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### About Cpl

Cpl Resources Plc. is Ireland's most successful recruitment and HR Solutions organization. Listed on both the Dublin and London Stock exchanges; Cpl operates on both a national and international basis. Today Cpl Resources has offices in Dublin, Kildare, Limerick, Cork, Galway, Kent, Bratislava, Prague and Warsaw. In February 2007, our employees voted us one of Ireland's "Best Companies to Work for". Anne Heraty, CEO of Cpl, was awarded Ernst and Young Entrepreneur of the Year 2006. Cpl Resources are Ireland's largest employer of temporary and contract staff, currently over 4,000 temporary employees.

Cpl Resources Plc is comprised of eleven wholly-owned specialised companies, each working independently. All companies are leaders in their respective markets. With this specialised approach our customers are offered a range of dedicated services, more flexibility and quality that is second to none. This structure enables both candidates and clients to benefit from our focussed understanding of the specific employment markets. This ensures quality business relationships between clients so that we get it right – first time, every time.

### About the salary guide

The Cpl salary guide is produced bi-annually and incorporates nine sectors. The information and salaries listed are compiled from our group database across a period of six months. The data is then analysed by our experienced consultants and managers within their specialised areas, ensuring quality information.

The salaries listed within the guide are for reference purposes only, and do vary in accordance with company size, industry, turnover etc. basic salaries are only listed and do not include extras such as bonuses and commission.

*Disclaimer –*

*The figures quoted in this document are taken from a number of sources. The figures quoted could be higher or lower and are dependent on each individual company. This document should be used as a guideline for reference purposes.*

**Call Centre / Services Centre**

<b>Contact Centre</b>	<b>€000</b>
Call Centre Manager	56-96
Call Centre Manager & language	56-96
Customer Service Manager	36-56
Customer Service Manager & language	41-71
Customer Service Supervisor	31-51
Customer Service Supervisor & language	30-56
Customer Service Team Leader	29-39
Customer Service Team Leader & language	29-46
Customer Service Agent (3+ yrs exp)	24-35
Customer Service Agent (0-3 yrs exp)	19-29
Customer Service Agent & language (3+ yrs exp)	26-36
Customer Service Agent & language (0-3 yrs exp)	18-29
<b>Telesales / Telemarketing</b>	<b>€000 OTE*</b>
Inside Sales Manager	70-150
Inside Sales Manager & language	70-150
Inside Sales Supervisor	50-90
Inside Sales Supervisor & language	50-90
Inside Sales Executive	35-80
Inside Sales Executive & language	35-80
Lead Generation Executive	25-40
Direct Marketing Specialist	20-30

*\*Salaries are OTE, normally basic is 60% and commission is 40%*

## Information Technology

IT - Contract	Lower € Day	Average € Day	Specialist € Day
<b>Software Development</b>			
Mainframe	200	275	350
RPG400, GUI, Java	250	350	400
C# / VB.net	250	350	400
C / C++	200	275	350
Lotus Notes	200	250	300
PHP	150	200	300
Graphic Designer	150	200	300
<b>System Analysis</b>			
Business / Systems Analyst(Mainframe, Midrange)	250	300	350
Business / Systems Analyst (Client Server)	250	300	350
Business / Systems Analyst (RDBMS)	200	275	350
Business / Systems Analyst (.net)	250	325	400
<b>IT / Project Management</b>			
Project Manager (Mainframe)	275	325	375
Project Manager (Midrange,ClientServer,RDBMS)	300	350	400
Project Manager (.net)	325	375	425
Network Support Manager	250	300	350
IT Manager	275	350	450
<b>Support / Administration</b>			
Network Support Engineer (Win 2000, 2003, NT)	175	250	300
1 <sup>st</sup> Level Support	125	150	175
2 <sup>nd</sup> Level Support	150	175	200
3 <sup>rd</sup> Level Support	200	225	250
System Administrator (UNIX, Multiplatform)	200	250	300
System Administrator (Windows NT)	200	250	300

<b>IT - Contract (cont'd)</b>	<b>Lower € Day</b>	<b>Average € Day</b>	<b>Specialist € Day</b>
<b>QA / Technical Writing / Localisation</b>			
QA Engineers	120	200	300
Technical Writers	150	200	200
Localisation Engineer	120	180	230
Localisation Tester	100	150	200
<b>ERP Consultancy / Specialist Roles</b>			
Consultant (SAP)	350	450	600
Developer (ABAP)	350	450	550
<b>RDBMS</b>			
DBA	225	325	375
Developer	225	300	375
Data Warehouse	250	350	425
<b>Consultancy</b>			
Functional Consultant	350	425	500
Technical Consultant	375	450	525
Apps DBA	300	350	450
<b>SQL</b>			
DBA	205	250	350
Developer	205	250	350
Data Warehouse	250	325	400
<b>Business Intelligence / MIS development</b>			
Brio / Hyperion / Cognos / BO	175	300	400
Data modeller	250	300	400

*Note: Rates are subject to vary due to factors such as Market conditions; Industry type; technologies; contract duration etc.*

<b>IT - Permanent</b>	<b>€000 (0-2 yrs exp)</b>	<b>€000 (3-5 yrs exp)</b>	<b>€000 (5+ yrs exp)</b>
<b>Software Development</b>			
Software / Web developer (.net, C#, asp.net, SQL Server 2005)	26-34	36-50	50-70
Web Design (DHTML, CSS, JavaScript, XML, AJAX)	25-33	36-46	45-60
Technical Architect (C#, .NET, Java, J2EE, MVC/Struts, Web Services, n-tier architecture)	60-70	70-80	80-110
Graphic Designer (Photoshop, Illustrator, Dreamweaver, Flash, Action Script)	20-30	30-45	45-55
Video Editor	25-30	30-45	45-55
Developer (PHP, Perl, Python, Ruby, UNIX, LINUX systems)	26-34	36-50	50-60
Developer (C/C#, Windows, COM, DCOM)	28-35	38-50	50-70
Developer (Java/J2EE, JSP, Servlets, XML, XSLT, EJB, Spring, Hibernate, Struts)	25-30	38-55	55-70
Developer (VB.NET, VB6, VBA, Access, Oracle, Sybase, DB2, Informix, SQL)	28-40	40-55	50-70
Lotus Notes	28-35	35-45	45-60
Mainframe	25-32	35-45	45-60
RPG400	25-32	35-45	45-55
<b>System Analysis</b>			
Business / Systems Analyst(Mainframe, Midrange)	40	55	60
Business / Systems Analyst (Client Server, .net)	40	55	60
Business / Systems Analyst (RDBMS)	40	55	60
Business Analyst	40	55	70

<b>IT – Permanent (cont'd)</b>	<b>€000 (0-2 yrs exp)</b>	<b>€000 (3-5 yrs exp)</b>	<b>€000 (5+ yrs exp)</b>
<b>IT / Project Management</b>			
Project Manager (Mainframe)	40	60	65
Project Manager (Midrange, Client Server)	45	65	70
Project Manager (RDBMS, .net)	45	65	70
Project Manager / Business Analyst	50	55	65
Infrastructure Project Manager	55	65	75
Programme Manager	60	75	100
Software Development Manager	60	75	95
Applications Support Manager	75	85	100
Business Solutions Consultant	60	70	80
Release Manager	70	75	80
Management Consultant	60	70	80
Change Manager	55	65	75
Business Process Manager	50	60	75
PMO Manager	70	75	80
Pre-Sales Consultant	70	75	80
Product Manager	55	65	75
CTO	100	110	130
Director of Development	100	110	140
Practice Manager	85	95	110
ICT Consultant	85	95	110
SAP	60	65	80
JD Edwards Consultant	55	60	75
Peoplesoft Consultant	55	60	75
Siebel Consultant	55	60	75

<b>IT – Permanent (cont'd)</b>	<b>€000 (0-2 yrs exp)</b>	<b>€000 (3-5 yrs exp)</b>	<b>€000 (5+ yrs exp)</b>
<b>Support / Administration</b>			
Network Support Engineer (CCNA)	35	40	45
Network Support Engineer (CCNP or CCDA)	40	50	65
Network Support Engineer (CCIE)	65	75	90
Network Support Administrator (Win 2000, 2003, NT etc)	35	45	60
1 <sup>st</sup> Level System Administrator (Win)	30	35	38
Unix System Administrator	35	40	60
Security Engineer (CISSP / CCSE)	40	55	80
Application Support Engineer	30	40	55
IT Manager	50	60	70
Systems & Network Manager	70	80	90
Head of IT	80	90	100
Director of IT	90	100	130
Service Delivery Manager	70	80	90
<b>Localisation Specialists</b>			
Technical Writers	30	35	45
QA Engineers	30	35	45
Localisation Engineers	30	35	45
<b>Technical Support</b>			
Technical Support – Call Centre	20	25	30
Helpdesk Support	22	27	32
Deskside Support	25	30	35
2 <sup>nd</sup> Level Network Engineer	30	38	45
3 <sup>rd</sup> Level Network Engineer	35	45	55
Field Services	25	32	38
UNIX Systems Administrator	28	40	52

## Engineering

Engineering - Permanent	€000 (0-2 yrs exp)	€000 (3-5 yrs exp)	€000 (5+ yrs exp)
Applications Engineer	30-35	35-40	45+
CAD Technician	28-35	32-35	35+
Chemical Engineer	30-35	35-40	45+
Civil Engineer	30-35	35-40	45+
Design Engineer	30-35	35-40	45+
Debug Technician	25-30	32-35	35+
Electrical Engineer	30-35	35-40	45+
Electrician	30-35	35-40	45+
Electronic Engineer	30-35	35-40	45+
Electronic Technician	28-30	32-35	35+
Engineering Manager	40-45	45-60	60+
Facilities Manager	35-40	40-55	55+
Facilities Engineer	30-35	35-40	45+
Facilities Technician	30-35	35-40	45+
Field Service Engineer	28-32	32-37	40+
Fitter	30-35	35-40	45+
Industrial Engineer	30-35	35-45	45+
Instrumentation Engineer	30-35	35-45	45+
Instrumentation Technician	28-30	32-35	35+
Maintenance Manager	40-45	45-60	60+
Maintenance Engineer	30-35	35-40	45+
Maintenance Technician	28-30	32-35	35+
Manufacturing Engineer	30-35	35-45	45+
Manufacturing Technician	28-30	32-35	35+
Mechanical Engineer	30-35	35-45	45+
Mechanical Technician	28-30	32-35	35+
Operations Manager	55-60	60-70	70+
Process Engineers	30-35	35-45	45+
Process Technician	28-30	32-35	35+
Production Engineer	30-35	35-45	45+
Project Manager	37-40	42-50	50+
Project Engineer	30-35	35-45	45+
Test Engineer	30-35	35-40	45+
Quality Manager	40-45	45-60	60+
Quality Engineer	30-35	35-40	45+
Quality Technician	28-30	32-35	35+
Validation Engineer	30-35	35-45	45+

Engineering - Contract	€Per Hour
Applications Engineer	50
CAD Technician	38
Chemical Engineer	50
Civil Engineer	50
Design Engineer	50
Debug Technician	38
Electrical Engineer	50
Electrician	50
Electronic Engineer	50
Electronic Technician	38
Engineering Manager	66
Facilities Manager	60
Facilities Engineer	50
Facilities Technician	50
Field Service Engineer	44
Fitter	50
Industrial Engineer	50
Instrumentation Engineer	50
Instrumentation Technician	38
Maintenance Manager	66
Maintenance Engineer	50
Maintenance Technician	38
Manufacturing Engineer	50
Manufacturing Technician	38
Mechanical Engineer	50
Mechanical Technician	38
Operations Manager	76
Process Engineers	50
Process Technician	38
Production Engineer	50
Project Manager	55
Project Engineer	50
Test Engineer	50
Quality Manager	66
Quality Engineer	50
Quality Technician	38
Validation Engineer	50

## Supply Chain

Supply Chain - Permanent	€000 (0-2 yrs exp)	€000 (3-5 yrs exp)	€000 (5+ yrs exp)
Plant / Operations Manager	N/A	65	75-85
Production Manager	N/A	65	75-85
Production Planner	35	40	45-50
Production Operatives	25	32	38
Purchasing Director	N/A	70	85-95
Purchasing Manager	N/A	65	75-85
Purchasing Officer	32	40	45-50
Buyer	32	40	45-50
Supply Chain Manager	N/A	65	75-90
Supply Chain Coordinator	32	40	45
Logistics Manager	N/A	50	55-65
Logistics Analyst	35	40	45-50
Logistics Coordinator	32	40	45
Export Compliance Specialist	35	40	45
Order Management Team Lead	35	40	45-50
Order Management Rep	25	32	38
Warehouse Manager	N/A	50	55-65
Key Account Manager	30	35	45
Channel Manager	35	45	55-65
Inventory Analyst	30	35	45
Inventory Coordinator	25	35	40
Master Scheduler	35	45	50-55
Demand Planner	35	45	50-55
Vendor Manager	35	45	55-65
Vendor Coordinator	30	35	45
SC Customer Care Manager	N/A	45	55-65
SC Customer Care Advocate	28	35	40
Inside Sales Representative	28	35	45
Stock Control Manager	30	40	50
Stock Control Officer	25	35	40
Materials Handler	25	35	40
Licensing Manager	N/A	50	55-65
Licensing Coordinator	30	35	40
Shipping Manager	N/A	50	55-65
Shipping Clerk	25	35	40
Procurement Manager	N/A	65	75-85
Procurement Officer	35	40	45-50
Business Analyst	35	45	50-55
Business Process Re-Engineer	35	45	55-60

Supply Chain - Contract	€per Hour
Plant / Operations Manager	34*
Production Manager	34
Production Planner	19
Production Operatives	15
Purchasing Director	36
Purchasing Manager	34
Purchasing Officer	19
Buyer	19
Supply Chain Manager	36
Supply Chain Coordinator	19
Logistics Manager	26
Logistics Analyst	19
Logistics Coordinator	19
Export Compliance Specialist	19
Order Management Team Lead	22
Order Management Rep	15
Warehouse Manager	26
Key Account Manager	17
Channel Manager	26
Inventory Analyst	17
Inventory Coordinator	17
Master Scheduler	22
Demand Planner	22
Vendor Manager	24
Vendor Coordinator	17
SC Customer Care Manager	22
SC Customer Care Advocate	17
Inside Sales Representative	17
Stock Control Manager	22
Stock Control Officer	17
Materials Handler	17
Licensing Manager	26
Licensing Coordinator	17
Shipping Manager	26
Shipping Clerk	17
Procurement Manager	34
Procurement Officer	19
Business Analyst	26
Business Process Re-Engineer	26

Scientific			
Scientific - Permanent	€000 (0-2 yrs exp)	€000 (3-5 yrs exp)	€000 (5+ yrs exp)
<b>Quality</b>			
QA / QC Manager	55-60	60-65	65+
QA / QC Supervisor	38-43	43-46	46-50
QA / QC Analyst	26-32	32-35	35-40
QA Technicians	26-32	32-35	35-40
Lab Technician	22-25	25-28	28-32
Lab Assistant	22-25	25-28	28-32
<b>Analytical</b>			
Microbiology Analyst	26-32	32-35	35-40
Biochemist / Chemist	26-32	32-35	35-40
Analytical Chemist	26-32	32-35	35-40
Biotechnologist	26-32	32-35	35-40
Food QA Technologist	23-32	32-35	35-40
<b>Regulatory Affairs</b>			
Regulatory Affairs / Registration Officer	25-30	30-45	45-50
Regulatory Affairs Manager	50-60	60-75	80+
Drug Safety Associate	23-28	28-34	34-38
<b>Compliance</b>			
Compliance Manager	55-60	60-65	65-75
Compliance Analyst	26-32	32-35	35-40
Compliance Auditor	26-32	32-35	35-40
<b>Documentation</b>			
Documentation Officer	25-32	32-35	35-40
Documentation Control Administrator	26-32	32-35	35-40

<b>Scientific – Permanent (cont'd)</b>	<b>€000 (0-2 yrs exp)</b>	<b>€000 (3-5 yrs exp)</b>	<b>€000 (5+ yrs exp)</b>
<b>Validation</b>			
Validation Manager	40-45	45-55	55+
Validation Engineer	30-35	35-45	45+
Validation Analyst	20-25	25-35	35+
<b>Health / Safety &amp; Environment</b>			
Health & Safety Officer	25-30	30-40	40+
Environmental Officer	25-32	32-38	38-43
Lab Technician	20-28	28-35	35-45
<b>Research &amp; Development</b>			
Process Development Manager	55-60	60-65	65-75
PhD Development Chemist	30-37	37-42	42-50
Senior Scientist / Chemist	30-35	35-40	40-45
Process Development Chemist	33-37	37-42	42-50
R&D Engineer	26-34	34-40	40-55
R&D Scientist	30-35	35-40	40-50
Formulation Scientist	30-35	35-40	40-45
<b>Clinical</b>			
Biostatistics Manager	60-65	65-75	75+
<b>Statistician</b>			
Clinical Data Manager	45-50	50-55	50-70
Clinical Data Coordinator	25-28	28-34	34-38
Clinical Project Manager	35-40	40-45	45-50
Clinical Research Associate	25-32	32-35	35-40
Clinical Trials Assistant	25-30	30-35	35-38
<b>Pharmaceutical</b>			
Pharmaceutical Engineer	26-34	34-40	40-55
<b>Training</b>			
Training and Development Manager	45-55	55-65	65+
Quality & GMP Trainers	30-40	40-50	50+

<b>Scientific - Contract</b>		<b>€Per Hour</b>
<b>Quality</b>		
QA / QC Manager		35-60
QA / QC Supervisor		35-60
QA / QC Analyst		20-40
QA Technicians		20-40
Lab Technician		17-25
Lab Assistant		17-25
<b>Analytical</b>		
Microbiology Analyst		18-28
Biochemist		18-28
Chemist / Analytical Chemist		18-28
Biotechnologist		18-28
Food Scientist		18-28
Regulatory Affairs / Registration Officer		20-30
Regulatory Affairs Manager		35-50
<b>Compliance</b>		
Compliance Manager		35-60
Compliance Analyst		18-30
Compliance Auditor		22-40
<b>Documentation</b>		
Documentation Officer		17-30
Documentation Control Administrator		17-22
<b>Validation</b>		
Validation Manager		45-80
Validation Engineer		25-45
Validation Analyst		18-35
<b>Health / Safety &amp; Environment</b>		
Health & Safety Officer		25-40
Lab Technician		18-25
Pharmaceutical Engineer		18-30

<b>Scientific – Contract (cont'd)</b>		<b>€Per Hour</b>
<b>Training</b>		
Training & Development Manager		35-60
Quality & QMP Trainers		25-40

Human Resources	
<b>HR</b>	
HR Director/ Head of HR	80,000 – 120,000
HR Manager	55,000 – 80,000
HR Business Manager	55,000 – 70,000
Snr HR Generalist	40,000 – 55,000
HR Generalist	30,000 – 40,000
Snr HR Admin	25,000 – 30,000
Jnr HR Admin	22,000 – 25,000
HR Specialist	40,000 – 55,000
<b>Compensation &amp; Benefits</b>	
Comp & Bens Manager/Head of C&B	55,000 – 100,000
Snr Reward Specialist	45,000 – 55,000
Reward Specialist	35,000 – 45,000
<b>Recruitment</b>	
Recruitment Manager	55,000 – 90,000
Snr Recruitment Specialist	45,000 – 55,000
Recruitment Officer	35,000 – 45,000
Recruitment Admin / Coordinator	25,000 – 35,000
<b>Training</b>	
Training Manager	65,000 – 85,000
Snr Training Specialist	50,000 – 65,000
Training Specialist	35,000 – 50,000
Training Coordinator	25,000 – 35,000
<b>Payroll</b>	
Payroll Manager	55,000 – 80,000
Snr Payroll Specialist	40,000 – 55,000
Payroll Supervisor	35,000 – 40,000
Payroll Administrator	29,000 – 34,000
<b>*IR or ER Specialist</b>	<i>Note: Data Researched and compiled by a leading International Consultancy Company</i>

## Administration / Office Management

Administration / Office Management	€000 (0-2 yrs exp)	€000 (3-5 yrs exp)	€000 (5+ yrs exp)
<b>Permanent</b>			
Office Manager	N/A	32-35	35+
Office Junior	18-20	N/A	N/A
PA / Executive Assistant	22-24	26-36	36-50
Receptionist	19-22	23-28	28-32
Administrator	19-22	23-28	28-35
Secretary / Team Secretary	20-24	25-35	35-42
Accounts Clerk	20-22	23-27	28-35
Data Entry	20-22	23-25	25-29
Telesales Reps*	18-22	25-30	30+
Customer Service Reps	20-22	22-26	27-33
Dictaphone Typist	22-24	25-27	28-33
Medical Secretary	20-23	24-29	32+
Legal Secretary	25-28	28-34	35+
Legal Executive	29-33	33-35	35+
<b>Temporary (€per hour)</b>			
Office Manager	N/A	14-18	18+
Office Junior	10-11	N/A	N/A
PA / Executive Assistant	14-14	14-18	18+
Receptionist	10-12	12-14	15-16
Administrator	10-12	11-13	13-15
Secretary / Team Secretary	12-13	13-15	15+
Accounts Clerk	11-12	12-14	15
Data Entry	9-10	11	12
Telesales Reps*	10	11	12
Customer Service Reps	10-12	10-12	10-12
Dictaphone Typist	12	13-15	15+
Medical Secretary	13-14	14-15	15-16
Legal Secretary	13	14-16	16+
Legal Executive	N/A	N/A	N/A

<b>Telecoms</b>
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<b>Telecoms - Permanent</b>	<b>€000 Range</b>
CTO	105-120
Head of Technical Support Services	70-80
NOC Manager	60-90
Programme Manager	50-85
Project Manager	40-70
Product Managers	50-75
Telecoms Engineer	30-50
Systems Architect	70-85
Embedded Software Engineer	45-60
Embedded Software Engineer (Grad)	28-32
Software Engineer	30-60
Field Engineer	30-50
Network Operator / Transmission Engineer	35-50
Network Technician	30-45
Radio Frequency Engineer	40-50
Senior Test Engineer	35-45
SQA Engineer	35-45
Support Engineer	35-40
Technical Support	25-32
Analyst	35-50
Pricing Analyst	40-55
Telecoms Consultant	55-75

**Sales & Marketing**

<b>Sales</b>	<b>**000 OTE</b>
Sales Director	200-250k
Sales Manager	130-150k
Business Development Director	150-200k
Business Development Manager	130-170k
Business Development Executive	100-140k
Channel Sales Manager	120-160k
Corporate Account Manager	80-120k
Account Executive	70-90k
Professional Services Sales	150-180k
Pre-Sales Consultants	90-130k
Sales Team Leader	90-120k
Sales Coach	60-80k
Sales Executive	70-90k
Sales Representative	50-80k
Field Sales Representative	50-80k
Telemarketing Executive	30-40k
Merchandisers	30-40k

*\*Salaries are OTE, normally basic is 60% and commission is 40%*

<b>Marketing</b>	<b>€000</b>
Marketing Director	150-200k
Marketing Manager	90-140k
Brand Manager	80-120k
Product Manager	80-110k
Marketing Comms Manager	60-80k
Strategic Alliance Manager	80-120k
Market Research Manager	70-90k
Market Analyst	35-55k
Marketing Executive	30-40k
Marketing Assistant	28-35k

**Retail**

<b>Retail</b>	<b>€000 (0-2 yrs exp)</b>	<b>€000 (3-5 yrs exp)</b>	<b>€000 (5+ yrs exp)</b>
<b>Department Stores</b>			
Store Manager	40-50	50-60	60+
Assistant Store Manager	30-40	40-45	45+
Trainee Manager	23-25	25-30	30+
<b>Fashion</b>			
Store Manager	25-35	35-45	45+
Assistant Store Manager	20-30	30-40	40+
Supervisor	19-22	22-25	25+
<b>Telecoms</b>			
Store Manager	30-40	45-54	45-64
Assistant Manager	25-30	30-35	30-40
Sales Assistant	17.5-26	20-30	20-30
<b>Supermarkets</b>			
Section Manager	29-33	33-37	36-40
Assistant Manager	39-43	43-47	46-50
Manager	40-46	46-50	50+
Area Manager	55-60	60-70	70+

### Benefits & Perks

The following are typical Benefits that may be offered by employers as part of the remuneration package:

Annual Holidays – Typically 20 days min with increase through service  
Individual Training and Development  
Life Assurance  
Health Care – VHI  
Pension Contribution  
Performance related bonus

Employers are now paying more attention to salary surveys to ensure that they are offering competitive packages to attract the right candidates.

Remuneration can take many forms, such as pension contributions, stock options, bonuses, healthcare and subsidies among others. Companies are also becoming more diverse in their offerings. Attracting and maintaining senior executives in the market is very competitive and the overall remuneration package can sometimes be the deciding factor. Ultimately, benefits are in place to attract the right candidate but in doing so they improve employees' Quality of Life.

There is an increasing trend towards allowing employees a greater degree of choice and flexibility in designing their own benefits package, but offering flexible ('flex') benefit programs. Under the 'flex' model a company's rewards package is divided between core benefits plus an allowance the employee can spend on preferential extras, to suit their personal needs.

These benefits may include:

- Paternal Leave
- Car Parking
- Relocation Allowance
- Medical Check-ups
- Crèche Facilities
- Company Car
- Flexible Working Hours
- Job Sharing
- Holiday Fund
- Educational Assistance
- Social Club
- Subsidised canteen

## **Cpl Salary Guide 2009**

Some employers offer benefits in the form of flexible work options, such as flexitime or compressed work weeks, telecommuting or satellite workplaces, floating holidays or holiday carryover. Employers often offer flexibility in career paths too, for example, job sharing or part-time work.

Some employees place more value on these type of benefits than on monetary reward.

Although benefits might not be a deal-breaker for a candidate, they certainly add to a company's overall image as an employer of choice.