



2021 Report

Global Regulatory Affairs Professionals Workforce

SEPTEMBER 2021

Introduction

As we navigate through the shock of a global pandemic, the regulatory community is facing more change today than it has perhaps encountered in decades. In addition to influencing the development of new medicines and devices, the impact of COVID-19 will create a lasting effect on the global economy, regulatory trends, and will shape the future of the regulatory affairs community and employment landscape for years to come.

Regulatory Affairs Professionals Society (RAPS), the largest global organization serving regulatory affairs professionals, and Elemed, a leading technical recruiter specializing in regulatory affairs, are pleased to provide the 2021 Report on The Global Regulatory Affairs Professionals Workforce as a resource to the field. The data in this publication offer a glimpse into the perspective of the regulatory affairs community toward the myriad of changes that the profession has encountered over the past several years. It also provides a baseline of the size of the field, globally and by region, by which the industry can use to compare benchmarks in future years to assess growth and understand changes in trajectory.

This report is organized into several sections, including the major geographical regions of Africa, Asia, Europe, Latin America and the Caribbean, North America, and Oceania. Within each region, the publication provides breakouts for the number of regulatory affairs professionals and related statistics. Each section also provides an appendix of data tables that illustrates the workforce statistics in detail.

This inaugural version of the report also highlights several important data points that cover current issues facing the regulatory affairs profession, such as the impact of the global health pandemic, concerns related to diversity and inclusion in the field, and top professional challenges for regulatory affairs professionals. These data provide context to the state of the profession. For example, while regulatory affairs professionals are most likely to identify that their primary professional challenge is keeping up to date with regulatory changes, several other career-oriented concerns surface as prominent, such as work-life balance challenges, the need to manage professional skills development, and understanding how to advance to a more senior role. These and other data points of timely importance are detailed throughout the publication.

RAPS and Elemed trust that this report will be invaluable to you in your work and welcome you to review these findings and provide us with your feedback. In particular, we want to know what data points, trends, and additional material we can provide to you in future iterations of this publication. Please send your feedback to research@raps.org.

Thank you.



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Interim Executive Director
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About

RAPS



RAPS

The **Regulatory Affairs Professionals Society (RAPS)** is the largest global organization of and for those involved with the regulation of healthcare and related products, including medical devices, pharmaceuticals, biologics, and nutritional products. Founded in 1976, RAPS helped establish the regulatory profession and continues to actively support the professional and lead the profession as a neutral, non-lobbying nonprofit organization. RAPS offers education and training, professional standards, publications, research, knowledge sharing, networking, career development opportunities, and other valuable resources, including Regulatory Affairs Certification (RAC), the only post-academic professional credential to recognize regulatory excellence. RAPS is headquartered in suburban Washington, DC, with chapters and affiliates worldwide. www.RAPS.org







Elemmed



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EXCEPTIONAL TALENT IN MEDTECH

Elemmed is a boutique talent management company that transforms lives. We recruit the people that solve regulatory problems to get healthcare products to patients all over the world. We help medical device and IVD companies of all sizes to achieve their business goals by attracting, hiring, and retaining exceptional regulatory talent. We have a longstanding relationship with RAPS, collaborating on projects to raise awareness of and further advance the regulatory affairs profession. A recent joint venture has been the Elemmed Mentoring Academy, which is just one of many ways we activate potential and unlock pathways for the regulatory experts of today and the leaders of tomorrow. Through our network, companies can access exceptional candidates, valuable data insights, salary surveys, talent trends, and knowledge on how to build a diverse global workforce of the future. www.elemmed.eu

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Methodology

The 2021 Report on The Global Regulatory Affairs Professionals Workforce provides a snapshot of the size and health of the regulatory affairs field. The data from this study describe vital field statistics such as the number of regulatory professionals by region, sector, role, tenure, and other criteria; as well as the perspective of regulatory affairs professionals towards current issues that are of importance to the profession, such as the impact of COVID-19 and the level of diversity, equity, and inclusion in regulatory affairs.

The data described in this report are from two principal sources:

TOPICAL ISSUES

In late Fall 2020, RAPS conducted an online opinion survey of its global regulatory professional database that included questions designed to understand the professional challenges of the regulatory affairs community, as well as perspectives towards current events. These data are summarized in this report for the regions of Asia, Europe, and North America.¹ Survey data collection took place over a period of 18 days, from 1 December to 18 December 2020 and garnered a response rate of 5%.

WORKFORCE STATISTICS

The majority of data illustrated in this report are workforce statistics, such as the number of regulatory professionals working in the medical devices, pharmaceutical, or biotechnology sectors. These data are based on LinkedIn.com, an online business networking social platform that reports coverage of 756 million professionals in more than 200 countries.² The data from LinkedIn.com were collected and provided to RAPS by Elemed, a leading technical recruiter specializing in regulatory affairs.

The workforce data collected from LinkedIn.com and reported in this publication include:

- ✓ Number of regulatory affairs professionals, as determined by key search terms
- ✓ Major market segment (medical devices, pharmaceutical, biotechnology)
- ✓ Number that are “open to work,” an indicator of the percentage that are actively searching for new employment
- ✓ Years of experience overall
- ✓ Tenure (years) in current position
- ✓ Seniority level
- ✓ Geolocation information
- ✓ Educational background
- ✓ Employer name

The data are reported within the publication and segmented according to the [United Nations geoscheme](#) which divides the 249 countries and territories of the world into six regional and 22 subregional groups. It was devised by the United Nations Statistics Division (UNSD) based on the M49 coding classification. Antarctica is the only geographical region which does not comprise any subregions or country-level areas, and thus was not included in this study.

1 The sample size for other regions (e.g., Africa) were too small for reporting purposes.

2 LinkedIn.com. (2021) About LinkedIn. Retrieved from <https://about.linkedin.com/>



Africa

- **EASTERN AFRICA** (British Indian Ocean Territory, Burundi, Comoros, Djibouti, Eritrea, Ethiopia, French Southern Territories, Kenya, Madagascar, Malawi, Mauritius, Mayotte, Mozambique, Réunion, Rwanda, Seychelles, Somalia, South Sudan, Uganda, United Republic of Tanzania, Zambia, Zimbabwe)
- **MIDDLE AFRICA** (Angola, Cameroon, Central African Republic, Chad, Congo, Democratic Republic of the Congo, Equatorial Guinea, Gabon, Sao Tome and Principe)
- **NORTHERN AFRICA** (Algeria, Egypt, Libya, Morocco, Sudan, Tunisia, Western Sahara)
- **SOUTHERN AFRICA** (Botswana, Eswatini, Lesotho, Namibia, South Africa)
- **WESTERN AFRICA** (Benin, Burkina Faso, Cabo Verde, Côte d'Ivoire, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Mauritania, Niger, Nigeria, Saint Helena, Senegal, Sierra Leone, Togo)



Asia

- **CENTRAL ASIA** (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan)
- **EASTERN ASIA** (China, China, Hong Kong Special Administrative Region, China, Macao Special Administrative Region, Democratic People's Republic of Korea, Japan, Mongolia, Republic of Korea)
- **SOUTH-EASTERN ASIA** (Brunei Darussalam, Cambodia, Indonesia, Lao People's Democratic Republic, Malaysia, Myanmar, Philippines, Singapore, Thailand, Timor-Leste, Vietnam)
- **SOUTHERN ASIA** (Afghanistan, Bangladesh, Bhutan, India, Iran, Maldives, Nepal, Pakistan, Sri Lanka)
- **WESTERN ASIA** (Armenia, Azerbaijan, Bahrain, Cyprus, Georgia, Iraq, Israel, Jordan, Kuwait, Lebanon, Oman, Qatar, Saudi Arabia, State of Palestine, Syrian Arab Republic, Turkey, United Arab Emirates, Yemen)



Europe

- **EASTERN EUROPE** (Belarus, Bulgaria, Czechia, Hungary, Poland, Republic of Moldova, Romania, Russian Federation, Slovakia, Ukraine)
- **NORTHERN EUROPE** (Aland Islands, Channel Islands, Denmark, Estonia, Faroe Islands, Finland, Iceland, Ireland, Isle of Man, Latvia, Lithuania, Norway, Svalbard and Jan Mayen Islands, Sweden, United Kingdom of Great Britain and Northern Ireland)
- **SOUTHERN EUROPE** (Albania, Andorra, Bosnia and Herzegovina, Croatia, Gibraltar, Greece, Holy See, Italy, Malta, Montenegro, North Macedonia, Portugal, San Marino, Serbia, Slovenia, Spain)
- **WESTERN EUROPE** (Austria, Belgium, France, Germany, Liechtenstein, Luxembourg, Monaco, Netherlands, Switzerland)



Latin America and the Caribbean

- **CARIBBEAN** (Anguilla, Antigua and Barbuda, Aruba, Bahamas, Barbados, Bonaire, Sint Eustatius and Saba, British Virgin Islands, Cayman Islands, Cuba, Curaçao, Dominica, Dominican Republic, Grenada, Guadeloupe, Haiti, Jamaica, Martinique, Montserrat, Netherlands Antilles, Puerto Rico, Saint Barthélemy, Saint Kitts and Nevis, Saint Lucia, Saint Martin (French part), Saint Vincent and the Grenadines, Sint Maarten (Dutch part), Trinidad and Tobago, Turks and Caicos Islands, United States Virgin Islands)
- **CENTRAL AMERICA** (Belize, Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama)
- **SOUTH AMERICA** (Argentina, Bolivia (Plurinational State of), Bouvet Island, Brazil, Chile, Colombia, Ecuador, Falkland Islands (Malvinas), French Guiana, Guyana, Paraguay, Peru, South Georgia and the South Sandwich Islands, Suriname, Uruguay, Venezuela (Bolivarian Republic of))



North America³

- **CANADA** (Alberta, British Columbia, Manitoba, New Brunswick, Newfoundland and Labrador, Northwest Territories, Nova Scotia, Nunavut, Ontario, Prince Edward Island, Quebec, Saskatchewan, Yukon)
- **UNITED STATES⁴**
 - **Northeast** (Connecticut, Massachusetts, Maine, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont)
 - **South** (Alabama, Arkansas, District of Columbia, Delaware, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, West Virginia)
 - **Midwest** (Iowa, Illinois, Indiana, Kansas, Minnesota, Michigan, Missouri, North Dakota, Nebraska, Ohio, South Dakota, Wisconsin)
 - **West** (Arkansas, Arizona, California, Colorado, Hawaii, Idaho, Montana, New Mexico, Nevada, Oregon, Utah, Washington, Wyoming)



Oceania⁵

- **AUSTRALIA**
- **NEW ZEALAND**

The data for each region were collected January–June 2021 and should be considered dynamic in nature—workforce statistics change on a constant and consistent basis. This report provides a snapshot in time of the regulatory affairs field.

³ North America also included the locations of Greenland, Bermuda and Saint Pierre and Miquelon. However, no regulatory affairs professionals were found to be in these locations and they are not reported in this publication.

⁴ The United States is reported according to US Census Regions: <https://www.census.gov/geographies/reference-maps/2010/geo/2010-census-regions-and-divisions-of-the-united-states.html>

⁵ Oceania also included the locations of Melanesia, Micronesia, and Polynesia. However, fewer than 2 regulatory professionals were found in each and they are not reported individually in this publication.

CONSIDERATIONS

The data included in this publication were collected from LinkedIn.com, a robust source covering a substantial percentage of professionals, and were subsequently scrutinized and validated through data quality assurance procedures. As such, the report offers high quality estimates of regulatory affairs workforce statistics. However, all research and field statistics are subject to considerations and limitations. This section describes these considerations in detail.

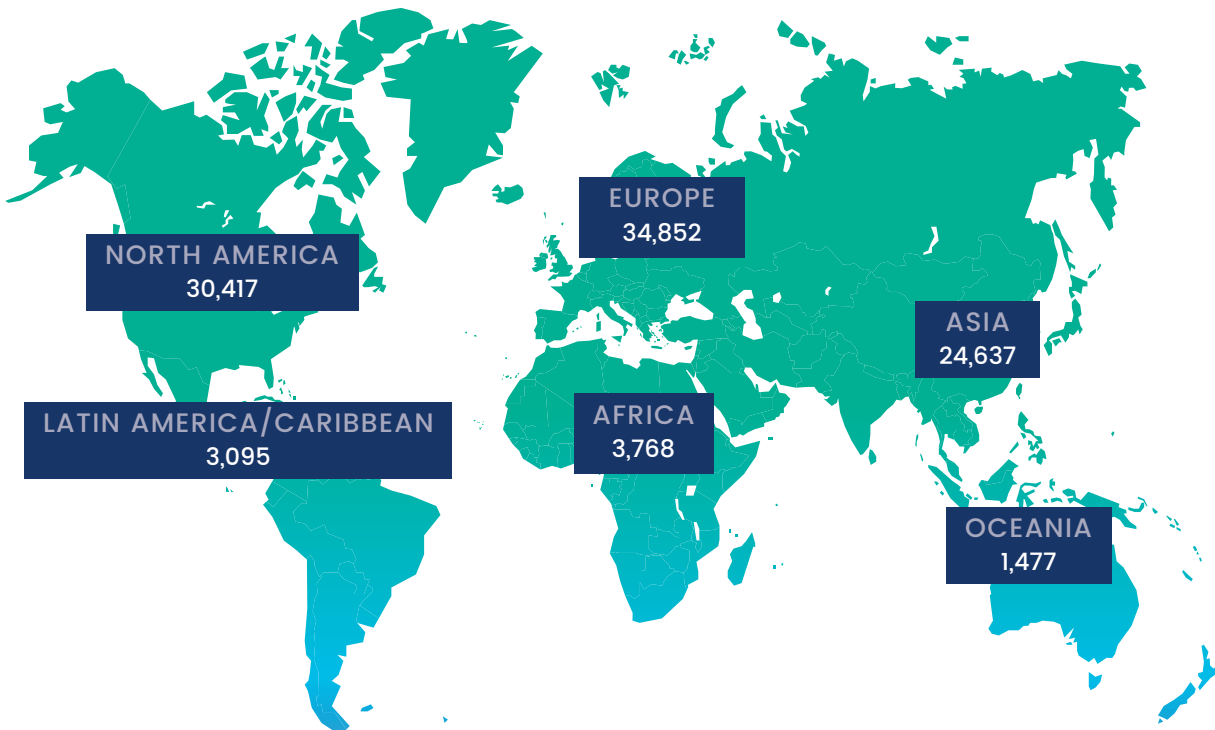
Scope of Inquiry: The number of regulatory professionals was determined by identifying professional profiles on LinkedIn.com through advanced recruiter searches targeting the scope of current roles and activities. A profile owner was determined to be a regulatory affairs professional if they had certain terms associated with their current role related to regulatory affairs. Those working in blended roles covering regulatory/quality and regulatory/clinical were also counted towards the total number of regulatory professionals. While care was taken to define regulatory affairs in a way that would be inclusive of those in the occupation, these estimates are subject to bias (i.e., over or under-counting) based on the definitions used to identify regulatory affairs professionals.

Data Coverage: LinkedIn.com is a world leading social networking platform for business professionals and includes more than 756 million profiles. The statistics in this report are limited by LinkedIn.com's coverage of the regulatory affairs marketplace. Regulatory affairs professionals that do not maintain profiles on the website are not reflected in the data. Moreover, descriptive statistics, such as the number of years of experience, educational background details, and other data are further limited and dependent on users completing those portions of their online profiles. Additionally, in some cases where LinkedIn.com data represented large populations (typically over 1,000 professionals), the data collected were rounded to the nearest hundred (e.g., 1,640 would have been rounded to 1,600).

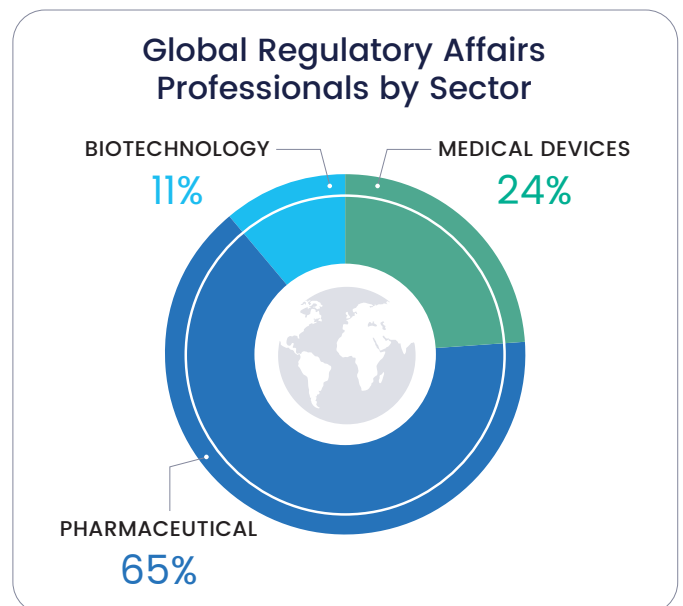
Executive Summary

The field of regulatory affairs covers a global network of professionals located in major regions and hubs throughout the world. In total, the six major regions detailed in this report: Africa, Asia, Europe, Latin America and the Caribbean, North America, and Oceania, represent the field of 98,246 regulatory affairs professionals. Europe and North America, the two regions with the greatest number of professionals encompass approximately 66% of the market. Asia also boasts a significant portion, with 25% of regulatory affairs professionals.

Global Regulatory Affairs Professionals



The regions described in the report provide detailed tallies for the number of regulatory affairs professionals by region as well as subregion. Also included is a breakout of professionals by major industry sector, including medical devices, pharmaceutical, and biotechnology. On a global scale, the industry tends to be largest in the pharmaceutical category, which represents about 65% of all regulatory affairs professionals. Approximately 24% of professionals in the field work in medical devices and the remaining group, at just under 11%, are employed in biotechnology. Future publications of this report will track the growth of each sector over time.

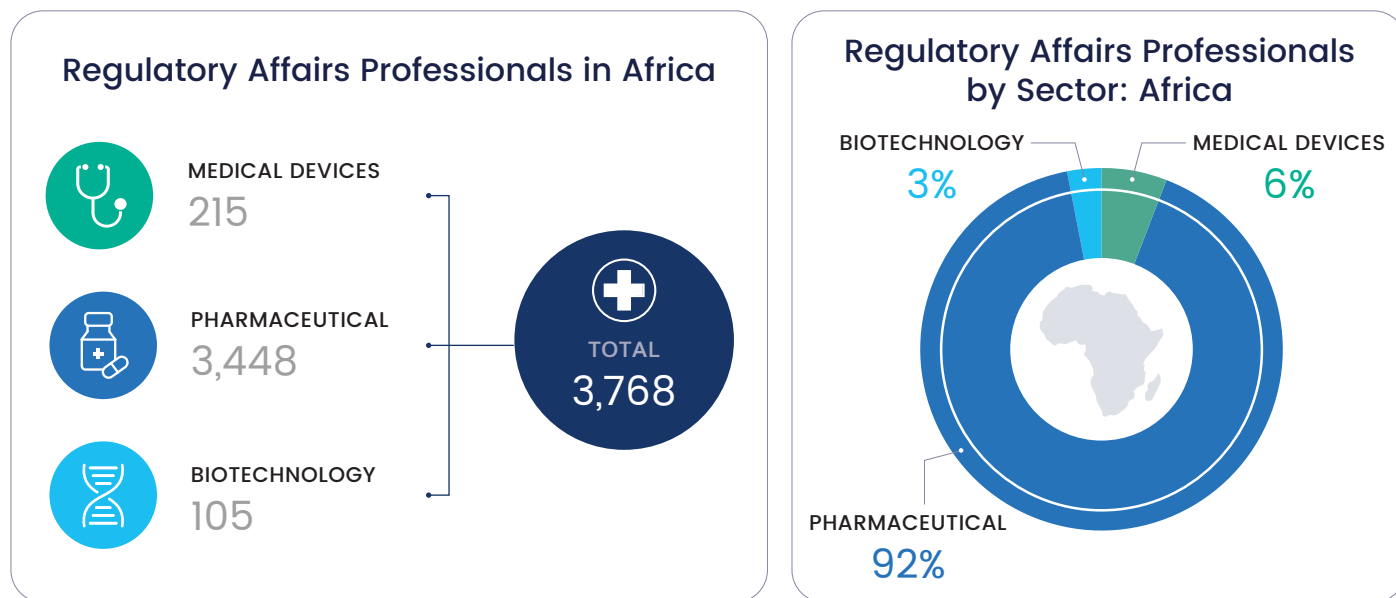


The report also describes the percentage of LinkedIn.com professionals that indicate being “open to work,” a profile option that allows users to communicate publicly, or narrowly to employment recruiters only, and may be an indicator of not only the share of employees that are seeking new work opportunity, but also related conditions such as unemployment or levels of transition for the field. The average percentage of regulatory affairs professionals that are open to work ranges by region from a low of 7% in North America to a high of 21% in both Africa and Latin America and the Caribbean.

Finally, other statistics are provided in the report such as the average tenure of professionals in their current role and the size of companies in the industry. These provide context to the field and illustrate broader themes, such as the percentage of regulatory affairs professionals that have been in their current role for two or fewer years, which ranges from about 38% in Africa to 53% in Latin America and the Caribbean; or the percentage of regulatory affairs professionals that work for large companies, with 5,000 or more staff, which varies from a low of 40% in Africa to a high of 65% in Latin America and the Caribbean.

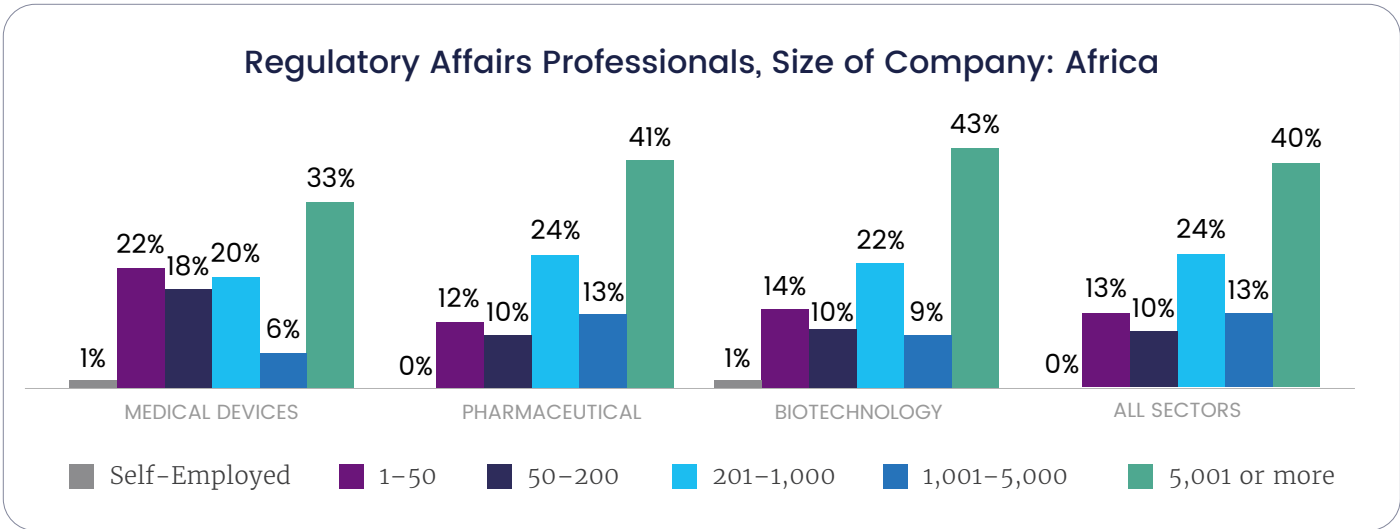
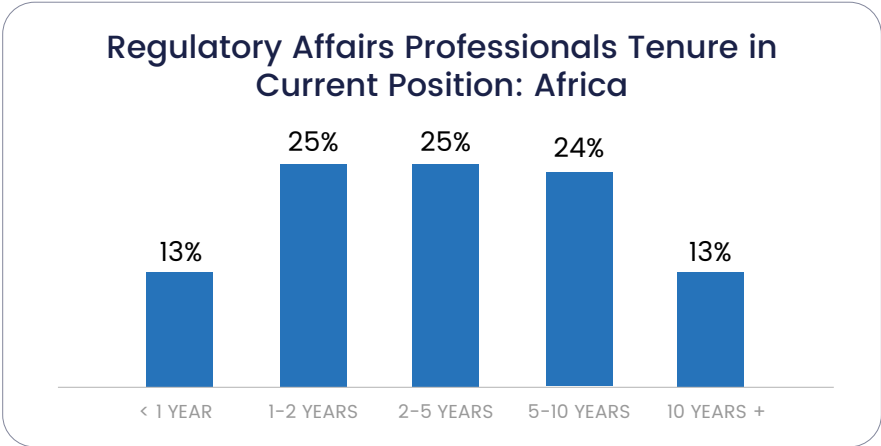
Africa

In total, 3,768 regulatory affairs professionals reside in Africa, making the continent the second smallest industry market after Oceania. Compared with global averages, the continent is the least diversified across industry sectors and most intensely clustered in the pharmaceutical sector (92% in Africa, 46%–77% in other regions). Fewer than 10% in the region work in medical devices (6%) or biotechnology (3%).



Opportunities for senior roles and/or upward mobility may be limited compared to other regions. For example, 62% have been in their current role for over 2 years (a greater percentage than in other regions) and about half (47%) work in an entry-level position (the highest of all regions). Moreover, twenty-one percent (21%) of African regulatory affairs professionals indicate being “open to work,” which may be an indicator of a large share that are in search of work or new opportunities.

Additionally, only 40% of regulatory affairs professionals in Africa work for companies with 5,000 or more total employees. This is fewer than in other regions which range between 47% and 65%. The greatest cluster of regulatory affairs professionals in Africa tend to hail from Northern Africa, in countries such as Egypt and Morocco.



AFRICA REGIONS

Africa is divided into five geographic regions. Northern Africa is the largest population center of regulatory affairs professionals making up just less than half of the total workforce (49%). However, there are significant pockets of employees in Southern Africa (23%), Western Africa (16%), and Eastern Africa (12%).

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Eastern Africa	3%	94%	3%	434
Middle Africa	N/A	100%	N/A	20
Northern Africa	7%	91%	2%	1,862
Southern Africa	8%	88%	4%	853
Western Africa	2%	95%	4%	599



EASTERN AFRICA

At 434 professionals, Eastern Africa is among the smaller regional concentrations of regulatory affairs professionals on the continent. Within the subregion, Kenya, Zimbabwe, and Uganda hold pockets of professionals that work for government and for-profit entities in the region.

	KEY LOCATION HUBS	LARGEST EMPLOYERS	EDUCATIONAL BACKGROUND
Medical Devices	N/A	N/A	N/A
Pharmaceutical	<ul style="list-style-type: none"> Kenya Zimbabwe Uganda 	<ul style="list-style-type: none"> Medicines Control Authority of Zimbabwe National Drug Corporation GSK EVKA CONSULTZ LTD Aspen Global Incorporated – Mauritius 	<ul style="list-style-type: none"> Pharmacy Pharmaceutical Sciences
Biotechnology	N/A	N/A	N/A



MIDDLE AFRICA*

Few regulatory affairs professionals reside in Middle Africa. The table below details the primary population center, Cameroon, as well as the employers resident in the area, including Sanofi, Tridem Pharma, and others.

	KEY LOCATION HUBS	LARGEST EMPLOYERS	EDUCATIONAL BACKGROUND
Medical Devices	N/A	N/A	N/A
Pharmaceutical	<ul style="list-style-type: none"> Cameroon 	<ul style="list-style-type: none"> Sanofi Tridem Pharma Satguru Travel and Tourism Services GSK Ferring Pharmaceuticals 	<ul style="list-style-type: none"> Pharmacy Pharmaceutical Sciences
Biotechnology	N/A	N/A	N/A

* Due to the limited number of professionals in the region, a detailed data table is not included for Middle Africa in the appendix of this section.



NORTHERN AFRICA

Northern Africa has the largest population of regulatory affairs professionals (1,862) compared to the other subregions within Africa. The majority of those working within the field reside in the countries of Egypt, Algeria, and Morocco. Similar to Africa as a whole, the vast majority work within the pharmaceutical industry.

	KEY LOCATION HUBS	LARGEST EMPLOYERS	EDUCATIONAL BACKGROUND
Medical Devices	<ul style="list-style-type: none"> • Egypt 	<ul style="list-style-type: none"> • Medtronic • Pharmaplast S.A.E. • Ghalioungui Trading • Johnson & Johnson • Ghalioungui Trading Ltd, Egypt 	N/A
Pharmaceutical	<ul style="list-style-type: none"> • Egypt • Algeria • Morocco 	<ul style="list-style-type: none"> • GSK • Sanofi • Pfizer • EVA Pharma • Hikma Pharmaceuticals 	<ul style="list-style-type: none"> • Pharmacy • Chemistry • Pharmaceutical Sciences
Biotechnology	<ul style="list-style-type: none"> • Egypt • Tunisia 	<ul style="list-style-type: none"> • Roche • Amgen • bioMerieux • SAJA Pharmaceuticals • EgyptChem International for Agrochemicals 	<ul style="list-style-type: none"> • Biotechnology



SOUTHERN AFRICA

Southern Africa is the second largest population center for regulatory affairs professionals in Africa, behind Northern Africa. A total of 853 regulatory affairs professionals work in the subregion, many within South Africa and its population centers.

	KEY LOCATION HUBS	LARGEST EMPLOYERS	EDUCATIONAL BACKGROUND
Medical Devices	<ul style="list-style-type: none"> • South Africa • Gauteng, South Africa • Johannesburg, South Africa 	<ul style="list-style-type: none"> • Abbott • Boston Scientific • Southern Implants • Zimmer Biomet • Roche 	<ul style="list-style-type: none"> • Biochemistry • Biotechnology • Business Administration and Management, General
Pharmaceutical	<ul style="list-style-type: none"> • South Africa • Gauteng, South Africa • Johannesburg, South Africa 	<ul style="list-style-type: none"> • Adcock Ingram • Aspen Pharma Group • GSK • Cipla South Africa • Sanofi 	<ul style="list-style-type: none"> • Pharmacy • Pharmaceutical Sciences • Pharmacology
Biotechnology	<ul style="list-style-type: none"> • South Africa • Gauteng, South Africa 	<ul style="list-style-type: none"> • Bayer Crop Science • Cepheid • bioMerieux • Accord Healthcare • Roche 	<ul style="list-style-type: none"> • Biotechnology • Microbiology, General



WESTERN AFRICA

Western Africa has a total population of 599 regulatory affairs professionals. The countries of Nigeria and Ghana serve as the subregion hubs. Similar to the African continent as a whole, popular educational backgrounds among the population include pharmacy, biochemistry, and pharmaceutical sciences.

	KEY LOCATION HUBS	LARGEST EMPLOYERS	EDUCATIONAL BACKGROUND
Medical Devices	<ul style="list-style-type: none"> Nigeria 	<ul style="list-style-type: none"> NAFDAC Nigeria Food and Drugs Authority, Ghana Uni-medical Healthcare Limited Arazy Group Consultants Inc. Hugo 	N/A
Pharmaceutical	<ul style="list-style-type: none"> Nigeria Ghana 	<ul style="list-style-type: none"> NAFDAC Nigeria Food and Drugs Authority, Ghana GSK Novartis Sanofi 	<ul style="list-style-type: none"> Pharmacy Biochemistry Pharmaceutical Sciences
Biotechnology	<ul style="list-style-type: none"> Nigeria 	<ul style="list-style-type: none"> NAFDAC Nigeria Food and Drugs Authority, Ghana Roche CQRAFF Solutions LTd uniBank Ghana Ltd 	N/A

Data Tables:
AFRICA TOTAL



Regulatory Affairs Professionals: Africa

Sector/Number % Open to Work



MEDICAL DEVICES
215

28%



PHARMACEUTICAL
3,448

21%



BIOTECHNOLOGY
105

21%



TOTAL
3,768

21%

Average Years Experience: Africa Total

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	1%	2%	0%	2%
1-2 years	9%	8%	16%	9%
2-5 years	18%	19%	18%	19%
5-10 years	36%	33%	25%	33%
10 years or more	37%	38%	41%	38%

Years in Current Position: Africa Total

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	12%	13%	20%	13%
1-2 years	31%	25%	30%	25%
2-5 years	25%	25%	21%	25%
5-10 years	22%	25%	20%	24%
10 years or more	11%	13%	10%	13%

Job Level: Africa Total

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	55%	33%	44%	35%
Entry	26%	49%	35%	47%
Director	5%	8%	10%	8%
Manager	10%	8%	4%	8%
VP	0%	0%	1%	0%
Training	1%	0%	3%	1%
Owner	1%	0%	1%	1%
CXO	2%	1%	2%	1%
Unpaid	0%	0%	0%	0%
Partner	0%	0%	0%	0%

EASTERN AFRICA

Includes: British Indian Ocean Territory, Burundi, Comoros, Djibouti, Eritrea, Ethiopia, French Southern Territories, Kenya, Madagascar, Malawi, Mauritius, Mayotte, Mozambique, Réunion, Rwanda, Seychelles, Somalia, South Sudan, Uganda, United Republic of Tanzania, Zambia, Zimbabwe



Regulatory Affairs Professionals: Eastern Africa

Sector/Number % Open to Work



MEDICAL DEVICES
11

27%



PHARMACEUTICAL
408

22%



BIOTECHNOLOGY
15

7%



TOTAL
434

22%

Average Years Experience: Eastern Africa

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	0%	3%	0%	3%
1-2 years	20%	12%	18%	12%
2-5 years	30%	23%	9%	22%
5-10 years	40%	36%	36%	36%
10 years or more	10%	26%	36%	26%

Years in Current Position: Eastern Africa

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	0%	11%	18%	10%
1-2 years	27%	26%	18%	26%
2-5 years	45%	32%	18%	32%
5-10 years	27%	22%	45%	23%
10 years or more	0%	9%	0%	9%

Job Level: Eastern Africa

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	42%	31%	43%	32%
Entry	50%	52%	50%	52%
Director	0%	6%	7%	6%
Manager	8%	8%	0%	8%
VP	0%	1%	0%	1%
Training	0%	1%	0%	1%
Owner	0%	0%	0%	0%
CXO	0%	1%	0%	1%
Unpaid	0%	0%	0%	0%
Partner	0%	0%	0%	0%

NORTHERN AFRICA

Includes: Algeria, Egypt, Libya, Morocco, Sudan, Tunisia, Western Sahara



Regulatory Affairs Professionals: Northern Africa

Sector/Number % Open to Work



MEDICAL DEVICES
124

27%



PHARMACEUTICAL
1,700

23%



BIOTECHNOLOGY
38

32%



TOTAL
1,862

24%

Average Years Experience: Northern Africa

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	1%	2%	0%	2%
1-2 years	10%	10%	27%	11%
2-5 years	20%	21%	22%	21%
5-10 years	40%	33%	24%	33%
10 years or more	29%	34%	27%	34%

Years in Current Position: Northern Africa

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	12%	14%	24%	14%
1-2 years	31%	27%	35%	27%
2-5 years	23%	25%	16%	25%
5-10 years	24%	23%	11%	23%
10 years or more	10%	11%	14%	11%

Job Level: Northern Africa

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	35%	33%	43%	33%
Entry	41%	48%	32%	47%
Director	8%	9%	16%	9%
Manager	11%	8%	5%	8%
VP	1%	0%	0%	0%
Training	1%	0%	5%	0%
Owner	1%	0%	0%	1%
CXO	2%	0%	0%	0%
Unpaid	0%	0%	0%	0%
Partner	0%	0%	0%	0%

SOUTHERN AFRICA

Includes: Botswana, Eswatini, Lesotho, Namibia, South Africa



Regulatory Affairs Professionals: Southern Africa

Sector/Number % Open to Work



MEDICAL DEVICES
69

29%



PHARMACEUTICAL
753

16%



BIOTECHNOLOGY
31

19%



TOTAL
853

17%

Average Years Experience: Southern Africa

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	0%	0%	0%	0%
1-2 years	3%	3%	3%	3%
2-5 years	13%	13%	21%	14%
5-10 years	30%	30%	14%	30%
10 years or more	54%	53%	62%	54%

Years in Current Position: Southern Africa

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	15%	13%	21%	13%
1-2 years	32%	22%	28%	23%
2-5 years	26%	23%	24%	23%
5-10 years	15%	28%	21%	27%
10 years or more	13%	14%	7%	14%

Job Level: Southern Africa

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	75%	35%	51%	42%
Entry	10%	50%	27%	42%
Director	3%	7%	5%	7%
Manager	9%	5%	8%	6%
VP	0%	0%	3%	0%
Training	1%	1%	3%	1%
Owner	1%	1%	3%	1%
CXO	2%	1%	0%	1%
Unpaid	0%	0%	0%	0%
Partner	0%	0%	0%	0%

WESTERN AFRICA

Includes: Benin, Burkina Faso, Cabo Verde, Côte d'Ivoire, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Mauritania, Niger, Nigeria, Saint Helena, Senegal, Sierra Leone, Togo



Regulatory Affairs Professionals: Western Africa

Sector/Number % Open to Work



MEDICAL DEVICES
11

27%



PHARMACEUTICAL
567

18%



BIOTECHNOLOGY
21

14%



TOTAL
599

18%

Average Years Experience: Western Africa

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	0%	1%	0%	1%
1-2 years	18%	7%	14%	8%
2-5 years	18%	16%	7%	16%
5-10 years	27%	37%	43%	37%
10 years or more	36%	38%	36%	38%

Years in Current Position: Western Africa

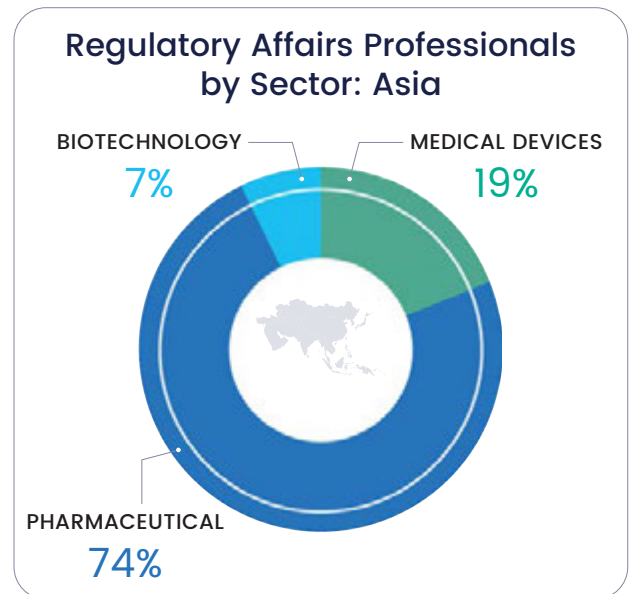
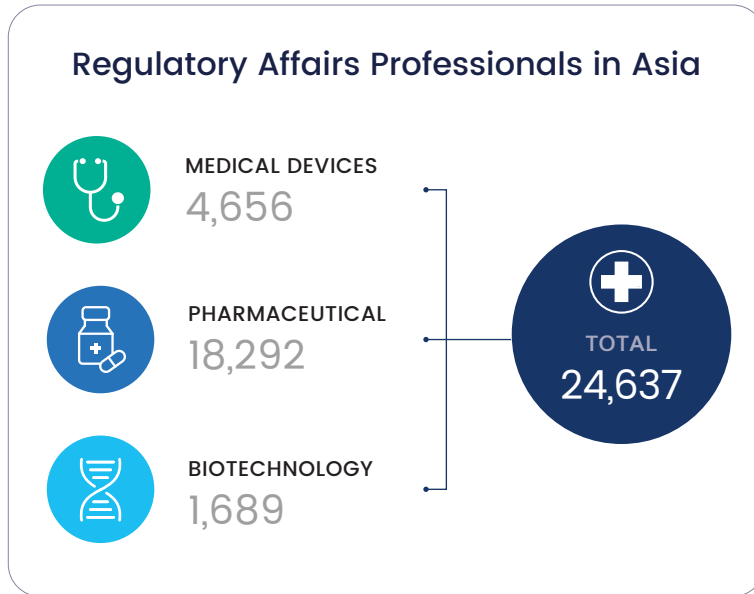
	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	18%	9%	7%	9%
1-2 years	27%	19%	29%	20%
2-5 years	9%	20%	29%	20%
5-10 years	27%	29%	21%	28%
10 years or more	18%	22%	14%	22%

Job Level: Western Africa

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	21%	33%	36%	33%
Entry	64%	49%	44%	49%
Director	0%	7%	8%	6%
Manager	7%	7%	0%	7%
VP	0%	1%	0%	1%
Training	0%	0%	4%	0%
Owner	0%	0%	0%	0%
CXO	7%	4%	8%	4%
Unpaid	0%	0%	0%	0%
Partner	0%	0%	0%	0%

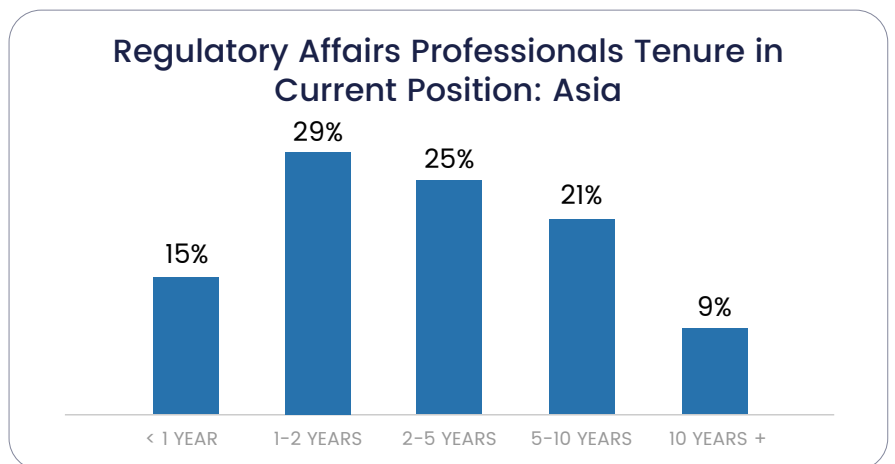
Asia

Asia represents the third largest concentration of regulatory affairs professionals in the world,⁷ including more than 24,000 employees focused largely in the pharmaceutical (74%) and medical devices (19%) sectors.



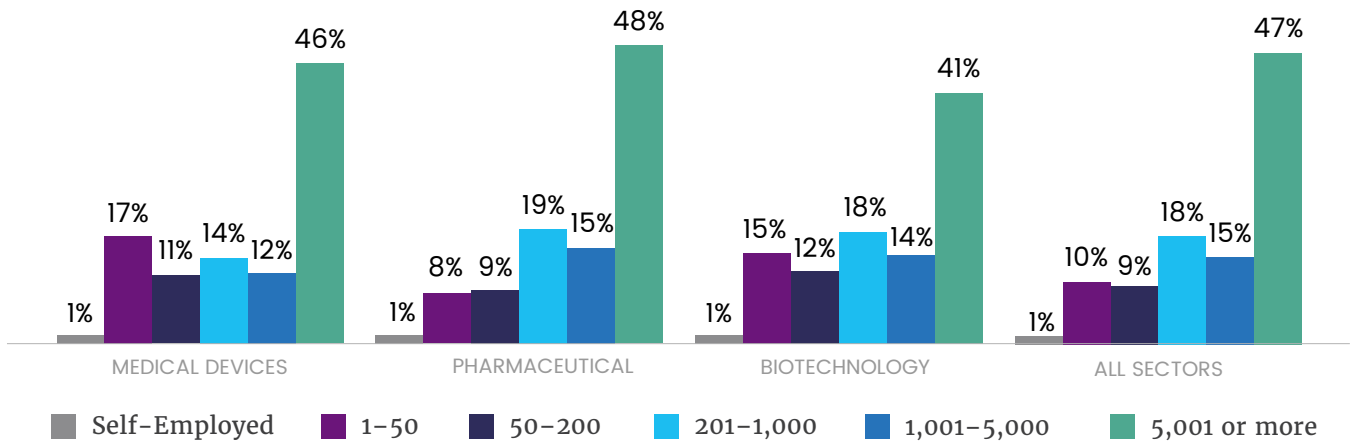
Opportunities for upward mobility in Asia may be lagging when compared to the two other major regional clusters of Europe and North America. For instance, approximately 56% have been in their role for more than two years, which is longer than in many other regions (ranging from 47% to 62%), including slightly longer than in Europe (52%) and North America (53%). At the same time, 20% indicate being “open to work” through their [LinkedIn.com](https://www.linkedin.com) professional networking profiles; a statistic that is at the high end compared to other global regions (ranging from 7%–21%) and an indicator of a large workforce that may not be employed at the current time or in search of new opportunities. Further, approximately one-third (35%) work in entry level positions, which is in the middle when comparing amongst other regions (ranging between 21% to 47%), but high compared to Europe (29%) or North America (21%).

Just under one-half (47%) of regulatory affairs professionals in Asia work for large companies with 5,000 or more employees. This is within norms when compared to the global workforce, where ranges fall between 40% in Africa and 65% in Latin America and the Caribbean. The spread of professionals that work for large companies is consistent across the medical devices, pharmaceutical, and biotechnology sectors.



⁷ Only Europe (34,852) and North America (30,417) represent a larger share of the workforce.

Regulatory Affairs Professionals, Size of Company: Asia



In addition to workforce statistics, this report includes data from a survey of professionals on the topics of professional development, diversity, equity, and inclusion, and the impact of COVID-19 on the profession. Data are available for the major regulatory affairs professionals population centers of Asia, Europe, and North America. ⁸

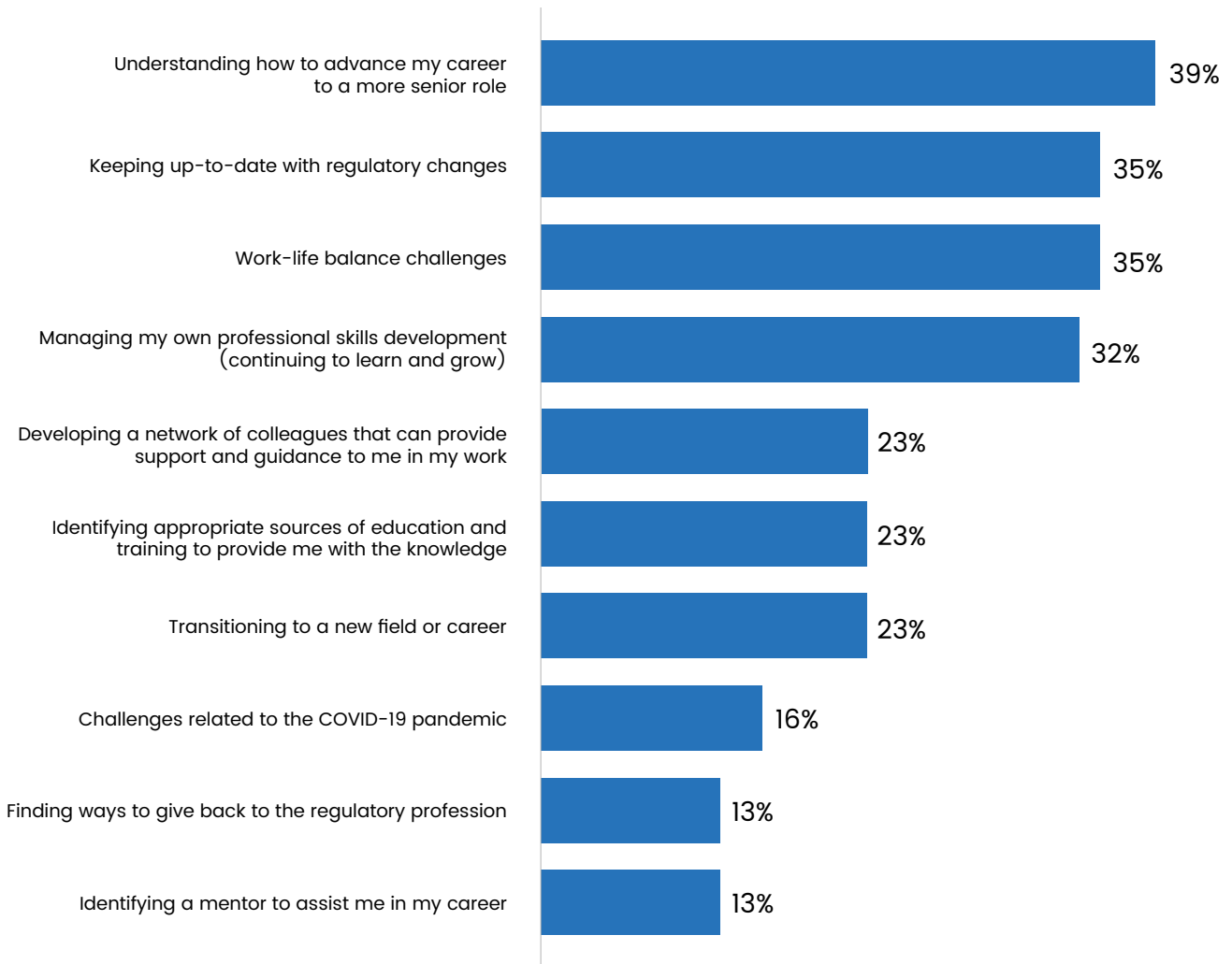
PROFESSIONAL CHALLENGES

Regulatory affairs professionals in Asia cited their top professional challenges as understanding how to advance their careers (39%), the challenge of keeping up to date with regulatory changes (35%), work-life balance challenges (35%), and concerns over managing their own professional skills development (32%). These professional issues were each reported by around one-third of respondents and reflect a need to keep current with new developments as well as identify career pathways in the face of time constraints and busy schedules.

Notably, the challenge of keeping up to date with regulatory changes was also cited as a top concern in Europe and North America. This issue may reflect the dynamic nature of the field, the pace of change in science and technology, and the complexity of rapidly changing regulations. However, respondents in Asia were unique in identifying the challenge of advancing their careers as their primary concern. This top issue may reflect the limitations in workforce mobility within the region.

⁸ Note that survey sample sizes for Asia and Europe are limited (each at under 100 respondents), and caution should be exercised in the interpretation of results.

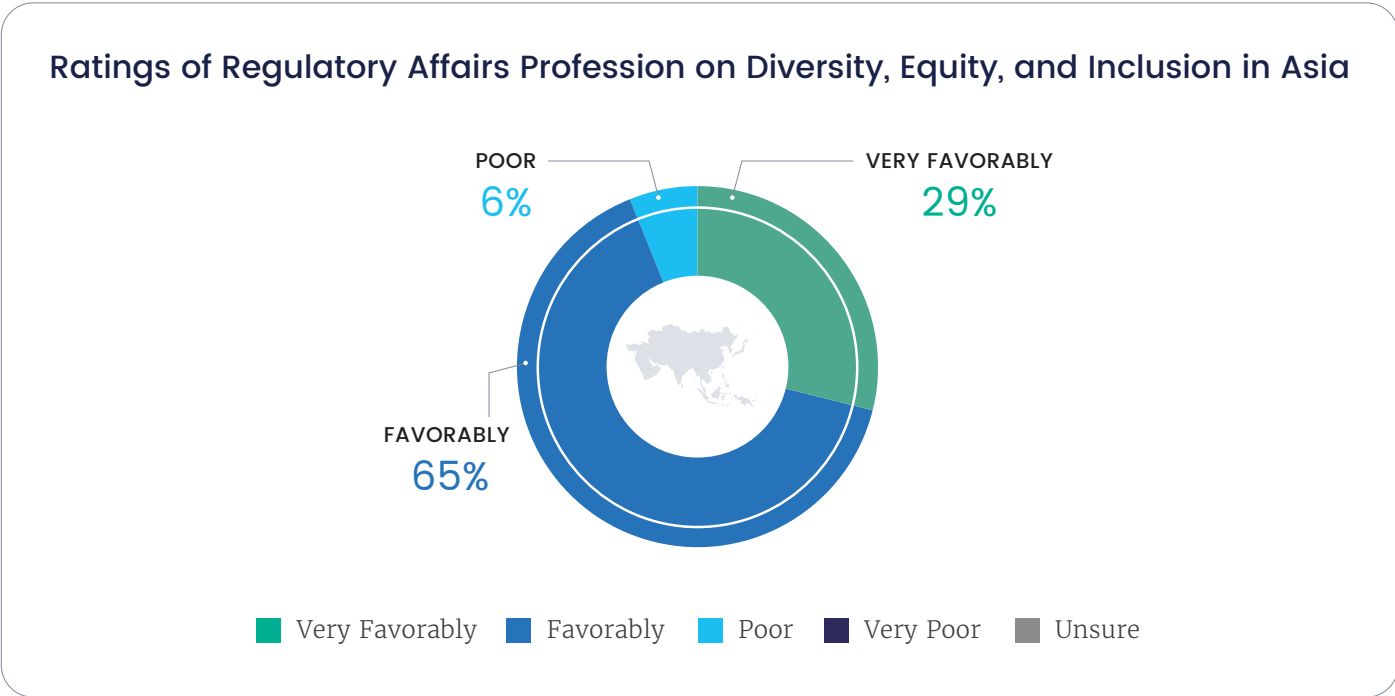
Top Regulatory Affairs Professional Challenges in Asia



DIVERSITY, EQUITY, AND INCLUSION

Reflecting on issues of diversity, equity, and inclusion (DEI) in the regulatory affairs profession, nearly all survey respondents in Asia, 94%, felt as though the field was performing at least favorably in its level of DEI, including nearly two-thirds (65%) that felt as though regulatory affairs has a very favorable level of diversity, equity, and inclusion. When asked to elaborate upon their perspective, 82% noted that DEI was important to them personally, 70% agreed that they work to advance their knowledge around DEI and social justice issues, and half (50%) indicated that they closely follow news stories related to DEI.

Like all regions, Asia has its own historical context related to diversity, equity, and inclusion, as well as its own unique blend of local, regional, national, and cross-national populations that identify with varying racial, ethnic, and other personal characteristics. These and other factors make comparisons with other global regions complex/challenging. Contextually however, survey respondents in Asia generally held higher ratings to the level of DEI in the field than those from other regions (94% favorable in Asia, 77% and 71% in Europe and North America, respectively), and were the most likely to indicate that DEI issues are important to them personally.



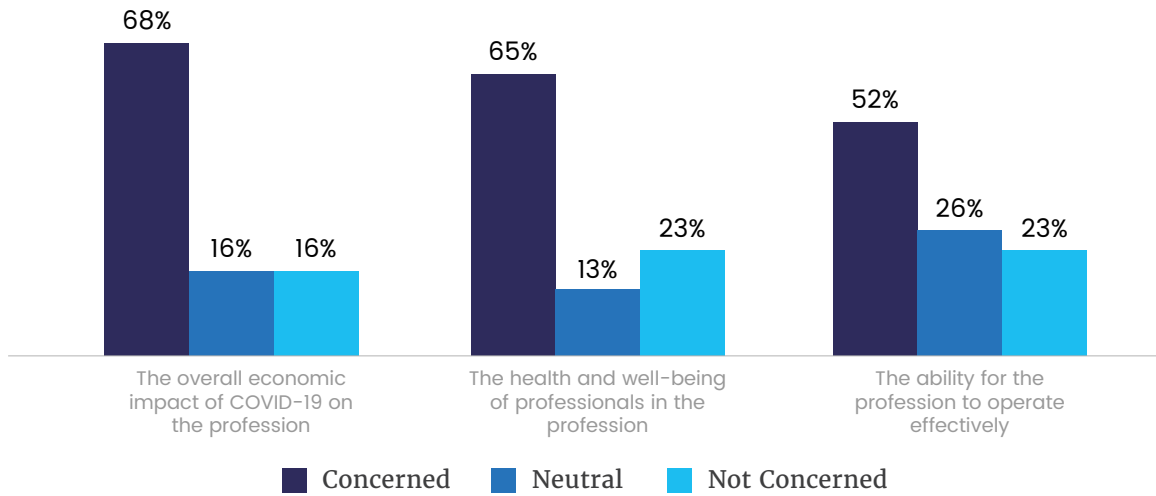
COVID-19 PANDEMIC

About two-thirds of regulatory affairs professionals based in Asia expressed concern about COVID-19 and the effect of the disease on the economics (68%) and health/well-being of the profession (65%). A slight majority (52%) also expressed concern over the industry’s ability to operate effectively during a time when the virus was prevalent in many regions of the world.⁹

From a global context, the concern over the impact of the disease on the economics of the profession in Asia is comparatively higher than in Europe (42%) and North America (48%). The same is true for concern over health/well-being (36% and 46% in Europe and North America, respectively) and the ability of professionals to operate effectively (39% and 47% in Europe and North America, respectively). This may be due at least in part to the genesis of the disease within the regions, as well as experiences with similar outbreaks in the past.

⁹ The RAPS survey data collection period occurred in December 2020, months after the pandemic entered its initial “first wave” within the region. Although Covid-19 was significant as a threat during this period, most professionals had several months of experience in operating in virtual/remote environments and/or adapting to increased in-person health protocols.

Concern Towards COVID-19 Pandemic among Regulatory Affairs Professionals in Asia



ASIA REGIONS

Asia is divided into five core geographic subregions, including Central, Eastern, Southern, South-Eastern, and Western Asia. Although the pharmaceuticals sector tends to be the dominant industry in each region, Eastern Asia, Southern-Asia, and Western Asia each have fairly significant proportions of regulatory affairs professionals that work in the medical devices sectors.

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Central Asia	7%	91%	2%	101
Eastern Asia	38%	51%	11%	4,945
South-Eastern Asia	21%	74%	5%	4,594
Southern Asia	8%	86%	6%	10,507
Western Asia	20%	73%	6%	4,490



CENTRAL ASIA

Central Asia represents the smallest share of regulatory professionals in Asia, and most work in the pharmaceuticals sector. Most regulatory affairs professionals in the region reside in Kazakhstan or Uzbekistan.

	KEY LOCATION HUBS	LARGEST EMPLOYERS	EDUCATIONAL BACKGROUND
Medical Devices	<ul style="list-style-type: none"> Kazakhstan 	<ul style="list-style-type: none"> Medtronic Johnson & Johnson 	N/A
Pharmaceutical	<ul style="list-style-type: none"> Kazakhstan Uzbekistan 	<ul style="list-style-type: none"> Pfizer Novo Nordisk 	<ul style="list-style-type: none"> Pharmacy
Biotechnology	<ul style="list-style-type: none"> Kazakhstan 	<ul style="list-style-type: none"> Roche 	N/A



EASTERN ASIA

Eastern Asia represents the most diversified concentration of regulatory professionals in Asia relative to the medical devices, pharmaceutical, and biotechnology sectors. Many professionals in the region reside in Beijing, South Korea, Japan, Taiwan, and Shanghai.

	KEY LOCATION HUBS	LARGEST EMPLOYERS	EDUCATIONAL BACKGROUND
Medical Devices	<ul style="list-style-type: none"> Beijing, China South Korea Japan Taiwan Shanghai, China 	<ul style="list-style-type: none"> Medtronic Johnson & Johnson 	<ul style="list-style-type: none"> Engineering Business Administration and Management, General Biotechnology
Pharmaceutical	<ul style="list-style-type: none"> Beijing, China South Korea Japan Taiwan Shanghai, China 	<ul style="list-style-type: none"> Pfizer GSK 	<ul style="list-style-type: none"> Pharmacy Pharmaceutical Sciences Pharmaceutics and Drug Design Chemistry Biotechnology
Biotechnology	<ul style="list-style-type: none"> Taiwan Beijing, China South Korea 	<ul style="list-style-type: none"> Roche Celltrion Inc. 	<ul style="list-style-type: none"> Biotechnology Pharmacy



SOUTH-EASTERN ASIA

Similar to the other four subregions in Asia, most regulatory affairs professionals in South-Eastern Asia are concentrated in the pharmaceuticals sector. However, the subregion also boasts a significant population of professionals that work with medical devices.

	KEY LOCATION HUBS	LARGEST EMPLOYERS	EDUCATIONAL BACKGROUND
Medical Devices	<ul style="list-style-type: none"> • Singapore • Malaysia • Indonesia • Philippines 	<ul style="list-style-type: none"> • Medtronic • BD 	<ul style="list-style-type: none"> • Pharmacy
Pharmaceutical	<ul style="list-style-type: none"> • Indonesia/ Greater Jakarta Metro • The Philippines • Singapore 	<ul style="list-style-type: none"> • Pfizer • GSK 	<ul style="list-style-type: none"> • Pharmacy • Pharmaceutical Sciences
Biotechnology	N/A	<ul style="list-style-type: none"> • Roche • Monsanto Company 	N/A



SOUTHERN ASIA

Southern Asia holds the largest population of regulatory affairs professionals out of all subregions with Asia. The area is very heavily focused on the pharmaceuticals sector, and many reside within India¹⁰ which has a large pharmaceuticals manufacturing capacity. Many regulatory affairs professionals in the subregion have educational backgrounds in pharmacy and related disciplines.

	KEY LOCATION HUBS	LARGEST EMPLOYERS	EDUCATIONAL BACKGROUND
Medical Devices	<ul style="list-style-type: none"> • New Delhi, India • Tamil, India • Bangalore, India • Maharashtra, India 	<ul style="list-style-type: none"> • HCL Technologies • Meril 	<ul style="list-style-type: none"> • Pharmacy • Mechanical Engineering • Biomedical/Medical Engineering

¹⁰ An additional table representing regulatory affairs professionals in India is included in the Data Tables appendix to the section.

Pharmaceutical	<ul style="list-style-type: none"> • Maharashtra, India • Mumbai, India • Hyderabad, India • Bangalore, India 	<ul style="list-style-type: none"> • Novartis • Cipla • Parexel 	<ul style="list-style-type: none"> • Pharmacy • Pharmaceutical Sciences • Pharmaceutics and Drug Design • Pharmacy Admin and Pharmacy Policy and Regulatory Affairs • Chemistry
Biotechnology	<ul style="list-style-type: none"> • New Delhi, India • Bangalore, India • Maharashtra, India 	<ul style="list-style-type: none"> • Biocon • Serum Institute of India Pvt. Ltd. 	<ul style="list-style-type: none"> • Biotechnology • Microbiology • Chemistry



WESTERN ASIA

Similar to Eastern and South-Eastern Asia, Western Asia’s regulatory affairs community is most heavily concentrated in pharmaceuticals but with a substantial portion also working in medical devices. Israel and Turkey are significant geographic locations for the subregion, which includes employers such as Medtronic, BD Teva Pharmaceuticals, and Pfizer.

	KEY LOCATION HUBS	LARGEST EMPLOYERS	EDUCATIONAL BACKGROUND
Medical Devices	<ul style="list-style-type: none"> • Israel • Turkey • Saudi Arabia 	<ul style="list-style-type: none"> • Medtronic • BD 	<ul style="list-style-type: none"> • Biomedical/Medical Engineering • Biotechnology • Biology, General
Pharmaceutical	<ul style="list-style-type: none"> • Israel • Turkey • Saudi Arabia 	<ul style="list-style-type: none"> • Teva Pharmaceuticals • Pfizer 	<ul style="list-style-type: none"> • Pharmacy • Chemistry • Pharmaceutical Sciences
Biotechnology	<ul style="list-style-type: none"> • Israel • Turkey 	<ul style="list-style-type: none"> • Roche • Amgen 	<ul style="list-style-type: none"> • Biotechnology • Biology, General

Data Tables:
ASIA TOTAL



**Regulatory Affairs Professionals:
Asia Total**

Sector/Number	% Open to Work
 MEDICAL DEVICES 4,656	20%
 PHARMACEUTICAL 18,292	20%
 BIOTECHNOLOGY 1,689	16%
 TOTAL 24,637	20%

Average Years Experience: Asia Total

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	2%	2%	1%	2%
1-2 years	9%	10%	9%	9%
2-5 years	20%	18%	16%	18%
5-10 years	37%	34%	30%	34%
10 years or more	33%	37%	44%	36%

Years in Current Position: Asia Total

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	15%	15%	18%	15%
1-2 years	30%	28%	30%	29%
2-5 years	26%	26%	23%	25%
5-10 years	19%	22%	20%	21%
10 years or more	9%	9%	9%	9%

Job Level: Asia Total

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	38%	42%	41%	41%
Entry	31%	36%	32%	35%
Director	9%	8%	9%	8%
Manager	16%	9%	11%	11%
VP	3%	3%	5%	3%
Training	0%	1%	1%	1%
Owner	1%	0%	1%	0%
CXO	1%	0%	0%	0%
Unpaid	0%	0%	0%	0%
Partner	0%	0%	0%	0%

CENTRAL ASIA

Includes: Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan



Regulatory Affairs Professionals

Sector/Number

% Open to Work



MEDICAL DEVICES

7

14%



PHARMACEUTICAL

92

4%



BIOTECHNOLOGY

2

0%



TOTAL

101

5%

Average Years Experience: Central Asia

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	0%	4%	0%	4%
1-2 years	0%	9%	0%	9%
2-5 years	17%	19%	0%	19%
5-10 years	67%	30%	100%	33%
10 years or more	17%	38%	0%	36%

Years in Current Position: Central Asia

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	17%	12%	0%	13%
1-2 years	17%	30%	0%	29%
2-5 years	50%	18%	0%	20%
5-10 years	17%	34%	100%	34%
10 years or more	0%	5%	0%	5%

Job Level: Central Asia

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	86%	37%	0%	40%
Entry	14%	34%	0%	32%
Director	0%	13%	50%	13%
Manager	0%	11%	50%	11%
VP	0%	2%	0%	2%
Training	0%	1%	0%	1%
Owner	0%	0%	0%	0%
CXO	0%	1%	0%	1%
Unpaid	0%	0%	0%	0%
Partner	0%	1%	0%	1%

EASTERN ASIA

Includes: China, China, Hong Kong Special Administrative Region, China, Macao Special Administrative Region, Democratic People's Republic of Korea, Japan, Mongolia, Republic of Korea.



Regulatory Affairs Professionals: Eastern Asia

Sector/Number

% Open to Work



MEDICAL DEVICES

1,900

14%



PHARMACEUTICAL

2,500

11%



BIOTECHNOLOGY

545

11%



TOTAL

4,945

12%

Average Years Experience: Eastern Asia

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	2%	1%	2%	1%
1-2 years	10%	6%	6%	7%
2-5 years	24%	14%	16%	17%
5-10 years	50%	32%	34%	38%
10 years or more	14%	46%	43%	37%

Years in Current Position: Eastern Asia

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	11%	14%	19%	13%
1-2 years	29%	31%	33%	30%
2-5 years	27%	25%	21%	25%
5-10 years	23%	21%	20%	22%
10 years or more	11%	10%	7%	10%

Job Level: Eastern Asia

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	36%	37%	40%	37%
Entry	28%	28%	28%	28%
Director	11%	16%	12%	14%
Manager	22%	15%	16%	18%
VP	2%	3%	3%	2%
Training	0%	1%	0%	0%
Owner	0%	0%	1%	0%
CXO	1%	0%	0%	0%
Unpaid	0%	0%	0%	0%
Partner	0%	0%	0%	0%

Years in Current Position: South-Eastern Asia

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	18%	14%	25%	15%
1-2 years	30%	30%	30%	30%
2-5 years	26%	28%	19%	27%
5-10 years	18%	20%	19%	20%
10 years or more	8%	8%	8%	8%

Job Level: South-Eastern Asia

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	41%	38%	47%	39%
Entry	37%	44%	34%	42%
Director	7%	8%	8%	7%
Manager	12%	8%	6%	9%
VP	2%	1%	3%	2%
Training	0%	1%	3%	1%
Owner	1%	0%	0%	0%
CXO	0%	0%	0%	0%
Unpaid	0%	0%	0%	0%
Partner	0%	0%	0%	0%

SOUTHERN ASIA

Includes: Afghanistan, Bangladesh, Bhutan, India, Iran, Maldives, Nepal, Pakistan, Sri Lanka



Regulatory Affairs Professionals: Southern Asia

Sector/Number % Open to Work



MEDICAL DEVICES
883

31%



PHARMACEUTICAL
9,000

22%



BIOTECHNOLOGY
624

18%



TOTAL
10,507

23%

Average Years Experience: Southern Asia

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	3%	3%	1%	3%
1-2 years	14%	12%	12%	12%
2-5 years	22%	19%	17%	19%
5-10 years	35%	35%	29%	34%
10 years or more	27%	32%	41%	32%

Years in Current Position: Southern Asia

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	21%	15%	14%	16%
1-2 years	42%	27%	27%	28%
2-5 years	21%	25%	25%	24%
5-10 years	11%	23%	23%	22%
10 years or more	5%	10%	11%	9%





Job Level: Southern Asia

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	48%	46%	45%	46%
Entry	31%	34%	31%	34%
Director	6%	4%	5%	5%
Manager	10%	8%	10%	8%
VP	3%	5%	6%	5%
Training	1%	2%	2%	2%
Owner	1%	0%	0%	0%
CXO	0%	0%	1%	0%
Unpaid	0%	0%	0%	0%
Partner	0%	0%	0%	0%

Subregion Showcase:
INDIA¹¹



Regulatory Affairs Professionals: India

Sector/Number	% Open to Work
 MEDICAL DEVICES 883	32%
 PHARMACEUTICAL 8,000	23%
 BIOTECHNOLOGY 600	18%
 TOTAL 9,431	23%

Average Years Experience: India

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	3%	3%	1%	3%
1-2 years	14%	11%	12%	12%
2-5 years	22%	19%	17%	19%
5-10 years	34%	34%	29%	34%
10 years or more	27%	33%	42%	33%

¹¹ India is included within the Southern Asia data table and is reported here as a separate break-out due to its large market share.

Years in Current Position: India

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	22%	16%	14%	16%
1-2 years	43%	28%	28%	29%
2-5 years	21%	23%	25%	23%
5-10 years	11%	23%	22%	22%
10 years or more	4%	10%	11%	9%

Job Level: India





	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	48%	46%	46%	46%
Entry	31%	34%	31%	34%
Director	6%	4%	4%	4%
Manager	10%	8%	10%	8%
VP	3%	5%	6%	5%
Training	1%	2%	2%	2%
Owner	0%	0%	0%	0%
CXO	0%	0%	0%	0%
Unpaid	0%	0%	0%	0%
Partner	0%	0%	0%	0%

WESTERN ASIA

Includes: Armenia, Azerbaijan, Bahrain, Cyprus, Georgia, Iraq, Israel, Jordan, Kuwait, Lebanon, Oman, Qatar, Saudi Arabia, State of Palestine, Syrian Arab Republic, Turkey, United Arab Emirates, Yemen



Regulatory Affairs Professionals: Western Africa

Sector/Number	% Open to Work
 MEDICAL DEVICES 917	19%
 PHARMACEUTICAL 3,300	23%
 BIOTECHNOLOGY 273	14%
 TOTAL 4,490	22%

Average Years Experience: Western Asia

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	1%	1%	2%	1%
1-2 years	5%	7%	6%	6%
2-5 years	12%	16%	16%	15%
5-10 years	28%	32%	22%	30%
10 years or more	54%	45%	54%	47%

Years in Current Position: Western Asia

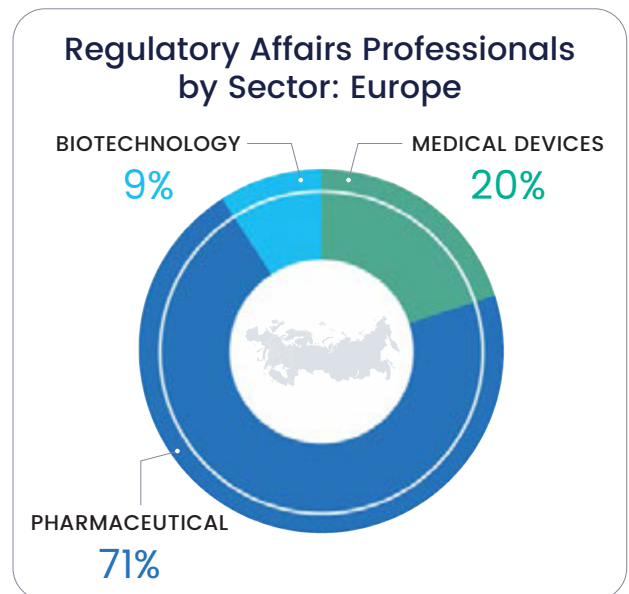
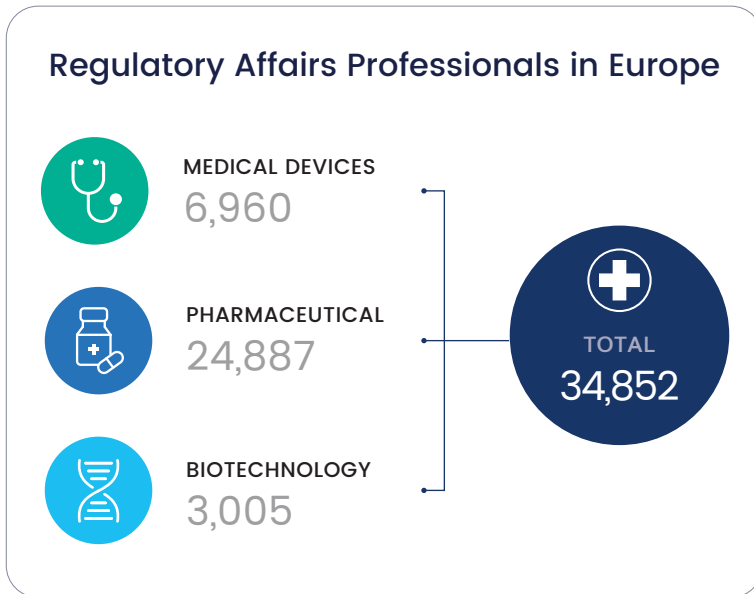
	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	17%	16%	21%	16%
1-2 years	20%	27%	31%	26%
2-5 years	27%	26%	23%	26%
5-10 years	23%	21%	14%	21%
10 years or more	12%	10%	10%	10%

Job Level: Western Asia

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	31%	39%	31%	36%
Entry	33%	39%	39%	37%
Director	10%	10%	11%	10%
Manager	14%	9%	9%	10%
VP	8%	1%	7%	3%
Training	1%	1%	0%	1%
Owner	2%	1%	3%	1%
CXO	2%	0%	0%	1%
Unpaid	0%	0%	0%	0%
Partner	0%	0%	0%	0%

Europe

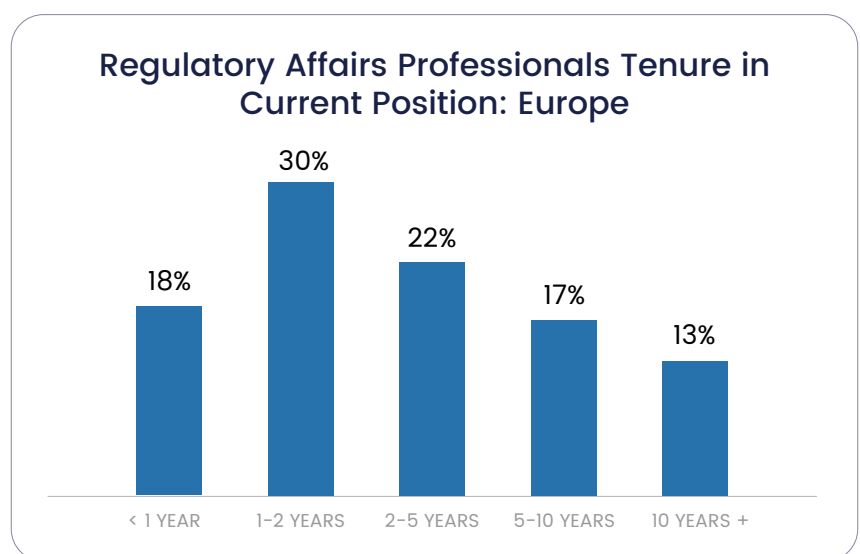
At almost 35,000, Europe represents the largest marketplace of regulatory affairs professionals in the world. Additionally, the proportion of employees in each of the sectors, medical devices (20%), pharmaceutical (71%), and biotechnology (9%) is similar to the global pattern found across industries (24%, 65%, and 11%, respectively).



In terms of seniority, about one-third (29%) hold entry-level positions, a relatively small percentage when compared to other regions (ranging from 21% in North America to 47% in Africa). Moreover, throughout the whole of the continent, only 10% are “open to work” based on their professional LinkedIn.com work status. This is among the lowest percentages in the world (ranging from 7% in North America to 21% in Africa and Latin America and the Caribbean), and may signal a strong market for regulatory affairs professional services in the region.

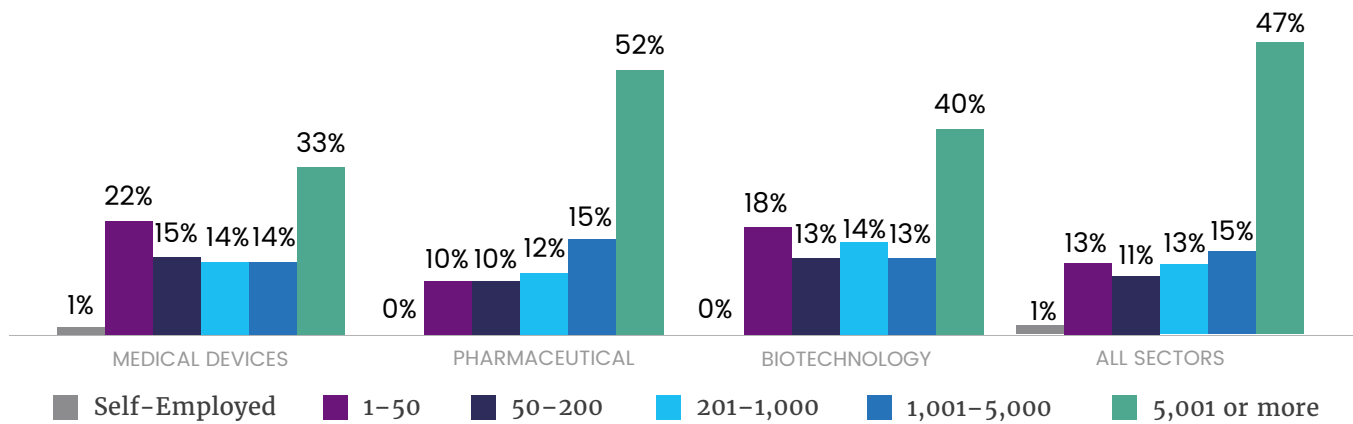
Compared to global trends, regulatory affairs professionals in Europe have typical role-tenure in their positions. For example, about half (48%) have been in their current position for 2 years or less.¹²

Regulatory affairs professionals within Europe are most often employed by large companies and enterprises. For instance, nearly half (47%) work for organizations of at least 5,000 employees or more. This is consistent with world trends, including the other two largest regulatory affairs markets: North America and Asia, where 49% and 47% work for large firms as well, respectively.



¹² Global averages range from 38% in Africa to 53% in Latin America and the Caribbean. However, most are clustered in the middle of the range, including Asia (44%), North America (47%), Europe (48%), Oceania (51%), and Latin America and the Caribbean (53%).

Regulatory Affairs Professionals, Size of Company: Europe



In addition to workforce statistics, this report includes data from a survey of professionals on the topics of professional development, diversity, equity, and inclusion, and the impact of COVID-19 on the profession. Data are available for the major regulatory affairs professionals population centers of Asia, Europe, and North America.¹³

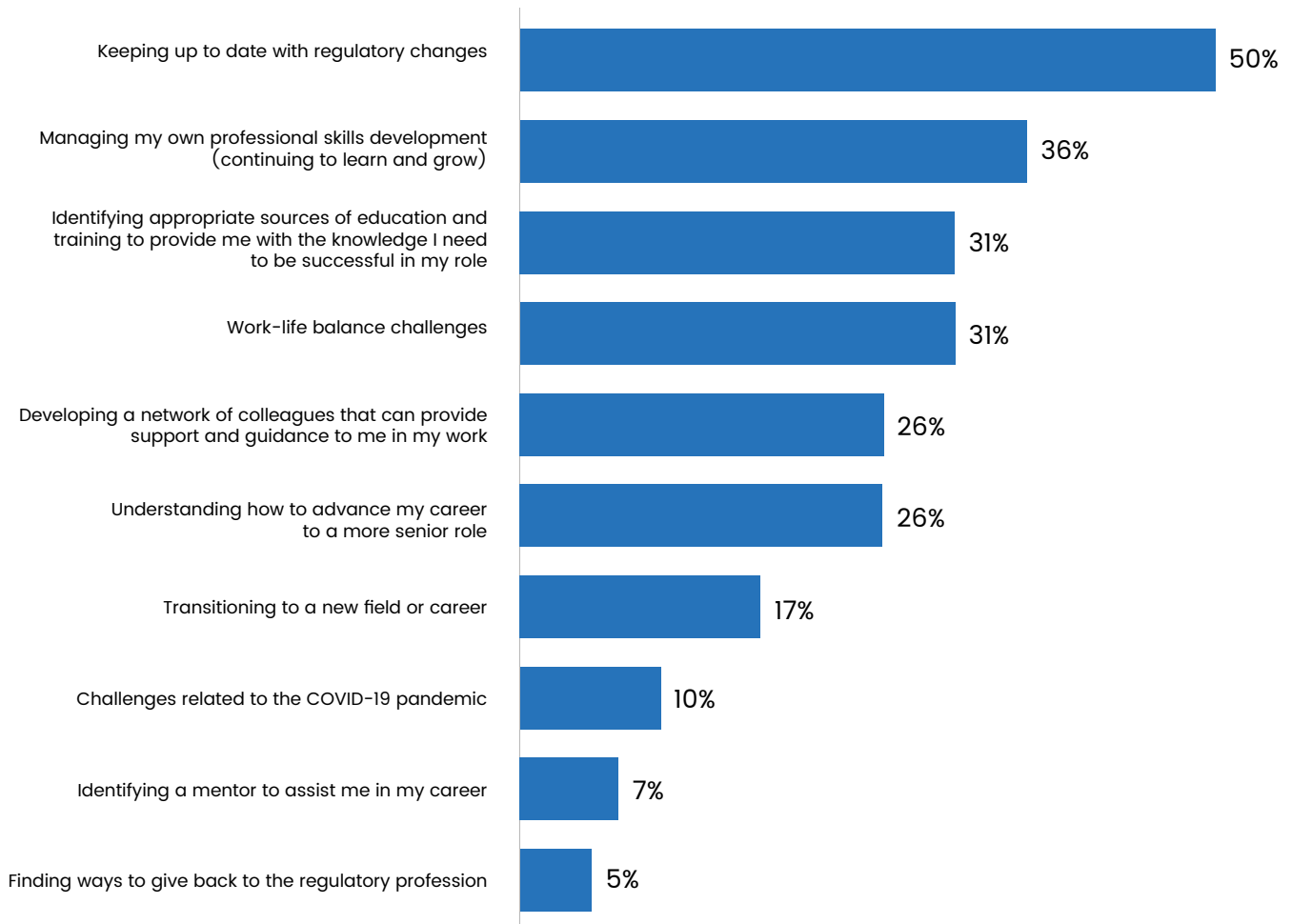
PROFESSIONAL CHALLENGES

Regulatory affairs professionals that participated in the RAPS 2020 survey cited “keeping up to date with regulatory changes” as their top professional concern, which was identified by 50% of survey takers and eclipsed other professional challenges that were cited. Although respondents in Asia and North America also found this to be a core concern (cited by 35% and 45% of respondents, respectively), it was most dominant in Europe, perhaps due, in part, to a tradition of strong regulatory frameworks.

Additionally, around one-third also noted a concern over managing their own professional development (36%), identifying appropriate sources of education and training to provide the knowledge they need to be successful in their role (31%), and work-life balance challenges (31%). Although cited less frequently, career-oriented challenges such as developing a network of colleagues for professional support, understanding how to advance to a more senior role, and transitioning to a new field or career were also cited by around one-quarter of respondents (26%, 26%, and 17%, respectively).

¹³ Note that survey sample sizes for Asia and Europe are limited (each at under 100 respondents), and caution should be exercised in the interpretation of results.

Top Regulatory Affairs Professional Challenges in Europe

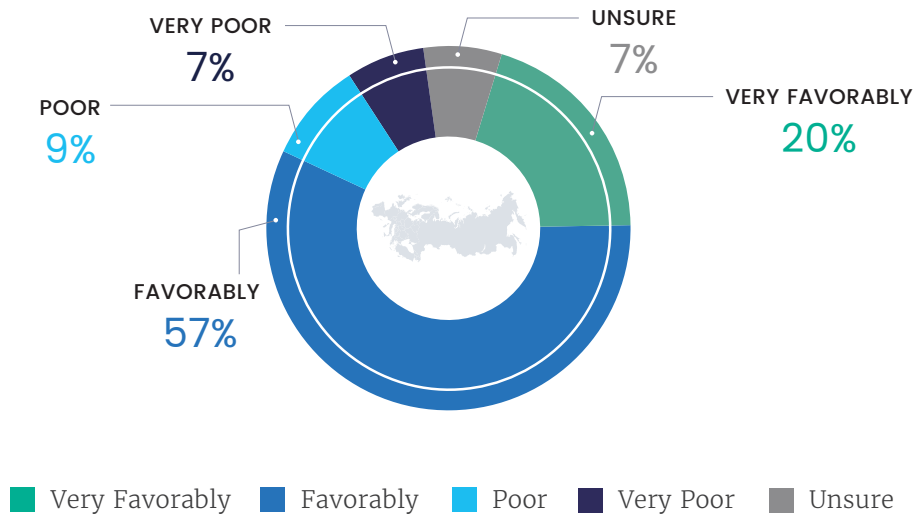


DIVERSITY, EQUITY, AND INCLUSION

A strong majority of respondents from Europe indicated they rate the level of diversity, equity, and inclusion in the regulatory affairs profession as favorable (77%), including 57% that noted a very favorable score. However, 16% gave the community a “poor” rating and an additional 7% were unsure. These ratings fall between those found in Asia, where 94% rated the profession’s level of DEI as favorable, and North America, where only 71% said the same.

About two-thirds (62%) indicated that DEI issues are important to them as individuals, and a slight minority (40%, each) noted that they work to advance their knowledge around DEI/social justice and closely follow DEI news stories.

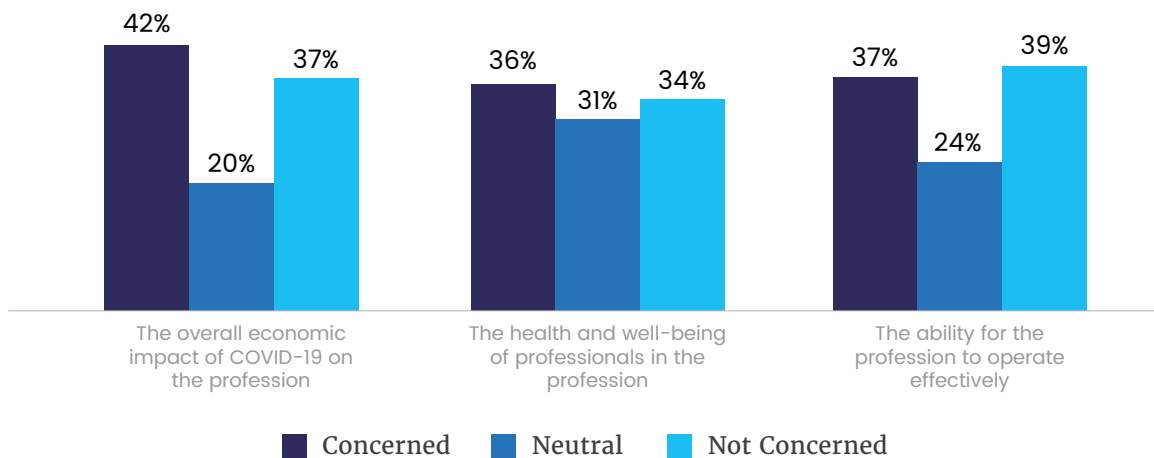
Ratings of Regulatory Affairs Profession on Diversity, Equity, and Inclusion in Europe



COVID-19 PANDEMIC

Just under one-half (42%) of regulatory affairs professionals in Europe felt concern over the impact of COVID-19 on the economics of the profession. This is less concern than in Asia (68%) or North America (48%). Further, about one-third expressed anxieties around the health impact of the illness on the regulatory affairs community (36%) as well as the ability of the profession to operate effectively given social distancing and related barriers (37%).¹⁴

Concern Towards COVID-19 Pandemic among Regulatory Affairs Professionals in Europe



¹⁴ The RAPS survey data collection period occurred in December 2020, months after the pandemic entered its initial “first wave” within the region. Although COVID-19 was significant as a threat during this period, most professionals had several months of experience in operating in virtual/remote environments and/or adapting to increased in-person health protocols.

EUROPEAN REGIONS

Europe is divided into four core regions. Western Europe has the largest concentration of regulatory affairs professionals with 14,297 total, or 41% of all regulatory professionals across the continent. Northern Europe follows with 10,086 total professionals, or 29%. Eastern and Southern Europe represent the balance, with a combined 30% of the total population. While Eastern and Southern Europe tend to be most heavily concentrated within the pharmaceuticals market (86% and 84%, respectively), Northern and Western Europe have significant portions of professionals in medical devices as well as pharmaceuticals.

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Eastern Europe	9%	86%	4%	3,976
Northern Europe	22%	69%	9%	10,086
Southern Europe	9%	84%	7%	6,493
Western Europe	26%	64%	10%	14,297



EASTERN EUROPE

Eastern Europe regulatory affairs professionals tend to be clustered in Budapest, Moscow, and Warsaw. Although many hold educational backgrounds in pharmacy; biotechnology and chemistry are also common disciplines of study.

	KEY LOCATION HUBS	LARGEST EMPLOYERS	EDUCATIONAL BACKGROUND
Medical Devices	<ul style="list-style-type: none"> Moscow, Russia Warsaw, Poland 	<ul style="list-style-type: none"> Johnson and Johnson Medtronic Philips DGS Business Service SP z.o.o Coloplast 	<ul style="list-style-type: none"> Biotechnology
Pharmaceutical	<ul style="list-style-type: none"> Budapest, Hungary Warsaw, Poland Moscow, Russia 	<ul style="list-style-type: none"> Egis Pharmaceuticals PLC Richter Gedeon Nyrt./ Magyarország GSK AstraZeneca Polpharma GSK Pfizer 	<ul style="list-style-type: none"> Pharmacy Chemistry Biotechnology
Biotechnology	<ul style="list-style-type: none"> Warsaw, Poland 	<ul style="list-style-type: none"> Cognizant GSK AstraZeneca 	<ul style="list-style-type: none"> Biotechnology



NORTHERN EUROPE

Northern Europe regulatory affairs professionals are clustered in the population dense cities of Stockholm, London, and Copenhagen. Individuals come from a wide range of backgrounds, including chemistry, biotechnology, pharmacy, and pharmacology. Largest employers for the pharmaceuticals-heavy subregion include AstraZeneca, Sobi, GSK, and Pfizer.

	KEY LOCATION HUBS	LARGEST EMPLOYERS	EDUCATIONAL BACKGROUND
Medical Devices	<ul style="list-style-type: none"> Stockholm, Sweden London, England Copenhagen, Denmark 	<ul style="list-style-type: none"> Coloplast Radiometer Smith & Nephew ConvaTec Qadvis AB Mölnlycke 	<ul style="list-style-type: none"> Chemistry Biotechnology Mathematics
Pharmaceutical	<ul style="list-style-type: none"> Stockholm, Sweden London, England Copenhagen, Denmark 	<ul style="list-style-type: none"> AstraZeneca Sobi – Swedisch Orphan Biotitrum AB GSK Pfizer Novo Nordisk LEO Pharma 	<ul style="list-style-type: none"> Pharmacy Chemistry Biology, General Pharmacology
Biotechnology	<ul style="list-style-type: none"> London, England Copenhagen, Denmark 	<ul style="list-style-type: none"> Chr. Hansen Novozymes Cytiva GE Healthcare Gilead Sciences Amgen 	<ul style="list-style-type: none"> Chemistry Biotechnology Biology, General Pharmacy Pharmacology



SOUTHERN EUROPE

Southern Europe regulatory affairs professionals tend to hail from several metropolitan areas within Italy, Portugal, and Spain. Educational backgrounds include the biology, biomedical, biotechnology, pharmacy, and pharmaceutical-related degrees and disciplines.

	KEY LOCATION HUBS	LARGEST EMPLOYERS	EDUCATIONAL BACKGROUND
Medical Devices	<ul style="list-style-type: none"> Milan, Italy Rome, Italy 	<ul style="list-style-type: none"> Zimmer Biomet B. Braun Group 	<ul style="list-style-type: none"> Biomedical Sciences

Pharmaceutical	<ul style="list-style-type: none"> • Milan, Italy • Rome, Italy • Lisbon, Portugal • Barcelona, Spain • Madrid, Spain 	<ul style="list-style-type: none"> • ASPHALION • PharmaLex 	<ul style="list-style-type: none"> • Pharmacy • Pharmaceutical Sciences • Chemistry • Industrial and Physical Pharmacy and Cosmetic Sciences
Biotechnology	<ul style="list-style-type: none"> • Milan, Italy • Barcelona, Spain • Madrid, Spain 	<ul style="list-style-type: none"> • Biokit, A Werfen Company • Gilead Sciences 	<ul style="list-style-type: none"> • Biology • Biotechnology • Pharmacy

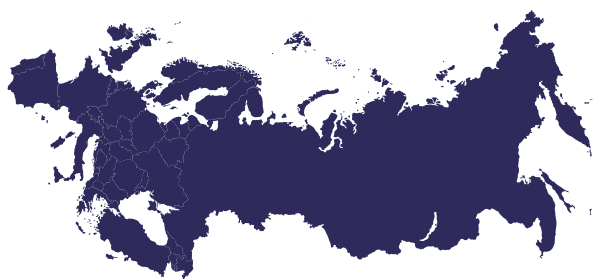


WESTERN EUROPE

With just under 15,000 regulatory affairs professionals, Western Europe is the largest subregion in the continent and boasts concentrations of professionals in Germany, France, the Netherlands, and Switzerland. Regulatory affairs professionals in Western Europe tend to represent traditional educational backgrounds in biology, chemistry, pharmacy, and related disciplines, as well as business administration and management.

	KEY LOCATION HUBS	LARGEST EMPLOYERS	EDUCATIONAL BACKGROUND
Medical Devices	<ul style="list-style-type: none"> • Germany • France • Netherlands • Switzerland 	<ul style="list-style-type: none"> • Roche • BD • Medtronic • Qadvis AB • Zimmer Biomet 	<ul style="list-style-type: none"> • Biology • Biotechnology • Business Administration and Management • Pharmacy • Pharmaceutical Sciences
Pharmaceutical	<ul style="list-style-type: none"> • Germany • France • Netherlands • Switzerland 	<ul style="list-style-type: none"> • Boehringer Ingelheimer • Sanofi • AstraZeneca • Novartis 	<ul style="list-style-type: none"> • Pharmaceuticals and Drug Design • Chemistry • Biology • Pharmacy
Biotechnology	<ul style="list-style-type: none"> • France • Germany • Belgium • Switzerland 	<ul style="list-style-type: none"> • Sanofi • Roche • GSK • CLS Behring 	<ul style="list-style-type: none"> • Biotechnology • Biology

Data Tables:
EUROPE TOTAL



Regulatory Affairs Professionals: Europe Total

Sector/Number	% Open to Work
 MEDICAL DEVICES 6,960	9%
 PHARMACEUTICAL 24,887	10%
 BIOTECHNOLOGY 3,005	11%
 TOTAL 34,852	10%

Average Years Experience: Europe Total

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	1%	0%	0%	1%
1-2 years	4%	3%	5%	4%
2-5 years	12%	11%	10%	11%
5-10 years	23%	24%	26%	24%
10 years or more	61%	62%	59%	61%

Years in Current Position: Europe Total

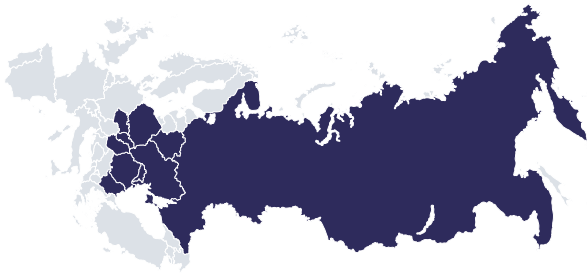
	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	19%	17%	22%	18%
1-2 years	34%	29%	33%	30%
2-5 years	22%	22%	22%	22%
5-10 years	14%	18%	13%	17%
10 years or more	11%	14%	10%	13%

Job Level: Europe Total

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	41%	44%	42%	43%
Entry	27%	30%	26%	29%
Director	13%	13%	15%	13%
Manager	12%	9%	11%	10%
VP	3%	2%	3%	2%
Training	1%	1%	2%	1%
Owner	1%	1%	1%	1%
CXO	1%	0%	1%	0%
Unpaid	0%	0%	0%	0%
Partner	0%	0%	0%	0%

EASTERN EUROPE

Includes: Belarus, Bulgaria, Czechia, Hungary, Poland, Republic of Moldova, Romania, Russian Federation, Slovakia, Ukraine



Regulatory Affairs Professionals: Eastern Europe

Sector/Number % Open to Work



MEDICAL DEVICES
368

14%



PHARMACEUTICAL
3,435

11%



BIOTECHNOLOGY
173

16%



TOTAL
3,976

12%

Average Years Experience: Eastern Europe

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	1%	1%	1%	1%
1-2 years	4%	4%	7%	4%
2-5 years	16%	13%	10%	13%
5-10 years	32%	27%	55%	29%
10 years or more	48%	56%	28%	53%

Years in Current Position: Eastern Europe

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	16%	15%	19%	15%
1-2 years	31%	30%	39%	30%
2-5 years	29%	21%	22%	22%
5-10 years	15%	22%	13%	21%
10 years or more	8%	13%	6%	12%

Job Level: Eastern Europe

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	42%	45%	40%	44%
Entry	37%	36%	38%	36%
Director	7%	10%	8%	10%
Manager	10%	6%	9%	7%
VP	1%	1%	2%	1%
Training	1%	1%	2%	1%
Owner	1%	0%	1%	0%
CXO	1%	0%	1%	0%
Unpaid	0%	0%	0%	0%
Partner	0%	0%	0%	0%

NORTHERN EUROPE

Includes: Aland Islands, Channel Islands, Denmark, Estonia, Faroe Islands, Finland, Iceland, Ireland, Isle of Man, Latvia, Lithuania, Norway, Sweden, Svalbard and Jan Mayen Islands, United Kingdom of Great Britain and Northern Ireland



Regulatory Affairs Professionals: Northern Europe

Sector/Number % Open to Work



MEDICAL DEVICES
2,234

7%



PHARMACEUTICAL
6,928

6%



BIOTECHNOLOGY
924

9%



TOTAL
10,086

7%

Average Years Experience: Northern Europe

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	0%	1%	0%	1%
1-2 years	2%	3%	2%	2%
2-5 years	8%	7%	6%	8%
5-10 years	18%	19%	18%	19%
10 years or more	72%	70%	74%	71%

Years in Current Position: Northern Europe

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	21%	20%	29%	21%
1-2 years	33%	28%	30%	29%
2-5 years	22%	21%	20%	21%
5-10 years	14%	17%	14%	16%
10 years or more	10%	14%	7%	13%

Job Level: Northern Europe

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	41%	46%	42%	44%
Entry	27%	26%	23%	26%
Director	13%	15%	16%	15%
Manager	12%	8%	9%	9%
VP	3%	3%	4%	3%
Training	0%	1%	2%	1%
Owner	1%	1%	1%	1%
CXO	1%	0%	1%	1%
Unpaid	0%	0%	0%	0%
Partner	0%	0%	1%	0%

SOUTHERN EUROPE

Includes: Albania, Andorra, Bosnia and Herzegovina, Croatia, Gibraltar, Greece, Holy See, Italy, Malta, Montenegro, North Macedonia, Portugal, San Marino, Serbia, Slovenia, Spain



Regulatory Affairs Professionals: Southern Europe

Sector/Number % Open to Work



MEDICAL DEVICES

615

21%



PHARMACEUTICAL

5,440

17%



BIOTECHNOLOGY

438

20%



TOTAL

6,493

17%

Average Years Experience: Southern Europe

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	1%	1%	0%	1%
1-2 years	6%	5%	9%	5%
2-5 years	13%	14%	16%	14%
5-10 years	26%	26%	26%	26%
10 years or more	54%	55%	49%	55%

Years in Current Position: Southern Europe

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	17%	17%	21%	17%
1-2 years	30%	29%	30%	29%
2-5 years	19%	23%	23%	22%
5-10 years	15%	17%	14%	16%
10 years or more	19%	16%	12%	16%

Job Level: Southern Europe

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	39%	38%	39%	39%
Entry	34%	42%	38%	41%
Director	13%	9%	11%	10%
Manager	9%	7%	8%	8%
VP	1%	0%	1%	1%
Training	1%	2%	2%	2%
Owner	1%	0%	0%	1%
CXO	1%	0%	1%	0%
Unpaid	0%	0%	0%	0%
Partner	0%	0%	0%	0%

WESTERN EUROPE

Includes: Austria, Belgium, France, Germany, Liechtenstein, Luxembourg, Monaco, Netherlands, Switzerland



Regulatory Affairs Professionals: Western Europe

Sector/Number

% Open to Work



MEDICAL DEVICES

3,743

8%



PHARMACEUTICAL

9,084

7%



BIOTECHNOLOGY

1,470

8%



TOTAL

14,297

8%

Average Years Experience: Western Europe

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	1%	0%	0%	0%
1-2 years	5%	3%	4%	4%
2-5 years	13%	11%	9%	11%
5-10 years	25%	25%	23%	25%
10 years or more	56%	61%	62%	60%

Years in Current Position: Western Europe

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	18%	17%	21%	18%
1-2 years	35%	29%	34%	31%
2-5 years	23%	24%	23%	24%
5-10 years	14%	17%	13%	16%
10 years or more	10%	13%	10%	12%

Job Level: Western Europe

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	42%	45%	44%	44%
Entry	25%	25%	21%	24%
Director	14%	14%	16%	14%
Manager	13%	12%	12%	12%
VP	3%	2%	3%	2%
Training	1%	1%	1%	1%
Owner	1%	1%	1%	1%
CXO	1%	0%	1%	1%
Unpaid	0%	0%	0%	0%
Partner	0%	0%	0%	0%

Subregion Showcase:

BENELUX – BELGIUM, THE NETHERLANDS, AND LUXEMBOURG¹⁵



**Regulatory Affairs Professionals:
Benelux – Belgium, the Netherlands,
and Luxembourg**

Sector/Number % Open to Work



MEDICAL DEVICES
634

7%



PHARMACEUTICAL
1,848

5%



BIOTECHNOLOGY
297

6%



TOTAL
2,779

6%

Average Years Experience: Benelux – Belgium, the Netherlands, and Luxembourg

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	1%	0%	0%	0%
1-2 years	2%	3%	2%	2%
2-5 years	9%	11%	5%	9%
5-10 years	18%	27%	20%	23%
10 years or more	71%	60%	73%	65%

¹⁵ Benelux is included within the European data tables and is reported here as a separate break-out due to its large market share.

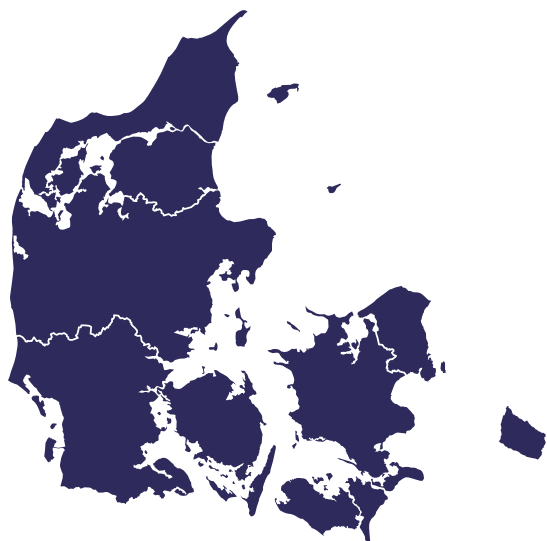
Years in Current Position: Benelux – Belgium, the Netherlands, and Luxembourg

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	18%	16%	20%	17%
1-2 years	34%	25%	33%	28%
2-5 years	22%	22%	21%	22%
5-10 years	15%	21%	15%	19%
10 years or more	11%	15%	11%	14%

Job Level: Benelux – Belgium, the Netherlands, and Luxembourg

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	38%	43%	42%	42%
Entry	29%	27%	24%	27%
Director	11%	14%	16%	13%
Manager	16%	12%	9%	12%
VP	2%	2%	3%	2%
Training	1%	1%	2%	1%
Owner	2%	1%	2%	1%
CXO	1%	0%	1%	0%
Unpaid	0%	0%	0%	0%
Partner	0%	0%	1%	0%

Subregion Showcase:
DENMARK¹⁶



**Regulatory Affairs Professionals:
Denmark**

Sector/Number % Open to Work



MEDICAL DEVICES
311

12%



PHARMACEUTICAL
967

9%



BIOTECHNOLOGY
131

12%



TOTAL
1,409

10%

Average Years Experience: Denmark

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	1%	0%	0%	0%
1-2 years	1%	2%	0%	2%
2-5 years	7%	6%	9%	6%
5-10 years	15%	17%	16%	16%
10 years or more	76%	76%	75%	76%

¹⁶ Denmark is included within the European data tables and is reported here as a separate break-out due to its large market share.

Years in Current Position: Denmark

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	29%	26%	33%	27%
1-2 years	29%	28%	30%	28%
2-5 years	23%	20%	18%	21%
5-10 years	8%	13%	14%	12%
10 years or more	11%	13%	5%	12%





Job Level: Denmark

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	31%	37%	41%	36%
Entry	36%	37%	30%	36%
Director	10%	12%	14%	12%
Manager	11%	7%	8%	8%
VP	5%	3%	4%	4%
Training	1%	2%	1%	2%
Owner	2%	1%	1%	1%
CXO	1%	1%	1%	1%
Unpaid	1%	0%	0%	0%
Partner	1%	1%	1%	1%

Subregion Showcase:
FINLAND¹⁷



Regulatory Affairs Professionals: Finland

Sector/Number	% Open to Work
 MEDICAL DEVICES 89	13%
 PHARMACEUTICAL 256	11%
 BIOTECHNOLOGY 28	11%
 TOTAL 373	11%

Average Years Experience: Finland

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	0%	0%	0%	0%
1-2 years	0%	0%	0%	0%
2-5 years	4%	5%	8%	5%
5-10 years	14%	14%	19%	14%
10 years or more	82%	81%	73%	81%

¹⁷ Finland is included within the European data tables and is reported here as a separate break-out due to its large market share.

Years in Current Position: Finland

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	20%	18%	26%	19%
1-2 years	41%	23%	30%	28%
2-5 years	20%	20%	30%	21%
5-10 years	14%	21%	7%	18%
10 years or more	6%	18%	7%	14%

Job Level: Finland

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	45%	35%	43%	38%
Entry	25%	43%	27%	37%
Director	12%	12%	10%	12%
Manager	9%	9%	13%	9%
VP	2%	0%	7%	1%
Training	0%	1%	0%	1%
Owner	3%	0%	0%	1%
CXO	3%	0%	0%	1%
Unpaid	1%	0%	0%	0%
Partner	1%	0%	0%	0%

Subregion Showcase:
FRANCE¹⁸



Regulatory Affairs Professionals: France

Sector/Number % Open to Work



MEDICAL DEVICES
943

10%



PHARMACEUTICAL
2,900

9%



BIOTECHNOLOGY
397

11%



TOTAL
4,240

9%

Average Years Experience: France

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	1%	0%	0%	1%
1-2 years	10%	4%	9%	6%
2-5 years	16%	14%	12%	14%
5-10 years	26%	26%	24%	26%
10 years or more	47%	56%	55%	54%

¹⁸ France is included within the European data tables and is reported here as a separate break-out due to its large market share.

Years in Current Position: France

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	21%	17%	20%	18%
1-2 years	34%	30%	33%	31%
2-5 years	23%	25%	26%	24%
5-10 years	13%	16%	12%	15%
10 years or more	9%	13%	9%	12%





Job Level: France

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	45%	40%	42%	41%
Entry	27%	34%	23%	31%
Director	13%	12%	16%	12%
Manager	10%	10%	12%	10%
VP	2%	2%	3%	2%
Training	2%	1%	2%	1%
Owner	1%	1%	1%	1%
CXO	0%	0%	0%	0%
Unpaid	0%	0%	0%	0%
Partner	0%	0%	0%	0%

Subregion Showcase:
GERMANY¹⁹



Regulatory Affairs Professionals: Germany

Sector/Number	% Open to Work
 MEDICAL DEVICES 1,400	8%
 PHARMACEUTICAL 2,300	7%
 BIOTECHNOLOGY 391	8%
 TOTAL 4,091	7%

Average Years Experience: Germany

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	1%	0%	0%	0%
1-2 years	5%	3%	4%	4%
2-5 years	15%	10%	10%	12%
5-10 years	28%	23%	28%	25%
10 years or more	52%	64%	58%	59%

¹⁹ Germany is included within the European data tables and is reported here as a separate break-out due to its large market share.

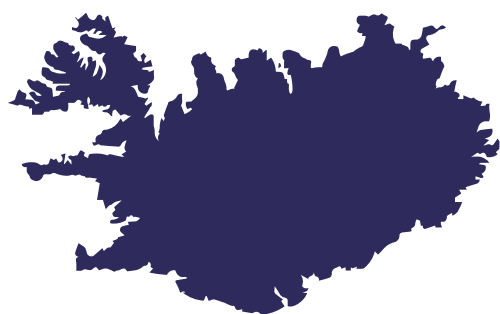
Years in Current Position: Germany

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	17%	16%	19%	17%
1-2 years	34%	28%	33%	31%
2-5 years	23%	26%	24%	25%
5-10 years	15%	17%	15%	16%
10 years or more	11%	13%	9%	12%

Job Level: Germany

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	43%	50%	47%	47%
Entry	24%	19%	20%	21%
Director	14%	15%	15%	15%
Manager	14%	12%	13%	13%
VP	3%	2%	2%	2%
Training	1%	1%	1%	1%
Owner	1%	1%	1%	1%
CXO	1%	0%	0%	0%
Unpaid	0%	0%	0%	0%
Partner	0%	0%	0%	0%

Subregion Showcase:
ICELAND²⁰



**Regulatory Affairs Professionals:
Iceland**

Sector/Number % Open to Work



MEDICAL DEVICES
12

8%



PHARMACEUTICAL
45

0%



BIOTECHNOLOGY
4

25%



TOTAL
61

3%

Average Years Experience: Iceland

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	0%	0%	N/A	0%
1-2 years	0%	0%	N/A	0%
2-5 years	25%	5%	N/A	9%
5-10 years	25%	24%	N/A	22%
10 years or more	50%	71%	N/A	69%

²⁰ Iceland is included within the European data tables and is reported here as a separate break-out due to its large market share.

Years in Current Position: Iceland

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	8%	3%	N/A	4%
1-2 years	33%	13%	N/A	17%
2-5 years	17%	26%	N/A	26%
5-10 years	33%	37%	N/A	35%
10 years or more	8%	21%	N/A	19%

Job Level: Iceland

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	14%	47%	N/A	40%
Entry	57%	29%	N/A	35%
Director	21%	9%	N/A	13%
Manager	0%	9%	N/A	6%
VP	7%	2%	N/A	3%
Training	0%	0%	N/A	0%
Owner	0%	2%	N/A	1%
CXO	0%	2%	N/A	1%
Unpaid	0%	0%	N/A	0%
Partner	0%	0%	N/A	1%

Subregion Showcase:
IRELAND²¹



Regulatory Affairs Professionals: Ireland

Sector/Number % Open to Work



MEDICAL DEVICES
419

5%



PHARMACEUTICAL
590

8%



BIOTECHNOLOGY
69

6%



TOTAL
1,078

7%

Average Years Experience: Ireland

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	1%	1%	2%	1%
1-2 years	3%	3%	6%	3%
2-5 years	7%	11%	11%	10%
5-10 years	22%	20%	18%	21%
10 years or more	67%	65%	64%	66%

²¹ Ireland is included within the European data tables and is reported here as a separate break-out due to its large market share.

Years in Current Position: Ireland

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	21%	23%	30%	23%
1-2 years	32%	28%	38%	30%
2-5 years	18%	23%	18%	21%
5-10 years	15%	15%	12%	15%
10 years or more	14%	11%	2%	12%

Job Level: Ireland

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	43%	48%	39%	45%
Entry	33%	32%	26%	32%
Director	10%	9%	18%	10%
Manager	11%	8%	7%	9%
VP	2%	1%	4%	2%
Training	0%	1%	4%	1%
Owner	1%	0%	0%	0%
CXO	0%	0%	1%	0%
Unpaid	0%	0%	0%	0%
Partner	0%	0%	1%	0%

Subregion Showcase:
NORWAY²²



Regulatory Affairs Professionals: Norway

Sector/Number % Open to Work



MEDICAL DEVICES
30

7%



PHARMACEUTICAL
144

4%



BIOTECHNOLOGY
21

0%



TOTAL
195

4%

Average Years Experience: Norway

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	0%	0%	0%	0%
1-2 years	4%	1%	0%	2%
2-5 years	0%	7%	5%	5%
5-10 years	7%	14%	11%	13%
10 years or more	89%	78%	84%	80%

²² Norway is included within the European data tables and is reported here as a separate break-out due to its large market share.

Years in Current Position: Norway

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	26%	15%	11%	16%
1-2 years	26%	24%	21%	24%
2-5 years	30%	23%	26%	24%
5-10 years	19%	24%	32%	24%
10 years or more	0%	14%	11%	12%

Job Level: Norway

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	41%	49%	54%	48%
Entry	13%	23%	8%	20%
Director	18%	15%	19%	16%
Manager	15%	9%	15%	10%
VP	8%	2%	0%	2%
Training	0%	1%	0%	0%
Owner	3%	2%	0%	2%
CXO	3%	0%	0%	0%
Unpaid	0%	0%	0%	0%
Partner	0%	1%	4%	1%

Subregion Showcase:
RUSSIAN FEDERATION²³



**Regulatory Affairs Professionals:
 Russian Federation**

Sector/Number % Open to Work



MEDICAL DEVICES
 100

10%



PHARMACEUTICAL
 461

7%



BIOTECHNOLOGY
 32

9%



TOTAL
 593

7%

Average Years Experience: Russian Federation

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	1%	0%	0%	0%
1-2 years	6%	2%	4%	3%
2-5 years	9%	7%	7%	7%
5-10 years	36%	29%	26%	30%
10 years or more	47%	62%	63%	59%

²³ Russian Federation is included within the European data tables and is reported here as a separate break-out due to its large market share.

Years in Current Position: Russian Federation

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	15%	6%	0%	7%
1-2 years	23%	19%	26%	20%
2-5 years	38%	31%	33%	32%
5-10 years	19%	31%	26%	28%
10 years or more	5%	14%	15%	12%

Job Level: Russian Federation

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	50%	45%	46%	46%
Entry	29%	21%	16%	22%
Director	9%	21%	24%	20%
Manager	9%	11%	8%	10%
VP	1%	1%	3%	1%
Training	0%	1%	0%	0%
Owner	0%	0%	0%	0%
CXO	1%	0%	3%	0%
Unpaid	0%	0%	0%	0%
Partner	0%	0%	0%	0%

Subregion Showcase:
SWEDEN²⁴



Regulatory Affairs Professionals: Sweden

Sector/Number % Open to Work



MEDICAL DEVICES
365

6%



PHARMACEUTICAL
741

5%



BIOTECHNOLOGY
105

9%



TOTAL
1,211

6%

Average Years Experience: Sweden

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	0%	0%	0%	0%
1-2 years	0%	0%	2%	0%
2-5 years	5%	5%	0%	4%
5-10 years	11%	14%	19%	14%
10 years or more	84%	81%	79%	82%

²⁴ Sweden is included within the European data tables and is reported here as a separate break-out due to its large market share.

Years in Current Position: Sweden

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	18%	19%	28%	19%
1-2 years	34%	30%	25%	30%
2-5 years	27%	21%	21%	23%
5-10 years	12%	17%	15%	15%
10 years or more	10%	13%	12%	12%

Job Level: Sweden

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	47%	53%	44%	50%
Entry	18%	16%	18%	17%
Director	12%	17%	14%	15%
Manager	12%	9%	12%	11%
VP	3%	1%	5%	2%
Training	0%	0%	1%	0%
Owner	3%	1%	3%	2%
CXO	3%	1%	2%	2%
Unpaid	0%	0%	0%	0%
Partner	1%	1%	1%	1%

Subregion Showcase:
SWITZERLAND²⁵



Regulatory Affairs Professionals: Switzerland

Sector/Number % Open to Work



MEDICAL DEVICES
653

9%



PHARMACEUTICAL
1,600

8%



BIOTECHNOLOGY
308

8%



TOTAL
2,561

8%

Average Years Experience: Switzerland

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	0%	0%	0%	0%
1-2 years	2%	1%	2%	2%
2-5 years	10%	6%	9%	7%
5-10 years	23%	23%	24%	23%
10 years or more	65%	70%	64%	68%

²⁵ Switzerland is included within the European data tables and is reported here as a separate break-out due to its large market share.

Years in Current Position: Switzerland

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	19%	19%	24%	19%
1-2 years	42%	31%	36%	34%
2-5 years	21%	24%	17%	22%
5-10 years	12%	17%	12%	15%
10 years or more	7%	9%	11%	9%

Job Level: Switzerland

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	39%	46%	42%	44%
Entry	23%	16%	17%	18%
Director	17%	17%	18%	17%
Manager	12%	16%	15%	15%
VP	3%	2%	4%	3%
Training	1%	0%	1%	1%
Owner	2%	1%	1%	1%
CXO	2%	1%	1%	1%
Unpaid	0%	0%	0%	0%
Partner	1%	0%	1%	0%

Subregion Showcase:
UNITED KINGDOM²⁶



**Regulatory Affairs Professionals:
United Kingdom**

Sector/Number % Open to Work



MEDICAL DEVICES
1,000

7%



PHARMACEUTICAL
3,900

5%



BIOTECHNOLOGY
560

9%



TOTAL
5,460

6%

Average Years Experience: United Kingdom

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	0%	1%	0%	1%
1-2 years	2%	3%	0%	3%
2-5 years	10%	8%	0%	8%
5-10 years	20%	20%	28%	20%
10 years or more	67%	68%	72%	68%

²⁶ The United Kingdom is included within the European data tables and is reported here as a separate break-out due to its large market share.

Years in Current Position: United Kingdom

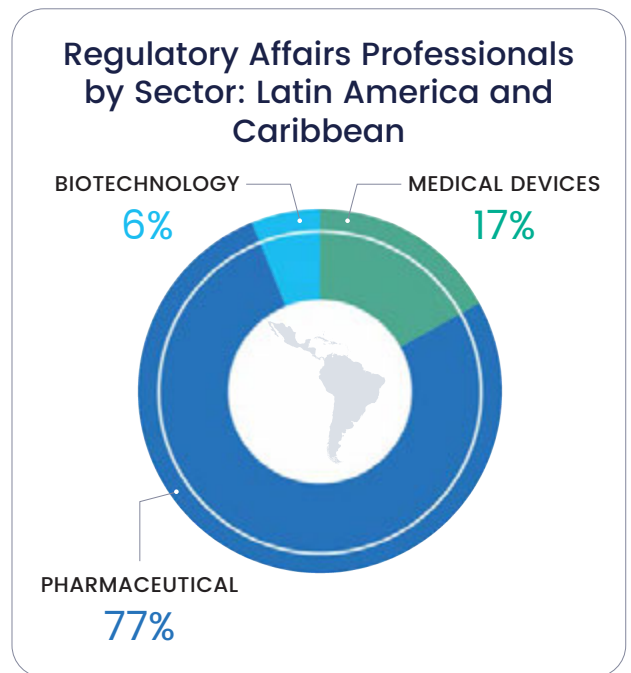
	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	21%	20%	23%	20%
1-2 years	33%	28%	50%	30%
2-5 years	20%	20%	15%	20%
5-10 years	16%	18%	12%	17%
10 years or more	10%	14%	0%	13%

Job Level: United Kingdom

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	41%	47%	43%	46%
Entry	26%	22%	14%	23%
Director	16%	17%	32%	17%
Manager	12%	8%	4%	9%
VP	3%	3%	4%	3%
Training	0%	1%	4%	1%
Owner	1%	1%	0%	1%
CXO	1%	0%	0%	0%
Unpaid	0%	0%	0%	0%
Partner	0%	0%	0%	0%

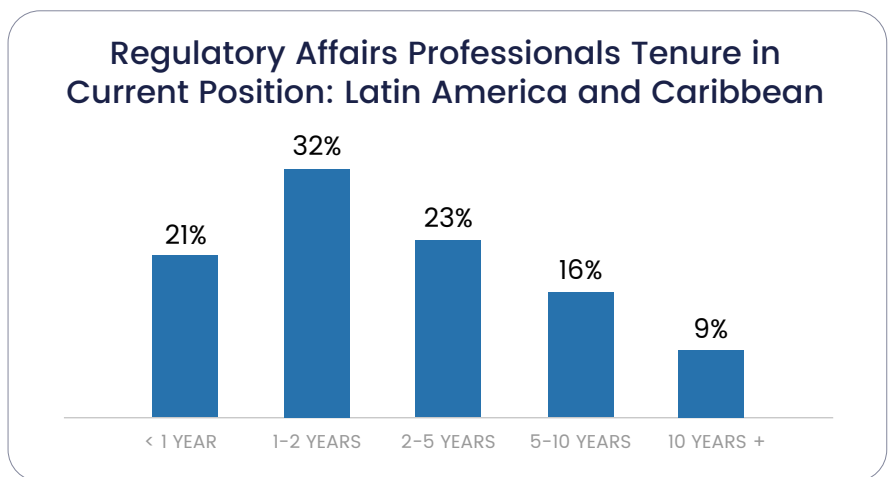
Latin America and The Caribbean

Latin America and the Caribbean represent just over 3,000 regulatory affairs professionals. Compared to global averages, the mix of professionals is slightly more concentrated/less diversified, favoring the pharmaceutical sector (77%), with smaller representation in medical devices (17%) and biotechnology (6%).

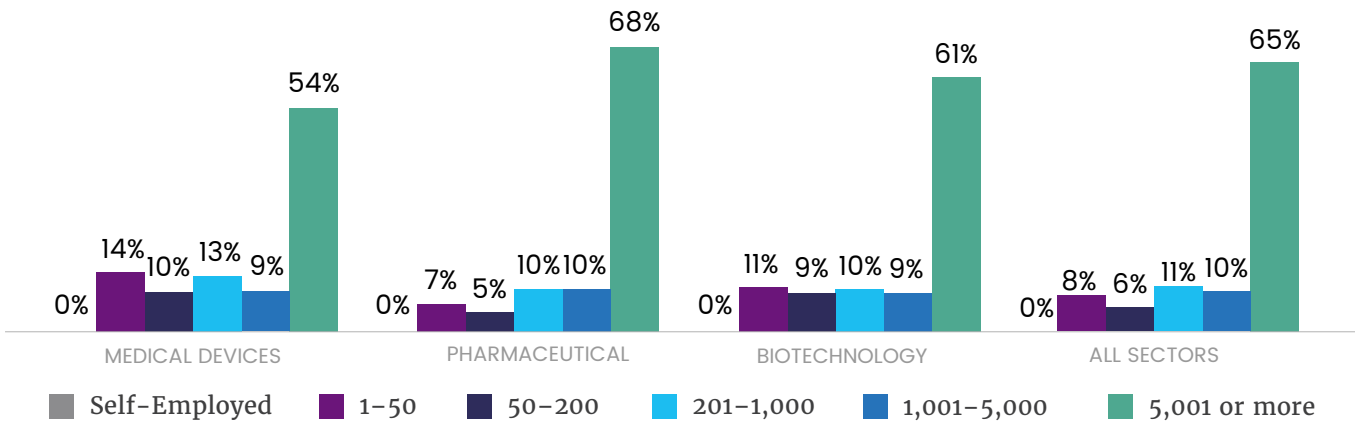


Similar to Africa and Asia, opportunities for work and advancement may be lagging compared with other regions. Although the region has the largest percentage of employees that have been in their current position for two years or fewer (53%)—one possible indicator of economic activity—it also has the largest percentage that indicate being “open to work” (21%) through their LinkedIn.com profile, perhaps indicating a large percentage of unemployed professionals or staff that are looking for new opportunities.

Further, 33% of regulatory affairs professionals in Latin America and the Caribbean report being in entry-level positions. This is higher than Europe (29%), Oceania (29%), and North America (21%), but lower than Africa (47%) and Asia (35%), and may point to a lack of opportunity in senior-level roles. Consistent with world trends, the vast majority (65%) of those working in Latin America and the Caribbean work for large organizations of 5,000 or more employees.



Regulatory Affairs Professionals, Size of Company: Latin America and Caribbean



LATIN AMERICAN AND THE CARIBBEAN REGIONS

Latin America and the Caribbean is made up of three core regions. The largest, South America, includes 2,690 total, or 89% of all regulatory professionals. Combined, the Caribbean and Central America hold a total of 405 professionals or 11%. Pharmaceuticals is the dominant major sector for all three regions.

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Caribbean	16%	84%	N/A	37
Central America	25%	68%	7%	368
South America	15%	78%	7%	2,690



CARIBBEAN

The majority of regulatory affairs professionals in the Caribbean work within the pharmaceutical sector. They are most heavily located in the Dominican Republic.

	KEY LOCATION HUBS	LARGEST EMPLOYERS	EDUCATIONAL BACKGROUND
Medical Devices	<ul style="list-style-type: none"> Barbados Dominican Republic 	<ul style="list-style-type: none"> Lenstec, Inc. Myerson Baxter International Inc. Microtek Medical Zimmer Biomet 	<ul style="list-style-type: none"> Chemistry
Pharmaceutical	<ul style="list-style-type: none"> Dominican Republic Trinidad and Tobago 	<ul style="list-style-type: none"> Sued&Fargesa SRL Alcon Ironshore Pharmaceuticals & Development Inc Unilever GSK 	<ul style="list-style-type: none"> Pharmacy
Biotechnology	N/A	N/A	N/A



CENTRAL AMERICA

Those in Central America tend to be clustered most heavily with educational backgrounds in areas of pharmacy, chemistry, and industrial engineering. The largest concentration of professionals exists in Costa Rica, Panama, and Guatemala.

	KEY LOCATION HUBS	LARGEST EMPLOYERS	EDUCATIONAL BACKGROUND
Medical Devices	<ul style="list-style-type: none"> Costa Rica Panama 	<ul style="list-style-type: none"> Smith & Nephew Establishment Labs Align Technology Stryker Boston Scientific 	<ul style="list-style-type: none"> Industrial Engineering Business Admin and Management

Pharmaceutical	<ul style="list-style-type: none"> • Costa Rica • Guatemala • Panama 	<ul style="list-style-type: none"> • Pfizer • Novartis • MSD • Sanofi • GSK 	<ul style="list-style-type: none"> • Pharmacy • Chemistry • Business Admin and Management
Biotechnology	<ul style="list-style-type: none"> • Costa Rica 	<ul style="list-style-type: none"> • Roche • Smith & Nephew • Lonza • Hemoalgae • CSL Behring 	<ul style="list-style-type: none"> • Pharmacy



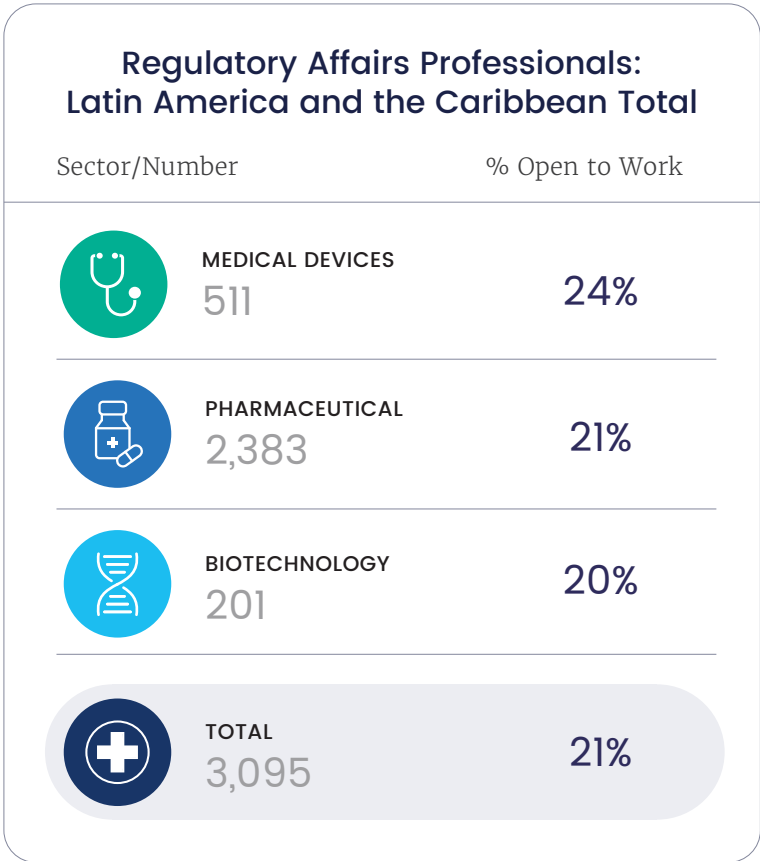
SOUTH AMERICA

South America is the region that employs the largest total number of regulatory affairs professionals out of Latin America and the Caribbean. Regulatory affairs educational backgrounds tend to be clustered most heavily in the areas of pharmacy and business administration and management. The largest cluster of professionals work in Sao Paulo and greater Brazil, with an additional concentration in Columbia and Argentina.

	KEY LOCATION HUBS	LARGEST EMPLOYERS	EDUCATIONAL BACKGROUND
Medical Devices	<ul style="list-style-type: none"> • Greater Brazil • Sao Paulo, Brazil • Columbia 	<ul style="list-style-type: none"> • Medtronic • BD • Boston Scientific • Abbott • Alcon 	<ul style="list-style-type: none"> • Pharmacy • Business Admin and Management, General
Pharmaceutical	<ul style="list-style-type: none"> • Greater Brazil • Sao Paulo, Brazil • Columbia • Argentina 	<ul style="list-style-type: none"> • Sanofi • Pfizer • MSD • Novartis • Boehringer Ingelheim 	<ul style="list-style-type: none"> • Pharmacy • Business Admin and Management, General
Biotechnology	<ul style="list-style-type: none"> • Greater Brazil • Sao Paulo, Brazil 	<ul style="list-style-type: none"> • Roche • Amgen • Bayer Crop Science • Sygenta • Dow AgroSciences 	<ul style="list-style-type: none"> • Pharmacy

Data Tables:

LATIN AMERICA AND THE CARIBBEAN TOTAL



Average Years Experience: Latin America and the Caribbean Total

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	2%	1%	2%	1%
1-2 years	6%	4%	5%	4%
2-5 years	11%	12%	14%	12%
5-10 years	25%	29%	27%	28%
10 years or more	56%	55%	53%	55%

Years in Current Position: Latin America and the Caribbean Total

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	19%	20%	27%	21%
1-2 years	36%	31%	34%	32%
2-5 years	18%	24%	21%	23%
5-10 years	15%	17%	11%	16%
10 years or more	12%	8%	7%	9%

Job Level: Latin America and the Caribbean Total

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	44%	45%	43%	44%
Entry	29%	33%	32%	33%
Director	8%	10%	11%	10%
Manager	15%	8%	9%	9%
VP	0%	1%	1%	1%
Training	1%	2%	2%	2%
Owner	1%	1%	1%	1%
CXO	1%	0%	0%	0%
Unpaid	0%	0%	0%	0%
Partner	0%	0%	0%	0%

CARIBBEAN

Includes: Anguilla, Antigua and Barbuda, Aruba, Bahamas, Barbados, Bonaire, Sint Eustatius and Saba, British Virgin Islands, Cayman Islands, Cuba, Curaçao, Dominica, Dominican Republic, Grenada, Guadeloupe, Haiti, Jamaica, Martinique, Montserrat, Netherlands Antilles, Puerto Rico, Saint Barthélemy, Saint Kitts and Nevis, Saint Lucia, Saint Martin (French part), Saint Vincent and the Grenadines, Sint Maarten (Dutch part), Trinidad and Tobago, Turks and Caicos Islands, United States Virgin Islands



Regulatory Affairs Professionals: Caribbean

Sector/Number

% Open to Work



MEDICAL DEVICES

6

0%



PHARMACEUTICAL

31

13%



BIOTECHNOLOGY

N/A

N/A



TOTAL

37

11%

Average Years Experience: Caribbean

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	N/A	4%	N/A	4%
1-2 years	N/A	4%	N/A	4%
2-5 years	N/A	13%	N/A	14%
5-10 years	N/A	29%	N/A	29%
10 years or more	N/A	50%	N/A	50%

Years in Current Position: Caribbean

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	N/A	4%	N/A	7%
1-2 years	N/A	22%	N/A	22%
2-5 years	N/A	35%	N/A	30%
5-10 years	N/A	17%	N/A	19%
10 years or more	N/A	22%	N/A	22%

Job Level: Caribbean

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	N/A	35%	N/A	37%
Entry	N/A	54%	N/A	50%
Director	N/A	3%	N/A	4%
Manager	N/A	0%	N/A	2%
VP	N/A	3%	N/A	2%
Training	N/A	0%	N/A	0%
Owner	N/A	5%	N/A	4%
CXO	N/A	0%	N/A	0%
Unpaid	N/A	0%	N/A	0%
Partner	N/A	0%	N/A	0%

CENTRAL AMERICA

Includes: Belize, Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama



Regulatory Affairs Professionals: Central America

Sector/Number % Open to Work



MEDICAL DEVICES

92

21%



PHARMACEUTICAL

252

19%



BIOTECHNOLOGY

24

21%



TOTAL

368

19%

Average Years Experience: Central America

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	3%	1%	8%	2%
1-2 years	15%	5%	13%	8%
2-5 years	18%	19%	38%	20%
5-10 years	31%	32%	17%	31%
10 years or more	33%	44%	25%	40%

Years in Current Position: Central America

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	24%	15%	43%	19%
1-2 years	43%	31%	13%	33%
2-5 years	24%	28%	35%	27%
5-10 years	5%	16%	9%	13%
10 years or more	5%	10%	0%	8%

Job Level: Central America

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	54%	42%	44%	45%
Entry	23%	43%	41%	38%
Director	5%	7%	4%	6%
Manager	15%	4%	4%	7%
VP	2%	1%	0%	1%
Training	2%	1%	4%	1%
Owner	0%	1%	4%	1%
CXO	0%	0%	0%	0%
Unpaid	0%	0%	0%	0%
Partner	0%	0%	0%	0%

SOUTH AMERICA

Includes: Argentina, Bolivia (Plurinational State of), Bouvet Island, Brazil, Chile, Colombia, Ecuador, Falkland Islands (Malvinas), French Guiana, Guyana, Paraguay, Peru, South Georgia and the South Sandwich Islands, Suriname, Uruguay, Venezuela (Bolivarian Republic of)



Regulatory Affairs Professionals: South America

Sector/Number % Open to Work



MEDICAL DEVICES
413

25%



PHARMACEUTICAL
2,100

21%



BIOTECHNOLOGY
177

20%



TOTAL
2,690

21%

Average Years Experience: South America

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	2%	1%	1%	1%
1-2 years	4%	4%	4%	4%
2-5 years	9%	11%	10%	11%
5-10 years	24%	29%	28%	28%
10 years or more	62%	56%	57%	57%

Years in Current Position: South America

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	18%	21%	25%	21%
1-2 years	34%	32%	37%	32%
2-5 years	17%	23%	19%	22%
5-10 years	17%	17%	11%	16%
10 years or more	13%	8%	8%	8%

Job Level: South America

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	42%	45%	43%	44%
Entry	31%	32%	31%	32%
Director	8%	11%	12%	11%
Manager	15%	8%	10%	9%
VP	0%	1%	1%	1%
Training	1%	2%	2%	2%
Owner	1%	0%	1%	1%
CXO	1%	0%	0%	0%
Unpaid	0%	0%	0%	0%
Partner	1%	0%	0%	0%

North America

The regulatory affairs profession within North America includes approximately 30,000 professionals working in Canada and the United States.²⁷ Canada's largest population centers are located in the provinces of Ontario, Quebec, and British Columbia. In the United States, the largest concentrations are in the Northeast and West regions. These regions have great population density and account for metropolitan areas such as Los Angeles, San Francisco, and the New York City metro area.

In addition to workforce statistics, this report includes data from a survey of professionals on the topics of professional development, diversity, equity, and inclusion, and the impact of COVID-19 on the profession. Data are available for the major regulatory affairs professionals population centers of Asia, Europe, and North America.

PROFESSIONAL CHALLENGES

Regulatory affairs professionals from North American countries that participated in the RAPS 2020 survey reflected on their greatest professional challenges. Nearly half (45%) identified the primary challenge of keeping up to date with regulatory changes. This concern was cited as a top challenge in Asia (35%) and Europe (50%) as well and may reflect the reality of the increasing complexity of national and global laws and regulations, as well as advancements in medicine, science, and technology. Nearly one-third also identified work-life balance concerns (32%) and managing their professional skills development (31%)—challenges that relate to values of health, growth, and productivity. Other top challenges noted include career advancement (advancing to a more senior role), identifying education and training needs, and the development of a network of colleagues.

²⁷ Although Bermuda, Greenland, Saint Pierre and Miquelon are also included in assessment of the region, no regulatory affairs professionals were found to reside in these locations.

Top Regulatory Affairs Professional Challenges in North America

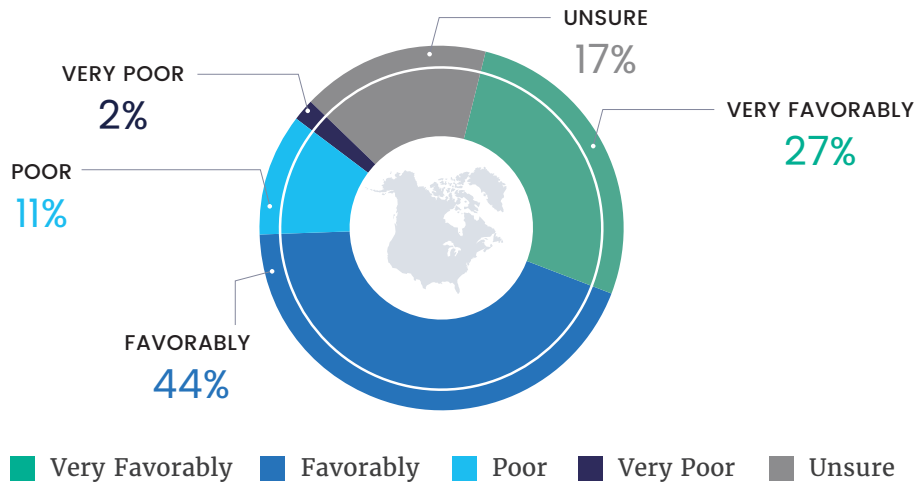


DIVERSITY, EQUITY, AND INCLUSION

In the wake of multiple high-profile instances of racial injustice, regulatory affairs professionals in North America weighed in on the profession's progress towards diversity, equity, and inclusion. While nearly three-fourths (71%) felt that the regulatory affairs industry was performing favorably or very favorably on the issue, 17% were not certain. Professionals in North America rate the field lower in terms of DEI than those reporting from Asia (94%) and Europe (77%).

Issues of diversity, equity, and inclusion resonate strongly with regulatory affairs professionals in the region. When asked to describe their perspective on the issues, 79% agreed that DEI was important to them personally, 64% described that they work to advance their knowledge around DEI and social justice issues, and 59% noted that they closely follow news stories related to DEI.

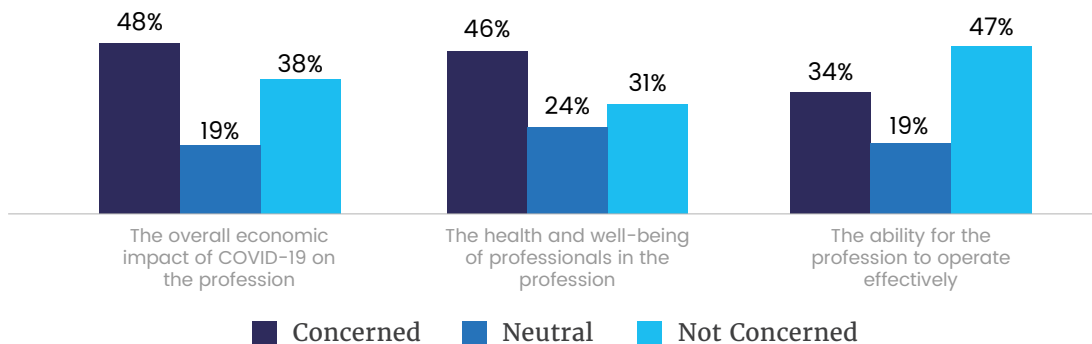
Ratings of Regulatory Affairs Profession on Diversity, Equity, and Inclusion in North America



COVID-19 PANDEMIC

Nearly half of North American regulatory affairs professionals expressed concern about the impact of COVID-19 on the economics and health/well-being of the profession (48% and 46%, respectively). Only 34% expressed concern towards the ability of the profession to operate effectively given limitations imposed by social distancing and other related barriers²⁸.

Concern Towards COVID-19 Pandemic among Regulatory Affairs Professionals in North America



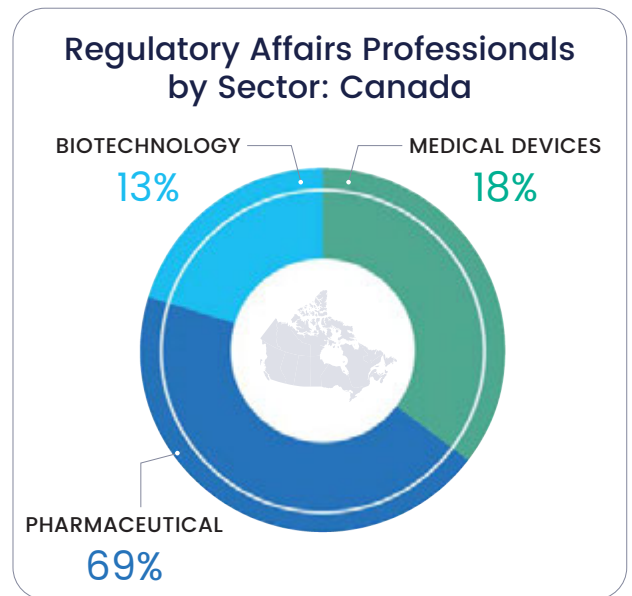
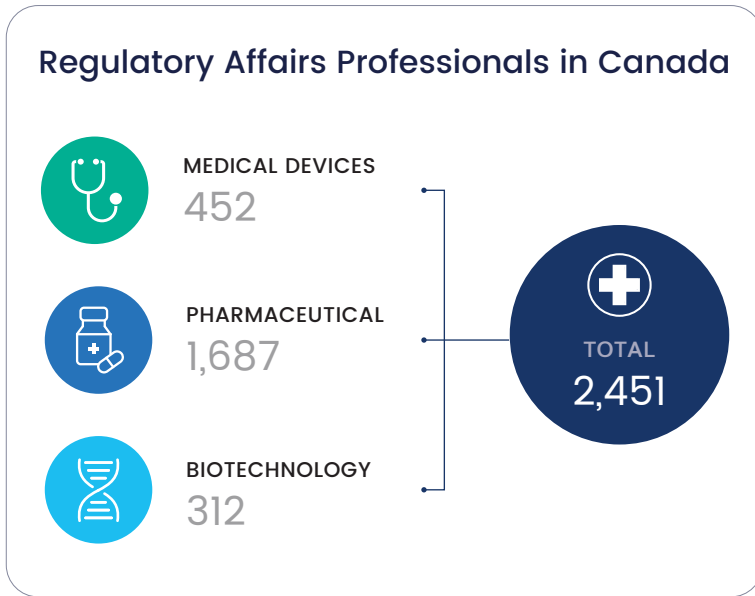
The countries within North America are further detailed in the sections that follow.²⁹ Statistics are provided for the total number of regulatory affairs professionals within each country and by sector (medical device, pharmaceutical, biotechnology), workforce tenure and company size, and more. Detailed information is also provided for each region in the included data tables.

²⁸ The RAPS survey data collection period occurred in December 2020, around nine months after the pandemic entered its initial “first wave” within the region. Although Covid-19 was significant as a threat during this period, most professionals had several months of experience in operating in virtual/remote environments and/or adapting to increased in-person health protocols.

²⁹ Although Bermuda, Greenland, Saint Pierre and Miquelon are also included in assessment of the region, no regulatory affairs professionals were found to reside in these locations. No additional detail for these locations is provided in the report.

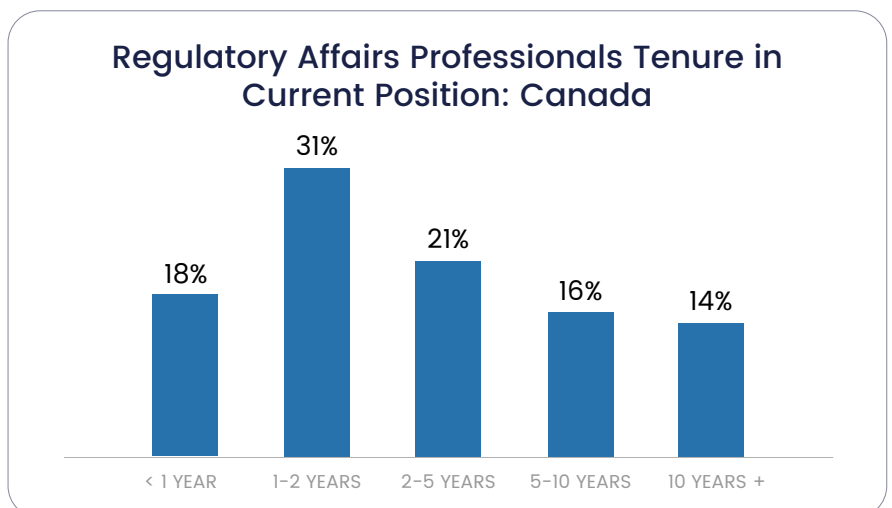
Canada

Canada represents more than 2,400 regulatory affairs professionals, including 69% that work in the pharmaceutical sector and 31% that are split between medical devices and biotechnology.

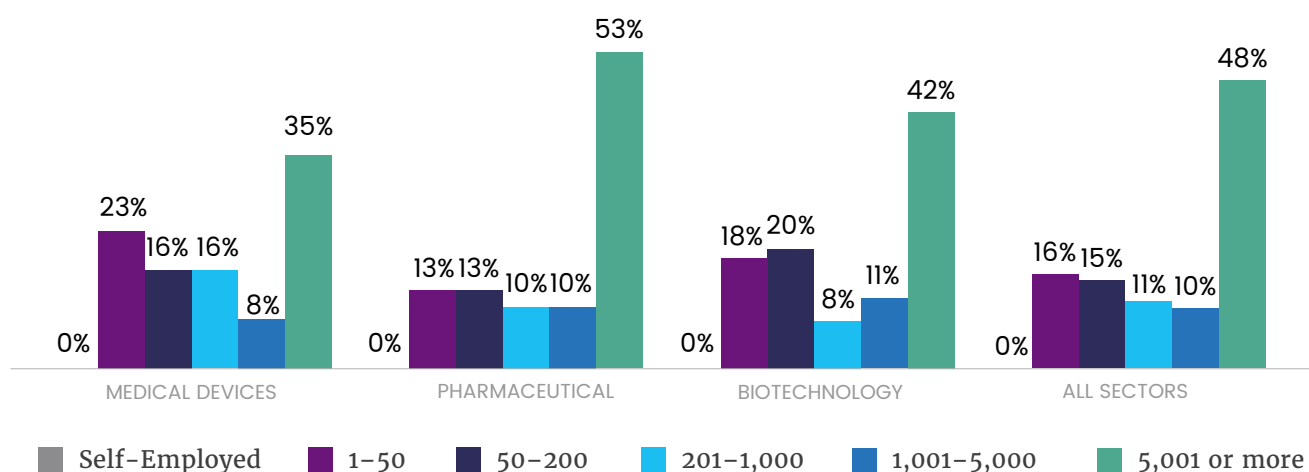


About one-third of Canadian regulatory affairs professionals (36%) work in entry level positions, which is about average compared with other global regions (ranging between 21%–47%) and may signal a fairly typical pipeline of talent. Moreover, about half (49%) have been in their current position for two years or less. Globally, this number is 38%–53%, and may suggest that Canadian regulatory affairs professionals tend to hold about average tenure in their positions prior to changing roles. In terms of market opportunity, about 14% indicate being “open to work” through their LinkedIn.com profile, a percentage that is lower than the regions of Africa (21%), Latin America and the Caribbean (21%), and Asia (20%), but greater than the United States (7%), Europe (10%), and Oceania (14%).

Similar to other regions, most regulatory affairs professionals within Canada are employed by large companies and enterprises, nearly half (48%) work for organizations of at least 5,000 employees or more. This is roughly equivalent to Africa (40%), Asia, Europe, and Oceania (all 47%), but less than Latin America and the Caribbean (65%).



Regulatory Affairs Professionals, Size of Company: Canada



CANADIAN REGIONS

Canada is divided into thirteen provinces. However, Ontario, Quebec, and British Columbia are the only provinces with significant numbers of regulatory affairs professionals and are detailed in the tables within this section.

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
British Columbia	40%	34%	26%	141
Quebec	10%	79%	10%	612
Ontario	19%	70%	11%	1,569



BRITISH COLUMBIA

Regulatory affairs professionals in British Columbia tend to cluster in the greater Vancouver metro area. Educational backgrounds for professionals in the region tend to be a diverse mixture of disciplines.

	KEY LOCATION HUBS	LARGEST EMPLOYERS	EDUCATIONAL BACKGROUND
Medical Devices	<ul style="list-style-type: none"> British Columbia Greater Vancouver/ the Greater Vancouver Metropolitan Area 	<ul style="list-style-type: none"> StarFish Medical Emergo by UL CTF MEG International Services LP LifeScan Neovasc Inc. 	<ul style="list-style-type: none"> Bioengineering and Biomedical Engineering Biotechnology
Pharmaceutical	<ul style="list-style-type: none"> British Columbia Greater Vancouver/ the Greater Vancouver Metropolitan Area 	<ul style="list-style-type: none"> Aurinia Pharmaceuticals Inc. Xenon Pharmaceuticals Inc. Innomar Strategies Canopy Growth Corporation Vifor Pharma 	<ul style="list-style-type: none"> Biochemistry Biotechnology Chemistry Biology, General Pharmacy Administration and Pharmacy Policy and Regulatory Affairs
Biotechnology	<ul style="list-style-type: none"> British Columbia Greater Vancouver/ the Greater Vancouver Metropolitan Area 	<ul style="list-style-type: none"> STEMCELL Technologies Aurinia Pharmaceuticals Inc. Perceptronix Medical Inc. Emerald Health Therapeutics Inc. Turnstone Biologics 	<ul style="list-style-type: none"> Chemistry Biology, General Biotechnology Biochemistry Pharmaceutical Science Pharmacology



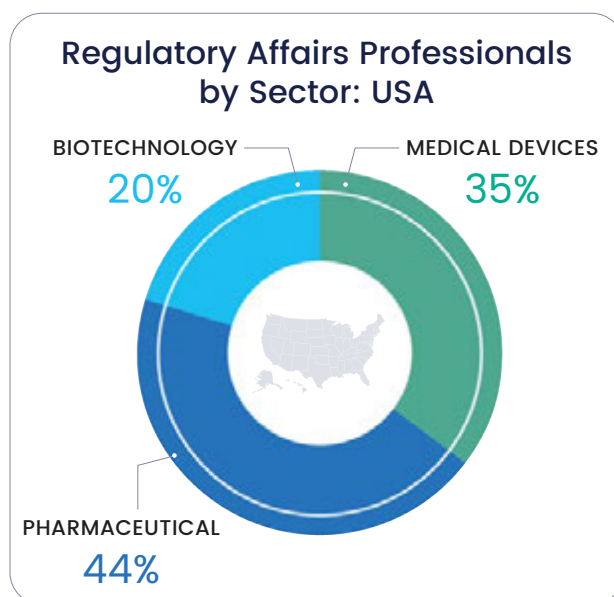
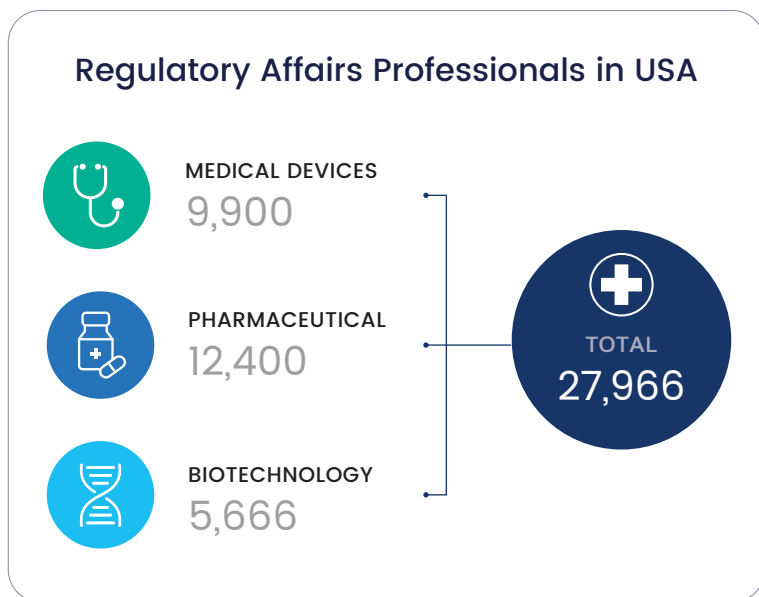
ONTARIO

Regulatory affairs professionals in Ontario tend to be clustered within the greater Toronto area, as well as its respective suburbs. Professionals in the region tend to hold educational backgrounds in pharmacy administration and pharmacy policy and regulatory affairs, chemistry, quality control and safety technologies, and biotechnology.

	KEY LOCATION HUBS	LARGEST EMPLOYERS	EDUCATIONAL BACKGROUND
Medical Devices	<ul style="list-style-type: none"> Toronto/the Greater Toronto Area Peel 	<ul style="list-style-type: none"> Medtronic Abbott Boston Scientific Stryker Johnson & Johnson 	<ul style="list-style-type: none"> Pharmacy Administration and Pharmacy Policy and Regulatory Affairs Quality Control and Safety Technologies/ Technicians
Pharmaceutical	<ul style="list-style-type: none"> Toronto/the Greater Toronto Area Peel York Mississauga 	<ul style="list-style-type: none"> Roche Health Canada/Santé Canada GSK Apotex Inc. Sanofi Pasteur 	<ul style="list-style-type: none"> Pharmacy Administration and Pharmacy Policy and Regulatory Affairs Biology, General Chemistry Quality Control and Safety Technologies/ Technicians
Biotechnology	<ul style="list-style-type: none"> Toronto/the Greater Toronto 	<ul style="list-style-type: none"> Roche Gilead Sciences Amgen Sanofi Pasteur Health Canada/Santé Canada 	<ul style="list-style-type: none"> Pharmacy Administration and Pharmacy Policy and Regulatory Affairs Biotechnology Biology, General

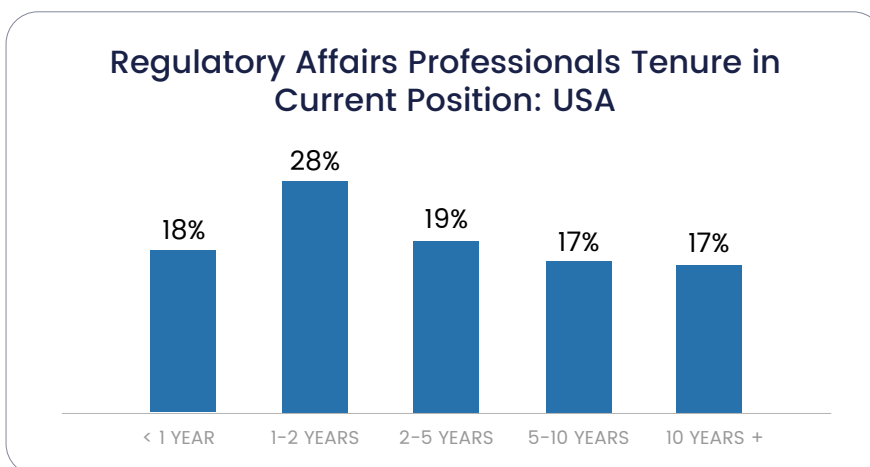
United States

The United States represents nearly 28,000 regulatory affairs professionals, including large concentrations in both the pharmaceutical and medical devices sectors (44% and 35% of US regulatory affairs professionals, respectively). However, biotechnology also boasts a significant share of the industry (20%), underscoring the significance of the three sectors within the country. The United States is the most diversified location across industries when compared to other global regions.

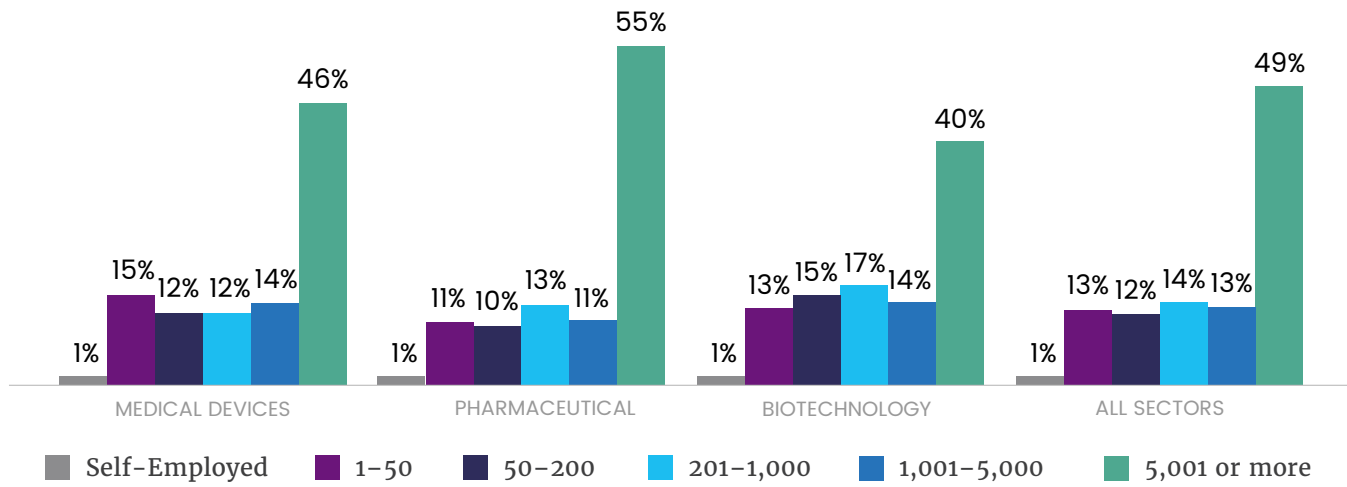


Consistent with global trends, most regulatory affairs professionals within the United States hold several years of tenure. Over three-quarters (77%) have ten years or more experience, this general theme holds true for professionals in medical devices, pharmaceutical, and biotechnology. Only 20% of regulatory affairs professionals in the US hold entry-level positions, which is the lowest of any global region. Moreover, only 7% are “open to work” according to their LinkedIn.com profile, which is also the lowest percentage globally, and may indicate the potential for less unemployment in the field when compared to other regions.

Similar to other locations, regulatory affairs professionals within the US are most often employed by large companies and enterprises, nearly half (49%) work for organizations of at least 5,000 employees or more. This is particularly true for those in the pharmaceutical sector, where 55% fall into this category.



Regulatory Affairs Professionals, Size of Company: USA



UNITED STATES REGIONS

The US is divided into four core regions as defined by the US Census Bureau³⁰. The Northeast region includes 9,600 total, or 34% of all regulatory professionals in the country. Compared to other regions, it is heavily focused on the pharmaceuticals sector (61%), with a lower concentration of those in medical devices (22%) and biotechnology (17%). At 7,200, or 26% of the share of regulatory affairs professionals, the West region is heaviest in medical devices (46%); followed by the South, with 5,800 total regulatory affairs professionals or 21% of employee market share, and the Midwest (5,366, or 19%).

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Midwest	47%	41%	12%	5,366
Northeast	22%	61%	17%	9,600
South	34%	47%	19%	5,800
West	46%	22%	32%	7,200

³⁰ US Census Regions may be found at: <https://www.census.gov/geographies/reference-maps/2010/geo/2010-census-regions-and-divisions-of-the-united-states.html>



MIDWEST

US Midwest regulatory affairs professionals most heavily represent educational specializations that include biology and chemistry. Important locations include Illinois and the greater Chicago metropolitan area.

	KEY LOCATION HUBS	LARGEST EMPLOYERS	EDUCATIONAL BACKGROUND
Medical Devices	<ul style="list-style-type: none"> Minneapolis Metro Area/Minnesota 	<ul style="list-style-type: none"> Medtronic Boston Scientific Abbott Stryker Cook Medical 	<ul style="list-style-type: none"> Biology Chemistry Business Administration and Management
Pharmaceutical	<ul style="list-style-type: none"> Chicago Metro Area/ Illinois 	<ul style="list-style-type: none"> AbbVie Eli Lilly and Company Pfizer Baxter International Inc. Medpace 	<ul style="list-style-type: none"> Biology Chemistry
Biotechnology	<ul style="list-style-type: none"> Chicago Metro Area/ Illinois Missouri 	<ul style="list-style-type: none"> Monsanto Company Bayer Crop Science Eli Lilly and Company Roche Corteva Agriscience 	<ul style="list-style-type: none"> Biology Chemistry



NORTHEAST

The US Northeast regulatory affairs community tend to represent educational backgrounds of pharmacy administration and pharmacy policy/regulatory affairs, biology, and chemistry. Large concentrations of professionals reside in large metropolitan areas (Boston, New York) and populous states (New Jersey).

	KEY LOCATION HUBS	LARGEST EMPLOYERS	EDUCATIONAL BACKGROUND
Medical Devices	<ul style="list-style-type: none"> Boston Metro Area/ Massachusetts New York Metro Area 	<ul style="list-style-type: none"> BD Strzker Philips Medtronic Boston Scientific 	<ul style="list-style-type: none"> Pharmacy Administration and Pharmacy Policy and Regulatory Affairs Biology Bioengineering and Biomedical Engineering

Pharmaceutical	<ul style="list-style-type: none"> • New York Metro Area • New Jersey • Pennsylvania 	<ul style="list-style-type: none"> • Merck • Pfizer • Novartis • Bristol Myers Squibb • Johnson & Johnson 	<ul style="list-style-type: none"> • Pharmacy Administration and Pharmacy Policy and Regulatory Affairs • Pharmacy • Biology
Biotechnology	<ul style="list-style-type: none"> • Boston Metro Area/ Massachusetts 	<ul style="list-style-type: none"> • Regeneron • Biogen • Takeda • Sanofi Genzyme • bluebird bio 	<ul style="list-style-type: none"> • Pharmacy Administration and Pharmacy Policy and Regulatory Affairs • Biology • Chemistry



SOUTH

The US South region encompasses concentrations of professionals with backgrounds in biology, chemistry, and business administration and management. Although spread throughout the region, many are clustered in the Washington DC, North Carolina, and Florida areas.

	KEY LOCATION HUBS	LARGEST EMPLOYERS	EDUCATIONAL BACKGROUND
Medical Devices	<ul style="list-style-type: none"> • Florida • Texas 	<ul style="list-style-type: none"> • Medtronic • BD • Smith & Nephew • Teleflex • Stryker 	<ul style="list-style-type: none"> • Bioengineering and Biomedical Engineering • Business administration and management
Pharmaceutical	<ul style="list-style-type: none"> • North Carolina • Washington, DC 	<ul style="list-style-type: none"> • AstraZeneca • FDA • GSK • Syneos Health • IQVIA 	<ul style="list-style-type: none"> • Biology • Chemistry • Pharmacy
Biotechnology	<ul style="list-style-type: none"> • North Carolina • Florida 	<ul style="list-style-type: none"> • FDA • AstraZeneca • MedImmune • BASK • Syngenta 	<ul style="list-style-type: none"> • Biology • Chemistry • Biotechnology



WEST

The US West regulatory affairs community is most concentrated with professionals with educational backgrounds in biology, chemistry, and pharmacy administration and pharmacy policy and regulatory affairs. Geographically, there are large clusters of regulatory affairs professionals throughout California, including the San Francisco Bay metropolitan and Los Angeles metropolitan areas.

	KEY LOCATION HUBS	LARGEST EMPLOYERS	EDUCATIONAL BACKGROUND
Medical Devices	<ul style="list-style-type: none"> California, including San Francisco and Los Angeles Metro Areas 	<ul style="list-style-type: none"> Medtronic Abbott BD Edwards Lifesciences Stryker 	<ul style="list-style-type: none"> Pharmacy Administration and Pharmacy Policy and Regulatory Affairs Bioengineering and Biomedical Engineering Biology
Pharmaceutical	<ul style="list-style-type: none"> California, including San Francisco and Los Angeles Metro Areas 	<ul style="list-style-type: none"> Gilead Sciences Genentech Amgen AbbVie Pfizer 	<ul style="list-style-type: none"> Biology Chemistry Pharmacy
Biotechnology	<ul style="list-style-type: none"> California, including San Francisco and Los Angeles Metro Areas 	<ul style="list-style-type: none"> Genentech Amgen Gilead Sciences BioMarin Pharmaceutical Inc. Seagen 	<ul style="list-style-type: none"> Biology Pharmacy Administration and Pharmacy Policy and Regulatory Affairs

Data Tables:

NORTH AMERICAN TOTAL



Regulatory Affairs Professionals:
North American Total

Sector/Number

% Open to Work



MEDICAL DEVICES
10,352

7%



PHARMACEUTICAL
14,087

7%



BIOTECHNOLOGY
5,978

8%



TOTAL
30,417

7%

Average Years Experience: North American Total

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	0%	0%	0%	0%
1-2 years	2%	2%	2%	2%
2-5 years	6%	6%	7%	6%
5-10 years	16%	16%	16%	16%
10 years or more	76%	77%	75%	76%

Years in Current Position: North American Total

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	17%	17%	23%	18%
1-2 years	28%	27%	32%	28%
2-5 years	20%	20%	18%	20%
5-10 years	17%	19%	14%	17%
10 years or more	18%	17%	13%	17%

Job Level: North American Total

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	39%	38%	39%	38%
Entry	23%	21%	17%	21%
Director	16%	22%	22%	20%
Manager	9%	9%	10%	9%
VP	9%	7%	9%	8%
Training	0%	1%	1%	1%
Owner	1%	1%	1%	1%
CXO	1%	1%	2%	1%
Unpaid	0%	0%	0%	0%
Partner	0%	0%	1%	1%

CANADA



Regulatory Affairs Professionals: Canada

Sector/Number % Open to Work



MEDICAL DEVICES
452

14%



PHARMACEUTICAL
1,687

13%



BIOTECHNOLOGY
312

16%



TOTAL
2,451

14%

Average Years Experience: Canada

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	0%	0%	0%	0%
1-2 years	2%	2%	3%	2%
2-5 years	9%	10%	7%	9%
5-10 years	20%	21%	24%	21%
10 years or more	68%	66%	66%	66%

Years in Current Position: Canada

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	17%	18%	21%	18%
1-2 years	34%	30%	34%	31%
2-5 years	17%	22%	21%	21%
5-10 years	17%	16%	15%	16%
10 years or more	17%	15%	9%	14%

Job Level: Canada

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	37%	22%	41%	28%
Entry	28%	42%	27%	36%
Director	18%	17%	13%	17%
Manager	11%	11%	11%	11%
VP	4%	4%	3%	4%
Training	0%	1%	1%	1%
Owner	0%	1%	1%	1%
CXO	1%	1%	1%	1%
Unpaid	0%	0%	0%	0%
Partner	0%	1%	1%	1%

Years in Current Position: British Columbia

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	18%	23%	16%	19%
1-2 years	27%	34%	41%	33%
2-5 years	6%	9%	19%	10%
5-10 years	33%	16%	13%	22%
10 years or more	16%	18%	13%	16%

Job Level: British Columbia

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	42%	27%	39%	36%
Entry	21%	37%	18%	26%
Director	14%	15%	18%	15%
Manager	15%	8%	16%	13%
VP	5%	7%	5%	5%
Training	0%	0%	0%	0%
Owner	2%	3%	2%	2%
CXO	2%	2%	0%	1%
Unpaid	0%	0%	0%	0%
Partner	0%	0%	2%	1%

Subregion Showcase:
QUEBEC³²



Regulatory Affairs Professionals: Quebec

Sector/Number % Open to Work



MEDICAL DEVICES

65

14%



PHARMACEUTICAL

484

9%



BIOTECHNOLOGY

63

22%



TOTAL

612

11%

Average Years Experience: Quebec

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	0%	0%	0%	0%
1-2 years	2%	3%	5%	3%
2-5 years	5%	7%	5%	7%
5-10 years	17%	15%	24%	16%
10 years or more	77%	76%	66%	75%

³² Quebec is included within the North American data tables and is reported here as a separate break-out due to its large market share.

Years in Current Position: Quebec

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	10%	17%	19%	16%
1-2 years	29%	22%	27%	24%
2-5 years	15%	27%	27%	25%
5-10 years	19%	17%	19%	18%
10 years or more	27%	17%	8%	17%

Job Level: Quebec

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	47%	40%	37%	41%
Entry	14%	31%	27%	29%
Director	24%	13%	14%	14%
Manager	7%	8%	10%	8%
VP	5%	3%	6%	4%
Training	0%	2%	4%	2%
Owner	0%	1%	0%	0%
CXO	3%	1%	1%	1%
Unpaid	0%	0%	0%	0%
Partner	0%	1%	0%	0%

Years in Current Position: Ontario

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	17%	18%	21%	18%
1-2 years	37%	33%	35%	34%
2-5 years	18%	21%	22%	20%
5-10 years	13%	15%	12%	14%
10 years or more	15%	14%	9%	14%


Job Level: Ontario

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	34%	7%	44%	20%
Entry	33%	51%	29%	43%
Director	17%	20%	11%	18%
Manager	10%	13%	10%	12%
VP	3%	4%	1%	3%
Training	0%	1%	0%	1%
Owner	0%	1%	1%	1%
CXO	1%	1%	2%	1%
Unpaid	0%	0%	0%	0%
Partner	1%	1%	1%	1%

UNITED STATES



Regulatory Affairs Professionals:
United States

Sector/Number	% Open to Work
 MEDICAL DEVICES 9,900	7%
 PHARMACEUTICAL 12,400	7%
 BIOTECHNOLOGY 5,666	7%
 TOTAL 27,966	7%

Average Years Experience: United States

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	0%	0%	0%	0%
1-2 years	2%	1%	2%	2%
2-5 years	6%	5%	7%	6%
5-10 years	16%	15%	16%	15%
10 years or more	76%	78%	76%	77%

Years in Current Position: United States

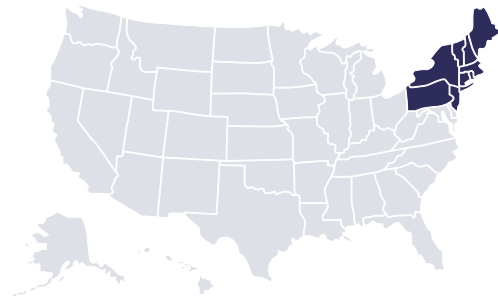
	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	17%	17%	23%	18%
1-2 years	28%	26%	32%	28%
2-5 years	20%	20%	18%	19%
5-10 years	17%	19%	13%	17%
10 years or more	18%	18%	13%	17%

Job Level: United States

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	39%	39%	38%	39%
Entry	23%	19%	16%	20%
Director	16%	22%	22%	20%
Manager	9%	9%	10%	9%
VP	9%	7%	9%	8%
Training	0%	1%	1%	1%
Owner	1%	1%	1%	1%
CXO	1%	1%	2%	1%
Unpaid	0%	0%	0%	0%
Partner	0%	0%	1%	0%

US NORTHEAST REGION

Includes: Connecticut, Massachusetts, Maine, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont



Regulatory Affairs Professionals: US Northeast Region

Sector/Number % Open to Work



MEDICAL DEVICES
2,100

6%



PHARMACEUTICAL
5,900

5%



BIOTECHNOLOGY
1,600

5%



TOTAL
9,600

5%

Average Years Experience: US Northeast Region

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	0%	0%	0%	0%
1-2 years	2%	1%	2%	2%
2-5 years	6%	5%	7%	6%
5-10 years	16%	15%	17%	15%
10 years or more	75%	79%	75%	77%

Years in Current Position: US Northeast Region

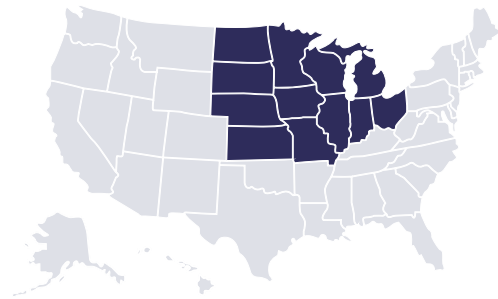
	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	18%	17%	26%	19%
1-2 years	29%	27%	36%	29%
2-5 years	19%	19%	17%	19%
5-10 years	17%	19%	11%	17%
10 years or more	18%	18%	10%	16%

Job Level: US Northeast Region

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	38%	39%	39%	39%
Entry	23%	17%	12%	17%
Director	17%	25%	24%	23%
Manager	10%	9%	9%	9%
VP	9%	8%	10%	8%
Training	1%	0%	1%	1%
Owner	1%	1%	1%	1%
CXO	1%	1%	2%	1%
Unpaid	0%	0%	0%	0%
Partner	0%	0%	1%	0%

US MIDWEST REGION

Includes: Iowa, Illinois, Indiana, Kansas, Minnesota, Michigan, Missouri, North Dakota, Nebraska, Ohio, South Dakota, Wisconsin



Regulatory Affairs Professionals: US Midwest Region

Sector/Number % Open to Work



MEDICAL DEVICES
2,500

6%



PHARMACEUTICAL
2,200

7%



BIOTECHNOLOGY
666

8%



TOTAL
5,366

7%

Average Years Experience: US Midwest Region

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	0%	0%	0%	0%
1-2 years	1%	1%	2%	1%
2-5 years	6%	4%	6%	5%
5-10 years	16%	14%	16%	15%
10 years or more	76%	81%	76%	78%

Years in Current Position: US Midwest Region

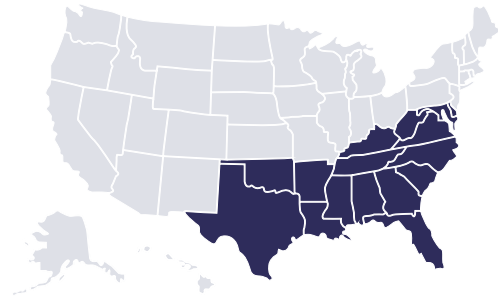
	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	17%	16%	19%	17%
1-2 years	27%	24%	31%	26%
2-5 years	22%	21%	20%	21%
5-10 years	17%	19%	14%	18%
10 years or more	17%	18%	17%	18%

Job Level: US Midwest Region

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	41%	42%	43%	42%
Entry	25%	20%	17%	22%
Director	16%	19%	18%	17%
Manager	8%	10%	10%	9%
VP	7%	5%	6%	6%
Training	1%	0%	1%	0%
Owner	1%	1%	1%	1%
CXO	1%	1%	2%	1%
Unpaid	0%	0%	0%	0%
Partner	0%	1%	1%	1%

US SOUTH REGION

Includes: Alabama, Arkansas, District of Columbia, Delaware, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, West Virginia



Regulatory Affairs Professionals: US South Region

Sector/Number

% Open to Work



MEDICAL DEVICES

2,000

9%



PHARMACEUTICAL

2,700

9%



BIOTECHNOLOGY

1,100

9%



TOTAL

5,800

9%

Average Years Experience: US South Region

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	0%	0%	0%	0%
1-2 years	1%	1%	2%	1%
2-5 years	6%	5%	6%	5%
5-10 years	15%	16%	11%	15%
10 years or more	78%	78%	80%	78%

Years in Current Position: US South Region

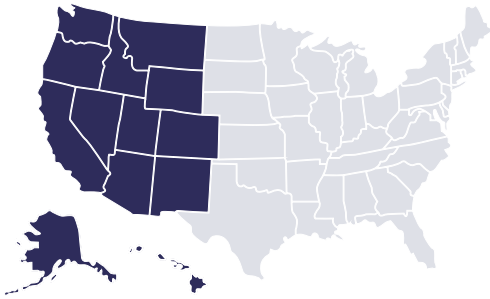
	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	17%	17%	23%	18%
1-2 years	27%	25%	29%	26%
2-5 years	18%	21%	18%	19%
5-10 years	20%	19%	16%	19%
10 years or more	19%	18%	14%	18%

Job Level: US South Region

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	38%	38%	37%	38%
Entry	23%	22%	20%	22%
Director	17%	20%	20%	19%
Manager	9%	9%	9%	9%
VP	9%	7%	8%	8%
Training	0%	1%	1%	1%
Owner	2%	1%	2%	1%
CXO	1%	1%	2%	2%
Unpaid	0%	0%	0%	0%
Partner	1%	0%	1%	1%

US WEST REGION

Includes: Arkansas, Arizona, California, Colorado, Hawaii, Idaho, Montana, New Mexico, Nevada, Oregon, Utah, Washington, Wyoming



Regulatory Affairs Professionals: US West Region

Sector/Number % Open to Work



MEDICAL DEVICES

3,300

6%



PHARMACEUTICAL

1,600

8%



BIOTECHNOLOGY

2,300

8%



TOTAL

7,200

7%

Average Years Experience: US West Region

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	0%	0%	0%	0%
1-2 years	2%	2%	2%	2%
2-5 years	6%	6%	7%	6%
5-10 years	16%	15%	17%	16%
10 years or more	75%	76%	74%	75%

Years in Current Position: US West Region

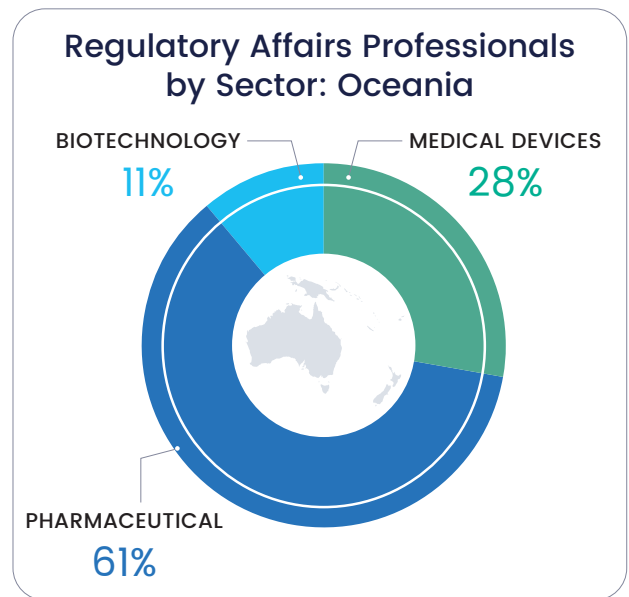
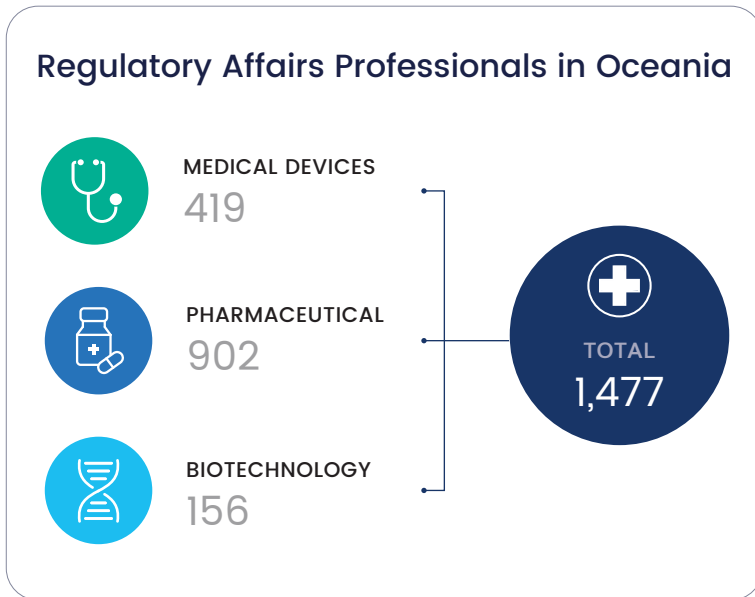
	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	18%	18%	23%	19%
1-2 years	29%	30%	32%	30%
2-5 years	20%	18%	18%	19%
5-10 years	16%	17%	14%	15%
10 years or more	17%	16%	14%	16%

Job Level: US West Region

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	38%	37%	37%	38%
Entry	23%	18%	17%	20%
Director	16%	22%	23%	19%
Manager	9%	9%	10%	9%
VP	11%	9%	9%	10%
Training	0%	1%	1%	1%
Owner	1%	1%	1%	1%
CXO	2%	2%	2%	2%
Unpaid	0%	0%	0%	0%
Partner	0%	0%	1%	0%

Oceania

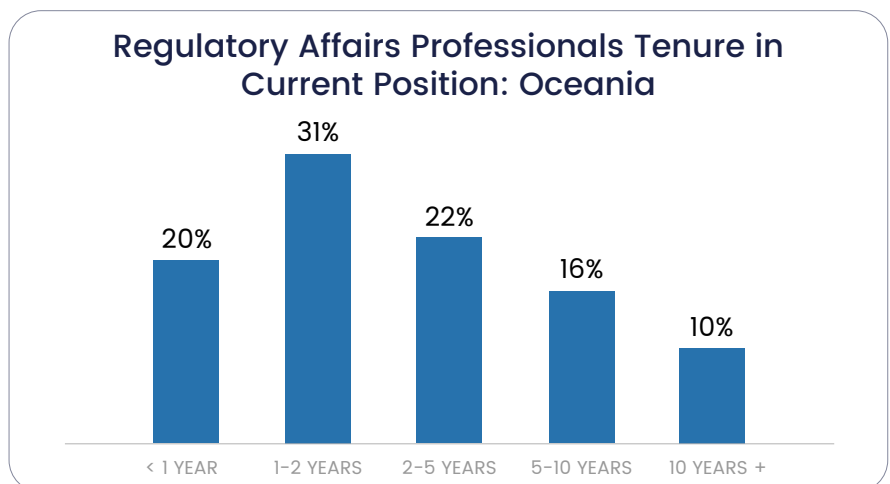
Oceania is divided into five regions including Australia, New Zealand, Melanesia, Micronesia, and Polynesia.³⁴ The vast majority of Oceania regulatory affairs professionals are located in Australia (89%) and New Zealand (10%). At 61%, the pharmaceutical sector represents the largest proportion of regulatory professionals in the region. Medical devices and biotechnology represent significant but smaller shares at 28% and 11%, respectively.



Only 12% of regulatory affairs professionals in Oceania indicate being “open to work” through their LinkedIn.com networking profile status. Globally, this is among the lowest of all regions. Only North America at 7% has a lower share of professionals that are looking for new opportunities. Moreover, along with North America (21%) and Europe (29%), Oceania has the lowest percentage of professionals with entry-level positions (29%).

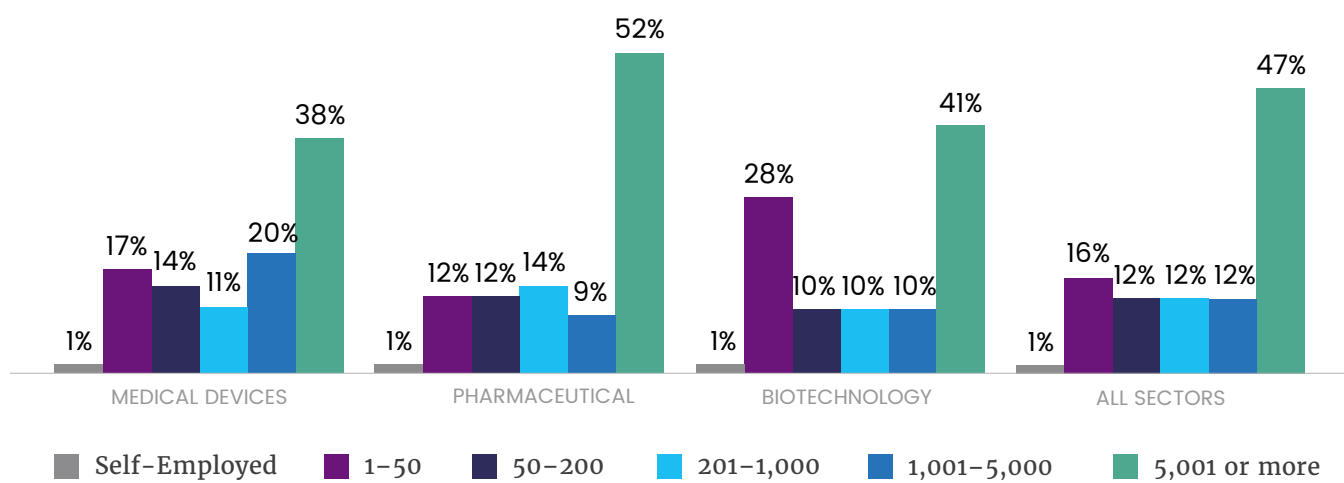
As a group, regulatory affairs professionals within Oceania may be fairly mobile within their job roles. Over half (51%) have remained in their current position for just two years or less. Regionally, only Latin America and the Caribbean (53%) have more professionals that have been in their role for a short period of time.

Consistent with other regions and locations in the world, regulatory affairs professionals in Oceania are most likely to work for companies with many staff. For instance, almost half (47%) of professionals work for large companies above 5,000 employees.



³⁴ Only three regulatory professionals are reported from Melanesia, Micronesia, and Polynesia combined. Although these individuals are included in the sum total number of Oceania regulatory professionals, the three regions are not included represented as individual sections within the report.

Regulatory Affairs Professionals, Size of Company: Oceania



OCEANIA REGIONS

Australia is the largest region in Oceania for professionals in regulatory affairs with 1,321 staff total. New Zealand follows behind with a total 153 professionals. Melanesia, Micronesia, and Polynesia do not have a significant number of professionals and are not included in the tables or sections below.

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Australia	28%	61%	11%	1,321
New Zealand	35%	57%	8%	153



AUSTRALIA

Australia's regulatory affairs specializations tend to draw most heavily from the educational areas of chemistry, biochemistry, pharmacy, pharmacology, and engineering. The largest populations of those working within regulatory affairs are located in Sydney or Melbourne and their respective metro areas.

Medical Devices

KEY LOCATION HUBS	LARGEST EMPLOYERS	EDUCATIONAL BACKGROUND
<ul style="list-style-type: none"> Sydney Melbourne 	<ul style="list-style-type: none"> Cochlear Medtronic ResMed Cook Medical BD 	<ul style="list-style-type: none"> Engineering

Pharmaceutical	<ul style="list-style-type: none"> • Sydney • Melbourne 	<ul style="list-style-type: none"> • Pfizer • Seqirus • Sanofi • Syneos Health • Viatris 	<ul style="list-style-type: none"> • Chemistry • Biochemistry • Pharmacy • Pharmacology
Biotechnology	<ul style="list-style-type: none"> • Melbourne • Sydney 	<ul style="list-style-type: none"> • CSL Behring • Roche • Gilead Sciences • Amgen • Starpharma 	<ul style="list-style-type: none"> • Biotechnology



NEW ZEALAND





New Zealand's regulatory affairs specializations tend to draw most heavily from the educational areas of chemistry, pharmacy, pharmaceutical sciences, and mechanical engineering. The largest population centers of those working within regulatory affairs are located in Auckland and its metro areas.

	KEY LOCATION HUBS	LARGEST EMPLOYERS	EDUCATIONAL BACKGROUND
Medical Devices	<ul style="list-style-type: none"> • Auckland 	<ul style="list-style-type: none"> • Fisher & Paykel Healthcare • Enztec • The Insides Company • Rex bionics • Rhondium 	<ul style="list-style-type: none"> • Mechanical Engineering
Pharmaceutical	<ul style="list-style-type: none"> • Auckland 	<ul style="list-style-type: none"> • Douglas Pharmaceuticals • AFT Pharmaceuticals • Mylan • Pharmaco NZ and Australia Ltd • API Consumer Brands 	<ul style="list-style-type: none"> • Chemistry • Pharmacy • Pharmaceutical Sciences
Biotechnology	<ul style="list-style-type: none"> • Auckland 	<ul style="list-style-type: none"> • Cannasouth Bioscience Limited • Canterbury Scientific Ltd • Pictor • Roche • NZCTA Young Associates 	<ul style="list-style-type: none"> • No Major Specializations

Data Tables:
OCEANIA TOTAL



**Regulatory Affairs Professionals:
Oceania Total**

Sector/Number	% Open to Work
 MEDICAL DEVICES 419	14%
 PHARMACEUTICAL 902	11%
 BIOTECHNOLOGY 156	14%
 TOTAL 1,477	12%

Average Years Experience: Oceania Total

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	0%	0%	1%	0%
1-2 years	3%	2%	2%	2%
2-5 years	11%	6%	12%	8%
5-10 years	25%	20%	21%	22%
10 years or more	62%	72%	64%	68%

Years in Current Position: Oceania Total

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	20%	19%	24%	20%
1-2 years	32%	30%	36%	31%
2-5 years	22%	23%	19%	22%
5-10 years	16%	17%	13%	16%
10 years or more	10%	11%	9%	10%

Job Level: Oceania Total

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	41%	49%	45%	47%
Entry	27%	31%	24%	29%
Director	11%	10%	12%	10%
Manager	15%	7%	13%	10%
VP	3%	1%	3%	2%
Training	0%	1%	1%	1%
Owner	1%	1%	1%	1%
CXO	0%	0%	1%	0%
Unpaid	0%	0%	0%	0%
Partner	0%	0%	1%	0%

AUSTRALIA



Regulatory Affairs Professionals: Australia

Sector/Number

% Open to Work



MEDICAL DEVICES
366

13%



PHARMACEUTICAL
812

10%



BIOTECHNOLOGY
143

13%



TOTAL
1,321

11%

Average Years Experience: Australia

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	0%	0%	0%	0%
1-2 years	3%	2%	2%	2%
2-5 years	11%	5%	13%	8%
5-10 years	24%	20%	22%	21%
10 years or more	62%	73%	63%	69%

Years in Current Position: Australia

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	20%	19%	23%	20%
1-2 years	33%	29%	34%	31%
2-5 years	22%	23%	20%	22%
5-10 years	16%	17%	14%	17%
10 years or more	10%	11%	9%	11%

Job Level: Australia

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	40%	49%	45%	46%
Entry	27%	31%	25%	29%
Director	11%	10%	13%	11%
Manager	16%	7%	12%	10%
VP	3%	1%	4%	2%
Training	0%	1%	1%	1%
Owner	1%	1%	1%	1%
CXO	0%	0%	0%	0%
Unpaid	0%	0%	0%	0%
Partner	0%	0%	1%	0%

NEW ZEALAND



Regulatory Affairs Professionals:
New Zealand

Sector/Number

% Open to Work



MEDICAL DEVICES

53

21%



PHARMACEUTICAL

87

18%



BIOTECHNOLOGY

13

31%



TOTAL

153

20%

Average Years Experience: New Zealand

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	0%	0%	8%	1%
1-2 years	0%	1%	0%	1%
2-5 years	10%	10%	0%	9%
5-10 years	31%	23%	17%	25%
10 years or more	60%	66%	75%	64%

Years in Current Position: New Zealand

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Less than 1 year	21%	16%	25%	19%
1-2 years	29%	39%	50%	36%
2-5 years	23%	20%	17%	21%
5-10 years	17%	14%	0%	14%
10 years or more	10%	11%	8%	10%

Job Level: New Zealand

	MEDICAL DEVICES (%)	PHARMACEUTICAL (%)	BIOTECHNOLOGY (%)	ALL SECTORS (TOTAL)
Senior	46%	49%	53%	48%
Entry	29%	33%	18%	30%
Director	7%	7%	0%	6%
Manager	12%	5%	24%	9%
VP	4%	2%	0%	3%
Training	0%	0%	0%	0%
Owner	1%	1%	0%	1%
CXO	0%	1%	6%	1%
Unpaid	0%	2%	0%	1%
Partner	0%	1%	0%	1%



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