



4TH EDITION

Salary Survey in the Food Industry

International Food Recruitment Alliance

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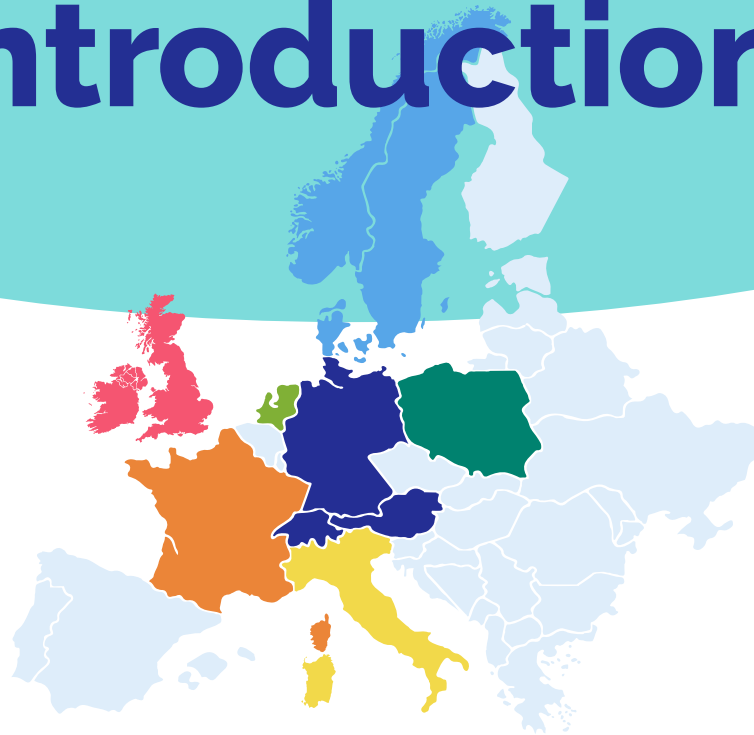
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Introduction



What is the International Food Recruitment Alliance (IFR-A)?

IFR-A is the only dedicated International Food Recruitment Alliance and was established by the leading specialised food recruiters in the European food industry. IFR-A offers the largest and most diverse range of job vacancies in the European food sector. All partners have in-depth knowledge of the food industry in their home region and experience a wide range of recruitment projects in the food and food supply industry.

IFR-A is represented by the following countries and recruitment consultancies:

France – Leaderia International Search
Germany, Austria, Switzerland – RAU | CONSULTANTS
Italy – Talent in Food
Netherlands – DUPP
Poland – RECFOOD
Scandinavia (Denmark, Norway, Sweden) – Foodjob Nordic
United Kingdom – Focus Management Consultants

History and IFR-A today

The beginnings of IFR-A date back to 2008. Due to the progressive globalization of the markets and companies in the food industry, the founding members of IFR-A were frequently being asked by their customers to also look for food specialists in other European countries. This gave rise to the need for cooperation on an international level. The focus was on finding recruitment consultancies working in the food sectors of the main European countries.

Partners from England, the Netherlands and France therefore met in autumn 2008 and decided to form IFR-A. After several joint search projects and meetings, IFR-A was officially founded in December 2009.

From the start, IFR-A has been an association of independent international partner companies that are market leaders in the recruitment of executives and experts in the food and food supply industry in their own respective region. The IFR-A partners all share common values and approaches. There is one IFR-A partner per region so that there is no competitive relationship. Representatives of the IFR-A partners see each

Clients and candidates can get a unique overview of the salary structures in the food industry

other every two weeks via video call and annually at a face-to-face meeting in one of the partnering countries to exchange information. Topics at the meetings include: trends in the market environment, best practice sharing or international search projects and internationally operating customers.

The focus sectors are the food and beverage industry (business to consumer and business to business (B2C and B2B)) as well as the areas of food ingredients and mechanical and plant engineering for the food industry. The extended customer base includes service companies like labs, consultancies, hospitality as well as trading companies in the food sector and suppliers of processing equipment.

In particular, we recruit for customers that require special expertise in the food sector, i.e., R&D, Technology and Innovation, Quality Management, Safety Health and Environment and Regulatory Affairs, Operations and Supply Chain, Sales, Marketing and Purchase, but sometimes also Controlling and Human Resources. If you need support in recruiting or are looking for advice on compensation issues, please contact the IFR-A partner in your region (see chapter 4 for contact details)!

The idea of the Salary Survey

This document is the 4th edition of the Salary Survey of the International Food Recruitment Alliance. IFR-A partners are frequently asked about their assessment of the average salaries in the food industry. This gave rise to the idea of taking a closer look at this topic and comparing results across the entire IFR-A area. In this way, clients and candidates can get a unique overview of the salary structures in the food industry for different functional areas.

Data Gathering / Research Methodology

The data displayed in this Salary Survey is non-confidential and represents the industry as we understand it. A substantial amount of valuable information has been collected and stored in our databases. We can utilise this data on a confidential basis to produce industry norms and averages and provide statistics that we believe accurately represent the current state of the food and beverage industry across key markets in Europe.

There is no personal or individual information illustrated in this report as all figures or statements represent groups of people, not a single individual. Our databases taken together consist of more than 500,000 employees across the international food and beverage industry as well as in the areas of food ingredients.

All figures represent the gross annual fixed salaries without bonus, pension, company car or additional components. Bonus payments have been deliberately left out, as they are handled very differently in European countries.

The data displayed in this Salary Survey is based on recent and up-to-date input from our databases, and the experience and knowledge of the IFR-A team of recruitment consultants. The numbers represent the average and rounded salary for the respective positions. We have used both explicit data to evaluate the average salary as well as our knowledge of the market to adjust these numbers according to the current situation. The data was collected from people at businesses of 100+ employees in both branded and own label manufacturers. This provides us with comparable data that is averaged to find industry standard yearly (fixed) salaries. All numbers are stated in Euro for comparison purposes (exchange rates at the time of the publication are given).



The Salary Survey

This chapter consists of various sections and forms the core of the analysis of the Salary Survey. There are other aspects of employee remuneration and employment in the individual countries that need to be considered.

The first section provides an overview of the figures for the different functional areas and positions for the seven countries as well as the respective average value.

The second section explores additional elements of remuneration that are typical for the countries in addition to the fixed component, such as bonus payments, the provision of a company car and the number of holiday days.

As the number of gross salaries is one thing and what the employee in a country ultimately receives in net terms is something else, the third section includes a gross-net comparison for an employee with a salary of € 80,000 in the IFR-A partner countries.

The variation in the cost of living in the IFR-A partner countries is also wide. Therefore, the 4th-section of the chapter shows the so-called price level index for the countries and the effects in relation to a position.

In the final section of the chapter, the non-wage labour costs that a company should expect when hiring an employee in the respective country are shown.

Display of the Salary Figures

The following table quotes the average salaries of the most common positions filled by the IFR-A partners.

For a more detailed description of each of these positions, please refer to chapter 3. It is important to note that job titles as well as organizational structures can vary considerably from company to company and from country to country

The objective of this table is to present a general overview of the salaries within food companies

	DEN	FR	GER	ITA	NL	POL	UK	Average
General Management (€)								
CEO - Managing Director	185,000	250,000	300,000	210,000	250,000	140,000	330,000	237,857
CFO - Finance Director	155,000	155,000	190,000	130,000	150,000	130,000	215,000	160,714
CCO - Commercial Director	140,000	150,000	205,000	130,000	160,000	110,000	190,000	155,000
COO - Operations Director	130,000	130,000	205,000	140,000	160,000	120,000	240,000	160,714

*In Germany Managing Partner

	DEN	FR	GER	ITA	NL	POL	UK	Average
Finance/Administration (€)								
Head of Controlling	105,000	80,000	100,000	85,000	-	70,000	85,000	87,500
Head of Human Resources	100,000	130,000	110,000	80,000	-	80,000	100,000	100,000
Head of Purchase/Procurement	130,000	100,000	125,000	90,000	120,000	100,000	130,000	113,570

	DEN	FR	GER	ITA	NL	POL	UK	Average
Commercial (€)								
Head of Sales	130,000	90,000	130,000	85,000	125,000	96,000	135,000	113,000
International Sales Manager	105,000	80,000	100,000	55,000	110,000	65,000	95,000	87,143
Key Account Manager Retail	95,000	80,000	95,000	45,000	90,000	52,000	90,000	78,143
Key Account Manager B2B	110,000	70,000	90,000	70,000	95,000	50,000	95,000	82,857
Head of Marketing	120,000	110,000	115,000	80,000	100,000	90,000	110,000	103,571
Marketing Manager	100,000	90,000	90,000	45,000	80,000	65,000	90,000	80,000
Product Manager	90,000	60,000	75,000	40,000	80,000	50,000	75,000	67,143

	DEN	FR	GER	ITA	NL	POL	UK	Average
Operations Management (€)								
Plant Manager	120,000	120,000	115,000	75,000	110,000	100,000	110,000	107,143
Production Manager	85,000	85,000	85,000	60,000	85,000	70,000	65,000	76,429
Continuous Improvement	100,000	80,000	90,000	55,000	90,000	65,000	65,000	77,857
Head of Engineering and Maintenance	115,000	100,000	110,000	85,000	110,000	80,000	120,000	102,857
Quality Director	120,000	80,000	135,000	80,000	125,000	70,000	120,000	104,286
Regulatory Affairs Manager	100,000	65,000	85,000	55,000	95,000	55,000	80,000	76,429
QESH Manager	100,000	70,000	110,000	55,000	90,000	55,000	70,000	78,571
Quality Control Manager	85,000	65,000	80,000	45,000	80,000	50,000	65,000	67,143
R&D Director	130,000	100,000	125,000	85,000	145,000	85,000	140,000	115,714
R&D Manager	105,000	90,000	85,000	65,000	85,000	70,000	85,000	83,571
Product Developer / Application Developer	70,000	60,000	70,000	55,000	70,000	50,000	55,000	61,429
Process Technologist	70,000	60,000	70,000	50,000	70,000	50,000	55,000	60,714

Elements of the Salary

Bonus payments

The general structure of bonus systems seems quite similar. In all countries, bonuses are generally related to the achievement of individual goals and company performance (although many different systems exist).



In Sales, the percentage of a bonus payment is the highest with around 15-20% of the base salary. In Operations and R&D positions, the percentage is slightly lower with approximately 10% of the base salary. In Denmark, bonuses are typical mainly for Sales roles. Operations and R&D normally do not have bonus elements.

Individual goals are considered to be 100% achievable with a good performance of the employee. A normal performance will lead to a payment of 80-90%.

In the UK though, it depends very much on the role and company, if bonuses are paid to

100%. These days, Company goals are likely to be reached to a degree of 80-100%.

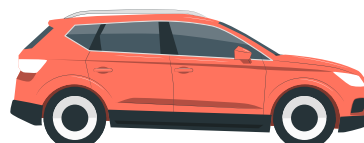
For Germany and the Netherlands, however, in the event of a bad corporate situation, it sometimes happens that no bonuses are paid out at all.

In general, higher ranking of the position means a higher bonus percentage of the base salary. The difference is not big except for general management positions, these can earn exceptionally high bonuses purely depending on company performance.

Except for the UK, where many employees get only a small fraction of their bonus potential, bonuses are an integral part of the salary and can usually be achieved to a degree of 80-100%.

Company cars

The way company cars are handled in each country varies from country to country, both from the employer's perspective and in terms of taxation by the state. The following



briefly describes typical procedures in the IFR-A partner countries:

Denmark

Value of free private use is taxed as income tax paid by employee; value calculation based on the yearly value set as 22.5% of list car price. In addition an environmental tax (531 Euro).

France

If the company has bought the car for less than 5 years, the employee pays 9% of the catalog price, 6% if the car was bought for over 5 years. The company can also cover oil expenses.

Germany

Free private use is taxed as income, tax paid by employee: calculation based on value set as 1% of the list price of a car with petrol engine, 0.5% for an electric car above €60,000 and 0.25% for an electric car below €60,000 is added to the remuneration each month and taxed.

Italy

Free private use of a company car for both personal and business purposes is taxed as income. The tax paid by the employee is calculated as follows: electric cars are taxed at 10% of the mileage cost, plug-in hybrid cars at 20% of the mileage cost, and petrol or diesel cars at 50% of the mileage cost. Cars used exclusively for business purposes are not taxed for the employee.

Netherlands

No tax applies if private use of the company car is under 500 km/year. Above this, a % of the purchase value of the car (bijtelling) (17% for electric, 22% for others) is added to your taxable income.

Poland

Use is free of charge for the employee unless the agreement between the employer (or internal company's policy) provides otherwise.

UK

Car Allowance is common practice, usually € 550-750 per month.



Vacation days

The number of vacation days and public holidays also varies in the IFR-A partner countries:

Denmark

- **25 days** of leave by law
- Additional 5 days per year provided by the company is the norm
- Up to 11 public holidays

France

- **25 days** of leave by law
- Additional 8 days granted by companies
- 10 public holidays

Germany

- **20 days** of leave by law
- Additional 8-9 days usually provided by companies
- Up to 14 public holidays

Italy

- **20 days** of leave by law
- Additional days can be accrued based on contract type, hours worked, or seniority, typically ranging from 22 to 26 days per year
- 11 public holidays

Netherlands

- **20 days** of leave by law
- Average 25 days total (with additional hours included)
- 11 public holidays

Poland

- **20 days** of leave by law (up to 10 years of employment); 26 days after 10 years
- 13 public holidays

UK

- **20 days** of leave by law
- Generally, companies offer 25 days holiday
- 8 public holidays

Gross-Net Comparison of Salary

The Table below shows how the elements “tax rate”, “pension” and “health insurance” influence

a gross salary of € 80,000 across the IFR-A countries. This is an assumption made for a single person with no dependents.

	Gross Salary	Income tax rate	Pension	Health Insurance	Net Salary
DEN	€ 80,000	Labor market contribution: 8%, Bottom-bracket tax: 12.01%; Municipality Tax: 25.7% (in average), Top-bracket tax (from 82,000 €): 15%. Tax deductions depending on family situation, home mortgages etc. Special deductions for foreigners.	Mandatory “ATP” = fixed amount of approx. € 478/year paid 1/3 by employee and 2/3 by employer. Additional company initiated plans are the norm - typically around 10% of gross salary paid on top by employer and 5% out of gross salary paid by the employee.	Basic health care, schools and nursing care is financed by taxes. Possibility to participate in company health insurance programme with low premium for private clinics.	€ 45,036
FR	€ 80,000	1% of gross salary (single, no children)	21.17% for employees and 31.24% for employers	18.25% only paid by the employer (13% health, maternity, disability, death + 5.25% for family allowance)	€ 62,400
GER	€ 80,000	23.6% of gross salary - € 18,890 (single, no children, no church)	9.3% of gross salary - € 7,440	8.3% of gross salary € 6,634 (including nursing and unemployment insurance)	€ 47,037
ITA	€ 80,000	Approximately 34%, a percentage obtained from the sum of the 5 tax rates (single, no children)	Between 24% and 27% of the employee’s gross salary. The employee contributes with a percentage that varies between 9% and 10% of the gross salary	Generally healthcare is covered by the Italian national health insurance system	€ 45,000 - € 50,000
NL	€ 80,000	0% for foreigners; Tax over Salary level 1 till € 75,518: 36.97% Tax over Salary level 2 € 75,518 and more: 49.50%	Pension is not mandatory for Employers. If an employer provides a pension scheme they vary between 100% and 50% paid by the employer. The older an employee gets the more pension gets saved per year.	Healthcare insurance is mandatory in the Netherlands and is paid on individual bases, sometimes there is a central insurance with a discount. This is still paid by the employee. On average this costs €138,41 per month	€ 51,894
POL	€ 80,000	Income up to the amount of € 255,00 is taxed at a rate 12% Above that, the income tax is 32%	19.52% pension - 9.76% paid by employer, 9.76% paid by employee	9% (included in gross salary)	€ 53,344
UK	€ 80,000	0-€ 14,780 : 0% € 14780-€58270 : 20% € 58,270 - € 80,000 : 40%	Employer 5-10% contribution, although 3% is statutory minimum	yes, paid for by the employer plus life assurance of 2-4 times salary	€ 58,209

There seems to be a clear correlation between the salary level and the price level index

Relative Worth of Salaries across Countries

The figures displayed above represent the nominal value of salaries. To get an impression of the real value of salaries the figures need to be measured against the actual goods and services for which it can be exchanged at a given time. The “purchasing power” depends on factors such as inflation, the living costs and tax levels.

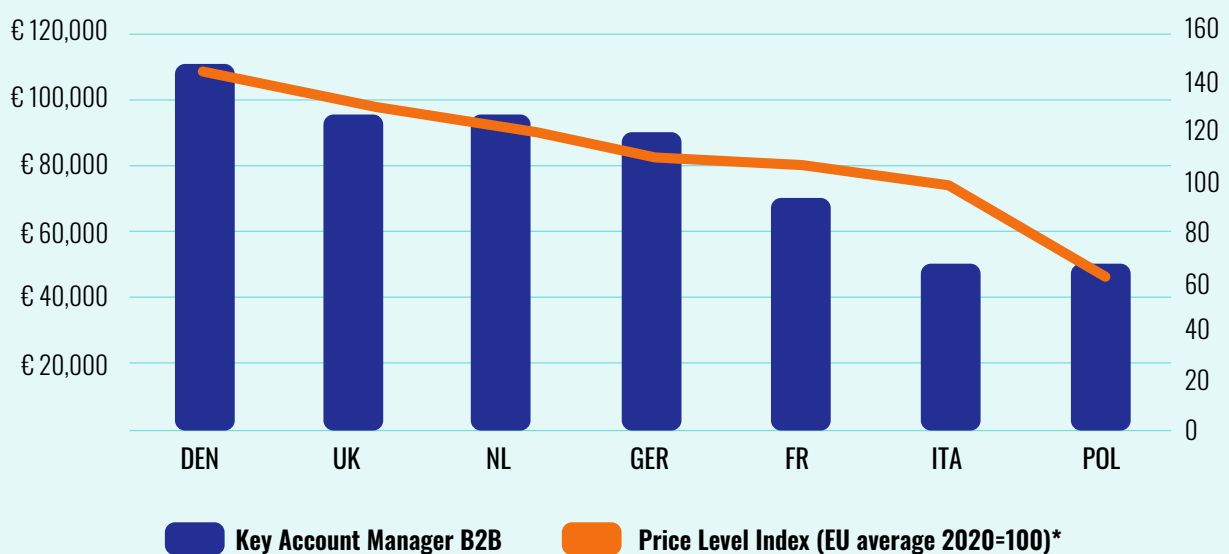
It is very complex to get a real insight into what is left of the gross salaries at the end of the month from country to country. One possibility to make the figures more comparable is to use the Price Level Index provided by Eurostat, which gives an indication of the cost of living in the different countries.

In the chart below we show the salary levels in the seven countries for the role as Key Account Manager B2B in a combined graph also displaying the Price Level Index*.

A Key Account Manager in Denmark earns a comparatively high salary but she/he also needs to buy comparatively more expensive goods and services. In the reverse of this a Key Account Manager in Poland earns a comparatively low salary but she/he can then buy comparatively less expensive goods and services.

So there seems to be a clear correlation between the salary level and the price level index. In other words the “cost of living” illustrated by the price level index clearly has an impact on salaries (and vice versa).

Salary Level vs. Price Level Index 2023



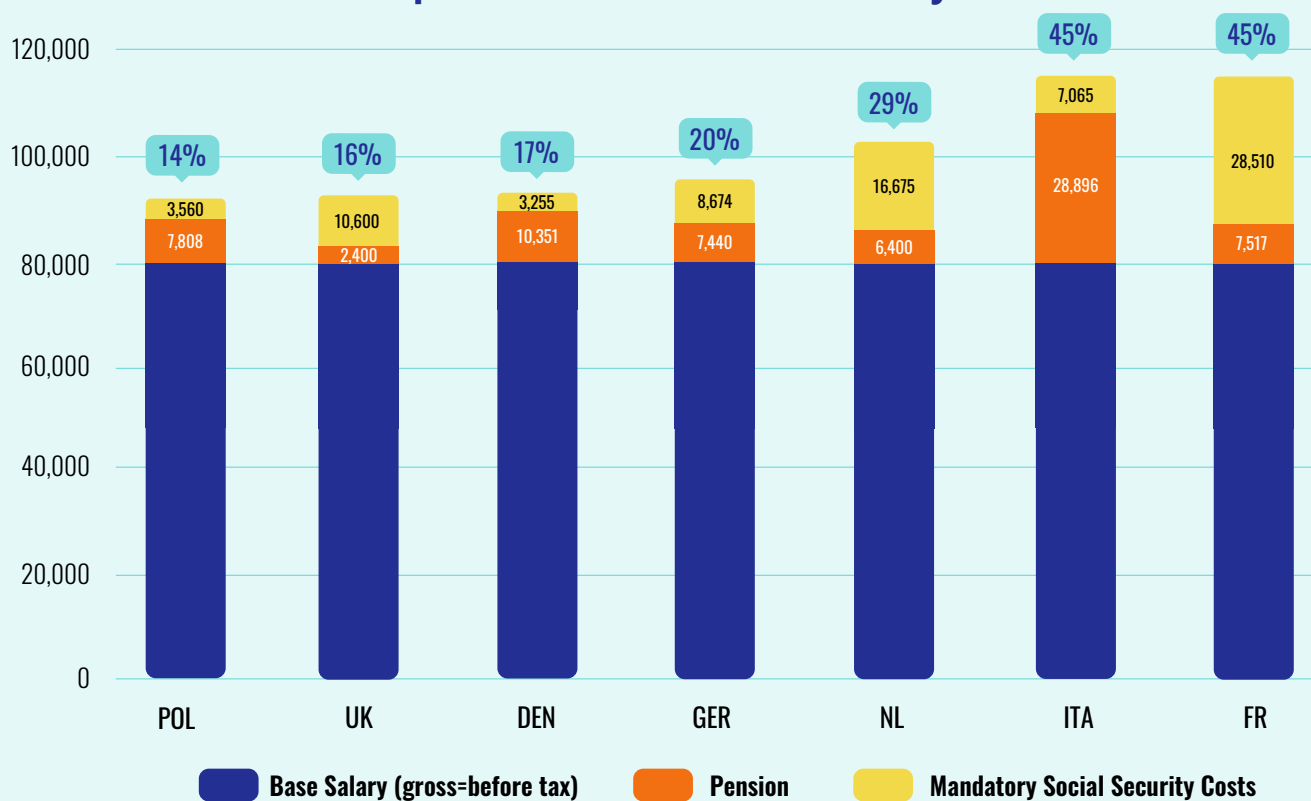
*Source: Statista/Eurostat and IFR-A

Cost of Employment

The overall structure of employment costs fluctuates across countries reflecting the variations in pension contributions and mandatory social security costs. With a gross base salary of € 80,000 used as a reference, the total cost of employment varies widely depending on the specific contributions required. For example, the markup on gross salary ranges from 16% in the UK to 45% in France and Italy, reflecting higher pension and social se-

curity obligations in these countries. As a result, the total cost of employment for standard salary elements are lowest in Poland at € 91,368, while France records the highest at € 116,027 closely followed by Italy. Other countries, including Germany, Denmark, and the Netherlands, fall within a medium range, with markups ranging from 17% to 29%. These differences highlight the substantial impact of local regulations and social systems on the overall cost of employment.

Relative Proportion of Standard Salary Elements



	DEN	FR	GER	ITA	NL	POL	UK
Base Salary (gross = before tax)	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Pension	10,351	7,517	7,440	28,896	6,400	7,808	2,400
Mandatory Social Security Costs	3,255	28,510	8,674	7,065	16,675	3,560	10,600
Total costs of Standard Salary Elements	93,606	116,027	96,114	115,961	103,075	91,368	93,000
Pension and mandatory social security costs markup to Gross Salary	17%	45%	20%	45%	29%	14%	16%



Understanding of the Positions

Every business organization is unique. Companies are structured differently, which is why comparing the positions is not easy. In addition, the job titles in the countries and companies differ considerably in some cases.

In order to provide a certain orientation in this situation, it is shown on the one hand how the positions are integrated into a possible corporate structure. On the other hand, there is a short description of the area of responsibility for each position afterwards.

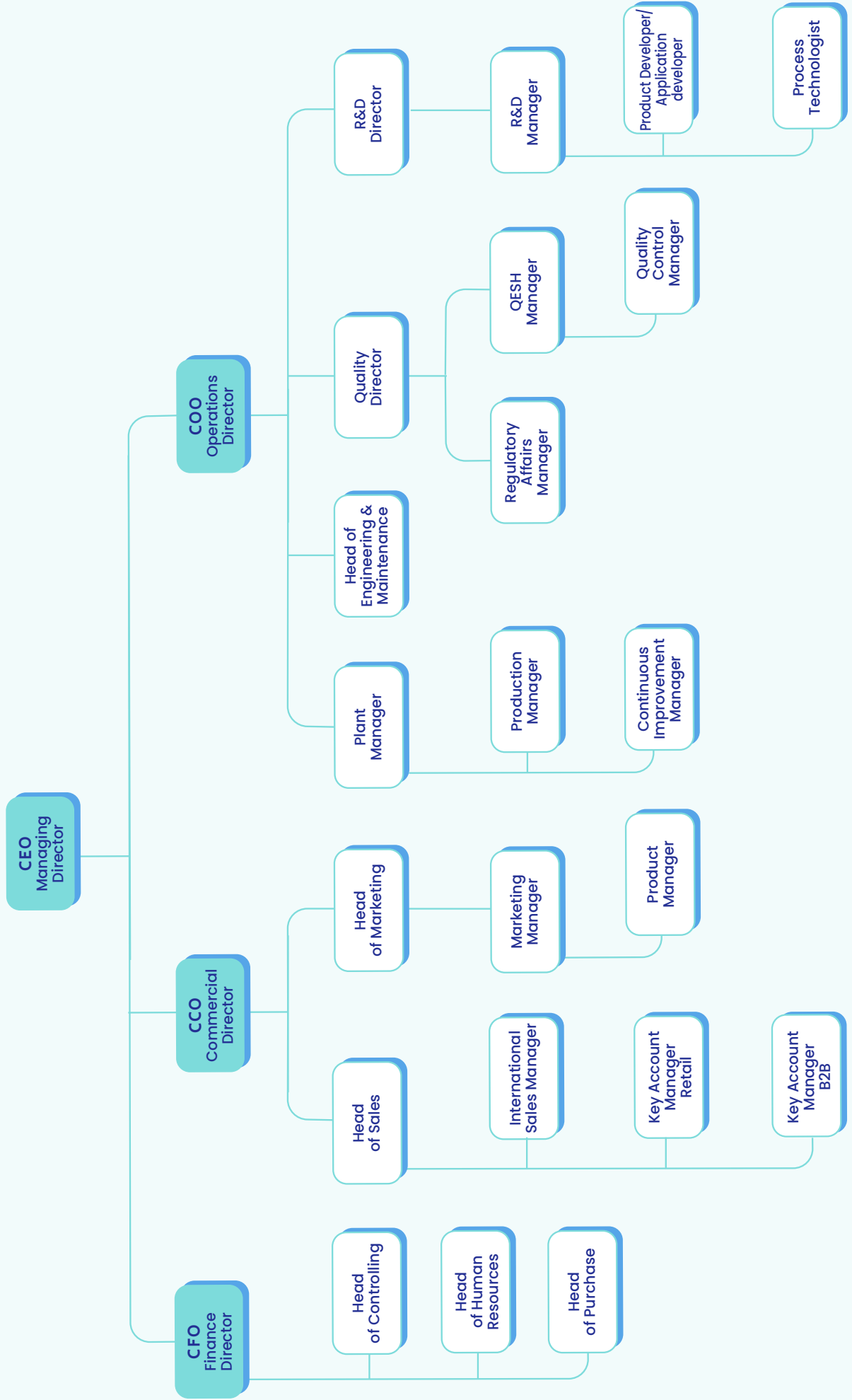
The following organizational charts are therefore presented below, which represent one possibility:

- **Overall structure of a company**
- **General Management**
- **Finance and Administration**
- **Commercial**
- **Operations Management**

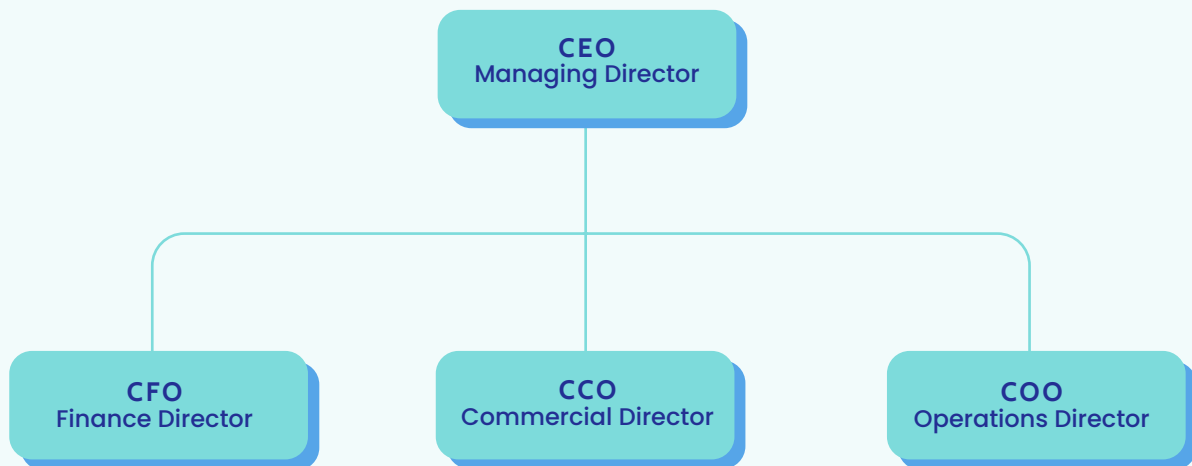
Nevertheless, the organigrams only represent a possible structure of the functional areas and do not give rise to a claim of absolute validity.

As diverse as the products in the food industry are, so too are the possible organisational structures of companies in different countries and job titles.

Organisation Chart: Overall structure of a company



Organisation Chart: General Management



CEO / Managing Director

A Managing Director is responsible for the daily operations of a company, organization, or corporate division. In some countries, the term is equivalent to CEO (Chief Executive Officer) the executive head of a company. In other countries, Managing Directors primarily work as the heads of individual business units within a company rather than heading up the company as a whole. As a member of senior management, the Managing Director is also expected to keep the company solvent and to promote expansion and innovation within the industry.

CFO / Finance Director

The CFO / Finance Director oversees the financial aspects of company management and bears responsibility for overseeing all financial activities, reporting on revenue, training accounting staff, budgeting, disbursing funds to departments, managing risk, implementing policies, and improving financial processes.

CCO / Commercial Director

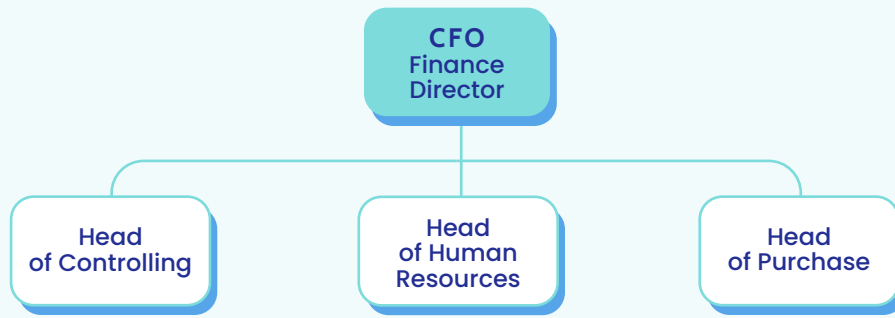
The CCO / Commercial Director bears full responsibility for managing & delivering sales and turnover targets as well as for the product line and price policy. This role is accountable for the

areas of key accounts, in-house service and order processing, marketing, purchasing and field organisation (if applicable). It is fully responsible for the profit and results. The role will also prepare the marketing plan, the marketing budget and is in charge of the areas of trademarking, category management and market research. In addition, it will have a key function in initiating product innovations.

COO / Operations Director

The COO / Operations Director is a high-ranking official who oversees a company or organization's daily operations. The holder of this position bears the full responsibility for the costs and efficiency of the production facility('s). Their duties include developing strategies and guidelines, reviewing reports, performing assessments, and implementing the company's policies, standards, and regulations. This role would also manage maintenance, engineering & investments, supervising production processes, managing the supply chain efficiently, and optimising overall operational performance.

Organisation Chart: Finance and Administration



Head of Controlling

The Head of Controlling is responsible for preparing qualified business analyses (in particular calculating profitability and economic efficiency) and reports to the Finance Director. By creating business transparency, it contributes significantly to the decisions made by corporate management. Decisive key figures serve as a management, controlling and coordination instrument.

Head of Human Resources

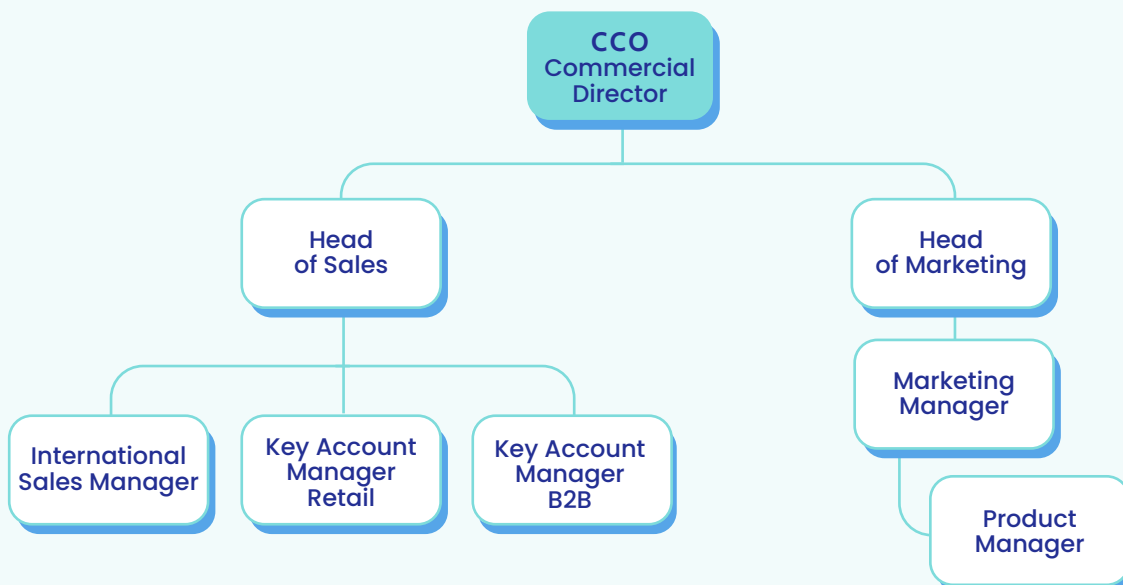
The Head of Human Resources bears responsibility for the entire operative area of personnel management and will generally report to the Finance Director. These responsibilities range from employee support to personnel planning, recruiting and development to personnel law, etc. The scope of responsibilities may be of a

national and also international nature. In addition, the holder of this position is in charge of strategic themes such as change management, introduction of modern forms of work, variable remuneration systems, etc.

Head of Purchase

The Head of Purchase organises the strategic procurement of raw materials, packaging material and additives in the required quality and from the perspective of profitability. Responsible for the tactical and strategic aspects of purchasing. In small companies, the focus is on the operative aspect, whereas in larger ones, the strategic aspect plays a more significant role. Typically the Head of Purchasing has a team existing out of a couple of purchasers.

Organisation Chart: Commercial



Head of Sales

The Head of Sales is responsible for all sales channels including retail, foodservice and B2B-activities. Responsibilities also cover key account management, field organisation and customer service. Since they usually look after the most important business customers, they have to have excellent contacts among the decision makers in the buying and selling trade. In addition they lead the (Key) Account Managers in the sales team.

International Sales Manager

International Sales Managers are responsible for managing the international sales efforts of the company. They oversee all aspects of this process, from identifying potential markets and clients to developing strategies for selling products or services abroad. International Sales Managers may also be tasked with overseeing other aspects of their company's international operations and exports. This might include things like coordinating logistics, establishing partnerships with local suppliers or distributors, or even handling customer service issues that arise in foreign countries.

Key Account Manager Retail

The Key Account Manager Retail looks after the TOP customers of the food retail channel at the decision level and coordinates the sales activities towards the customer. The position also acquires new trading customers, draws up the planning for customer-related sales, turnover, production line and profit and is responsible for achieving the targets. They are responsible for the negotiations with the retailers. As a rule, they bear no responsibility for the employees.

Key Account Manager B2B

The Key Account Manager B2B is accountable for the entire distribution of semi-finished products and ingredients to both the national and the international processing industry. The Key Account Manager B2B also looks after the customers in terms of application technology for the most part. In some cases, the Application Technologists or Technical Sales Supports report in. Furthermore, they decide on the strategic course as far as sales activities go. For this purpose, they have contacts both in R&D and production as well as in purchasing or executive management.

Head of Marketing

The Head of Marketing is the highest-ranking member of a company's Marketing Department. They are responsible for overseeing all aspects of their organization's marketing activity including trade & digital marketing, category management, market analysis and insight. The role will essentially develop and implement marketing strategies, manage the full marketing team, and ensure that everyone on their team is working towards the same goals.

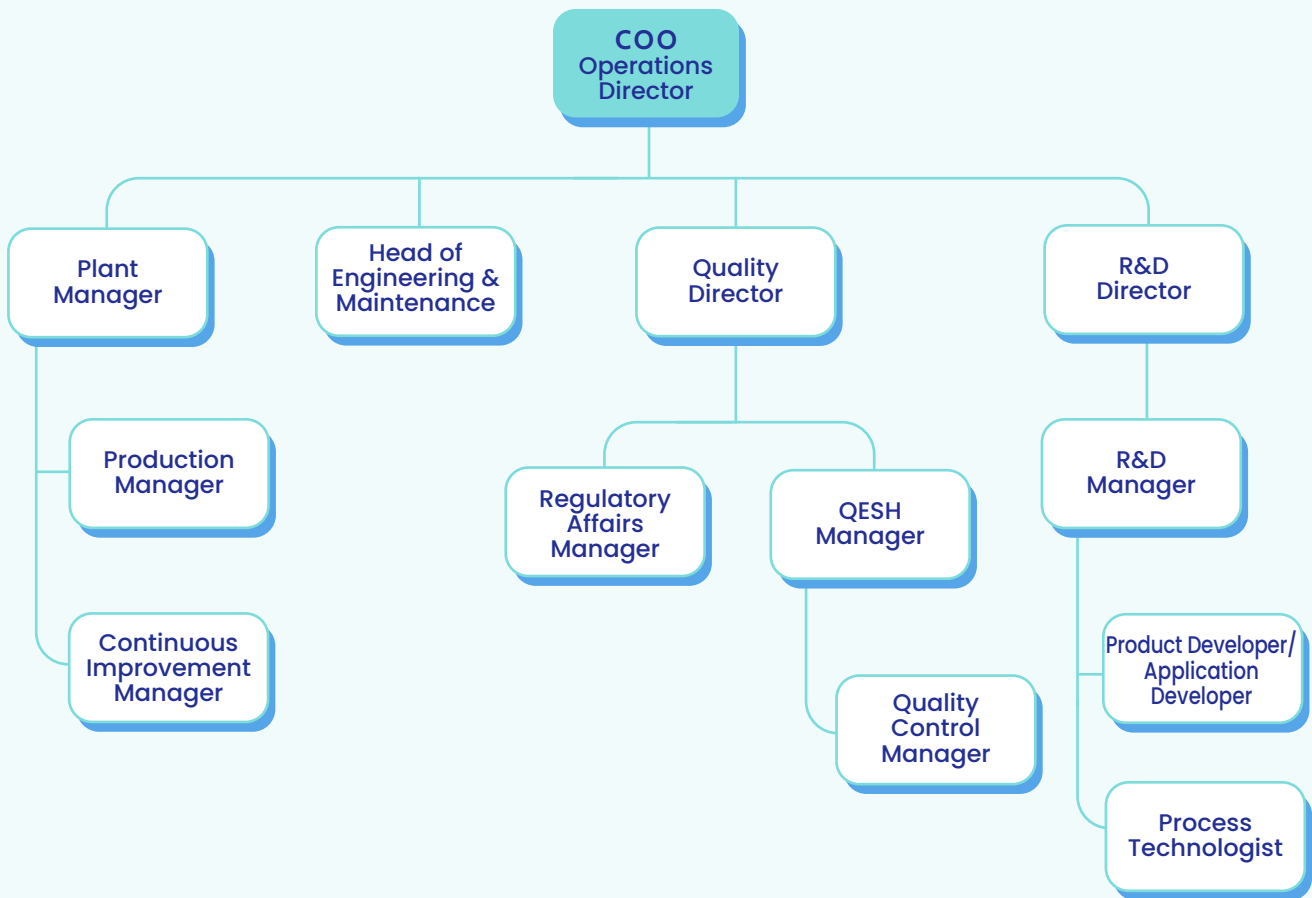
Marketing Manager

A Marketing Manager is a mid-to senior-level executive who leads the marketing efforts of an organization. They are responsible for developing and executing marketing strategies that help their company grow and succeed. Marketing Managers often oversee multiple junior marketers, but they also commonly work directly with other departments in their company to ensure that all aspects of their marketing plan are executed properly. This might include working with product development teams to ensure that new products or services are ready when they're needed, coordinating with customer service to make sure customers have a positive experience interacting with your brand, etc.

Product Manager

The Product Manager is responsible for introducing a brand or a product area. In this context, the strategic positioning of the brand and its introduction or setting up of the product area are important elements of his responsibilities. The Product Manager is usually supported by a small team of "juniors" and is in charge of the entire brand and product communication. The Product Manager is responsible for marketing and managing one or more products; tasks range from the concept, planning, implementation and control of the marketing mix right up to maximizing revenue in the long term.

Organisation Chart: Operations Management



Plant Manager

The responsibilities of the Plant Manager include production and also technology at the production site. The person ensures the production in compliance with volume, deadlines and quality within the scope of the specified production programme; this also comprises the standard of processing and production. The Plant Manager is responsible for maintaining the production facilities to ensure trouble-free operations.

Production Manager

The Production Manager ensures that products are produced in accordance with deadlines, quality and quantity. In this process, all the measures necessary to promote the efficient use of existing personnel and technical capacities are planned, coordinated and controlled. The PM typically has the responsibility for the production part of the company including productions/shift managers and/or team leads.

Continuous Improvement Manager

The Continuous Improvement Manager is responsible for the continual process of detecting and reducing or eliminating errors in manufacturing. They streamline supply chain management, improve the customer experience, and ensure that employees are up to speed with training. Continuous Improvement management aims to hold all parties involved in the production process accountable for the overall quality of the final product or service.

Head of Engineering and Maintenance

The Head of Engineering and Maintenance is responsible for the technical management of a production location. This role controls the production facilities and assumes responsibility for the servicing and maintenance as well as for investments within the scope of his budget. They ensure the constant operability and continual optimisation of technical facilities.

Quality Director

The Quality Director ensures food products meet the highest standards for quality, food safety, environment, and regulatory compliance for multiple sites. They lead strategic quality programs, ensure adherence to food safety standards, and promote sustainable and safe practices. Managing regulatory affairs and audits, they drive compliance and continuous improvement while fostering a culture of quality across the company.

Regulatory Affairs Manager

A Regulatory Affairs Manager is in charge of ensuring that all aspects of a company adhere to the rules and regulations. Their responsibilities revolve around devising regulation compliance strategies, creating training and orientation programs to inform the staff on the policies and standards, conducting internal inspections and information drives, and keeping abreast with the latest rules and regulations. Moreover, this person is in charge of processing and submitting necessary documents to government agencies, ensuring compliance and timeliness.

QESH Manager (Quality Environment Safety and Health Manager)

The QESH Manager is responsible for the entire area of quality for one site including hygiene, quality management systems, quality assurance, environment, safety and health. They are also responsible for the conception, implementation and control of the quality management systems (e.g. IFS, BRC, Bio). They supervise external audits by customers, certification companies, etc. and carry out internal audits themselves.

Quality Control Manager

The Quality Control Manager ensures products meet quality, safety, hygiene, and regulatory standards by overseeing testing, inspections, and compliance. They manage quality control teams, implement testing protocols, address non-conformities, and maintain detailed records for audits. They resolve quality issues, improve processes, and ensure consistent delivery of safe, high-quality products. The laboratory and controlling the raw materials and auxiliary and operating materials as well as the final products are also their responsibility.

R&D Director

The R&D Director is the executive in charge of an

organization's technological needs as well as its research and development (R&D). Also known as the Innovation Director, this individual implements an organization's research and development policies, objectives, and initiatives. Ensures research and development activities will maintain an organization's competitive position and profitability. The R&D team makes recommendations based on research findings and product performance.

R&D Manager

The R&D Manager manages a small team of (junior) Developers. They are responsible for a product area and supervise important development and innovation projects. Tasks therefore include observing the market and the competition apart from the developing aspect of the position. This can be product renovations or completely new product developments for the specific company or disruptive developments.

Product Developer / Application Developer

The Product Developer is responsible for developing the product and for the research activities of the company as the case may be. Product development comprises the planning and realisation of a product that is customer-oriented and in conformity with market requirements. They receive his input e.g. from the marketing field. This position also entails observing the technological and market developments as well as maintaining contact to suppliers, universities and research facilities. The Application Developer works on the further development of existing products; they manage innovations and process development while taking the general conditions of the food industry into account. They also help to implement products in the food ingredients sector. This position is mainly seen at B2B ingredient manufacturers, because their products need to be tested in a variety of applications.

Process Technologist

The Process Technologist is responsible for the development and implementation of end-to-end process design across all production processes. This position helps to develop new and improve existing processes, in line with project requirements and R&D initiatives. This role links between Product and Process and makes it possible to efficiently produce Food on an industrial scale.

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Partners of IFR-A

DUPP Netherlands

DUPP is a specialised recruitment, executive search and interim management agency catering to professionals in the food industry in the Netherlands. From our office in Food Valley Wageningen, we are continuously investing in our ever-growing network of food specialists and our knowledge of the food sector and its job market. Since our establishment in 1997, we have emerged as the market leader in the food industry.

At DUPP, we have established long-lasting partnerships with food manufacturing companies of all sizes, ranging from large stock-listed corporations to small family-owned businesses. They include Fast Moving Consumer Goods (FMCG) businesses who produce well-known brands and business-to-business (B-to-B) companies who are producing food ingredients or packaging materials even as producers of production equipment or services destined for the food sector.

Our commitment to excellence drives us to match talented professionals with rewarding opportunities in the food industry. We actively recruit candidates with bachelor's or master's degrees who are seeking employment in the food-related sector. Our expertise spans across various food-specific disciplines, including Operations & Supply Chain, Quality, SHE and Regulatory, R&D, Technology and Innovation, Sales, Marketing and Purchasing.



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Focus Management

United Kingdom

Founded in 1990, Focus delivers excellent recruitment solutions in the changing world of the food and drink industry. In July 2019 Focus became employee owned which essentially means that each and every one of our employees have a significant and meaningful stake in the company and we all have a say in how the business is run and everyone shares in its financial successes. The current team of 7 consultants and 4 in management and support roles are located across the UK, we have a dedicated team space in Northwest England (near Manchester), however our team work remotely and travel to customers as and when required. All employees have a passion for the food & drink sectors and have built specialist knowledge and an enviable network. We build great partnerships with our customers and offer Permanent and Interim recruitment solutions across Manufacturing, Retail, Foodservice, Food Technology, Product Development, Procurement, Supply Chain, Engineering, HR, Sales & Marketing from Graduate to Board Level.



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Foodjob Nordic

Denmark, Norway, Sweden

Foodjob Denmark was established in 2010 in Agro Food Park – the center of the Danish cluster of Agro, Food and Ingredients companies. In 2017 the name was changed to Foodjob Nordic to emphasize that we service the whole Nordic region. The Foodjob Nordic team consists of the two partners who have combined 40 years experience working in and with the food sector. We believe in close partnerships with our customers, and we continuously invest in getting a deeper understanding of our customers and the sector as a whole. We partner up with the best suppliers of relevant IT tools, systems and services to ensure seamless processes and successful employments for our customers and candidates. We provide the recruitment of Managers and Specialists for customers in the whole value chain from farm to fork. This includes suppliers of materials, services and equipment to the industry. We do both C-level positions and functional roles within Sales, Marketing, R&D, QA/QC, Operations, Supply Chain, etc.



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Leaderia International Search

France

Leaderia, owner-managed and independent company, was founded in 2009 and is a French leading consultancy specialized in the food industry, from the field to the fork through 5 branches : Agriculture, Ingredients & Nutraceuticals, Retail & Foodservice, Wine & Spirits, Hospitality & Catering. Our 10 consultants and 3 researchers team works with direct approach methods and enjoy a very large network of expert people created for over 16 years.

As passionate of our sector of activity and for the majority of us a career in this field, we hunt heads with our heart! We are specialized in Board positions, Sales/Marketing, R&D, Production and Support functions, and operate for intermediary size companies, cooperatives, big groups...

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RAU | CONSULTANTS

Germany, Austria, Switzerland

RAU | CONSULTANTS has 50 years of experience in recruiting executives and experts for the food industry and related branches in German-speaking countries. The company is owner-managed and has several offices in Germany, each with a different focus: Munich, Hamburg, Düsseldorf, Warburg and Cologne.

Our team comprises 20 interdisciplinary consultants who work with food companies of all sizes and provide their expertise in a variety of topics related to recruiting and hiring executive staff in the food industry. These topics range from executive search, food recruitment, a food-related job board, compensation consulting to training & coaching and interim-management. Clients and candidates benefit from individual and personal support in every phase of a search project.

RAU | CONSULTANTS place over 100 positions in the food industry every year, 20% of which have an international background. A large share of the positions we fill are along the Supply and Value Chain, in Research and Development as well as Marketing and Sales.



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Recfood

Poland

Recfood was founded in 1997 and for over 25 years is continuously investing in creating connections and knowledge in the food sector and its job market. Recfood is an owner- managed and independent company; great commitment and a high degree of identification with our actions distinguish us.

The current team of 3 consultants and 4 researchers is located in Warsaw. All employees have a passion for the food sector and specialist knowledge of it. Consultants from Recfood have established excellent relationships with various employers in the food business, ranging from large multinationals, to medium sized organizations and smaller family businesses.

Most of the roles for which RECFOOD acts as recruitment partner are in the functional areas of Production, Quality, Sales and Marketing, Operations, Research & Development.



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Talent In Food

Italy

Talent In Food is the first Italian recruitment company specializing in the Food & Beverage sector.

Our goal is to create better recruitment and head-hunting experience for companies operating in this sector, from large multi-nationals to medium-sized organizations and smaller family businesses. We build tailor-made programs for both candidates and companies.

We specialize in searching for Middle and Top Management or hard-to-find figures in the market. We identify the best talents through effective Head Hunting thanks to an interdisciplinary team consultants that spans all aspects of staff research for food & beverage companies. This allows us to introduce a whole sample of excellent candidates to companies.

We are committed to building strong relationships with our candidates, guiding them to find opportunities that match their capabilities and achieve their professional goals, rather than just trying to fill the position.

We use innovative tools to do this. On the one hand we reduce time through digitization of processes, and on the other we increase the human value of our relationships and the capabilities of candidates and employees through coaching and training.



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