman role, although the most typical situation is to be offered participation in the company through Stock Options. The command of 2 or 3 languages is essential.



Salary table

		Business volume (in millions of euros)			
		0-30	30 - 200	200 -1 billion	> 1 billion / IBEX
Industrial	Fixed	80 - 140 K€	120 - 200 K€	180 - 350 K€	> 350 K€
	Variable	20/30%	25/35%	30/40%	30/50%
Services Sector	Fixed	80 - 130 K€	110 - 180 K€	160 - 300 K€	> 300 K€
	Variable	20/30%	25/35%	30/40%	30/50%
Banking & Insurance	Fixed	100 - 150 K€	150 - 250 K€	250 - 400 K€	> 400 K€
	Variable	20/30%	25/35%	30/40%	30/50%
Consumer Goods & Retail	Fixed	80 - 140 K€	120 - 200 K€	180 - 350 K€	> 350 K€
	Variable	20/30%	25/35%	30/40%	30/50%
Technology	Fixed	90 - 150 K€	130 - 220 K€	200 - 350 K€	> 350 K€
	Variable	20/30%	25/35%	30/40%	30/50%
Healthcare & Life Sciences	Fixed	100 - 150 K€	150 - 250 K€	250 - 400 K€	> 400 K€
	Variable	20/30%	25/35%	30/40%	30/50%

2. CFO / FINANCIAL DIRECTOR

The CFO/Financial Director is the highest authority on the true reflection of the company's situation based on financial statements. If dealing with a CFO of a company with a large volume, he/she reports hierarchically to the CEO and/or Managing Director and is a member of the company's Steering Committee. If dealing with a Financial Director of a smaller company, he/she usually reports functionally to a CFO matrix and/or hierarchically to the CEO. He/she has a team that reports on financing, financial planning, reporting, accounting, liquid assets, taxation, and internal control of management to concentrate on the overall management of the business and support the CEO and Managing Director in decision making.

Duties

The Financial Director directly reports to the Steering Committee and among his/her main tasks are the following:

- Work with Management on the identification and definition of business strategies and control capital investment expenses based on cost-benefit analysis.
- Prepare economic/financial reports for decision making, analyzing financial statements as well as variables and key business parameters; calculation of costs, analysis of variations, and recommendations on corrective measures.
- Analyze and optimize the Group's economic and financial resources. Control and monitor general accounting, taxation, and preparation of annual accounts.
- Prepare, monitor, and/or supervise budgets, reporting and forecast of liquid assets, implementation and/or supervision of management control and preparation of the analytical accounting.
- Manage the financial variables: liquid assets, credit, and collections management.
- Oversee the relationship with third parties: external auditors, the government, financial entities, consultancies, etc.
- Optimize the company's fiscal policy.

Professional background and development opportunities

Most Financial Directors have bachelor's degrees in Economics or Business Administration and Management. The most valuable master's degrees are in Business Administration and Management – MBAs – as they allow for a wider vision and to get to know the rest of the areas of the company.

The most usual path to becoming a Financial Director at a company is to build a career within the department, going through the different areas: administration, accounting, and treasury. Other ways to access the position are having worked as Controller (control of management), Assistant to the Financial Director or the Treasury, or as an Internal or External Auditor. A background in investment banking or corporate banking can also provide access to the position.

The professional development for this position is very broad and one could be responsible for the management of any business unit, as their contributions have a very strong impact on the evolution of the business. Other very common departures from the position are to CEO or to move to a larger company.

This professional's role has been evolving over the past few years. He/she has stopped being solely the keeper of the company's accounts and has started to get involved in the overall management of the business. That said, he/she has become the right-hand man of the CEO and Managing Director, and in some cases, devotes most of his/her time to providing support in the decision making.



Salary table

		Business volume (in millions of euros)			
		0-30	30 - 200	200 -1 billion	> 1 billion / IBEX
Industrial	Fixed	50 - 70 K€	70 - 120 K€	120 - 150 K€	> 150 K€
	Variable	10%	15/20%	20%	20%
Services Sector	Fixed	60 - 80 K€	80 - 120 K€	120 - 200 K€	> 200 K€
	Variable	10%	15/20%	20%	20%
Banking & Insurance	Fixed	70 - 90 K€	90 - 120 K€	120 - 200 K€	> 200 K€
	Variable	10/20%	15/25%	25/30%	30%
Consumer Goods & Retail	Fixed	60 - 80 K€	80 - 120 K€	120 - 200 K€	> 200 K€
	Variable	10%	15/20%	20%	20%
Technology	Fixed	60 - 80 K€	80 - 120 K€	120 - 200 K€	> 200 K€
	Variable	10%	15/20%	20%	20%
Healthcare & Life Sciences	Fixed	70 - 90 K€	90 - 120 K€	120 - 200 K€	> 200 K€
	Variable	10/20%	15/25%	25/30%	30%

3. HR DIRECTOR

The Human Resources Director is responsible for ensuring compliance with corporate culture and taking concepts into account such as the mission, vision, and values in the short and long term. Among his/her tasks are hiring, training, employing, and retaining the organization's talent. The HR Director's main objective is to align his/her own department's policies with the organization's strategy, allowing for implementation of the strategy through its people. Human Resources is generally composed of areas such as recruitment and selection, compensation and benefits, training and development, and labor relations.

Duties

The HR Director reports directly to the CEO and/or to the Head of Corporate Resources & Services. In matrix structures, he/she would report to the Human Resources Director (globally, within Europe, etc.). Among his/her main tasks are the following:

- Define and implement the strategic plan and the Human Resources budget.
- Streamline the company's human resources through knowledge of employee potential in general and on an individual basis, all under cost criteria and with a good work environment. This allows for the setting of promotion and training policies as well as optimal utilization of staff.
- Achieve an improvement in the work environment through an improvement in the continuous evaluation processes and knowledge of the organization.
- Define the career development strategy and policies through performance evaluation.
- Work Hazards Prevention: coordinate and supervise everything related to occupational health and safety.
- Prepare the annual safety plan and monitor work-related accidents (frequency, severity, etc.).
- Develop and establish policies to motivate employees as well as compensation and incentive policies. Lead the labor administrative area related to hiring and payroll preparation with or without the support of an external consultancy.
- Define the company's selection policy by analyzing needs. In addition, oversee the hiring of third parties such as selection or job analyst consultants.
- Negotiate agreements with the workers' groups.

Professional background and development opportunities

The Human Resources Director position is held by those with a bachelor's degree generally in Business Administration and Management and/or Psychology or Law. Postgraduate courses and specific HR master's degrees are also highly valued to be more specialized. Solid professional experience in the different functions of the department is required to reach a management position.

We should distinguish between two very different environments with this role in different companies. The first being a multinational company, with the globalization of the area and the merging of large structures. The latter being a national company, small or mid-sized, where the HR Director gradually becomes more important, putting aside staff administration and evolving to more developed policies and focused on the management of human capital. The HR Director is key in merger, purchase, and/or acquisition processes, being critical in the optimal integration of business cultures, human teams, procedures, and methodology.



Salary table

		Business volume (in millions of euros)			
		0-30	30 - 100	100 -400	> de 400 / IBEX
Industrial	Fixed	50 - 60 K€	60 - 110 K€	110 - 150 K€	> 150 K€
	Variable	10%	10%	10/15%	15/30%
Services Sector	Fixed	50 - 70 K€	70 - 120 K€	120 - 180 K€	> 180 K€
	Variable	10%	10%	10/15%	15/30%
Banking & Insurance	Fixed	60 - 80 K€	80 - 120 K€	120 - 180 K€	> 180 K€
	Variable	10%	10%	10/15%	15/30%
Consumer Goods & Retail	Fixed	50 - 70 K€	70 - 120 K€	120 - 180 K€	> 180 K€
	Variable	10%	10%	10/15%	15/30%
Technology	Fixed	60 - 70 K€	70 - 120 K€	120 - 180 K€	> 180 K€
	Variable	10%	10%	10/15%	15/30%
Healthcare & Life Sciences	Fixed	60 - 80 K€	80 - 120 K€	120 - 180 K€	> 180 K€
	Variable	10%	10%	10/15%	15/30%

4. SALES MANAGER

The Sales Manager is responsible for the sales department and committed to results (quantifiable) and the fulfillment of budgets. He/she needs to develop strong technical and leadership skills as well as manage the creation, training, motivation and monitoring of the ideal sales team for the company and the product or service being marketed. Reporting directly to the CEO, the Sales Manager is responsible for the achievement of sales goals (both quantitative and qualitative).

Duties

The main tasks and responsibilities for this position are the following:

- Create, define, and implement the company's sales strategy, along with General Management: distribution, prices, margins, promotions, etc.
- Plan, develop, and implement the company's marketing plans with the Marketing Director and/or Trade Marketing Director, as well as the needs and/or consumption habits.
- Develop the sales pitches, routes/sales areas, incentives policy, and pricing policy. Management and optimization of the allocated budget and development of the expansion policy.
- Manage, monitor, supervise, and motivate the team under him/her.
- Oversee and take specific actions regarding the company's strategic customers.
- Negotiate and conduct follow up on the company's main current or potential contracts.
- Analyze and know the market as well as the existing or potential competitors, while defining actions that would increase market share and the company's positioning.

Professional background and development opportunities

Although it's common to have a bachelor's degree in Economics or Business, the Sales Manager position has a broader range in terms of background as any training can lead to a sales profile. This is because a professional's qualities and skills such as business vision, confidence, and results orientation weigh more. A Sales Manager's training would include specific sales and team management courses, and postgraduate studies at a well-known business school would strengthen it.

The Sales Manager position is reached after a long and proven track record of success within sales departments. Professionals who have served as National/International Head of Large Accounts or Head of Sales tend to reach it. Likewise, extensive knowledge of the main national and/or international accounts within the sector/business must be proven. It is also essential that one have strong negotiation skills and command of at least 2-3 languages. The most crucial qualities for this role are results orientation, strategic vision, leadership capacity and excellent communication and relationship skills. The role can evolve to also take on Marketing Management or directly toward the CEO position.



Salary table

		Business volume (in millions of euros)			
		0-30	30 - 200	200 - 1 billion	> 1 billion / IBEX
Industrial	Fixed	50 - 90 K€	90 - 150 K€	150 - 250 K€	> 250 K€
	Variable	20/30%	30/40%	30/40%	40%
Services Sector	Fixed	70 - 90 K€	100 - 160 K€	160 - 260 K€	> 260 K€
	Variable	30/100%	30/100%	30/150%	30/150%
Banking & Insurance	Fixed	80 - 100 K€	100 - 180 K€	180 - 250 K€	> 250 K€
	Variable	30/100%	30/100%	30/150%	30/150%
Consumer Goods & Retail	Fixed	70 - 90 K€	100 - 160 K€	160 - 260 K€	> 260 K€
	Variable	30/100%	30/100%	30/150%	30/150%
Technology	Fixed	80 - 100 K€	100 - 180 K€	180 - 250 K€	> 250 K€
	Variable	30/100%	30/100%	30/150%	30/150%
Healthcare & Life Sciences	Fixed	80 - 100 K€	100 - 180 K€	180 - 250 K€	> 250 K€
	Variable	30/100%	30/100%	30/150%	30/150%

5. CMO / MARKETING DIRECTOR

The CMO/Marketing Director directly reports to the CEO. His/her main task is to impact the level, time, and breakdown of the demand so that he/she can reach the organization's quantitative goals. This role involves the identification of the market segments, target definition for the company's products or services, and the design/identification of the company's competitive edges, while addressing the market's opportunities and threats.

Duties

The Marketing Director's main tasks are the following:

- Define, along with the CEO and/or Sales Manager, the marketing strategy for the company's products and/or services portfolio, using marketing mix variables.
- Plan, develop, and implement the company's marketing plan.
- Prepare, monitor, and manage the department's budget, ensuring its optimization.
- Choose, negotiate, and hire the advertising, communications and media agencies that will work with them.
- Manage the team under his/her responsibility.
- Provide support to the sales area for the introduction of variations of standard products to the company's product offering.
- Supervise and monitor the introduction and launch of new product/service lines.
- Measure and analyze the profitability of the marketing actions carried out.
- Market research, using internal and external sources to know the target audience and identify market opportunities.
- Define and oversee the organization's communication/PR policy as well as set the promotional strategy for the channel/end consumer.

Professional background and development opportunities

Bachelor's degree in Economics/Business or Marketing, and a master's degree from a prestigious business school would be valued. The knowledge of two or three languages is essential.

A Marketing Director role is typically reached after a long career in marketing departments, where one has recently been the Marketing Manager or Senior Product Manager. As it is for Sales Managers, it is also necessary for Marketing Directors to have strong negotiation skills with external suppliers. Personal competences required include drive and proactivity, creativity, as well as a strong capacity for innovation and analysis.

The development opportunities from this position can be to International Marketing Director, Sales Manager, or even towards the path of CEO in large consumer goods companies.



Salary table

		Business volume (in millions of euros)			
		0-30	30 - 200	200 -1 billion	> 1 billion / IBEX
Services Sector	Fixed	50 - 75 K€	75 - 100 K€	100 - 130 K€	> 130 K€
	Variable	10/20%	10/20%	20/30%	20/30%
Banking & Insurance	Fixed	60 - 80 K€	80 - 120 K€	100 - 150 K€	> 150 K€
	Variable	10/20%	10/20%	20/30%	20/30%
Consumer Goods & Retail	Fixed	65 - 85 K€	85 - 120 K€	130 - 160 K€	> 160 K€
	Variable	10/20%	10/20%	20/30%	20/30%
Technology	Fixed	70 - 85 K€	85 - 120 K€	110 - 140 K€	> 140 K€
	Variable	10/20%	10/20%	20/30%	20/30%
Healthcare & Life Sciences	Fixed	65 - 85 K€	85 - 120 K€	120 - 150 K€	> 150 K€
	Variable	10/20%	10/20%	20/30%	20/30%

6. INDUSTRIAL MANAGER

The Industrial Manager is the top production head at a plant(s) and ensures its optimal functioning, both financially and in terms of productivity. The responsibilities of the role include decision making that affects production, logistics, quality, studies, methods, purchasing and R&D, design, and implementation of production strategies. In addition, he/she sets the annual financial budget of the plant(s), monitoring it and taking corrective measures.

Duties

The Industrial Manager reports directly to the CEO, and among his/her main tasks are the following:

- Supervise the Directors of Production/Plant Units as well as the areas of maintenance, warehousing, safety, hygiene, and production.
- Prepare the strategy and industrial planning necessary to achieve the objectives (products, sectors, regions) set by General Management.
- Responsible for the technical resources to be implemented within the budgetary limits defined by the Financial Department.
- Analyze and study investments in manufacturing processes.
- Establish the processes and quality standards for production as well as monitor its compliance.
- Optimize human resources by establishing a system of control over shifts and absenteeism.
- Ability to mediate with trade unions and control strikes.
- Directly responsible for controlling costs and improving the manufacturing process to boost productivity. Coordinate the industrial area's training needs together with the training manager.
- Take charge of external growth operations in terms of estimating and evaluating the industrial tools that the company uses.
- Responsible for the set of services, sites, and units that make up the company's industrial side, and if necessary, the subcontracting of production.

Professional background and development opportunities

The Industrial Manager role is held by graduates with a technical background, usually in General or Industrial Engineering. One tends to have previous experience as a Plant Manager or Technical Manager, and sometimes as Director of Logistics. In any case, the Industrial Manager has held an operational role in production for several years.

The subcontracting or establishment of units in countries with low labor costs and the need to optimize overall profitability of the sites makes the Industrial Manager position a truly international one. He/she must also be able to lead teams remotely, especially the Plant Managers who are abroad. The command of at least one foreign language is crucial.



Salary table

		Business volume (in millions of euros)			
		0-30	30 - 100	100 -400	> 400 / IBEX
Industrial	Fixed	50 - 60 K€	60 - 110 K€	110 - 180 K€	> 180 K€
	Variable	10/20%	10/20%	20/30%	30/40%
Consumer Goods & Retail	Fixed	60 - 70 K€	70 - 120 K€	120 - 180 K€	> 180 K€
	Variable	10/20%	10/20%	20/30%	20/30%
Healthcare & Life Sciences	Fixed	50 - 70 K€	70 - 120 K€	120 - 180 K€	> 180 K€
	Variable	10/20%	10/20%	20/30%	20/30%

7. COO / DIRECTOR OF OPERATIONS

The COO/Director of Operations reports directly to the company's CEO. His/her main goal is to be focused on operating and organizational models to boost economic results, productivity, and customer satisfaction. He/she is responsible for developing continuous improvement processes. The Logistics and Purchasing Departments usually depend on this figure, and in industrial environments, the operational areas as well.

Duties

The main and most important tasks of this position are:

- Prepare the strategy and industrial planning necessary to achieve the objectives (products, sectors, regions) determined by the General Management. He/she is responsible for the technical resources to be implemented within the budgetary limits defined by the Financial Department.
- Responsible for defining the company's operating and organizational models to ensure greater profitability and accelerate the expansion/growth of the business.
- Oversee the set of services, sites, and units that make up the company's industrial side, and if necessary, the subcontracting of production.
- The departments of production, logistics, quality, studies, methods, purchasing, and R&D report to this figure.
- In cases where the COO covers the functions of purchasing and logistics, he/she is responsible for the entire supply chain, procurement processes, production and distribution planning, level of customer service, current inventory levels, budget for transportation expenses, etc.
- Design and implement a project management methodology.
- Take charge of external growth operations in terms of estimating and evaluating the industrial tools that the company uses.
- Make decisions on the outsourcing of production.
- Responsible for the safety, training, and motivation of the employees within the department.

Professional background and development opportunities

The background needed for this role is that of a graduate from an engineering school, and often a General Engineer or Industrial Engineer. One can access the COO position after having worked as a Plant Manager or Technical Manager, and sometimes as a Director of Logistics, Purchasing, Quality, or R&D. However, in any case, the fundamental thing is that he/she has been in an operational role in production during the first few years.

It is increasingly an international figure and key in the optimization of processes and reduction of costs in the company. The traits of these professionals translate into a dynamic and charismatic personality necessary for the management of people, a structured and analytical mentality, and knowledge of the product, as well as focused on efficiency and effectiveness of processes.

Given the globalization of industrial companies, the command of at least one European language is required. In terms of development, the next step could be towards a CEO position (in purely manufacturing companies) or to a COO position with a more international focus (in companies in any other sector).



Salary table

		Business volume (in millions of euros)			
		0-30	30 - 200	200 - 1 billion	> 1 billion / IBEX
Industrial	Fixed	50 - 60 K€	60 - 110 K€	110 - 150 K€	> 150 K€
	Variable	10 - 20%	20%	30%	30%
Services Sector	Fixed	60 - 75 K€	75 - 130 K€	130 - 190 K€	> 190 K€
	Variable	20%	20%	20%	20/40%
Banking & Insurance	Fixed	60 - 90 K€	90 - 140 K€	140 - 200 K€	> 200 K€
	Variable	20%	20%	20%	20/40%
Consumer Goods & Retail	Fixed	70 - 90 K€	90 - 150 K€	150 - 190 K€	> 190 K€
	Variable	20%	20%	20%	20/40%
Technology	Fixed	60 - 90 K€	90 - 120 K€	140 - 200 K€	> 200 K€
	Variable	20%	20%	20%	20/40%
Healthcare & Life Sciences	Fixed	70 - 95 K€	95 - 140 K€	140 - 190 K€	> 190 K€
	Variable	20%	20%	20%	20/40%

8. CPO / PURCHASING MANAGER

The CPO/Purchasing Manager is responsible for defining a company's policy for purchasing products or services looking at quantity, quality, and price. This task is essential for optimal business development, so this professional is one of the most influential in managing the company. Sometimes he/she also oversees the entire supply chain, and therefore has a team to lead, in addition to coordinating with the rest of the company's departments.

Duties

The Purchasing Manager directly reports to the CEO, and among his/her main tasks are those listed below:

- Responsible for selecting suppliers, price negotiation, quota control, and capacity planning in accordance with strict quality objectives.
- Set procurement procedures.
- Analyze the needs of the different departments and choose the suppliers.
- Participate in contract negotiations with the most important subcontractors.
- Monitor suppliers as well as regulatory disputes and supply breaks.
- Supervise stock management.
- Determine and allocate sourcing actions and guarantee continuous improvement in the purchasing processes.
- Strengthen and review the supplier portfolio to meet growth objectives, increase efficiency, and reinforce new or existing business relationships.

Professional background and development opportunities

Although there is no specific training, many CPOs have technical training (engineering or undergraduate). Having a master's degree, a high command of English in most cases as well as good knowledge of a second language is highly valued in the sector. In addition to team management and negotiation skills, in-depth knowledge of the company's sector is essential for the role, so taking more specific courses would be beneficial.

This position has long been focused on price, however it is now more focused on the functional requirements that transfer the risk to the suppliers and on developing a strong relationship with them.

The development opportunities for this position could include promotion to companies/sectors where the professional assumes a higher volume of purchases and more responsibility. However, the most common situation is that this position is reached through the internal promotion of those already in the organization, typically in the department itself working as Purchasing Technicians or Category/Family Purchasing Managers.



Salary table

		Business volume (in millions of euros)			
		0-30	30 - 200	200 -1 billion	> 1 billion / IBEX
Industrial	Fixed	60 - 70 K€	70 - 90 K€	90 - 150 K€	> 150 K€
	Variable	10/20%	20/30%	20/30%	20/40%
Services Sector	Fixed	50 - 75 K€	75 - 100 K€	100 - 150 K€	> 150 K€
	Variable	20%	20/30%	20/30%	20/40%
Banking & Insurance	Fixed	65 - 80 K€	80 - 125 K€	125 - 180 K€	> 180 K€
	Variable	20%	20/30%	20/30%	20/40%
Consumer Goods & Retail	Fixed	65 - 80 K€	80 - 125 K€	125 - 180 K€	> 180 K€
	Variable	20%	20/30%	20/30%	20/40%
Technology	Fixed	55 - 70 K€	70 - 110 K€	110 - 160 K€	> 160 K€
	Variable	20%	20/30%	20/30%	20/40%
Healthcare & Life Sciences	Fixed	60 - 75 K€	75 - 125 K€	125 - 180 K€	> 180 K€
	Variable	20%	20/30%	20/30%	20/40%

9. CIO / IT DIRECTOR

It is increasingly common for the CIO to be on the Steering Committee, and the professional often combines it with the role of Director of Information Systems and Technology. He/she usually reports directly to General Management, and now has more importance in the company's strategy as appropriate information technology tools are essential for the company and its business. The CIO must have strong technical experience in IT and a strategic vision for innovation and change, along with management, communication, and negotiation skills to achieve good communication between the technology side and the business.

Duties

His/her main tasks are summarized below:

- Participate in the company's strategic decisions that affect information systems and ensure alignment between the business and its IT resources.
- Responsible for the provision, implementation, and development of IT area services as well as defining guidelines.
- Ensure communication between the IT area and the company's business and support areas. Monitor the establishment of tools that effectively channel the needs of internal customers.
- Carry out annual budgets based on the area's objectives and ensure compliance with them.
- Set investment priorities based on the needs and development of the company.
- Assign resources to different projects.
- Maintain relationships with industry suppliers (hardware/software manufacturers, consulting firms, service providers, recruiting firms, etc.).
- Be fully responsible for projects for the implementation of applications and for development and technological infrastructure.
- Manage and coordinate the area's improvement projects: internet access via ADSL, reengineering of production environments, and development of the company's entire management information system. Coordinate the realization of Systems Security Audits and data protection (GDPR).
- Organize the department's human resources by defining roles and choosing the right person for each position.

Professional background and development opportunities

In general, the CIO has a technical-focused bachelor's degree (Technical Engineering, Industrial Engineering, IT, Business) with complementary training in management acquired through an MBA or specific master's in IT Systems Management.

He/she will have solid and extensive experience in different roles within the technology department, although there are also cases of managers from other areas that oversee IT Systems Management or do so in addition to his/her previous responsibilities (Financial Management, Organization Management, etc.).

Companies often hire professionals for this position from technology consulting companies (such as IT Directors there) given their complete technical, functional, and sector experience.

In large companies, the Director of IT Systems can evolve into a role of Assistant General Manager, which oversees other areas such as organization, logistics, and purchasing as well as other types of internal projects. However, the most natural move is to Director of Enterprise Systems, where one is responsible for the company's systems and coordinates all information processes at the group level.



Salary table

		Business volume (in millions of euros)			
		0-30	30 - 200	200 - 1 billion	> 1 billion / IBEX
Industrial	Fixed	45 - 75 K€	75 - 125 K€	125 - 150 K€	> 150 K€
	Variable	10%	10%	10%	15/20%
Services Sector	Fixed	50 - 70 K€	70 - 125 K€	125 - 160 K€	> 160 K€
	Variable	10%	10%	10%	15/20%
Banking & Insurance	Fixed	60 - 80 K€	80 - 125 K€	125 - 180 K€	> 180 K€
	Variable	10%	10%	10%	15/20%
Consumer Goods & Retail	Fixed	60 - 75 K€	75 - 125 K€	125 - 180 K€	> 180 K€
	Variable	10%	10%	10%	15/20%
Technology	Fixed	55 - 70 K€	70 - 125 K€	125 - 170 K€	> 170 K€
	Variable	10%	10%	10%	15/20%
Healthcare & Life Sciences	Fixed	60 - 80 K€	80 - 125 K€	125 - 180 K€	> 180 K€
	Variable	10%	10%	10%	15/20%

10. CDO / DIRECTOR OF DIGITAL TRANSFORMATION

The CDO/Director of Digital Transformation is responsible for defining the company's entire digital strategy. Companies must react quickly to keep up pace with technological and cultural changes as well as consumer behavior. Business strategies must now be perfectly aligned with digital strategies, which are constantly growing. They are key to managing change/strategy and capable of driving the company's transformation.

Duties

The main tasks for the role are as follows:

- Align technology with business strategies in a constantly changing environment.
- Choose the appropriate technological deployments to ensure business continuity.
- Carry out annual budgets based on the area's objectives and ensure compliance.
- Maintain relationships with the suppliers.
- Manage digital strategy projects and promote innovation.
- Measure the return on investment achieved due to the digital and technological actions carried out.
- Define strategies in a flexible and responsive way within a changing environment and execute results.
- Evaluate the digital world's opportunities and threats, and based on this, decide the steps to follow.

Professional background and development opportunities

The goal of the CDO is to effect a change and become the leader. This professional must have experience in the development of new channels and business models as well as with innovative products and services. He/she must know technology, but in terms of its selection and application, not its development as the CDO is not a technician, but rather will serve as a link between technology and the business. It is important to emphasize that the CDO is not only a digital guru, but also an experienced General Manager, who must have experience in managing an income statement.

Due to its transformational role, he/she must have experience in change management, whether in terms of trends or in situations with quick growth. Also, since many companies have more and more clients and a global presence, he/she must have international experience. As with any high-level leadership position, the CDO must have the following: excellent strategic skills, strong relationship building, ability to influence, leadership skills, and be results-oriented.



Salary table

		Business volume (in millions of euros)			
		0-30	30 - 200	200 -1 billion	> 1 billion / IBEX
Industrial	Fixed	65 - 75 K€	75 - 90 K€	90 - 100 K€	> 100 K€
	Variable	10%	10/15%	10/25%	30%
Services Sector	Fixed	60 - 75 K€	75 - 90 K€	90 - 100 K€	> 100 K€
	Variable	10%	10/15%	10/25%	30%
Banking & Insurance	Fixed	75 - 90 K€	90 - 120 K€	120 - 180 K€	> 180 K€
	Variable	10%	10/15%	10/25%	30%
Consumer Goods & Retail	Fixed	70 - 90 K€	90 - 120 K€	120 - 180 K€	> 180 K€
	Variable	10%	10/15%	10/25%	30%
Technology	Fixed	65 - 75 K€	75 - 90 K€	90 - 110 K€	> 110 K€
	Variable	10%	10/15%	10/25%	30%
Healthcare & Life Sciences	Fixed	80 - 90 K€	90 - 120 K€	120 - 180 K€	> 180 K€
	Variable	10%	10/15%	10/25%	30%

11. CCO / CLIENT MANAGER

The CCO/Client Manager is responsible for the entire relationship and serves as the point of contact between the company and the client with the following objective: to define a single vision and strategy towards the client in all points of contact (call center, customer invoicing, and CRM, loyalty, marketing, digital, and sales departments).

He/she must ensure that the customer experience is the same everywhere that the company operates. This role came out of the U.S. in the 2000's, but it was not until 2014 when it became an essential position for many companies where the customer is at the center of the business strategy, such as in the fashion, tourism/travel, real estate, and telecommunications sectors, among others.entre otros.

Duties

- Ensure that the client experience is the same despite the channel of contact.
- Design a single corporate strategy for contacting the client.
- Create the company's line of approach to improve the shopping experience and ensure that this translates into an increase in sales and in customer retention.
- Coordinate with all departments that have direct contact with the customer or collect their information.
- Coordinate the corporate activities for customer relations in the call center, sales, marketing, user interface, finance (billing), compliance, and after-sales support.
- Report to the CEO and serve on the Steering Committee.

Professional background and development opportunities

This professional must have a multidisciplinary profile with strong analytical skills, strategic vision, and that he/she could manage to transform the business and procedures. Accustomed to a digital environment and experience in the ins and outs of the customer journey within other sectors.

In most cases, an internal promotion is chosen, but if it is not possible, executives with previous experience in hospitality, mobile communications, and food and/or strategic consulting focused on the client can be good profiles to serve in this role as Chief Client Officer.



Salary table

		Business volume (in millions of euros)	
		100-400	400 - IBEX
Tourism/Services	Fixed	140 – 200 K€	200 K€
	Variable	25%	30%
Retail & Consumer Goods	Fixed	140 -200 K€	200 K€
	Variable	25%	30%
Technology & Telecommunications	Fixed	130 -190 K€	190 K€
	Variable	20%	25%

12. DIRECTOR OF INTERNAL AUDIT

The Director of Internal Audit oversees matters related to the “transparency of financial information,” “corporate governance,” as well as market sensitivity to financial news. It is an important position within large companies or those that are highly diversified geographically or by product. He/she takes on tasks and responsibilities related to control, organization and support of the CEO, and is also held responsible for corporate figures, internal procedures, regulations, and the company’s image.

Duties

The tasks for this role could be the following:

- Identify the group’s financial, accounting, and organizational risks.
- Detect and describe the “new risks” (environmental, ethical, etc.) likely to affect the company.
- Plan, organize, and supervise the auditing missions and their strategic approaches as well as design the groundwork and its planning.
- Prepare and present the recommendations and corrective actions reports to the General and Operational Management, as well as the subsequent verification of their monitoring and application.
- Select, train, supervise, and motivate the internal audit teams under him/her.
- Manage the relationship with the external auditors, and when applicable, with the Audit Committee.
- Participate in the group’s development (due diligence, etc.) and identify and communicate corporate standards.
- Depending on the type of company, his/her tasks could also include control over warehouses and inventories as well as compliance with policies and regulations (Sarbanes-Oxley Act).
- Organize the department’s human resources by defining each of the roles and choosing the right people for each position.

Professional background and development opportunities

The Director of Internal Audit has a strong financial/accounting background and usually excellent technical skills and can critically analyze different situations. He/she can come from large external accounting firms (Big 4) or from an internal promotion within the company itself (with solid knowledge of the company and its operational resources). Another option is coming from a position such as the Financial Director of a subsidiary.

In companies where the industrial side is of great importance, the Director of Internal Audit frequently deals with problems and issues of a high technical nature (production management, quality, risk management), and therefore, may have an engineering background rather than financial. Given the role, he/she has a comprehensive and general view of the company and its business. He/she often has the possibility of carrying out tasks related to Financial & Administrative Management.

This position is becoming more important in the organization chart at every company, in Spain and in Europe, due to the increasing globalization of companies. Another factor playing into this are the strict financial requirements for subsidiaries or business units that ensure financial transparency in internal and external operations as well as the defense of business interests throughout the world (especially in Anglo-Saxon markets).



Salary table

		Business volume (in millions of euros)			
		0-30	30 - 200	200 - 1 billion	> 1 billion / IBEX
Industrial	Fixed	50 - 75 K€	75 - 100 K€	100 - 120 K€	> 120 K€
	Variable	20%	20/30%	20/30%	30/40%
Services Sector	Fixed	55 - 75 K€	75 - 100 K€	100 - 130 K€	> 130 K€
	Variable	20%	20/30%	20/30%	30/40%
Banking & Insurance	Fixed	60 - 80 K€	80 - 120 K€	120 - 180 K€	> 180 K€
	Variable	20%	20/30%	20/30%	30/40%
Consumer Goods & Retail	Fixed	70 - 85 K€	85 - 100 K€	100 - 150 K€	> 150 K€
	Variable	20%	20/30%	20/30%	30/40%
Technology	Fixed	60 - 80 K€	80 - 100 K€	100 - 140 K€	> 140 K€
	Variable	20%	20/30%	20/30%	30/40%
Healthcare & Life Sciences	Fixed	70 - 85 K€	85 - 100 K€	100 - 150 K€	> 150 K€
	Variable	20%	20/30%	20/30%	30/40%

13. MEDICAL DIRECTOR

In the pharmaceutical industry, the Medical Director provides the scientific medical basis for the promotion and marketing of the company's products. Reporting to the CEO or Business Unit Director, he/she is responsible for medically supporting the sales strategy and ensuring the viability of the company's regulatory procedures and clinical research.

Duties

The main responsibilities for the position are as follows:

- Define the scientific research and dissemination strategy.
- Relationship and permanent contact with the KOLs and scientific societies, being the company's technical representative and enhancing relationships and external visibility.
- Participate in marketing plans.
- Provide scientific advice on new releases or guidelines.
- Define, implement, supervise studies and clinical trials. Coordinate national and international clinical trials, while ensuring compliance with protocols and related procedures.
- Select and coordinate clinical research activities with national and international CROs.
- Participate in multidisciplinary R&D teams to evaluate and monitor development projects.
- Definition and supervision of scientific publications.
- In/Out-Licensing: evaluation of projects and presentations..

Professional background and development opportunities

The Medical Director position is held by medical school graduates with extensive experience in medical departments within the pharmaceutical sector. A master's or postgraduate degree in business is highly valued, with an MBA being the preferred option. Likewise, a high capacity for scientific and pharmacoeconomic influence as well as strong strategic and business vision is required. The professional development opportunities could lead to an international position or to a Business Unit Manager role.



Salary table

		Business volume (in millions of euros)			
		0-30	30 - 200	200 -1 billion	> 1 billion / IBEX
Pharmaceutical	Fixed	60-90 K€	90 - 120 K€	120 - 160 K€	> 160 K€
	Variable	10%	15%	20%	25%
Medical Devices	Fixed	50-80 K€	80 - 110 K€	110 - 150 K€	> 150 K€
	Variable	10%	15%	20%	25%
Hospital	Fixed	45-65 K€	65 - 85 K€	85 - 105 K€	> 105 K€
	Variable	10%	15%	20%	25%

14. GENERAL COUNSEL

The General Counsel role has become increasingly in demand on behalf of large national companies with an international outlook and multinationals or companies that operate in sectors with strong regulation (telecommunications, energy, etc.). Given the volume of transactions (mergers, acquisitions, etc.) and current laws and regulations, he/she is a key consultative resource on the Steering Committee. He/she also tends to report directly to the President and act as an advisor in decision making.

Duties

Reporting to the CEO, his/her main tasks and responsibilities are summarized in the following:

- Corporate and commercial law: experience in advising Boards of Directors and drafting all types of contracts. Responsible for contracting with customers and suppliers, industrial property, secretaries, powers of attorney, etc.
- Administrative and Contentious Administrative Law: participate in disputes representing the company.
- Assume responsibility for the adaptation of regulations related to the protection of personal data.
- Civil Law: real estate, collection of payment defaults with a civil liability, etc.
- International Law: advising of entities abroad. Responsible for international contracting with clients and suppliers, legal supervision of the company's foreign subsidiaries, business cooperation operations, joint ventures, acquisitions, etc.
- Labor and Social Security Law: hiring, labor contracts (drafting of contracts, illegal transfer of workers, company successions, etc.), expatriates, sanctions and firings, work regulation, relationship with workers' representatives, labor inspections and social security, professional training (FORCEM), salaries, professional classification, substantial changes of working conditions, strikes, and collective disputes.
- Tax Law: initiation and follow-up on procedures regarding different taxes (Corporation Tax, Income Tax, Property Transfer Tax), administrative and contentious administrative tax claims, tax settlements, corporate operations, and tax planning.
- Procedural Law: the analysis and definition of the lines of defense in the legal proceedings in which the company is involved in.

Professional background and development opportunities

The General Counsel always has a bachelor's degree in law and a master's in legal counsel from a prestigious school. In general, they are professionals who, after spending several years in a law office or consulting firm, join a company as associates and are then promoted to head of the department. It is also common for a State Attorney to request a leave of absence and joins a company as deputy chair with a clear focus on advising on matters of contracts, mergers, and in many cases, negotiation with public entities.

The traits needed for this position are a high degree of self-demand, discretion, proactivity, and thoroughness. The clear progression from this role is in terms of level of responsibility and not as much in terms of a promotion. It consists in managing a larger team and advising on increasingly important issues for the company and in larger operations.



Salary table

		Business volume (in millions of euros)			
		0-30	30 - 200	200 -1 billion	> 1 billion / IBEX
Industrial/ Services	Fixed	90 - 110 K€	100 - 130 K€	120 - 160 K€	> 160 K€
	Variable	10/15%	10/15%	10/20%	10/40%
Banking & Insurance	Fixed	90 - 120 K€	110 - 140 K€	120 - 160 K€	> 160 K€
	Variable	10/15%	10/15%	10/20%	10/40%
Consumer Goods/ Technology	Fixed	90 - 110 K€	100 - 130 K€	120 - 160 K€	> 160 K€
	Variable	10/15%	10/15%	10/20%	10/40%
Healthcare & Life Sciences	Fixed	90 - 120 K€	110 - 140 K€	140 - 180 K€	> 180 K€
	Variable	10/15%	10/15%	10/20%	10/40%

15. LAW FIRM PARTNER

A Partner at a Law Firm is the most important figure within the office. He/she belongs to a committee of partners that manage the office, and each of them has a different area of expertise so that they can join forces and handle issues that arise. To be a partner at a firm, it is essential to have very strong technical skills, the ability to manage people and teams, economic management, excellent sales skills, and above all, strong interpersonal skills with clients to help and advise them properly (always being their “partner”).

Duties

The main tasks for this role are summarized below:

- Advise the firm’s main clients.
- Sales labor: secure and maintain a portfolio of national and international clients.
- Handle the office’s financial management.
- Assign clients and issues to the associates.
- Team management: there are offices in which the associates work with all the partners equally according to the workload at any given time.

Professional background and development opportunities

This professional will have a law degree (he/she could be an economist for tax areas) and additional training through a specific master’s degree depending on his/her specialization: tax, labor, etc.

He/she will also have solid previous experience in different roles within the firm, having started as a junior and then as an associate, senior associate, etc., while taking on greater technical and client/team management responsibilities.

As the lawyer progresses, he/she will create his/her own client portfolio that he will strengthen over the years. This portfolio, along with the annual invoicing and several other aspects, will be evaluated for his/her future appointment as a partner – first as a non-equity partner, and later an equity partner (some offices do not have non-equity partners, so the professional directly becomes an equity partner).



Salary table

		Business volume (in millions of euros)	
		Non-Equity	Equity
National Law Firm	Fixed	175 - 200 K€	> 220 K€
	Variable	20/30%	
International Law Firm	Fixed	200 - 240 K€	> 300 K€
	Variable	20/30%	
Accounting Firm	Fixed	170 - 200 K€	> 220 K€
	Variable	15/25%	

CONCLUSION

Salary recovery after the crisis

The long and severe crisis that the Spanish economy, and consequently, its labor market went through led to a decline in wages, especially for middle managers and core staff. The recovery has brought some improvement in this respect, but it has yet to reach pre-crisis levels (-15% as of now).

Spain has low salary levels compared to other European economies (it ranks thirteenth among the European Union countries). This situation, seen from a positive point of view, along with the preparedness of local candidates and quality of life, makes many multinational organizations choose our country for their Shared Services Centers (or Centers of Excellence).

Increase in other benefits (salary in kind)

Companies have significantly expanded this aspect of their employees' compensation as one way to retain staff. It is now typical to view most employees' salary packages not just in terms of the monetary portion (fixed and variable), but also considering non-monetary benefits such as medical insurance, life insurance, company cars, meal vouchers, etc.

The emergence of Flexible Compensation Plans at many organizations is also noteworthy. Through them, employees can customize to a certain extent their compensation based on their needs and get additional tax savings.

Emergence of protective clauses

The more strategic the new hire is, the more common these protective clauses are. Candidates and organizations think about and value introducing specific protective clauses (such as golden parachutes) in their negotiations. They tend to decrease over time and are linked to unexpected situations that may compromise the permanence of the candidate's position and are completely unrelated to his/her performance.

As an alternative, companies may prefer to give a paid, advanced notice to the affected employee and/or offer a signing/welcome bonus as compensation.

Reinforcement of permanence or loyalty bonuses

Many companies include amounts tied to employees' permanence with the organization within their compensation. It is usually paid once every three years, and it tends to be a significant amount (an annuity).

This incentive can also be linked to the completion of a specific project, and for employees with either a temporary or permanent contract.

Salary reduction for expatriation

Salaries for “expatriates” are changing and getting more in line with those of local employees. Although it is important to offer a significant differential in compensation at the destination when internationalizing talent, companies are now choosing to eliminate (or reduce) other variables that entered the negotiation years ago (such as financing of residences, travel, schools, etc.).

Today, companies are more focused on offering other types of services (tax, social, real estate, etc.) to expatriate employees that ensure a perfect transition for them and their families in the new destination.

Emotional salary as a key factor

People increasingly value what is known as Emotional Salary, both in accepting a new position and in deciding to continue in their current position or not. This concept is simply a set of non-economic variables that aim to increase employees’ motivation, and in turn, their productivity.

They are organizational aspects tied to culture and values and focused on meeting the needs and professional/personal expectations of each employee. There are many initiatives that have been recently implemented, with the following being some of the most common:

- Work/life balance (flexible work schedule, telecommuting, etc.)
- Defined career/development plans
- Continuous training and learning in the position
- Corporate Social Responsibility (sensitivity to and interaction with the environment, volunteering, etc.)
- A pleasant, sustainable, and fun office/work space
- Aligned, consistent, and value-added management team
- Well-respected corporate image (“Employer Branding”)

Persisting inequalities

In addition to the inequality resulting from the nature and characteristics of each sector (there are sectors that pay more such as Healthcare & Life Sciences, Banking, etc., and others that pay less such as Retail, Logistics & Transportation, etc.), there are still differences caused by other factors:

- Differences based on the candidate’s gender. Under equal conditions, men generally receive a higher salary than women
- Salaries are higher when the selected candidate has more/better training
- Companies with their own Collective Agreement pay their employees better than those that adopt the Sectoral Collective Agreements
- The more international an organization is, the higher their employees’ salaries are
- Employed candidates who opt for a new position receive higher salaries than those who come from unemployment
- Professionals who have permanent contracts are better paid than those who have temporary contracts

A TEAM OF EXPERTS AT YOUR SERVICE

At Page Executive, we offer our services focused on the satisfaction of our clients (organizations and candidates) and based on a **flexible and dynamic methodology**. We are organized by **business sectors** and our consultants have extensive experience in the search and selection of executives.



A TEAM OF EXPERTS AT YOUR SERVICE



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Sectors that he works with

Consumer Goods, Retail, Industry, Insurance, Leisure and Entertainment

Positions that he covers

Members of Steering Committees and Directors

Experiencia profesional

More than 18 years of experience in the selection, direct search, and advising of professionals in the sectors listed above

Has managed Page Executive at the national level since 2007 and Page Consulting (Human Capital) since 2012

Member of PageGroup's Steering Committee in Spain

Member of Page Executive's Steering Committee in Europe

Recent projects managed

Managing Director, large media company

Director of Human Resources, consumer goods multinational

Director of Corporate Resources, well-known retail company

Internal Audit Director, large and listed Spanish industrial company Director of Engineering, R&D, Quality, listed industrial Spanish group

Marketing Director, multinational insurance company

Director of Compliance, listed multinational Spanish laboratory

CEO, multinational leisure and entertainment company

CEO, Spanish food company

Director of Legal Counsel, listed Spanish industrial company

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Sectors that she works with

Retail, Luxury, and Consumer Goods

Positions that she covers

Members of Steering Committees, Business and Operations Executives

Professional experience

5 years of experience in international auditing and more than 15 years of experience in the selection, direct search, and advising of professionals – initially within the financial area as Director of Finance, Banking, and Tax, and later, within Page Executive's Retail and Fashion area.

Recent projects managed

CEO, multinational fashion/luxury company
Product Manager, multinational accessories company
Retail Manager, multinational fashion company
E-commerce Manager, multinational fashion company
Design Manager, multinational accessories company
COO, multinational fashion company
VP of Sales & Marketing, company in the luxury sector
CFO, multinational retail company

Working groups

Leader of the Consumer Goods and Retail practice for Europe and participates in the CFO practice for Europe

Sectors that she works with

FMCG, Luxury, and Retail

Positions that she covers

Members of Steering Committees, Business and Operations Executives

Professional experience

More than 12 years of experience in the selection, direct search, and advising of professionals in the sectors listed above

Recent projects managed

Regional Director for Southern Europe, multinational FMCG company
CEO, multinational FMCG company
VP of Sales, multinational FMCG company
Director of Human Resources, multinational FMCG company
CFO, multinational FMCG company
Director of Marketing, luxury sector company
CEO, investee of an investment fund
COO, retail sector multinational
Sales Manager, FMCG company

Working groups

Member of Page Executive's European practice for the FMCG and HR verticals

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Sectors that he works with

Industrial & Manufacturing

Positions that he covers

Members of Steering Committees

Professional experience

More than 15 years of experience in the selection, direct search, and management audit of executives. In addition, he has experience in carrying out consulting projects, mainly focused on management and skills development

Recent projects managed

CEO, multinational freight forwarder
Technical Director, Catalan company in the metal stamping sector
Director of European Affiliates, multinational perfume company
CFO, multinational industrial services company
CEO, Catalan real estate company
Compensation study on sales positions within the logistics sector
Study on organization and management model design by skills for a real estate company

Working groups

Member of Page Executive's European practice for the Engineering vertical



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Sectors that he works with

Financial Services, Professional Services & Consultancy, CFO & Financial Management, Operational, Business Development & General Management

Positions that he covers

Members of Steering Committees, Business and Operations Executives

Professional experience

Jaime is a Partner at Page Executive. He is specialized in the search and selection of executive profiles for the financial and insurance sector. Thanks to his extensive experience in the selection of highly qualified professionals, he has in-depth knowledge of the needs and demands of the different entities in the search for executives in this sector.

He has a law degree from the Complutense University of Madrid and postgraduate studies in the management of salaries and benefits from the Centro Europeo de Finanzas. He speaks English fluently

Recent projects managed

CFO, national financial institution
Executive Director, international private bank
CEO, multinational insurance sector company
Directors Compensation Study, leading national tourism company
Salary Analysis Project of CFO and Human Resources Management positions in international branches in Spain
Director of Compliance, multinational payment methods company

Working groups

Member of Page Executive's European practice for the Financial Services vertical

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Sectors that he works with

Legal and Multi-Sector

Positions that he covers

Firm partners, mergers and integrations of teams, General Secretaries, Legal Department, and Tax Advisory Department

Professional experience

More than 14 years of experience in the selection, direct search, and advising of professionals in the above sectors

Recent projects managed

Corporate Partner, international law firm
General Counsel, multinational logistics sector company
Director of Corporate Legal Counsel, Ibex 35 company
Partner + Labor team, international law firm
Legal Compliance Officer, international investment bank
Tax Partner, national law firm
M&A Partner, national law firm
IP Partner, international law firm
Tax Manager, multinational industrial sector company
Compliance Officer, multinational energy sector company

Working groups

Member of Page Executive's European practice for the Tax & Legal vertical.
Coordinator of PageGroup's Spanish practice for the Tax & Legal vertical

Sectors that she works with

Healthcare & Life Sciences

Positions that she covers

CEOs, Managing Directors, Country Managers, Hospital Management, and Operations Management

Professional experience

Ariadna has more than 15 years of experience in the selection of senior management profiles and other strategic positions as well as extensive knowledge of the pharmaceutical sector. She has a bachelor's degree in psychology, a master's degree in human resources management, and speaks English fluently.

Recent projects managed

President, multinational pharmaceutical
Country Manager, multinational pharmaceutical
CEO, multinational medical devices
CEO, biotechnology company
R&D Director, multinational pharmaceutical
HR Director, multinational medical devices
CTO, multinational medical devices

Working groups

Member of Page Executive's European practice for the Healthcare & Life Sciences vertical

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Sectors that she works with

Consumer Goods and Retail

Positions that she covers

Members of Steering Committees, Business and Operations Executives

Professional experience

Cecilia has more than 7 years of experience. After joining PageGroup, she then became part of the Page Executive team and oversaw consulting projects related to the FMCG and retail sector

Recent projects managed

European Marketing Director, beverages sector company

CEO, food sector company

Director of Expansion, consumer durables company

Sales Manager, cosmetics sector company

Working groups

Member of Page Executive's European practice for the FMCG vertical

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