

**2021
On Q Job
Satisfaction &
Salary Survey
Report[©]**

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Key Findings

- 1 More women (68%) than men (62%) received a pay rise this year, a reversal from 2020.
- 2 Almost 40% of those looking for jobs received more than one offer.
- 3 More than 75% of businesses have a remote working policy in place, whilst 15% of respondents are working for companies with no such policy.
- 4 For more than two-thirds of businesses, COVID-19 did not impact employee engagement or productivity.
- 5 Australia owned companies are more likely to hire more employees (42%) up from last year's 30%. International companies are also looking to hire more employees (33%) up from last year's 26%.

Foreword

As we move into the next phase of the global pandemic and offices reopen it comes as no surprise that the majority of Life Science companies have reconfigured work to fit the 'new normal' by prioritising flexible working arrangements, focusing more on mental health & wellbeing, and providing better work-life balance to their employees. This creates a level playing field for those employers embracing the new normal, which is critical for talent retention and attraction. But employers who want to revert to the pre-COVID working conditions are bound to face many hurdles.

You have undoubtedly heard about the global wave of resignations, which is expected to peak in 2022. If a wave of resignations were to occur in the Life Sciences sector, it would be a cause for concern because it could be a signal that staff are looking to leave the field altogether - as generally speaking, the Life Sciences sector compensates and cares for its people extremely well, which is also demonstrated by the continued high engagement scores reported in our annual surveys.

As far as the Life Sciences industry is concerned, I predict we are also likely to see a wave of holidays in the first half of 2022, owing to the fact that international travel has been restricted since the beginning of the COVID-19 pandemic. Many experts are predicting we may also lose highly skilled overseas-born residents who decide to return to their native country permanently. A wave of holidays or resignations, combined with the past two-year suspension of skilled migrant intakes, plus a possible reverse immigration will put a significant strain on existing labour resources.

In the past 6 months, managers reported hiring new talent had been more difficult than usual. This correlates with the survey contributors reporting that they received multiple job offers when job hunting. Given these facts and predictions, I anticipate the war for talent will far exceed anything I have seen in my 30 years in Recruitment. My recommendation to managers is to do whatever it takes to retain their current top talent. If you need to recruit, go to the market with a clear employee value proposition, have an open mindset on transferrable skills, and work to a faster recruitment timetable.

In spite of all these challenges posed by the COVID-19 pandemic, the Australian Life Sciences sector has recovered remarkably well and shows major growth potential in the coming years. The majority of our contributors reported that the pandemic did not impact the level of engagement or productivity in their organisation, while there was also a rise in the number of managers who are looking to increase their headcount in the next 6 months.

We hope this year's report provides you with valuable insights into the Australian Life Sciences sector, including salary and job satisfaction statistics and market trends to prepare for new opportunities and challenges ahead.

Thank you to everyone who has contributed to our surveys over the years. You have helped us continue to produce one of the longest-running salary & job satisfaction reports in Australia. If you would like to know more, please get in touch with my team on 02 9431 2555, or myself on 02 9431 2522.



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What's New in 2021?

In this year's survey, we asked our traditional set of job satisfaction questions and expanded on last year's COVID-19 queries. We hoped this would give us a good idea of how companies have weathered the pandemic storm, and what their employees think about the 'new normal'.

In terms of job satisfaction, the number of respondents who said they are unsatisfied with their current job rose from 6% last year to 15% this year. However, the majority (53%) reported that they are still satisfied with their current role, a slight dip since last year's 56%.

On a positive note, growth is back. Most managers think they'll increase their headcount in the coming year with 37% of businesses planning on increasing their permanent headcount in the next 12 months (28% in 2020).

What we're seeing in this report is a steady-as-she-goes type of result. Much of what we saw develop in our 2020 survey remained the same, with most negative results balanced out by a swath of positivity. Given the context, Australian Life Sciences workers should be immensely proud of these results - not even a global pandemic could keep us down.



Remarks

Number of contributors: 1,028

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.

Survey opened on 8 June 2021:

50% responded before NSW went into lockdown on 26 June 2021.

Industries:

Academia
Animal Health
Clinical Research Organisations
Complementary Medicines
Consulting Services
Diagnostics, Life Sciences & Biotechnology
FMCG, Food & Beverage
Government (Federal/State)
HealthCare (Allied Health, Medical Imaging)
Healthtech (Health Analytics, Data Informatics) Hospital
Laboratory Services
Manufacturing/ Contract Manufacturing
Medical Devices
Medical Research Institute/NFP
Pharmaceuticals – Ethical (Innovator or Originator)
Pharmaceuticals – Ethical (Generics)
Pharmaceuticals – OTC & Consumer
Healthcare

Functional Sectors:

Clinical Research
Commercial, Sales and Marketing
Executive General Business Management (CEO, Managing Director, CSO, VP, etc)
Health Economics/Market Access
Human Resources
Laboratory (QC, R&D, Product Development, etc)
Medical Affairs
Operations & Manufacturing (Production, Process, Supply Chain, Systems, etc)
Quality Assurance
Regulatory Affairs

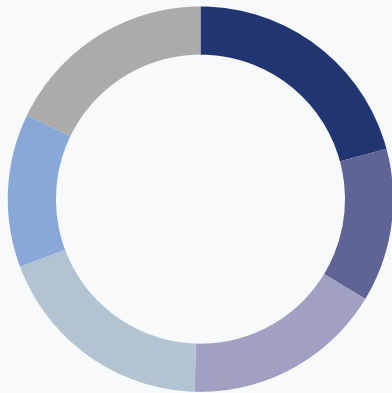


Key Areas of Interest - Analysis

Demographics

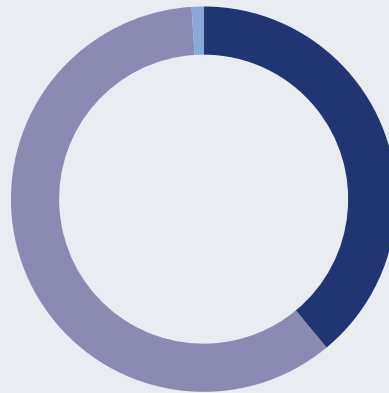
The following analysis has been collated from 1,028 completed surveys within Australia. Like last year, the majority of our respondents are in permanent full-time roles (81%). Permanent part timers make up 8%, followed by independent contractors (6%) and casual workers (5%).

Respondent Breakdown by Company Size



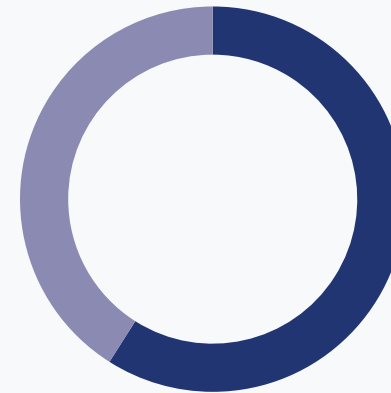
■ Under 50 employees **20%** ■ 251-500 employees **19%**
■ 51-100 employees **13%** ■ 501-1,000 employees **13%**
■ 101-250 employees **17%** ■ 1,001+ employees **18%**

Gender Split



■ Male **39%**
■ Female **60%**
■ Neither **1%**

The Owner of My Company Is:



■ International **59%**
■ Australian **41%**



Remunerations

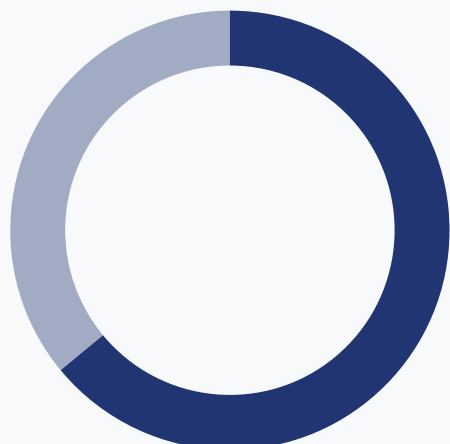


Salary/Remuneration Pay Increases in the Last 12 Months

The number of respondents who were eligible for a pay increase*, and received one, has remained steady since 2020 at 64% (down from 77% in 2019). But, in a reversal from last year, more women than men received a pay rise in the past 12 (68% vs. 62%).

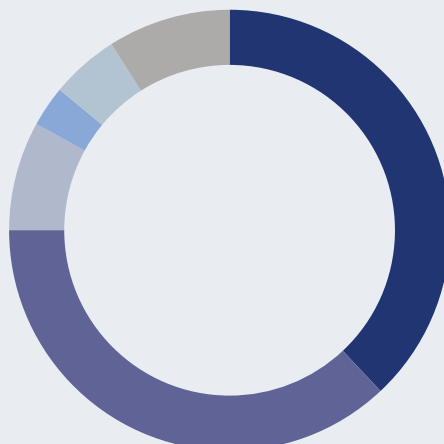
**We define eligible as having been employed by the company for more than 12 months.*

Percentage of Respondents Receiving a Pay Increase






Received 64%
Did Not Receive 36%

Actual Percentage of Pay Increase



1% - 2% 38% 7% - 8% 3%
3% - 4% 37% 9% - 10% 5%
5% - 6% 8% >10% 9%

Top Reasons Respondents Did Not Receive a Pay Increase*

-  All pay rises are on hold or frozen due to COVID-19 pandemic
-  Received no feedback
-  Inadequate company performance

*Excluding those who had been with a company less than 12 months

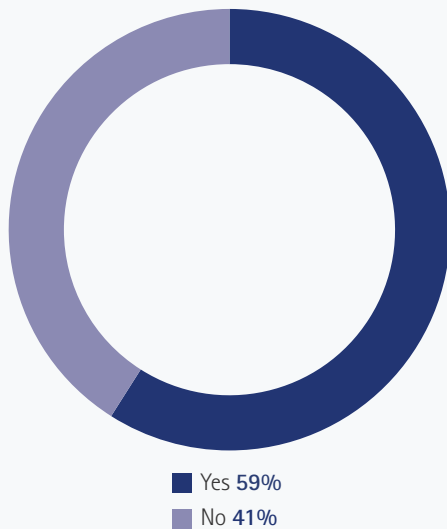
 **53%** of respondents received a pay increase when they changed job (47% did not).



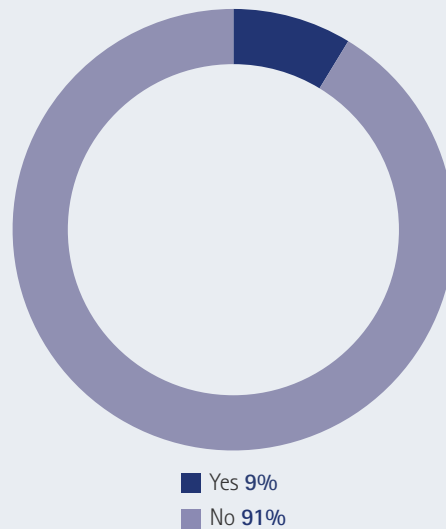
Bonuses and Sign-on Bonuses

More respondents received a bonus this year than last, at 59% versus 2020's 54%. In another sign of competition for talent, sign-on bonuses were also up on last year's figure, at 9% versus 7% in 2020, with \$10,000 being the most common amount. Most companies didn't offer an employee loyalty bonus, and of those that did, most offered \$5,000 or less. Overall, international companies were more likely to offer sign-on bonuses, with 12% offering one compared to 5% of Australian companies.

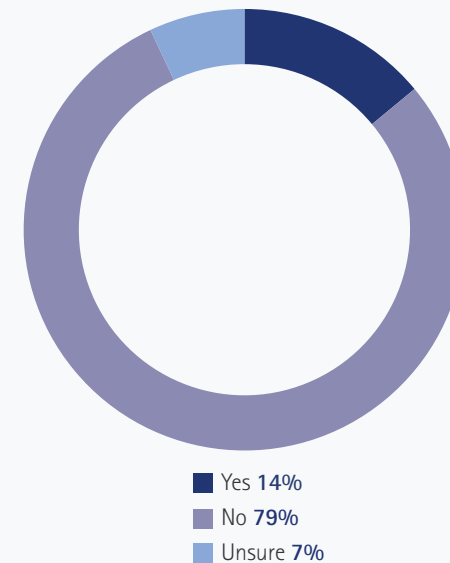
Received a Bonus in the Past 12 Months



Offered a Sign-On Bonus to Change Roles



Company Offers a Loyalty Bonus to Keep Employees





Non-Cash Benefits

As data for this year's report was collected during the pandemic while some states were in lockdown it is no surprise that working from home (WFH) grew from 61% last year to 81% this year. WFH and flexible working hours are the top non-cash benefits received and most valued by employees this year. It will be interesting to see if businesses will continue providing flexible working arrangements to most or all of their employees as offices start to reopen.

Top 5 Most Common Benefits Received



Work from home **81%**



Flexible working hours **77%**



On-site parking **49%**



Time off in lieu **42%**



Salary sacrifice (eg. Travel, car, other benefits etc) **29%**

Top 5 Benefits Most Valued by Employees



Flexible working hours **64%**



Working from home **60%**



Further studies paid by employer **34%**



Subsidised health insurance **32%**



Compressed working hours/RDO **31%**

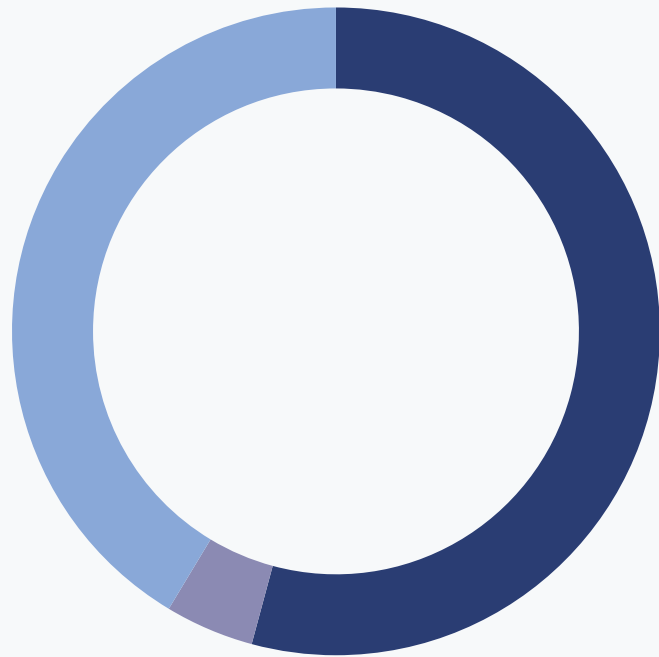


The Employee Experience



Superannuation

Effective 1 July, 2021, the Superannuation Guarantee increased from 9.5% to 10%. Most respondents indicated their employer is passing on the increase (54%). It's interesting, though, that so many (41%) weren't sure what their employer's policy is - representing a potential lack of communication about the subject.



Is your employer passing on the 0.5% increase in the Superannuation Guarantee?

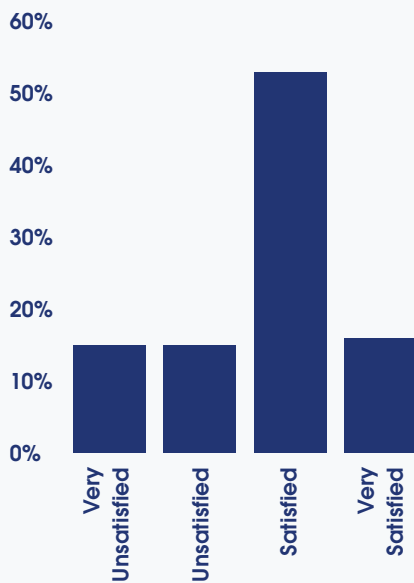
- Yes - current take home pay will not be affected (overall salary package will increase) 54%
- No - current take home pay will be reduced (overall salary package will remain the same) 5%
- Unsure 41%



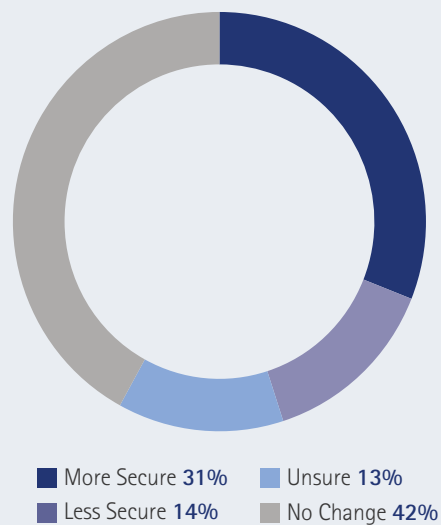
Job Satisfaction

Job satisfaction took a slight dip since 2020, with the number of respondents saying they are satisfied dropping from 56% to 53%. Those who are very unsatisfied with their job rose from 6% to 15% this year. This represents the second year in a row that dissatisfaction has increased, albeit by small margins. Women indicated that they were more satisfied with their job than men, but more men reported that they feel secure about their current job than women.

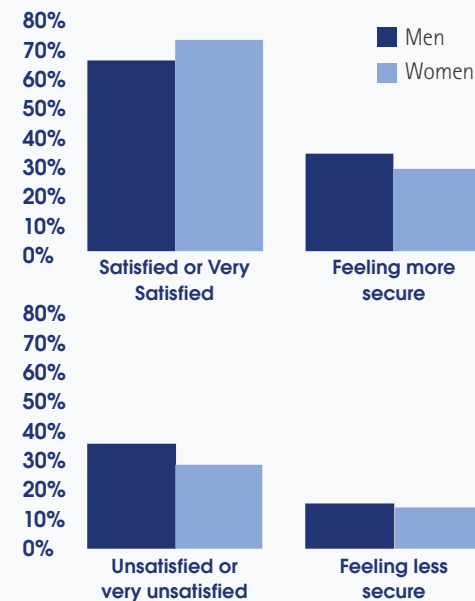
Job Satisfaction Rates



Change in Feelings of Job Security, Past 12 Months



Breakdown of Men vs. Women





Reasons for Leaving Previous Employer



Improved salary and benefits **49%**



Lack of job satisfaction/seek a more interesting role **31%**



Excessive workload **30%**

Reasons for Staying With Current Employer



Flexibility in the workplace (e.g. work hours, part time or working from home) **46%**



Supportive management/relationship with line manager **35%**



Opportunity for career advancement/promotion **28%**

Comments and Suggestions from Employees About Reducing Work Related Stress

“

Increased headcount to reduce individual workload.

My employer follows up regularly to ensure they can alleviate work stress where possible and to give support where needed.

Transparency about future operational changes.

Increase headcount so I can focus on managing and leadership more. My current lean team is highly efficient but stretched.

Open communication, mentoring, having realistic expectations and reducing system related issues.

Hire new staff when employees resign.

Be more appreciative of our efforts and provide awards or incentives.

Increase the number of staff and improve training of new staff.

”

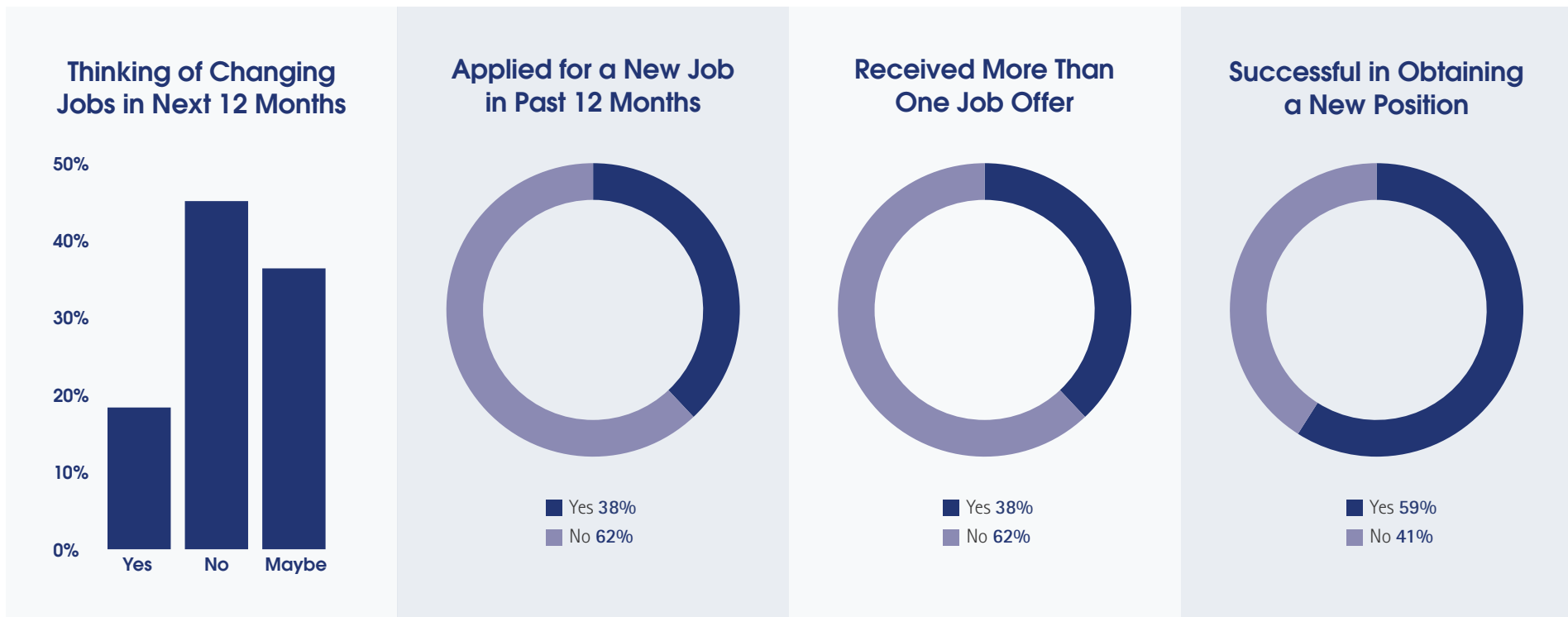


Hiring Talent



Looking for New Work

Most employees (45%) don't think they'll change jobs within the next 12 months, but 38% have already sought new work or attended interviews within the last 12 months. Men were more likely to have applied for new work in the past year than women, at a rate of 42% versus 36%.



What are Managers Telling Us?

Most employers seem intent on winning the war for talent and onboarding new staff. Thirty-seven percent of businesses are planning to increase staff headcount within 12 months, up nearly 10 points on last year. Forty-two percent of Australian owned organisations (30% in 2020) and 33% of internationally owned organisations (26% in 2020) are planning to increase their permanent staff headcount this year.

Employer Plans for Headcount in the Coming 12 Months

Increase the permanent headcount in my team	37%
No change to headcount in my team	36%
Increase casuals or contractors headcount in my team	12%
I am uncertain due to COVID-19	10%
Decrease the permanent headcount in my team	4%
Decrease casuals or contractors headcount in my team	1%

Top Reasons for Turnover

	Overall	Australian Owned	Internationally Owned
Resignation	46%	42%	48%
Internal promotion (different department)	12%	10%	12%
Redundancy	5%	5%	5%
Employment terminated	5%	3%	7%
Extended leave of absence	5%	7%	3%



Comments and Insights from Managers About the Past Six Months

“ More options are available for prospective employees, so you need to work harder to attract talent.

The industry has become so competitive with other CROs offering higher salaries and a bonus scheme so it was difficult to retain good talent. There have also been limited opportunities for career progression.

I found that my team was more productive, felt empowered and were very appreciative to have a job and to be able to work from home.

As most have been working remotely, it has been an opportunity to become better connected with direct reports and peers. We have learnt more about each other from a personal perspective.

People's morale has fluctuated and therefore I spend a lot more time with my team individually to ensure their wellbeing. More issues are being escalated due to remote monitoring of clinical trials.

Adapting and allowing employees flexibility is key to maintaining team harmony and productivity.

We have asked our people to do more, under trying conditions, as we have had a hiring freeze in place to mitigate impact to business financials resulting from COVID.

Upskilling of the workforce in terms of technology became essential i.e., managing communication and meetings.”

Comments and Insights from Managers About the Next Six Months



Managing employee mental health and wellbeing will be more of a challenge as we navigate through COVID.

Quality businesses will be able to recruit good talent. The battle for experience will increase significantly.

Uncertainty prevails so company priorities are shorter term.

With experience in handling COVID situations and lockdown, the team is already getting better at handling the challenges.

The need to grow staff numbers is increasing while finding experienced staff gets harder.

Companies taking an inflexible approach to remote working will be less competitive in attracting and retaining talent.

Unless there is a big lockdown or a financial collapse we are primed for major growth, which I expect to occur.

I anticipate people asking for all their annual leave and possibly leave without pay.

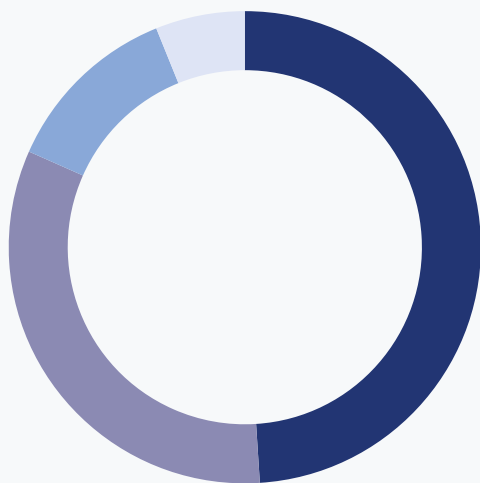




Recruitment

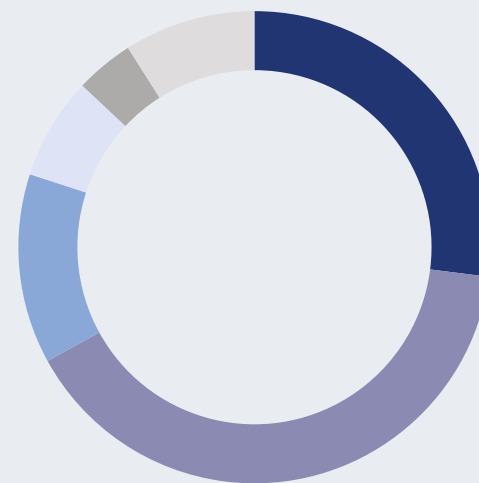
Almost 70% of businesses have tried to recruit in the past 6 months. For 40% of those companies, this process took six to ten weeks and most candidates (61%) accepted the offer.

Top Reasons Candidates Declined a Job Offer



- Another job offer from a competing company 49%
- Counter offer from their current employer 33%
- Other 12%
- Unknown, they didn't say 6%

Average Time to Fill Job Vacancies



- < 5 weeks 27%
- 6-10 weeks 40%
- 11-15 weeks 13%
- 16-20 weeks 7%
- > 20 weeks 4%
- N/A I am still recruiting 9%



- The majority of managers said that attracting new talent has been more difficult than usual in the past six months.
- The majority of managers also predicted in the next six months, that the difficulty of attracting new talent will be the same as in the past six months.
- Many credible sources have predicted that there would be a **wave of resignations**, which is likely to peak in 2022.
- We predict that the Life Sciences sector is also likely to see a **wave of holidays** in the first half of 2022, owing to the fact that international travel has been restricted since the beginning of the COVID-19 pandemic.
- Australia may also experience reverse immigration of highly skilled overseas-born residents.
- Due to these factors, attracting and retaining top talent in the Life Sciences sector will become much more difficult in the next 12 months.

In the Past Six Months...

Attracting new talent was	
Easier	11%
Same or no change	36%
More difficult	53%

Retaining talent became	
Easier	14%
Same or no change	54%
More difficult	32%

Obtaining permanent headcount approval was	
Easier	12%
Same or no change	37%
More difficult	51%

In the Next Six Months...

Attracting new talent will become	
Easier	15%
Same or no change	47%
More difficult	38%

Retaining talent will become	
Easier	9%
Same or no change	53%
More difficult	38%

Obtaining permanent headcount approval will become	
Easier	10%
Same or no change	52%
More difficult	38%

Remote Working

When asked, 77% of respondents said their employers have a working from home (WFH) policy, and 81% said they are permitted to work remotely. Fifteen percent of employees are working for companies with no formal WFH policy and 8% were unsure about their company policy.

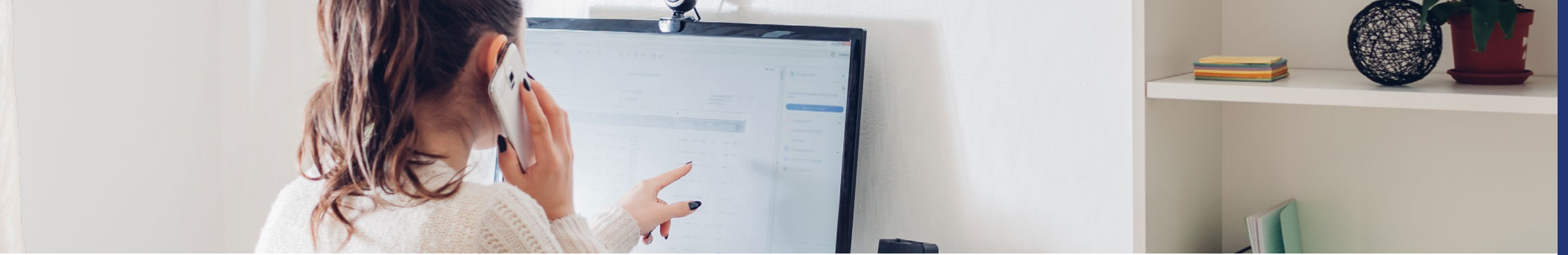
Current Employee WFH Arrangements

N/A I work from home 100%	20%
It ranges from 1-5 days per week	37%
1 day per week	5%
2 days per week	7%
3 days per week	7%
4 days per week	3%
Every day	21%

Who Decides Working From Home Arrangements



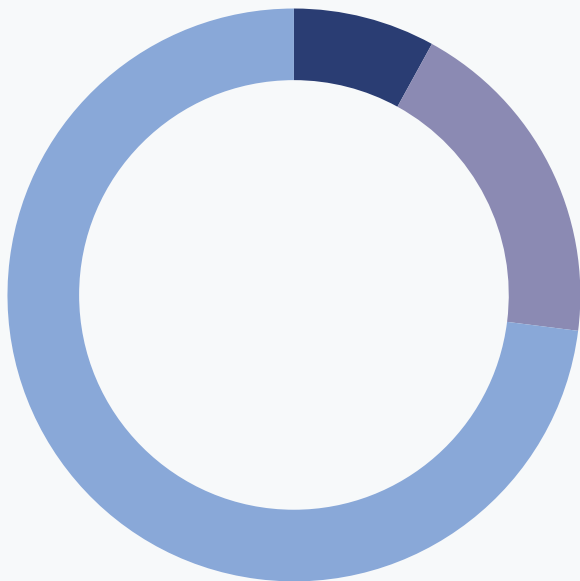
- I decide my current WFH arrangement 39%
- My manager & team set our team working hours/days 22%
- My employer has a company-wide WFH policy 19%
- WFH policy is still fluid due to the COVID-19 pandemic 20%



Views and Preferences

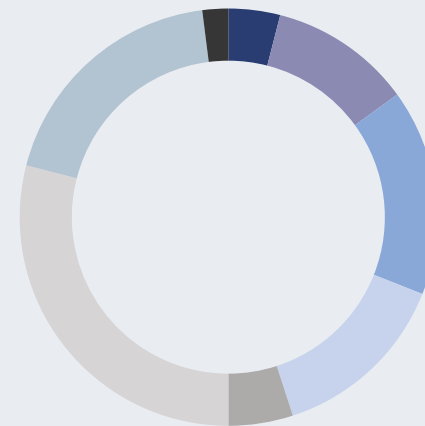
Most employees enjoy working from home, but would prefer to split time between home and the office. Only 19% said they'd prefer to work remotely all the time. For managers, 29% would prefer to offer working from home on a case by case basis, with just 4% wanting staff to be in-office all week.

Employee Preferences Regarding Working Remotely



- 100% of my time in the office **8%**
- 100% of my time from home **19%**
- In a hybrid scenario working in the office and from home **73%**

Manager Preferences Regarding Working Remotely

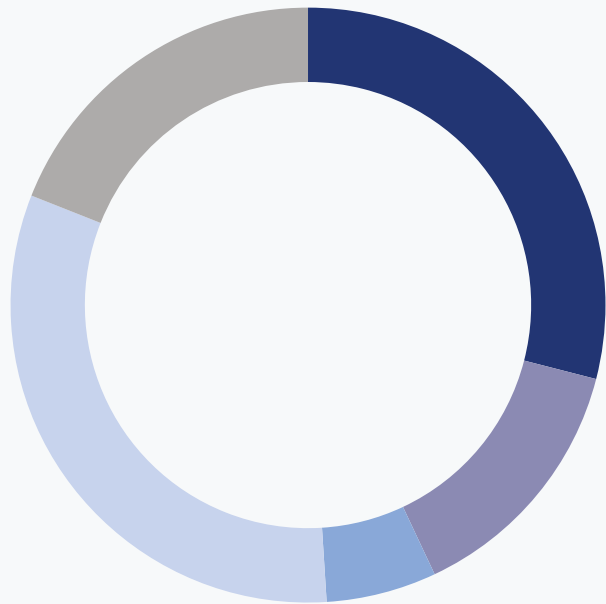


- I would prefer for my staff to be in the office 100% of the time **4%**
- I would prefer for my staff to be in the office at least 80% of the time **11%**
- I would prefer for my staff to be in the office at least 60% of the time **16%**
- I would prefer for my staff to be in the office at least 40% of the time **14%**
- I would prefer for my staff to be in the office at least 20% of the time **5%**
- I would prefer to decide on a case-by-case basis for each individual staff member **29%**
- I have no preference and my staff can choose how often they come to the office **19%**
- Other **2%**



Hiring Remote-Only Workers

Last year we found that 70% of managers would consider hiring remote-based employees (or already had done so). This year, we asked if their opinion had changed. 61% said they would now hire remote-only workers (or already do so), plus an additional 6% manage teams which don't work in an office at all. Internationally owned companies were more likely to be flexible about remote working than Australian owned companies.



Change in Employer Views on Hiring Remote Employees for Office-Based Roles

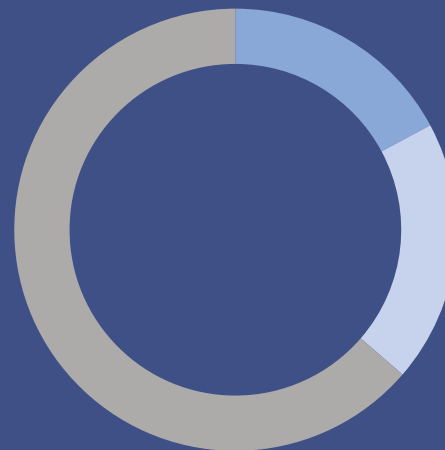
- I would now consider employing remote-based staff **29%**
- I would not consider hiring remote-based staff **14%**
- N/A as my team don't work in an office **6%**
- N/A I already employ remote based employees **32%**
- N/A my view has remained the same **19%**



Living with COVID-19

COVID-19 has impacted both employers and their employees in significant and varied ways. Here, we have collected a variety of our pandemic-related questions and answers to build a more holistic picture of how COVID-19 has affected the country.

How the Covid-19 Pandemic Effected Job Satisfaction



- Increased 18%
- Decreased 19%
- Stayed the same 63%

Due to the ongoing pandemic...



39% of employees told us their pay rises are on hold.



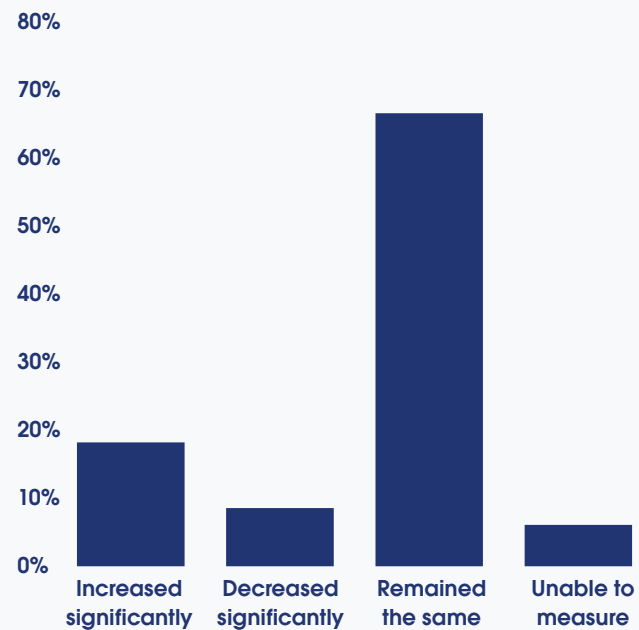
10% of managers aren't sure if they will increase headcount.



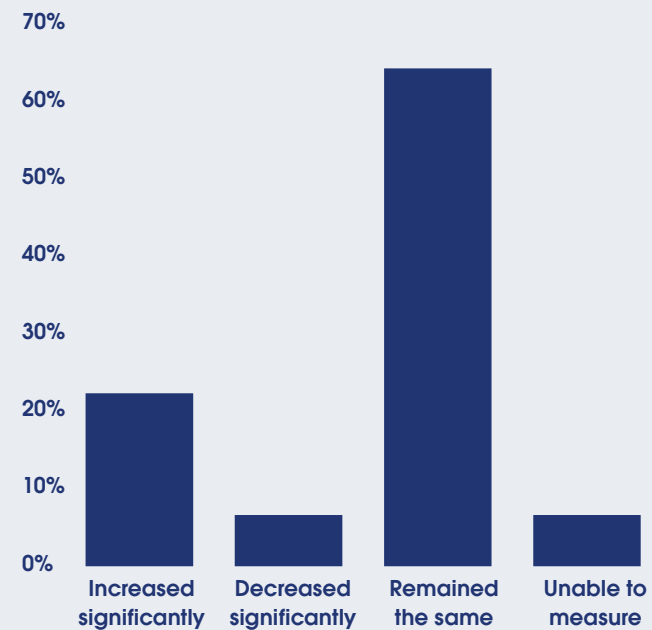
Productivity & Engagement

For most companies, staff engagement has remained the same despite the pandemic (67%), and the same goes for productivity (64%). Internationally owned companies had higher levels of productivity, while Australian companies had higher levels of engagement.

Team Engagement Since COVID-19 Has:



Team Productivity Since COVID-19 Has:

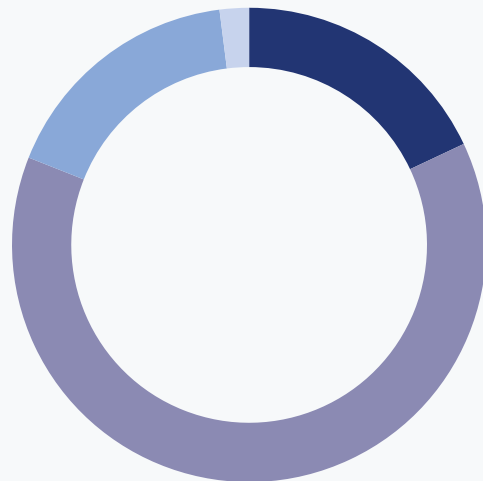




Border Closures and Vaccines

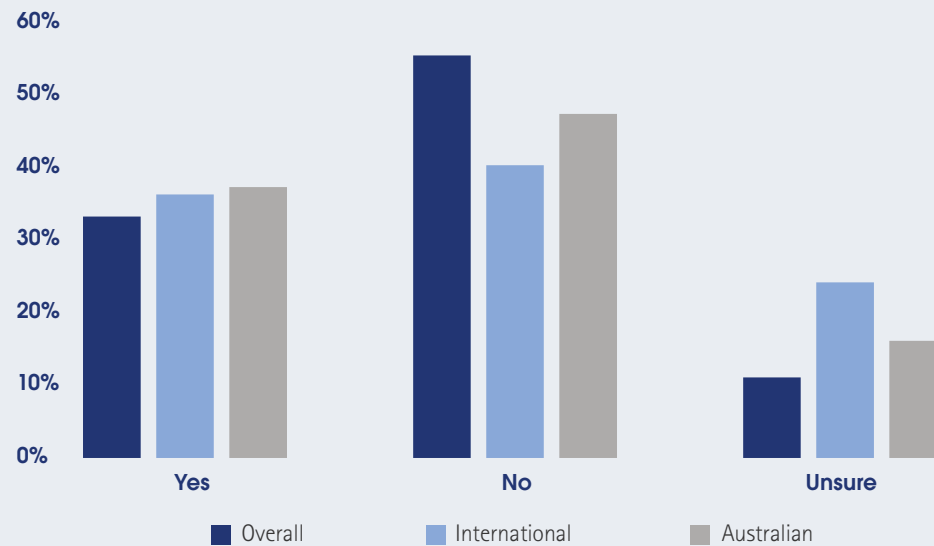
At the time of the survey, Managers told us they don't believe Australia's pandemic-related border closures have impacted their ability to recruit the right talent, with 63% saying no and 18% saying yes. As for the vaccine roll-out, just over half (55%) said their company does not have a vaccine policy, with one third saying yes and the remaining 11% unsure if they did or not.

Border Closures Impacting Recruitment



■ Yes 18% ■ Unsure 17%
■ No 63% ■ Other 2%

Company Has a Vaccine Policy

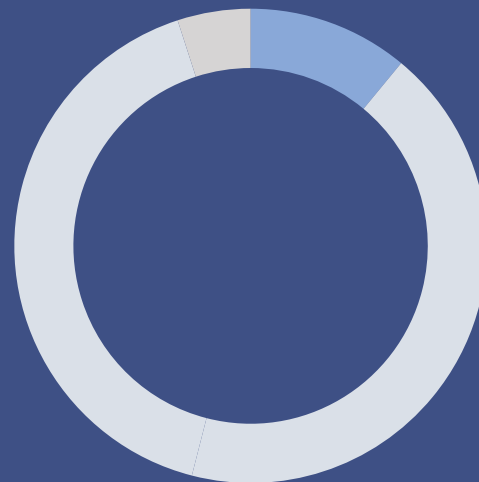


Wellbeing at Work

Stress

Feelings of stress at work are almost identical to last year's results. The majority of respondents feel either moderately (43%) or occasionally (41%) stressed, the same as 2020. Employee stress was slightly higher in international businesses compared to Australian owned businesses.

Feelings of Stress at Work



- Extremely stressed 11%
- Moderately/Occasionally stressed 84%
- Never stressed 5%

Top Comments from Respondents... How to Bring Workplace Stress Down

"Hire more staff to meet work demand."

"Provide support resources."

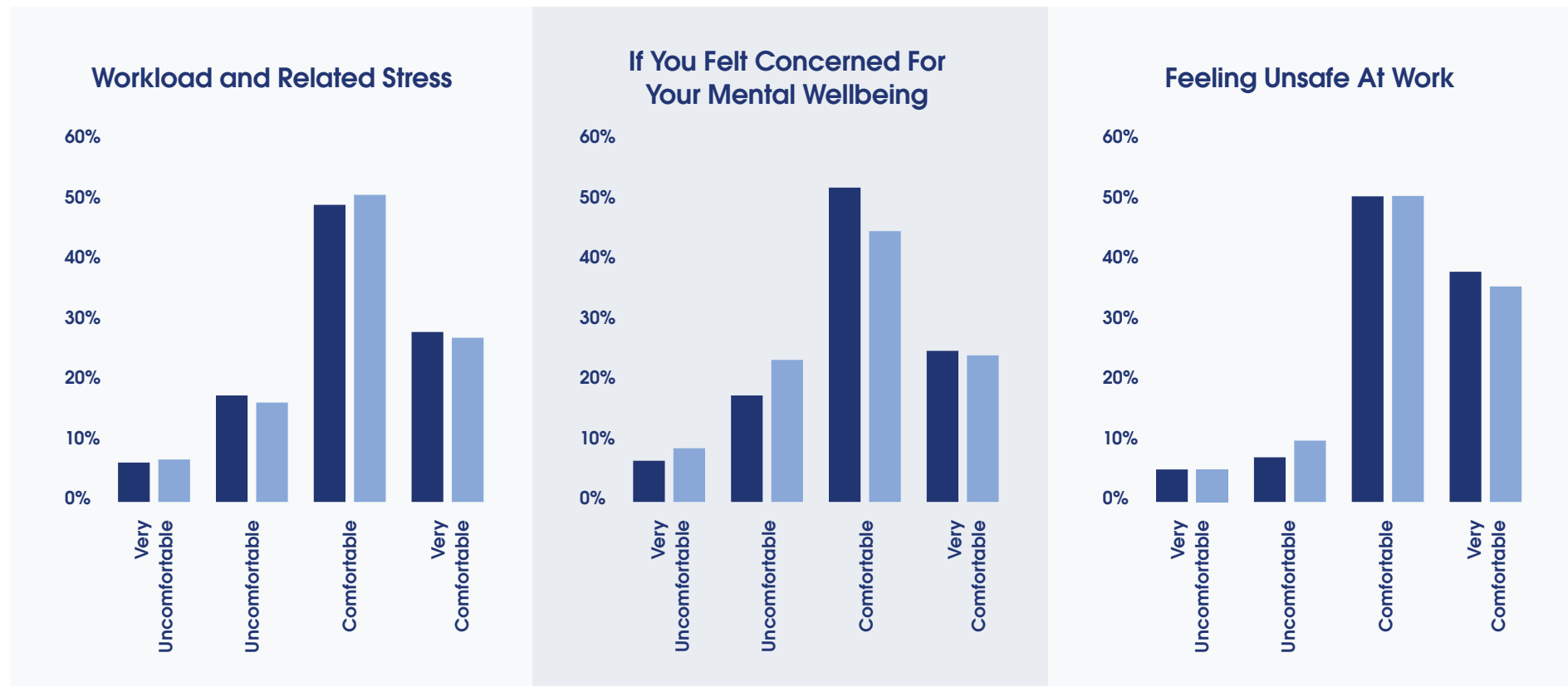
"Recognise and reward competent, active and hard working staff."



Sharing Concerns of Wellbeing at Work

Once again, we found that overall women were more likely to be uncomfortable or very uncomfortable approaching their HR representative or direct line manager with problems at work - such as stress, feeling unsafe, or concerns for mental wellbeing.

■ Men ■ Women





Salaries

Clinical Research 2021 vs 2020 (n=203) Total Remuneration (excludes Bonus)

KEY  = 2021  = 2020

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Clinical Trials Associate/Administrator	69,500	103,000	116,000	10,000
	75,000	93,000	106,000	2,800
Study Start Up Associate/Specialist	94,000	104,000	120,000	5,000
	64,000	72,000	119,500	15,500
Clinical Trial/Study/Clinical Research Coordinator (at site)	71,000	84,000	91,500	
	64,000	72,000	119,500	3,000
Clinical Research Associate	94,000	99,000	107,250	
	89,000	98,000	112,500	3,667
Senior Clinical Research Associate	124,250	131,000	153,000	9,563
	118,000	130,500	140,750	8,357
Clinical Research Team Leader		143,000		
	141,000	155,000	199,000	29,833
Study Start Up Manager		144,000		
	110,500	116,000	170,000	15,667
Clinical Project Manager	130,000	150,000	164,000	10,136
	120,250	149,500	164,250	14,952

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Clinical Research Manager	119,750	134,000	183,750	24,667
	103,750	153,000	171,000	28,000
Business Development Director/Manager		240,000		60,000
	120,000	173,000	230,000	18,000
Clinical Operations Manager	147,000	169,000	195,000	15,471
	148,250	170,000	183,750	20,923
Global Project Manager	136,750	173,000	196,500	8,900
	151,250	190,000	247,500	18,000
Regional Manager/Director/Vice President	166,500	220,000	245,000	10,250
	210,000	250,000	330,000	43,000
Director/Head of Clinical Research	193,000	230,000	250,000	34,933
	182,000	220,000	250,000	25,063
Departmental Support/Business Function Role	95,000	110,000	150,000	11,000
	62,750	77,000	107,000	

CAR ALLOWANCE		
1st Quartile	Median	3rd Quartile
17,344	19,219	21,000

Clinical Research (n=203)

2021 Total Remuneration (excludes Bonus) by Industry Sector

Job Title		Clinical Research Organisation	Pharmaceuticals – Ethical (Innovator or Originator)	Medical Research Institute/NFP	Academia	Hospital	Medical Devices	Other
Clinical Trials Associate/Administrator	n	3			1			1
	1st quartile	68,000						
	Median	71,000			123,000			103,000
	3rd quartile	109,000						
Study Start Up Associate/Specialist	n	5					1	1
	1st quartile	94,500						
	Median	118,000					102,000	94,000
	3rd quartile	122,500						
Clinical Trial/Study/Clinical Research Coordinator (at site)	n			2	1	3		3
	1st quartile					59,000		78,000
	Median			77,000	93,000	82,000		84,000
	3rd quartile					130,000		90,000
Clinical Research Associate	n	10		1		1		2
	1st quartile	94,000						
	Median	100,500		81,000		97,000		115,000
	3rd quartile	107,250						
Senior Clinical Research Associate	n	19	5		1			3
	1st quartile	110,000	139,000					127,000
	Median	130,000	153,000		115,000			131,000
	3rd quartile	143,000	160,000					155,000
Clinical Research Team Leader	n	2						
	1st quartile							
	Median	143,000						
	3rd quartile							

Clinical Research (n=203) CONTINUED

2021 Total Remuneration (excludes Bonus) by Industry Sector

Job Title		Clinical Research Organisation	Pharmaceuticals – Ethical (Innovator or Originator)	Medical Research Institute/NFP	Academia	Hospital	Medical Devices	Other
Study Start Up Manager	n	1						
	1st quartile							
	Median	144,000						
	3rd quartile							
Clinical Project Manager	n	14	13	1	4		1	
	1st quartile	148,750	120,500		99,000			
	Median	167,500	147,000	130,000	120,000		150,000	
	3rd quartile	190,000	158,500		127,500			
Clinical Research Manager	n	2	5	4	2	3		2
	1st quartile		172,500	104,750		117,000		
	Median	185,500	196,000	120,000	133,000	120,000		107,000
	3rd quartile		210,000	150,250		127,000		
Business Development Director/Manager	n	1						
	1st quartile							
	Median	240,000						
	3rd quartile							
Clinical Operations Manager	n	11	8	3	4	3	1	1
	1st quartile	145,000	162,250	136,000	151,500	130,000		
	Median	167,000	189,500	180,000	172,500	145,000	147,000	160,000
	3rd quartile	195,000	207,500	195,000	190,500	240,000		
Global Project Manager	n	6	3	1	1			1
	1st quartile	160,000	133,000					
	Median	195,000	149,000	184,000	148,000			107,000
	3rd quartile	230,000	175,000					

Clinical Research (n=203) CONTINUED

2021 Total Remuneration (excludes Bonus) by Industry Sector

Job Title		Clinical Research Organisation	Pharmaceuticals – Ethical (Innovator or Originator)	Medical Research Institute/NFP	Academia	Hospital	Medical Devices	Other
Regional Manager/ Director/Vice President	n	3					1	
	1st quartile	152,000						
	Median	210,000					250,000	
	3rd quartile	230,000						
Director/Head of Clinical Research	n	8	6	5	1		2	1
	1st quartile	194,500	211,500	166,500				
	Median	215,000	240,000	200,000	180,000		280,000	300,000
	3rd quartile	247,500	270,000	225,000				
Departmental Support/Business Function Role	n	2	3	2	2		1	1
	1st quartile		105,000					
	Median	179,000	135,000	102,500	107,000		110,000	69,000
	3rd quartile		136,000					

Commercial, Sales and Marketing 2021 vs 2020 (n=102) Total Remuneration (excludes Bonus)

KEY  = 2021  = 2020

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Sales Representative	95,000	115,000	125,000	13,400
	101,750	123,000	132,000	20,900
Hospital/Specialist Sales Representative	128,750	138,500	152,750	26,333
	120,250	138,000	151,250	17,077
Hybrid Sales Representative		143,500		8,500
	101,500	108,000	133,250	13,500
Account Manager	103,500	120,000	160,500	18,143
	113,000	127,000	159,500	35,000
Business Development Manager	120,000	165,000	175,000	44,400
	130,000	159,000	185,000	25,000
Territory Manager	121,500	132,500	165,500	14,750
	108,000	118,000	210,000	12,667
Sales & Marketing Manager		135,000		7,000
	112,500	176,000	207,500	19,429
Regional Sales Manager	140,000	164,000	212,500	29,000
	88,000	159,000	210,000	23,778
Sales Director	187,250	205,000	235,000	40,400
	161,000	230,000	245,000	36,750

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Brand/Product Specialist	91,000	118,000	180,000	9,725
Brand/Product Manager	135,000	138,000	158,000	15,714
	100,000	127,000	160,000	16,800
Senior Brand/Product Manager	160,000	220,000	230,000	36,000
	152,250	176,500	197,750	24,286
Sales Force Effectiveness Manager	160,000	178,000	200,000	31,333
	92,500	150,000	172,500	11,500
Marketing Manager		181,500		36,000
	144,250	193,000	225,000	32,111
Commercial Manager		170,000		16,000
		137,000		11,500
Marketing Director	250,000	260,000	350,000	63,333
	205,000	250,000	295,000	46,000
Business Unit Manager /Head of Division	232,500	270,000	310,000	29,889
	220,000	270,000	300,000	49,154

CAR ALLOWANCE		
1st Quartile	Median	3rd Quartile
18,250	20,183	21,000

Commercial, Sales and Marketing (n=102)

2021 Total Remuneration (excludes Bonus) by Industry Sector

Job Title		Pharmaceuticals – Ethical (Innovator or Originator)	Medical Devices	Diagnostics, Life Sciences & Biotechnology	Pharmaceuticals – Ethical (Generics)	Pharmaceuticals – OTC & Consumer Healthcare	Clinical Research Organisation	Other
Sales Representative	n			1				4
	1st quartile							92,500
	Median			130,000				107,500
	3rd quartile							118,750
Hospital/Specialist Sales Representative	n	5						1
	1st quartile	127,500						
	Median	137,000						170,000
	3rd quartile	143,500						
Hybrid Sales Representative	n				1			1
	1st quartile							
	Median				129,000			158,000
	3rd quartile							
Account Manager	n	1	2	2			2	2
	1st quartile							
	Median	122,000	160,500	164,000			99,000	119,500
	3rd quartile							
Business Development Manager	n	1		1		1	1	3
	1st quartile							88,000
	Median	120,000		165,000		250,000	175,000	156,000
	3rd quartile							170,000
Territory Manager	n	1	4					1
	1st quartile		120,500					
	Median	130,000	143,500					135,000
	3rd quartile		166,500					

Commercial, Sales and Marketing (n=102) CONTINUED

2021 Total Remuneration (excludes Bonus) by Industry Sector

Job Title		Pharmaceuticals – Ethical (Innovator or Originator)	Medical Devices	Diagnostics, Life Sciences & Biotechnology	Pharmaceuticals – Ethical (Generics)	Pharmaceuticals - OTC & Consumer Healthcare	Clinical Research Organisation	Other
Regional Sales Manager	n	2	3	3		1		1
	1st quartile		140,000	100,000				
	Median	189,000	210,000	140,000		220,000		160,000
	3rd quartile		230,000	150,000				
Sales & Marketing Manager	n		1		1			
	1st quartile							
	Median		200,000		70,000			
	3rd quartile							
Sales Director	n		2	2				2
	1st quartile							
	Median		182,500	224,000				215,000
	3rd quartile							
Brand/Product Specialist	n		2	1	1			1
	1st quartile							
	Median		108,500	180,000	180,000			83,000
	3rd quartile							
Brand/Product Manager	n	4	2			1		
	1st quartile	105,000						
	Median	136,500	157,000			135,000		
	3rd quartile	153,000						
Senior Brand/Product Manager	n	1	1		1			
	1st quartile							
	Median	230,000	160,000		220,000			
	3rd quartile							

Commercial, Sales and Marketing (n=102)

2021 Total Remuneration (excludes Bonus) by Industry Sector

Job Title		Pharmaceuticals – Ethical (Innovator or Originator)	Medical Devices	Diagnostics, Life Sciences & Biotechnology	Pharmaceuticals – Ethical (Generics)	Pharmaceuticals - OTC & Consumer Healthcare	Clinical Research Organisation	Other
Sales Force Effectiveness Manager	n	1			2			
	1st quartile							
	Median	200,000			169,000			
	3rd quartile							
Marketing Manager	n		1	1				
	1st quartile							
	Median		195,000	168,000				
	3rd quartile							
Commercial Manager	n							1
	1st quartile							
	Median							170,000
	3rd quartile							
Marketing Director	n	3						
	1st quartile	250,000						
	Median	260,000						
	3rd quartile	350,000						
Business Unit Manager/Head of Division	n	2	2		4		1	3
	1st quartile				240,000			140,000
	Median	275,000	365,000		260,000		230,000	192,000
	3rd quartile				302,500			310,000

Executive General Business Management 2021 vs 2020 (n=33) Total Remuneration (excludes Bonus)

KEY  = 2021  = 2020

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Business Development Director		290,000		16,000
		215,000		50,000
Operations Manager		165,000		13,000
	103,250	135,000	180,250	9,000
Business Unit Manager		181,500		7,000
	138,250	260,000	337,500	63,333
Chief Scientific Officer		255,000		40,000
		260,000		5,000
General Manager	217,500	305,000	320,000	55,600
	150,000	202,500	250,000	57,444
Country Manager		330,000		75,000
	195,000	260,000	400,000	64,800
Regional Director/Vice President	200,000	230,000	240,000	36,000
		225,000		
Global Vice President		300,000		55,000

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Managing Director	210,000	330,000	500,000	64,286
	151,250	260,000	355,000	49,857
Chief Executive Officer	262,500	330,000	362,500	44,000
	290,000	310,000	330,000	46,000

CAR ALLOWANCE		
1st Quartile	Median	3rd Quartile
20,000	23,600	25,000



Executive General Business Management (n=33)

2021 Total Remuneration (excludes Bonus) by Industry Sector

Job Title		Diagnostics, Life Sciences & Biotechnology	Pharmaceuticals – Ethical (Generics)	Medical Devices	Medical Research Institute/NFP	Pharmaceuticals – Ethical (Innovator or Originator)	Consulting Services	Other
Business Development Director	n							1
	1st quartile							
	Median							290,000
	3rd quartile							
Operations Manager	n		1					1
	1st quartile							
	Median		200,000					130,000
	3rd quartile							
Business Unit Manager	n				1			2
	1st quartile							
	Median				200,000			181,500
	3rd quartile							
Chief Scientific Officer	n	1	1					
	1st quartile							
	Median	240,000	270,000					
	3rd quartile							
General Manager	n	2		2				1
	1st quartile							
	Median	265,000		310,000				230,000
	3rd quartile							
Country Manager	n		1					1
	1st quartile							
	Median		400,000					260,000
	3rd quartile							




Executive General Business Management (n=33) CONTINUED

2021 Total Remuneration (excludes Bonus) by Industry Sector

Job Title		Diagnostics, Life Sciences & Biotechnology	Pharmaceuticals – Ethical (Generics)	Medical Devices	Medical Research Institute/NFP	Pharmaceuticals – Ethical (Innovator or Originator)	Consulting Services	Other
Regional Director/ Vice President	n							2
	1st quartile							
	Median							215,000
	3rd quartile							
Global Vice President	n			1				1
	1st quartile							
	Median			230,000				370,000
	3rd quartile							
Managing Director	n	2	1			2	1	3
	1st quartile							188,000
	Median	400,000	590,000			335,000	210,000	330,000
	3rd quartile							340,000
Chief Executive Officer	n				2		1	4
	1st quartile							280,000
	Median				290,000		240,000	330,000
	3rd quartile							387,500

Health Economics/Market Access 2021 vs 2020 (n=26) Total Remuneration (excludes Bonus)

KEY  = 2021  = 2020

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Health Economics Analyst	88,750	95,500	102,250	10,000
	80,000	100,000	140,000	
Senior Health Economics/Market Access Associate	140,000	159,000	186,000	23,000
	114,000	131,000	152,500	7,800
Health Economics/Market Access Manager	170,000	182,000	210,000	22,889
	157,250	198,000	215,000	27,000
Director of Health Economics/Market Access/Reimbursement/Pricing & Reimbursement		260,000		50,000
	232,500	265,000	297,500	52,800

CAR ALLOWANCE		
1st Quartile	Median	3rd Quartile
21,769	22,515	25,917

Health Economics/Market Access (n=26)

2021 Total Remuneration (excludes Bonus) by Industry Sector

Job Title		Pharmaceuticals – Ethical (Innovator or Originator)	Medical Devices	Consulting Services	Academia	Government (Federal/State)	Diagnostics, Life Sciences & Biotechnology	Other
Health Economics Analyst	n	1		2	2	1		
	1st quartile							
	Median	101,000		87,500	99,500	98,000		
	3rd quartile							
Senior Health Economics/Market Access Associate	n	2	2	1			1	
	1st quartile							
	Median	160,500	205,000	140,000			159,000	
	3rd quartile							
Health Economics/Market Access Manager	n	7	3	1				
	1st quartile	172,000	150,000					
	Median	200,000	170,000	163,000				
	3rd quartile	210,000	182,000					
Director of Health Economics/Market Access/Reimbursement/Pricing & Reimbursement	n	2						
	1st quartile							
	Median	260,000						
	3rd quartile							



Human Resources 2021 vs 2020 (n=20) Total Remuneration (excludes Bonus)

KEY  = 2021  = 2020

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Internal Recruitment Specialist/Onsite Recruiter		68,000		3,000
Organisational Development Specialist/Manager		97,500		
		181,500		50,000
Senior HR Advisor	77,000	85,000	112,000	12,000
		86,000		
Recruitment Manager				
	77,000	132,000	195,750	20,800
Human Resources Business Partner		119,500		12,000
	101,500	139,000	166,000	21,333
Human Resources Manager	108,750	125,000	141,750	5,200
	87,000	130,000	159,000	18,000
Human Resources Director/Head	169,250	201,000	235,000	25,333
	202,500	225,000	245,000	30,500

CAR ALLOWANCE		
1st Quartile	Median	3rd Quartile
13,000	18,000	23,000



Human Resources (n=20)

2021 Total Remuneration (excludes Bonus) by Industry Sector

Job Title		Manufacturing/ Contract Manufacturing	Medical Devices	Medical Research Institute/NFP	Clinical Research Organisation	Consulting Services	Pharmaceuticals – Ethical (Innovator or Originator)	Other
Internal Recruitment Specialist/Onsite Recruiter	n					1		1
	1st quartile							
	Median					68,000		68,000
	3rd quartile							
Organisational Development Specialist/Manager	n	1						2
	1st quartile							
	Median	125,000						97,500
	3rd quartile							
Senior HR Advisor	n		1		1			1
	1st quartile							
	Median		112,000		85,000			77,000
	3rd quartile							
Human Resources Business Partner	n		1				1	
	1st quartile							
	Median		94,000				145,000	
	3rd quartile							
Human Resources Manager	n	2	1	3				2
	1st quartile			120,000				
	Median	110,000	105,000	130,000				148,000
	3rd quartile			138,000				
Human Resources Director/Head	n	1			2			
	1st quartile							
	Median	240,000			201,000			
	3rd quartile							

Laboratory 2021 vs 2020 (n=63) Total Remuneration (excludes Bonus)

KEY  = 2021  = 2020

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Laboratory Technician	56,500	59,000	71,750	1,267
	55,000	57,500	70,750	1,000
Microbiologist		141,500		18,000
Chemist	69,000	79,500	91,500	6,000
	67,000	76,000	93,000	
Senior Food Technologist	106,250	115,000	127,250	2,950
	109,250	112,500	137,500	5,000
Medical Scientist		91,000		900
	84,000	92,000	102,000	10,000
Analytical Scientist	60,000	86,000	105,000	
	58,750	105,000	114,250	2,000
Technical Specialist	65,000	91,000	124,000	14,667
Senior Technical Specialist		158,000		6,000

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Research Assistant	74,750	84,000	90,250	
	68,000	75,000	83,000	2,000
Research Scientist	92,000	98,000	110,500	6,000
	101,000	105,000	124,000	11,400
Laboratory Team Leader/Supervisor	114,750	127,500	140,250	
	82,000	93,000	161,500	4,000
Laboratory Manager	80,000	112,000	121,000	6,000
	110,000	120,000	127,000	24,000
R&D/NPD Manager	114,750	128,500	150,000	9,333
	125,000	138,500	167,750	8,778
R&D/NPD Director/GM	177,500	220,000	265,000	7,000
	164,500	172,000	270,000	36,667

CAR ALLOWANCE		
1st Quartile	Median	3rd Quartile
15,250	20,000	21,000

Laboratory (n=63)

2021 Total Remuneration (excludes Bonus) by Industry Sector



Job Title		Manufacturing/ Contract Manufacturing	Laboratory Services	FMCG, Food & Beverage	Diagnostics, Life Sciences & Biotechnology	Academia	Medical Research Institute/NFP	Other
Laboratory Technician	n	3	1					2
	1st quartile	55,000						
	Median	60,000	58,000					59,500
	3rd quartile	101,000						
Microbiologist	n		1					1
	1st quartile							
	Median		175,000					108,000
	3rd quartile							
Chemist	n		2		1			1
	1st quartile							
	Median		79,500		69,000			92,000
	3rd quartile							
Senior Food Technologist	n	3		2	1			
	1st quartile	108,000						
	Median	122,000		105,500	120,000			
	3rd quartile	143,000						
Medical Scientist	n		1					1
	1st quartile							
	Median		75,000					107,000
	3rd quartile							
Analytical Scientist	n		2					1
	1st quartile							
	Median		82,500					86,000
	3rd quartile							
Technical Specialist	n	1	2	1	2			1
	1st quartile							
	Median	55,000	72,000	124,000	115,000			91,000
	3rd quartile							

Laboratory (n=63)

2021 Total Remuneration (excludes Bonus) by Industry Sector



Job Title		Manufacturing/ Contract Manufacturing	Laboratory Services	FMCG, Food & Beverage	Diagnostics, Life Sciences & Biotechnology	Academia	Medical Research Institute/NFP	Other
Senior Technical Specialist	n							2
	1st quartile							
	Median							158,000
	3rd quartile							
Research Assistant	n					2	1	1
	1st quartile							
	Median					87,500	72,000	85,000
	3rd quartile							
Research Scientist	n	2		1		2	3	1
	1st quartile							
	Median	99,000		128,000		101,000	98,000	88,000
	3rd quartile							
Laboratory Team Leader/Supervisor	n	2				1		
	1st quartile							
	Median	81,000				153,000		
	3rd quartile							
Laboratory Manager	n	1	2					2
	1st quartile							
	Median	127,000	87,500					106,000
	3rd quartile							
R&D/NPD Manager	n	2		2				1
	1st quartile							
	Median	127,000		160,000				78,000
	3rd quartile							
R&D/NPD Director/GM	n				2			3
	1st quartile							220,000
	Median				177,500			240,000
	3rd quartile							290,000

Medical Affairs

2021 vs 2020 (n=107) Total Remuneration (excludes Bonus)

KEY  = 2021  = 2020

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Medical Information Associate		112,000		11,500
	71,000	72,000	90,000	9,000
Medical Information Manager		185,000		28,000
		163,000		24,000
Pharmacovigilance Associate		106,500		4,500
	79,000	99,000	127,500	9,500
Senior Pharmacovigilance Associate	120,000	130,000	130,000	11,000
	98,500	119,000	139,000	18,750
Pharmacovigilance Manager	152,000	164,000	211,750	17,778
	136,750	152,500	166,000	18,545
Country Safety Lead		152,000		16,000
		153,500		11,000
Medical Writer/Editor	82,000	118,000	156,250	2,500
	72,000	100,000	142,500	8,750
Medical/Scientific Affairs Associate	108,000	110,000	140,000	7,000
	99,750	105,000	108,750	6,500

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Medical Compliance Officer/Manager	135,000	148,000	178,000	14,000
	99,750	105,000	108,750	6,500
Medical/Scientific Affairs Manager	162,000	175,000	199,000	17,615
	145,000	185,000	198,000	22,857
Medical Scientific Liaison	139,250	150,500	168,500	13,222
	134,500	142,000	158,500	13,375
Medical Operations Manager		165,000		7,000
		165,000		24,000
Medical/Scientific Advisor	167,000	178,000	191,000	22,400
	161,500	177,000	184,250	21,667
Senior Medical Advisor/Associate Medical Director	210,000	240,000	290,000	34,182
	200,000	210,000	265,000	37,188
Medical Director	230,000	280,000	332,500	37,429
	265,000	305,000	360,000	63,429
Senior/Group Medical Director				
	240,000	330,000	460,000	58,400

CAR ALLOWANCE		
1st Quartile	Median	3rd Quartile
20,308	21,755	22,600

Medical Affairs (n=107)

2021 Total Remuneration (excludes Bonus) by Industry Sector

Job Title		Pharmaceuticals – Ethical (Innovator or Originator)	Pharmaceuticals – OTC & Consumer Healthcare	Pharmaceuticals – Ethical (Generics)	Consulting Services	Hospital	HealthCare (Allied Health, Nursing, Medical Imaging)	Other
Medical Information Associate	n	2						
	1st quartile							
	Median	112,000						
	3rd quartile							
Medical Information Manager	n	2						
	1st quartile							
	Median	185,000						
	3rd quartile							
Pharmacovigilance Associate	n	2						
	1st quartile							
	Median	106,500						
	3rd quartile							
Senior Pharmacovigilance Associate	n	3						
	1st quartile	120,000						
	Median	130,000						
	3rd quartile	130,000						
Pharmacovigilance Manager	n	6	1	3				
	1st quartile	138,750		156,000				
	Median	182,000	160,000	163,000				
	3rd quartile	262,500		190,000				
Country Safety Lead	n	1						
	1st quartile							
	Median	152,000						
	3rd quartile							

Medical Affairs (n=107) CONTINUED

2021 Total Remuneration (excludes Bonus) by Industry Sector

Job Title		Pharmaceuticals – Ethical (Innovator or Originator)	Pharmaceuticals – OTC & Consumer Healthcare	Pharmaceuticals – Ethical (Generics)	Consulting Services	Hospital	HealthCare (Allied Health, Nursing, Medical Imaging)	Other
Medical Writer/Editor	n	1			2			3
	1st quartile							55,000
	Median	131,000			158,500			91,000
	3rd quartile							105,000
Medical/Scientific Affairs Associate	n	3						
	1st quartile	108,000						
	Median	110,000						
	3rd quartile	140,000						
Medical Compliance Officer/Manager	n	2						
	1st quartile							
	Median	163,000						
	3rd quartile							
Scientific/Medical Affairs Manager	n	11						2
	1st quartile	164,000						
	Median	175,000						177,500
	3rd quartile	198,000						
Medical Scientific Liaison	n	17	1				1	2
	1st quartile	140,500						
	Median	152,000	140,000				92,000	106,000
	3rd quartile	170,000						

Medical Affairs (n=107) CONTINUED

2021 Total Remuneration (excludes Bonus) by Industry Sector

Job Title		Pharmaceuticals – Ethical (Innovator or Originator)	Pharmaceuticals – OTC & Consumer Healthcare	Pharmaceuticals – Ethical (Generics)	Clinical Research Organisation	Government (Federal/State)	Medical Devices	Other
Medical Operations Manager	n	1						
	1st quartile							
	Median	165,000						
	3rd quartile							
Medical/Scientific Advisor	n	6						
	1st quartile	173,000						
	Median	179,000						
	3rd quartile	192,250						
Senior Medical Advisor/Associate Medical Director	n	11						
	1st quartile	210,000						
	Median	240,000						
	3rd quartile	290,000						
Medical Director	n	5	1	1				1
	1st quartile	230,000						
	Median	280,000	210,000	310,000				280,000
	3rd quartile	350,000						

Operations & Manufacturing

2021 vs 2020 (n=42) Total Remuneration (excludes Bonus)

KEY  = 2021  = 2020

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Shift Supervisor		115,000		
	56,000	66,000	90,000	10,000
Production Planner		110,000		4,000
	72,000	100,000	128,000	2,000
Plant/Site Manager		185,000		30,000
	87,000	113,000	175,000	9,333
Production Manager	76,000	115,000	125,000	2,000
	75,000	113,000	128,500	2,000
Business Improvement Manager	94,000	146,500	185,000	26,667
	105,000	157,000	172,500	9,000
Engineering Manager		125,000		12,500
		135,500		5,000
Manufacturing Manager		131,000		3,000
		156,000		20,000
Operations Manager	122,500	141,000	183,750	7,000
	112,000	120,000	164,000	10,333

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Procurement/ Purchasing Officer		95,500		5,000
	71,250	85,500	139,000	9,500
Logistics Officer		85,000		
	62,000	65,000	159,000	
Warehouse Manager		77,000		
		65,500		
Supply Chain Manager	90,000	132,000	180,000	7,667
	55,000	165,000	240,000	28,000
Operations Director	159,000	176,000	260,000	32,000
	91,250	205,000	217,500	34,000
General Manager		247,500		100,000
	133,000	145,000	220,000	18,333
Global HSE Manager		113,000		8,000
Regional Manager/ Director/Vice President		150,000		32,000

CAR ALLOWANCE		
1st Quartile	Median	3rd Quartile
12,500	16,750	21,000

Operations & Manufacturing (n=42)

2021 Total Remuneration (excludes Bonus) by Industry Sector

Job Title		Manufacturing/ Contract Manufacturing	FMCG, Food & Beverage	Medical Devices	Animal Health	Government (Federal/State)	Pharmaceuticals – Ethical (Generics)	Other
Shift Supervisor	n	1				1		
	1st quartile							
	Median	150,000				80,000		
	3rd quartile							
Production Planner	n	1						
	1st quartile							
	Median	110,000						
	3rd quartile							
Plant/Site Manager	n	2						
	1st quartile							
	Median	185,000						
	3rd quartile							
Production Manager	n	1	1		1			
	1st quartile							
	Median	76,000	125,000		115,000			
	3rd quartile							
Business Improvement Manager	n	4	2					
	1st quartile	104,500						
	Median	153,500	125,500					
	3rd quartile	195,000						

Operations & Manufacturing (n=42) CONTINUED

2021 Total Remuneration (excludes Bonus) by Industry Sector


Job Title		Manufacturing/ Contract Manufacturing	FMCG, Food & Beverage	Medical Devices	Animal Health	Government (Federal/State)	Pharmaceuticals – Ethical (Generics)	Other
Manufacturing Manager	n	2						
	1st quartile							
	Median	131,000						
	3rd quartile							
Operations Manager	n	2	1	1	1			3
	1st quartile							130,000
	Median	125,000	198,000	120,000	150,000			132,000
	3rd quartile							165,000
Procurement/ Purchasing Officer	n	1		1				
	1st quartile							
	Median	118,000		73,000				
	3rd quartile							
Logistics Officer	n				1			
	1st quartile							
	Median				85,000			
	3rd quartile							
Supply Chain Manager	n	2		1				
	1st quartile							
	Median	111,000		180,000				
	3rd quartile							
Operations Director	n	1				1	1	
	1st quartile							
	Median	176,000				159,000	260,000	
	3rd quartile							

Operations & Manufacturing (n=42) CONTINUED

2021 Total Remuneration (excludes Bonus) by Industry Sector

Job Title		Manufacturing/ Contract Manufacturing	FMCG, Food & Beverage	Medical Devices	Animal Health	Government (Federal/State)	Pharmaceuticals – Ethical (Generics)	Other
General Manager	n	1						1
	1st quartile							
	Median	155,000						340,000
	3rd quartile							
Global HSE Manager	n	1						
	1st quartile							
	Median	113,000						
	3rd quartile							
Regional Manager/ Director/Vice President	n				1			
	1st quartile							
	Median				150,000			
	3rd quartile							

Quality Assurance 2021 vs 2020 (n=66) Total Remuneration (excludes Bonus)

KEY  = 2021  = 2020

Job Title	1st Quartile	Median	3rd Quartile	Bonus
QA Coordinator		94,000		5,000
	74,750	86,000	93,500	3,000
QA Associate/Officer	73,000	83,000	98,000	10,500
	70,000	78,000	84,000	5,000
Senior QA Associate	97,750	100,000	113,750	8,725
	84,000	98,000	118,500	6,500
Compliance Manager	147,750	155,500	163,250	
	100,000	145,000	160,000	
Quality Auditor		110,000		5,000
	89,000	90,000	120,000	3,000
Quality Systems Manager	117,500	131,500	138,000	3,950
	79,000	105,000	137,000	6,000

Job Title	1st Quartile	Median	3rd Quartile	Bonus
QA Manager	133,750	139,500	168,750	19,714
	109,250	120,000	138,750	8,556
Senior QA Manager	160,000	171,000	184,250	50,000
	123,000	152,000	183,000	45,000
Director/Head of Quality	158,500	175,000	205,000	7,500
	177,500	195,000	270,000	42,625
Regional QA Director/VP QA	173,000	195,000	240,000	50,000
		185,000		45,000

CAR ALLOWANCE		
1st Quartile	Median	3rd Quartile
14,000	21,167	25,333

Quality Assurance (n=66)

2021 Total Remuneration (excludes Bonus) by Industry Sector

Job Title		Manufacturing/ Contract Manufacturing	Pharmaceuticals – Ethical (Innovator or Originator)	Medical Devices	Pharmaceuticals - OTC & Consumer Healthcare	FMCG, Food & Beverage	Laboratory Services	Other
QA Coordinator	n	1		1				
	1st quartile							
	Median	96,000		92,000				
	3rd quartile							
QA Associate/Officer	n	1		2	4		1	2
	1st quartile				79,250			
	Median	65,000		89,000	86,500		130,000	106,500
	3rd quartile				99,000			
Senior QA Associate	n		2	1	2			2
	1st quartile							
	Median		114,000	97,000	101,000			100,000
	3rd quartile							
Compliance Manager	n					1		2
	1st quartile							
	Median					171,000		102,500
	3rd quartile							
Quality Auditor	n	1						1
	1st quartile							
	Median	76,000						144,000
	3rd quartile							


Quality Assurance (n=66) CONTINUED

2021 Total Remuneration (excludes Bonus) by Industry Sector

Job Title		Manufacturing/ Contract Manufacturing	Pharmaceuticals – Ethical (Innovator or Originator)	Medical Devices	Pharmaceuticals - OTC & Consumer Healthcare	FMCG, Food & Beverage	Laboratory Services	Other
Quality Systems Manager	n	2	1				1	1
	1st quartile							
	Median	135,500	132,000				113,000	113,000
	3rd quartile							
QA Manager	n	4	2	2		2	2	5
	1st quartile	112,000						103,000
	Median	125,500	180,000	170,500		136,000	140,000	139,000
	3rd quartile	135,250						176,000
Senior QA Manager	n	2	2	1	2	2	1	1
	1st quartile							
	Median	163,500	205,000	165,000	187,500	144,000	175,000	175,000
	3rd quartile							
Director/Head of Quality	n	1		1			1	3
	1st quartile							167,000
	Median	175,000		150,000			210,000	200,000
	3rd quartile							210,000
Regional QA Director/ VP QA	n		2					1
	1st quartile							
	Median		206,500					195,000
	3rd quartile							

Regulatory Affairs

2021 vs 2020 (n=239) Total Remuneration (excludes Bonus)

KEY  = 2021  = 2020

Job Title	1st Quartile	Median	3rd Quartile	Bonus
Regulatory Affairs Associate	90,000	98,000	110,000	2,980
	90,750	99,000	107,250	8,667
Senior Regulatory Affairs Associate	123,250	131,000	147,250	12,500
	116,500	134,000	148,750	12,217
Senior Regulatory Affairs, Quality Assurance Associate	96,000	98,000	120,000	6,000
	92,000	105,000	127,500	17,000
Regulatory Affairs Project Manager	139,000	150,000	156,500	10,000
	73,250	111,500	167,750	12,000
Regulatory Affairs Manager	144,000	170,500	200,000	19,065
	135,000	173,000	194,250	21,000
Regulatory Affairs, Quality Assurance Manager	135,000	185,000	205,000	21,400
	156,000	184,000	210,000	14,667
Regulatory Affairs, Quality Assurance Director	240,000	255,000	277,500	45,250
		201,500		50,000
Director/Head of Regulatory Affairs	196,000	230,000	290,000	42,467
	184,500	210,000	270,000	38,909

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

Regulatory Affairs (n=239)

2021 Total Remuneration (excludes Bonus) by Industry Sector

Job Title		Pharmaceuticals – Ethical (Innovator or Originator)	Medical Devices	Pharmaceuticals – Ethical (Generics)	Government (Federal/State)	Pharmaceuticals - OTC & Consumer Healthcare	Consulting Services	Other
Regulatory Affairs Associate	n		3	3	3	1	2	3
	1st quartile		85,000	85,000	91,000			101,000
	Median		90,000	95,000	92,000	65,000	114,000	110,000
	3rd quartile		110,000	130,000	100,000			121,000
Senior Regulatory Affairs Associate	n	16	1	5		2	1	5
	1st quartile	120,250		137,500				119,000
	Median	131,000	127,000	141,000		134,000	124,000	126,000
	3rd quartile	151,500		174,000				180,000
Senior Regulatory Affairs, Quality Assurance Associate	n		3					
	1st quartile		96,000					
	Median		98,000					
	3rd quartile		120,000					
Regulatory Affairs Project Manager	n	4	1					
	1st quartile	138,750						
	Median	152,000	143,000					
	3rd quartile	157,750						
Regulatory Affairs Manager	n	16	5	7	1	3	1	7
	1st quartile	147,250	138,500	141,000		147,000		115,000
	Median	173,000	180,000	171,000	150,000	191,000	260,000	163,000
	3rd quartile	200,000	192,000	210,000		200,000		185,000
Regulatory Affairs, Quality Assurance Manager	n		7	2				
	1st quartile		120,000					
	Median		182,000	205,000				
	3rd quartile		200,000					

Regulatory Affairs (n=239) CONTINUED

2021 Total Remuneration (excludes Bonus) by Industry Sector

Job Title		Pharmaceuticals – Ethical (Innovator or Originator)	Medical Devices	Pharmaceuticals – Ethical (Generics)	Government (Federal/State)	Pharmaceuticals – OTC & Consumer Healthcare	Consulting Services	Other
Regulatory Affairs, Quality Assurance Director	n	1	2	1				
	1st quartile							
	Median	240,000	255,000	280,000				
	3rd quartile							
Director/Head of Regulatory Affairs	n	8	2	1	3		1	4
	1st quartile	232,500			122,000			138,000
	Median	295,000	238,000	230,000	165,000		220,000	180,000
	3rd quartile	317,500			280,000			232,500

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