

ON



RECRUITMENT

*Scientific Technical Medical*

# 2019 SALARY & JOB SATISFACTION SURVEY

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83% OF RESPONDENTS FELT SECURE IN THEIR CURRENT JOBS

ONLY 27% OF RESPONDENTS ARE LOOKING TO LEAVE THEIR EMPLOYER IN THE NEXT 12 MONTHS – THE LOWEST RESPONSE IN 13 YEARS

41% OF MANAGERS EXPECT TO INCREASE THEIR STAFF NUMBERS IN THE NEXT 12 MONTHS



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## FOREWORD

This year On Q Recruitment celebrates 20 years of matching talent in Australia. Our success has been built on truly understanding our clients and our candidates, and fundamental to gaining insights into motivations for people to develop careers or change cultures is to listen to what they are saying.

This is why, over 13 years ago, the On Q Recruitment Annual Salary & Job Satisfaction Survey was born. Since 2006, over 15,000 people from more than 15 industries and 150 job titles have taken part in our survey. We provide insights that matter to the Australian lifesciences sector, which helps both employees and employers understand what aspects are driving career change, and how company cultures are evolving.

I would like to thank everyone who participated in this survey, or any previous survey. You have helped us build one of the longest running salary and job satisfaction surveys in Australia – unsurpassed in quality and current data. If you would like to know more, please get in touch with my team on 02 9431 2555, or myself on 02 9431 2522.

## WHAT'S NEW IN 2019?

In this year's survey, only 27% of respondents indicated they are looking to leave their employer in the next 12 months – this is the lowest response in 13 years.

Unproductive systems are the greatest cause of frustration among employees, which has moved ahead of excessive workloads as the key issue. Interestingly, this was the case across all businesses regardless of size, suggesting a pressing need to investigate and address ineffective systems, no matter how large or small the company.

Company culture has become one of the main drivers prompting candidates to consider changing jobs in the future, in addition to job satisfaction and lack of career opportunity.

When projecting for the future, just 4% of managers stated that they expect a decrease in headcount, in contrast with the 41% of managers who expect to increase staff numbers in the coming year. Despite this positive employment outlook, we expect there will be an ongoing war for talent, as employee intentions to change jobs are at an all-time low.

## NOTABLE SALARY CHANGES

- **Clinical Research** – Salaries are up across the board, including 5-10% increases within CROs (the most statistically significant sector). Overall, we've seen last year's growth continue in 2019.
- **HealthTech** – This was a newly surveyed sector. Salaries range from \$70k-105k for the most junior roles, to \$90k-180k at more senior levels.
- **Medical Affairs** – Interestingly, the median package for a Senior MSL was significantly higher than a Medical Advisor (\$190K and \$169K respectively), whereas often the industry would see a Medical Advisor as the next career step for an MSL or Senior MSL.
- **Sales & Marketing** – Commercial roles in the Pharmaceutical (Ethical) industry generally pay a higher fixed remuneration package when compared to the same role in Medical Devices. However, the sales bonuses are generally higher in the Medical Devices industry.

# REMARKS

**Number of contributors:** 1,659

**n:** number of observations recorded for each category.

## Sector Analysis:

**Total Remuneration:** includes base salary, superannuation, car / car allowance and any other benefits, but excludes bonus and commission.

**Summary of Total Remuneration by Job Title:** a summary of the total salary package for each job title.

**Bonus by Job Title:** the average reported bonus by contributors.

**Median:** the middle result when all data is ordered from lowest to highest.

## Calculations:

- The data has been presented 1st Quartile, Median and 3rd Quartile, using Microsoft Excel Quartile.exc formula.
- In instances where there are three or less data points, only the median has been shown.

**Summary of Total Remuneration by Industry:** a summary of the total salary package by individual industry sector, for each job title.

## INDUSTRIES:

Animal Health  
Clinical Research Organisations  
Complementary Medicines  
Consulting Services  
Diagnostics, Life Sciences & Biotechnology  
FMCG, Food & Beverage  
Healthcare (Allied Health, Nursing, Medical Imaging)  
Healthtech (Health Analytics, Data Informatics)  
Laboratory Services  
Manufacturing  
Medical Devices  
Pharmaceuticals – Ethical (prescription)  
Pharmaceuticals – OTC & Health  
Research Institute / NFP / Hospital / Academia

## FUNCTIONAL SECTORS:

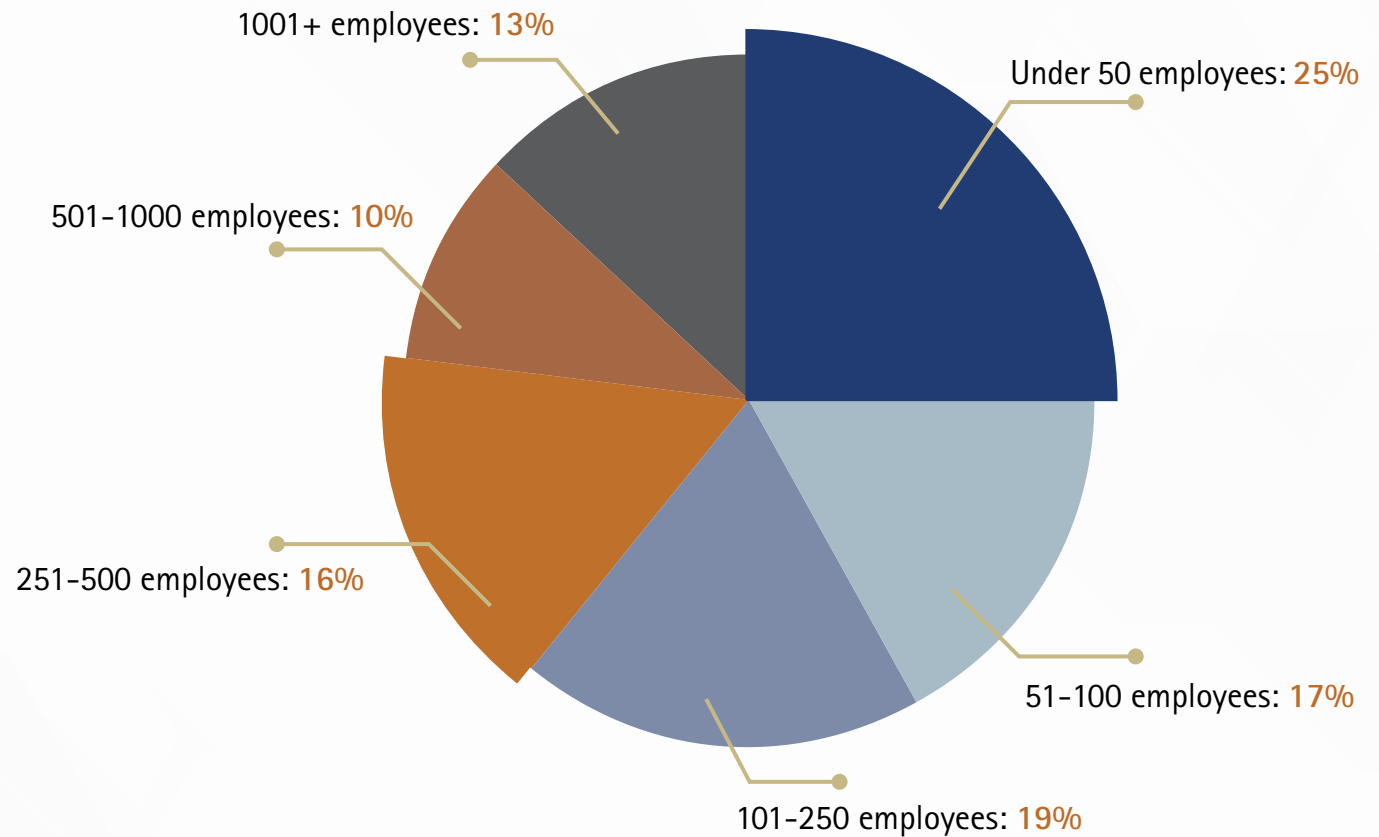
Allied Health  
Clinical Research  
Engineering  
Executive General Management  
Market Access / Health Economics  
Human Resources  
Laboratory  
Medical Affairs  
Operations & Manufacturing  
Quality Assurance  
Regulatory Affairs  
Sales & Marketing

# KEY AREAS OF INTEREST – ANALYSIS

## DEMOGRAPHICS

The following information has been collated from 1659 completed Job Satisfaction surveys within Australia. The majority of respondents are in permanent roles (80% full time, 7% part time), with independent contractors and casual employees representing 8% and 5% respectively.

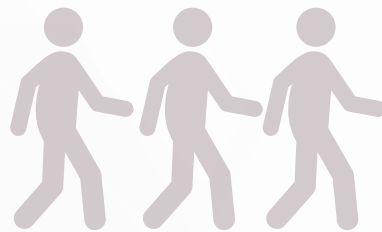
### Respondent breakdown by company size



# SALARY / REMUNERATION PAY INCREASES IN THE PAST 12 MONTHS:

This year we saw 77% of respondents who were eligible for a pay increase receive one (we defined eligible as respondents who have been employed with the company for more than 12 months). 49% received an increase of 3% or greater. Our contributors seem to fare much better than the slow wage growth in Australia, sitting at around 2.3% this past year.

**64% OF ALL RESPONDENTS RECEIVED A  
PAY INCREASE IN THE LAST 12 MONTHS**



## 2019 pay increase breakdown

83%

of respondents were eligible for a pay increase last year.

77%

of those who were eligible for a pay increase received one.

49%

of all respondents received a pay increase of 3% or higher.

27%

increase in the median salary package for a Medical Affairs Associate (\$107K), compared to last year's data (\$84K).

17%

increase in median salary package for a Senior CRA, now sitting at \$130K.

## BONUSES

In regard to extra incentives, 53% of respondents received some kind of bonus or commission. As a percentage of base salary, the average maximum eligible bonus was 17%.

**53% OF RESPONDENTS RECEIVED SOME KIND OF BONUS OR COMMISSION.**

## SIGN-ON BONUSES

10% of respondents stated that they were offered a sign-on bonus, with the average sign-on bonus being \$11,545. Usually, sign-on bonuses are only offered to compensate new hires who would forfeit their bonus when leaving their current employer or who may have to wait over 12 - 18 months to qualify in their new employers bonus scheme. This can be a smart recruitment strategy for organisations looking to secure top talent in a competitive market, as the bonus is a one-off cash incentive, so it doesn't impact internal staff salary relativities, mitigates the new hire seeking an even higher base salary, and overall can help close the deal.

## NON-CASH BENEFITS

Most respondents did receive some kind of non-monetary benefit in addition to base salary:

### TOP 5 MOST COMMON BENEFITS RECEIVED



**65%**  
Flexible working hours



**56%**  
Working from home



**44%**  
On-site Parking



**35%**  
Time off in lieu



**22%**  
Salary sacrifice (travel, car, benefits...)

When comparing the top five most valuable benefits according to employees (if they were to choose) we see some overlap and some clear differences. The top five are:

### TOP 5 BENEFITS MOST VALUED BY EMPLOYEES



**65%**  
Flexible working hours



**57%**  
Working from home



**30%**  
On-site Parking



**29%**  
Further studies paid for by employer



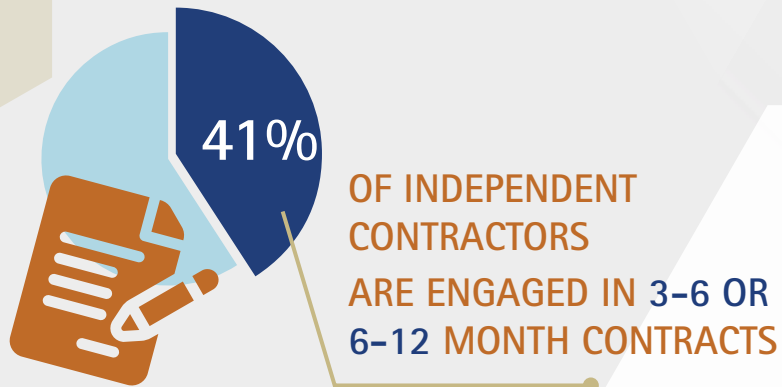
**28%**  
Time off in lieu

These haven't notably changed from last year and show that employers appear to be doing well when it comes to offering flexibility and working from home arrangements. This is good news, as, of the 1st of December 2018, Fairwork<sup>1</sup> released new guidelines with respect to employees requesting flexibility. These guidelines dictate that employees who meet certain guidelines (including parental or family obligations, disability and age) can make requests for a flexible working arrangement.

<sup>1</sup> Requests for flexible working arrangements. Australian Government – Fair Work Ombudsman (2019). Retrieved from <https://www.fairwork.gov.au/how-we-will-help/templates-and-guides/fact-sheets/minimum-workplace-entitlements/requests-for-flexible-working-arrangements>



## INDEPENDENT CONTRACTORS – WHAT DO THEY WANT?



41% of contractors (Pty Ltd) are engaged in 3-6 or 6-12 month contracts, with just 36% of contractors engaged for longer than one year.

53% of contractors expressed a preference to remain working in this capacity, while only 25% said they would rather gain permanent full-time employment and a further 22% showed no preference. This makes sense as independent contractors tend to be very experienced in their niche sector and are well remunerated for their skills; the average hourly rate this year is \$137.50 per hour.

It will be interesting to watch what happens in the future in this space, as at the federal level the ATO have clear guidelines on Sole Director Pty Ltd companies who can be deemed as employees. Similarly, at the state level, there are clear guidelines on payroll tax for sole directors, ensuring companies include them in their state payroll calculations.

## TEMPORARY STAFF: WHAT DO THEY VALUE?

In contrast to independent contractors, casual employees (75%) stated that they would prefer to obtain a permanent role. The majority of contributors who are casual employees are in fact regularly working 38-hour weeks and their average contract length is less than one year. The average rate is \$60.00 per hour, compared to independent contractors, who earn more than double the rate of casual employees (\$137.50 per hour).

The landscape is changing for employers, and there is a need to keep abreast of the ongoing changes around the rights of casual employees. In the last 12 months there have been developments in terms of how a casual employee is defined and the rights that they have in the workplace. Now, for example, casual employees are protected from being unfairly dismissed when they have completed six months continuous employment. It's important for employers to be cognisant of these kinds of changes.

## ADDRESSING UNPRODUCTIVE SYSTEMS

We asked respondents to tell us which aspect of their role frustrated them the most, and the one factor that stood out is "unproductive systems", at 43%. Of course, unproductive systems are not desirable in our workplaces, and perhaps this can help promote a discourse on how best to reduce unproductive aspects and move towards agile work environments.

Considerations may include:

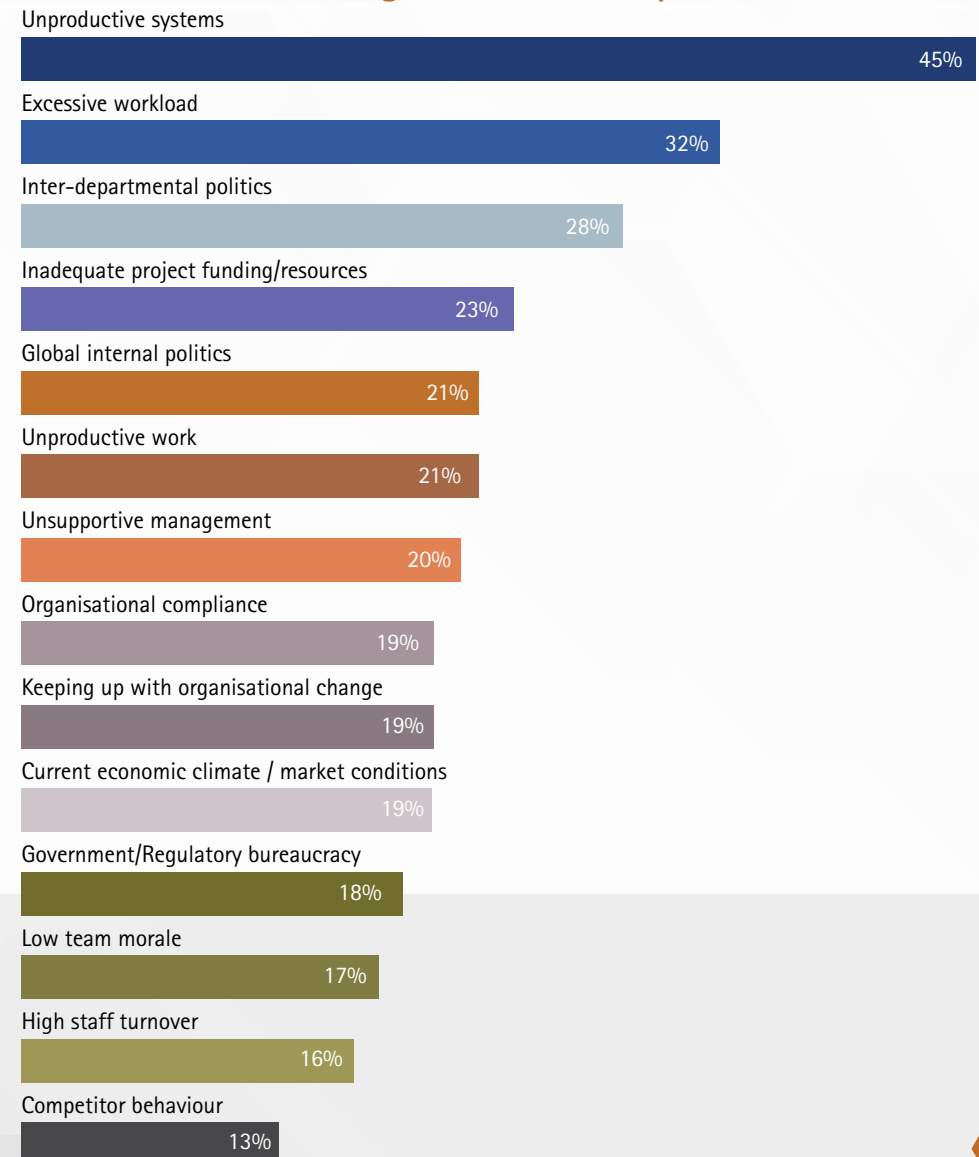
- Engaging global employers and programs which are already resourced
- Empowering managers and team members to identify unproductive systems and escalate to senior management
- Education on systems; some that are perceived to be unproductive may simple have purposes that are not well known amongst users
- Develop management pathways so that perceptions of unproductive systems are heard and reviewed, and engagement programs or removal of those deemed redundant can be rolled out

There is an opportunity to improve engagement and / or improve efficiency by ensuring this frustration does not impact on company culture.

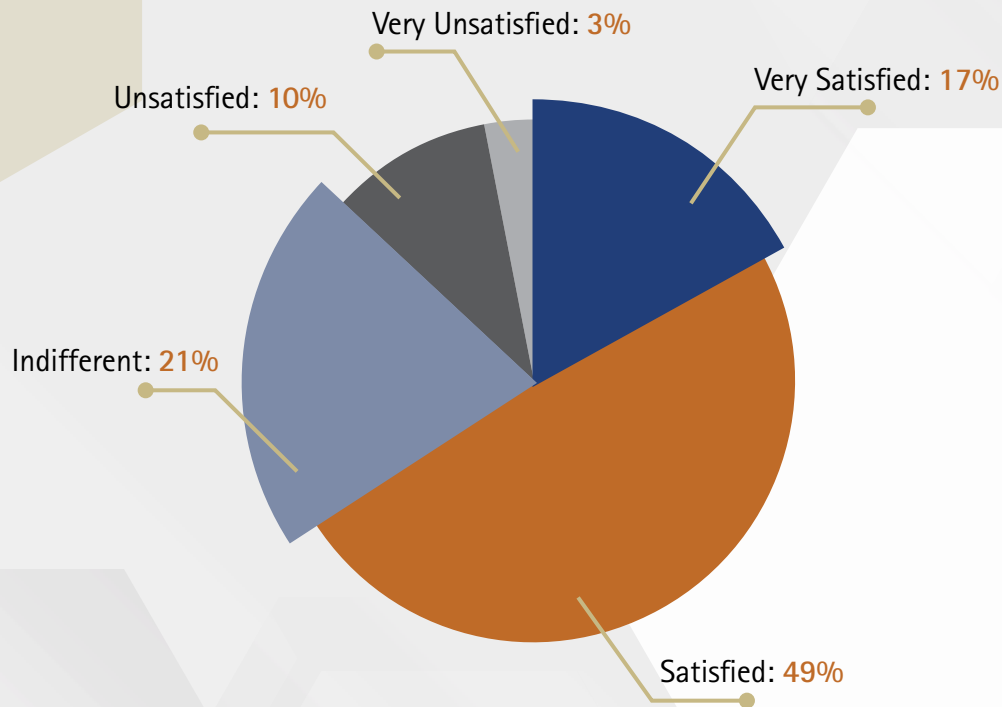
Somewhat surprisingly, unproductive systems caused frustration almost equally amongst respondents employed in both large and small organisations.

While both small and large organisations are experiencing similar frustration over unproductive systems, one response that did increase in ranking for larger companies was an increase in interdepartmental politics.

### Most frustrating elements of respondents' roles



## JOB SATISFACTION/RETENTION



On a positive note, just 10% of respondents stated that they are unsatisfied in their role and only 3% stated they are highly unsatisfied. 49% indicated they are "satisfied" with a further 17% describing themselves as "very satisfied". The remaining 21% counted themselves as "indifferent".

There was a significant drop compared to previous years in candidates that indicated they were likely to change jobs in the next 12 months. 27% said this was likely, whilst in previous years we've seen around 31%. Similarly, 41% of respondents said they were unlikely to leave their current role in the next 12 months; one of the highest results we've seen to date. We anticipate employers hiring new staff will face even more challenging recruitment conditions.

**41%** OF RESPONDENTS SAID THEY WERE UNLIKELY TO LEAVE THEIR CURRENT ROLE

### REASON FOR LEAVING PREVIOUS EMPLOYER



- Lack of job satisfaction and a career change: (16%)
- Unhappy with the company culture: (15%)
- Inadequate salary and benefits: (13%)

Lack of job satisfaction and a career change within industry were cited as the top reasons for leaving an employer – both at 16%, marginally ahead of unhappiness with the company culture (15%). Inadequate salary and benefits sat close behind with 13% of respondents stating this as their reason for seeking new employment.

Company culture was cited by respondents twice as much as team culture as an issue that could compel employees to move on to pastures new. This is worth noting as it indicates that for most employees, their frustrations are not necessarily with their colleagues or direct managers, but are more systemic in nature.

Satisfaction is also reflected in the strong degree of job security indicated by respondents, with 83% of respondents stating that they felt secure in their current jobs (67% believed their jobs were "secure" with 16% believing they were "extremely secure").

# TALENT ATTRACTION:

Only 27% of respondents answered that they are looking to leave their employer in the next 12 months. Here's why.

Career change within the industry, inadequate salary and benefits, lack of job satisfaction, no opportunities for career advancement or promotion and unhappiness with the company culture were all fairly equal in regard to likely triggers for respondents wanting to change employer.

Employers should be aware that these are common reasons for leaving, and should adapt their talent attraction and retention focuses accordingly.

## DRIVERS TO LEAVE

### RESPONDENTS WITH 1-2 YEARS' TENURE

- Lack of job satisfaction – 19%
- Inadequate salary and benefits – 18%
- No opportunities for career advancement / promotion – 17%
- Unhappy with company culture – 17%
- Career change within the industry – 15%

## DRIVERS TO LEAVE

### RESPONDENTS WITH 3-5 YEARS' TENURE

- Inadequate salary and benefits – 38%
- Lack of job satisfaction – 34%
- No opportunities for career advancement / promotion – 32%
- Unhappy with company culture – 26%
- Career change within the industry – 25%

## DRIVERS TO LEAVE

### RESPONDENTS EARNING UNDER \$140K PER YEAR

- Inadequate salary and benefits – 39%
- No opportunities for career advancement / promotion – 28%
- Career change within the industry – 27%
- Excessive workload – 21%
- Conflict with direct manager – 20%

# WHAT ARE MANAGERS TELLING US?

Overall, the consensus is that businesses are doing well. Responses indicate business growth and most managers have approval to increase headcount or are planning to ask for it.

In terms of the challenges that managers face, there are a number that featured prominently. First is the prevention of team burnout (49%), followed by staff retention (45%). Ensuring salaries stay competitive is a concern for 38% of respondents, while providing high performers with salary increases was close at 37%.

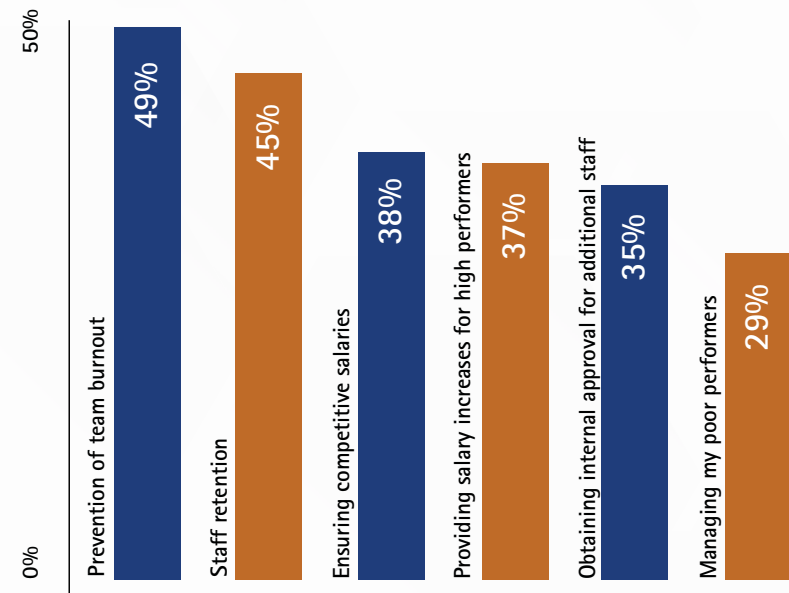
Average departmental or team staff turnover sits at 14% – below the national average of 18% but perhaps a little higher than what we've come to expect in previous years. Research by AHRI shows that, dependent on age range, turnover can be as low as 6% for older workers, and up to 37% for Millennials<sup>2</sup>.

The main reason for turnover was resignation, accounting for 51% of responses, next was internal promotion (11% of respondents).

Just 9% of managers had decreased the permanent headcount in their team in the past 12 months, with 38% saying their teams had increased and 36% communicating no change. The remaining 17% had recruited contractors for peak work periods.

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## Top challenges cited by managers



\*Respondents could select multiple options

\*\*Managers are defined as respondents who managed a team; 573 people in 2019

As part of our research, we also examined Executive Managers (those who listed their functional sector as "Executive General Business Management"). On the whole, comparing data between Managers and Executive Managers shows fairly little variance, with flexible working still cited as the most valuable benefit among this group, while 45% of all respondents earning over \$200k per year also receive shares or stock options.

<sup>2</sup> 2018 AHRI REPORT. Australian Human Resources Institute (2018) Retrieved from <https://www.thebusinessconversation.com.au/news/2018/08/10/report-finds-businesses-face-rising-staff-turnover-rates/1533853822>



# SALARY BY JOB TITLE AND YEAR-ON-YEAR SECTOR ANALYSIS

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# CLINICAL RESEARCH (n=337)

2019 Total Remuneration (excludes Bonus) by Industry Sector

		Clinical Research Organisation	Research Institute / NFP / Hospital / Academia	Pharmaceutical – Ethical (Innovator or Originator)	Diagnostics, Life Sciences & Biotechnology	HealthCare (Allied Health, Nursing, Medical Imaging)	Medical Devices	Other
Clinical Trials Associate / Administrator	n	14	1	1	2	1		3
	1st quartile	62,250						56,000
	Median	67,850	82,000	75,000	97,000	86,000		80,000
	3rd quartile	80,701						95,000
In House CRA / Entry Level CRA (no monitoring)	n	5	1		1			
	1st quartile	66,000						
	Median	71,000	90,000		101,000			
	3rd quartile	76,500						
Study Start Up Associate	n	8		3				
	1st quartile	111,750		72,000				
	Median	117,500		105,000				
	3rd quartile	124,250		109,000				
Clinical Trial / Study / Clinical Research Coordinator (at site)	n	3	11		1	1		1
	1st quartile	60,000	80,000					
	Median	60,000	95,000		65,000	80,000		71,000
	3rd quartile	61,000	110,000					
Clinical Research Associate	n	25	3	2	2			1
	1st quartile	90,500	94,000					
	Median	98,000	98,550	101,000	101,000			68,000
	3rd quartile	116,228	104,000					
Senior Clinical Research Associate	n	34	3	8				
	1st quartile	115,000	92,000	128,500				
	Median	129,000	97,000	141,500				
	3rd quartile	143,000	98,550	150,750				

# CLINICAL RESEARCH (n=337) CONTINUED

2019 Total Remuneration (excludes Bonus) by Industry Sector

		Clinical Research Organisation	Research Institute / NFP / Hospital / Academia	Pharmaceutical – Ethical (Innovator or Originator)	Diagnostics, Life Sciences & Biotechnology	HealthCare (Allied Health, Nursing, Medical Imaging)	Medical Devices	Other
Clinical Research Team Leader	n	6	1	4	1			1
	1st quartile	123,000		135,750				
	Median	148,000	90,000	183,500	135,000			182,000
	3rd quartile	157,500		188,500				
Study Start Up Manager	n	4	2					
	1st quartile	102,250						
	Median	116,000	126,000					
	3rd quartile	165,000						
Clinical Project Manager	n	27	10	11		2	2	1
	1st quartile	131,000	94,000	137,000				
	Median	143,000	117,108	141,000		103,500	91,000	130,000
	3rd quartile	162,000	131,000	157,000				
Clinical Research Manager	n	4	12	9		2		3
	1st quartile	163,750	97,250	162,500				105,000
	Median	187,500	108,000	170,000		116,000		160,000
	3rd quartile	215,000	119,500	186,500				230,000
Clinical Operations Manager	n	20	5	7	2	1	1	1
	1st quartile	140,500	117,500	153,000				
	Median	160,500	138,000	168,000	107,500	128,115	168,000	137,000
	3rd quartile	180,750	159,500	240,000				
Director / Head of Clinical Research	n	12	3	7	1			2
	1st quartile	183,500	145,000	220,000				
	Median	203,000	172,000	230,000	220,000			214,000
	3rd quartile	250,000	181,000	300,000				



# CLINICAL RESEARCH (n=337) CONTINUED

2019 Total Remuneration (excludes Bonus) by Industry Sector

		Clinical Research Organisation	Research Institute / NFP / Hospital / Academia	Pharmaceutical – Ethical (Innovator or Originator)	Diagnostics, Life Sciences & Biotechnology	HealthCare (Allied Health, Nursing, Medical Imaging)	Medical Devices	Other
Regional Manager / Director / Vice President	n	6		5			1	1
	1st quartile	179,000		180,000				
	Median	240,000		210,000			220,000	230,000
	3rd quartile	277,500		275,000				
Departmental Support / Business Function Role (e.g. compliance, quality, audit, training, administrative or other specialist support function)	n	5	7	1	2		1	2
	1st quartile	75,613	58,000					
	Median	110,000	79,000	150,000	87,500		65,000	73,500
	3rd quartile	134,000	85,000					

# CLINICAL RESEARCH 2019 VS 2018 (n=337)

Total Remuneration (excludes Bonus) KEY  = 2019  = 2018

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Clinical Trials Associate / Administrator	64,500	74,500	88,000	7,317
	60,750	75,000	80,375	
In House CRA / Entry Level CRA (no monitoring)	70,000	75,000	90,000	5,000
	65,625	72,000	94,125	
Study Start Up Associate	105,000	114,000	122,000	14,400
	91,000	106,500	127,250	
Clinical Trial / Study / Clinical Research Coordinator (at site)	63,000	80,000	98,500	
	59,375	79,500	90,625	
Clinical Research Associate	90,000	98,000	115,000	4,047
	84,000	94,000	104,000	
Senior Clinical Research Associate	114,000	130,000	143,000	8,814
	104,000	118,000	124,000	
Clinical Research Team Leader	122,500	154,000	181,000	20,143
	91,000	122,000	140,000	
Study Start Up Manager	108,750	116,000	150,000	7,667
	106,250	116,000	136,250	

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Clinical Project Manager	117,108	140,000	151,000	11,905
	106,750	133,500	148,250	
Clinical Research Manager	109,000	134,500	173,725	21,769
	119,250	145,000	168,000	
Clinical Operations Manager	137,000	155,000	172,500	17,353
	132,500	152,000	175,500	
Director / Head of Clinical Research	182,000	220,000	250,000	28,300
	169,000	220,000	252,500	
Regional Manager / Director / Vice President	198,500	230,000	250,000	33,154
	177,250	215,000	247,500	
Departmental Support / Business Function Role (e.g. compliance, quality, audit, training, administrative or other specialist support function)	68,750	81,500	112,500	7,267
	63,500	96,000	126,500	

CAR ALLOWANCE		
1st Quartile	Median	3rd Quartile
17,976	18,568	22,094

# COMMERCIAL SALES & MARKETING (n=224)

2019 Total Remuneration (excludes Bonus) by Industry Sector

		Pharmaceutical – Ethical (Innovator or Originator)	Medical Devices	Diagnostics, Life Sciences & Biotechnology	FMCG, Food & Beverage	Pharmaceutical – Ethical (Generics)	Manufacturing / Contract Manufacturing	Other
Sales Representative	n		7		1	3		9
	1st quartile		115,000			100,000		60,500
	Median		120,000		55,000	128,215		71,175
	3rd quartile		122,310			140,000		92,613
Senior Sales Representative	n		2	2			1	
	1st quartile							
	Median		100,500	140,513			120,000	
	3rd quartile							
GP Sales Representative	n	4						3
	1st quartile	96,750						55,000
	Median	106,500						95,000
	3rd quartile	109,500						110,000
Hospital / Specialist Sales Representative	n	6	1			1		2
	1st quartile	115,750						
	Median	137,500	112,000			113,000		150,000
	3rd quartile	160,000						
Account Manager	n	2			3	1	2	7
	1st quartile				101,000			56,000
	Median	107,500			164,000	112,000	136,800	100,000
	3rd quartile				200,000			121,000
Business Development Manager / Consultant	n	2	4	5			1	14
	1st quartile		96,500	148,000				84,250
	Median	175,000	155,500	164,000			210,000	132,000
	3rd quartile		206,250	187,000				162,500

# COMMERCIAL SALES & MARKETING (n=224) CONTINUED

2019 Total Remuneration (excludes Bonus) by Industry Sector


		Pharmaceutical – Ethical (Innovator or Originator)	Medical Devices	Diagnostics, Life Sciences & Biotechnology	FMCG, Food & Beverage	Pharmaceutical – Ethical (Generics)	Manufacturing / Contract Manufacturing	Other
Regional Sales Manager	n	3	3		2	2	1	4
	1st quartile	184,000	166,000					147,483
	Median	187,000	176,000		100,500	152,000	100,000	194,000
	3rd quartile	193,000	194,250					216,825
Sales & Marketing Manager	n	6		2				2
	1st quartile	200,000						
	Median	205,000		167,500				95,000
	3rd quartile	227,500						
Sales Director	n		1	1	1		2	3
	1st quartile							144,000
	Median		236,240	290,000	250,000		167,500	210,000
	3rd quartile							210,000
Product Specialist	n		4	3	1		1	3
	1st quartile		108,750	70,000				57,000
	Median		133,500	80,000	155,000		184,000	86,000
	3rd quartile		149,250	118,000				92,000
Senior Product Specialist	n	4	1	1		1		1
	1st quartile	125,250						
	Median	159,650	110,000	123,000		143,000		160,000
	3rd quartile	181,075						
Assistant / Associate Brand / Product Manager	n		2		1		1	1
	1st quartile							
	Median		66,000		94,000		79,000	140,000
	3rd quartile							

# COMMERCIAL SALES & MARKETING (n=224) CONTINUED

2019 Total Remuneration (excludes Bonus) by Industry Sector

		Pharmaceutical – Ethical (Innovator or Originator)	Medical Devices	Diagnostics, Life Sciences & Biotechnology	FMCG, Food & Beverage	Pharmaceutical – Ethical (Generics)	Manufacturing / Contract Manufacturing	Other
Brand / Product Manager	n	5	1	2	3	1		6
	1st quartile	130,000			55,000			77,750
	Median	133,000	121,000	138,500	109,000	115,000		94,000
	3rd quartile	161,318			134,000			107,000
Senior Brand / Product Manager	n	9	2		1			1
	1st quartile	153,500						
	Median	182,000	134,000		123,000			123,000
	3rd quartile	195,000						
Marketing Manager	n	1	3	2	3	1	2	9
	1st quartile		145,000		60,000			90,750
	Median	112,000	180,000	170,000	173,000	210,000	110,000	149,000
	3rd quartile		193,000		230,000			165,770
Marketing Director	n	1	1		1			2
	1st quartile							
	Median	260,000	260,000		99,000			195,000
	3rd quartile							
Business Unit Manager / Head of Division	n	7	3	2		1		6
	1st quartile	220,000	130,000					162,500
	Median	240,000	191,000	214,835		222,100		210,000
	3rd quartile	300,000	270,000					260,000

# COMMERCIAL SALES & MARKETING 2019 VS 2018 (n=224)

Total Remuneration (excludes Bonus) KEY  = 2019  = 2018

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Sales Representative	70,294	104,000	120,750	17,986
	74,000	87,000	111,000	
Senior Sales Representative	100,500	120,000	140,513	16,000
	120,000	141,000	160,000	
GP Sales Representative	94,000	105,000	110,000	12,250
Hospital / Specialist Sales Representative	112,750	137,500	152,000	14,500
Account Manager	100,000	108,000	155,000	9,322
	75,000	102,500	152,500	
Business Development Manager / Consultant	108,731	150,500	181,250	22,255
	87,500	124,000	175,000	
Regional Sales Manager	133,000	176,000	193,000	21,857
	115,000	150,000	165,000	
Sales & Marketing Manager	147,500	200,000	212,500	30,000
	75,000	167,000	180,000	
Product Specialist	81,500	111,500	149,250	14,989

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Senior Product Specialist	120,750	142,000	173,725	20,286
Assistant / Associate Brand / Product Manager	66,000	79,000	117,000	25,125
	73,000	78,000	95,000	
Brand / Product Manager	96,000	118,000	133,250	10,150
	100,000	128,000	135,000	
Senior Brand / Product Manager	136,500	168,000	190,000	25,125
	122,500	166,000	200,000	
Marketing Manager	110,750	150,000	186,500	18,075
	97,000	142,000	178,000	
Marketing Director	119,500	250,000	260,000	35,225
	156,500	187,000	252,500	
Business Unit Manager / Head of Division	200,000	220,000	270,000	43,267
	192,500	220,000	260,000	

CAR ALLOWANCE		
1st Quartile	Median	3rd Quartile
19,042	19,938	21,964

# ENGINEERING (n=51)

2019 Total Remuneration (excludes Bonus) by Industry Sector

		Medical Devices	Manufacturing / Contract Manufacturing	Diagnostics, Life Sciences & Biotechnology	Pharmaceutical – Ethical (Innovator or Originator)	HealthCare (Allied Health, Nursing, Medical Imaging)	Consulting Services	Other
Biomedical Engineer	n	3				1		1
	1st quartile	70,000						
	Median	90,000				64,000		90,000
	3rd quartile	121,000						
Civil / Mechanical / Electrical / Process Engineer	n		2		1			
	1st quartile							
	Median		91,803		80,000			
	3rd quartile							
Project Engineer	n					1		1
	1st quartile							
	Median					87,600		109,000
	3rd quartile							
Quality Engineer	n		1	1	2			
	1st quartile							
	Median		109,000	85,000	108,000			
	3rd quartile							
Environmental Engineer	n							1
	1st quartile							
	Median							104,025
	3rd quartile							
Systems Engineer	n	1			1			
	1st quartile							
	Median	114,000			95,000			
	3rd quartile							

# ENGINEERING (n=51) CONTINUED

2019 Total Remuneration (excludes Bonus) by Industry Sector

		Medical Devices	Manufacturing / Contract Manufacturing	Diagnostics, Life Sciences & Biotechnology	Pharmaceutical – Ethical (Innovator or Originator)	HealthCare (Allied Health, Nursing, Medical Imaging)	Consulting Services	Other
Technical Officer / Test Technician	n	2						1
	1st quartile							
	Median	81,000						85,410
	3rd quartile							
Technical Services Manager	n	2						
	1st quartile							
	Median	198,000						
	3rd quartile							
Field Service Engineer	n	4	1	5				
	1st quartile	78,223		83,500				
	Median	106,445	90,000	111,000				
	3rd quartile	145,250		123,870				
Materials Engineering Manager	n							2
	1st quartile							
	Median							72,500
	3rd quartile							
Engineering Manager	n	2	1				2	3
	1st quartile							126,000
	Median	128,500	105,000				135,000	155,000
	3rd quartile							164,000
General Manager	n						1	
	1st quartile							
	Median						140,000	
	3rd quartile							



# ENGINEERING 2019 VS 2018 (n=51)

Total Remuneration (excludes Bonus) KEY  = 2019  = 2018

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Biomedical Engineer	67,000	90,000	105,500	
	55,000	58,750	71,000	
Civil / Mechanical / Electrical / Process Engineer	74,605	80,000	109,000	
	65,000	92,000	100,000	
Project Engineer		98,300		
	134,000	150,000	164,000	
Quality Engineer	90,000	107,000	110,500	12,000
Environmental Engineer		104,025		
	70,000	93,500	100,000	
Systems Engineer		104,500		2,000
Lead Systems Engineer		126,200		
Technical Officer / Test Technician	77,000	85,000	85,410	
	62,000	67,000	120,000	

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Technical Services Manager		198,000		21,000
	81,500	134,000	197,000	
Field Service Engineer	80,668	102,500	126,500	4,225
	75,625	93,000	121,250	
Materials Engineering Manager		72,500		
Engineering Manager	117,750	135,000	151,750	9,667
General Manager		140,000		2,000
		95,000		

CAR ALLOWANCE		
1st Quartile	Median	3rd Quartile
13,750	15,071	18,240

# EXECUTIVE GENERAL BUSINESS MANAGEMENT (n=98)

2019 Total Remuneration (excludes Bonus) by Industry Sector

		Pharmaceutical – Ethical (Innovator or Originator)	Medical Devices	Research Institute / NFP / Hospital / Academia	Consulting Services	HealthCare (Allied Health, Nursing, Medical Imaging)	Manufacturing / Contract Manufacturing	Other
Business Development Director	n	1	1	2	1			
	1st quartile							
	Median	300,000	100,000	233,400	240,000			
	3rd quartile							
Operations Manager	n	2	2		1	1	1	4
	1st quartile							104,250
	Median	174,000	104,500		109,000	145,000	350,000	125,000
	3rd quartile							181,000
Business Unit Manager	n	3	3	1	2			7
	1st quartile	270,000	118,000					76,650
	Median	360,000	186,250	107,000	180,000			160,000
	3rd quartile	360,000	380,000					200,000
Regional Manager	n			1	2			
	1st quartile							
	Median			143,000	132,000			
	3rd quartile							
Regional Director / Vice President	n		1			1	1	2
	1st quartile							
	Median		270,000			170,000	300,000	252,500
	3rd quartile							
Chief Operating Officer (COO)	n	1		1				1
	1st quartile							
	Median	194,000		160,000				154,000
	3rd quartile							

# EXECUTIVE GENERAL BUSINESS MANAGEMENT (n=98) CONTINUED

2019 Total Remuneration (excludes Bonus) by Industry Sector

		Pharmaceutical – Ethical (Innovator or Originator)	Medical Devices	Research Institute / NFP / Hospital / Academia	Consulting Services	HealthCare (Allied Health, Nursing, Medical Imaging)	Manufacturing / Contract Manufacturing	Other
Chief Scientific Officer	n	1						1
	1st quartile							
	Median	290,000						118,170
	3rd quartile							
General Manager	n	1	2	2	1	2	2	10
	1st quartile							130,000
	Median	250,000	216,000	150,000	186,000	168,500	172,838	157,000
	3rd quartile							176,250
Director Clinical Services	n			1		3		1
	1st quartile					110,000		
	Median			150,000		145,000		192,000
	3rd quartile					410,000		
Country Manager	n	3	1		1		1	2
	1st quartile	170,000						
	Median	290,800	260,000		156,685		330,000	148,500
	3rd quartile	450,000						
Managing Director	n	1						3
	1st quartile							260,000
	Median	350,000						300,000
	3rd quartile							350,000
Chief Executive Officer (CEO)	n	1	1	3	1	1	1	6
	1st quartile			150,000				157,725
	Median	350,000	273,750	270,000	120,000	210,000	310,000	313,300
	3rd quartile			290,000				480,000

# EXECUTIVE GENERAL BUSINESS MANAGEMENT 2019 VS 2018 (n=98)

Total Remuneration (excludes Bonus) KEY  = 2019  = 2018

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Business Development Director	145,000	240,000	288,400	30,667
	67,000	109,000	160,000	
Operations Manager	109,000	130,000	198,000	30,167
	78,750	155,000	169,000	
Business Unit Manager	115,750	180,000	337,500	44,750
	81,000	150,000	200,000	
Regional Manager	100,000	143,000	164,000	
	172,500	182,500	196,250	
Regional Director / Vice President	166,250	245,000	312,500	40,500
	180,000	250,000	425,000	
Chief Operating Officer (COO)	154,000	160,000	194,000	18,000
	180,000	260,000	280,000	
Chief Scientific Officer		204,085		24,000
	120,000	300,000	380,000	
General Manager	134,000	160,000	207,669	14,738
	182,500	215,000	265,000	

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Director Clinical Services	127,500	150,000	301,000	24,000
Country Manager	160,014	222,500	320,200	60,857
		270,000		
Managing Director	270,000	325,000	350,000	60,000
	176,250	235,000	290,000	
Chief Executive Officer (CEO)	161,475	281,875	327,500	46,000
	220,000	250,000	320,000	

CAR ALLOWANCE		
1st Quartile	Median	3rd Quartile
18,000	22,000	25,400

# MARKET ACCESS / HEALTH ECONOMICS (n=33)

2019 Total Remuneration (excludes Bonus) by Industry Sector

		Pharmaceutical – Ethical (Innovator or Originator)	Medical Devices	Animal Health	Consulting Services	Healthtech (Health Analytics, Data Informatics)	Research Institute / NFP / Hospital / Academia	Other
Biostatistician	n		1	1				
	1st quartile							
	Median		82,000	72,000				
	3rd quartile							
Health Economics Analyst	n				1	2	1	
	1st quartile							
	Median				108,000	83,500	93,000	
	3rd quartile							
Health Economics / Market Access Associate	n	2						2
	1st quartile							
	Median	136,000						81,000
	3rd quartile							
Senior Health Economics / Market Access Associate	n	1			2	1		1
	1st quartile							
	Median	130,000			123,500	110,000		190,000
	3rd quartile							
Health Economics / Market Access Manager	n	8	1				1	1
	1st quartile	169,250						
	Median	182,000	190,000				144,000	170,000
	3rd quartile	219,750						
Manager Analytics	n	1						
	1st quartile							
	Median	180,000						
	3rd quartile							

# MARKET ACCESS / HEALTH ECONOMICS (n=33) CONTINUED

2019 Total Remuneration (excludes Bonus) by Industry Sector

		Pharmaceutical – Ethical (Innovator or Originator)	Medical Devices	Animal Health	Consulting Services	Healthtech (Health Analytics, Data Informatics)	Research Institute / NFP / Hospital / Academia	Other
Associate Director of Health Economics / Market Access / Pricing & Reimbursement	n	1	1					
	1st quartile							
	Median	280,000	350,000					
	3rd quartile							
Director of Health Economics / Market Access / Pricing & Reimbursement	n	2	2					
	1st quartile							
	Median	370,000	325,000					
	3rd quartile							

# HEALTH ECONOMICS / MARKET ACCESS / HEALTH INFORMATICS

## 2019 VS 2018 (n=33)

Total Remuneration (excludes Bonus) KEY  = 2019  = 2018

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Biostatistician		77,000		28,000
Health Economics Analyst	80,250	91,500	104,250	
	110,000	116,000	120,000	
Health Economics / Market Access Associate	75,500	110,000	140,000	7,475
	91,375	114,000	125,500	
Senior Health Economics / Market Access Associate	108,000	130,000	165,500	28,000
	121,250	193,000	225,000	
Health Economics / Market Access Manager	169,000	178,000	190,000	22,889
	148,000	180,000	220,000	
Manager Analytics		180,000		32,000
Associate Director of Health Economics / Market Access / Pricing & Reimbursement		315,000		45,000
Director of Health Economics / Market Access / Pricing & Reimbursement	317,500	340,000	385,000	72,500
	176,250	270,000	380,000	

CAR ALLOWANCE		
1st Quartile	Median	3rd Quartile
16,375	20,026	22,792

# LABORATORY (QC, R&D, PRODUCT DEVELOPMENT, ETC) (n=146)

2019 Total Remuneration (excludes Bonus) by Industry Sector

		Laboratory Services	FMCG, Food & Beverage	Research Institute / NFP / Hospital / Academia	Manufacturing / Contract Manufacturing	Diagnostics, Life Sciences & Biotechnology	Pharmaceutical - OTC & Consumer Healthcare	Other
Laboratory Assistant	n	3		3		2		
	1st quartile	55,000		62,000				
	Median	55,000		65,000		61,000		
	3rd quartile	55,000		75,000				
Laboratory Technician	n	10	1	2		2	1	2
	1st quartile	55,000						
	Median	55,000	65,700	98,000		77,500	65,000	65,500
	3rd quartile	55,750						
QC Chemist	n		1		2		2	1
	1st quartile							
	Median		84,000		72,500		68,000	78,000
	3rd quartile							
Chemist	n	1			3		1	
	1st quartile				75,000			
	Median	84,000			94,000		65,000	
	3rd quartile				122,000			
Senior Chemist	n	4	1	1	2			3
	1st quartile	62,750						70,000
	Median	73,850	65,000	92,000	105,500			110,000
	3rd quartile	79,175						141,255
Microbiologist	n	2			1			
	1st quartile							
	Median	55,000			80,000			
	3rd quartile							



# LABORATORY (QC, R&D, PRODUCT DEVELOPMENT, ETC) (n=146) CONTINUED

2019 Total Remuneration (excludes Bonus) by Industry Sector

		Laboratory Services	FMCG, Food & Beverage	Research Institute / NFP / Hospital / Academia	Manufacturing / Contract Manufacturing	Diagnostics, Life Sciences & Biotechnology	Pharmaceutical - OTC & Consumer Healthcare	Other
Food Technologist	n		7					
	1st quartile		60,000					
	Median		69,000					
	3rd quartile		91,650					
Senior Food Technologist	n		6					
	1st quartile		99,500					
	Median		128,500					
	3rd quartile		140,000					
Laboratory Team Leader / Supervisor	n	4	1	2	2	1		3
	1st quartile	67,500						55,000
	Median	72,500	76,000	160,500	88,000	64,000		103,000
	3rd quartile	82,000						150,000
Laboratory Manager	n	5	2	5	1	1	1	4
	1st quartile	103,000		102,000				70,500
	Median	108,000	90,500	110,000	140,000	100,000	90,000	91,000
	3rd quartile	122,000		112,500				112,250
R&D / Product Development Scientist	n	1	3	6	4	3	1	3
	1st quartile		69,000	90,750	89,250	78,000		70,000
	Median	64,000	90,000	93,500	112,000	81,000	169,000	72,000
	3rd quartile		129,000	99,500	140,750	99,000		95,000
R&D / Product Development Manager	n		6		3	3		9
	1st quartile		120,750		147,825	110,000		116,500
	Median		133,500		177,000	125,000		135,000
	3rd quartile		161,250		220,000	200,000		165,000

# LABORATORY (QC, R&D, PRODUCT DEVELOPMENT, ETC) (n=146) CONTINUED

2019 Total Remuneration (excludes Bonus) by Industry Sector

		Laboratory Services	FMCG, Food & Beverage	Research Institute / NFP / Hospital / Academia	Manufacturing / Contract Manufacturing	Diagnostics, Life Sciences & Biotechnology	Pharmaceutical - OTC & Consumer Healthcare	Other
R&D / Product Development Director / GM	n		1		1	1		2
	1st quartile							
	Median		195,000		210,000	172,000		197,500
	3rd quartile							
Laboratory Director	n	2						
	1st quartile							
	Median	146,000						
	3rd quartile							

# LABORATORY (QC, R&D, PRODUCT DEVELOPMENT, ETC) 2019 VS 2018 (n=51)

Total Remuneration (excludes Bonus) KEY  = 2019  = 2018

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Laboratory Assistant	55,000	58,500	66,500	
	61,000	63,000	81,000	
Laboratory Technician	55,000	56,500	72,000	933
	55,000	70,000	85,000	
QC Chemist	56,000	79,000	85,250	900
	59,250	67,500	80,000	
Chemist	70,000	84,000	108,000	6,000
	55,500	75,500	108,000	
Senior Chemist	70,000	80,000	108,000	9,667
	68,625	78,250	89,250	
Microbiologist	55,000	55,000	80,000	
	60,000	78,000	85,000	
Food Technologist	60,000	69,000	91,650	6,000
	67,375	78,250	99,500	
Senior Food Technologist	99,500	128,500	140,000	7,500
	96,250	105,500	115,000	

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Laboratory Team Leader / Supervisor	69,000	76,000	120,500	2,450
	85,750	98,000	135,000	
Laboratory Manager	96,000	108,000	111,000	5,000
	83,750	104,000	132,000	
R&D / Product Development Scientist	79,500	92,000	100,000	8,000
	80,000	85,000	97,000	
R&D / Product Development Manager	120,500	137,000	171,000	15,762
	126,000	144,500	153,000	
R&D / Product Development Director / GM	183,500	195,000	205,000	28,667
	165,000	270,000	300,000	
Laboratory Director		146,000		20,000
	127,500	156,000	180,000	

CAR ALLOWANCE		
1st Quartile	Median	3rd Quartile
11,375	16,833	19,917

# MEDICAL AFFAIRS (n=147)

2019 Total Remuneration (excludes Bonus) by Industry Sector

		Pharmaceutical – Ethical (Innovator or Originator)	Medical Devices	Pharmaceutical – OTC & Consumer Healthcare	HealthCare (Allied Health, Nursing, Medical Imaging)	Research Institute / NFP / Hospital / Academia	Consulting Services	Other
Medical Writer / Editor	n				1	1	2	
	1st quartile							
	Median				104,000	104,000	93,500	
	3rd quartile							
Senior Medical Writer / Editor	n							2
	1st quartile							
	Median							128,000
	3rd quartile							
Medical Marketing Manager	n	1						
	1st quartile							
	Median	180,000						
	3rd quartile							
Medical Information Associate	n	3		1				2
	1st quartile	72,000						
	Median	83,000		74,000				67,500
	3rd quartile	110,000						
Senior Medical Information Associate	n	2			1			
	1st quartile							
	Median	104,500			81,000			
	3rd quartile							
Medical Information Manager	n	3			1			
	1st quartile	128,000						
	Median	148,000			75,000			
	3rd quartile	154,000						

# MEDICAL AFFAIRS (n=147) CONTINUED

2019 Total Remuneration (excludes Bonus) by Industry Sector

		Pharmaceutical – Ethical (Innovator or Originator)	Medical Devices	Pharmaceutical – OTC & Consumer Healthcare	HealthCare (Allied Health, Nursing, Medical Imaging)	Research Institute / NFP / Hospital / Academia	Consulting Services	Other
Pharmacovigilance Associate	n	6						1
	1st quartile	73,750						
	Median	97,000						93,000
	3rd quartile	106,459						
Senior Pharmacovigilance Associate	n	6		1				2
	1st quartile	97,500						
	Median	116,000		62,415				115,000
	3rd quartile	129,750						
Pharmacovigilance Manager	n	8						2
	1st quartile	126,588						
	Median	151,500						118,000
	3rd quartile	171,250						
Scientific / Medical Affairs Associate	n	7	2	1				
	1st quartile	100,000						
	Median	104,000	115,500	123,000				
	3rd quartile	120,000						
Senior Scientific / Medical Affairs Associate	n	3				2		
	1st quartile	101,000						
	Median	153,000				85,500		
	3rd quartile	158,000						
Scientific / Medical Affairs Manager	n	11	1					1
	1st quartile	165,000						
	Median	180,000	130,000					153,000
	3rd quartile	184,000						

# MEDICAL AFFAIRS (n=147) CONTINUED

2019 Total Remuneration (excludes Bonus) by Industry Sector

		Pharmaceutical – Ethical (Innovator or Originator)	Medical Devices	Pharmaceutical – OTC & Consumer Healthcare	HealthCare (Allied Health, Nursing, Medical Imaging)	Research Institute / NFP / Hospital / Academia	Consulting Services	Other
Medical Compliance Officer / Manager	n	3						
	1st quartile	106,000						
	Median	124,975						
	3rd quartile	160,000						
Medical Scientific Liaison	n	19		1				
	1st quartile	123,000						
	Median	141,000		141,000				
	3rd quartile	155,000						
Senior Medical Scientific Liaison	n	3						
	1st quartile	161,000						
	Median	190,000						
	3rd quartile	196,000						
Medical Excellence Lead / Manager	n	1						
	1st quartile							
	Median	153,000						
	3rd quartile							
Medical Operations Manager	n	2		1			1	
	1st quartile							
	Median	176,000		165,000			175,000	
	3rd quartile							
Medical Services Manager	n	1			1			
	1st quartile							
	Median	210,000			142,000			
	3rd quartile							

# MEDICAL AFFAIRS (n=147) CONTINUED

2019 Total Remuneration (excludes Bonus) by Industry Sector

		Pharmaceutical – Ethical (Innovator or Originator)	Medical Devices	Pharmaceutical – OTC & Consumer Healthcare	HealthCare (Allied Health, Nursing, Medical Imaging)	Research Institute / NFP / Hospital / Academia	Consulting Services	Other
Medical / Scientific Advisor	n	7			1			
	1st quartile	155,000						
	Median	178,000			55,000			
	3rd quartile	210,000						
Senior Medical Advisor / Associate Medical Director	n	15	1					
	1st quartile	198,000						
	Median	230,000	210,000					
	3rd quartile	270,000						
Medical Director	n	5	1					
	1st quartile	255,000						
	Median	280,000	270,000					
	3rd quartile	370,000						
Senior / Group Medical Director	n	1	2					
	1st quartile							
	Median	390,000	230,000					
	3rd quartile							
Regional Medical Director / Regional Vice President	n	1						
	1st quartile							
	Median	220,000						
	3rd quartile							
Departmental Support / Business Function Role (e.g. compliance, quality, audit, training, administrative or other specialist support function)	n	1				1		2
	1st quartile							
	Median	95,000				300,000		80,000
	3rd quartile							

# MEDICAL AFFAIRS 2019 VS 2018 (n=147)

Total Remuneration (excludes Bonus) KEY  = 2019  = 2018

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Medical Information Associate	67,750	77,000	89,750	3,500
	65,000	75,000	88,000	
Senior Medical Information Associate	55,000	81,000	154,000	11,500
		135,500		
Medical Information Manager	88,250	138,000	152,500	24,000
	105,000	150,000	177,000	
Pharmacovigilance Associate	80,000	94,000	101,000	6,750
	82,500	95,000	100,000	
Senior Pharmacovigilance Associate	97,000	116,000	122,500	11,000
	97,375	108,000	122,500	
Pharmacovigilance Manager	117,838	151,500	165,750	17,000
	155,000	167,000	190,000	
Scientific / Medical Affairs Associate	100,000	107,000	120,750	8,000
	73,750	84,000	108,250	
Senior Scientific / Medical Affairs Associate	85,500	101,000	155,500	7,500
	105,000	138,000	165,250	

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Scientific/Medical Affairs Manager	155,000	172,000	182,000	16,100
	128,750	168,000	195,000	
Medical Compliance Officer / Manager	106,000	124,975	160,000	21,333
Medical Scientific Liaison	124,750	141,000	154,250	14,393
	127,000	136,000	153,000	
Senior Medical Scientific Liaison	161,000	190,000	196,000	18,667
Medical Operations Manager	147,750	170,000	201,250	26,000
Medical / Scientific Advisor	140,000	169,000	203,500	24,667
	146,500	167,000	182,250	
Senior Medical Advisor / Associate Medical Director	198,500	225,000	265,000	33,667
	210,000	220,000	265,000	
Medical Director	257,500	275,000	355,000	77,500
	247,500	275,000	320,000	



# MEDICAL AFFAIRS 2019 VS 2018 (n=147) CONTINUED

Total Remuneration (excludes Bonus) KEY  = 2019  = 2018

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Senior / Group Medical Director	220,000	240,000	390,000	65,333
	185,000	200,000	435,000	
Regional Medical Director / Regional Vice President		220,000		28,000
Departmental Support / Business Function Role (e.g. compliance, quality, audit, training, administrative or other specialist support function)	75,000	92,500	248,750	4,500

CAR ALLOWANCE		
1st Quartile	Median	3rd Quartile
19,042	20,667	22,000

# OPERATIONS AND MANUFACTURING (n=85)

2019 Total Remuneration (excludes Bonus) by Industry Sector

		Manufacturing / Contract Manufacturing	FMCG, Food & Beverage	Medical Devices	Animal Health	Pharmaceutical – Ethical (Innovator or Originator)	Consulting Services	Other
WH&S Officer	n	1						1
	1st quartile							
	Median	55,000						55,000
	3rd quartile							
Shift Supervisor	n	3						3
	1st quartile	80,000						65,000
	Median	87,600						90,000
	3rd quartile	93,000						100,000
Plant / Site Manager	n	1	1					
	1st quartile							
	Median	182,000	150,000					
	3rd quartile							
Production Planner	n	3				1		1
	1st quartile	80,000						
	Median	113,000				82,000		61,000
	3rd quartile	125,000						
Production Supervisor	n	5						
	1st quartile	56,500						
	Median	75,000						
	3rd quartile	101,500						
Production Manager	n							2
	1st quartile							
	Median							92,000
	3rd quartile							

# OPERATIONS AND MANUFACTURING (n=85) CONTINUED

2019 Total Remuneration (excludes Bonus) by Industry Sector


		Manufacturing / Contract Manufacturing	FMCG, Food & Beverage	Medical Devices	Animal Health	Pharmaceutical – Ethical (Innovator or Originator)	Consulting Services	Other
Business Improvement Manager	n	3					1	1
	1st quartile	82,000						
	Median	83,000					95,000	109,000
	3rd quartile	126,000						
Engineering Manager	n	1	1	t	1			1
	1st quartile							
	Median	110,000	115,000	162,000	146,000			90,000
	3rd quartile							
Manufacturing Manager	n	2		1				1
	1st quartile							
	Median	133,325		240,000				58,000
	3rd quartile							
Operations Manager	n	4	2	1	2		1	7
	1st quartile	117,850						89,000
	Median	153,200	169,750	55,000	154,000		80,000	95,000
	3rd quartile	266,250						125,000
Process / Lean Implementation Manager	n				1			
	1st quartile							
	Median				188,000			
	3rd quartile							
Procurement / Purchasing Officer	n			1			1	1
	1st quartile							
	Median			69,000			60,000	85,000
	3rd quartile							

# OPERATIONS AND MANUFACTURING (n=85) CONTINUED

2019 Total Remuneration (excludes Bonus) by Industry Sector

		Manufacturing / Contract Manufacturing	FMCG, Food & Beverage	Medical Devices	Animal Health	Pharmaceutical – Ethical (Innovator or Originator)	Consulting Services	Other
Procurement / Purchasing Manager	n		1					1
	1st quartile							
	Median		170,000					120,450
	3rd quartile							
Logistics Officer	n	1	2			1		
	1st quartile							
	Median	55,000	55,000			77,000		
	3rd quartile							
Supply Chain Manager	n		1	2	1			3
	1st quartile							120,450
	Median		150,000	155,000	120,000			142,000
	3rd quartile							152,000
Operations Director	n	2	1					2
	1st quartile							
	Median	224,475	193,000					435,000
	3rd quartile							
General Manager	n	1						1
	1st quartile							
	Median	140,000						240,000
	3rd quartile							
Regional Manager / Director / Vice President	n							4
	1st quartile							180,000
	Median							194,243
	3rd quartile							239,621

# OPERATIONS AND MANUFACTURING 2019 VS 2018 (n=85)

Total Remuneration (excludes Bonus) KEY  = 2019  = 2018

Job Title	1st Quartile	Median	3rd Quartile	Bonus
WH&S Officer		55,000		
	55,000	91,500	103,000	
Shift Supervisor	76,250	88,800	94,750	2,500
	72,875	84,250	93,625	
Plant / Site Manager		166,000		18,000
	126,250	182,500	227,500	
Production Planner	70,500	82,000	119,000	3,500
		101,000		
Production Supervisor	56,500	75,000	101,500	5,000
	55,000	72,000	84,000	
Production Manager		92,000		8,000
	103,000	104,000	147,000	
Business Improvement Manager	82,500	95,000	117,500	8,000
	136,250	185,000	200,000	
Engineering Manager	100,000	115,000	154,000	8,333
	58,000	143,000	150,000	
Manufacturing Manager	62,663	133,325	227,500	7,000
	61,250	104,000	189,500	

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Operations Manager	88,500	109,500	179,000	23,429
	96,750	123,000	164,500	
Process / Lean Implementation Manager		188,000		12,000
		127,000		
Procurement / Purchasing Officer	60,000	69,000	85,000	9,000
Procurement / Purchasing Manager		145,225		28,000
	98,125	126,500	169,500	
Logistics Officer	55,000	55,000	71,500	7,000
	57,500	65,000	68,500	
Supply Chain Manager	120,450	150,000	152,000	9,800
	100,000	140,000	151,500	
Operations Director	184,100	270,000	436,875	40,500
	153,000	178,500	210,000	
General Manager		190,000		24,000
	105,000	145,000	192,500	
Regional Manager / Director / Vice President	180,000	194,243	239,621	33,500
		175,000		

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CAR ALLOWANCE		
1st Quartile	Median	3rd Quartile
20,000	23,000	25,625

# QUALITY ASSURANCE (n=144)

2019 Total Remuneration (excludes Bonus) by Industry Sector

		Manufacturing / Contract Manufacturing	FMCG, Food & Beverage	Medical Devices	Pharmaceutical – Ethical (Innovator or Originator)	Pharmaceutical – OTC & Consumer Healthcare	HealthCare (Allied Health, Nursing, Medical Imaging)	Other
QA Assistant	n	2						2
	1st quartile							
	Median	78,000						80,000
	3rd quartile							
Product Complaints Officer / Coordinator	n		1	1				1
	1st quartile							
	Median		85,000	60,000				98,000
	3rd quartile							
QA Associate / Officer	n	4	4	4	2	4		10
	1st quartile	56,750	56,750	70,000		60,000		68,000
	Median	63,000	67,000	88,500	84,000	69,000		72,500
	3rd quartile	76,000	81,750	94,250		84,750		96,750
Senior QA Associate	n		1	3	1	3		9
	1st quartile			88,000		109,000		90,000
	Median		70,000	108,000	98,000	112,000		93,000
	3rd quartile			110,000		115,000		98,000
QA Team Leader / Coordinator	n	2	4	2				
	1st quartile		88,250					
	Median	84,000	96,500	108,000				
	3rd quartile		99,500					
Compliance Specialist	n	1	1	1	2	1		5
	1st quartile							71,000
	Median	120,000	87,000	113,000	114,500	95,000		82,000
	3rd quartile							105,500

# QUALITY ASSURANCE (n=144) CONTINUED

2019 Total Remuneration (excludes Bonus) by Industry Sector

		Manufacturing / Contract Manufacturing	FMCG, Food & Beverage	Medical Devices	Pharmaceutical – Ethical (Innovator or Originator)	Pharmaceutical – OTC & Consumer Healthcare	HealthCare (Allied Health, Nursing, Medical Imaging)	Other
Compliance Manager	n	2			1	1		
	1st quartile							
	Median	133,000			210,000	180,000		
	3rd quartile							
Quality Auditor	n						1	4
	1st quartile							70,000
	Median						67,000	94,000
	3rd quartile							122,500
Quality Systems Manager	n	1	1				2	2
	1st quartile							
	Median	60,000	106,000				130,000	119,000
	3rd quartile							
QA Manager	n	11	4	6	1	1	1	7
	1st quartile	79,000	86,250	116,500				100,000
	Median	95,000	112,500	136,000	180,000	110,000	90,000	130,000
	3rd quartile	123,000	127,500	154,250				138,000
Senior QA Manager	n	2	3		1	2	1	
	1st quartile		120,000					
	Median	175,500	155,000		149,000	153,500	102,000	
	3rd quartile		172,000					
Director / Head of Quality	n	3	3		1	0	2	3
	1st quartile	110,000	165,000					123,000
	Median	166,000	174,000		195,000		165,000	150,000
	3rd quartile	170,000	250,000					186,000

# QUALITY ASSURANCE (n=144) CONTINUED

2019 Total Remuneration (excludes Bonus) by Industry Sector

		Manufacturing / Contract Manufacturing	FMCG, Food & Beverage	Medical Devices	Pharmaceutical – Ethical (Innovator or Originator)	Pharmaceutical – OTC & Consumer Healthcare	HealthCare (Allied Health, Nursing, Medical Imaging)	Other
Senior / Regional QA Director / VP QA	n	2			4			
	1st quartile				217,500			
	Median	245,000			275,000			
	3rd quartile				370,000			



# QUALITY ASSURANCE 2019 VS 2018 (n=144)

Total Remuneration (excludes Bonus) KEY  = 2019  = 2018

Job Title	1st Quartile	Median	3rd Quartile	Bonus
QA Assistant	67,000	80,000	90,000	
Product Complaints Officer / Coordinator	60,000	85,000	98,000	5,000
QA Associate / Officer	63,250	72,000	87,500	8,817
	65,750	72,500	89,625	
Senior QA Associate	90,000	96,000	109,500	6,750
	84,375	102,000	110,000	
QA Team Leader / Coordinator	85,250	95,000	99,500	4,333
	77,500	90,000	107,500	
Compliance Specialist	77,000	95,000	113,000	4,333
	79,375	95,000	117,000	
Compliance Manager	117,000	172,500	202,500	16,667
	141,500	177,500	207,500	
Quality Auditor	68,500	70,000	121,000	900

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Quality Systems Manager	94,500	111,500	131,250	3,000
	83,750	95,000	107,000	
QA Manager	90,000	110,000	132,000	20,250
	90,000	110,000	145,000	
Senior QA Manager	127,500	151,000	172,000	15,286
	140,000	179,000	210,000	
Director / Head of Quality	135,000	168,000	192,750	20,250
Senior / Regional QA Director / VP QA	210,000	260,000	330,000	61,333
	166,500	245,000	295,000	

CAR ALLOWANCE		
1st Quartile	Median	3rd Quartile
15,125	17,531	23,458

# REGULATORY AFFAIRS (n=239)

2019 Total Remuneration (excludes Bonus) by Industry Sector

		Pharmaceutical – Ethical (Innovator or Originator)	Medical Devices	Pharmaceutical – Ethical (Generics)	Pharmaceutical – OTC & Consumer Healthcare	Complementary Medicines	FMCG, Food & Beverage	Other
Graduate Regulatory Affairs Associate (<12 months experience)	n				1			1
	1st quartile							
	Median				94,000			80,225
	3rd quartile							
Regulatory Affairs Assistant	n		4		1	1		3
	1st quartile		63,750					55,000
	Median		75,000		63,000	55,000		80,000
	3rd quartile		75,000					103,000
Regulatory Affairs, Quality Assurance Associate	n		3			1		2
	1st quartile		90,000					
	Median		100,000			104,000		87,000
	3rd quartile		107,000					
Regulatory Affairs Associate	n	12	6	8	2	5		9
	1st quartile	76,750	75,615	88,000		67,500		78,000
	Median	87,000	83,500	92,500	90,000	78,000		86,000
	3rd quartile	98,750	100,250	105,250		87,000		99,500
Senior Regulatory Affairs Associate	n	25	5	5	8	1		8
	1st quartile	122,500	110,000	123,500	111,250			101,828
	Median	132,000	120,000	140,000	141,000	90,000		110,000
	3rd quartile	152,000	162,000	152,000	148,000			132,000
Regulatory Affairs Team Leader	n	1	1	1		1		6
	1st quartile							108,750
	Median	220,000	141,000	120,000		102,000		119,500
	3rd quartile							132,750

# REGULATORY AFFAIRS (n=239) CONTINUED

2019 Total Remuneration (excludes Bonus) by Industry Sector

		Pharmaceutical – Ethical (Innovator or Originator)	Medical Devices	Pharmaceutical – Ethical (Generics)	Pharmaceutical – OTC & Consumer Healthcare	Complementary Medicines	FMCG, Food & Beverage	Other
Regulatory Affairs Project Manager	n	1	1					2
	1st quartile							
	Median	120,000	171,000					93,000
	3rd quartile							
Regulatory Affairs Manager	n	19	10	7	4	8	4	9
	1st quartile	151,000	123,750	142,000	151,750	101,500	112,500	116,500
	Median	180,000	166,500	170,000	171,000	133,000	126,000	126,000
	3rd quartile	230,000	184,250	187,000	191,750	135,750	147,750	155,500
Director / Head of Regulatory Affairs	n	11	4		3	2	1	10
	1st quartile	200,000	172,500		170,000			115,500
	Median	270,000	194,098		170,000	163,000	156,000	166,500
	3rd quartile	270,000	262,049		260,000			220,000
Regulatory Affairs, Quality Assurance Manager	n	1	4		1		4	3
	1st quartile		135,500				104,250	110,000
	Median	187,000	150,000		135,000		118,500	118,000
	3rd quartile		171,250				167,250	139,210
Regulatory Affairs, Quality Assurance Director	n	1	2			1	1	1
	1st quartile							
	Median	155,000	220,000			92,000	210,000	219,100
	3rd quartile							
Regional Manager / Regional Associate Vice President	n	1						1
	1st quartile							
	Median	160,685						170,000
	3rd quartile							

# REGULATORY AFFAIRS 2019 VS 2018 (n=239)

Total Remuneration (excludes Bonus) KEY ◆ = 2019 ◆ = 2018

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Graduate Regulatory Affairs Associate (<12 months experience)		87,113		
Regulatory Affairs Assistant	57,500	75,000	91,500	16,950
	58,250	92,500	119,000	
Regulatory Affairs, Quality Assurance Associate	83,250	102,000	108,000	3,633
	66,500	72,000	104,000	
Regulatory Affairs Associate	77,750	87,500	99,250	10,143
	80,000	90,750	103,250	
Senior Regulatory Affairs Associate	112,750	132,000	146,750	14,371
	104,250	120,000	136,250	
Regulatory Affairs Team Leader	102,000	120,000	141,000	11,363
	102,750	120,000	147,000	
Regulatory Affairs Project Manager	89,500	110,000	158,250	13,633
	88,500	116,000	153,000	
Regulatory Affairs Manager	130,500	151,000	184,000	20,978
	120,000	143,000	170,000	

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Regulatory Affairs, Quality Assurance Manager	117,500	135,000	167,500	7,544
	115,500	120,000	162,000	
Regulatory Affairs, Quality Assurance Director	139,250	195,000	229,325	33,000
	188,000	200,000	260,000	
Director / Head of Regulatory Affairs	170,000	209,098	270,000	37,762
	180,000	220,000	270,000	
Regional Manager / Regional Associate Vice President		165,343		32,000
	162,750	225,000	247,500	

CAR ALLOWANCE		
1st Quartile	Median	3rd Quartile
16,917	20,375	26,000

# ALLIED HEALTH 2019 VS 2018 (n=53)

Total Remuneration (excludes Bonus) KEY  = 2019  = 2018

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Physiotherapist		70,000		
	72,500	79,000	116,750	
Occupational Therapist		70,000		
		107,500		
Recreational Activities Officer	56,250	83,500	125,300	40,000
	55,000	55,000	60,500	
Allied Health Manager	75,000	108,125	120,000	18,429
	63,000	80,000	125,000	
General Manager, Allied Health Service	73,750	90,000	110,250	9,536
	56,750	70,000	99,750	

CAR ALLOWANCE		
1st Quartile	Median	3rd Quartile
17,750	18,000	18,500

# HEALTHTECH / HEALTH INFORMATICS 2019 VS 2018 (n=23)

Total Remuneration (excludes Bonus) KEY  = 2019  = 2018

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Analyst	67,500	71,500	104,750	5,000
Senior Analyst	99,000	107,310	154,000	8,000
Solutions Architect		70,000		2,000
Senior Solutions Architect		142,000		
Senior Clinical Coder		61,000		
Manager Analytics	95,000	141,000	177,000	

CAR ALLOWANCE		
1st Quartile	Median	3rd Quartile
	19,000	

# HUMAN RESOURCES 2019 VS 2018 (n=50)

Total Remuneration (excludes Bonus) KEY  = 2019  = 2018

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Internal Recruitment Specialist / Onsite Recruiter	72,000	104,025	117,000	6,000
	65,500	72,000	102,750	
Organisational Development Specialist / Manager	102,500	145,500	172,750	4,000
		162,500		
Recruitment Manager		122,303		24,000
	106,250	111,000	159,250	
Human Resources Administrator / Assistant	59,750	79,500	120,250	1,450
	57,250	69,500	71,125	
Human Resources Associate	69,500	77,000	89,000	10,000
	75,500	87,500	118,500	
Human Resources Business Partner	90,000	99,000	140,000	8,333
Human Resources Manager	103,250	122,500	182,500	22,250
	87,750	110,000	135,000	
Senior Human Resources Manager	145,000	152,000	175,000	24,000

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Human Resources Director / Head	162,000	189,000	210,000	21,250
	135,500	200,000	225,000	

CAR ALLOWANCE		
1st Quartile	Median	3rd Quartile
16,900	19,000	22,500

# NURSING 2019 VS 2018 (n=11)

Total Remuneration (excludes Bonus) KEY  = 2019  = 2018

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Registered Nurse		78,000		
		64,500		
Registered Nurse Team Leader		100,000		20,000
Clinical Nurse Educator		89,000		
Quality Coordinator		59,000		
Clinical Care Coordinator / Nurse Unit Manager		55,000		
		96,000		
Clinical Manager		110,000		
Operations Manager		152,000		
Deputy Director of Nursing		100,000		
		87,000		

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Director of Nursing		142,500		
	118,750	130,000	151,500	
Executive Director of Nursing		175,000		

CAR ALLOWANCE		
1st Quartile	Median	3rd Quartile
	20,000	



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