

SALARY REPORT 2026 FMCG SECTOR



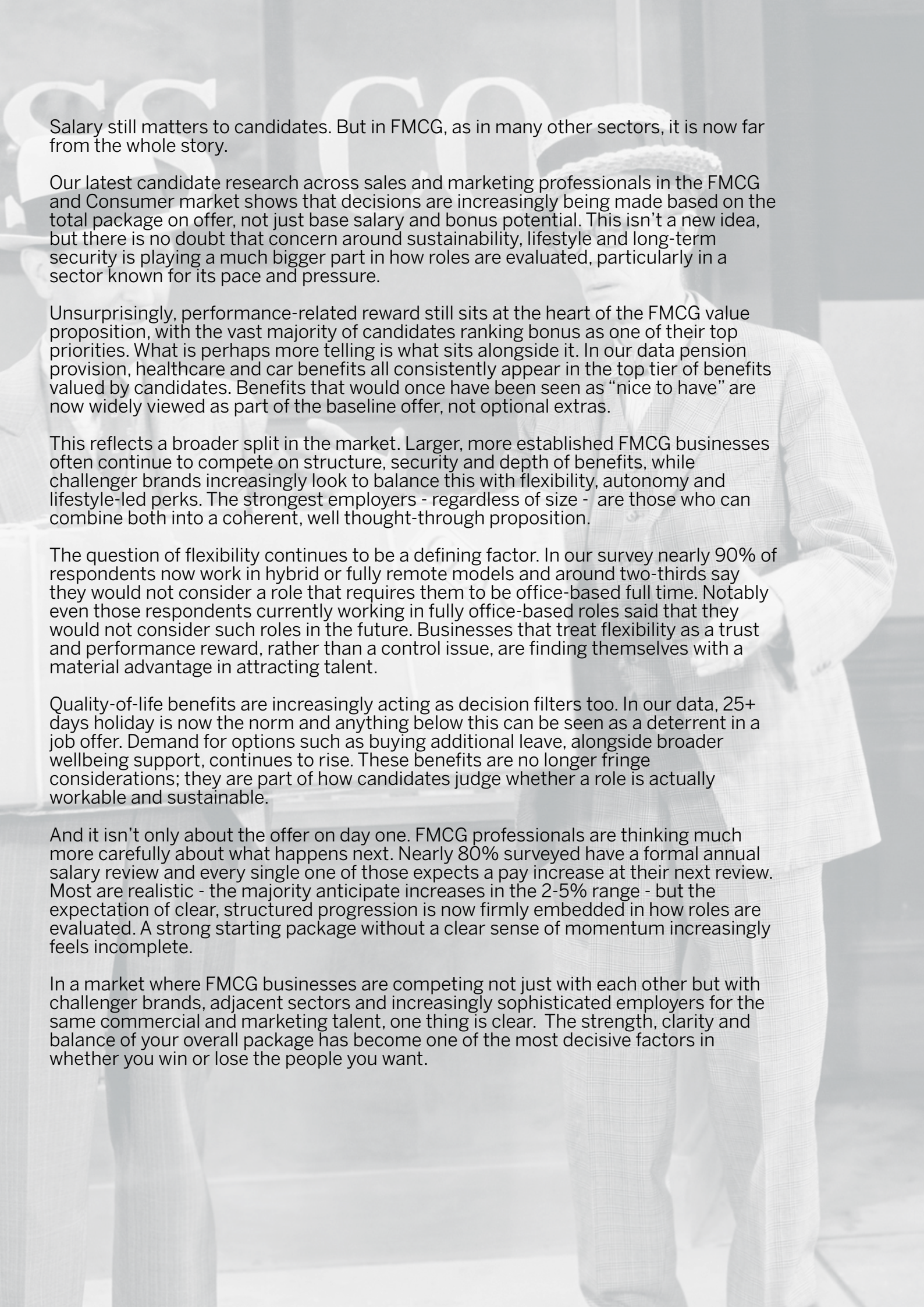
PIE

Data in this report has been taken from circa 1000 FMCG professionals registered by PIE. Additional information has also come from a survey of salary and benefits carried out in December 2025 in order to give the most up to date picture of what's happening in this sector.

The candidates surveyed operate in a wide range of business operating stages but the majority are working within SMEs and blue chips.

The FMCG team at PIE is always happy to give you individually tailored salary advice according to your own growth stage. Should you require something more bespoke please don't hesitate to get in touch.





Salary still matters to candidates. But in FMCG, as in many other sectors, it is now far from the whole story.

Our latest candidate research across sales and marketing professionals in the FMCG and Consumer market shows that decisions are increasingly being made based on the total package on offer, not just base salary and bonus potential. This isn't a new idea, but there is no doubt that concern around sustainability, lifestyle and long-term security is playing a much bigger part in how roles are evaluated, particularly in a sector known for its pace and pressure.

Unsurprisingly, performance-related reward still sits at the heart of the FMCG value proposition, with the vast majority of candidates ranking bonus as one of their top priorities. What is perhaps more telling is what sits alongside it. In our data pension provision, healthcare and car benefits all consistently appear in the top tier of benefits valued by candidates. Benefits that would once have been seen as "nice to have" are now widely viewed as part of the baseline offer, not optional extras.

This reflects a broader split in the market. Larger, more established FMCG businesses often continue to compete on structure, security and depth of benefits, while challenger brands increasingly look to balance this with flexibility, autonomy and lifestyle-led perks. The strongest employers - regardless of size - are those who can combine both into a coherent, well thought-through proposition.

The question of flexibility continues to be a defining factor. In our survey nearly 90% of respondents now work in hybrid or fully remote models and around two-thirds say they would not consider a role that requires them to be office-based full time. Notably even those respondents currently working in fully office-based roles said that they would not consider such roles in the future. Businesses that treat flexibility as a trust and performance reward, rather than a control issue, are finding themselves with a material advantage in attracting talent.

Quality-of-life benefits are increasingly acting as decision filters too. In our data, 25+ days holiday is now the norm and anything below this can be seen as a deterrent in a job offer. Demand for options such as buying additional leave, alongside broader wellbeing support, continues to rise. These benefits are no longer fringe considerations; they are part of how candidates judge whether a role is actually workable and sustainable.

And it isn't only about the offer on day one. FMCG professionals are thinking much more carefully about what happens next. Nearly 80% surveyed have a formal annual salary review and every single one of those expects a pay increase at their next review. Most are realistic - the majority anticipate increases in the 2-5% range - but the expectation of clear, structured progression is now firmly embedded in how roles are evaluated. A strong starting package without a clear sense of momentum increasingly feels incomplete.

In a market where FMCG businesses are competing not just with each other but with challenger brands, adjacent sectors and increasingly sophisticated employers for the same commercial and marketing talent, one thing is clear. The strength, clarity and balance of your overall package has become one of the most decisive factors in whether you win or lose the people you want.

BENEFITS GUIDE

BONUS/COMMISSION

The single most important benefit in the market.

82% of candidates rank bonus as a top-five benefit, making it the #1 most important benefit overall in our research.

This reinforces that performance-based reward is still a major motivator in commercial sales roles but it is now judged in the context of the whole package, not in isolation.

INSIGHT: BONUS/COMMISSION OPENS DOORS. THE REST OF THE PACKAGE DECIDES WHETHER CANDIDATES WALK THROUGH THEM.

CAR/ALLOWANCE

Still a cornerstone benefit but flexibility now matters

A company car or allowance remains one of the highest-ranked benefits overall. For field-based & senior commercial roles, it's still seen as a core part of the package.

However, candidates are increasingly looking for choice: car, allowance or alternative arrangements, rather than a one-size-fits-all scheme.

INSIGHT: THE CAR BENEFIT HASN'T LOST IMPORTANCE. BUT RIGID SCHEMES HAVE.

HOLIDAY

A genuine deal-breaker.

Over 50% of candidates say they would reject a role if the holiday allowance does not meet their expectations.

25+ days is now the perceived baseline, and the option to buy additional leave is becoming increasingly important in offer decisions.

INSIGHT: HOLIDAY ALLOWANCE NOW SITS FIRMLY IN THE "ACCEPT/REJECT" CATEGORY, NOT THE "NICE TO HAVE" COLUMN.

HEALTHCARE

Now part of the baseline package.

Healthcare (individual and family) sits firmly in the top tier of valued benefits. Many candidates now assume it will be included.

Where employers can differentiate is through family cover, dental, critical illness and wider wellbeing support.

INSIGHT: HEALTHCARE GETS YOU TO PARITY. THE QUALITY OF IT SETS YOU APART.

REMOTE WORKING

Now a filter, not a perk

**-87% of professionals now work hybrid or fully remote.
-66% would not consider a full-time office-based role.**

Office-only roles dramatically reduce the available talent pool and are increasingly seen as outdated, even in traditionally field-based sectors.

INSIGHT: FLEXIBILITY IS NO LONGER A DIFFERENTIATOR. IT'S AN ENTRY REQUIREMENT.

PENSION

Long-term security is back in focus.

Enhanced pension provision is now one of the most frequently selected top-tier benefits in the entire survey.

Candidates are becoming far more conscious of long-term financial security and are actively judging employers on how seriously they take this.

INSIGHT: PENSION IS NO LONGER BACKGROUND NOISE. IT'S PART OF THE DECISION.

PAY PROGRESSION & REVIEWS

Candidates expect momentum, not stagnation.

Nearly 80% of professionals now have a formal annual salary review, and 100% of those expect a pay increase at their next review. While most anticipate sensible 2-5% rises, the key shift is this: clear, structured progression is now part of the offer, not a vague promise.

INSIGHT: IF YOU CAN'T EXPLAIN WHAT HAPPENS TO SOMEONE'S PAY OVER THE NEXT 2-3 YEARS, YOUR OFFER & OVERALL PACKAGE WILL FEEL INCOMPLETE.

SOFT PERKS & LIFESTYLE BENEFITS

Small things, big signals.

Across FMCG, there is a clear rise in the importance of "quality of life" benefits: things that don't show up in base pay, but materially affect how a role feels day to day.

Challenger brands in particular are increasingly using these to compete for talent they can't always outbid on salary alone.

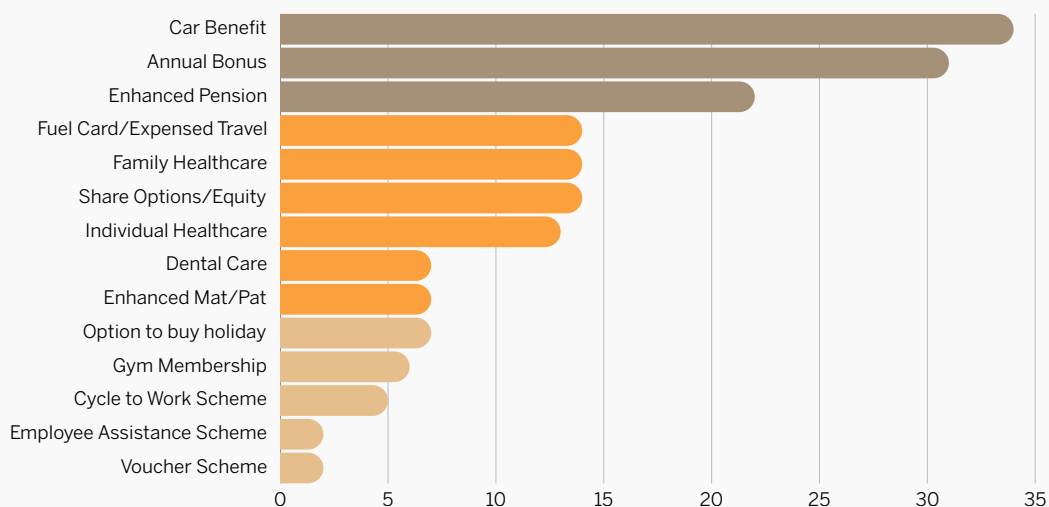
INSIGHT: SOFT PERKS WON'T FIX A WEAK CORE PACKAGE. BUT THEY DO MAKE A STRONG ONE FEEL HUMAN AND SUSTAINABLE.

When evaluating a job opportunity, the data shows a very clear hierarchy of priorities.

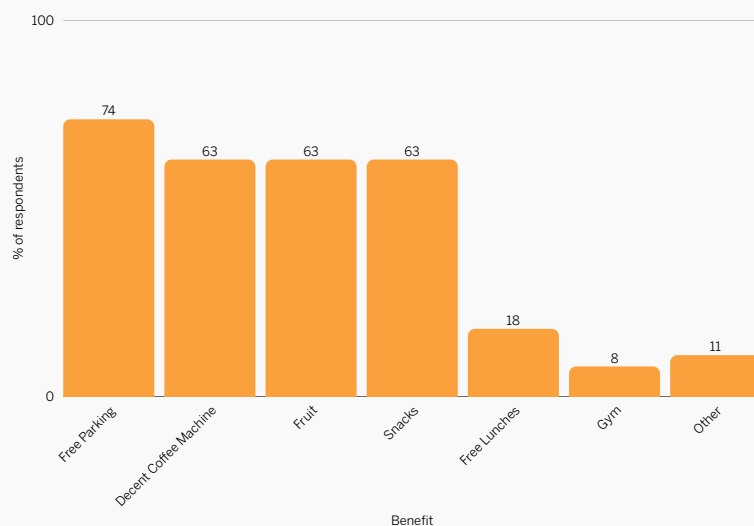
At the top of the stack sits the leading practical benefit, which reflects the realities of many commercial roles. Car allowance or company car, along with fuel or expensed travel, feature prominently in candidates' top priorities. In a sector where roles are often field-based, hybrid or multi-site, these benefits are not seen as perks, they are seen as essential tools to do the job. Closely following behind this we see core financial and security-led benefits. Bonus is consistently ranked as one of the most important elements of any package. This reinforces a key theme where candidates are not just optimising their short term earnings but seeking stability and sustainability as well.

Beyond this sits a second tier of benefits focused on protection, flexibility and quality of life. Healthcare enhancements, equity participation and parental benefits all play a meaningful role in shaping how attractive an offer feels. Meanwhile, lifestyle and "soft perks" such as gym membership, cycle-to-work schemes and the option to buy additional holiday are valued, but tend to act more as tie-breakers between similar offers rather than primary decision drivers, sitting comfortably down in the third tier of our graph.

The overall picture is clear - candidates are making considered, long-term decisions. A competitive basic salary may open the conversation, but it is the balance and credibility of the total package that ultimately determines whether an offer feels compelling or incomplete.



Soft perks are still overwhelmingly focused on low-cost, in-office convenience rather than genuinely lifestyle-changing benefits. Free parking, coffee and snacks are common; things like extra holiday, gym or meaningful wellbeing perks are still the exception rather than the rule.



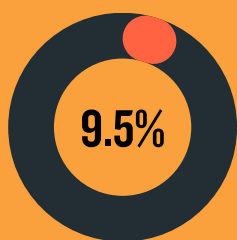
SALARY BANDINGS: SALES & COMMERCIAL ROLES



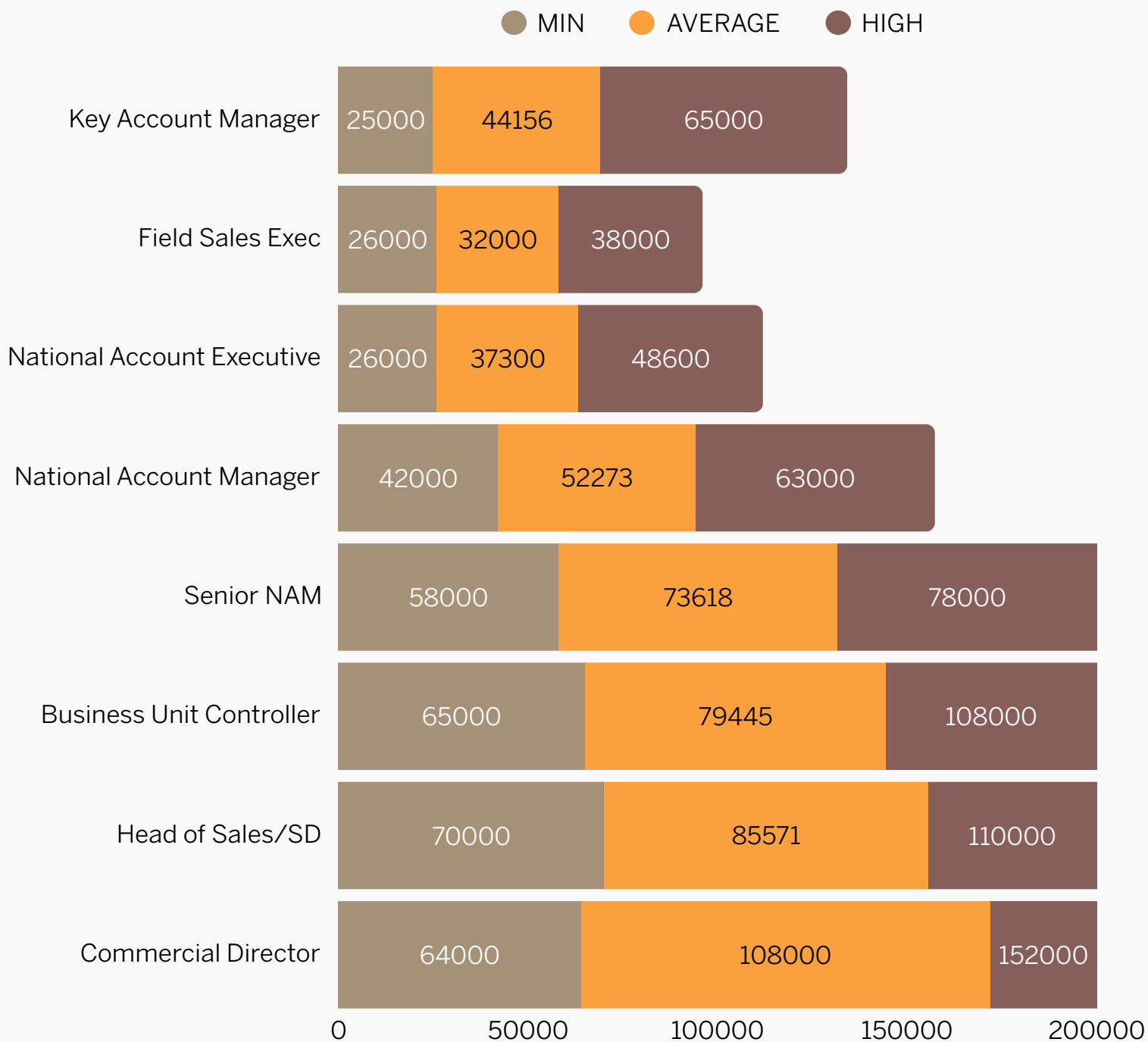
38% FEMALE / 62% MALE TALENT POOL



2.2 YEARS MEDIAN TENURE



9.5% OF TALENT POOL (C. 64,250K PROFESSIONALS) HAVE CHANGED ROLES IN LAST 12 MONTHS



Across the FMCG sector, bonuses for commercial roles remain consistently structured and broadly aligned with wider market trends.

At NAE, NAM and Commercial Manager level, a circa 20% bonus (as a percentage of base salary) is fairly standard and typically reflects a 50/50 weighting between individual performance and business or team performance.

At senior levels, including SNAM, Head of Sales, and Director roles, target bonuses increase to 25–30%, with greater emphasis on broader business metrics.

Blue-chip organisations often include a third layer of weighting at global or divisional level. In contrast, challenger brands may lean more heavily on personal performance weighting, with some also offering equity or long-term incentive components to supplement leaner bonus pools.

In all cases, clarity, consistency, and perceived fairness in how bonus outcomes are defined and communicated continue to be key to credibility.

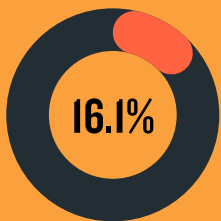
SALARY BANDINGS: MARKETING ROLES



47% FEMALE / 53% MALE TALENT POOL

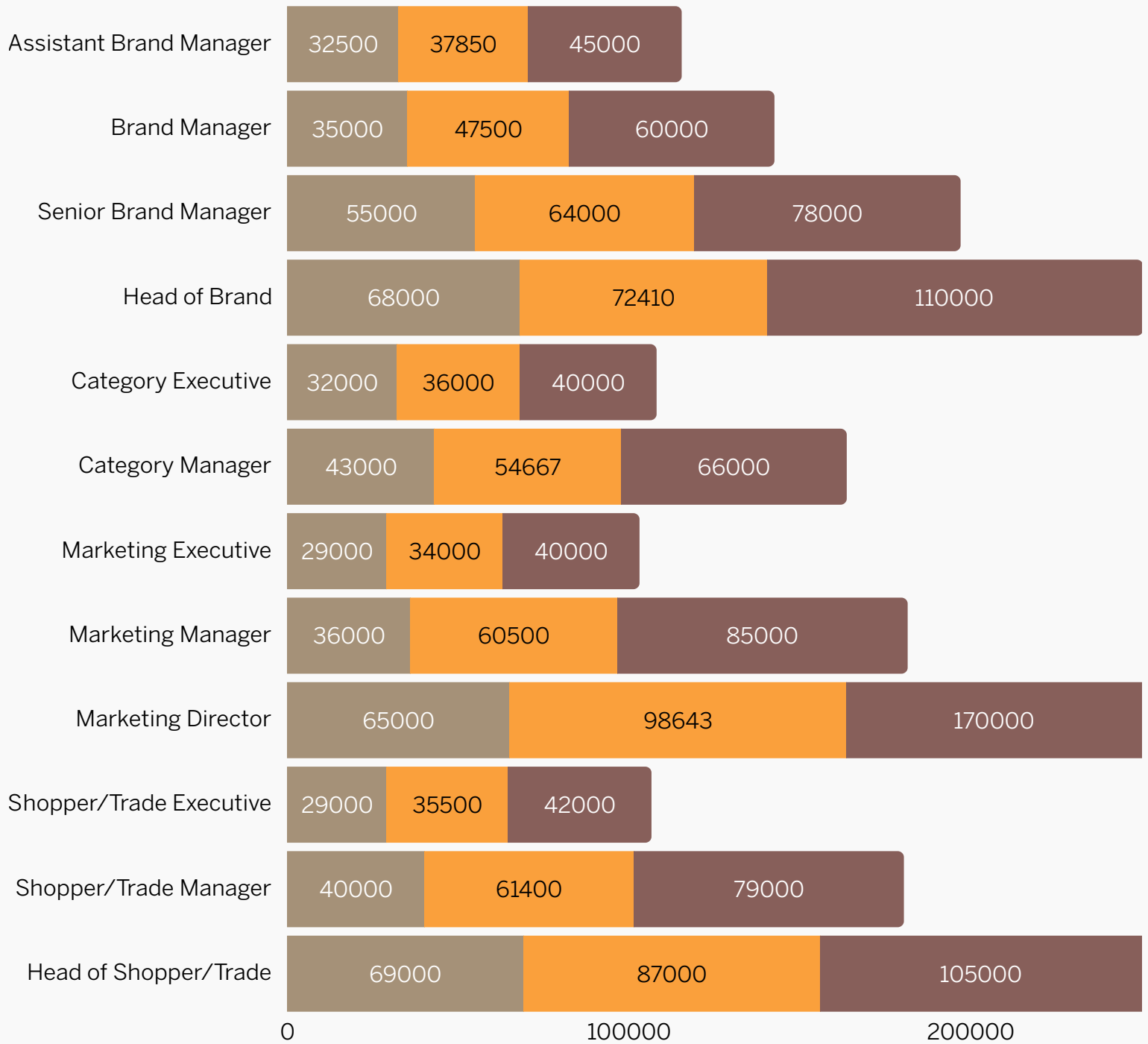


1.6 YEARS MEDIAN TENURE



16.1% OF TALENT POOL (C. 24.5K PROFESSIONALS) HAVE CHANGED ROLES IN LAST 12 MONTHS

● MIN ● AVERAGE ● HIGH



In the FMCG sector, bonuses for marketing professionals are often becoming more structured around outcomes - less “hope marketing happens”, more “prove it has”!

For most commercial marketing roles, the core package retains an annual bonus element, normally expressed as a % of base salary, paid after year-end results. Whilst it’s fair to say that the overall % - which sits generally at between 5 & 10% - hasn’t changed much in recent years, particularly for those in less senior roles, we’re finding that for many candidates this can now be based on a combination of company / personal / team results to allow for reward for exceptional personal performance even when overall business performance may have dipped or flatlined. This then acts as a lever to retain employees who might be tempted to start looking elsewhere if their contributions go unrecognised.

It’s worth noting that bonuses for senior level marketing roles are currently sitting at between 15% and 20% although there are outliers to this at both ends of the spectrum. We have seen some businesses paying up to 30% for Heads of/Director level. However at these higher levels bonuses do tend to have a strong element of reward for business performance rather than being more weighted towards personal outcomes and therefore may be considerably less in actuality.

Employers are also leaning on surveys and benchmarking to keep reward packages competitive as pay expectations stay high.

GET IN TOUCH



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