



FRANCE

PARIS

ACCOUNTING & FINANCE

Our accounting & finance division within the commerce and industry sector recruits for permanent roles across a broad range of sectors including FMCG, retail, manufacturing and pharmaceuticals.

Market Overview

After two years of continuous growth, recruitment activity in the accounting and finance market began to decline in October as a result of the ongoing global market uncertainty and we expect this to continue into 2009. Market conditions affected both candidate and client confidence levels, which in turn led to a lengthening of the recruitment process. The change in the economic climate also led to an end to the high wage inflation seen in the last two years.

There were two major recruitment trends witnessed in 2008: firstly, global economic uncertainty led to an increased focus on risk, control and credit management and we saw requirements for professionals with these skill sets increase.

Demand for consolidation, treasury and accountancy professionals also increased, at both the junior and senior levels. Senior executives with experience in crisis management and restructuring were also in demand as a result of market volatility. These factors, coupled with the continuing reduction of professionals in the market due to the ageing French population (the Papy boom) will mean that high salaries will be paid within these more specialist disciplines.

The second major recruitment trend of 2008 was a reduction in salaries for generalists with limited experience in management, mobility and languages. Overall the market will be tougher in 2009 as many companies slow, postpone or freeze recruitment programmes and cope with productivity action plans.

Overall though, salary levels for the highest potential candidates (whether specialist or generalists) will remain positive as companies seek to retain ambitious professionals with the right attitude to face difficult market conditions.

Many candidates were reluctant to move organisations in a changing market and companies will have to work hard to convince candidates of their long-term vision, career development and working environment in order to secure high calibre candidates in 2009. We anticipate many organisations will take advantage of this market to reassess their headcount requirements, widening the skill sets available to them in order to invest in the future and hire tomorrow's managers.

ROLE	PERMANENT SALARY PER ANNUM €					
	3 - 6 YRS' EXP		6 - 10 YRS' EXP		10+ YRS' EXP	
	2008	2009	2008	2009	2008	2009
Chief Financial Officer			€130 - 200k	€130 - 200k	€130 - 250k	€130 - 250k
Finance Director			€100 - 160k	€100 - 160k	€120 - 200k	€120 - 200k
M&A			€90 - 130k	€90 - 130k	€130 - 200k	€130 - 200k
Controller	€55 - 80k	€55 - 80k	€70 - 95k	€70 - 95k	€80 - 125k	€80 - 125k
Internal Audit	€45 - 80k	€45 - 80k	€75 - 120k	€75 - 120k	€90 - 150k	€90 - 150k
Risk Manager	€50 - 70k	€50 - 70k	€60 - 90k	€60 - 90k	€90 - 120k	€90 - 120k
Consolidation Reporting	€45 - 85k	€50 - 90k	€75 - 90k	€80 - 100k	€90 - 120k	€95 - 120k
Accounting Manager			€65 - 100k	€65 - 100k	€85 - 120k	€85 - 120k
Treasurer	€40 - 80k	€40 - 80k	€60 - 90k	€60 - 90k	€90 - 100k	€90 - 100k
Credit Manager	€35 - 70k	€35 - 70k	€65 - 90k	€65 - 90k	€85 - 95k	€85 - 95k
Business Analyst	€45 - 70k	€45 - 70k	€60 - 90k	€60 - 90k	€75 - 95k	€75 - 95k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

PARIS

BANKING & FINANCIAL SERVICES

Our investment banking division recruits across investment banking, retail banking, asset management and private banking. We cover front to back office positions at all levels of seniority and also recruit for finance divisions within banks.

Market Overview **Investment Banking/Asset Management**

The investment banking sector bore the brunt of the downturn in the financial markets in 2008. As a result, the sector experienced reduced recruitment activity in front office in structured and cash products divisions. The credit derivatives market was the most impacted due to its direct links to the sub-prime market.

A number of banking divisions escaped the effects of the economic downturn. Project finance continued to witness recruitment activity due to the continuation of deals. As a result, vacancies remained open in infrastructure funds, particularly for senior candidates with established client portfolios. However, the reticence of the banks to grant loans could limit investment possibilities in 2009. Many professionals in front office positions will not receive salary rises or bonuses in 2009 due to the impact of the financial crisis.

In contrast, risk and compliance professionals were in high demand, and as a result salary levels actually increased throughout 2008. Back and middle office candidates also received the same or slightly higher salaries due to the shortage of resource in this area. However, candidates were only willing to leave their present employer if the salary increase on offer was substantial enough to justify the risk of moving roles in an uncertain market. In most cases banks were willing to satisfy candidate salary requests to make sure they not only secured the best candidates but also to send an important signal to the market and

their shareholders that they were taking risk and compliance seriously.

Private Banking

The wealth management sector continued recruiting in spite of the downturn in the financial services markets. Senior rather than junior bankers were in highest demand. In particular, private banks were looking for candidates who could bring immediate skills, existing clientele and downturn management experience combined with good knowledge of financial products and legal and fiscal regulations. Some private banks took the opposite approach and recruited juniors as assistants to senior bankers with the aim of training and developing them for the future.

Retail Banking

Recruitment activity across the retail banking sector remained largely stable in 2008. The financial crisis did have an effect but the need to compensate for the ageing French population will ensure the robustness of the market until at least 2010.

The banking mergers that occurred during 2008 will allow French banks to grow to a European or even a worldwide size in the coming years. To facilitate this growth, 2009 will see retail banks looking for candidates with high potential who can rapidly adapt to the fast growing complexities of retail banking.

PARIS

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM €					
	5 - 7 YRS' EXP		7 - 12 YRS' EXP		12+ YRS' EXP	
	2008	2009	2008	2009	2008	2009
Investment Banking						
Asset Manager	€55 - 90k	€55 - 90k	€90 - 150k	€90 - 120k	€120 - 200k	€90 - 150k
Arbitrage/Trader	€60 - 70k	€60 - 90k	€65 - 110k	€65 - 110k	€80 - 170k	€80 - 150k
Broker & Sales	€55 - 60k	€55 - 100k	€60 - 110k	€60 - 150k	€100 - 200k	€60 - 150k
Sell/Buy Side Analyst	€55 - 90k	€55 - 90k	€60 - 140k	€60 - 100k	€80 - 200k	€80 - 150k
M&A/Capital Risk/Project Finance	€50 - 80k	€50 - 80k	€60 - 110k	€60 - 120k	€90 - 200k	€90 - 150k
Risk Manager	€45 - 60k	€50 - 90k	€50 - 90k	€80 - 100k	€70 - 130k	€80 - 150k
Quantitative Research	€50 - 80k	€50 - 80k	€70 - 100k	€70 - 100k	€80 - 140k	€80 - 120k
Compliance	€45 - 60k	€50 - 90k	€55 - 110k	€80 - 120k	€80 - 140k	€80 - 150k
Finance Controller	€50 - 75k	€50 - 75k	€60 - 110k	€60 - 110k	€80 - 120k	€80 - 130k
Accounting/Consolidation	€60 - 80k	€60 - 80k	€50 - 90k	€50 - 90k	€80 - 140k	€80 - 140k
Audit	€60 - 90k	€60 - 90k	€70 - 130k	€70 - 130k	€110 - 150k	€110 - 150k
Middle Office	€45 - 70k	€45 - 70k	€50 - 90k	€50 - 90k	€70 - 140k	€70 - 120k
Back Office	€35 - 60k	€35 - 60k	€50 - 100k	€50 - 100k	€70 - 120k	€70 - 120k
Private Banking	€50 - 70k	€55 - 70k	€60 - 100k	€60 - 120k	€90 - 200k	€80 - 150k
Retail Banking						
Credit Analyst	€45 - 60k	€45 - 60k	€60 - 80k	€60 - 85k	€60 - 80k	€60 - 85k
Agency Director	€45 - 75k	€45 - 80k	€55 - 80k	€55 - 85k	€60 - 80k	€65 - 85k
Private Client Advisor	€45 - 65k	€45 - 65k	€50 - 70k	€50 - 70k	€55 - 90k	€55 - 90k
Enterprise Advisor	€50 - 65k	€50 - 65k	€60 - 70k	€60 - 70k	€60 - 70k	€60 - 70k

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PARIS

HUMAN RESOURCES

Our human resources division recruits HR executives for permanent positions throughout France, across a broad range of business sectors.

Market Overview

The implementation of corporate restructuring and change management programmes in response to the challenging market conditions ensured it was a busy year for HR professionals. Unsurprisingly, HR professionals with experience in these areas were in highest demand. With the market likely to continue to tighten in 2009, those candidates who demonstrate a willingness to relocate for the right role will benefit most.

Outlook for 2009

Looking ahead to 2009 we expect highly qualified candidates with career management, international mobility, HR information systems and HR control experience to be in the strongest demand. In contrast, graduates with little industry experience may struggle to find their first role, as organisations focus on recruiting proven and experienced professionals who can immediately add value to HR business strategy.

During quarter four, salary uplifts for HR professionals moving roles were very small and we therefore expect remuneration levels to be largely static across the board in 2009.

ROLE	PERMANENT SALARY PER ANNUM €					
	3 - 5 YRS' EXP		5 - 10 YRS' EXP		10+ YRS' EXP	
	2008	2009	2008	2009	2008	2009
HR Director/Manager	€45 - 55k	€45 - 55k	€50 - 75k	€50 - 75k	€80 - 180k	€75 - 180k
Compensation & Benefits	€45 - 60k	€45 - 60k	€70 - 90k	€70 - 95k	€90 - 150k	€90 - 150k
Training & Development	€45 - 60k	€45 - 60k	€70 - 90k	€65 - 90k	€80 - 120k	€80 - 120k
Recruitment Manager	€35 - 45k	€35 - 45k	€50 - 75k	€50 - 75k	€70 - 90k	€70 - 90k
Labour Law			€50 - 90k	€50 - 90k	€70 - 130k	€70 - 130k
Personnel & Administration			€45 - 65k	€45 - 70k	€55 - 80k	€65 - 85k

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PARIS

INFORMATION TECHNOLOGY & CONSULTING

Consulting

Our consultancy division focuses on the recruitment of high calibre candidates with outstanding academic and professional track records into leading consultancy firms across France.

Market Overview

Although the major management consultancy firms performed exceptionally well in the first half of 2008, recruitment activity slowed significantly towards the end of the year. Consultancy firms that traditionally hired a large number of graduates began to focus on the recruitment of smaller numbers of more experienced and specialist candidates who could immediately add value on client engagements. Competition for these specialist candidates was extremely high with headhunting activity between competing firms particularly prevalent.

Despite increased demand for specialist skill sets, we do not expect salaries to increase significantly in 2009. The ongoing uncertainty in the market may even lead to an overall decrease in packages due to the smaller bonus pools available.

Information Technology

Our information technology division recruits permanent positions throughout France across a broad range of business sectors.

Market Overview

Despite the downturn in the financial services sector, IT recruitment remained relatively buoyant during 2008. A number of large corporations embarked upon major IT convergence, infrastructure and ERP projects, creating a continued demand for candidates throughout the year. Those professionals in highest demand possessed ERP experience

and both technical and functional skill sets. We expect that security and network specialists will be in strong demand in 2009.

Generalist IT salaries are expected to remain static in 2009. However, candidates specialising in technical or functional architecture may be able to command salary premiums. Employers should be aware that as the market tightens, salary premiums will need to be considered to persuade the highest calibre candidates to switch jobs.

ROLE	PERMANENT SALARY PER ANNUM €					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2008	2009	2008	2009	2008	2009
Consulting						
Strategy	€70 - 140k	€70 - 140k	€150 - 250k	€150 - 250k	€300k+	€300k+
Organisation & Management	€50 - 80k	€50 - 80k	€80 - 140k	€80 - 140k	€150k+	€150k+
Information Technology						
Chief Information Officer			€100 - 150k	€100 - 150k	€150k+	€150k+
Chief Technology Officer			€80 - 130k	€80 - 130k	€130k+	€130k+
IT Manager	€45 - 65k	€45 - 65k	€65 - 90k	€65 - 90k	€75 - 100k	€80 - 100k
Programme Manager			€80 - 110k	€80 - 100k	€110k+	€100k+
Systems/Technical Architect	€55 - 60k	€55 - 60k	€55 - 90k	€55 - 90k	€90 - 110k	€90 - 110k
ERP/CRM Implementation	€52 - 75k	€50 - 70k	€65 - 115k	€65 - 110k	€110k+	€110k+
Security Specialist	€55 - 80k	€60 - 75k	€80 - 95k	€75 - 95k	€90k+	€95k+
Project Manager	€55 - 75k	€55 - 75k	€65 - 85k	€65 - 85k	€80 - 100k	€80 - 100k
Network Administrator	€45 - 55k	€40 - 50k	€50 - 60k	€50 - 60k	€50 - 60k	€50 - 60k
IS Audit	€47 - 55k	€45 - 60k	€70 - 80k	€60 - 80k	€80 - 95k	€80 - 95k
Oracle/Sybase DBA & Dev	€42 - 60k	€45 - 60k	€42 - 90k	€50 - 90k	€42 - 90k	€50 - 90k

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PARIS

INSURANCE

Our insurance division identifies and selects executives for permanent positions throughout the insurance industry across France.

Market Overview

Despite the downturn in the financial markets, recruitment activity across the insurance industry remained relatively strong throughout 2008. Factors such as pensions, Solvency II and, more recently, the strengthening of risk control policies meant that insurance organisations still sought to hire finance professionals with strong control, technical and accounting experience. Salaries for these professionals remained largely stable during

2008 with premiums paid for only the highest calibre talent. During 2009, we expect to see a degree of salary inflation for finance professionals across this particular market.

In addition, sales professionals were also in strong demand as brokers and insurance companies looked to expand their portfolios into new markets, with the life sector a particular focus for growth. We expect salaries for these professionals to rise in 2009.

ROLE	PERMANENT SALARY PER ANNUM €					
	3 - 6 YRS' EXP		6 - 10 YRS' EXP		10+ YRS' EXP	
	2008	2009	2008	2009	2008	2009
Qualified Actuary	€40 - 70k	€40 - 70k	€60 - 100k	€60 - 105k	€70 - 130k	€70 - 130k
Non-qualified Actuary	€30 - 50k	€30 - 55k	€45 - 70k	€45 - 75k	€50 - 90k	€55 - 95k
Underwriter	€30 - 60k	€35 - 60k	€45 - 85k	€45 - 85k	€50 - 120k	€55 - 120k
Client Manager	€30 - 65k	€35 - 70k	€50 - 95k	€55 - 105k	€55 - 120k	€65 - 120k
Commercial	€20 - 45k	€20 - 45k	€35 - 70k	€35 - 70k	€40 - 110k	€40 - 110k

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PARIS

INTERIM MANAGEMENT

Interim management involves the placement of highly qualified managers and senior managers within an organisation for a defined period of time. These highly skilled individuals work at the complete disposal of an organisation, taking on operational responsibilities within the framework of a well defined role or project. Interim managers work on a self-employed basis and Robert Walters invoices operational consultancy fees.

Market Overview

Despite uncertainty in the financial services market, the interim management sector experienced continued growth throughout 2008 and is now regarded as a highly important part of the French employment market. Interim managers with finance and management experience were in highest demand as organisations looked to augment their internal systems and processes.

This trend is likely to continue in 2009 as organisations look to counteract the downturn through the implementation of cost management and cost saving initiatives.

High quality interim managers remained in short supply in 2008. This was in part due to the best interim managers being offered permanent positions at the end of their contracts. With demand likely to increase in 2009 as organisations continue to recognise the flexibility and value of an interim management solution, the shortage of candidates will become even more acute. Outstanding interim managers are therefore likely to experience salary inflation and multiple offers as the war for talent intensifies in 2009.

ROLE	CONTRACT RATE PER DAY €	
	2008	2009
Chief Financial Officer	€1200 - 2000	€1200 - 2000
Supply Chain Manager	€1200 - 1300	€1200 - 1300
Industrial Site Director	€1100 - 1200	€1100 - 1200
Group Controller/Finance Director	€900 - 1500	€900 - 1500
ERP Implementation Specialist	€800 - 1200	€800 - 1200
HR Manager/Director	€900 - 1500	€900 - 1500
Risk/Tax/Treasury Manager	€800 - 1600	€800 - 1600
Controller/Financial Manager	€850 - 1100	€850 - 1100
Financial Analyst	€850 - 900	€850 - 900
Senior Accountant	€800 - 900	€800 - 900

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PARIS

REAL ESTATE

Our real estate recruitment division in Paris recruits right across a typical real estate business from brokers, programme managers, asset and property managers to finance directors, controllers and accountants.

Market Overview

Despite the sub-prime mortgage crisis, the French real estate recruitment market experienced continuous growth throughout the first half of 2008 and remained candidate driven. However, after the collapse of Lehman Brothers most real estate organisations scaled back their recruitment plans markedly, with some even initiating redundancy programmes.

The effects of the downturn on the real estate recruitment sector were varied. The demand for property and asset managers remained high as organisations still needed specialist employees to manage their property portfolio. In contrast, demand reduced for those professionals primarily aligned with new building development projects i.e. investment managers, programme managers and developers.

Real estate companies are expected to focus on hiring experienced and proven candidates in 2009 rather than junior candidates with limited experience. This will make it increasingly hard for junior candidates to enter the real estate market.

Candidates who remain in demand, despite the financial difficulties, will still expect an increase in salary levels during 2009 in order to tempt them to move organisations in an uncertain market.

ROLE	PERMANENT SALARY PER ANNUM €					
	3 - 6 YRS' EXP		6 - 10 YRS' EXP		10+ YRS' EXP	
	2008	2009	2008	2009	2008	2009
Investing Analyst	€55 - 80k	€50 - 80k	€75 - 120k	€75 - 130k	€100 - 150k	€100 - 150k
Programme Manager	€45 - 75k	€45 - 75k	€70 - 110k	€70 - 120k	€100 - 130k	€100 - 140k
Real Estate Financing	€45 - 75k	€45 - 70k	€70 - 100k	€70 - 120k	€100 - 150k	€100 - 150k
Asset Manager	€45 - 80k	€50 - 90k	€75 - 120k	€75 - 130k	€90 - 130k	€100 - 150k
Technical Manager	€45 - 65k	€45 - 70k	€60 - 80k	€60 - 80k	€80 - 120k	€80 - 120k
Portfolio Manager			€65 - 90k	€65 - 100k	€90 - 130k	€100 - 140k
Broker	€35 - 60k	€35 - 55k	€50 - 80k	€50 - 80k	€80 - 110k	€80 - 120k
Business Developer	€35 - 55k	€35 - 60k	€55 - 70k	€55 - 80k	€70 - 100k	€70 - 120k
Property Manager	€35 - 55k	€35 - 50k	€55 - 65k	€55 - 70k	€60 - 90k	€60 - 90k

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PARIS

TAX & LEGAL

Our tax & legal division identifies and selects executives for tax and legal in-house roles across a broad range of industry sectors including banking, FMCG, manufacturing, pharmaceuticals and private practice.

Market Overview

In-house

The in-house legal market was extremely buoyant in 2008. Legal teams recruited candidates throughout the year and those in highest demand were corporate practice, international contract and international tax lawyers. This was primarily due to an emphasis on tax optimisation and contracts securitisation, with lawyers focused on both risk management and business development. A shortage of such candidates resulted in an increase in salaries for lawyers with these skill sets.

Private Practice

Within private practice, lawyers with capital markets and corporate finance experience were in highest demand as firms made a concerted effort to increase volumes of corporate finance work. In parallel we also witnessed an increased demand for lawyers with restructuring and labour practices experience.

We expect 2009 to be largely characterised by moves at partner level, with teams potentially moving en masse to competing firms. Salary and bonus premiums will need to be paid to facilitate such moves.

At the more junior end of the market, we again expect to see salary premiums paid to attract the highest quality candidates, regardless of practice areas.

ROLE	PERMANENT SALARY PER ANNUM €					
	3 - 5 YRS' EXP		5 - 7 YRS' EXP		7+ YRS' EXP	
	2008	2009	2008	2009	2008	2009
In-house						
Tax	€60 - 90k	€60 - 90k	€70 - 130k	€70 - 130k	€100 - 170k	€100 - 170k
Legal	€50 - 75k	€50 - 75k	€70 - 90k	€70 - 90k	€75 - 150k	€80 - 160k
Private Practice - US & UK Firms						
Partner					€200k+	€200k+
Associate	€80 - 120k	€80 - 120k	€110 - 180k	€110 - 180k	€150k+	€150k+
Private Practice - French Firms						
Partner					€130k+	€130k+
Associate	€50 - 85k	€50 - 80k	€70 - 110k	€70 - 110k	€90k+	€90k+

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PARIS

WALTERS INTERIM ACCOUNTING

Walters Interim is the junior contract recruitment business of Robert Walters in France. For organisations that face a temporary increase in activity or the absence of an employee, Walters Interim offers a solution by quickly identifying and sourcing high quality, skilled and immediately available professionals. Walters Interim recruits across all aspects of accounting including: control, support, back and middle office. The team provides a complete solution from selection through to the administrative management of candidates.

Market Overview

Since the introduction of the Borloo legislation three years ago, the contracting industry has become an increasingly significant part of the national recruitment market. More young professionals are viewing contract work as a way to quickly gain technical skills and as increasing numbers of 'baby boomers' retire, more contract opportunities are becoming available.

In 2008, the downturn in the financial markets led to an increased demand for temporary qualified professionals. Organisations

moved away from high volume permanent recruitment and focused on hiring short-term contractors to complete specific projects. The market remained candidate short and there was a significant lack of English speaking accountants (continuing the trend of the past four years). Salaries increased marginally as a result. Specific candidates in demand included ERP software professionals, treasury managers, credit controllers and cash accountants. Due to the slowing in the economy we expect these roles to continue to be a recruitment priority in 2009.

ROLE	CONTRACT SALARY PER ANNUM €		CONTRACT RATE PER HOUR €	
	2008	2009	2008	2009
Credit Manager	€45 - 55k	€45 - 55k	€24 - 30	€24 - 30
Chief Accountant	€40 - 55k	€40 - 55k	€22 - 30	€22 - 30
Payroll Manager	€35 - 50k	€40 - 50k	€19 - 27	€22 - 27
Cash Accountant	€30 - 40k	€30 - 40k	€17 - 22	€17 - 22
General Ledger Accountant	€30 - 40k	€35 - 45k	€17 - 22	€19 - 24
Reporting Assistant	€30 - 40k	€30 - 35k	€17 - 22	€17 - 22
Junior Business Analyst	€30 - 40k	€35 - 45k	€17 - 22	€19 - 24
Credit Collector	€25 - 35k	€25 - 35k	€14 - 19	€14 - 19
Payroll Assistant	€25 - 35k	€25 - 30k	€14 - 19	€14 - 17
Accounts Receivable	€25 - 35k	€25 - 35k	€14 - 19	€14 - 19
Accounts Payable	€25 - 35k	€25 - 35k	€14 - 19	€14 - 19
Bank Accountant	€25 - 35k	€25 - 35k	€14 - 19	€14 - 19
Legal Assistant	€25 - 35k	€30 - 40k	€14 - 19	€17 - 19
Recruitment Advisor	€25 - 35k	€30 - 40k	€14 - 19	€14 - 19

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

PARIS

WALTERS INTERIM BANKING

Our banking division recruits professionals for support and cross discipline functions within banking and financial institutions, both for investment banks and asset management companies.

Market Overview

Although the banking sector in France was affected later and less dramatically than other European countries, recruitment volumes still reduced sharply from September 2008 onwards. Many permanent hiring plans were placed on hold and contractors were used to make up for any headcount shortfalls.

Roles in Demand

The downturn in the market revealed underlying weaknesses across investment banks' risk management divisions. This led to many banks restructuring their teams to give a more comprehensive and cross

discipline understanding of their risk exposure. To facilitate this change in the short-term, many banks hired temporary staff for positions such as BO confirmations managers, reconciliations and accountants to work on deal validation. In 2009 we expect this demand for skilled temporary candidates to increase.

Banking support teams (back and middle office) experienced large backlogs of work during 2008 and contractors were used to fill the gap. Contract candidates who were immediately available with excellent accounting skills were paid above market rates for these roles. Another trend witnessed in 2008 was an increase in the hiring of experienced, qualified professionals and a corresponding reduction in recruiting graduates with lower level qualifications. As the market tightened, priority was given

to executives with more than five years' professional experience who could add significant value to banking operations.

ROLE	CONTRACT SALARY PER ANNUM €		CONTRACT RATE PER HOUR €	
	2008	2009	2008	2009
Back Office Manager	€35 - 50k	€35 - 50k	€19 - 27	€19 - 27
Bank Accountant	€35 - 50k	€40 - 50k	€19 - 27	€19 - 27
Payroll Manager	€35 - 45k	€40 - 50k	€19 - 27	€19 - 27
Middle Office	€35 - 40k	€35 - 40k	€19 - 22	€19 - 22
Back Office	€30 - 35k	€25 - 35k	€16 - 19	€13 - 19
Back Office OTC	€30 - 40k	€30 - 40k	€16 - 22	€16 - 22
Risk Analyst	€30 - 40k	€35 - 45k	€16 - 22	€19 - 25
Mutual Fund Accountant	€30 - 40k	€35 - 45k	€16 - 22	€19 - 25
Recruitment Advisor	€30 - 35k	€25 - 30k	€16 - 19	€13 - 16
Payroll Assistant	€30 - 40k	€30 - 40k	€16 - 22	€16 - 22
Legal Assistant	€20 - 25k	€25 - 30k	€11 - 13	€13 - 16

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PARIS

WALTERS INTERIM BUSINESS SUPPORT

Our business support division specialises in placing high quality PAs, secretarial administration, administrative support and supply chain professionals across all sectors. We work in partnership with our clients, providing the highest calibre and the most appropriate staffing solution. We recruit temporary, contract, temporary to permanent and permanent positions ranging from graduate to executive level, placing emphasis on finding those appointments that best match personal skills, knowledge and career aspirations.

Market Overview

Recruitment activity remained buoyant throughout 2008. The market remained candidate driven and as a result average salaries increased by up to 20%. The largest rise in salaries was seen at the personal assistant/executive level (e.g. personal assistant salaries rose from €28-32k in 2008 to €32-38k in 2009) as top level candidates received multiple job offers and negotiated higher salaries by playing one organisation off against another.

Further growth is expected in the business support market in 2009 and we expect to see salaries continue to rise. Recruitment plans will focus on securing candidates with specialist skills and knowledge rather than generalist professionals. Organisations wishing to recruit the best candidates at the best possible price in 2009 will have to focus on speeding up their recruitment processes and improving the marketing of roles to prospective candidates.

ROLE	CONTRACT SALARY PER ANNUM €		CONTRACT RATE PER HOUR €	
	2008	2009	2008	2009
Executive Assistant	€30 - 35k	€35 - 40k	€17 - 19	€19 - 22
Office Manager	€30 - 35k	€30 - 35k	€17 - 19	€17 - 19
Personal Assistant	€28 - 32k	€32 - 38k	€15 - 18	€18 - 21
Team Assistant	€25 - 28k	€25 - 32k	€13 - 15	€13 - 18
Bilingual Secretary	€25 - 30k	€30 - 35k	€13 - 17	€17 - 19
Logistics Assistant	€22 - 26k	€24 - 28k	€12 - 14	€13 - 15
Logistics Coordinator	€25 - 28k	€28 - 30k	€13 - 15	€15 - 17
Supply Chain Manager	€30 - 35k	€35 - 45k	€17 - 19	€19 - 24
Buyer Assistant	€22 - 25k	€24 - 28k	€12 - 13	€13 - 15
Purchasing Manager	€28 - 32k	€35 - 40k	€15 - 17	€19 - 24
Marketing Assistant	€23 - 25k	€25 - 30k	€12 - 13	€13 - 17
Support Sales	€22 - 25k	€22 - 25k	€12 - 13	€12 - 14
Sales Assistant	€22 - 25k	€24 - 28k	€12 - 13	€13 - 15
Customer Support	€22 - 25k	€22 - 28k	€12 - 13	€12 - 15
Import/Export Assistant	€24 - 26k	€24 - 28k	€13 - 14	€13 - 15

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

REGIONS

LYON & STRASBOURG

Robert Walters' French regional offices in Strasbourg and Lyon recruit executives for permanent support roles across a broad range of industry sectors including FMCG, manufacturing and pharmaceuticals for the entire East and South East regions of France.

Market Overview

After continued salary rises in the last two years, compensation for finance and HR professionals largely stabilised as a result of the downturn in the global economy. However, specialist skill sets were still in demand and rates for industrial controllers in particular continued to rise. Germany, Switzerland and Luxembourg continued to attract large numbers of France's top IT and finance professionals, offering them 30% higher salary rates. Regional salaries increased by up to 10% in neighbouring regions in an attempt to stem the international exodus of candidates.

The automotive and building industries struggled in difficult economic circumstances and salaries are expected to reduce as a result. In contrast other sectors/regions experienced continued demand for professionals which resulted in an increase in salaries. For example chemical sector salaries were up to 15% higher than the rest of the market. Regions like the Grand Sud experienced continued shortages of treasury and consolidation candidates and salary levels increased as organisations sought to retain existing specialist staff.

Although we expect recruitment levels to reduce in 2009, these reductions are not expected to be significant. France's ageing population will ensure a significant amount of recruitment activity takes place over the coming years.

REGIONS

LYON & STRASBOURG

ROLE	PERMANENT SALARY PER ANNUM €					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2008	2009	2008	2009	2008	2009
Finance						
Finance Director			€90 - 135k	€90 - 135k	€120 - 190k	€120 - 190k
Group Controller	€64 - 80k	€64 - 80k	€72 - 115k	€72 - 115k	€97 - 159k	€97 - 159k
Controller	€55 - 74k	€55 - 74k	€63 - 82k	€63 - 82k	€74 - 110k	€74 - 110k
Consolidation	€55 - 74k	€55 - 74k	€63 - 82k	€63 - 82k	€74 - 100k	€74 - 100k
Internal Audit	€50 - 75k	€55 - 78k	€62 - 110k	€62 - 110k	€80 - 135k	€80 - 135k
Accounting Manager	€50 - 68k	€50 - 68k	€59 - 81k	€59 - 81k	€76 - 98k	€76 - 98k
Treasury & Credit Control	€45 - 58k	€45 - 58k	€55 - 78k	€55 - 78k	€74 - 100k	€74 - 100k
Information Technology						
IT Director			€80 - 115k	€80 - 115k	€115k+	€115k+
IT Manager	€45 - 60k	€45 - 60k	€67 - 80k	€67 - 80k	€81 - 100k	€81 - 100k
Programme Manager	€50 - 80k	€50 - 80k	€70 - 95k	€70 - 95k	€106k+	€106k+
Organisation & Management	€60 - 75k	€60 - 75k	€80 - 100k	€80 - 100k	€130k+	€130k+
Agency Director	€40 - 70k	€40 - 70k	€50 - 80k	€50 - 80k	€60 - 85k	€60 - 85k
Client Advisor	€40 - 60k	€40 - 60k	€45 - 70k	€45 - 70k	€50 - 80k	€50 - 80k
Human Resources						
HR Director			€82 - 108k	€82 - 108k	€97 - 158k	€97 - 158k
Compensation & Benefits	€50 - 57k	€50 - 57k	€57 - 79k	€57 - 79k	€80 - 132k	€80 - 132k
HR Manager	€45 - 63k	€45 - 63k	€64 - 81k	€64 - 81k	€77 - 118k	€77 - 118k
Labour Law	€42 - 58k	€42 - 58k	€55 - 80k	€55 - 80k	€63 - 115k	€63 - 115k
Training & Development	€44 - 83k	€44 - 83k	€50 - 67k	€50 - 67k	€62 - 81k	€62 - 81k
Recruitment Manager	€43 - 58k	€43 - 58k	€55 - 67k	€55 - 67k	€63 - 81k	€63 - 81k
HR Administrator	€43 - 58k	€43 - 58k	€51 - 68k	€51 - 68k	€68 - 89k	€68 - 89k
Engineering*						
Manufacturing Director				€80 - 100k		€130k+
Quality Manager		€40 - 50k		€60 - 70k		€80k+
R&D Engineer		€40 - 50k		€60 - 70k		€70k+
Supply Chain		€40 - 60k		€60 - 80k		€90k+
Sourcing		€40 - 50k		€50 - 70k		€80 - 100k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

*Engineering is a new division, therefore 2008 data is unavailable.