



HAYS Recruiting experts
worldwide

FY 2019/20 SALARY GUIDE

INSIGHTS FROM THE EXPERTS

Australia & New Zealand salary and recruitment trends

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PUBLIC SERVICES/RESOURCES & MINING/ENGINEERING/HUMAN RESOURCES/CONTACT CENTRES/SOCIAL CARE/ENERGY/HEALTHCARE/OFFICE SUPPORT/LEGAL/OIL & GAS

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THANK YOU

Hays would like to express our gratitude to all those organisations that participated in our online survey and provided such invaluable feedback, which we feel has contributed to making this the most accurate and up to date survey of its kind in Australia and New Zealand. This year's results are based on a survey of more than 5,000 participants.

FEEDBACK

We welcome any feedback or comments regarding this guide whether positive or negative to ensure that it continues to be relevant to Australian and New Zealand organisations across all industries. Please address any suggestions to your local Hays office or to:
Hays, Level 13, Chifley Tower, 2 Chifley Square, Sydney NSW 2000.
E: salaryguide@hays.com.au

DISCLAIMER

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THE TUG OF WAR OVER SALARIES HEATS UP WHAT'S YOUR GAME PLAN?

Over the past year we've seen skill shortages intensify and the gap between the skills jobseekers possess and those employers want widen.

It's no wonder then that while employers tell us they will continue to add to their headcount in the year ahead, 70% simultaneously acknowledge that skill shortages are likely to impact the effective operation of their business or department, up from 67% last year. At the same time, they tell us that turnover has risen as employees seek salary increases or career progression elsewhere.

In response, 90% of employers will increase their employees' salaries in their next review, up from 87% who did so in their last review. However, the value of those increases will fall, meaning pay rises will be less significant than employees are hoping for.

There are of course exceptions, with many employers offering salary increases to the skills in greatest demand. For all other staff though, salary increases are restrained.

For their part, while our survey data shows that employees are now more resigned to the low salary increase overtures made by their employers – 27% do not expect their employer to offer them an increase, for instance – they're not about to grin and bear it.

The cumulative effect of several years of subdued wage growth has seen an uncompetitive salary become a primary motivator for employees leaving their job. As our survey reveals, in the 2019-20 year ahead, 41% of those who say they'll look for a new job cite an uncompetitive salary as a reason. In addition, over half say a pay rise is their number one career priority this year. Evidently, the aggregate effect is taking its toll.

With employees and employers not on the same page when it comes to the value of salary increases, and employers clearly determined to continue curtailing their salary increase budgets despite widening skill shortages, the resulting tug of war will lead to rising turnover and heightened candidate attraction challenges.

To counter the effect on attraction and retention, employers will need to reinvest in training, offer career development pathways, think beyond staggered start and finish times to offer genuine work-life balance initiatives and give diversity policies more than mere lip service.

In the following pages, we share findings from our survey as well as typical salaries in 25 sectors and industries. We hope these insights keep you informed for the year ahead.

Nick Deligiannis
Managing Director,
Hays Australia & New Zealand





41%

OF EMPLOYEES WHO PLAN TO LOOK FOR A NEW JOB
THIS YEAR ARE MOTIVATED BY AN UNCOMPETITIVE SALARY

65%

OF EMPLOYERS INTEND TO INCREASE SALARIES BY 3% OR LESS THIS FINANCIAL YEAR

MORE EMPLOYERS WILL INCREASE SALARIES BUT VALUE DROPS AMID WIDENING EXPECTATION GAP

General findings

For our FY 2019/20 Hays Salary Guide we surveyed more than 3,400 organisations, representing over 4.7 million employees, for their views on salary policy, hiring intentions and recruitment trends. These employers intend to add headcount and are aware of the growing talent shortage, particularly in technical areas. Yet while more plan to increase salaries compared to their previous reviews, the value of those increases will fall. So what has changed?

Outlook

Business activity increased in 68% of organisations over the past year, with 70% expecting it to increase in the next 12 months. Almost half (47%) of employers intend to increase permanent staff levels while 17% will boost temporary and contract staff numbers.

Skill shortages

In a market where employers want to add headcount, skill shortages will remain a critical issue. Indeed, 70% of employers say skill shortages will impact the effective operation of their business or department in either a significant (28%) or minor (42%) way, up from 67% last year.

According to these employers, mid management professionals are the most difficult to recruit, particularly in engineering, technical and IT fields.

Perhaps that's why, in skill short areas, 57% of employers would consider employing or sponsoring a qualified overseas candidate. With the required skills in short supply, it also helps to account for overtime increasing in 31% of organisations over the last 12 months. Of these, 74% said overtime had increased by up to 10% year-on-year. In 57% of cases, these extra hours were unpaid.

Given rising headcount requirements coupled with a shortage of skilled professionals, it's understandable that employers are utilising temporary and contract staff at not only entry (58%) and mid-levels (59%) but also senior (22%) and executive (5%) levels as short-term support or while a permanent employee is sourced.

Salary trends

Our 2019-20 survey data shows that more employees will receive a salary increase this financial year than last. Just 10% of employers do not intend to increase their employees' salaries in their next review, down from 13% who did not award any increases in their last review.

However, while more employers will increase salaries, the value of those increases will fall. In their next review, 65% intend to raise salaries at

the lower level of 3% or less, up from 57% who increased at this lower level in their last review. In addition, while 9% increased salaries by 6% or more in their last review, just 4% plan to do so this year.

The number of employers intending to increase salaries at the mid-level, between 3 and 6%, remains unchanged at 21%.

Advertising and media tops the list of most generous industries, with 15% of employers planning to award salary increases of 6% or more in their next review. This is followed by IT and telecommunications (11%), construction, property and engineering (7%) and professional services (6%).

Salary expectations divide

We also spoke to over 1,600 professionals for their perspective on salary and recruitment trends. As a group, 14% expect an increase of 6% or more, highlighting a clear salary expectation gap at this higher level.

At the other end of the scale though, 27% expect no increase whatsoever. A further 41% expect to receive a salary increase at the lower level of 3% or less.

But while these professionals are resigned to little or no increase from their existing employer, they are prepared to take action to improve their earnings elsewhere. In fact, 57% said a salary increase is their number one career priority this year.

How do they plan to achieve this? Almost one half (46%) will ask their current employer for a pay rise, with a further 26% maybe doing the same. In addition, 41% of the employees who say they are already looking – or planning to look – for a new job in the next 12 months are motivated by an uncompetitive salary.

Benefits

While employers and employees aren't on the same page when it comes to the value of salary increases, it's reassuring to see that they have found common ground in benefits. Flexible work practices are by far the most common benefit offered by employers (83%), ahead of ongoing learning and development (70%) and career progression opportunities (62%).

This aligns with the expectations of employees, who when looking for a new job seek flexible work practices (76%), career progression opportunities (67%) and ongoing learning and development (57%).

MARKET OVERVIEW & TRENDS

RECOMMENDATIONS FOR EMPLOYERS

The skill shortage is leading to renewed focus on attraction – but don't ignore retention

Employers are increasingly aware of the impact of skill shortages and the resulting attraction challenges. 70% of employers believe that skill shortages will impact the effective operation of their business or department, up from 67% last year. In addition, more employers are restructuring to keep up with changing business needs (54% compared to 52% last year). The key driver of these restructures is a change in the required skill sets, further tipping the supply and demand ratio in favour of candidates with the competencies sought. It is therefore understandable that employers need to increase their focus on candidate attraction. However, with 40% of employees already looking – or planning to look – for a new job in the next 12 months, retention needs just as much focus. This becomes even more essential when we consider that only 44% of the professionals we spoke to are 'very satisfied' or 'extremely satisfied' in their current job. Furthermore, only 47% and 54% are 'very satisfied' or 'extremely satisfied' with their current employer and current direct manager respectively.

Flexibility is standard, but think beyond compressed working weeks to stand out

Candidates are placing increased importance on finding a job that offers flexible work practices. 76% said it's the number one benefit they want when looking for a new job, up from 73% last year. It's also the number one benefit 70% currently receive in their existing role. Despite this, just 44% are 'very satisfied' or 'extremely satisfied' with their current level of work-life balance. Therefore, when considering what flexible work practices you can offer, think beyond staggered start and finish times to appeal to a wider range of candidates. For instance, while 75% of employers offer flexible working hours or compressed working weeks, other popular flexible work practices include part-time employment (73%), flex-place, such as working from home or an alternative location (66%), flexible leave options, such as purchased leave (36%), job sharing (26%), career breaks (16%) and phased retirements (14%).

“ The offering of career progression pathways helps you attract highly motivated candidates who are driven and committed to succeed. ”

Revisit development and progression opportunities to fortify against future skill shortages

The number of employers offering ongoing learning and development and career progression opportunities has fallen slightly year-on-year, from 73% and 66% respectively last year to 70% and 62% this year. This downward movement is concerning when skill shortages are intensifying yet employers simultaneously want to add to their team. Often, employers are inflexible in the skills and experience they require in candidates. They want someone who matches every requirement in order to add immediate value. However, by considering candidates with transferable skills who, with minimal coaching, can be trained up into a role, they can more easily plug their talent gaps. Furthermore, these candidates often prove to be committed and loyal, with strong soft skills and an ability to adapt and flex to the inevitable future evolution of job tasks and duties in response to new technology. Meanwhile, the offering of career progression pathways helps you attract and retain highly motivated candidates who are driven and committed to succeed.

Commit to your diversity policy – and hold staff accountable

Just 57% of employers said their organisation has a diversity policy for hiring new staff. Of these, 73% said the people who hire in their organisation generally adhere to it. It is therefore advisable to clearly, regularly and effectively communicate to hiring managers – as well as your entire employee population – that diversity and inclusion is on your organisation's agenda. Design, implement and communicate diversity and inclusion policies, monitor and report on progress, identify and address through training any issues – such as a lack of diversity in a particular team, unfair people practices or career development decisions – and ensure all employees understand the numerous business benefits that diversity and inclusion can bring.

MARKET OVERVIEW & TRENDS

RECOMMENDATIONS FOR EMPLOYEES

Use your accomplishments to negotiate your fair share of the salary increase pool

While it is good news that more employees will receive a pay rise this year, there is a limited budget on the table. With the overall value of pay rises falling, you need to stand out if you are to secure the maximum of the salary kitty on offer. To do this, prepare a list of your recent achievements that exceed your objectives, then list the resulting benefit to the organisation. The aim here is to provide strong evidence to support the value you provide, so focus on outcomes. Use your accomplishments and the value you add to the organisation as the basis of your negotiation. In this way, you'll clearly demonstrate your worth and will be in a stronger negotiating position.

Be proactive to future-proof your skills against automation

The automation of routine, repetitive and often time-consuming job tasks is inevitable as robots continue to join workplaces across the country. But rather than fear that robots are taking over, you can benefit from such efficiency improvements – provided you take the appropriate action. Determine how you could fill the time freed up by the automation of routine tasks in a way that allows you to add greater strategic value to your employer. Look for gaps you can fill and upskill to become an expert in those areas. Be proactive and embrace change. Remember, the more valuable, varied and creative work will remain the domain of people.

No salary increase?

Use benefits to bridge the divide

With salary increases restrained but skill shortages and turnover intensifying, employers are utilising benefits to help attract and retain staff. If you have been disappointed by your salary increase, be proactive by continuing the conversation and asking about non-financial rewards. For example, progression, upskilling and development, flexible working, wellness initiatives or additional days off.

“ With the overall value of pay rises falling, you need to stand out if you are to secure the maximum of the salary budget on offer. ”

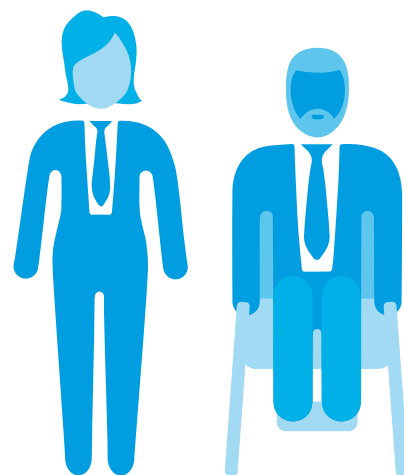


MARKET OVERVIEW & TRENDS

SURVEY HIGHLIGHTS

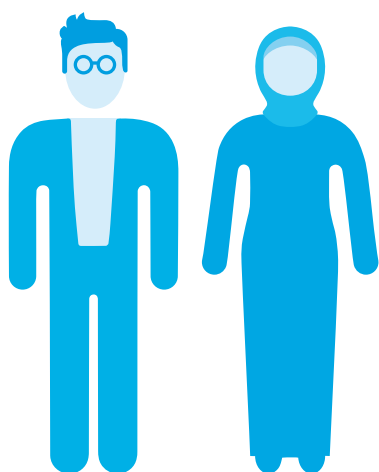
Employers

- 90% intend to increase salaries in the year ahead
- 65% will offer increases of 3% or less
- 92% expect permanent staff levels to increase or remain the same in the coming year
- 70% think skill shortages will impact the effectiveness of their business or department
- 52% say technical skills have the highest impact on the effectiveness of their organisation
- 57% would consider employing or sponsoring a qualified overseas candidate in skill short areas



Employees

- 73% expect a salary increase in the year ahead
- 72% say they will or might ask for a pay rise in their next review
- 57% say a pay rise is their most important career priority in the year ahead
- 40% are currently looking or planning to look for a new job in the next 12 months
- 41% of these say an uncompetitive salary is one reason behind their job search
- 76% say flexible work practices are an important benefit when looking for a new job



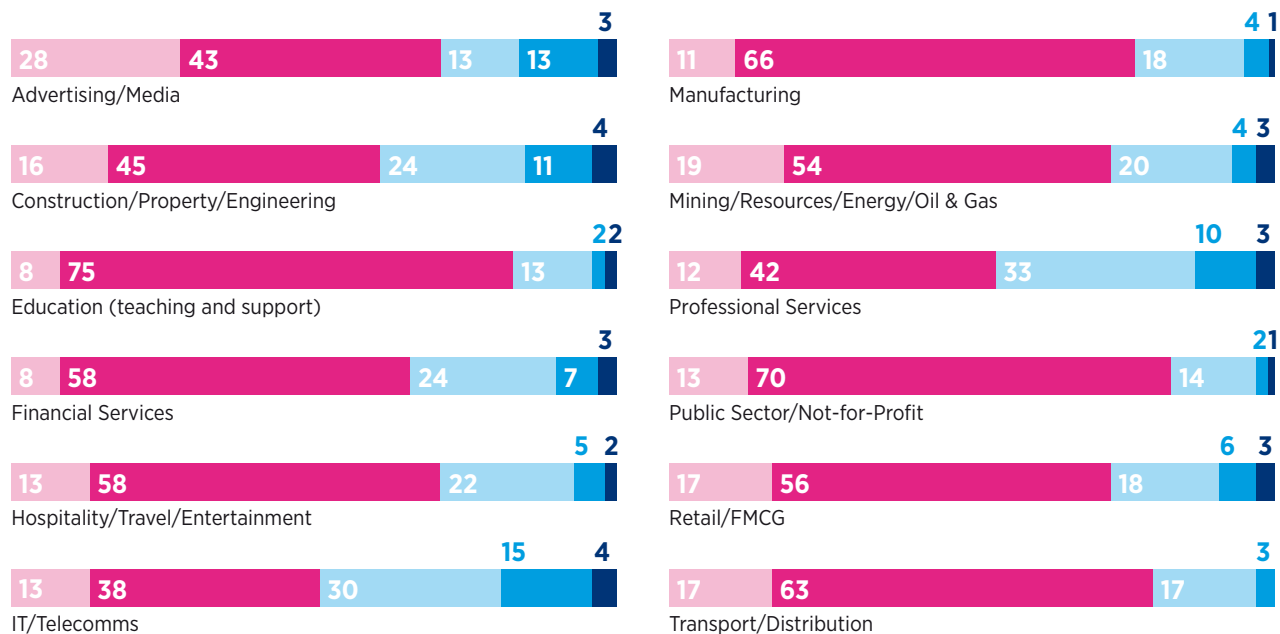
SALARY POLICY

SALARY INCREASES LAST REVIEW

1. Average percentage salary increases given in last salary review: across all industries



For specific industries (%):



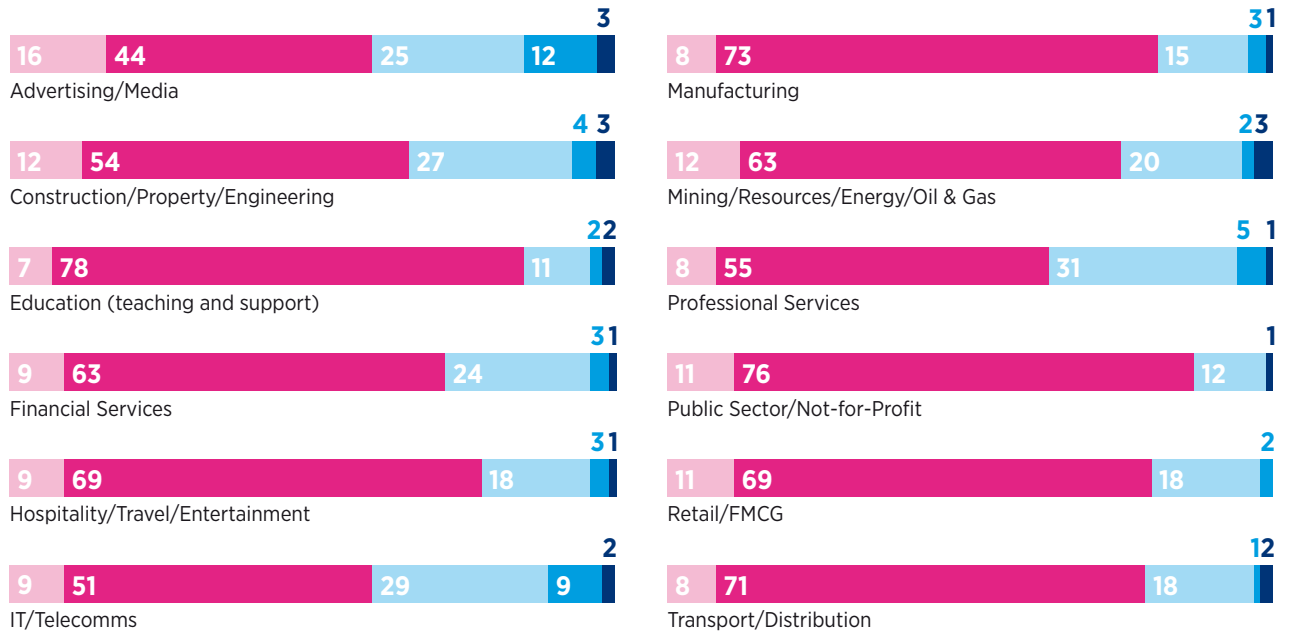
SALARY POLICY

SALARY INCREASES NEXT REVIEW & BENEFITS

2. When you next review, by what percentage do you intend to increase salaries? across all industries



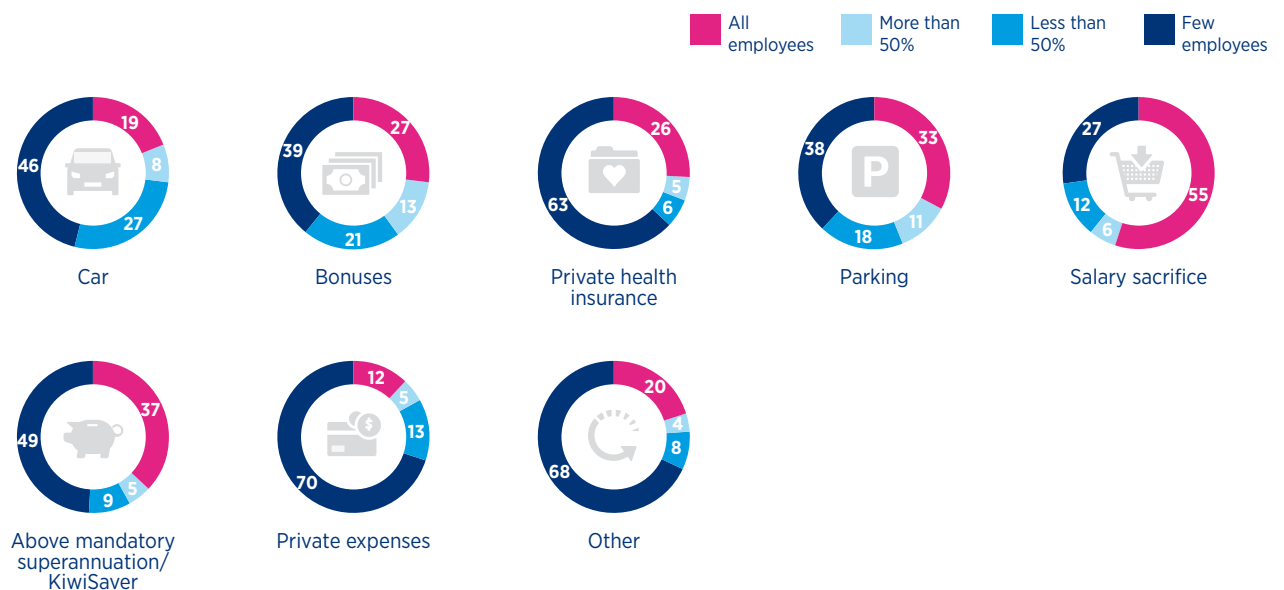
For specific industries (%):



3. Does your company offer flexible salary packaging?



Of those who answered yes, the following benefits were indicated as being commonly offered to (%):



SALARY POLICY

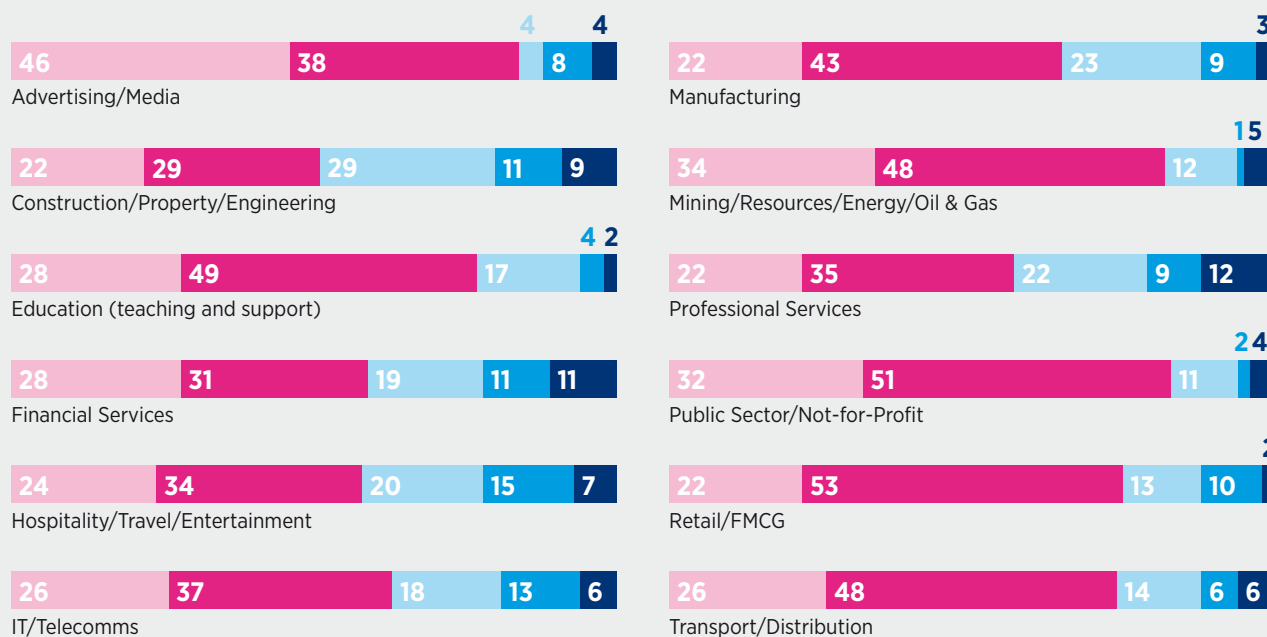
EMPLOYEE EXPECTATIONS

In a separate survey we asked candidates about their salary expectations.

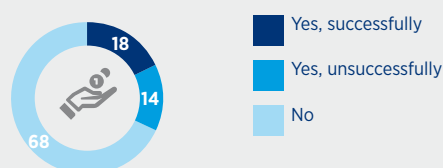
In your next review, what percentage increase do you expect to receive? across all industries



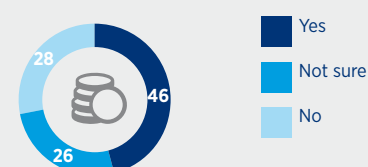
For specific industries (%):



In the past year have you asked for a pay rise (%)?

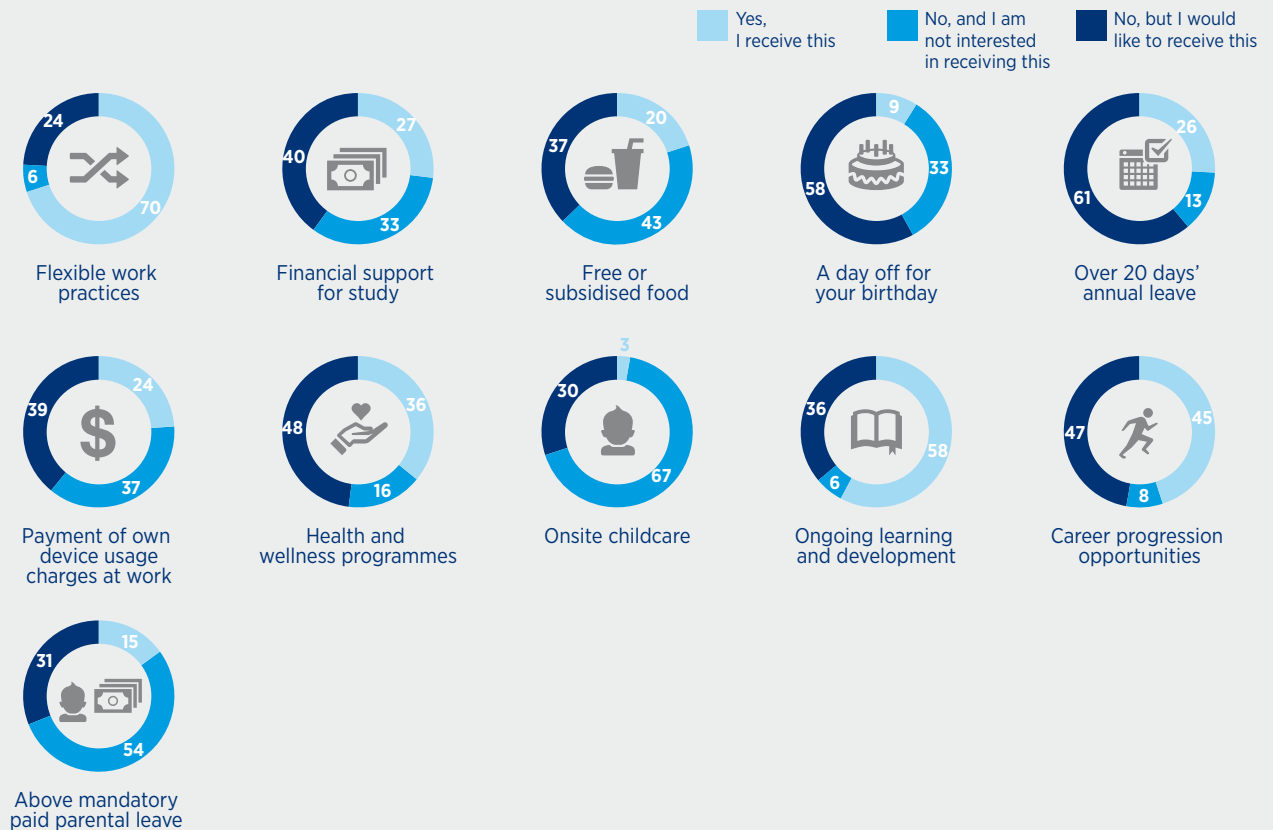


In your next review, do you envisage asking for a pay rise (%)?

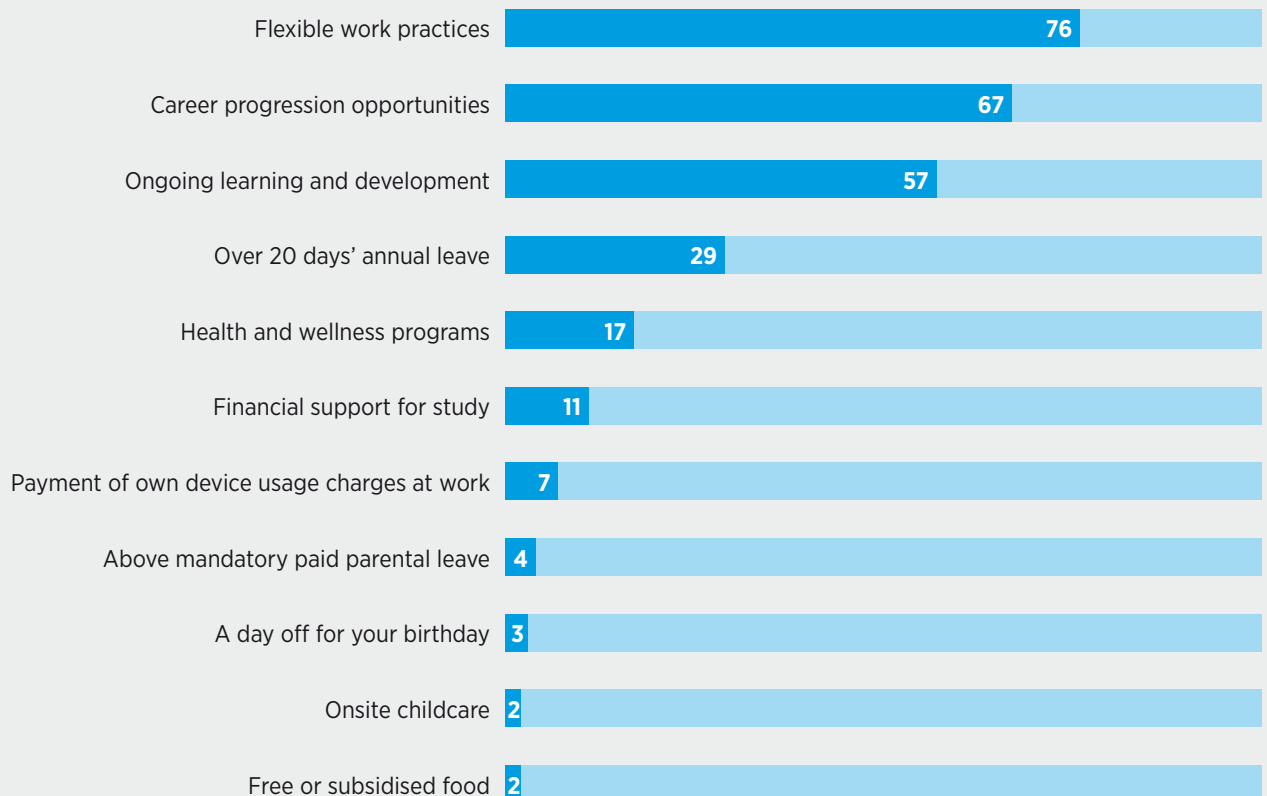


SALARY POLICY EMPLOYEE EXPECTATIONS

Do you receive any of the following benefits (%)?



When looking for a new job, which of the following benefits are important to you (%)?



Note: Multiple choices permitted.

CAREER DEVELOPMENT EMPLOYEE VIEWS

Thinking of your career, what's important to you in the year ahead?



57%

A pay rise



50%

Being able to work flexibly



48%

More challenging or exciting work



41%

Support from my boss



40%

Enhancing my digital skills

Note: Multiple choices permitted.

The importance of constant upskilling

The Fourth Industrial Revolution is here and rapidly gaining ground. Many jobs are being automated and research suggests the half-life of learned skills is now about five years. This makes constant learning a requirement for ongoing career success.

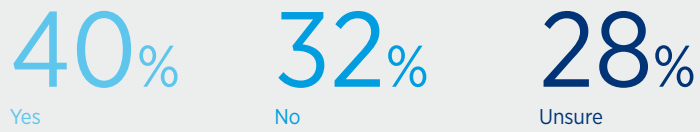
To help safeguard your career longevity, we've uncovered the skills you need to remain employable, ways to upskill that won't break the bank and how to showcase to potential employers that you're a constant learner.

Explore our series at hays.com.au/upskilling and hays.net.nz/upskilling



CAREER DEVELOPMENT EMPLOYEE VIEWS

Are you currently looking or planning to look for a new job in the next 12 months?



If yes or not sure, why?



Note: Multiple choices permitted.

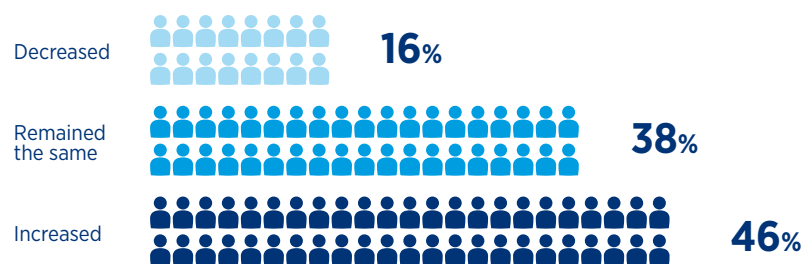
What is your level of satisfaction for the following:

	☆☆☆☆☆ Not at all satisfied	☆☆☆☆☆ Slightly unsatisfied	☆☆☆☆☆ Moderately satisfied	☆☆☆☆☆ Very satisfied	☆☆☆☆☆ Extremely satisfied
My current job	8%	12%	34%	32%	12%
My current employer	8%	14%	28%	32%	15%
My current direct boss	10%	11%	23%	31%	23%
My work/life balance	9%	13%	33%	29%	15%

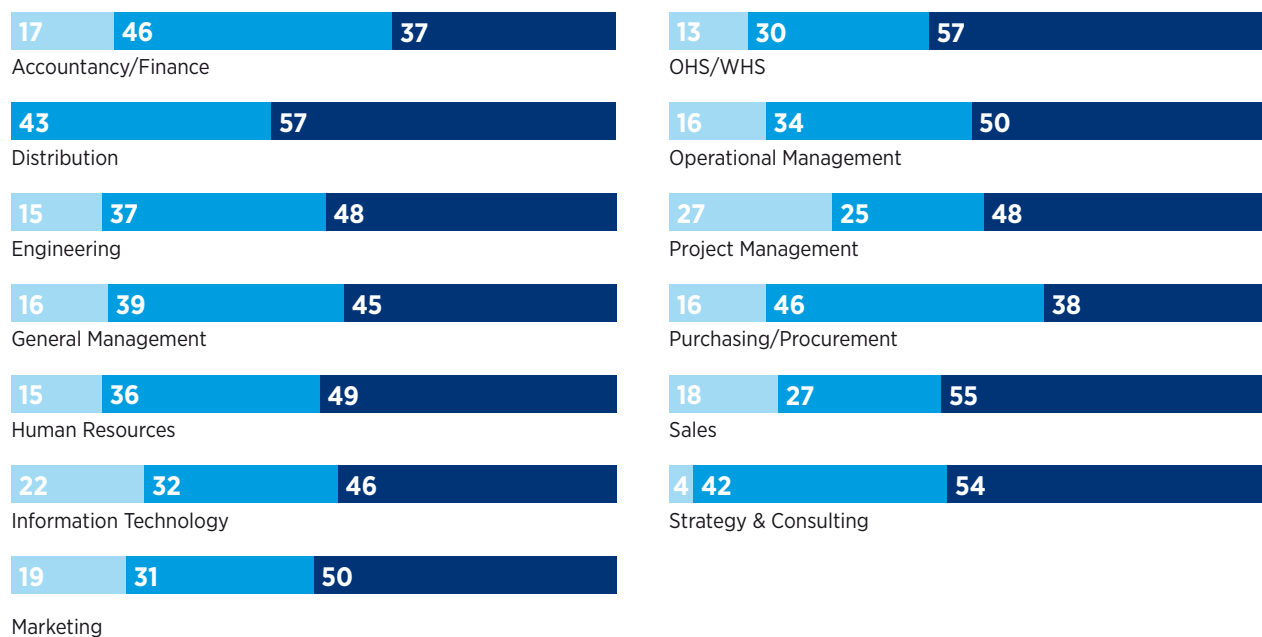
RECRUITMENT TRENDS

STAFFING

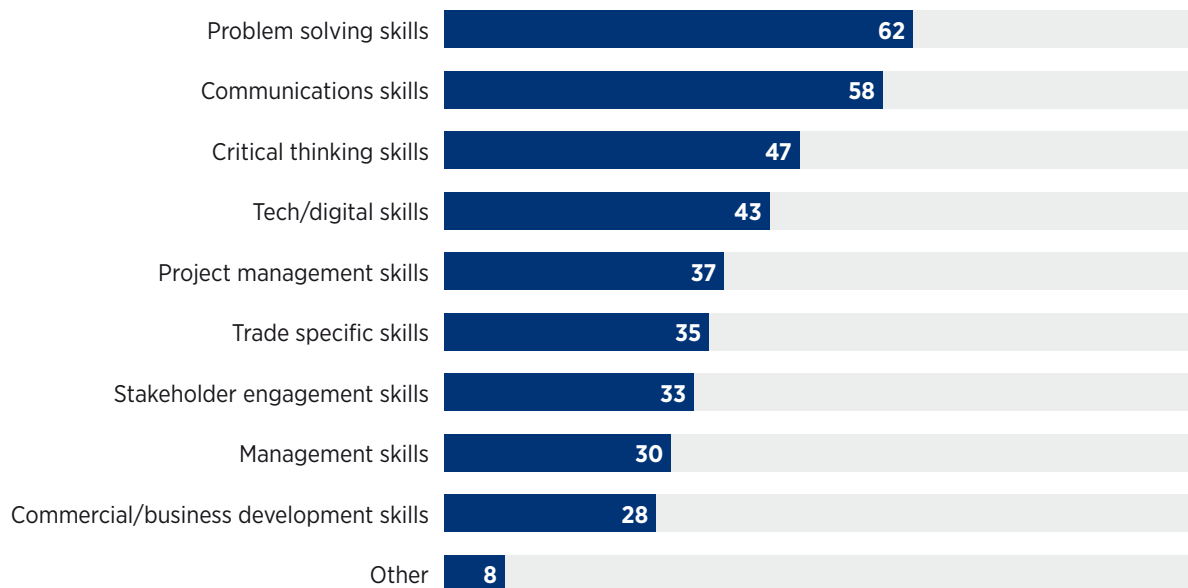
4. Over the last 12 months, have permanent staff levels in your department... across all departments



For specific departments (%):



5. What skills are you looking for permanent employees to bring to the team (%)?

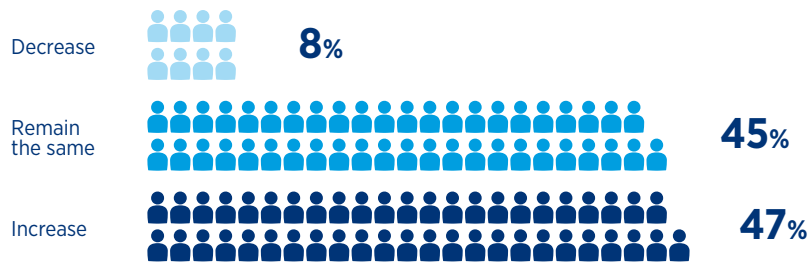


Note: Multiple choices permitted.

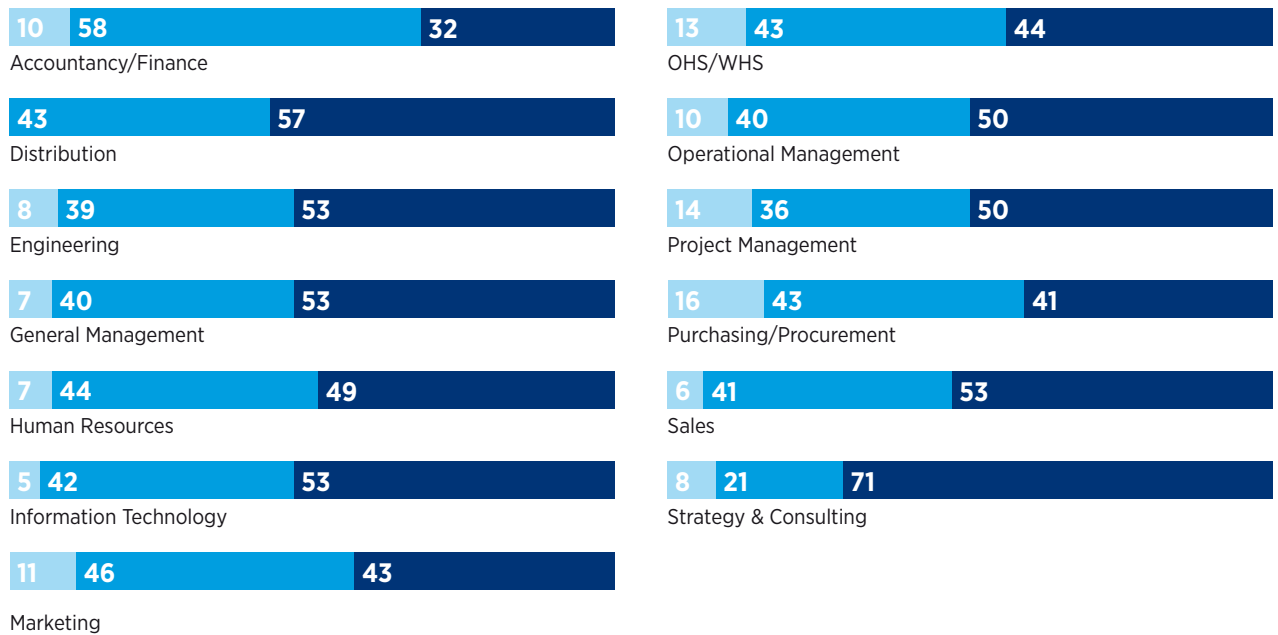
RECRUITMENT TRENDS

STAFFING

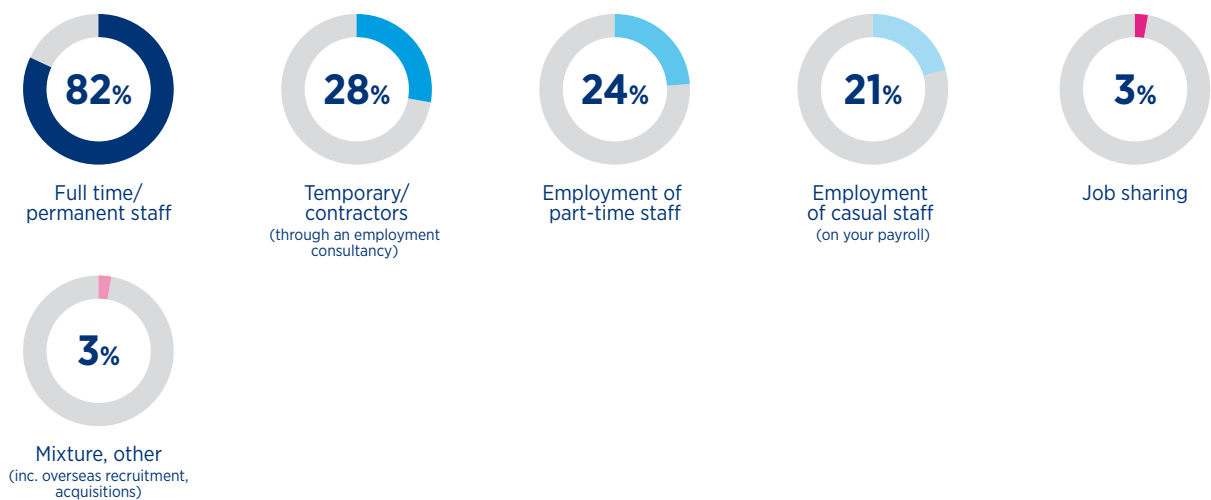
6. Over the coming year, do you expect permanent staff levels to... across all departments



For specific departments (%):



7. If you expect staffing levels to increase, please specify how:

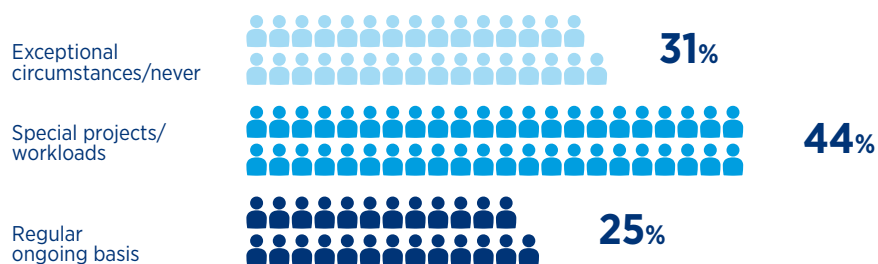


Note: Multiple choices permitted.

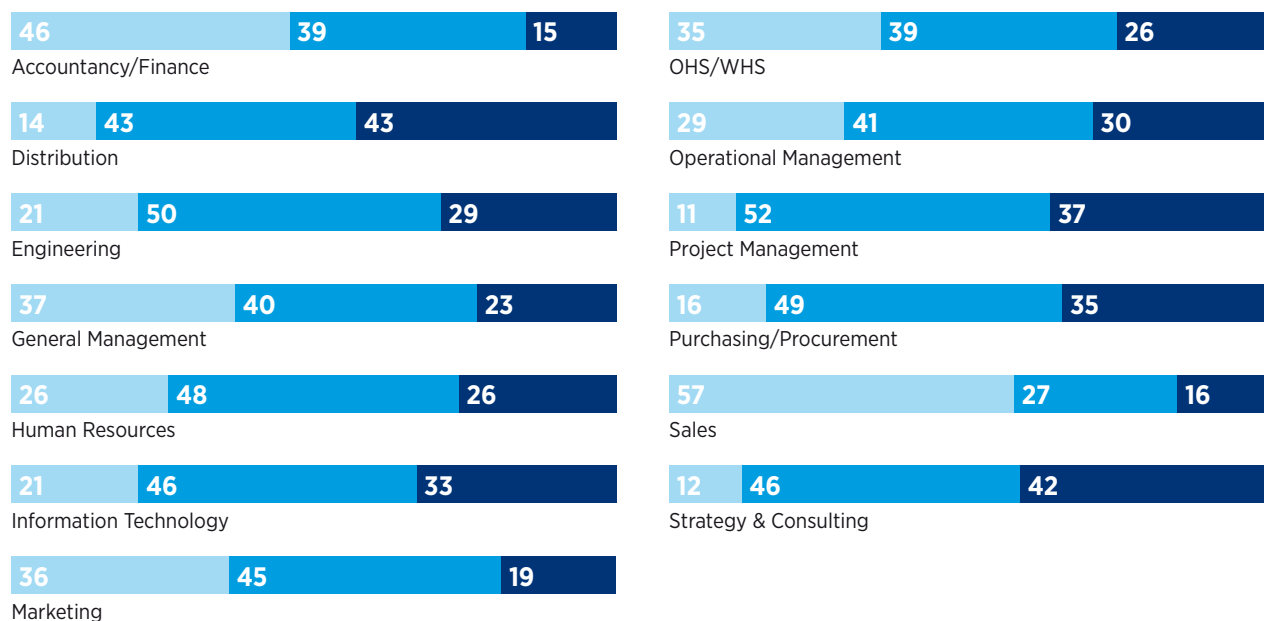
RECRUITMENT TRENDS

STAFFING

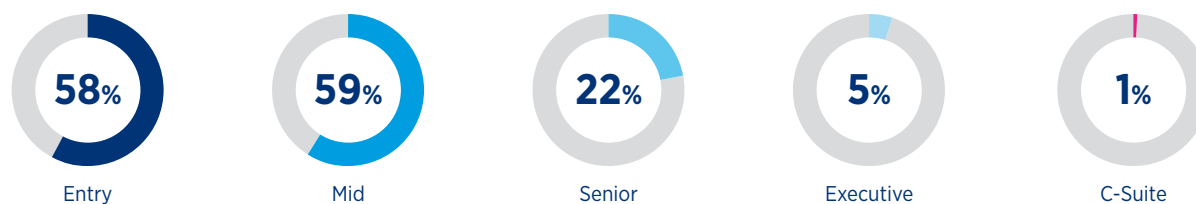
8. How often do you employ temporary/contract staff? across all departments



For specific departments (%):



9. Over the past year, at what level have you employed temporary or contract staff?

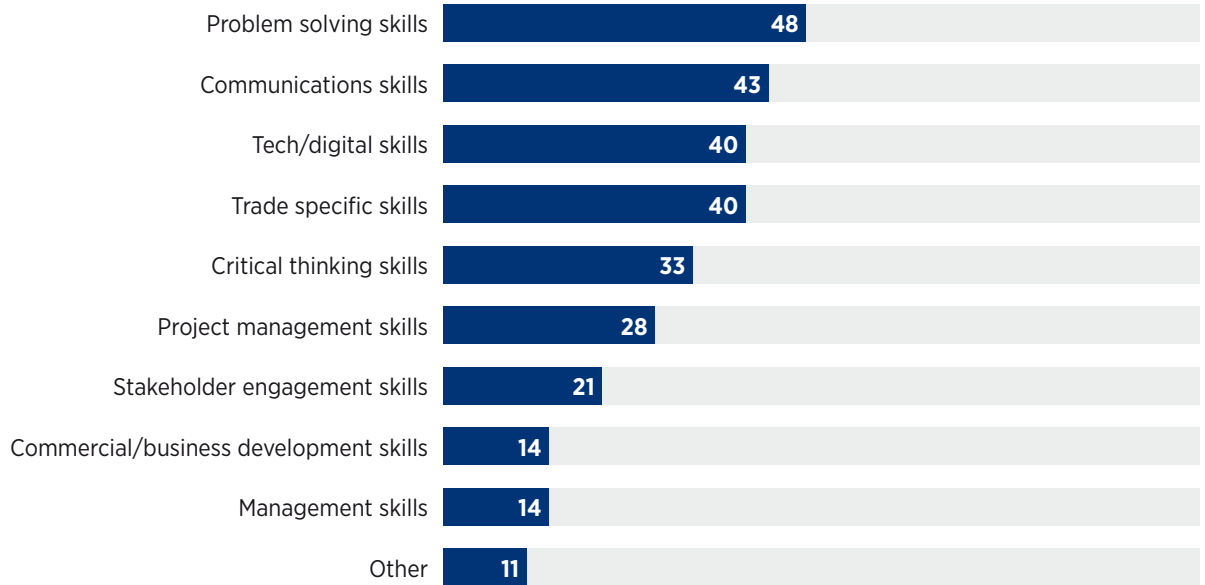


Note: Multiple choices permitted.

RECRUITMENT TRENDS

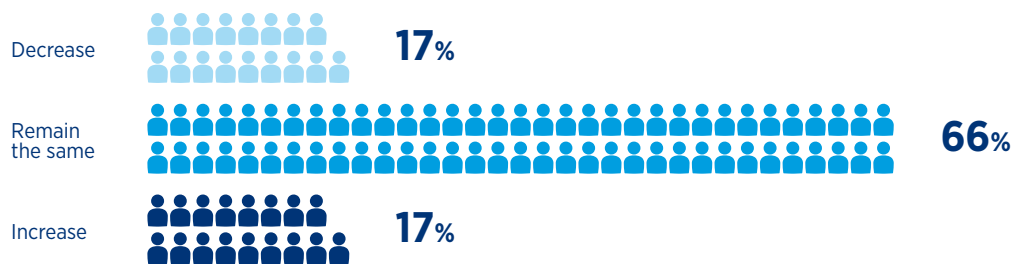
STAFFING

10. What skills are you looking for temporary employees to bring to the team (%)?

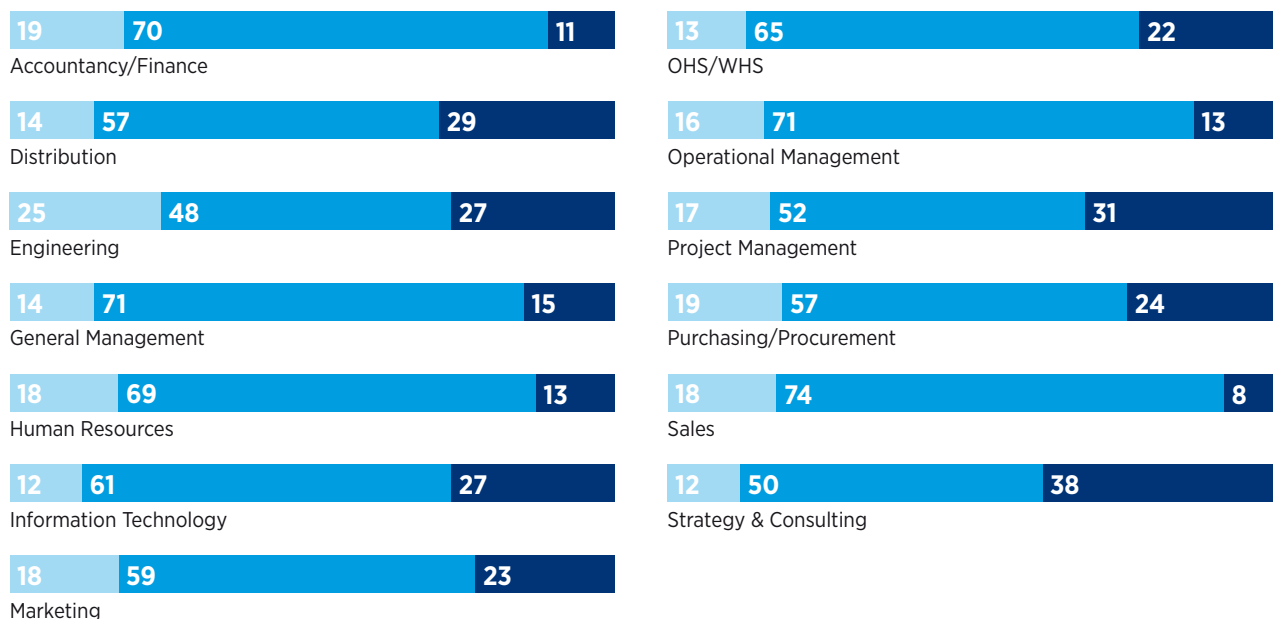


Note: Multiple choices permitted.

11. In the next 12 months, do you expect your use of temporary/contract staff to... across all departments



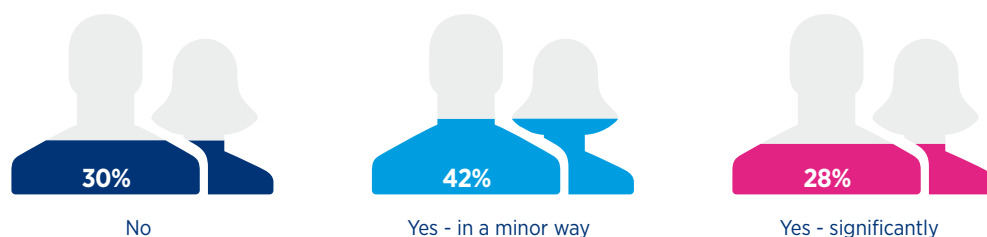
For specific departments (%):



RECRUITMENT TRENDS

SKILL SHORTAGES

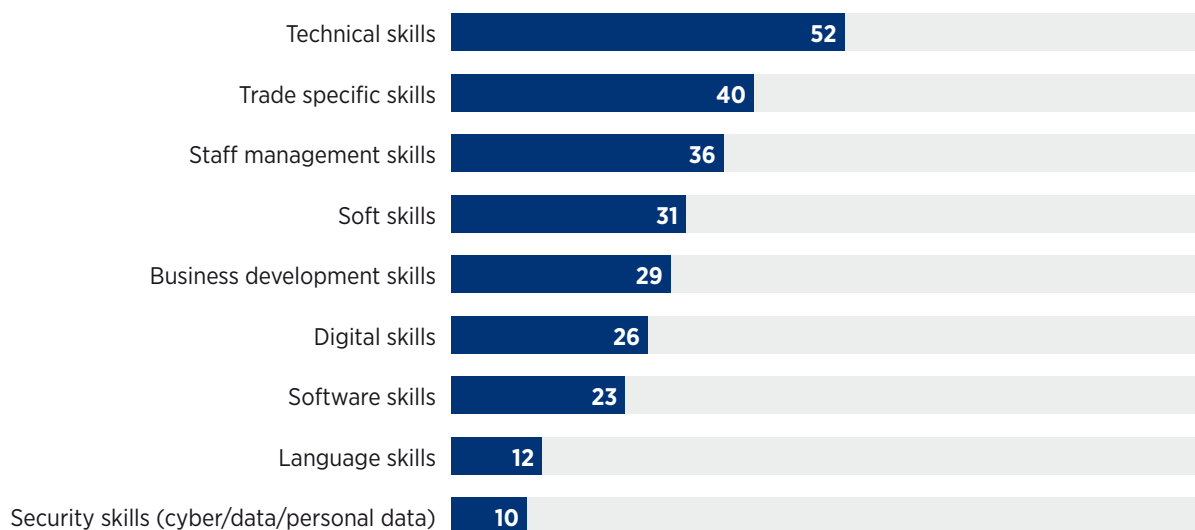
12. Do you think that skill shortages are likely to impact the effective operation of your business/department?



13. In skill-short areas, would you consider employing or sponsoring a qualified overseas candidate (%)?



14. Which skills do you foresee to have the highest impact on the effectiveness of your organisation (%)?

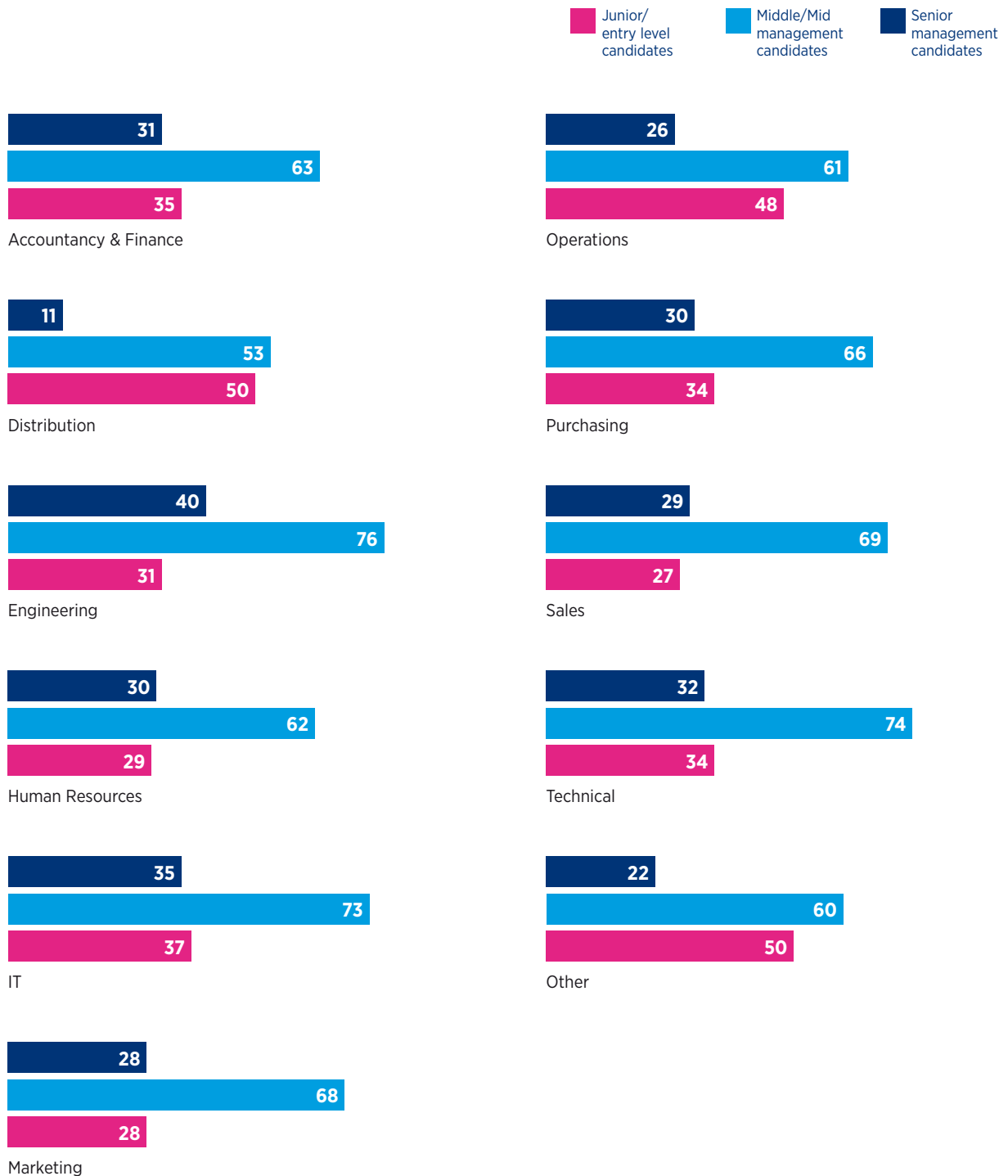


Note: Multiple choices permitted.

RECRUITMENT TRENDS

SKILL SHORTAGES

15. For which areas have you recently found it difficult to recruit (%)?

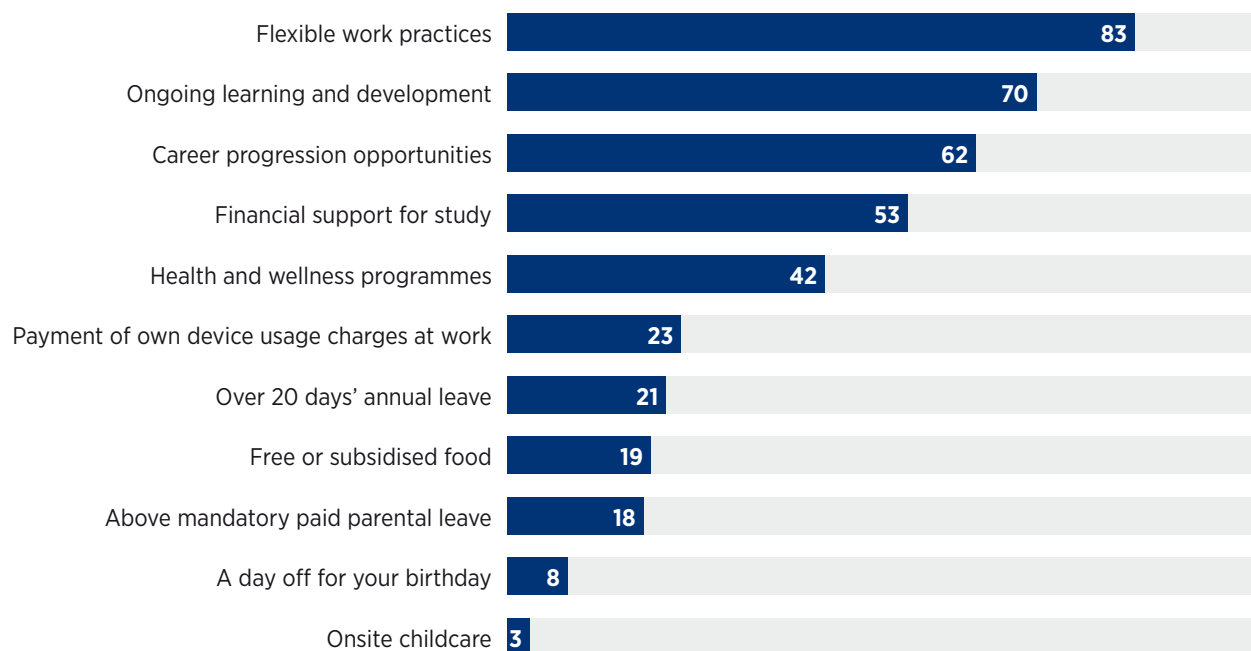


Note: Multiple choices permitted.

RECRUITMENT TRENDS

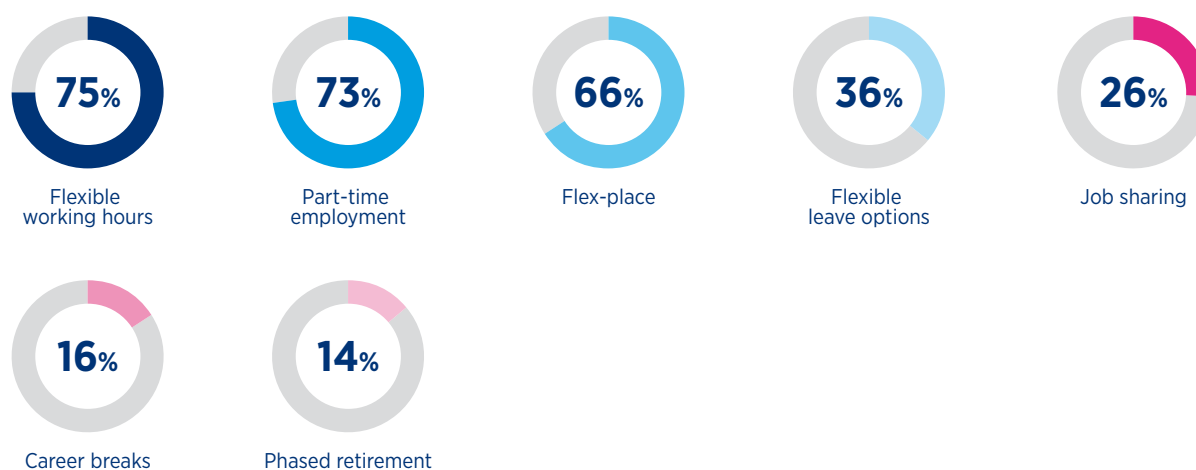
WORK PRACTICES

16. What benefits does your workplace currently offer (%)?



Note: Multiple choices permitted.

17. If your workplace allows for flexible work practices, which of the following do you currently offer?



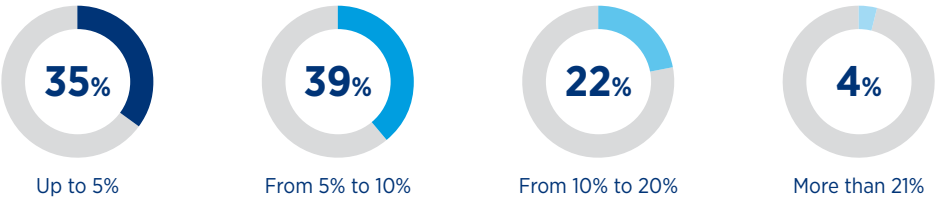
Note: Multiple choices permitted.

RECRUITMENT TRENDS
WORK PRACTICES

18. Has overtime/extra hours in your organisation over the last 12 months...



If increased, by how much?



19. In your organisation, is overtime/extra hours worked...

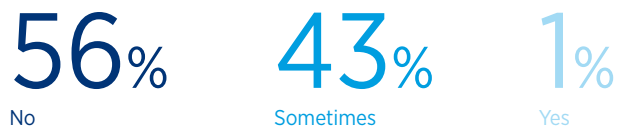


Note: In Australia this only applies to non-award staff.

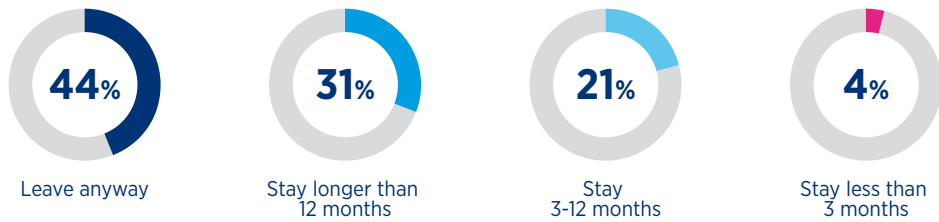
RECRUITMENT TRENDS

WORK PRACTICES

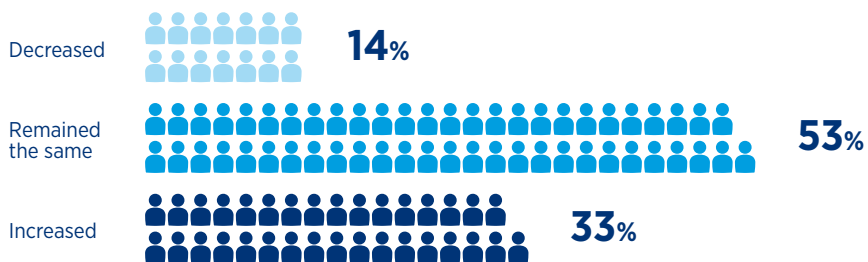
20. Is it your policy to counter-offer staff when they resign?



Of those you counter-offered, on average, did they....



21. Over the last 12 months has your staff turnover rate:



RECRUITMENT TRENDS

DIVERSITY

22. Does your organisation have a diversity policy for hiring new staff (%)?



If yes, do you think the people who hire in your organisation generally adhere to it (%)?



Diversity & Inclusion: Don't just talk the talk

A diverse and inclusive workforce is one which takes in a wide variety of demographics and characteristics. But so often when the subject of diversity and inclusion in the workplace arises, the focus is on gender. While this remains a critical issue, and one that we've explored in several reports, we must also be front footed in our need to ensure that we look beyond gender and consciously diversify diversity.



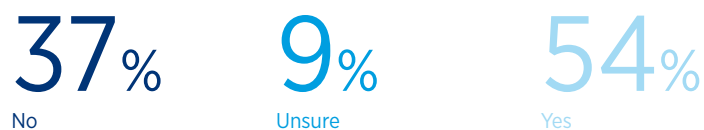
With this in mind, our 2018-19 Diversity & Inclusion Report identifies current key diversity and inclusion considerations and also provides a snapshot of the representation and lived experience for a number of known underrepresented demographic groups in Australia and New Zealand.

hays.com.au/diversity-inclusion hays.net.nz/diversity-inclusion

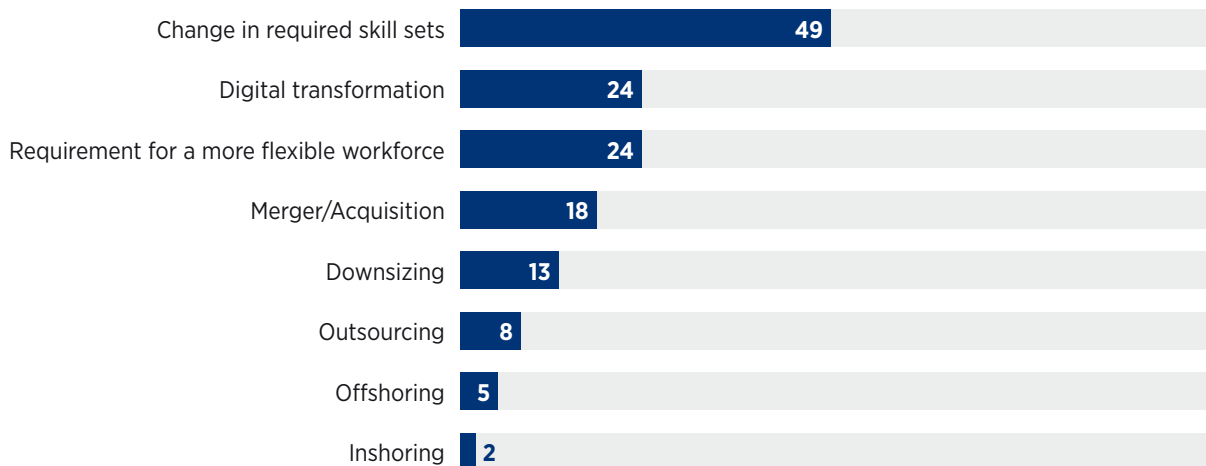
RECRUITMENT TRENDS

CHANGING BUSINESS NEEDS

23. Are you currently restructuring your department/organisation to keep up with changing business needs?



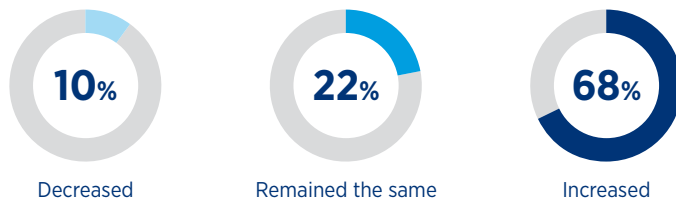
If yes, what has/have been the driver(s) (%)?



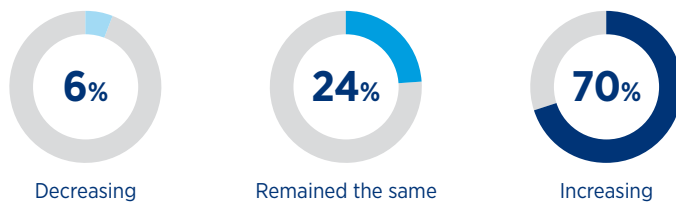
Note: Multiple choices permitted.

ECONOMIC OUTLOOK

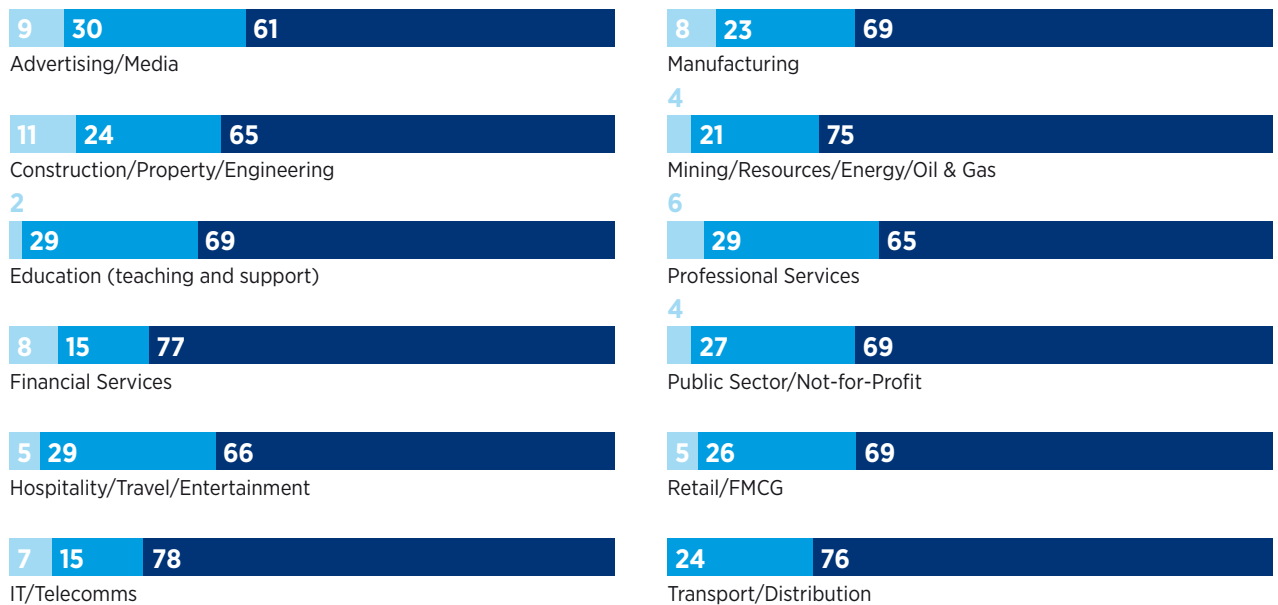
24. In the past 12 months, has business activity...



25. In the next 12 months, do you envisage business activity: across all industries

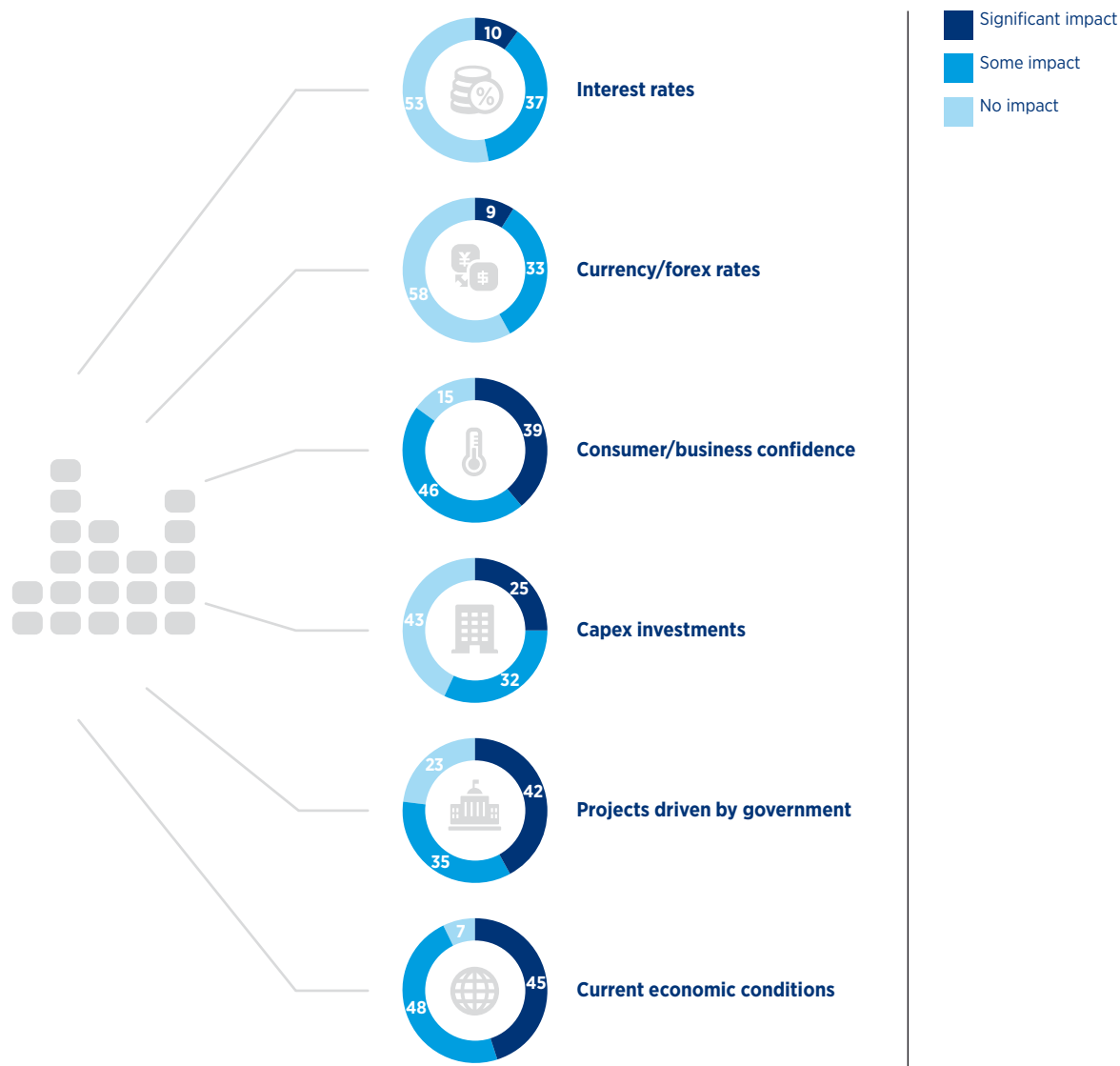


For specific industries (%):

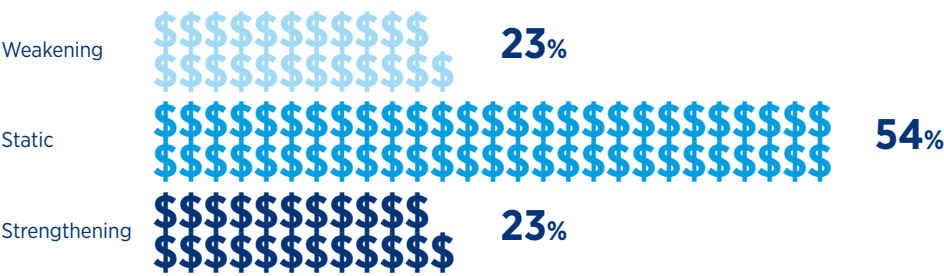


ECONOMIC OUTLOOK

26. What are the key factors driving your business activity (%)?



27. Do you see the general outlook for the economy in the forthcoming 6-12* months as...



*This data was collected during March 2019.

HOW TO NAVIGATE THIS GUIDE

Using our salary tables

Salaries are in '000, all salaries are exclusive of superannuation (AU) or KiwiSaver (NZ) – which might differ to previous editions. The bold number represents the typical salary. The number(s) underneath represent the salary range. Refer to the notes section under the salary table to determine if other benefits are included. All salaries are represented in local currencies.

Head of HR/HR Director >1000 employees		
Sydney	280	Typical salary
	200 - 400	Salary range

How does your salary compare?

The complete Hays FY 19/20 Salary Guide is available online. Search salaries for more than 1,000 positions and find out how your salary compares in our Salary Check at hays.com.au/HaysSalaryGuide or hays.net.nz/HaysSalaryGuide





AUSTRALIA

Throughout the 2018-19 financial year, the mining, healthcare and Government sectors emerged as the major employers of executive candidates. Goods, particularly resources and agricultural products, remained the cornerstone of Australian exports while an ageing population stoked demand for leisure and aged care services across all states.

While the fallout from the Banking Royal Commission and tighter credit conditions have led to a contracting housing sector, overall economic growth should remain solid in the 2019-20 financial year. Growth, particularly in Australia's neighbourhood, will add to national income, while a combination of rising commodity exports and government infrastructure spending will ensure that economic growth continues at around trend pace.

As a result, CFO's with experience capital raising for project finance are in demand from companies that want to be part of the infrastructure boom.

Across all industries, C-suite executives who are future focused and see technology-driven change as an opportunity to disrupt a business both nationally and globally are sought.

So too are executives who can manage cyber security risk by making cyber preparedness a board priority and stress testing the resilience of their systems and people to withstand an attack.

“ Across all industries, C-suite executives who are future focused and see technology-driven change as an opportunity to disrupt a business both nationally and globally are sought.”

There's also a requirement across many sectors for CEOs with a rounded, nuanced view of the motivations of Millennials and who understand how this generation make decisions. This requires executives who

listen and ensure their corporate values are aligned with those of Millennials.

Equality of pay remains a key focus for all boards, despite salary increases and bonuses being harder to come by in the 2018-19 financial year in certain sectors.

Turning to the not-for-profit (NFP) sector, employers continue to adjust to an ever-changing landscape of outcomes-based funding and increased regulation. There has also been a move to skills-based boards and a focus on governance.

“ Equality of pay remains a key focus for all boards.”

Demand remains strong for commercial executives with a social heart and a continuous improvement mindset. Organisations are continually transforming operations to deliver innovative services with measurable quality outcomes. As such, organisation have had to re-evaluate their market position and programmes to ensure delivery on mission.

With women accounting for over 75 per cent of the NFP workforce, yet only a small percentage of management and executive roles, there is clearly still a need to improve gender diversity.

There is also a need for the NFP sector to regain trust with the community following various royal commissions and high profile incidents.

In another trend, a number of mergers between smaller organisations took place over the last financial year. These organisations acted to safeguard those they support by driving economies of scale and offering their clients greater choice by diversifying their services.

Finally, as the NFP sector continued to evolve, salaries came under increasing pressure during the last financial year. Employers require agile skill sets to ensure financial sustainability in an ever-changing world. With a shortage of suitable executive talent who can do more with less, NFP boards have had to benchmark their executive salaries with comparative organisations in order to attract and retain the best people.

A note on executive salaries

Given the broad range of executive positions, each package is dependent on a number of factors. These include company size (employee numbers and revenue), ownership (public, private or government), industry and responsibilities. To find out more about specific executive salaries please contact your local Hays Executive recruiting expert. You can find our nearest office on the back of this guide.

EXECUTIVE

NOT-FOR-PROFIT	CEO/MD (Turnover up to \$50m)	CEO/MD (Turnover \$50m - \$500m)	CEO/MD (Turnover > \$500m)
Australia	280 190 - 310	475 300 - 530	500+
	COO/EGM (Turnover up to \$50m)	COO/EGM (Turnover \$50m - \$500m)	COO/EGM (Turnover > \$500m)
Australia	220 185 - 250	285 230 - 355	400+
	CFO/FD (Turnover up to \$50m)	CFO/FD (Turnover \$50m - \$500m)	CFO/FD (Turnover > \$500m)
Australia	220 185 - 245	280 220 - 385	450+
COMMERCIAL	CEO/MD (Turnover up to \$50m)	CEO/MD (Turnover \$50m - \$500m)	CEO/MD (Turnover > \$500m)
Australia	400 220 - 450	600 450 - 700	700+
	COO/EGM (Turnover up to \$50m)	COO/EGM (Turnover \$50m - \$500m)	COO/EGM (Turnover > \$500m)
Australia	250 190 - 300	500 300 - 600	600+
	CFO/FD (Turnover up to \$50m)	CFO/FD (Turnover \$50m - \$500m)	CFO/FD (Turnover > \$500m)
Australia	250 210 - 350	500 350 - 600	600+

TYPICAL BENEFITS THAT MAY BE INCLUDED ON TOP OF BASE SALARIES SHOWN:

- Additional super
- Health cover
- Fully maintained company car
- Car allowance
- Salary packaging
- Professional memberships
- Cash bonus/share options (STI /LTI)
- Professional development
- Study assistance
- Product allowance
- Parking

NOTES:

- All salaries shown are exclusive of superannuation



AUSTRALIA

Accountancy and finance professionals who are poised to adapt and evolve their skillset in response to the growing demand for business advisers and analysts will see strong job opportunities in the year ahead.

With artificial intelligence and automation impacting the way that accountants add value to an organisation or firm, employers are looking for candidates who can interpret the vast array of data at their disposal. The ability to improve efficiencies and develop cost savings and performance initiatives also remains highly valued.

This is leading to falling demand for traditional number crunchers and rising demand for analysts and advisors, including Commercial Analysts, Business Analysts, Financial Analysts and Business Partners.

It's also fuelling an additional requirement for professionals with solid soft skills, especially communication, business acumen and business partnering, in addition to strong ERP system literacy and the ability to analyse large data sets. Given how rapidly technology is changing the world of work, a continuous learning mindset is sought too.

In other areas of demand, Management Accountants with strong reporting, analytical and business partnering skills and Financial Accountants who can maintain financial control are sought.

An increase in transformational projects and business change is fuelling demand for Project Accountants and Systems Accountants.

Qualified accountants with a Big 4 or mid-tier background who are already in a commercial role and looking for their next opportunity are sought too.

We're also seeing demand for experienced all-round Finance Managers who can add value working with just one accountant and a CFO or FC.

In Western Australia, accountancy professionals with experience working in the oil and gas sector are needed. In Darwin, Financial and Project Accountants with local experience are required. Across the country, Cost Accountants with a manufacturing background are in short supply.

As always, at the accountancy support level employers look for candidates with particular systems experience. However, in some areas this is no longer viable. For example, Payrollers at all levels remain in high demand as this function is brought back in-house. Yet employers struggle to attract candidates if they limit their search to those with certain systems knowledge. Instead, end-to-end payroll experience and knowledge of the various awards should be the focus.

Demand is also rising for Accounts Payable professionals, Credit Controllers and candidates with experience using SAP and Oracle.

Within the public sector, not-for-profits require Commercial Accountants with costing and cash flow management experience in response to changing NDIS funding structures.

“ Accountants are negotiating flexible working hours or work from home options in lieu of a strong salary increase. ”

As in commerce, in the public sector payroll candidates with end-to-end payroll experience and knowledge of the relevant Awards are in high demand.

Government roles in New South Wales now offer salaries on par, if not above, those offered in the private sector. Add the genuine work-life balance that Government agencies provide and the range of high profile infrastructure projects underway, and candidates are increasingly viewing this sector as highly desirable.

Within professional practice, internal and external audit, tax and business services candidates with experience working for a reputable local firm remain in short supply. Strong business advisory and communication skills are a must, yet suitable professionals continue to move into commerce for the higher salaries on offer. If they do remain in the profession, they typically look for advisory not compliance work.

In a final trend, an increasing number of graduates are looking for their first professional role yet graduate positions have been declining for several years. This has contributed to today's shortage of intermediate candidates.

Turning to salary trends, senior finance salaries have not increased above CPI. The exceptions are for candidates in the highest level of demand, particularly Analysts, Management Accountants and Commercial Managers, second time movers from professional practice and Systems Accountants.

At the accountancy support level, salaries are increasing in the construction, property, architecture, energy and engineering industries. In all other industries they remain steady. Salaries are also increasing nationally for payroll professionals in response to demand.

In geographical trends, salaries have increased in regional areas in response to candidate shortages. Meanwhile, the Northern Territory faces an attraction challenge as candidates expect an even greater salary in compensation for working in the Territory.

Within professional practice, and despite continuously high demand, firms are not increasing salaries above CPI. With clients looking to keep accounting fees down, firms are unable to offer strong salary increases to their staff. The rare exceptions occur for the highest performers.

For all roles, across both commerce and professional practice, accountants are negotiating flexible working hours or work from home options in lieu of a strong salary increase.

When looking to recruit, employers must move quickly in order to secure their preferred candidate.

Looking ahead, the automation of transactional work is removing routine and repetitive job tasks, creating demand for more highly-skilled candidates. This should impact salaries in the years to come.

ACCOUNTANCY & FINANCE

NEW ZEALAND

New Zealand's accountancy & finance job market remains strong, although the continuing shortage of accountants across the country keeps the supply and demand ratio firmly in the favour of candidates.

Some easing at the entry and mid-levels has come from the addition in early 2018 of the role of Accountant to the Immediate Skills Shortage List (ISSL). Since then, candidate supply has increased for generalist roles. Some senior candidates from relevant regions, such as the UK, have also been secured.

“ Employers of traditional accounting skills are increasingly looking instead for candidates with strong business intelligence and analytics skills. ”

In the year ahead, we therefore expect multiple candidates to be available for generalist accounting positions. As a result, salary demands at the entry to mid-levels have lowered.

Given that demand for accountants is projected to increase, the continuing ability to recruit eligible migrants will boost the candidate pool. So too will a renewed focus on candidate attraction and retention.

Turning to specific trends within commerce and industry, a key development of note is the focus on business partnering between finance and operations as companies link front and back office functions and improve productivity. Consequently, employers of traditional accounting skills are increasingly looking instead for candidates with strong business intelligence and analytics skills. Strong communication and soft skills are also required for a candidate to be successful.

Another trend impacting talent in demand is the renewed focus on process improvement skills. With back office financial processing seeing a high level of automation as organisations face increased pressure to maximise efficiency,

accountancy professionals who can work with robotics or innovate to improve processes and system efficiencies will increasingly be valued.

Meanwhile, the strong economic backdrop of the last five years has led to ongoing demand from start-up businesses and fast growing small to medium sized enterprises for Commercial Accountants.

At the accountancy support level, a major trend is the outsourcing of back office processing functions, which is creating demand for Assistant Accountants. All-round Account Clerks with ample experience and a diverse skill set are needed too, while demand continues to exceed supply for Payrollers, Payroll Managers and Credit Controllers for front-end roles. Accounts Payable and Receivable professionals with strong focussed experience rather than broad experience across multiple functions are also sought. With fewer people wanting to pursue a career in transactional accounting, these candidate shortages are set to intensify over the year ahead.

Salaries for accountancy support professionals remain unchanged. The exception is in payroll, with the supply of Payroll Administrators failing to meet demand and leading to strong increases for suitable candidates.

Turning to professional practice, high demand is evident for intermediate to senior level candidates given the movement into commerce upon completion of their qualification.

Adding to demand for Intermediate Accountants is the lack of sufficient exposure firms are giving candidates to clients. This is intensifying the shortage of suitable candidates who fit the requirements of an 'intermediate'.

Given demand, firms are even more open to considering qualified candidates who are bonded to firms for their professional studies and will buy-out bonds to secure candidates. That said, the request has to come from a firm as employers are cautious of candidates who have broken their bond.

In other areas of demand, tax remains a major focus, with Senior Accountants in BAS and Audit, Associate Directors with

business development skills and Agri Accountants sought.

Finally, salaries within professional practice are set within defined brackets and have not changed. Salary increases occur following a promotion, often based on years of service or completion of a professional qualification.



ACCOUNTANCY & FINANCE

Commerce & Industry | Senior Finance

SENIOR QUALIFIED ACCOUNTANTS	Financial Controller (Turnover up to \$50m)	Financial Controller (Turnover \$50m - \$500m)	Group Financial Controller/ GM Finance* (Turnover > \$500m)
NSW - Sydney	150 100 - 170	170 145 - 200	260 200 - 300
NSW - Regional	130 115 - 150	150 130 - 200	160 140 - 200
VIC - Melbourne	125 110 - 140	150 125 - 175	170 160 - 250
VIC - Regional	150 120 - 180	135 125 - 150	160 140 - 200
QLD - Brisbane, Gold Coast & Sunshine Coast	120 100 - 140	140 110 - 170	180 140 - 200
QLD - Regional	110 90 - 120	140 110 - 160	140 110 - 180
SA - Adelaide	130 100 - 140	135 105 - 160	160 140 - 180
WA - Perth	140 125 - 155	140 135 - 145	180 160 - 200
ACT - Canberra	120 110 - 130	140 120 - 160	150 140 - 200
TAS - Hobart/Launceston	125 95 - 135	140 105 - 150	150 120 - 180
NT - Darwin	130 110 - 140	140 130 - 160	170 150 - 190
NZ - Auckland	130 100 - 150	150 130 - 180	170 140 - 220
NZ - Wellington	120 90 - 140	140 110 - 160	150 120 - 200
NZ - Christchurch	120 90 - 130	130 110 - 170	150 120 - 200

	Finance Manager (Turnover up to \$50m)	Finance Manager (Turnover \$50m - \$500m)	Finance Manager (Turnover > \$500m)
NSW - Sydney	125 100 - 150	150 130 - 170	170 140 - 200
NSW - Regional	120 100 - 150	150 130 - 170	150 130 - 180
VIC - Melbourne	115 100 - 120	130 120 - 150	125 100 - 130
VIC - Regional	120 100 - 125	120 100 - 125	135 125 - 160
QLD - Brisbane, Gold Coast & Sunshine Coast	110 90 - 120	135 120 - 160	160 125 - 200
QLD - Regional	100 90 - 120	120 100 - 130	140 120 - 160
SA - Adelaide	110 85 - 115	125 95 - 150	140 110 - 150
WA - Perth	115 100 - 125	130 120 - 140	140 130 - 150
ACT - Canberra	115 100 - 120	130 120 - 140	140 130 - 160
TAS - Hobart/Launceston	105 90 - 120	120 90 - 130	140 110 - 160
NT - Darwin	110 90 - 130	130 100 - 150	130 110 - 150
NZ - Auckland	110 100 - 130	125 110 - 150	150 120 - 160
NZ - Wellington	110 80 - 120	120 90 - 130	130 100 - 150
NZ - Christchurch	110 90 - 120	120 100 - 140	130 100 - 150

TYPICAL BENEFITS THAT MAY BE INCLUDED ON TOP OF BASE SALARIES SHOWN:

- Additional super
- Health cover
- Interest free loans
- Car/car allowance
- Cash bonuses
- Study assistance
- Parking
- Share options in company
- Laptops
- Vehicle expenses
- Professional memberships
- School fees

NOTES:

- All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ)
- New Zealand salaries are represented in New Zealand dollars
- * For a more detailed discussion on executive level salaries contact Hays Executive

ACCOUNTANCY & FINANCE

Commerce & Industry | Senior Finance

SENIOR QUALIFIED ACCOUNTANTS	Commercial Manager (Turnover up to \$50m)	Commercial Manager (Turnover \$50m - \$500m)	Senior Commercial Manager/Director (Turnover > \$500m)
NSW - Sydney	140 100 - 150	200 150 - 220	250 230 - 280
NSW - Regional	140 120 - 160	150 140 - 180	220 150 - 250
VIC - Melbourne	125 100 - 130	150 140 - 180	220 180 - 250
VIC - Regional	135 125 - 150	150 125 - 180	200 175 - 225
QLD - Brisbane, Gold Coast & Sunshine Coast	150 130 - 170	180 150 - 200	175 150 - 200
QLD - Regional	150 120 - 160	180 130 - 230	180 130 - 230
SA - Adelaide	150 115 - 170	160 140 - 180	160 140 - 180
WA - Perth	135 120 - 145	160 140 - 180	200 180 - 220
ACT - Canberra	130 120 - 140	150 120 - 180	160 140 - 190
TAS - Hobart/Launceston	130 110 - 150	130 115 - 160	180 150 - 220
NT - Darwin	140 120 - 160	120 110 - 130	145 130 - 160
NZ - Auckland	120 100 - 130	150 110 - 160	160 130 - 220
NZ - Wellington	110 100 - 130	120 110 - 140	150 120 - 170
NZ - Christchurch	110 100 - 140	130 100 - 150	150 120 - 180

	Group Accountant (Turnover up to \$50m)	Group Accountant (Turnover \$50m - \$500m)	Group Accountant (Turnover > \$500m)
NSW - Sydney	100 90 - 120	120 90 - 150	130 100 - 150
NSW - Regional	110 90 - 120	120 90 - 130	130 100 - 140
VIC - Melbourne	90 80 - 100	110 90 - 120	120 100 - 130
VIC - Regional	100 90 - 115	110 100 - 120	130 120 - 140
QLD - Brisbane, Gold Coast & Sunshine Coast	100 85 - 115	100 90 - 120	125 100 - 150
QLD - Regional	85 75 - 100	95 80 - 110	115 90 - 125
SA - Adelaide	92 88 - 110	100 88 - 120	120 100 - 140
WA - Perth	105 90 - 110	120 100 - 130	130 125 - 135
ACT - Canberra	100 80 - 110	110 100 - 120	120 110 - 130
TAS - Hobart/Launceston	90 80 - 115	100 90 - 120	120 110 - 145
NT - Darwin	95 90 - 110	110 100 - 120	120 120 - 140
NZ - Auckland	90 80 - 100	110 95 - 120	115 100 - 130
NZ - Wellington	90 80 - 110	110 100 - 120	120 100 - 140
NZ - Christchurch	90 75 - 100	110 90 - 120	120 100 - 140

TYPICAL BENEFITS THAT MAY BE INCLUDED ON TOP OF BASE SALARIES SHOWN:

- Additional super
- Health cover
- Interest free loans
- Car/car allowance
- Cash bonuses
- Study assistance
- Parking
- Share options in company
- Laptops
- Vehicle expenses
- Professional memberships
- School fees

NOTES:

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ACCOUNTANCY & FINANCE

Commerce & Industry | Senior Finance

SENIOR QUALIFIED ACCOUNTANTS	Divisional Accountant (Turnover up to \$50m)	Divisional Accountant (T. o. \$50m - \$500m)	Divisional Accountant (T. o. > \$500m)	Project Accountant
NSW - Sydney	95 80 - 100	110 90 - 120	120 100 - 140	105 85 - 135
NSW - Regional	100 80 - 120	110 90 - 120	120 100 - 140	100 85 - 135
VIC - Melbourne	85 75 - 90	90 80 - 100	105 100 - 120	115 90 - 125
VIC - Regional	87 75 - 95	110 90 - 120	120 110 - 130	110 85 - 120
QLD - Brisbane, Gold Coast & Sunshine Coast	85 80 - 95	100 90 - 115	125 100 - 130	110 90 - 120
QLD - Regional	80 70 - 85	90 80 - 100	100 90 - 120	95 85 - 120
SA - Adelaide	85 78 - 95	95 85 - 110	110 90 - 120	110 90 - 120
WA - Perth	100 95 - 110	110 100 - 130	120 110 - 140	110 90 - 135
ACT - Canberra	90 85 - 100	100 90 - 110	115 110 - 120	105 90 - 120
TAS - Hobart/Launceston	80 70 - 85	90 80 - 100	95 85 - 125	95 85 - 105
NT - Darwin	80 80 - 100	90 90 - 110	100 100 - 120	110 90 - 120
NZ - Auckland	85 75 - 95	95 85 - 105	110 90 - 125	110 95 - 135
NZ - Wellington	80 70 - 90	90 80 - 100	100 90 - 120	110 90 - 140
NZ - Christchurch	80 70 - 95	95 85 - 105	105 90 - 120	110 90 - 135

	Corporate Accountant (Turnover up to \$50m)	Corporate Accountant (T. o. \$50m - \$500m)	Corporate Accountant (T. o. > \$500m)
NSW - Sydney	105 90 - 120	120 90 - 130	135 115 - 150
NSW - Regional	105 90 - 120	120 90 - 130	125 110 - 140
VIC - Melbourne	85 80 - 90	100 90 - 120	110 105 - 120
VIC - Regional	85 80 - 90	100 85 - 110	105 95 - 115
QLD - Brisbane, Gold Coast & Sunshine Coast	95 85 - 110	110 100 - 120	120 110 - 130
QLD - Regional	85 75 - 105	95 80 - 120	110 80 - 140
SA - Adelaide	82 75 - 90	95 85 - 110	105 90 - 120
WA - Perth	100 90 - 110	115 100 - 120	125 110 - 145
ACT - Canberra	95 85 - 100	100 90 - 110	110 100 - 120
TAS - Hobart/Launceston	90 70 - 95	95 80 - 100	105 90 - 110
NT - Darwin	80 70 - 90	95 80 - 110	100 90 - 120
NZ - Auckland	80 70 - 90	100 85 - 115	110 100 - 130
NZ - Wellington	85 75 - 90	95 80 - 110	110 100 - 120
NZ - Christchurch	85 75 - 90	95 85 - 110	110 95 - 120

TYPICAL BENEFITS THAT MAY BE INCLUDED ON TOP OF BASE SALARIES SHOWN:

- Additional super
- Car/car allowance
- Parking
- Vehicle expenses
- Health cover
- Cash bonuses
- Professional memberships
- Laptops
- Study assistance

NOTES:

- All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ)
- New Zealand salaries are represented in New Zealand dollars

ACCOUNTANCY & FINANCE

Commerce & Industry | Senior Finance

SENIOR QUALIFIED ACCOUNTANTS	Financial Accountant (Turnover up to \$50m)	Financial Accountant (Turnover \$50m - \$500m)	Financial Accountant (Turnover > \$500m)
NSW - Sydney	90 75 - 100	100 80 - 105	110 90 - 120
NSW - Regional	90 75 - 100	100 80 - 120	110 90 - 140
VIC - Melbourne	80 70 - 90	90 75 - 100	100 85 - 120
VIC - Regional	80 75 - 95	85 80 - 110	100 90 - 120
QLD - Brisbane, Gold Coast & Sunshine Coast	85 75 - 95	90 80 - 100	110 90 - 120
QLD - Regional	75 70 - 85	85 75 - 100	100 90 - 120
SA - Adelaide	78 72 - 88	88 76 - 100	95 85 - 120
WA - Perth	95 90 - 100	110 95 - 125	125 110 - 140
ACT - Canberra	85 75 - 90	90 85 - 95	105 95 - 115
TAS - Hobart/Launceston	80 70 - 90	90 70 - 105	100 75 - 125
NT - Darwin	85 75 - 95	95 85 - 100	100 90 - 110
NZ - Auckland	80 75 - 90	90 80 - 100	110 90 - 120
NZ - Wellington	80 70 - 90	90 80 - 100	110 90 - 120
NZ - Christchurch	85 70 - 95	90 75 - 105	110 90 - 120

	Management Accountant (Turnover up to \$50m)	Management Accountant (Turnover \$50m - \$500m)	Management Accountant (Turnover > \$500m)
NSW - Sydney	90 80 - 100	110 95 - 120	120 100 - 140
NSW - Regional	90 80 - 100	110 80 - 120	120 100 - 140
VIC - Melbourne	85 75 - 90	100 80 - 105	100 90 - 120
VIC - Regional	85 75 - 100	100 85 - 110	115 90 - 130
QLD - Brisbane, Gold Coast & Sunshine Coast	85 75 - 90	100 90 - 120	120 110 - 130
QLD - Regional	85 70 - 120	95 80 - 120	120 90 - 150
SA - Adelaide	80 70 - 90	80 75 - 90	90 80 - 100
WA - Perth	95 90 - 100	110 100 - 125	120 100 - 135
ACT - Canberra	90 80 - 100	95 90 - 100	105 95 - 115
TAS - Hobart/Launceston	80 70 - 90	90 75 - 105	100 85 - 125
NT - Darwin	85 75 - 95	95 85 - 100	100 90 - 110
NZ - Auckland	85 75 - 90	90 80 - 100	115 95 - 130
NZ - Wellington	80 70 - 90	90 80 - 100	115 90 - 130
NZ - Christchurch	85 70 - 95	90 80 - 100	120 100 - 130

TYPICAL BENEFITS THAT MAY BE INCLUDED ON TOP OF BASE SALARIES SHOWN:

- Additional super
- Health cover
- Study assistance
- Cash bonuses
- Professional memberships
- Laptops

NOTES:

- All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ)
- New Zealand salaries are represented in New Zealand dollars

ACCOUNTANCY & FINANCE

Commerce & Industry | Senior Finance

SENIOR QUALIFIED ACCOUNTANTS	Financial Analyst (T. o. up to \$50m)	Financial Analyst (T. o. \$50m - \$500m)	Financial Analyst (T. o. > \$500m)	Manager/Head of Financial Planning/ Analysis
NSW - Sydney	90 75 - 100	110 85 - 120	120 115 - 140	225 180 - 280
NSW - Regional	90 75 - 100	110 90 - 120	130 110 - 140	165 140 - 200
VIC - Melbourne	85 80 - 90	100 85 - 110	120 100 - 140	150 140 - 180
VIC - Regional	90 80 - 100	100 85 - 110	110 90 - 125	140 125 - 160
QLD - Brisbane, Gold Coast & Sunshine Coast	90 80 - 100	100 85 - 110	125 115 - 135	160 140 - 180
QLD - Regional	90 80 - 100	95 75 - 110	100 80 - 120	130 110 - 130
SA - Adelaide	85 80 - 95	95 80 - 110	105 90 - 120	150 120 - 190
WA - Perth	95 90 - 100	110 100 - 120	120 100 - 130	145 135 - 165
ACT - Canberra	90 80 - 100	95 90 - 100	115 100 - 120	150 120 - 180
TAS - Hobart/Launceston	80 70 - 90	90 70 - 105	100 80 - 125	135 125 - 155
NT - Darwin	90 85 - 105	95 85 - 110	110 90 - 120	130 120 - 160
NZ - Auckland	80 75 - 95	100 80 - 120	110 100 - 130	150 120 - 190
NZ - Wellington	80 70 - 90	95 80 - 120	110 90 - 130	140 110 - 160
NZ - Christchurch	80 70 - 90	90 80 - 120	110 90 - 130	140 100 - 150

	Systems Accountant (T. o. up to \$50m)	Systems Accountant (T. o. \$50m - \$500m)	Systems Accountant (T. o. > \$500m)
NSW - Sydney	85 70 - 100	110 90 - 120	125 90 - 145
NSW - Regional	85 70 - 100	120 90 - 130	130 120 - 140
VIC - Melbourne	90 80 - 95	95 85 - 105	105 100 - 120
VIC - Regional	87 75 - 95	95 87 - 105	110 85 - 125
QLD - Brisbane, Gold Coast & Sunshine Coast	85 75 - 95	100 85 - 110	115 90 - 130
QLD - Regional	75 70 - 90	90 80 - 100	100 85 - 120
SA - Adelaide	90 75 - 95	95 80 - 100	110 95 - 120
WA - Perth	90 90 - 100	100 100 - 120	120 110 - 140
ACT - Canberra	95 90 - 100	100 90 - 110	115 100 - 130
TAS - Hobart/Launceston	85 75 - 95	95 85 - 110	115 105 - 125
NT - Darwin	85 75 - 90	90 80 - 100	110 90 - 120
NZ - Auckland	85 75 - 95	90 80 - 100	120 90 - 150
NZ - Wellington	85 75 - 95	90 80 - 100	120 100 - 150
NZ - Christchurch	85 75 - 95	90 80 - 100	120 90 - 150

TYPICAL BENEFITS THAT MAY BE INCLUDED ON TOP OF BASE SALARIES SHOWN:

- Additional super
- Health cover
- Study assistance
- Cash bonuses
- Professional memberships
- Laptops

NOTES:

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- New Zealand salaries are represented in New Zealand dollars

ACCOUNTANCY & FINANCE

Commerce & Industry | Senior Finance

SENIOR QUALIFIED ACCOUNTANTS	Financial Systems Manager (Turnover up to \$50m)	Financial Systems Manager (Turnover \$50m - \$500m)	Financial Systems Manager (Turnover > \$500m)
NSW - Sydney	120 100 - 140	160 125 - 180	170 150 - 200
NSW - Regional	120 100 - 120	140 100 - 160	170 130 - 200
VIC - Melbourne	120 100 - 140	140 120 - 160	150 110 - 180
VIC - Regional	120 105 - 135	120 105 - 135	150 110 - 180
QLD - Brisbane, Gold Coast & Sunshine Coast	105 95 - 120	120 105 - 130	125 120 - 150
QLD - Regional	90 85 - 100	110 90 - 120	120 100 - 130
SA - Adelaide	105 85 - 120	120 95 - 140	140 105 - 155
WA - Perth	110 100 - 120	120 110 - 130	150 135 - 165
ACT - Canberra	110 100 - 120	120 110 - 130	140 130 - 150
TAS - Hobart/Launceston	105 85 - 125	125 105 - 135	150 115 - 180
NT - Darwin	100 90 - 110	110 100 - 120	120 110 - 130
NZ - Auckland	100 90 - 110	120 100 - 130	130 110 - 150
NZ - Wellington	90 80 - 100	100 90 - 110	130 110 - 150
NZ - Christchurch	90 85 - 95	100 90 - 110	130 120 - 150

TREASURY	Treasury Accountant (Turnover up to \$50m)	Treasury Accountant (Turnover \$50m - \$500m)	Treasury Accountant (Turnover > \$500m)
NSW - Sydney	95 80 - 100	115 90 - 125	135 100 - 150
NSW - Regional	90 75 - 100	110 90 - 120	120 100 - 130
VIC - Melbourne	75 60 - 80	90 80 - 105	125 110 - 150
VIC - Regional	70 55 - 82	80 70 - 90	100 80 - 120
QLD - Brisbane, Gold Coast & Sunshine Coast	80 75 - 90	95 85 - 100	125 110 - 140
QLD - Regional	75 70 - 80	85 75 - 100	100 95 - 120
SA - Adelaide	80 75 - 95	95 80 - 105	110 100 - 130
WA - Perth	90 90 - 95	95 90 - 100	120 100 - 130
ACT - Canberra	80 75 - 90	95 85 - 100	115 100 - 125
TAS - Hobart/Launceston	75 60 - 85	85 65 - 95	105 70 - 125
NT - Darwin	80 70 - 90	90 80 - 100	110 100 - 120
NZ - Auckland	75 65 - 85	95 80 - 100	100 80 - 120
NZ - Wellington	80 70 - 90	95 85 - 105	105 95 - 115
NZ - Christchurch	75 70 - 85	85 75 - 95	100 80 - 120

TYPICAL BENEFITS THAT MAY BE INCLUDED ON TOP OF BASE SALARIES SHOWN:

- Additional super
- Health cover
- Study assistance
- Cash bonuses
- Professional memberships
- Laptops

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ACCOUNTANCY & FINANCE

Commerce & Industry | Senior Finance

TREASURY	Treasury Manager (T.o. up to \$50m)	Treasury Manager (T.o. \$50m - \$500m)	Treasury Manager* (T.o. > \$500m)	Head of Treasury*
NSW - Sydney	130 100 - 150	180 150 - 200	250 200 - 280	400 280 - 500
NSW - Regional	120 100 - 140	160 130 - 200	180 140 - 200	200 180 - 250
VIC - Melbourne	100 90 - 115	120 100 - 130	150 125 - 175	250 200 - 275
VIC - Regional	100 90 - 110	115 100 - 125	130 115 - 150	175 150 - 225
QLD - Brisbane, Gold Coast & Sunshine Coast	100 90 - 110	130 100 - 150	160 140 - 200	180 150 - 200
QLD - Regional	100 90 - 110	115 100 - 120	130 110 - 150	N/A
SA - Adelaide	100 95 - 120	120 100 - 140	160 125 - 180	180 150 - 210
WA - Perth	120 100 - 130	135 120 - 145	185 170 - 200	200 185 - 230
ACT - Canberra	120 100 - 130	140 120 - 160	170 150 - 220	200 180 - 250
TAS - Hobart/Launceston	95 90 - 105	115 100 - 125	130 115 - 150	N/A
NT - Darwin	100 85 - 110	110 100 - 130	140 120 - 150	215 180 - 250
NZ - Auckland	100 80 - 110	130 110 - 140	150 110 - 180	170 140 - 200
NZ - Wellington	100 80 - 120	120 110 - 130	150 120 - 180	160 130 - 200
NZ - Christchurch	90 80 - 100	100 85 - 110	110 100 - 120	140 120 - 160

TYPICAL BENEFITS THAT MAY BE INCLUDED ON TOP OF BASE SALARIES SHOWN:

- Additional super
- Health cover
- Study assistance
- Cash bonuses
- Professional memberships
- Laptops

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- * For a more detailed discussion on executive level salaries contact Hays Executive

Commerce & Industry | Mining

	Mine Accountant
NSW - Regional	130 110 - 145
QLD - Regional	120 90 - 150
SA - Adelaide	100 90 - 130
WA - Perth	140 120 - 160
TAS - Hobart/Launceston	90 80 - 100
NT - Darwin	120 100 - 150
NZ - Auckland	120 90 - 130
NZ - Wellington	100 90 - 130
NZ - Christchurch	110 90 - 120

TYPICAL BENEFITS THAT MAY BE INCLUDED ON TOP OF BASE SALARIES SHOWN:

- Subsidised accommodation
- Bonus based on mine production and performance
- Flights home if overseas residential
- Rental/utilities allowance
- Health cover
- Relocation assistance
- Site allowance

NOTES:

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ACCOUNTANCY & FINANCE

Commerce & Industry | Financial Services

PRODUCT AND FUNDS	Product Control	Product Control Manager	Fund/Investment Accountant
NSW - Sydney	110 90 - 130	150 120 - 180	85 75 - 90
NSW - Regional	90 85 - 95	100 90 - 110	70 60 - 75
VIC - Melbourne	95 80 - 100	135 120 - 150	75 65 - 90
VIC - Regional	85 65 - 90	95 90 - 105	75 65 - 85
QLD - Brisbane, Gold Coast & Sunshine Coast	90 80 - 100	120 110 - 130	85 65 - 90
QLD - Regional	85 80 - 95	110 90 - 120	70 60 - 85
SA - Adelaide	85 70 - 90	110 100 - 130	70 65 - 80
WA - Perth	80 65 - 85	95 90 - 110	80 70 - 95
ACT - Canberra	N/A	N/A	80 70 - 90
TAS - Hobart/Launceston	85 70 - 90	110 95 - 140	75 65 - 95
NT - Darwin	80 65 - 85	90 85 - 100	80 65 - 90
NZ - Auckland	75 65 - 85	85 75 - 95	80 75 - 85
NZ - Wellington	75 65 - 85	85 75 - 95	80 70 - 90
NZ - Christchurch	75 65 - 85	85 75 - 95	80 70 - 90

	Senior Fund/ Investment Accountant	Fund/Investment Accountant Acctg. Manager
NSW - Sydney	100 85 - 120	130 100 - 160
NSW - Regional	80 70 - 85	100 80 - 110
VIC - Melbourne	90 80 - 110	120 110 - 150
VIC - Regional	85 80 - 90	100 90 - 115
QLD - Brisbane, Gold Coast & Sunshine Coast	95 80 - 110	110 90 - 130
QLD - Regional	80 70 - 100	100 90 - 120
SA - Adelaide	80 80 - 95	100 85 - 130
WA - Perth	90 90 - 100	110 95 - 120
ACT - Canberra	100 90 - 110	120 100 - 130
TAS - Hobart/Launceston	85 80 - 105	105 95 - 115
NT - Darwin	90 85 - 100	110 100 - 120
NZ - Auckland	90 80 - 100	105 85 - 115
NZ - Wellington	90 80 - 100	100 90 - 110
NZ - Christchurch	85 80 - 95	100 90 - 110

TYPICAL BENEFITS THAT MAY BE INCLUDED ON TOP OF BASE SALARIES SHOWN:

- Additional super
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ACCOUNTANCY & FINANCE

Commerce & Industry | Financial Services

STATUTORY AND TAX	Tax Accountant	Tax Manager	Head of Tax	Reporting Accountant
NSW - Sydney	90 80 - 110	180 120 - 230	210 160 - 260	110 95 - 130
NSW - Regional	85 75 - 100	150 120 - 180	180 150 - 220	110 90 - 140
VIC - Melbourne	100 85 - 110	100 85 - 110	180 150 - 200	120 90 - 130
VIC - Regional	80 75 - 85	115 105 - 130	150 120 - 160	95 85 - 105
QLD - Brisbane, Gold Coast & Sunshine Coast	90 80 - 100	140 100 - 160	170 140 - 200	90 85 - 100
QLD - Regional	80 70 - 95	125 100 - 150	160 140 - 200	90 85 - 100
SA - Adelaide	80 70 - 95	130 100 - 150	160 160 - 220	90 80 - 100
WA - Perth	95 90 - 105	135 120 - 150	180 160 - 210	N/A
ACT - Canberra	90 80 - 105	125 110 - 140	150 120 - 180	90 85 - 100
TAS - Hobart/Launceston	80 75 - 90	125 105 - 155	155 125 - 165	N/A
NT - Darwin	90 75 - 95	120 100 - 130	160 140 - 200	80 75 - 90
NZ - Auckland	90 65 - 100	110 100 - 120	150 120 - 180	90 80 - 100
NZ - Wellington	85 70 - 100	110 90 - 120	120 100 - 140	90 80 - 100
NZ - Christchurch	90 70 - 100	110 90 - 120	115 100 - 130	90 80 - 100

	Reporting Manager	Regulatory Accounting Manager	Statutory Accountant	Financial Reporting Manager
NSW - Sydney	130 120 - 150	130 120 - 150	100 80 - 115	190 150 - 220
NSW - Regional	140 120 - 150	120 100 - 130	110 90 - 120	130 120 - 150
VIC - Melbourne	130 100 - 150	140 120 - 160	115 100 - 130	135 100 - 150
VIC - Regional	120 105 - 140	105 90 - 115	95 90 - 115	105 95 - 120
QLD - Brisbane, Gold Coast & Sunshine Coast	90 85 - 100	125 100 - 140	90 85 - 110	130 110 - 150
QLD - Regional	90 85 - 100	125 100 - 140	90 85 - 95	130 110 - 150
SA - Adelaide	90 80 - 100	120 95 - 130	100 80 - 110	130 120 - 150
WA - Perth	N/A	120 100 - 140	110 95 - 130	135 110 - 150
ACT - Canberra	120 95 - 130	110 95 - 120	95 80 - 120	130 110 - 150
TAS - Hobart/Launceston	N/A	100 90 - 115	95 90 - 115	105 95 - 120
NT - Darwin	100 90 - 120	120 90 - 130	95 85 - 110	130 120 - 150
NZ - Auckland	120 110 - 130	110 100 - 120	90 85 - 110	120 110 - 150
NZ - Wellington	120 110 - 130	115 95 - 125	95 85 - 110	120 110 - 140
NZ - Christchurch	120 110 - 130	110 90 - 120	95 80 - 110	110 90 - 140

TYPICAL BENEFITS THAT MAY BE INCLUDED ON TOP OF BASE SALARIES SHOWN:

- Additional super
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ACCOUNTANCY & FINANCE

Commerce & Industry | Financial Services

COMPLIANCE/RISK	Compliance/ Risk Analyst	Compliance/ Risk Manager	Operations Risk Analyst	Operations Risk Manager	Head of Risk
NSW - Sydney	100 90 - 110	130 110 - 150	95 90 - 110	140 120 - 160	250 200 - 300
NSW - Regional	100 70 - 110	130 110 - 150	95 90 - 110	140 120 - 160	220 180 - 250
VIC - Melbourne	90 75 - 100	140 100 - 170	95 80 - 120	140 130 - 160	N/A
VIC - Regional	80 70 - 90	115 95 - 125	95 80 - 110	130 125 - 150	220 185 - 225
QLD - Brisbane, Gold Coast & Sunshine Coast	90 80 - 100	130 100 - 150	95 85 - 115	150 120 - 160	210 200 - 250
QLD - Regional	75 70 - 85	100 90 - 120	80 70 - 95	110 100 - 120	N/A
SA - Adelaide	85 75 - 90	105 90 - 130	90 80 - 95	105 100 - 125	150 130 - 200
WA - Perth	95 90 - 100	120 100 - 130	110 100 - 130	145 130 - 160	165 150 - 180
ACT - Canberra	85 70 - 90	110 100 - 120	90 80 - 105	120 110 - 135	150 140 - 180
TAS - Hobart/Launceston	85 75 - 100	115 95 - 135	90 80 - 100	120 115 - 145	N/A
NT - Darwin	90 80 - 110	110 90 - 120	90 75 - 110	110 95 - 120	150 120 - 180
NZ - Auckland	75 70 - 80	110 80 - 120	85 75 - 95	125 100 - 140	170 150 - 200
NZ - Wellington	75 70 - 85	110 90 - 120	90 80 - 100	125 100 - 140	165 140 - 190
NZ - Christchurch	80 70 - 90	100 80 - 120	85 70 - 100	125 100 - 140	140 120 - 160

INTERNAL AUDIT	Internal Auditor	Senior Internal Auditor	Internal Audit Manager	Head of Internal Audit
NSW - Sydney	90 75 - 95	100 90 - 110	150 120 - 180	260 230 - 300
NSW - Regional	100 90 - 110	105 95 - 115	140 110 - 180	180 150 - 270
VIC - Melbourne	95 80 - 100	115 90 - 125	140 120 - 160	160 120 - 180
VIC - Regional	85 75 - 95	105 95 - 115	125 115 - 140	155 130 - 180
QLD - Brisbane, Gold Coast & Sunshine Coast	85 75 - 95	100 90 - 110	140 120 - 160	180 150 - 200
QLD - Regional	80 70 - 90	90 75 - 100	120 100 - 150	150 130 - 170
SA - Adelaide	80 75 - 90	110 85 - 130	120 100 - 140	150 140 - 190
WA - Perth	85 80 - 100	100 90 - 120	140 130 - 150	165 150 - 180
ACT - Canberra	85 80 - 100	95 90 - 110	120 100 - 125	150 130 - 200
TAS - Hobart/Launceston	70 60 - 80	85 75 - 105	110 90 - 130	110 95 - 130
NT - Darwin	75 65 - 80	80 75 - 90	100 95 - 110	140 130 - 170
NZ - Auckland	80 65 - 85	100 90 - 110	130 110 - 140	150 130 - 180
NZ - Wellington	80 70 - 90	100 90 - 110	130 100 - 140	150 130 - 160
NZ - Christchurch	75 70 - 90	100 90 - 110	110 100 - 130	140 110 - 160

TYPICAL BENEFITS THAT MAY BE INCLUDED ON TOP OF BASE SALARIES SHOWN:

- Additional super
- Health cover
- Study assistance
- Cash bonuses
- Professional memberships
- Laptops

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ACCOUNTANCY & FINANCE

Commerce & Industry | Accounting Support

NON CPA/CA QUALIFIED EXPERIENCED ACCOUNTANTS	3-5 yrs exp	5-10 yrs exp	Over 10 yrs exp
NSW - Sydney	75 70 - 75	80 75 - 80	85 80 - 90
NSW - Regional	70 65 - 75	80 70 - 85	80 80 - 85
VIC - Melbourne	65 60 - 70	75 70 - 80	85 80 - 90
VIC - Regional	60 55 - 70	80 70 - 90	80 70 - 90
QLD - Brisbane, Gold Coast & Sunshine Coast	70 60 - 75	70 60 - 80	75 70 - 85
QLD - Regional	70 60 - 75	70 60 - 80	75 70 - 85
SA - Adelaide	66 62 - 72	75 68 - 80	80 72 - 90
WA - Perth	70 60 - 80	85 70 - 95	95 85 - 100
ACT - Canberra	65 60 - 70	80 75 - 85	80 70 - 90
TAS - Hobart/Launceston	65 60 - 70	70 65 - 85	75 70 - 90
NT - Darwin	60 55 - 65	75 70 - 80	80 75 - 85
NZ - Auckland	70 65 - 75	80 70 - 85	90 80 - 100
NZ - Wellington	75 65 - 80	80 75 - 90	90 80 - 110
NZ - Christchurch	60 55 - 65	65 60 - 70	75 70 - 80

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- For internal audit and taxation salary details, please see the professional practice section or ask your consultant for advice

ASSISTANT ACCOUNTANTS	Graduate (No experience)	Assistant Accountant (up to 2 yrs)	Assistant Accountant (2-4 yrs)	Assistant Accountant (4+ yrs)
NSW - Sydney	50 50 - 55	60 60 - 65	65 65 - 70	70 70 - 75
NSW - Regional	55 50 - 65	65 60 - 70	70 65 - 75	70 65 - 75
VIC - Melbourne	45 45 - 50	60 55 - 65	65 60 - 70	80 70 - 90
VIC - Regional	40 38 - 45	55 50 - 60	65 55 - 70	68 65 - 80
QLD - Brisbane, Gold Coast & Sunshine Coast	50 40 - 55	60 55 - 65	65 60 - 70	70 65 - 75
QLD - Regional	40 38 - 45	60 55 - 65	65 60 - 70	70 65 - 75
SA - Adelaide	52 48 - 55	57 54 - 62	60 55 - 65	65 60 - 75
WA - Perth	50 45 - 60	60 55 - 65	70 60 - 95	75 70 - 85
ACT - Canberra	45 40 - 50	50 45 - 55	60 55 - 65	65 60 - 70
TAS - Hobart/Launceston	45 40 - 50	48 45 - 60	55 50 - 60	62 50 - 65
NT - Darwin	45 40 - 55	60 55 - 65	70 60 - 75	70 65 - 75
NZ - Auckland	45 40 - 45	50 45 - 55	60 55 - 65	68 60 - 75
NZ - Wellington	45 40 - 50	50 45 - 55	62 55 - 70	70 60 - 80
NZ - Christchurch	45 40 - 45	50 45 - 55	58 50 - 60	65 60 - 70

NOTES:

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ACCOUNTANCY & FINANCE

Commerce & Industry | Accounting Support

PAYROLL	Payroll Officer	Senior Payroll Officer	Payroll Team Lead	Payroll Systems Analyst
NSW - Sydney	75 70 - 80	85 80 - 90	95 85 - 100	100 95 - 100
NSW - Regional	75 70 - 80	85 80 - 90	100 90 - 110	100 95 - 100
VIC - Melbourne	60 50 - 70	80 70 - 90	90 80 - 110	95 85 - 105
VIC - Regional	60 55 - 65	65 60 - 75	80 75 - 95	N/A
QLD - Brisbane, Gold Coast & Sunshine Coast	65 60 - 70	75 70 - 80	80 75 - 95	85 80 - 95
QLD - Regional	65 60 - 70	75 70 - 80	80 75 - 95	N/A
SA - Adelaide	60 55 - 65	65 65 - 75	75 70 - 80	75 70 - 85
WA - Perth	65 60 - 70	80 70 - 85	90 80 - 100	100 90 - 110
ACT - Canberra	75 70 - 80	75 75 - 85	85 80 - 90	90 85 - 95
TAS - Hobart/Launceston	60 55 - 65	65 60 - 75	72 65 - 85	72 70 - 90
NT - Darwin	60 55 - 65	65 60 - 70	75 70 - 80	75 70 - 80
NZ - Auckland	58 55 - 60	65 60 - 75	85 65 - 110	85 70 - 100
NZ - Wellington	55 50 - 60	65 60 - 75	90 70 - 110	90 70 - 110
NZ - Christchurch	53 50 - 55	60 55 - 70	75 65 - 90	75 65 - 90

	Remuneration and Payroll Manager	Supervisor/Manager (<1000 employees)	Supervisor/Manager (1000 - 3000 empl)	Supervisor/Manager (>3000 empl)
NSW - Sydney	120 100 - 130	100 95 - 105	120 110 - 130	150 130 - 170
NSW - Regional	120 100 - 130	100 90 - 110	100 90 - 110	110 100 - 120
VIC - Melbourne	130 100 - 160	80 70 - 90	80 75 - 95	100 85 - 150
VIC - Regional	N/A	70 65 - 90	80 70 - 90	90 75 - 100
QLD - Brisbane, Gold Coast & Sunshine Coast	100 90 - 120	85 80 - 95	95 90 - 100	120 100 - 140
QLD - Regional	100 90 - 120	85 80 - 95	95 90 - 100	120 100 - 140
SA - Adelaide	100 85 - 110	75 70 - 85	95 80 - 120	100 90 - 120
WA - Perth	120 100 - 150	95 85 - 110	130 110 - 160	140 130 - 160
ACT - Canberra	120 100 - 140	85 75 - 100	95 85 - 110	100 90 - 110
TAS - Hobart/Launceston	95 90 - 115	70 65 - 90	80 70 - 100	95 70 - 120
NT - Darwin	85 80 - 100	80 75 - 85	85 80 - 90	95 90 - 100
NZ - Auckland	125 110 - 150	80 65 - 90	115 90 - 140	130 100 - 160
NZ - Wellington	125 100 - 150	85 70 - 100	90 80 - 100	100 90 - 120
NZ - Christchurch	100 70 - 110	80 70 - 90	90 80 - 100	100 90 - 110

NOTES:

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ACCOUNTANCY & FINANCE

Commerce & Industry | Accounting Support

CREDIT CONTROL/ ACCOUNTS RECEIVABLE	Accounts Receivable Officer	Credit Controller	Senior Credit Controller	Supervisor/ Manager (1-5 staff)	Supervisor/ Manager (> 5 staff)
NSW - Sydney	65 60 - 65	65 60 - 70	75 70 - 80	90 85 - 95	110 100 - 120
NSW - Regional	60 55 - 65	65 60 - 70	75 70 - 80	80 75 - 85	95 80 - 100
VIC - Melbourne	60 50 - 65	65 55 - 80	85 75 - 95	90 85 - 95	110 90 - 125
VIC - Regional	55 50 - 65	60 55 - 65	65 60 - 70	70 60 - 80	75 70 - 90
QLD - Brisbane, Gold Coast & Sunshine Coast	60 55 - 65	65 60 - 70	65 65 - 70	85 80 - 90	95 85 - 115
QLD - Regional	60 55 - 65	65 60 - 70	65 65 - 70	85 80 - 90	95 85 - 115
SA - Adelaide	56 52 - 62	62 55 - 70	67 62 - 80	76 65 - 85	85 70 - 100
WA - Perth	60 55 - 70	60 55 - 65	65 60 - 70	75 70 - 80	95 85 - 110
ACT - Canberra	55 50 - 60	60 55 - 65	65 60 - 70	70 65 - 75	80 75 - 85
TAS - Hobart/Launceston	55 50 - 65	52 47 - 60	65 55 - 75	65 55 - 70	65 60 - 75
NT - Darwin	55 50 - 60	55 50 - 60	60 55 - 65	70 65 - 75	75 70 - 80
NZ - Auckland	56 50 - 65	58 55 - 60	65 60 - 75	75 65 - 80	90 75 - 100
NZ - Wellington	55 50 - 60	55 50 - 60	60 55 - 70	70 60 - 75	85 70 - 90
NZ - Christchurch	53 50 - 55	55 50 - 60	60 55 - 65	65 65 - 70	70 65 - 90

BOOKKEEPERS	To Trial Balance	To Balance Sheet	Senior Bookkeeper
NSW - Sydney	75 70 - 80	80 75 - 85	90 85 - 95
NSW - Regional	75 65 - 85	80 75 - 85	90 85 - 95
VIC - Melbourne	60 55 - 70	65 55 - 70	85 75 - 95
VIC - Regional	55 50 - 60	60 55 - 65	65 60 - 70
QLD - Brisbane, Gold Coast & Sunshine Coast	65 60 - 70	65 60 - 70	70 65 - 75
QLD - Regional	65 60 - 70	65 60 - 70	70 65 - 75
SA - Adelaide	56 52 - 62	62 57 - 67	70 65 - 80
WA - Perth	65 60 - 75	80 75 - 90	85 75 - 95
ACT - Canberra	65 60 - 70	70 65 - 75	75 70 - 85
TAS - Hobart/Launceston	55 50 - 65	60 60 - 70	62 60 - 70
NT - Darwin	60 55 - 65	65 60 - 70	65 60 - 70
NZ - Auckland	60 58 - 65	65 60 - 70	70 65 - 80
NZ - Wellington	55 50 - 60	60 50 - 70	67 60 - 75
NZ - Christchurch	60 55 - 60	65 60 - 70	70 65 - 75

NOTES:

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ACCOUNTANCY & FINANCE

Commerce & Industry | Accounting Support

ACCOUNTS PAYABLE	Accounts Payable Officer	Accounts Payable Officer - Senior	Experienced Supervisor Accounts Payable	Manager Accounts Payable
NSW - Sydney	60 55 - 65	68 60 - 70	80 80 - 85	100 85 - 110
NSW - Regional	55 55 - 60	65 60 - 65	70 65 - 75	75 70 - 80
VIC - Melbourne	60 50 - 65	70 60 - 80	75 70 - 85	90 75 - 100
VIC - Regional	50 45 - 55	55 50 - 65	65 60 - 70	75 65 - 85
QLD - Brisbane, Gold Coast & Sunshine Coast	60 55 - 65	65 60 - 70	80 75 - 85	95 85 - 110
QLD - Regional	60 55 - 65	65 60 - 70	80 75 - 85	95 85 - 110
SA - Adelaide	55 50 - 60	62 57 - 67	65 60 - 70	75 70 - 90
WA - Perth	55 50 - 60	60 55 - 70	65 60 - 70	85 80 - 90
ACT - Canberra	55 50 - 65	65 55 - 70	70 65 - 75	75 65 - 85
TAS - Hobart/Launceston	55 50 - 60	60 55 - 65	65 55 - 70	65 60 - 80
NT - Darwin	55 50 - 60	60 55 - 65	60 55 - 65	65 60 - 75
NZ - Auckland	55 50 - 58	60 56 - 65	65 60 - 68	90 70 - 100
NZ - Wellington	55 50 - 60	60 55 - 65	65 60 - 75	92 78 - 110
NZ - Christchurch	48 45 - 50	55 48 - 60	58 55 - 63	85 70 - 100

ACCOUNTS OFFICERS	Entry Level Accounts Officer	Accounts Officer
NSW - Sydney	50 50 - 55	60 55 - 60
NSW - Regional	50 50 - 55	55 50 - 60
VIC - Melbourne	55 50 - 60	60 55 - 65
VIC - Regional	44 44 - 50	45 45 - 55
QLD - Brisbane, Gold Coast & Sunshine Coast	45 44 - 45	60 55 - 65
QLD - Regional	45 44 - 45	60 55 - 65
SA - Adelaide	50 48 - 53	56 52 - 60
WA - Perth	50 45 - 55	60 55 - 70
ACT - Canberra	45 44 - 50	55 50 - 60
TAS - Hobart/Launceston	50 45 - 55	52 50 - 55
NT - Darwin	50 45 - 55	55 50 - 60
NZ - Auckland	45 40 - 50	58 50 - 60
NZ - Wellington	45 40 - 50	55 50 - 60
NZ - Christchurch	45 40 - 50	55 50 - 55

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ACCOUNTANCY & FINANCE

Professional Practice

BUSINESS SERVICES UNDERGRADUATES	0-2 yrs exp	2-3 yrs exp	3+ yrs exp
NSW - Sydney	40 38 - 45	45 44 - 50	48 46 - 55
NSW - Regional	38 38 - 40	40 38 - 42	46 42 - 48
VIC - Melbourne	40 38 - 45	45 43 - 55	55 49 - 60
VIC - Regional	47 42 - 50	55 50 - 60	60 55 - 70
QLD - Brisbane, Gold Coast & Sunshine Coast	45 40 - 50	50 45 - 55	55 50 - 55
QLD - Regional	38 38 - 40	38 38 - 40	45 40 - 48
SA - Adelaide	38 38 - 40	40 38 - 44	44 42 - 48
WA - Perth	40 38 - 42	45 40 - 49	52 50 - 55
ACT - Canberra	40 38 - 42	42 42 - 45	50 45 - 55
TAS - Hobart/Launceston	40 38 - 42	40 40 - 45	42 38 - 44
NT - Darwin	50 45 - 55	60 55 - 70	70 60 - 80
NZ - Auckland	40 35 - 40	45 40 - 45	50 48 - 60
NZ - Wellington	45 40 - 50	55 45 - 60	57 50 - 65
NZ - Christchurch	37 35 - 40	45 40 - 50	55 50 - 60

BUSINESS SERVICES GRADUATES	No exp	1-2 yrs exp	2-3 yrs exp	3+ yrs exp
NSW - Sydney	38 38 - 40	45 40 - 50	52 48 - 60	62 55 - 70
NSW - Regional	38 38 - 40	42 38 - 44	48 42 - 50	56 50 - 65
VIC - Melbourne	45 42 - 50	52 45 - 55	57 55 - 60	60 60 - 65
VIC - Regional	45 42 - 50	55 50 - 60	65 55 - 70	75 65 - 80
QLD - Brisbane, Gold Coast & Sunshine Coast	45 40 - 45	45 42 - 50	50 45 - 55	55 55 - 60
QLD - Regional	38 38 - 40	38 38 - 40	45 40 - 48	55 50 - 65
SA - Adelaide	42 38 - 46	44 40 - 48	48 44 - 53	54 49 - 58
WA - Perth	42 40 - 45	50 45 - 55	55 50 - 60	65 60 - 70
ACT - Canberra	40 38 - 42	47 42 - 50	52 45 - 55	60 55 - 65
TAS - Hobart/Launceston	44 40 - 47	45 40 - 48	47 40 - 50	57 52 - 65
NT - Darwin	45 40 - 50	60 50 - 65	70 60 - 80	85 70 - 95
NZ - Auckland	43 35 - 45	50 45 - 55	55 50 - 65	60 55 - 70
NZ - Wellington	45 40 - 50	50 45 - 55	55 50 - 65	65 55 - 80
NZ - Christchurch	43 42 - 45	50 45 - 55	55 50 - 65	60 55 - 70

TYPICAL BENEFITS THAT MAY BE INCLUDED ON TOP OF BASE SALARIES SHOWN:

- Flexible packaging
- High level of training
- Performance based bonuses
- Professional development
- Study support for professional and academic studies

NOTES:

- All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ)
- New Zealand salaries are represented in New Zealand dollars

ACCOUNTANCY & FINANCE

Professional Practice

BUSINESS SERVICES (TYPICALLY CA/CPA COMPLETE) SENIOR, SUPERVISOR, ASSISTANT MANAGERS				
	3-4 yrs exp	4-5 yrs exp	5-6 yrs exp	6+ yrs exp
NSW - Sydney	70 60 - 75	75 65 - 78	85 75 - 90	90 85 - 95
NSW - Regional	68 62 - 72	72 66 - 75	82 76 - 84	86 81 - 90
VIC - Melbourne	66 60 - 70	75 75 - 85	85 83 - 90	95 87 - 115
VIC - Regional	78 70 - 87	85 70 - 90	90 75 - 100	95 87 - 115
QLD - Brisbane, Gold Coast & Sunshine Coast	65 60 - 70	70 65 - 80	75 70 - 80	85 80 - 90
QLD - Regional	60 55 - 65	65 58 - 70	70 68 - 80	75 70 - 95
SA - Adelaide	68 64 - 72	72 68 - 72	77 73 - 82	82 76 - 85
WA - Perth	70 65 - 75	75 70 - 80	80 75 - 90	85 80 - 95
ACT - Canberra	70 65 - 75	75 70 - 80	80 75 - 85	90 85 - 95
TAS - Hobart/Launceston	65 58 - 72	68 62 - 80	80 75 - 85	85 80 - 105
NT - Darwin	75 70 - 80	85 80 - 90	95 90 - 100	100 90 - 110
NZ - Auckland	65 62 - 75	75 65 - 80	85 75 - 90	95 85 - 100
NZ - Wellington	70 65 - 75	80 75 - 90	90 80 - 100	98 85 - 110
NZ - Christchurch	65 60 - 70	70 65 - 80	83 75 - 90	90 85 - 90

BUSINESS SERVICES MANAGERS, SENIOR MANAGERS, PRINCIPALS/DIRECTORS			
	Manager for 0-2 yrs	Senior Manager for 2-5 yrs	Principals/Directors
NSW - Sydney	105 90 - 120	125 110 - 140	175 150+
NSW - Regional	100 90 - 110	115 100 - 135	155 125+
VIC - Melbourne	110 100 - 120	130 120 - 140	175 150+
VIC - Regional	110 90 - 120	120 110 - 130	160 130+
QLD - Brisbane, Gold Coast & Sunshine Coast	110 100 - 120	125 110 - 140	160 140+
QLD - Regional	85 75 - 95	95 80 - 120	130 115+
SA - Adelaide	90 85 - 95	115 110 - 125	160 140+
WA - Perth	110 90 - 130	125 100 - 140	150 150+
ACT - Canberra	105 100 - 110	130 120 - 140	160 150 - 180
TAS - Hobart/Launceston	85 75 - 100	110 90 - 120	130 120 - 140
NT - Darwin	100 90 - 110	110 100 - 120	130 120+
NZ - Auckland	100 85 - 110	120 100 - 150	160 150+
NZ - Wellington	100 90 - 110	125 105 - 140	170 150+
NZ - Christchurch	85 80 - 95	100 90 - 125	150 130 - 150

TYPICAL BENEFITS THAT MAY BE INCLUDED ON TOP OF BASE SALARIES SHOWN:

- Flexible packaging
- High level of training
- Performance based bonuses
- Professional development
- Study support for professional and academic studies

NOTES:

- All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ)
- New Zealand salaries are represented in New Zealand dollars

ACCOUNTANCY & FINANCE

Professional Practice

EXTERNAL AUDIT UNDERGRADUATES	0-2 yrs exp	2-3 yrs exp	3+ yrs exp
NSW - Sydney	40 38 - 45	45 44 - 50	48 46 - 55
NSW - Regional	38 38 - 40	41 38 - 43	46 43 - 48
VIC - Melbourne	40 38 - 45	45 42 - 50	50 46 - 55
VIC - Regional	47 42 - 50	50 45 - 55	63 55 - 70
QLD - Brisbane, Gold Coast & Sunshine Coast	40 38 - 40	40 38 - 42	45 38 - 48
QLD - Regional	38 38 - 40	38 38 - 40	45 40 - 48
SA - Adelaide	38 38 - 40	42 40 - 45	46 42 - 50
WA - Perth	40 38 - 42	42 40 - 45	50 45 - 60
ACT - Canberra	40 38 - 42	48 45 - 50	50 45 - 55
TAS - Hobart/Launceston	40 38 - 42	40 40 - 45	50 42 - 55
NT - Darwin	40 40 - 45	50 45 - 55	60 50 - 70
NZ - Auckland	40 35 - 42	45 40 - 50	55 45 - 58
NZ - Wellington	42 40 - 45	47 45 - 50	55 45 - 60
NZ - Christchurch	37 35 - 40	45 40 - 50	55 50 - 60

EXTERNAL AUDIT GRADUATES	No exp	1-2 yrs exp	2-3 yrs exp	3+ yrs exp
NSW - Sydney	38 38 - 40	45 40 - 50	51 48 - 60	62 55 - 70
NSW - Regional	40 38 - 45	45 40 - 50	52 48 - 56	58 55 - 60
VIC - Melbourne	43 40 - 45	45 45 - 50	52 45 - 60	58 55 - 70
VIC - Regional	43 40 - 45	47 43 - 50	55 52 - 58	65 60 - 70
QLD - Brisbane, Gold Coast & Sunshine Coast	40 38 - 45	45 40 - 48	50 43 - 60	60 55 - 65
QLD - Regional	38 38 - 40	40 38 - 42	45 38 - 50	50 42 - 55
SA - Adelaide	42 38 - 46	44 40 - 48	48 44 - 53	54 49 - 58
WA - Perth	40 38 - 42	50 45 - 55	58 55 - 65	62 62 - 67
ACT - Canberra	40 38 - 42	48 45 - 50	55 50 - 60	60 55 - 65
TAS - Hobart/Launceston	45 40 - 48	50 42 - 55	55 50 - 65	62 55 - 75
NT - Darwin	40 40 - 45	50 40 - 55	60 55 - 70	70 60 - 75
NZ - Auckland	43 35 - 45	50 45 - 55	55 50 - 60	60 55 - 70
NZ - Wellington	45 40 - 50	50 40 - 55	55 50 - 60	65 55 - 70
NZ - Christchurch	42 38 - 45	47 40 - 55	60 45 - 65	60 50 - 70

TYPICAL BENEFITS THAT MAY BE INCLUDED ON TOP OF BASE SALARIES SHOWN:

- Flexible packaging
- High level of training
- Performance based bonuses
- Professional development
- Study support for professional and academic studies

NOTES:

- All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ)
- New Zealand salaries are represented in New Zealand dollars

ACCOUNTANCY & FINANCE

Professional Practice

EXTERNAL AUDIT (TYPICALLY CA/CPA COMPLETE) SENIOR, SUPERVISOR, ASSISTANT MANAGERS				
	3-4 yrs exp	4-5 yrs exp	5-6 yrs exp	6+ yrs exp
NSW - Sydney	70 65 - 75	76 70 - 80	80 75 - 85	88 85 - 95
NSW - Regional	68 62 - 69	71 70 - 76	83 75 - 85	90 86 - 95
VIC - Melbourne	65 65 - 75	75 70 - 82	80 75 - 85	88 85 - 95
VIC - Regional	65 60 - 70	70 65 - 75	75 70 - 80	80 75 - 85
QLD - Brisbane, Gold Coast & Sunshine Coast	70 65 - 75	75 70 - 80	85 80 - 90	95 90 - 100
QLD - Regional	60 50 - 65	65 55 - 75	75 65 - 85	85 70 - 90
SA - Adelaide	68 64 - 72	72 68 - 77	77 73 - 82	82 76 - 85
WA - Perth	73 70 - 76	75 70 - 80	80 75 - 85	95 90 - 100
ACT - Canberra	65 60 - 75	80 75 - 85	90 85 - 95	100 95 - 110
TAS - Hobart/Launceston	65 60 - 75	70 62 - 80	75 70 - 85	85 75 - 95
NT - Darwin	70 60 - 80	75 65 - 85	80 70 - 90	90 75 - 100
NZ - Auckland	68 62 - 75	75 65 - 80	80 75 - 85	90 80 - 95
NZ - Wellington	70 60 - 80	75 65 - 85	82 76 - 90	92 82 - 95
NZ - Christchurch	65 60 - 70	70 65 - 80	83 75 - 90	90 85 - 90

EXTERNAL AUDIT MANAGERS, SENIOR MANAGERS, PRINCIPALS/DIRECTORS			
	Manager for 0-2 yrs	Senior Manager for 2-5 yrs	Principals/Directors
NSW - Sydney	105 95 - 110	125 110 - 135	175 135+
NSW - Regional	103 90 - 110	120 110 - 125	160 125+
VIC - Melbourne	100 85 - 115	125 110 - 130	170 130+
VIC - Regional	80 70 - 90	110 100 - 120	135 115+
QLD - Brisbane, Gold Coast & Sunshine Coast	110 100 - 120	130 110 - 140	170 140+
QLD - Regional	85 70 - 100	115 90 - 130	140 130+
SA - Adelaide	90 85 - 95	115 110 - 125	160 140+
WA - Perth	100 95 - 110	125 115 - 130	170 150 - 210
ACT - Canberra	110 100 - 120	125 120 - 140	160 140+
TAS - Hobart/Launceston	85 80 - 100	112 95 - 125	140 120 - 150
NT - Darwin	90 85 - 95	115 110 - 125	150 140+
NZ - Auckland	100 85 - 110	120 95 - 130	160 150+
NZ - Wellington	100 80 - 110	120 95 - 125	180 150+
NZ - Christchurch	85 80 - 95	100 90 - 110	150 140 - 150

TYPICAL BENEFITS THAT MAY BE INCLUDED ON TOP OF BASE SALARIES SHOWN:

- Flexible packaging
- High level of training
- Performance based bonuses
- Professional development
- Study support for professional and academic studies

NOTES:

- All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ)
- New Zealand salaries are represented in New Zealand dollars

ACCOUNTANCY & FINANCE

Professional Practice

INSOLVENCY GRADUATES	No exp	1-2 yrs exp	2-3 yrs exp	3+ yrs exp
NSW - Sydney	38 38 - 40	45 40 - 50	52 48 - 60	62 55 - 70
NSW - Regional	39 38 - 42	46 42 - 51	57 49 - 63	62 58 - 65
VIC - Melbourne	45 38 - 45	47 43 - 54	55 49 - 64	63 56 - 69
VIC - Regional	47 42 - 50	48 45 - 50	50 47 - 53	55 50 - 60
QLD - Brisbane, Gold Coast & Sunshine Coast	42 40 - 43	50 45 - 55	52 48 - 58	60 55 - 65
QLD - Regional	38 38 - 41	45 42 - 48	50 45 - 55	60 50 - 65
SA - Adelaide	42 38 - 46	44 40 - 48	48 44 - 53	54 49 - 58
WA - Perth	42 40 - 45	50 44 - 55	60 55 - 65	70 65 - 75
ACT - Canberra	42 38 - 44	40 38 - 42	45 42 - 50	60 55 - 65
TAS - Hobart/Launceston	45 40 - 48	47 42 - 50	52 46 - 60	57 55 - 65
NT - Darwin	40 40 - 45	50 44 - 55	50 45 - 55	60 55 - 65
NZ - Auckland	42 38 - 46	48 45 - 55	52 45 - 58	60 55 - 65
NZ - Wellington	44 40 - 45	50 45 - 55	55 50 - 60	65 55 - 70
NZ - Christchurch	38 35 - 43	48 40 - 52	53 50 - 60	65 65 - 65

INSOLVENCY (TYPICALLY CA/CPA COMPLETE) SENIOR, SUPERVISOR, ASSISTANT MANAGERS	3-4 yrs exp	4-5 yrs exp	5-6 yrs exp	6+ yrs exp
NSW - Sydney	70 63 - 74	75 68 - 80	80 75 - 90	100 90 - 110
NSW - Regional	65 60 - 72	74 68 - 78	82 74 - 85	92 82 - 97
VIC - Melbourne	67 62 - 73	75 67 - 85	85 75 - 90	95 85 - 100
VIC - Regional	63 60 - 65	70 62 - 75	80 75 - 85	90 80 - 100
QLD - Brisbane, Gold Coast & Sunshine Coast	70 60 - 75	75 70 - 80	80 75 - 85	90 80 - 100
QLD - Regional	60 55 - 70	70 65 - 75	80 75 - 85	85 80 - 90
SA - Adelaide	68 64 - 72	72 68 - 77	77 73 - 82	82 76 - 85
WA - Perth	70 65 - 75	80 75 - 85	90 85 - 95	120 95 - 150
ACT - Canberra	70 65 - 75	80 75 - 85	90 85 - 95	100 95 - 110
TAS - Hobart/Launceston	66 60 - 68	65 63 - 75	70 65 - 85	75 65 - 90
NT - Darwin	65 60 - 70	70 65 - 75	80 75 - 85	95 85 - 105
NZ - Auckland	68 65 - 70	78 70 - 88	85 80 - 90	95 90 - 110
NZ - Wellington	75 70 - 80	80 70 - 90	90 85 - 95	105 95 - 125
NZ - Christchurch	65 60 - 80	70 65 - 85	80 75 - 90	90 80 - 90

TYPICAL BENEFITS THAT MAY BE INCLUDED ON TOP OF BASE SALARIES SHOWN:

- Flexible packaging
- High level of training
- Performance based bonuses
- Professional development
- Study support for professional and academic studies

NOTES:

- All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ)
- New Zealand salaries are represented in New Zealand dollars

ACCOUNTANCY & FINANCE

Professional Practice

INSOLVENCY MANAGERS, SENIOR MANAGERS, PRINCIPALS/DIRECTORS	Manager for 0-2 yrs	Senior Manager for 2-5 yrs	Principals/Directors
NSW - Sydney	110 95 - 120	140 110 - 145	200 140+
NSW - Regional	100 83 - 105	115 105 - 120	150 120+
VIC - Melbourne	110 92 - 113	130 106 - 139	190 150+
VIC - Regional	85 75 - 90	100 90 - 115	130 115+
QLD - Brisbane, Gold Coast & Sunshine Coast	95 85 - 100	115 90 - 130	125 110 - 140
QLD - Regional	85 80 - 95	110 100 - 120	150 120+
SA - Adelaide	90 85 - 95	115 110 - 125	160 140+
WA - Perth	110 105 - 115	125 110 - 140	170 135 - 180
ACT - Canberra	105 100 - 110	115 110 - 120	160 140+
TAS - Hobart/Launceston	85 72 - 92	100 90 - 105	120 110 - 130
NT - Darwin	90 85 - 95	115 105 - 120	130 120+
NZ - Auckland	100 95 - 110	120 100 - 150	160 140+
NZ - Wellington	100 90 - 110	130 105 - 150	160 140+
NZ - Christchurch	90 70 - 110	110 85 - 120	130 120 - 130

TAX CONSULTING (TYPICALLY CA/CPA COMPLETE) SENIOR, SUPERVISOR, ASSISTANT MANAGERS	Up to 4 yrs exp	4-5 yrs exp	5-6 yrs exp	6+ yrs exp
NSW - Sydney	75 70 - 80	80 75 - 85	90 80 - 95	95 90 - 100
NSW - Regional	68 62 - 70	73 69 - 75	80 76 - 84	86 84 - 100
VIC - Melbourne	70 65 - 75	75 70 - 80	85 75 - 90	89 82 - 105
VIC - Regional	65 60 - 70	73 70 - 75	77 75 - 80	85 77 - 95
QLD - Brisbane, Gold Coast & Sunshine Coast	70 65 - 75	75 70 - 80	85 75 - 90	90 80 - 95
QLD - Regional	60 55 - 65	65 65 - 75	75 70 - 85	85 80 - 90
SA - Adelaide	68 65 - 72	75 70 - 80	80 75 - 85	86 80 - 91
WA - Perth	75 65 - 80	85 70 - 95	100 95 - 105	110 100 - 120
ACT - Canberra	70 60 - 75	80 75 - 85	90 85 - 100	100 95 - 110
TAS - Hobart/Launceston	60 55 - 70	65 65 - 75	70 62 - 85	75 65 - 85
NT - Darwin	75 70 - 80	85 75 - 90	90 85 - 95	100 85 - 115
NZ - Auckland	70 60 - 75	75 65 - 85	80 75 - 85	90 80 - 100
NZ - Wellington	72 65 - 80	75 70 - 85	82 72 - 88	90 77 - 105
NZ - Christchurch	70 60 - 75	75 65 - 85	80 70 - 85	85 75 - 100

TYPICAL BENEFITS THAT MAY BE INCLUDED ON TOP OF BASE SALARIES SHOWN:

- Flexible packaging
- High level of training
- Performance based bonuses
- Professional development
- Study support for professional and academic studies

NOTES:

- All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ)
- New Zealand salaries are represented in New Zealand dollars

ACCOUNTANCY & FINANCE

Professional Practice

TAX CONSULTING INCL MANAGERS, SENIOR MANAGERS, PRINCIPALS/DIRECTORS	Manager for 0-2 yrs	Senior Manager for 2-5 yrs	Principals/Directors
NSW - Sydney	115 90 - 118	140 120 - 150	180 150+
NSW - Regional	110 100 - 115	130 120 - 135	150 128+
VIC - Melbourne	105 87 - 115	140 120 - 150	185 160+
VIC - Regional	85 70 - 90	105 100 - 110	135 115+
QLD - Brisbane, Gold Coast & Sunshine Coast	120 100 - 130	140 130 - 150	150 140+
QLD - Regional	100 85 - 105	115 105 - 125	125 120+
SA - Adelaide	95 90 - 103	120 115 - 125	160 140+
WA - Perth	120 110 - 130	135 120 - 150	155 150+
ACT - Canberra	95 90 - 100	120 110 - 130	150 140+
TAS - Hobart/Launceston	85 72 - 90	100 92 - 105	125 110 - 130
NT - Darwin	95 90 - 100	120 110 - 125	150 140+
NZ - Auckland	100 85 - 110	110 100 - 130	150 140+
NZ - Wellington	100 90 - 110	110 100 - 130	180 150+
NZ - Christchurch	90 80 - 100	100 90 - 110	150 130 - 150

CORPORATE FINANCE (TYPICALLY CA/CPA/SIA/MASTERS FINANCE) SENIOR, SUPERVISOR, ASSISTANT MANAGERS	Up to 4 yrs exp	4-5 yrs exp	5-6 yrs exp	6+ yrs exp
NSW - Sydney	80 70 - 85	85 75 - 90	90 85 - 95	120 95 - 130
NSW - Regional	60 51 - 65	65 60 - 71	76 74 - 81	85 76 - 94
VIC - Melbourne	74 69 - 78	80 75 - 85	85 80 - 94	100 85 - 110
VIC - Regional	70 65 - 75	75 70 - 80	85 78 - 90	95 90 - 100
QLD - Brisbane, Gold Coast & Sunshine Coast	75 70 - 80	80 80 - 90	90 85 - 100	110 100 - 120
QLD - Regional	65 60 - 75	75 70 - 80	80 75 - 85	90 85 - 95
SA - Adelaide	68 65 - 72	75 70 - 80	80 75 - 85	86 80 - 91
WA - Perth	75 70 - 80	85 80 - 90	100 90 - 110	120 100 - 150
ACT - Canberra	65 60 - 70	70 65 - 75	80 75 - 85	85 80 - 90
TAS - Hobart/Launceston	70 60 - 75	70 65 - 75	72 65 - 85	72 70 - 85
NT - Darwin	85 80 - 90	90 80 - 100	100 90 - 110	110 90 - 120
NZ - Auckland	70 65 - 80	78 70 - 85	80 75 - 90	95 85 - 110
NZ - Wellington	70 65 - 80	75 65 - 85	80 70 - 90	90 75 - 115
NZ - Christchurch	70 60 - 80	75 60 - 85	80 70 - 90	90 80 - 110

TYPICAL BENEFITS THAT MAY BE INCLUDED ON TOP OF BASE SALARIES SHOWN:

- Flexible packaging
- High level of training
- Performance based bonuses
- Professional development
- Study support for professional and academic studies

NOTES:

- All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ)
- New Zealand salaries are represented in New Zealand dollars

ACCOUNTANCY & FINANCE

Professional Practice

CORPORATE FINANCE MANAGERS, SENIOR MANAGERS, PRINCIPALS/DIRECTORS	Manager for 0-2 yrs	Senior Manager for 2-5 yrs	Principals/Directors
NSW - Sydney	120 110 - 130	170 120 - 180	220 150+
NSW - Regional	105 90 - 110	130 110 - 140	150 130+
VIC - Melbourne	115 93 - 129	160 125 - 170	220 160+
VIC - Regional	105 90 - 110	120 110 - 150	140 130+
QLD - Brisbane, Gold Coast & Sunshine Coast	110 100 - 120	140 125 - 150	200 140+
QLD - Regional	90 85 - 100	110 105 - 125	130 120+
SA - Adelaide	95 90 - 103	120 115 - 125	160 140+
WA - Perth	115 105 - 125	140 120 - 170	180 145+
ACT - Canberra	95 90 - 100	120 100 - 130	160 140+
TAS - Hobart/Launceston	80 70 - 90	95 85 - 105	120 110 - 140
NT - Darwin	95 85 - 105	110 100 - 120	135 125+
NZ - Auckland	100 90 - 110	120 100 - 140	160 150+
NZ - Wellington	112 90 - 115	125 100 - 150	180 180+
NZ - Christchurch	90 85 - 100	110 100 - 130	150 130+

MANAGEMENT CONSULTING (TYPICALLY CA/CPA COMPLETE) SENIOR, SUPERVISOR, ASSISTANT MANAGERS	Up to 4 yrs exp	4-5 yrs exp	5-6 yrs exp	6+ yrs exp
NSW - Sydney	70 68 - 75	75 68 - 80	85 80 - 90	95 85 - 110
NSW - Regional	60 53 - 63	68 55 - 72	74 69 - 78	83 76 - 87
VIC - Melbourne	64 60 - 69	72 65 - 78	80 74 - 84	90 85 - 95
VIC - Regional	70 62 - 75	75 70 - 80	80 75 - 85	90 82 - 95
QLD - Brisbane, Gold Coast & Sunshine Coast	65 65 - 75	75 70 - 80	85 80 - 90	90 90 - 100
QLD - Regional	60 55 - 65	68 64 - 72	75 68 - 76	80 74 - 90
SA - Adelaide	68 64 - 72	72 68 - 77	77 73 - 82	82 76 - 85
WA - Perth	75 65 - 75	80 70 - 80	90 80 - 95	100 85 - 110
ACT - Canberra	70 65 - 75	85 80 - 90	100 90 - 105	110 100 - 115
TAS - Hobart/Launceston	65 55 - 70	65 60 - 75	70 62 - 80	75 70 - 85
NT - Darwin	75 70 - 85	90 85 - 90	95 90 - 100	95 90 - 100
NZ - Auckland	65 60 - 70	70 65 - 80	80 75 - 90	90 80 - 100
NZ - Wellington	65 60 - 70	72 65 - 80	80 75 - 85	90 85 - 95
NZ - Christchurch	65 60 - 70	70 65 - 75	80 75 - 85	85 80 - 90

TYPICAL BENEFITS THAT MAY BE INCLUDED ON TOP OF BASE SALARIES SHOWN:

- Flexible packaging
- High level of training
- Performance based bonuses
- Professional development
- Study support for professional and academic studies

NOTES:

- All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ)
- New Zealand salaries are represented in New Zealand dollars

ACCOUNTANCY & FINANCE

Professional Practice

MANAGEMENT CONSULTING MANAGERS, SENIOR MANAGERS, PRINCIPALS/DIRECTORS	Manager for 0-2yrs	Senior Manager for 2-5 yrs	Principals/Directors
NSW - Sydney	100 90 - 115	130 110 - 150	170 150+
NSW - Regional	85 70 - 95	105 100 - 120	135 120+
VIC - Melbourne	105 87 - 115	130 110 - 155	170 150+
VIC - Regional	90 85 - 100	110 95 - 120	135 120+
QLD - Brisbane, Gold Coast & Sunshine Coast	110 100 - 120	130 120 - 140	160 150+
QLD - Regional	85 80 - 95	100 100 - 120	125 125+
SA - Adelaide	90 85 - 95	115 110 - 125	160 140+
WA - Perth	110 100 - 120	130 115 - 140	170 150+
ACT - Canberra	110 105 - 120	125 120 - 130	160 140+
TAS - Hobart/Launceston	80 72 - 90	100 90 - 115	125 110 - 140
NT - Darwin	100 90 - 110	115 110 - 125	130 125+
NZ - Auckland	90 80 - 100	110 100 - 130	150 130+
NZ - Wellington	90 80 - 95	105 90 - 120	150 120+
NZ - Christchurch	85 70 - 90	95 80 - 110	115 100+

RISK CONSULTING/INTERNAL AUDIT (TYPICALLY CA/CPA COMPLETE) SENIOR, SUPERVISOR, ASSISTANT MANAGERS	Up to 4 yrs exp	4-5 yrs exp	5-6 yrs exp	6+ yrs exp
NSW - Sydney	75 65 - 80	80 78 - 86	95 87 - 95	98 95 - 110
NSW - Regional	63 57 - 68	70 66 - 78	80 76 - 86	85 78 - 92
VIC - Melbourne	66 60 - 70	75 68 - 77	80 75 - 86	88 82 - 95
VIC - Regional	68 62 - 70	75 70 - 80	85 80 - 90	85 80 - 90
QLD - Brisbane, Gold Coast & Sunshine Coast	65 60 - 70	75 65 - 75	80 70 - 90	85 75 - 90
QLD - Regional	65 60 - 70	70 65 - 75	75 70 - 80	80 75 - 85
SA - Adelaide	68 64 - 72	72 68 - 77	77 73 - 82	82 76 - 85
WA - Perth	70 60 - 80	75 70 - 80	80 75 - 90	90 85 - 95
ACT - Canberra	70 65 - 75	75 70 - 80	85 80 - 90	100 95 - 105
TAS - Hobart/Launceston	60 55 - 65	65 60 - 75	70 60 - 80	75 65 - 90
NT - Darwin	70 60 - 80	80 65 - 85	90 80 - 100	100 85 - 115
NZ - Auckland	70 55 - 78	80 70 - 85	90 80 - 95	90 80 - 100
NZ - Wellington	70 65 - 75	80 75 - 85	90 85 - 95	95 90 - 100
NZ - Christchurch	65 50 - 70	75 65 - 85	90 80 - 100	90 85 - 110

TYPICAL BENEFITS THAT MAY BE INCLUDED ON TOP OF BASE SALARIES SHOWN:

- Flexible packaging
- High level of training
- Performance based bonuses
- Professional development
- Study support for professional and academic studies

NOTES:

- All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ)
- New Zealand salaries are represented in New Zealand dollars

ACCOUNTANCY & FINANCE

Professional Practice

RISK CONSULTING/INTERNAL AUDIT MANAGERS, SENIOR MANAGERS, PRINCIPALS/DIRECTORS	Manager for 0-2 yrs	Senior Manager for 2-5 yrs	Principals/Directors
NSW - Sydney	110 92 - 115	125 110 - 135	170 140+
NSW - Regional	95 85 - 100	120 95 - 130	155 120+
VIC - Melbourne	100 85 - 110	125 105 - 140	160 140+
VIC - Regional	90 80 - 100	120 105 - 140	150 140+
QLD - Brisbane, Gold Coast & Sunshine Coast	90 80 - 100	120 110 - 125	160 130+
QLD - Regional	95 80 - 100	115 105 - 125	125 125+
SA - Adelaide	90 85 - 95	115 110 - 125	160 140+
WA - Perth	100 90 - 105	120 110 - 145	150 140+
ACT - Canberra	110 105 - 120	120 110 - 130	160 140+
TAS - Hobart/Launceston	80 72 - 95	100 85 - 110	130 110 - 140
NT - Darwin	90 80 - 100	110 95 - 120	120 110+
NZ - Auckland	100 85 - 115	120 95 - 130	150 140+
NZ - Wellington	100 85 - 115	120 110 - 135	165 130+
NZ - Christchurch	80 65 - 90	100 80 - 125	150 130+

TYPICAL BENEFITS THAT MAY BE INCLUDED ON TOP OF BASE SALARIES SHOWN:

- Flexible packaging
- High level of training
- Performance based bonuses
- Professional development
- Study support for professional and academic studies

NOTES:

- All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ)
- New Zealand salaries are represented in New Zealand dollars

ACCOUNTANCY & FINANCE

Professional Practice

PRACTICE ADMINISTRATION	Accountant	Practice Manager	Finance Manager
NSW - Sydney	85 72 - 87	100 85 - 110	115 95 - 125
NSW - Regional	76 60 - 81	90 85 - 98	100 85 - 110
VIC - Melbourne	80 70 - 87	90 75 - 100	110 90 - 125
VIC - Regional	75 70 - 80	85 80 - 90	105 95 - 110
QLD - Brisbane, Gold Coast & Sunshine Coast	70 60 - 75	90 80 - 100	105 100 - 110
QLD - Regional	65 60 - 70	80 75 - 90	95 90 - 110
SA - Adelaide	75 70 - 80	83 78 - 90	90 85 - 105
WA - Perth	80 75 - 90	110 95 - 130	100 95 - 125
ACT - Canberra	80 75 - 85	90 80 - 95	110 95 - 125
TAS - Hobart/Launceston	70 60 - 75	85 75 - 100	90 80 - 105
NT - Darwin	70 65 - 75	90 80 - 100	95 90 - 105
NZ - Auckland	80 70 - 85	90 80 - 110	100 85 - 115
NZ - Wellington	75 60 - 80	85 75 - 95	90 80 - 100
NZ - Christchurch	70 60 - 80	100 90 - 110	90 80 - 100

TYPICAL BENEFITS THAT MAY BE INCLUDED ON TOP OF BASE SALARIES SHOWN:

- Education costs
- Performance based bonuses

NOTES:

- All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ)
- New Zealand salaries are represented in New Zealand dollars

ADMINISTRATION	Team Assistant	Office/Admin Manager	PA to Partner (1 on 1)	PA to Partners (2 or 3)
NSW - Sydney	50 45 - 55	70 60 - 75	70 65 - 80	65 65 - 75
NSW - Regional	45 40 - 50	60 52 - 65	58 55 - 63	60 52 - 65
VIC - Melbourne	48 40 - 55	60 50 - 70	58 55 - 70	58 55 - 70
VIC - Regional	55 47 - 60	65 55 - 75	65 55 - 70	65 55 - 70
QLD - Brisbane, Gold Coast & Sunshine Coast	50 45 - 55	65 60 - 70	75 70 - 80	75 70 - 80
QLD - Regional	50 45 - 55	60 55 - 65	58 55 - 63	60 50 - 80
SA - Adelaide	50 40 - 55	61 55 - 65	60 50 - 65	70 65 - 80
WA - Perth	60 55 - 70	70 65 - 75	70 65 - 75	75 70 - 80
ACT - Canberra	45 40 - 50	60 50 - 65	60 50 - 70	65 55 - 75
TAS - Hobart/Launceston	50 45 - 55	60 55 - 75	60 47 - 68	60 50 - 70
NT - Darwin	60 45 - 70	80 70 - 90	60 50 - 65	65 60 - 75
NZ - Auckland	45 40 - 50	65 55 - 70	60 55 - 70	65 55 - 70
NZ - Wellington	45 40 - 50	55 45 - 60	55 50 - 65	55 50 - 65
NZ - Christchurch	50 48 - 55	60 55 - 65	60 55 - 70	70 60 - 80

NOTES:

- All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ)
- New Zealand salaries are represented in New Zealand dollars



AUSTRALIA

Change is coming to the Australian financial services sector with the Banking Royal Commission acting as the catalyst that will see organisations become far more accountable and transparent.

Given the spotlight that's being shone on the industry, the ability to effectively assess and monitor risk and compliance has leapt to the forefront of most organisations' agendas. This has led to a massive spike in demand for risk and compliance professionals.

In order to facilitate this change, individuals with skills across operational risk, compliance, AML/CTF and financial crime are in increasing demand. From specialists in risk framework design and implementation to data analytics, reporting optimisation, monitoring and control, the need for such professionals will hit an all-time high this coming financial year.

Given demand and the necessity for organisations to act quickly, we expect salaries for niche risk and compliance professionals to increase over the year ahead.

“ Given the spotlight that's being shone on the industry, the ability to effectively assess and monitor risk and compliance has leapt to the forefront of most organisations' agendas. This has led to a massive spike in demand for risk and compliance professionals. ”

In financial planning, new qualification requirements have been finalised and organisations have subsequently lifted recruitment holds. As a result, financial planning vacancy activity will increase in 2019-20.

It is however expected that qualification requirements will see a large number of Advisors exit the industry. This will further add to the demand for highly qualified

Advisers and lead to salary increases for suitability qualified candidates. Remuneration structures may also change, with base salaries increasing at the expense of commissions.

The continued movement of Financial Planners and Paraplanners to remediation projects related to the Royal Commission will further add to the shortage of suitable candidates and, in turn, will impact salaries across the board.

Within home lending, demand has increased for Credit Assessors as banks tighten their lending standards. One of the many consequences of the Royal Commission is the requirement for lenders to complete more thorough checks on a customer's living expenses. This will continue to drive up demand for these professionals and, accordingly, salaries.

Looking ahead, further change may come from proposed amendments to mortgage broker payments, which could potentially reshape the sector and see many mortgage brokers exit the industry.

Turning to FinTech, these companies continue to disrupt the financial services market, particularly across lending. Consequently, demand will remain high for staff at all levels from back office through to business development and relationship management. Demand is unlikely to impact salaries though, with the innovative nature and desirability of the FinTech industry enough to attract candidates.

Within the retail space, banks continue to reduce headcount in some branches and close others as customers increasingly use technology to complete their transactions online rather than in a branch.

In other trends, background checks have been heightened across the board, with the biggest escalation occurring for temporary recruitment. Candidates cannot start a new role until these checks are fully complete, which lengthens the process and delays start dates.

Finally, the big banks are leading the way when it comes to flexible working with the traditional 9 to 5 model rapidly becoming a thing of the past. The financial services sector is also pioneering the adoption of technology in the

workplace by reinventing the modern office, which can only be good news for existing and future employees.

BANKING

RETAIL BANKING	Teller	Customer Service Officer	Branch Supervisor	Personal Banker
NSW - Sydney	53 50 - 55	55 48 - 60	70 60 - 75	65 55 - 75
VIC - Melbourne	53 52 - 57	55 53 - 57	70 60 - 80	65 55 - 75
QLD - Brisbane, Gold Coast & Sunshine Coast	43 43 - 44	48 45 - 50	65 55 - 65	60 48 - 65
SA - Adelaide	44 44 - 46	47 42 - 50	66 60 - 70	57 50 - 60
WA - Perth	45 44 - 47	48 44 - 50	60 50 - 65	57 52 - 62
ACT - Canberra	48 44 - 50	48 45 - 50	65 50 - 70	60 50 - 70
TAS - Hobart	44 44 - 48	44 43 - 48	65 50 - 65	55 50 - 60
NT - Darwin	42 42 - 44	47 42 - 50	60 55 - 65	57 50 - 60

	Lender	Mobile Lending Manager	Branch Manager	Regional/ District Manager
NSW - Sydney	100 80 - 115	110 95 - 120	110 80 - 160	145 140 - 180
VIC - Melbourne	85 75 - 95	95 90 - 125	95 70 - 130	130 115 - 155
QLD - Brisbane, Gold Coast & Sunshine Coast	80 70 - 85	95 80 - 105	100 70 - 110	130 110 - 140
SA - Adelaide	70 60 - 80	80 65 - 85	80 70 - 85	110 100 - 120
WA - Perth	85 75 - 90	100 80 - 110	100 85 - 125	135 125 - 160
ACT - Canberra	75 60 - 90	90 70 - 110	100 70 - 120	110 100 - 135
TAS - Hobart	65 55 - 70	70 60 - 85	80 75 - 90	110 85 - 135
NT - Darwin	70 60 - 75	100 80 - 105	80 70 - 110	110 100 - 120

MORTGAGE BROKING	Broker Support	Account Manager	Broker
NSW - Sydney	65 55 - 75	90 70 - 105	90 80 - 100
VIC - Melbourne	60 50 - 70	85 70 - 100	90 80 - 100
QLD - Brisbane, Gold Coast & Sunshine Coast	55 50 - 65	80 70 - 95	100 80 - 115
SA - Adelaide	55 50 - 55	80 75 - 85	85 80 - 95
WA - Perth	55 50 - 60	65 60 - 68	80 60 - 90
ACT - Canberra	55 50 - 60	60 50 - 75	60 46 - 75
TAS - Hobart	N/A	N/A	N/A
NT - Darwin	N/A	N/A	N/A

NOTES:

- All salaries shown are exclusive of superannuation

BANKING

LENDING OPERATIONS	Operations Officer	Settlements Officer	Collections Officer	Credit Analyst	Senior Credit Analyst
NSW - Sydney	55 50 - 58	65 55 - 70	70 60 - 75	85 75 - 100	95 90 - 120
VIC - Melbourne	55 45 - 60	60 55 - 65	60 50 - 65	70 65 - 85	80 75 - 95
QLD - Brisbane, Gold Coast & Sunshine Coast	48 45 - 55	60 45 - 65	45 45 - 50	70 65 - 75	85 75 - 85
SA - Adelaide	55 50 - 58	55 50 - 60	58 50 - 60	65 60 - 70	70 60 - 75
WA - Perth	50 45 - 52	55 50 - 55	55 55 - 60	65 60 - 70	80 70 - 90
ACT - Canberra	48 45 - 50	45 45 - 50	50 50 - 55	60 55 - 70	70 60 - 80
TAS - Hobart	48 45 - 50	50 45 - 55	53 50 - 58	55 50 - 60	65 55 - 70
NT - Darwin	48 45 - 50	50 45 - 55	50 50 - 55	55 50 - 60	65 55 - 70

	Team Leader/ Supervisor	Manager	Senior Manager	General Manager
NSW - Sydney	95 85 - 110	110 95 - 140	140 110 - 160	190 160 - 240
VIC - Melbourne	80 70 - 90	90 80 - 105	110 95 - 140	160 140 - 220
QLD - Brisbane, Gold Coast & Sunshine Coast	65 55 - 70	75 65 - 85	110 80 - 115	150 120 - 195
SA - Adelaide	63 60 - 65	75 65 - 80	82 75 - 100	120 100 - 135
WA - Perth	80 70 - 90	90 80 - 95	115 95 - 120	150 100 - 180
ACT - Canberra	80 70 - 90	75 60 - 80	100 80 - 110	135 100 - 185
TAS - Hobart	55 50 - 65	75 60 - 82	82 75 - 90	140 105 - 190
NT - Darwin	65 60 - 70	75 65 - 80	90 75 - 110	125 110 - 150

BUSINESS & COMMERCIAL LENDING	Assistant Relationship Manager	Relationship Manager	Senior Relationship Manager	Executive Manager	State Manager	Business Development Manager
NSW - Sydney	85 80 - 95	110 100 - 120	140 120 - 170	220 190 - 240	220 200 - 260	120 100 - 150
VIC - Melbourne	80 65 - 85	100 87 - 120	130 110 - 140	180 155 - 210	220 180 - 250	130 110 - 145
QLD - Brisbane, Gold Coast & Sunshine Coast	70 65 - 80	100 80 - 120	120 120 - 150	160 140 - 170	200 180 - 220	120 100 - 150
SA - Adelaide	65 60 - 70	110 90 - 120	130 115 - 150	150 135 - 165	170 160 - 185	110 100 - 120
WA - Perth	80 75 - 90	120 100 - 140	135 120 - 160	170 150 - 180	200 180 - 230	130 110 - 140
ACT - Canberra	75 60 - 85	95 80 - 130	120 100 - 140	145 120 - 170	175 145 - 200	130 100 - 145
TAS - Hobart	65 60 - 80	95 85 - 110	110 105 - 130	150 135 - 165	170 160 - 185	110 90 - 120
NT - Darwin	65 60 - 70	80 70 - 90	110 95 - 120	125 110 - 130	160 140 - 165	110 100 - 120

NOTES:

- All salaries shown are exclusive of superannuation

BANKING

CORPORATE & LENDING	Assistant Relationship Manager	Relationship Manager	Senior Relationship Manager	Executive Manager	State Manager	Business Development Manager
NSW - Sydney	110 85 - 130	135 120 - 165	185 165 - 200	260 220 - 280	280 235 - 310	135 120 - 165
VIC - Melbourne	85 70 - 100	115 100 - 130	140 120 - 160	180 155 - 210	210 180 - 250	130 110 - 155
QLD - Brisbane, Gold Coast & Sunshine Coast	75 65 - 75	115 85 - 130	150 120 - 150	150 140 - 170	230 185 - 240	140 120 - 150
SA - Adelaide	70 60 - 75	110 85 - 110	140 115 - 150	150 135 - 165	170 160 - 185	130 110 - 135
WA - Perth	80 75 - 90	140 100 - 150	150 140 - 160	190 180 - 200	260 200 - 290	130 115 - 165
ACT - Canberra	70 60 - 80	100 80 - 120	120 90 - 140	145 100 - 165	130 100 - 145	130 100 - 145
TAS - Hobart	70 60 - 75	110 85 - 110	130 115 - 150	150 135 - 165	170 160 - 185	130 110 - 135
NT - Darwin	65 60 - 70	110 85 - 115	130 115 - 150	150 135 - 165	170 165 - 185	130 110 - 135

ASSET FINANCE	Client Services	Settlements Officer	Credit Analyst	Senior Credit Analyst	Business Development Manager
NSW - Sydney	56 53 - 60	65 60 - 75	80 70 - 85	95 85 - 110	120 100 - 140
VIC - Melbourne	55 50 - 60	65 55 - 70	70 65 - 85	75 65 - 85	90 80 - 100
QLD - Brisbane, Gold Coast & Sunshine Coast	55 50 - 60	50 45 - 55	65 55 - 70	80 60 - 85	120 85 - 145
SA - Adelaide	60 55 - 65	58 50 - 60	65 60 - 65	70 60 - 70	95 85 - 110
WA - Perth	55 50 - 60	55 50 - 60	70 65 - 75	85 75 - 90	120 90 - 130
ACT - Canberra	55 50 - 60	50 45 - 55	50 46 - 60	60 60 - 70	90 80 - 120
TAS - Hobart	55 50 - 60	50 45 - 55	55 50 - 60	65 55 - 70	90 80 - 100
NT - Darwin	60 55 - 65	50 45 - 55	60 55 - 65	70 60 - 70	110 85 - 130

SUPERANNUATION ADMIN	Administrator	Senior Administrator	Team Leader	Manager	Senior Manager
NSW - Sydney	52 50 - 60	65 55 - 70	70 70 - 80	95 85 - 110	120 110 - 130
VIC - Melbourne	50 47 - 55	65 55 - 70	70 70 - 80	95 85 - 110	120 110 - 130
QLD - Brisbane, Gold Coast & Sunshine Coast	45 45 - 50	55 50 - 65	70 65 - 80	95 75 - 110	130 100 - 140
SA - Adelaide	45 40 - 50	50 46 - 50	65 55 - 70	100 75 - 110	120 100 - 130
WA - Perth	55 50 - 55	60 55 - 60	70 60 - 75	90 80 - 110	120 100 - 130
ACT - Canberra	50 45 - 55	55 50 - 60	65 60 - 75	85 80 - 100	120 100 - 130
TAS - Hobart	45 40 - 45	50 46 - 50	65 55 - 70	80 65 - 90	120 100 - 130
NT - Darwin	45 40 - 45	50 46 - 53	65 55 - 70	100 75 - 110	120 100 - 130

NOTES:

- All salaries shown are exclusive of superannuation

BANKING

SUPERANNUATION	CSO	CSM	Manager	Senior Manager	Fund Manager
NSW - Sydney	60 50 - 65	70 60 - 80	90 80 - 100	120 110 - 135	115 105 - 130
VIC - Melbourne	55 50 - 65	70 60 - 80	85 75 - 100	115 110 - 125	110 100 - 120
QLD - Brisbane, Gold Coast & Sunshine Coast	50 45 - 60	55 51 - 60	75 65 - 80	85 65 - 100	110 80 - 115
SA - Adelaide	50 45 - 55	65 55 - 65	65 55 - 70	70 60 - 80	100 75 - 110
WA - Perth	55 55 - 60	60 55 - 70	75 65 - 80	85 75 - 90	110 100 - 120
ACT - Canberra	50 45 - 60	51 51 - 65	70 60 - 75	75 60 - 80	95 75 - 100
TAS - Hobart	50 45 - 55	60 51 - 60	65 55 - 70	70 60 - 80	100 75 - 110
NT - Darwin	50 45 - 55	60 51 - 60	65 60 - 70	75 75 - 80	100 90 - 110

FUNDS MANAGEMENT	Administrator	Senior Administrator	Manager	Business Development Manager	General Manager
NSW - Sydney	55 50 - 60	65 50 - 70	95 80 - 110	130 100 - 145	155 135 - 165
VIC - Melbourne	60 55 - 70	65 60 - 70	90 80 - 100	110 90 - 130	145 130 - 155
QLD - Brisbane, Gold Coast & Sunshine Coast	50 50 - 55	55 50 - 65	85 80 - 90	100 100 - 125	140 130 - 160
SA - Adelaide	45 40 - 45	50 45 - 50	75 60 - 80	90 75 - 110	120 100 - 135
WA - Perth	50 50 - 55	55 55 - 60	80 60 - 90	110 100 - 120	135 130 - 145
ACT - Canberra	50 40 - 60	55 50 - 60	80 75 - 90	110 100 - 120	145 130 - 155
TAS - Hobart	45 40 - 45	50 45 - 50	75 60 - 80	95 85 - 120	120 100 - 135
NT - Darwin	45 40 - 45	45 45 - 50	80 75 - 90	110 100 - 120	135 130 - 145

	Settlements Officer	Senior Settlements Officer	Supervisor	Unit Registry	Unit Pricing
NSW - Sydney	65 55 - 72	65 55 - 72	80 75 - 90	57 50 - 60	65 60 - 70
VIC - Melbourne	60 55 - 65	65 60 - 75	80 70 - 90	55 50 - 60	65 60 - 70
QLD - Brisbane, Gold Coast & Sunshine Coast	55 45 - 60	60 55 - 65	75 65 - 85	55 45 - 60	55 50 - 60
SA - Adelaide	50 45 - 55	55 50 - 55	60 55 - 70	45 44 - 50	50 45 - 55
WA - Perth	55 55 - 65	65 60 - 70	70 65 - 75	50 45 - 55	55 50 - 60
ACT - Canberra	50 45 - 55	55 50 - 60	65 60 - 70	45 44 - 55	50 45 - 55
TAS - Hobart	50 45 - 55	55 50 - 55	60 55 - 70	45 44 - 50	45 44 - 50
NT - Darwin	45 45 - 55	50 45 - 55	65 50 - 70	45 44 - 50	50 45 - 55

NOTES:

- All salaries shown are exclusive of superannuation

BANKING

FUNDS MANAGEMENT	Client Services Officer	Client Services Supervisor	Client Services Manager
NSW - Sydney	60 55 - 65	75 70 - 85	95 85 - 105
VIC - Melbourne	55 50 - 60	70 65 - 80	80 75 - 95
QLD - Brisbane, Gold Coast & Sunshine Coast	60 50 - 65	70 65 - 80	75 70 - 80
SA - Adelaide	55 45 - 55	65 55 - 70	65 55 - 70
WA - Perth	55 50 - 60	65 60 - 70	75 70 - 85
ACT - Canberra	45 44 - 50	60 55 - 70	70 65 - 80
TAS - Hobart	50 45 - 55	55 46 - 55	65 55 - 70
NT - Darwin	50 44 - 55	65 55 - 70	65 55 - 70

TREASURY INVESTMENT OPERATIONS	Settlements Officer	Senior Settlements Officer	Reconciliations Officer	Payments Officer	Supervisor/ Senior Manager
NSW - Sydney	65 55 - 65	75 60 - 80	60 55 - 65	65 60 - 70	80 75 - 85
VIC - Melbourne	60 55 - 65	70 60 - 75	60 50 - 65	60 55 - 70	80 75 - 90
QLD - Brisbane, Gold Coast & Sunshine Coast	55 45 - 60	60 55 - 60	50 45 - 50	60 55 - 65	80 70 - 85
SA - Adelaide	50 45 - 55	55 50 - 60	50 45 - 60	55 50 - 60	75 65 - 80
WA - Perth	55 50 - 55	55 55 - 60	55 50 - 60	55 50 - 60	75 65 - 80
ACT - Canberra	50 45 - 55	55 50 - 60	50 45 - 60	55 50 - 60	75 65 - 80
TAS - Hobart	50 45 - 55	55 50 - 60	50 45 - 60	55 50 - 60	75 65 - 80
NT - Darwin	50 45 - 55	55 50 - 60	50 45 - 60	55 50 - 60	75 65 - 80

MIDDLE OFFICE	Portfolio Analyst	Performance & Attribution	Research Analyst	Trade Support	Corporate Actions
NSW - Sydney	100 90 - 110	110 100 - 120	95 85 - 110	85 75 - 95	90 80 - 95
VIC - Melbourne	100 90 - 110	110 100 - 130	85 80 - 110	80 70 - 90	70 65 - 80
QLD - Brisbane, Gold Coast & Sunshine Coast	95 80 - 105	100 85 - 120	82 75 - 110	75 65 - 85	55 50 - 60
SA - Adelaide	82 75 - 100	87 80 - 100	82 75 - 110	75 65 - 85	50 45 - 50
WA - Perth	85 75 - 100	90 80 - 100	85 75 - 110	75 65 - 85	55 50 - 65
ACT - Canberra	82 75 - 100	87 80 - 100	82 75 - 110	75 65 - 85	45 45 - 60
TAS - Hobart	82 75 - 100	87 80 - 100	82 75 - 110	75 65 - 85	55 50 - 65
NT - Darwin	82 75 - 100	87 80 - 100	82 75 - 110	75 65 - 85	55 50 - 65

NOTES:

- All salaries shown are exclusive of superannuation

BANKING

TRADE FINANCE	Processing Officer	Senior Processing Officer	Team Leader	Manager
NSW - Sydney	55 50 - 60	65 60 - 70	80 75 - 85	100 90 - 115
VIC - Melbourne	55 45 - 60	60 50 - 65	70 60 - 75	110 75 - 110
QLD - Brisbane, Gold Coast & Sunshine Coast	47 45 - 50	50 50 - 57	60 55 - 75	90 75 - 110
SA - Adelaide	47 45 - 50	50 46 - 50	60 51 - 60	80 65 - 80
WA - Perth	50 50 - 55	55 55 - 60	65 60 - 70	90 75 - 100
ACT - Canberra	47 45 - 50	46 46 - 50	55 51 - 55	65 60 - 70
TAS - Hobart	47 45 - 50	50 46 - 50	60 51 - 60	80 65 - 80
NT - Darwin	47 45 - 50	50 50 - 60	60 55 - 65	90 75 - 110

FINANCIAL PLANNING	Client Services	Paraplanner	Senior Paraplanner	Associate Advisor	Financial Planner
NSW - Sydney	63 55 - 75	80 70 - 90	95 80 - 110	80 75 - 90	100 80 - 110
VIC - Melbourne	60 55 - 70	75 70 - 80	85 75 - 95	80 65 - 95	95 85 - 105
QLD - Brisbane, Gold Coast & Sunshine Coast	55 50 - 65	70 60 - 85	85 75 - 90	75 70 - 95	100 85 - 110
SA - Adelaide	60 45 - 65	70 60 - 70	75 70 - 85	77 70 - 80	85 80 - 90
WA - Perth	60 55 - 70	75 65 - 80	85 75 - 100	75 70 - 80	90 80 - 95
ACT - Canberra	55 45 - 65	70 65 - 80	85 70 - 90	75 65 - 85	100 85 - 120
TAS - Hobart	60 45 - 65	70 60 - 70	68 65 - 80	68 50 - 70	100 85 - 120
NT - Darwin	55 45 - 65	70 60 - 75	75 70 - 80	70 60 - 75	90 85 - 110

	Senior Financial Planner	Financial Planning Manager	Head of Financial Planning	Practice Development Manager
NSW - Sydney	120 100 - 150	160 130 - 180	230 200 - 280	150 120 - 170
VIC - Melbourne	110 90 - 120	140 120 - 160	220 200 - 250	135 110 - 160
QLD - Brisbane, Gold Coast & Sunshine Coast	120 100 - 120	150 120 - 160	200 180 - 230	130 110 - 140
SA - Adelaide	100 80 - 110	125 110 - 135	145 135 - 165	128 100 - 137
WA - Perth	120 110 - 130	125 110 - 140	180 150 - 200	130 100 - 150
ACT - Canberra	120 90 - 140	140 110 - 150	140 110 - 180	130 100 - 140
TAS - Hobart	110 90 - 130	125 110 - 135	145 135 - 165	130 100 - 135
NT - Darwin	100 80 - 110	125 110 - 135	145 135 - 165	130 100 - 135

NOTES:

- All salaries shown are exclusive of superannuation

BANKING

CREDIT, MARKET & OPERATIONAL RISK	Junior Analyst	Senior Analyst	Manager	Senior Manager	Head of
NSW - Sydney	75 68 - 85	85 75 - 100	110 100 - 135	160 130 - 200	220 180 - 250
VIC - Melbourne	65 60 - 75	90 75 - 100	120 110 - 135	160 140 - 185	205 180 - 230
QLD - Brisbane, Gold Coast & Sunshine Coast	50 46 - 55	80 70 - 85	110 100 - 120	135 130 - 145	185 175 - 190
SA - Adelaide	50 46 - 55	65 55 - 70	80 68 - 85	82 75 - 90	120 100 - 135
WA - Perth	50 50 - 55	70 60 - 80	110 100 - 120	130 125 - 145	185 175 - 200
ACT - Canberra	50 46 - 55	60 50 - 70	110 90 - 120	120 100 - 150	140 100 - 200
TAS - Hobart	47 46 - 50	60 50 - 70	78 68 - 82	82 75 - 90	120 100 - 135
NT - Darwin	47 46 - 50	60 50 - 70	78 70 - 82	82 75 - 90	120 100 - 135

QUANTITATIVE RISK	Junior Analyst	Senior Analyst	Manager	Senior Manager	Head of
NSW - Sydney	80 75 - 85	125 100 - 150	160 130 - 180	200 175 - 225	275 200 - 300
VIC - Melbourne	80 70 - 85	120 100 - 140	150 135 - 170	190 170 - 200	240 200 - 260
QLD - Brisbane, Gold Coast & Sunshine Coast	75 70 - 80	120 100 - 130	135 130 - 165	175 165 - 185	210 185 - 220
SA - Adelaide	55 50 - 75	82 75 - 100	110 100 - 120	137 120 - 155	165 155 - 205
WA - Perth	70 60 - 80	110 90 - 130	140 130 - 160	160 150 - 180	200 180 - 250
ACT - Canberra	55 50 - 75	85 75 - 100	110 100 - 130	135 120 - 155	165 155 - 200
TAS - Hobart	55 50 - 75	82 75 - 100	110 100 - 120	137 120 - 155	165 155 - 205
NT - Darwin	55 50 - 75	85 80 - 100	110 100 - 120	137 120 - 155	165 155 - 205

COMPLIANCE	Junior Analyst	Senior Analyst	Manager	Senior Manager	Head of
NSW - Sydney	70 60 - 75	95 80 - 110	125 110 - 140	165 140 - 190	240 180 - 300
VIC - Melbourne	70 60 - 75	90 80 - 110	125 110 - 135	155 140 - 180	220 170 - 250
QLD - Brisbane, Gold Coast & Sunshine Coast	55 55 - 60	100 80 - 105	125 110 - 135	170 160 - 170	220 180 - 230
SA - Adelaide	47 46 - 50	60 50 - 70	90 70 - 100	110 80 - 120	120 100 - 135
WA - Perth	55 50 - 60	90 80 - 100	110 90 - 130	140 120 - 160	180 150 - 200
ACT - Canberra	50 46 - 55	60 50 - 70	90 70 - 100	110 80 - 120	120 100 - 135
TAS - Hobart	47 46 - 50	60 50 - 70	90 70 - 100	110 80 - 120	120 100 - 135
NT - Darwin	47 46 - 50	60 50 - 70	90 70 - 100	110 80 - 120	120 110 - 135

NOTES:

- All salaries shown are exclusive of superannuation

BANKING

AML & REGULATORY RISK	Junior Analyst	Senior Analyst	Manager	Senior Manager	Head of
NSW - Sydney	80 60 - 90	90 75 - 100	130 110 - 140	175 160 - 190	240 185 - 300
VIC - Melbourne	65 60 - 70	80 75 - 100	120 100 - 130	165 155 - 175	220 160 - 250
QLD - Brisbane, Gold Coast & Sunshine Coast	50 46 - 55	80 75 - 100	120 100 - 130	165 155 - 175	185 165 - 200
SA - Adelaide	47 46 - 50	70 55 - 75	90 70 - 100	110 90 - 135	135 120 - 155
WA - Perth	55 50 - 60	90 75 - 100	110 90 - 130	140 120 - 150	180 150 - 200
ACT - Canberra	50 46 - 55	70 55 - 75	90 70 - 100	110 90 - 135	140 120 - 170
TAS - Hobart	47 46 - 50	70 55 - 75	90 70 - 100	110 90 - 135	135 120 - 155
NT - Darwin	50 46 - 55	70 60 - 75	90 70 - 100	115 100 - 140	150 130 - 155

TRANSACTIONAL BANKING	Account Manager	Transaction Banking Manager	Senior Transaction Banking Manager	Implementation Manager	Business Development Manager
NSW - Sydney	85 75 - 100	100 85 - 120	120 110 - 140	105 85 - 115	125 100 - 140
VIC - Melbourne	82 75 - 90	100 85 - 110	120 110 - 135	100 80 - 110	120 100 - 130
QLD - Brisbane, Gold Coast & Sunshine Coast	80 80 - 90	100 85 - 110	130 125 - 135	100 90 - 110	120 100 - 135
SA - Adelaide	78 75 - 80	82 78 - 87	100 90 - 110	100 85 - 105	110 100 - 115
WA - Perth	80 75 - 90	100 80 - 110	120 110 - 130	100 80 - 110	120 100 - 130
ACT - Canberra	80 75 - 90	100 80 - 120	100 100 - 130	90 85 - 100	100 90 - 120
TAS - Hobart	78 75 - 80	82 78 - 87	100 90 - 110	100 85 - 105	110 100 - 115
NT - Darwin	78 75 - 80	100 80 - 110	120 110 - 130	90 80 - 100	110 100 - 120

PRIVATE BANKING	Assistant Private Banker	Private Banker	Senior Private Banker	Executive/Manager
NSW - Sydney	85 65 - 90	100 90 - 110	130 120 - 150	185 165 - 200
VIC - Melbourne	75 65 - 85	100 80 - 110	130 115 - 145	165 125 - 185
QLD - Brisbane, Gold Coast & Sunshine Coast	75 65 - 80	100 85 - 105	130 110 - 140	150 130 - 170
SA - Adelaide	65 60 - 70	80 70 - 85	85 70 - 90	110 90 - 120
WA - Perth	80 70 - 90	120 90 - 130	130 120 - 150	170 150 - 180
ACT - Canberra	70 60 - 80	95 80 - 110	110 100 - 130	130 120 - 150
TAS - Hobart	65 55 - 70	100 80 - 110	82 73 - 87	110 100 - 128
NT - Darwin	55 50 - 60	80 65 - 90	85 75 - 90	120 100 - 145

NOTES:

- All salaries shown are exclusive of superannuation



AUSTRALIA

Whilst change is inevitable, Australia's general and life insurance industries are facing numerous transformations that will radically alter the landscape and the way insurers do business. For those riding this roller coaster of change and transition, there will be significant job opportunities across the industry, allowing skilled candidates to advance their career and new entrants to build the foundation of a strong and lasting vocation.

One of the drivers of change is the Banking Royal Commission. Its impact is being felt across the industry and Commissioner Hayne's list of recommended changes, designed to bring life and general insurance in line with the more heavily regulated financial services sector, could lead to further new job opportunities as organisations prepare for possible reforms. As a result, we expect to see increased demand within risk and compliance, underwriting, analytics and claims.

Given that there is already a shortage of insurance professionals with experience handling complex insurance claims, this demand will see salaries increase. Adding to salary pressure is life insurers' reluctance to recruit and upskill entry-level candidates, with senior claims candidates instead preferred. Employers will however recruit workers' compensation claims professionals as they understand a similar claims cycle and are willing to move for an increase in salary.

On the other hand, large general insurers are taking a different approach. Adverse weather conditions lead to workload peaks in claims and the subsequent need for high-volume recruitment drives to secure people for short-term contracts. When recruiting for these entry-level roles, customer service skills and resilience are the main attributes sought.

We also note a peak in requirements for assessing professionals nationally, both property and motor, which is driving up salaries.

Brokers meanwhile are under heavy scrutiny and are retaining the most skilled employees to ensure their continued growth and retention of business portfolios. Assistant Account Executives with exposure

to specific insurance software are in high demand and salaries have increased in order to attract and retain experienced professionals. Compliance professionals have also been sought within broking to undertake auditing and process improvement projects.

“ We expect to see increased demand within risk and compliance, underwriting, analytics and claims. ”

Underwriters are increasingly sought to supply quotes and issue policies in less than a day. Technology has continued to positively disrupt the underwriting process by providing real time data to analyse risks accurately. Although there is less demand for Underwriters, salaries have been stable and organisations are under increasing pressure to retain their experienced staff. Underwriters play an integral role in the relationship between customer and insurer, allowing for a speedy response and accurate decisions regarding policy coverage and price.

Given the importance placed on underwriting, demand will also rise for contract data analytics, business analysis and project management skills.

In a final trend, climate change has become a talking point within the insurance industry. The number of high risk regions across Australia is increasing and it is possible that some may become 'uninsurable' in future. As a result, demand is rising for climate change experts who can paint a better picture for boards of what the future of insurance will look like.

NEW ZEALAND

New Zealand's insurance market is active, with various trends impacting skills in demand.

One is the continued movement of Brokers either back into underwriting or overseas after gaining three to five years of experience. This is creating high

demand for skilled and experienced Commercial Brokers. In response, employers have begun to consider candidates from Australia and the UK.

Another is the trend of brokerages bringing their claims in-house in order to increase customer service and create a one-stop shop for all insurance needs. This is fuelling demand for end-to-end claims professionals with a holistic understanding of the claims process. Meanwhile, population growth will also add to ongoing demand for claims professionals.

Property Underwriters and Property Loss Adjusters are highly sought after too due to New Zealand's strong residential construction industry as well as the increase in the commercial property market.

We also expect to see growing demand for financial advice providers with a level five qualification due to new legislation. By the end of 2020, this will be a requirement for all Brokers and broker support professionals.

Salaries in larger companies remain steady however smaller brokerages are offering increases in order to retain high performing staff and attract candidates from larger organisations. As a result, larger companies will need to assess their packages if they want to retain staff.

Finally, higher salaries are also being offered in specialist areas such as professional indemnity and liability.

INSURANCE

SALES & SERVICE	Customer Service Officer	Inbound/ Outbound Sales Consultant	Team Leader	Client Services Manager	Business Development Manager
NSW - Sydney	52 50 - 57	55 55 - 62	80 75 - 90	90 80 - 95	110 110 - 150
VIC - Melbourne	45 44 - 50	50 45 - 55	65 55 - 75	75 65 - 85	90 75 - 110
QLD - Brisbane, Gold Coast & Sunshine Coast	45 44 - 50	50 45 - 55	60 55 - 65	82 75 - 90	90 82 - 110
SA - Adelaide	50 45 - 50	53 50 - 55	63 55 - 65	68 60 - 70	95 70 - 100
WA - Perth	46 44 - 50	46 44 - 50	60 55 - 65	85 70 - 90	100 90 - 130
ACT - Canberra	45 45 - 50	44 44 - 46	55 50 - 65	82 75 - 90	90 82 - 110
TAS - Hobart	48 45 - 50	48 44 - 50	65 60 - 70	67 57 - 72	85 67 - 105
NT - Darwin	45 44 - 46	44 44 - 46	60 55 - 65	68 55 - 70	87 65 - 100
New Zealand	46 42 - 55	48 42 - 58	75 55 - 90	90 70 - 110	100 80 - 130

GENERAL INSURANCE UNDERWRITING	Underwriting Assistant	Domestic Underwriter	Commercial Underwriter	Senior Technical Underwriter	Underwriting Manager
NSW - Sydney	55 50 - 55	68 60 - 75	100 85 - 115	120 105 - 140	170 145 - 200
VIC - Melbourne	50 50 - 55	65 60 - 75	85 75 - 100	100 80 - 110	135 120 - 155
QLD - Brisbane, Gold Coast & Sunshine Coast	50 49 - 55	60 55 - 75	70 65 - 90	80 70 - 100	100 90 - 120
SA - Adelaide	55 50 - 55	60 55 - 65	75 65 - 100	80 70 - 100	100 90 - 110
WA - Perth	49 49 - 50	55 51 - 60	80 75 - 90	115 100 - 130	130 110 - 145
ACT - Canberra	50 49 - 55	60 51 - 70	70 65 - 80	80 70 - 90	100 90 - 110
TAS - Hobart	50 49 - 55	55 51 - 60	78 67 - 105	85 72 - 102	105 94 - 112
NT - Darwin	50 49 - 55	51 51 - 55	75 65 - 100	80 70 - 100	100 90 - 110
New Zealand	53 45 - 60	68 50 - 80	90 65 - 120	120 75 - 150	140 100 - 180

NOTES:

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INSURANCE

GENERAL INSURANCE BROKING	Assistant Account Executive	Account Executive	Account Broker	Senior Account Broker	Divisional Manager
NSW - Sydney	50 44 - 60	65 55 - 75	85 75 - 95	110 95 - 130	135 105 - 140
VIC - Melbourne	55 50 - 65	65 55 - 75	75 65 - 90	90 80 - 120	130 120 - 135
QLD - Brisbane, Gold Coast & Sunshine Coast	50 44 - 55	65 55 - 75	75 65 - 82	90 80 - 110	110 90 - 130
SA - Adelaide	50 44 - 55	65 60 - 70	78 75 - 80	90 80 - 90	105 90 - 120
WA - Perth	46 45 - 50	60 55 - 65	80 75 - 90	90 80 - 110	115 90 - 135
ACT - Canberra	45 44 - 55	55 45 - 70	65 55 - 80	85 75 - 100	100 90 - 120
TAS - Hobart	50 44 - 55	60 55 - 70	67 55 - 75	83 77 - 92	108 92 - 124
NT - Darwin	48 44 - 55	60 50 - 65	73 55 - 78	90 75 - 90	105 90 - 120
New Zealand	55 45 - 65	68 60 - 80	80 65 - 100	100 80 - 130	150 100 - 180

GENERAL INSURANCE CLAIMS	Domestic Claims Assessor	Commercial Claims Assessor	Senior Technical Claims Assessor	Claims Team Leader	Claims Manager
NSW - Sydney	58 55 - 65	70 62 - 82	80 80 - 100	90 85 - 105	120 100 - 150
VIC - Melbourne	50 48 - 60	65 60 - 75	85 75 - 100	85 78 - 100	115 90 - 125
QLD - Brisbane, Gold Coast & Sunshine Coast	50 48 - 55	64 55 - 75	87 75 - 100	87 78 - 100	115 100 - 125
SA - Adelaide	60 55 - 60	65 60 - 75	87 78 - 100	87 78 - 100	115 100 - 125
WA - Perth	50 48 - 55	65 60 - 75	80 75 - 95	90 80 - 100	115 100 - 130
ACT - Canberra	50 48 - 55	65 60 - 75	87 75 - 95	90 80 - 100	115 100 - 120
TAS - Hobart	52 50 - 55	65 62 - 75	90 79 - 105	90 80 - 100	115 100 - 125
NT - Darwin	48 48 - 50	64 60 - 75	87 78 - 100	87 78 - 100	115 100 - 125
New Zealand	58 45 - 65	70 55 - 80	85 70 - 110	90 60 - 110	100 85 - 140

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INSURANCE

LOSS ADJUSTING/ASSESSING	Loss Assessor/ Adjustor	Senior Loss Assessor/Adjustor	Technical/ Specialist Loss Assessor/Adjustor	Assessing Manager
NSW - Sydney	55 55 - 75	70 70 - 85	105 85 - 120	120 110 - 135
VIC - Melbourne	55 50 - 70	70 65 - 85	80 75 - 90	90 85 - 120
QLD - Brisbane, Gold Coast & Sunshine Coast	55 50 - 70	70 60 - 80	80 75 - 90	90 82 - 110
SA - Adelaide	50 48 - 53	50 48 - 55	68 50 - 70	82 68 - 82
WA - Perth	50 48 - 60	65 60 - 80	85 75 - 100	110 90 - 130
ACT - Canberra	50 48 - 55	65 50 - 70	75 55 - 80	82 75 - 90
TAS - Hobart	50 48 - 53	50 48 - 60	65 55 - 75	82 75 - 90
NT - Darwin	48 48 - 50	50 48 - 55	68 50 - 70	80 68 - 82
New Zealand	75 55 - 90	95 80 - 125	120 80 - 140	125 80 - 145

WORKERS COMPENSATION	Claims Assessor	Case Manager	Senior Case Manager	Team Leader	Manager
NSW - Sydney	70 60 - 85	70 60 - 85	85 75 - 100	90 80 - 95	140 120 - 150
VIC - Melbourne	55 50 - 60	65 60 - 70	75 70 - 85	90 75 - 95	100 90 - 120
QLD - Brisbane, Gold Coast & Sunshine Coast	55 50 - 60	55 50 - 60	60 55 - 70	70 65 - 80	80 73 - 100
SA - Adelaide	55 50 - 60	58 50 - 60	65 60 - 70	65 55 - 65	70 60 - 75
WA - Perth	55 50 - 70	70 60 - 80	80 75 - 90	85 80 - 90	110 90 - 130
ACT - Canberra	55 46 - 68	70 48 - 85	75 65 - 90	85 70 - 95	100 82 - 120
TAS - Hobart	50 46 - 55	55 46 - 65	60 55 - 65	60 50 - 62	70 60 - 75
NT - Darwin	50 46 - 60	55 46 - 60	60 55 - 65	75 68 - 78	82 78 - 100
New Zealand	65 50 - 75	75 55 - 90	80 70 - 95	90 60 - 100	100 75 - 130

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INSURANCE

LIFE INSURANCE	Group Life Administrator	Life Claims Assessor	Senior Claims Assessor	Claims Team Leader	Claims Manager
NSW - Sydney	55 55 - 60	85 75 - 90	110 95 - 120	130 110 - 140	150 130 - 180
VIC - Melbourne	50 45 - 55	75 70 - 80	90 80 - 100	100 95 - 120	115 110 - 135
QLD - Brisbane, Gold Coast & Sunshine Coast	48 45 - 55	60 50 - 65	68 60 - 78	75 65 - 85	100 82 - 110
SA - Adelaide	46 44 - 46	60 50 - 65	70 60 - 78	70 65 - 75	90 75 - 110
WA - Perth	46 44 - 50	60 48 - 65	73 68 - 78	68 65 - 75	82 75 - 90
ACT - Canberra	46 44 - 50	60 50 - 65	70 60 - 80	75 65 - 85	100 80 - 110
TAS - Hobart	44 44 - 46	57 50 - 60	65 60 - 78	68 65 - 75	100 82 - 110
NT - Darwin	46 44 - 46	55 48 - 60	65 55 - 68	65 55 - 70	73 55 - 75
New Zealand	55 45 - 65	68 50 - 80	85 65 - 100	88 65 - 100	110 85 - 135

	Underwriting Support	Underwriter	Senior Underwriter	Underwriting Manager	Chief Underwriter
NSW - Sydney	60 55 - 70	82 75 - 105	110 100 - 130	160 130 - 190	180 170 - 220
VIC - Melbourne	50 45 - 55	80 70 - 100	115 100 - 130	130 115 - 160	170 160 - 210
QLD - Brisbane, Gold Coast & Sunshine Coast	52 46 - 60	70 65 - 80	90 82 - 100	90 82 - 110	100 90 - 130
SA - Adelaide	55 50 - 55	65 50 - 70	85 70 - 90	90 82 - 100	100 90 - 120
WA - Perth	50 44 - 55	70 65 - 75	85 75 - 95	120 90 - 140	130 100 - 150
ACT - Canberra	52 46 - 55	70 65 - 80	90 82 - 100	100 82 - 120	100 90 - 120
TAS - Hobart	50 48 - 55	55 48 - 62	72 62 - 85	82 70 - 85	80 75 - 85
NT - Darwin	46 44 - 55	70 48 - 75	82 70 - 85	90 82 - 100	100 90 - 120
New Zealand	50 45 - 65	80 60 - 100	125 90 - 150	140 100 - 160	160 140 - 190

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OFFICE SUPPORT



AUSTRALIA

Australia's office support job market remains buoyant, with demand focused on candidates with hybrid skills and a constant learning mindset in response to the automation of repetitive and routine job tasks.

Those office support professionals who embrace automation and use it for efficiency gains, while simultaneously upskilling in order to add greater value to their organisation, will therefore see continued career success in the year ahead.

In terms of specific skills in demand, Executive Assistants (EAs) are sought, particularly senior candidates with board experience.

Entry-level Receptionists and Administrators are in short supply too. Employers require candidates who are proficient in MYOB, XERO, SAP and PRONTO.

Accountancy practices and legal firms require Office Managers and EAs with a professional services background. As a result, salaries have increased as these employers attempt to attract and secure highly experienced candidates.

Professional services employers also increasingly request candidates with experience using the MYOB Accountants Enterprise suite. As this is a fairly new accounting system, candidates with this experience are rare.

Meanwhile, the impact of the Banking Royal Commission will continue to fuel short-term project administration roles within the financial services sector. These include Team Assistants with project experience and EAs who can support Project Directors. Given the short-term nature of these roles, higher hourly rates are available.

Office support professionals with mining, construction and manufacturing industry experience are also sought in Western Australia and Queensland. In particular demand are Mobilisation Administrators, Production Administrators and Document Controllers.

Turning to the software skills in demand, candidates with SAP expertise are now sought across most industries, whereas last year this demand was predominantly focused in the

manufacturing and mining industries.

Advanced Excel skills remain highly regarded, as do MYOB and Xero expertise.

For all office support roles, employers prefer hybrid candidates with diverse skills who can add greater value to an organisation. For example, a Receptionist with accounts payable experience or a Production Administrator with a forklift license. Employers look for candidates who will step outside their job description and assist in other areas when required. A positive can-do attitude and varied background ensures a candidate stands out.

Given demand, candidates with the technical expertise and soft skills required are receiving multiple offers. As a result, employers need to move quickly through their recruitment process if they are to secure their preferred candidate. They must also think outside the box, such as by offering a solid career progression pathway.

This is particularly crucial when salaries, for the most part, are remaining steady yet the expectations of candidates in demand are rising. Bridging this gap will be a challenge for employers in the year ahead.

Already employers in certain locations, notably Western Australia and Queensland, have increased salaries for experienced candidates. Whether other states follow suit remains to be seen.

We've also seen salary growth in regional locations as organisations attempt to attract skills in short supply from major cities.

Within the government sector, EAs are in greatest demand. Rather than APS3 entry-level positions, generalist roles exist at the APS4 and APS5 levels. APS5 candidates with project, program and policy experience are also sought. Contractors with a government security clearance are required too and receive multiple job offers.

Higher hourly rates are being offered to attract, retain and engage candidates for the duration of an assignment. A clear salary disparity is therefore emerging, with temporary and contract candidates receiving a substantially higher rate than an equivalent permanent employee.

As a result, candidates with skills in demand will rarely consider permanent roles, electing instead to remain

contractors. Permanent employees are also resigning from their job in order to gain a contract role.

NEW ZEALAND

New Zealand's office support job market currently offers multi-skilled administration and support professionals solid career opportunities.

The adoption of technology and automation has fuelled this demand for multi-skilled candidates. With office support professionals utilising automation for routine processing tasks, such as records management, data entry and transcriptions, their time is freed up to focus on other job responsibilities that deliver greater value to their organisation.

This is leading to demand for candidates with an aptitude to learn and take on additional responsibilities. For example, Receptionists who are also responsible for facilities administration and PAs and EAs who can support projects, manage change and provide finance or HR support.

Data auditing, analysis or manipulation is also now a standard component in PA and EA roles, whereas traditionally data entry was the focus.

Modest upward salary pressure is evident for such hybrid candidates.

Demand is also strong from accountancy and legal firms for entry-level Administrators and Legal Secretaries who have one or more years of experience. Firms will not consider candidates who lack professional services experience as the environment is very different to a commercial organisation.

EAs and PAs with experience supporting multiple managers or directors in large organisations are also sought. However, candidates require realistic salary expectations to be successful. With many EAs and PAs looking for their next role, salaries have dropped slightly in some cases. In contrast, salaries for general Administrators have increased slightly, with companies also offering career progression in order to retain employees.

Finally, office support roles in the construction industry require candidates with prior industry experience.

OFFICE SUPPORT

ADMINISTRATION	Administration Assistant (6-12 mths exp)	Administration Assistant (12+ mths exp)	Project Admin Assistant (3+ yrs exp)	Office Manager	Project Coordinator
NSW - Sydney	43 40 - 47	58 48 - 65	68 58 - 78	80 70 - 100	75 60 - 85
NSW - Regional	40 40 - 45	50 42 - 55	55 50 - 60	75 60 - 80	65 60 - 70
VIC - Melbourne	43 40 - 46	46 44 - 50	55 50 - 65	70 60 - 80	75 55 - 80
VIC - Regional	45 40 - 50	50 45 - 55	55 50 - 55	70 60 - 80	60 55 - 65
QLD - Brisbane, Gold Coast & Sunshine Coast	40 40 - 45	50 45 - 55	60 55 - 65	70 60 - 80	60 55 - 65
QLD - Regional	40 40 - 45	50 45 - 55	60 55 - 65	70 60 - 80	60 55 - 65
SA - Adelaide	45 40 - 47	50 45 - 55	65 55 - 70	60 55 - 70	70 60 - 75
WA - Perth	40 40 - 45	55 45 - 60	60 55 - 65	65 60 - 80	70 65 - 80
ACT - Canberra	55 50 - 60	60 55 - 65	75 65 - 80	85 75 - 90	75 65 - 75
TAS - Hobart/Launceston	42 40 - 45	45 42 - 50	50 47 - 58	65 55 - 70	65 55 - 70
NT - Darwin	50 45 - 55	55 50 - 60	65 60 - 70	75 65 - 85	65 60 - 75
NZ - Auckland	40 38 - 45	45 40 - 48	55 50 - 65	65 55 - 80	60 50 - 70
NZ - Wellington	42 40 - 45	45 42 - 50	55 50 - 60	65 60 - 75	70 60 - 80
NZ - Christchurch	40 37 - 42	45 40 - 48	52 50 - 55	60 50 - 65	58 55 - 65
ADMINISTRATION/SUPPORT	Team Assistant/ Administrator (12+ mths exp)	Team Assistant/ Administrator (3+ yrs exp)	Personal Assistant (Assisting a number of execs)	Executive Assistant (Working for 1 person)	
NSW - Sydney	55 48 - 60	60 55 - 70	70 68 - 80	90 80 - 120	
NSW - Regional	50 45 - 60	70 60 - 80	75 65 - 80	85 75 - 100	
VIC - Melbourne	50 45 - 55	55 50 - 60	75 65 - 78	80 75 - 100	
VIC - Regional	50 44 - 55	55 50 - 60	70 60 - 80	70 60 - 80	
QLD - Brisbane, Gold Coast & Sunshine Coast	55 55 - 60	60 55 - 65	70 65 - 75	80 70 - 90	
QLD - Regional	55 50 - 60	60 55 - 65	65 60 - 70	70 60 - 80	
SA - Adelaide	55 48 - 60	60 55 - 65	65 60 - 70	70 60 - 80	
WA - Perth	50 50 - 60	55 55 - 70	70 60 - 80	85 75 - 100	
ACT - Canberra	60 55 - 65	70 65 - 75	80 70 - 85	85 80 - 90	
TAS - Hobart/Launceston	45 42 - 52	50 45 - 58	60 55 - 65	65 58 - 75	
NT - Darwin	55 50 - 60	60 58 - 65	68 60 - 75	75 65 - 85	
NZ - Auckland	48 45 - 55	55 48 - 58	65 55 - 75	70 60 - 90	
NZ - Wellington	48 45 - 55	55 50 - 60	60 55 - 70	65 60 - 80	
NZ - Christchurch	48 45 - 50	53 50 - 55	55 50 - 60	65 60 - 70	

NOTES:

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OFFICE SUPPORT

ADMINISTRATION/SPECIALISTS	Data Entry Operator	Sales Coordinator	Records Officer	Medical Secretary
NSW - Sydney	42 40 - 45	60 48 - 70	70 55 - 80	60 55 - 75
NSW - Regional	45 40 - 50	65 55 - 75	60 55 - 65	55 50 - 60
VIC - Melbourne	42 40 - 48	55 45 - 60	45 40 - 50	50 45 - 55
VIC - Regional	42 38 - 45	42 40 - 50	43 40 - 45	45 42 - 50
QLD - Brisbane, Gold Coast & Sunshine Coast	50 40 - 55	50 45 - 55	45 45 - 50	50 45 - 55
QLD - Regional	45 40 - 50	50 45 - 55	45 45 - 50	55 50 - 65
SA - Adelaide	50 45 - 55	60 55 - 70	50 45 - 55	50 45 - 55
WA - Perth	50 40 - 55	55 50 - 60	55 45 - 65	55 50 - 65
ACT - Canberra	50 50 - 55	60 55 - 65	60 55 - 65	65 60 - 75
TAS - Hobart/Launceston	42 40 - 45	45 40 - 50	48 45 - 52	50 45 - 55
NT - Darwin	50 45 - 55	50 45 - 55	55 50 - 60	55 50 - 60
NZ - Auckland	40 38 - 45	52 42 - 58	50 45 - 55	55 43 - 65
NZ - Wellington	37 36 - 38	50 45 - 52	45 40 - 50	50 45 - 60
NZ - Christchurch	39 38 - 40	48 45 - 50	46 42 - 50	50 50 - 60

RECEPTION	Switchboard Operator	Receptionist (Up to 12 mths exp)	Receptionist (12+ mths exp)	Receptionist/Admin Assistant (12+ mths exp)
NSW - Sydney	55 43 - 60	50 45 - 60	55 47 - 62	57 45 - 65
NSW - Regional	45 40 - 55	50 42 - 55	55 42 - 60	55 45 - 65
VIC - Melbourne	50 45 - 55	45 42 - 50	50 45 - 60	55 45 - 60
VIC - Regional	42 40 - 45	48 45 - 50	55 50 - 60	55 45 - 60
QLD - Brisbane, Gold Coast & Sunshine Coast	48 45 - 55	43 42 - 50	50 45 - 55	55 50 - 60
QLD - Regional	48 45 - 55	42 40 - 45	50 45 - 55	50 45 - 55
SA - Adelaide	45 40 - 50	45 42 - 50	48 45 - 50	50 45 - 55
WA - Perth	45 40 - 55	45 42 - 50	50 45 - 55	55 50 - 60
ACT - Canberra	60 55 - 60	50 50 - 55	60 55 - 60	65 60 - 70
TAS - Hobart/Launceston	45 40 - 50	44 42 - 48	50 45 - 55	50 45 - 55
NT - Darwin	49 45 - 55	48 43 - 55	50 45 - 55	55 45 - 55
NZ - Auckland	40 38 - 40	45 40 - 48	55 50 - 58	55 50 - 60
NZ - Wellington	40 38 - 40	40 38 - 45	42 40 - 45	48 45 - 50
NZ - Christchurch	37 35 - 40	40 35 - 45	42 37 - 45	48 45 - 50

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OFFICE SUPPORT

LEGAL SUPPORT	Legal Secretary (Up to 2 yrs exp)	Legal Secretary (2-4 yrs exp)	Legal Secretary (4+ yrs exp)	Legal Personal Assistant
NSW - Sydney	63 54 - 67	70 55 - 75	75 65 - 85	75 75 - 90
NSW - Regional	60 45 - 67	65 50 - 75	65 50 - 80	75 55 - 80
VIC - Melbourne	50 45 - 55	55 50 - 65	65 50 - 70	70 55 - 75
VIC - Regional	42 42 - 44	45 42 - 50	50 45 - 55	50 45 - 55
QLD - Brisbane, Gold Coast & Sunshine Coast	55 50 - 60	55 55 - 60	60 55 - 65	68 60 - 70
QLD - Regional	50 45 - 55	55 55 - 60	60 55 - 65	60 55 - 65
SA - Adelaide	55 50 - 60	55 50 - 60	60 55 - 70	65 55 - 75
WA - Perth	60 55 - 65	65 60 - 70	75 70 - 80	75 70 - 80
ACT - Canberra	65 60 - 75	70 65 - 80	75 65 - 80	85 75 - 90
TAS - Hobart/Launceston	48 45 - 55	48 45 - 55	55 50 - 60	62 55 - 68
NT - Darwin	60 53 - 65	65 55 - 70	68 60 - 75	70 60 - 75
NZ - Auckland	55 45 - 60	60 52 - 65	65 55 - 70	68 60 - 75
NZ - Wellington	48 45 - 55	60 55 - 65	62 58 - 70	65 60 - 70
NZ - Christchurch	50 45 - 55	55 50 - 60	58 55 - 60	60 55 - 65

BANKING & FINANCE SUPPORT	Specialist Finance PA	Investment Banking Personal Assistant	Advisor Support
NSW - Sydney	85 75 - 100	85 75 - 95	60 55 - 65
NSW - Regional	80 60 - 90	80 60 - 90	55 50 - 60
VIC - Melbourne	70 65 - 80	80 70 - 90	55 45 - 60
VIC - Regional	50 45 - 55	50 45 - 55	48 43 - 53
QLD - Brisbane, Gold Coast & Sunshine Coast	60 60 - 70	65 60 - 70	50 45 - 55
QLD - Regional	60 60 - 70	65 60 - 70	50 45 - 55
SA - Adelaide	65 60 - 70	65 60 - 70	55 50 - 60
WA - Perth	65 55 - 75	65 55 - 75	50 45 - 55
ACT - Canberra	70 65 - 75	70 65 - 75	70 65 - 75
TAS - Hobart/Launceston	55 50 - 60	55 50 - 60	55 50 - 60
NT - Darwin	62 60 - 70	65 60 - 70	55 55 - 60
NZ - Auckland	65 56 - 75	68 58 - 75	58 50 - 65
NZ - Wellington	60 55 - 65	60 55 - 75	52 40 - 58
NZ - Christchurch	60 55 - 65	60 55 - 65	45 40 - 50

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OFFICE SUPPORT

PROPERTY & CONSTRUCTION SUPPORT	Document Controller	Project Secretary/ Administrator	Site Secretary/Administrator
NSW - Sydney	80 70 - 90	70 60 - 85	70 60 - 85
NSW - Regional	75 60 - 85	60 50 - 70	65 60 - 75
VIC - Melbourne	60 55 - 70	65 55 - 70	55 50 - 60
VIC - Regional	55 50 - 70	52 45 - 55	55 50 - 70
QLD - Brisbane, Gold Coast & Sunshine Coast	70 55 - 80	60 55 - 65	60 55 - 65
QLD - Regional	70 55 - 80	60 55 - 65	60 55 - 65
SA - Adelaide	70 65 - 75	70 65 - 75	60 55 - 65
WA - Perth	75 65 - 85	65 60 - 75	80 70 - 100
ACT - Canberra	75 65 - 85	75 70 - 85	70 65 - 75
TAS - Hobart/Launceston	55 50 - 60	58 50 - 62	55 50 - 60
NT - Darwin	70 60 - 80	65 55 - 70	80 60 - 100
NZ - Auckland	60 50 - 70	58 50 - 68	58 48 - 68
NZ - Wellington	50 45 - 55	52 50 - 55	55 50 - 60
NZ - Christchurch	50 45 - 55	55 52 - 60	53 50 - 55

	Facilities Administrator	Contracts Administrator (Residential)	Client Liaison (Residential)
NSW - Sydney	53 43 - 58	65 60 - 80	62 58 - 77
NSW - Regional	55 40 - 60	60 55 - 75	60 55 - 75
VIC - Melbourne	50 45 - 55	55 45 - 65	55 45 - 65
VIC - Regional	45 40 - 50	48 45 - 55	47 40 - 50
QLD - Brisbane, Gold Coast & Sunshine Coast	50 45 - 55	50 40 - 55	55 50 - 60
QLD - Regional	50 45 - 55	55 50 - 60	55 50 - 60
SA - Adelaide	50 45 - 55	55 50 - 65	58 55 - 60
WA - Perth	45 40 - 50	65 50 - 75	55 45 - 65
ACT - Canberra	70 65 - 75	80 75 - 85	60 50 - 65
TAS - Hobart/Launceston	50 45 - 55	55 50 - 60	55 50 - 60
NT - Darwin	55 50 - 60	75 65 - 80	55 55 - 60
NZ - Auckland	52 45 - 60	62 50 - 70	55 50 - 60
NZ - Wellington	50 45 - 55	55 50 - 60	50 45 - 55
NZ - Christchurch	45 42 - 50	50 40 - 55	48 43 - 54

NOTES:

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CONTACT CENTRES



AUSTRALIA

The skills that contact centre candidates require are starting to evolve, with employers increasingly requesting professionals with strong technical skills over traditional call centre experience. While verbal communication skills remain important, employers now also require candidates with strong written communication skills who can use a web chat system, social media and secure mail to build connections with customers. Such candidates are aware of the demand for their skills and consequently expect a pay rise, which is driving up salaries.

Graduates remain highly sought after for entry-level client services and customer care roles, particularly those with a business, commerce or economics degree. However, the shortage of such candidates could lead to salary increases during the 2019-20 financial year as employers act to secure top talent.

Telesales professionals remain in high demand too. Given the competition for top salespeople, some organisations have increased salaries, which has created an attraction challenge for those who have not. We expect average base salaries and incentives to therefore rise this financial year, particularly for roles within the manufacturing and technology industries where salespeople are required to understand technical products in order to successfully pitch to prospective clients.

Telesales professionals are in short supply for temporary assignments, which is leading to increased hourly rates. Given the competitive market for such candidates, some businesses are offering incentives and non-financial rewards in order to motivate and retain them. There is also a strong focus on culture and team cohesion to drive the retention of temporary candidates.

Salaries are expected to increase this financial year for Team Leaders. These professionals are usually in stable roles that offer clear career progression. As a result, the pool of available talent is small, which will lead to salary pressure for senior contact centre and customer service professionals with relevant industry experience.

With many financial services remediation projects underway, Dispute Resolution Consultants and Advisors are in increasing demand. Adding to headcount growth is the increasing volume of customer complaints. As a result of demand, salaries are subsequently rising.

Within the banking sector, salaries have risen incrementally or in line with inflation in recent years. However, in response to renewed scrutiny following the Banking Royal Commission, roles are becoming more complex. This will lead to salary increases as employers attempt to attract higher quality applicants and retain top performers. Non-financial rewards and benefits are also expected to increase, with a focus on work-life balance to attract a new breed of candidates to the industry.

Salaries remain steady for all other roles, despite the job rich nature of the market that sees strong candidates receive multiple offers.

In a geographical trend, salary growth in regional areas has been notable as organisations attempt to attract skills in short supply from major cities.

However, following several years of sedate salary increases, candidate expectations for a pay rise are growing. Employers are able to bridge the gulf – for now – with bonuses or benefits such as flexible working hours, a modern facility, career progression and a supportive, fun work environment.

We've also seen instances of employers offering additional annual leave, higher superannuation contributions and improved non-rostered hours in order to attract top talent.

Turning to the public sector, budget and headcount restrictions will see the focus remain on temporary recruitment. While there is limited permanent recruitment taking place, a recent trend has been the conversion of temporary workers to permanent roles when workloads allow.

Contact centre professionals with local council experience are a growing area of demand. With councils generally enjoying a low attrition rate due to their provision of a good work environment, ongoing contracts and healthy hourly rates, there is a shortage of suitable candidates to meet demand.

Candidates with banking industry experience are also sought in key government call centres.

Across the public sector, salaries and hourly rates remain steady in line with modern awards.

In a final trend, diversity is becoming a focus for many call centre employers, who have altered their candidate attraction strategy to appeal to people from a wide range of demographics.

NEW ZEALAND

Contact centre vacancy activity for 2019-20 appears promising, with a large percentage of employers looking to add to their team. An increase in team size leads to more opportunities for existing staff, with jobs such as Quality Assurance and Team Leader, as well as additional senior roles and promotions, combining to create career progression opportunities.

While the past year saw some mergers and company restructures, the good news is that more organisations have reversed their decision to offshore their call centre and are re-establishing it in New Zealand. This is keeping vacancy activity buoyant.

Temporary staff are still sought by employers to assist during busy periods and on projects such as rolling out changes to customer plans, technology support and other instances when call volumes peak for a short period of time.

In another trend, employers increasingly look for jobseekers who can work flexible hours as organisations extend their hours of operation. Shift work remains common in the industry too, with hours such as 7am to 7pm or 7pm to 7am customary in call centres that operate 24 hours a day.

CONTACT CENTRES

	Inbound Service	Inbound Sales & Service	Snr Customer Service Representative	Sales/ Telesales Team Leader	Sales/ Telesales Manager
NSW - Sydney	55 48 - 60	55 48 - 65	58 52 - 65	80 65 - 100	100 75 - 130
NSW - Regional	50 45 - 55	55 45 - 65	60 50 - 65	75 60 - 90	95 70 - 120
VIC - Melbourne	53 45 - 60	55 45 - 60	58 50 - 65	70 60 - 80	100 80 - 130
VIC - Regional	50 42 - 58	50 45 - 55	55 50 - 60	65 58 - 78	85 75 - 110
QLD - Brisbane	48 45 - 55	50 45 - 55	53 50 - 60	70 60 - 85	90 70 - 120
SA - Adelaide	48 45 - 52	50 45 - 55	55 49 - 59	70 50 - 80	90 70 - 120
WA - Perth	50 40 - 55	55 45 - 60	50 44 - 55	70 60 - 90	100 80 - 120
ACT - Canberra	57 50 - 65	50 45 - 55	62 55 - 70	76 60 - 80	90 75 - 115
TAS - Hobart/Launceston	45 40 - 48	50 45 - 55	55 50 - 58	55 55 - 65	75 60 - 120
NZ - Auckland	43 43 - 48	48 44 - 50	48 48 - 50	60 58 - 68	75 70 - 110
NZ - Wellington	43 40 - 47	45 40 - 50	49 45 - 54	60 58 - 68	75 70 - 110
NZ - Christchurch	43 40 - 45	43 40 - 45	48 45 - 50	60 55 - 65	70 65 - 80

	Appointment Setter	Telemarketer	Telesales Outbound	Outbound Sales & Service	Account Manager	Business Development Consultant
NSW - Sydney	55 50 - 60	60 50 - 60	55 50 - 65	55 50 - 60	60 55 - 65	60 50 - 75
NSW - Regional	50 45 - 55	55 50 - 60	55 50 - 60	55 50 - 60	60 55 - 65	60 50 - 75
VIC - Melbourne	55 50 - 60	54 45 - 65	54 45 - 65	60 50 - 65	60 55 - 70	75 60 - 85
VIC - Regional	55 45 - 58	50 40 - 50	50 40 - 63	55 50 - 55	60 55 - 70	70 55 - 80
QLD - Brisbane	50 44 - 55	55 50 - 60	50 45 - 55	48 45 - 52	55 50 - 60	60 55 - 65
SA - Adelaide	45 45 - 55	50 45 - 60	50 45 - 55	50 48 - 53	65 55 - 75	55 45 - 68
WA - Perth	45 40 - 50	45 40 - 50	50 42 - 60	48 42 - 54	50 45 - 60	60 45 - 70
ACT - Canberra	50 45 - 55	55 50 - 60	50 45 - 55	45 40 - 50	65 55 - 75	58 45 - 65
TAS - Hobart/Launceston	45 40 - 48	45 41 - 50	45 40 - 50	45 40 - 50	55 45 - 65	55 42 - 65
NZ - Auckland	45 43 - 48	43 40 - 48	45 40 - 50	50 48 - 58	55 50 - 70	65 60 - 80
NZ - Wellington	44 40 - 48	43 39 - 46	44 40 - 48	50 45 - 55	55 50 - 65	70 60 - 80
NZ - Christchurch	44 40 - 45	40 37 - 42	43 37 - 45	43 37 - 45	55 50 - 80	70 60 - 80

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- All salaries are representative of fixed cash and incentive bonus components (if applicable), sales roles are base salary only and differ extensively across industry sectors

- At the more senior level, larger contact centres tend to be at the higher end of the ranges shown, whilst agent level roles tend to sit at the lower to medium level. Across industries such as pharmaceutical/medical devices and FMCG, salaries are also at the higher end of the range

CONTACT CENTRES

	Call Coach/QA	Reporting Analyst	Workforce Planner	Project Manager
NSW - Sydney	60 55 - 70	70 65 - 85	80 75 - 90	110 80 - 160
NSW - Regional	60 55 - 70	70 65 - 85	90 70 - 85	110 75 - 150
VIC - Melbourne	52 48 - 60	65 50 - 75	72 63 - 90	110 85 - 130
VIC - Regional	52 48 - 60	65 50 - 75	72 60 - 90	110 85 - 130
QLD - Brisbane	55 48 - 65	65 50 - 70	80 65 - 90	90 80 - 120
SA - Adelaide	50 45 - 60	55 45 - 70	65 60 - 90	75 65 - 100
WA - Perth	55 45 - 60	65 50 - 70	75 60 - 85	85 75 - 110
ACT - Canberra	60 50 - 70	68 52 - 75	80 68 - 95	90 75 - 110
TAS - Hobart/Launceston	55 45 - 65	50 45 - 65	55 50 - 70	70 60 - 110
NZ - Auckland	55 48 - 60	55 50 - 60	55 50 - 70	75 65 - 85
NZ - Wellington	55 48 - 60	55 50 - 60	57 50 - 70	75 65 - 85
NZ - Christchurch	55 48 - 60	55 50 - 60	55 50 - 70	75 65 - 90

	Collections Representative	Collections Team Leader	Collections Manager
NSW - Sydney	50 45 - 55	75 65 - 85	110 90 - 150
NSW - Regional	55 50 - 60	70 60 - 75	95 80 - 110
VIC - Melbourne	50 46 - 55	60 55 - 65	95 75 - 130
VIC - Regional	50 45 - 53	60 55 - 65	95 75 - 130
QLD - Brisbane	45 42 - 50	70 60 - 80	80 70 - 90
SA - Adelaide	48 45 - 52	63 50 - 70	90 65 - 120
WA - Perth	45 40 - 55	70 60 - 80	80 75 - 100
ACT - Canberra	48 45 - 55	72 55 - 80	90 80 - 115
TAS - Hobart/Launceston	40 40 - 50	50 50 - 60	50 50 - 65
NZ - Auckland	48 42 - 52	55 50 - 65	65 60 - 75
NZ - Wellington	44 40 - 48	55 50 - 60	65 60 - 75
NZ - Christchurch	45 40 - 50	60 50 - 55	60 60 - 65

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CONTACT CENTRES

	Supervisor	Trainer	Team Leader	Team Manager
NSW - Sydney	60 55 - 75	75 50 - 85	75 60 - 85	85 70 - 110
NSW - Regional	60 55 - 75	70 50 - 85	75 60 - 85	85 70 - 100
VIC - Melbourne	65 60 - 75	70 55 - 90	70 62 - 80	80 68 - 100
VIC - Regional	63 58 - 73	70 55 - 80	68 60 - 75	80 65 - 100
QLD - Brisbane	60 50 - 65	60 50 - 75	60 50 - 80	65 50 - 85
SA - Adelaide	60 50 - 60	60 50 - 60	65 50 - 80	70 55 - 80
WA - Perth	70 60 - 80	65 55 - 75	65 60 - 80	80 65 - 90
ACT - Canberra	62 50 - 75	70 50 - 80	67 55 - 80	80 60 - 90
TAS - Hobart/Launceston	55 50 - 70	60 50 - 80	55 50 - 70	70 60 - 75
NZ - Auckland	55 50 - 65	60 55 - 75	60 50 - 75	75 70 - 90
NZ - Wellington	55 50 - 65	60 55 - 75	60 50 - 75	70 65 - 90
NZ - Christchurch	53 50 - 55	60 50 - 70	60 50 - 65	70 65 - 80

	Customer Service Manager	Contact Centre Manager	Operations Manager	Director Customer Service/Contact Centres
NSW - Sydney	100 80 - 140	130 80 - 150	120 100 - 180	185 130 - 210
NSW - Regional	95 80 - 120	120 80 - 140	120 100 - 160	160 120 - 180
VIC - Melbourne	105 90 - 140	130 80 - 150	130 85 - 160	180 125 - 200
VIC - Regional	90 80 - 120	105 80 - 125	120 80 - 150	155 110 - 200
QLD - Brisbane	90 70 - 120	100 80 - 130	110 85 - 150	170 120 - 220
SA - Adelaide	90 70 - 120	100 75 - 130	110 75 - 140	155 115 - 180
WA - Perth	90 70 - 120	100 80 - 130	120 100 - 150	180 100 - 200
ACT - Canberra	80 75 - 120	115 80 - 135	125 80 - 160	135 110 - 200
TAS - Hobart/Launceston	80 60 - 100	100 80 - 120	100 80 - 130	150 90 - 180
NZ - Auckland	75 70 - 90	80 70 - 110	90 75 - 130	150 120 - 190
NZ - Wellington	75 70 - 90	85 75 - 105	90 80 - 130	145 120 - 180
NZ - Christchurch	80 70 - 90	80 70 - 100	85 80 - 120	140 120 - 180

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AUSTRALIA

Australia's human resources industry experienced significant private and public sector jobs growth in 2018-19, which was an encouraging trend for HR professionals after a period of retrenchments and offshoring that marked previous years.

Internal recruitment candidates have been, and will remain, a prime focus of demand as organisations recognise the value of an in-house professional who can manage talent acquisition. The required skills are however shifting, with employers now requiring Internal Recruiters with a strategic focus and deeper talent acquisition expertise who can also present the employee value proposition and engage staff. With supply falling short of demand, salaries for skilled candidates are rising.

HR Business Partners are another common requirement, with organisations seeking skilled generalists who can strategically align the HR function with the needs of the business. We have seen some subtle salary increases in response to candidate shortages. Given the strategic importance of this role, we have this year added the new position of Senior HR Business Partner to our Salary Guide tables.

Growing demand for generalists is also evident in Australia's active SME market, particularly for HR Managers with a broad skill set who can establish greenfield HR operations. Larger organisations in South Australia, Western Australia, the Northern Territory, Australian Capital Territory and Tasmania are also recruiting more generalists, whereas specialist roles are more prevalent in New South Wales, Queensland and Victoria.

In other areas of demand, Change Managers and Organisational Development Specialists with mergers and acquisitions and organisational design experience are sought. This will put upward pressure on salaries.

Within New South Wales and the Australian Capital Territory, the Banking Royal Commission has led to an increased need within financial services organisations for specialised HR professionals. HR Business Partners with employee relations, restructuring and redeployment experience are in demand

due to the creation of new processes and procedures for employees. This in turn has redefined roles and systems, with HR supporting the business to implement these changes.

In addition, learning and development professionals are increasingly sought to design and deliver training material that covers the new Code of Practice policy within banking and insurance.

Turning to other trends, in recent years organisations have become increasingly aware of the importance of a diverse workforce. Many have implemented diversity targets and awareness programmes. This will continue as organisations realise the benefits of a diverse workforce. Consequently, Diversity Managers and Advisors with experience designing, delivering and measuring the diversity agenda will be looked at favourably.

Throughout Australia, the rise in temporary, project and contract workers is expected to continue. A traditionally regulated working week is no longer the norm for most industries and employers therefore want to create dynamic and adaptable teams with headcounts that can flex in accordance to outside market conditions.

In the same vein, HR professionals increasingly look for roles that offer flexible working options, particularly part-time hours and work from home arrangements.

Within the public sector the focus on short-term contracts remains, particularly in State and Federal Government departments which often elect to employ temporary HR contractors.

Increased activity in the mining sector is a key trend to watch over the year ahead. It will have a particular impact on Western Australia since candidates who left the state following the mining downturn are yet to return. As a result, the supply of suitably skilled and experienced candidates fails to meet demand. This is adding to salary pressure, with significant increases already seen in some cases.

NEW ZEALAND

It is an exciting time to be part of New Zealand's human resources industry. Over the next 12 months, New Zealand will see dramatic new immigration laws come into

effect, an increase to the minimum wage and changes to Employment Relations laws.

As the market adapts and grows, demand will increase for multi-skilled and industry experienced HR professionals, particularly Learning & Development, Employment Relations and Industrial Relations Managers, Advisors and Consultants. Coordinators and Administrators will continue to be trained up in a manner that fits their current organisation.

These candidates will be sought to help organisations retain and upskill their workforce. Demand will remain high since candidate shortages and the retention of staff are key challenges for organisations across the country.

In other areas of demand, Internal Recruiters and Talent Acquisition specialists are increasingly sought in all industries. Existing HR departments typically lack the ability to implement strategic policies and bulk recruitment campaigns on a daily basis, which is fuelling demand. Add the remodelling of recruitment in response to technology, the dynamics of the digital world, data science and artificial intelligence, and these candidates will continue to be sought.

As laws change, Business Partners are highly respected and sought across all industries. As employee champions, they set the bar high and continue to drive organisations forward by developing new, strategic and bold innovative methods.

Despite economic growth, salaries remain consistent, fluctuating no more than 5 per cent across the board. As the industry continues to grow and change, we expect this will impact salaries in 2020.

Finally, when they look for a new role HR professionals increasingly search for improved work-life balance, flexible working hours and work from home options. Wellness and mental health initiatives are also a growing focus. In order to help improve their work-life balance, we've also seen an increase in the number of Advisors, HR Business Partners and HR Managers looking for contract roles.

HUMAN RESOURCES

	Head of HR/ HR Director >1000 employees	Head of HR/ HR Director 250 - 1000 employees	Head of HR/ HR Director <250 employees	HR Manager >1000 employees	HR Manager 250 - 1000 employees	HR Manager <250 employees
NSW - Sydney	280 200 - 400	200 150 - 220	165 140 - 180	200 150 - 250	150 130 - 180	130 110 - 150
VIC - Melbourne	250 170 - 350	200 150 - 250	150 140 - 200	160 130 - 200	140 100 - 160	120 100 - 150
QLD - Brisbane	200 170 - 230	170 150 - 200	150 130 - 180	150 100 - 180	130 90 - 150	120 80 - 140
SA - Adelaide	200 160 - 250	190 140 - 230	150 120 - 180	150 130 - 180	130 110 - 180	120 100 - 150
WA - Perth	230 200 - 300	220 180 - 250	160 150 - 180	180 170 - 210	160 140 - 180	130 100 - 150
ACT - Canberra	220 150 - 250	190 160 - 250	160 120 - 180	140 110 - 180	125 100 - 150	120 100 - 150
NT - Darwin	200 180 - 230	180 160 - 200	160 140 - 180	150 135 - 160	130 120 - 140	120 90 - 130
TAS - Hobart/Launceston	180 150 - 250	150 110 - 170	140 100 - 150	130 90 - 140	120 90 - 140	115 85 - 130
New Zealand	200 155 - 280	190 135 - 250	160 125 - 200	150 120 - 180	130 110 - 150	125 100 - 140

	Senior HR Business Ptr	HR Business Partner	Senior HR Advisor	HR Advisor	HR Coordinator	HR Admin
NSW - Sydney	155 110 - 180	140 100 - 150	140 100 - 150	90 80 - 110	65 60 - 75	60 55 - 70
VIC - Melbourne	150 120 - 170	120 100 - 150	120 100 - 150	80 70 - 95	65 60 - 75	60 55 - 65
QLD - Brisbane	120 100 - 150	110 90 - 130	110 90 - 130	90 80 - 110	60 55 - 65	55 45 - 60
SA - Adelaide	120 100 - 150	115 100 - 130	115 100 - 130	90 80 - 110	60 55 - 70	55 50 - 60
WA - Perth	140 100 - 150	130 110 - 150	130 110 - 150	100 90 - 110	75 65 - 80	60 55 - 65
ACT - Canberra	120 100 - 150	115 100 - 130	115 100 - 130	90 80 - 110	70 55 - 80	55 50 - 65
NT - Darwin	130 115 - 145	115 100 - 135	115 90 - 135	80 70 - 100	65 60 - 80	55 55 - 70
TAS - Hobart/Launceston	115 90 - 140	110 90 - 130	110 90 - 130	80 70 - 90	60 55 - 65	55 45 - 60
New Zealand	130 100 - 140	120 90 - 130	115 80 - 130	90 70 - 100	60 50 - 70	55 45 - 60

	IR Manager	ER Manager	IR Advisor	ER Advisor	HR Analyst	HR Policy Writers
NSW - Sydney	150 120 - 190	150 120 - 190	100 80 - 120	100 80 - 120	90 85 - 100	120 100 - 150
VIC - Melbourne	150 110 - 200	130 110 - 180	110 85 - 130	100 75 - 100	85 75 - 100	90 85 - 125
QLD - Brisbane	160 120 - 200	160 120 - 180	100 80 - 120	90 75 - 100	85 75 - 100	90 80 - 120
SA - Adelaide	150 120 - 190	150 120 - 190	100 80 - 120	100 80 - 120	85 75 - 100	80 70 - 100
WA - Perth	180 150 - 200	180 150 - 200	110 90 - 120	110 90 - 120	90 80 - 110	90 80 - 110
ACT - Canberra	130 110 - 140	130 110 - 140	100 90 - 120	100 90 - 110	90 75 - 100	90 80 - 110
NT - Darwin	130 110 - 160	120 100 - 140	120 100 - 140	90 75 - 120	90 75 - 120	90 80 - 100
TAS - Hobart/Launceston	130 100 - 160	110 100 - 160	90 70 - 120	85 70 - 120	85 75 - 100	90 80 - 100
New Zealand	120 90 - 150	125 100 - 150	105 90 - 120	105 90 - 120	100 90 - 130	100 80 - 120

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HUMAN RESOURCES

	Head of L&D/ L&D Director	Learning & Development Manager	Learning & Development Advisor	Learning & Development Coordinator	Training Manager	Trainer
NSW - Sydney	220 150 - 250	150 120 - 180	100 80 - 120	75 65 - 85	130 100 - 150	95 80 - 120
VIC - Melbourne	180 150 - 250	140 110 - 175	90 80 - 120	70 60 - 80	110 90 - 140	90 75 - 120
QLD - Brisbane	180 120 - 200	120 100 - 140	80 70 - 90	65 55 - 70	90 70 - 100	85 60 - 100
SA - Adelaide	165 135 - 200	120 100 - 150	90 80 - 100	70 60 - 80	100 80 - 130	90 70 - 120
WA - Perth	180 150 - 200	130 110 - 150	100 90 - 110	80 70 - 90	130 120 - 150	110 90 - 130
ACT - Canberra	150 120 - 200	120 90 - 150	90 80 - 120	70 65 - 87	90 70 - 110	90 70 - 110
NT - Darwin	150 120 - 200	120 90 - 140	90 80 - 100	70 65 - 90	100 80 - 120	85 70 - 100
TAS - Hobart/Launceston	150 130 - 200	120 90 - 140	85 75 - 95	70 60 - 80	100 80 - 110	85 70 - 100
New Zealand	175 120 - 220	125 95 - 145	95 85 - 125	65 55 - 80	120 90 - 150	90 70 - 110

	Diversity Manager	Diversity Advisor	Recruitment Mgr/Talent Acquisition	Recruitment Mgr Advisor	Recruitment Coordinator	Workforce Planner
NSW - Sydney	155 120 - 180	135 120 - 160	140 75 - 110	75 60 - 100	70 65 - 75	110 90 - 130
VIC - Melbourne	140 120 - 180	110 85 - 130	135 110 - 160	90 70 - 115	70 60 - 75	110 90 - 130
QLD - Brisbane	120 90 - 140	100 90 - 120	120 95 - 150	80 65 - 85	60 50 - 70	110 80 - 130
SA - Adelaide	120 90 - 140	100 80 - 120	120 100 - 150	80 70 - 100	60 50 - 70	95 80 - 120
WA - Perth	140 120 - 160	100 90 - 125	145 120 - 160	95 80 - 110	75 70 - 80	100 90 - 120
ACT - Canberra	120 90 - 140	100 80 - 120	120 100 - 150	80 70 - 100	60 50 - 70	100 90 - 130
NT - Darwin	105 90 - 130	85 75 - 100	100 80 - 120	80 70 - 90	65 60 - 80	90 70 - 110
TAS - Hobart/Launceston	110 80 - 130	80 70 - 100	110 100 - 140	75 60 - 100	55 50 - 65	85 65 - 100
New Zealand	100 80 - 130	80 70 - 100	115 90 - 140	80 60 - 100	55 50 - 65	80 60 - 100

	Change Manager	Change Analyst	Instructional Designer	Organisational Development Manager	Organisational Development Advisor
NSW - Sydney	200 140 - 240	150 100 - 200	150 110 - 200	165 135 - 230	110 90 - 120
VIC - Melbourne	200 140 - 240	130 80 - 150	110 90 - 170	150 130 - 180	120 95 - 125
QLD - Brisbane	150 120 - 200	130 90 - 150	110 80 - 140	130 100 - 150	100 90 - 120
SA - Adelaide	150 130 - 180	110 80 - 130	110 90 - 130	125 100 - 150	95 80 - 120
WA - Perth	180 150 - 200	120 110 - 130	140 120 - 160	180 150 - 200	120 100 - 130
ACT - Canberra	200 140 - 240	125 100 - 180	120 80 - 180	150 100 - 180	110 90 - 120
NT - Darwin	130 100 - 160	100 80 - 120	110 90 - 130	130 100 - 150	90 70 - 110
TAS - Hobart/Launceston	130 110 - 170	120 80 - 120	110 90 - 150	130 100 - 150	115 90 - 140
New Zealand	130 110 - 160	110 90 - 130	125 100 - 160	130 100 - 165	115 90 - 140

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HUMAN RESOURCES

	Head of/Director Remuneration & Benefits	Remuneration & Benefits Manager	Remuneration & Benefits Advisor	HRIS Advisor	HR Project Manager
NSW - Sydney	200 160 - 300	150 120 - 180	100 90 - 120	90 80 - 120	150 120 - 190
VIC - Melbourne	200 150 - 250	140 100 - 160	100 80 - 115	85 80 - 110	130 100 - 150
QLD - Brisbane	190 150 - 220	130 90 - 150	95 80 - 110	70 60 - 80	130 100 - 150
SA - Adelaide	190 150 - 220	120 90 - 150	85 75 - 100	85 70 - 100	100 90 - 130
WA - Perth	180 150 - 200	140 120 - 150	120 100 - 130	110 90 - 130	140 120 - 180
ACT - Canberra	180 120 - 200	130 110 - 150	90 80 - 100	85 75 - 120	100 90 - 130
NT - Darwin	150 120 - 210	120 90 - 140	80 65 - 90	80 65 - 90	110 90 - 130
TAS - Hobart/Launceston	150 120 - 210	120 90 - 140	80 65 - 90	85 70 - 95	110 90 - 130
New Zealand	175 150 - 220	110 90 - 140	85 70 - 110	80 65 - 100	120 90 - 140

	Head of WHS/ WHS Director	Health & Wellbeing Manager/Officer	WHS Manager	WHS Advisor	WHS Coordinator
NSW - Sydney	170 150 - 250	120 100 - 130	130 100 - 160	100 80 - 120	85 65 - 90
VIC - Melbourne	200 180 - 250	140 100 - 170	140 120 - 180	100 80 - 120	80 70 - 90
QLD - Brisbane	180 120 - 250	110 80 - 150	120 80 - 150	80 60 - 100	55 50 - 65
SA - Adelaide	150 130 - 200	110 90 - 120	130 100 - 150	90 70 - 120	70 60 - 80
WA - Perth	180 140 - 200	110 90 - 140	150 120 - 180	95 85 - 110	70 60 - 80
ACT - Canberra	150 110 - 170	100 90 - 110	130 90 - 140	90 80 - 100	65 55 - 80
NT - Darwin	150 120 - 180	120 100 - 140	120 90 - 140	90 80 - 100	75 65 - 85
TAS - Hobart/Launceston	150 120 - 180	110 90 - 130	110 90 - 130	75 65 - 95	60 55 - 65
New Zealand	130 95 - 180	95 80 - 110	110 75 - 140	75 55 - 90	50 45 - 60

	Injury/RTW Manager	Injury/RTW Advisor	RTW Coordinator
NSW - Sydney	130 100 - 140	90 75 - 100	80 65 - 90
VIC - Melbourne	110 100 - 120	90 80 - 100	75 60 - 80
QLD - Brisbane	100 75 - 110	70 60 - 80	60 50 - 70
SA - Adelaide	100 75 - 120	75 65 - 90	70 60 - 80
WA - Perth	100 80 - 120	80 75 - 90	70 60 - 80
ACT - Canberra	105 85 - 110	80 70 - 90	70 65 - 75
NT - Darwin	110 100 - 140	90 80 - 100	70 60 - 80
TAS - Hobart/Launceston	85 75 - 100	70 60 - 85	60 55 - 65
New Zealand	90 60 - 120	75 60 - 85	50 45 - 60

NOTES:

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AUSTRALIA

Proven sales professionals will remain in high demand across Australia, but various trends are altering the exact skills required and creating a new profile of the future salesperson.

One of these is the growing focus on technical and niche expertise. In particular, demand is increasing for Business Development Managers with technical IT, SaaS and resources and mining or oil and gas knowledge. Employers look for such technical expertise in order to ensure their new hire can quickly build relationships and develop new business. To be successful, Business Development Managers must have relevant experience in these industries, a well-developed network within their specific vertical and a proven track record.

“As the market for proven technical and specialist salespeople with a strong network increases, employers will need to review their salaries and benefits.”

However, the supply of technical Business Development Managers fails to meet demand. As a result, salaries have increased in this area, as have monetary incentives. Employers who have not yet increased their salary offer struggle to attract quality candidates.

Demand is also increasing for Business Development Managers with niche industry experience, such as in freight forwarding or logistics. Such candidates are often headhunted for their industry knowledge, with employers offering high salaries to secure them.

We are also seeing growing demand from Chinese-owned companies for proven salespeople who can penetrate the Australian market and quickly grow market share. This is adding to vacancy activity for experienced regional and national salespeople with existing networks.

In another trend, when they recruit employers now look for candidates with not only the necessary skills but also the right cultural fit. They want to ensure their new salesperson is aligned with their organisation's values and will accurately represent their company and its products or services. Crucially, candidates need to reflect the organisation's values in all their interactions with clients.

Employers have also begun to move away from their requirement of only considering tertiary educated candidates for entry and mid-level roles. The focus instead is being placed back on a candidate's product knowledge, relationship management skills and existing professional network.

While demand is high for Business Development Managers and salespeople, in contrast there are few vacancies for Sales Managers. Experienced Business Development Managers and Account Managers are looking to step up into a management role, however there are limited opportunities available.

In addition, Account Managers see less demand for their skills compared to Business Development Managers as organisations continue to set ambitious growth targets.

In a local trend, the strong Tasmanian economy is attracting the attention of national brands that traditionally managed their local customer base from interstate. Manufacturing and construction employers in particular are creating specialist Business Development Manager and Account Manager jobs in Tasmania in order to grow market share and increase customer satisfaction. This creates opportunities for local candidates.

In terms of benefits, candidates increasingly request higher car allowances to cover the rising cost of road tolls.

In a final trend, the number of entry-level candidates entering sales has fallen. Most candidates have several years of experience, however without entry-level candidates securing their first role and progressing their career, the industry will face an even greater skills shortage in the years to come.

Looking ahead, as the market for proven technical and specialist salespeople with a

strong network increases, employers will need to review their salaries and benefits. Having open and honest conversations with top performers about their salary expectations and potential career progression will also help retain staff.

NEW ZEALAND

Low trending unemployment and increasing activity across several industries continues to fuel high demand but a short supply of strong sales professionals across New Zealand.

Unsurprisingly, with one in seven jobs directly or indirectly related to tourism, the hospitality industry sees particularly high demand for customer-oriented salespeople.

As New Zealand's technology sector grows and becomes increasingly more competitive, IT sales professionals are in rising demand. Given the technical nature of these roles, employers look for candidates with previous experience and favour proven performers who are working for direct competitors. This has impacted salaries to an extent and has also led to tighter contractual restrictions with regards to non-compete clauses. In some instances, it has also led to more protracted notice periods.

The industrial sector is also active, with particular demand from SMEs in construction and related industries, although this is yet to significantly impact salaries. Employers look for candidates with proven experience winning new business as well as managing existing accounts.

In addition, organisations ideally seek salespeople with wider commercial experience who can draw on an existing network and consult with prospects as well as assist with strategic planning, commercial analysis and reporting.

SALES

	Sales Executive/Rep	Sales Engineer	Channel Manager	Category Manager
NSW - Sydney	75 60 - 90	90 75 - 120	100 80 - 120	100 80 - 120
VIC - Melbourne	70 60 - 80	90 80 - 120	100 90 - 110	110 85 - 120
QLD - Brisbane	70 55 - 80	85 65 - 110	85 65 - 110	90 75 - 105
SA - Adelaide	65 60 - 75	85 75 - 90	70 55 - 80	85 70 - 95
WA - Perth	70 60 - 80	90 80 - 100	85 80 - 110	95 90 - 130
ACT - Canberra	70 55 - 80	80 65 - 90	80 70 - 90	95 80 - 110
TAS - Hobart	65 55 - 75	90 80 - 100	75 70 - 85	85 70 - 90
NZ - Auckland	70 55 - 85	100 80 - 115	95 75 - 115	95 80 - 120
NZ - Wellington	68 55 - 75	85 75 - 100	90 70 - 105	90 75 - 105
NZ - Christchurch	55 50 - 65	85 75 - 100	85 65 - 110	95 70 - 110

	Business Manager	Account Manager	Senior Account Manager	National Account Manager
NSW - Sydney	140 120 - 180	75 65 - 95	100 80 - 115	120 100 - 140
VIC - Melbourne	145 115 - 170	80 70 - 90	100 90 - 110	130 120 - 150
QLD - Brisbane	110 80 - 115	70 55 - 90	85 75 - 100	115 95 - 130
SA - Adelaide	120 90 - 130	60 55 - 70	70 65 - 85	90 75 - 110
WA - Perth	110 100 - 145	80 70 - 90	85 80 - 120	100 90 - 120
ACT - Canberra	100 80 - 120	70 60 - 75	85 75 - 90	110 95 - 120
TAS - Hobart	110 80 - 120	65 55 - 75	75 70 - 95	90 80 - 120
NZ - Auckland	115 95 - 130	80 70 - 90	95 80 - 120	120 90 - 135
NZ - Wellington	110 90 - 125	70 65 - 75	80 70 - 105	105 80 - 130
NZ - Christchurch	90 75 - 110	70 60 - 80	80 65 - 95	95 80 - 110

NOTES:

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SALES

	Business Development Manager	Territory Manager	State/Regional Manager	National Sales Manager	Director of Sales
NSW - Sydney	100 80 - 140	75 60 - 90	120 90 - 150	150 120 - 200	220 170 - 280
VIC - Melbourne	120 100 - 140	80 60 - 90	100 90 - 110	150 130 - 180	220 180 - 260
QLD - Brisbane	85 65 - 110	65 55 - 85	100 80 - 130	140 110 - 180	170 120 - 220
SA - Adelaide	70 65 - 75	75 65 - 85	90 80 - 115	110 85 - 135	125 95 - 150
WA - Perth	90 80 - 130	80 75 - 100	120 100 - 130	120 120 - 150	185 170 - 200
ACT - Canberra	100 90 - 130	90 70 - 95	100 90 - 120	120 90 - 140	140 110 - 150
TAS - Hobart	75 65 - 90	80 70 - 100	90 80 - 120	120 90 - 130	160 130 - 160
NZ - Auckland	90 80 - 110	75 65 - 85	120 110 - 150	140 110 - 170	190 135 - 230
NZ - Wellington	85 75 - 110	75 65 - 80	110 90 - 140	125 90 - 150	150 130 - 220
NZ - Christchurch	80 70 - 110	75 60 - 85	100 80 - 135	110 90 - 140	140 100 - 180

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AUSTRALIA

As technology continues to advance at a rapid rate, digital expertise is one key focus of vacancy activity. For most roles, employers look for talent to lead and guide on new trends and consequently a strong understanding of digital is now essential for career success.

So too is an understanding of data and statistics. Employers increasingly demand Campaign Analysts and Market Insights Analysts to drive more sophisticated customer profiling, impact measurement and ultimately lead to more precise and accurate decision-making. However, supply fails to meet demand and as a result, salaries are becoming very competitive in this area.

Another focus of vacancy activity comes as transformation projects advance to implementation. Last year, digital strategists and user research candidates were in high demand. This year, the subsequent rollout of mar-tech projects has seen the recruitment focus shift from strategy creation to strategy execution. Content Specialists are therefore now sought to work alongside Marketing Analysts and Digital Channel Managers to deliver to the increasingly complex campaign requirements and in the assessment of performance and progress. Salaries have consequently increased for those who specialise in data science, analytics or content.

Market distributors such as the NDIS and various Government initiatives have increased competition in the not-for-profit sector, necessitating a requirement for more commercial strategies. As a result, private sector candidates are sought to drive profits. Given demand, employers have either made salary packages more comparable to candidate expectations or offered flexible working options.

Like all industries, artificial intelligence and cloud computing are having an impact on marketing with routine, repetitive tasks automated. In addition to such efficiency improvements, targeting and personalisation enhancements can also be achieved. As a result, marketing and CRM professionals with experience using automated AI customer relationship management platforms are in growing demand. Salary pressure is not yet

widespread, although we expect salaries to increase next year in response to the competition for talent and movement of candidates across industries.

In a continuing trend, content management experts remain in demand, with content increasingly used to strategically qualify and nurture leads and drive customer acquisition. As a result, Content Managers and Communications Executives with content writing and video production skills will be a growing focus of demand. While technical content producers, such as those using a CMS to manage and publish content, have not seen any salary increase, creative content specialists are receiving an increase as employers look for people with exceptional writing skills along with technical nous.

In other trends, given the increasing scope and complexity of the traditional Marketing Manager role more organisations are investing in lifecycle specialisation - separating out acquisition and retention. Consumer choice and online transparency are necessitating a growing emphasis on retention marketing to support a sustainable operating model for many organisations. Loyalty Marketing/CRM Specialists and customer centric Digital Marketers are growing in demand as a result.

Within the design space, the number of pure Graphic Design roles is decreasing as employers instead expect marketing candidates to possess basic design skills. Consequently, marketing generalists must upskill in order to remain competitive.

This requirement to upskill is essential for marketing professionals at all levels. To advance your career, marketers now require a constant learning mindset in order to keep their understanding of all media, including digital, current.

Meanwhile, the traditional marketing career move from agency to client side continues, but is accelerating as candidates seek to make this transition earlier in their career. As a result, agencies are adapting by hiring graduates, offering sponsorship packages and providing freelance opportunities.

In a new trend, employers are increasingly willing to consider candidates without like-for-like industry experience. As a result, industries that typically offered

lower salaries are increasing their offers to compete for the top talent.

NEW ZEALAND

Chief Marketing Officers in New Zealand are following their global peers to move their marketing spend allocation from advertising agencies and paid media towards marketing technology and personalisation. To ensure the success of enterprise content and marketing automation programmes, client side CMOs have continued to hire data driven marketers, customer experience specialists and content specialists.

In particular demand are Digital Analysts with knowledge of segmentation and contact strategy combined with data analysis skills. With these candidates in short supply, salaries have increased in both agencies and the corporate sector.

Customer Experience specialists who can attract and cultivate long term relationships with customers through the full range of brand touchpoints are in high demand too as companies move from a transactional focus to maximising customer value.

How marketing interacts with the sales team continues to evolve as organisations learn how to optimise their messaging to attract qualified inbound leads. Demand exists for Content Editors and Communications Executives with content writing, imagery and video production skills.

Another factor driving demand for marketing professionals is the adoption of automation and AI, particularly through the use of automated AI customer relationship management platforms. Demand will only continue to grow for candidates with experience using such platforms.

At the entry level, supply continues to outweigh demand, suppressing salaries. As a result, when looking for their next role Marketing Assistants and Coordinators need to develop good rapport with their interviewers and demonstrate their writing and creative skills, commercial acumen and positive attitude. Technical skills in web development or data analysis can differentiate candidates from their competition and justify a higher starting salary.

MARKETING & DIGITAL

MARKETING	Marketing Coordinator	Marketing Executive	Marketing Manager	Snr Marketing Manager	Marketing Director	Event Coordinator
NSW - Sydney	65 60 - 70	80 70 - 90	120 100 - 145	145 130 - 170	210 180 - 260	65 55 - 75
VIC - Melbourne	65 55 - 70	75 70 - 85	100 90 - 120	140 120 - 160	200 150 - 250	65 55 - 70
QLD - Brisbane	65 55 - 75	75 65 - 85	95 80 - 120	120 110 - 160	140 120 - 170	55 45 - 65
SA - Adelaide	60 55 - 70	75 65 - 85	95 90 - 110	110 95 - 125	135 125 - 165	65 60 - 75
NT - Darwin	65 50 - 75	75 65 - 85	100 75 - 130	140 100 - 180	145 120 - 200	65 50 - 80
WA - Perth	60 45 - 65	75 65 - 80	110 90 - 130	140 120 - 170	195 160 - 230	60 55 - 75
ACT - Canberra	70 55 - 75	80 70 - 90	110 90 - 120	150 120 - 170	175 150 - 200	65 55 - 75
TAS - Hobart	60 55 - 70	75 65 - 85	90 80 - 120	100 90 - 120	130 110 - 150	65 60 - 70
New Zealand	55 45 - 60	70 60 - 80	100 90 - 130	130 110 - 155	180 160 - 220	60 50 - 75

	Event Manager	Graphic Designer	Brand Manager	Campaign Manager	Product Manager	Bid Coordinator
NSW - Sydney	100 80 - 120	90 70 - 120	120 100 - 140	115 90 - 140	110 90 - 140	80 70 - 90
VIC - Melbourne	90 80 - 110	75 55 - 90	100 90 - 120	110 90 - 140	110 80 - 130	85 70 - 100
QLD - Brisbane	75 60 - 90	65 60 - 80	100 80 - 120	105 80 - 125	100 80 - 120	55 45 - 60
SA - Adelaide	80 75 - 100	60 55 - 65	75 75 - 90	75 60 - 90	85 75 - 100	80 70 - 90
NT - Darwin	90 70 - 110	80 55 - 100	80 70 - 100	85 60 - 110	85 75 - 100	80 70 - 90
WA - Perth	85 75 - 95	80 65 - 90	100 80 - 110	95 80 - 110	100 80 - 110	70 60 - 80
ACT - Canberra	95 80 - 110	80 75 - 110	110 100 - 120	110 90 - 120	95 80 - 110	N/A
TAS - Hobart	70 65 - 80	65 55 - 80	90 80 - 100	70 65 - 80	N/A	N/A
New Zealand	80 60 - 100	65 50 - 90	90 80 - 110	80 70 - 100	95 80 - 120	60 50 - 70

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MARKETING & DIGITAL

MARKETING	Bid Writer	Bid Manager	Research Executive/ Marketing Analyst	Direct Marketing Manager	Internal Communications Advisor	Communications Advisor
NSW - Sydney	110 90 - 130	150 130 - 200	100 70 - 140	120 90 - 130	100 80 - 120	95 80 - 120
VIC - Melbourne	110 95 - 130	145 130 - 200	100 80 - 135	100 90 - 120	110 80 - 140	80 70 - 95
QLD - Brisbane	90 75 - 100	125 100 - 150	90 75 - 105	85 70 - 100	75 65 - 90	80 65 - 95
SA - Adelaide	90 85 - 100	N/A	70 60 - 80	85 80 - 100	80 65 - 100	90 85 - 95
NT - Darwin	90 85 - 100	100 90 - 130	80 70 - 95	95 80 - 110	75 65 - 90	80 60 - 100
WA - Perth	80 65 - 90	110 90 - 120	80 70 - 95	90 80 - 110	80 70 - 90	85 75 - 90
ACT - Canberra	N/A	N/A	80 70 - 90	100 80 - 110	85 65 - 100	90 90 - 120
TAS - Hobart	N/A	N/A	95 70 - 100	N/A	70 65 - 80	80 75 - 90
New Zealand	80 70 - 90	90 80 - 130	70 60 - 80	95 85 - 110	80 70 - 100	70 60 - 90

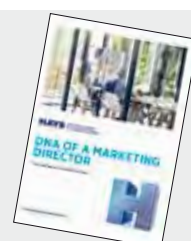
	Communications Manager	Major Gifts Manager	Sponsorship/ Fundraising Manager	Sponsorship/ Fundraising Director
NSW - Sydney	120 100 - 140	120 100 - 140	125 90 - 150	180 140 - 200
VIC - Melbourne	100 90 - 130	110 90 - 130	100 90 - 120	150 140 - 180
QLD - Brisbane	110 90 - 120	70 60 - 90	85 70 - 100	105 90 - 120
SA - Adelaide	110 100 - 125	90 75 - 100	85 80 - 95	N/A
NT - Darwin	110 90 - 130	90 75 - 100	80 55 - 100	110 90 - 135
WA - Perth	100 90 - 110	80 75 - 90	90 75 - 100	120 95 - 130
ACT - Canberra	110 100 - 130	N/A	85 80 - 95	130 115 - 160
TAS - Hobart	100 90 - 120	N/A	100 90 - 110	N/A
New Zealand	100 90 - 130	N/A	85 70 - 100	100 90 - 120

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It's not hard to see the appeal of the top marketing job. But how do you get there? Find out in our report 'The DNA of a Marketing Director'. Download your copy now.

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MARKETING & DIGITAL

DIGITAL	eCommerce Specialist	eCommerce Manager	Online Manager	Online Marketing Manager	Digital Project Manager	Digital Marketing Coordinator
NSW - Sydney	90 80 - 100	135 110 - 160	110 90 - 130	120 100 - 140	120 100 - 140	70 50 - 75
VIC - Melbourne	90 80 - 110	130 100 - 150	N/A	N/A	120 100 - 140	70 65 - 80
QLD - Brisbane	85 75 - 90	90 80 - 110	85 80 - 90	90 80 - 100	95 85 - 110	80 70 - 90
SA - Adelaide	N/A	90 80 - 100	90 85 - 95	90 80 - 100	90 85 - 105	65 60 - 75
NT - Darwin	85 75 - 100	90 80 - 100	85 75 - 100	90 80 - 110	100 80 - 130	80 60 - 90
WA - Perth	110 100 - 120	125 100 - 150	100 75 - 120	110 90 - 130	95 80 - 110	70 60 - 80
ACT - Canberra	105 90 - 120	130 100 - 150	100 90 - 130	95 90 - 100	120 100 - 140	80 75 - 95
TAS - Hobart	N/A	N/A	N/A	85 75 - 95	N/A	70 60 - 80
New Zealand	60 50 - 80	140 125 - 150	100 80 - 110	110 100 - 120	110 80 - 120	45 40 - 55

	Digital Marketing Executive	Digital Producer	Digital Designer	Digital Marketing Manager	Multimedia Developer	Content Manager
NSW - Sydney	90 80 - 100	95 80 - 120	90 80 - 120	140 100 - 150	N/A	95 70 - 100
VIC - Melbourne	90 85 - 100	95 80 - 130	90 70 - 100	130 100 - 180	N/A	85 70 - 95
QLD - Brisbane	80 75 - 95	85 70 - 95	85 70 - 95	100 90 - 160	70 60 - 80	80 60 - 100
SA - Adelaide	75 65 - 85	65 60 - 80	70 60 - 80	100 90 - 110	N/A	85 80 - 95
NT - Darwin	80 65 - 95	70 60 - 80	75 60 - 90	100 80 - 120	75 55 - 95	100 80 - 120
WA - Perth	90 80 - 100	85 75 - 90	70 65 - 80	120 100 - 140	75 65 - 85	75 65 - 85
ACT - Canberra	100 95 - 110	85 75 - 100	85 80 - 95	140 100 - 190	80 75 - 90	80 70 - 95
TAS - Hobart	N/A	N/A	N/A	100 80 - 110	N/A	N/A
New Zealand	70 55 - 80	90 70 - 110	90 80 - 120	105 95 - 125	70 60 - 80	75 65 - 85

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MARKETING & DIGITAL

DIGITAL	Web Content Editor	Website Manager	SEO Specialist	SEM Specialist	Optimization/ Conversion Specialist	Content Writer
NSW - Sydney	85 70 - 100	120 100 - 130	85 70 - 100	80 70 - 90	100 90 - 150	85 75 - 100
VIC - Melbourne	85 70 - 95	100 90 - 120	80 70 - 100	80 70 - 100	100 90 - 120	85 75 - 90
QLD - Brisbane	70 60 - 80	90 80 - 100	90 70 - 105	80 70 - 90	85 70 - 95	70 60 - 80
SA - Adelaide	75 70 - 85	85 75 - 95	75 65 - 85	80 70 - 90	75 65 - 85	80 75 - 90
NT - Darwin	80 65 - 95	95 75 - 110	85 70 - 100	80 70 - 90	75 65 - 85	80 75 - 90
WA - Perth	75 65 - 85	90 75 - 105	85 75 - 95	95 80 - 105	90 85 - 100	75 65 - 85
ACT - Canberra	80 60 - 90	105 90 - 120	90 85 - 110	90 85 - 100	85 80 - 110	90 80 - 100
TAS - Hobart	N/A	N/A	N/A	N/A	N/A	N/A
New Zealand	70 60 - 80	80 70 - 90	80 70 - 90	80 70 - 90	90 80 - 100	70 65 - 75

	Digital Analyst	Digital Product Owner	Digital Channel Manager	Digital Strategy Manager	Social Media Coordinator	Social Media Executive
NSW - Sydney	110 70 - 140	130 110 - 150	130 110 - 150	150 120 - 180	60 50 - 70	80 70 - 90
VIC - Melbourne	110 90 - 120	130 120 - 150	140 120 - 160	130 100 - 160	55 50 - 60	65 60 - 75
QLD - Brisbane	90 70 - 120	85 70 - 110	105 90 - 125	120 100 - 140	60 55 - 65	70 65 - 75
SA - Adelaide	70 65 - 80	N/A	N/A	110 100 - 120	60 55 - 70	75 70 - 80
NT - Darwin	70 65 - 80	80 70 - 90	90 80 - 100	110 100 - 120	65 55 - 75	70 60 - 80
WA - Perth	75 65 - 85	90 80 - 100	100 90 - 110	120 100 - 150	75 65 - 85	85 75 - 90
ACT - Canberra	95 80 - 110	110 90 - 140	100 90 - 110	120 90 - 160	60 50 - 70	75 60 - 80
TAS - Hobart	N/A	N/A	N/A	N/A	55 50 - 70	65 60 - 80
New Zealand	80 65 - 100	130 110 - 150	95 85 - 115	150 140 - 160	50 40 - 55	60 55 - 70

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MARKETING & DIGITAL

DIGITAL	Social Media Manager	CRM Manager
NSW - Sydney	120 100 - 150	110 90 - 140
VIC - Melbourne	110 80 - 130	100 85 - 130
QLD - Brisbane	85 75 - 95	80 70 - 90
SA - Adelaide	85 75 - 95	75 70 - 90
NT - Darwin	90 70 - 100	85 70 - 95
WA - Perth	100 90 - 115	100 90 - 110
ACT - Canberra	110 85 - 140	100 80 - 130
TAS - Hobart	N/A	80 70 - 95
New Zealand	110 85 - 140	100 90 - 110

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MARKETING & DIGITAL

PR & COMMUNICATIONS	PR Coordinator	PR Executive	PR Manager	PR Director
NSW - Sydney	65 60 - 75	80 75 - 90	125 90 - 140	150 130 - 180
VIC - Melbourne	65 60 - 70	75 70 - 80	110 90 - 130	140 130 - 160
QLD - Brisbane	65 50 - 75	75 60 - 85	90 80 - 110	120 100 - 130
SA - Adelaide	65 60 - 70	80 65 - 90	95 90 - 125	130 85 - 135
NT - Darwin	75 65 - 80	80 70 - 90	100 90 - 120	130 110 - 150
WA - Perth	75 65 - 85	80 70 - 90	100 85 - 115	135 120 - 150
ACT - Canberra	55 50 - 60	85 80 - 90	100 90 - 110	130 120 - 140
TAS - Hobart	55 50 - 60	80 70 - 90	90 80 - 100	100 90 - 110
New Zealand	60 50 - 70	70 60 - 80	90 70 - 110	150 120 - 160

	Media Relations Manager	Corporate Relations Advisor	Corporate Relations Manager
NSW - Sydney	120 100 - 140	100 70 - 120	85 70 - 100
VIC - Melbourne	110 90 - 130	75 70 - 85	120 90 - 150
QLD - Brisbane	100 80 - 120	75 70 - 85	110 80 - 130
SA - Adelaide	100 90 - 110	75 70 - 85	100 85 - 115
NT - Darwin	95 80 - 110	90 80 - 100	105 90 - 120
WA - Perth	100 85 - 120	75 65 - 85	100 85 - 120
ACT - Canberra	100 90 - 110	90 85 - 110	135 95 - 140
TAS - Hobart	100 90 - 110	70 65 - 80	120 95 - 140
New Zealand	100 90 - 120	75 70 - 90	120 100 - 140

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AUSTRALIA

Australia's retail sector witnessed steady vacancy activity in many areas in 2018-19, with several key trends set to impact the skills needed in the year ahead.

The first of these is the investment a number of large global retail businesses are making in our local market. With certain well-known brands establishing stores in Australia, particularly in Melbourne, Sydney and Brisbane, vacancy activity has increased for Senior Store Managers, Store Managers and Assistant Managers. The entry of international brands has also resulted in salary increases, with packages typically ranging from \$80,000 to \$100,000 for senior operational management roles.

The second is the intensification of store management skill shortages. In particular demand are Store Managers with specific category experience, especially leather goods, fine jewellery and timepieces. There is also a shortage of Store Managers for suburban roles, with most candidates preferring to work in CBDs where they can earn a higher base salary.

In addition, an increasing level of responsibility is being placed on retail operations staff, such as Senior Sales Associates and Supervisors. As a result, retail operations salaries have increased slightly across all roles, from supervisors to specialists.

This trend is also behind the interest shown from Australian fashion retailers in candidates who have run their own small business and are now looking to return to the retail industry. Employers value the wealth of creativity and solid business acumen that such candidates possess.

Given the skill shortages that exist in store management, retail employers are investing in the training and development of staff, which is creating opportunities for retail candidates to progress to Store Assistants and Assistant Store Managers. This trend ensures that the future is promising for entry-level retail candidates seeking a career in this industry.

Another trend is the growth of disruption across the industry resulting from pure-play online retailers. In response, many local retailers have improved their

e-commerce offering, which has fuelled demand for Allocators, Planners and Merchandisers, as well as retail operations candidates. Demand exists for retail professionals with digital, product management and marketing expertise as retailers develop e-commerce head office teams and add digital responsibilities to traditional bricks and mortar roles.

In addition, with margins continuing to narrow across the retail landscape, there will be an increasing demand for data-driven Merchandise Planners for optimal inventory management. Specific category experience is important too, such as fashion, apparel versus big box and hard goods.

Merchandise Allocators with previous experience continue to be sought. The typical movement of these candidates into Assistant Planner roles creates an ongoing shortage of experienced Merchandise Allocators. With many candidates viewing the role as a side-step rather than a move forward in their career, employers need to offer a clear development pathway to attract top talent.

MERCHANDISE PLANNING	Merchandise Assistant	Assistant Planner	Merchandise Planner	Senior Merchandise Planner	Planning Manager	Group Planning Manager/Director
Sydney	52 - 60	65 - 80	80 - 130	110 - 140	130 - 200	150 - 350
Melbourne	50 - 60	60 - 75	80 - 100	100 - 140	125 - 200	150 - 350

BUYING	Buying Assistant	Assistant Buyer	Buyer	Senior Buyer	Buying Manager	Merchandise Manager/Buying Director
Sydney	52 - 65	65 - 80	90 - 140	100 - 160	135 - 200	150 - 400
Melbourne	50 - 60	60 - 75	80 - 100	90 - 150	125 - 200	150 - 400

NOTES:

- All salaries shown are exclusive of superannuation

RETAIL

DESIGN	Assistant Designer	Designer	Senior Designer	Head of Design/ Creative Director		
Sydney	55 - 65	65 - 125	90 - 150	120 - 250		
Melbourne	50 - 60	80 - 150	100 - 180	180 - 250		
PRODUCT DEVELOPMENT & TECHNICAL	Pattern Cutter	Garment Technician/ QA	Assistant Product Developer	Product Developer	Product Development Manager	
Sydney	60 - 90	55 - 85	55 - 70	60 - 90	90 - 125	
Melbourne	60 - 90	50 - 85	50 - 65	60 - 90	85 - 125	
VISUAL MERCHANDISING	Visual Merchandiser Coordinator	Store Visual Merchandiser	Area Visual Merchandiser	State Visual Merchandiser	National Visual Merchandiser Manager	
Sydney	47 - 55	47 - 55	50 - 80	65 - 100	80 - 200	
Melbourne	45 - 55	42 - 55	45 - 80	65 - 100	80 - 200	
OPERATIONS	In-store Sales Professional	Assistant SM/2IC (Turnover up \$2 m)	Assistant SM/2IC (Turnover \$2-5 m)	Assistant SM/2IC (Turnover \$5-10 m)	Assistant SM/2IC (Turnover \$10-20 m)	Assistant SM/2IC (Turnover \$20+ m)
Sydney	47 - 65	47 - 50	50 - 55	50 - 75	65 - 90	75 - 110
Melbourne	45 - 55	50 - 55	60 - 65	50 - 75	65 - 90	75 - 100
	Store Manager (Turnover up \$2 m)	Store Manager (Turnover \$2-5 m)	Store Manager (Turnover \$5-10 m)	Store Manager (Turnover \$10-20 m)	Store Manager (Turnover \$20+ m)	Cluster/ Area Manager 5-10 Stores
Sydney	50 - 60	55 - 65	65 - 110	80 - 115	90 - 125	60 - 85
Melbourne	45 - 60	50 - 70	65 - 110	80 - 115	90 - 125	60 - 85
	Area/Regional Manager 10-20 Stores	Area/Regional Manager 20+ Stores	State Manager	Big Box - Multi-site 5-10 Stores	Big Box - Multi-site 11-20 Stores	Big Box - Multi-site 20+ Stores
Sydney	80 - 120	90 - 150	80 - 150	75 - 150	85 - 180	120 - 200
Melbourne	70 - 110	90 - 150	80 - 150	75 - 150	85 - 180	120 - 200
HEAD OFFICE	Loss Prevention Manager	E-Commerce Manager	National Operations Manager	Retail Director	General Manager	
Sydney	80 - 120	90 - 200	150 - 300	150 - 400	200 - 500	
Melbourne	80 - 120	90 - 200	150 - 300	150 - 400	200 - 500	

NOTES:

- All salaries shown are exclusive of superannuation



AUSTRALIA

Like all industries, economies and geographies, the rapid advancement of technology is having a significant impact on Australia's logistics sector. Automation, robotics and technological efficiencies that improve the supply chain are advancing strongly year-on-year.

The vast continent of Australia also brings multispeed economies, shoots of growth, challenges and opportunities that vary depending on the location, climate, population and investment.

“As vacancy activity continues to grow and competition for the top talent increases, salary pressure will become more widespread in 2019-20.”

Overall conditions were fairly positive throughout the past financial year. The larger states of New South Wales and Victoria had high vacancy activity across all roles, with an increasing number of mid to senior and Logistics and Supply Chain Manager jobs.

Tasmania's positive economic climate was also a contributor, with a surge in interstate and international exports. Consequently, we expect continuing demand for supply chain and transport professionals to achieve company expectations. Demand will also remain high for warehouse staff, particularly those with a high-risk forklift ticket, Warehouse Supervisors willing to manage small teams and Multi Combination Drivers.

The Tasmanian Government's initiative of targeting skilled migrants through the skilled state sponsored visa has attracted several experienced warehouse staff from interstate to Tasmania. This addition to the talent pool eased salary pressure during the last financial year. Looking ahead however, salaries are expected to increase in Tasmania for Multi Combination Drivers and Warehouse Supervisors, who remain in short supply.

Elsewhere we have seen shoots of opportunities, leading to optimism for the year ahead. Multi-skilled candidates across Australia with strong experience using systems and processes will remain in high demand but short supply.

Meanwhile, the heavy vehicle regulations will continue to create demand in the transport sector for qualified Supervisors with a Chain of Responsibility accreditation.

Another key trend is the recovery of the senior supply chain market, leading to demand for Supply Chain Managers and, in turn, mid-tier Demand and Supply Planners. In some states, salaries have increased in response to this demand.

The growing 3PL footprint is creating high demand for permanent Warehouse Managers, Logistics Coordinators, Analysts, Pallet Controllers and Dispatch Coordinators to ensure service delivery levels are met and, ideally, exceeded. While demand is growing so too are the expectations of employers, who now want degree qualified candidates with experience in a similar environment.

In the warehousing sector, diploma or degree qualified candidates with experience in lean principles are increasingly sought. With the exception of New South Wales and Victoria, salaries have not adjusted in response to demand. Salaries for warehousing roles remain steady in smaller organisations, which typically offer between \$55,000 and \$65,000. Larger companies however are offering salaries over \$90,000 for highly skilled and experienced candidates, especially those with safety qualifications and experience.

In New South Wales and Victoria, higher vacancy activity has significantly drained the available pool of candidates and created a war for talent. As a result, employers in these states have begun to offer higher salaries for senior Warehouse Supervisors, Operations Managers, Transport Managers and Fleet Managers and Controllers.

The Trans-Pacific Partnership has increased vacancy activity in freight forwarding across Australia and subsequently demand for import/export professionals, particularly sea freight and Mandarin speaking candidates. Those with

CargoWise knowledge are also sought. Despite the demand, salaries on offer fail to attract suitable candidates.

In a new trend, fixed-term contracts and project roles are available. This is a notable change in a market that was previously dominated by permanent roles.

Crucially, while highly experienced and qualified candidates will continue to be sought, hands-on operational experience will remain a key requirement.

In summary, minimal salary increases have been seen across logistics. Small increases have been limited to particular skills in demand, candidates with a proven ability to reduce costs by driving efficiencies and in certain geographies.

As vacancy activity continues to grow and competition for the top talent increases, salary pressure will become more widespread in 2019-20. With a promising year ahead, Australia's logistics industry is poised to survive and thrive, whatever the future brings.

LOGISTICS

WAREHOUSE/DISTRIBUTION	Operations Manager	Distribution Centre Manager	Project Manager	Warehouse Manager	Warehouse Supervisor
NSW - Sydney	140 120 - 150	120 110 - 135	110 100 - 120	100 75 - 120	75 65 - 85
WA - Perth	100 85 - 130	120 100 - 150	95 80 - 120	90 75 - 110	85 70 - 90
VIC - Melbourne	120 100 - 140	120 110 - 130	110 100 - 120	90 80 - 110	70 55 - 80
QLD - Brisbane	95 80 - 110	100 65 - 120	110 90 - 135	80 65 - 95	65 55 - 75
SA - Adelaide	85 80 - 100	75 70 - 100	80 70 - 90	70 55 - 80	55 45 - 65
ACT - Canberra	110 90 - 120	110 100 - 120	90 80 - 110	80 70 - 100	70 60 - 80
NT - Darwin	100 85 - 120	85 75 - 110	90 80 - 110	85 80 - 90	70 65 - 75
TAS - Hobart	100 85 - 120	80 75 - 100	80 70 - 90	70 55 - 80	55 45 - 65

	Contract/ Account Manager	Warehouse Coordinator	Stock/ Inventory Controller	Storeperson
NSW - Sydney	100 90 - 120	65 55 - 70	70 65 - 75	55 45 - 55
WA - Perth	95 80 - 100	70 60 - 85	75 50 - 100	70 50 - 100
VIC - Melbourne	110 90 - 140	60 50 - 70	60 55 - 70	45 40 - 50
QLD - Brisbane	80 65 - 90	50 45 - 60	60 45 - 75	40 40 - 50
SA - Adelaide	90 75 - 110	45 45 - 60	50 45 - 65	45 40 - 50
ACT - Canberra	80 75 - 90	70 60 - 80	65 60 - 75	55 50 - 60
NT - Darwin	100 80 - 120	55 45 - 64	60 50 - 70	50 45 - 55
TAS - Hobart	80 65 - 90	45 45 - 60	45 45 - 55	40 40 - 50

TRANSPORT	Operations Manager	Transport Manager	Contract/ Account Manager	Transport Analyst	Fleet Manager	Fleet Controller
NSW - Sydney	130 120 - 150	135 120 - 160	90 80 - 100	75 65 - 80	85 80 - 100	80 65 - 100
WA - Perth	110 90 - 120	100 70 - 150	110 90 - 130	70 60 - 85	75 65 - 90	75 60 - 90
VIC - Melbourne	110 90 - 140	120 100 - 130	110 90 - 120	80 70 - 90	80 70 - 100	70 60 - 90
QLD - Brisbane	110 75 - 130	80 75 - 95	80 75 - 90	65 55 - 75	75 65 - 80	65 55 - 70
SA - Adelaide	85 80 - 100	80 75 - 90	80 75 - 90	50 40 - 55	65 60 - 75	55 50 - 60
ACT - Canberra	110 90 - 120	95 80 - 100	80 75 - 90	65 60 - 70	85 70 - 90	65 60 - 75
NT - Darwin	100 85 - 120	90 80 - 110	100 80 - 120	65 55 - 80	75 70 - 90	65 55 - 80
TAS - Hobart	100 85 - 120	85 75 - 100	80 75 - 90	60 45 - 65	70 65 - 80	60 50 - 65

NOTES:

- All salaries shown are exclusive of superannuation
- Supply Chain salaries are related solely to this function within Logistics, not Procurement

LOGISTICS

TRANSPORT	MR/HR Driver	HC/MC Driver	Mechanic
NSW - Sydney	55 45 - 60	55 50 - 65	70 60 - 75
WA - Perth	65 50 - 75	75 65 - 100	75 65 - 90
VIC - Melbourne	55 45 - 60	55 50 - 65	68 60 - 75
QLD - Brisbane	50 45 - 60	55 50 - 65	65 60 - 75
SA - Adelaide	50 40 - 60	65 55 - 80	68 60 - 75
ACT - Canberra	60 55 - 70	65 60 - 75	85 70 - 110
NT - Darwin	54 53 - 55	58 55 - 60	75 70 - 80
TAS - Hobart	55 45 - 60	55 50 - 70	65 60 - 70

SUPPLY CHAIN	Demand Planner	Supply Chain Analyst	Supply Chain Planner	Supply Chain Manager	Supply Chain Director
NSW - Sydney	100 80 - 110	75 70 - 85	85 75 - 95	135 120 - 165	185 160 - 205
WA - Perth	85 70 - 100	80 65 - 110	80 65 - 100	130 100 - 160	180 150 - 200
VIC - Melbourne	90 80 - 110	70 60 - 85	80 70 - 90	150 130 - 170	175 150 - 200
QLD - Brisbane	75 70 - 85	75 60 - 85	75 60 - 85	130 110 - 150	145 135 - 165
SA - Adelaide	60 55 - 75	60 55 - 70	55 45 - 65	105 90 - 120	132 125 - 140
ACT - Canberra	70 60 - 80	65 60 - 75	65 60 - 75	120 110 - 140	150 140 - 170
NT - Darwin	70 65 - 80	85 70 - 100	70 50 - 85	130 110 - 145	140 110 - 165
TAS - Hobart	60 55 - 70	60 55 - 70	60 55 - 70	100 85 - 110	125 120 - 140

INTERNATIONAL TRADE	Logistics Manager/ Branch Manager	Customer/ Account Manager	Operations/ Customs	Logistics/ Operations Supervisor	Import/Export Documentation Clerk
NSW - Sydney	120 110 - 140	85 80 - 100	80 75 - 110	70 60 - 90	65 60 - 70
WA - Perth	140 110 - 180	80 65 - 90	75 65 - 90	80 70 - 95	55 45 - 70
VIC - Melbourne	115 110 - 145	70 60 - 85	80 70 - 90	70 65 - 90	55 50 - 65
QLD - Brisbane	110 100 - 140	65 50 - 80	80 65 - 110	80 65 - 90	45 40 - 50
SA - Adelaide	110 110 - 145	60 50 - 85	80 65 - 110	75 65 - 90	50 45 - 55
ACT - Canberra	90 80 - 130	60 55 - 85	70 65 - 95	75 65 - 85	50 40 - 55
NT - Darwin	125 100 - 150	85 65 - 95	82 75 - 90	90 80 - 110	65 55 - 75

NOTES:

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- Supply Chain salaries are related solely to this function within Logistics, not Procurement



AUSTRALIA

Several key trends are driving vacancy activity and skills in demand across Australia's procurement market.

The first is the development and implementation of CSR focused policy, which has seen organisations commit to environmental and social sustainability and work closely with strategic suppliers to ensure the whole supply chain is dedicated to sustainability. This has led to demand for Procurement Managers with a firm grasp on policy to implement the necessary procurement reform, as well as Procurement Specialists and Category Managers with experience enabling the supplier base to align with wider CSR objectives.

The creation of a digital strategy for procurement is another emerging trend. This is creating significant demand for IT category management expertise. It's also seeing organisations implement a range of procurement technology platforms to create process efficiencies in their S2C, S2P, P2P and contract management systems. This is fuelling increased demand for Procurement Officers, Procurement Specialists and Contract Managers with sourcing systems subject matter expertise and change management skills.

Over the last 12 months we have seen a renewed focus on the demand for procurement professionals as organisations look to more tightly control their supply chains. Of note is an increased interest in candidates who have CIPS/MCIPS accreditations. However, there is a shortage of Category Managers, especially those with end-to-end tender experience. As a result, salaries have increased to attract such candidates.

Salaries have also increased in the Australian Capital Territory at all levels, from Procurement Officers to Senior Procurement Specialists and Procurement Managers. This has been driven by the commerce and industry sector that supplies into government through professional service firms, defence outsourced partners and facilities management service providers, to name a few.

This contrasts with previous years, where most vacancies existed within Local and Federal Governments and offered salaries

in line with relevant enterprise agreements. However, a limit on full-time positions and need to outsource projects to the private sector has seen vacancy activity, and salaries, increase.

Given that supply fails to meet demand, counter offers are increasing as employers attempt to retain existing staff.

A new trend in Victoria is the focus on candidates with strong commercial skills and the ability to deliver high-value project procurement while managing complex stakeholder groups. This is in response to new projects across the construction, infrastructure, social welfare and justice sectors. The abundance of these opportunities has attracted Procurement Officers and Specialists from the private sector.

Within South Australia, contractors will be required to undertake end-to-end request for quotation processes. Those Departments willing to offer market rates to secure contractors will have the pick of the talent since rates remain conservative.

An increasing number of infrastructure and defence projects is also fuelling vacancy activity within the private sector. One prime example of this occurs in Tasmania, where significant investment in a range of projects is creating demand for contract procurement professionals. As a result, many Tasmanians are returning home and achieving greater work-life balance compared to their experience working on the mainland.

The mining, oil and gas industries are also active drivers of procurement vacancy activity, particularly in Queensland and Western Australia. As a result of demand, salaries have increased for Procurement Specialists and Category Specialists, although they have not returned to the record levels seen during the mining boom.

In addition, while vacancy activity is high for procurement professionals at the \$120,000 salary level, there is little movement at the \$150,000 level. With ambitious senior professionals unable to advance their career, many are changing industries, often to IT, in order to diversify their skills and progress.

With procurement now fully imbedded within organisations and valued for its

ability to deliver cost savings, procurement professionals will remain in high demand. However, in many industries and locations there is a shortage of the required skills. As a result, employers need to consider new ways to attract and retain top talent. Becoming more flexible in the industry background required in candidates, engaging staff and upskilling will therefore become more important in the year ahead.

NEW ZEALAND

New Zealand's active procurement market experienced a fundamental shift over the past year, with an increased number of permanent vacancies repositioning the focus from contract roles to permanent recruitment. In highest demand are Category Managers, Procurement Specialists, Procurement Managers and Coordinators. Those with specific skills in property, IT and services will remain in particularly high demand during the year ahead.

Candidates with end-to-end procurement experience also continue to be sought. The need to manage internal customers and build long-term strategic relationships with suppliers has fuelled a requirement for candidates who also possess relationship building and stakeholder management skills.

Another trend of note was the lengthening of contracts, with 12 month and two-year contracts offered to provide some level of job security for candidates moving from permanent roles. These candidates often found that the variety of assignments also led to career progression.

Finally, sustainability, corporate social responsibility, technological change and a need to educate internal stakeholders on the value of procurement remain agenda items in executive meetings and when planning procurement strategy and delivery. Consequently, candidates with skills in these areas of procurement have a competitive advantage in today's job market.

PROCUREMENT

	Procurement Officer	Senior Procurement Officer	Procurement Manager	Strategic Sourcing Manager	Chief Procurement Officer
NSW - Sydney	65 60 - 75	80 65 - 90	140 110 - 160	135 110 - 165	255 200+
VIC - Melbourne	70 60 - 80	90 75 - 105	140 100 - 160	145 110 - 170	250 200+
QLD - Brisbane	65 60 - 75	70 65 - 80	130 90 - 160	130 110 - 160	200 150 - 250
SA - Adelaide	60 55 - 65	65 60 - 70	120 90 - 120	110 90 - 165	230 135+
WA - Perth	70 50 - 85	90 75 - 110	140 105 - 180	130 110 - 185	200 160 - 240
ACT - Canberra	80 65 - 80	110 95 - 110	140 120 - 150	110 90 - 120	150 130 - 170
NT - Darwin	60 55 - 65	65 60 - 70	100 80 - 120	110 90 - 165	230 135+
New Zealand	70 60 - 80	90 70 - 120	125 110 - 150	130 110 - 150	180 150 - 200

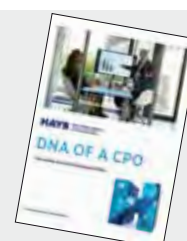
	Purchasing Analyst	Materials Manager	Purchasing Manager	Category Manager	Contract Administrator	Contract Manager
NSW - Sydney	75 65 - 85	80 65 - 90	100 90 - 120	135 100 - 170	80 75 - 90	130 100 - 160
VIC - Melbourne	70 70 - 100	80 65 - 90	105 80 - 120	150 100 - 170	80 75 - 90	130 90 - 155
QLD - Brisbane	70 60 - 80	80 65 - 100	100 90 - 120	120 90 - 150	80 65 - 110	100 80 - 120
SA - Adelaide	75 65 - 80	80 65 - 90	90 75 - 110	110 90 - 120	75 65 - 90	110 100 - 120
WA - Perth	70 65 - 85	100 90 - 110	110 105 - 130	135 120 - 160	100 80 - 130	145 120 - 200
ACT - Canberra	80 70 - 80	N/A	90 80 - 110	100 100 - 120	80 80 - 90	120 110 - 140
NT - Darwin	70 60 - 75	80 65 - 90	90 75 - 110	110 80 - 110	70 65 - 85	100 90 - 110
New Zealand	70 60 - 80	85 70 - 100	100 90 - 120	120 100 - 130	65 60 - 75	100 80 - 120

NOTES:

- All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ)
- Supply Chain salaries are related solely to this function within Procurement, not Logistics
- New Zealand salaries are represented in New Zealand dollars

In our report 'The DNA of a CPO' we aim to provide aspiring CPOs in Australia & New Zealand with insight on how they can reach the top procurement job. Download your copy now.

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AUSTRALIA

The Banking Royal Commission, a growing preference to recruit in-house rather than outsource and the resurgence of the resources industry are dominant factors driving Australia's legal jobs market at present. However, with the supply and demand ratio continuing to favour legal professionals, employers are still plagued by candidate shortages and mounting salary pressure as a result.

Looking firstly at private practice, in response to the Banking Royal Commission many firms have created new teams to deal with the high volume of resulting work. These firms require litigation and financial advisory specialists at all levels.

In other areas of demand, Commercial, Construction, Property, Environment, Family, Employment and Finance Lawyers with 3 or more years P.A.E continue to be sought.

Corporate M&A Lawyers with 3 to 9 years P.A.E are also required as firms attempt to avoid losing these candidates to in-house roles that offer internal business exposure and improved work-life balance.

Firms of all sizes have also been recruiting more graduates than in previous years, which is further positive news for the future skills pipeline.

In terms of salaries, increases have been seen for Lawyers with 4 to 5 years P.A.E, particularly in small practices in response to the scarcity of candidates. Salaries for Senior Associates in mid-tier firms are also steadily increasing as a retention strategy. Top-tier salaries have seen some increases too as firms attempt to attract candidates in demand.

Turning to the in-house market, vacancy activity has increased as organisations elect to recruit an in-house counsel rather than outsource. This trend will continue, particularly following the recommendations of the Banking Royal Commission and an intensifying regulatory and compliance regime.

While senior lawyers are aware of these trends and are consequently exploring their options, a shortage of strong and experienced candidates remains across every area of law.

Demand will also continue to increase for specialist professionals, particularly in litigation & dispute resolution and for Financial Services Advisory Lawyers as a result of the Banking Royal Commission. Vacancies will exist within the banks, across professional services companies and within regulatory bodies.

Construction Litigation Lawyers with 5 to 8 years P.A.E will remain in high demand in response to the number of current and planned transport and infrastructure projects.

Within Queensland and Western Australia, the resurgence of the resources, mining, oil and gas industries has fuelled increasing demand for in-house Lawyers and Company Secretaries.

In-house salaries have improved for most levels of P.A.E across all industry sectors. In particular, the high demand for Lawyers with 3 to 5 years P.A.E and for those with leading and mid-tier private practice training in commercial law, IT and M&A, is adding to salary pressure.

Within the public sector, Paralegals are increasingly sought to offer additional support in response to Royal Commission findings. There has also been a significant focus on construction law due to public-private partnerships.

Meanwhile, State and Federal Governments continue to seek candidates with a commercial law background, including strong contracts experience.

Consistent demand remains for candidates with legal policy experience, particularly legislative development. Legislative drafting skills are highly desirable too as teams increase their capability in this area.

Despite demand, public sector salaries remain steady. This creates a gap between the salaries on offer and the expectations of candidates, which adds to the shortage of Lawyers looking for work in this sector.

NEW ZEALAND

2018-2019 was a very active year for legal recruitment across New Zealand. Looking ahead, demand will remain particularly high within both private practice and in-house for Construction Lawyers in response to current building activity and a shortage of candidates.

In addition, an increasing number of large property developments across New Zealand has created demand for Commercial Property Lawyers at the intermediate and senior levels. Although highly sought after, the technical nature of commercial property does not appeal to everyone. Add the requirement from employers for experienced hands-on candidates, and supply fails to meet demand.

Corporate and Commercial Lawyers with experience running their own files are also needed at the intermediate and senior levels. With business confidence strong, demand will continue. However, this is a niche area and not every firm offers in-depth exposure to M&A and other areas of corporate law. Add demand within banking and finance, especially within the transactional space, and the movement of candidates with 3 to 6 years P.A.E offshore for their OE experience or to in-house roles, and this will remain a candidate short area.

Employment Solicitors with 2 to 5 years P.A.E are another area of high demand. This is a very specific field in law. With smaller firms offering a mixture of litigation and employment rather than a subdivision specialising in employment matters, there is a shortage of experienced candidates.

A new trend is the growing demand for Resource Management Lawyers and Litigation Lawyers at the intermediate and senior levels. The former is in response to the active construction market and subsequent focus on environmental issues while the latter results from senior candidates moving into Barrister roles.

In terms of salaries, increases have been seen across all tiers for Solicitors with 3 to 6 years P.A.E as firms act to retain these candidates in high demand. Senior Associate salaries have increased slightly in high demand areas too. In specialist or new sectors where few highly talented individuals exist, such as technology and digital, firms will make very competitive offers to secure the required expertise.

Given the extent of candidate shortages, firms are starting to offer a range of flexible working options to attract top talent.

LEGAL

PRIVATE PRACTICE - TOP TIER	Paralegal	Graduate	0 - 1 yrs P.A.E	1 - 2 yrs P.A.E	2 - 3 yrs P.A.E
NSW - Sydney	59 50 - 87	59 55 - 68	64 60 - 75	73 68 - 85	85 79 - 100
VIC - Melbourne	65 46 - 70	55 51 - 65	64 55 - 70	75 65 - 85	85 75 - 90
QLD - Brisbane	55 46 - 75	55 55 - 69	62 55 - 75	68 60 - 85	78 75 - 92
WA - Perth	55 46 - 75	55 55 - 64	62 55 - 68	70 65 - 79	78 75 - 89
ACT - Canberra	58 46 - 62	58 51 - 65	63 53 - 68	70 61 - 77	84 74 - 94
NZ - Auckland	55 40 - 65	50 45 - 60	55 48 - 60	60 55 - 70	75 65 - 85
NZ - Christchurch/Wellington	50 40 - 58	45 43 - 50	50 45 - 55	55 50 - 58	70 65 - 80

	3 - 4 yrs P.A.E	4 - 5 yrs P.A.E	5 - 6 yrs P.A.E	6+ yrs P.A.E
NSW - Sydney	100 85 - 117	110 95 - 128	135 120 - 146	155 130 - 165
VIC - Melbourne	95 80 - 110	105 90 - 125	125 100 - 145	140 120 - 160
QLD - Brisbane	87 80 - 105	105 87 - 130	119 96 - 145	128 110 - 164
WA - Perth	88 80 - 105	105 91 - 123	119 100 - 132	128 110 - 155
ACT - Canberra	100 85 - 105	105 95 - 120	116 106 - 136	130 112 - 157
NZ - Auckland	88 75 - 100	98 85 - 115	115 90 - 140	125 105 - 155
NZ - Christchurch/Wellington	75 70 - 90	90 85 - 110	100 85 - 125	120 95 - 130

	Senior Associate	Special Counsel	Salaried Partner	Equity Partner
NSW - Sydney	183 146 - 228	200+	280+	685+
VIC - Melbourne	170 140 - 210	200+ 185 - 230	270+	520+
QLD - Brisbane	155 125 - 230	200 183 - 230	250	500
WA - Perth	155 137 - 183	200 190 - 228	250	500
ACT - Canberra	154 120 - 193	200	250	400
NZ - Auckland	160 125 - 190	180+	190+	320+
NZ - Christchurch/Wellington	140 110 - 160	160+	180+	250+

POTENTIAL BENEFITS THAT MAY BE INCLUDED ON TOP OF BASE SALARIES SHOWN

- Parking
- Health cover
- Further education studies
- Gym membership
- Vehicle expenses
- Bonuses
- Laptops/mobile phone

NOTES:

- All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ)
- Salaries shown are including benefits and professional memberships
- P.A.E: Post admission experience
- The salary packages above have been compiled on the basis of information from top tier law firms within the CBD

- New Zealand salaries are represented in New Zealand dollars
- New Zealand figures are representative of those offered in larger commercial practices
- Equity partner salary is representative of profit drawing plus base and superannuation

LEGAL

PRIVATE PRACTICE - MID TIER	Paralegal	Graduate	0 - 1 yrs P.A.E	1 - 2 yrs P.A.E	2 - 3 yrs P.A.E
NSW - Sydney	55 46 - 73	55 51 - 64	60 55 - 70	65 59 - 78	78 66 - 89
VIC - Melbourne	55 46 - 70	51 51 - 65	55 50 - 70	64 55 - 75	73 60 - 85
QLD - Brisbane	55 50 - 75	51 51 - 60	55 55 - 68	64 58 - 75	73 65 - 85
WA - Perth	55 46 - 68	51 51 - 59	55 55 - 64	64 59 - 68	73 64 - 78
ACT - Canberra	46 46 - 50	60 55 - 65	63 53 - 73	72 68 - 82	88 75 - 95
NZ - Auckland	53 40 - 60	48 40 - 55	53 45 - 60	58 51 - 65	70 60 - 80
NZ - Christchurch/Wellington	50 40 - 58	45 43 - 50	50 45 - 55	55 50 - 58	70 65 - 80

	3 - 4 yrs P.A.E	4 - 5 yrs P.A.E	5 - 6 yrs P.A.E	6+ yrs P.A.E
NSW - Sydney	90 75 - 100	100 90 - 120	115 105 - 135	131 115 - 149
VIC - Melbourne	82 70 - 95	100 85 - 110	110 95 - 130	125 100 - 135
QLD - Brisbane	84 75 - 92	91 85 - 115	105 95 - 130	119 110 - 140
WA - Perth	84 78 - 91	95 90 - 119	105 100 - 123	119 110 - 137
ACT - Canberra	100 85 - 105	100 95 - 115	120 106 - 125	123 110 - 140
NZ - Auckland	75 70 - 90	85 75 - 100	90 75 - 110	110 85 - 130
NZ - Christchurch/Wellington	75 70 - 85	80 70 - 95	85 70 - 100	100 80 - 100

	Senior Associate	Special Counsel	Salaried Partner	Equity Partner
NSW - Sydney	146 137 - 174	183+	230+	300+
VIC - Melbourne	137 125 - 165	180+ 160 - 200	220+	290+
QLD - Brisbane	137 125 - 170	183 150 - 201	230	280
WA - Perth	137 128 - 164	169 155 - 183	220	274
ACT - Canberra	115 110 - 145	144 117 - 171	192	240
NZ - Auckland	130 100 - 160	140+	150+	200+
NZ - Christchurch/Wellington	110 100 - 130	140+	125+	180+

POTENTIAL BENEFITS THAT MAY BE INCLUDED ON TOP OF BASE SALARIES SHOWN

- Parking
- Health cover
- Further education studies
- Gym membership
- Vehicle expenses
- Bonuses
- Laptops/mobile phone

NOTES:

- All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ)
- Salaries shown are including benefits and professional memberships
- P.A.E: Post admission experience
- The salary packages above have been compiled on the basis of information from top tier law firms within the CBD

- New Zealand salaries are represented in New Zealand dollars
- Equity partner salary is representative of profit drawing plus base and superannuation

LEGAL

PRIVATE PRACTICE - SMALL PRACTICES	Paralegal	Graduate	0 - 1 yrs P.A.E	1 - 2 yrs P.A.E	2-3 yrs P.A.E
NSW - Sydney	46 46 - 68	53 51 - 55	50 46 - 60	57 50 - 73	66 59 - 82
VIC - Melbourne	46 46 - 60	51 50 - 52	46 45 - 60	50 45 - 65	60 50 - 80
QLD - Brisbane	50 46 - 75	51 50 - 52	46 45 - 60	50 50 - 64	59 55 - 75
WA - Perth	46 46 - 59	51 50 - 52	46 46 - 55	50 50 - 64	59 55 - 78
ACT - Canberra	48 46 - 58	53 51 - 62	58 53 - 62	67 62 - 71	77 72 - 86
NZ - Auckland	50 40 - 60	48 40 - 55	52 40 - 55	55 45 - 60	62 50 - 75
NZ - Christchurch/Wellington	50 40 - 55	45 40 - 48	50 42 - 55	50 45 - 58	60 55 - 70

	3 - 4 yrs P.A.E	4-5 yrs P.A.E	5 - 6 yrs P.A.E	6+ yrs P.A.E
NSW - Sydney	75 68 - 91	85 77 - 105	93 90 - 120	110 105 - 135
VIC - Melbourne	75 65 - 90	75 70 - 100	90 85 - 110	105 95 - 130
QLD - Brisbane	73 68 - 85	75 75 - 100	83 80 - 110	96 85 - 130
WA - Perth	73 68 - 82	75 67 - 91	83 79 - 109	96 79 - 117
ACT - Canberra	86 82 - 91	89 84 - 114	100 95 - 120	105 105 - 137
NZ - Auckland	70 55 - 80	80 60 - 90	85 60 - 95	95 75 - 120
NZ - Christchurch/Wellington	70 65 - 80	70 65 - 80	75 70 - 85	90 80 - 100

	Senior Associate	Special Counsel	Salaried Partner	Equity Partner
NSW - Sydney	120 115 - 155	150+ 146 - 174	185+	230+
VIC - Melbourne	115 90 - 140	150+ 130 - 160	180+	230+
QLD - Brisbane	100 90 - 145	142 133 - 160	180	228
WA - Perth	100 91 - 142	142 125 - 150	180	228
ACT - Canberra	105 105 - 135	140 107 - 157	144	172
NZ - Auckland	100 85 - 125	130+	150+	180+
NZ - Christchurch/Wellington	105 95 - 120	115+	120+	150+

POTENTIAL BENEFITS THAT MAY BE INCLUDED ON TOP OF BASE SALARIES SHOWN

- Parking
- Health cover
- Further education studies
- Gym membership
- Vehicle expenses
- Bonuses
- Laptops/mobile phone

NOTES:

- All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ)
- Salaries shown are including benefits and professional memberships
- P.A.E: Post admission experience
- The salary packages above have been compiled on the basis of information from top tier law firms within the CBD

- New Zealand salaries are represented in New Zealand dollars
- Equity partner salary is representative of profit drawing plus base and superannuation

LEGAL

IN-HOUSE	Paralegal	0-1 yrs P.A.E	Legal Counsel 1-2 yrs P.A.E	Legal Counsel 2-3 yrs P.A.E	Legal Counsel 3-4 yrs P.A.E
NSW - Sydney	46 - 87	55 - 65	60 - 75	70 - 95	87 - 115
VIC - Melbourne	46 - 75	50 - 60	55 - 75	65 - 90	85 - 110
QLD - Brisbane	46 - 78	46 - 60	55 - 75	65 - 85	73 - 110
WA - Perth	46 - 78	50 - 55	55 - 75	65 - 90	75 - 110
ACT - Canberra	46 - 55	65 - 75	75 - 80	80 - 85	85 - 100
NZ - Auckland	55 44 - 65	58 50 - 65	65 55 - 75	75 66 - 90	85 75 - 100
NZ - Christchurch/Wellington	50 40 - 60	55 45 - 65	60 50 - 70	70 60 - 85	85 70 - 90

	Legal Counsel 4-5 yrs P.A.E	Legal Counsel 5 - 6 yrs P.A.E	Legal Counsel 6+ yrs P.A.E	Senior Legal Counsel	General Counsel
NSW - Sydney	100 - 135	120 - 150	125 - 165	140 - 205	190 - 280+
VIC - Melbourne	95 - 130	115 - 150	120 - 155	135 - 190	175+
QLD - Brisbane	80 - 120	90 - 130	105 - 160	110 - 180	180 - 350
WA - Perth	90 - 120	100 - 130	110 - 145	110 - 155	160 - 274+
ACT - Canberra	100 - 108	115 - 130	120 - 150	132 - 180	155+
NZ - Auckland	100 85 - 120	140 100 - 150	150 120 - 160	170 130 - 190	220 160 - 280
NZ - Christchurch/Wellington	90 80 - 110	110 95 - 130	120 115 - 150	130 120 - 165	200 150 - 250

POTENTIAL BENEFITS THAT MAY BE INCLUDED ON TOP OF BASE SALARIES SHOWN

- Car
- Parking
- Gym memberships
- Health cover
- Vehicle expenses
- Bonuses
- Laptops/mobile phone
- School fees
- Interest free loans

NOTES:

- All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ)
- Salaries shown are including benefits and professional memberships
- P.A.E: Post admission experience

- New Zealand salaries are represented in New Zealand dollars
- In-house lawyers in financial services would receive a bonus, not included in packages indicated

COMPANY SECRETARIAL	Assistant Company Secretary (unlisted company)	Assistant Company Secretary (listed company)	Company Secretary (unlisted company)	Company Secretary (listed company)
NSW - Sydney	73 - 100	82 - 137	110 - 146	137 - 190
VIC - Melbourne	75 - 100	80 - 130	110 - 145	135 - 185
QLD - Brisbane	73 - 91	110 - 175	110 - 180	150 - 250
WA - Perth	75 - 100	91 - 128	110 - 155	146 - 183

NOTES:

- All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ)
- Salaries shown are excluding bonus, as they greatly vary
- New Zealand salaries are represented in New Zealand dollars



AUSTRALIA

2018-19 was a solid year for Australia's life sciences industry with a focus on digital transformation and customer centricity.

Looking ahead, digital transformation and digital strategy will remain key talking points for most pharma companies. Yet while organisations have been increasing their digital marketing budget, progress is slow and pharma lags behind other industries in its digital maturity. This is, in part, due to the heavily regulated environment and the risks associated with data privacy and care.

As a result, employers continue to look for digital marketing professionals from outside the industry, however top talent generally prefer more innovative industries. A skill shortage is therefore evident in this area and we may, over time, see salaries gradually increase as digital becomes more of a focus.

Technology has also allowed customers greater access to information. With customers playing a more active role in their healthcare choices, social media marketing has increased and organisations are working harder to prove their value and point of difference. As pharma becomes more customer-centric and adopts a customer first mindset, demand will increase for marketing professionals who focus on the customer journey and can optimise the customer experience.

Entry-level talent are sought to ensure social media strategies align with customer experience strategies. Since entry-level candidates are digital natives, to whom social media is second nature, salaries are not increasing and candidate supply is meeting demand for this new skillset.

Mergers and acquisitions (M&A) between life sciences organisations show no sign of abating as companies strive to increase market share. Meanwhile, changes to medicinal cannabis legislation have led to new international and local entrants into Australia's market.

A number of companies have downsized and offshored their manufacturing operations, and in turn relocated out of the traditional 'pharma-hubs' into smaller premises. This has created demand for HR professionals with change management experience, which is proving to be a wise strategy as it is keeping turnover rates stable. A key element in these HR plans has been the offering of flexible working arrangements, which is something life sciences candidates increasingly look for.

Together, this M&A and relocation activity has led to an increase in contract roles to support permanent staff through transitions. Quality Assurance professionals have been in particular demand for these roles given the level of change and integration work they necessitate. Despite demand, hourly rates remain steady.

In other trends, Australia remains a favourable location to conduct clinical trials, which has led to an increase in Study Start Up roles. Salaries remain stable, although there is some inconsistency between companies, with some offering a car allowance. Those companies that do not are attracting more junior talent.

Vacancy activity within Regulatory Affairs remains steady, with regulatory experience of class III and new drug registration experience in greatest demand. Despite this, we expect minimal impact on salaries this year.

In the commercial sector, employers are focusing less on a candidate's therapeutic expertise and more on cultural fit, soft skills and emotional intelligence. In response, jobseekers must demonstrate in an interview their alignment with an organisation's core values if they are to be successful.

Demand is increasing for candidates with cross border experience in emerging markets, particularly China, for OTC and consumer health roles.

Medical Science Liaisons also remain in high demand, with therapy area knowledge and academic credentials the key deciders. Given candidate shortages, employers need to become more flexible in their requirements in order to secure their next hire. Salaries for these professionals are expected to increase.

OPERATIONS	Clinical Trial Administrator	CRA*	Senior CRA*	Lead/Principal CRA*	Clinical Data Manager
Australia	75 65 - 83	81 72 - 90	100 90 - 110	110 100 - 115	100 80 - 125

	Clinical Project Manager*	Senior Clinical Project Manager*	Clinical Operations Manager*	Clinical Director/Head of Clinical*
Australia	130 115 - 145	150 125 - 165	130 115 - 160	195 175 - 220

NOTES:

- All salaries shown are exclusive of superannuation, car allowance and any other benefits

*These roles may include a car allowance of between \$15,000- \$25,000 in the base salaries shown

LIFE SCIENCES

OPERATIONS	Regulatory Affairs Assistant	Regulatory Affairs Associate	Snr Regulatory Affairs Assoc*	Regulatory Project Manager*	Regulatory Affairs Manager*	Head of Regulatory Affairs*
Australia	65 55 - 75	85 70 - 95	110 95 - 130	130 125 - 140	150 125 - 180	195 165 - 230
	Drug Safety Associate	Senior Drug Safety Associate*	Drug Safety Manager*	Head of Drug Safety*	Medical Information Associate	Senior Medical Information Associate*
Australia	80 70 - 90	107 87 - 122	150 130 - 165	195 155 - 225	83 70 - 90	105 90 - 120
	Medical Information Manager*	Medical Science Liaison/SMSL*	Medical Science Liaison Manager*	Medical Manager*	Medical Advisor*	Senior Medical Advisor*
Australia	140 125 - 160	130 100 - 155	155 145 - 170	150 130 - 165	167 150 - 185	190 160 - 210
	Medical Director*	Health Economics Associate	Senior Health Economics Associate/Specialist*	Health Economics Manager*	Health Economics/Market Access Director*	
Australia	265 220 - 320	110 90 - 125	130 120 - 145	155 140 - 170	255 210 - 290	
	GP Sales Rep	Hospital Specialist Sales Rep	Business Development Manager	Regional/State Sales Manager	Territory Manager	Product Specialist
Australia	80 75 - 100	105 90 - 120	120 100 - 130	130 110 - 140	90 80 - 110	110 90 - 120
	Key Account Manager	National Key Account Manager	National Sales Manager	Sales Director	Business Unit Manager	
Australia	110 95 - 125	120 100 - 130	160 140 - 190	200 180 - 230	170 150 - 210	
	Associate Brand/Product Manager	Brand/Product Manager	Senior Brand/Product Manager	Marketing Manager	Marketing Director	
Australia	95 85 - 100	120 95 - 140	140 120 - 150	160 120 - 185	190 170 - 220	
	Quality Assurance Associate	Senior Quality Assurance Associate	Quality Assurance Manager			
Australia	80 65 - 90	90 80 - 100	120 90 - 135			
	Quality Control Associate	Senior Quality Control Associate	Quality Control Manager	Quality Director		
Australia	58 50 - 60	75 62 - 85	100 85 - 105	165 150 - 190		

TYPICAL BENEFITS THAT MAY BE INCLUDED ON TOP OF BASE SALARIES SHOWN:

- Additional super
- Health cover
- Interest free loans
- Car/car allowance
- Cash bonuses
- Study assistance
- Parking
- Share options in company
- Laptops
- Vehicle expenses
- Professional memberships

NOTES:

- All salaries shown are exclusive of superannuation, car allowance and any other benefits

*These roles may include a car allowance of between \$15,000- \$25,000 in the base salaries shown



AUSTRALIA

Vacancy activity will remain high across Australia's healthcare market in 2019-20, with several factors driving staffing demand.

Firstly, a continuing shortage of allied health professionals combined with the surge in National Disability Insurance Scheme providers striving to offer an all-round service are together creating demand for Occupational Therapists, Speech Pathologists and Physiotherapists in the disability sector.

“ Employers with vacancies in regional Australia continue to face a staff attraction challenge. ”

In addition to the ongoing shortage of candidates for the aged care sector, the Royal Commission into Aged Care Quality and Safety will see demand remain high for Registered Nurses to ensure that high quality care is provided. Changes and restructures at the managerial level are also leading to demand for experienced managers to ensure that regulatory needs are met and quality is sustained on an ongoing basis.

Additional mental health funding, a focus on community-based outreach services to support young people following a suicide attempt or self-harm and a general aim to reduce mental health stigma will create demand over the next three years for Psychologists, Case Managers, Mental Health Nurses and Counsellors.

Within community services, demand has increased for Social Workers registered with the Australian Association of Social Workers and Psychologists registered with the Australian Health Practitioner Regulation Agency. The requirement for registered candidates exists even for roles that have no clinical component. This demand has led to a shortage of registered candidates across the entire community services sector, which has in turn seen salaries increase.

There is also a shortage of community services managers in the Northern Territory, with employers recruiting from interstate in order to secure top talent.

Social Workers and Case Managers with experience in family violence or child protection are in high demand too. Organisations who had previously offered salaries in line with the Social, Community, Home Care and Disability Services Industry Award have now increased salaries in order to secure suitably skilled candidates.

Employers with vacancies in regional Australia continue to face a staff attraction challenge. There are quality candidates willing to relocate to regional and remote locations however they are discouraged by the salaries on offer. The exception is employers in the Northern Territory, who are increasing salaries to attract skilled professionals within the areas of highest community need. In particular, employers are offering above award rates for allied health professionals to attract and secure candidates.

Northern Territory employers are also offering more generous packages for managers across aged care, domestic violence and disability and for AHPRA Registered Nurses who are willing to work in remote community clinics.

Given candidate shortages across the Northern Territory, salaries are expected to continue to increase in order to attract and retain staff, particularly managers and senior level professionals. This trend is evident across both the public sector and within community services as not-for-profits compete with the public sector for top talent.

HEALTHCARE

Nursing Professionals

NURSING PROFESSIONALS AGED CARE	Enrolled Nurse	Registered Nurse	Clinical Care Coordinator/ Nurse Unit Manager	Care Manager/ DDON	DON/Facility Manager	Executive DON
NSW	45 - 60	60 - 85	70 - 100	75 - 100	95 - 145	140 - 170
NT	50 - 65	60 - 80	75 - 90	80 - 100	90 - 120	120 - 160
WA	50 - 85	60 - 90	70 - 95	75 - 110	90 - 140	130 - 160
VIC	55 - 68	60 - 90	75 - 100	85 - 110	90 - 145	140 - 170
QLD	55 - 75	60 - 90	75 - 90	93 - 110	100 - 140	130 - 160
TAS	50 - 67	56 - 85	70 - 90	85 - 105	95 - 135	120 - 170
SA	50 - 70	60 - 80	85 - 95	90 - 100	90 - 120	120 - 165

	ACFI Manager	Quality Manager	Lifestyle Assistant	Lifestyle Manager	Nurse Educator
NSW	90 - 120	100 - 150	45 - 65	75 - 100	75 - 98
NT	80 - 100	80 - 100	55 - 60	65 - 80	70 - 90
WA	90 - 110	75 - 125	45 - 60	60 - 80	65 - 97
VIC	95 - 120	100 - 140	45 - 65	75 - 100	80 - 105
QLD	70 - 90	75 - 110	50 - 60	80 - 100	80 - 100
TAS	88 - 108	85 - 105	40 - 58	65 - 85	80 - 110
SA	95 - 110	95 - 110	40 - 60	65 - 90	100 - 110

NURSING PROFESSIONALS NON-AGED CARE	Enrolled Nurse	Registered Nurse/ Midwife	Clinical Nurse/ Midwife/ACSC	Clinical Manager/Clinical Services Coordinator/ Education Facilitator
NSW	45 - 60	55 - 80	70 - 85	80 - 105
NT	45 - 55	60 - 70	70 - 85	80 - 95
WA	50 - 76	50 - 76	60 - 80	65 - 95
VIC	50 - 65	60 - 85	75 - 85	85 - 105
QLD	55 - 65	60 - 80	80 - 90	90 - 100
TAS	50 - 60	54 - 80	70 - 85	80 - 95
SA	50 - 70	60 - 80	65 - 85	85 - 95

NOTES:

- Above salaries exclude superannuation, bonuses, on-call, or penalty rates

HEALTHCARE

Nursing Professionals

NURSING PROFESSIONALS NON-AGED CARE	Advanced Clinical Service Coordinator/ Clinical Practice Consultant	Director of Nursing/ Midwifery	Practice Nurse
NSW	80 - 110	110 - 150	60 - 90
NT	90 - 110	100 - 130	80 - 100
WA	75 - 105	85 - 135	65 - 85
VIC	90 - 110	100 - 150	75 - 100
QLD	100 - 110	115 - 160	55 - 70
TAS	90 - 105	100 - 140	60 - 80
SA	90 - 110	110 - 180	60 - 85

NOTES:

- Above salaries exclude superannuation, bonuses, on-call, or penalty rates

Medical Imaging Specialists

	Radiographer 1-3 yrs	Radiographer 3-5 yrs	Radiographer 5-10 yrs	Radiographer 10+ yrs
Australia	54 - 65	65 - 78	75 - 100	100 - 110

	Sonographer 1-3 yrs	Sonographer 3-5 yrs	Sonographer 5-10 yrs	Sonographer 10+ yrs
Australia	90 - 100	100 - 120	120 - 135	135 - 150

	Mammographer 1-3 yrs	Mammographer 3-5 yrs	Mammographer 5-10 yrs	Mammographer 10+ yrs
Australia	60 - 75	75 - 85	85 - 100	100 - 120

NOTES:

- Above salaries exclude superannuation, bonuses, on-call, or penalty rates

HEALTHCARE

Social Care & Psychology

SOCIAL/COMMUNITY SERVICES	Support Worker	Case Worker	Social Worker	Team Leader/ Program Coordinator
NSW	41 - 60	50 - 65	60 - 85	60 - 90
NT	45 - 50	60 - 65	65 - 80	70 - 80
WA	45 - 50	50 - 55	65 - 75	65 - 85
VIC	45 - 50	50 - 65	60 - 80	70 - 80
QLD	41 - 52	40 - 55	55 - 75	60 - 75
TAS	41 - 50	48 - 55	60 - 78	65 - 80
SA	45 - 60	45 - 60	60 - 85	60 - 85

	Program Manager	Program Director
NSW	75 - 95	90+
NT	75 - 85	90 - 100
WA	70 - 90	90+
VIC	80 - 95	100+
QLD	70 - 90	90+
TAS	75 - 90	90+
SA	60 - 85	90 - 110

PSYCHOLOGISTS	Graduate	Counsellor	Psychologist	Senior Psychologist	Clinical Psychologist
NSW	45 - 55	60 - 80	60 - 90	85 - 105	95 - 115
NT	45 - 55	55 - 65	75 - 85	85 - 100	95 - 110
WA	45 - 55	55 - 65	65 - 85	80 - 95	90 - 115
VIC	45 - 55	60 - 75	65 - 85	80 - 100	85 - 105
QLD	45 - 55	55 - 75	65 - 80	70 - 90	85 - 115
TAS	45 - 50	55 - 70	65 - 85	75 - 92	80 - 105
SA	45 - 55	55 - 75	60 - 80	75 - 100	75 - 100

NOTES:

- Above salaries exclude superannuation, bonuses, on-call, or penalty rates
- Salaries might vary for regional/remote roles
- There are bandings for NFP under SCHADS and grades in Government/Health
- Salary packaging available for most NFP roles

HEALTHCARE

Allied Health Professionals

ALLIED HEALTH PROFESSIONALS	Occupational Therapist (Graduate)	Occupational Therapist	Senior Occupational Therapist	Team Leader	Physiotherapist (Graduate)
NSW	50 - 57	55 - 75	70 - 85	80 - 95	50 - 57
NT	50 - 58	60 - 75	70 - 85	75 - 90	50 - 55
WA	50 - 55	55 - 65	70 - 80	85 - 95	45 - 50
VIC	50 - 60	60 - 75	70 - 90	80 - 95	50 - 60
QLD	45 - 50	58 - 70	70 - 85	80 - 95	50 - 60
TAS	45 - 50	55 - 75	68 - 85	75 - 85	50 - 55
SA	48 - 60	55 - 70	65 - 80	70 - 80	50 - 60

	Physiotherapist	Senior Physiotherapist	Team Leader	Speech Pathologist (Graduate)	Speech Pathologist
NSW	55 - 75	75 - 90	80 - 95	50 - 57	55 - 70
NT	65 - 75	70 - 85	80 - 95	50 - 55	55 - 65
WA	60 - 70	70 - 85	85 - 95	45 - 50	50 - 65
VIC	55 - 75	75 - 90	80 - 95	45 - 60	60 - 75
QLD	55 - 70	70 - 85	85 - 95	50 - 57	60 - 70
TAS	55 - 75	70 - 85	80 - 95	50 - 55	60 - 68
SA	55 - 70	65 - 90	65 - 90	50 - 60	55 - 65

	Senior Speech Pathologist	Team Leader	Diversional Therapist (Graduate)	Diversional Therapist
NSW	70 - 80	75 - 90	46 - 50	50 - 60
NT	65 - 80	75 - 90	46 - 50	50 - 60
WA	60 - 75	75 - 90	46 - 50	45 - 55
VIC	75 - 90	80 - 90	46 - 50	55 - 60
QLD	65 - 80	80 - 90	46 - 55	45 - 60
TAS	65 - 75	75 - 90	46 - 50	50 - 55
SA	65 - 80	70 - 90	46 - 55	50 - 60

NOTES:

- Above salaries exclude superannuation, bonuses, on-call, or penalty rates

EDUCATION



AUSTRALIA

In the early childhood sector, we continue to see growth and high demand for Early Childhood Teachers and Diploma Educators. The industry is extremely competitive, with larger organisations growing at a rapid rate and taking market share.

In response to this, it is now standard practice for employers to offer salaries above the modern award in order to attract top talent ahead of competitors. However, salaries and benefits still do not compare to those available in the primary school sector.

“ The state sector has made some moves to close the salary gap with other sectors, yet independent schools continue to offer the highest salaries, followed by Catholic and then state schools. ”

Childcare centres now look for educators with a minimum six months to one year of experience in addition to a Diploma or a Certificate III. Directors seek engaging educators with a genuine passion for working with children and a dedication to children's development.

Demand remains for Area Managers and experienced Centre Directors who can drive policy, improve services and engage parents and children.

Childcare Cooks with experience working in a childcare setting and a willingness to commit to the limited hours are another area of continuous demand. In general, childcare Cooks continue to be paid above award rates, especially in candidate short areas.

The 2018 change to childcare subsidy packages has led to a decrease in the number of families utilising fulltime childcare. This has impacted employment requirements and we have therefore seen an increase in part-time roles. There has also been a slight increase in 'float' positions to cover changed regulations

relating to midday sleep time supervision.

Turning to the schools sector, salaries remain tightly governed by award conditions aligned to professional standards. The state sector has made some moves to close the salary gap with other sectors, yet independent schools continue to offer the highest salaries, followed by Catholic and then state schools.

Salaries within the vocational and higher education sector remain stable due to awards and market conditions.

SCHOOLS	Principal	Deputy Principal	Director of Study	Head of Department	Teacher
Australia - Government Schools	118 - 185	116 - 138	97 - 108	100 - 118	68 - 109
Australia - Non-Government Schools	140 - 400	130 - 160	130 - 150	119 - 130	73 - 111

VOCATIONAL EDUCATION AND TRAINING	Tutor	Educator/ VET Teacher	Head of Faculty/ Head Teacher	Director of Studies	Manager/ Principal
Australia	50 - 65	60 - 100	75 - 130	70 - 150	80 - 180

EARLY CHILDHOOD	Area Manager	Director (Degree Qualified)	Director (Diploma Qualified)
Australia	80 - 130	80 - 100	70 - 85

	Early Childhood Teacher	Diploma Trained Childcare Worker	Certificate 111 Childcare Worker Cook
Australia	60 - 90	50 - 60	44 - 50 40 - 52

NOTES:

- All salaries shown are exclusive of superannuation

POLICY & STRATEGY



AUSTRALIA

Australia's policy and strategy market remains active with several trends driving up demand for skilled professionals. One of these stems from Royal Commissions and other significant reviews, which have created rising demand for Regulatory Advisers and Policy Managers to implement significant change resulting from the recommendations. With demand expected to exceed supply, hourly rates and salaries may rise.

Meanwhile, the Royal Commission into Aged Care Quality and Safety has created demand for trained governance professionals focused on accreditation standards and risk mitigation within the aged care sector and its supply chain.

Another trend fuelling vacancy activity is the nation's current focus on infrastructure projects. This is creating a multitude of short-term project management, analysis and policy development roles.

Demand is also evident for Grants Officers and Managers across Federal and State Governments. With supply failing to meet demand, some salary increases have been noted.

Within State Governments, high-level policy and project contractors are sought

to assist with reforms, legislative changes or during a restructure.

Niche skills in risk, compliance and investigations are sought too in socially focused line agencies. With these roles created to support major Government initiatives, demand comes in peaks and troughs and therefore salaries remain steady.

In State Governments that are undertaking large scale reform, such as Victoria and NSW, salaries have experienced strong and consistent growth. Policy Officers and Project Officers now receive a slightly inflated market equivalent compared to Senior Policy and Project roles and their equivalent permanent positions as a result of casual loadings for temporary staff.

In contrast, salary increases have been restricted in Federal and Local Governments due to salary freezes, rate caps and headcount limits. However, EBA reviews may bring about some change.

Turning to the not-for-profit market, vacancy activity remains buoyant with Policy and Advocacy Officers, Risk and Compliance Advisers and Executive Officers in demand as organisations strategise and organise workforces for the future. However, while vacancy activity is increasing, typical salaries remain below those offered in the public and private sectors.

NEW ZEALAND

Policy and strategy experts have been in demand since the 2017-18 election to work on legislative and policy changes. Recently, we have seen an increased need for Policy Advisers, Governance specialists and Program and Project Managers. Also in demand are those with regularity experience given tax, education, health, environmental, immigration, housing, security and social services reforms, including the rollout of key government programs.

Subject matter experts and those with a background in social, economic, financial and environmental policy will be sought too. While staffing requirements will be high in the public sector, key policy changes will also impact small to medium businesses across the spectrum as industries and organisations seek advice from external professional consultancies or recruit in-house experts to review their current and proposed policy and operational changes.

Despite demand, salaries will remain consistent in response to tightening resources and budgets. The exception will be for highly skilled professionals with specific subject matter expertise, including Economists and Data & Research Analysts.

	Policy Officer/ Policy Advisor	Senior Policy Officer/ Policy Advisor	Policy Manager	Government Relations Manager	Strategic Manager
NSW - Sydney	90 75 - 95	100 90 - 120	120 105 - 160	130 110 - 160	130 120 - 160
VIC - Melbourne	90 75 - 95	100 95 - 115	120 105 - 160	125 110 - 150	130 120 - 160
QLD - Brisbane	85 70 - 90	95 85 - 110	110 100 - 120	110 95 - 120	110 95 - 120
WA - Perth	77 65 - 90	95 85 - 110	110 90 - 150	120 100 - 140	130 100 - 160
ACT - Canberra	77 65 - 90	95 85 - 110	110 90 - 150	110 90 - 130	110 95 - 130
SA - Adelaide	77 70 - 90	95 85 - 115	110 105 - 130	125 100 - 140	130 100 - 160
NZ - Wellington	80 70 - 90	100 90 - 120	135 110 - 150	110 100 - 120	110 100 - 120

NOTES:

- All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ)
- New Zealand salaries are represented in New Zealand dollars

POLICY & STRATEGY

	Programme Manager*	Programme Officer/Coordinator*	Project Officer*	Project Manager*	Research Analyst
NSW - Sydney	140 90 - 160	90 75 - 100	90 85 - 100	130 120 - 150	85 70 - 90
VIC - Melbourne	140 120 - 160	95 85 - 100	85 85 - 95	130 120 - 160	90 70 - 105
QLD - Brisbane	105 85 - 140	65 55 - 75	85 65 - 90	105 85 - 120	60 50 - 70
WA - Perth	105 85 - 140	90 80 - 100	85 65 - 90	95 85 - 130	75 65 - 80
ACT - Canberra	110 85 - 150	90 80 - 100	85 65 - 90	95 90 - 130	85 80 - 100
SA - Adelaide	105 85 - 140	90 80 - 100	85 65 - 90	95 85 - 130	80 70 - 90
NZ - Wellington	110 90 - 130	70 60 - 80	70 60 - 80	100 90 - 120	80 70 - 90

	Data Analyst	Executive Officer	Business Analyst	Ministerial Liaison Officer	Regulatory Advisor
NSW - Sydney	90 85 - 110	120 85 - 140	120 85 - 140	100 85 - 115	100 90 - 130
VIC - Melbourne	90 85 - 110	110 85 - 120	110 85 - 115	95 85 - 105	95 90 - 110
QLD - Brisbane	80 50 - 90	85 65 - 100	90 70 - 100	85 70 - 95	90 80 - 100
WA - Perth	80 65 - 90	95 75 - 120	90 75 - 115	85 65 - 90	90 80 - 100
ACT - Canberra	85 75 - 100	95 90 - 125	99 90 - 130	95 85 - 100	100 90 - 115
SA - Adelaide	80 70 - 90	95 85 - 120	100 85 - 115	95 85 - 100	100 90 - 115
NZ - Wellington	70 60 - 80	85 70 - 100	85 70 - 100	80 70 - 90	80 70 - 90

	Regulatory Manager	Economist	Senior Economist	Governance Officer	Governance Manager
NSW - Sydney	130 110 - 150	105 90 - 130	150 110 - 180	90 85 - 95	125 110 - 140
VIC - Melbourne	130 110 - 150	100 95 - 125	130 115 - 150	85 85 - 95	120 105 - 135
QLD - Brisbane	110 100 - 120	100 80 - 115	120 95 - 150	90 80 - 100	105 95 - 115
WA - Perth	120 85 - 145	100 90 - 125	120 100 - 145	85 80 - 95	110 95 - 135
ACT - Canberra	110 95 - 120	105 95 - 120	120 110 - 150	90 80 - 100	125 115 - 150
SA - Adelaide	125 100 - 150	100 90 - 125	120 105 - 135	85 80 - 95	110 95 - 135
NZ - Wellington	95 80 - 110	100 80 - 120	120 100 - 140	80 75 - 85	100 90 - 110

NOTES:

• All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ)

• New Zealand salaries are represented in New Zealand dollars

* These roles generally occur in a NFP context and would be supplemented with tax benefits (generally the benevolent sacrificing which is up to \$16,050 tax free but most of our clients are able to offer more tax related incentives – travel, meal, health and wellbeing etc)



AUSTRALIA

IT remains one of the highest remunerated industries in Australia with salaries for technology roles continuing to outperform most sectors. Continuing salary growth is largely driven by skill shortages, particularly in areas such as cyber security, data and software development with numerous roles seeing double digit year-on-year growth.

Many enterprises have undergone and continue to undergo major transformations in the pursuit of increasing productivity and efficiency, resulting in an increased need for Change professionals and Agile practitioners.

“ When recruiting, employers increasingly look at what candidates can offer on top of their technical capabilities. ”

In digital technology, there has been growing demand and rising salaries as a result for Full Stack Developers and DevOps Engineers.

As security threats become more prevalent and sophisticated, cyber security remains a top priority for most organisations. There has been a significant increase in the need for cyber security consultants, resulting in an upwards movement in remuneration.

Whilst new and emerging technologies have captured headlines, traditional IT roles have fared well over the last year. An example is the uplift in salaries for End User Support positions. Organisations are offering higher salaries for professionals who can demonstrate strong communication skills as well as technical capabilities to ensure better customer service and higher resolution rates.

Nationally, the highest salaries for IT roles can be found within the major cities of Sydney, Melbourne and Canberra, however there has been considerable growth in regional areas. Organisations will have to adjust their salary offerings upwards to attract candidates to regional

areas from major cities, particularly when recruiting for a niche skill-set. Regional demand has been particularly driven by Government-led initiatives.

We anticipate another strong year for IT professionals with ongoing recruitment needs and salary spikes for specialist roles. As technology continues to play a central role in enabling change and developing new services and products, most companies are committed to investing in IT and increasing IT headcount. Even organisations that have had a year of transformation and technology implementations will continue to face another wave of disruption.

While many companies may not be ready just yet, it is anticipated there will be a sharp rise in demand for skills related to Artificial Intelligence, machine learning and Robotic Process Automation. IT professionals with expertise in these technologies will be increasingly required as organisations investigate ways to remain competitive and drive innovation.

Professionals with a broad skill set across multiple cloud technologies and exposure to cloud migration projects will be in demand, with AWS and Azure continuing to dominate this space.

The demand for data professionals is still growing at a rapid rate as organisations continue to exploit their data. With privacy a key focus for regulators, demand for such professionals will continue to rise. As such, data professionals should see an increase in salaries or benefits this year.

When recruiting, employers increasingly look at what candidates can offer on top of their technical capabilities. As IT continues to evolve from a “keeping the lights on” function to an enabler of transformation, companies are seeking candidates who understand business drivers. In addition, the changing technical landscape means candidates need to have a continuous learning mindset and the ability to adapt to emerging technologies and changing business needs.

Whilst most large organisations augment their IT teams with a blend of contractors and outsourced solutions, there is a trend toward building in-house capability. This

will put more pressure on permanent hiring demands in an already candidate-short market.

INFORMATION TECHNOLOGY

NEW ZEALAND

Digital transformations are driving up vacancy activity and fuelling skill shortages across New Zealand's IT market, particularly within development, data and quality assurance. Given demand, salaries have started to increase as organisations compete for the top talent.

Within digital technology, demand is particularly high for .NET Core, AWS, Azure, React, React Native and CI and CD technologies. As a result, salaries and contract rates for these skills are under pressure. In addition, digital technology experts with DevOps, cloud and modern JavaScript library development skills will see salary increases in the coming year.

“ Given demand, salaries have started to increase as organisations compete for the top talent. ”

Across New Zealand, the supply of candidates with modern .NET technologies, newer JS frameworks, UX and UI design and business intelligence expertise fails to meet demand. There's also a shortage of Automation Testers. In response, salaries are starting to rise.

Given the focus on big data, digital professionals with strong business intelligence and ETL skills can expect an increase in salaries or benefits this financial year.

Demand is also rising for candidates with experience using disruptive technologies, including augmented reality, virtual reality and machine learning. Organisations are starting to experiment and adopt these new tools, however those with sound commercial experience are rare and are demanding premium salaries.

The focus on becoming more customer centric continues and is leading to demand for Senior UX and Product Designers who can take ideas from conception through to deployment.

Cyber security remains high on most organisations' agendas to ensure correct security procedures are in place to protect

information. Add the push for cloud infrastructure services, and cyber security specialists are in growing demand to ensure that all information stored on the cloud and on the wider web is safe and complies with data protection laws.

However, due to very strict vetting processes and a relatively small pool of professionals who specialise in this field, organisations are increasingly looking to develop cyber security talent internally and encourage existing staff to upskill by undertaking training and certifications.

As organisations implement major IT and business process transformation projects, demand is increasing for seasoned Project Managers in implementation and digital delivery. Change Managers and Business Analysts with business process mapping and reengineering expertise are needed too. Salaries and hourly rates have increased as a result. Demand across the Tasman, particularly on the East coast, has also attracted project professionals, adding to the competition for local New Zealand talent.

Given demand, firms are working hard to retain their current staff. While money talks, it isn't all that matters. The best way to invest in talent is to keep them engaged and create a retention strategy that provides value to employees. For example, evaluate your EVP, ensure staff understand their purpose and contribution to the organisation, invest in their technical development and promote from within.

In a final trend, organisations are attempting to decrease the length of their recruitment process in order to secure top talent. Those organisations that still take a week to complete their interview process are missing out on their preferred candidate.

Consequently, organisations that conduct technical working exercises or solutions as part of their recruitment process need to ensure they do so in a speedy fashion.



INFORMATION TECHNOLOGY

IT OPERATIONS & SUPPORT	End User Support/Level 1	End User Support/Level 2	Applications Support	Service Desk Manager	Team Leader
NSW - Sydney	55 50 - 60	70 60 - 75	80 70 - 95	100 85 - 110	85 70 - 95
NSW - Regional	50 45 - 65	75 65 - 80	80 65 - 100	100 85 - 110	90 75 - 110
VIC - Melbourne	60 55 - 70	70 65 - 85	85 70 - 100	100 90 - 130	100 85 - 115
VIC - Regional	50 45 - 55	60 55 - 65	75 70 - 90	90 80 - 105	85 80 - 90
QLD - Brisbane, Gold Coast & Sunshine Coast	55 45 - 60	60 55 - 65	80 70 - 90	95 80 - 110	80 65 - 90
SA - Adelaide	52 48 - 60	65 55 - 70	75 65 - 85	75 65 - 90	80 65 - 100
WA - Perth	50 45 - 55	60 50 - 70	80 65 - 90	95 85 - 105	80 70 - 90
ACT - Canberra	60 55 - 65	70 65 - 75	80 70 - 90	100 90 - 110	100 80 - 120
TAS - Hobart/Launceston	52 45 - 60	60 55 - 70	75 65 - 80	90 85 - 100	80 75 - 95
NT - Darwin	50 45 - 55	60 55 - 70	80 70 - 90	75 60 - 85	75 65 - 85
NZ - Auckland	50 45 - 55	55 50 - 65	75 60 - 95	85 75 - 110	85 70 - 95
NZ - Wellington	50 45 - 55	55 45 - 60	85 75 - 95	90 80 - 110	70 60 - 85
NZ - Christchurch	50 40 - 60	50 40 - 60	85 70 - 95	85 70 - 100	70 60 - 80

	Linux Engineer	Systems Administration/Level 3	Server Engineer	Cloud Engineer	DevOps Engineer
NSW - Sydney	90 85 - 110	90 75 - 100	120 100 - 130	125 110 - 140	100 85 - 110
NSW - Regional	90 80 - 100	110 85 - 130	110 85 - 120	120 90 - 130	110 90 - 130
VIC - Melbourne	120 90 - 150	95 80 - 120	120 100 - 130	120 110 - 140	130 120 - 150
VIC - Regional	95 80 - 110	75 60 - 90	90 70 - 110	95 80 - 120	90 75 - 100
QLD - Brisbane, Gold Coast & Sunshine Coast	95 85 - 110	80 70 - 85	100 85 - 120	120 100 - 140	110 100 - 130
SA - Adelaide	85 75 - 100	80 70 - 90	90 75 - 110	100 85 - 120	90 85 - 120
WA - Perth	100 85 - 115	85 75 - 95	100 85 - 110	105 90 - 120	120 110 - 140
ACT - Canberra	110 90 - 130	100 80 - 110	130 110 - 140	130 110 - 140	130 110 - 140
TAS - Hobart/Launceston	85 80 - 100	75 65 - 80	90 80 - 100	100 85 - 120	90 85 - 110
NT - Darwin	85 80 - 100	90 80 - 110	100 80 - 120	110 90 - 130	100 90 - 120
NZ - Auckland	80 80 - 100	80 65 - 90	80 65 - 90	95 85 - 130	100 75 - 140
NZ - Wellington	90 80 - 100	70 60 - 80	80 70 - 90	100 80 - 120	100 80 - 120
NZ - Christchurch	90 80 - 100	60 55 - 75	80 70 - 90	80 75 - 110	80 70 - 95

NOTES:

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INFORMATION TECHNOLOGY

IT OPERATIONS & SUPPORT	Network Administration	Network Engineer	Network Designer	Network Architect	Data/Voice Engineer
NSW - Sydney	95 85 - 105	110 100 - 125	115 100 - 135	135 125 - 165	100 95 - 120
NSW - Regional	80 65 - 85	100 85 - 110	110 85 - 120	120 100 - 140	90 80 - 100
VIC - Melbourne	95 85 - 110	115 90 - 130	140 120 - 160	140 120 - 170	110 80 - 130
VIC - Regional	80 70 - 90	95 70 - 110	90 80 - 110	120 105 - 135	100 80 - 120
QLD - Brisbane, Gold Coast & Sunshine Coast	80 70 - 90	100 80 - 120	105 90 - 120	120 110 - 140	100 90 - 130
SA - Adelaide	85 75 - 100	95 85 - 120	110 95 - 120	120 100 - 140	95 80 - 120
WA - Perth	85 75 - 95	100 90 - 120	110 95 - 120	130 110 - 150	105 85 - 120
ACT - Canberra	100 90 - 110	130 110 - 140	130 120 - 140	150 140 - 170	130 110 - 140
TAS - Hobart/Launceston	85 75 - 100	95 85 - 105	100 90 - 110	115 95 - 130	90 80 - 110
NT - Darwin	80 70 - 90	100 70 - 120	110 100 - 125	130 115 - 150	100 90 - 120
NZ - Auckland	70 60 - 75	90 80 - 110	110 90 - 125	120 95 - 140	80 60 - 105
NZ - Wellington	85 75 - 95	90 80 - 110	110 90 - 120	130 110 - 150	100 85 - 115
NZ - Christchurch	80 70 - 90	80 70 - 90	100 80 - 110	125 110 - 150	100 80 - 110

	Storage Engineer	Security Analyst	Security Consultant	Security Architect
NSW - Sydney	110 100 - 120	120 100 - 145	125 110 - 150	170 150 - 210
NSW - Regional	95 80 - 120	110 95 - 130	120 100 - 150	155 140 - 170
VIC - Melbourne	115 100 - 140	120 100 - 150	160 130 - 180	160 140 - 190
VIC - Regional	105 85 - 130	90 85 - 110	100 80 - 110	130 120 - 155
QLD - Brisbane, Gold Coast & Sunshine Coast	100 90 - 110	95 85 - 100	130 100 - 150	140 130 - 150
SA - Adelaide	95 85 - 110	90 80 - 110	120 100 - 150	145 110 - 200
WA - Perth	95 85 - 110	105 90 - 120	130 120 - 150	150 130 - 170
ACT - Canberra	130 110 - 140	140 100 - 150	160 110 - 200	180 150 - 200
TAS - Hobart/Launceston	100 90 - 110	100 90 - 120	110 100 - 140	140 115 - 160
NT - Darwin	110 95 - 120	95 80 - 110	120 100 - 150	150 130 - 160
NZ - Auckland	75 70 - 110	110 90 - 120	135 110 - 160	160 110 - 200
NZ - Wellington	80 70 - 110	95 80 - 110	120 100 - 140	140 100 - 180
NZ - Christchurch	75 70 - 110	100 80 - 110	110 100 - 130	140 100 - 170

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INFORMATION TECHNOLOGY

DIGITAL TECHNOLOGY	.Net Developer	Senior .Net Developer	Full Stack Developer .Net	Team Leader - .Net	Java Developer
NSW - Sydney	100 85 - 110	120 110 - 130	130 120 - 140	140 130 - 150	110 85 - 120
NSW - Regional	80 70 - 95	115 90 - 125	130 120 - 140	120 110 - 130	85 65 - 95
VIC - Melbourne	80 70 - 100	100 95 - 120	120 100 - 130	130 120 - 140	90 70 - 100
VIC - Regional	75 65 - 90	85 75 - 100	90 80 - 110	100 85 - 110	80 70 - 90
QLD - Brisbane, Gold Coast & Sunshine Coast	80 60 - 90	110 95 - 125	107 90 - 125	120 100 - 140	75 60 - 90
SA - Adelaide	85 60 - 90	110 90 - 120	110 90 - 120	120 110 - 130	80 60 - 90
WA - Perth	90 75 - 100	115 100 - 130	120 100 - 135	130 120 - 145	90 75 - 100
ACT - Canberra	105 95 - 115	115 105 - 130	120 110 - 130	150 140 - 160	105 95 - 110
TAS - Hobart/Launceston	80 75 - 90	100 85 - 110	100 85 - 110	100 90 - 120	85 75 - 100
NT - Darwin	90 75 - 110	110 100 - 130	105 90 - 130	125 110 - 140	85 75 - 100
NZ - Auckland	75 65 - 95	110 95 - 135	110 95 - 130	130 120 - 145	85 75 - 90
NZ - Wellington	75 65 - 95	100 95 - 120	100 95 - 125	130 120 - 140	80 70 - 90
NZ - Christchurch	70 60 - 80	85 70 - 100	90 75 - 110	95 85 - 110	60 50 - 70

	Senior Java Developer	Full Stack Developer Java	Team Leader - Java	C/C++ Developer	Snr C/C++ Developer
NSW - Sydney	140 120 - 160	140 120 - 160	160 140 - 180	90 80 - 100	135 120 - 150
NSW - Regional	120 90 - 130	120 110 - 140	120 90 - 130	90 75 - 110	100 85 - 120
VIC - Melbourne	110 100 - 120	120 100 - 130	130 120 - 140	90 70 - 100	110 100 - 120
VIC - Regional	100 85 - 120	100 85 - 120	95 85 - 110	85 70 - 100	100 90 - 110
QLD - Brisbane, Gold Coast & Sunshine Coast	105 90 - 125	105 90 - 125	115 100 - 130	85 70 - 100	105 90 - 120
SA - Adelaide	110 90 - 120	110 80 - 120	120 90 - 125	95 80 - 110	100 90 - 110
WA - Perth	120 100 - 130	115 95 - 140	130 120 - 150	90 75 - 100	115 100 - 130
ACT - Canberra	130 110 - 150	110 105 - 125	150 140 - 160	115 110 - 120	130 115 - 150
TAS - Hobart/Launceston	100 90 - 110	100 85 - 110	100 90 - 115	75 70 - 80	90 85 - 95
NT - Darwin	100 85 - 120	105 90 - 120	115 100 - 130	100 80 - 110	120 110 - 130
NZ - Auckland	115 100 - 125	115 100 - 130	130 120 - 150	80 70 - 85	100 80 - 120
NZ - Wellington	110 90 - 120	100 95 - 125	115 100 - 130	70 70 - 85	100 80 - 120
NZ - Christchurch	85 70 - 100	90 75 - 100	100 85 - 110	70 60 - 80	90 70 - 100

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INFORMATION TECHNOLOGY

DIGITAL TECHNOLOGY	Developer (Other)	Snr Developer (Other)	Front-End Developer	Senior Front-End Developer	Mobile Apps Developer
NSW - Sydney	100 80 - 110	120 110 - 130	115 80 - 130	130 110 - 150	110 90 - 140
NSW - Regional	90 75 - 110	120 90 - 130	100 80 - 120	120 85 - 135	100 75 - 120
VIC - Melbourne	80 50 - 100	110 90 - 120	100 95 - 120	120 100 - 140	110 90 - 130
VIC - Regional	85 55 - 100	90 75 - 110	80 65 - 100	90 75 - 110	95 90 - 100
QLD - Brisbane, Gold Coast & Sunshine Coast	85 70 - 100	110 95 - 130	95 85 - 105	105 90 - 120	105 85 - 125
SA - Adelaide	90 60 - 100	100 70 - 110	80 70 - 100	90 80 - 110	80 70 - 100
WA - Perth	85 70 - 95	100 90 - 120	95 80 - 110	110 90 - 125	105 80 - 130
ACT - Canberra	100 80 - 110	110 100 - 120	100 90 - 110	120 110 - 130	100 90 - 110
TAS - Hobart/Launceston	75 70 - 85	90 85 - 100	85 75 - 90	90 80 - 100	85 75 - 95
NT - Darwin	85 75 - 100	110 100 - 120	100 90 - 110	120 100 - 130	90 80 - 100
NZ - Auckland	90 75 - 100	110 90 - 125	100 75 - 120	120 100 - 135	100 80 - 120
NZ - Wellington	80 75 - 100	110 90 - 125	100 75 - 120	110 100 - 135	100 90 - 110
NZ - Christchurch	70 60 - 80	85 70 - 100	80 70 - 90	100 80 - 120	75 70 - 90

	Web/UX/UI Designer	Test Analyst	Senior Test Analyst	Automation Test Analyst	Test/QA Manager
NSW - Sydney	110 80 - 120	80 75 - 90	90 75 - 110	110 80 - 120	125 120 - 140
NSW - Regional	110 75 - 130	90 85 - 100	110 85 - 130	100 90 - 120	120 110 - 140
VIC - Melbourne	100 80 - 120	80 60 - 90	95 80 - 100	110 90 - 120	120 100 - 140
VIC - Regional	80 70 - 100	90 75 - 100	100 90 - 110	95 85 - 105	115 105 - 130
QLD - Brisbane, Gold Coast & Sunshine Coast	100 80 - 120	80 70 - 90	90 80 - 100	110 90 - 130	115 100 - 130
SA - Adelaide	80 70 - 100	75 65 - 85	85 75 - 100	95 85 - 110	100 85 - 110
WA - Perth	100 80 - 120	80 75 - 95	95 85 - 110	100 90 - 120	120 100 - 140
ACT - Canberra	110 90 - 130	100 85 - 110	110 100 - 120	120 110 - 150	150 120 - 160
TAS - Hobart/Launceston	90 80 - 100	80 70 - 90	90 80 - 100	80 75 - 95	90 80 - 100
NT - Darwin	95 80 - 110	80 70 - 90	105 90 - 120	80 70 - 90	110 95 - 120
NZ - Auckland	100 75 - 130	85 70 - 90	90 80 - 100	110 90 - 120	115 110 - 130
NZ - Wellington	90 75 - 110	80 70 - 85	90 80 - 100	110 90 - 120	115 100 - 130
NZ - Christchurch	85 70 - 95	70 60 - 85	85 70 - 100	110 90 - 115	110 95 - 120

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INFORMATION TECHNOLOGY

DIGITAL TECHNOLOGY	Report Writer	Data Analyst	Data Scientist	Data Modeller
NSW - Sydney	75 55 - 90	100 80 - 120	150 100 - 220	120 100 - 140
NSW - Regional	80 70 - 90	85 75 - 115	140 110 - 160	130 110 - 160
VIC - Melbourne	80 65 - 90	90 75 - 130	160 130 - 240	135 110 - 155
VIC - Regional	60 50 - 70	85 70 - 100	120 110 - 165	N/A
QLD - Brisbane, Gold Coast & Sunshine Coast	75 60 - 90	95 80 - 110	115 90 - 140	115 100 - 130
SA - Adelaide	75 55 - 80	80 70 - 100	120 100 - 150	110 90 - 120
WA - Perth	80 60 - 95	100 80 - 120	140 115 - 180	125 115 - 135
ACT - Canberra	80 70 - 90	110 85 - 130	140 120 - 160	130 110 - 150
TAS - Hobart/Launceston	80 65 - 85	80 65 - 100	115 100 - 130	115 100 - 130
NT - Darwin	65 50 - 70	95 80 - 110	N/A	110 100 - 120
NZ - Auckland	65 55 - 80	80 65 - 95	100 90 - 120	100 85 - 130
NZ - Wellington	70 60 - 80	85 75 - 95	105 90 - 120	110 90 - 130
NZ - Christchurch	65 55 - 80	75 65 - 85	100 90 - 120	100 85 - 130

	Database Developer	BI/DW Development	Architect	DBA
NSW - Sydney	90 70 - 110	115 90 - 130	190 170 - 200	130 110 - 140
NSW - Regional	105 85 - 120	130 110 - 150	140 110 - 160	130 120 - 160
VIC - Melbourne	90 85 - 105	120 90 - 140	140 120 - 180	125 110 - 150
VIC - Regional	85 80 - 100	100 95 - 115	110 100 - 120	115 100 - 140
QLD - Brisbane, Gold Coast & Sunshine Coast	95 80 - 110	110 95 - 125	125 110 - 140	110 80 - 140
SA - Adelaide	100 80 - 120	100 80 - 110	120 100 - 135	100 85 - 110
WA - Perth	105 85 - 120	120 105 - 135	140 130 - 160	120 100 - 130
ACT - Canberra	120 110 - 140	120 110 - 160	180 160 - 200	120 110 - 140
TAS - Hobart/Launceston	80 65 - 90	90 75 - 110	100 90 - 115	105 90 - 125
NT - Darwin	100 80 - 120	100 95 - 125	110 100 - 120	105 90 - 115
NZ - Auckland	100 75 - 120	110 90 - 130	125 120 - 160	110 80 - 110
NZ - Wellington	95 75 - 110	110 90 - 130	130 120 - 150	110 85 - 120
NZ - Christchurch	80 60 - 90	95 90 - 110	125 100 - 140	110 85 - 120

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INFORMATION TECHNOLOGY

PROJECTS & BUSINESS CHANGE	Systems Analyst	Business Analyst	Senior Business Analyst	Project Coordinator	Project Manager
NSW - Sydney	95 85 - 105	120 100 - 140	135 120 - 150	90 80 - 100	150 130 - 170
NSW - Regional	100 85 - 110	115 90 - 130	130 120 - 140	80 70 - 90	130 120 - 140
VIC - Melbourne	100 85 - 110	115 90 - 125	135 110 - 145	100 80 - 110	145 120 - 160
VIC - Regional	75 65 - 85	85 70 - 95	115 95 - 130	85 75 - 95	100 90 - 130
QLD - Brisbane, Gold Coast & Sunshine Coast	85 75 - 105	100 80 - 125	120 110 - 140	75 60 - 90	120 100 - 145
SA - Adelaide	90 70 - 110	85 70 - 95	120 100 - 130	75 65 - 100	100 90 - 125
WA - Perth	95 75 - 105	100 80 - 105	115 95 - 130	85 75 - 100	125 110 - 140
ACT - Canberra	100 80 - 110	100 90 - 110	120 110 - 140	80 70 - 100	130 100 - 140
TAS - Hobart/Launceston	80 75 - 85	85 80 - 95	100 85 - 115	70 65 - 80	105 90 - 115
NT - Darwin	95 75 - 110	110 90 - 130	135 120 - 160	90 80 - 110	120 100 - 140
NZ - Auckland	95 70 - 110	100 80 - 120	120 95 - 135	80 60 - 90	120 100 - 140
NZ - Wellington	85 75 - 100	90 75 - 110	110 95 - 125	75 65 - 85	105 90 - 120
NZ - Christchurch	85 70 - 95	80 75 - 100	100 90 - 110	65 55 - 75	100 90 - 110

	Senior Project Manager	Project Director	PMO Manager	IT Project Scheduler
NSW - Sydney	175 160 - 200	230 200 - 260	170 150 - 190	115 95 - 135
NSW - Regional	150 140 - 160	165 150 - 180	180 150 - 200	120 85 - 130
VIC - Melbourne	170 140 - 190	200 180 - 240	180 145 - 220	110 90 - 140
VIC - Regional	140 120 - 160	160 140 - 180	160 140 - 180	100 60 - 150
QLD - Brisbane, Gold Coast & Sunshine Coast	140 120 - 160	170 160 - 200	170 140 - 200	100 70 - 130
SA - Adelaide	130 120 - 150	160 130 - 200	145 120 - 180	110 90 - 140
WA - Perth	140 125 - 175	180 160 - 220	190 180 - 200	100 70 - 130
ACT - Canberra	150 120 - 170	190 170 - 220	170 150 - 200	110 100 - 120
TAS - Hobart/Launceston	120 110 - 130	130 120 - 150	150 130 - 180	75 65 - 80
NT - Darwin	140 125 - 165	175 150 - 200	160 130 - 180	90 80 - 100
NZ - Auckland	140 120 - 160	150 130 - 175	160 130 - 175	65 60 - 80
NZ - Wellington	135 120 - 150	160 135 - 180	135 120 - 155	60 55 - 65
NZ - Christchurch	130 110 - 150	150 120 - 180	130 125 - 145	60 50 - 65

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INFORMATION TECHNOLOGY

PROJECTS & BUSINESS CHANGE	Change Analyst	Change Manager	Senior Change Manager/ Change Lead
NSW - Sydney	120 110 - 130	150 130 - 170	180 160 - 200
NSW - Regional	120 110 - 130	145 120 - 160	165 140 - 190
VIC - Melbourne	120 95 - 135	150 115 - 160	175 150 - 190
VIC - Regional	100 90 - 120	110 100 - 130	130 120 - 160
QLD - Brisbane, Gold Coast & Sunshine Coast	90 70 - 110	140 100 - 180	150 120 - 180
SA - Adelaide	85 70 - 95	120 85 - 160	130 120 - 160
WA - Perth	110 90 - 120	130 110 - 150	140 130 - 165
ACT - Canberra	110 100 - 120	130 110 - 140	150 120 - 170
TAS - Hobart/Launceston	90 80 - 100	110 90 - 130	135 120 - 150
NT - Darwin	100 80 - 120	120 100 - 140	145 120 - 160
NZ - Auckland	110 100 - 120	130 100 - 140	160 130 - 200
NZ - Wellington	110 90 - 120	120 100 - 140	140 120 - 160
NZ - Christchurch	100 90 - 110	115 100 - 130	140 120 - 150

MISCELLANEOUS	IT Trainer	Technical Writer
NSW - Sydney	100 70 - 120	85 70 - 100
NSW - Regional	110 90 - 120	100 90 - 115
VIC - Melbourne	100 85 - 125	100 90 - 115
VIC - Regional	75 65 - 100	85 75 - 95
QLD - Brisbane, Gold Coast & Sunshine Coast	90 70 - 120	90 70 - 100
SA - Adelaide	75 55 - 110	75 55 - 95
WA - Perth	85 65 - 105	90 80 - 100
ACT - Canberra	90 80 - 100	90 80 - 100
TAS - Hobart/Launceston	80 70 - 100	75 70 - 90
NT - Darwin	90 75 - 115	100 85 - 110
NZ - Auckland	80 60 - 100	85 75 - 95
NZ - Wellington	90 70 - 110	90 80 - 95
NZ - Christchurch	75 65 - 85	80 75 - 95

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INFORMATION TECHNOLOGY

MANAGEMENT	Infrastructure Manager	Service Delivery Manager	IT Manager	Development Manager	Applications Manager
NSW - Sydney	150 130 - 180	145 120 - 175	160 135 - 175	180 140 - 200	180 140 - 200
NSW - Regional	115 110 - 150	125 100 - 145	125 110 - 155	140 120 - 160	140 120 - 160
VIC - Melbourne	150 130 - 180	145 120 - 175	160 120 - 200	160 120 - 200	160 120 - 200
VIC - Regional	110 100 - 130	110 100 - 130	90 80 - 120	120 100 - 140	110 90 - 120
QLD - Brisbane, Gold Coast & Sunshine Coast	130 110 - 160	130 100 - 160	140 100 - 160	140 120 - 180	140 100 - 180
SA - Adelaide	130 100 - 160	100 80 - 125	130 90 - 160	145 110 - 220	145 110 - 220
WA - Perth	150 130 - 170	130 105 - 160	135 100 - 170	145 130 - 160	130 110 - 150
ACT - Canberra	140 120 - 160	150 110 - 160	150 140 - 180	145 135 - 155	145 135 - 155
TAS - Hobart/Launceston	115 100 - 130	100 90 - 120	120 110 - 150	115 100 - 130	115 100 - 130
NT - Darwin	130 120 - 140	120 100 - 140	140 130 - 150	140 115 - 150	130 110 - 140
NZ - Auckland	130 100 - 150	120 90 - 150	130 120 - 170	130 120 - 160	120 110 - 140
NZ - Wellington	130 100 - 150	110 90 - 130	120 110 - 140	130 100 - 160	120 90 - 140
NZ - Christchurch	115 100 - 130	100 80 - 110	120 100 - 140	110 85 - 120	110 80 - 140

	Enterprise Architect	Head of Digital	CISO	CIO	CTO
NSW - Sydney	200 160 - 240	220 180 - 275	250 200 - 320	300 250 - 350	300 250 - 350
NSW - Regional	150 140 - 160	165 140 - 200	210 190 - 240	240 180 - 280	210 170 - 250
VIC - Melbourne	210 180 - 250	220 180 - 275	250 200 - 320	270 220 - 350	260 220 - 350
VIC - Regional	145 130 - 160	150 130 - 180	175 140 - 200	200 160 - 240	200 160 - 220
QLD - Brisbane, Gold Coast & Sunshine Coast	140 120 - 160	200 180 - 250	200 170 - 250	250 180 - 300	230 165 - 300
SA - Adelaide	150 120 - 180	150 130 - 180	190 160 - 250	230 140 - 300	215 150 - 260
WA - Perth	175 150 - 190	160 150 - 200	210 190 - 240	240 220 - 250	240 220 - 250
ACT - Canberra	220 200 - 240	150 120 - 180	200 180 - 250	230 180 - 260	220 200 - 280
TAS - Hobart/Launceston	145 120 - 170	140 120 - 160	160 120 - 180	190 160 - 260	160 140 - 220
NT - Darwin	185 150 - 225	175 150 - 210	180 160 - 220	220 180 - 260	220 190 - 280
NZ - Auckland	150 130 - 200	140 110 - 180	175 150 - 220	180 150 - 250	180 140 - 220
NZ - Wellington	150 130 - 200	140 110 - 180	175 150 - 220	185 150 - 220	180 150 - 220
NZ - Christchurch	150 130 - 200	135 110 - 180	175 150 - 220	180 140 - 215	180 120 - 215

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AUSTRALIA

Construction

Looking firstly at Australia's construction market, it's clear that the industry is at a tipping point, with residential activity starting to slow and infrastructure spend increasing. This shift from residential to infrastructure will naturally impact skills in demand, which do vary based on location.

In NSW, Site Managers and Supervisors with \$150m project experience will remain highly sought after as projects in the commercial, health and transport sectors increase in size across the CBD. Salary pressure has stabilised, with companies instead offering alternative benefits to attract employees such as family days, flexible working arrangements and bonuses on project completion.

Canberra's construction market remains strong with Project Managers with large-scale commercial experience, as well as Project Engineers and Contract Administrators in high demand. Continuing staffing shortages will ensure gentle upwards pressure on salaries in 2019-20.

Victoria's market remains active too, with increased demand for experienced Contract Administrators, Project Managers, Design Managers, Engineers and Site Managers in civil infrastructure and the commercial market. Salaries continue to increase and we do not foresee this slowing in 2019-20.

In Tasmania, strong economic growth coupled with heightened investment in infrastructure, renewables and accommodation developments ensures high demand for Project Managers and Contract Administrators. Ongoing skill shortages will keep upward pressure on salaries, particularly in infrastructure.

“ The shift from residential to infrastructure will naturally impact skills in demand, which do vary based on location. ”

South East Queensland's solid project pipeline will fuel high demand for Commercial Estimators, Contract Administrators and infrastructure professionals. However, we expect salaries to remain relatively stable after a period of growth.

Perth's active commercial sector will create demand for Project and Construction Managers. Despite this, salaries will remain stable.

Commercial construction has improved in South Australia with high confidence fuelling demand for Project Managers. The civil construction market will be strong throughout 2019-20 with a number of large-scale projects creating demand for Project Managers, Site Managers and Civil Estimators. Salaries however will remain stable.

Darwin's construction market is experiencing a downturn with several key projects coming to an end. As a result, salaries will remain consistent.

Finally, salary growth in regional locations is likely to continue as organisations attempt to attract skills in short supply from major cities.

Architecture

Turning to the architecture market, in NSW activity is focused on State Government Transport and Health projects as well as commercial hotel projects. This is fuelling demand for Interior Designers and Architects with public sector or commercial experience, which will place continued upward pressure on salaries.

With a number of exciting projects and plans in the pipeline in Canberra, demand will rise for Senior Planners, Urban Designers and Interior Designers. Salaries are expected to continue to see moderate growth.

In Victoria there is a strong focus on commercial, infrastructure and health projects. We are seeing demand for Architects and Interior Designers, particularly those with experience with Revit, which will help fuel salary growth in these areas.

Tasmania's strong construction industry has added to demand for architectural services throughout the state. Architects with

commercial and residential experience are sought, which is pushing up salaries.

In Queensland the market is steady with demand evident for intermediate level Drafters, Architects, Landscape Architects and Interior Designers. There will be moderate increases in salaries for architectural professionals with experience in major projects.

Perth saw stronger growth in early 2019, with demand remaining high for Architects. However, salaries have not experienced any growth since 2018 and this trend is expected to continue throughout 2019-20.

South Australia's architecture market will remain active thanks to major defence and development projects. Demand for dedicated Interior Designers, Landscape Architects and Urban Planners is set to continue, with commensurate increases in salaries expected.

In the Northern Territory the market is currently steady with demand rising for Project Architects. While salaries remain steady overall, there are some increases at a more junior level.

Engineering

Australia's engineering market is very active, with several skill shortages evident. In NSW the market has strengthened following significant investment from the State Government in roads and rail. Demand will consequently increase for civil and rail specialists. We expect to see continued salary increases over the year.

ACT is experiencing candidate shortages across the entire engineering space, leading to upward salary pressure.

Victoria's market remains strong with a particular shortage of technical candidates with experience in rail, signalling and track design. Salaries have increased slightly year-on-year, which we expect to continue.

In Tasmania, significant government investment in the state highway network has created demand for civil and structural Project Managers. This will place upward pressure on salaries.

In Queensland, salaries are increasing for Civil and Structural Engineers with 12D

CONSTRUCTION, ARCHITECTURE & ENGINEERING

expertise and subdivision and land development project experience.

In Perth, transport and traffic engineering will provide the largest increase in vacancy activity in 2019-20 as major projects such as Metronet commence, helping to increase salaries.

The engineering market in South Australia saw strong growth over the last 12 months. Demand will remain high for 12D Designers and Geotechnical Engineers. Salaries have increased gently throughout the year and with continued skill shortages we expect this to continue.

In the Northern Territory, Electrical Engineers, Mining Engineers, Civil Engineers and experienced Project Managers will be in high demand. We expect moderate salary increases, especially at the graduate level.

Finally, in a trend that mirrors that seen in the construction industry, engineering employers in certain regional locations are expected to continue to adjust their salary offers upwards in order to attract candidates from major cities.

NEW ZEALAND

Strong vacancy activity has been evident across New Zealand, with commercial construction dominating in the South and a more varied project portfolio across infrastructure, commercial and residential in the North.

“ Strong vacancy activity has been evident across New Zealand, with commercial construction dominating in the South and a more varied project portfolio across infrastructure, commercial and residential in the North.”

In Central Otago, activity remains extremely high thanks to continued investment in the tourism industry across

hospitality and retail in the Queenstown and Wanaka region. In Dunedin, projects in the healthcare and education sectors will add to demand for Quantity Surveyors, Project Managers and Estimators as well as all disciplines in the building trades.

Activity in Canterbury is less upbeat, however there is a strong demand for all construction, project and design architects and civil, structural and building services engineering professionals since many Cantabrian firms are working on projects in Otago and further north into the Tasman region.

Add a growing market in the South and North in addition to steady activity in the central Canterbury region, and continued upwards pressure on salaries and contract rates has been evident. Firms are also starting to become more open to making counter offers in an attempt to retain staff, although the salaries proposed are not huge.

Wellington and Auckland's construction industry continues to face a major skill shortage across the board, from Quantity Surveyors to Site Managers. With several of the country's flagship projects based in Auckland and the infrastructure, commercial and residential industries all active, demand has led to some upwards salary pressure, although this is often countered by the ongoing strain on margins.

Turning to engineering, the New Zealand Government is investing in infrastructure in response to population growth and the need to upgrade or replace existing assets. This is creating strong job opportunities for engineering professionals, particularly in the North Island. Both Auckland and Wellington require Civil Infrastructure Engineers with experience in roading, rail, tunnelling or water. With a healthy building sector in the North Island, structural and building services engineering skills remain in demand, pushing up salaries.

Architecture salaries are also increasing thanks to growing demand from the multi-unit residential, terrace housing, commercial and hospitality sectors. Candidates with local experience within both the design and technical side are in high demand, which has influenced

salaries, especially in Auckland. In particular, Revit Technicians continue to earn strong salaries across New Zealand since this skill is experiencing the greatest talent shortage.

In a final trend, Project Architects are moving into client-side project management for the improved benefits on offer. In response, salary increases may be offered as this skill shortage intensifies and employers attempt to retain their Project Architects.



ARCHITECTURE

	Graduate Architect 2-5 yrs exp	Project Architect 5-10 yrs exp	Architect 5-10 yrs exp	Senior Architect 10+ yrs exp	Drafter	BIM/CAD Manager
NSW - Sydney	60 - 80	80 - 120	75 - 100	100 - 150	55 - 80	100 - 140
NSW - Regional	52 - 65	70 - 95	65 - 80	80 - 120	50 - 80	80 - 120
VIC - Melbourne	55 - 75	75 - 100	70 - 95	100 - 150	55 - 100	95 - 150
VIC - Regional	52 - 70	70 - 90	70 - 90	90 - 120	50 - 80	80 - 120
QLD - Brisbane, Gold Coast & Sunshine Coast	52 - 70	75 - 110	80 - 100	90 - 130	50 - 90	85 - 115
QLD - Regional	52 - 60	65 - 80	60 - 80	75 - 95	47 - 65	70 - 90
SA - Adelaide	52 - 60	65 - 95	60 - 75	80 - 110	47 - 75	70 - 110
WA - Perth	52 - 65	75 - 90	75 - 100	80 - 130	50 - 80	80 - 110
ACT - Canberra	52 - 65	80 - 115	70 - 100	95 - 130	50 - 90	90 - 120
TAS - Hobart/Launceston	52 - 70	70 - 90	70 - 90	80 - 110	50 - 65	75 - 90
NT - Darwin	52 - 65	65 - 85	70 - 90	90 - 120	50 - 85	65 - 120
NZ - Auckland	55 - 75	90 - 115	80 - 120	120 - 140	70 - 110	95 - 130
NZ - Wellington	52 - 65	80 - 110	75 - 95	95 - 140	55 - 95	85 - 120
NZ - Christchurch	52 - 75	80 - 110	80 - 110	110 - 130	47 - 100	80 - 120

	Interior Designer 2-7 yrs exp	Senior Interior Designer 7+ yrs exp	Planner 2-5 yrs exp	Senior Planner 5+ yrs exp	Urban Designer	Landscape Architect
NSW - Sydney	55 - 85	85 - 130	60 - 90	90 - 130	60 - 120	55 - 120
NSW - Regional	50 - 80	85 - 95	55 - 75	85 - 110	60 - 100	55 - 80
VIC - Melbourne	55 - 85	90 - 130	60 - 90	85 - 120	55 - 120	55 - 120
VIC - Regional	55 - 85	90 - 130	55 - 75	75 - 90	45 - 90	45 - 90
QLD - Brisbane, Gold Coast & Sunshine Coast	50 - 90	90 - 110	55 - 75	75 - 110	60 - 90	70 - 100
QLD - Regional	45 - 55	65 - 80	50 - 65	65 - 90	75 - 85	45 - 80
SA - Adelaide	45 - 65	65 - 90	50 - 75	70 - 100	75 - 110	55 - 85
WA - Perth	50 - 70	70 - 100	55 - 65	75 - 110	55 - 110	55 - 120
ACT - Canberra	55 - 90	90 - 120	70 - 100	90 - 130	70 - 115	60 - 100
TAS - Hobart/Launceston	60 - 70	70 - 90	60 - 75	65 - 90	60 - 75	60 - 80
NT - Darwin	40 - 60	60 - 90	45 - 70	70 - 110	55 - 120	50 - 80
NZ - Auckland	50 - 80	80 - 95	45 - 70	70 - 120	70 - 110	75 - 110
NZ - Wellington	45 - 70	70 - 90	45 - 70	70 - 120	60 - 110	65 - 100
NZ - Christchurch	45 - 70	70 - 90	45 - 70	70 - 120	70 - 110	55 - 100

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ENGINEERING

BUILDING SERVICES DESIGN CONSULTANCY	CAD Drafter - Design Drafter CAD Manager		Graduate/ Entry-level Design Engineer	Intermediate - Senior Design Engineer	Associate/ Senior Associate	Principal/ Director
NSW - Sydney	55 - 95	85 - 110	50 - 70	70 - 120	140 - 180	160 - 250
NSW - Regional	50 - 80	60 - 85	50 - 65	65 - 90	100 - 140	140+
VIC - Melbourne	50 - 90	75 - 100	55 - 70	75 - 130	110 - 160	137 - 200
VIC - Regional	46 - 85	60 - 90	55 - 70	60 - 95	90 - 130	137 - 200
QLD - Brisbane, Gold Coast & Sunshine Coast	50 - 80	80 - 100	50 - 70	70 - 130	130 - 150	150 - 180
QLD - Regional	46 - 55	65 - 90	50 - 65	70 - 110	120 - 140	130+
SA - Adelaide	50 - 80	65 - 80	50 - 60	65 - 85	90 - 130	130 - 180
WA - Perth	60 - 90	80 - 110	60 - 70	80 - 120	110 - 150	130 - 250
ACT - Canberra	50 - 75	70 - 90	50 - 70	70 - 120	110 - 140	140 - 250
TAS - Hobart/Launceston	55 - 75	80 - 100	50 - 60	65 - 90	100 - 130	130 - 180
NT - Darwin	50 - 70	60 - 85	55 - 65	80 - 120	110 - 145	130+
NZ - Auckland	50 - 85	85 - 120	50 - 70	75 - 120	120 - 140	150 - 200
NZ - Wellington	50 - 80	70 - 110	50 - 70	75 - 120	110 - 140	130 - 175
NZ - Christchurch	50 - 80	70 - 110	50 - 65	75 - 120	110 - 140	130 - 170
BUILDING SERVICES CONTRACTOR	Foreperson/ Supervisor	Estimator - Snr Estimator	Project Manager	Senior Project Manager	Operations Manager	Building Services Manager
NSW - Sydney	75 - 110	75 - 140	90 - 130	130 - 150	140 - 180	140 - 200
NSW - Regional	60 - 75	65 - 80	85 - 95	100 - 120	110 - 130	110 - 165
VIC - Melbourne	65 - 75	70 - 135	90 - 140	110 - 180	110 - 180	110 - 180
VIC - Regional	55 - 75	65 - 125	90 - 140	110 - 180	110 - 180	110 - 180
QLD - Brisbane, Gold Coast & Sunshine Coast	80 - 110	70 - 120	95 - 130	100 - 160	110 - 160	130 - 175
QLD - Regional	70 - 90	70 - 120	95 - 130	110 - 145	140 - 160	130 - 165
SA - Adelaide	60 - 70	70 - 110	75 - 120	90 - 140	110 - 165	110 - 145
WA - Perth	70 - 100	90 - 120	90 - 130	120 - 155	140 - 180	140 - 180
ACT - Canberra	70 - 90	80 - 100	90 - 130	120 - 150	140 - 160	90 - 130
TAS - Hobart/Launceston	70 - 80	80 - 110	90 - 120	110 - 130	140 - 170	110 - 150
NT - Darwin	65 - 90	75 - 120	80 - 130	110 - 160	130 - 185	100 - 165
NZ - Auckland	60 - 80	60 - 105	85 - 110	95 - 130	110 - 150	110 - 170
NZ - Wellington	50 - 65	50 - 100	80 - 110	90 - 130	100 - 140	120 - 150
NZ - Christchurch	55 - 75	70 - 100	90 - 110	100 - 130	110 - 130	100 - 170

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ENGINEERING

CIVIL & STRUCTURAL	Civil/ Structural Drafter	Civil Designer/ Engineer	Structural Engineer	Client Side Rep/Resident Engineer	Environmental Engineer
NSW - Sydney	55 - 95	70 - 150	65 - 150	80 - 140	65 - 150
NSW - Regional	60 - 80	65 - 85	70 - 110	60 - 90	60 - 110
VIC - Melbourne	50 - 100	70 - 125	65 - 130	60 - 130	65 - 150
VIC - Regional	46 - 80	50 - 100	55 - 130	60 - 120	60 - 150
QLD - Brisbane, Gold Coast & Sunshine Coast	50 - 80	70 - 120	70 - 140	80 - 130	70 - 120
QLD - Regional	46 - 70	70 - 100	70 - 125	85 - 120	65 - 95
SA - Adelaide	55 - 72	50 - 75	70 - 90	55 - 90	75 - 120
WA - Perth	60 - 90	75 - 110	80 - 110	80 - 110	90 - 140
ACT - Canberra	55 - 70	60 - 80	70 - 130	60 - 110	65 - 120
TAS - Hobart/Launceston	55 - 75	60 - 80	60 - 90	70 - 90	65 - 90
NT - Darwin	50 - 80	55 - 80	75 - 140	75 - 130	75 - 110
NZ - Auckland	50 - 90	65 - 90	65 - 150	80 - 130	60 - 130
NZ - Wellington	50 - 90	50 - 90	60 - 150	60 - 120	50 - 120
NZ - Christchurch	50 - 90	50 - 90	60 - 140	60 - 120	50 - 120

	Geotechnical Engineer	Transportation Engineer	Structural/ Civil Project Engineer	Land Surveyor	Associate	Group Manager/ Principal
NSW - Sydney	65 - 130	100 - 180	60 - 140	80 - 140	120 - 170	160+
NSW - Regional	75 - 125	75 - 120	90 - 140	70 - 120	110 - 130	140+
VIC - Melbourne	70 - 180	65 - 120	50 - 120	55 - 150	120 - 160	150 - 200
VIC - Regional	60 - 130	65 - 120	50 - 120	55 - 120	120 - 150	130 - 180
QLD - Brisbane, Gold Coast & Sunshine Coast	60 - 100	70 - 130	100 - 130	60 - 120	110 - 145	130 - 200
QLD - Regional	80 - 110	70 - 130	70 - 125	70 - 115	120 - 150	150+
SA - Adelaide	75 - 90	75 - 105	75 - 110	55 - 80	100 - 130	140 - 170
WA - Perth	75 - 90	80 - 120	90 - 130	90 - 140	110 - 200	140 - 140
ACT - Canberra	65 - 130	70 - 110	80 - 130	55 - 90	85 - 150	140 - 220
TAS - Hobart/Launceston	70 - 90	65 - 85	75 - 90	70 - 90	120 - 140	160 - 180
NT - Darwin	90 - 120	90 - 110	75 - 140	75 - 90	120 - 165	135 - 180
NZ - Auckland	65 - 130	60 - 140	80 - 140	60 - 120	130 - 170	150 - 200
NZ - Wellington	60 - 130	60 - 140	65 - 140	55 - 130	120 - 160	140 - 200
NZ - Christchurch	55 - 120	60 - 140	65 - 140	55 - 115	120 - 160	140 - 200

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ENGINEERING

RAIL INFRASTRUCTURE	Track Specialists	Signalling Specialists	Systems Assurance Specialists	Project Engineer	Project Manager
NSW - Sydney	80 - 180	100 - 180	120 - 220	90 - 140	120 - 250
NSW - Regional	80 - 180	100 - 180	120 - 200	90 - 130	120 - 250
VIC - Melbourne	80 - 180	100 - 180	120 - 220	90 - 130	120 - 250
VIC - Regional	80 - 180	100 - 180	120 - 220	90 - 130	120 - 250
QLD - Brisbane, Gold Coast & Sunshine Coast	70 - 160	95 - 170	120 - 220	80 - 160	120 - 250
QLD - Regional	70 - 160	95 - 160	120 - 220	80 - 160	120 - 250
SA - Adelaide	70 - 140	95 - 180	120 - 200	80 - 160	140 - 250
WA - Perth	70 - 180	100 - 180	120 - 220	90 - 130	120 - 250
ACT - Canberra	80 - 140	100 - 180	120 - 200	80 - 160	140 - 250

LOCAL GOVERNMENT	Traffic Engineer	Civil Designer	Civil Project Manager	Asset Manager	Town Planner
NSW - Sydney	60 - 110	60 - 120	95 - 120	75 - 100	55 - 110
NSW - Regional	55 - 90	65 - 85	80 - 105	65 - 80	75 - 125
VIC - Melbourne	51 - 80	50 - 85	55 - 90	55 - 90	50 - 110
VIC - Regional	51 - 70	50 - 75	55 - 75	55 - 75	50 - 100
QLD - Brisbane, Gold Coast & Sunshine Coast	75 - 140	70 - 120	80 - 150	60 - 95	50 - 100
QLD - Regional	70 - 95	65 - 80	90 - 125	70 - 115	60 - 100
SA - Adelaide	70 - 90	50 - 70	70 - 95	65 - 95	65 - 95
WA - Perth	85 - 105	65 - 90	90 - 110	80 - 100	70 - 90
ACT - Canberra	60 - 100	55 - 90	N/A	N/A	60 - 100
TAS - Hobart/Launceston	60 - 80	60 - 80	80 - 120	80 - 120	60 - 90
NT - Darwin	40 - 85	70 - 100	70 - 110	60 - 100	40 - 90
NZ - Auckland	60 - 130	65 - 100	85 - 150	80 - 130	65 - 100
NZ - Wellington	60 - 130	60 - 100	80 - 130	60 - 100	60 - 115
NZ - Christchurch	60 - 120	55 - 95	80 - 130	55 - 95	60 - 100

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CONSTRUCTION

CONSTRUCTION CIVIL	Leading Hand	Foreperson	Project Manager	Construction Manager	Design Manager	Site Engineer
NSW - Sydney	90 - 110	100 - 160	150 - 190	180 - 250	150 - 190	85 - 95
NSW - Regional	60 - 90	90 - 135	140 - 190	165 - 200	100 - 130	55 - 80
VIC - Melbourne	60 - 80	90 - 160	130 - 190	160 - 300	150 - 190	70 - 120
VIC - Regional	60 - 80	90 - 160	130 - 190	160 - 300	150 - 190	70 - 120
QLD - Brisbane, Gold Coast & Sunshine Coast	60 - 85	90 - 130	130 - 250	180 - 250	110 - 190	65 - 95
QLD - Regional	55 - 80	80 - 120	140 - 180	145 - 200	110 - 180	75 - 90
SA - Adelaide	55 - 80	85 - 105	100 - 125	120 - 160	75 - 110	70 - 80
WA - Perth	80 - 90	100 - 120	135 - 180	105 - 135	85 - 115	70 - 90
ACT - Canberra	70 - 80	90 - 120	100 - 150	130 - 200	80 - 120	70 - 90
TAS - Hobart/Launceston	65 - 75	80 - 90	100 - 150	170 - 195	120 - 150	70 - 90
NT - Darwin	65 - 85	70 - 110	120 - 150	114 - 220	90 - 160	70 - 120
NZ - Auckland	55 - 70	70 - 85	110 - 160	140 - 160	120 - 150	65 - 90
NZ - Wellington	50 - 78	65 - 100	90 - 125	120 - 150	90 - 125	60 - 90
NZ - South Island	59 - 70	63 - 84	85 - 120	120 - 150	100 - 200	60 - 80

	Project Engineer	Contracts Admin/ Qty Surveyor - Jnr/Inter	Contracts Admin/ Qty Surveyor - Senior	Estimator - Junior/ Intermediate	Estimator - Senior
NSW - Sydney	140 - 180	75 - 110	120 - 180	120 - 150	180 - 220
NSW - Regional	120 - 140	70 - 100	105 - 130	80 - 100	110 - 160
VIC - Melbourne	90 - 160	80 - 160	80 - 150	70 - 100	120 - 180
VIC - Regional	90 - 160	80 - 160	75 - 135	70 - 100	120 - 180
QLD - Brisbane, Gold Coast & Sunshine Coast	90 - 135	70 - 90	95 - 150	90 - 130	120 - 250
QLD - Regional	90 - 120	70 - 90	90 - 135	90 - 130	120 - 250
SA - Adelaide	80 - 120	53 - 75	80 - 120	60 - 90	90 - 135
WA - Perth	90 - 135	70 - 80	90 - 120	90 - 130	140 - 180
ACT - Canberra	90 - 140	53 - 70	80 - 120	60 - 90	90 - 130
TAS - Hobart/Launceston	80 - 95	65 - 80	90 - 120	70 - 90	90 - 130
NT - Darwin	80 - 140	60 - 90	80 - 130	80 - 110	100 - 180
NZ - Auckland	75 - 110	45 - 95	110 - 150	45 - 95	110 - 150
NZ - Wellington	80 - 150	50 - 90	100 - 130	50 - 90	100 - 140
NZ - South Island	75 - 100	50 - 90	90 - 140	50 - 90	100 - 140

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CONSTRUCTION

CONSTRUCTION BUILDING	Leading Hand	Foreperson	Site Manager	Project Manager	Construction Manager	Design Manager
NSW - Sydney	100 - 130	150 - 180	160 - 200	150 - 250	220 - 300	180 - 200
NSW - Regional	60 - 90	90 - 130	150 - 180	140 - 200	140 - 200	115 - 140
VIC - Melbourne	75 - 85	85 - 110	110 - 170	150 - 180	180 - 250	120 - 165
VIC - Regional	75 - 85	85 - 110	110 - 170	150 - 180	180 - 250	120 - 165
QLD - Brisbane, Gold Coast & Sunshine Coast	60 - 70	90 - 140	100 - 160	120 - 200	135 - 230	110 - 185
QLD - Regional	65 - 80	80 - 120	100 - 145	140 - 200	150 - 220	120 - 170
SA - Adelaide	48 - 67	64 - 120	85 - 160	100 - 200	120 - 220	100 - 180
WA - Perth	65 - 85	90 - 110	110 - 150	120 - 160	130 - 195	100 - 140
ACT - Canberra	70 - 90	110 - 160	150 - 250	140 - 220	150 - 300	90 - 140
TAS - Hobart/Launceston	65 - 75	80 - 90	90 - 130	100 - 150	170 - 195	120 - 150
NT - Darwin	65 - 85	70 - 110	100 - 145	110 - 160	115 - 180	90 - 135
NZ - Auckland	55 - 70	70 - 85	110 - 170	90 - 200	150 - 220	120 - 150
NZ - Wellington	52 - 58	65 - 80	90 - 125	100 - 150	120 - 200	90 - 120
NZ - South Island	65 - 82	70 - 90	85 - 120	100 - 140	120 - 160	100 - 150

	Site Engineer	Project Engineer	Contracts Admin/ Qty Surveyor - Entry-level/ Intermediate	Contracts Admin/ Qty Surveyor - Senior	Estimator - Junior/ Intermediate	Estimator - Senior
NSW - Sydney	90 - 110	160 - 200	90 - 110	150 - 180	90 - 100	150 - 220
NSW - Regional	60 - 85	90 - 130	75 - 95	100 - 130	90 - 105	110 - 150
VIC - Melbourne	60 - 100	80 - 110	60 - 90	120 - 180	70 - 100	120 - 180
VIC - Regional	60 - 100	80 - 110	60 - 90	120 - 180	70 - 100	120 - 180
QLD - Brisbane, Gold Coast & Sunshine Coast	65 - 90	75 - 120	60 - 70	90 - 150	70 - 80	100 - 200
QLD - Regional	70 - 95	90 - 130	60 - 90	90 - 140	75 - 120	120 - 190
SA - Adelaide	65 - 120	85 - 130	55 - 85	85 - 135	55 - 90	85 - 130
WA - Perth	90 - 110	90 - 130	75 - 100	120 - 170	70 - 95	95 - 130
ACT - Canberra	80 - 100	90 - 130	55 - 75	110 - 150	60 - 80	110 - 150
TAS - Hobart/Launceston	70 - 90	80 - 95	65 - 80	65 - 80	90 - 120	90 - 130
NT - Darwin	60 - 85	80 - 110	60 - 85	80 - 135	80 - 110	100 - 155
NZ - Auckland	65 - 90	75 - 110	45 - 95	110 - 150	45 - 95	110 - 150
NZ - Wellington	60 - 80	80 - 110	50 - 95	110 - 140	50 - 90	100 - 140
NZ - South Island	65 - 85	75 - 100	50 - 90	100 - 140	50 - 90	100 - 140

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CONSTRUCTION

LOCAL GOVERNMENT	Building Surveyor	Facilities Coordinator	Facilities Manager	Project Manager	Property Manager
NSW - Sydney	65 - 120	42 - 55	50 - 90	80 - 120	60 - 130
NSW - Regional	55 - 85	55 - 75	75 - 100	75 - 100	45 - 105
VIC - Melbourne	145 - 200	65 - 75	80 - 130	90 - 130	80 - 100
VIC - Regional	110 - 140	60 - 70	75 - 100	80 - 98	70 - 90
QLD - Brisbane, Gold Coast & Sunshine Coast	50 - 80	42 - 55	60 - 90	60 - 120	45 - 75
QLD - Regional	65 - 100	48 - 75	75 - 100	90 - 120	48 - 85
SA - Adelaide	60 - 85	55 - 65	75 - 95	70 - 95	55 - 95
WA - Perth	80 - 115	60 - 75	80 - 100	85 - 110	75 - 90
TAS - Hobart/Launceston	80 - 110	60 - 70	70 - 90	80 - 100	80 - 100
NT - Darwin	50 - 80	40 - 60	60 - 90	60 - 100	45 - 75
NZ - Auckland	65 - 110	50 - 65	80 - 120	120 - 150	70 - 120
NZ - Wellington	60 - 95	50 - 65	75 - 115	100 - 150	70 - 120
NZ - South Island	70 - 100	50 - 65	70 - 100	100 - 140	70 - 120

NOTES:

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A diverse technical foundation and strong communication, problem solving and decision making soft skills are required for any aspiring Construction Manager. But what path should you take to the top job? Download our 'Road to Construction Manager' report to find out more.

hays.com.au/construction-manager hays.net.nz/construction-manager





AUSTRALIA

Australia's property market is undergoing a transition from residential to commercial and industrial, which will impact vacancy activity and skills in demand in the year ahead.

The Royal Commission into banking led to a crackdown on lending by the big banks which, coupled with tighter lending standards for investment properties, has seen the once dominant residential sector taper off. As a result, demand for project marketing salespeople has fallen, particularly in Melbourne and Sydney. Residential Valuers are also seeing demand for their skills fall.

“ Australia's property market is undergoing a transition from residential to commercial and industrial, which will impact vacancy activity and skills in demand in the year ahead. ”

However, other residential skills remain highly sought after. With a number of residential developments in the delivery phase, Development Managers and Assistant Development Managers are still required, provided they have project management experience. Entry-level candidates with some project exposure are also sought and now receive higher salaries in Melbourne, Sydney and Perth.

Due to the maturation of the sector, experienced Development Directors with experience working on high-end, high-value projects are required too and receive top salaries in all locations.

With the banking sector tightening lending practices following the Royal Commission, demand has increased for Investment and Portfolio Managers with debt fund modelling skills.

But while the residential market is slowing, the commercial market is growing. Commercial vacancy rates in nearly all cities are at an all-time low and rents are increasing as a result, creating demand for Leasing Agents. Given activity, good

Leasing Agents as well as Commercial Sales Agents can command strong salaries.

The industrial market is also growing, with demand evident for Industrial Development Managers, Leasing Agents and Sales Agents. We're also seeing a requirement for Industrial Asset Managers from agencies as well as larger developers that are bringing this function in-house. Like the commercial market, successful leasing and sales professionals can receive strong salaries.

In a localised trend, Queensland's industrial sector is seeing high demand for Leasing and Property Managers.

In addition, there has been notable salary growth in regional areas as organisations attempt to attract skills in short supply from major cities.

Meanwhile, corporate real estate companies are busy, with Lease Administrators in particular demand.

Larger property owners have identified industrial and health properties as the focus of future growth. As a result, industrial developers are trying to keep up with demand, which is creating a requirement for industrial feasibility, development and acquisition candidates.

In a new trend, developers now not only require candidates with commercial or industrial project experience but strong acquisition and investment skills too, including joint venture structuring and financial modelling. Such candidates are in short supply.

Looking ahead, Australia's property sector will remain a tale of two markets, with the residential decline counteracted by commercial and industrial growth. Sydney and Melbourne will continue to be the centres of activity, with vacancies high for skills in demand.

NEW ZEALAND

Low vacancy rates, positive investment conditions and increased activity across both the retail and industrial sectors will continue to drive the demand for property professionals in the year ahead. With an increase in public sector spending in Auckland, the continued Christchurch CBD rebuild, and the replacement of demolished buildings in Wellington,

demand is high in all major cities.

Consequently, salaries have increased at all levels, from entry-level up to the most experienced property professionals.

In greatest demand are candidates with strong local market knowledge in leasing, sales and property management. Given the positive construction market, with more offices, industrial units and retail sites to manage, lease or sell, employers continue to value candidates with relevant New Zealand experience.

In other areas of demand, Commercial Property Brokers with office leasing experience are sought, from the graduate entry-level to Brokers with many years of experience. There are always strong job opportunities available for such professionals.

Likewise, experienced Residential and Commercial Development Managers are sought to scope feasible project opportunities, take projects through to resource consent and project manage the developments. Demand has filtered through to the public sector in response to initiatives such as KiwiBuild and the Government's investment in schools and hospitals.

Meanwhile, the increase in new property developments will continue to drive up demand for experienced Property Managers and Client Side Project Managers in both the public and private sectors. Client Side Project Managers are key to the delivery of these projects and a highly experienced industry professional will see their value increase. Property Managers are also increasingly in demand to ensure tenants are well looked after and the maximum revenue possible is obtained for each property.

Finally, getting a correct valuation is essential given the current housing shortage and level of construction. However, there is a shortage of Registered Valuers that cannot be eased in the short-term since professional registration requires many years of training. As a result, demand will continue to outstrip supply.

With a buoyant market across both city and rural locations, the year ahead will remain active with strong job opportunities for New Zealand's property professionals.

PROPERTY

	Commercial/Industrial/ Retail Property Management 0-3 yrs exp	Commercial/Industrial/ Retail Property Management 3+ yrs exp	Residential Property Manager 0-3 yrs exp
NSW - Sydney	55 - 90	80 - 130	48 - 70
NSW - Regional	45 - 65	60 - 115	45 - 65
VIC - Melbourne	50 - 70	60 - 100	45 - 55
VIC - Regional	38 - 55	55 - 95	38 - 50
QLD - Brisbane, Gold Coast & Sunshine Coast	50 - 65	60 - 100	45 - 60
QLD - Regional	45 - 55	60 - 90	45 - 55
SA - Adelaide	38 - 65	60 - 85	39 - 55
WA - Perth	50 - 75	65 - 135	40 - 60
ACT - Canberra	50 - 65	65 - 110	45 - 60
TAS - Hobart	50 - 65	65 - 85	45 - 60
NT - Darwin	55 - 75	60 - 100	48 - 65
NZ - Auckland	60 - 75	90 - 120	60 - 80
NZ - Wellington	60 - 75	85 - 110	60 - 80
NZ - Christchurch	55 - 70	85 - 110	60 - 80

	Residential Property Manager 3+ yrs exp	Asset Manager 0-3 yrs exp	Asset Manager 3+ yrs exp
NSW - Sydney	70 - 85	70 - 110	110 - 180
NSW - Regional	65 - 80	65 - 100	75 - 120
VIC - Melbourne	55 - 80	65 - 90	90 - 120
VIC - Regional	45 - 85	60 - 85	85 - 115
QLD - Brisbane, Gold Coast & Sunshine Coast	55 - 70	65 - 90	90 - 120
QLD - Regional	48 - 65	70 - 90	90 - 120
SA - Adelaide	50 - 70	55 - 85	68 - 110
WA - Perth	60 - 75	75 - 90	90 - 135
ACT - Canberra	60 - 90	70 - 100	100 - 140
TAS - Hobart	55 - 70	65 - 80	80 - 110
NT - Darwin	60 - 80	65 - 90	80 - 120
NZ - Auckland	80 - 100	90 - 110	110 - 150
NZ - Wellington	80 - 100	80 - 110	100 - 130
NZ - Christchurch	80 - 100	80 - 110	100 - 130

NOTES:

- All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ)
- New Zealand salaries are represented in New Zealand dollars

PROPERTY

	Retail Centre Manager	Lease Administrator	Commercial/Industrial Sales & Leasing
NSW - Sydney	80 - 130	50 - 100	60 - 150
NSW - Regional	70 - 120	45 - 80	55 - 120
VIC - Melbourne	75 - 130	50 - 60	60 - 120
VIC - Regional	65 - 105	38 - 50	55 - 115
QLD - Brisbane, Gold Coast & Sunshine Coast	80 - 120	45 - 60	55 - 150
QLD - Regional	75 - 140	40 - 50	50 - 150
SA - Adelaide	75 - 140	50 - 65	50 - 100
WA - Perth	75 - 140	40 - 55	75 - 165
ACT - Canberra	90 - 140	50 - 65	70 - 140
TAS - Hobart	90 - 110	45 - 55	60 - 90
NT - Darwin	80 - 120	45 - 60	60 - 100
NZ - Auckland	90 - 150	55 - 75	130 - 200
NZ - Wellington	90 - 120	50 - 65	130 - 150
NZ - Christchurch	90 - 120	50 - 65	130 - 150

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PROPERTY

	Valuer CPV/RPV 0-3 yrs exp	Valuer CPV/RPV 3+ yrs exp	Client Side Project Manager 0-3 yrs exp	Client Side Pro- ject Manager 3+ yrs exp	Client Side Project Director
NSW - Sydney	45 - 85	65 - 120	70 - 100	100 - 155	175 - 240
NSW - Regional	40 - 80	55 - 100	70 - 100	100 - 155	160 - 220
VIC - Melbourne	55 - 65	65 - 110	70 - 120	120 - 180	180 - 250
VIC - Regional	45 - 65	65 - 100	70 - 120	120 - 180	180 - 250
QLD - Brisbane, Gold Coast & Sunshine Coast	45 - 75	65 - 100	70 - 95	95 - 140	150 - 210
QLD - Regional	45 - 75	65 - 100	70 - 95	90 - 120	120 - 160
SA - Adelaide	45 - 75	65 - 100	65 - 90	85 - 140	120 - 250
WA - Perth	55 - 82	75 - 120	65 - 100	100 - 150	150 - 200
ACT - Canberra	55 - 75	80 - 130	70 - 110	110 - 160	180 - 250
TAS - Hobart	55 - 70	70 - 90	70 - 90	90 - 150	130 - 190
NT - Darwin	55 - 80	65 - 110	70 - 90	90 - 140	145 - 200
NZ - Auckland	55 - 85	85 - 135	75 - 95	100 - 150	170 - 210
NZ - Wellington	55 - 85	85 - 135	75 - 95	85 - 130	130 - 160
NZ - Christchurch	55 - 85	85 - 135	75 - 95	85 - 130	130 - 160

	Acquisitions 0-4 yrs exp	Acquisitions 4+ yrs exp	Assistant Development Manager	Development Manager	Development Director
NSW - Sydney	70 - 120	100 - 380	70 - 120	130 - 250	220 - 380
NSW - Regional	55 - 95	100 - 300	55 - 110	120 - 250	220 - 380
VIC - Melbourne	75 - 95	95 - 150	65 - 110	100 - 200	250 - 350
VIC - Regional	65 - 100	90 - 165	50 - 85	110 - 155	155 - 200
QLD - Brisbane, Gold Coast & Sunshine Coast	70 - 105	80 - 165	55 - 75	100 - 160	200 - 300
QLD - Regional	60 - 100	80 - 140	50 - 65	100 - 140	150 - 200
SA - Adelaide	40 - 85	110 - 140	55 - 95	130 - 200	145 - 230
WA - Perth	55 - 100	110 - 160	60 - 90	110 - 155	165 - 250
ACT - Canberra	60 - 100	90 - 180	65 - 90	100 - 180	180 - 240
TAS - Hobart	70 - 100	85 - 115	55 - 90	100 - 150	140 - 180
NT - Darwin	50 - 85	70 - 120	55 - 90	110 - 145	150 - 190
NZ - Auckland	65 - 85	85 - 130	75 - 130	190 - 260	300 - 400
NZ - Wellington	65 - 85	75 - 115	75 - 120	155 - 210	250 - 350
NZ - Christchurch	65 - 85	75 - 115	75 - 120	155 - 210	250 - 350

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FACILITIES MANAGEMENT



AUSTRALIA

Cyber security, outsourcing, a desire for greater value, a focus on health and wellbeing and the resurgence of the mining sector are the driving factors behind rising vacancy activity and a changing set of facilities management (FM) skills in demand.

FM is no longer a physical job. Rather than complete manual tasks such as site audits, contractor management and risk assessments, today's FM professional requires a new set of skills.

Topping the list is IT and infrastructure expertise in response to continuous and escalating cyber security threats. Demand is particularly high from service providers for Contract Managers, Relationship Managers, Service Coordinators, Bid and Tender Executives and Estimators with excellent technical skills and computer literacy.

These organisations want to strengthen their tenders and offering by investing in such staff. Given the requirement for strong computer literacy, organisations will consider candidates at a more junior level compared to previous years in order to acquire that specific skillset. Despite demand, salaries remain steady.

At the same time, the rise of agile and shared work spaces is fuelling demand for technical FMs with data centre experience.

Meanwhile, a large number of organisations continue to outsource FM. Research by CBRE shows that by 2025 the global outsourced facilities management market will be worth a huge \$1 trillion. Partnering with service providers is viewed by many organisations as a cost saving measure that brings the added benefit of ensuring that preventative rather than reactive work is completed.

This is leading to increased permanent vacancy activity for Contract Managers, Relationship Managers, Service Coordinators, Bid & Tender Executives and Estimators.

Within the in-house market, organisations increasingly want candidates who can provide greater value than a traditional Building Manager. To be successful, Facilities Managers therefore now require strong project management and tender

writing/bid management knowledge. Stakeholder engagement skills and a customer focus are essential, while tech-savvy candidates stand out. A trade background is also valued so that minor works can be completed internally, thus reducing subcontractor spend.

This desire to add greater value is evident in service providers too, who typically replace departing staff with a candidate who can deliver more, such as looking after larger portfolios.

Another rising trend is the focus on health and wellbeing within the workplace, which has created new roles such as Culture & Change Managers and Health & Wellbeing Managers. Standard job descriptions for Facilities Managers are also evolving to include wellbeing. As a result, candidates with demonstrated experience in this area are in high demand.

In addition, demand is expected to grow for FMs who have sat the new International WELL Building Institute exam and become an approved WELL AP given the productivity and performance benefits such candidates can bring to an organisation.

In response to the resurgence of the mining sector, more FIFO FM roles are available and salaries are increasing. In addition, a growing number of exploration camps require Village Managers and Project Personnel, which further adds to demand.

In a final trend, a lack of entry-level roles in recent years has helped fuel today's skills shortage. A primary catalyst behind this is the constant battle between service providers for new accounts. Upon winning a new account, service providers want to make an immediate impact and therefore only recruit experienced candidates.

Despite these trends, salaries remain stable. The expectations of employers may be increasing, but the high competition between service providers and growing desire to gain value from candidates is keeping salaries steady.

NEW ZEALAND

New Zealand's facilities management job market will remain active over the year ahead. The nation's building boom in recent years has led to a shortage of suitably qualified and experienced staff, particularly

Building and Maintenance Managers in the commercial and retail sectors.

Demand is also high for Facilities Managers who are capable of understanding the full workings of a large building and can manage large OPEX and CAPEX budgets.

Experienced Helpdesk Coordinators and Administrators who can use facilities management building and financial software are in growing demand.

Facilities Coordinators who can step up and perform some duties at the Facilities Manager level if required are sought too. Consequently, employers look for candidates with knowledge of Building Warrant of Fitness and building management systems.

Despite demand, salaries remain stable for Facilities Managers, Facilities Coordinators and Helpdesk Coordinators. Instead of using salary to compete for the top talent, employers are attempting to attract candidates by promoting their consistency of work and the career development pathways on offer.

Employers typically look for candidates with a strong understanding of local compliance and health and safety regulations. Therefore, New Zealand work experience is valued.

In addition, employers look for staff who can add value to their business, such as through a deep understanding of new regulations or technology, or who can manage and minimise costs or run projects efficiently with minimal disturbance to tenants. Those who can best manage a property upgrade in light of continuous regulatory demands and material and labour costs are also valued, as is IT design or building knowledge.

Overseas candidates often provide such additional value since they have more advanced exposure to clever buildings, such as those with BIMs. Some employers view such expertise as more important than local work experience.

In another trend, the industry is focussed on improving service levels and professionalism in response to both the demands of building owners and increased competition from overseas.

FACILITIES MANAGEMENT

	Building Manager	Facilities Coordinator	Facilities Manager	Service Manager
NSW - Sydney	70 - 90	60 - 75	80 - 120	80 - 150
NSW - Regional	60 - 75	55 - 70	80 - 100	80 - 130
VIC - Melbourne	70 - 85	65 - 75	85 - 110	100 - 120
VIC - Regional	70 - 85	60 - 70	80 - 110	100 - 120
QLD - Brisbane, Gold Coast & Sunshine Coast	65 - 80	50 - 70	70 - 130	80 - 110
QLD - Regional	55 - 70	45 - 60	60 - 100	75 - 100
SA - Adelaide	65 - 80	55 - 65	65 - 85	80 - 95
WA - Perth	65 - 75	50 - 60	70 - 90	85 - 120
ACT - Canberra	70 - 80	55 - 65	80 - 130	80 - 130
TAS - Hobart	60 - 70	45 - 65	65 - 85	70 - 80
NT - Darwin	65 - 80	60 - 78	80 - 120	100 - 140
NZ - Auckland	75 - 110	60 - 75	85 - 125	85 - 125
NZ - Wellington	75 - 110	50 - 70	85 - 125	80 - 120
NZ - Christchurch	75 - 110	50 - 70	85 - 115	80 - 115

	Contracts Manager	Operations Manager	Engineering Manager	Bid Manager	General Manager
NSW - Sydney	100 - 150	110 - 150	120 - 150	110 - 150	150 - 250
NSW - Regional	80 - 120	80 - 120	100 - 120	100 - 130	150 - 250
VIC - Melbourne	75 - 120	80 - 120	85 - 115	80 - 150	130 - 230
VIC - Regional	65 - 110	80 - 120	75 - 115	80 - 150	110 - 230
QLD - Brisbane, Gold Coast & Sunshine Coast	80 - 130	70 - 130	90 - 130	85 - 140	120 - 200
QLD - Regional	65 - 115	75 - 115	75 - 95	80 - 130	110 - 190
SA - Adelaide	85 - 115	85 - 120	80 - 100	85 - 125	110 - 185
WA - Perth	110 - 140	130 - 150	100 - 125	120 - 160	150 - 180
ACT - Canberra	120 - 165	100 - 150	120 - 150	100 - 150	150 - 250
TAS - Hobart	75 - 90	85 - 115	80 - 120	85 - 100	100 - 145
NT - Darwin	100 - 140	95 - 150	95 - 160	75 - 135	130 - 220
NZ - Auckland	85 - 130	100 - 130	110 - 140	110 - 145	130 - 230
NZ - Wellington	80 - 120	100 - 130	110 - 140	110 - 145	125 - 185
NZ - Christchurch	80 - 120	100 - 130	110 - 130	100 - 140	115 - 185

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FACILITIES MANAGEMENT

SOFT SERVICES	Cleaning Operations Manager	Cleaning Area Manager	Catering Manager	Facilities Helpdesk
NSW - Sydney	80 - 100	65 - 80	80 - 90	55 - 70
NSW - Regional	80 - 100	65 - 80	70 - 80	50 - 65
VIC - Melbourne	80 - 120	65 - 80	75 - 85	55 - 65
VIC - Regional	80 - 120	65 - 80	75 - 85	55 - 65
QLD - Brisbane, Gold Coast & Sunshine Coast	75 - 105	60 - 75	70 - 85	50 - 60
QLD - Regional	75 - 100	60 - 75	70 - 90	50 - 65
SA - Adelaide	75 - 90	60 - 70	70 - 80	45 - 55
WA - Perth	70 - 90	75 - 95	75 - 95	50 - 65
ACT - Canberra	80 - 100	65 - 80	65 - 75	40 - 55
NZ - Auckland	80 - 95	70 - 80	70 - 85	50 - 70
NZ - Wellington	80 - 95	65 - 80	70 - 85	50 - 70
NZ - Christchurch	80 - 95	65 - 80	70 - 85	50 - 70

	Control Room Operator	Security Manager	Facilities Officer	Guest Services Agent
NSW - Sydney	55 - 65	70 - 80	50 - 60	55 - 65
NSW - Regional	55 - 65	70 - 80	50 - 60	55 - 65
VIC - Melbourne	50 - 60	70 - 80	55 - 60	50 - 60
VIC - Regional	50 - 60	70 - 80	55 - 60	50 - 60
QLD - Brisbane, Gold Coast & Sunshine Coast	55 - 60	65 - 75	50 - 70	50 - 55
QLD - Regional	55 - 60	65 - 77	45 - 60	50 - 55
SA - Adelaide	50 - 60	65 - 80	50 - 60	45 - 55
WA - Perth	55 - 65	65 - 75	50 - 60	50 - 55
ACT - Canberra	50 - 60	70 - 80	50 - 60	50 - 55
TAS - Hobart	50 - 65	70 - 80	50 - 60	50 - 55
NT - Darwin	55 - 65	65 - 75	55 - 65	50 - 55
NZ - Auckland	55 - 65	75 - 85	55 - 65	55 - 60
NZ - Wellington	55 - 65	75 - 85	55 - 65	55 - 60
NZ - Christchurch	55 - 65	75 - 85	55 - 65	55 - 60

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MANUFACTURING & OPERATIONS



AUSTRALIA

Positive activity levels in Australia's manufacturing sector and growing demand from consumers for quality products have fuelled strong vacancy activity and job opportunities within the industry.

Food and beverage remains a large industry employer, particularly in New South Wales and Victoria. This market's positivity has seen companies offer higher salaries for candidates with industry experience across all areas of production, from Process Workers to Operations Managers. Candidates with cross-functional experience in particular played a big role in this change by asking for salary increases.

“The year ahead will see continued competition for skilled professionals and strong opportunities for both experienced and graduate candidates.”

Strict hygiene and food standards have seen organisations introduce new technology and efficiencies to create state of the art production facilities. This has fuelled demand for hands-on Technicians to perform high-level repairs and respond to breakdowns to ensure maximum uptime and efficiency. In turn, highly-skilled Mechanical and Electrical Technicians are sought to join maintenance teams.

Companies have responded to demand by increasing Maintenance Fitter and Electrician salaries in order to attract candidates with the required Good Manufacturing Practice and Hazard Analysis and Critical Control Points expertise.

In South Australia, the post automotive evolution continues with organisations moving away from traditional products into high-spec technology, ship and defence products. The local market has therefore demonstrated its resilience and ability to adapt, which has been paramount to the success of firms in the state. In addition, South Australian SMEs

are benefitting from the resurgence of the mining sector and an active construction market. Consequently, Mechanical Fitters, Diesel Fitters, Welders, Boilermakers and Maintenance Electricians are in high demand but short supply. Mining employers have responded by increasing salaries to attract top talent.

The resurgence of the mining industry has also created demand in Western Australia and Queensland for Design Engineers, Design Drafters, Workshop, Production and Maintenance Managers, Planners and skilled tradespeople. To attract candidates employers have increased salaries while counter offers are being made in an attempt to retain staff.

Given the higher salaries on offer in Western Australia and Queensland's resources sector, organisations operating outside these industries face an attraction challenge. In response, they are attempting to attract skilled candidates by offering additional benefits, such as flex leave, and emphasising their work-life balance and wellbeing initiatives. The ability to work closer to home rather than on a FIFO roster is another point of difference.

Across the Tasman, growth in bespoke manufacturing is evident. Marine and ship building remains the focus, particularly military hardware and ferries, while private yacht manufacturers are building super yachts. This has created demand for skilled tradespeople including Mechanical and Maintenance Fitters, Sheet Metal Workers, Welders, Boilermakers and CNC Programmers. Demand also exists for Production Planners, Design Engineers, Manufacturing Managers, Diesel Mechanics and Diesel Fitters. Salaries however have only increased in line with CPI, although we forecast further increases in the next 12 months as organisations attempt to compete for staff in a national market.

In other trends, large manufacturers are focused on securing employees with a dual trade since process improvement remains top of the agenda. Engineers and Maintenance Managers with a proven ability to impact Capex projects are sought. Candidates are aware of the demand for their skills and are therefore exploring new opportunities.

The increased demand for Australian products from overseas consumers is very encouraging. Process improvements are also playing a big part in terms of delivering quality products. Food, wine, fibre and dairy manufacturers continue to increase production in response. This is adding to demand for experienced Quality Managers and Production Managers to maintain a high product standard, as well as Project Engineers to assist with automation and the streamlining of processes.

Looking ahead, increasing production will likely encourage skilled professionals to continue asking for higher base salaries. With a widening gap between the salaries on offer and candidate expectations, it remains to be seen if and how employers will respond.

Vacancy activity will continue to increase throughout 2019-20, with permanent hires preferred across maintenance, production and engineering. Given that manufacturing and operations remains a healthy and growing industry, the year ahead will see continued competition for skilled professionals and strong opportunities for both experienced and graduate candidates.

MANUFACTURING & OPERATIONS

MANUFACTURING & OPERATIONS	Production/ Process Worker	Machinist	Boilermaker	Production Supervisor	Production Manager
NSW - Sydney	40 - 50	50 - 70	55 - 70	70 - 90	80 - 120
VIC - Melbourne	40 - 50	50 - 65	55 - 70	65 - 85	85 - 130
QLD - Brisbane	40 - 45	45 - 50	60 - 70	55 - 80	75 - 110
WA - Perth	45 - 55	65 - 80	65 - 80	60 - 80	75 - 120
SA - Adelaide	37 - 45	45 - 55	45 - 55	65 - 90	85 - 110
NT - Darwin	44 - 48	60 - 70	65 - 75	55 - 75	75 - 90
TAS - Hobart	38 - 45	45 - 55	53 - 62	65 - 85	85 - 105

	Operations Manager	Maintenance Manager	Engineering Manager
NSW - Sydney	120 - 160	100 - 140	110 - 140
VIC - Melbourne	110 - 160	100 - 130	100 - 150
QLD - Brisbane	100 - 140	110 - 140	110 - 150
WA - Perth	105 - 155	85 - 140	100 - 140
SA - Adelaide	80 - 130	70 - 90	90 - 120
NT - Darwin	80 - 130	70 - 90	80 - 120
TAS - Hobart	85 - 120	70 - 95	90 - 115

QUALITY CONTROL & R&D	QA Coordinator	QA Manager	Food Technologist	NPD Manager Food	Technical Manager
NSW - Sydney	60 - 85	90 - 130	70 - 90	100 - 130	110 - 140
VIC - Melbourne	50 - 70	80 - 130	60 - 95	85 - 130	100 - 140
QLD - Brisbane	55 - 75	75 - 100	65 - 75	90 - 130	90 - 130
WA - Perth	55 - 75	80 - 130	75 - 100	80 - 110	80 - 110
SA - Adelaide	50 - 80	70 - 110	55 - 75	75 - 100	110 - 130
NT - Darwin	65 - 85	80 - 95	60 - 75	75 - 100	100 - 120
TAS - Hobart	55 - 75	75 - 110	55 - 75	80 - 100	105 - 125

NOTES:

- All salaries shown are exclusive of superannuation

MANUFACTURING & OPERATIONS

PRODUCT DESIGN & DEVELOPMENT	Drafter	Mechanical Design Engineer	Project Engineer	Electronics Engineer	R&D Manager
NSW - Sydney	65 - 85	80 - 95	90 - 130	80 - 100	110 - 145
VIC - Melbourne	65 - 90	75 - 100	80 - 130	65 - 90	80 - 110
QLD - Brisbane	50 - 80	80 - 110	90 - 120	90 - 120	90 - 130
WA - Perth	75 - 90	90 - 120	90 - 130	75 - 105	110 - 145
SA - Adelaide	60 - 80	60 - 80	70 - 100	80 - 110	75 - 100
NT - Darwin	75 - 100	80 - 110	85 - 120	80 - 110	90 - 120
TAS - Hobart	65 - 85	70 - 100	75 - 105	80 - 110	85 - 110

MAINTENANCE & ENGINEERING	Maintenance Fitter	Maintenance Electrician	Maintenance Planner	Electrical Engineer	Reliability Engineer
NSW - Sydney	70 - 95	75 - 105	80 - 100	75 - 95	75 - 95
VIC - Melbourne	65 - 85	70 - 90	70 - 90	80 - 110	80 - 130
QLD - Brisbane	60 - 80	70 - 90	70 - 100	100 - 130	100 - 120
WA - Perth	70 - 90	70 - 90	75 - 85	80 - 100	80 - 120
SA - Adelaide	50 - 60	55 - 75	70 - 80	70 - 100	75 - 100
NT - Darwin	70 - 80	70 - 80	70 - 100	85 - 100	85 - 100
TAS - Hobart	60 - 70	60 - 70	75 - 90	75 - 100	80 - 100

NOTES:

- All salaries shown are exclusive of superannuation



AUSTRALIA

Australia's energy industry continues its transition from traditional generation to renewables. During the 2018-19 financial year, the industry saw an influx of new international operators, who added to the skill shortage by draining what was already a small candidate pool.

The key areas of demand across the nation exist within solar and wind development for Project Development Managers, Grid Connection specialists and Project Managers, as well as in HV for Design Engineers and Project Controllers. There is a particular shortage of candidates at the senior level given the newness of the industry within the Australian and New Zealand region and existing skill shortages.

“ Across the sector, experienced candidates can demand a higher market salary, particularly senior and principal-level candidates. ”

There is also a shortage of team leaders in specialist areas, particularly secondary systems, transmission and primary systems design.

Solar developers are looking for regulatory compliance experts to grid connection and development approvals. Changing policies and legislation in multiple states make projects more challenging and approval more difficult to gain.

Meanwhile, Grid Connection Engineers are a growing area of demand as developers and utilities look at how renewable energy will be connected to the grid.

Across the sector, experienced candidates can demand a higher market salary, particularly senior and principal-level candidates. In contrast, graduates and less experienced candidates are more readily available and are therefore accepting lower salaries while they gain an adequate amount of experience.

In response to the domestic shortage of experienced candidates, employers are also widening their attraction strategies by looking overseas for talent, particularly in renewables.

Turning to localised trends, Victoria's renewable energy sector is booming, with both permanent and temporary recruitment activity increasing. While Grid Connections specialists, such as Grid Connection Engineers and Managers, remain in high demand, Estimators, Project Managers, Project Engineers and Project Controllers are increasingly sought for the construction of wind and solar farms.

With an influx of new companies entering the market, Victoria should see a record-breaking year ahead for both live and constructed projects. As a result, Engineers with transmission line project experience and those with strong SCADA experience will be sought to ensure the network remains stable and reliable.

Within South Australia, various generation projects in Port Augusta and Whyalla are underway, fuelling demand for permanent candidates. Given the state's existing skills shortage, demand remains high for Electrical Engineers in the HV design space.

In Queensland, the consolidation of various government-owned corporations into one Energy Queensland business model was a major trend during the 2018-19 financial year. Steady investment in large renewable energy projects, both wind and solar, will continue to fuel rising vacancy activity for contingent staff and contract opportunities across the board.

Within Western Australia, this financial year will be an exciting one given the construction of the state's biggest wind farm. This is fuelling high demand for Project Managers with experience managing large wind or solar construction projects.

We'll also see surging demand for Solar and HV Electricians, as well as ongoing demand for Electrical Design Engineers, Drafters, Power Systems Engineers, Technical Officers, Development Managers and Construction Managers.

ENERGY

Design Engineering

TRANSMISSION & DISTRIBUTION/ GENERATION	Design Engineer*	Senior Design Engineer*	Principal Design Engineer	Engineering Manager	Design Manager
NSW - Sydney	75 - 90	110 - 130	140 - 170	160 - 200	130 - 160
VIC - Melbourne	75 - 110	100 - 140	125 - 150	140 - 180	120 - 170
QLD - Brisbane	85 - 110	110 - 150	150 - 185	155 - 200	120 - 165
WA - Perth	75 - 95	110 - 145	140 - 170	160 - 200	130 - 160
SA - Adelaide	80 - 110	100 - 140	140 - 160	150 - 190	130 - 160
NT - Darwin	85 - 115	115 - 150	120 - 170	145 - 190	130 - 170

	Design Drafter	Senior Design Drafter	Project Engineer (EPCM)	Senior Project Engineer (EPCM)
NSW - Sydney	65 - 85	75 - 100	85 - 120	130 - 160
VIC - Melbourne	60 - 90	70 - 110	90 - 130	130 - 170
QLD - Brisbane	65 - 85	85 - 110	95 - 145	145 - 190
WA - Perth	65 - 85	85 - 100	110 - 135	135 - 170
SA - Adelaide	55 - 80	80 - 95	80 - 120	130 - 150
NT - Darwin	65 - 85	80 - 110	115 - 140	125 - 170

	Power Systems Engineer	Protection Engineer	Transmission Line Design Engineer	Project Manager
NSW - Sydney	90 - 130	100 - 130	120 - 160	130 - 160
VIC - Melbourne	90 - 130	75 - 125	100 - 130	120 - 160
QLD - Brisbane	90 - 120	115 - 150	90 - 150	130 - 165
WA - Perth	90 - 130	110 - 130	95 - 145	125 - 165
SA - Adelaide	90 - 120	90 - 125	95 - 140	120 - 150
NT - Darwin	95 - 140	100 - 130	90 - 140	135 - 180

RENEWABLE	Wind Farm Engineer	Solar Engineer	Geothermal Engineer	Technician	Project Manager
NSW - Sydney	100 - 145	90 - 130	80 - 110	65 - 85	130 - 180
VIC - Melbourne	100 - 130	100 - 130	90 - 110	85 - 115	140 - 180
QLD - Brisbane	100 - 140	85 - 125	90 - 135	75 - 100	130 - 180
WA - Perth	100 - 130	100 - 120	100 - 130	80 - 100	140 - 160
SA - Adelaide	100 - 130	100 - 120	90 - 120	70 - 90	110 - 150
NT - Darwin	N/A	105 - 125	95 - 125	75 - 110	N/A

NOTES:

• All salaries shown are exclusive of superannuation

* Design Engineer/Senior Design Engineer - Mechanical/Process/Elec/I&C Discipline

ENERGY

Design Engineering

RENEWABLE	Construction Manager	Project Development Manager	Project Development Director	Project Delivery Director
NSW - Sydney	150 - 200	130 - 180	180 - 220	220 - 300
VIC - Melbourne	170 - 220	140 - 180	200 - 250	300 - 350
QLD - Brisbane	150 - 200	130 - 180	180 - 220	220 - 300
WA - Perth	160 - 200	120 - 150	170 - 220	250 - 300
SA - Adelaide	150 - 200	120 - 150	180 - 220	200 - 250

	PV Designer	Grid Connection Engineer	Grid Connections Manager
NSW - Sydney	130 - 150	130 - 160	170 - 200
VIC - Melbourne	90 - 120	140 - 160	180 - 220
QLD - Brisbane	130 - 150	130 - 160	170 - 200
WA - Perth	80 - 110	120 - 150	140 - 180
SA - Adelaide	100 - 120	110 - 130	140 - 180

NOTES:

- All salaries shown are exclusive of superannuation

ENERGY

Operations & Maintenance

OPERATIONS & MAINTENANCE	Control Room Operator	Control Room Manager	Maintenance Superintendent
NSW - Sydney	75 - 100	85 - 120	85 - 100
VIC - Melbourne	95 - 115	115 - 140	95 - 110
QLD - Brisbane	80 - 105	100 - 130	120 - 150
WA - Perth	85 - 120	110 - 130	125 - 175
SA - Adelaide	80 - 110	100 - 125	100 - 130
NT - Darwin	85 - 95	95 - 130	110 - 150

	Maintenance Planning/Scheduler	Operations Manager	Asset Engineer (3-7 yrs)*
NSW - Sydney	80 - 110	140 - 170	90 - 110
VIC - Melbourne	80 - 105	130 - 170	85 - 130
QLD - Brisbane	110 - 130	160 - 210	85 - 125
WA - Perth	95 - 135	175 - 210	85 - 130
SA - Adelaide	95 - 130	120 - 150	95 - 120
NT - Darwin	100 - 130	160 - 220	90 - 130

	Leading Hand	Electrician	Mechanical Fitter
NSW - Sydney	65 - 80	65 - 80	65 - 75
VIC - Melbourne	90 - 110	90 - 120	60 - 80
QLD - Brisbane	90 - 125	85 - 115	75 - 110
WA - Perth	95 - 125	90 - 110	90 - 110
SA - Adelaide	80 - 100	80 - 100	70 - 95
NT - Darwin	90 - 120	85 - 110	85 - 110

	E&I Technician	Line Worker	G&B Linesworker
NSW - Sydney	70 - 90	75 - 110	N/A
VIC - Melbourne	80 - 110	65 - 80	85 - 130
QLD - Brisbane	90 - 150	80 - 110	95 - 135
WA - Perth	120 - 140	75 - 95	85 - 120
SA - Adelaide	80 - 100	70 - 100	85 - 110
NT - Darwin	85 - 110	80 - 120	85 - 120

NOTES:

• All salaries shown are exclusive of superannuation

* Asset Engineer (3-7 yrs) - Mechanical/Electrical Discipline

ENERGY

Operations & Maintenance

OPERATIONS & MAINTENANCE	Switching Operator	Protection Technician	Generator Technician	Directional Driller
NSW - Sydney	65 - 85	70 - 85	70 - 85	N/A
VIC - Melbourne	85 - 120	95 - 120	80 - 100	70 - 100
QLD - Brisbane	90 - 125	125 - 165	90 - 140	115 - 145
WA - Perth	95 - 140	90 - 135	85 - 130	65 - 95
SA - Adelaide	85 - 120	110 - 150	85 - 130	80 - 110
NT - Darwin	95 - 140	90 - 135	80 - 120	70 - 100

	Cable Jointer	Cable Layer	Operator/ Maintainer
NSW - Sydney	75 - 100	65 - 90	75 - 95
VIC - Melbourne	85 - 105	75 - 95	80 - 95
QLD - Brisbane	90 - 115	90 - 110	130 - 155
WA - Perth	80 - 120	65 - 90	130 - 160
SA - Adelaide	85 - 110	85 - 110	120 - 150
NT - Darwin	80 - 120	60 - 85	130 - 165

NOTES:

- All salaries shown are exclusive of superannuation
- * Engineer (Mechanical/Electrical)

ENERGY

Project Development

PROJECT DELIVERY	Project Manager	Project Engineer*	Construction Manager	Site Superintendent
NSW - Sydney	140 - 180	90 - 130	150 - 175	125 - 150
VIC - Melbourne	130 - 160	95 - 130	150 - 180	130 - 150
QLD - Brisbane	125 - 175	95 - 135	145 - 175	100 - 135
WA - Perth	160 - 190	95 - 140	140 - 170	120 - 160
SA - Adelaide	120 - 140	85 - 130	130 - 160	110 - 135
NT - Darwin	140 - 180	110 - 140	160 - 200	100 - 145

	Site Engineer	Commissioning Engineer	Commissioning Manager
NSW - Sydney	70 - 100	110 - 135	140 - 180
VIC - Melbourne	80 - 130	130 - 150	160 - 190
QLD - Brisbane	80 - 120	125 - 165	140 - 175
WA - Perth	100 - 140	130 - 155	140 - 190
SA - Adelaide	75 - 100	120 - 150	150 - 180
NT - Darwin	80 - 120	110 - 160	140 - 170

PROJECT SERVICES	Estimator	Senior Estimator	Planner/Scheduler	Planning Manager
NSW - Sydney	110 - 150	150 - 180	85 - 130	130 - 160
VIC - Melbourne	110 - 150	150 - 180	105 - 130	130 - 160
QLD - Brisbane	90 - 140	140 - 185	75 - 125	125 - 160
WA - Perth	95 - 140	115 - 145	95 - 130	125 - 160
SA - Adelaide	100 - 120	120 - 140	110 - 135	125 - 155
NT - Darwin	85 - 120	120 - 160	95 - 130	100 - 150

	Contracts Administrator	Contracts Manager	OHS Supervisor	OHS Manager
NSW - Sydney	80 - 110	110 - 140	90 - 115	140 - 180
VIC - Melbourne	85 - 105	120 - 150	85 - 120	120 - 150
QLD - Brisbane	85 - 120	120 - 160	95 - 125	125 - 145
WA - Perth	80 - 100	120 - 140	95 - 125	120 - 140
SA - Adelaide	80 - 110	110 - 145	90 - 110	110 - 125
NT - Darwin	90 - 120	120 - 150	100 - 130	100 - 160

NOTES:

• All salaries shown are exclusive of superannuation

* Project Engineer - Mechanical/Electrical/Instrumentation & Controls Discipline



AUSTRALIA

Renewed optimism across Australia's resources and mining sector is driving up vacancy activity as large and mid-tier miners all ramp up production and record numbers of bulk carriers head out of port. Iron ore and gold prices remain strong and emerging commodities present exciting new possibilities.

Given this, the range of available jobs is extensive, particularly in Western Australia. But while rising vacancy activity is a clear reflection of the market's current optimism, it also brings challenges as it reignites skill shortages.

Already the Minerals Council of Australia has warned of skill shortages by the end of the decade due to low levels of enrolments in engineering and geology degrees. In its Senate Select Committee on the Future of Work and Workers submission it noted, "For mining engineering the moving average trend for university completions from 2017 to 2020 is expected to decline by 81 per cent. In the same period, labour demand is expected to decline by only 13 per cent."

“ While rising vacancy activity is a clear reflection of the market's current optimism, it also brings challenges as it reignites skill shortages. ”

Western Australia's mining industry is at the centre of this skill shortage. With \$1 billion of investment in both new projects and mine expansions in the pipeline and iron ore, gold and lithium remaining the main drivers of growth in the state's economy, the subsequent high levels of vacancy activity are draining the supply of skilled professionals once more.

The Chamber of Minerals and Energy predicts 20,000 local jobs will be created this (2019-20) financial year, with the Pilbara the hotspot. Given this, staffing demand and salaries will continue to rise.

A further increase in exploration spending in all mining jurisdictions will create high demand for Exploration Geologists and Field Assistants. However, these candidates are in short supply. Demand is particularly high from companies looking for base metals as this remains a key focus in the local market. Many gold companies believe the future of their production is underground, which means that demand for Underground Engineers will intensify further. Add the resurgence of nickel mines and salaries for candidates with solid underground experience are expected to increase.

Queensland's mining industry will continue to create strong opportunities for technical professionals, including Mining Engineers, Geotechnical Engineers, Geologists and Surveyors with underground experience. Steady growth has directly translated into increased demand for professionals within mineral processing, including Metallurgists and Lab Technicians.

In addition, experienced Drill and Blast Operators, Auto Electricians and Heavy Diesel Fitters are in short supply. In fact, contractors are now looking to recruit overseas candidates and Fitters from similar industries, such as agriculture, in order to meet demand.

Auto Electricians are also required. Given the increase of automation, OEMs require Auto Electricians to modify and update their mobile plant.

Mining companies will compete with domestic manufacturing and fabrication companies for experienced Boilermakers too, using higher salaries to attempt to attract top talent.

Dump Truck Operators are also sought given the lack of new people entering this field. All-round Operators are in demand too. Sites require candidates with broad experience operating dozers, excavators and articulated dump trucks. Employers are offering higher hourly rates and flexible rosters to attract candidates.

Turning to South Australia, Control System Engineers with heavy industry experience in programming PLC and SCADA systems are scarce. Demand exists in contracting firms for the major mining

sites with FIFO and residential roles available. We expect salaries to rise for these highly specialised roles.

Increased optimism in the Northern Territory is fuelling demand across the board. In particular demand are Refrigeration Technicians for numerous sites given Australia's harsh regional climate. Maintenance Planners/Schedulers and Project Managers are also sought as production ramps up.

In New South Wales, Underground Mine Managers and their deputies in coal are required. Electrical Design Engineers will also be needed due to the ongoing advancements across mining equipment, such as anti-collision and automation, as well as the continued focus on safety legislation. We are also seeing demand for mechanical and electrical tradespeople, safety and training professionals and Mining Engineers.

Mines in New South Wales, like other states, are facing increased competition for talent from infrastructure projects. As a result, employers will need to review base salaries or look at other innovative ways to attract candidates.

Victorian miners require reliable and experienced quarry workers from Superintendents and Quarry Managers to trades and general labour. The increased volume of construction projects is draining candidate availability. Again, wage increases will likely follow this war for talent.

In an active year ahead, where skills will be in high demand but short supply, we expect Australia's mining employers to continue to offer more flexible and family friendly working rosters, relocation packages and allowances as they attempt to attract and retain top talent.

RESOURCES & MINING

METALLIFEROUS MINING ENGINEERING	Registered Mine Manager	Underground/ Quarry Manager	Technical Services Mgr	Senior Mining Engineer	Mining Engineer
WA	180 - 260	180 - 250	170 - 220	140 - 180	120 - 150
QLD - Hard Rock	190 - 250	180 - 200	180 - 210	170 - 190	120 - 150
QLD - Coal	220 - 250	180 - 210	190 - 220	170 - 190	130 - 160
NSW	160 - 220	120 - 200	180 - 210	140 - 170	100 - 130
VIC	150 - 200	100 - 150	130 - 170	130 - 180	100 - 130
SA	180 - 220	120 - 160	160 - 190	140 - 170	110 - 140
TAS	150 - 200	110 - 140	130 - 170	120 - 140	90 - 120
NT	185 - 255	180 - 210	165 - 185	135 - 175	115 - 160

	Graduate Mining Engineer	Geotechnical Engineer	Chief Surveyor	Senior Surveyor	Mine Surveyor
WA	90 - 120	120 - 160	160 - 200	130 - 160	110 - 140
QLD - Hard Rock	70 - 105	120 - 160	160 - 180	140 - 160	120 - 140
QLD - Coal	70 - 105	120 - 160	160 - 180	140 - 160	120 - 140
NSW	75 - 90	130 - 160	150 - 180	120 - 150	120 - 150
VIC	55 - 75	110 - 130	110 - 150	90 - 120	75 - 110
SA	60 - 90	130 - 150	120 - 150	110 - 120	90 - 120
TAS	60 - 85	105 - 130	95 - 120	85 - 115	70 - 90
NT	70 - 100	125 - 165	145 - 170	135 - 155	115 - 145

METALLIFEROUS GEOLOGY - MINING	Chief Geologist	Senior Mine Geologist	Mine Geologist	Graduate Geologist	Pit Technician/ Geological Technician
WA	200 - 250	130 - 180	100 - 140	85 - 105	70 - 95
QLD - Hard Rock	170 - 210	140 - 170	100 - 140	65 - 95	70 - 95
QLD - Coal	170 - 210	140 - 170	100 - 140	65 - 95	70 - 95
NSW	180 - 230	130 - 170	100 - 130	70 - 90	70 - 90
VIC	150 - 180	120 - 150	90 - 120	55 - 75	50 - 80
SA	120 - 140	110 - 120	90 - 120	50 - 60	60 - 85
TAS	120 - 160	95 - 115	80 - 100	55 - 70	55 - 70
NT	160 - 200	125 - 175	95 - 140	85 - 100	85 - 100

NOTES:

- Metalliferous mining engineering: In WA, SA & NT all salaries are based on 9&5 and 2&1 rosters excluding superannuation and additional benefits
- Metalliferous geology mining: In WA, SA & NT all salaries are based on 8&6 and 2&1 rosters excluding superannuation and additional benefits
- For all other states, salaries are based on residential positions excluding superannuation and additional benefits
- In Queensland more employers are offering drive-in-drive-out (DIDO) options and residential, which has been taken into consideration in these salaries presented

RESOURCES & MINING

METALLIFEROUS GEOLOGY - EXPLORATION	Exploration Manager	Senior Exploration Geologist	Exploration Geologist	Field Assistant
WA	180 - 250	130 - 180	90 - 140	70 - 95
QLD - Hard Rock	165 - 200	130 - 165	80 - 120	70 - 90
QLD - Coal	170 - 200	140 - 170	100 - 130	70 - 90
NSW	180 - 220	120 - 160	90 - 120	60 - 80
VIC	150 - 180	130 - 160	100 - 125	60 - 80
SA	130 - 150	120 - 160	90 - 120	60 - 80
TAS	120 - 150	95 - 130	80 - 100	55 - 70
NT	150 - 205	120 - 170	110 - 145	75 - 100

MINERAL PROCESSING	Process Manager	Process Engineer Mid level 3-7yrs	Senior Metallurgist	Metallurgist	Graduate Metallurgist
WA	180 - 250	120 - 160	140 - 180	120 - 150	75 - 100
QLD	200 - 240	110 - 155	145 - 180	110 - 145	70 - 85
NSW	170 - 200	100 - 120	110 - 135	90 - 120	70 - 90
VIC	160 - 180	85 - 110	110 - 135	85 - 100	60 - 75
SA	140 - 160	95 - 120	110 - 130	80 - 110	60 - 80
TAS	150 - 180	70 - 100	100 - 125	75 - 100	55 - 70
NT	170 - 220	100 - 140	130 - 170	100 - 130	60 - 75

	Mill Superintendent	Shift Supervisor	Mill Operator	Metallurgical Technician	Laboratory Technician
WA	160 - 200	120 - 155	85 - 115	80 - 95	85 - 110
QLD	140 - 160	110 - 130	90 - 120	85 - 95	80 - 100
NSW	130 - 160	85 - 105	70 - 100	70 - 90	70 - 90
VIC	120 - 140	90 - 120	80 - 100	60 - 75	55 - 75
SA	120 - 150	90 - 110	70 - 90	60 - 85	60 - 75
TAS	110 - 140	75 - 90	65 - 80	55 - 70	50 - 70
NT	130 - 150	95 - 120	80 - 105	70 - 85	70 - 85

NOTES:

- In WA, SA & NT all salaries are based on 8&6 and 2&1 rosters excluding superannuation and additional benefits
- For all other states, salaries are based on residential positions excluding superannuation and additional benefits
- In Queensland more employers are offering drive-in-drive-out (DIDO) options and residential, which has been taken into consideration in these salaries presented

RESOURCES & MINING

FIXED PLANT MAINTENANCE	Maintenance Superintendent	Maintenance Planner	Maintenance Supervisor	Mechanical Eng Mid level 3-7yrs	Electrical Eng Mid level 3-7yrs
WA	170 - 210	150 - 185	145 - 175	120 - 150	120 - 150
QLD	165 - 190	120 - 150	130 - 160	120 - 150	120 - 150
NSW	170 - 200	110 - 135	130 - 150	100 - 130	100 - 130
VIC	130 - 180	110 - 160	100 - 150	90 - 130	90 - 130
SA	130 - 150	90 - 110	100 - 130	90 - 120	100 - 140
TAS	105 - 130	85 - 105	80 - 105	75 - 100	75 - 100
NT	160 - 190	125 - 145	130 - 160	125 - 155	125 - 155

	Leading Hand	Mechanical Fitter	Electrician	Boiler Maker/Welder	Instrumentation Technician
WA	140 - 160	120 - 150	130 - 150	120 - 145	140 - 160
QLD	100 - 125	100 - 125	105 - 130	100 - 125	100 - 130
NSW	100 - 125	100 - 120	100 - 120	90 - 110	90 - 110
VIC	120 - 150	110 - 150	80 - 120	100 - 150	90 - 120
SA	95 - 120	75 - 100	90 - 120	75 - 90	85 - 110
TAS	80 - 95	70 - 85	70 - 85	75 - 85	75 - 85
NT	105 - 120	100 - 120	105 - 125	95 - 120	95 - 130

NOTES:

- In WA, SA & NT all salaries are based on 8&6 and 2&1 rosters excluding superannuation and additional benefits
- For all other states, salaries are based on residential positions excluding superannuation and additional benefits

RESOURCES & MINING

MOBILE PLANT MAINTENANCE	Workshop Supervisor	HD Fitter	Auto Electrician	Boiler Maker/ Welder	Service Person
WA	140 - 180	120 - 160	140 - 170	120 - 145	100 - 120
QLD	135 - 170	125 - 160	125 - 150	100 - 125	95 - 150
NSW	110 - 150	80 - 120	90 - 120	90 - 120	85 - 105
VIC	100 - 140	90 - 130	90 - 120	90 - 130	70 - 95
SA	90 - 130	90 - 130	85 - 130	80 - 120	80 - 100
TAS	80 - 110	80 - 110	75 - 100	65 - 85	70 - 85
NT	130 - 160	135 - 165	135 - 165	130 - 170	105 - 125

	Open Pit Supervisor	Excavator Operator	Dump Truck Operator	Driller	All-Rounder
WA	150 - 180	130 - 150	120 - 130	120 - 145	130 - 150
QLD	140 - 170	90 - 120	90 - 120	100 - 160	90 - 120
NSW	110 - 140	100 - 120	80 - 110	90 - 120	90 - 120
VIC	105 - 140	90 - 115	70 - 110	75 - 120	80 - 115
SA	110 - 140	110 - 140	90 - 110	80 - 120	85 - 120
TAS	90 - 110	70 - 90	60 - 85	70 - 95	65 - 85
NT	145 - 165	95 - 120	95 - 115	105 - 130	95 - 125

	Underground Supervisor	Jumbo Operator	Bogger Operator	Service Crew
WA	140 - 180	160 - 190	120 - 145	90 - 120
QLD	130 - 170	140 - 180	110 - 130	105 - 125
NSW	135 - 160	120 - 140	110 - 135	90 - 110
VIC	105 - 145	130 - 150	110 - 130	85 - 105
SA	100 - 140	100 - 120	80 - 100	90 - 110
TAS	90 - 110	85 - 110	80 - 105	60 - 75
NT	130 - 165	140 - 185	110 - 145	95 - 125

NOTES:

- In WA, SA & NT all salaries are based on 8&6 and 2&1 rosters excluding superannuation and additional benefits
- For all other states, salaries are based on residential positions excluding superannuation and additional benefits

RESOURCES & MINING

OHS & ENVIRONMENTAL	HSE Manager	OH&S Manager/ Superintendent	OH&S Coordinator	OH&S Officer
WA	170 - 220	150 - 180	120 - 150	110 - 140
QLD	170 - 220	150 - 170	125 - 145	95 - 130
NSW	160 - 200	140 - 180	110 - 130	80 - 110
VIC	140 - 180	90 - 120	80 - 100	70 - 95
SA	150 - 180	120 - 160	80 - 120	60 - 90
TAS	130 - 200	120 - 180	100 - 130	90 - 120
NT	170 - 220	150 - 190	120 - 145	90 - 130

	Environmental Superintendent	Environmental Coordinator	Environmental Officer	Training Coordinator
WA	140 - 170	100 - 150	70 - 100	120 - 140
QLD	150 - 180	135 - 150	90 - 125	95 - 125
NSW	140 - 160	110 - 140	90 - 110	90 - 120
VIC	90 - 120	65 - 85	65 - 85	60 - 75
SA	120 - 140	80 - 100	70 - 90	80 - 100
TAS	100 - 150	100 - 130	65 - 90	65 - 110
NT	140 - 175	130 - 150	90 - 135	90 - 125

NOTES:

- In WA, SA & NT all salaries are based on 8&6 and 2&1 rosters excluding superannuation and additional benefits
- For all other states, salaries are based on residential positions excluding superannuation and additional benefits

RESOURCES & MINING

INDUSTRIAL DESIGN	Engineering Manager	Principal/ Lead Engineer	Project Manager	Senior Design Engineer
WA	200 - 235	150 - 190	200 - 240	120 - 150
QLD	200 - 220	165 - 200	180 - 220	130 - 170
NSW	150 - 220	140 - 170	130 - 150	100 - 130
VIC	180 - 220	150 - 180	150 - 220	100 - 150
SA	140 - 180	120 - 140	120 - 140	110 - 140
TAS	150 - 190	110 - 140	110 - 140	90 - 110
NT	210 - 260	165 - 210	180 - 255	130 - 180

	Design Engineer	Senior Project Engineer (EPCM)	Project Engineer (EPCM)	Design Manager/ Chief Drafter
WA	110 - 130	120 - 150	90 - 130	130 - 165
QLD	85 - 120	130 - 170	90 - 130	120 - 150
NSW	80 - 110	130 - 160	90 - 120	110 - 130
VIC	70 - 110	110 - 150	80 - 120	110 - 150
SA	90 - 130	120 - 160	90 - 110	100 - 130
TAS	80 - 100	90 - 120	80 - 110	110 - 160
NT	90 - 130	130 - 170	90 - 145	120 - 175

	Senior Design Drafter	Design Drafter	Piping Designer
WA	100 - 120	80 - 105	90 - 110
QLD	85 - 120	65 - 100	80 - 120
NSW	90 - 110	70 - 90	85 - 100
VIC	100 - 130	70 - 100	80 - 110
SA	90 - 120	65 - 90	85 - 120
TAS	80 - 140	70 - 100	80 - 140
NT	80 - 140	75 - 105	105 - 125

NOTES:

- Salaries are based on residential positions excluding superannuation and additional benefits
- Site allowances are paid on base salary and range from 15 to 45 per cent depending on location

RESOURCES & MINING

INDUSTRIAL CONSTRUCTION	Project Manager	Construction Manager/ Superintendent	Senior Estimator	Planning Manager
WA	180 - 220	180 - 200	150 - 190	130 - 180
QLD	180 - 220	170 - 200	160 - 200	155 - 200
NSW	160 - 200	150 - 190	130 - 160	120 - 170
VIC	180 - 220	180 - 200	120 - 150	140 - 170
SA	140 - 200	130 - 180	130 - 180	120 - 180
TAS	120 - 160	120 - 160	100 - 130	110 - 130
NT	175 - 250	145 - 220	160 - 205	140 - 200

	Contracts Manager	Project Engineer (Civil/Mech/Elec)	Estimator	Contracts Administrator
WA	160 - 190	100 - 140	110 - 150	80 - 120
QLD	160 - 200	130 - 165	100 - 150	100 - 135
NSW	140 - 180	100 - 130	90 - 130	90 - 125
VIC	150 - 180	90 - 135	110 - 130	80 - 120
SA	140 - 180	110 - 140	90 - 120	80 - 120
TAS	110 - 130	80 - 110	80 - 120	80 - 120
NT	150 - 220	120 - 170	105 - 155	95 - 140

	Planner	Site Supervisor	Site Engineer (Civil/Mech/Elec)	Safety Advisor
WA	90 - 130	110 - 140	90 - 120	90 - 120
QLD	100 - 150	100 - 140	100 - 140	90 - 130
NSW	100 - 130	120 - 140	90 - 110	90 - 140
VIC	110 - 140	80 - 110	80 - 120	80 - 110
SA	100 - 130	100 - 140	75 - 115	90 - 110
TAS	80 - 110	80 - 110	80 - 115	80 - 110
NT	90 - 145	110 - 150	100 - 140	110 - 130

- Salaries are based on residential positions excluding superannuation and additional benefits
- Site allowances are paid on base salary and range from 15 to 45 per cent depending on location



AUSTRALIA

A rising oil price has created a general pick up in the oil and gas sector in Australia which will be good news for vacancy activity in 2019-20, although several subdued years may prevent any real wage pressure.

Victoria's oil and gas sector remains in a maintenance phase with minimal engineering and greenfield projects. With the focus on brownfield upgrades, civil, geotechnical and environmental candidates will be required, including Geotechnical Engineers, Civil Engineers and Environmental Engineers.

Despite demand and a renewed level of confidence, Victorian salaries will remain relatively stable.

“ Across the oil and gas sector we are seeing renewed interest from employers in multi-skilled Engineers and Technicians. ”

In Queensland, vacancy activity has increased across both major operators and the firms that supply them. An increase in greenfield projects has led to maintenance and infrastructure investment. Some major operators have shifted their sights from the top tier engineering and maintenance firms to smaller companies, which has created job opportunities in these businesses.

This year, we expect to see a greater focus on the areas of project and engineering controls, health and safety, design, reliability and field service. Vacancy activity will also increase across commercial operations within wholesale and retail providers.

In Western Australia, the shift from construction into operations and maintenance is the key focus, with special attention on Woodside Energy's Browse and Scarborough expansions and the use of existing infrastructure. Vacancies will come from operators and larger consultancies associated with these expansions. Add the introduction of autonomous technologies and we expect

to see increasing requirements for project-based roles including Project Managers, Engineers and Planners.

Some wage pressure may arise if similar roles become available in the mining sector.

Activity increased significantly in South Australia's oil and gas sector in 2018-19. In 2019-20 demand will rise for people with experience in the construction and commissioning of greenfield sites, including Construction Superintendents, Geophysicist and Mechanical and Electrical Engineers for support services, including power generation and substations.

Professionals with experience in operations and production in brownfield sites will be required too, including Rig Electricians, Mechanics and experienced Drillers and Operators. With Santos looking to nearly double production by 2025, we expect to see a steady flow of vacancy activity in the region.

Salary increases may arise for candidates with transferrable skills from other sectors or as South Australian businesses are forced to match the higher salaries on offer in Queensland and Western Australia.

Given the focus on maintenance in all states, demand will also be evident for Boilermakers, Welders, Operators, Fitters and HPU Technicians. TAs, Planners and Schedulers are also needed. Skilled Operator Maintainers will be required to carry out operation and maintenance activities on active production plants.

In exploration, Geologists, Drillers, Company Representatives and Rig Crews are in higher demand than in previous years but there is likely to be little wage pressure within Australia. Competition for talent may come from North America, the Middle East and Europe as a rising oil price generally results in all international markets increasing capital investment, with skill shortages surfacing as a result. As these shortages grow, salary increases will likely follow.

For new projects, Project Engineers as well as Cost and Planning Engineers will remain in demand in most states as construction and upgrade projects commence and oil and gas employers compete with mining and construction companies for these transferrable skills. This may result in wage pressure in some areas.

In the downstream segment, Gas Insertion Workers are required as the active residential construction market increases the demand on infrastructure and utilities. In line maintenance and engineering services, demand exists for Engineering Service Managers, Technicians and Mechanical Fitters.

Across the oil and gas sector we are seeing renewed interest from employers in multi-skilled Engineers and Technicians. In previous years, the industry required experts in one particular niche area, for example instrument engineering or controls engineering. Today however, employers look for candidates with a broader skillset who can wear multiple hats. Consequently, candidates with niche skillsets should broaden their experience in order to become more appealing to hiring organisations. For example, complete a project management qualification or look into growth technologies such as automation or robotics.

Finally, of continuing concern for the broader oil and gas industry will be the loss of qualified candidates to the renewable energy sector. One initiative aimed at future-proofing the skills pipeline was the formation of a taskforce in Western Australia to help promote the state as an oil and gas hub. In the year ahead, we expect to see more initiatives aimed at retaining project, reliability and design candidates in the industry.

OIL & GAS

Project Development

DESIGN/ENGINEERING	Graduate Engineer	Design Engineer*	Senior Design Engineer	Principal/Lead Engineer	Engineering Manager
WA	55 - 75	85 - 130	130 - 160	160 - 220	180 - 240
QLD	60 - 85	80 - 130	120 - 150	145 - 185	180 - 225
NSW	55 - 75	75 - 120	120 - 150	160 - 180	180 - 230
VIC	60 - 75	70 - 120	85 - 135	130 - 150	160 - 210
SA	50 - 60	65 - 85	90 - 120	120 - 140	140 - 160
NT	65 - 95	90 - 135	140 - 180	160 - 250	200 - 260

	Senior Design Drafter	Design Manager
WA	90 - 120	120 - 160
QLD	80 - 125	120 - 165
NSW	80 - 110	120 - 180
VIC	65 - 95	120 - 160
SA	70 - 80	90 - 110
NT	90 - 130	150 - 190

SUBSEA DESIGN/ENGINEERING	Graduate Engineer	Engineer	Senior Engineer	Principal/Lead Engineer	Manager
WA	65 - 85	85 - 130	120 - 160	160 - 220	190 - 250
QLD	60 - 80	80 - 120	120 - 140	140 - 180	180 - 220
NSW	N/A	N/A	N/A	N/A	N/A
VIC	60 - 75	80 - 100	110 - 125	140 - 150	170 - 185
SA	N/A	N/A	N/A	N/A	N/A
NT	60 - 90	80 - 125	150 - 220	180 - 250	200 - 325

NOTES:

• All salaries shown are exclusive of superannuation

* Design Engineer - Civil/Mechanical/Process/Elec/I&C Discipline

OIL & GAS

Project Development

PROJECT DELIVERY/CONTROLS	Planner	Senior Planner	Planning Manager	Contracts Administrator	Senior Contracts Administrator	Cost Engineer
WA	120 - 160	150 - 200	180 - 220	100 - 130	150 - 200	120 - 170
QLD	110 - 135	135 - 165	165 - 210	75 - 130	125 - 155	125 - 145
NSW	90 - 110	110 - 140	150 - 190	70 - 110	110 - 150	110 - 150
VIC	85 - 115	90 - 120	120 - 150	70 - 95	85 - 110	80 - 120
SA	95 - 110	110 - 130	130 - 150	80 - 110	100 - 130	110 - 130
NT	120 - 160	140 - 180	170 - 220	80 - 130	120 - 190	120 - 170

	Senior Cost Engineer	Commercial Manager	Project Controls Manager	Commissioning Engineer	Commissioning Manager
WA	145 - 190	200 - 250	200 - 250	165 - 200	200 - 260
QLD	145 - 175	185 - 245	175 - 220	135 - 175	180 - 220
NSW	150 - 190	160 - 230	140 - 200	110 - 150	150 - 190
VIC	90 - 140	140 - 210	140 - 170	90 - 150	140 - 180
SA	120 - 130	130 - 140	140 - 160	90 - 130	150 - 170
NT	155 - 210	200 - 275	200 - 270	120 - 170	150 - 210

	Project Engineer**	Senior Project Engineer	Project Manager	Senior Project Manager	Superintendent **x
WA	120 - 160	170 - 210	170 - 220	190 - 240	150 - 180
QLD	120 - 165	160 - 220	165 - 205	205 - 230	145 - 185
NSW	100 - 130	130 - 170	150 - 190	190 - 220	130 - 150
VIC	80 - 110	100 - 130	120 - 150	140 - 170	130 - 180
SA	90 - 110	100 - 130	130 - 150	150 - 180	140 - 160
NT	120 - 190	165 - 230	170 - 220	195 - 240	140 - 180

NOTES:

• All salaries shown are exclusive of superannuation

x These salaries represent onshore salaries - for offshore you can typically add 15 - 20 per cent

* Project Engineer - Civil/Structural/Mechanical/Process/Elec/I&C Discipline

** Superintendent - Civil/Structural/Mechanical/Process/Elec/I&C Discipline

OIL & GAS

Project Development

PROJECT DELIVERY/CONTROLS HSEQ	Onshore Advisor/Officer	Offshore Advisor/Officer	HSE Manager	QA/QC Manager
WA	90 - 120	150 - 190	140 - 170	140 - 170
QLD	95 - 125	N/A	125 - 170	130 - 165
NSW	80 - 120	N/A	120 - 200	110 - 160
VIC	90 - 130	N/A	140 - 200	120 - 150
SA	90 - 140	N/A	130 - 170	120 - 140
NT	90 - 160	150 - 200	170 - 245	135 - 175

	Corporate HSE Manager	Environmental Engineer	Environmental Advisor
WA	180 - 230	130 - 150	140 - 170
QLD	165 - 205	135 - 180	135 - 165
NSW	190 - 250	115 - 165	125 - 180
VIC	140 - 220	120 - 155	120 - 160
SA	160 - 180	120 - 160	90 - 120
NT	220 - 300	140 - 185	155 - 190

SUBSEA PROJECT DELIVERY	Technician (non degree)	Senior Technician (non degree)	Installation Engineer	Senior Installation Engineer
WA	80 - 120	100 - 140	130 - 170	150 - 190
QLD	N/A	N/A	N/A	N/A
NSW	N/A	N/A	N/A	N/A
VIC	N/A	N/A	N/A	N/A
SA	N/A	N/A	N/A	N/A
NT	80 - 120	100 - 160	130 - 175	160 - 220

	Installation Manager/ Client Rep	Vessel Mgr/ Marine Ops Manager
WA	160 - 210	180 - 220
QLD	N/A	N/A
NSW	N/A	N/A
VIC	N/A	N/A
SA	N/A	N/A
NT	180 - 260	160 - 220

NOTES:

- All salaries shown are exclusive of superannuation

OIL & GAS

Operations & Maintenance

OPERATIONS & MAINTENANCE	Discipline Engineer*	Maintenance Planner	Maintenance Supervisor	Production Superintendent	Production Manager	Process Operator
WA	130 - 180	120 - 160	130 - 160	140 - 180	150 - 200	80 - 110
QLD	110 - 155	120 - 165	125 - 165	135 - 185	145 - 190	85 - 120
NSW	100 - 150	100 - 140	100 - 140	110 - 150	150 - 190	75 - 115
VIC	75 - 125	90 - 120	100 - 130	110 - 150	150 - 180	90 - 130
SA	90 - 120	100 - 120	120 - 130	130 - 160	150 - 180	80 - 100
NT	135 - 180	120 - 170	120 - 160	120 - 170	150 - 210	100 - 120

DESIGN/ENGINEERING	Discipline Tech**	OIM	Ops Support Engineer	Ops Superintendent	Ops Manager
WA	80 - 120	180 - 220	110 - 160	140 - 180	200 - 250
QLD	75 - 120	N/A	105 - 145	135 - 185	190 - 235
NSW	70 - 90	N/A	80 - 110	120 - 180	190 - 260
VIC	65 - 90	180 - 250	90 - 130	120 - 170	170 - 210
SA	70 - 110	170 - 200	90 - 130	140 - 180	180 - 220
NT	85 - 120	N/A	100 - 150	150 - 200	210 - 300

NOTES:

• All salaries shown are exclusive of superannuation

* Discipline Engineer - E&I/Mech/Process/Corrosion/Materials/Reliability Discipline

** Discipline Tech - E&I/Mech/Process Discipline

OIL & GAS

Geosciences & Petroleum Engineering

GEOSCIENCES	Graduate Geoscientist	Intermediate Geoscientist	Senior Geoscientist	Lead Geoscientist	Exploration Manager	Technical Assistant
WA	60 - 90	85 - 110	140 - 180	180 - 220	230 - 300	50 - 80
QLD	65 - 95	95 - 125	125 - 165	165 - 210	215 - 290	65 - 85
NSW	65 - 95	90 - 130	120 - 185	180 - 250	210 - 290	70 - 95
VIC	60 - 80	70 - 100	80 - 130	140 - 170	200 - 280	75 - 95
SA	45 - 60	60 - 80	80 - 100	100 - 120	120 - 150	50 - 70
NT	70 - 110	90 - 140	150 - 230	200 - 280	230 - 300	80 - 110

	Geologist	Hydrogeologist	Environmental Geologist	Petrophysicist
WA	120 - 220	120 - 200	120 - 200	150 - 220
QLD	125 - 205	115 - 195	N/A	140 - 220
NSW	120 - 190	100 - 170	100 - 150	150 - 230
VIC	100 - 140	100 - 140	80 - 100	150 - 220
SA	80 - 100	90 - 130	70 - 100	120 - 140
NT	120 - 200	120 - 200	120 - 200	140 - 220

PETROLEUM/RESERVOIR ENGINEERING	Graduate Engineer	Intermediate Engineer	Senior Engineer	Lead Engineer	Engineering Manager
WA	65 - 85	80 - 120	140 - 180	180 - 220	220 - 300
QLD	65 - 90	90 - 120	130 - 180	180 - 220	220 - 300
NSW	70 - 90	95 - 135	120 - 150	130 - 190	180 - 220
VIC	60 - 80	75 - 100	130 - 150	150 - 210	190 - 280
SA	50 - 55	70 - 100	120 - 130	150 - 180	180 - 200
NT	75 - 125	120 - 180	160 - 220	185 - 240	230 - 300

DRILLING	Drilling Engineer	Senior Drilling Engineer	Drilling Manager	LWD/MWD Engineer	Rig Manager
WA	120 - 160	160 - 200	190 - 250	110 - 160	180 - 250
QLD	145 - 190	185 - 235	235 - 260	115 - 165	170 - 205
NSW	110 - 150	150 - 190	200 - 270	N/A	155 - 185
VIC	120 - 150	150 - 180	200 - 280	100 - 140	180 - 200
SA	120 - 150	150 - 180	180 - 200	90 - 120	150 - 200
NT	145 - 180	170 - 240	240 - 320	90 - 140	165 - 195

NOTES:

- All salaries shown are exclusive of superannuation

ABOUT US

Our passion lies in helping people develop their professional careers, in whatever sector they work; this principle is what makes Hays the world's leading expert in recruiting qualified, professional and skilled people.

We believe that the right job can transform a person's life and the right person can transform an organisation. We have the depth of expertise and market insight to offer advice to both clients and candidates.

Fuelled by energy and passion, we look beyond skills and experience to find the right cultural fit. This enables individuals and organisations to flourish.

We've equipped our consultants with the latest innovative technology to ensure they can find the ideal candidate for their clients' roles more quickly and effectively than ever before. This includes utilising data science tools and digital technologies through our 'Find & Engage' solution and investing in artificial intelligence techniques and machine learning tools.

We've also fostered strategic relationships with SEEK Limited, which allows us access to millions of candidates, and LinkedIn®, which provides real-time data on the active candidate market, behavioural trend analysis for future movers and an additional talent pool.

Together, this ensures we'll power your world of work.

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Architecture
Banking
Construction
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Defence
Education
Energy
Engineering
Executive
Facilities Management
Healthcare
Human Resources
Insurance
Information Technology
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Life Sciences
Logistics
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Policy & Strategy
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Property
Resources & Mining
Retail
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Hurstville T: 02 9580 8333

Liverpool T: 02 9601 8822

North Sydney T: 02 9957 5733

Parramatta T: 02 9635 1133

Regional

Newcastle T: 02 4925 3663

Wollongong T: 02 4222 0100

Victoria

Melbourne CBD

Collins St T: 03 9604 9600

St Kilda Rd T: 03 9804 5313

Melbourne Suburbs

Camberwell T: 03 9946 3500

Moonee Ponds T: 03 9326 2149

Mulgrave T: 03 8562 4250

Regional

Albury/Wodonga T: 02 6062 3000

Ballarat T: 03 5303 9997

Geelong T: 03 5226 8000

Queensland

Brisbane CBD

Brisbane T: 07 3243 3000

Brisbane Suburbs

Chermside T: 07 3259 4900

Mt. Gravatt T: 07 3349 6563

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Ipswich T: 07 3817 1900

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Netherlands

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