

SALARY

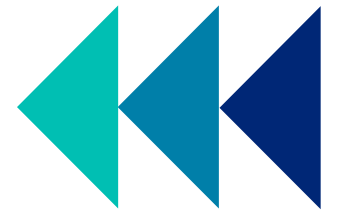
HAYS Working for your tomorrow

**SEE BEYOND
THE NUMBERS**

FY23/24 Australia and New Zealand

GUIDE





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▶▶ The Hays Salary Guide is representative of a value-added service to our clients, prospective clients and candidates. While every care is taken in the collection and compilation of data, the guide is interpretative and indicative, not conclusive. Therefore, information should be used as a guideline only.

Salaries listed within are correct as at May 2023 and do not reflect increases to the AU and NZ legal minimums that occur after this date. Minimum wages at publishing date (May 2023) are \$812.60 per week (AU) and \$908.00 per week (NZ). AU salaries are based on a 38 hour working week. NZ salaries are based on a 40 hour week.

A SKILLS RECESSION IS UPON US. HOW WILL YOU ADAPT?

Australia and New Zealand's skills shortages are entrenched in our labour market, but this year our survey shows the impacts continue to intensify in many industries.



Despite recent increases in both skilled migration and automation adoption, almost nine in ten employers are now experiencing a skills shortage.

Undeterred by the challenges this poses, vacancy activity remains remarkably resilient. After normalising from last year's historic peak, today's headcount expansion plans suggest current economic uncertainty will not impact all workforces.

Instead, we're more likely to experience a skills recession as a shrinking skills pipeline threatens the effective operations and growth plans of organisations. With the skills shortage predicted to last well into the 2030s, employers must guard against the long-term impact.

Naturally, salaries have been affected. As employers compete in a tight talent pool, we're seeing a significant surge in salaries, with both the number of increases and their value continuing the upward trajectory we first noted in last year's Hays Salary Guide.

It's well known that salary is the most significant factor in talent attraction and retention, but it's not the whole picture. Curiously, while the number of active jobseekers currently sits at less than one in five, a significant percentage are passively keeping an eye on opportunities. In such a market, employers must also see beyond the numbers and consider the 'emotional salary' they offer, consisting of the right mix of benefits, work-life balance, upskilling and personal fulfillment.

By reviewing both the financial and emotional offers, employers can create a positive workplace culture that values employee wellbeing, satisfaction and growth, leading to improved performance.

This will be key to unlocking an organisation's potential during this extended skills recession.

Matthew Dickason
CEO Asia Pacific, Hays

"After normalising from last year's historic peak, today's headcount expansion plans suggest current economic uncertainty will not impact all workforces."

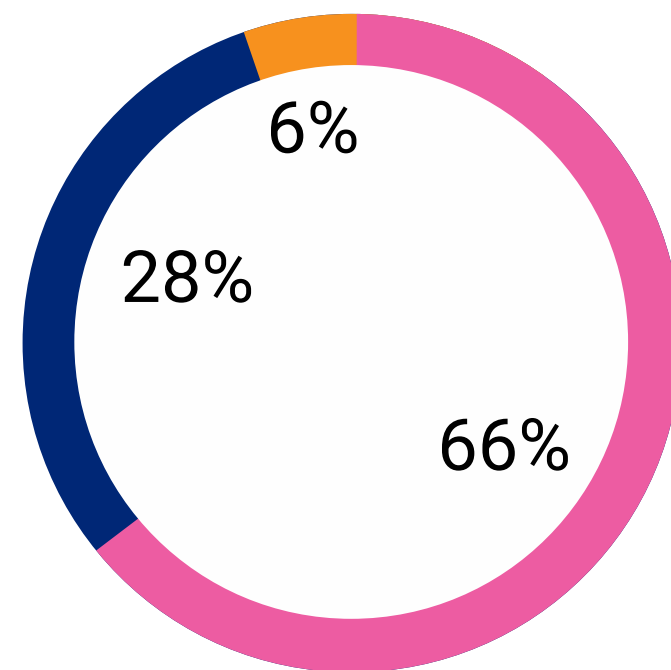
SURVEY METHODOLOGY

The Hays Salary Guide FY23/24 survey received 14,295 responses across Australia and New Zealand. This included responses from 6903 organisations, representing millions of employees, who shared their views on salary, hiring intentions and recruitment trends.

We also heard from 7392 skilled professionals to better understand their salary expectations, career plans and current priorities.

Organisations that participated

- Private sector
- Public sector
- Charity or for purpose

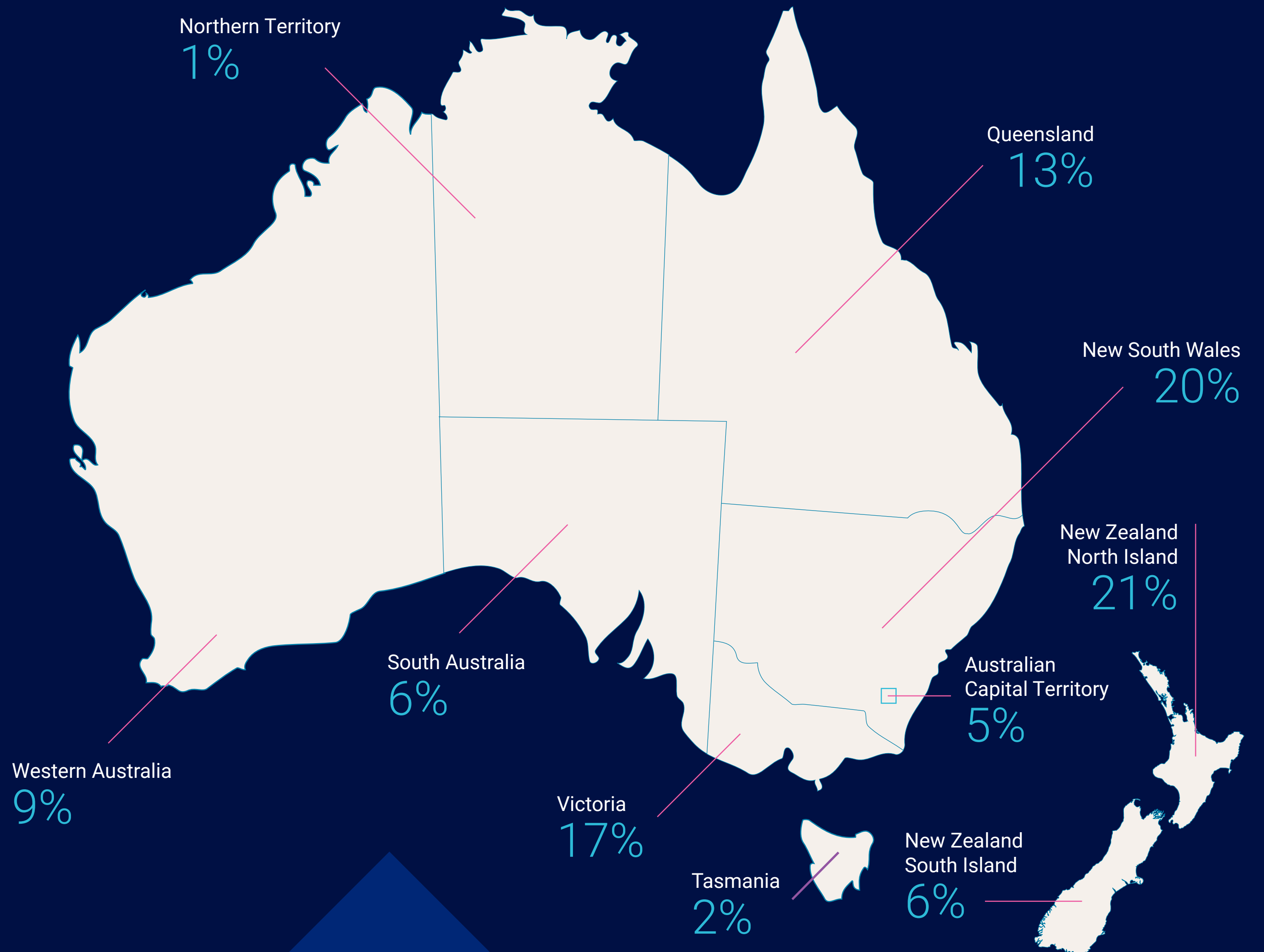


Top five industries

1. Construction
2. Technology
3. Manufacturing and Operations
4. Accountancy and Finance
5. Healthcare

Thank you

We would like to express our thanks to all the organisations and skilled professionals who completed our survey. Your contribution allows us to produce this guide and provide insights into salaries, benefits and recruiting trends across Australia and New Zealand.



STATE OF THE MARKET EMPLOYERS INVEST IN TALENT BUT EMPLOYEES KEEP OPTIONS OPEN

Employers intend to invest in their people this financial year. They sustain strong hiring intentions, with almost half planning to expand their permanent headcount in the next 12 months, and the majority increasing salaries. This investment comes as the skills shortage intensifies, which is causing operations to suffer and putting pressure on existing employees, many of who are working more overtime. Additionally, many employees intend to switch jobs, with even more open to the possibility, indicating dissatisfaction remains a concern and loyalty is hard-won.



Employers will invest in headcounts

Employers intend to increase their permanent (46 per cent) and temporary or contract (22 per cent) headcount. Despite hiring activity stabilising from last year's historic high, the job market remains robust with many organisations optimistic in their hiring plans.

95%

Employers prioritise salary increases

95 per cent of employers plan to increase salaries this year, a rise from last year. While there are variations between industries, the overall trend is positive, reflecting the continued strength of employees' negotiating power, employers' recognition of employee contributions and high inflation.



Employers double down on talent investment

65 per cent of employers expect business activity to increase in the year ahead and 27 per cent expect the economy to strengthen in the next six to 12 months. While not all employers feel optimistic, recruitment and salary intentions are notable. The overall trend suggests that many believe investing in their workforce could be key to future success.

88%

Experiencing skills shortage crisis

88 per cent of employers are experiencing a skills shortage with 78 per cent stating it will impact the effective operation or growth plans of their organisation. Productivity (63 per cent), increased workloads for existing staff (62 per cent) and project delivery (59 per cent) will be affected most.

40%

Say the impact of skills shortages has intensified

40 per cent of employers said the impact of skills shortages has intensified in the past 12 months and 47 per cent reported that they have remained at the same level as last year. Just 13 per cent said it eased.



Overtime culture on the upswing

In the past 12 months, overtime increased in 35 per cent of organisations. Of these, 30 per cent said the average increase was five hours per week. Another 36 per cent increased overtime between six and 10 hours per week. Only 39 per cent pay staff for overtime. Another 30 per cent reward staff non-financially, such as time off in lieu.



Staff turnover slows, but loyalty hasn't returned

In the past 12 months, staff turnover increased in 45 per cent of organisations, down from 58 per cent last year. 45 per cent of professionals unquestionably intend to remain with their current employer beyond FY23/24, up from 33 per cent. We found that 37 per cent were unsure whether they will remain.

48%

Say uncompetitive salaries motivate job switching

Of those intending to, or considering, changing jobs, an uncompetitive salary is the top reason, cited by 48 per cent. This is ahead of the rising cost of living (46 per cent), a lack of promotional opportunities (42 per cent) and a poor management style or workplace culture (38 per cent).



THE YEAR OF THE RAISE SALARY INCREASES CONTINUE THEIR UPWARDS TRAJECTORY

The promise of higher salaries is on the horizon, with both the number of increases and their value continuing to rise. We found that 95 per cent of employers intend to increase salaries in the next 12 months, up from 88 per cent last year and 67 per cent the year before. Further, 66 per cent plan to increase salaries above three per cent – a big step up from 37 per cent last year and 12 per cent the year prior.

performance. Two-thirds (66 per cent) say it doesn't align to external typical salaries.

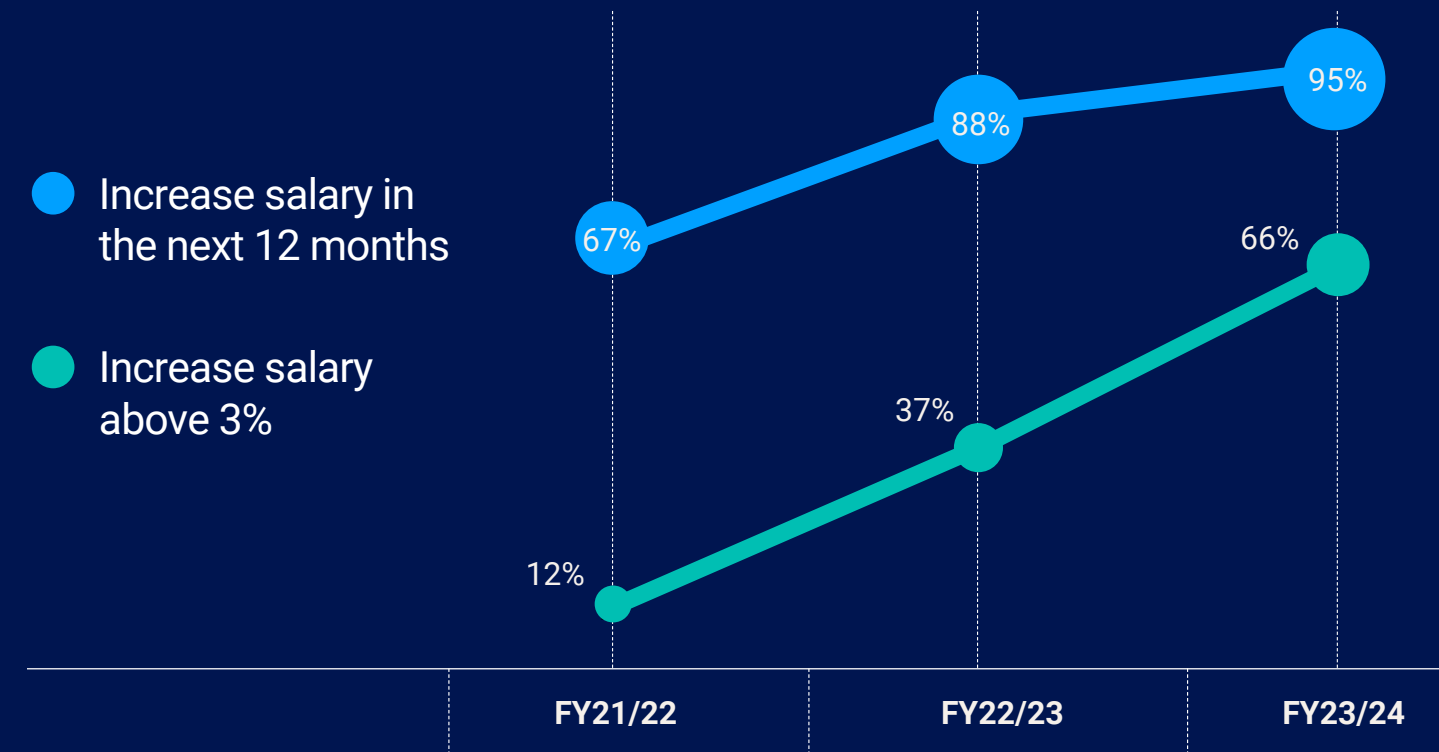
Even with most employers intending to increase salaries, jobseekers have an eye on their remuneration – 46 per cent say they'll negotiate their salary if they don't receive a pay rise or it fails to meet expectations and 52 per cent believe they'd benefit financially from changing jobs.

Despite increased salary intentions, employer and employee expectations are misaligned, with many employees feeling undervalued and underpaid. Only 28 per cent of professionals are satisfied with their current salary, with most (71 per cent) believing it doesn't reflect their individual

“Even with most employers intending to increase salaries, jobseekers have an eye on their remuneration.”

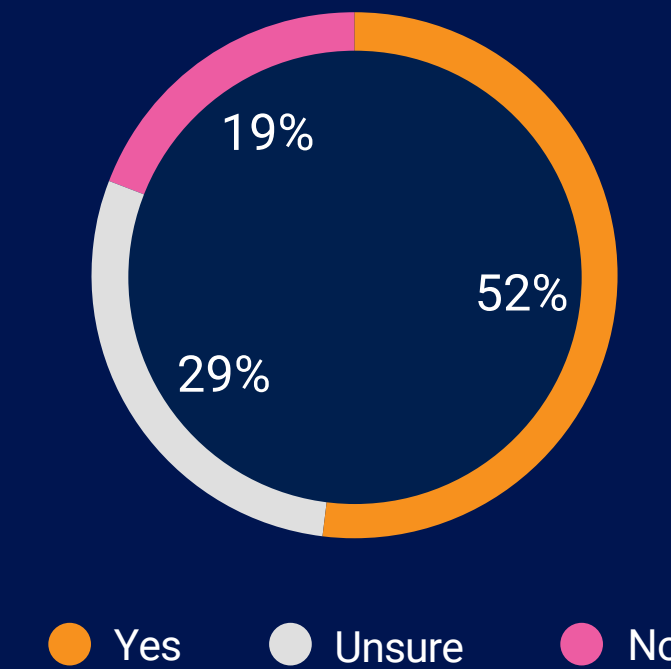
This year, more than ever, employers intend to increase salaries

95 per cent of employers intend to increase salaries in the next 12 months, up from 88 per cent last year and 67 per cent the year before.



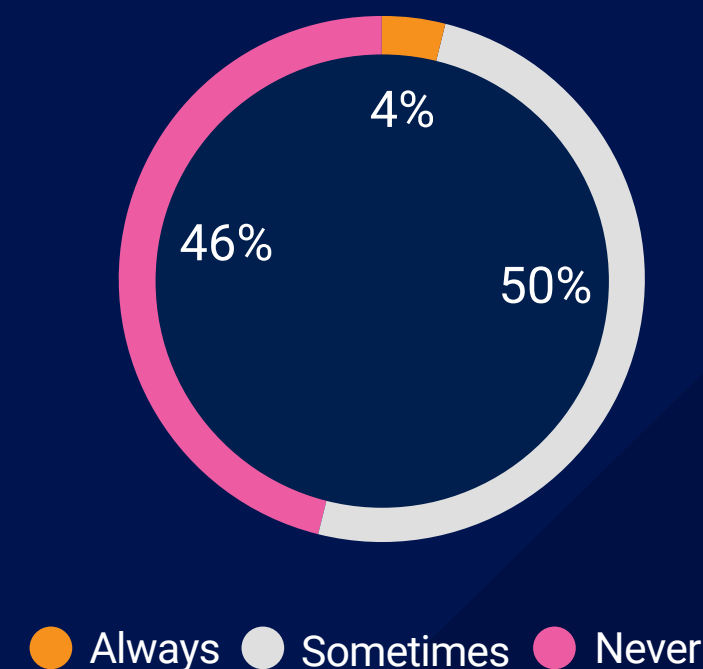
Employees say they'd benefit financially from a job switch

Would you benefit financially from changing jobs at this time?



The prevalence of counteroffers: Craft job offers to minimise the risk

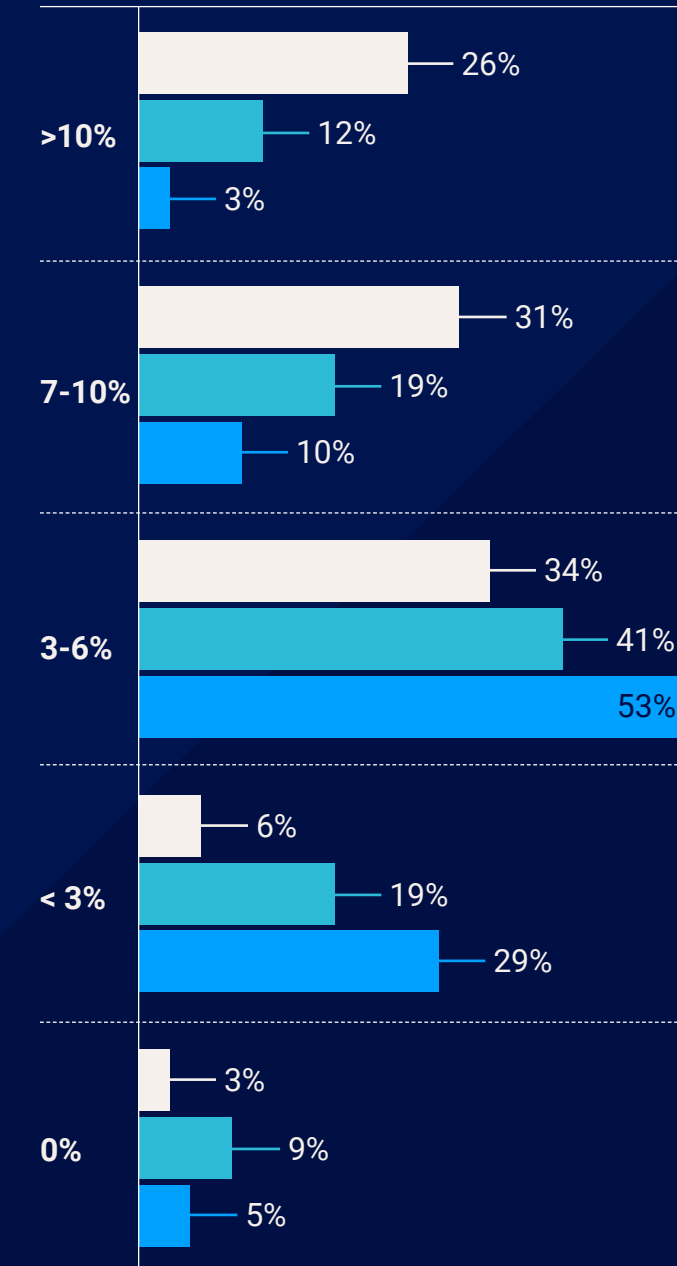
In today's market, employers counteroffer resigning staff.



The salary increase landscape

Employer intentions vs employee expectations.

- The increase employees say would reflect their individual performance and demand for their skills
- What employees expect to receive
- Salary increase employers intend to pay



From merit to money – individual results prioritised when considering pay rise requests

The factors employers take into account when considering an employee's pay rise request.



THE FOUR FACTORS DRIVING SALARY INCREASES THIS YEAR

1. Competition amid a continued and growing skills shortage

Many employers find that the pipeline of candidates doesn't meet their requirements. Indeed, 64 per cent of all respondents say there's a shortage of skills associated with their profession. In response, three quarters of employers have offered larger salary packages than planned to attract skilled candidates. Further, many professionals have already benefited from demand for their skills through a salary increase (30 per cent), new job (13 per cent) or both (19 per cent).

2. The ripple effect of falling real wages

Employers are sensitive to the hidden cost of falling real wages on employee engagement, mental health and wellbeing, morale and job satisfaction. Unless an employee has changed employers or been promoted, the purchasing power of their income has fallen. While few employers can match inflationary pressures, many are stretching salary budgets as far as they can to support staff.

3. The impact of pay transparency

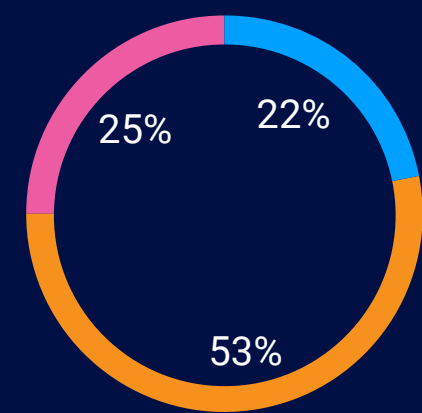
The abolition of pay secrecy in Australia and the briefing into pay transparency in New Zealand have prompted some employers to audit salaries, scrutinise disparities and offer adjustments if required to ensure fair and equal pay. In addition, almost two-thirds of employers share how salary levels and pay increases are set, perhaps because they understand doing so improves equity, builds trust and boosts morale. It also aids employees' bargaining power.

4. Employees prepared to ask for a raise

Our data indicates an upward trend in employees' confidence to negotiate for better compensation. This year, 65 per cent of professionals plan to ask for a pay rise, up from 58 per cent last year and 45 per cent the year before. Further, 64 per cent admit the skills shortage makes them more confident to ask for a pay rise. Add inflationary and cost of living pressures, and employees are more willing than ever to ask for more.

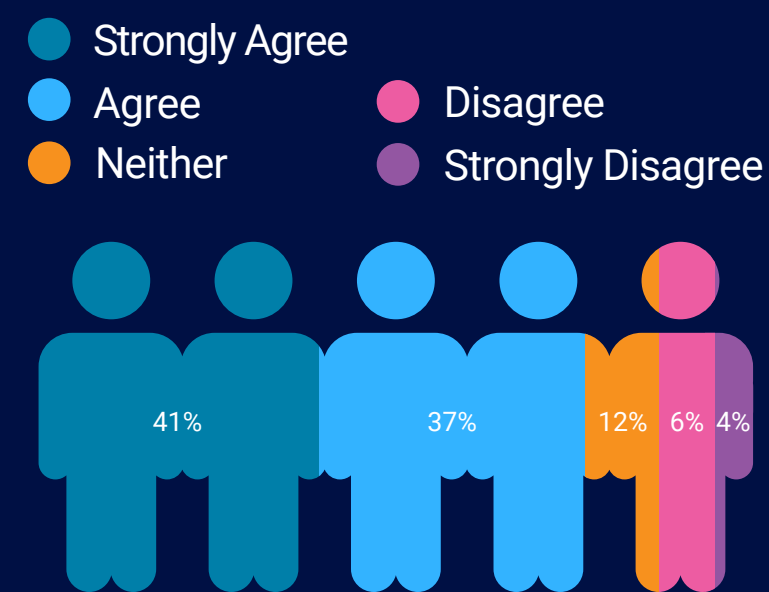
“Employers are sensitive to the hidden cost of falling real wages on employee engagement, mental health and wellbeing, morale and job satisfaction.”

Many employers have offered higher salaries than planned to attract staff



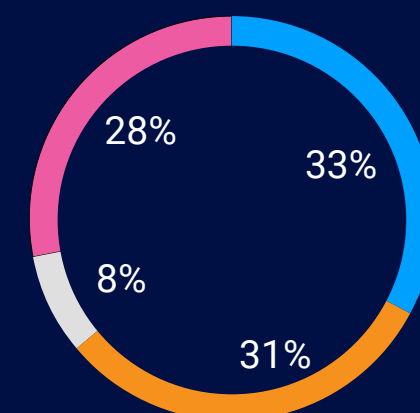
● Substantially higher
● Nominally higher ● Not higher

Almost four in five say it's reasonable to expect pay rises to keep up with inflation



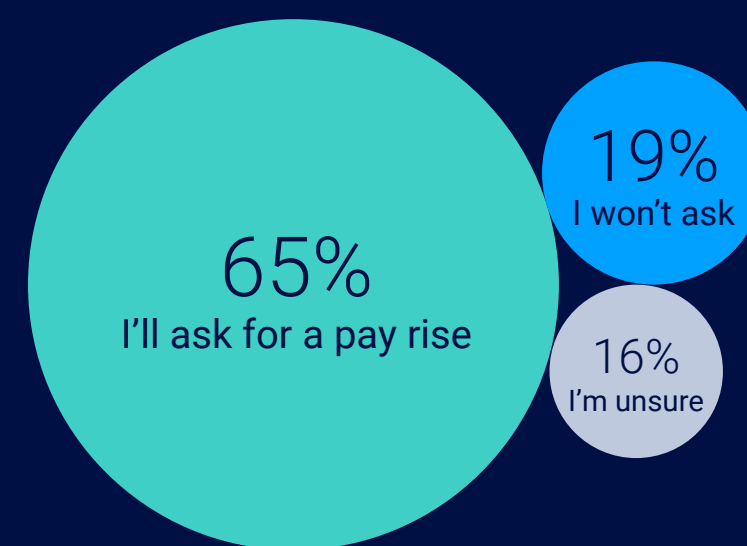
● Strongly Agree ● Agree ● Disagree
● Neither ● Strongly Disagree

Many organisations are transparent with employees about how salary levels and increases are set



● Yes - All ● Yes - Some
● Unsure ● No

In their next remuneration review, many will ask for a pay rise



BENEFITS THAT MATTER

THE LATEST TRENDS TO ENGAGE AND RETAIN EMPLOYEES

While salary is the most significant factor in attracting, rewarding and retaining employees today, employers know that benefits also play a large role. To be successful, the benefits offered should align to an organisation's and its employees' needs.

Training, ongoing learning and development and career progression opportunities are important elements of a successful benefits program. Employees want to improve their skills and advance their careers, while employers want to build a skilled workforce to improve productivity, customer satisfaction and revenue.

Despite this, just 26 per cent of employees are satisfied with their current benefits. Why? In the wake of the COVID-19 pandemic, they place value on emotional salary

– the intangible benefits that positively impact their emotional wellbeing and job satisfaction, not just their career. For example, more than 20 days of leave is important to employees.

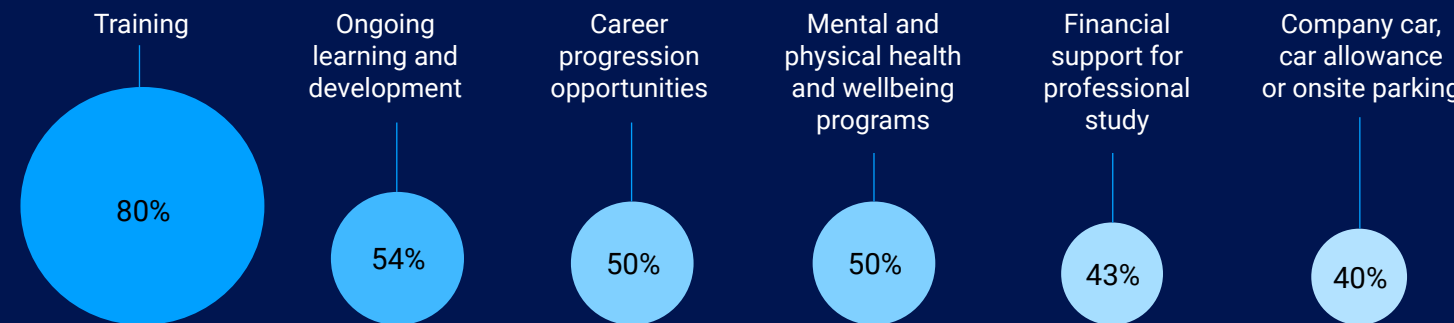
In addition, almost two-thirds of desk-based employees will look for a hybrid role when they next job search. This is consistent with last year's 64 per cent.

While employees continue to look for flexibility, employer sentiment has shifted with 33 per cent now saying staff can come into the office 'when it works for them', down from last year's 51 per cent. While this debate continues as both sides weigh up the benefits and challenges, finding the right balance will be important for employers in the current tight candidate market.

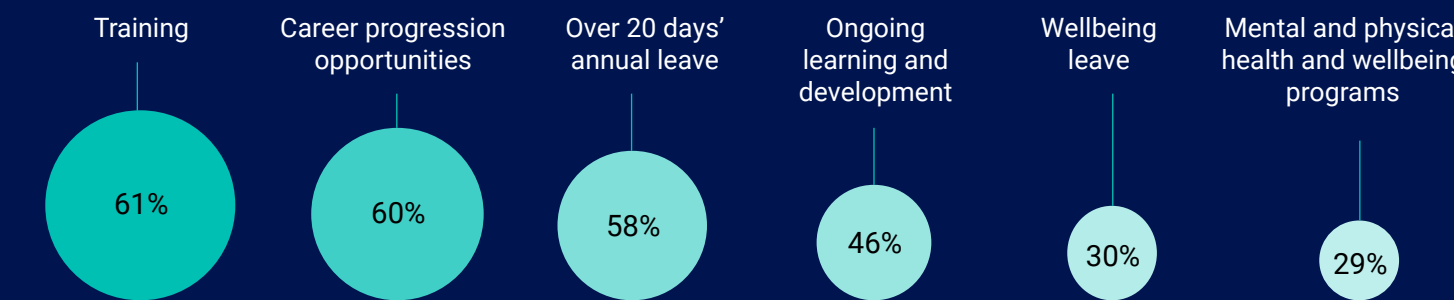
Top six benefits offered vs benefits sought

Are employers offering the right benefits?

Benefits employers offer

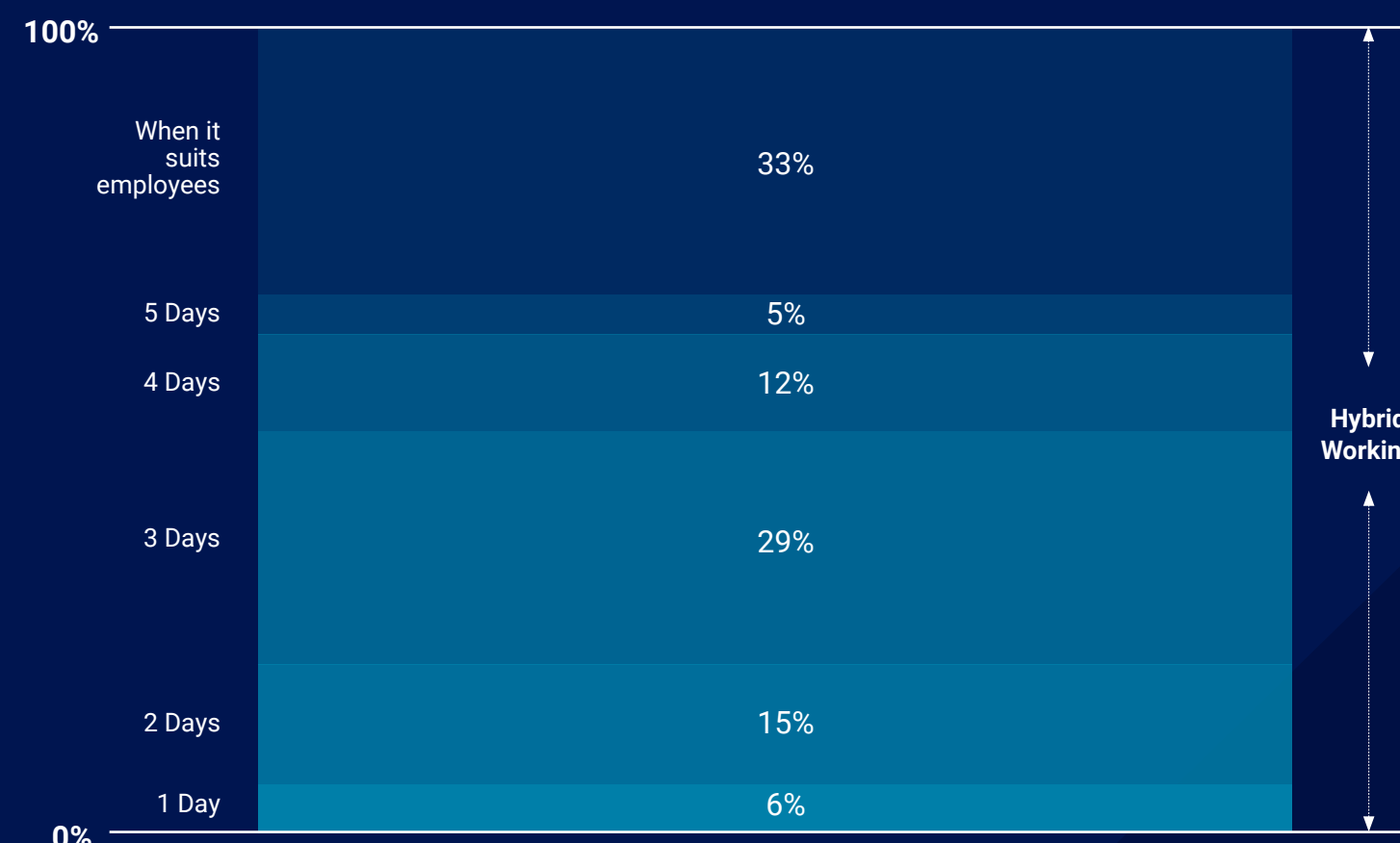


Benefits employees value



82% of employers offer hybrid working

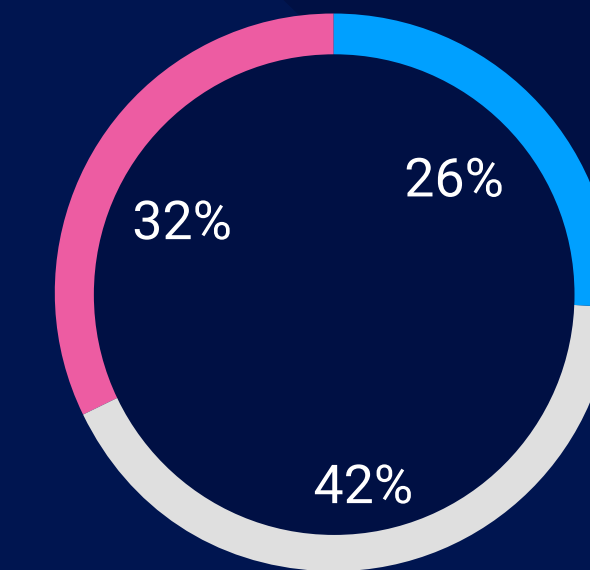
Of the 82 per cent, their preferred in-office commitment is:



Low level of employee satisfaction with benefits offered

Are you satisfied with your current benefits?

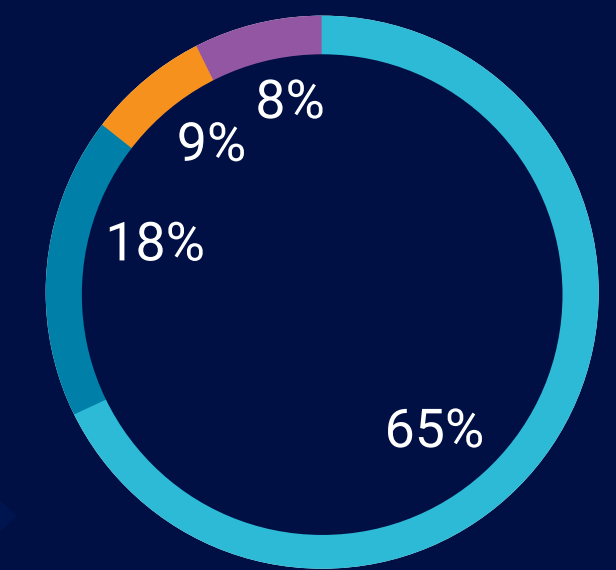
● Satisfied ● Neutral ● Dissatisfied



Consistency in employee hybrid work preferences

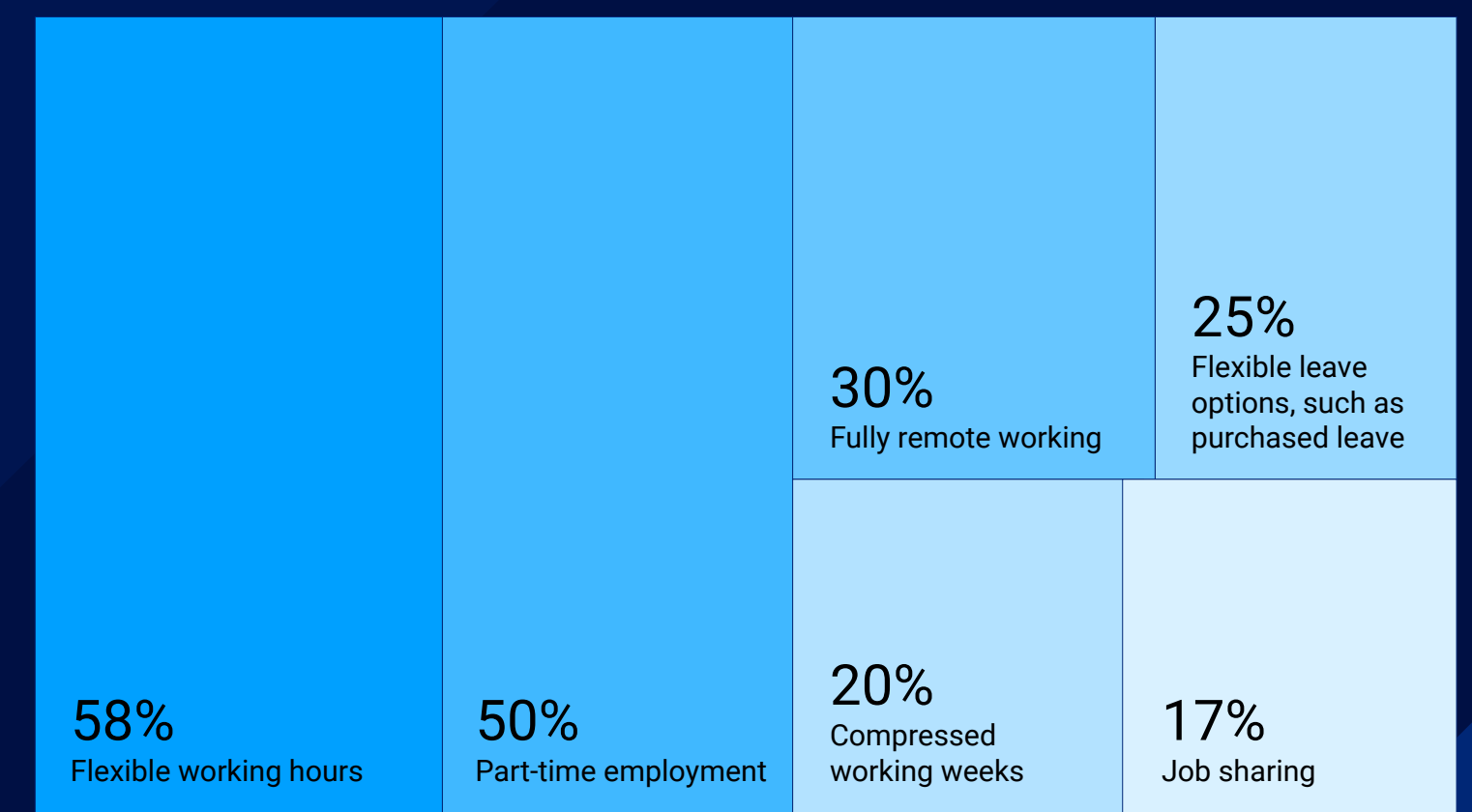
When they next job search, professionals will look for:

● Hybrid ● Office-based ● Remote ● Hybrid not applicable



Unlocking flexibility

Other flexible work practices offered:



A SKILLS RECESSION IMMINENT SKILLS SHORTAGES INTENSIFY

Today's jobs market still favours skilled professionals. This year our data shows that 88 per cent of employers are experiencing a skills shortage and 40 per cent say its impact has intensified in the past 12 months.

But not all roles are experiencing the same level of intensity. Employers recruiting for defence, HR, policy, healthcare and construction roles are experiencing higher levels of skills shortages.

The key drivers, according to employers, are a shortage of people with the necessary qualifications or experience (77 per cent) and increased competition from other employers (64 per cent). To expand talent networks and embed future-

proof capabilities, employers are investing in upskilling (see page 14 for more), while 37 per cent would consider employing or sponsoring an overseas candidate – a significant increase from last year's seven per cent. A further 32 per cent of respondents are open to the possibility.

As for the top skills employers want – communication and adaptability are valued, while critical thinking and agile leadership will be more highly sought after in future.

Roles most impacted by skills shortages

The top ten professional groups experiencing the greatest skills shortages, according to employers, are:



Australia

1. Defence 94%
2. Human Resources 92%
3. Policy and Strategy 92%
4. Healthcare 91%
5. Construction 90%
6. Manufacturing and Operations 90%
7. Insurance 90%
8. Technology 90%
9. Executive 89%
10. Trades and Labour 89%

New Zealand

1. Trades and Labour 96%
2. Human Resources 94%
3. Technology 92%
4. Property 92%
5. Construction 91%
6. Office Support 90%
7. Marketing and Digital 90%
8. Facilities Management 88%
9. Engineering 87%
10. Accountancy and Finance 85%

Skills shortage crisis impacts operations

78 per cent of employers say the skills shortage will impact operations. Of these, the greatest impact will be on:

63% Productivity	59% Project delivery	46% Employee engagement and morale	44% Employee turnover/attrition
62% Increased workloads for existing staff	49% Growth/expansion plans	41% Revenue/profit	41% Customer service

Soft skills valued today

The top soft skills employers want today are:

60% Communication
54% Adaptability
46% Attention to detail
45% Critical thinking
43% Emotional intelligence

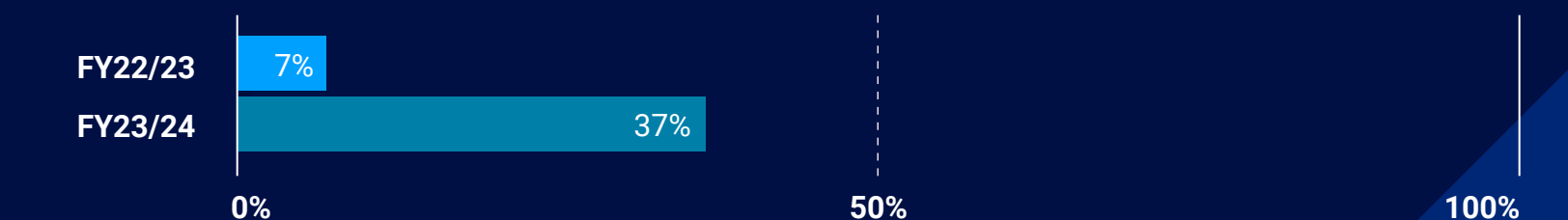
Future skills in demand

Employers will need more of the following skills in the next five years:

66% Critical thinking	
66% Agile leadership	
64% Soft skills	
64% Digital literacy	
53% Flexibility	51% Learning mindset
50% Data literacy	

Overseas talent back in demand

YoY change: Employers considering employing or sponsoring an overseas candidate in skill-short areas:



BEYOND THE NUMBERS

By looking beyond just salaries, organisations and employees can gain the insights they need to drive their talent strategies and career progression plans. Three main trends are influencing strategic business decisions when it comes to their workforce, and also dominate job seeker verdicts when choosing to work with an employer. Master these for sustainable growth.

THE WORKFORCE REVOLUTION SURVIVE OR THRIVE

No one can guess what the future of work will be, but one thing we do know – it’s changing fast. Organisations that can keep pace will be best placed to gain the competitive edge.

How we work has changed, and the work we do has also changed – and the rate of change is only going to increase. On an individual and organisational level, work has undergone a fundamental shift, and will continue to so at a rate that we’ve not experienced before.

The COVID-19 pandemic changed everything, we collectively moved away from offices and have adapted to hybrid ways of working, ways which are still being defined by many organisations, and now generative AI has arrived in a way that everyone can access and exploit. This advancement in technology has been hailed as big as the Industrial Revolution, in fact

Goldman Sachs released a [report](#) that indicated 300 million, or roughly two thirds of all jobs in the US and Europe, will be exposed to some degree of AI automation.

Individuals will need continue to upskill and reskill to take advantage of the rapid changes in technology and how roles will be redesigned and organisations need to be quicker and more agile than ever to capitalise on the benefits that this radical change can present. Adopting workforce strategies that are nimble and adaptive to allow businesses to scale up and down as needed will help them gain future competitive advantage.

Transformations help businesses adapt

Australian and New Zealand businesses are transforming to try to keep up with these changes. Almost two thirds of respondents reported undertaking some form of workplace transformation in the past 12 months. These transformations took the shape of organisational restructuring (69 per cent), digitising workstreams (35 per cent) and increased or decreased headcounts (39 per cent). Those that reported on transforming their operational structure were also 1.17 times more likely to have redesigned job descriptions.

But transformation needs to be handled with care. We found that staff turnover increased 1.21 times when a business had undertaken a transformation in the past 12 months. Transformations can be deeply disruptive to workforces

which causes attrition whether that’s because of uncertainty, erosion of culture, fear of job security, lack of communication or increased workloads.

Organisations that are undertaking transformations should have solid staff retention strategies in place before change programs begin.

Automation and AI will redesign work

Increased automation will affect the roles we perform, 64 per cent reported that automation will change the skills composition of their workforce in the next 10 years – requiring employees to upskill their digital (96 per cent), technical (95 per cent) and soft (85 per cent) skill sets.

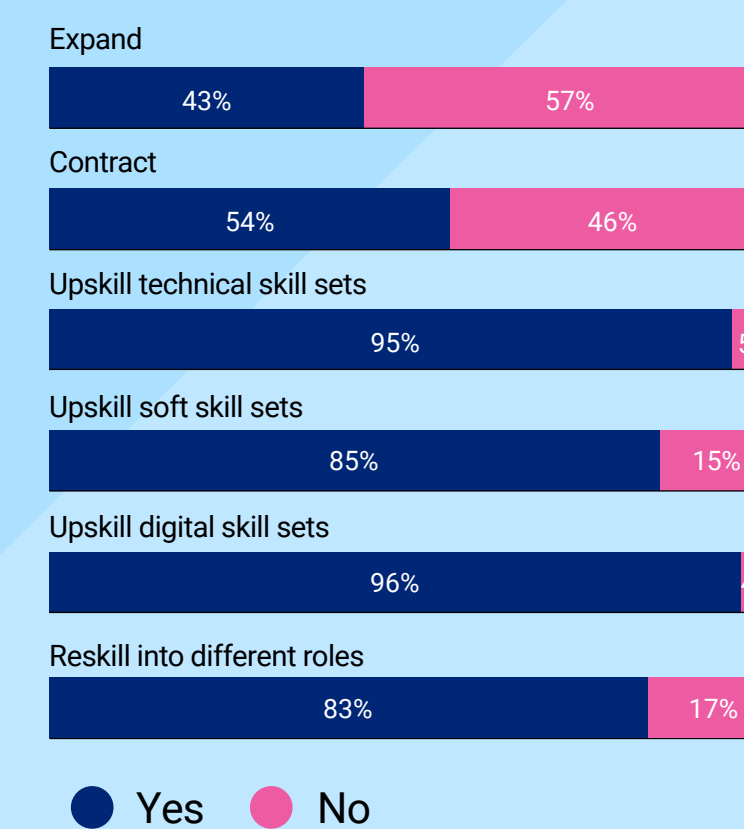
Employees must prioritise continuous learning, yet only 48 per cent of workers say they will

develop technical skills in the year ahead, even though 97 per cent said that upskilling is important to future proof their career.

Headcount up, or down?

There is a lot of uncertainty in the market in how increased automation will impact an

The affects of increased adoption of automation on workforces



organisation’s workforce, with 43 per cent saying it will increase, while 54 per cent report that it will decrease the size of their workforce. Like all of us, businesses are still unsure of what effects automation will have on their operations and teams.

Temporary and contract workers offer agility

We found that 42 per cent of organisations are using temporary and contract workers to gain skills that are required for one-off projects or tasks, with 64 per cent reporting their use of temp workers will remain the same in the year ahead, while 22 per cent will increase their use. This temporary workforce is also being used to shore up hard-to-find skills, with 68 per cent of businesses reporting that they use temp and contractor workers to meet short-term workload demands.

Work is being redesigned, so must workforce strategies

Organisations that can quickly understand the changing nature of the market and mobilise teams with the right skills at the right time will be best placed to take advantage of market opportunities. By building a clear picture of your organisation's current skills and capabilities, thinking through how new and emerging technologies will affect the design of job roles and demand for different skills and investing in creating agile workforce strategies will be essential to success and preventing further skills shortages, and potential redundancies.



Time to plan

Strategic workforce planning allows an organisation to assess the current size, composition and requirement for reskilling programs aligned to their current and future workforce needs. This plan should be forward looking and aligned to an organisation's strategic goals to help identify future demand and potential gaps in capabilities and roles. Once these gaps have been identified organisations can:

- Design and plan L&D programs to build capabilities internally to meet potential future shortfalls.
- Define roles that will need to be permanent as compared to contract or temporary to build flexibility where needed and embed core capabilities for the organisation.
- Effectively communicate the L&D program to employees so staff can take proactive action and align their career progression to the future skills needed.

- Begin to build a picture of desirable but intangible, transferable skills and create hiring strategies to identify and secure these.

Build adaptive roles

How often do we take a microscope to the actual work that we, or our teams, do day to day? There is little to lose in intentionally interrogating the individual tasks we perform on a daily basis and questioning their ongoing validity as we add new tasks to our to-do lists every day. Are there legacy tasks that are still necessary and relevant? And how do they now fit within our current and future priorities? Creating a process of regular audit and assessment that considers, at a granular level, where efforts are directed can help ensure teams stay on track toward the ultimate goal and give time to what truly matters. By giving teams permission to innovate and redefine their roles as and when needed also encourages deeper engagement and ownership of their goals.

Rethink recruitment and retention

Is your current employee value proposition (EVP) fit for purpose? Competition for the right talent and skills will continue to be heated and organisations need to ensure they are best positioned to build a pipeline and attract the right talent. Some organisations may need to shift their thinking from hiring for skill to hiring for will. The skills needed for future roles that are still being invented are unknown so searching for, and building, a talent pipeline that embraces continuous learning, ambiguity and a sense of curiosity will create an agile team capable of adapting to new roles, tasks and situations. Retention of this team will be key in such a competitive market – these employees typically value opportunities for continuous professional growth and development, recognition is also vital. As we move into more uncertain economic times, conveying job security should be a key pillar to your retention strategy.

Train your leaders

Among all of this expected change, don't forget to develop your current leaders to navigate this new landscape. Often the focus is on the teams executing the work, and not enough consideration is offered to those who are leading the teams. In the face of such rapid and holistic change, every level of an organisation will need training and support to embrace change and look for new opportunity.

Embrace DE&I

Undiscovered and underutilised talent exists in every pocket of our communities, and truly embracing diversity, equity and inclusion (DE&I) will allow organisations to realise the potential that diversity of thinking and experience brings to the table. Ensuring that workforces accurately represent the communities organisations operate in allows them to meet the needs of all of their customers. But DE&I strategies need to be nurtured to leave the page and create impact.

UPSKILLING THE LEARNING IMPERATIVE

Investing in upskilling workforces is critical to future proofing your organisation, and our economies. Not only does it help solve skills gaps, enhance employee engagement and retention, and increase loyalty – it offers your organisation a competitive edge. Employers that fail to invest in building the capabilities of their staff risk falling behind and losing talent to organisations that prioritise employee development.

Upskill to solve for current skills shortages

Skills shortages continue with 88 per cent reporting they are experiencing skill shortages and that these shortages are impacting productivity, workloads of existing staff and project delivery. The main reasons for this continued shortage? A scarcity in the number of people with the necessary qualifications or experience and increased competition from other employers. This sustained restriction is not going away.

Some business leaders are taking matters into their own hands. Organisations reporting extreme skill shortages are seven times more likely to have a learning and development (L&D) program in place, and those that have L&D programs in place recognise that it can help them outperform organisations that don't.

Organisations reporting extreme skills shortages are 7x more likely to have a Learning and Development program in place

7x More likely to have an L&D program in place.

Upskilling leads to retention

As employees recognise that they are only as valuable as the skills that they possess, they are placing greater emphasis on being able to upgrade those skills with 90 per cent of employees stating that an organisation's L&D program was important to them when considering whether to work for an organisation, and 61 per cent listing training as the top benefit they value.

Additionally, employees are 1.38 times more likely to stay with their current employer when a formal learning and development program is on offer, and more than a quarter of respondents listed a lack of training and development as a reason they intend to change jobs in the near future.

Workers are prioritising their ability to manage their personal and professional growth and development to ensure long-term career viability.

Unidentified skills needed for the future

Identifying the skills needed now to bridge the skills gap is necessary but identifying the training for the skills needed for the future is equally important for businesses to ensure they aren't left behind. Only 12 per cent of respondents believe that they have the skills they need for the future. Yet almost half of our survey respondents say they don't undertake a skills analysis before deciding on upskilling.

1.38x

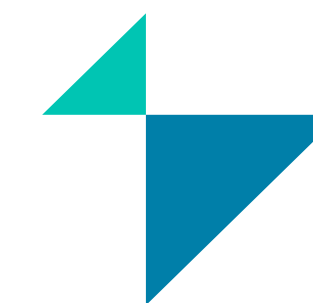
More likely to stay with their current employer when a formal learning and development program is on offer.

A report from Faethm by Pearson identified the top 35 job roles that will be most impacted by automation and augmentation in the next 10 years, the report also identifies that organisational readiness for the fourth industrial revolution (identified as adoption of technologies such as AI, robotics,

quantum computing, augmented reality, digital twins etc,) is lacking in two out of every three organisations. Additionally, the half-life of learned skills is now just five years, meaning half of what we learnt five years ago is now irrelevant.

Building skills within the business that are needed today is important but identifying and training for the skills that we can't yet imagine we'll need in the future needs a place on the boardroom agenda. Using today to build a culture of continuous learning can set the stage for an organisations's sustainable commercial growth.

“The half-life of learned skills is now just five years, meaning half of what we learnt five years ago is now irrelevant.”



Rethinking learning and development

The global workforce has been trying to keep up with the evolving demands of increasing complexity, digitisation and cross-border competition. And yet constant change, demographically diverse workforces and the short shelf life of some skills means reskilling and upskilling your teams needs to continually be a key priority.

Our report identified that 77 per cent of respondents rely on peer-to-peer learning and 62 per cent report using mentorships and coaching to keep their teams on top of the skills they need. For desk-based teams, relying heavily on this form of collaborative social learning can lead to unintended consequences. It has been acknowledged that this form of upskilling has faltered in a hybrid working environment and for businesses that neglect to conduct a skills audit – relying on the skills that you already have in your organisation being passed on could result in a shortage of new capabilities and skills that will be needed in the very near future. As you move to further evolve and embed your L&D strategy, consider:

Collaborative social learning needs to be intentional

Collaborative social learning needs to evolve to work effectively in the hybrid work environment. The reduction in time spent face to face in the office means formal structures should be placed around this type of knowledge passing. Devise formal pathways, including knowledge goals at set time frames, to ensure the right information is transferred and measure success through assessments.

Use short courses to overcome the shorter half-life of knowledge

Not only has the need for new skills never been higher, but the length of time that those skills remain relevant is dropping. Remember mastering how to set up a multi-person conference call with identifying codes for each call and pins to enter via our desktop phones? Now with Microsoft Teams and other digital platforms we can

call and add people with a few clicks. Online resources is the most popular upskilling method currently utilised by employers. The advances of learning being delivered in short, easily digestible programs allows us all to access the knowledge we need in the flow of work, when it's needed. Incorporating short online courses into weekly work routines and encouraging staff to hit completion goals will help build a culture of continuous learning.

Learn, and keep learning

Leaning into all forms of learning on the job will only help organisations further reinforce and embed a culture of continuous learning. While collaborative social learning and online courses are two of the main ways knowledge is being transferred, there are other more informal ways that learning can be embedded in daily workflows. Offering staff stretch opportunities where you assign projects that are slightly outside of current capabilities gives them the

opportunity to self-direct learning pathways to achieve set goals. While expanding project teams to include members that wouldn't usually be required for execution provides scope for further cross learning among disparate teams.

Communicate programs effectively for engagement and brand benefits

Of our respondents, 59 per cent reported having a workplace learning and development plan in place however, only 44 per cent of employees agree that their organisation has a learning and development program in place. There is an obvious disconnect here suggesting that employers need to do more to promote awareness and encourage involvement in their programs by setting expectations around what teams should be upskilling on. There is little benefit in investing in a L&D program if employees aren't aware or actively engaged with it.

L&D programs must be as agile as the skills they look to embed

Tools and technologies are rapidly changing the way people work, and organisations must be as quick to build processes and practices to capitalise. Likewise, L&D functions should be operationally agile to build capability when the business requires it. By ensuring the L&D function has sponsorship at the executive level, with shared KPIs and responsibilities, an organisation can create alignment with strategic goals.

Measure success

Leaders will be looking for ROI on any capital invested into L&D. Establish and define what the KPIs might be to assess business excellence against. Rather than satisfaction or completion rates, measure how L&D programs align with business priorities and how learning interventions have changed the behaviours and performance of participants.

DIVERSITY, EQUITY AND INCLUSION TIME FOR ACTION

As economies start to slow down, now is not the time to take the foot off the pedal on DE&I initiatives. With little meaningful change being realised over the years, organisations should renew efforts to bring everyone along.

Diversity, equity and inclusion (DE&I) has been on the boardroom agenda for many years – yet the needle has hasn't moved in any meaningful way.

In Australia, the gender pay gap currently stands at 23 per cent, in 2012 it was 17 per cent – it's moved backwards by six per cent in a decade. In New Zealand it currently stands at 10 per cent, in 2012 it was nine per cent. It's estimated that it will take another 132 years to close the global economic gender gap, executive teams will take at least 29 years to reach parity in gender and 24 years to reach cultural parity and there is still too little data to meaningfully measure racial, LGBTQIA+ or disability inclusion.

Yet we know, the competition for talent will remain fierce so realising previously undiscovered talent networks will be key for employers to gain an advantage. Organisations that are serious about realising the benefits from their DE&I efforts need to implement programs to make their leaders accountable to achieving success in this area. And for organisations that aren't yet making plans, governments are stepping in.

Both in Australia and New Zealand, government is enacting legislative requirements around the recording and reporting of gender pay gaps, with moves towards measuring diversity and equity at other levels predicted to soon follow.

“Previously undiscovered talent networks will be key for employers to gain an advantage.”

DE&I can be a deal breaker

It's widely recognised that a diverse and inclusive workplace offers benefits for employers and employees, including increased employee engagement and retention, enhanced innovation and creativity, improved reputation and better decision-making. No wonder it's a deal breaker for many professionals who want to work for an organisation that aligns with their values and demonstrates a commitment to diverse workplace. We found that 78 per cent of professionals surveyed believe that an organisation's stance on DE&I was important when considering whether to work with them.

DE&I strategies are well communicated

We found that 53 per cent of employers have a DE&I strategy in place – this aligns to the views of employees, with 55 per cent reporting that the organisation they work for has a strategy in place. It's clear that organisations that have implemented these strategies have effectively socialised and communicated them with the wider business.

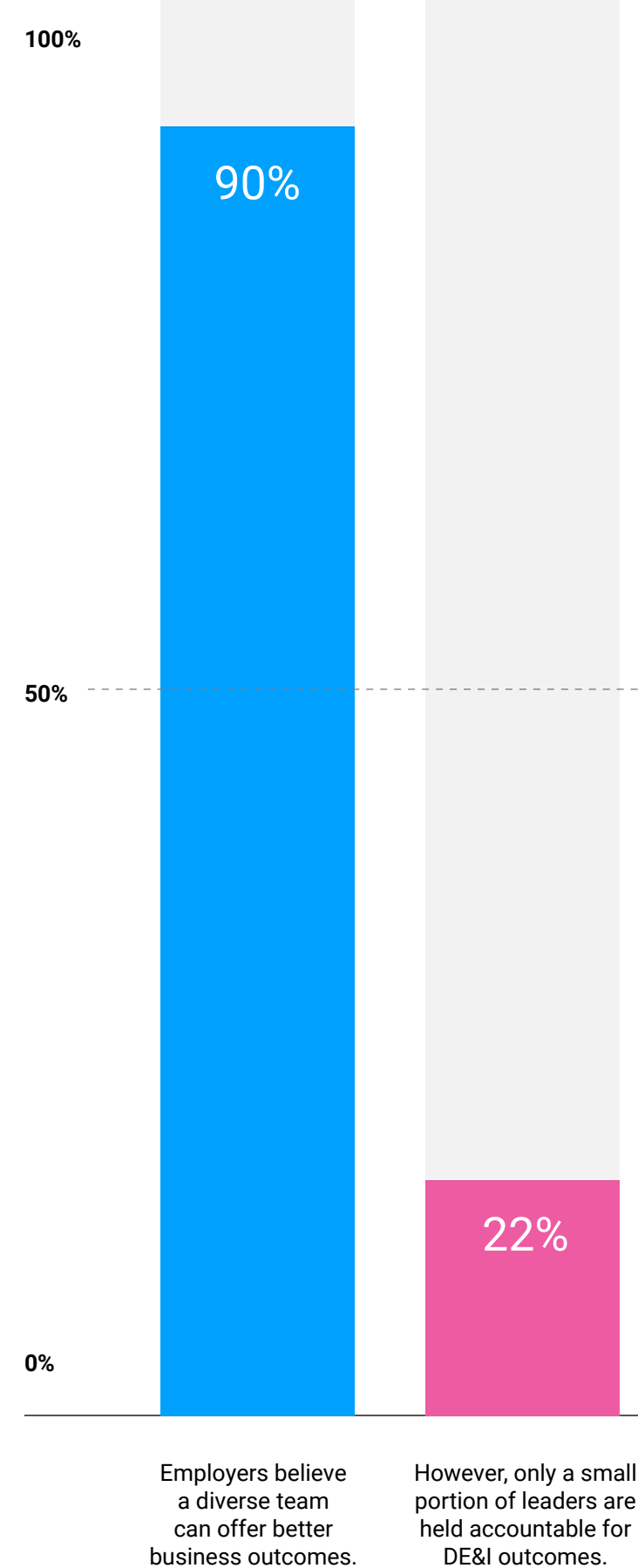
Pay equity, the next horizon?

Just 30 per cent of employers said their DE&I strategy includes pay equity initiatives, and only 17 per cent said it includes pay equity reporting metrics by different demographics. Of these, 44 per cent said this data had identified pay inequalities, with employers most commonly responding by increasing salaries in the next review to ensure pay equity with over a third increasing salaries immediately to ensure pay equity.

The (other) gap

While the gender pay gap may continue to dominate our attention, another gap is emerging that could be just as important – accountability. While 90 per cent of employers believe a diverse team can offer better business outcomes, only 22 per cent said leaders were held accountable for DE&I outcomes in their organisation. This accountability gap can lead to unrealised outcomes on well thought out DE&I strategies.

The diversity accountability gap



The key to retention?

Regardless of gender, ethnicity, sexual orientation or disability, 57 per cent of respondents felt a sense of belonging to their organisation, and when analysing key influences for employees intending to stay with their current organisation in the next 12 months – a sense of belonging was key with employees 2.49 times more likely to stay when they felt a sense of belonging. We also found that those who felt they could challenge team bias without consequence were 1.74 times more likely to stay. These psychological safety indicators can be correlated with organisations that reported salary transparency, learning and development programs and DE&I strategies in place.

Factors influencing retention

The likelihood of remaining with employer post financial year being YES increases by:



Diversity drives success

DE&I strategies are not only a positive for social licence and uncovering undiscovered talent networks, but they are also proven to be good for business as well.

- Organisations in the top quartile of gender diversity on their executive team were 25 per cent more likely to experience above-average profitability.
- Companies with more than 30 per cent women on their executive teams are significantly more likely to outperform those with less than 30 per cent. In fact there was 48 per cent performance decline between the most and least gender-diverse companies.
- Companies in the top quartile of ethnic and cultural diversity outperformed those below by demonstrating 36 per cent more [profitability](#).

It's clear, DE&I doesn't just look good for business, it is good for business. But just having a strategy

doesn't equal success. Businesses must ensure the strategy drives real action and change.

Start from the beginning

The best laid plans are only as successful as their impacts. While some organisations have long-standing DE&I strategies in place, are these plans making any meaningful impacts? Take a step back and assess where DE&I stands within your organisation. Conducting an assessment can help identify areas of strength and weakness and provide a baseline for measuring further progress and outcomes.

Embed, again

It can be discouraging to realise that what was penned on paper hasn't started to deliver results – revisiting the strategy offers an opportunity to identify gaps in uptake and devise new strategies to encourage further participation. The DE&I strategy needs to be embedded into an organisation's overarching strategy

and decision-making process. Define and set specific targets and ensure that all levels of the organisation are held accountable to achieving them. Include diversity goals and targets into performance reviews and design KPIs relating to the target to ensure the board-level strategic goals are laddered into the businesses' operations.

Leverage tech

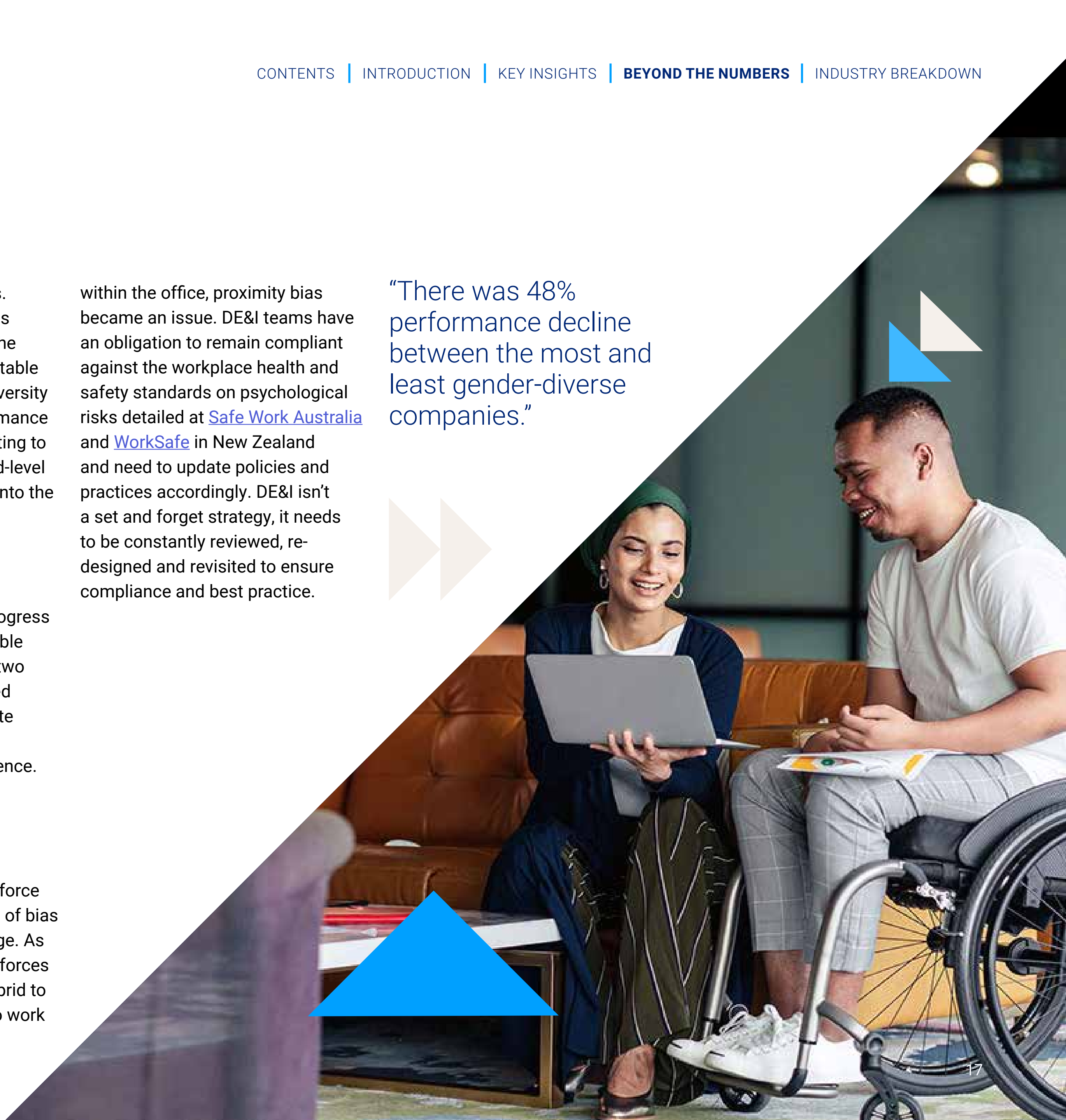
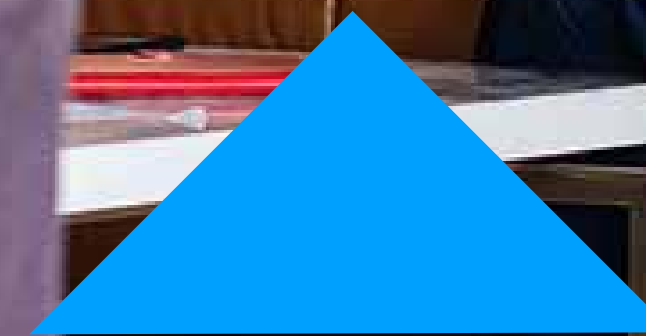
Data analytics to measure progress and accessibility tools to enable further participation are just two ways that technology can feed into DE&I strategies and create meaningful impact on your workforce's employee experience.

Be vigilant

As roles change, as working patterns change and as workforce strategies change, new areas of bias and discrimination can emerge. As a recent example, when workforces moved from always being hybrid to some employees choosing to work

within the office, proximity bias became an issue. DE&I teams have an obligation to remain compliant against the workplace health and safety standards on psychological risks detailed at [Safe Work Australia](#) and [WorkSafe](#) in New Zealand and need to update policies and practices accordingly. DE&I isn't a set and forget strategy, it needs to be constantly reviewed, re-designed and revisited to ensure compliance and best practice.

“There was 48% performance decline between the most and least gender-diverse companies.”



INDUSTRY BREAKDOWN INSIGHTS AND SALARIES

HOW TO NAVIGATE 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) to the side 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.

AU salaries are based on a 38 hour working week. NZ salaries are based on a 40 hour week.

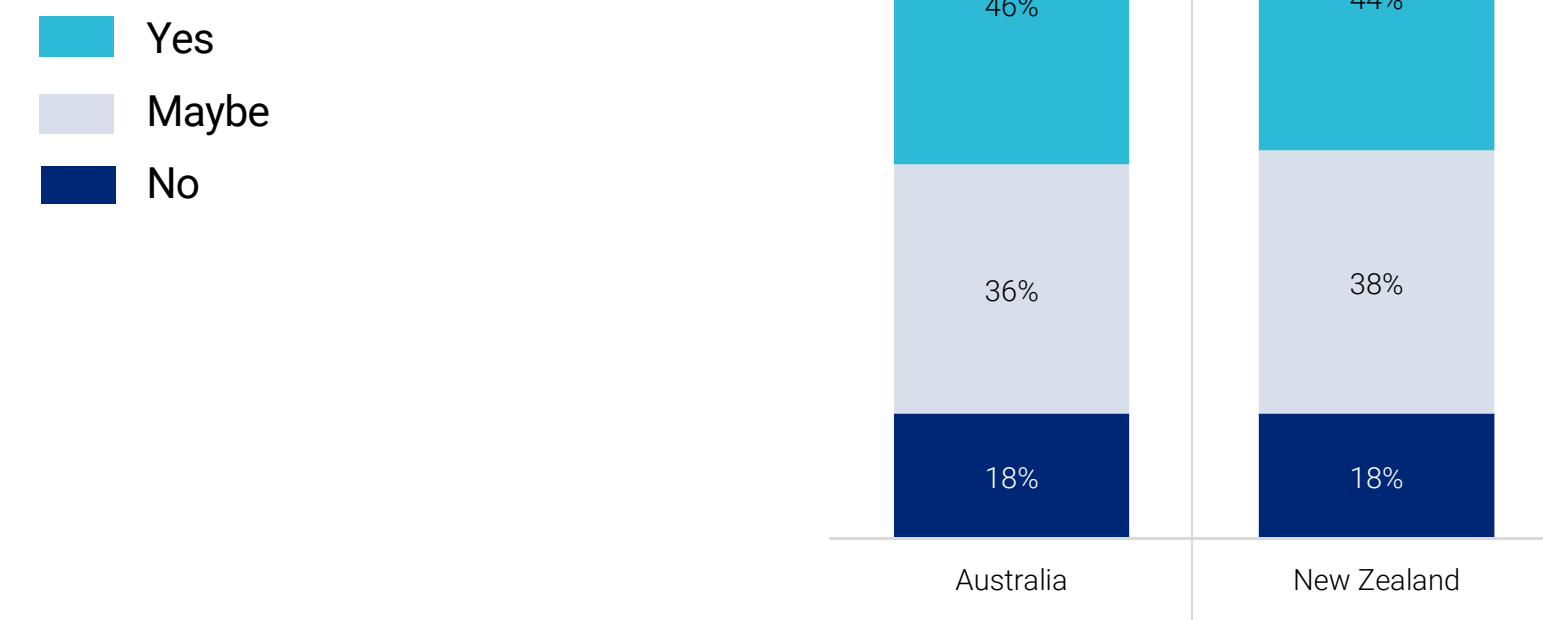
Profession	SENIOR QUALIFIED ACCOUNTANTS	MINE ACCOUNTANT Turnover up to \$100m	Role title
		Typical	Range
Location	NSW - Regional	133	112 - 148 Typical salary for a role
	QLD - Regional	140	110 - 180 Salary range for a role

HOW DOES YOUR SALARY COMPARE?

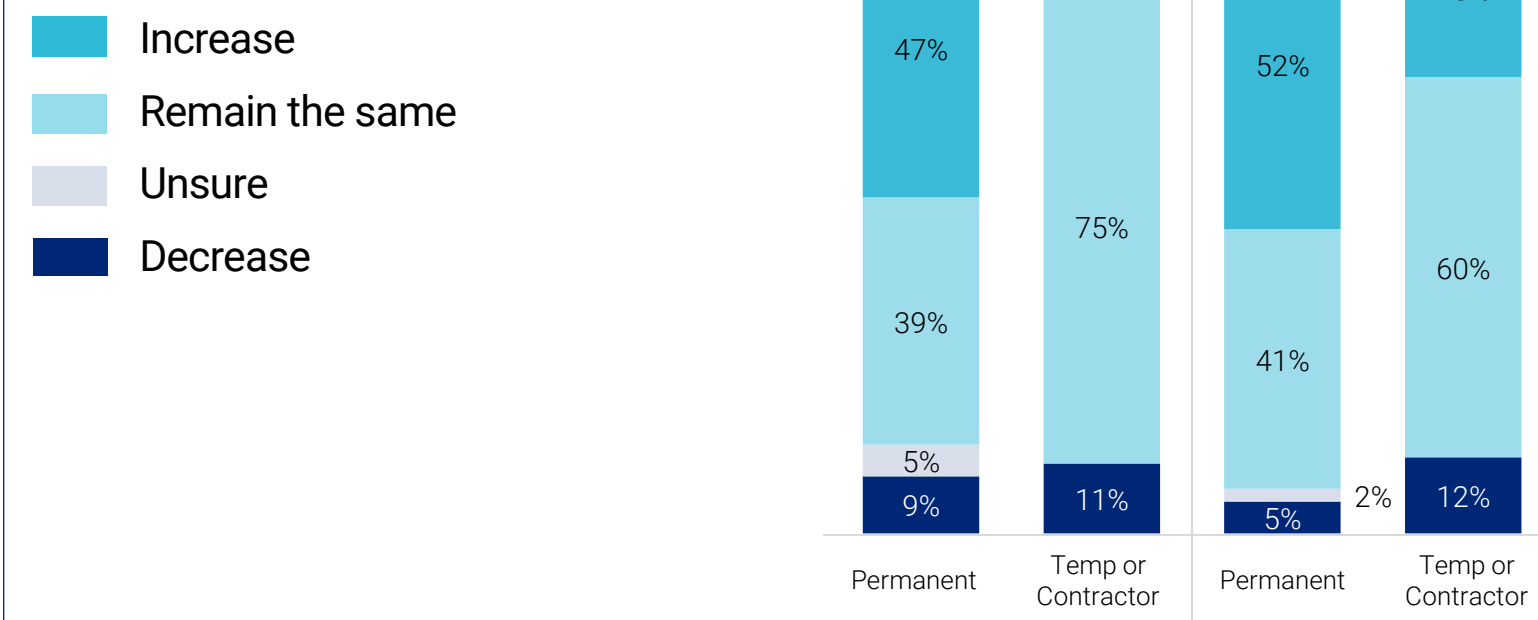
Take a quick salary check to find out how your salary compares to the highest, typical and lowest for your position in our **Salary Checker** tool for [Australia](#) and [New Zealand](#).

TURNOVER AND HIRING INTENTIONS

Employees that intend to remain with their current employer



Employers attitude towards increasing headcounts



Top factors driving turnover

- Rising cost of living
- An uncompetitive salary
- Lack of promotional opportunities

Employees top career priorities

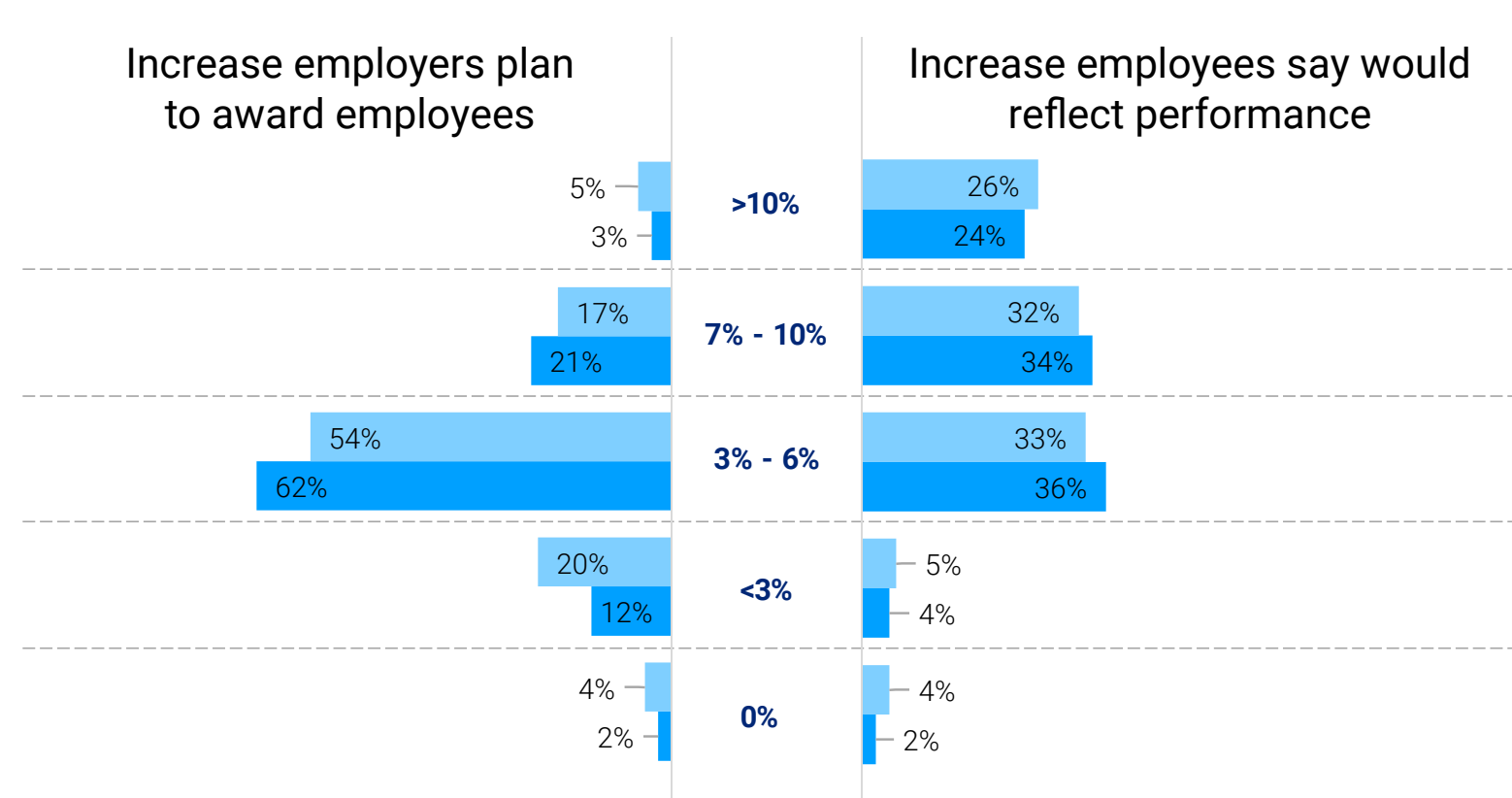
- A pay rise
- Being able to work flexibly
- Learning or developing technical skills

Top 5 jobs employers need to fill

- Australia**
1. Payroll
 2. Accounts Payable/Receivable Officers
 3. Financial Accountant
 4. Finance Manager
 5. Financial/Commercial Analyst
- New Zealand**
1. Financial/Commercial Analyst
 2. Finance Manager
 3. Payroll (all levels)
 4. Credit Control/AR
 5. Assistant Accountant

SALARY TRENDS

Pay rise intentions and expectations



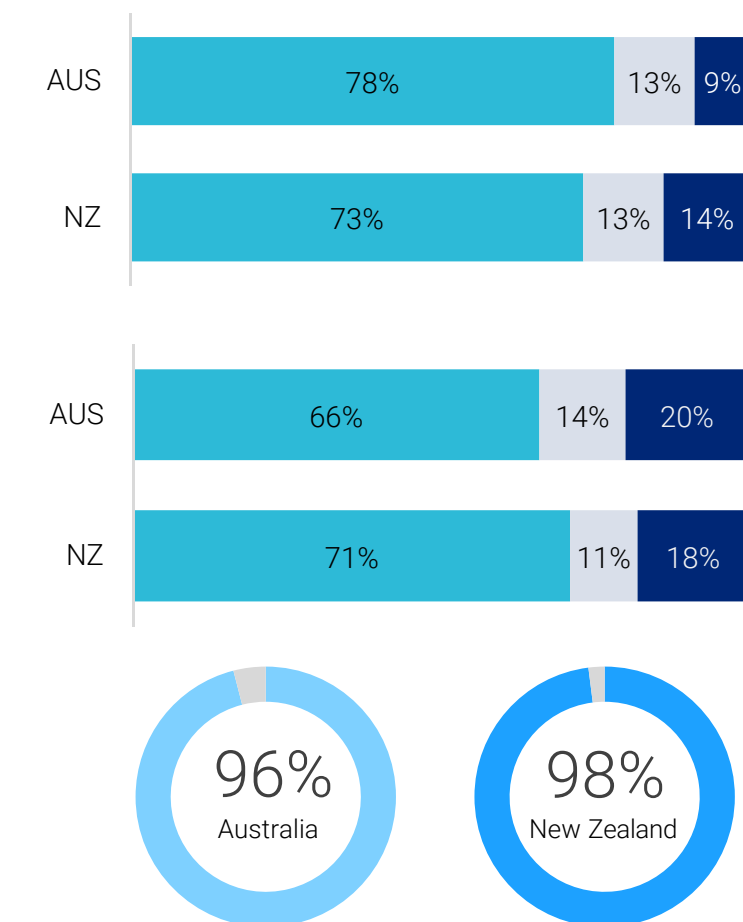
Those that believe pay rises should keep up with inflation

- Yes
- Neutral
- No

Employees who will ask for a pay rise

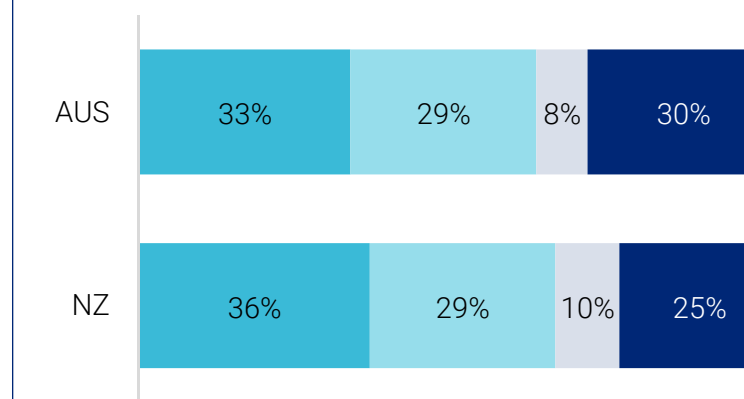
- Yes
- Unsure
- No

Employers who will offer higher salaries



Organisations that provide salary transparency

- Yes - All employees
- Yes - Some employees
- Unsure
- No



Top benefits employers are prioritising this year

- Australia**
- Training – either internal or external
 - Financial support for professional study
 - Ongoing learning and development
- New Zealand**
- Training – either internal or external
 - Mental and physical health and wellbeing programs
 - Ongoing learning and development

COMMERCE AND INDUSTRY | SENIOR FINANCE

SENIOR QUALIFIED ACCOUNTANTS	FINANCIAL CONTROLLER Turnover up to \$100m		FINANCIAL CONTROLLER Turnover \$100m - \$300m		GROUP FINANCIAL CONTROLLER/ GM FINANCE* Turnover > \$300m		FINANCE MANAGER Turnover up to \$100m		FINANCE MANAGER Turnover \$100m - \$300m		FINANCE MANAGER Turnover > \$300m		COMMERCIAL ANALAYST		FINANCE BUSINESS PARTNER		COMMERCIAL MANAGER Turnover > \$100m		COMMERCIAL MANAGER Turnover \$100m - \$300m		SENIOR COMMERCIAL MANAGER/DIRECTOR Turnover > \$300m	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	165	140 - 180	190	160 - 210	280	250 - 315	140	120 - 160	155	140 - 175	175	150 - 205	130	120 - 150	145	130 - 165	150	130 - 180	220	160 - 240	270	240 - 300
NSW - Regional	133	117 - 153	153	133 - 204	163	143 - 204	122	102 - 153	153	133 - 173	153	133 - 184	130	120 - 150	145	130 - 165	143	122 - 163	153	143 - 184	224	153 - 255
VIC - Melbourne	150	140 - 170	180	150 - 220	250	220 - 280	135	120 - 150	150	140 - 170	165	150 - 190	130	120 - 150	140	120 - 160	140	130 - 150	175	160 - 190	250	200 - 280
VIC - Regional	140	130 - 160	150	140 - 180	200	180 - 250	130	110 - 140	135	120 - 160	155	140 - 180	120	110 - 140	130	110 - 150	135	125 - 150	150	140 - 180	220	180 - 230
QLD - Brisbane, Gold Coast and Sunshine Coast	140	120 - 160	160	145 - 190	200	170 - 260	130	110 - 140	140	125 - 170	160	140 - 180	120	100 - 140	135	120 - 160	150	130 - 175	180	150 - 200	220	160 - 250
QLD - Regional	130	110 - 160	160	140 - 180	200	170 - 250	110	100 - 135	130	110 - 150	150	135 - 180	NA	NA - NA	NA	NA - NA	150	125 - 170	180	150 - 250	220	160 - 270
SA - Adelaide	142	116 - 160	145	112 - 171	173	158 - 200	125	115 - 135	135	120 - 150	145	120 - 160	120	110 - 130	140	120 - 150	165	125 - 182	171	130 - 195	193	140 - 247
WA - Perth	160	140 - 180	180	155 - 210	200	180 - 240	125	110 - 140	150	140 - 165	160	140 - 180	130	110 - 160	150	120 - 170	150	135 - 165	185	155 - 220	220	180 - 250
ACT - Canberra	122	112 - 133	143	122 - 163	153	143 - 204	117	102 - 122	133	122 - 143	143	133 - 163	130	115 - 145	135	120 - 150	133	122 - 143	153	122 - 184	163	143 - 194
TAS - Hobart/Launceston	140	110 - 160	160	120 - 180	180	130 - 200	115	100 - 130	135	110 - 150	150	120 - 170	120	100 - 130	110	90 - 120	140	120 - 160	160	130 - 180	185	160 - 230
NT - Darwin	133	112 - 143	143	133 - 163	173	153 - 194	112	96 - 140	140	107 - 153	133	112 - 153	130	120 - 140	140	120 - 150	143	122 - 163	122	112 - 133	148	133 - 163
NZ - Auckland	150	140 - 160	180	160 - 200	220	190 - 240	135	125 - 150	155	140 - 170	170	160 - 180	130	120 - 140	150	140 - 160	150	140 - 160	165	150 - 180	220	180 - 250
NZ - Wellington	140	130 - 150	175	155 - 190	210	180 - 230	130	120 - 140	155	140 - 165	165	150 - 175	120	110 - 135	140	130 - 150	150	140 - 160	165	150 - 180	200	170 - 240
NZ - Christchurch	130	120 - 140	175	140 - 180	185	160 - 200	125	110 - 140	130	125 - 150	150	130 - 160	120	110 - 135	135	125 - 145	140	130 - 150	155	130 - 165	180	170 - 220

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.

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

- Additional super
- Health cover
- Interest free loans
- Car/car allowance

COMMERCE AND INDUSTRY | SENIOR FINANCE

SENIOR QUALIFIED ACCOUNTANTS	GROUP ACCOUNTANT Turnover up to \$100m		GROUP ACCOUNTANT Turnover \$100m - \$300m		GROUP ACCOUNTANT Turnover > \$300m	
	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	110	100 - 125	125	110 - 140	130	110 - 140
NSW - Regional	112	92 - 122	122	92 - 133	133	102 - 143
VIC - Melbourne	110	90 - 120	120	110 - 145	130	120 - 145
VIC - Regional	100	90 - 110	115	100 - 130	125	110 - 135
QLD - Brisbane, Gold Coast and Sunshine Coast	105	90 - 125	120	100 - 135	130	110 - 150
QLD - Regional	100	85 - 125	110	95 - 125	130	110 - 150
SA - Adelaide	120	100 - 130	120	110 - 135	130	125 - 145
WA - Perth	120	110 - 135	135	120 - 150	150	140 - 180
ACT - Canberra	102	82 - 112	112	102 - 122	122	112 - 133
TAS - Hobart/Launceston	100	90 - 120	110	100 - 130	130	120 - 160
NT - Darwin	100	96 - 118	112	107 - 128	130	122 - 143
NZ - Auckland	115	110 - 130	128	120 - 135	135	130 - 150
NZ - Wellington	110	100 - 120	118	110 - 130	130	120 - 145
NZ - Christchurch	110	100 - 120	118	110 - 130	127	120 - 140

NOTES

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

- Additional super
- Health cover
- Car/car allowance
- Cash bonuses

COMMERCE AND INDUSTRY | SENIOR FINANCE

SENIOR QUALIFIED ACCOUNTANTS	DIVISIONAL ACCOUNTANT Turnover up to \$100m		DIVISIONAL ACCOUNTANT Turnover \$100m - \$300m		DIVISIONAL ACCOUNTANT Turnover > \$300m		PROJECT ACCOUNTANT		CORPORATE ACCOUNTANT Turnover up to \$100m		CORPORATE ACCOUNTANT Turnover \$100m - \$300m		CORPORATE ACCOUNTANT Turnover > \$300m	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	100	85 - 110	115	92 - 122	125	110 - 140	120	100 - 140	115	95 - 125	125	110 - 135	125	110 - 135
NSW - Regional	102	82 - 122	112	92 - 122	122	102 - 143	102	87 - 138	107	92 - 122	122	92 - 133	128	112 - 143
VIC - Melbourne	100	90 - 120	110	100 - 120	125	110 - 140	120	100 - 140	105	90 - 110	120	100 - 130	125	110 - 140
VIC - Regional	95	90 - 110	105	90 - 125	125	120 - 135	115	90 - 125	100	90 - 110	115	90 - 120	110	100 - 120
QLD - Brisbane, Gold Coast and Sunshine Coast	95	85 - 110	105	90 - 120	120	100 - 140	115	90 - 130	105	90 - 125	120	100 - 140	120	110 - 140
QLD - Regional	95	85 - 110	105	90 - 120	120	100 - 140	105	90 - 125	95	80 - 120	110	100 - 130	120	110 - 140
SA - Adelaide	100	95 - 120	110	100 - 125	120	110 - 135	120	97 - 135	110	90 - 125	110	95 - 125	120	100 - 135
WA - Perth	130	115 - 145	145	125 - 165	155	135 - 185	135	100 - 170	120	105 - 135	135	120 - 150	155	140 - 185
ACT - Canberra	92	87 - 102	102	92 - 112	117	112 - 122	107	92 - 122	97	87 - 102	102	92 - 112	112	102 - 122
TAS - Hobart/Launceston	90	80 - 95	100	90 - 105	105	90 - 130	110	100 - 120	95	80 - 110	105	90 - 110	115	100 - 120
NT - Darwin	90	82 - 102	100	92 - 112	110	102 - 122	112	92 - 122	82	71 - 92	97	82 - 112	102	92 - 122
NZ - Auckland	95	90 - 100	100	95 - 105	115	100 - 120	125	110 - 140	90	85 - 95	105	90 - 110	120	105 - 135
NZ - Wellington	95	90 - 100	100	95 - 105	115	100 - 120	120	100 - 135	85	80 - 95	97	82 - 112	115	102 - 122
NZ - Christchurch	95	90 - 100	100	95 - 105	115	100 - 120	118	95 - 135	87	80 - 95	97	87 - 112	112	97 - 122

NOTES

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New Zealand Salaries are represented in New Zealand Dollars.

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

- Additional super
- Professional memberships
- Vehicle expenses

COMMERCE AND INDUSTRY | SENIOR FINANCE

SENIOR QUALIFIED ACCOUNTANTS	FINANCIAL ACCOUNTANT Turnover up to \$100m		FINANCIAL ACCOUNTANT Turnover \$100m - \$300m		FINANCIAL ACCOUNTANT Turnover > \$300m		MANAGEMENT ACCOUNTANT Turnover up to \$100m		MANAGEMENT ACCOUNTANT Turnover \$100m - \$300m		MANAGEMENT ACCOUNTANT Turnover > \$300m	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	110	90 - 130	120	95 - 130	125	100 - 135	120	95 - 130	120	110 - 130	125	110 - 150
NSW - Regional	92	77 - 102	102	82 - 122	112	92 - 143	92	82 - 102	112	82 - 122	122	102 - 143
VIC - Melbourne	100	90 - 110	110	90 - 120	125	100 - 130	105	85 - 110	120	110 - 140	125	110 - 140
VIC - Regional	95	90 - 110	105	90 - 120	115	100 - 130	100	90 - 110	115	100 - 130	120	110 - 130
QLD - Brisbane, Gold Coast and Sunshine Coast	95	80 - 110	105	90 - 130	120	100 - 130	95	85 - 110	115	105 - 130	130	120 - 160
QLD - Regional	85	71 - 105	110	85 - 125	120	100 - 150	85	75 - 110	110	90 - 125	130	110 - 160
SA - Adelaide	100	85 - 120	110	90 - 120	110	95 - 130	92	85 - 105	95	85 - 110	110	90 - 130
WA - Perth	125	100 - 140	140	125 - 170	165	140 - 190	120	105 - 130	135	115 - 150	160	130 - 180
ACT - Canberra	87	77 - 92	92	87 - 97	107	97 - 117	92	82 - 102	97	92 - 102	107	97 - 117
TAS - Hobart/Launceston	90	75 - 95	100	80 - 115	120	85 - 135	90	75 - 95	100	80 - 115	120	100 - 135
NT - Darwin	100	85 - 110	100	87 - 110	102	92 - 112	87	77 - 97	97	87 - 102	102	92 - 112
NZ - Auckland	115	105 - 125	125	120 - 135	135	125 - 140	112	100 - 125	125	105 - 130	132	120 - 140
NZ - Wellington	110	100 - 120	115	100 - 130	120	110 - 135	110	100 - 120	120	105 - 130	125	110 - 135
NZ - Christchurch	110	90 - 120	110	100 - 125	120	110 - 135	100	90 - 110	115	100 - 120	125	110 - 135

NOTES

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New Zealand Salaries are represented in New Zealand Dollars.

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

- Additional super
- Health cover
- Study assistance

COMMERCE AND INDUSTRY | SENIOR FINANCE

SENIOR QUALIFIED ACCOUNTANTS	FINANCIAL ANALYST Turnover up to \$100m		FINANCIAL ANALYST Turnover \$100m - \$300m		FINANCIAL ANALYST Turnover > \$300m		MANAGER/HEAD OF FINANCIAL PLANNING ANALYSIS		SYSTEMS ACCOUNTANT Turnover up to \$100m		SYSTEMS ACCOUNTANT Turnover \$100m - \$300m		SYSTEMS ACCOUNTANT Turnover > \$300m	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	100	90 - 115	120	95 - 130	130	120 - 150	250	190 - 300	120	100 - 130	120	100 - 130	130	100 - 150
NSW - Regional	92	77 - 102	112	92 - 122	133	112 - 143	168	143 - 204	87	71 - 102	122	92 - 133	133	122 - 143
VIC - Melbourne	100	95 - 110	120	100 - 140	130	115 - 143	220	175 - 250	120	100 - 130	125	115 - 150	130	120 - 150
VIC - Regional	95	85 - 110	110	90 - 125	125	100 - 130	165	140 - 180	100	90 - 110	115	95 - 120	120	100 - 140
QLD - Brisbane, Gold Coast and Sunshine Coast	98	85 - 105	115	90 - 130	135	120 - 160	180	150 - 220	95	80 - 110	110	90 - 120	120	95 - 140
QLD - Regional	95	85 - 105	110	90 - 130	135	120 - 160	175	140 - 220	85	75 - 110	110	90 - 120	120	95 - 150
SA - Adelaide	100	95 - 110	105	95 - 120	115	100 - 140	165	130 - 205	100	89 - 116	110	95 - 125	125	105 - 145
WA - Perth	105	100 - 110	120	110 - 140	140	130 - 160	160	140 - 180	115	100 - 120	120	110 - 130	140	120 - 180
ACT - Canberra	92	82 - 102	97	92 - 102	117	102 - 122	153	122 - 184	97	92 - 102	102	92 - 112	117	102 - 133
TAS - Hobart/Launceston	90	85 - 110	110	85 - 115	110	85 - 130	180	140 - 200	95	85 - 110	100	95 - 120	120	115 - 130
NT - Darwin	92	88 - 110	97	88 - 112	112	92 - 122	133	122 - 163	87	77 - 92	92	82 - 102	112	92 - 122
NZ - Auckland	100	100 - 105	110	100 - 120	125	120 - 140	180	145 - 200	120	110 - 130	125	110 - 140	132	115 - 155
NZ - Wellington	110	105 - 120	120	110 - 135	125	115 - 140	165	135 - 180	110	100 - 120	110	100 - 120	130	110 - 160
NZ - Christchurch	105	100 - 120	115	105 - 125	125	110 - 135	165	130 - 180	115	100 - 120	110	100 - 120	122	110 - 153

NOTES

All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ).
New Zealand Salaries are represented in New Zealand Dollars.

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

- Additional super
- Health cover
- Study assistance

COMMERCE AND INDUSTRY | SENIOR FINANCE

SENIOR QUALIFIED ACCOUNTANTS	FINANCIAL SYSTEMS MANAGER Turnover up to \$100m		FINANCIAL SYSTEMS MANAGER Turnover \$100m - \$300m		FINANCIAL SYSTEMS MANAGER Turnover > \$300m	
	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	130	120 - 150	165	130 - 190	180	155 - 205
NSW - Regional	122	102 - 122	143	102 - 163	173	133 - 204
VIC - Melbourne	130	120 - 150	150	130 - 170	170	150 - 200
VIC - Regional	120	110 - 140	130	120 - 160	155	140 - 190
QLD - Brisbane, Gold Coast and Sunshine Coast	115	105 - 140	140	120 - 160	150	130 - 170
QLD - Regional	110	100 - 140	140	120 - 160	150	130 - 170
SA - Adelaide	115	100 - 140	125	100 - 150	150	120 - 180
WA - Perth	120	110 - 130	130	120 - 140	160	140 - 170
ACT - Canberra	112	102 - 122	122	112 - 133	143	133 - 153
TAS - Hobart/Launceston	110	90 - 130	130	110 - 140	155	120 - 185
NT - Darwin	102	92 - 112	112	102 - 122	122	112 - 133
NZ - Auckland	102	92 - 112	122	102 - 133	133	112 - 153
NZ - Wellington	92	82 - 102	102	92 - 112	133	112 - 153
NZ - Christchurch	92	87 - 97	102	92 - 112	133	122 - 153

NOTES

All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ).
New Zealand Salaries are represented in New Zealand Dollars.

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

- Additional super
- Health cover
- Study assistance

COMMERCE AND INDUSTRY | SENIOR FINANCE

TREASURY	TREASURY ACCOUNTANT Turnover up to \$100m		TREASURY ACCOUNTANT Turnover \$100m - \$300m		TREASURY ACCOUNTANT Turnover > \$300m	
	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	100	90 - 120	120	100 - 130	140	120 - 160
NSW - Regional	92	77 - 102	112	92 - 122	122	102 - 133
VIC - Melbourne	95	90 - 105	110	100 - 120	140	120 - 160
VIC - Regional	90	85 - 100	100	90 - 110	120	95 - 130
QLD - Brisbane, Gold Coast and Sunshine Coast	90	80 - 100	115	95 - 125	130	110 - 160
QLD - Regional	85	75 - 95	115	95 - 125	130	110 - 160
SA - Adelaide	95	90 - 110	105	90 - 115	120	100 - 140
WA - Perth	105	100 - 110	110	110 - 120	140	130 - 160
ACT - Canberra	82	77 - 92	97	87 - 102	117	102 - 128
TAS - Hobart/Launceston	80	70 - 90	90	80 - 110	110	80 - 130
NT - Darwin	82	71 - 92	92	82 - 102	112	102 - 122
NZ - Auckland	92	85 - 95	100	90 - 105	115	100 - 130
NZ - Wellington	90	85 - 95	100	90 - 105	115	100 - 130
NZ - Christchurch	90	85 - 95	100	90 - 105	115	100 - 130

NOTES

All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ). New Zealand Salaries are represented in New Zealand Dollars.

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

- Additional super
- Health cover
- Study assistance

TREASURY MANAGER Turnover up to \$100m		TREASURY MANAGER Turnover \$100m - \$300m		TREASURY MANAGER* Turnover > \$300m		HEAD OF TREASURY*	
Typical	Range	Typical	Range	Typical	Range	Typical	Range
135	105 - 165	185	155 - 205	255	204 - 286	410	286 - 510
122	102 - 143	163	133 - 204	184	143 - 204	204	184 - 255
130	110 - 150	135	130 - 150	170	150 - 200	280	220 - 300
120	100 - 130	130	110 - 140	140	130 - 160	179	153 - 230
125	110 - 140	150	130 - 170	190	170 - 230	210	180 - 240
110	100 - 130	150	130 - 170	190	170 - 230	NA	NA
120	110 - 130	135	110 - 150	175	135 - 195	195	165 - 230
130	120 - 150	145	130 - 160	195	180 - 220	220	200 - 250
122	102 - 133	143	122 - 163	173	153 - 224	204	184 - 255
110	100 - 120	120	110 - 130	135	120 - 155	NA	NA
102	87 - 112	112	102 - 133	143	122 - 153	219	184 - 255
102	82 - 112	133	112 - 143	153	112 - 184	173	143 - 204
102	82 - 122	122	112 - 133	153	122 - 184	163	133 - 204
92	82 - 102	102	87 - 112	112	102 - 122	143	122 - 163

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.

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

- Additional super
- Health cover
- Study assistance

COMMERCE AND INDUSTRY | MINING

SENIOR QUALIFIED ACCOUNTANTS	MINE ACCOUNTANT Turnover up to \$100m	
	Typical	Range
NSW - Regional	133	112 - 148
QLD - Regional	140	110 - 180
SA - Adelaide	125	120 - 150
WA - Perth	180	150 - 210
TAS - Hobart/Launceston	100	90 - 110
NT - Darwin	122	102 - 153
NZ - Auckland	122	92 - 133
NZ - Wellington	102	92 - 133
NZ - Christchurch	112	92 - 122

NOTES

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

- Subsidised accommodation/accommodation
- Bonus based on mine production and performance

COMMERCE AND INDUSTRY | FINANCIAL SERVICES

PRODUCTS AND FUNDS	PRODUCT CONTROL		PRODUCT CONTROL MANAGER		FUND/INVESTMENT ACCOUNTANT		SENIOR FUND/INVESTMENT ACCOUNTANT		FUND/INVESTMENT ACCOUNTANT ACCOUNTING MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	115	95 - 135	170	130 - 200	100	90 - 110	120	100 - 130	140	120 - 170
NSW - Regional	92	87 - 97	102	92 - 112	71	61 - 77	82	71 - 87	102	82 - 112
VIC - Melbourne	97	82 - 102	138	122 - 153	77	66 - 92	92	82 - 112	122	112 - 153
VIC - Regional	87	66 - 92	97	92 - 107	77	66 - 87	87	82 - 92	102	92 - 117
QLD - Brisbane, Gold Coast and Sunshine Coast	90	80 - 100	120	110 - 130	95	85 - 110	115	100 - 130	125	110 - 150
QLD - Regional	87	82 - 97	112	92 - 122	85	70 - 100	100	80 - 120	125	110 - 150
SA - Adelaide	95	80 - 100	120	95 - 140	80	75 - 85	90	85 - 110	110	95 - 140
WA - Perth	82	70 - 90	105	100 - 120	90	80 - 110	105	100 - 110	120	110 - 130
ACT - Canberra	NA	NA	NA	NA	82	71 - 92	102	92 - 112	122	102 - 133
TAS - Hobart/Launceston	95	80 - 110	120	100 - 150	80	70 - 100	90	85 - 110	110	100 - 120
NT - Darwin	82	66 - 87	92	87 - 102	82	66 - 92	92	87 - 102	112	102 - 122
NZ - Auckland	77	66 - 87	87	77 - 97	82	77 - 87	92	82 - 102	107	87 - 117
NZ - Wellington	77	66 - 87	87	77 - 97	82	71 - 92	92	82 - 102	102	92 - 112
NZ - Christchurch	77	66 - 87	87	77 - 97	82	71 - 92	87	82 - 97	102	92 - 112

NOTES

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

- Additional super
- Health cover
- Study assistance

COMMERCE AND INDUSTRY | SENIOR FINANCE

STATUTORY AND TAX	TAX ACCOUNTANT		TAX MANAGER		HEAD OF TAX		REPORTING ACCOUNTANT		REPORTING MANAGER		REGULATORY ACCOUNTING MANAGER		STATUTORY ACCOUNTANT		FINANCIAL REPORTING MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	120	90 - 140	190	150 - 250	300	200 - 400	120	100 - 140	150	130 - 165	133	122 - 153	110	90 - 120	194	153 - 224
NSW - Regional	87	77 - 102	153	122 - 184	184	153 - 224	112	92 - 143	143	122 - 153	122	102 - 133	112	92 - 122	133	122 - 153
VIC - Melbourne	110	90 - 120	150	120 - 170	250	180 - 280	125	100 - 140	150	120 - 160	143	122 - 163	120	110 - 140	160	140 - 180
VIC - Regional	95	90 - 110	120	110 - 140	153	122 - 163	110	90 - 120	140	120 - 150	107	100 - 117	110	100 - 120	140	130 - 160
QLD - Brisbane, Gold Coast and Sunshine Coast	105	85 - 130	155	125 - 180	180	160 - 220	105	90 - 120	140	120 - 160	140	120 - 160	110	100 - 120	150	130 - 180
QLD - Regional	100	80 - 120	130	110 - 165	180	160 - 220	100	90 - 115	120	110 - 150	130	115 - 160	95	90 - 110	140	120 - 170
SA - Adelaide	90	80 - 110	130	110 - 150	200	171 - 235	100	90 - 110	110	95 - 130	128	110 - 150	105	90 - 125	140	120 - 165
WA - Perth	105	95 - 115	150	130 - 180	195	170 - 220	NA	NA	NA	NA	135	110 - 150	120	100 - 140	150	120 - 180
ACT - Canberra	92	82 - 107	128	112 - 143	153	122 - 184	92	87 - 102	122	97 - 133	112	97 - 122	97	82 - 122	133	112 - 153
TAS - Hobart/Launceston	90	80 - 100	150	120 - 160	160	128 - 170	NA	NA	NA	NA	110	95 - 120	105	95 - 120	120	110 - 130
NT - Darwin	92	80 - 100	122	105 - 133	163	143 - 204	82	77 - 92	102	92 - 122	122	92 - 133	97	87 - 112	133	122 - 153
NZ - Auckland	95	80 - 105	112	102 - 122	153	122 - 184	92	82 - 102	122	112 - 133	112	102 - 122	92	87 - 112	122	112 - 153
NZ - Wellington	95	80 - 102	112	92 - 122	122	102 - 143	92	82 - 102	122	112 - 133	117	97 - 128	97	87 - 112	122	112 - 143
NZ - Christchurch	95	80 - 102	112	92 - 122	117	102 - 133	92	82 - 102	122	112 - 133	112	92 - 122	97	82 - 112	112	92 - 143

NOTES

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

- Additional super
- Health cover
- Study assistance

COMMERCE AND INDUSTRY | FINANCIAL SERVICES

COMPLIANCE/RISK	COMPLIANCE/RISK ANALYSTS		COMPLIANCE/RISK MANAGER		OPERATIONS RISK ANALYST		OPERATIONS RISK MANAGER		HEAD OF RISK	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	102	92 - 112	133	112 - 153	97	92 - 112	143	122 - 163	300	250 - 400
NSW - Regional	102	71 - 112	133	112 - 153	97	92 - 112	143	122 - 163	224	184 - 255
VIC - Melbourne	110	100 - 120	143	102 - 173	97	90 - 122	143	133 - 163	NA	NA
VIC - Regional	90	80 - 100	115	100 - 135	97	90 - 112	133	128 - 153	224	189 - 230
QLD - Brisbane, Gold Coast and Sunshine Coast	100	85 - 120	130	105 - 160	100	90 - 120	150	130 - 170	220	200 - 250
QLD - Regional	95	75 - 110	120	100 - 150	95	85 - 115	130	115 - 160	NA	NA
SA - Adelaide	95	85 - 100	112	97 - 140	105	86 - 115	120	110 - 150	165	140 - 220
WA - Perth	105	100 - 110	130	110 - 140	120	110 - 140	155	140 - 170	175	160 - 190
ACT - Canberra	87	71 - 92	112	102 - 122	92	82 - 107	122	112 - 138	153	143 - 184
TAS - Hobart/Launceston	90	80 - 110	120	100 - 140	100	90 - 110	125	120 - 150	NA	NA
NT - Darwin	92	82 - 112	112	92 - 122	92	77 - 112	112	97 - 122	153	122 - 184
NZ - Auckland	77	71 - 82	112	82 - 122	87	77 - 97	128	102 - 143	173	153 - 204
NZ - Wellington	77	71 - 87	112	92 - 122	92	82 - 102	128	102 - 143	168	143 - 194
NZ - Christchurch	82	71 - 92	102	82 - 122	87	71 - 102	128	102 - 143	143	122 - 163

NOTES

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

- Additional super
- Health cover
- Study assistance

COMMERCE AND INDUSTRY | FINANCIAL SERVICES

INTERNAL AUDIT	INTERNAL AUDITOR		SENIOR INTERNAL AUDITOR		INTERNAL AUDIT MANAGER		HEAD OF INTERNAL AUDIT	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	110	100 - 120	130	120 - 150	170	140 - 200	300	240 - 400
NSW - Regional	102	92 - 112	107	97 - 117	143	112 - 184	184	153 - 275
VIC - Melbourne	110	100 - 120	130	120 - 140	143	122 - 163	163	150 - 184
VIC - Regional	90	85 - 110	110	100 - 120	135	120 - 150	158	133 - 184
QLD - Brisbane, Gold Coast and Sunshine Coast	95	85 - 110	115	100 - 130	150	125 - 180	190	160 - 230
QLD - Regional	90	75 - 105	105	80 - 120	135	110 - 170	190	160 - 230
SA - Adelaide	90	85 - 100	120	95 - 140	130	110 - 150	165	150 - 220
WA - Perth	100	90 - 110	110	100 - 130	150	140 - 160	175	160 - 190
ACT - Canberra	87	82 - 102	97	92 - 112	122	102 - 128	153	133 - 204
TAS - Hobart/Launceston	85	70 - 100	100	90 - 120	120	100 - 140	140	120 - 150
NT - Darwin	77	66 - 82	82	77 - 92	102	97 - 112	143	133 - 173
NZ - Auckland	82	66 - 87	102	92 - 112	133	112 - 143	153	133 - 184
NZ - Wellington	82	71 - 92	102	92 - 112	133	102 - 143	153	133 - 163
NZ - Christchurch	77	71 - 92	102	92 - 112	112	102 - 133	143	112 - 163

NOTES

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

- Additional super
- Health cover
- Study assistance

COMMERCE AND INDUSTRY | ACCOUNTING SUPPORT

NON CPA/CA QUALIFIED EXPERIENCED ACCOUNTANTS	3 - 5 YEARS EXP		5 - 10 YEARS EXP		OVER 10 YEARS EXP	
	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	80	75 - 85	90	80 - 95	95	90 - 100
NSW - Regional	71	66 - 77	82	71 - 87	82	82 - 87
VIC - Melbourne	78	70 - 85	85	75 - 90	90	85 - 100
VIC - Regional	61	56 - 71	82	71 - 92	82	71 - 92
QLD - Brisbane, Gold Coast and Sunshine Coast	75	70 - 80	80	75 - 85	85	80 - 88
QLD - Regional	72	65 - 80	78	70 - 92	85	75 - 100
SA - Adelaide	74	68 - 79	84	74 - 89	89	79 - 100
WA - Perth	75	65 - 85	90	80 - 100	97	87 - 110
ACT - Canberra	66	61 - 71	82	77 - 87	82	71 - 92
TAS - Hobart/Launceston	70	65 - 80	80	75 - 90	85	75 - 95
NT - Darwin	61	56 - 66	77	71 - 82	82	77 - 87
NZ - Auckland	75	68 - 80	85	80 - 90	92	95 - 120
NZ - Wellington	77	66 - 82	82	77 - 92	92	82 - 112
NZ - Christchurch	75	66 - 80	80	75 - 95	95	80 - 100

NOTES

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New Zealand Salaries are represented in New Zealand Dollars.
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 years		ASSISTANT ACCOUNTANT 2 - 4 years		ASSISTANT ACCOUNTANT 4+ years	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	60	55 - 63	70	65 - 75	75	70 - 80	85	80 - 90
NSW - Regional	56	51 - 66	66	61 - 71	71	66 - 77	71	66 - 77
VIC - Melbourne	60	55 - 60	65	61 - 70	75	65 - 80	85	71 - 92
VIC - Regional	46	46 - 48	56	51 - 61	66	56 - 71	69	66 - 82
QLD - Brisbane, Gold Coast and Sunshine Coast	65	55 - 70	75	65 - 80	75	70 - 80	80	75 - 85
QLD - Regional	52	46 - 65	65	56 - 75	70	65 - 80	75	70 - 85
SA - Adelaide	53	50 - 58	65	60 - 70	70	65 - 75	80	70 - 80
WA - Perth	60	55 - 65	70	65 - 75	75	70 - 80	85	75 - 90
ACT - Canberra	46	43 - 51	51	46 - 56	61	56 - 66	66	61 - 71
TAS - Hobart/Launceston	55	48 - 58	60	55 - 65	60	60 - 70	70	65 - 75
NT - Darwin	46	46 - 56	61	56 - 66	71	61 - 77	71	66 - 77
NZ - Auckland	55	50 - 60	70	65 - 73	75	70 - 80	80	78 - 85
NZ - Wellington	55	50 - 60	70	65 - 73	75	70 - 80	80	78 - 85
NZ - Christchurch	55	50 - 60	70	65 - 73	75	70 - 80	80	78 - 85

NOTES

All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ).
New Zealand Salaries are represented in New Zealand Dollars.

COMMERCE AND INDUSTRY | ACCOUNTING SUPPORT

NON CPA/CA QUALIFIED EXPERIENCED ACCOUNTANTS	3 - 5 YEARS EXP		5 - 10 YEARS EXP		OVER 10 YEARS EXP	
	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	80	75 - 85	90	80 - 95	95	90 - 100
NSW - Regional	71	66 - 77	82	71 - 87	82	82 - 87
VIC - Melbourne	78	70 - 85	85	75 - 90	90	85 - 100
VIC - Regional	61	56 - 71	82	71 - 92	82	71 - 92
QLD - Brisbane, Gold Coast and Sunshine Coast	75	70 - 80	80	75 - 85	85	80 - 88
QLD - Regional	72	65 - 80	78	70 - 92	85	75 - 100
SA - Adelaide	74	68 - 79	84	74 - 89	89	79 - 100
WA - Perth	75	65 - 85	90	80 - 100	97	87 - 110
ACT - Canberra	66	61 - 71	82	77 - 87	82	71 - 92
TAS - Hobart/Launceston	70	65 - 80	80	75 - 90	85	75 - 95
NT - Darwin	61	56 - 66	77	71 - 82	82	77 - 87
NZ - Auckland	75	68 - 80	85	80 - 90	100	95 - 120
NZ - Wellington	77	66 - 82	82	77 - 92	92	82 - 112
NZ - Christchurch	75	66 - 80	80	75 - 95	95	80 - 100

NOTES

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New Zealand Salaries are represented in New Zealand Dollars.
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 years		ASSISTANT ACCOUNTANT 2 - 4 years		ASSISTANT ACCOUNTANT 4+ years	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	60	55 - 63	70	65 - 75	75	70 - 80	85	80 - 90
NSW - Regional	56	51 - 66	66	61 - 71	71	66 - 77	71	66 - 77
VIC - Melbourne	60	55 - 60	65	61 - 70	75	65 - 80	85	71 - 92
VIC - Regional	46	46 - 48	56	51 - 61	66	56 - 71	69	66 - 82
QLD - Brisbane, Gold Coast and Sunshine Coast	65	55 - 70	75	65 - 80	75	70 - 80	80	75 - 85
QLD - Regional	52	46 - 65	65	56 - 75	70	65 - 80	75	70 - 85
SA - Adelaide	53	50 - 58	65	60 - 70	70	65 - 75	80	70 - 80
WA - Perth	60	55 - 65	70	65 - 75	75	70 - 80	85	75 - 90
ACT - Canberra	46	43 - 51	51	46 - 56	61	56 - 66	66	61 - 71
TAS - Hobart/Launceston	55	48 - 58	60	55 - 65	60	60 - 70	70	65 - 75
NT - Darwin	46	46 - 56	61	56 - 66	71	61 - 77	71	66 - 77
NZ - Auckland	55	50 - 60	70	65 - 73	75	70 - 80	80	78 - 85
NZ - Wellington	55	50 - 60	70	65 - 73	75	70 - 80	80	78 - 85
NZ - Christchurch	55	50 - 60	70	65 - 73	75	70 - 80	80	78 - 85

NOTES

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New Zealand Salaries are represented in New Zealand Dollars.

COMMERCE AND INDUSTRY | ACCOUNTING SUPPORT

PAYROLL	PAYROLL OFFICER		SENIOR PAYROLL OFFICER		PAYROLL TEAM LEAD		PAYROLL SYSTEMS ANALYST		REMUNERATION AND PAYROLL MANAGER		SUPERVISOR/MANAGER < 1000 employees		SUPERVISOR/MANAGER 1000-3000 employees		SUPERVISOR/MANAGER > 3000 employees	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	80	75 - 85	90	85 - 100	120	100 - 130	115	100 - 130	125	115 - 135	120	100 - 130	135	125 - 150	160	140 - 175
NSW - Regional	77	71 - 82	87	82 - 92	102	92 - 112	102	97 - 102	122	102 - 133	102	92 - 112	102	92 - 112	112	102 - 122
VIC - Melbourne	78	70 - 85	90	80 - 95	95	82 - 112	100	87 - 107	133	102 - 163	115	100 - 130	125	100 - 135	140	120 - 160
VIC - Regional	61	56 - 66	66	61 - 77	82	77 - 97	NA	NA - NA	NA	NA - NA	71	66 - 92	82	71 - 92	92	77 - 102
QLD - Brisbane, Gold Coast and Sunshine Coast	80	70 - 85	90	85 - 95	115	100 - 120	110	100 - 120	125	110 - 150	120	100 - 130	130	110 - 150	150	130 - 180
QLD - Regional	70	60 - 80	85	75 - 90	95	85 - 105	NA	NA - NA	102	92 - 122	102	92 - 122	NA	NA - NA	NA	NA
SA - Adelaide	75	70 - 85	90	85 - 100	90	85 - 120	100	90 - 110	110	100 - 120	92	84 - 100	110	110 - 130	115	110 - 130
WA - Perth	75	65 - 80	95	85 - 110	110	95 - 120	110	95 - 120	122	102 - 153	110	95 - 130	150	120 - 180	150	130 - 180
ACT - Canberra	77	71 - 82	80	77 - 87	87	82 - 92	92	87 - 97	122	102 - 143	87	77 - 102	97	87 - 112	102	92 - 112
TAS - Hobart/Launceston	75	70 - 80	80	75 - 90	90	70 - 120	90	80 - 95	135	105 - 160	90	80 - 110	95	82 - 115	130	90 - 160
NT - Darwin	61	56 - 66	66	61 - 71	77	71 - 82	77	71 - 82	87	82 - 102	82	77 - 87	87	82 - 92	97	92 - 102
NZ - Auckland	72	62 - 77	85	75 - 93	100	90 - 115	87	71 - 102	128	115 - 153	98	90 - 115	117	98 - 143	145	110 - 163
NZ - Wellington	65	60 - 70	80	75 - 90	100	90 - 115	92	71 - 112	128	102 - 153	98	90 - 115	110	100 - 120	125	110 - 130
NZ - Christchurch	65	65 - 70	75	70 - 85	85	80 - 90	77	66 - 92	105	90 - 120	85	80 - 100	100	90 - 110	115	100 - 120

NOTES

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

- Additional super
- Health cover
- Study assistance

COMMERCE AND INDUSTRY | ACCOUNTING SUPPORT

CREDIT CONTROL/ ACCOUNTS	ACCOUNTS RECEIVABLE/ BILLING OFFICER		CREDIT CONTROLLER		SENIOR CREDIT CONTROLLER		SUPERVISOR/MANAGER 1 - 5 staff		SUPERVISOR/MANAGER > 5 staff	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	75	65 - 80	75	65 - 80	80	75 - 90	100	90 - 110	120	105 - 125
NSW - Regional	61	56 - 66	66	61 - 71	77	71 - 82	82	77 - 87	97	82 - 102
VIC - Melbourne	73	70 - 75	78	70 - 85	90	80 - 100	95	90 - 105	112	100 - 128
VIC - Regional	56	51 - 66	61	56 - 66	66	61 - 71	71	61 - 82	77	71 - 92
QLD - Brisbane, Gold Coast and Sunshine Coast	75	65 - 80	70	65 - 75	80	75 - 85	95	90 - 110	110	100 - 130
QLD - Regional	63	56 - 75	70	65 - 75	80	70 - 85	95	85 - 105	105	95 - 120
SA - Adelaide	65	60 - 75	68	65 - 75	79	75 - 90	90	80 - 95	110	90 - 130
WA - Perth	75	65 - 85	75	65 - 85	90	75 - 95	90	80 - 100	100	90 - 120
ACT - Canberra	56	51 - 61	61	56 - 66	66	61 - 71	71	66 - 77	82	77 - 87
TAS - Hobart/Launceston	65	60 - 75	65	60 - 80	75	65 - 90	80	75 - 90	95	80 - 110
NT - Darwin	56	51 - 61	56	51 - 61	61	56 - 66	71	66 - 77	77	71 - 82
NZ - Auckland	70	65 - 75	68	62 - 75	75	70 - 80	85	80 - 90	115	95 - 120
NZ - Wellington	70	65 - 75	68	62 - 70	75	70 - 80	80	75 - 85	100	90 - 110
NZ - Christchurch	62	60 - 65	65	60 - 70	70	65 - 75	72	70 - 75	90	80 - 95

NOTES

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New Zealand Salaries are represented in New Zealand Dollars.

COMMERCE AND INDUSTRY | ACCOUNTING SUPPORT

BOOKKEEPERS	TO TRIAL BALANCE		TO BALANCE SHEET		SENIOR BOOKKEEPER	
	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	85	75 - 90	85	80 - 90	95	90 - 100
NSW - Regional	77	66 - 87	82	77 - 87	92	87 - 97
VIC - Melbourne	78	70 - 85	78	70 - 85	90	85 - 100
VIC - Regional	56	51 - 61	61	56 - 66	66	61 - 71
QLD - Brisbane, Gold Coast and Sunshine Coast	75	70 - 85	77	70 - 85	83	75 - 90
QLD - Regional	65	55 - 80	65	55 - 80	75	70 - 85
SA - Adelaide	77	70 - 85	80	70 - 90	85	80 - 95
WA - Perth	75	70 - 85	85	75 - 90	95	80 - 110
ACT - Canberra	66	61 - 71	71	66 - 77	77	71 - 87
TAS - Hobart/Launceston	65	60 - 70	70	65 - 75	75	70 - 80
NT - Darwin	61	56 - 66	66	61 - 71	66	61 - 71
NZ - Auckland	63	60 - 65	66	65 - 71	77	70 - 85
NZ - Wellington	61	59 - 66	66	65 - 71	71	70 - 82
NZ - Christchurch	61	56 - 65	66	61 - 71	71	70 - 77

ACCOUNTS PAYABLE	ACCOUNTS PAYABLE OFFICER		ACCOUNTS PAYABLE OFFICER - SENIOR		EXPERIENCED SUPERVISOR ACCOUNTS PAYABLE		MANAGER ACCOUNTS PAYABLE	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	70	65 - 75	80	75 - 85	95	90 - 100	110	100 - 120
NSW - Regional	56	56 - 61	66	61 - 66	71	66 - 77	77	71 - 82
VIC - Melbourne	68	65 - 73	80	75 - 85	90	85 - 95	100	95 - 130
VIC - Regional	51	46 - 56	56	51 - 66	66	61 - 71	77	66 - 87
QLD - Brisbane, Gold Coast and Sunshine Coast	70	65 - 75	78	75 - 85	90	80 - 95	100	95 - 110
QLD - Regional	61	56 - 66	75	70 - 85	90	80 - 95	90	80 - 100
SA - Adelaide	65	60 - 70	72	68 - 78	80	75 - 85	90	85 - 100
WA - Perth	75	65 - 80	85	75 - 95	90	85 - 100	110	90 - 120
ACT - Canberra	56	51 - 66	66	56 - 71	71	66 - 77	77	66 - 87
TAS - Hobart/Launceston	65	60 - 70	70	65 - 80	75	70 - 85	90	75 - 110
NT - Darwin	56	51 - 61	61	56 - 66	61	56 - 66	66	61 - 77
NZ - Auckland	68	60 - 70	73	70 - 78	85	80 - 90	100	85 - 110
NZ - Wellington	68	60 - 70	73	70 - 75	80	75 - 85	100	85 - 120
NZ - Christchurch	65	60 - 70	73	70 - 75	80	75 - 85	90	80 - 102

NOTES

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New Zealand Salaries are represented in New Zealand Dollars.

COMMERCE AND INDUSTRY | ACCOUNTING SUPPORT

ACCOUNTS OFFICERS	ENTRY LEVEL ACCOUNTS OFFICER		ACCOUNTS OFFICER	
	Typical	Range	Typical	Range
NSW - Sydney	60	55 - 60	65	65 - 70
NSW - Regional	51	51 - 56	56	51 - 61
VIC - Melbourne	70	65 - 70	80	70 - 85
VIC - Regional	46	46 - 51	46	46 - 56
QLD - Brisbane, Gold Coast and Sunshine Coast	55	53 - 60	70	65 - 75
QLD - Regional	50	46 - 55	65	56 - 70
SA - Adelaide	60	58 - 65	63	60 - 70
WA - Perth	60	55 - 65	75	65 - 85
ACT - Canberra	46	46 - 51	56	51 - 61
TAS - Hobart/Launceston	60	55 - 70	65	55 - 70
NT - Darwin	51	46 - 56	56	51 - 61
NZ - Auckland	58	55 - 62	70	62 - 75
NZ - Wellington	57	55 - 60	65	60 - 70
NZ - Christchurch	57	55 - 60	62	60 - 65

NOTES

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PROFESSIONAL PRACTICE

BUSINESS SERVICES UNDERGRADUATES	0 - 2 YEARS EXP		2 - 3 YEARS EXP		3+ YEARS EXP	
	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	54	50 - 55	58	55 - 60	60	55 - 65
NSW - Regional	43	43 - 44	44	43 - 45	47	44 - 49
VIC - Melbourne	43	43 - 46	46	44 - 56	56	50 - 61
VIC - Regional	48	43 - 51	56	51 - 61	61	56 - 71
QLD - Brisbane, Gold Coast and Sunshine Coast	48	45 - 50	55	50 - 60	60	53 - 65
QLD - Regional	44	43 - 50	50	46 - 55	55	50 - 60
SA - Adelaide	45	44 - 46	49	48 - 50	51	49 - 54
WA - Perth	50	45 - 55	50	48 - 55	60	55 - 65
ACT - Canberra	43	43 - 44	43	43 - 46	51	46 - 56
TAS - Hobart/Launceston	50	47 - 55	50	50 - 55	55	55 - 60
NT - Darwin	51	46 - 56	61	56 - 71	71	61 - 82
NZ - Auckland	48	48 - 50	50	48 - 55	58	50 - 65
NZ - Wellington	48	48 - 51	56	48 - 61	58	51 - 66
NZ - Christchurch	48	48 - 50	48	48 - 51	56	51 - 61

NOTES

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

- Flexible packaging
- High level of training

BUSINESS SERVICES GRADUATES	NO EXP		1 - 2 YEARS EXP		2 - 3 YEARS EXP		3+ YEARS EXP	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	58	55 - 60	60	60 - 65	55	62 - 75	70	65 - 73
NSW - Regional	43	43 - 44	44	43 - 45	49	43 - 51	57	51 - 66
VIC - Melbourne	46	43 - 51	53	46 - 56	58	56 - 61	61	61 - 66
VIC - Regional	46	43 - 51	56	51 - 61	66	56 - 71	77	66 - 82
QLD - Brisbane, Gold Coast and Sunshine Coast	46	43 - 48	58	55 - 58	65	62 - 70	75	70 - 80
QLD - Regional	46	43 - 50	48	43 - 55	60	55 - 70	65	60 - 75
SA - Adelaide	52	48 - 55	56	50 - 58	60	53 - 62	65	58 - 68
WA - Perth	50	45 - 55	51	50 - 55	60	55 - 65	70	65 - 75
ACT - Canberra	43	43 - 45	48	43 - 51	53	46 - 56	61	56 - 66
TAS - Hobart/Launceston	50	50 - 55	55	50 - 60	55	55 - 65	65	60 - 75
NT - Darwin	46	43 - 51	61	51 - 66	71	61 - 82	87	71 - 97
NZ - Auckland	48	48 - 50	50	48 - 55	56	51 - 66	61	56 - 71
NZ - Wellington	48	48 - 51	51	48 - 56	56	51 - 66	66	56 - 82
NZ - Christchurch	48	48 - 50	51	48 - 56	56	51 - 66	61	56 - 71

PROFESSIONAL PRACTICE

BUSINESS SERVICES (TYPICALLY CA/CPA COMPLETE) SENIOR, SUPERVISOR, ASSISTANT MANAGER	3 - 4 YEARS EXP		4 - 5 YEARS EXP		5 - 6 YEARS EXP		6+ YEARS EXP	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	77	66 - 85	82	74 - 90	100	86 - 110	100	90 - 110
NSW - Regional	69	63 - 73	73	67 - 77	84	78 - 86	88	83 - 92
VIC - Melbourne	67	61 - 71	80	77 - 87	87	85 - 92	97	89 - 117
VIC - Regional	80	71 - 89	87	71 - 92	92	77 - 102	97	89 - 117
QLD - Brisbane, Gold Coast and Sunshine Coast	85	75 - 90	90	80 - 100	95	85 - 105	100	90 - 110
QLD - Regional	75	70 - 90	85	75 - 95	90	75 - 100	100	90 - 110
SA - Adelaide	82	79 - 87	84	80 - 90	90	85 - 95	95	89 - 102
WA - Perth	75	70 - 80	80	75 - 85	90	80 - 95	92	85 - 100
ACT - Canberra	71	66 - 77	77	71 - 82	82	77 - 87	92	87 - 97
TAS - Hobart/Launceston	72	65 - 80	75	70 - 90	90	85 - 100	100	90 - 120
NT - Darwin	77	71 - 82	87	82 - 92	97	92 - 102	102	92 - 112
NZ - Auckland	70	65 - 75	85	78 - 92	87	80 - 95	100	85 - 110
NZ - Wellington	71	66 - 77	82	77 - 92	92	80 - 95	100	87 - 112
NZ - Christchurch	66	61 - 71	75	70 - 85	87	80 - 95	100	90 - 110

NOTES

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

- Flexible packaging
- High level of training

BUSINESS SERVICES MANAGERS, SENIOR MANAGERS, PRINCIPALS/ DIRECTORS	MANAGER FOR 0 - 2 YEARS		SENIOR MANAGER FOR 2 - 5 YEARS		PRINCIPALS/DIRECTORS	
	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	115	110 - 125	140	120 - 160	175	NA
NSW - Regional	102	92 - 112	117	102 - 138	155	NA
VIC - Melbourne	112	102 - 122	133	122 - 143	175	NA
VIC - Regional	112	92 - 122	122	112 - 133	160	NA
QLD - Brisbane, Gold Coast and Sunshine Coast	120	105 - 130	135	120 - 150	160	NA
QLD - Regional	105	80 - 120	130	110 - 150	150	NA
SA - Adelaide	110	105 - 120	140	128 - 150	180+	NA
WA - Perth	120	95 - 140	135	110 - 150	NA	NA
ACT - Canberra	107	102 - 112	133	122 - 143	160	150 - 180
TAS - Hobart/Launceston	95	90 - 120	120	100 - 135	NA	NA - NA
NT - Darwin	102	92 - 112	112	102 - 122	130	NA
NZ - Auckland	110	92 - 120	140	110 - 160	150	NA
NZ - Wellington	102	92 - 120	128	107 - 143	150	NA
NZ - Christchurch	97	90 - 110	102	92 - 128	130+	NA

PROFESSIONAL PRACTICE

EXTERNAL AUDIT UNDERGRADUATES	0 - 2 YEARS EXP		2 - 3 YEARS EXP		3+ YEARS EXP	
	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	50	50 - 52	55	53 - 57	55	50 - 60
NSW - Regional	43	43 - 44	55	43 - 45	47	44 - 49
VIC - Melbourne	43	43 - 46	46	43 - 51	51	47 - 56
VIC - Regional	48	43 - 51	51	46 - 56	64	56 - 71
QLD - Brisbane, Gold Coast and Sunshine Coast	44	43 - 45	45	45 - 48	50	50 - 55
QLD - Regional	43	43 - 44	44	43 - 45	46	44 - 49
SA - Adelaide	45	44 - 46	49	48 - 50	51	49 - 54
WA - Perth	48	45 - 50	50	48 - 58	55	50 - 65
ACT - Canberra	43	43 - 44	49	46 - 51	51	46 - 56
TAS - Hobart/Launceston	47	45 - 52	50	50 - 55	55	50 - 65
NT - Darwin	43	43 - 46	51	46 - 56	61	51 - 71
NZ - Auckland	48	48 - 50	55	48 - 60	58	50 - 65
NZ - Wellington	48	48 - 50	55	48 - 60	58	48 - 65
NZ - Christchurch	48	48 - 50	55	48 - 60	58	51 - 65

NOTES

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

- Flexible packaging
- High level of training

EXTERNAL AUDIT GRADUATES	NO EXP		1 - 2 YEARS EXP		2 - 3 YEARS EXP		3+ YEARS EXP	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	52	50 - 55	55	53 - 57	65	60 - 73	70	65 - 75
NSW - Regional	43	43 - 46	46	43 - 51	53	49 - 57	59	56 - 61
VIC - Melbourne	44	43 - 46	46	46 - 51	53	46 - 61	59	56 - 71
VIC - Regional	44	43 - 46	48	44 - 51	56	53 - 59	66	61 - 71
QLD - Brisbane, Gold Coast and Sunshine Coast	50	45 - 55	55	50 - 60	65	60 - 70	75	65 - 85
QLD - Regional	46	43 - 52	52	46 - 60	55	50 - 65	70	55 - 80
SA - Adelaide	52	48 - 55	56	50 - 58	60	53 - 62	65	58 - 68
WA - Perth	50	45 - 55	55	50 - 60	65	60 - 70	70	70 - 80
ACT - Canberra	43	43 - 45	49	46 - 51	56	51 - 61	61	56 - 66
TAS - Hobart/Launceston	52	45 - 57	57	50 - 65	65	57 - 72	70	60 - 82
NT - Darwin	43	43 - 46	51	43 - 56	61	56 - 71	71	61 - 77
NZ - Auckland	48	48 - 55	55	50 - 58	56	52 - 60	75	65 - 80
NZ - Wellington	48	48 - 55	53	48 - 58	56	51 - 61	75	65 - 80
NZ - Christchurch	48	48 - 55	53	48 - 58	61	48 - 66	70	65 - 80

PROFESSIONAL PRACTICE

EXTERNAL AUDIT (TYPICALLY CA/CPA COMPLETE) SENIOR, SUPERVISOR, ASSISTANT MANAGERS	3 - 4 YEARS EXP		4 - 5 YEARS EXP		5 - 6 YEARS EXP		6+ YEARS EXP	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	80	74 - 85	85	75 - 90	95	86 - 110	100	90 - 115
NSW - Regional	69	63 - 70	72	71 - 78	85	77 - 87	92	88 - 97
VIC - Melbourne	66	66 - 77	77	71 - 84	82	77 - 87	90	87 - 97
VIC - Regional	66	61 - 71	71	66 - 77	77	71 - 82	82	77 - 87
QLD - Brisbane, Gold Coast and Sunshine Coast	80	70 - 90	85	80 - 95	95	90 - 110	110	100 - 120
QLD - Regional	75	65 - 85	80	70 - 95	85	70 - 100	90	75 - 110
SA - Adelaide	82	79 - 87	84	80 - 90	90	85 - 95	95	89 - 102
WA - Perth	80	75 - 85	80	75 - 85	85	80 - 90	105	95 - 110
ACT - Canberra	66	61 - 77	82	77 - 87	92	87 - 97	102	97 - 112
TAS - Hobart/Launceston	72	65 - 85	80	70 - 90	85	75 - 95	95	80 - 110
NT - Darwin	71	61 - 82	77	66 - 87	82	71 - 92	92	77 - 102
NZ - Auckland	72	65 - 82	80	70 - 85	85	77 - 90	90	82 - 100
NZ - Wellington	72	65 - 82	80	73 - 85	84	78 - 92	94	84 - 97
NZ - Christchurch	70	65 - 75	80	73 - 85	85	77 - 92	90	87 - 92

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

- Flexible packaging
- High level of training

EXTERNAL AUDIT MANAGERS, SENIOR MANAGERS, PRINCIPALS/ DIRECTORS	MANAGER FOR 0 - 2 YEARS		SENIOR MANAGER FOR 2 - 5 YEARS		PRINCIPALS/DIRECTORS	
	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	120	110 - 140	150	140 - 160	175	NA
NSW - Regional	105	92 - 112	122	112 - 128	160	NA
VIC - Melbourne	102	87 - 117	128	112 - 133	170	NA
VIC - Regional	82	71 - 92	112	102 - 122	135	NA
QLD - Brisbane, Gold Coast and Sunshine Coast	115	110 - 125	135	120 - 150	170	NA
QLD - Regional	100	85 - 120	120	100 - 140	140	NA
SA - Adelaide	110	105 - 120	140	128 - 150	180+	NA
WA - Perth	110	105 - 120	135	125 - 140	190	150 - 250
ACT - Canberra	112	102 - 122	128	122 - 143	160	NA
TAS - Hobart/Launceston	100	90 - 120	120	105 - 130	NA	NA - NA
NT - Darwin	92	87 - 97	117	112 - 128	150	NA
NZ - Auckland	110	90 - 120	130	115 - 150	150	NA
NZ - Wellington	110	90 - 120	125	105 - 140	150	NA
NZ - Christchurch	90	85 - 100	102	92 - 112	150	NA

PROFESSIONAL PRACTICE

INSOLVENCY GRADUATES	NO EXP		1 - 2 YEARS EXP		2 - 3 YEARS EXP		3+ YEARS EXP	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	50	50 - 52	55	52 - 58	60	52 - 65	68	63 - 75
NSW - Regional	43	43 - 44	47	43 - 52	58	50 - 64	63	59 - 66
VIC - Melbourne	46	43 - 46	48	44 - 55	56	50 - 65	64	57 - 70
VIC - Regional	48	43 - 51	49	46 - 51	51	48 - 54	56	51 - 61
QLD - Brisbane, Gold Coast and Sunshine Coast	50	48 - 55	55	50 - 60	65	55 - 70	70	65 - 75
QLD - Regional	46	43 - 50	52	47 - 60	60	50 - 70	70	60 - 75
SA - Adelaide	52	48 - 55	56	50 - 58	60	53 - 62	65	58 - 68
WA - Perth	50	45 - 55	55	50 - 60	65	60 - 70	75	70 - 80
ACT - Canberra	43	43 - 45	44	43 - 45	46	43 - 51	61	56 - 66
TAS - Hobart/Launceston	50	45 - 55	55	50 - 60	57	52 - 65	65	58 - 70
NT - Darwin	43	43 - 46	51	45 - 56	51	46 - 56	61	56 - 66
NZ - Auckland	48	48 - 55	52	48 - 56	56	51 - 61	61	56 - 66
NZ - Wellington	48	48 - 55	52	48 - 56	56	51 - 61	66	56 - 71
NZ - Christchurch	48	48 - 55	52	48 - 56	56	51 - 61	61	56 - 66

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

- Flexible packaging
- High level of training

INSOLVENCY (TYPICALLY CA/CPA COMPLETE) SENIOR, SUPERVISOR, ASSISTANT MANAGERS	3 - 4 YEARS EXP		4 - 5 YEARS EXP		5 - 6 YEARS EXP		6+ YEARS EXP	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	78	70 - 85	80	74 - 85	100	85 - 110	120	100 - 130
NSW - Regional	66	61 - 73	75	69 - 80	84	75 - 87	94	84 - 99
VIC - Melbourne	68	63 - 74	77	68 - 87	87	77 - 92	97	87 - 102
VIC - Regional	64	61 - 66	71	63 - 77	82	77 - 87	92	82 - 102
QLD - Brisbane, Gold Coast and Sunshine Coast	75	70 - 80	82	75 - 90	85	80 - 90	95	85 - 110
QLD - Regional	75	70 - 80	80	70 - 85	82	77 - 87	87	82 - 92
SA - Adelaide	82	79 - 87	84	80 - 90	90	85 - 95	95	89 - 102
WA - Perth	75	70 - 80	85	80 - 90	100	90 - 105	130	100 - 160
ACT - Canberra	71	66 - 77	82	77 - 87	92	87 - 97	102	97 - 112
TAS - Hobart/Launceston	70	65 - 75	72	70 - 80	75	70 - 90	85	80 - 100
NT - Darwin	66	61 - 71	71	66 - 77	82	77 - 87	97	87 - 107
NZ - Auckland	69	66 - 71	80	71 - 90	87	82 - 92	100	95 - 120
NZ - Wellington	77	71 - 82	82	71 - 92	92	87 - 97	105	95 - 120
NZ - Christchurch	66	61 - 82	71	66 - 87	82	77 - 92	105	90 - 120

PROFESSIONAL PRACTICE

INSOLVENCY MANAGERS, SENIOR MANAGERS, PRINCIPALS/DIRECTORS	MANAGER FOR 0 - 2 YEARS		SENIOR MANAGER FOR 2 - 5 YEARS		PRINCIPALS/DIRECTORS	
	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	125	110 - 140	145	125 - 150	200	NA
NSW - Regional	102	85 - 107	117	107 - 122	150	NA
VIC - Melbourne	112	94 - 115	133	108 - 142	190	NA
VIC - Regional	87	77 - 92	102	92 - 117	130	NA
QLD - Brisbane, Gold Coast and Sunshine Coast	100	90 - 110	120	100 - 140	170	140 - 200
QLD - Regional	100	90 - 110	120	105 - 130	150	NA
SA - Adelaide	110	105 - 120	140	128 - 150	180+	NA
WA - Perth	120	115 - 125	135	120 - 150	180	150 - 200
ACT - Canberra	107	102 - 112	117	112 - 122	160	NA
TAS - Hobart/Launceston	90	80 - 100	105	95 - 120	125	120 - 135
NT - Darwin	92	87 - 97	117	107 - 122	130	NA
NZ - Auckland	102	97 - 112	122	102 - 153	150	NA
NZ - Wellington	102	92 - 112	133	107 - 153	150	NA
NZ - Christchurch	92	71 - 112	112	87 - 122	150	NA

NOTES

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

- Flexible packaging
- High level of training

TAX CONSULTING (TYPICALLY CA/CPA COMPLETE) SENIOR, SUPERVISOR, ASSISTANT MANAGERS	UP TO 4 YRS EXPERIENCE		4 - 5 YEARS EXP		5 - 6 YEARS EXP		6+ YEARS EXP	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	83	80 - 85	85	83 - 90	98	86 - 112	115	110 - 140
NSW - Regional	69	63 - 71	74	70 - 77	82	78 - 86	88	86 - 102
VIC - Melbourne	71	66 - 77	77	71 - 82	87	77 - 92	91	84 - 107
VIC - Regional	66	61 - 71	74	71 - 77	79	77 - 82	87	79 - 97
QLD - Brisbane, Gold Coast and Sunshine Coast	80	75 - 90	90	80 - 95	95	90 - 100	105	95 - 120
QLD - Regional	80	70 - 90	80	75 - 95	80	75 - 95	100	95 - 110
SA - Adelaide	82	77 - 87	84	80 - 90	90	85 - 95	95	89 - 102
WA - Perth	85	75 - 90	95	80 - 105	110	100 - 120	120	110 - 130
ACT - Canberra	71	61 - 77	82	77 - 87	92	87 - 102	102	97 - 112
TAS - Hobart/Launceston	75	70 - 80	72	70 - 80	75	70 - 90	80	70 - 90
NT - Darwin	77	71 - 82	87	77 - 92	92	87 - 97	102	87 - 117
NZ - Auckland	70	65 - 75	80	70 - 85	85	77 - 90	90	85 - 100
NZ - Wellington	73	66 - 82	77	71 - 87	84	73 - 90	92	79 - 107
NZ - Christchurch	71	61 - 77	77	66 - 87	82	71 - 87	87	77 - 102

PROFESSIONAL PRACTICE

TAX CONSULTING INCLUDING MANAGERS, SENIOR MANAGERS, PRINCIPALS/ DIRECTORS	MANAGER FOR 0 - 2 YEARS		SENIOR MANAGER FOR 2 - 5 YEARS		PRINCIPALS/DIRECTORS	
	Typical	Range	Typical	Range	Typical	Range
	NSW - Sydney	119	94 - 123	145	125 - 155	180
NSW - Regional	112	102 - 117	133	122 - 138	150	NA
VIC - Melbourne	107	89 - 117	143	122 - 153	185	NA
VIC - Regional	87	71 - 92	107	102 - 112	135	NA
QLD - Brisbane, Gold Coast and Sunshine Coast	125	115 - 140	145	135 - 160	150	NA
QLD - Regional	110	95 - 125	135	110 - 150	125	NA
SA - Adelaide	110	105 - 120	140	128 - 150	180+	NA
WA - Perth	130	120 - 140	145	130 - 160	165	NA
ACT - Canberra	97	92 - 102	122	112 - 133	150	NA
TAS - Hobart/Launceston	95	85 - 110	110	95 - 115	130	120 - 135
NT - Darwin	97	92 - 102	122	112 - 128	150	NA
NZ - Auckland	110	95 - 120	125	110 - 140	150+	NA
NZ - Wellington	102	92 - 112	112	102 - 133	180	NA
NZ - Christchurch	92	82 - 102	102	92 - 112	130+	NA

NOTES

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New Zealand Salaries are represented in New Zealand Dollars.

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

- Flexible packaging
- High level of training

CORPORATE FINANCE (TYPICALLY CA/CPA/ SIA/MASTERS FINANCE) SENIOR, SUPERVISOR, ASSISTANT MANAGERS	UP TO 4 YRS EXPERIENCE		4 - 5 YEARS EXP		5 - 6 YEARS EXP		6+ YEARS EXP	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range
	NSW - Sydney	82	71 - 87	87	77 - 92	92	87 - 97	122
NSW - Regional	61	52 - 66	66	61 - 72	78	75 - 83	87	78 - 96
VIC - Melbourne	75	70 - 80	82	77 - 87	87	82 - 96	102	87 - 112
VIC - Regional	71	66 - 77	77	71 - 82	87	80 - 92	97	92 - 102
QLD - Brisbane, Gold Coast and Sunshine Coast	83	75 - 90	92	85 - 105	100	95 - 110	120	110 - 130
QLD - Regional	75	70 - 95	85	80 - 100	90	85 - 110	105	90 - 130
SA - Adelaide	82	79 - 87	84	80 - 90	90	85 - 95	95	89 - 102
WA - Perth	85	80 - 90	95	90 - 100	110	100 - 120	135	110 - 165
ACT - Canberra	66	61 - 71	71	66 - 77	82	77 - 87	87	82 - 92
TAS - Hobart/Launceston	75	70 - 85	80	75 - 85	75	70 - 90	80	75 - 92
NT - Darwin	87	82 - 92	92	82 - 102	102	92 - 112	112	92 - 122
NZ - Auckland	71	66 - 82	80	71 - 87	82	77 - 92	97	87 - 112
NZ - Wellington	71	66 - 82	77	66 - 87	82	71 - 92	92	77 - 117
NZ - Christchurch	71	61 - 82	77	61 - 87	82	71 - 92	92	82 - 112

PROFESSIONAL PRACTICE

CORPORATE FINANCE MANAGERS, SENIOR MANAGERS, PRINCIPALS/DIRECTORS	MANAGER FOR 0 - 2 YEARS		SENIOR MANAGER FOR 2 - 5 YEARS		PRINCIPALS/DIRECTORS	
	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	122	112 - 133	173	122 - 184	220	NA
NSW - Regional	107	92 - 112	133	112 - 143	150	NA
VIC - Melbourne	117	95 - 132	163	128 - 173	220	NA
VIC - Regional	107	92 - 112	122	112 - 153	140	NA
QLD - Brisbane, Gold Coast and Sunshine Coast	120	110 - 140	145	130 - 160	200	NA
QLD - Regional	110	95 - 120	130	110 - 150	130	NA
SA - Adelaide	110	105 - 120	140	128 - 150	180+	NA
WA - Perth	125	115 - 135	150	130 - 190	190	NA
ACT - Canberra	97	92 - 102	122	102 - 133	160	NA
TAS - Hobart/Launceston	82	71 - 92	100	90 - 115	130	120 - 145
NT - Darwin	100	90 - 110	112	102 - 122	135	NA
NZ - Auckland	102	92 - 112	122	102 - 143	150+	NA
NZ - Wellington	114	92 - 117	128	102 - 153	180	NA
NZ - Christchurch	92	87 - 102	112	102 - 133	130+	NA

NOTES

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

- Flexible packaging
- High level of training

MANAGEMENT CONSULTING (Typically CA/CPA complete) Senior, Supervisor, Assistant Managers	UP TO 4 YRS EXPERIENCE		4 - 5 YEARS EXP		5 - 6 YEARS EXP		6+ YEARS EXP	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	71	69 - 77	77	69 - 82	87	82 - 92	97	87 - 112
NSW - Regional	61	54 - 64	69	56 - 73	75	70 - 80	85	78 - 89
VIC - Melbourne	65	61 - 70	73	66 - 80	82	75 - 86	92	87 - 97
VIC - Regional	71	63 - 77	77	71 - 82	82	77 - 87	92	84 - 97
QLD - Brisbane, Gold Coast and Sunshine Coast	75	70 - 80	80	75 - 85	87	82 - 92	105	100 - 115
QLD - Regional	70	65 - 80	75	65 - 85	85	75 - 90	95	75 - 110
SA - Adelaide	82	79 - 87	84	80 - 90	90	85 - 95	95	89 - 102
WA - Perth	80	70 - 85	85	75 - 90	95	90 - 100	110	95 - 120
ACT - Canberra	71	66 - 77	87	82 - 92	102	92 - 107	112	102 - 117
TAS - Hobart/Launceston	75	70 - 80	72	70 - 85	75	70 - 90	82	75 - 95
NT - Darwin	77	71 - 87	92	87 - 92	97	92 - 102	97	92 - 102
NZ - Auckland	66	61 - 71	71	66 - 82	82	77 - 92	92	82 - 102
NZ - Wellington	66	61 - 71	73	66 - 82	82	77 - 87	92	87 - 97
NZ - Christchurch	66	61 - 71	71	66 - 77	82	77 - 87	87	82 - 92

PROFESSIONAL PRACTICE

MANAGEMENT CONSULTING MANAGERS, SENIOR MANAGERS, PRINCIPALS/DIRECTORS	MANAGER FOR 0 - 2 YEARS		SENIOR MANAGER FOR 2 - 5 YEARS		PRINCIPALS/DIRECTORS	
	Typical	Range	Typical	Range	Typical	Range
	NSW - Sydney	102	92 - 117	133	112 - 153	170
NSW - Regional	87	71 - 97	107	102 - 122	135	NA
VIC - Melbourne	107	89 - 117	133	112 - 158	170	NA
VIC - Regional	92	87 - 102	112	97 - 122	135	NA
QLD - Brisbane, Gold Coast and Sunshine Coast	120	110 - 130	133	122 - 143	160	NA
QLD - Regional	87	82 - 97	102	102 - 122	125	NA
SA - Adelaide	110	105 - 120	140	128 - 150	180+	NA
WA - Perth	120	110 - 130	140	120 - 150	185	NA
ACT - Canberra	112	107 - 122	128	122 - 133	160	NA
TAS - Hobart/Launceston	82	73 - 92	110	95 - 120	130	120 - 145
NT - Darwin	110	95 - 120	117	112 - 128	130	NA
NZ - Auckland	92	82 - 102	112	102 - 133	150	NA
NZ - Wellington	92	82 - 97	107	92 - 122	150	NA
NZ - Christchurch	87	71 - 92	97	82 - 112	100+	NA

NOTES

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

- Flexible packaging
- High level of training

RISK CONSULTING / INTERNAL AUDIT (TYPICALLY CA/CPA COMPLETE) SENIOR, SUPERVISOR, ASSISTANT MANAGERS	UP TO 4 YRS EXPERIENCE		4 - 5 YEARS EXP		5 - 6 YEARS EXP		6+ YEARS EXP	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range
	NSW - Sydney	77	66 - 82	82	80 - 88	97	89 - 97	100
NSW - Regional	64	58 - 69	71	67 - 80	82	78 - 88	87	80 - 94
VIC - Melbourne	67	61 - 71	77	69 - 79	82	77 - 88	90	84 - 97
VIC - Regional	69	63 - 71	77	71 - 82	87	82 - 92	87	82 - 92
QLD - Brisbane, Gold Coast and Sunshine Coast	66	61 - 71	77	66 - 77	82	71 - 92	87	77 - 92
QLD - Regional	66	61 - 71	71	66 - 77	77	71 - 82	82	77 - 87
SA - Adelaide	82	79 - 87	84	80 - 90	90	85 - 95	95	89 - 102
WA - Perth	80	70 - 90	85	80 - 90	90	80 - 100	100	90 - 105
ACT - Canberra	71	66 - 77	77	71 - 82	87	82 - 92	102	97 - 107
TAS - Hobart/Launceston	64	60 - 70	72	70 - 80	75	65 - 85	82	70 - 100
NT - Darwin	71	61 - 82	82	66 - 87	92	82 - 102	102	87 - 117
NZ - Auckland	71	56 - 80	82	71 - 87	92	82 - 97	92	82 - 102
NZ - Wellington	71	66 - 77	82	77 - 87	92	87 - 97	97	92 - 102
NZ - Christchurch	66	51 - 71	77	66 - 87	92	82 - 102	92	87 - 112

PROFESSIONAL PRACTICE

RISK CONSULTING/ INTERNAL AUDIT MANAGERS, SENIOR MANAGERS, PRINCIPALS/ DIRECTORS	MANAGER FOR 0 - 2 YEARS		SENIOR MANAGER FOR 2 - 5 YEARS		PRINCIPALS/DIRECTORS	
	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	112	94 - 117	128	112 - 138	170	NA
NSW - Regional	97	87 - 102	122	97 - 133	155	NA
VIC - Melbourne	102	87 - 112	128	107 - 143	160	NA
VIC - Regional	92	82 - 102	122	107 - 143	150	NA
QLD - Brisbane, Gold Coast and Sunshine Coast	92	82 - 102	122	112 - 128	160	NA
QLD - Regional	97	82 - 102	117	107 - 128	NA	NA
SA - Adelaide	110	105 - 120	140	128 - 150	180	NA
WA - Perth	110	100 - 120	130	120 - 160	150	NA
ACT - Canberra	112	107 - 122	122	112 - 133	160	NA
TAS - Hobart/Launceston	87	75 - 105	110	90 - 115	135	120 - 145
NT - Darwin	92	82 - 102	112	97 - 122	120	NA
NZ - Auckland	102	87 - 117	122	97 - 133	150	NA
NZ - Wellington	102	87 - 117	122	112 - 138	165	NA
NZ - Christchurch	82	66 - 92	102	82 - 128	150	NA

NOTES

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

- Flexible packaging
- High level of training

PRACTICE ADMINISTRATION	ACCOUNTANT		PRACTICE MANAGER		FINANCE MANAGER	
	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	95	85 - 100	110	90 - 120	120	100 - 140
NSW - Regional	78	61 - 83	92	87 - 100	102	87 - 112
VIC - Melbourne	82	71 - 89	92	77 - 102	112	92 - 128
VIC - Regional	77	71 - 82	87	82 - 92	107	97 - 112
QLD - Brisbane, Gold Coast and Sunshine Coast	71	61 - 77	92	82 - 102	107	102 - 112
QLD - Regional	66	61 - 71	82	77 - 92	97	92 - 112
SA - Adelaide	90	75 - 92	95	87 - 102	110	95 - 120
WA - Perth	90	80 - 100	125	100 - 150	120	100 - 140
ACT - Canberra	82	77 - 87	92	82 - 97	112	97 - 128
TAS - Hobart/Launceston	74	62 - 80	90	80 - 110	100	85 - 115
NT - Darwin	71	66 - 77	92	82 - 102	97	92 - 107
NZ - Auckland	82	71 - 87	100	85 - 120	102	87 - 117
NZ - Wellington	77	61 - 82	87	77 - 97	92	82 - 102
NZ - Christchurch	71	61 - 82	102	92 - 112	92	82 - 102

NOTES

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

- Performance based bonuses

PROFESSIONAL PRACTICE

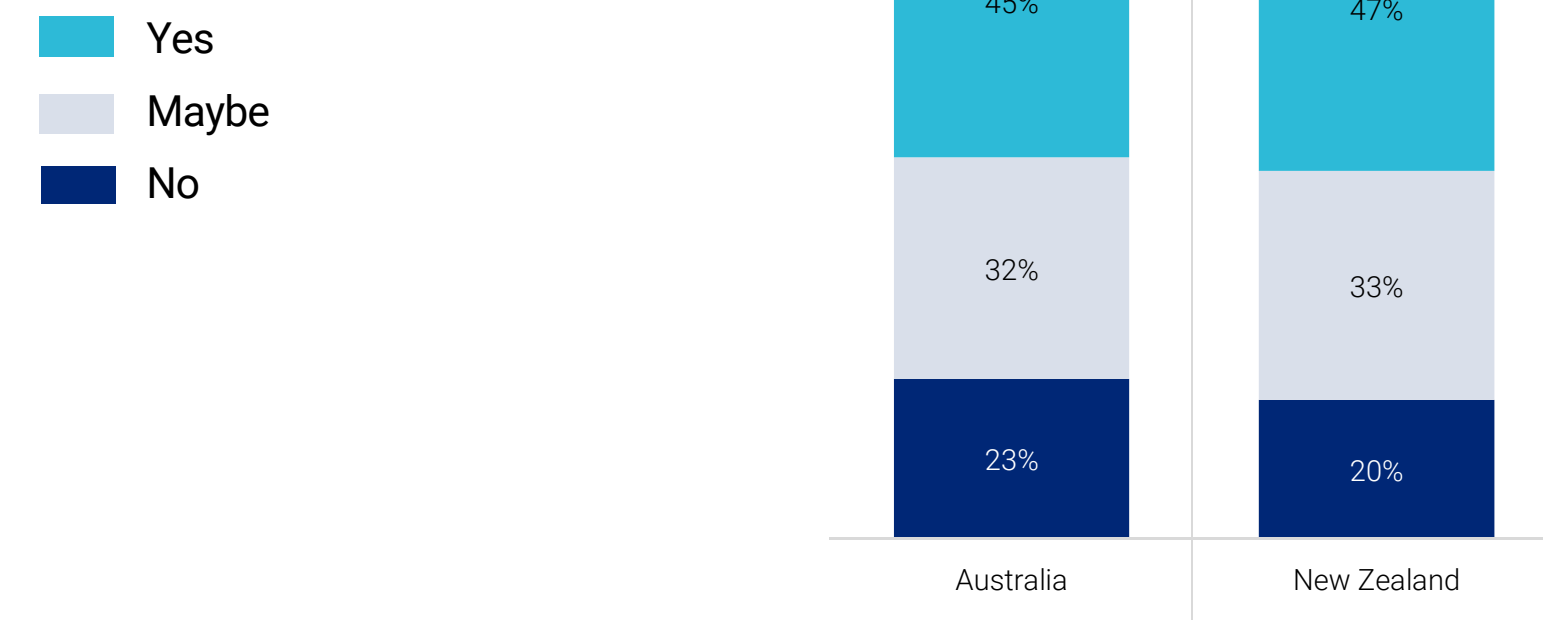
ADMINISTRATION	TEAM ASSISTANT		OFFICE/ADMIN MANAGER		PA TO PARTNER 1 on 1		PA TO PARTNERS 2 or 3	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	75	65 - 80	90	80 - 100	90	85 - 100	85	80 - 90
NSW - Regional	46	43 - 51	61	53 - 66	59	56 - 64	61	53 - 66
VIC - Melbourne	49	43 - 56	61	51 - 71	59	56 - 71	59	56 - 71
VIC - Regional	56	48 - 61	66	56 - 77	66	56 - 71	66	56 - 71
QLD - Brisbane, Gold Coast and Sunshine Coast	51	46 - 56	66	61 - 71	77	71 - 82	77	71 - 82
QLD - Regional	51	46 - 56	61	56 - 66	59	56 - 64	61	51 - 82
SA - Adelaide	62	52 - 68	68	63 - 74	69	63 - 78	75	69 - 85
WA - Perth	70	60 - 80	75	70 - 85	80	70 - 85	85	80 - 90
ACT - Canberra	46	43 - 51	61	51 - 66	61	51 - 71	66	56 - 77
TAS - Hobart/Launceston	52	50 - 60	62	60 - 80	65	52 - 75	65	55 - 75
NT - Darwin	61	46 - 71	82	71 - 92	61	51 - 66	66	61 - 77
NZ - Auckland	48	48 - 51	66	56 - 71	61	56 - 71	66	56 - 71
NZ - Wellington	48	48 - 51	56	48 - 61	56	51 - 66	56	51 - 66
NZ - Christchurch	51	49 - 56	61	56 - 66	61	56 - 71	71	61 - 82

NOTES

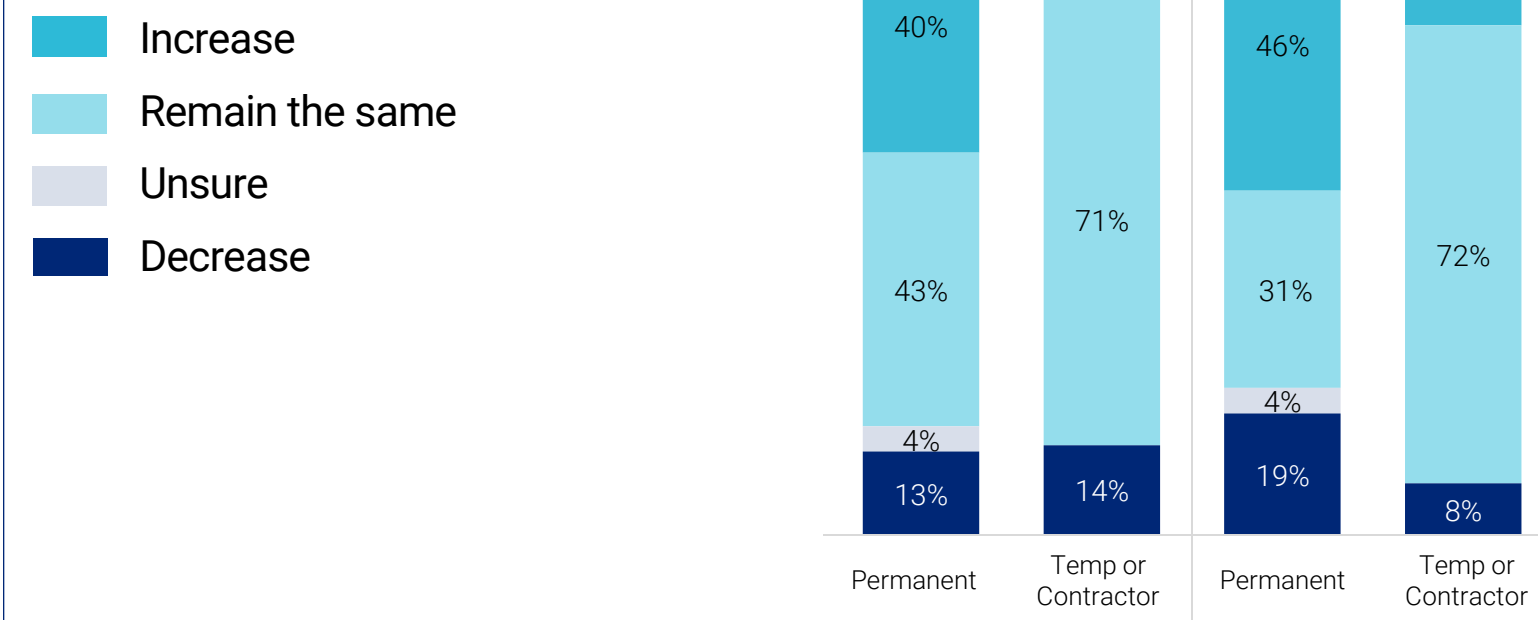
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TURNOVER AND HIRING INTENTIONS

Employees that intend to remain with their current employer



Employers attitude towards increasing headcounts



Top factors driving turnover

- An uncompetitive salary
- Rising cost of living
- Lack of promotional opportunities

Employees top career priorities

- A pay rise
- Learning or developing technical skills
- Being able to work flexibly

Top 5 jobs employers need to fill

Australia

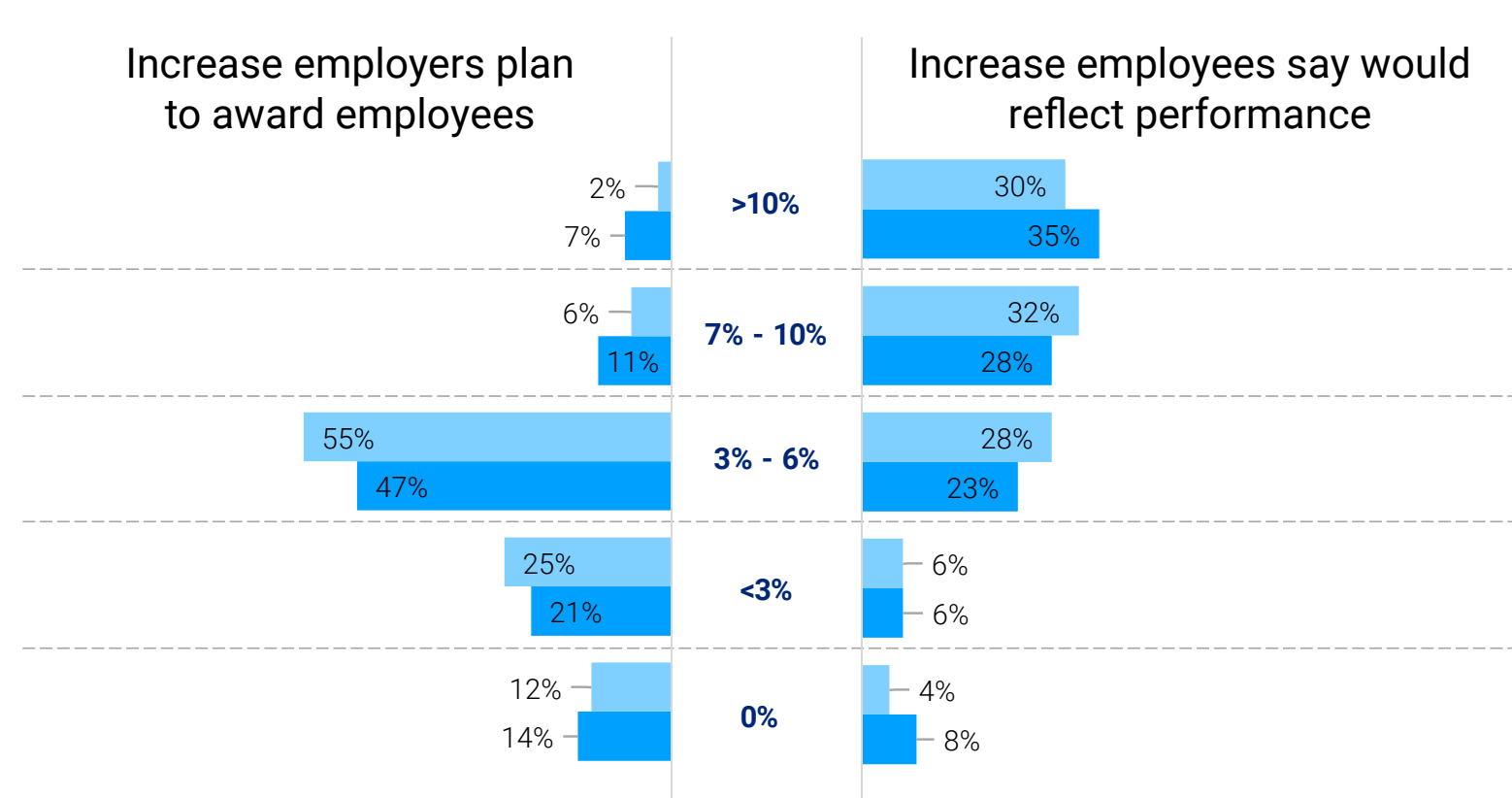
1. Project Architect
2. Interior Designer
3. Landscape Architect
4. CAD/Revit Technician
5. Graduate Architect

New Zealand

1. Revit Technicians
2. Project Architects
3. Architectural Graduates
4. Landscape Architects
5. ArchiCAD Technicians

SALARY TRENDS

Pay rise intentions and expectations



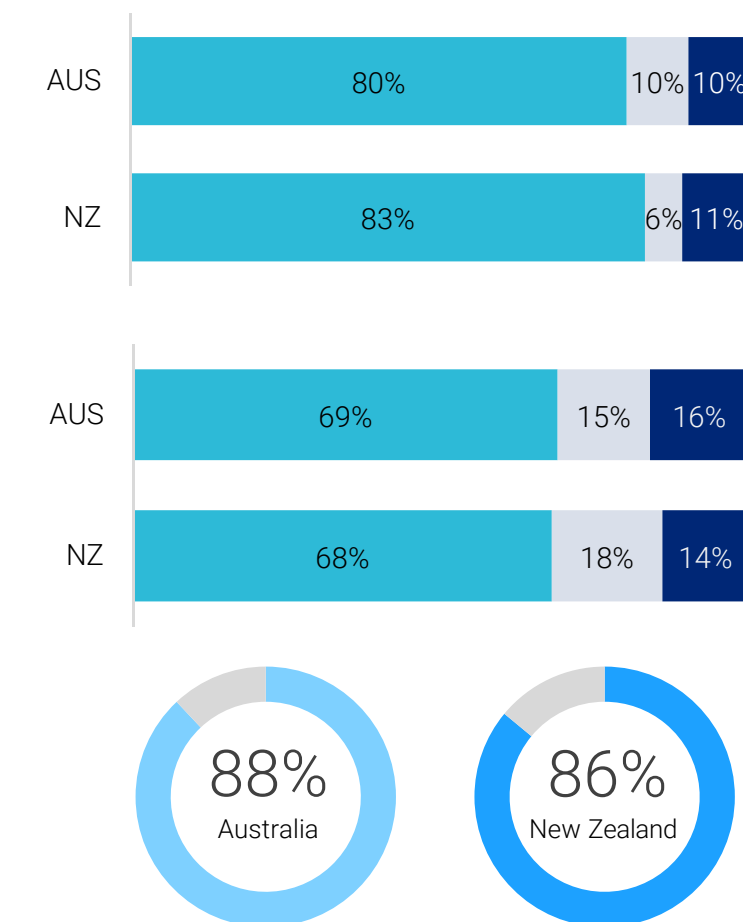
Those that believe pay rises should keep up with inflation

- Yes
- Neutral
- No

Employees who will ask for a pay rise

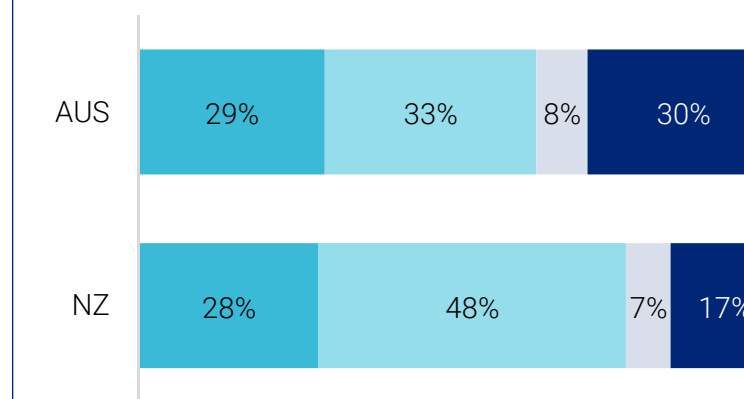
- Yes
- Unsure
- No

Employers who will offer higher salaries



Organisations that provide salary transparency

- Yes - All employees
- Yes - Some employees
- Unsure
- No



Top benefits employers are prioritising this year

Australia

- Training – either internal or external
- Mental and physical health and wellbeing programs
- Ongoing learning and development

New Zealand

- Over 20 days' annual leave
- Mental and physical health and wellbeing programs
- Ongoing learning and development

	GRADUATE ARCHITECT 2 - 5 years exp		PROJECT ARCHITECT 5 - 10 years exp		ARCHITECT 5 - 10 years exp		SENIOR ARCHITECT 10+ years exp		ARCHITECTURAL TECHNICIAN/ DRAFTER		BIM/CAD MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	75	65 - 90	120	100 - 140	100	80 - 120	130	110 - 160	80	60 - 100	150	100 - 200
NSW - Regional	70	65 - 80	95	90 - 120	95	90 - 110	120	110 - 140	70	65 - 85	130	100 - 170
VIC - Melbourne	75	65 - 90	120	95 - 135	100	85 - 120	130	125 - 160	100	80 - 120	150	120 - 200
VIC - Regional	66	61 - 71	82	71 - 92	82	71 - 92	107	92 - 122	66	57 - 82	102	82 - 122
QLD - Brisbane, Gold Coast and Sunshine Coast	70	65 - 71	100	80 - 120	95	80 - 110	115	100 - 140	75	60 - 100	125	100 - 140
QLD - Regional	65	61 - 70	85	70 - 100	85	75 - 100	100	90 - 130	75	60 - 80	85	75 - 100
SA - Adelaide	68	61 - 75	87	75 - 100	71	67 - 85	100	90 - 115	70	60 - 85	110	90 - 130
WA - Perth	80	65 - 85	120	90 - 140	100	90 - 120	120	82 - 140	80	65 - 90	130	110 - 170
ACT - Canberra	63	61 - 66	105	80 - 130	100	80 - 120	123	97 - 150	80	57 - 92	102	92 - 122
TAS - Hobart/Launceston	65	61 - 70	85	75 - 95	90	80 - 100	100	90 - 120	60	57 - 70	90	80 - 100
NT - Darwin	66	61 - 66	72	67 - 87	92	71 - 92	112	92 - 122	71	57 - 87	92	67 - 122
NZ - Auckland	70	60 - 90	110	95 - 130	110	90 - 130	125	125 - 140	100	75 - 125	130	120 - 160
NZ - Wellington	70	60 - 85	110	90 - 120	100	85 - 120	120	110 - 130	80	70 - 120	120	110 - 140
NZ - Christchurch	70	60 - 80	100	85 - 120	100	85 - 120	120	110 - 130	80	70 - 120	120	110 - 130

NOTES

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New Zealand Salaries are represented in New Zealand Dollars.

	INTERIOR DESIGNER 2-7 years exp		SENIOR INTERIOR DESIGNER 7+ years exp		PLANNER 2 - 5 years exp		SENIOR PLANNER 5+ years exp		URBAN DESIGNER		LANDSCAPE ARCHITECT	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	85	65 - 105	110	90 - 130	82	61 - 92	112	92 - 150	102	61 - 122	100	70 - 120
NSW - Regional	75	65 - 90	92	90 - 100	80	70 - 90	120	100 - 130	90	75 - 120	75	65 - 90
VIC - Melbourne	85	65 - 100	100	90 - 120	90	65 - 95	110	90 - 140	90	60 - 120	100	70 - 120
VIC - Regional	82	56 - 87	115	92 - 133	66	59 - 77	82	77 - 92	66	57 - 92	75	61 - 92
QLD - Brisbane, Gold Coast and Sunshine Coast	85	60 - 100	100	100 - 120	75	60 - 80	110	80 - 135	85	65 - 100	90	75 - 110
QLD - Regional	65	55 - 80	85	75 - 100	62	59 - 66	80	70 - 95	87	75 - 100	80	70 - 100
SA - Adelaide	65	55 - 75	95	80 - 110	70	60 - 85	110	85 - 120	97	77 - 112	80	65 - 100
WA - Perth	85	70 - 95	95	85 - 120	85	70 - 110	120	100 - 150	110	85 - 140	110	85 - 150
ACT - Canberra	80	65 - 95	111	92 - 130	92	71 - 102	116	92 - 140	98	71 - 125	90	61 - 120
TAS - Hobart/Launceston	66	61 - 71	82	71 - 92	75	65 - 85	82	80 - 120	70	65 - 80	75	65 - 85
NT - Darwin	56	43 - 61	92	61 - 92	61	59 - 71	87	71 - 112	92	57 - 122	71	57 - 82
NZ - Auckland	80	60 - 95	110	95 - 120	80	65 - 95	110	100 - 130	95	85 - 120	95	85 - 120
NZ - Wellington	70	55 - 80	100	90 - 110	75	65 - 90	100	90 - 120	95	80 - 110	90	85 - 110
NZ - Christchurch	70	55 - 80	100	90 - 110	70	65 - 85	100	90 - 120	90	80 - 110	90	80 - 110

NOTES

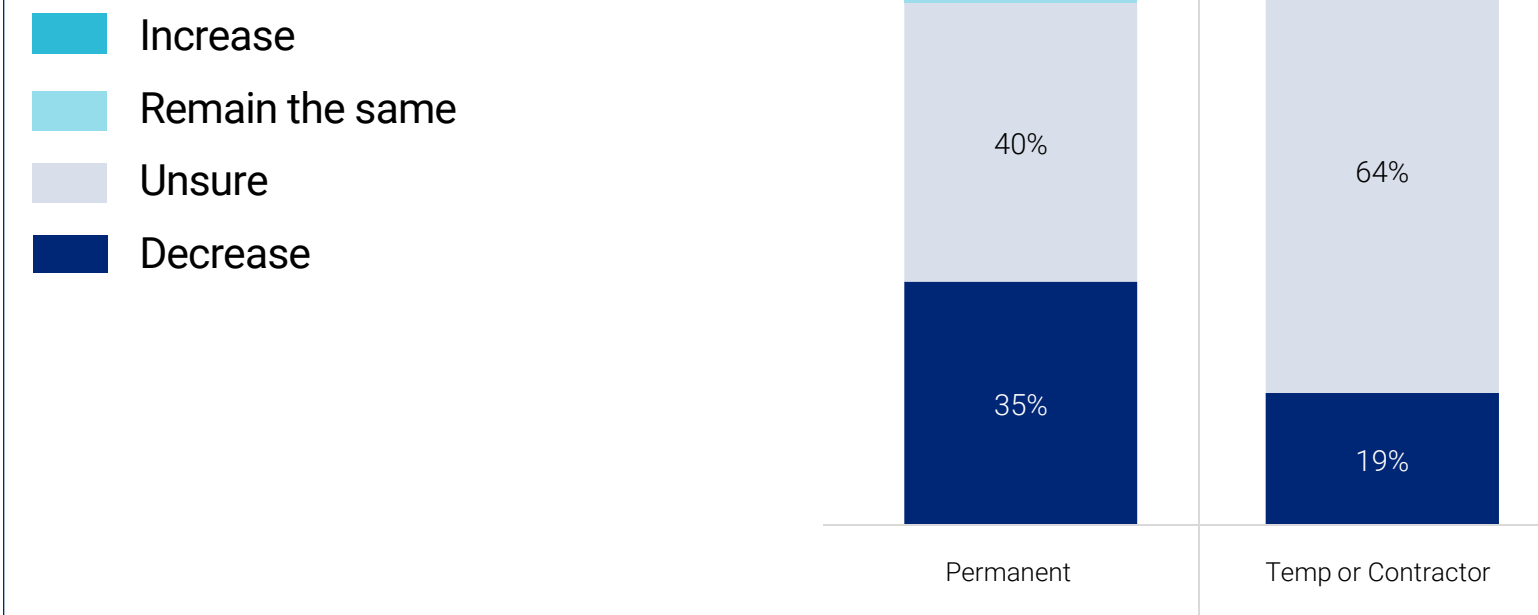
All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ).
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TURNOVER AND HIRING INTENTIONS

Employees that intend to remain with their current employer



Employers attitude towards increasing headcounts



Top factors driving turnover

- An uncompetitive salary
- Rising cost of living
- Lack of promotional opportunities

Employees top career priorities

- A pay rise
- Learning or developing technical skills
- Gaining a promotion

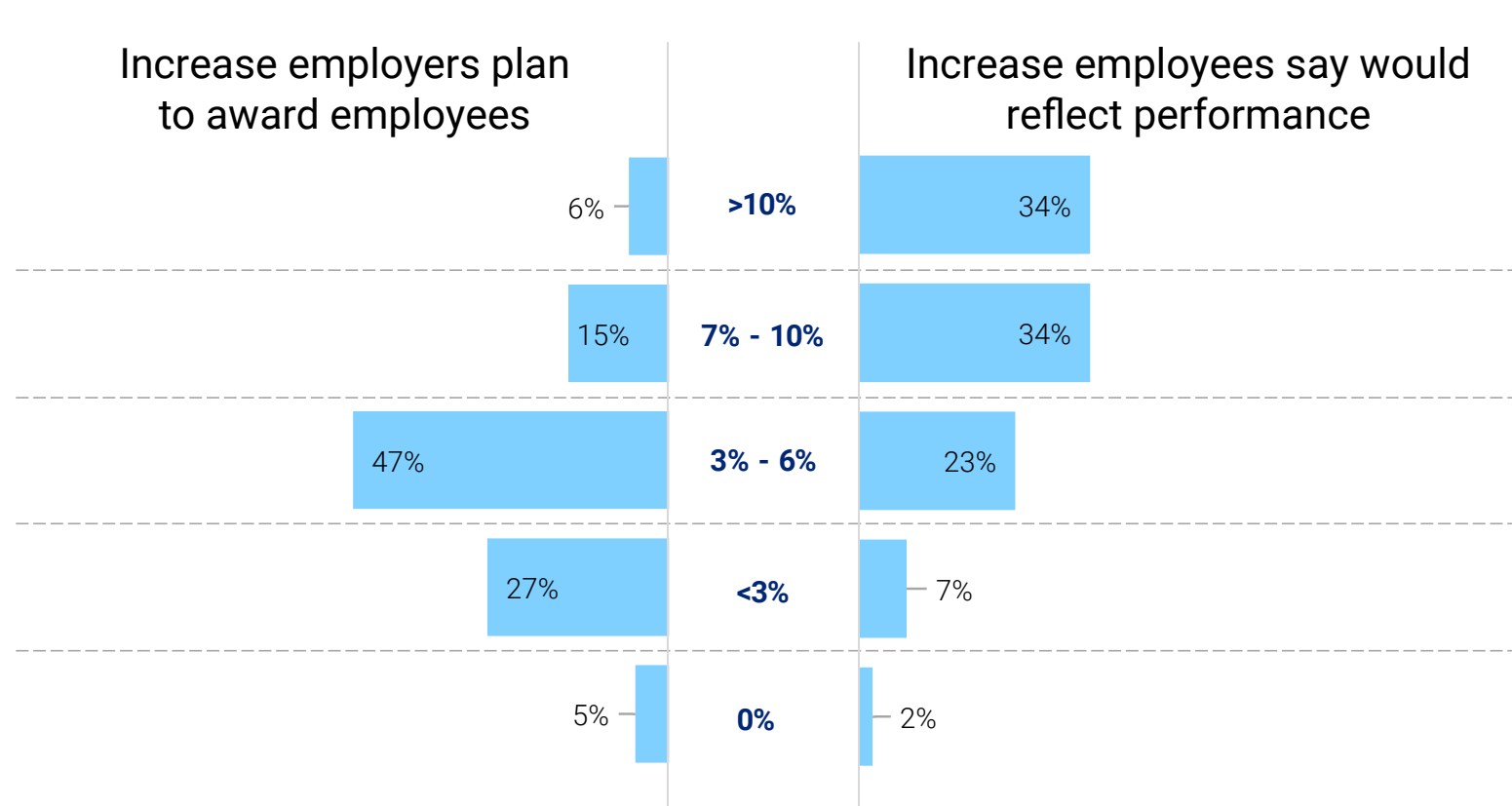
* Australia data only

Top 5 jobs employers need to fill

1. Business Development Manager
2. Hardships/Retentions
3. Client Services Managers
4. Operational Risk Managers
5. Regulatory Compliance Managers

SALARY TRENDS

Pay rise intentions and expectations



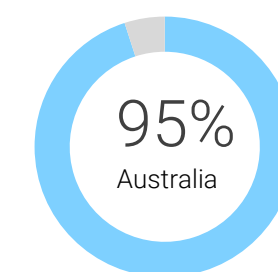
Those that believe pay rises should keep up with inflation



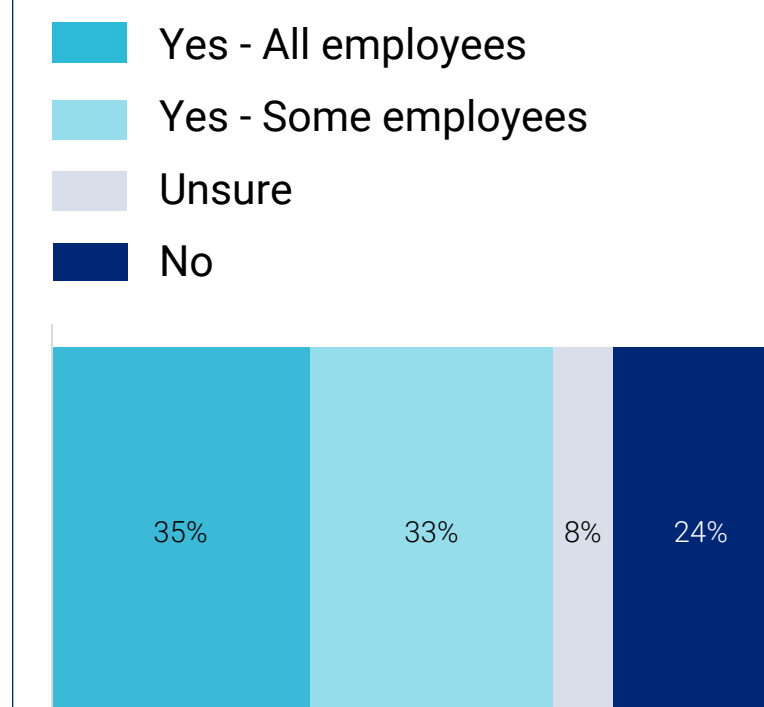
Employees who will ask for a pay rise



Employers who will offer higher salaries



Organisations that provide salary transparency



Top benefits employers are prioritising this year

- Training – either internal or external
- Ongoing learning and development
- Career progression opportunities

RETAIL BANKING

	PERSONAL BANKER		LENDER		MOBILE LENDING MANAGER		BRANCH MANAGER		REGIONAL/DISTRICT MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	70	62 - 77	125	85 - 180	135	110 - 200	120	85 - 180	180	150 - 220
VIC - Melbourne	70	60 - 77	95	80 - 120	115	100 - 160	100	80 - 160	165	150 - 220
QLD - Brisbane, Gold Coast and Sunshine Coast	61	55 - 66	85	75 - 95	100	82 - 115	102	71 - 150	135	112 - 145
SA - Adelaide	58	55 - 61	80	61 - 90	85	70 - 97	87	71 - 95	120	102 - 130
WA - Perth	67	62 - 70	90	80 - 100	120	100 - 150	110	90 - 140	155	140 - 180
ACT - Canberra	70	65 - 75	85	80 - 100	105	75 - 115	105	80 - 122	160	125 - 145
TAS - Hobart	61	55 - 65	70	60 - 80	75	66 - 90	90	80 - 100	115	95 - 140
NT - Darwin	58	51 - 61	71	61 - 77	102	82 - 107	82	71 - 112	112	102 - 122

MORTGAGE BROKING

	BROKER SUPPORT		ACCOUNT MANAGER		BROKER	
	Typical	Range	Typical	Range	Typical	Range
	80	65 - 90	95	75 - 110	110	95 - 150
	65	55 - 75	87	71 - 102	100	85 - 110
	60	55 - 70	82	71 - 97	102	82 - 117
	60	55 - 65	82	77 - 87	87	82 - 100
	70	62 - 75	75	65 - 85	95	78 - 110
	75	65 - 85	75	65 - 80	85	70 - 95

NOTES

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LENDING OPERATIONS

	OPERATIONS OFFICER		SETTLEMENTS OFFICER		COLLECTIONS OFFICER		CREDIT ANALYST		SENIOR CREDIT ANALYST		TEAM LEADER/SUPERVISOR		MANAGER		SENIOR MANAGER		GENERAL MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	65	63 - 75	80	70 - 90	80	70 - 90	95	80 - 110	120	100 - 140	100	90 - 130	130	100 - 160	150	125 - 200	220	200 - 280
VIC - Melbourne	60	55 - 70	65	56 - 70	70	56 - 75	80	70 - 100	87	80 - 120	95	100 - 140	95	90 - 160	140	110 - 160	180	145 - 230
QLD - Brisbane, Gold Coast and Sunshine Coast	55	55 - 60	65	55 - 70	55	55 - 65	75	70 - 80	90	80 - 95	75	70 - 80	85	75 - 95	115	90 - 120	160	125 - 210
SA - Adelaide	56	55 - 59	56	55 - 61	59	55 - 61	70	65 - 75	75	65 - 80	75	70 - 80	80	70 - 85	90	80 - 110	130	105 - 145
WA - Perth	60	55 - 65	65	60 - 75	70	65 - 75	85	70 - 95	95	80 - 110	95	80 - 110	100	90 - 120	130	110 - 145	175	130 - 220
ACT - Canberra	60	55 - 70	70	65 - 75	75	65 - 80	85	70 - 90	85	70 - 90	90	75 - 100	85	80 - 95	110	90 - 120	180	145 - 200
TAS - Hobart	56	55 - 59	55	55 - 60	55	55 - 61	60	55 - 65	70	64 - 80	68	65 - 75	80	70 - 85	87	80 - 95	150	110 - 200
NT - Darwin	55	55 - 59	55	55 - 60	55	55 - 60	56	51 - 61	70	64 - 75	66	61 - 71	80	70 - 82	92	77 - 112	130	115 - 155

NOTES

All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ).
New Zealand Salaries are represented in New Zealand Dollars.

BUSINESS AND COMMERCIAL LENDING

	ASSISTANT RELATIONSHIP MANAGER		RELATIONSHIP MANAGER		RELATIONSHIP DIRECTOR		EXECUTIVE MANAGER		STATE MANAGER		BUSINESS DEVELOPMENT MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	90	80 - 95	130	115 - 150	170	150 - 200	240	190 - 260	245	210 - 300	140	120 - 165
VIC - Melbourne	85	70 - 90	115	90 - 130	140	125 - 150	200	170 - 220	230	190 - 270	140	115 - 155
QLD - Brisbane, Gold Coast & Sunshine Coast	77	70 - 87	110	85 - 122	130	125 - 155	170	155 - 190	210	185 - 240	130	105 - 155
SA - Adelaide	70	65 - 75	112	92 - 122	133	117 - 153	160	145 - 170	180	170 - 195	120	105 - 130
WA - Perth	90	80 - 100	135	110 - 140	160	140 - 180	185	165 - 200	220	200 - 250	140	120 - 160
ACT - Canberra	80	75 - 90	135	85 - 140	155	145 - 160	160	140 - 180	190	165 - 210	140	115 - 160
TAS - Hobart	80	65 - 85	105	90 - 120	120	110 - 140	155	140 - 170	185	170 - 200	115	95 - 125
NT - Darwin	70	65 - 71	85	75 - 95	115	97 - 122	130	115 - 140	170	145 - 175	112	102 - 122

NOTES

All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ).
New Zealand Salaries are represented in New Zealand Dollars.

CORPORATE AND INSTITUTIONAL LENDING

	ASSISTANT RELATIONSHIP MANAGER		RELATIONSHIP MANAGER		SENIOR RELATIONSHIP MANAGER		EXECUTIVE MANAGER		STATE MANAGER		BUSINESS DEVELOPMENT MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	110	85 - 130	140	120 - 170	185	165 - 220	260	220 - 300	300	250 - 350	145	120 - 180
VIC - Melbourne	90	80 - 110	125	105 - 140	150	120 - 165	190	170 - 220	240	195 - 270	140	120 - 180
QLD - Brisbane, Gold Coast and Sunshine Coast	80	70 - 84	120	90 - 140	153	122 - 160	170	155 - 190	235	190 - 245	143	122 - 155
SA - Adelaide	75	65 - 80	115	87 - 120	145	117 - 155	155	140 - 170	173	163 - 189	133	112 - 138
WA - Perth	90	80 - 100	150	115 - 165	170	150 - 185	210	190 - 240	275	215 - 300	145	120 - 175
ACT - Canberra	75	70 - 85	130	90 - 150	140	100 - 155	190	170 - 240	160	145 - 180	155	115 - 165

NOTES

All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ).
New Zealand Salaries are represented in New Zealand Dollars.

ASSET FINANCE

	CLIENT SERVICES		SETTLEMENTS OFFICER		CREDIT ANALYST		SENIOR CREDIT ANALYST		BUSINESS DEVELOPMENT MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	70	65 - 80	80	70 - 90	95	80 - 110	120	95 - 150	130	100 - 150
VIC - Melbourne	65	60 - 75	67	60 - 75	77	70 - 90	95	80 - 110	105	85 - 125
QLD - Brisbane, Gold Coast and Sunshine Coast	60	55 - 65	55	55 - 60	72	60 - 77	85	70 - 95	122	87 - 148
SA - Adelaide	61	56 - 66	59	55 - 61	68	61 - 70	77	70 - 80	97	87 - 112
WA - Perth	65	60 - 70	65	60 - 75	85	70 - 90	95	85 - 110	130	110 - 150
ACT - Canberra	65	60 - 70	65	60 - 70	72	65 - 78	80	70 - 85	105	90 - 122
TAS - Hobart	58	55 - 62	55	55 - 60	60	55 - 65	70	64 - 75	95	85 - 105
NT - Darwin	61	56 - 66	55	55 - 60	61	56 - 66	71	64 - 71	112	87 - 133

NOTES

All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ).
New Zealand Salaries are represented in New Zealand Dollars.

SUPERANNUATION AND FUNDS MANAGEMENT

	ADMINISTRATOR		SENIOR ADMINISTRATOR		MANAGER		BUSINESS DEVELOPMENT MANAGER		GENERAL MANAGER		SETTLEMENTS OFFICER		SENIOR SETTLEMENTS OFFICER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	70	60 - 75	75	70 - 85	100	85 - 112	130	110 - 158	160	140 - 180	68	60 - 75	78	72 - 85
VIC - Melbourne	61	56 - 71	66	61 - 75	95	85 - 110	120	95 - 145	155	140 - 170	61	60 - 75	75	70 - 80
QLD - Brisbane, Gold Coast and Sunshine Coast	55	55 - 60	60	57 - 70	90	82 - 100	110	102 - 130	150	135 - 165	56	55 - 65	61	57 - 70
SA - Adelaide	55	55 - 60	57	57 - 60	80	70 - 82	100	80 - 120	130	105 - 140	55	55 - 60	60	57 - 62
WA - Perth	58	55 - 62	65	60 - 70	87	75 - 100	125	110 - 135	155	140 - 165	68	60 - 75	72	65 - 82
ACT - Canberra	74	65 - 75	80	75 - 85	82	75 - 85	115	105 - 122	150	135 - 158	70	60 - 80	70	65 - 80
TAS - Hobart	55	55 - 60	57	57 - 60	80	62 - 85	100	90 - 125	130	105 - 145	55	55 - 60	60	57 - 65
NT - Darwin	55	55 - 60	57	57 - 60	82	77 - 92	112	102 - 122	138	133 - 148	55	55 - 60	57	57 - 60

NOTES

All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ).
New Zealand Salaries are represented in New Zealand Dollars.

SUPERANNUATION AND FUNDS MANAGEMENT

	SUPERVISOR		UNIT REGISTRY		UNIT PRICING		CLIENT SERVICES OFFICER		CLIENT SERVICES SUPERVISOR		CLIENT SERVICES MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	90	80 - 100	65	58 - 70	66	62 - 70	65	60 - 75	80	75 - 90	100	90 - 115
VIC - Melbourne	85	75 - 95	60	60 - 75	66	61 - 71	60	55 - 70	75	70 - 85	90	80 - 105
QLD - Brisbane, Gold Coast and Sunshine Coast	80	70 - 90	57	57 - 65	60	57 - 65	61	55 - 70	71	66 - 82	80	71 - 85
SA - Adelaide	65	65 - 75	57	57 - 60	57	57 - 60	56	55 - 60	70	60 - 75	70	60 - 75
WA - Perth	82	70 - 90	60	57 - 65	65	60 - 75	62	55 - 70	72	67 - 80	85	75 - 95
ACT - Canberra	85	75 - 89	70	65 - 75	68	60 - 75	70	60 - 75	75	70 - 80	80	75 - 85
TAS - Hobart	65	60 - 75	57	57 - 60	57	57 - 60	55	55 - 58	58	57 - 60	68	58 - 72
NT - Darwin	70	57 - 71	57	57 - 60	57	57 - 60	55	55 - 58	66	57 - 71	66	56 - 71

NOTES

All salaries shown are exclusive of superannuation (AU).

TREASURY INVESTMENT OPERATIONS

	SETTLEMENTS OFFICER		SENIOR SETTLEMENTS OFFICER		RECONCILIATIONS OFFICER		PAYMENTS OFFICER		SUPERVISOR	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	65	60 - 75	80	70 - 85	63	58 - 70	65	60 - 75	95	85 - 110
VIC - Melbourne	63	60 - 70	75	65 - 80	61	60 - 70	63	58 - 73	87	80 - 97
QLD - Brisbane, Gold Coast and Sunshine Coast	56	55 - 61	61	57 - 61	55	55 - 60	61	56 - 66	82	71 - 87
SA - Adelaide	55	55 - 60	57	57 - 61	55	55 - 61	56	55 - 61	77	66 - 82
WA - Perth	62	56 - 65	67	62 - 72	60	55 - 65	62	58 - 65	80	70 - 85
ACT - Canberra	68	60 - 70	76	65 - 80	65	55 - 70	70	60 - 75	78	70 - 85

MIDDLE OFFICE

	PORTFOLIO ANALYST		PERFORMANCE AND ATTRIBUTION		RESEARCH ANALYST		TRADE SUPPORT		CORPORATE ACTIONS	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
	105	95 - 120	110	100 - 140	98	85 - 120	85	75 - 95	90	80 - 95
	102	92 - 112	112	102 - 133	87	82 - 112	82	71 - 92	75	75 - 90
	97	82 - 107	102	87 - 122	84	77 - 112	77	66 - 87	65	64 - 70
	84	77 - 102	89	82 - 102	84	77 - 112	77	66 - 87	65	64 - 70
	95	85 - 110	100	90 - 120	95	80 - 125	85	70 - 95	65	64 - 75
	90	80 - 102	90	85 - 102	90	80 - 115	77	70 - 87	75	70 - 85

NOTES

All salaries shown are exclusive of superannuation (AU).

TRADE FINANCE

	PROCESSING OFFICER		SENIOR PROCESSING OFFICER		TEAM LEADER		MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	70	65 - 75	80	75 - 85	100	85 - 110	115	100 - 130
VIC - Melbourne	60	60 - 75	65	60 - 75	75	72 - 85	110	80 - 120
QLD - Brisbane, Gold Coast and Sunshine Coast	55	52 - 55	55	55 - 65	70	60 - 80	97	82 - 120
SA - Adelaide	55	52 - 55	52	50 - 55	70	55 - 70	85	70 - 87
WA - Perth	60	55 - 65	65	60 - 70	75	70 - 85	100	85 - 120
ACT - Canberra	70	65 - 75	70	65 - 75	84	70 - 90	85	80 - 95
TAS - Hobart	52	52 - 60	55	55 - 61	62	54 - 64	83	68 - 85
NT - Darwin	52	52 - 60	55	55 - 61	61	56 - 66	92	77 - 112

NOTES

All salaries shown are exclusive of superannuation (AU).

FINANCIAL PLANNING

	CLIENT SERVICES		PARAPLANNER		SENIOR PARAPLANNER		ASSOCIATE ADVISOR		FINANCIAL PLANNER		SENIOR FINANCIAL PLANNER		FINANCIAL PLANNING MANAGER		HEAD OF FINANCIAL PLANNING		PRACTICE DEVELOPMENT MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	75	65 - 85	90	80 - 100	100	90 - 120	90	80 - 100	120	100 - 130	160	140 - 200	170	150 - 200	230	200 - 280	160	130 - 170
VIC - Melbourne	65	56 - 75	85	71 - 90	98	90 - 110	82	70 - 97	110	90 - 120	130	110 - 145	145	125 - 180	225	204 - 265	145	120 - 170
QLD - Brisbane, Gold Coast and Sunshine Coast	60	55 - 66	80	70 - 90	90	80 - 92	77	71 - 97	105	90 - 115	125	105 - 130	153	122 - 163	205	184 - 235	135	112 - 150
SA - Adelaide	65	55 - 66	75	70 - 80	80	75 - 87	79	71 - 82	95	82 - 98	110	95 - 120	128	112 - 138	160	145 - 180	131	102 - 140
WA - Perth	72	65 - 80	95	80 - 110	125	100 - 135	85	80 - 95	110	95 - 125	150	130 - 160	140	125 - 160	190	170 - 220	140	120 - 170
ACT - Canberra	65	60 - 75	90	80 - 100	95	85 - 115	80	75 - 90	105	90 - 125	125	110 - 143	145	120 - 160	165	145 - 184	140	115 - 145
TAS - Hobart	70	65 - 75	72	65 - 80	77	71 - 92	78	62 - 86	105	92 - 125	115	95 - 135	130	115 - 140	150	140 - 170	135	105 - 140
NT - Darwin	56	55 - 66	71	61 - 77	77	71 - 82	71	61 - 77	95	90 - 115	110	85 - 115	128	112 - 138	148	138 - 168	133	102 - 138

NOTES

All salaries shown are exclusive of superannuation (AU).

CREDIT, MARKET AND OPERATIONAL RISK

	JUNIOR ANALYST		SENIOR ANALYST		MANAGER		SENIOR MANAGER		HEAD OF	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	85	75 - 95	105	90 - 115	130	115 - 145	170	145 - 200	230	190 - 275
VIC - Melbourne	70	65 - 80	100	77 - 102	125	112 - 138	170	143 - 195	220	184 - 240
QLD - Brisbane, Gold Coast and Sunshine Coast	60	52 - 65	85	75 - 90	112	102 - 122	138	133 - 148	200	180 - 220
SA - Adelaide	55	52 - 58	70	65 - 75	95	90 - 110	110	100 - 120	150	120 - 170
WA - Perth	65	58 - 70	80	70 - 95	125	110 - 135	150	135 - 175	200	185 - 220
ACT - Canberra	70	65 - 75	75	70 - 80	115	95 - 122	130	115 - 155	160	125 - 210

QUANTITATIVE RISK

	JUNIOR ANALYST		SENIOR ANALYST		MANAGER		SENIOR MANAGER		HEAD OF	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
	80	75 - 85	128	100 - 150	160	131 - 180	210	179 - 230	275	200 - 300
	82	71 - 87	130	103 - 150	170	138 - 180	194	173 - 204	245	204 - 265
	77	71 - 82	122	102 - 133	138	133 - 168	179	168 - 189	214	189 - 224
	56	52 - 77	84	77 - 102	112	102 - 122	140	122 - 158	168	158 - 209
	75	65 - 85	120	95 - 140	150	140 - 175	185	160 - 200	225	190 - 280
	70	65 - 77	95	90 - 105	130	115 - 150	145	125 - 158	180	165 - 204

NOTES

All salaries shown are exclusive of superannuation (AU).

COMPLIANCE

	JUNIOR ANALYST		SENIOR ANALYST		MANAGER		SENIOR MANAGER		HEAD OF	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	75	65 - 85	110	95 - 120	130	120 - 140	180	140 - 210	260	200 - 350
VIC - Melbourne	75	67 - 85	110	95 - 120	140	130 - 150	170	140 - 200	250	200 - 320
QLD - Brisbane, Gold Coast and Sunshine Coast	60	60 - 65	105	85 - 110	128	112 - 138	173	163 - 173	225	190 - 250
SA - Adelaide	52	52 - 55	70	65 - 80	95	90 - 110	120	100 - 130	130	110 - 145
WA - Perth	63	55 - 70	95	90 - 110	120	100 - 140	155	130 - 180	200	165 - 230
ACT - Canberra	70	65 - 75	75	70 - 80	110	90 - 120	125	110 - 130	135	115 - 140
TAS - Hobart	52	52 - 55	64	64 - 72	95	72 - 104	115	85 - 125	125	105 - 140
NT - Darwin	52	52 - 55	64	64 - 71	92	71 - 102	112	82 - 122	122	112 - 138

NOTES

All salaries shown are exclusive of superannuation (AU).

AML AND REGULATORY RISK

	JUNIOR ANALYST		SENIOR ANALYST		MANAGER		SENIOR MANAGER		HEAD OF	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
	84	65 - 90	95	85 - 115	130	120 - 145	170	160 - 220	250	200 - 350
	80	61 - 85	110	90 - 120	130	110 - 135	170	160 - 190	240	180 - 285
	65	60 - 70	85	77 - 102	122	102 - 133	168	158 - 179	200	170 - 210
	55	55 - 60	75	65 - 80	95	75 - 105	120	110 - 140	150	130 - 170
	68	65 - 75	95	80 - 110	120	100 - 145	150	135 - 165	190	165 - 220
	65	65 - 75	75	70 - 80	95	85 - 105	120	115 - 140	160	145 - 175
	52	52 - 54	72	64 - 80	95	72 - 104	120	100 - 140	140	125 - 160
	52	52 - 56	71	64 - 77	92	71 - 102	117	102 - 143	153	133 - 158

TRANSACTIONAL BANKING

	ACCOUNT MANAGER		TRANSACTION BANKING MANAGER		SENIOR TRANSACTION BANKING MANAGER		IMPLEMENTATION MANAGER		BUSINESS DEVELOPMENT MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	90	80 - 102	105	90 - 125	125	115 - 150	110	90 - 120	135	110 - 155
VIC - Melbourne	85	80 - 100	105	90 - 150	122	115 - 150	105	85 - 115	130	110 - 160
QLD - Brisbane, Gold Coast and Sunshine Coast	82	82 - 92	102	87 - 112	133	128 - 138	102	92 - 112	122	102 - 138
SA - Adelaide	80	77 - 82	84	80 - 89	102	92 - 112	102	87 - 107	112	102 - 117
WA - Perth	90	80 - 100	110	90 - 125	130	115 - 145	110	90 - 120	135	110 - 160
ACT - Canberra	85	80 - 95	115	85 - 122	120	105 - 133	95	90 - 105	120	95 - 140

PRIVATE BANKING

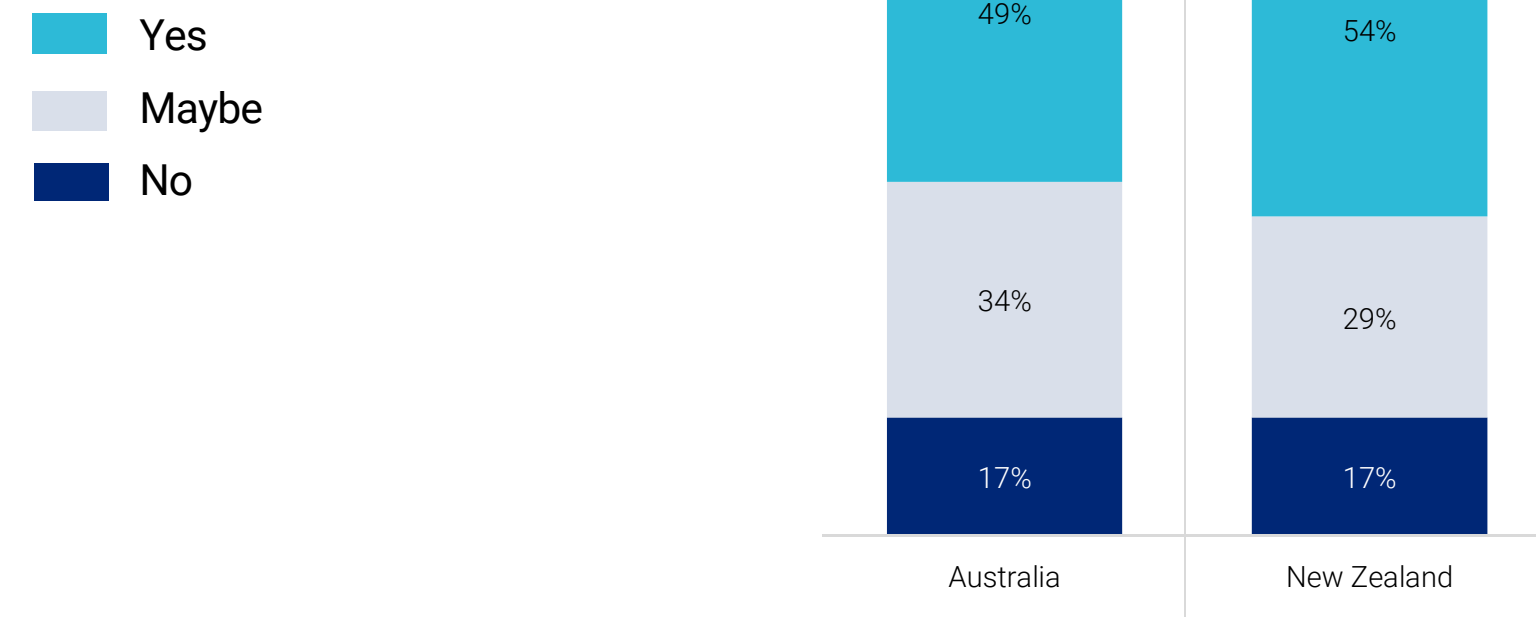
	ASSISTANT PRIVATE BANKER		PRIVATE BANKER		SENIOR PRIVATE BANKER		EXECUTIVE/MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range
	90	80 - 100	120	100 - 140	150	130 - 200	189	168 - 204
	77	66 - 87	110	90 - 125	140	120 - 160	168	128 - 189
	77	66 - 82	102	87 - 107	135	112 - 145	153	133 - 173
	66	61 - 71	90	80 - 95	100	90 - 110	125	110 - 135
	85	75 - 95	125	100 - 140	150	130 - 170	185	160 - 200
	80	70 - 85	98	85 - 115	120	110 - 133	140	130 - 158

NOTES

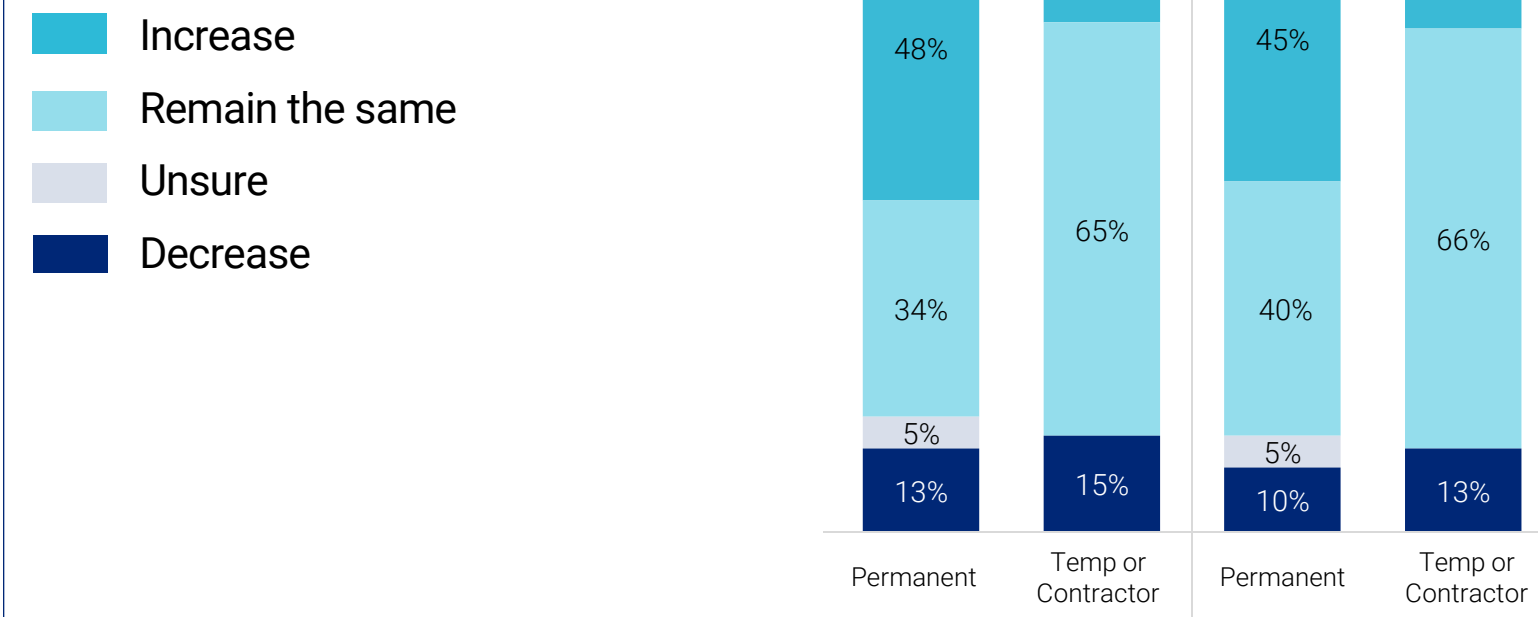
All salaries shown are exclusive of superannuation (AU).

TURNOVER AND HIRING INTENTIONS

Employees that intend to remain with their current employer



Employers attitude towards increasing headcounts



Top factors driving turnover

- Rising cost of living
- An uncompetitive salary
- Poor management style or workplace culture

Employees top career priorities

- A pay rise
- Learning or developing technical skills
- Being able to work flexibly

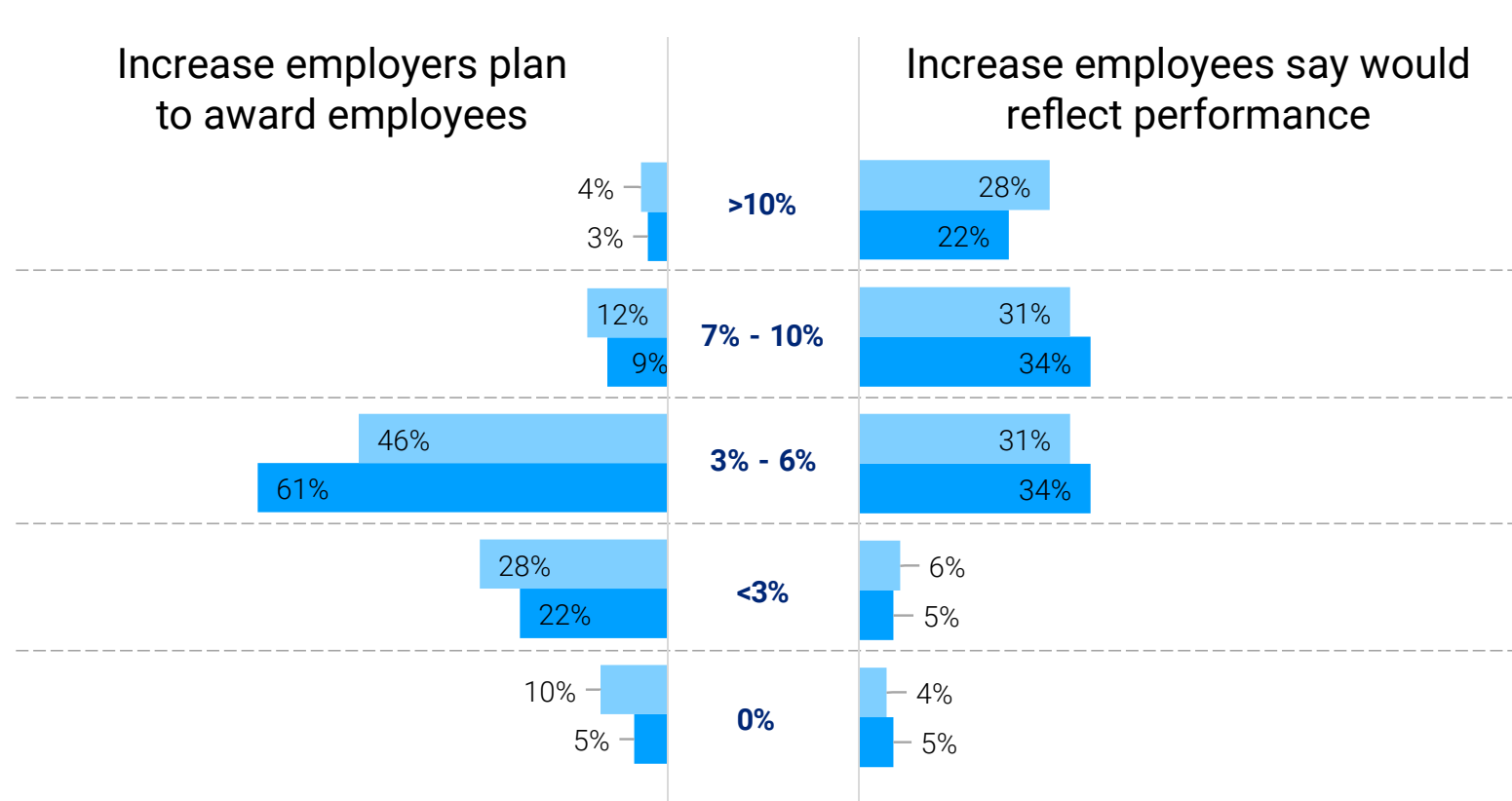
Top 5 jobs employers need to fill

- Australia**
1. Project Manager
 2. Project Engineer
 3. Contracts Administrator
 4. Foreperson
 5. Estimator

- New Zealand**
1. Quantity Surveyor
 2. Site Manager
 3. Project Manager
 4. Estimator
 5. Site Engineer

SALARY TRENDS

Pay rise intentions and expectations



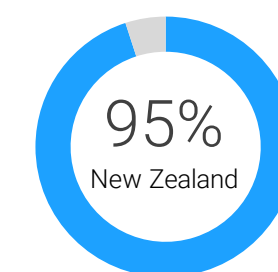
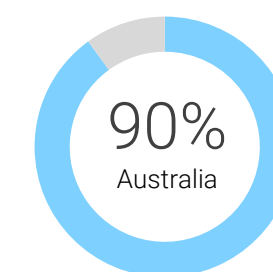
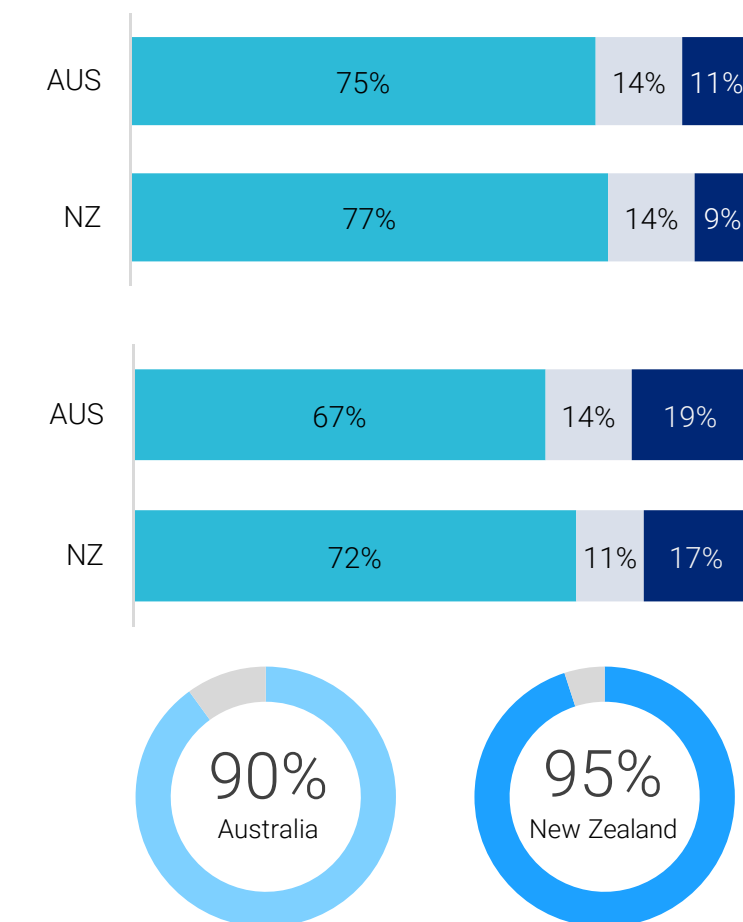
Those that believe pay rises should keep up with inflation

- Yes
- Neutral
- No

Employees who will ask for a pay rise

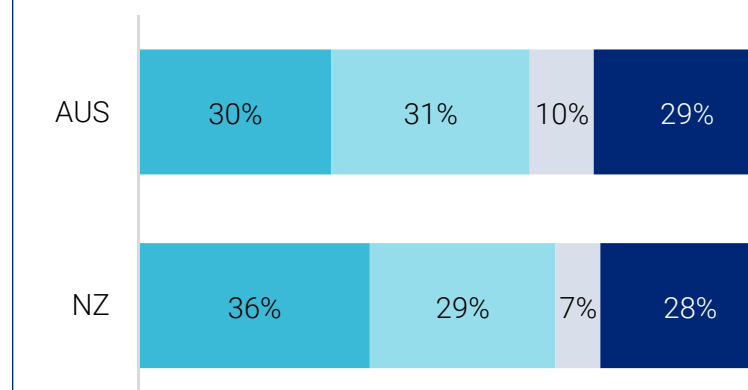
- Yes
- Unsure
- No

Employers who will offer higher salaries



Organisations that provide salary transparency

- Yes - All employees
- Yes - Some employees
- Unsure
- No



Top benefits employers are prioritising this year

- Australia**
- Training – either internal or external
 - Company car, car allowance or onsite parking
 - Career progression opportunities

- New Zealand**
- Training – either internal or external
 - Mental and physical health and wellbeing programs
 - Career progression opportunities

CONSTRUCTION CIVIL

	LEADING HAND		FOREPERSON		PROJECT MANAGER		CONSTRUCTION MANAGER		DESIGN MANAGER		SITE ENGINEER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	110	100 - 120	140	120 - 160	180	160 - 210	210	180 - 280	150	155 - 190	120	100 - 140
NSW - Regional	110	100 - 120	120	100 - 140	180	150 - 200	195	170 - 220	140	120 - 170	100	90 - 120
VIC - Melbourne	90	80 - 100	150	100 - 160	170	130 - 190	260	160 - 300	160	150 - 190	100	90 - 130
VIC - Regional	90	80 - 100	150	100 - 160	170	130 - 190	260	160 - 300	160	150 - 190	90	80 - 120
QLD - Brisbane, Gold Coast and Sunshine Coast	80	70 - 90	120	95 - 160	185	130 - 255	200	150 - 250	140	110 - 190	80	70 - 110
QLD - Regional	80	70 - 90	105	85 - 125	155	140 - 180	160	150 - 210	140	110 - 180	80	70 - 100
SA - Adelaide	80	70 - 100	110	95 - 130	160	130 - 190	175	150 - 200	125	100 - 160	90	80 - 100
WA - Perth	90	80 - 100	110	100 - 120	180	140 - 220	210	160 - 250	150	100 - 190	100	80 - 140
ACT - Canberra	90	80 - 100	113	90 - 125	150	100 - 180	180	150 - 200	140	120 - 170	90	80 - 100
TAS - Hobart/Launceston	85	80 - 90	100	90 - 110	125	100 - 150	175	150 - 190	135	120 - 150	90	80 - 100
NT - Darwin	85	75 - 90	110	75 - 120	160	122 - 175	190	130 - 220	120	90 - 160	90	75 - 120
NZ - Auckland	61	56 - 71	77	71 - 87	143	112 - 163	153	143 - 163	138	122 - 153	78	67 - 92
NZ - Wellington	66	51 - 80	77	66 - 102	120	100 - 150	160	140 - 200	118	92 - 128	82	61 - 92
NZ - South Island	70	65 - 80	85	80 - 110	110	85 - 150	150	130 - 180	120	100 - 150	70	60 - 90

NOTES

All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ).
New Zealand Salaries are represented in New Zealand Dollars.

CONSTRUCTION CIVIL

	PROJECT ENGINEER		CONTRACTS ADMINISTRATOR/QUANTITY SURVEYOR - JUNIOR/INTERMEDIATE		CONTRACTS ADMINISTRATOR/QUANTITY SURVEYOR - SENIOR		ESTIMATOR - JUNIOR/INTERMEDIATE		ESTIMATOR - SENIOR	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	130	100 - 160	120	80 - 140	180	140 - 200	120	100 - 140	160	140 - 180
NSW - Regional	130	110 - 140	90	80 - 110	125	110 - 150	100	80 - 110	150	130 - 200
VIC - Melbourne	140	90 - 160	80	70 - 90	130	90 - 160	80	70 - 100	150	120 - 180
VIC - Regional	140	90 - 160	80	70 - 90	120	80 - 140	80	70 - 100	150	120 - 180
QLD - Brisbane, Gold Coast and Sunshine Coast	110	90 - 150	80	70 - 90	130	100 - 150	110	90 - 130	150	122 - 275
QLD - Regional	110	90 - 120	80	70 - 90	120	95 - 140	110	90 - 150	150	122 - 255
SA - Adelaide	120	90 - 160	80	65 - 95	115	100 - 160	80	70 - 90	130	110 - 200
WA - Perth	130	110 - 170	100	85 - 110	145	110 - 180	110	85 - 120	175	130 - 220
ACT - Canberra	130	90 - 150	90	70 - 100	125	100 - 150	80	60 - 100	130	110 - 160
TAS - Hobart/Launceston	100	90 - 120	70	65 - 80	100	90 - 120	80	70 - 90	115	95 - 130
NT - Darwin	120	90 - 150	85	70 - 95	130	85 - 140	90	80 - 110	150	100 - 180
NZ - Auckland	92	77 - 112	61	46 - 97	122	112 - 153	61	48 - 97	122	112 - 153
NZ - Wellington	100	82 - 130	61	51 - 92	130	110 - 150	71	51 - 92	140	120 - 160
NZ - South Island	90	80 - 120	75	55 - 90	120	100 - 150	75	55 - 90	120	100 - 150

NOTES

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New Zealand Salaries are represented in New Zealand Dollars.

CONSTRUCTION BUILDING

	LEADING HAND		FOREPERSON		SITE MANAGER		PROJECT MANAGER		CONSTRUCTION MANAGER		DESIGN MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	115	100 - 120	140	125 - 185	160	150 - 220	190	160 - 250	280	250 - 320	210	180 - 240
NSW - Regional	90	70 - 100	120	95 - 140	160	155 - 190	180	160 - 200	195	170 - 220	140	120 - 170
VIC - Melbourne	100	90 - 110	100	90 - 120	155	130 - 190	165	160 - 200	200	180 - 265	140	130 - 170
VIC - Regional	100	90 - 110	100	90 - 120	150	120 - 180	165	150 - 190	200	180 - 255	140	130 - 170
QLD - Brisbane, Gold Coast and Sunshine Coast	85	70 - 100	120	100 - 180	150	120 - 220	145	140 - 250	180	150 - 250	160	130 - 220
QLD - Regional	70	65 - 80	110	90 - 135	120	100 - 150	180	140 - 200	200	155 - 225	150	125 - 180
SA - Adelaide	75	65 - 95	95	80 - 130	125	100 - 180	150	130 - 220	180	170 - 240	140	110 - 180
WA - Perth	85	70 - 90	110	90 - 130	140	115 - 160	170	125 - 220	190	150 - 240	150	120 - 190
ACT - Canberra	90	75 - 100	140	120 - 160	200	150 - 240	200	140 - 240	250	180 - 280	150	130 - 190
TAS - Hobart/Launceston	80	75 - 85	95	90 - 110	130	120 - 140	130	100 - 150	180	160 - 200	135	120 - 150
NT - Darwin	85	80 - 95	110	80 - 130	135	110 - 160	150	135 - 180	200	150 - 220	130	90 - 180
NZ - Auckland	61	56 - 75	100	80 - 120	128	110 - 160	158	110 - 210	194	153 - 224	138	122 - 153
NZ - Wellington	65	60 - 70	80	70 - 90	110	100 - 125	125	100 - 150	160	140 - 200	120	100 - 150
NZ - South Island	65	62 - 70	80	70 - 90	110	90 - 120	130	100 - 150	140	120 - 180	120	100 - 150

NOTES

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CONSTRUCTION BUILDING

	SITE ENGINEER		PROJECT ENGINEER		CONTRACTS ADMINISTRATOR/ QUANTITY SURVEYOR - ENTRY-LEVEL/INTERMEDIATE		CONTRACTS ADMINISTRATOR/ QUANTITY SURVEYOR - SENIOR		ESTIMATOR - JUNIOR/INTERMEDIATE		ESTIMATOR - SENIOR	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	130	120 - 150	140	130 - 160	120	80 - 150	170	130 - 200	120	80 - 130	150	120 - 200
NSW - Regional	100	90 - 120	120	110 - 130	90	80 - 110	130	110 - 150	100	90 - 110	150	130 - 200
VIC - Melbourne	100	95 - 125	100	90 - 130	100	85 - 130	155	125 - 185	90	80 - 110	150	120 - 200
VIC - Regional	100	90 - 120	100	90 - 130	100	70 - 120	130	120 - 170	85	75 - 105	150	120 - 200
QLD - Brisbane, Gold Coast and Sunshine Coast	85	70 - 120	110	90 - 160	100	85 - 140	160	130 - 180	100	70 - 120	150	120 - 200
QLD - Regional	85	70 - 100	110	90 - 130	90	70 - 110	120	90 - 140	100	70 - 110	150	120 - 180
SA - Adelaide	95	70 - 120	110	100 - 140	90	70 - 110	130	110 - 160	75	70 - 100	150	110 - 180
WA - Perth	110	85 - 140	139	110 - 160	90	75 - 120	145	120 - 180	100	70 - 110	160	110 - 190
ACT - Canberra	110	90 - 130	140	100 - 160	80	60 - 90	130	100 - 160	75	65 - 90	160	110 - 190
TAS - Hobart/Launceston	80	70 - 90	90	80 - 100	70	65 - 80	120	100 - 140	100	90 - 120	110	90 - 130
NT - Darwin	85	80 - 95	110	100 - 150	85	70 - 95	130	90 - 150	90	80 - 110	120	100 - 160
NZ - Auckland	100	80 - 120	150	120 - 112	90	55 - 100	150	120 - 170	90	55 - 100	150	120 - 170
NZ - Wellington	70	60 - 85	90	80 - 120	65	50 - 95	122	112 - 143	71	50 - 90	122	102 - 143
NZ - South Island	70	60 - 90	90	80 - 120	65	55 - 90	120	100 - 150	75	55 - 90	120	100 - 150

NOTES

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CONSTRUCTION RESIDENTIAL

	LEADING HAND		FOREPERSON		SITE MANAGER		PROJECT MANAGER		CONSTRUCTION MANAGER		CONTRACTS ADMINISTRATOR/ QUANTITY SURVEYOR - ENTRY-LEVEL/ INTERMEDIATE		CONTRACTS ADMINISTRATOR/ QUANTITY SURVEYOR - SENIOR		ESTIMATOR - JUNIOR/ INTERMEDIATE		ESTIMATOR - SENIOR	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	95	90 - 110	155	120 - 180	180	140 - 200	190	160 - 220	190	160 - 220	110	80 - 150	160	120 - 200	100	80 - 120	150	120 - 160
NSW - Regional	85	75 - 95	100	90 - 130	130	120 - 150	150	130 - 180	160	140 - 200	100	70 - 120	120	100 - 150	90	75 - 120	130	100 - 160
VIC - Melbourne	85	80 - 100	120	100 - 150	125	100 - 140	140	110 - 180	160	140 - 200	80	70 - 90	130	100 - 160	80	70 - 90	100	80 - 120
VIC - Regional	75	70 - 100	120	100 - 150	110	90 - 130	115	100 - 130	135	120 - 180	80	60 - 85	120	100 - 140	80	70 - 90	100	75 - 120
QLD - Brisbane, Gold Coast and Sunshine Coast	75	60 - 90	110	90 - 130	120	100 - 150	140	120 - 180	160	130 - 200	100	55 - 120	140	130 - 160	90	60 - 100	120	100 - 170
QLD - Regional	65	60 - 75	90	70 - 100	90	85 - 100	95	80 - 110	100	95 - 120	70	60 - 85	100	80 - 120	70	60 - 80	75	70 - 100
SA - Adelaide	75	70 - 90	95	80 - 110	130	110 - 150	150	110 - 160	140	150 - 190	80	70 - 90	110	100 - 130	70	65 - 80	75	100 - 120
WA - Perth	85	70 - 100	95	80 - 120	120	90 - 140	130	80 - 150	140	130 - 160	80	60 - 90	120	90 - 150	80	65 - 100	120	100 - 140
ACT - Canberra	75	60 - 80	90	80 - 110	130	110 - 150	120	100 - 140	150	120 - 170	70	52 - 80	110	100 - 120	65	55 - 75	100	90 - 120
TAS - Hobart/Launceston	70	65 - 75	80	75 - 90	90	80 - 100	90	80 - 110	100	85 - 110	NA	NA - NA	NA	NA - NA	60	55 - 65	90	80 - 100
NT - Darwin	NA	NA - NA	NA	NA - NA	NA	NA - NA	NA	NA - NA	NA	NA - NA	NA	NA - NA	NA	NA - NA	NA	NA - NA	NA	NA - NA
NZ - Auckland	70	65 - 75	90	85 - 94	120	90 - 95	140	110 - 120	140	130 - 150	90	55 - 100	150	120 - 170	90	55 - 100	150	120 - 170
NZ - Wellington	65	60 - 70	85	80 - 90	110	90 - 130	120	100 - 150	150	140 - 180	75	55 - 90	130	120 - 150	70	60 - 80	130	100 - 150
NZ - South Island	65	62 - 70	80	70 - 90	110	90 - 120	100	90 - 120	150	130 - 180	75	55 - 90	120	100 - 150	75	55 - 90	120	100 - 150

NOTES

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LOCAL GOVERNMENT

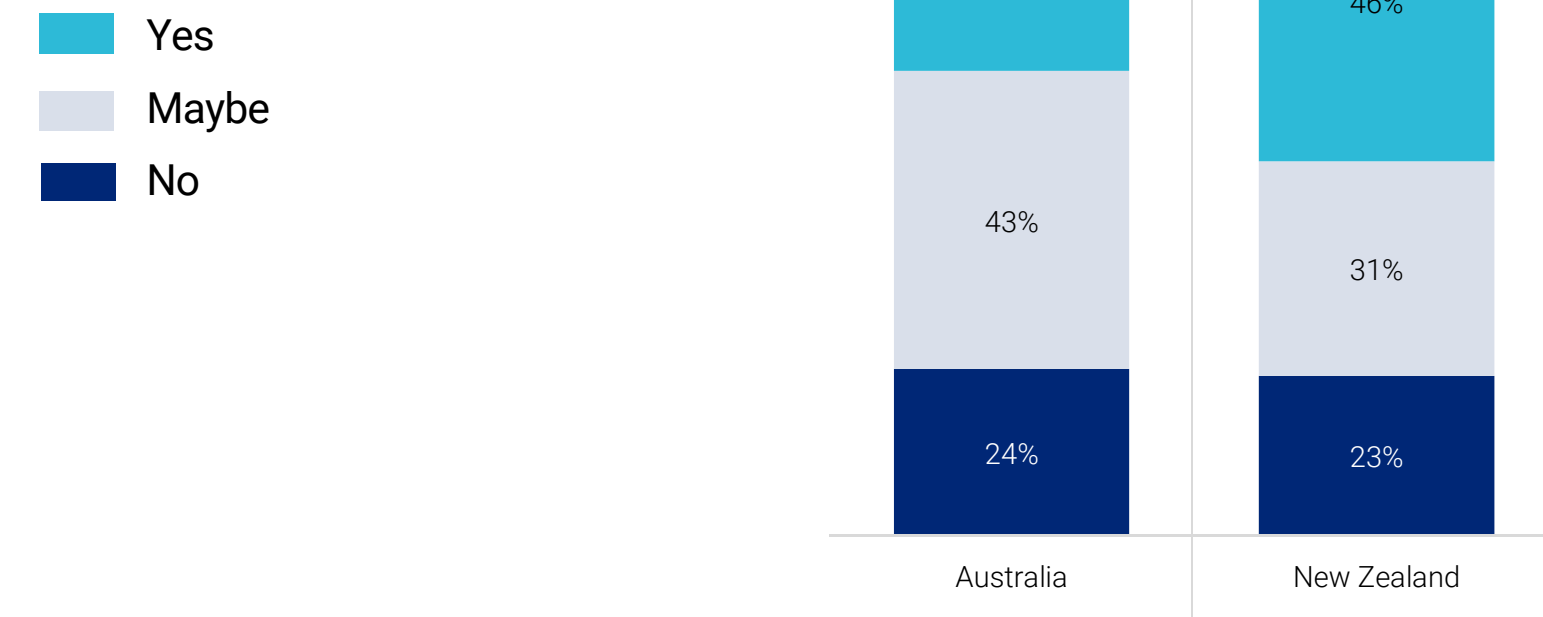
	BUILDING SURVEYOR		FACILITIES COORDINATOR		FACILITIES MANAGER		PROJECT MANAGER		PROPERTY MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	90	80 - 120	75	60 - 80	80	70 - 100	110	80 - 120	85	65 - 140
NSW - Regional	150	120 - 180	75	60 - 80	90	75 - 100	120	100 - 130	90	55 - 105
VIC - Melbourne	120	90 - 140	75	60 - 80	100	80 - 130	110	90 - 130	95	75 - 120
VIC - Regional	120	90 - 140	75	60 - 80	85	75 - 100	90	80 - 100	95	75 - 120
QLD - Brisbane, Gold Coast and Sunshine Coast	70	60 - 90	65	60 - 75	80	75 - 100	110	100 - 140	60	70 - 80
QLD - Regional	70	60 - 90	60	55 - 75	75	70 - 90	100	90 - 120	60	50 - 80
SA - Adelaide	90	80 - 110	65	60 - 75	85	80 - 100	130	120 - 160	75	55 - 95
WA - Perth	85	70 - 110	75	65 - 80	85	80 - 100	110	85 - 120	85	80 - 95
ACT - Canberra	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
TAS - Hobart/Launceston	100	80 - 110	80	70 - 90	100	85 - 120	100	90 - 130	100	80 - 120
NT - Darwin	75	50 - 80	60	55 - 65	100	90 - 110	110	90 - 150	65	50 - 75
NZ - Auckland	85	66 - 112	62	51 - 66	102	82 - 122	133	122 - 153	102	71 - 122
NZ - Wellington	77	61 - 97	62	51 - 66	97	77 - 117	122	102 - 153	102	71 - 122
NZ - South Island	87	71 - 102	62	51 - 66	82	71 - 102	122	102 - 143	102	71 - 122

NOTES

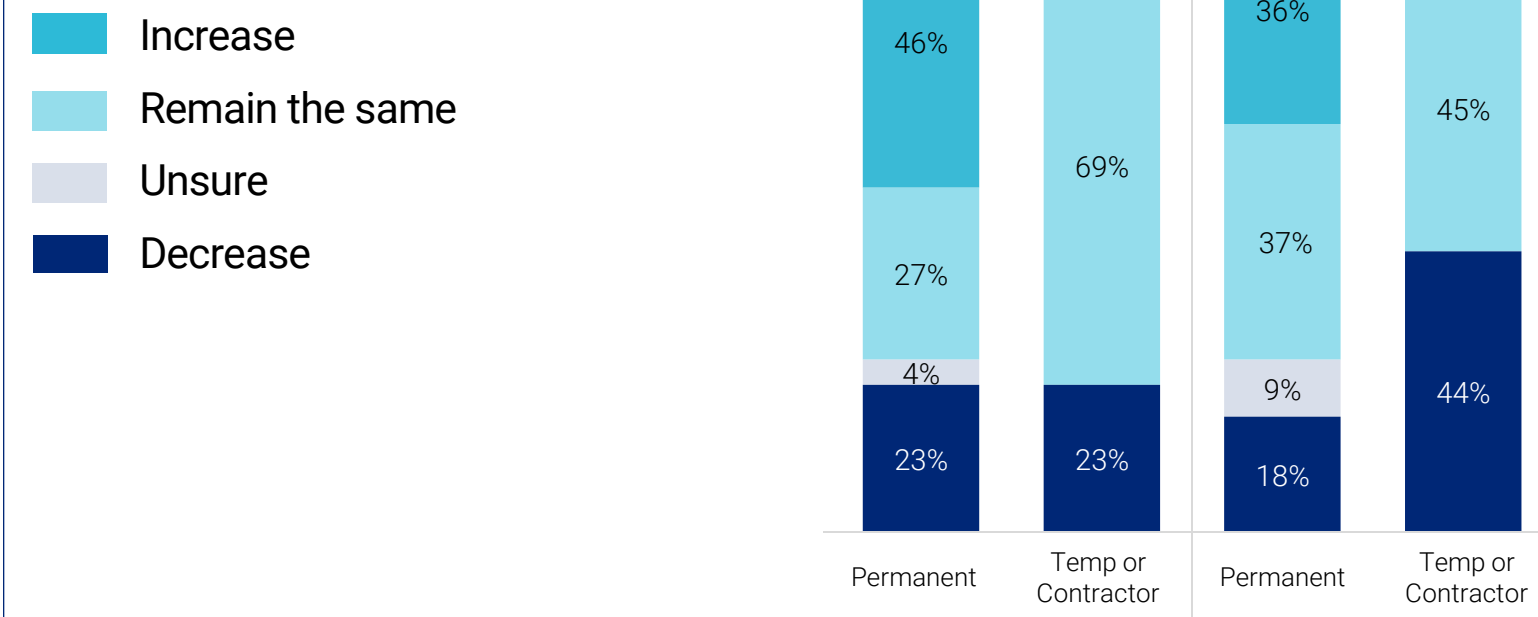
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TURNOVER AND HIRING INTENTIONS

Employees that intend to remain with their current employer



Employers attitude towards increasing headcounts



Top factors driving turnover

- Rising cost of living
- An uncompetitive salary
- Lack of promotional opportunities

Employees top career priorities

- Being able to work flexibly
- Learning or developing technical skills
- A pay rise

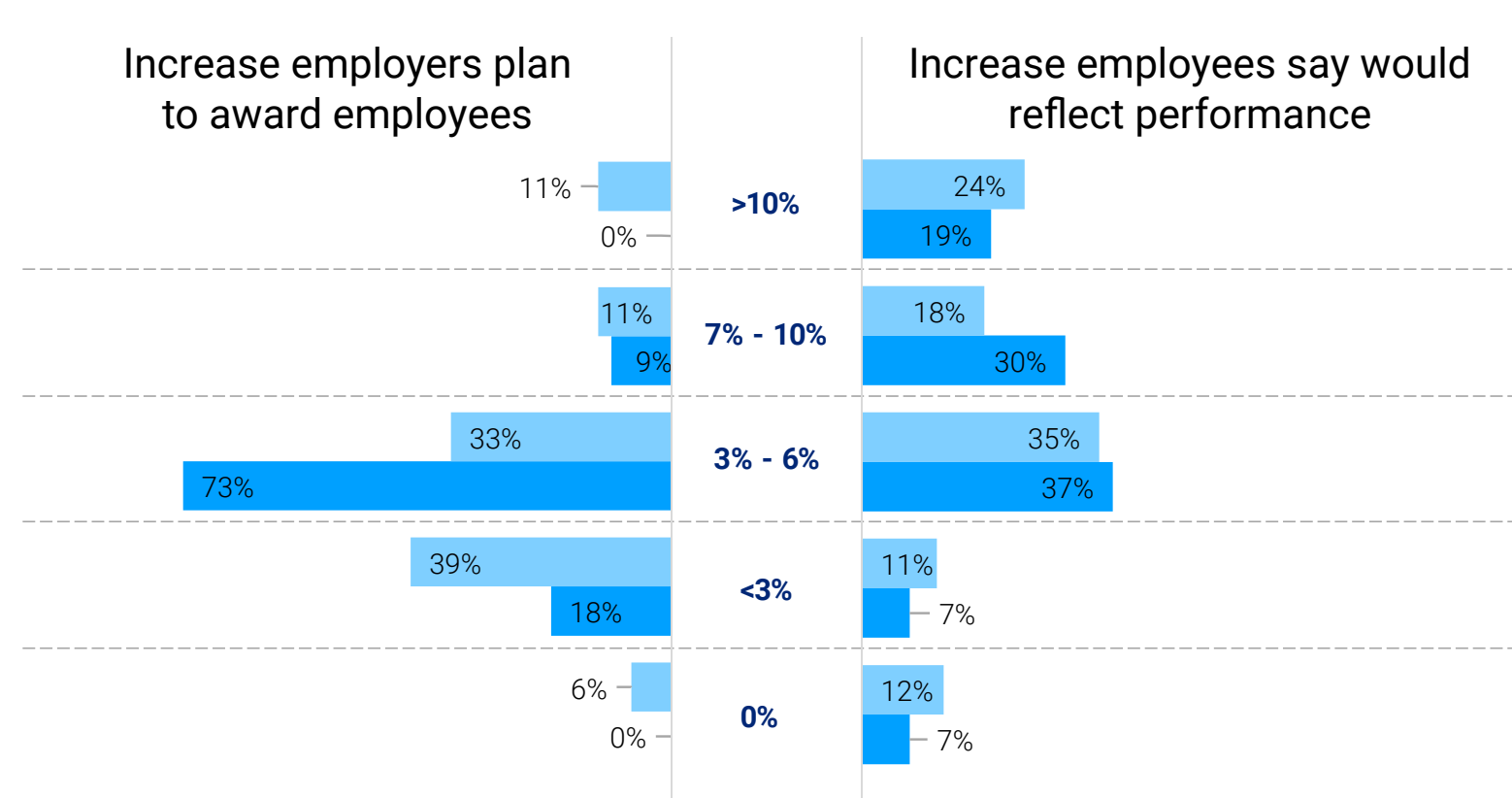
Top 5 jobs employers need to fill

- Australia**
1. Customer Service Officer
 2. Team Leader
 3. Collection Officers
 4. Outbound Sales Consultant
 5. Sales and Service Consultant

- New Zealand**
1. Customer Service Officer
 2. Sales and Service
 3. Team Leader
 4. Claims Consultant
 5. Outbound Sales Consultant

SALARY TRENDS

Pay rise intentions and expectations



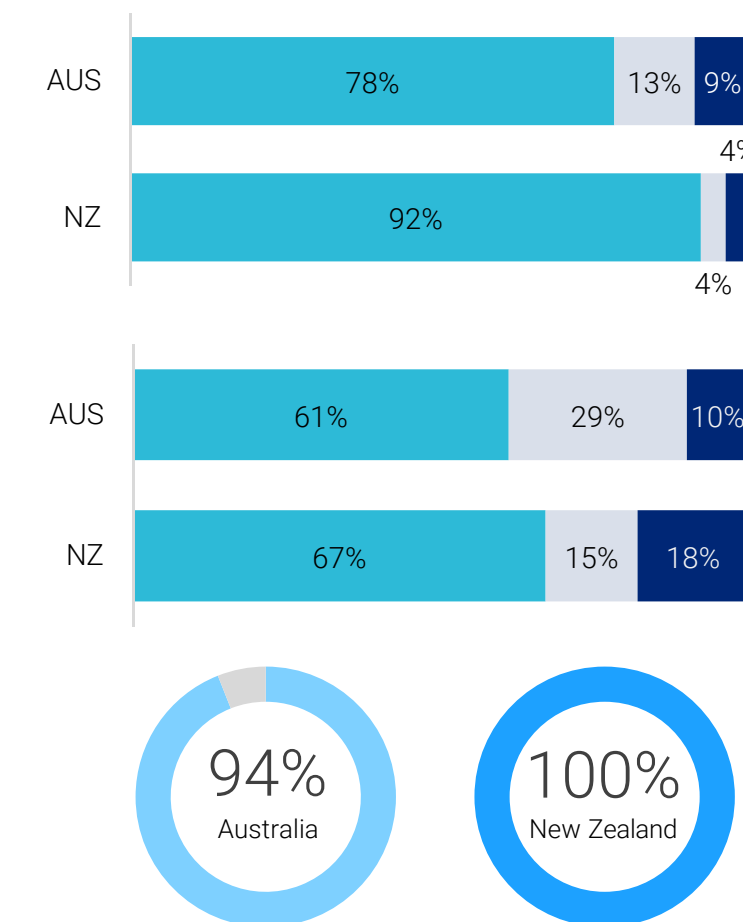
Those that believe pay rises should keep up with inflation

- Yes
- Neutral
- No

Employees who will ask for a pay rise

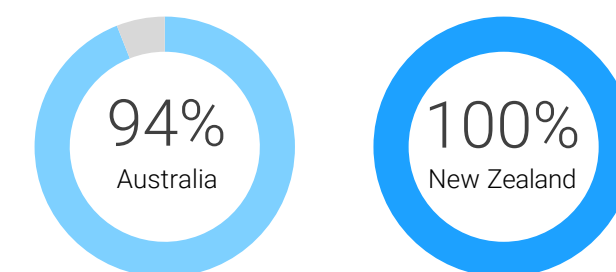
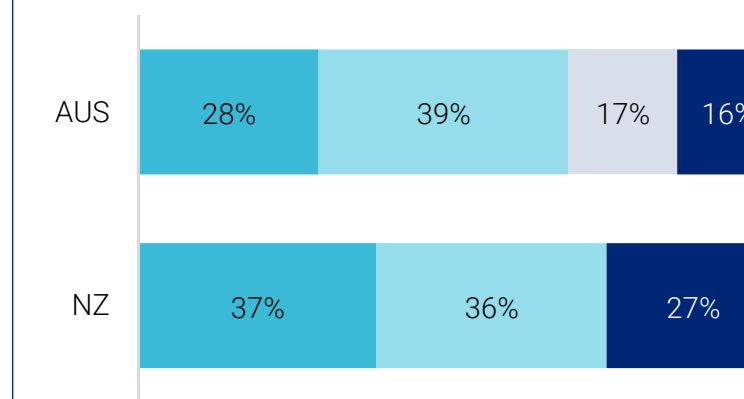
- Yes
- Unsure
- No

Employers who will offer higher salaries



Organisations that provide salary transparency

- Yes - All employees
- Yes - Some employees
- Unsure
- No



	CUSTOMER SERVICE OFFICER		SALES AND SERVICE CONSULTANT		SALES TEAM LEADER		SALES MANAGER		APPOINTMENT SETTER		TELESALES CONSULTANT		OUTBOUND SALES CONSULTANT		ACCOUNT MANAGER		BUSINESS DEVELOPMENT CONSULTANT	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	58	49 - 75	59	51 - 70	90	80 - 110	110	90 - 140	68	60 - 75	65	55 - 75	70	55 - 85	65	65 - 75	70	60 - 90
NSW - Regional	60	50 - 65	65	55 - 67	78	65 - 95	97	80 - 122	55	49 - 56	56	51 - 61	65	55 - 70	65	65 - 75	75	70 - 80
VIC - Melbourne	60	55 - 65	60	55 - 65	73	65 - 85	110	85 - 140	60	55 - 65	60	55 - 70	65	55 - 70	70	65 - 80	90	66 - 100
VIC - Regional	55	49 - 61	55	50 - 60	68	63 - 80	87	77 - 112	56	49 - 59	55	49 - 65	57	55 - 60	65	60 - 75	75	65 - 80
QLD - Brisbane	55	52 - 60	56	52 - 58	72	65 - 85	92	75 - 122	65	60 - 70	58	52 - 62	58	53 - 60	57	60 - 70	61	65 - 80
SA - Adelaide	56	52 - 61	56	52 - 61	76	70 - 82	92	80 - 118	57	53 - 60	55	53 - 58	58	55 - 60	71	65 - 77	66	62 - 69
WA - Perth	60	55 - 65	55	55 - 65	75	70 - 90	102	80 - 130	54	55 - 65	55	55 - 65	57	60 - 65	61	60 - 75	65	60 - 75
ACT - Canberra	70	65 - 75	59	55 - 70	95	80 - 110	100	85 - 125	65	60 - 75	72	65 - 75	70	60 - 80	75	75 - 85	88	75 - 90
TAS - Hobart/Launceston	55	49 - 60	56	49 - 62	65	60 - 70	80	70 - 122	49	49 - 55	55	49 - 60	55	49 - 60	60	52 - 70	60	55 - 75
NZ - Auckland	52	49 - 57	53	49 - 58	75	72 - 78	95	75 - 115	49	49 - 50	49	49 - 52	55	50 - 60	62	55 - 75	75	65 - 85
NZ - Wellington	57	54 - 62	57	52 - 62	77	75 - 80	100	80 - 120	55	52 - 58	55	52 - 58	58	54 - 62	60	65 - 75	80	70 - 90
NZ - Christchurch	55	50 - 52	50	50 - 52	61	56 - 66	71	66 - 82	49	49 - 55	49	49 - 52	48	48 - 49	56	51 - 82	71	61 - 82

NOTES

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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, whereby across industries, such as Pharmaceutical/Medical devices, and FMCG, these positions stretch the top end.

	CALL COACH/QA		REPORTING ANALYST		WORKFORCE PLANNER		COLLECTIONS OFFICER		COLLECTIONS TEAM LEADER		COLLECTIONS MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	70	60 - 80	75	70 - 87	85	80 - 110	60	55 - 70	80	70 - 90	115	95 - 160
NSW - Regional	65	60 - 70	80	70 - 87	87	71 - 92	56	55 - 61	75	61 - 77	100	82 - 112
VIC - Melbourne	67	65 - 75	70	65 - 85	80	70 - 110	58	55 - 70	75	68 - 84	97	80 - 140
VIC - Regional	65	60 - 68	66	57 - 77	75	65 - 92	57	55 - 65	74	65 - 82	97	77 - 133
QLD - Brisbane	65	55 - 70	70	65 - 75	82	70 - 95	55	55 - 60	71	65 - 85	82	80 - 105
SA - Adelaide	61	58 - 65	64	60 - 71	72	67 - 92	57	55 - 60	69	63 - 76	92	76 - 120
WA - Perth	60	60 - 80	63	60 - 80	80	70 - 90	55	55 - 65	70	65 - 85	95	80 - 120
ACT - Canberra	70	65 - 75	72	70 - 80	90	80 - 100	70	65 - 75	75	75 - 85	110	90 - 130
TAS - Hobart/Launceston	60	55 - 70	60	57 - 70	65	60 - 75	65	55 - 75	75	65 - 85	75	65 - 85
NZ - Auckland	62	55 - 65	65	60 - 70	80	65 - 85	52	48 - 60	75	72 - 78	75	70 - 82
NZ - Wellington	62	55 - 65	65	60 - 70	80	65 - 85	52	48 - 60	75	72 - 78	75	70 - 82
NZ - Christchurch	56	49 - 61	60	55 - 65	56	51 - 71	48	48 - 51	56	51 - 61	61	61 - 66

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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, whereby across industries, such as Pharmaceutical/Medical devices, and FMCG, these positions stretch the top end.

	SUPERVISOR		TRAINER		TEAM LEADER		CUSTOMER SERVICE MANAGER		CONTACT CENTRE MANAGER		OPERATIONS MANAGER		HEAD OF CUSTOMER SERVICE/ CONTACT CENTRES	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	75	65 - 80	77	60 - 90	77	65 - 90	102	88 - 143	135	95 - 160	140	120 - 200	200	133 - 240
NSW - Regional	65	60 - 77	80	70 - 90	80	70 - 90	100	82 - 130	140	90 - 150	140	110 - 170	170	130 - 200
VIC - Melbourne	69	65 - 80	76	60 - 92	80	75 - 95	115	90 - 140	140	88 - 155	133	90 - 163	184	130 - 204
VIC - Regional	65	60 - 75	75	60 - 85	75	70 - 85	100	85 - 125	110	90 - 130	130	90 - 150	158	112 - 204
QLD - Brisbane	65	60 - 70	70	55 - 85	65	65 - 85	92	80 - 122	102	82 - 133	112	95 - 155	173	125 - 225
SA - Adelaide	62	60 - 65	65	61 - 73	78	72 - 82	100	85 - 122	100	85 - 122	118	95 - 130	158	120 - 184
WA - Perth	70	65 - 80	75	70 - 85	65	70 - 85	100	80 - 130	110	80 - 135	130	100 - 165	150	130 - 200
ACT - Canberra	105	90 - 110	90	75 - 95	90	80 - 95	110	95 - 120	115	95 - 130	165	115 - 170	170	120 - 180
TAS - Hobart/Launceston	65	60 - 80	65	60 - 85	70	60 - 85	85	70 - 110	115	90 - 150	130	90 - 150	155	95 - 185
NZ - Auckland	65	60 - 70	80	75 - 85	65	60 - 80	90	80 - 100	105	90 - 115	115	110 - 135	145	125 - 200
NZ - Wellington	65	60 - 70	80	75 - 85	80	70 - 90	110	90 - 120	110	90 - 130	115	110 - 135	145	125 - 200
NZ - Christchurch	54	51 - 56	61	51 - 71	61	51 - 66	82	71 - 92	82	71 - 102	87	82 - 122	143	122 - 184

NOTES

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New Zealand Salaries are represented in New Zealand Dollars.

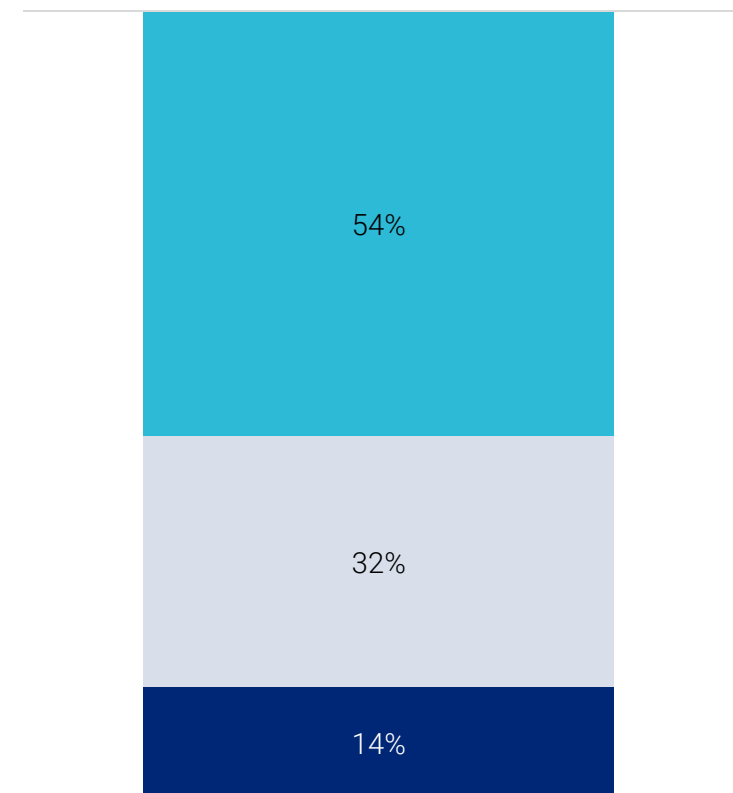
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TURNOVER AND HIRING INTENTIONS

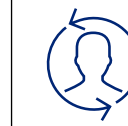
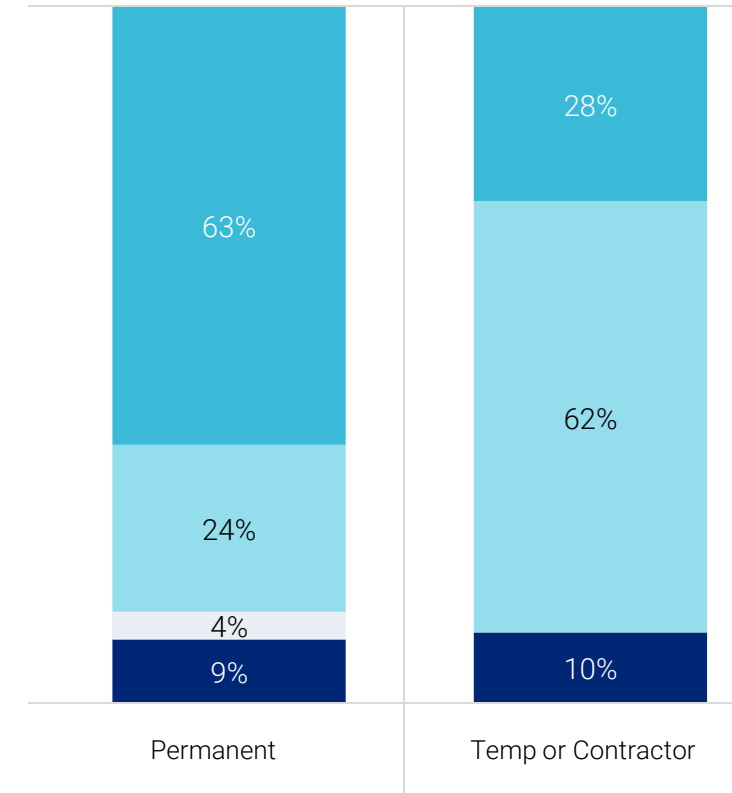
Employees that intend to remain with their current employer

- Yes
- Maybe
- No



Employers attitude towards increasing headcounts

- Increase
- Remain the same
- Unsure
- Decrease



Top factors driving turnover

- Rising cost of living
- Lack of promotional opportunities
- Poor management style or workplace culture



Employees top career priorities

- A pay rise
- Being able to work flexibly
- Learning or developing technical skills

* Australia data only

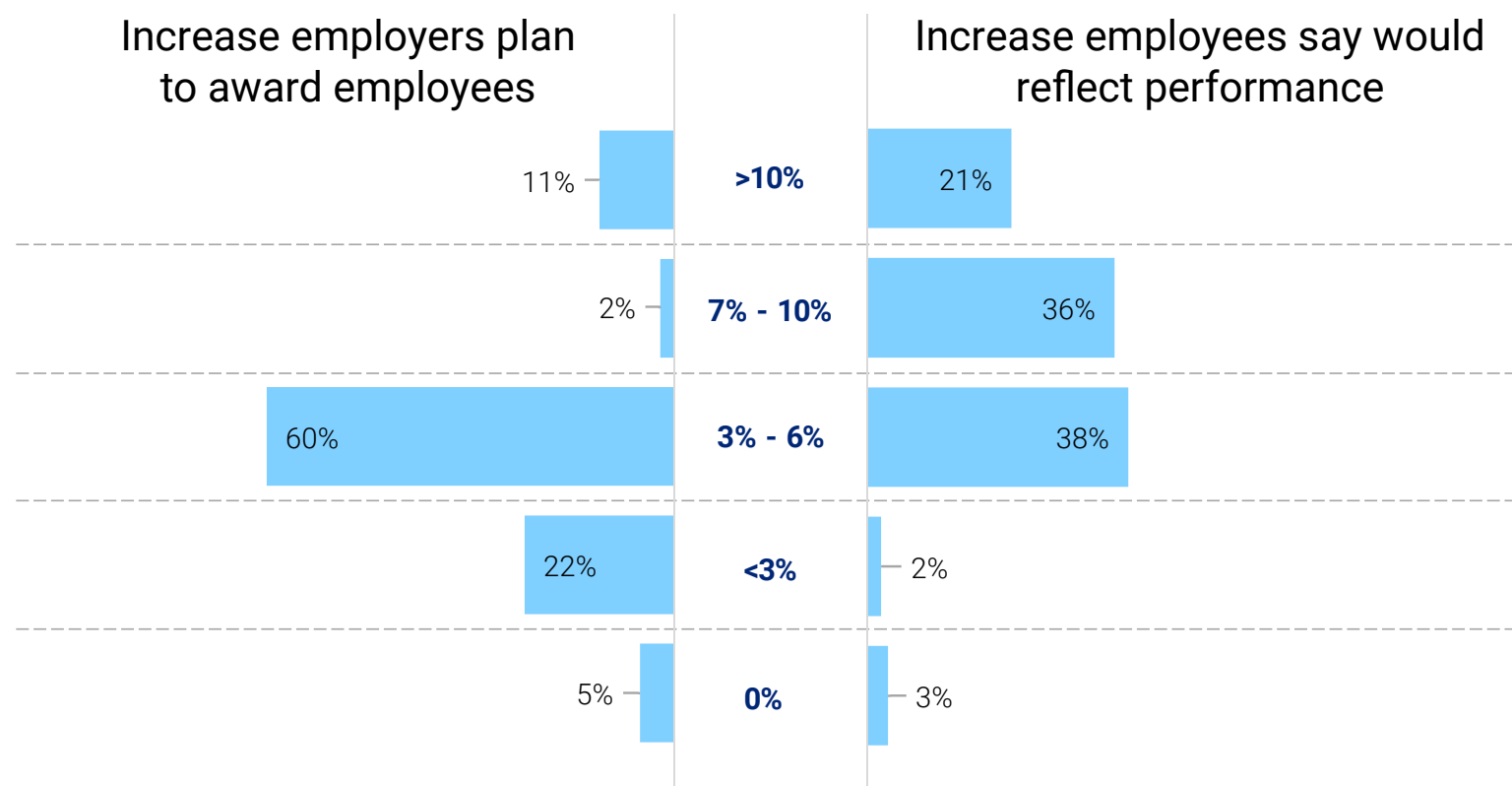
Top 5 jobs employers need to fill

1. Bid Managers
2. Business Development Managers
3. Commercial Managers
4. Systems Engineers
5. Project Managers

SALARY TRENDS

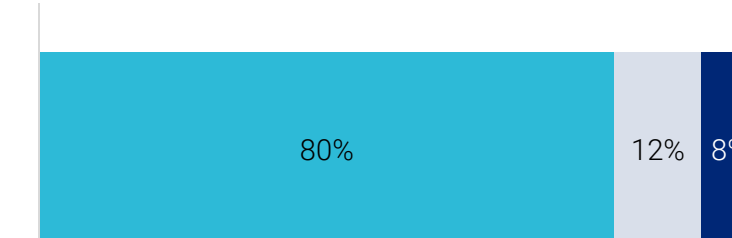
Pay rise intentions and expectations

■ Australia



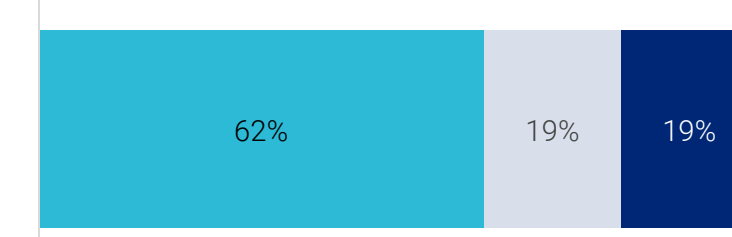
Those that believe pay rises should keep up with inflation

- Yes
- Neutral
- No

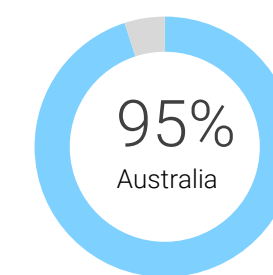


Employees who will ask for a pay rise

- Yes
- Unsure
- No

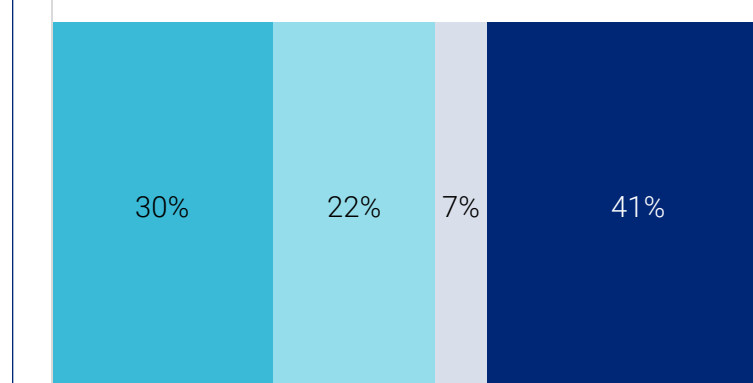


Employers who will offer higher salaries



Organisations that provide salary transparency

- Yes - All employees
- Yes - Some employees
- Unsure
- No



Top benefits employers are prioritising this year

- Training – either internal or external
- Mental and physical health and wellbeing programs
- Above mandatory paid parental leave

OPERATIONS

	DIRECTOR		PROGRAM MANAGER		PROJECT MANAGER		ENGINEERING MANAGER		OPERATIONS MANAGER		CONFIGURATION MANAGER		CONSULTANT	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW	250	230 - 340	220	180 - 260	180	160 - 220	200	180 - 250	200	180 - 250	180	140 - 200	200	160 - 300
WA	250	200 - 300	200	165 - 250	170	160 - 220	200	160 - 240	180	170 - 220	155	145 - 200	160	140 - 250
QLD	250	220 - 300	220	160 - 250	170	140 - 190	200	160 - 250	190	160 - 210	190	150 - 200	200	180 - 300
VIC	250	210 - 300	230	180 - 260	180	150 - 220	200	170 - 240	200	150 - 230	190	140 - 210	200	150 - 300
ACT	250	250 - 350	280	180 - 300	200	160 - 220	200	170 - 230	200	180 - 250	195	150 - 200	240	180 - 350
SA	250	200 - 300	230	170 - 250	180	150 - 200	180	160 - 230	180	150 - 200	180	140 - 200	180	150 - 300

NOTES

All salaries shown are exclusive of superannuation (AU).

ENGINEERING

	SYSTEMS ENGINEER		VERIFICATION AND VALIDATION ENGINEER		AVIONICS ENGINEER		AEROSPACE ENGINEER		MECHANICAL ENGINEER		MECHANICAL DESIGNER		MECHANICAL DRAFTER		ELECTRICAL ENGINEER		ELECTRICAL DESIGNER		ELECTRICAL DRAFTER		SYSTEMS SAFETY ENGINEER		RELIABILITY ENGINEER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW	160	110 - 200	150	110 - 200	150	90 - 180	160	90 - 200	150	100 - 170	130	85 - 150	100	70 - 130	150	80 - 190	120	70 - 160	100	80 - 130	180	120 - 240	150	90 - 180
WA	150	100 - 200	150	100 - 200	140	80 - 170	150	80 - 200	140	100 - 160	110	100 - 150	110	100 - 140	150	100 - 180	130	100 - 160	110	100 - 130	170	100 - 200	150	100 - 180
QLD	150	140 - 200	160	110 - 190	140	120 - 160	160	120 - 200	140	100 - 170	135	100 - 150	120	90 - 140	160	120 - 180	150	130 - 180	120	100 - 140	170	120 - 200	150	120 - 180
VIC	150	140 - 200	160	110 - 180	150	80 - 160	140	80 - 160	150	100 - 170	130	80 - 150	115	80 - 120	175	110 - 180	150	110 - 160	130	100 - 140	200	120 - 240	150	110 - 180
ACT	190	115 - 220	190	110 - 200	150	100 - 170	160	100 - 180	165	120 - 180	145	80 - 150	120	80 - 120	185	110 - 190	160	120 - 180	145	110 - 150	215	130 - 250	145	110 - 160
SA	160	115 - 200	150	110 - 170	140	80 - 170	140	80 - 200	130	90 - 150	120	80 - 140	110	80 - 120	140	100 - 170	140	100 - 160	110	90 - 130	160	120 - 200	140	110 - 160

NOTES

All salaries shown are exclusive of superannuation (AU).

MAINTENANCE

	MAINTENANCE MANAGER		LICENCED AIRCRAFT MAINTENANCE ENGINEER (LAME)		AIRCRAFT MAINTENANCE ENGINEER (AME)		MAINTENANCE PLANNER/SCHEDULER		NAVAL TECHNICIAN		TECHNICAL WRITER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW	150	120 - 180	130	100 - 150	95	70 - 120	140	110 - 200	120	85 - 140	140	120 - 170
WA	150	110 - 180	120	100 - 140	95	67 - 110	140	90 - 160	120	80 - 140	130	100 - 150
QLD	145	100 - 170	145	90 - 160	100	80 - 120	140	100 - 150	120	70 - 140	130	100 - 160
VIC	145	110 - 160	145	90 - 160	100	70 - 120	135	90 - 150	90	70 - 110	150	120 - 180
ACT	155	120 - 160	145	100 - 150	95	67 - 110	160	130 - 180	100	80 - 110	160	120 - 200
SA	140	100 - 160	120	100 - 140	95	67 - 120	140	100 - 160	110	80 - 140	120	100 - 150

NOTES

All salaries shown are exclusive of superannuation (AU).

LOGISTICS

	SUPPLY CHAIN MANAGER		LOGISTICS MANAGER		ILS MANAGER		ILS COORDINATOR		ILS ANALYST		ILS ENGINEER		ILS MODELLER		SUPPLY SUPPORT		REPAIRABLE ITEMS	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW	200	140 - 230	150	95 - 180	200	160 - 250	140	100 - 160	150	90 - 170	150	110 - 180	150	100 - 170	110	80 - 130	120	80 - 150
WA	160	110 - 200	140	110 - 180	180	140 - 220	130	90 - 150	140	90 - 150	150	100 - 180	150	100 - 170	110	100 - 130	120	90 - 140
QLD	190	130 - 250	150	110 - 180	190	140 - 250	150	100 - 160	140	100 - 150	150	100 - 180	150	100 - 160	120	100 - 150	130	100 - 150
VIC	200	110 - 220	150	100 - 180	200	160 - 250	130	80 - 140	140	90 - 160	150	120 - 180	140	100 - 150	120	80 - 130	110	90 - 120
ACT	200	160 - 220	180	120 - 200	200	160 - 250	150	110 - 170	145	100 - 160	160	120 - 200	150	100 - 160	125	80 - 130	115	90 - 130
SA	160	110 - 200	150	100 - 180	180	140 - 250	120	100 - 130	130	110 - 150	160	120 - 200	140	100 - 150	115	100 - 130	110	90 - 120

NOTES

All salaries shown are exclusive of superannuation (AU).

MANUFACTURING

	MANUFACTURING MANAGER		MANUFACTURING ENGINEER		PRODUCTION MANAGER		PRODUCTION ENGINEER		QUALITY MANAGER		QUALITY ENGINEER		INDUSTRIAL ENGINEER		PROJECT PLANNER/SCHEDULER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW	160	100 - 180	120	80 - 140	140	100 - 160	120	90 - 140	160	130 - 180	130	80 - 160	120	80 - 150	170	110 - 200
WA	135	100 - 150	120	100 - 140	125	100 - 140	120	100 - 140	150	110 - 180	120	100 - 160	140	100 - 180	160	100 - 200
QLD	170	100 - 180	120	100 - 140	180	100 - 190	140	100 - 150	160	120 - 180	140	120 - 160	150	100 - 180	170	110 - 200
VIC	170	100 - 180	120	80 - 140	175	110 - 190	130	100 - 140	150	110 - 180	145	110 - 150	156	100 - 180	180	100 - 220
ACT	160	90 - 170	140	80 - 150	170	110 - 190	130	100 - 140	165	100 - 180	135	110 - 140	165	100 - 180	200	120 - 250
SA	145	110 - 160	120	80 - 130	145	110 - 160	120	90 - 130	150	110 - 170	120	100 - 140	130	100 - 150	160	100 - 180

NOTES

All salaries shown are exclusive of superannuation (AU).

PROCUREMENT/COMMERCIAL

	DIRECTOR		COMMERCIAL MANAGER		CONTRACT MANAGER		CONTRACT SUPPORT	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW	250	200 - 300	200	150 - 250	170	130 - 200	110	100 - 130
WA	225	185 - 235	180	140 - 250	160	130 - 180	110	100 - 130
QLD	250	200 - 300	200	150 - 240	170	130 - 200	110	100 - 130
VIC	250	200 - 300	200	150 - 240	170	130 - 200	115	100 - 130
ACT	250	220 - 330	220	160 - 255	190	115 - 220	140	100 - 160
SA	240	210 - 310	180	140 - 220	160	120 - 180	100	100 - 130

BIDS/BUSINESS DEVELOPMENT MANAGER

	SALES DIRECTOR		BUSINESS DEVELOPMENT MANAGER		BID MANAGER	
	Typical	Range	Typical	Range	Typical	Range
	300	200 - 350	200	180 - 300	200	150 - 250
	200	180 - 250	160	140 - 200	200	150 - 250
	300	200 - 340	200	150 - 300	200	150 - 250
	300	180 - 350	200	160 - 300	200	150 - 250
	320	200 - 350	250	150 - 350	250	200 - 300
	250	200 - 300	175	150 - 200	200	150 - 250

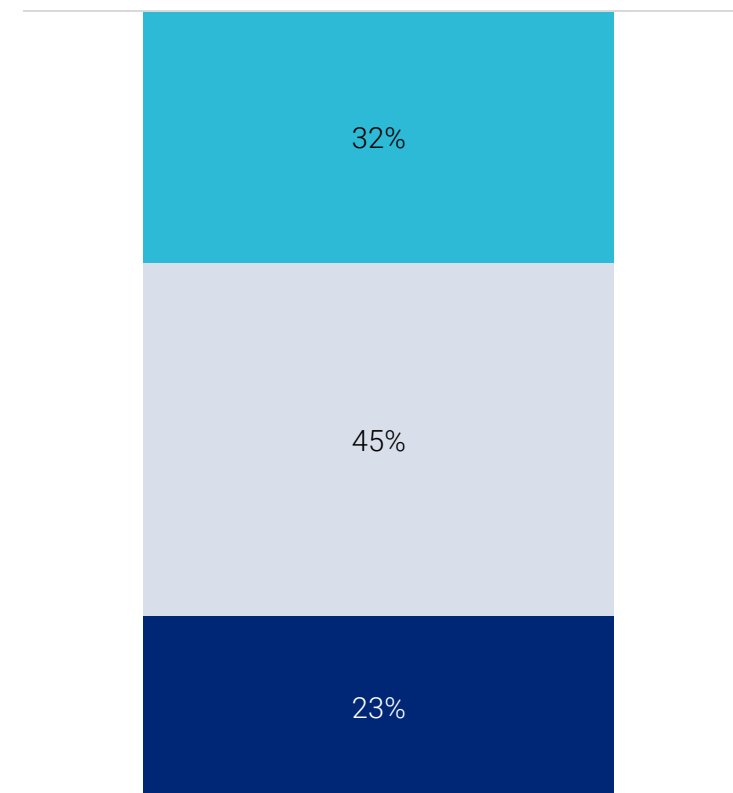
NOTES

All salaries shown are exclusive of superannuation (AU).

TURNOVER AND HIRING INTENTIONS

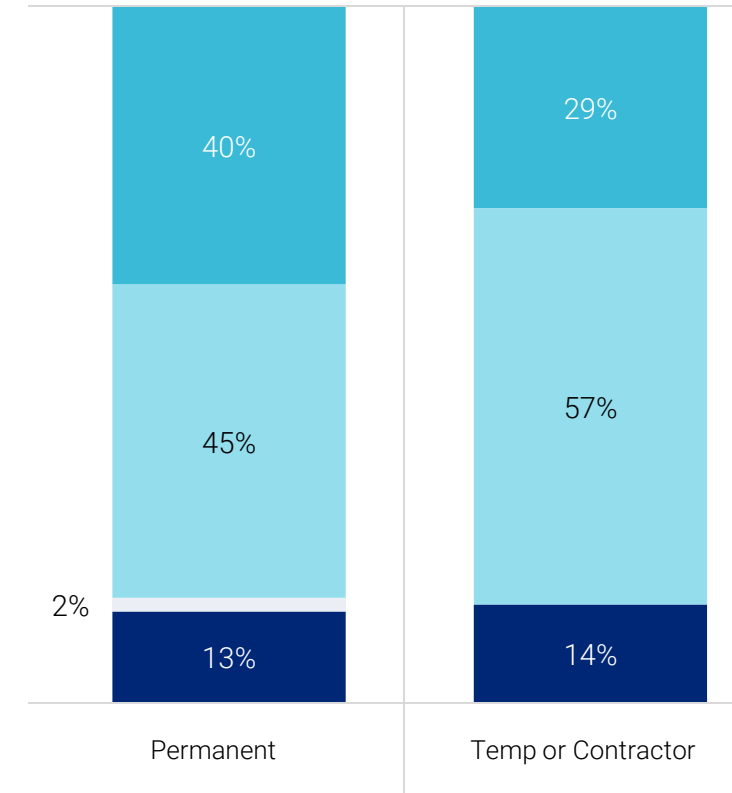
Employees that intend to remain with their current employer

- Yes
- Maybe
- No



Employers attitude towards increasing headcounts

- Increase
- Remain the same
- Unsure
- Decrease



Top factors driving turnover

- Rising cost of living
- Poor management style or workplace culture
- Lack of promotional opportunities



Employees top career priorities

- Being able to work flexibly
- A pay rise
- Learning or developing technical skills

* Australia data only

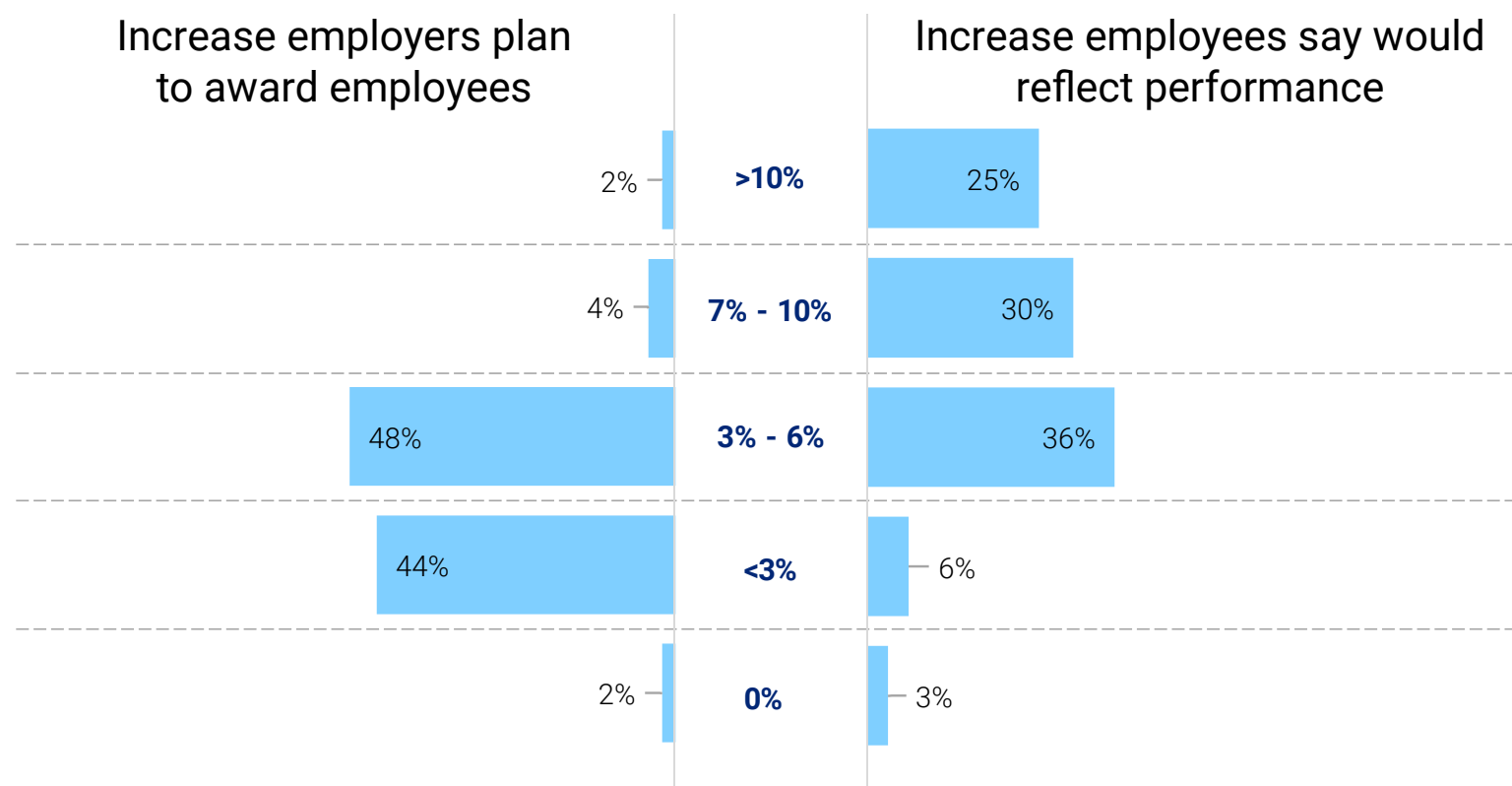
Top 5 jobs employers need to fill

1. Early Childhood Teacher
2. Diploma in Children's Services
3. Centre Director
4. Science High School Teacher
5. TAS High School Teacher

SALARY TRENDS

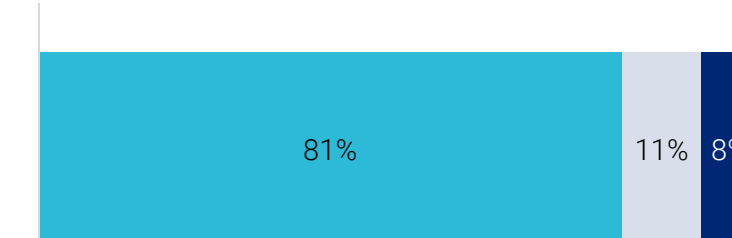
Pay rise intentions and expectations

■ Australia



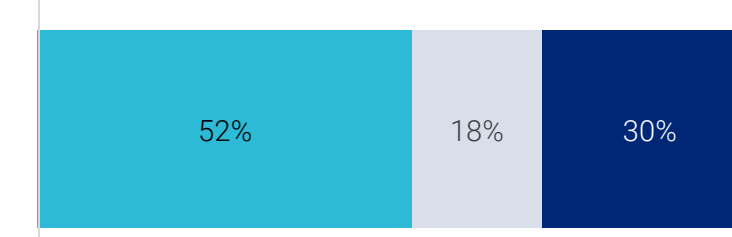
Those that believe pay rises should keep up with inflation

- Yes
- Neutral
- No

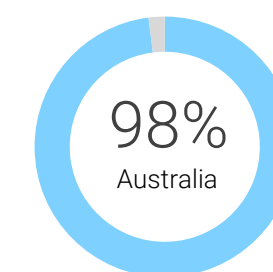


Employees who will ask for a pay rise

- Yes
- Unsure
- No

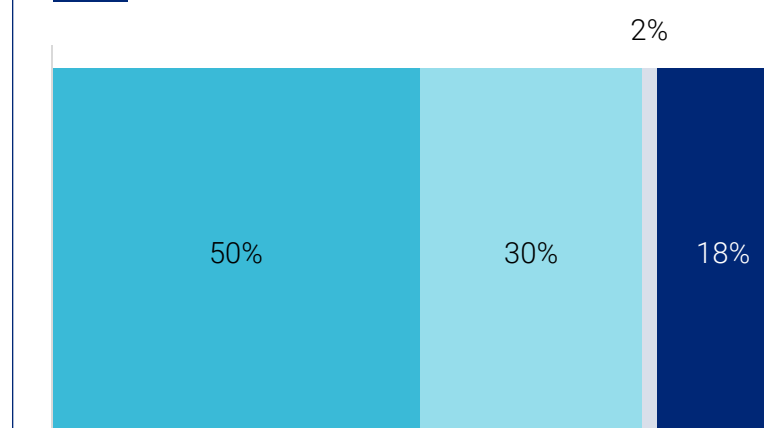


Employers who will offer higher salaries



Organisations that provide salary transparency

- Yes - All employees
- Yes - Some employees
- Unsure
- No



Top benefits employers are prioritising this year

- Training – either internal or external
- Mental and physical health and wellbeing programs
- Ongoing learning and development

SCHOOLS

	PRINCIPAL		DEPUTY PRINCIPAL		DIRECTOR OF STUDIES		HEAD OF DEPARTMENT		TEACHER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
Australia - Government Schools	190	130 - 210	140	122 - 150	NA	NA - NA	120	110 - 125	95	75 - 120
Australia - Non-Government Schools	220	150 - 400	180	130 - 220	140	135 - 165	131	122 - 140	110	80 - 135

NOTES
All salaries are base salary excluding Superannuation.

VOCATIONAL EDUCATION AND TRAINING

	TUTOR		EDUCATOR/VET TEACHER		HEAD OF FACULTY/HEAD TEACHER		DIRECTOR OF STUDIES		MANAGER/ PRINCIPAL	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
Australia	60	55 - 72	75	60 - 100	85	80 - 130	100	75 - 150	125	90 - 184

EARLY CHILDHOOD

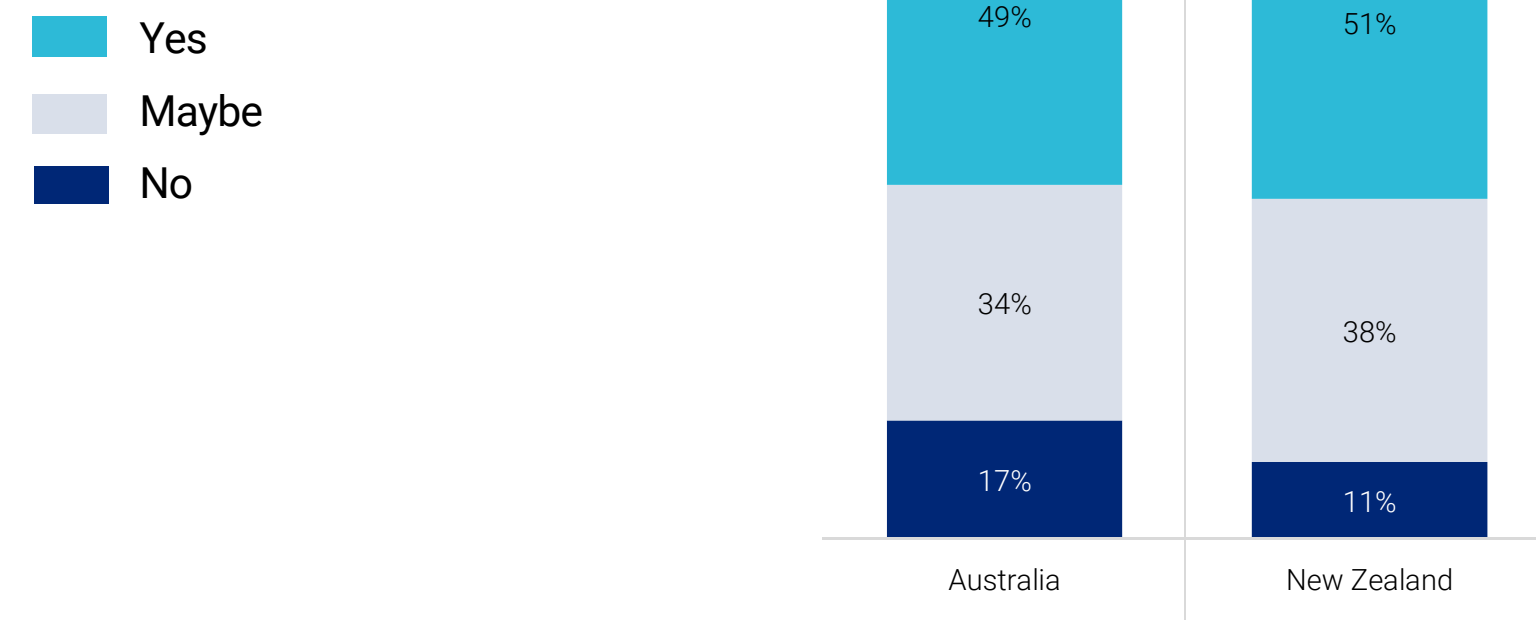
	AREA MANAGER		DIRECTOR Degree Qualified		DIRECTOR Diploma Qualified		EARLY CHILDHOOD TEACHER		DIPLOMA TRAINED CHILDCARE WORKER		CERTIFICATE 111 CHILDCARE WORKER		COOK	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
Australia	110	90 - 140	110	95 - 140	95	85 - 120	85	74 - 108	60	55 - 70	58	50 - 65	58	50 - 65

OUT OF SCHOOL HOURS CARE (OOSH)

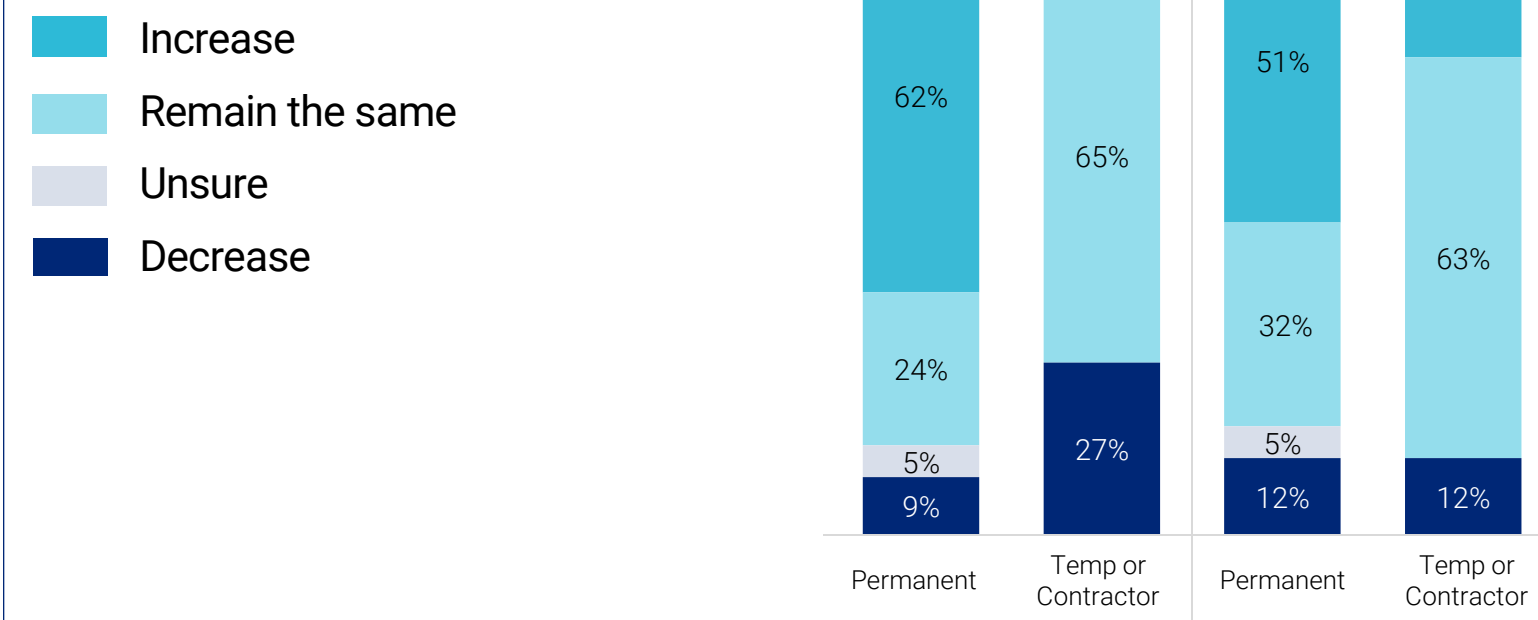
OOSH AREA MANAGER		OOSH COORDINATOR		OOSH ASSISTANT COORDINATOR		OOSH EDUCATOR	
Typical	Range	Typical	Range	Typical	Range	Typical	Range
100	90 - 120	80	70 - 100	60	55 - 75	52	45 - 60

TURNOVER AND HIRING INTENTIONS

Employees that intend to remain with their current employer



Employers attitude towards increasing headcounts



Top factors driving turnover

- An uncompetitive salary
- Rising cost of living
- Lack of promotional opportunities

Employees top career priorities

- Learning or developing technical skills
- A pay rise
- Being able to work flexibly

Top 5 jobs employers need to fill

Australia

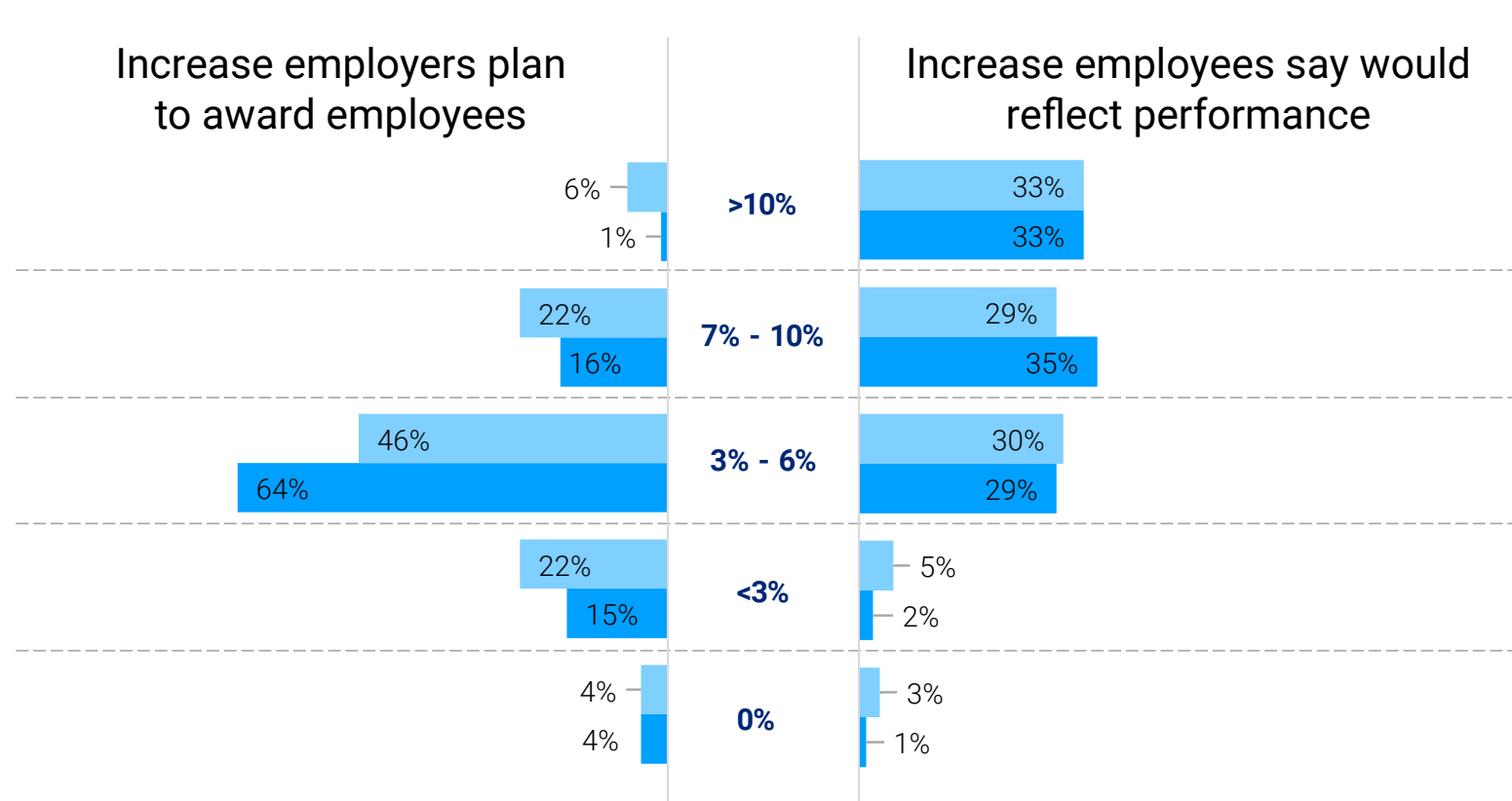
1. Senior Civil Engineers
2. Structural Designers
3. Electrical Engineers
4. Geotechnical Engineers
5. Principal Engineers

New Zealand

1. Senior Civil Engineers
2. Structural Designers
3. Building Services Engineers
4. Resource Consent Planners
5. Land Surveyors

SALARY TRENDS

Pay rise intentions and expectations



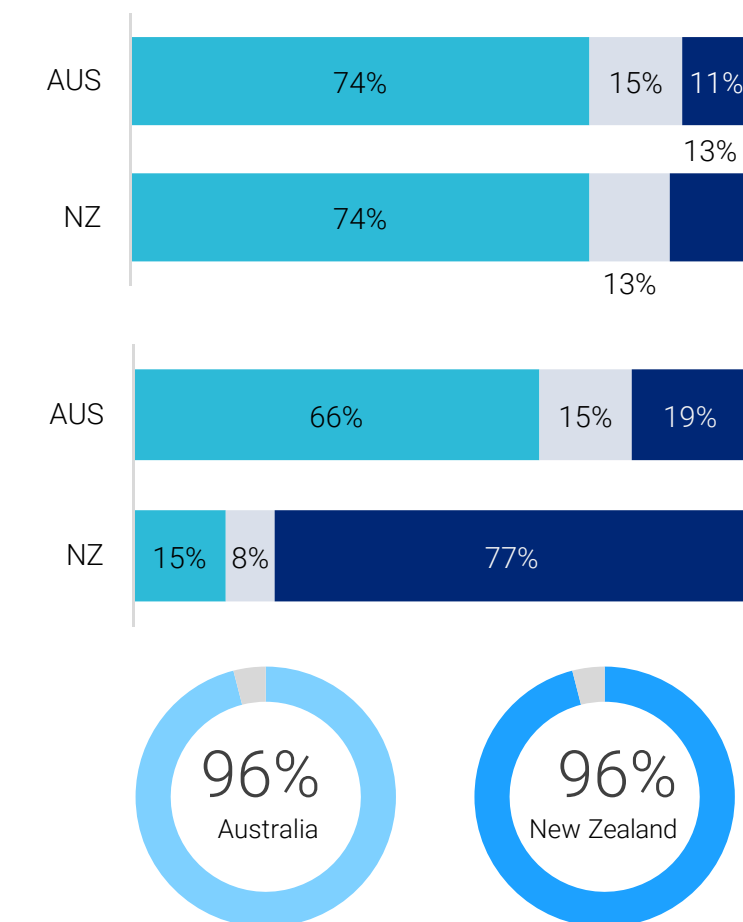
Those that believe pay rises should keep up with inflation

- Yes
- Neutral
- No

Employees who will ask for a pay rise

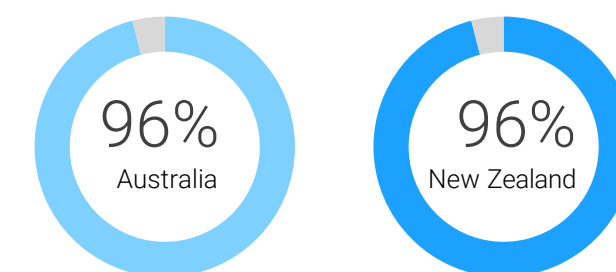
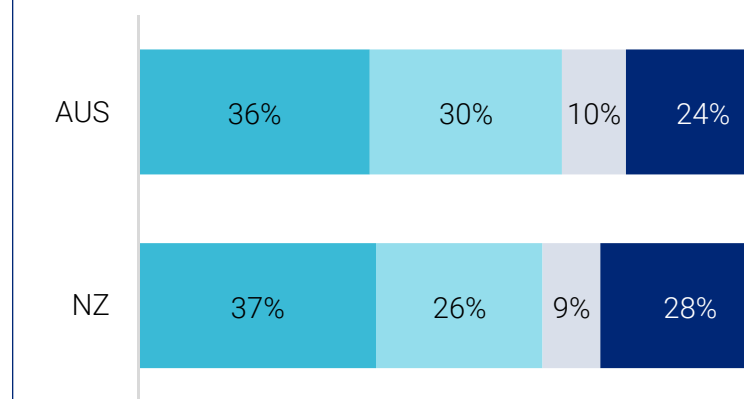
- Yes
- Unsure
- No

Employers who will offer higher salaries



Organisations that provide salary transparency

- Yes - All employees
- Yes - Some employees
- Unsure
- No



CIVIL AND STRUCTURAL

	CIVIL/STRUCTURAL DRAFTER		CIVIL DESIGNER/ENGINEER		STRUCTURAL ENGINEER		CLIENT SIDE REPRESENTATIVE/RESIDENT ENGINEER		GEOTECHNICAL ENGINEER		TRANSPORTATION ENGINEER		STRUCTURAL/CIVIL PROJECT ENGINEER		LAND SURVEYOR		ASSOCIATE		GROUP MANAGER/PRINCIPAL	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	85	75 - 120	112	81 - 176	110	74 - 176	115	82 - 160	124	73 - 148	133	90 - 164	122	70 - 143	112	82 - 143	160	156 - 204	NA	160 - 242
VIC - Melbourne	85	75 - 110	104	75 - 140	110	74 - 143	102	70 - 133	122	71 - 184	95	70 - 130	102	56 - 130	95	65 - 153	155	140 - 180	NA	175 - 250
QLD - Brisbane, Gold Coast & Sunshine Coast	85	70 - 100	112	71 - 122	100	80 - 143	102	82 - 133	77	61 - 102	102	71 - 133	120	110 - 140	102	61 - 122	150	130 - 180	NA	130 - 200
SA - Adelaide	85	65 - 100	100	65 - 120	100	75 - 140	95	75 - 120	100	85 - 120	95	77 - 110	100	77 - 112	100	75 - 120	140	130 - 160	NA	140 - 170
WA - Perth	95	70 - 105	125	85 - 160	120	80 - 150	110	90 - 125	100	80 - 110	130	105 - 150	130	110 - 145	115	92 - 140	160	145 - 185	NA	NA
ACT - Canberra	85	65 - 100	100	61 - 110	102	71 - 133	87	70 - 120	102	66 - 133	87	71 - 120	112	82 - 133	74	56 - 92	130	110 - 160	NA	140 - 220
TAS - Hobart	85	65 - 100	100	65 - 120	100	80 - 130	100	75 - 120	100	75 - 120	85	70 - 120	100	80 - 120	85	75 - 95	135	125 - 160	NA	160 - 180
NT - Darwin	85	65 - 100	115	65 - 130	112	77 - 143	102	77 - 133	107	92 - 122	102	92 - 112	112	77 - 143	87	77 - 92	143	122 - 168	NA	135 - 180
NZ - Auckland	95	75 - 120	115	80 - 140	110	95 - 160	120	95 - 155	120	85 - 160	115	80 - 160	115	90 - 165	110	85 - 155	165	150 - 190	NA	180 - 260
NZ - Wellington	90	70 - 110	105	75 - 130	110	80 - 155	110	90 - 140	100	80 - 150	105	80 - 150	110	85 - 155	105	80 - 135	150	140 - 180	NA	150 - 250
NZ - Christchurch	90	70 - 110	105	70 - 125	110	80 - 140	110	80 - 140	85	70 - 135	100	80 - 150	100	70 - 150	100	70 - 125	150	130 - 170	NA	120 - 250

NOTES

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New Zealand salaries are represented in New Zealand dollars.

RAIL INFRASTRUCTURE

	TRACK SPECIALISTS		SIGNALLING SPECIALISTS		SYSTEMS ASSURANCE SPECIALISTS		PROJECT ENGINEER		PROJECT MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	150	82 - 200	160	102 - 250	220	122 - 300	150	130 - 220	204	140 - 255
VIC - Melbourne	153	82 - 184	143	102 - 184	163	122 - 224	133	92 - 133	204	135 - 255
QLD - Brisbane, Gold Coast & Sunshine Coast	122	71 - 163	140	97 - 173	184	122 - 224	133	82 - 163	204	122 - 255
SA - Adelaide	122	71 - 143	143	97 - 184	153	122 - 204	133	82 - 163	184	143 - 255
WA - Perth	160	85 - 185	160	115 - 210	185	120 - 230	135	110 - 160	200	150 - 250
ACT - Canberra	122	82 - 143	143	102 - 184	153	122 - 204	133	82 - 163	184	143 - 255
TAS - Hobart	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
NT - Darwin	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
NZ - Auckland	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
NZ - Wellington	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
NZ - Christchurch	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA

LOCAL GOVERNMENT ENGINEERING

	TRAFFIC ENGINEER		CIVIL DESIGNER		CIVIL PROJECT MANAGER		ASSET MANAGER		TOWN PLANNER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
	100	75 - 160	100	80 - 130	180	120 - 220	120	90 - 150	105	70 - 120
	90	80 - 110	110	56 - 120	180	90 - 200	120	90 - 150	100	75 - 112
	112	77 - 143	105	75 - 125	133	90 - 153	110	75 - 120	90	70 - 102
	90	75 - 95	85	56 - 95	110	90 - 130	105	75 - 110	85	70 - 97
	95	85 - 110	90	75 - 95	120	90 - 140	110	83 - 130	90	75 - 95
	85	65 - 102	85	56 - 92	NA	NA	NA	NA	85	65 - 102
	80	65 - 90	80	61 - 82	110	85 - 122	105	82 - 122	80	65 - 92
	75	65 - 90	92	71 - 102	115	80 - 125	100	61 - 102	85	70 - 92
	105	75 - 150	110	80 - 120	120	100 - 170	115	95 - 150	100	75 - 120
	100	70 - 145	95	75 - 115	110	95 - 150	100	80 - 125	95	70 - 120
	100	60 - 130	85	70 - 110	100	85 - 140	90	75 - 110	90	70 - 115

NOTES

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

BUILDING SERVICES - DESIGN

	CAD DRAFTER - DESIGN DRAFTER		CAD MANAGER		GRADUATE/ ENTRY-LEVEL DESIGN ENGINEER		INTERMEDIATE- SENIOR DESIGN ENGINEER		ASSOCIATE/ SENIOR ASSOCIATE		PRINCIPAL/ DIRECTOR	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	82	70 - 103	100	90 - 130	70	60 - 77	110	85 - 130	168	143 - 184	200	180 - 250
VIC - Melbourne	85	60 - 105	95	90 - 115	70	60 - 75	100	90 - 145	160	130 - 175	190	165 - 250
QLD - Brisbane, Gold Coast & Sunshine Coast	80	66 - 92	100	82 - 120	70	60 - 70	102	80 - 133	153	140 - 165	180	160 - 220
SA - Adelaide	80	65 - 90	90	80 - 110	70	60 - 75	95	70 - 120	150	120 - 160	160	140 - 180
WA - Perth	90	75 - 105	105	90 - 125	75	70 - 85	112	90 - 130	165	135 - 175	180	160 - 230
ACT - Canberra	68	60 - 85	90	80 - 100	70	60 - 71	92	85 - 122	145	120 - 155	180	140 - 240
TAS - Hobart	70	60 - 75	85	85 - 110	65	60 - 70	85	85 - 110	160	140 - 175	180	NA
NT - Darwin	70	60 - 80	90	80 - 95	70	60 - 70	102	82 - 122	135	112 - 148	NA	NA
NZ - Auckland	85	65 - 95	110	90 - 130	75	70 - 80	120	90 - 130	145	135 - 160	NA	NA
NZ - Wellington	80	60 - 90	105	85 - 120	70	65 - 75	115	85 - 125	140	125 - 150	NA	NA
NZ - Christchurch	80	60 - 90	105	85 - 120	70	65 - 75	110	85 - 122	140	120 - 150	NA	NA

BUILDING SERVICES - DELIVERY

	FOREPERSON/ SUPERVISOR		ESTIMATOR - SENIOR ESTIMATOR		PROJECT MANAGER		SENIOR PROJECT MANAGER		OPERATIONS MANAGER		BUILDING SERVICES MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
	105	77 - 130	112	77 - 170	122	110 - 160	143	133 - 185	150	143 - 200	160	143 - 204
	100	70 - 120	102	71 - 138	112	105 - 143	153	112 - 184	153	112 - 184	153	112 - 184
	92	82 - 112	102	71 - 122	115	97 - 133	140	102 - 163	153	112 - 163	163	133 - 179
	90	65 - 100	100	71 - 112	115	85 - 130	135	100 - 160	140	112 - 168	130	112 - 148
	95	71 - 110	105	90 - 125	120	95 - 135	145	122 - 160	160	140 - 185	155	143 - 180
	92	71 - 100	92	82 - 102	102	92 - 133	143	122 - 153	153	143 - 163	135	110 - 145
	90	80 - 105	110	90 - 120	115	100 - 130	135	120 - 160	180	160 - 200	145	130 - 170
	95	75 - 115	112	77 - 122	112	95 - 140	140	112 - 163	163	133 - 189	153	102 - 168
	80	70 - 90	90	70 - 115	115	100 - 130	135	110 - 170	155	135 - 180	160	130 - 180
	75	60 - 75	85	70 - 115	115	100 - 130	125	110 - 160	145	125 - 170	150	130 - 175
	75	65 - 85	85	75 - 115	115	100 - 125	125	105 - 160	125	115 - 145	150	110 - 170

NOTES

All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ).
New Zealand Salaries are represented in New Zealand Dollars.

ENERGY - DESIGN ENGINEERING

TRANSMISSION & DISTRIBUTION/ GENERATION	DESIGN ENGINEER		SENIOR DESIGN ENGINEER		PRINCIPAL DESIGN ENGINEER		ENGINEERING MANAGER		DESIGN MANAGER		DESIGN DRAFTER		PROJECT ENGINEER (EPCM)		SENIOR PROJECT ENGINEER (EPCM)		POWER SYSTEMS ENGINEER		PROJECT MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW	120	110 - 140	170	160 - 180	180	180 - 200	184	170 - 240	150	140 - 180	85	80 - 90	135	115 - 145	160	150 - 175	170	120 - 200	160	140 - 200
VIC	130	110 - 140	170	160 - 180	180	170 - 200	180	170 - 240	153	140 - 185	80	75 - 92	125	115 - 145	155	150 - 173	170	120 - 200	150	145 - 200
QLD	130	110 - 140	160	150 - 180	180	170 - 200	179	170 - 240	150	140 - 170	85	80 - 90	125	115 - 150	155	150 - 180	170	120 - 200	150	140 - 200
WA	125	110 - 140	160	150 - 180	190	170 - 210	190	170 - 250	160	150 - 200	100	90 - 120	135	120 - 145	160	150 - 180	170	120 - 200	160	145 - 200
SA	120	110 - 140	150	150 - 180	170	170 - 200	179	160 - 250	155	140 - 180	85	80 - 100	125	110 - 140	160	150 - 170	170	120 - 200	150	145 - 200
NT	130	110 - 140	150	150 - 180	180	170 - 200	180	170 - 194	155	140 - 173	85	80 - 100	125	117 - 143	150	150 - 170	170	120 - 200	153	145 - 200

NOTES

All salaries shown are exclusive of superannuation (AU).

OIL AND GAS

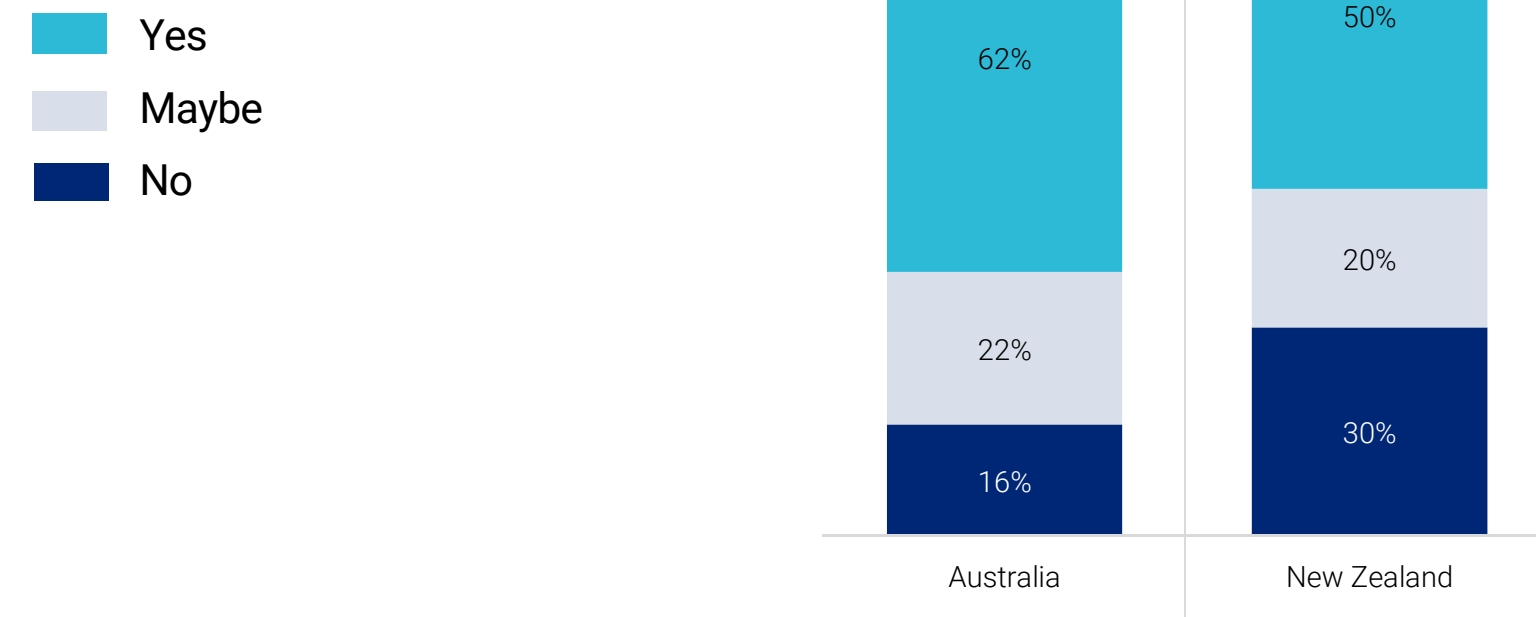
DESIGN, OPS and MAINTENANCE	DESIGN ENGINEER		MECHANICAL ENGINEER		ELECTRICAL ENGINEER		PROCESS ENGINEER		PROJECT ENGINEER		COST ENGINEER		ENGINEERING MANAGER		PLANNER		HSE ADVISOR		MAINTENANCE SUPERVISOR		GEOSCIENTIST	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
WA	160	110 - 200	155	120 - 200	160	120 - 200	160	120 - 200	160	125 - 200	150	120 - 175	210	185 - 250	150	120 - 200	140	120 - 180	150	140 - 180	165	140 - 184
QLD	160	115 - 200	150	120 - 200	163	120 - 200	160	122 - 200	160	125 - 200	133	120 - 148	194	184 - 230	140	110 - 180	140	120 - 173	150	140 - 180	143	140 - 168
NSW	160	115 - 200	155	120 - 200	160	120 - 200	160	120 - 200	160	125 - 200	150	120 - 160	200	184 - 235	140	110 - 180	135	122 - 160	150	140 - 180	140	122 - 189
VIC	160	115 - 200	160	120 - 200	160	120 - 200	160	120 - 200	160	125 - 200	140	120 - 160	190	180 - 214	140	110 - 180	135	120 - 180	150	140 - 180	123	110 - 133
SA	160	115 - 200	160	120 - 200	160	120 - 200	160	120 - 200	160	125 - 200	140	120 - 133	180	180 - 220	140	110 - 180	135	120 - 180	150	140 - 180	131	105 - 142
NT	160	115 - 200	160	120 - 200	160	120 - 200	160	122 - 200	160	122 - 200	140	120 - 173	200	180 - 250	140	110 - 180	135	120 - 200	150	140 - 180	143	135 - 158

NOTES

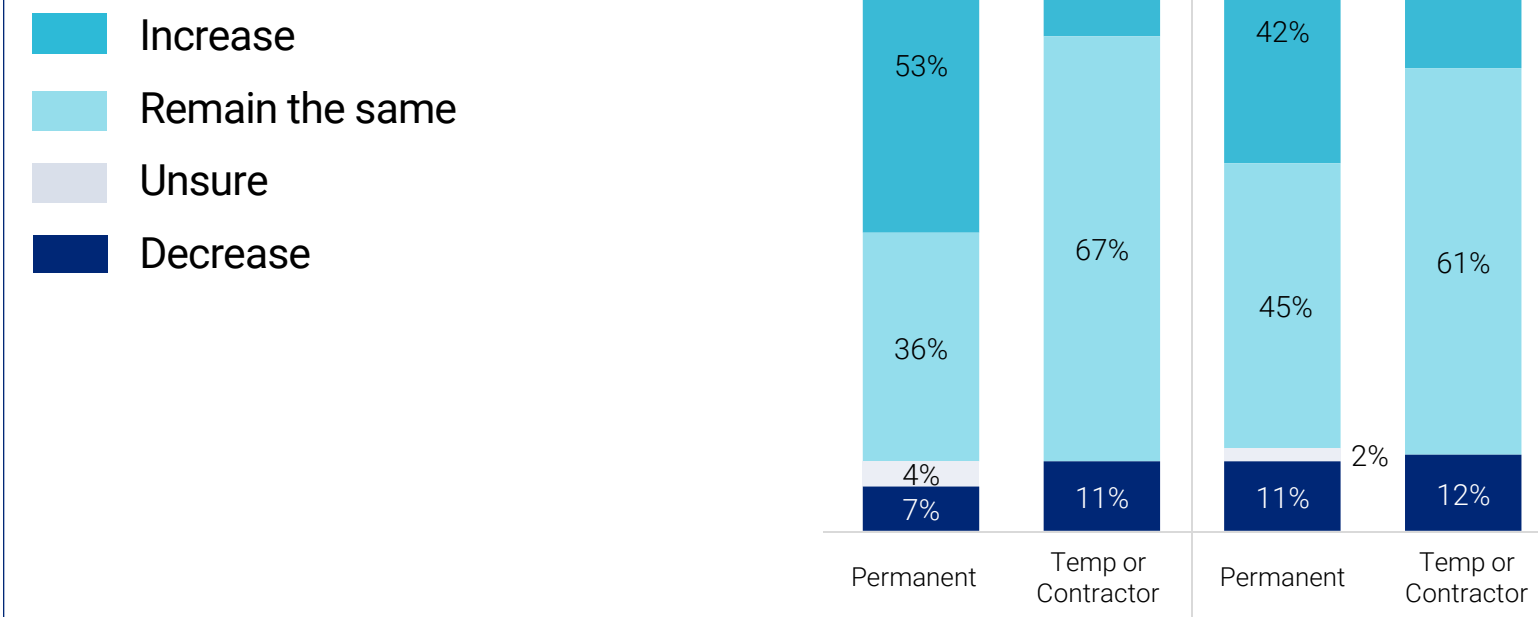
All salaries shown are exclusive of superannuation (AU).

TURNOVER AND HIRING INTENTIONS

Employees that intend to remain with their current employer



Employers attitude towards increasing headcounts



Top factors driving turnover

- Rising cost of living
- Lack of promotional opportunities
- Poor training and development

Employees top career priorities

- Being able to work flexibly
- A pay rise
- Learning or developing technical skills

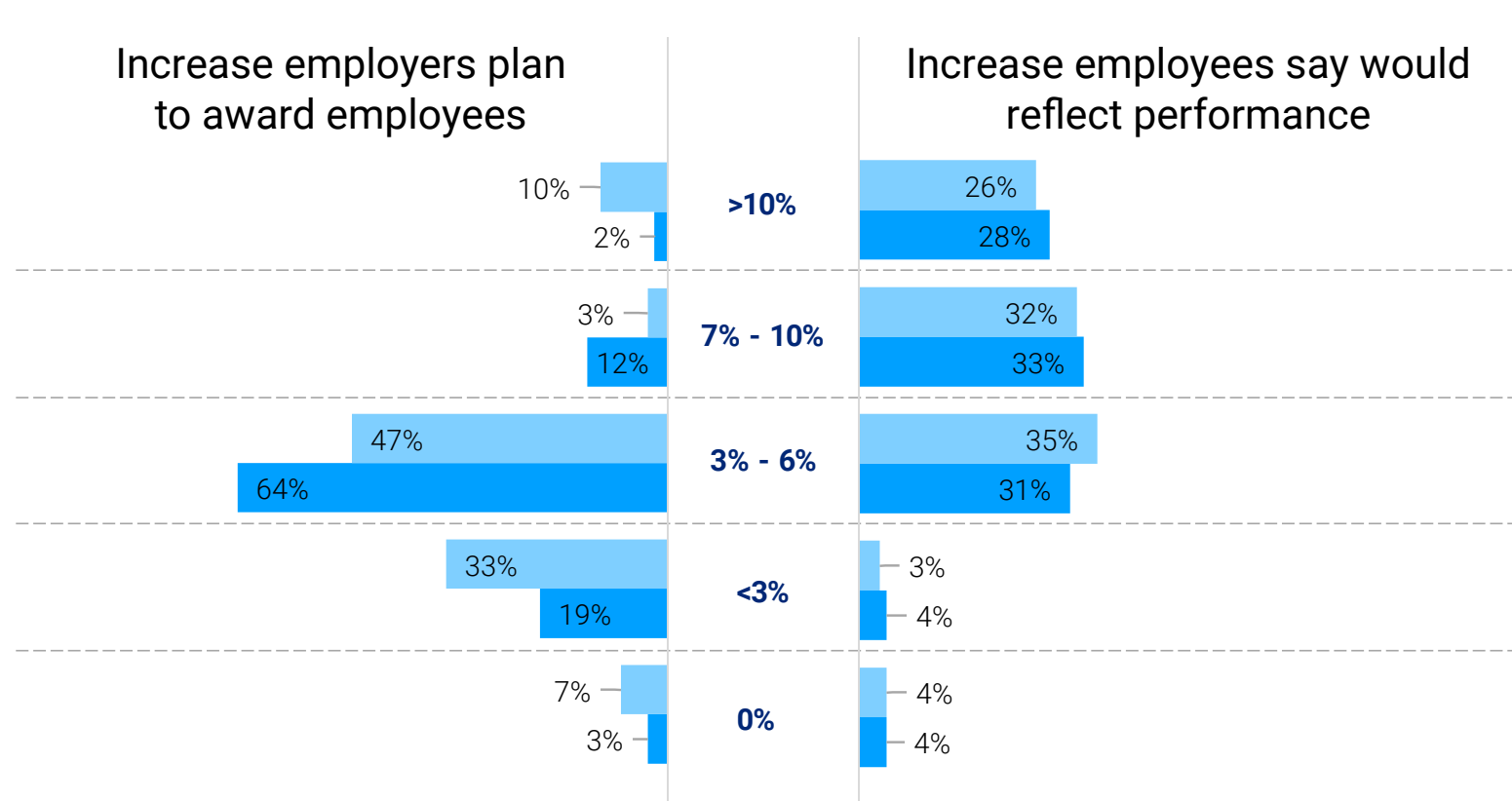
Top 5 jobs employers need to fill

- Australia**
1. General Manager
 2. Managing Director/CEO
 3. COO
 4. CFO
 5. Skills based Board/NED

- New Zealand**
1. General Manager
 2. Managing Director/CEO
 3. CFO
 4. COO
 5. CIO

SALARY TRENDS

Pay rise intentions and expectations



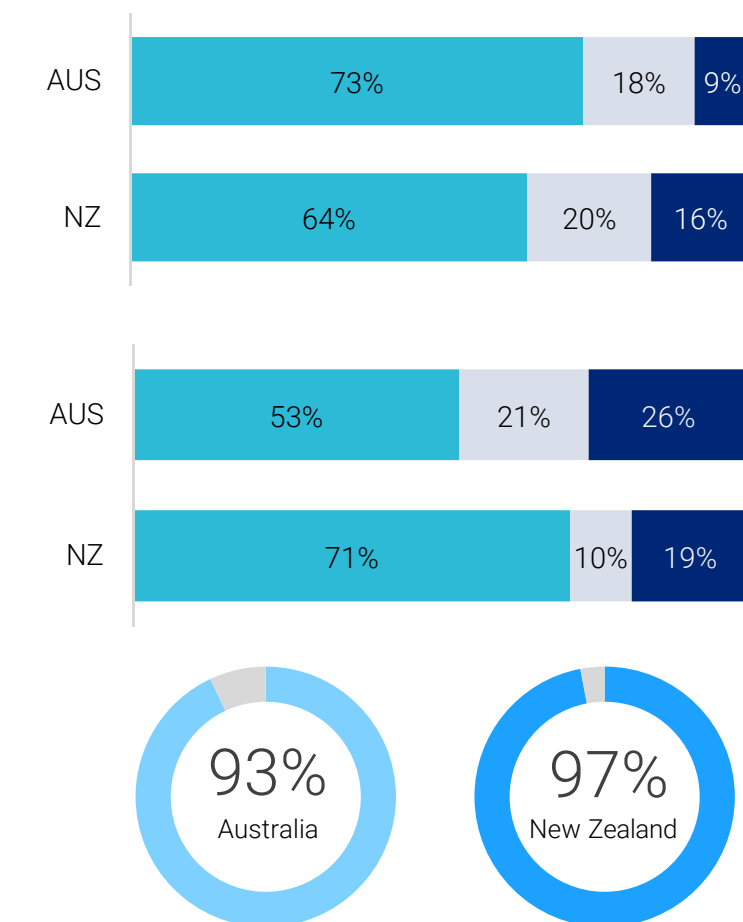
Those that believe pay rises should keep up with inflation

- Yes
- Neutral
- No

Employees who will ask for a pay rise

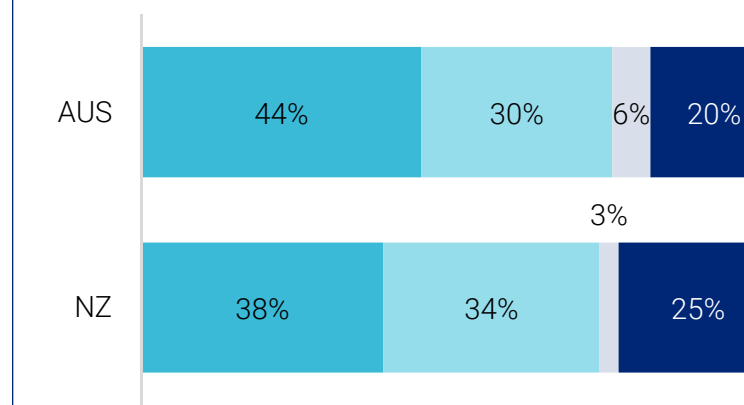
- Yes
- Unsure
- No

Employers who will offer higher salaries



Organisations that provide salary transparency

- Yes - All employees
- Yes - Some employees
- Unsure
- No



Top benefits employers are prioritising this year

- Australia**
- Training – either internal or external
 - Ongoing learning and development
 - Financial support for professional study
- New Zealand**
- Training – either internal or external
 - Wellbeing leave
 - Budget for home office setup or supplies

NOT-FOR-PROFIT

	CEO/MD Turnover up to \$50m		CEO/MD Turnover \$50m - \$500m		CEO/MD Turnover > \$500m		COO/EGM Turnover up to \$50m		COO/EGM Turnover \$50m - \$500m		COO/EGM Turnover > \$500m		CFO/FD Turnover up to \$50m		CFO/FD Turnover \$50m - \$500m		CFO/FD Turnover > \$500m	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
Australia	280	200 - 320	350	300 - 430	500+	NA	220	180 - 250	300	250 - 450	450+	NA	220	170 - 250	300	250 - 400	450+	NA
New Zealand	275	220 - 350	450	280 - 600	450+	NA	250	200 - 300	300	250 - 350	400+	NA	240	200 - 280	300	220 - 350	400+	NA

COMMERCIAL

	CEO/MD Turnover up to \$50m		CEO/MD Turnover \$50m - \$500m		CEO/MD Turnover > \$500m		COO/EGM Turnover up to \$50m		COO/EGM Turnover \$50m - \$500m		COO/EGM Turnover > \$500m		CFO/FD Turnover up to \$50m		CFO/FD Turnover \$50m - \$500m		CFO/FD Turnover > \$500m	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
Australia	375	300 - 450	600	450 - 700	700+	NA	250	220 - 300	500	300 - 600	600+	NA	270	230 - 350	450	350 - 600	600+	NA
New Zealand	300	200 - 375	500	350 - 650	600+	NA	240	200 - 285	325	250 - 450	500+	NA	225	180 - 280	400	300 - 500	500+	NA

NOTES

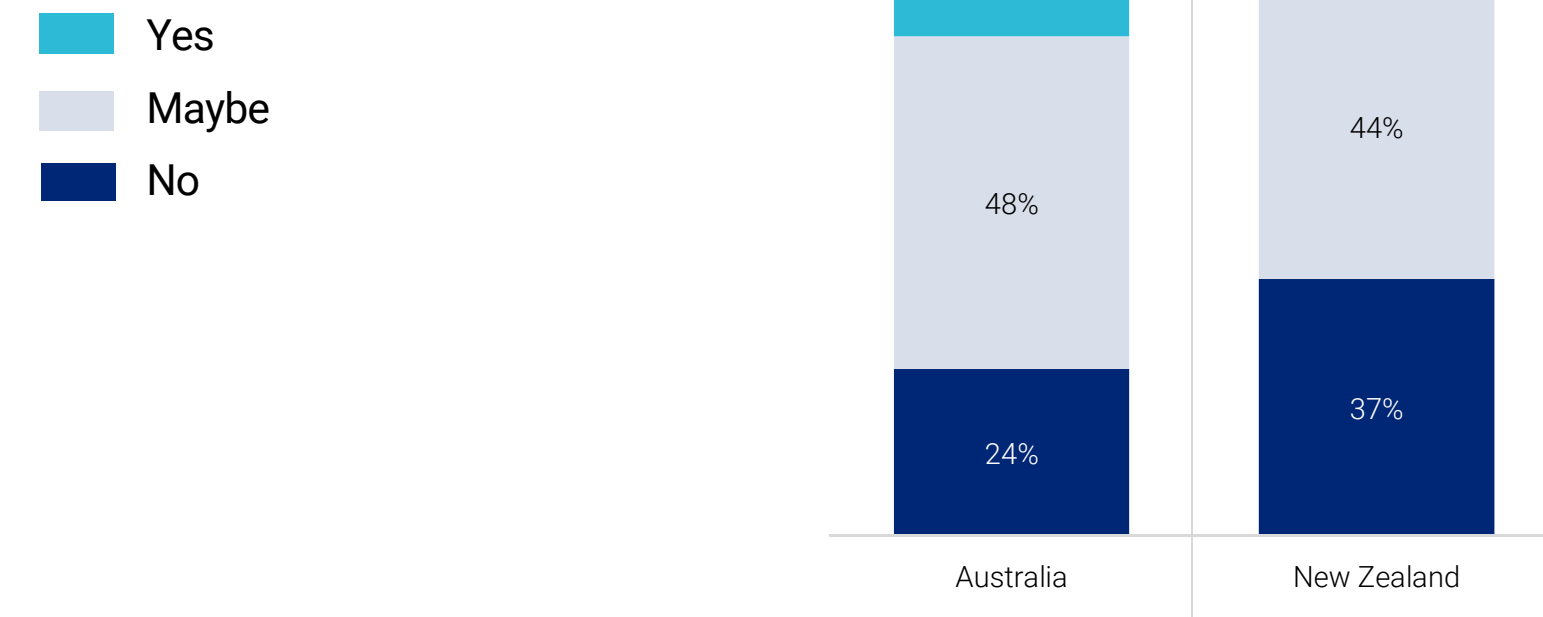
All salaries shown are exclusive of superannuation (AU)

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

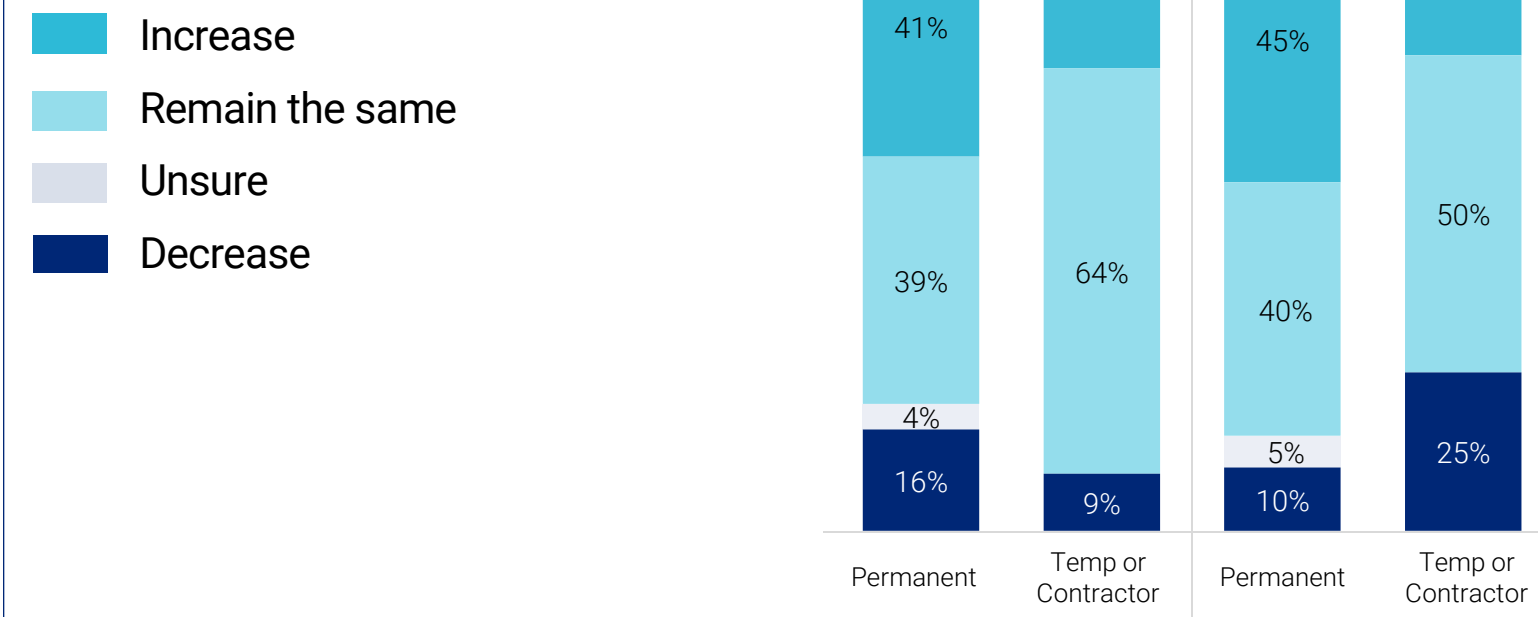
- Additional super
- Health cover
- Fully maintained company car
- Car allowance
- Short term incentives
- Long term incentives

TURNOVER AND HIRING INTENTIONS

Employees that intend to remain with their current employer



Employers attitude towards increasing headcounts



Top factors driving turnover

- Rising cost of living
- Lack of promotional opportunities
- Poor management style or workplace culture

Employees top career priorities

- Being able to work flexibly
- A pay rise
- Gaining a promotion

Top 5 jobs employers need to fill

Australia

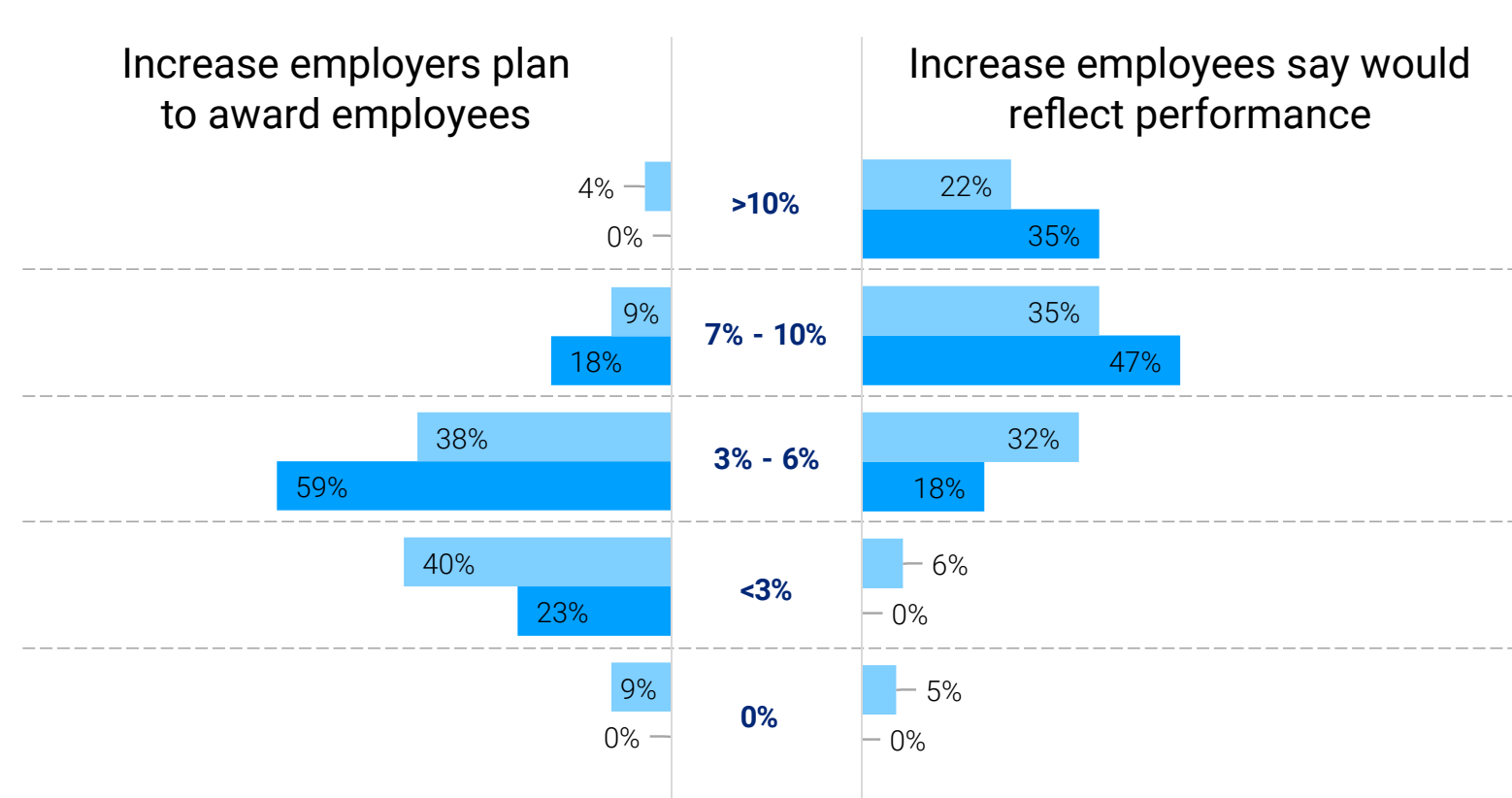
1. Project Managers
2. Facilities Managers
3. Facilities Coordinators
4. Maintenance Managers
5. Building Managers

New Zealand

1. Facilities Coordinators
2. Facilities Managers
3. Facilities Technicians
4. Building Managers
5. Project Managers

SALARY TRENDS

Pay rise intentions and expectations



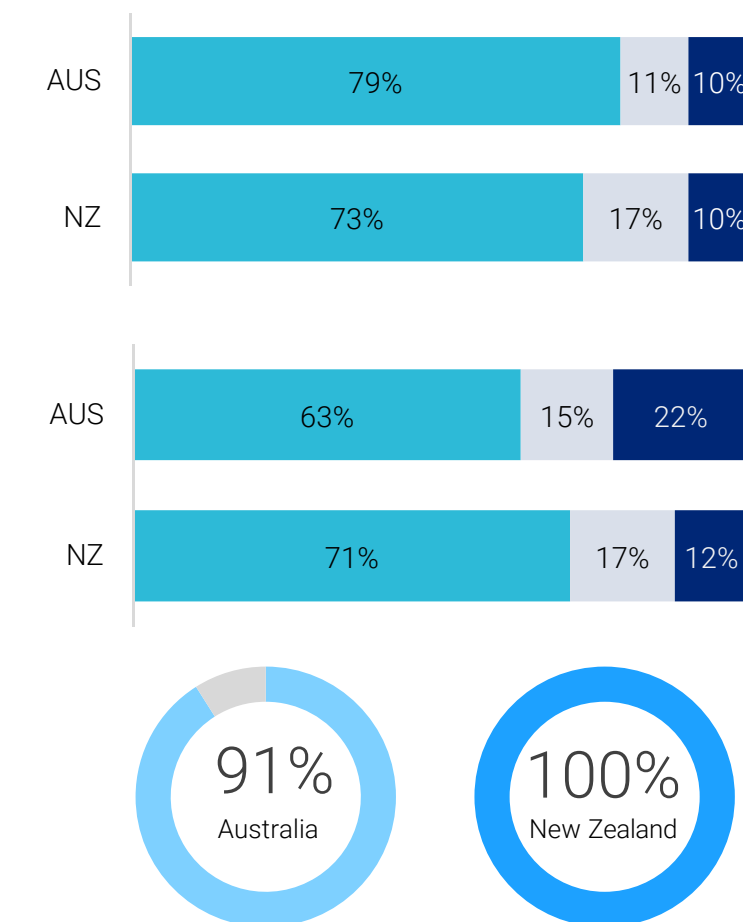
Those that believe pay rises should keep up with inflation

- Yes
- Neutral
- No

Employees who will ask for a pay rise

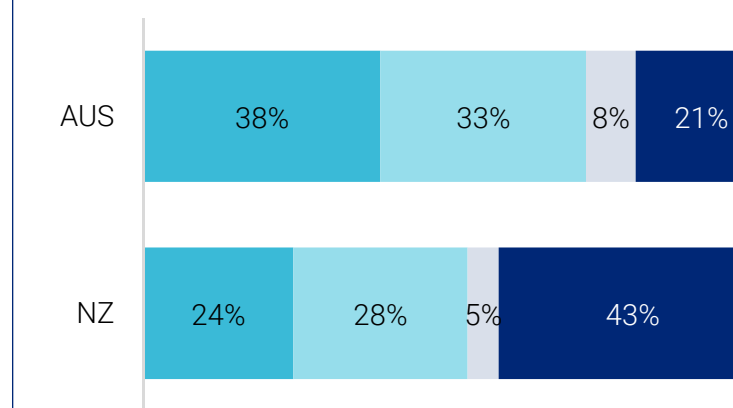
- Yes
- Unsure
- No

Employers who will offer higher salaries



Organisations that provide salary transparency

- Yes - All employees
- Yes - Some employees
- Unsure
- No



Top benefits employers are prioritising this year

Australia

- Training – either internal or external
- Mental and physical health and wellbeing programs
- Financial support for professional study

New Zealand

- Training – either internal or external
- Wellbeing leave
- Career progression opportunities

	BUILDING MANAGER		FACILITIES COORDINATOR		FACILITIES MANAGER		SERVICE MANAGER		CONTRACTS MANAGER		OPERATIONS MANAGER		ENGINEERING MANAGER		BID MANAGER		GENERAL MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	80	75 - 95	71	65 - 80	102	90 - 122	122	95 - 153	122	102 - 153	122	112 - 153	133	122 - 153	122	112 - 153	204	153 - 255
NSW - Regional	71	65 - 80	65	55 - 75	82	82 - 102	102	82 - 133	102	82 - 122	102	82 - 122	112	102 - 122	112	102 - 133	204	153 - 255
VIC - Melbourne	85	71 - 87	70	65 - 75	95	87 - 112	115	100 - 120	112	77 - 122	112	82 - 122	117	87 - 117	122	82 - 153	184	133 - 235
VIC - Regional	85	71 - 87	71	61 - 71	95	82 - 112	115	100 - 120	112	66 - 112	112	82 - 122	117	77 - 117	122	82 - 153	184	112 - 235
QLD - Brisbane, Gold Coast & Sunshine Coast	80	80 - 95	70	55 - 80	120	80 - 140	105	90 - 130	115	85 - 140	115	75 - 130	115	95 - 140	130	90 - 150	170	130 - 220
QLD - Regional	65	60 - 70	56	49 - 60	92	61 - 102	95	80 - 110	92	66 - 117	92	75 - 110	90	80 - 100	125	85 - 135	163	112 - 194
SA - Adelaide	80	70 - 90	75	60 - 80	95	70 - 100	100	85 - 110	110	90 - 130	110	90 - 130	110	90 - 130	110	90 - 130	133	120 - 195
WA - Perth	80	75 - 90	85	75 - 90	110	95 - 115	102	87 - 125	122	112 - 143	133	133 - 153	122	102 - 128	133	122 - 163	160	153 - 184
ACT - Canberra	77	71 - 82	61	60 - 75	112	95 - 150	102	95 - 140	153	122 - 168	133	110 - 153	122	122 - 153	133	102 - 153	204	153 - 255
TAS - Hobart	80	70 - 90	75	60 - 90	90	70 - 110	100	80 - 120	90	80 - 120	120	90 - 150	110	90 - 140	115	90 - 130	180	150 - 220
NT - Darwin	71	66 - 82	70	62 - 82	100	82 - 122	102	102 - 142	110	100 - 140	110	90 - 150	133	97 - 163	100	75 - 135	160	130 - 220
NZ - Auckland	92	77 - 112	71	61 - 77	102	87 - 128	102	87 - 128	112	87 - 133	122	102 - 133	133	112 - 143	128	112 - 148	173	133 - 235
NZ - Wellington	92	77 - 112	61	51 - 71	102	87 - 128	92	82 - 122	102	82 - 122	122	102 - 133	133	112 - 143	122	112 - 148	153	128 - 189
NZ - Christchurch	92	77 - 112	61	51 - 71	92	87 - 117	87	82 - 117	102	82 - 122	122	102 - 133	122	112 - 133	117	102 - 143	148	117 - 189

NOTES

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

SOFT SERVICES

	CLEANING OPERATIONS MANAGER		CLEANING AREA MANAGER		CATERING MANAGER		FACILITIES HELPDESK		CONTROL ROOM OPERATOR		SECURITY MANAGER		FACILITIES OFFICER		GUEST SERVICES AGENT	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	100	90 - 180	78	70 - 120	87	82 - 92	66	65 - 75	75	70 - 80	71	100 - 150	56	70 - 80	65	60 - 70
NSW - Regional		82 - 102	78	66 - 82	71	71 - 82	61	51 - 66	63	56 - 66	71	71 - 82	56	51 - 61	62	56 - 66
VIC - Melbourne	112	82 - 122	77	66 - 82	82	77 - 87	65	60 - 75	62	55 - 65	78	75 - 85	60	60 - 65	60	55 - 65
VIC - Regional	112	82 - 122	77	66 - 82	82	77 - 87	61	56 - 66	62	55 - 65	78	75 - 85	60	60 - 65	60	55 - 65
QLD - Brisbane, Gold Coast & Sunshine Coast	87	77 - 107	70	65 - 80	77	71 - 87	60	50 - 70	65	60 - 70	85	70 - 90	65	60 - 80	56	51 - 56
QLD - Regional	87	77 - 102	66	61 - 77	77	71 - 92	55	50 - 63	56	56 - 61	66	66 - 79	56	48 - 61	56	51 - 56
SA - Adelaide	77	77 - 92	65	61 - 71	71	71 - 82	51	49 - 56	60	51 - 65	75	66 - 85	60	55 - 65	51	49 - 56
WA - Perth	90	75 - 100	95	77 - 110	95	77 - 110	65	55 - 75	80	75 - 100	100	75 - 120	70	51 - 80	65	51 - 75
ACT - Canberra	92	82 - 102	85	66 - 82	71	66 - 77	51	49 - 56	56	51 - 61	77	71 - 82	61	51 - 61	56	51 - 56
TAS - Hobart	NA	NA	NA	NA	NA	NA	NA	NA	65	55 - 70	80	70 - 90	70	60 - 75	51	51 - 56
NT - Darwin	NA	NA	NA	NA	NA	NA	NA	NA	60	55 - 65	68	65 - 75	60	55 - 65	55	50 - 55
NZ - Auckland	92	82 - 97	77	71 - 82	77	71 - 87	61	51 - 71	61	56 - 66	82	77 - 87	66	56 - 66	58	56 - 61
NZ - Wellington	92	82 - 97	71	66 - 82	77	71 - 87	61	51 - 71	61	56 - 66	82	77 - 87	61	56 - 66	58	56 - 61
NZ - Christchurch	92	82 - 97	71	66 - 82	77	71 - 87	61	51 - 71	61	56 - 66	82	77 - 87	61	56 - 66	58	56 - 61

NOTES

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New Zealand salaries are represented in New Zealand dollars.

LOCAL GOVERNMENT REGULATIONS

	PARKING OFFICER		RANGER		ENVIRONMENTAL HEALTH OFFICER		SENIOR ENVIRONMENTAL HEALTH OFFICER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	65	62 - 72	78	75 - 85	85	82 - 100	130	120 - 140
NSW - Regional	63	60 - 70	75	70 - 80	85	82 - 100	130	120 - 140
VIC - Melbourne	70	60 - 81	85	85 - 95	85	70 - 95	95	75 - 115
VIC - Regional	65	58 - 70	85	85 - 90	85	70 - 90	95	75 - 115
QLD - Brisbane, Gold Coast & Sunshine Coast	60	60 - 65	60	60 - 65	85	75 - 100	100	90 - 120
QLD - Regional	60	60 - 65	60	60 - 65	80	75 - 100	95	90 - 110
SA - Adelaide	60	55 - 65	60	60 - 65	75	75 - 90	95	90 - 110
WA - Perth	80	70 - 90	80	70 - 90	95	80 - 110	115	95 - 130
ACT - Canberra	65	60 - 70	65	60 - 70	80	75 - 100	110	100 - 130
TAS - Hobart	NA	NA - NA	60	60 - 65	66	66 - 75	NA	NA - NA
NT - Darwin	NA	NA - NA	NA	NA - NA	NA	NA - NA	NA	NA - NA
NZ - Auckland	NA	NA - NA	NA	NA - NA	NA	NA - NA	NA	NA - NA
NZ - Wellington	NA	NA - NA	NA	NA - NA	NA	NA - NA	NA	NA - NA
NZ - Christchurch	NA	NA - NA	NA	NA - NA	NA	NA - NA	NA	NA - NA

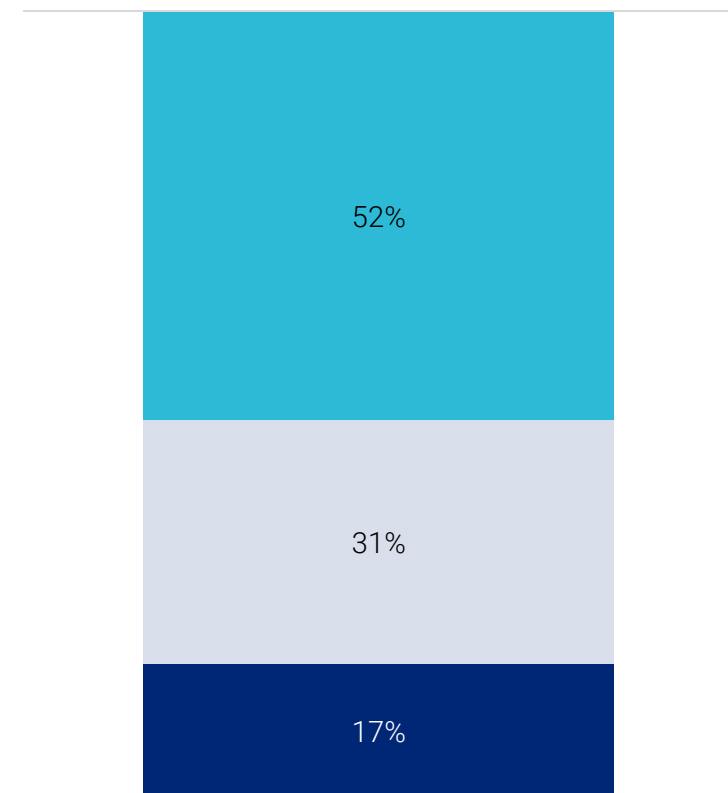
NOTES

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New Zealand salaries are represented in New Zealand dollars.

TURNOVER AND HIRING INTENTIONS

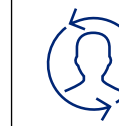
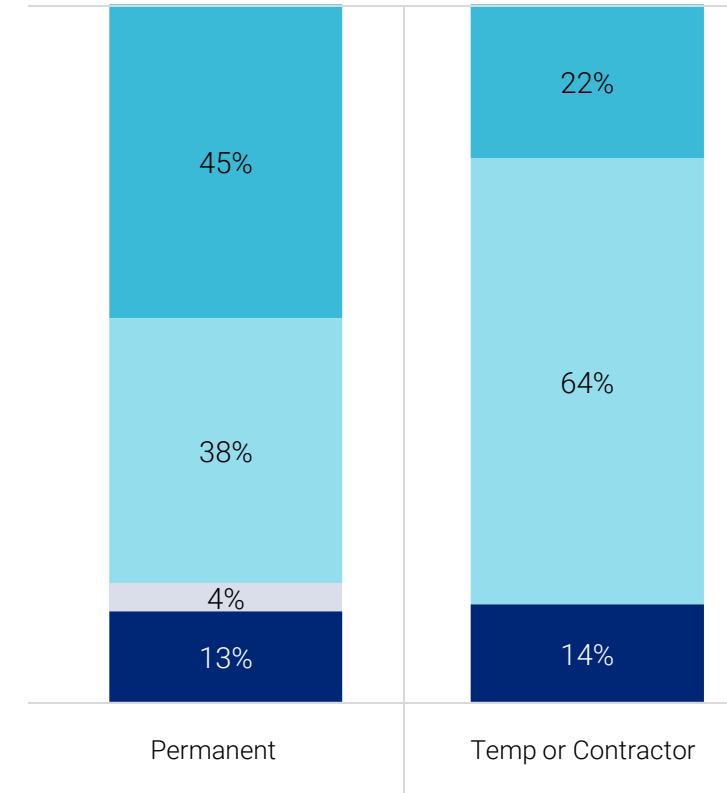
Employees that intend to remain with their current employer

- Yes
- Maybe
- No



Employers attitude towards increasing headcounts

- Increase
- Remain the same
- Unsure
- Decrease



Top factors driving turnover

- Rising cost of living
- An uncompetitive salary
- Poor management style or workplace culture



Employees top career priorities

- Learning or developing technical skills
- Being able to work flexibly
- A pay rise

* Australia data only

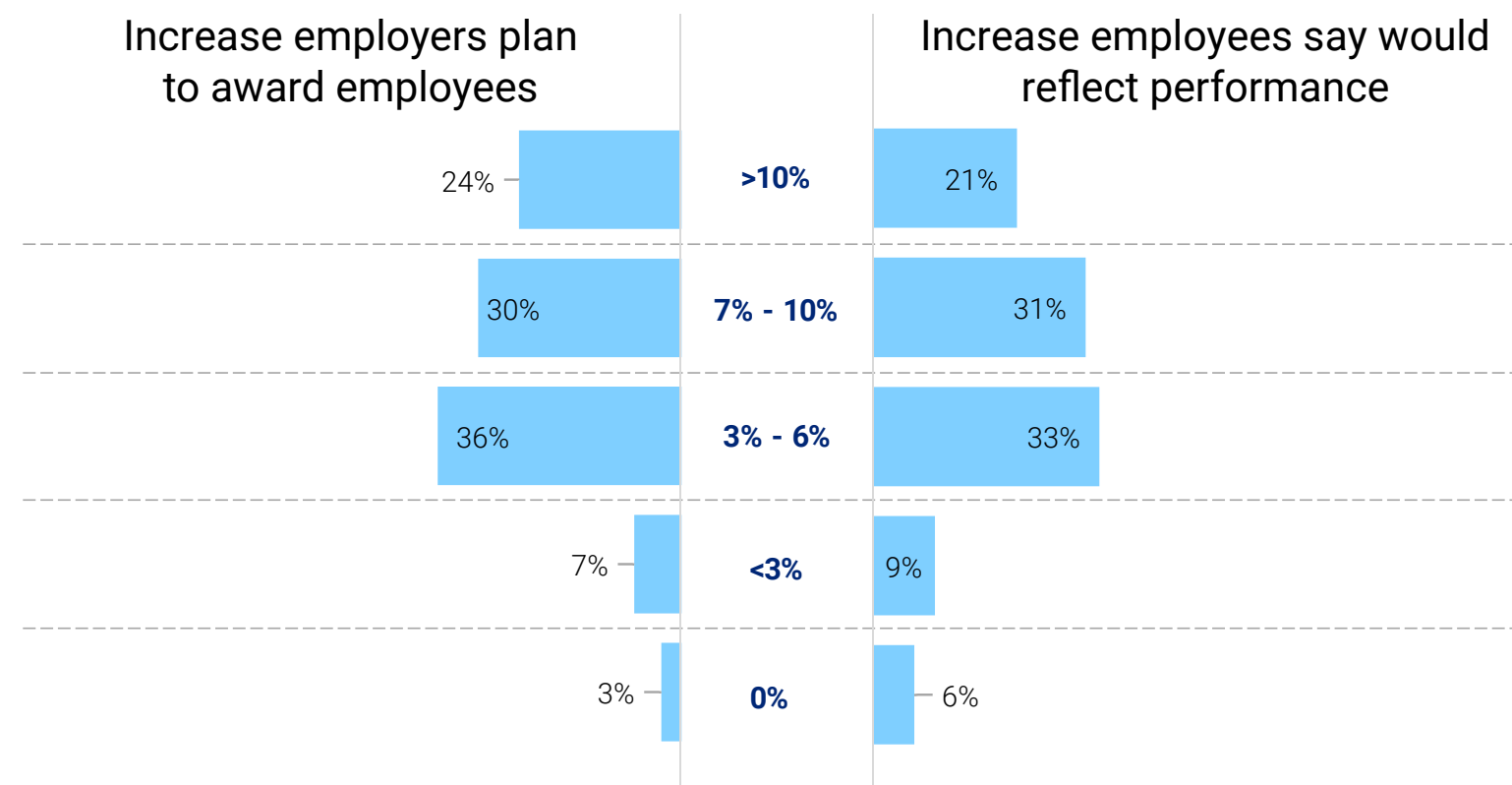
Top 5 jobs employers need to fill

1. Registered Nurse
2. Occupational Therapist
3. Speech Therapist
4. Psychologist
5. Physiotherapist

SALARY TRENDS

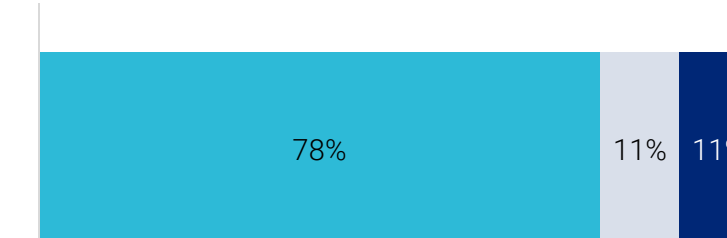
Payrise intentions and expectations

■ Australia



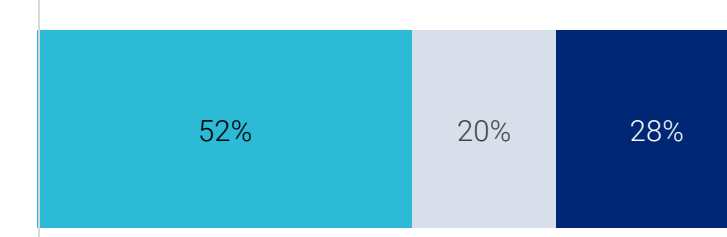
Those that believe pay rises should keep up with inflation

- Yes
- Neutral
- No

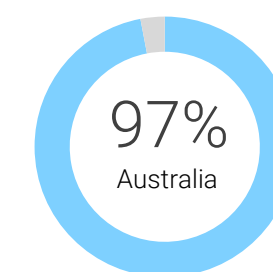


Employees who will ask for a pay rise

- Yes
- Unsure
- No

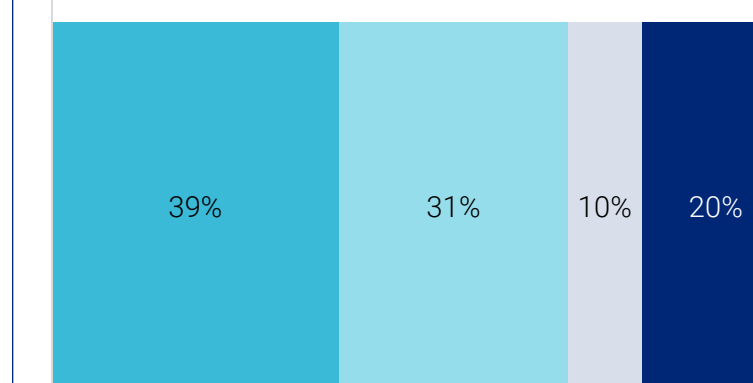


Employers who will offer higher salaries



Organisations that provide salary transparency

- Yes - All employees
- Yes - Some employees
- Unsure
- No



Top benefits employers are prioritising this year

- Training – either internal or external
- Mental and physical health and wellbeing programs
- Ongoing learning and development

NURSING PROFESSIONALS

NURSING PROFESSIONALS AGED CARE	ENROLLED NURSE		REGISTERED NURSE		CLINICAL CARE COORDINATOR/ NURSE UNIT MANAGER		CARE MANAGER/ DDON		DON/FACILITY MANAGER		EXECUTIVE DON		ACFI MANAGER		QUALITY MANAGER		LIFESTYLE ASSISTANT		LIFESTYLE MANAGER		NURSE EDUCATOR	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW	65	61 - 75	80	65 - 102	91	88 - 110	130	105 - 160	150	130 - 180	170	150 - 220	110	92 - 105	133	109 - 153	62	53 - 66	84	78 - 102	95	99 - 129
NT	56	55 - 66	71	62 - 90	82	77 - 105	92	85 - 110	112	92 - 130	138	122 - 163	92	82 - 102	92	82 - 102	56	56 - 61	71	66 - 82	82	71 - 92
WA	71	51 - 87	77	63 - 92	87	74 - 97	97	85 - 112	117	95 - 150	148	133 - 163	102	92 - 112	102	85 - 128	56	46 - 61	71	61 - 82	87	66 - 99
VIC	61	56 - 69	77	61 - 92	87	77 - 102	102	92 - 120	112	95 - 148	153	143 - 173	102	97 - 122	128	102 - 143	56	46 - 66	87	77 - 102	92	82 - 107
QLD	61	56 - 77	77	61 - 92	82	77 - 92	97	95 - 112	112	102 - 143	138	133 - 163	87	71 - 92	92	77 - 112	56	51 - 61	87	82 - 102	92	82 - 102
TAS	60	51 - 68	73	57 - 87	77	71 - 92	97	87 - 107	107	97 - 138	138	122 - 173	97	90 - 110	97	87 - 107	51	43 - 59	77	66 - 87	97	82 - 112
SA	61	51 - 71	71	61 - 82	92	87 - 97	97	92 - 102	102	92 - 122	133	122 - 168	102	97 - 112	102	97 - 112	56	43 - 61	77	66 - 92	107	102 - 112

NOTES

All salaries shown are exclusive of superannuation, bonuses, on-call, or penalty rates.

NURSING PROFESSIONALS

NURSING PROFESSIONALS NON-AGED CARE	ENROLLED NURSE		REGISTERED NURSE/MIDWIFE		CLINICAL NURSE/MIDWIFE/ ACSC		CLINICAL MANAGER/ CLINICAL SERVICES COORDINATOR/ EDUCATION FACILITATOR		ADVANCED CLINICAL SERVICE COORDINATOR/CLINICAL PRACTICE CONSULTANT		DIRECTOR OF NURSING/ MIDWIFERY		PRACTICE NURSE	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW	65	61 - 75	80	65 - 105	115	110 - 130	125	120 - 140	92	102 - 129	130	130 - 220	77	61 - 92
NT	51	46 - 56	66	61 - 92	82	71 - 87	92	82 - 97	102	92 - 112	122	102 - 140	92	82 - 102
WA	66	51 - 78	66	60 - 80	70	70 - 90	82	80 - 100	92	90 - 115	112	90 - 138	77	66 - 87
VIC	56	51 - 66	71	61 - 87	82	77 - 87	97	87 - 107	102	92 - 112	143	102 - 153	82	77 - 102
QLD	61	56 - 66	66	61 - 82	82	82 - 92	97	92 - 102	107	102 - 112	133	117 - 163	66	56 - 71
TAS	56	51 - 61	73	55 - 82	82	71 - 87	87	82 - 97	97	92 - 107	122	102 - 143	71	61 - 82
SA	61	51 - 71	71	61 - 82	77	66 - 87	92	87 - 97	102	92 - 112	163	112 - 184	77	61 - 87

NOTES

All salaries shown are exclusive of superannuation, bonuses, on-call, or penalty rates.

MEDICAL IMAGING SPECIALIST

	RADIOGRAPHER 1-3 years		RADIOGRAPHER 3-5 years		RADIOGRAPHER 5-10 years		RADIOGRAPHER 10 years +		SONOGRAPHER 1-3 years		SONOGRAPHER 3-5 years		SONOGRAPHER 5-10 years		SONOGRAPHER 10 years +		MAMMO- GRAPHER 1-3 years		MAMMO- GRAPHER 3-5 years		MAMMO- GRAPHER 5-10 years		MAMMO- GRAPHER 10 years +	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
Australia	61	55 - 66	71	66 - 80	92	77 - 102	102	102 - 112	102	92 - 102	122	102 - 122	133	122 - 138	143	138 - 153	71	61 - 77	82	77 - 87	97	87 - 102	112	102 - 122

NOTES

All salaries shown are exclusive of superannuation, bonuses, on-call, or penalty rates.

ALLIED HEALTH PROFESSIONALS

	OCCUPATIONAL THERAPIST Graduate		OCCUPATIONAL THERAPIST		SENIOR OCCUPATIONAL THERAPIST		TEAM LEADER		PHYSIOTHERAPIST Graduate		PHYSIOTHERAPIST		SENIOR PHYSIOTHERAPIST	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW	70	60 - 80	80	75 - 95	90	85 - 105	100	95 - 120	65	60 - 75	80	70 - 85	90	80 - 95
NT	68	60 - 70	80	70 - 80	82	75 - 90	87	85 - 98	68	60 - 70	71	70 - 85	85	80 - 90
WA	65	62 - 80	75	62 - 110	90	85 - 120	92	87 - 125	60	55 - 75	75	61 - 90	82	75 - 100
VIC	65	60 - 75	80	75 - 95	90	85 - 100	100	90 - 120	60	60 - 75	80	70 - 85	85	75 - 100
QLD	65	60 - 80	80	70 - 90	90	85 - 120	92	85 - 120	56	60 - 75	75	70 - 90	82	80 - 95
TAS	50	50 - 51	80	70 - 90	77	69 - 87	82	77 - 87	51	51 - 56	69	56 - 77	77	71 - 87
SA	56	50 - 61	63	56 - 71	73	66 - 82	76	71 - 82	56	51 - 61	63	56 - 71	77	66 - 92

NOTES

All salaries shown are exclusive of superannuation, bonuses, on-call, or penalty rates.

ALLIED HEALTH PROFESSIONALS

	TEAM LEADER		SPEECH PATHOLOGIST Graduate		SPEECH PATHOLOGIST		SENIOR SPEECH PATHOLOGIST		TEAM LEADER		DIVERSIONAL THERAPIST Graduate		DIVERSIONAL THERAPIST	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW	92	82 - 120	65	60 - 70	75	65 - 85	90	85 - 100	100	95 - 120	55	55 - 65	65	65 - 80
NT	92	85 - 98	68	60 - 70	70	60 - 75	75	70 - 90	82	77 - 92	51	50 - 55	56	51 - 61
WA	92	87 - 110	65	60 - 80	70	60 - 90	85	80 - 110	90	85 - 120	50	50 - 51	51	50 - 56
VIC	95	85 - 120	60	55 - 65	70	65 - 80	85	80 - 95	90	85 - 110	55	55 - 65	65	65 - 85
QLD	92	87 - 110	56	60 - 70	62	65 - 80	90	85 - 100	87	85 - 110	51	50 - 56	56	50 - 61
TAS	87	82 - 97	51	51 - 56	66	61 - 69	71	66 - 77	82	77 - 92	50	50 - 51	53	51 - 56
SA	77	66 - 92	56	51 - 61	61	56 - 66	77	66 - 82	82	71 - 92	51	50 - 56	56	51 - 61

NOTES

All salaries shown are exclusive of superannuation, bonuses, on-call, or penalty rates.

SOCIAL CARE AND PSYCHOLOGY

SOCIAL/ COMMUNITY SERVICES	SUPPORT WORKER		CASE WORKER		SOCIAL WORKER		TEAM LEADER/PROGRAM COORDINATOR		PROGRAM MANAGER		PROGRAM DIRECTOR	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW	60	50 - 70	65	60 - 75	77	68 - 90	82	80 - 95	90	85 - 100	95	NA
NT	51	46 - 54	70	60 - 70	71	68 - 82	77	71 - 85	82	78 - 95	95	90 - 100
WA	55	46 - 60	65	55 - 70	71	68 - 85	77	70 - 90	82	78 - 95	95	NA
VIC	55	50 - 60	65	51 - 75	75	68 - 90	82	75 - 95	87	85 - 102	110	NA
QLD	60	55 - 70	65	60 - 70	68	68 - 90	71	70 - 95	82	78 - 95	95	NA
TAS	46	46 - 51	53	49 - 56	71	68 - 80	71	66 - 82	82	78 - 92	95	NA
SA	56	46 - 61	60	55 - 65	71	68 - 90	71	61 - 87	78	78 - 87	100	90 - 110

NOTES

All salaries shown are exclusive of 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

SOCIAL CARE AND PSYCHOLOGY

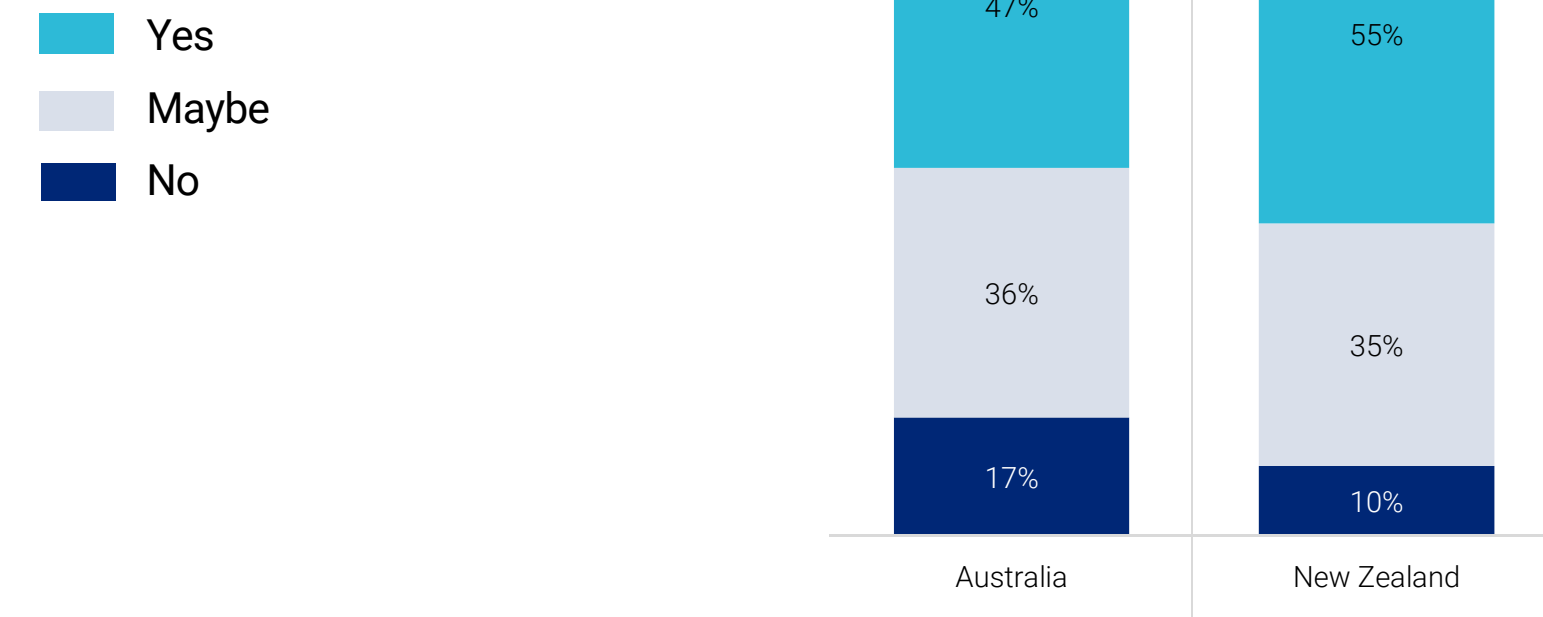
PSYCHOLOGISTS	GRADUATE		COUNSELLOR		PSYCHOLOGIST		SENIOR PSYCHOLOGIST		CLINICAL PSYCHOLOGIST	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW	85	75 - 95	85	70 - 95	85	75 - 95	100	85 - 120	102	95 - 120
NT	60	60 - 68	66	66 - 80	82	75 - 95	92	85 - 110	102	95 - 120
WA	65	60 - 75	66	66 - 75	82	70 - 95	92	85 - 120	107	92 - 130
VIC	60	58 - 65	71	66 - 77	80	66 - 95	95	82 - 110	97	90 - 120
QLD	60	60 - 75	66	66 - 77	77	70 - 95	87	85 - 110	102	90 - 120
TAS	52	52 - 56	66	66 - 71	82	66 - 87	87	77 - 94	92	82 - 107
SA	65	60 - 75	66	66 - 77	71	66 - 82	87	77 - 102	87	77 - 102

NOTES

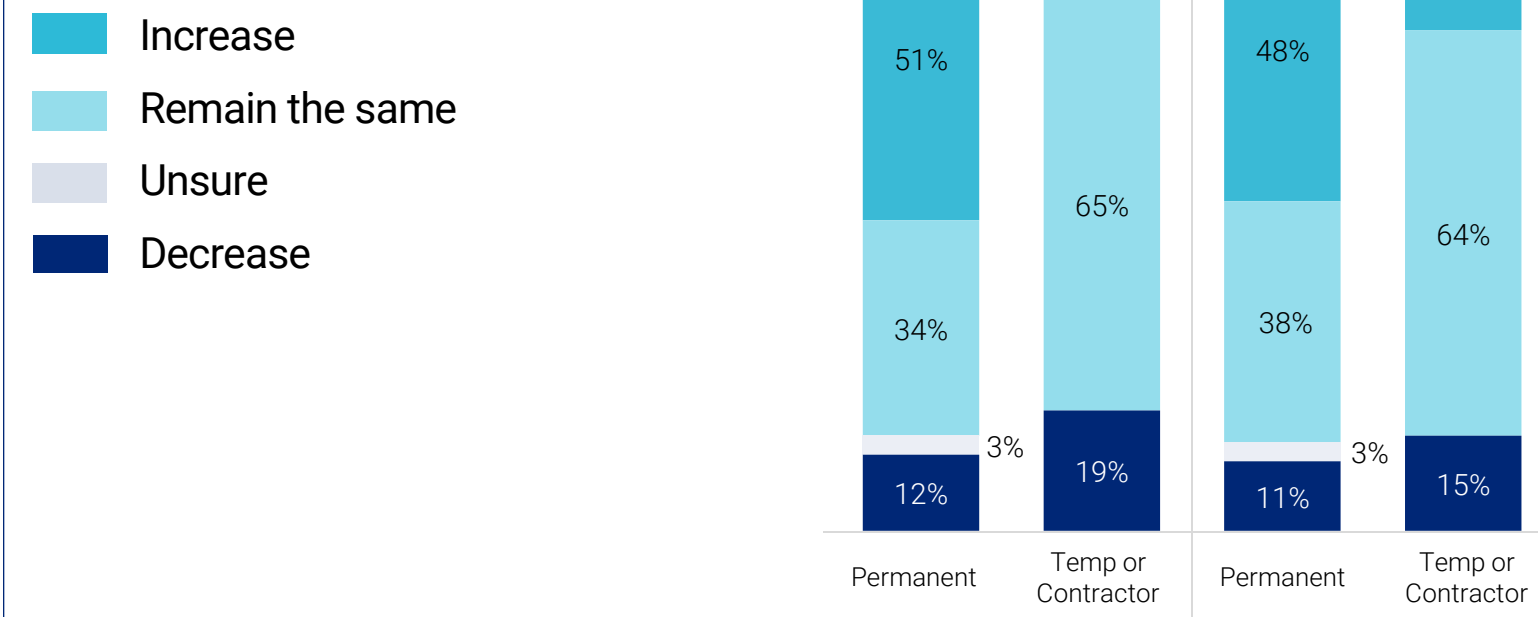
All salaries shown are exclusive of superannuation, bonuses, on-call, or penalty rates
 Salaries might vary for regional/remote roles
 There are bandings for NFP under SCHADS and grades in Government/Health
 Salary packaging available for most NFP roles

TURNOVER AND HIRING INTENTIONS

Employees that intend to remain with their current employer



Employers attitude towards increasing headcounts



Top factors driving turnover

- An uncompetitive salary
- Rising cost of living
- Lack of promotional opportunities

Employees top career priorities

- A pay rise
- Being able to work flexibly
- Learning or developing technical skills

Top 5 jobs employers need to fill

Australia

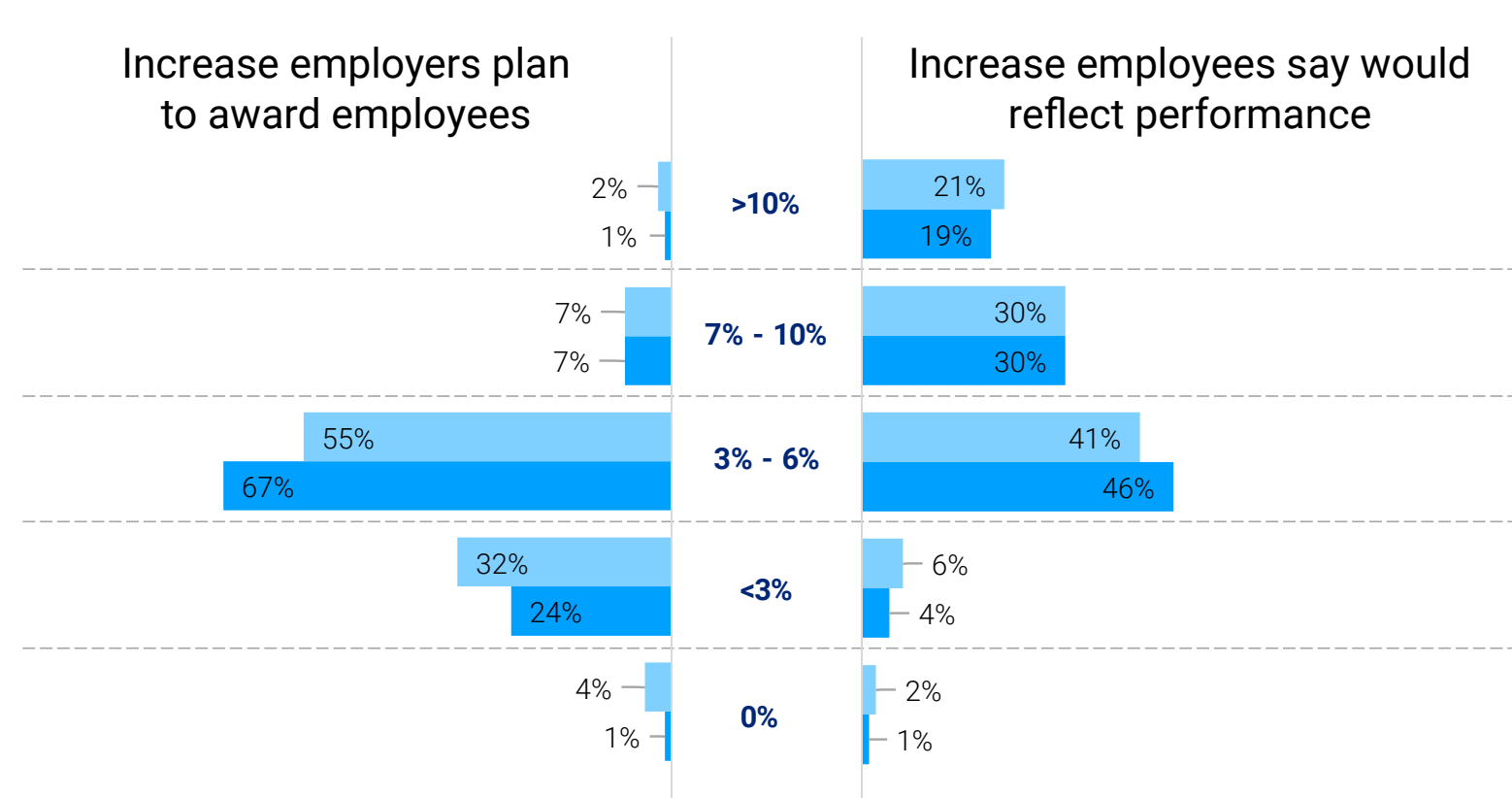
1. HR Advisors
2. HR Business Partners
3. Remuneration Specialists
4. WHS Specialists
5. HR and L&D Coordinators

New Zealand

1. HR Advisor
2. HR Business Partner
3. HR/Recruitment Coordinator
4. TA Consultant
5. ER Specialist

SALARY TRENDS

Pay rise intentions and expectations



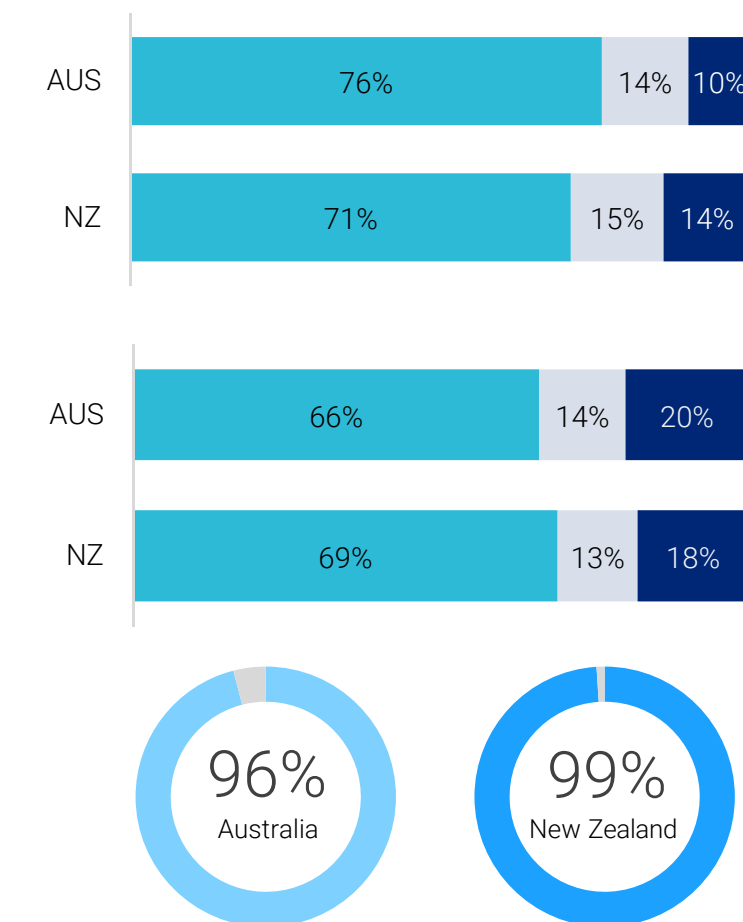
Those that believe pay rises should keep up with inflation

- Yes
- Neutral
- No

Employees who will ask for a pay rise

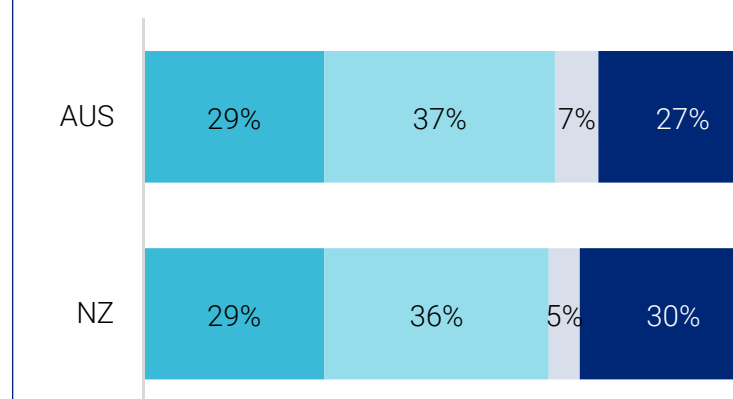
- Yes
- Unsure
- No

Employers who will offer higher salaries



Organisations that provide salary transparency

- Yes - All employees
- Yes - Some employees
- Unsure
- No



Top benefits employers are prioritising this year

Australia

- Training – either internal or external
- Career progression opportunities
- Ongoing learning and development

New Zealand

- Training – either internal or external
- Ongoing learning and development
- Career progression opportunities

	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		SENIOR HR BUSINESS PARTNER		HR BUSINESS PARTNER		SENIOR HR ADVISOR		HR ADVISOR		HR COORDINATOR		HR ADMIN	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	300	204 - 420	220	162 - 280	190	143 - 240	175	140 - 215	165	140 - 195	155	125 - 168	166	140 - 225	143	115 - 175	120	95 - 140	100	85 - 125	75	70 - 90	70	68 - 82
VIC - Melbourne	280	200 - 400	200	180 - 255	160	150 - 220	170	150 - 220	140	120 - 180	120	115 - 160	150	130 - 190	130	115 - 160	110	95 - 130	80	80 - 105	75	60 - 90	65	60 - 80
QLD - Brisbane	210	173 - 250	190	153 - 210	170	130 - 180	140	120 - 150	140	100 - 153	130	100 - 140	150	130 - 160	130	110 - 150	120	95 - 140	100	90 - 115	75	70 - 80	70	60 - 75
SA - Adelaide	250	200 - 300	220	170 - 250	180	150 - 210	175	150 - 200	170	130 - 190	135	120 - 160	150	130 - 180	135	110 - 160	135	110 - 160	100	90 - 120	70	65 - 90	70	60 - 80
WA - Perth	250	204 - 306	200	160 - 220	175	160 - 190	184	173 - 214	170	160 - 190	150	130 - 160	160	140 - 180	140	120 - 153	133	120 - 153	110	100 - 120	80	80 - 90	70	65 - 75
ACT - Canberra	224	153 - 255	200	163 - 255	163	140 - 184	143	140 - 184	128	125 - 153	130	110 - 170	140	110 - 150	117	102 - 133	117	102 - 133	92	82 - 112	80	70 - 90	70	65 - 80
NT - Darwin	204	184 - 235	184	163 - 204	163	143 - 184	153	138 - 163	140	128 - 150	140	128 - 150	133	117 - 148	117	102 - 138	117	99 - 138	82	71 - 102	85	70 - 90	65	60 - 71
TAS - Hobart/Launceston	200	170 - 255	180	150 - 230	160	140 - 180	170	150 - 200	170	130 - 190	135	120 - 150	120	110 - 150	120	95 - 140	115	95 - 135	85	75 - 95	70	60 - 80	65	55 - 75
New Zealand	250	180 - 300	194	138 - 255	163	128 - 204	153	130 - 184	133	125 - 180	128	110 - 143	150	120 - 180	135	115 - 160	117	92 - 133	84	71 - 102	70	60 - 75	60	55 - 65

NOTES

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New Zealand salaries are represented in New Zealand dollars.

	IR MANAGER		ER MANAGER		IR ADVISOR		ER ADVISOR		HR ANALYST		HR POLICY WRITERS		HEAD OF L&D/ L&D DIRECTOR		LEARNING & DEVELOPMENT MANAGER		LEARNING & DEVELOPMENT ADVISOR		LEARNING & DEVELOPMENT COORDINATOR		TRAINING MANAGER		TRAINER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	180	145 - 245	160	140 - 210	125	108 - 145	115	100 - 135	110	95 - 140	125	102 - 153	224	160 - 255	155	130 - 190	110	95 - 125	84	75 - 90	135	110 - 165	110	90 - 125
VIC - Melbourne	150	150 - 220	150	140 - 210	130	90 - 130	130	100 - 140	120	90 - 150	90	90 - 130	180	150 - 255	140	130 - 200	100	90 - 110	75	70 - 90	120	100 - 150	100	90 - 130
QLD - Brisbane	160	130 - 200	160	130 - 200	110	90 - 140	95	80 - 110	100	90 - 120	100	90 - 110	160	120 - 200	135	120 - 150	90	80 - 110	70	50 - 75	120	100 - 140	90	80 - 100
SA - Adelaide	170	130 - 200	170	130 - 200	120	100 - 140	120	100 - 140	105	85 - 125	105	85 - 130	180	150 - 220	150	120 - 200	100	90 - 120	90	70 - 100	125	100 - 150	100	90 - 130
WA - Perth	200	180 - 240	184	160 - 220	110	100 - 120	125	110 - 140	105	90 - 120	110	90 - 120	184	153 - 204	140	120 - 160	102	95 - 120	82	71 - 92	133	125 - 160	112	92 - 133
ACT - Canberra	133	112 - 143	133	112 - 143	102	92 - 122	102	92 - 112	92	77 - 102	100	90 - 130	200	150 - 250	130	110 - 200	105	95 - 130	92	85 - 100	110	95 - 145	100	90 - 135
NT - Darwin	133	112 - 163	122	102 - 143	122	102 - 143	92	77 - 122	92	77 - 122	92	82 - 102	153	122 - 204	122	92 - 143	92	82 - 102	71	66 - 92	102	82 - 122	87	71 - 102
TAS – Hobart/Launceston	140	120 - 165	140	120 - 165	110	90 - 130	110	90 - 130	100	80 - 120	95	85 - 105	155	140 - 205	135	110 - 160	90	80 - 110	75	65 - 85	125	90 - 150	90	75 - 120
New Zealand	150	110 - 180	150	110 - 180	107	92 - 122	107	92 - 122	90	80 - 110	102	82 - 122	179	122 - 224	128	97 - 148	97	87 - 128	70	60 - 82	122	92 - 153	92	71 - 112

NOTES

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	DIVERSITY MANAGER		DIVERSITY ADVISOR		RECRUITMENT MANAGER/ TALENT ACQUISITION MANAGER		RECRUITMENT ADVISOR		RECRUITMENT COORDINATOR		WORKFORCE PLANNER		CHANGE MANAGER		CHANGE ANALYST		INSTRUCTIONAL DESIGNER		ORGANISATIONAL DEVELOPMENT MANAGER		ORGANISATIONAL DEVELOPMENT ADVISOR		HEAD OF/ DIRECTOR REMUNERATION & BENEFITS	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	165	122 - 215	138	122 - 163	155	130 - 210	115	90 - 140	85	75 - 90	120	95 - 140	204	150 - 245	153	102 - 204	153	112 - 204	175	145 - 235	120	100 - 135	225	175 - 320
VIC - Melbourne	140	125 - 200	120	100 - 150	150	115 - 200	110	75 - 110	70	70 - 90	125	120 - 140	200	140 - 245	130	90 - 150	130	110 - 200	150	130 - 180	120	100 - 130	210	170 - 280
QLD - Brisbane	122	92 - 143	110	100 - 120	140	120 - 180	110	85 - 120	75	70 - 85	115	85 - 120	160	130 - 200	130	100 - 150	120	100 - 140	130	110 - 160	110	90 - 120	190	160 - 220
SA - Adelaide	135	110 - 160	120	100 - 150	150	120 - 200	110	90 - 120	80	70 - 90	100	85 - 125	160	140 - 200	135	95 - 155	120	100 - 140	140	120 - 170	120	95 - 140	200	155 - 230
WA - Perth	143	122 - 163	102	92 - 128	150	140 - 200	110	100 - 120	77	75 - 85	102	92 - 122	184	153 - 220	122	112 - 133	143	130 - 163	184	153 - 220	122	102 - 133	184	160 - 220
ACT - Canberra	130	110 - 160	102	85 - 122	135	140 - 200	110	95 - 130	90	80 - 105	135	105 - 170	200	160 - 250	128	102 - 184	105	95 - 130	200	160 - 250	128	102 - 165	184	122 - 204
NT - Darwin	107	92 - 133	87	77 - 102	110	90 - 130	82	71 - 92	66	61 - 82	92	71 - 112	133	102 - 163	102	82 - 122	112	92 - 133	133	102 - 153	92	71 - 112	153	122 - 214
TAS – Hobart/Launceston	135	100 - 160	120	90 - 150	120	110 - 150	100	80 - 120	70	60 - 80	100	85 - 125	160	135 - 200	130	95 - 150	120	95 - 155	135	110 - 160	120	95 - 145	180	150 - 230
New Zealand	140	110 - 160	105	90 - 120	125	120 - 160	90	85 - 120	65	60 - 75	95	85 - 110	150	120 - 180	112	92 - 133	128	102 - 163	150	120 - 180	117	92 - 143	179	153 - 224

NOTES

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	REMUNERATION & BENEFITS MANAGER		REMUNERATION & BENEFITS ADVISOR		HRIS ADVISOR		HR PROJECT MANAGER		HEAD OF WHS/ WHS DIRECTOR		HEALTH & WELLBEING MANAGER/OFFICER		WHS MANAGER		WHS ADVISOR		WHS COORDINATOR		INJURY/RTW MANAGER		INJURY/RTW ADVISOR		RTW COORDINATOR	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	170	145 - 218	120	99 - 135	105	90 - 130	160	125 - 200	250	200 - 300	150	120 - 170	150	130 - 180	120	100 - 130	90	80 - 100	135	110 - 145	110	90 - 130	90	80 - 100
VIC - Melbourne	150	140 - 180	110	90 - 125	90	85 - 120	140	110 - 160	250	200 - 280	150	90 - 170	150	130 - 180	105	90 - 120	80	70 - 90	110	100 - 120	90	85 - 110	75	60 - 80
QLD - Brisbane	133	92 - 153	95	90 - 110	90	85 - 105	130	110 - 150	170	150 - 200	140	110 - 150	140	120 - 160	95	90 - 120	80	70 - 85	115	100 - 130	85	80 - 100	80	70 - 95
SA - Adelaide	140	100 - 170	115	90 - 130	100	80 - 120	130	110 - 180	210	190 - 260	125	100 - 150	125	100 - 150	100	80 - 130	90	75 - 100	120	90 - 140	100	80 - 120	90	80 - 100
WA - Perth	160	140 - 180	122	102 - 140	120	110 - 133	143	122 - 184	184	155 - 220	125	100 - 140	153	122 - 184	97	87 - 112	95	85 - 110	120	90 - 140	82	77 - 92	85	75 - 95
ACT - Canberra	133	112 - 153	92	82 - 102	87	77 - 122	140	120 - 165	190	160 - 220	100	90 - 120	130	100 - 145	92	82 - 102	85	70 - 100	130	110 - 160	105	90 - 130	85	75 - 95
NT - Darwin	122	92 - 143	82	66 - 92	82	66 - 92	112	92 - 133	153	122 - 184	122	102 - 143	122	92 - 143	92	82 - 102	77	66 - 87	112	102 - 143	92	82 - 102	71	61 - 82
TAS – Hobart/Launceston	130	95 - 160	105	80 - 120	90	75 - 110	120	100 - 150	200	170 - 250	120	100 - 150	120	110 - 150	90	75 - 110	85	70 - 100	90	80 - 110	80	70 - 90	80	70 - 90
New Zealand	120	92 - 143	87	80 - 112	82	66 - 102	122	92 - 143	150	120 - 184	115	100 - 140	130	100 - 150	90	75 - 110	70	65 - 80	92	61 - 122	77	61 - 87	65	55 - 70

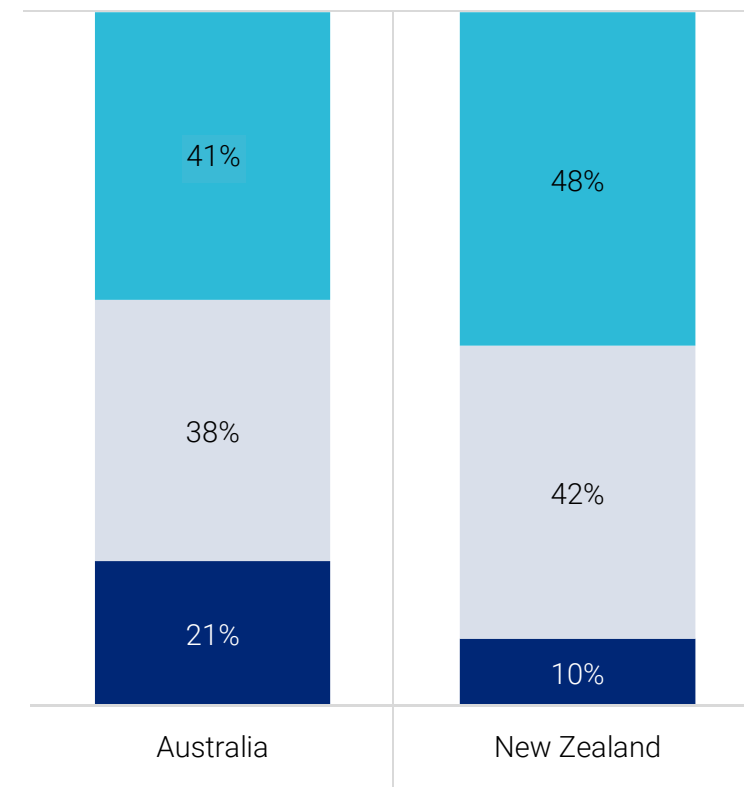
NOTES

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TURNOVER AND HIRING INTENTIONS

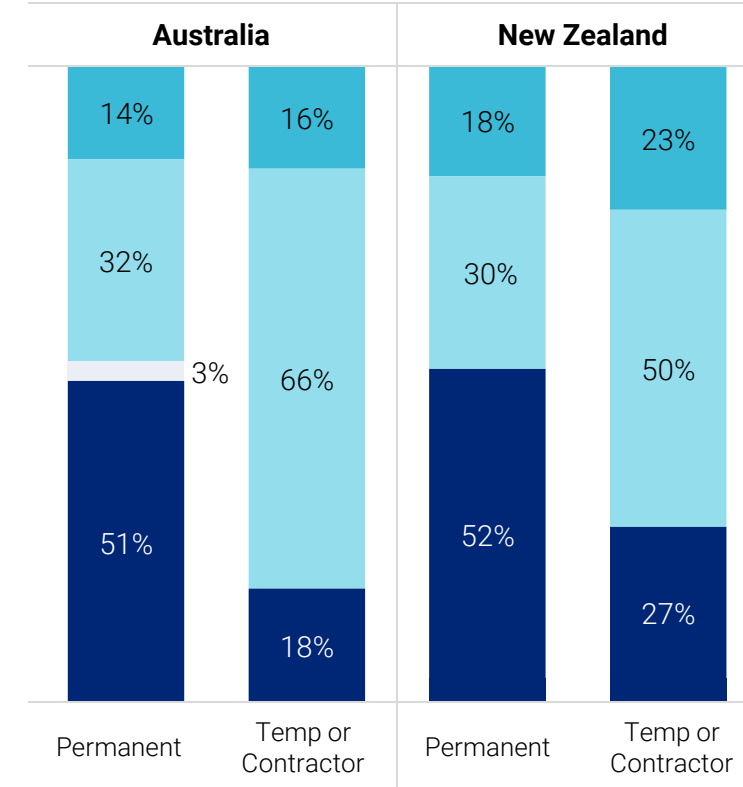
Employees that intend to remain with their current employer

- Yes
- Maybe
- No



Employers attitude towards increasing headcounts

- Increase
- Remain the same
- Unsure
- Decrease



Top factors driving turnover

- Rising cost of living
- An uncompetitive salary
- Lack of promotional opportunities



Employees top career priorities

- A pay rise
- Being able to work flexibly
- Learning or developing technical skills

Top 5 jobs employers need to fill

Australia

- Property and Casualty Underwriters
- Commercial Brokers
- Liability Claims Consultants
- SME Underwriters
- Workers Compensation Specialists

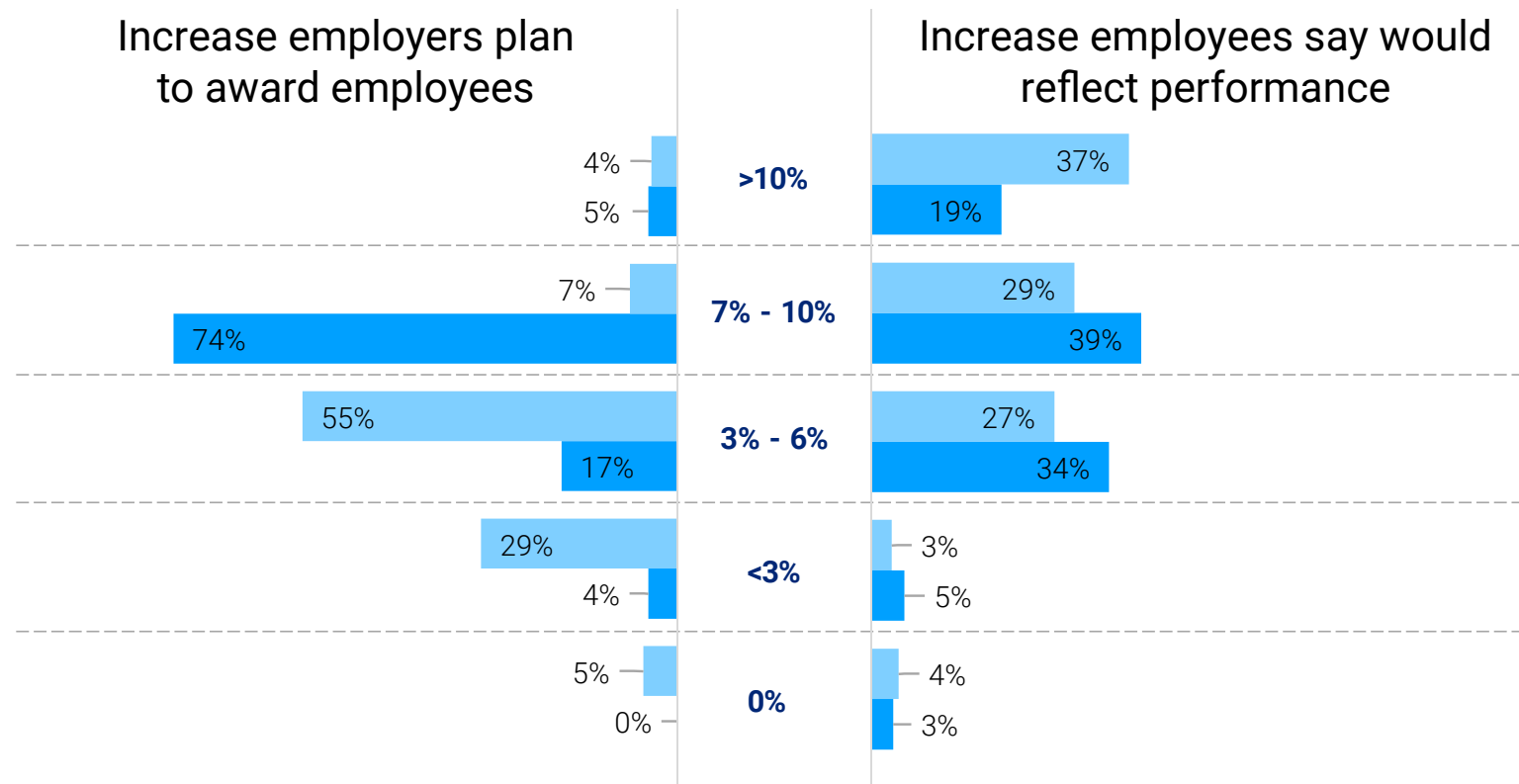
New Zealand

- Claims Consultants
- Loss Adjusters
- Broker Support
- Compliance Specialist
- Brokers

SALARY TRENDS

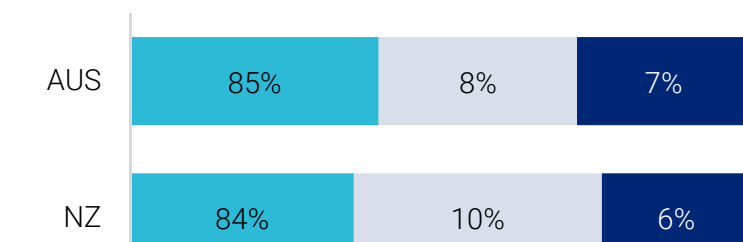
Pay rise intentions and expectations

- Australia
- New Zealand



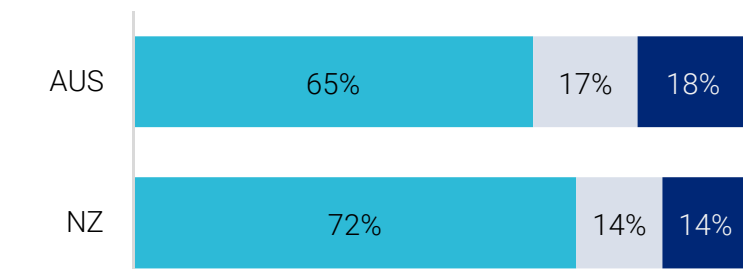
Those that believe pay rises should keep up with inflation

- Yes
- Neutral
- No

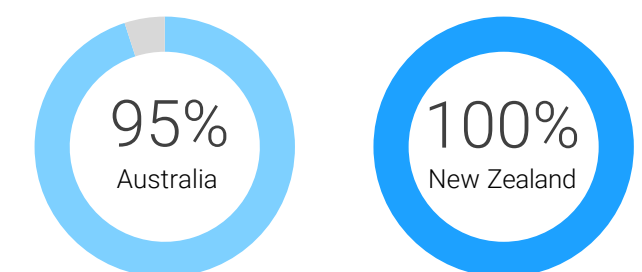


Employees who will ask for a pay rise

- Yes
- Unsure
- No

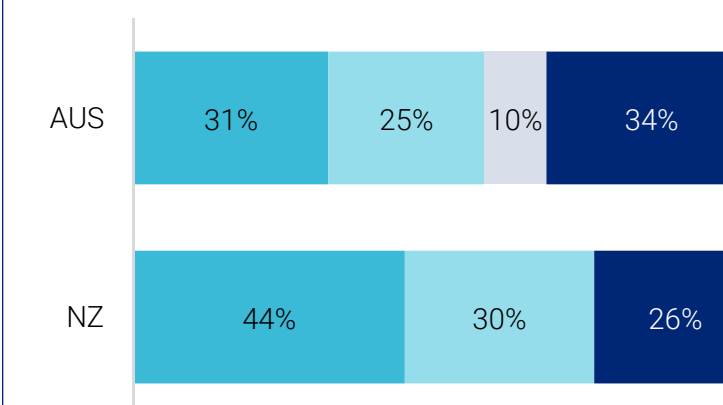


Employers who will offer higher salaries



Organisations that provide salary transparency

- Yes - All employees
- Yes - Some employees
- Unsure
- No



Top benefits employers are prioritising this year

Australia

- Training – either internal or external
- Ongoing learning and development
- Career progression opportunities

New Zealand

- Wellbeing leave
- Training – either internal or external
- Financial support for professional study

GENERAL INSURANCE

	UNDERWRITING ASSISTANT		COMMERCIAL UNDERWRITER		BUSINESS DEVELOPMENT UNDERWRITER		SENIOR TECHNICAL UNDERWRITER		UNDERWRITING MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	65	60 - 70	110	90 - 130	105	90 - 120	135	120 - 170	170	150 - 200
VIC - Melbourne	61	55 - 56	98	80 - 130	100	85 - 120	110	110 - 170	150	130 - 210
QLD - Brisbane, Gold Coast & Sunshine Coast	57	55 - 65	75	70 - 110	95	80 - 100	90	75 - 110	115	100 - 140
SA - Adelaide	56	55 - 56	77	66 - 102	95	80 - 110	90	75 - 110	110	100 - 125
WA - Perth	55	55 - 58	82	77 - 92	NA	NA - NA	110	100 - 130	135	110 - 150
ACT - Canberra	55	55 - 56	75	66 - 82	95	80 - 110	85	75 - 100	105	100 - 120
New Zealand	60	55 - 65	90	66 - 122	100	80 - 120	122	80 - 150	145	105 - 185

NOTES

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GENERAL INSURANCE

	DOMESTIC CLAIMS ASSESSOR		COMMERCIAL CLAIMS ASSESSOR		SENIOR TECHNICAL CLAIMS ASSESSOR		CLAIMS TEAM LEADER		HEAD OF CLAIMS	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	65	60 - 70	77	65 - 85	105	90 - 120	100	90 - 120	180	140 - 220
VIC - Melbourne	65	60 - 70	68	65 - 85	100	80 - 120	95	85 - 120	180	140 - 220
QLD - Brisbane, Gold Coast & Sunshine Coast	55	50 - 60	65	57 - 78	95	80 - 110	90	80 - 102	160	120 - 170
SA - Adelaide	61	57 - 61	66	61 - 77	95	80 - 105	90	80 - 102	150	120 - 180
WA - Perth	57	57 - 60	70	61 - 77	90	80 - 100	95	82 - 102	NA	NA - NA
ACT - Canberra	57	57 - 60	66	61 - 77	90	80 - 100	92	85 - 102	NA	NA - NA
TAS - Hobart	57	57 - 60	66	63 - 77	92	80 - 107	92	82 - 102	NA	NA - NA
NT - Darwin	57	57 - 60	65	61 - 77	89	80 - 102	89	80 - 102	NA	NA - NA
New Zealand	60	55 - 66	68	56 - 78	87	71 - 110	92	65 - 112	110	90 - 150

INSURANCE BROKING

	ASSISTANT ACCOUNT EXECUTIVE		ACCOUNT EXECUTIVE		SENIOR ACCOUNT EXECUTIVE		ACCOUNT MANAGER		ACCOUNT DIRECTOR	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	66	60 - 70	83	72 - 90	110	90 - 120	110	90 - 125	180	155 - 210
VIC - Melbourne	57	52 - 66	90	72 - 110	110	90 - 120	100	90 - 140	180	155 - 210
QLD - Brisbane, Gold Coast & Sunshine Coast	52	52 - 60	66	65 - 80	90	75 - 105	100	90 - 115	140	110 - 160
SA - Adelaide	52	52 - 56	66	61 - 71	90	80 - 115	105	85 - 115	170	150 - 200
WA - Perth	52	52 - 55	70	60 - 75	90	80 - 100	90	80 - 100	150	130 - 170
ACT - Canberra	55	52 - 60	60	55 - 71	90	80 - 100	NA	NA - NA	140	120 - 170
TAS - Hobart	52	52 - 56	61	56 - 71	85	70 - 95	110	90 - 130	170	140 - 180
NT - Darwin	52	52 - 56	61	55 - 66	NA	NA - NA	NA	NA - NA	NA	NA - NA
New Zealand	55	50 - 66	65	60 - 78	87	72 - 115	105	90 - 120	150	110 - 180

LOSS ADJUSTING/LOSS ASSESSING

	LOSS ASSESSOR/ ADJUSTOR		SENIOR LOSS ASSESSOR/ ADJUSTOR		TECHNICAL/ SPECIALIST LOSS ASSESSOR/ ADJUSTOR		ASSESSING MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	63	60 - 75	82	75 - 90	110	90 - 130	120	112 - 145
VIC - Melbourne	57	57 - 72	75	68 - 90	85	77 - 95	130	90 - 160
QLD - Brisbane, Gold Coast & Sunshine Coast	57	57 - 71	71	63 - 84	82	77 - 94	92	85 - 115
SA - Adelaide	57	57 - 60	57	57 - 60	69	57 - 71	84	69 - 84
WA - Perth	57	57 - 60	65	60 - 80	87	77 - 102	115	92 - 135
ACT - Canberra	57	57 - 60	66	60 - 75	77	60 - 82	84	77 - 92
TAS - Hobart	57	57 - 60	57	57 - 61	66	57 - 77	84	77 - 92
NT - Darwin	57	57 - 60	57	57 - 60	69	57 - 71	82	69 - 90
New Zealand	75	56 - 88	91	80 - 120	122	82 - 143	128	82 - 148

NOTES

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

WORKERS COMPENSATION

	CLAIMS ASSESSOR		CASE MANAGER		SENIOR CASE MANAGER		TEAM LEADER		MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	65	61 - 70	80	70 - 95	95	90 - 120	105	95 - 120	140	120 - 150
VIC - Melbourne	60	55 - 65	75	65 - 88	95	85 - 115	100	90 - 120	125	110 - 150
QLD - Brisbane, Gold Coast & Sunshine Coast	56	55 - 67	60	60 - 70	75	65 - 85	71	66 - 90	90	80 - 105
SA - Adelaide	56	55 - 61	65	55 - 70	66	65 - 71	70	62 - 80	75	70 - 80
WA - Perth	58	55 - 65	71	60 - 75	85	76 - 92	87	82 - 92	120	92 - 150
ACT - Canberra	65	55 - 70	71	60 - 87	77	66 - 92	87	80 - 100	102	84 - 122
New Zealand	66	55 - 77	75	60 - 92	82	71 - 100	92	63 - 102	102	80 - 133

NOTES

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

LIFE INSURANCE

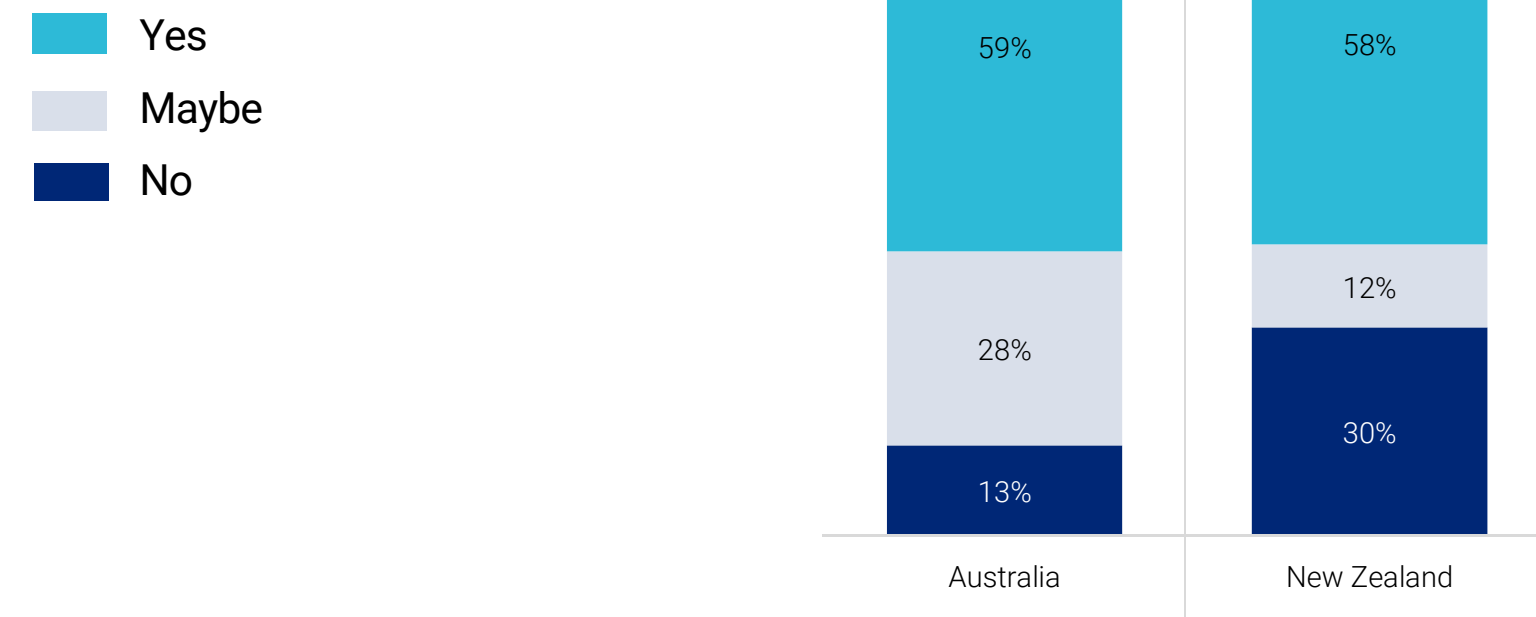
	CLAIMS ADMINISTRATOR		CLAIMS ASSESSOR		SENIOR CLAIMS ASSESSOR		CLAIMS TEAM LEADER		HEAD OF CLAIMS		UNDERWRITING ASSISTANT		UNDERWRITER		SENIOR UNDERWRITER		UNDERWRITING MANAGER		CHIEF UNDERWRITER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	62	55 - 70	87	80 - 95	115	100 - 130	135	120 - 150	200	150 - 250	65	60 - 75	95	80 - 110	130	110 - 150	170	140 - 200	200	180 - 250
VIC - Melbourne	60	55 - 65	80	75 - 85	100	90 - 120	110	95 - 125	200	150 - 250	65	57 - 70	85	75 - 105	130	110 - 150	150	130 - 180	200	180 - 240
QLD - Brisbane, Gold Coast & Sunshine Coast	55	52 - 65	61	60 - 80	75	67 - 87	80	75 - 105	160	120 - 180	60	55 - 70	71	66 - 82	92	84 - 102	92	84 - 120	110	100 - 145
SA - Adelaide	52	52 - 55	61	55 - 66	73	64 - 85	75	70 - 85	180	150 - 250	56	55 - 60	66	57 - 71	87	71 - 92	92	84 - 102	110	100 - 130
WA - Perth	52	52 - 55	60	55 - 65	75	69 - 80	75	70 - 87	NA	NA - NA	55	55 - 60	70	60 - 75	87	77 - 97	122	92 - 143	133	102 - 153
ACT - Canberra	52	52 - 55	65	60 - 70	90	70 - 85	80	70 - 95	NA	NA - NA	60	55 - 60	71	66 - 82	92	85 - 102	102	84 - 122	110	100 - 130
New Zealand	60	55 - 65	65	52 - 82	85	66 - 102	90	68 - 102	170	110 - 200	51	50 - 66	82	61 - 102	128	92 - 153	143	102 - 163	163	143 - 194

NOTES

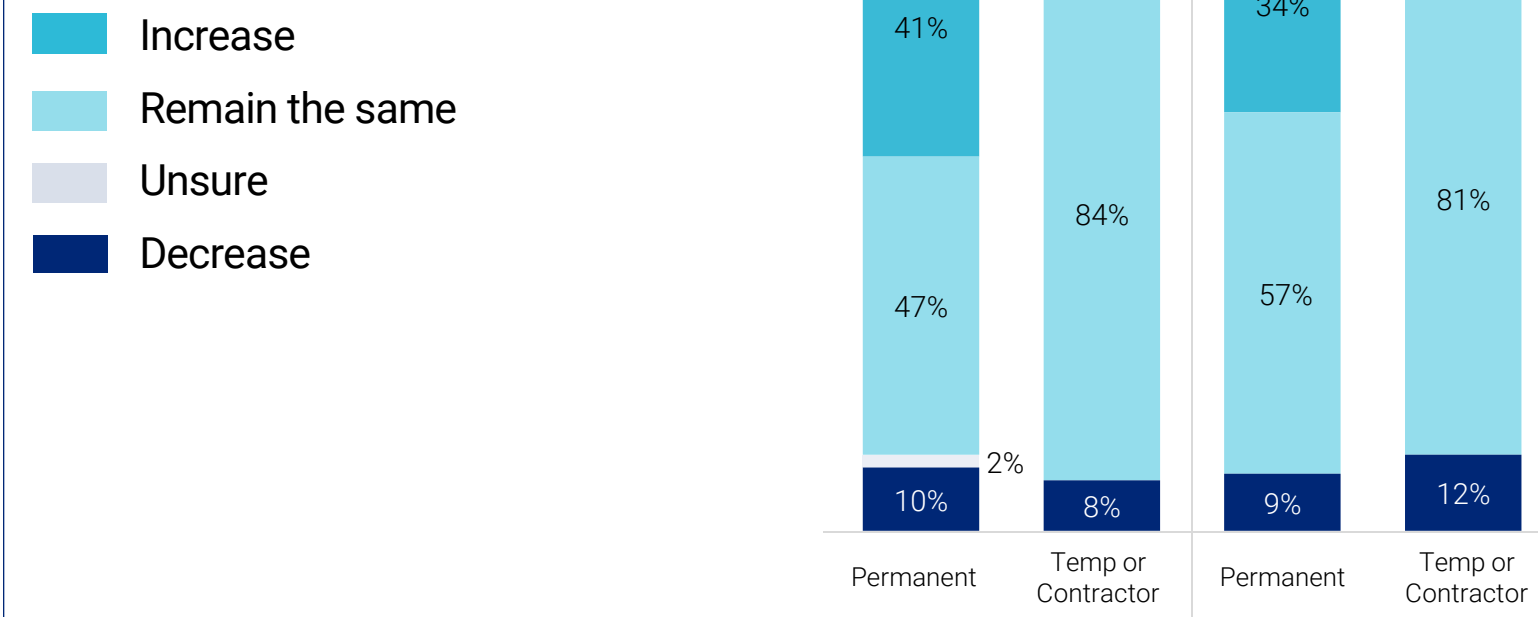
All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ).
 New Zealand salaries are represented in New Zealand dollars.
 All salaries are representative of the total package value.

TURNOVER AND HIRING INTENTIONS

Employees that intend to remain with their current employer



Employers attitude towards increasing headcounts



Top factors driving turnover

- An uncompetitive salary
- Lack of promotional opportunities
- Rising cost of living

Employees top career priorities

- A pay rise
- Learning or developing technical skills
- Being able to work flexibly

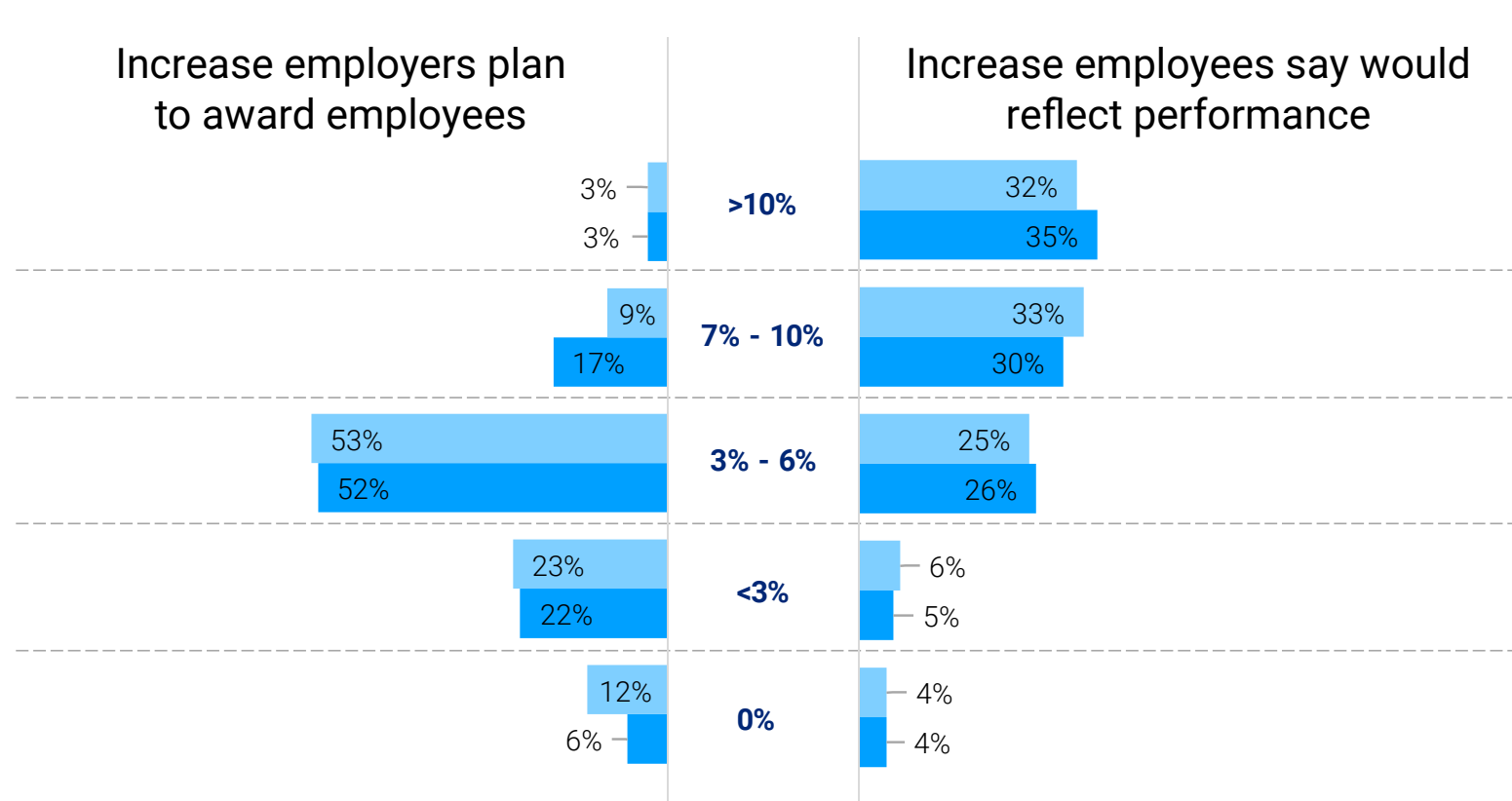
Top 5 jobs employers need to fill

- Australia**
1. Commercial Litigation
 2. Commercial Property
 3. Family Law
 4. Inhouse Counsel
 5. Commercial / Corporate

- New Zealand**
1. Commercial Litigation
 2. Commercial Property
 3. Family Law
 4. Inhouse Counsel
 5. Commercial / Corporate

SALARY TRENDS

Pay rise intentions and expectations



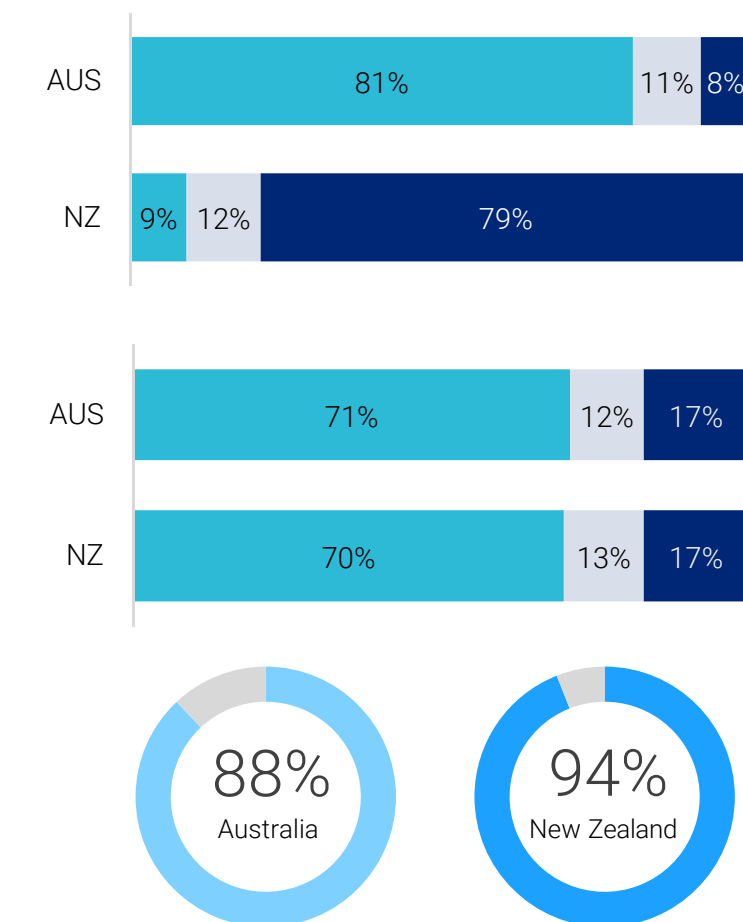
Those that believe pay rises should keep up with inflation

- Yes
- Neutral
- No

Employees who will ask for a pay rise

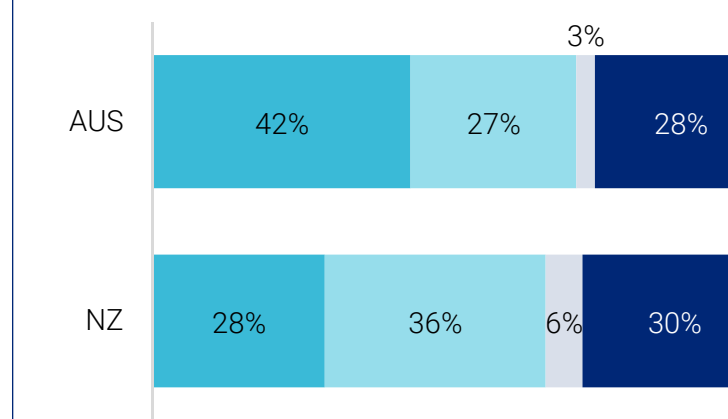
- Yes
- Unsure
- No

Employers who will offer higher salaries



Organisations that provide salary transparency

- Yes - All employees
- Yes - Some employees
- Unsure
- No



Top benefits employers are prioritising this year

- Australia**
- Training – either internal or external
 - Above mandatory paid parental leave
 - Ongoing learning and development
- New Zealand**
- Career progression opportunities
 - Training – either internal or external
 - Mental and physical health and wellbeing programs

PRIVATE PRACTICE - TOP TIER

	PARALEGAL		GRADUATE		0-1 YEARS P.A.E		1-2 YEARS P.A.E		2-3 YEARS P.A.E		3-4 YEARS P.A.E		4 - 5 YEARS P.A.E	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	75	65 - 100	80	70 - 90	85	80 - 95	100	90 - 110	115	100 - 125	130	120 - 145	145	135 - 155
VIC - Melbourne	80	65 - 90	80	70 - 90	85	80 - 95	95	85 - 110	115	100 - 125	125	115 - 145	140	130 - 150
QLD - Brisbane	67	65 - 90	70	65 - 85	75	70 - 90	80	75 - 100	90	85 - 110	105	90 - 130	130	115 - 140
WA - Perth	62	55 - 80	65	60 - 75	70	60 - 80	75	70 - 90	90	80 - 100	100	90 - 115	115	100 - 135
ACT - Canberra	75	65 - 80	65	60 - 70	85	70 - 90	90	80 - 100	100	95 - 110	110	95 - 120	140	120 - 150
NZ - Auckland	67	55 - 75	56	52 - 60	60	58 - 68	70	65 - 75	85	75 - 93	95	85 - 110	115	100 - 125
NZ - Christchurch Wellington	65	52 - 72	52	48 - 55	58	55 - 65	65	60 - 70	80	72 - 88	90	80 - 100	110	95 - 125

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.
 Equity partner salary is representative of profit drawing rather than base plus superannuation.

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

- Parking
- Vehicle expenses

PRIVATE PRACTICE - TOP TIER

	5 - 6 YEARS P.A.E		6 YEARS + P.A.E		SENIOR ASSOCIATE		SPECIAL COUNSEL		SALARIED PARTNER		EQUITY PARTNER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	160	140 - 170	175	160 - 190	200	170 - 250	280	NA	350+	NA	850+	NA - NA
VIC - Melbourne	155	140 - 170	170	160 - 185	190	160 - 250	260	230 - 300	270	NA	520	NA - NA
QLD - Brisbane	145	120 - 160	160	130 - 175	180	145 - 250	200	185 - 260	280	NA	600	NA - NA
WA - Perth	130	110 - 150	140	120 - 170	165	145 - 220	220	190 - 260	280	NA	550	NA - NA
ACT - Canberra	160	140 - 170	170	150 - 190	185	165 - 200	200	NA	250	NA	400	NA - NA
NZ - Auckland	130	110 - 155	148	130 - 170	175	150 - 210	210	NA	210	NA	360	NA - NA
NZ - Christchurch Wellington	120	100 - 140	142	135 - 155	160	140 - 190	190	NA	190	NA	260	NA - NA

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.
 Equity partner salary is representative of profit drawing rather than base plus superannuation.

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

- Parking
- Vehicle expenses

PRIVATE PRACTICE - MID TIER

	PARALEGAL		GRADUATE		0-1 YEARS P.A.E		1-2 YEARS P.A.E		2-3 YEARS P.A.E		3-4 YEARS P.A.E		4 - 5 YEARS P.A.E	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	70	60 - 85	70	65 - 80	75	70 - 85	85	75 - 95	100	90 - 110	115	100 - 130	130	120 - 140
VIC - Melbourne	70	60 - 85	70	65 - 80	75	70 - 85	85	75 - 90	100	90 - 110	110	100 - 125	120	110 - 140
QLD - Brisbane	65	60 - 82	70	65 - 80	75	70 - 83	80	75 - 85	95	80 - 110	110	85 - 125	110	90 - 140
WA - Perth	65	55 - 75	65	60 - 75	65	60 - 75	75	70 - 80	77	70 - 85	95	80 - 105	105	95 - 130
ACT - Canberra	75	60 - 80	75	60 - 70	80	70 - 80	80	75 - 90	98	90 - 110	105	90 - 120	130	120 - 135
NZ - Auckland	67	55 - 75	56	52 - 60	60	58 - 68	70	65 - 75	85	75 - 93	105	90 - 120	115	100 - 125
NZ - Christchurch Wellington	65	52 - 72	52	48 - 55	58	55 - 65	65	60 - 70	80	72 - 88	100	85 - 120	110	95 - 125

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.
 Equity partner salary is representative of profit drawing rather than base plus superannuation.

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

- * Parking
- * Vehicle expenses

PRIVATE PRACTICE - MID TIER

	5 - 6 YEARS P.A.E		6 YEARS + P.A.E		SENIOR ASSOCIATE		SPECIAL COUNSEL		SALARIED PARTNER		EQUITY PARTNER*	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	148	130 - 155	160	145 - 175	185	160 - 220	230	NA	250+	NA	350	NA
VIC - Melbourne	140	130 - 150	160	140 - 170	185	160 - 220	225	200 - 250	220	NA	290	NA
QLD - Brisbane	125	120 - 150	150	125 - 165	175	140 - 200	183	150 - 250	250	NA	300	NA
WA - Perth	125	105 - 140	130	120 - 160	150	135 - 180	185	160 - 220	240	NA	290	NA
ACT - Canberra	148	130 - 155	158	145 - 175	170	158 - 200	180	NA	200	NA	300	NA
NZ - Auckland	130	110 - 155	145	130 - 170	160	150 - 200	200	NA	190	NA	235	NA
NZ - Christchurch Wellington	120	100 - 140	142	135 - 155	155	145 - 180	180	NA	180	NA	195	NA

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.
 Equity partner salary is representative of profit drawing rather than base plus superannuation.
 * Due to salary variances based on experience levels and different areas and tiers of law we recommend reaching out to your local consultant for further guidance.

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

- * Parking
- * Vehicle expenses

PRIVATE PRACTICE - SMALL PRACTICES

	PARALEGAL		GRADUATE		0-1 YEARS P.A.E		1-2 YEARS P.A.E		2-3 YEARS P.A.E		3-4 YEARS P.A.E		4 - 5 YEARS P.A.E	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	60	55 - 80	65	58 - 70	70	63 - 80	80	70 - 90	90	80 - 105	110	90 - 120	125	105 - 135
VIC - Melbourne	65	55 - 75	65	60 - 70	73	65 - 80	80	70 - 90	85	75 - 100	100	90 - 115	112	100 - 125
QLD - Brisbane	65	58 - 85	65	62 - 70	70	65 - 75	80	70 - 85	85	75 - 100	105	85 - 115	115	90 - 125
WA - Perth	60	55 - 65	60	57 - 65	62	57 - 70	67	60 - 70	70	62 - 85	85	75 - 95	90	80 - 110
ACT - Canberra	68	60 - 75	64	60 - 70	70	63 - 80	78	70 - 90	90	80 - 100	95	90 - 115	125	100 - 135
NZ - Auckland	65	50 - 70	56	50 - 62	60	55 - 65	65	60 - 70	80	65 - 90	85	75 - 95	100	80 - 115
NZ - Christchurch Wellington	60	48 - 65	53	48 - 60	55	50 - 60	60	55 - 65	75	65 - 85	85	75 - 95	95	80 - 110

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.
 Equity partner salary is representative of profit drawing rather than base plus superannuation.

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

- * Parking
- * Vehicle expenses

PRIVATE PRACTICE - SMALL PRACTICES

	5 - 6 YEARS P.A.E		6 YEARS + P.A.E		SENIOR ASSOCIATE		SPECIAL COUNSEL		SALARIED PARTNER		EQUITY PARTNER*	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	140	125 - 150	155	140 - 165	175	150 - 200	200	180 - 225	220	NA - NA	300	NA - NA
VIC - Melbourne	130	120 - 140	140	130 - 155	170	150 - 190	190	170 - 210	180	NA - NA	230	NA - NA
QLD - Brisbane	130	105 - 138	140	110 - 145	160	115 - 170	145	135 - 170	180	NA - NA	230	NA - NA
WA - Perth	100	85 - 125	110	95 - 130	125	110 - 155	150	135 - 170	190	NA - NA	240	NA - NA
ACT - Canberra	140	120 - 150	150	140 - 165	165	150 - 200	145	NA	175	NA - NA	200	NA - NA
NZ - Auckland	110	95 - 130	125	105 - 150	140	120 - 160	160	NA	170	NA - NA	190	NA - NA
NZ - Christchurch Wellington	120	90 - 140	115	105 - 135	135	120 - 160	150	NA	150	NA - NA	160	NA - NA

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.
 Equity partner salary is representative of profit drawing rather than base plus superannuation.

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

- * Parking
- * Vehicle expenses

IN-HOUSE

	PARALEGAL		0-1 YEARS P.A.E		LEGAL COUNSEL 1-2 YR P.A.E		LEGAL COUNSEL 2-3 YEARS P.A.E		LEGAL COUNSEL 3-4 YEARS P.A.E		LEGAL COUNSEL 4 - 5 YEARS P.A.E		LEGAL COUNSEL 5 - 6 YEARS P.A.E		LEGAL COUNSEL 6+ YEARS P.A.E		SENIOR LEGAL COUNSEL		GENERAL COUNSEL	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	75	65 - 115	80	70 - 90	85	80 - 100	110	90 - 120	130	105 - 140	140	125 - 150	155	140 - 170	170	160 - 185	210	180 - 240	300+	250+ - 400+
VIC - Melbourne	80	65 - 100	80	70 - 90	90	80 - 100	110	90 - 120	125	110 - 140	140	125 - 150	160	150 - 170	175	160 - 185	210	180 - 240	NA	NA
QLD - Brisbane	70	65 - 85	65	60 - 83	72	68 - 90	100	85 - 110	95	85 - 135	130	110 - 145	140	115 - 160	160	120 - 175	180	135 - 240	250	NA
WA - Perth	70	57 - 80	65	55 - 70	75	65 - 85	90	80 - 100	110	85 - 135	120	100 - 145	140	120 - 160	160	130 - 175	180	140 - 220	275	NA
ACT - Canberra	75	60 - 85	78	70 - 85	85	75 - 95	95	90 - 115	120	90 - 130	135	120 - 140	150	135 - 170	160	150 - 170	170	165 - 200	180	NA
NZ - Auckland	68	55 - 80	68	58 - 75	72	62 - 85	85	75 - 105	110	88 - 130	120	100 - 145	150	120 - 165	180	140 - 205	200	160 - 230	230	NA
NZ - Christchurch Wellington	65	52 - 75	65	55 - 72	68	56 - 80	80	70 - 105	105	82 - 120	115	90 - 130	140	110 - 160	160	140 - 180	180	150 - 210	190	NA

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.
 Equity partner salary is representative of profit drawing rather than base plus superannuation.

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

- Car
- Bonuses
- Vehicle expenses

COMPANY SECRETERIAL

	ASSISTANT COMPANY SECRETARY Unlisted company		ASSISTANT COMPANY SECRETARY Listed company		COMPANY SECRETARY Unlisted company		COMPANY SECRETARY Listed company	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	125	90 - 160	150	110 - 180	180	150 - 220	240	180 - 280+
VIC - Melbourne	110	90 - 130	140	110 - 180	160	140 - 200	220	180 - 250+
QLD - Brisbane	87	80 - 120	143	112 - 180	147	115 - 180	220	150 - 250
WA - Perth	100	80 - 115	120	100 - 145	150	125 - 175	185	150 - 220
ACT - Canberra	NA	NA	NA	NA	NA	NA	NA	NA
New Zealand	NA	NA	NA	NA	NA	NA	NA	NA

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.
 Equity partner salary is representative of profit drawing rather than base plus superannuation.

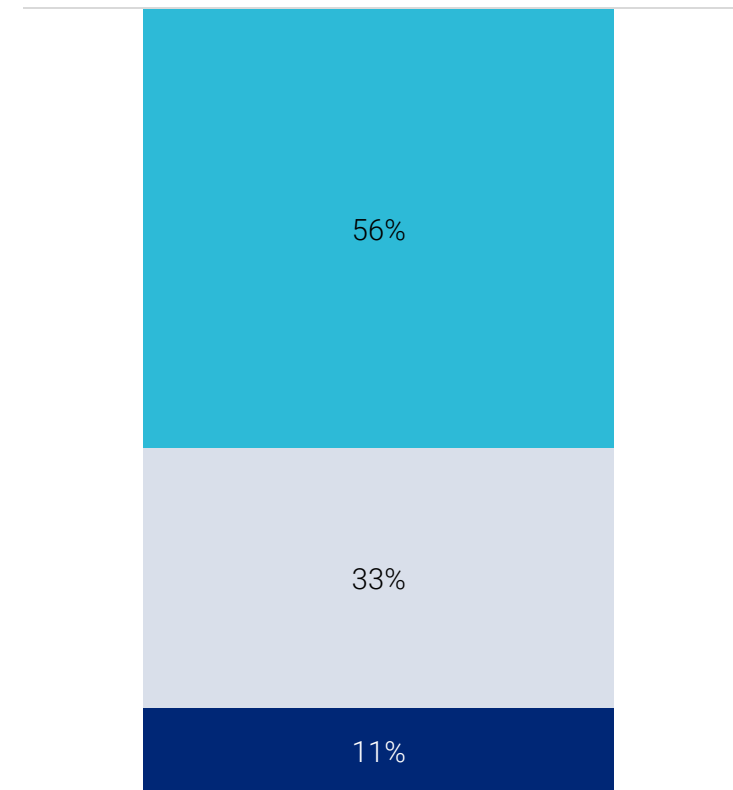
POTENTIAL BENEFITS THAT MAY BE INCLUDED ON TOP OF BASE SALARIES SHOWN

- Car
- Bonuses
- Vehicle expenses

TURNOVER AND HIRING INTENTIONS

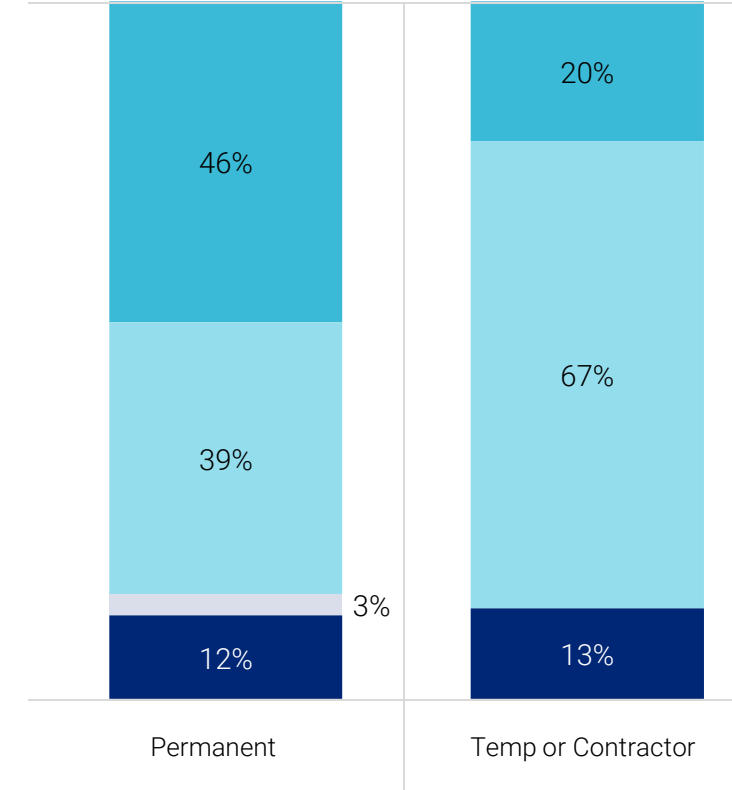
Employees that intend to remain with their current employer

- Yes
- Maybe
- No



Employers attitude towards increasing headcounts

- Increase
- Remain the same
- Unsure
- Decrease



Top factors driving turnover

- An uncompetitive salary
- Rising cost of living
- Lack of promotional opportunities

Employees top career priorities

- A pay rise
- Learning or developing technical skills
- Being able to work flexibly

* Australia data only

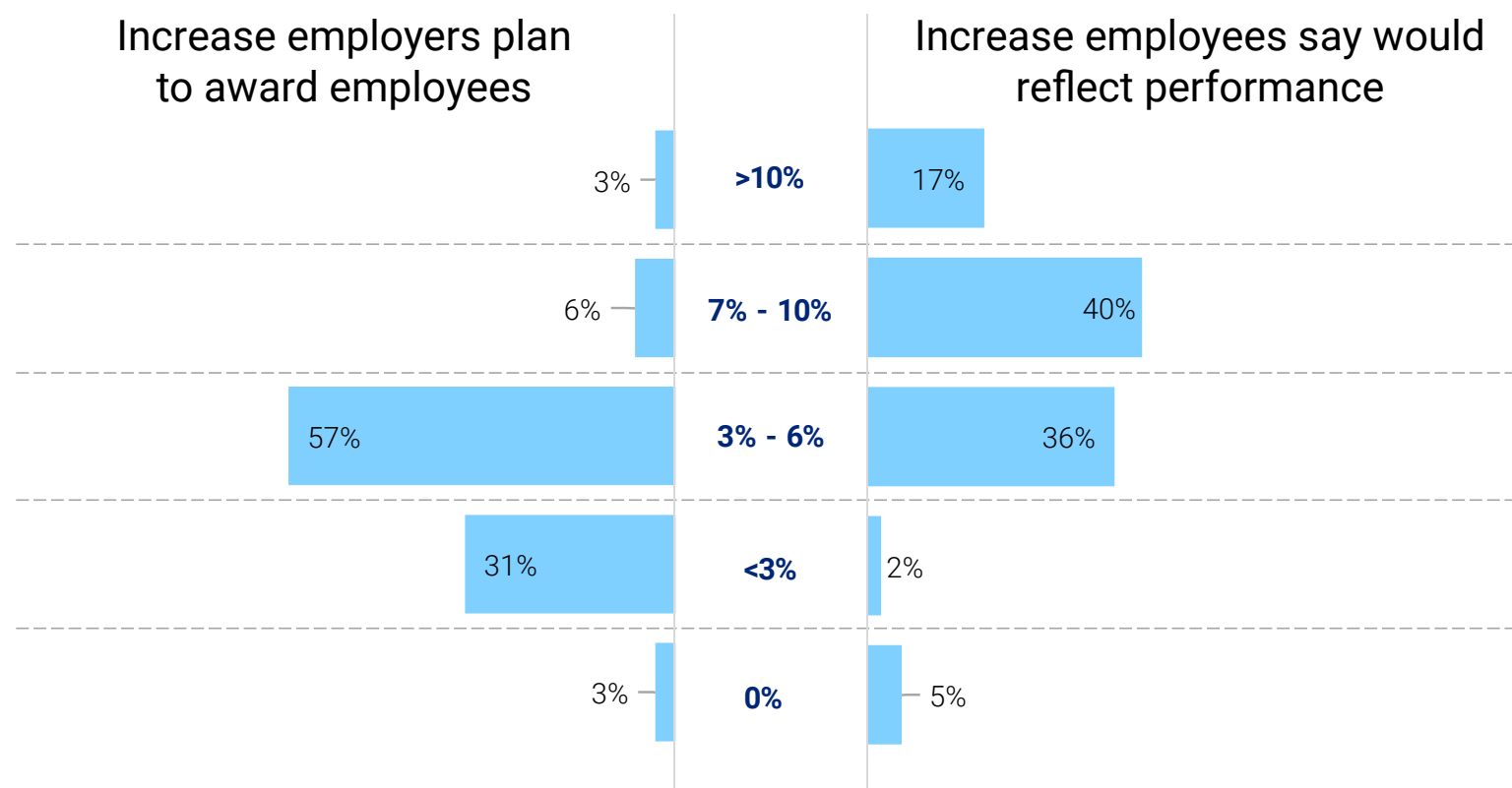
Top 5 jobs employers need to fill

1. Clinical Research Associates
2. Clinical Research Project Managers
3. Regulatory Affairs Managers
4. Quality Managers
5. Business Development Managers

SALARY TRENDS

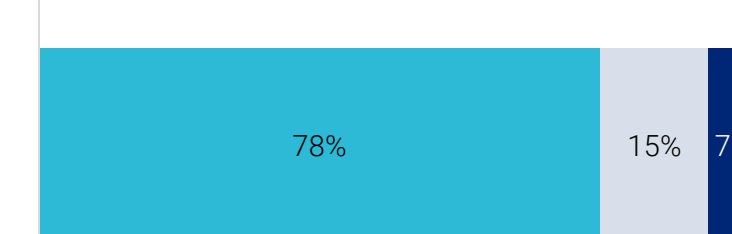
Pay rise intentions and expectations

■ Australia



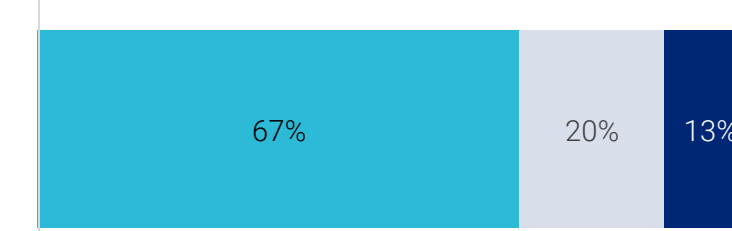
Those that believe pay rises should keep up with inflation

- Yes
- Neutral
- No

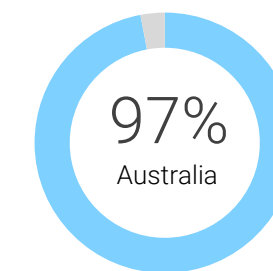


Employees who will ask for a pay rise

- Yes
- Unsure
- No

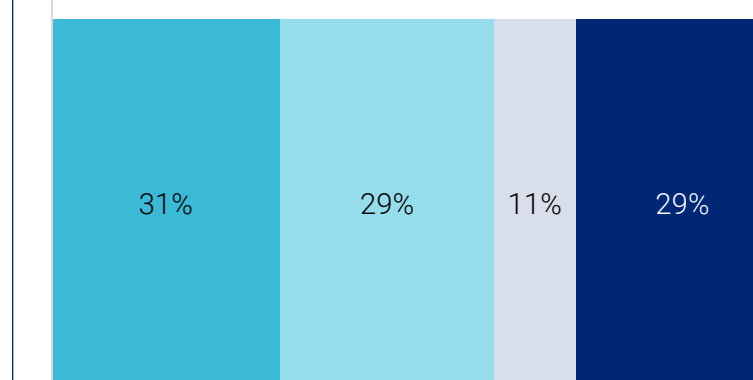


Employers who will offer higher salaries



Organisations that provide salary transparency

- Yes - All employees
- Yes - Some employees
- Unsure
- No



Top benefits employers are prioritising this year

- Training – either internal or external
- Career progression opportunities
- Ongoing learning and development

OPERATIONS

	CLINICAL TRIAL ADMINISTRATOR		CRA*		SENIOR CRA*		LEAD/PRINCIPAL CRA*		CLINICAL DATA MANAGER		CLINICAL PROJECT MANAGER*		SENIOR CLINICAL PROJECT MANAGER*		CLINICAL OPERATIONS MANAGER*		CLINICAL DIRECTOR/ HEAD OF CLINICAL *	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
Australia	75	65 - 90	90	75 - 105	112	95 - 135	120	115 - 135	102	82 - 128	140	125 - 150	155	145 - 170	140	120 - 160	200	180 - 225

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.

	REGULATORY AFFAIRS ASSISTANT		REGULATORY AFFAIRS ASSOCIATE		SENIOR REGULATORY AFFAIRS ASSOCIATE*		REGULATORY PROJECT MANAGER*		REGULATORY AFFAIRS MANAGER*		HEAD OF REGULATORY AFFAIRS*		DRUG SAFETY ASSOCIATE		SENIOR DRUG SAFETY ASSOCIATE*		DRUG SAFETY MANAGER*	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
Australia	70	60 - 80	90	80 - 100	120	100 - 135	135	130 - 145	155	130 - 180	200	180 - 235	85	80 - 95	120	90 - 130	155	135 - 170

	HEAD OF DRUG SAFETY*		MEDICAL INFORMATION ASSOCIATE		SENIOR MEDICAL INFORMATION ASSOCIATE*		MEDICAL INFORMATION MANAGER*		MEDICAL SCIENCE LIAISON/SMSL*		MEDICAL SCIENCE LIAISON MANAGER*		MEDICAL MANAGER*		MEDICAL ADVISOR*		SENIOR MEDICAL ADVISOR*	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
Australia	200	160 - 230	85	75 - 95	110	95 - 125	145	130 - 165	135	105 - 160	160	150 - 175	155	135 - 170	170	155 - 190	195	160 - 215

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.

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

- Additional super
- Health cover
- Interest free loans
- Car/car allowance

OPERATIONS

	MEDICAL DIRECTOR*		HEALTH ECONOMICS ASSOCIATE		SENIOR HEALTH ECONOMICS ASSOCIATE/SPECIALIST*		HEALTH ECONOMICS MANAGER*		HEALTH ECONOMICS/MARKET ACCESS DIRECTOR*		GP SALES REP		HOSPITAL SPECIALIST SALES REP		BUSINESS DEVELOPMENT MANAGER		REGIONAL/STATE SALES MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
Australia	275	225 - 330	115	95 - 130	135	125 - 150	160	145 - 175	265	215 - 300	85	80 - 105	110	95 - 130	125	115 - 145	135	120 - 150

	TERRITORY MANAGER		PRODUCT SPECIALIST		KEY ACCOUNT MANAGER		NATIONAL KEY ACCOUNT MANAGER		NATIONAL SALES MANAGER		SALES DIRECTOR		BUSINESS UNIT MANAGER		ASSOCIATE BRAND/PRODUCT MANAGER		BRAND/PRODUCT MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
Australia	100	100 - 120	120	100 - 130	120	100 - 135	125	120 - 140	175	150 - 200	220	190 - 250	170	160 - 220	100	95 - 115	125	110 - 150

	SENIOR BRAND/PRODUCT MANAGER		MARKETING MANAGER		MARKETING DIRECTOR		QUALITY ASSURANCE ASSOCIATE		SENIOR QUALITY ASSURANCE ASSOCIATE		QUALITY ASSURANCE MANAGER		QUALITY CONTROL ASSOCIATE		SENIOR QUALITY CONTROL ASSOCIATE		QUALITY CONTROL MANAGER		QUALITY DIRECTOR	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
Australia	150	130 - 160	165	135 - 190	195	170 - 230	90	70 - 95	100	90 - 120	130	120 - 140	70	60 - 80	90	80 - 100	110	100 - 120	200	180 - 220

NOTES

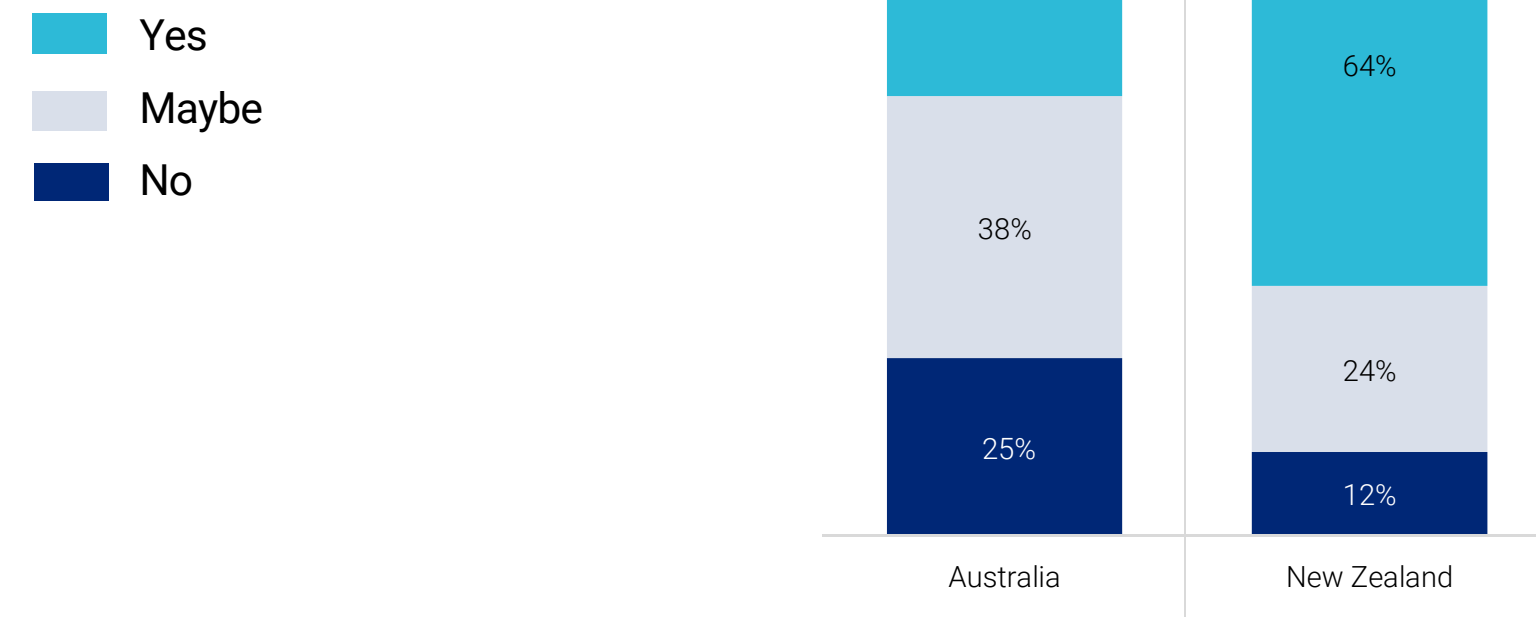
All salaries shown are exclusive of superannuation, car allowance and any other benefits.
 * These roles may include a car allowance of between \$15,000 - \$25,000 in the base salaries shown.

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

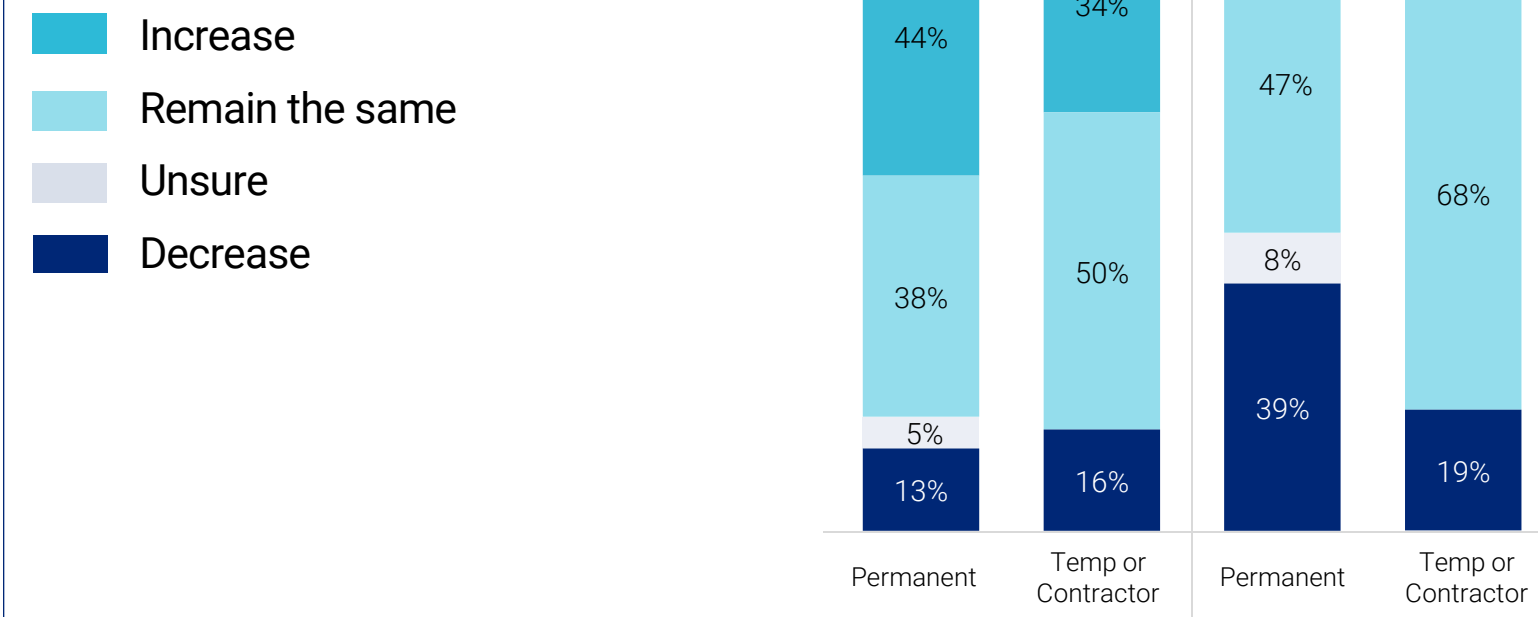
- Additional super
- Health cover
- Interest free loans
- Car/car allowance

TURNOVER AND HIRING INTENTIONS

Employees that intend to remain with their current employer



Employers attitude towards increasing headcounts



Top factors driving turnover

- Rising cost of living
- Poor training and development
- Poor management style or workplace culture

Employees top career priorities

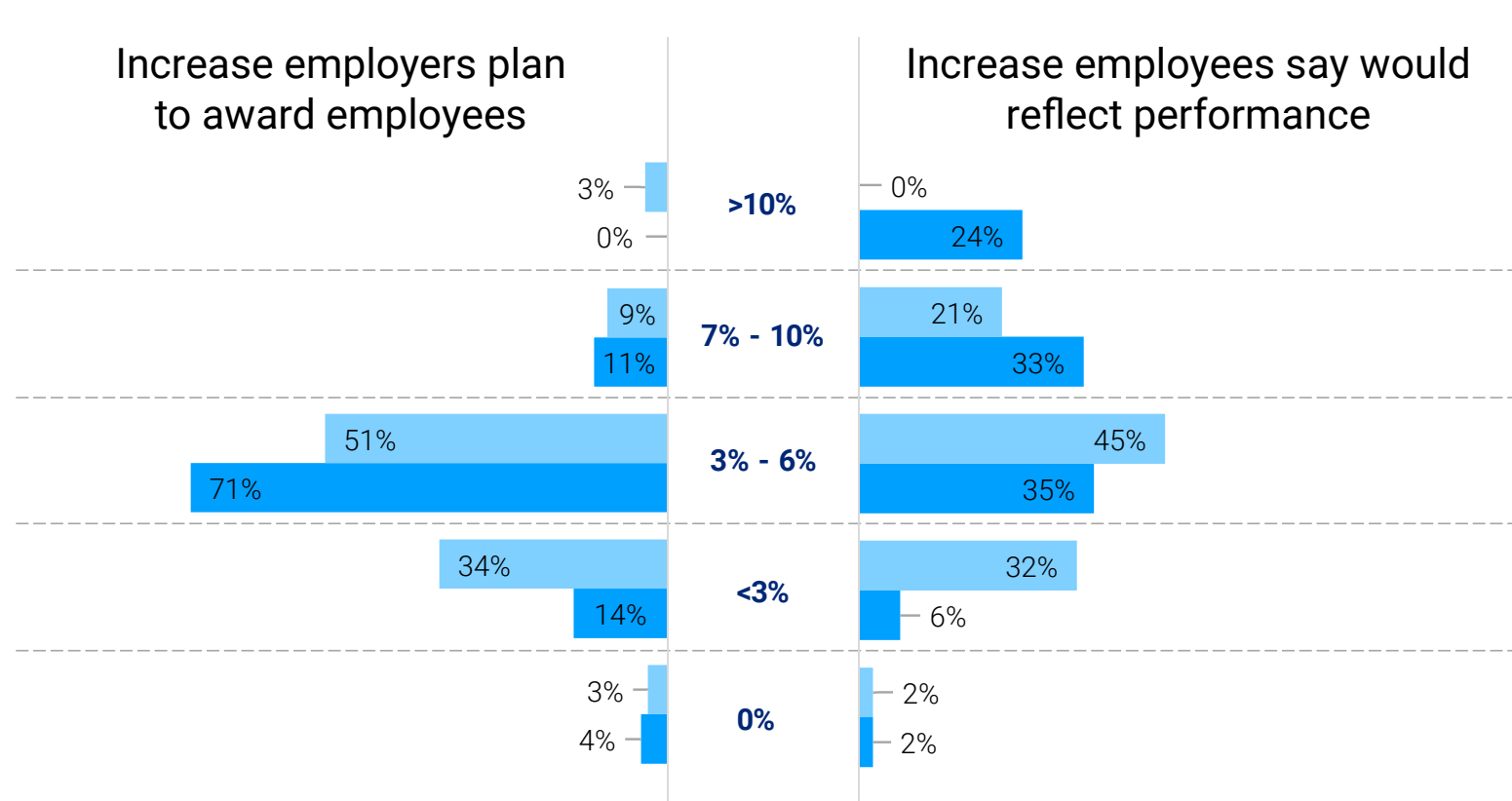
- Learning or developing technical skills
- Being able to work flexibly
- Learning or developing digital skills

Top 5 jobs employers need to fill

- Australia**
- Supply Chain/Logistics Coordinator
 - Warehouse Manager
 - Demand Planner
 - Shopping Operations Coordinator
 - Storeperson
- New Zealand**
- Forklift Operators
 - Pick Packers
 - Devanning
 - Labourer
 - Machine Operators

SALARY TRENDS

Pay rise intentions and expectations



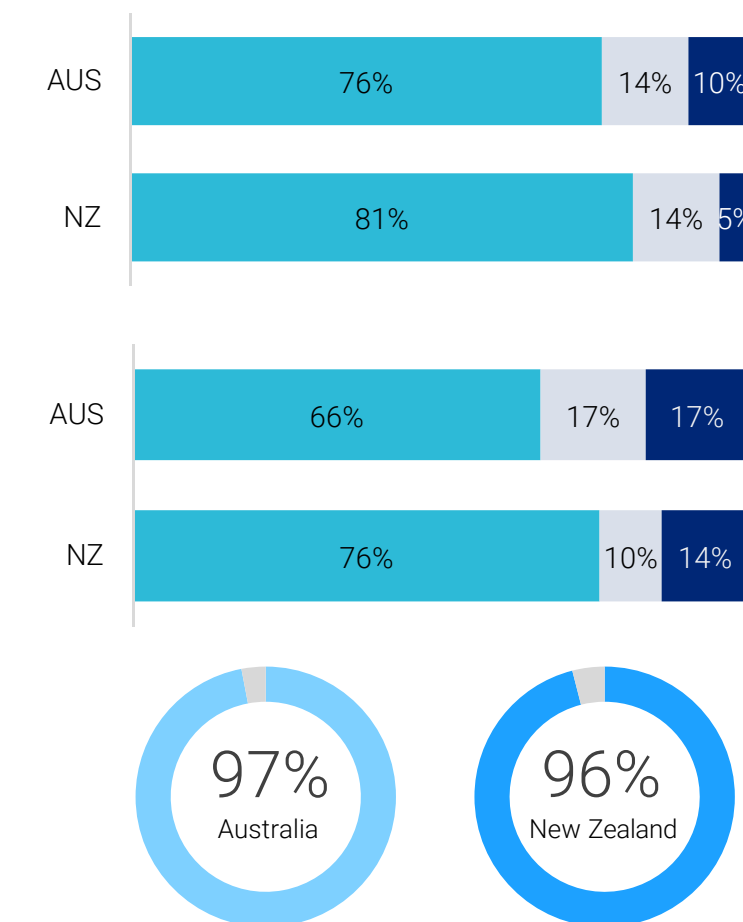
Those that believe pay rises should keep up with inflation



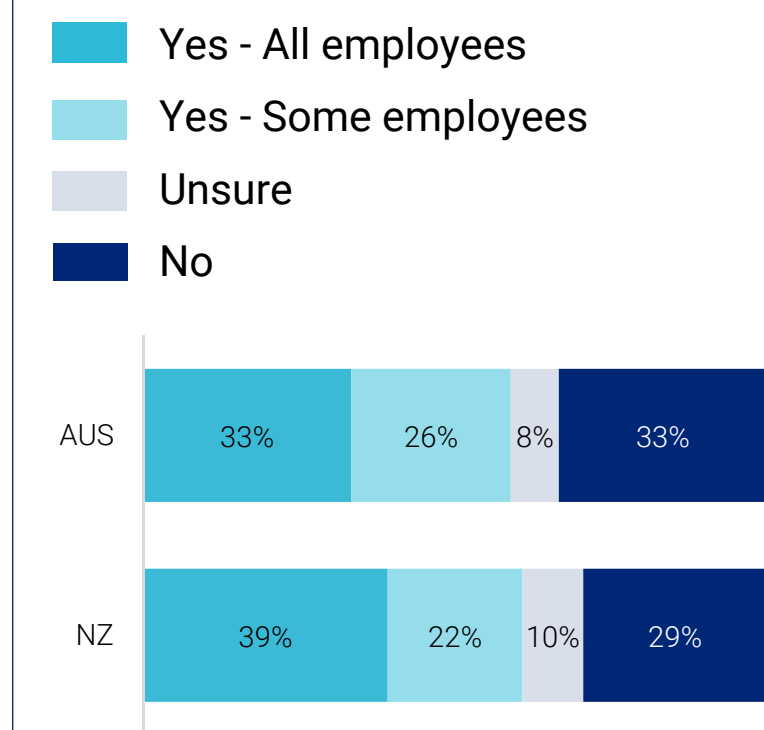
Employees who will ask for a pay rise



Employers who will offer higher salaries



Organisations that provide salary transparency



Top benefits employers are prioritising this year

- Australia**
- Training – either internal or external
 - Mental and physical health and wellbeing programs
 - Paid leave for professional study
- New Zealand**
- Training – either internal or external
 - Mental and physical health and wellbeing programs
 - Career progression opportunities

WAREHOUSE/DISTRIBUTION

	OPERATIONS MANAGER		DISTRIBUTION CENTRE MANAGER		PROJECT MANAGER		WAREHOUSE MANAGER		WAREHOUSE SUPERVISOR		CONTRACT/ACCOUNT MANAGER		WAREHOUSE COORDINATOR		STOCK/INVENTORY CONTROLLER		STOREPERSON	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	140	122 - 160	130	125 - 145	112	102 - 122	110	95 - 130	85	75 - 105	102	92 - 122	70	65 - 75	75	65 - 80	60	50 - 65
WA - Perth	120	95 - 140	125	105 - 155	100	85 - 125	120	100 - 140	100	80 - 120	100	85 - 125	100	75 - 120	90	70 - 110	90	60 - 120
VIC - Melbourne	130	105 - 150	130	115 - 150	125	110 - 140	110	90 - 130	80	75 - 90	120	92 - 150	75	65 - 80	80	70 - 90	65	55 - 65
QLD - Brisbane	97	82 - 112	102	66 - 122	112	92 - 138	82	66 - 97	66	56 - 77	82	66 - 92	51	48 - 61	61	50 - 77	45	45 - 51
SA - Adelaide	87	82 - 102	77	71 - 102	82	71 - 92	75	56 - 82	56	50 - 66	92	77 - 112	51	48 - 61	51	50 - 66	46	45 - 51
ACT - Canberra	112	92 - 122	112	102 - 122	92	82 - 112	82	71 - 102	71	61 - 82	82	77 - 92	71	61 - 82	66	61 - 77	56	51 - 61
NT - Darwin	102	87 - 122	87	77 - 112	92	82 - 112	87	82 - 92	71	66 - 77	102	82 - 122	56	48 - 65	61	51 - 71	51	46 - 56
TAS - Hobart	110	90 - 130	100	80 - 120	82	75 - 92	85	70 - 100	65	60 - 75	82	66 - 92	55	48 - 60	55	50 - 60	50	45 - 55
New Zealand	110	90 - 150	100	80 - 140	100	90 - 120	85	80 - 100	80	70 - 90	85	80 - 100	65	60 - 75	65	60 - 75	55	50 - 60

NOTES

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

TRANSPORT

	OPERATIONS MANAGER		TRANSPORT MANAGER		CONTRACT/ACCOUNT MANAGER		TRANSPORT ANALYST		FLEET MANAGER		FLEET CONTROLLER		MR/HR DRIVER		HC/MC DRIVER		MECHANIC	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	133	122 - 153	138	122 - 163	105	90 - 120	85	80 - 95	105	95 - 120	80	70 - 95	56	46 - 61	56	51 - 66	71	61 - 77
WA - Perth	120	95 - 150	130	90 - 160	115	95 - 135	85	75 - 95	100	80 - 110	90	70 - 100	75	65 - 80	135	90 - 180	90	80 - 100
VIC - Melbourne	112	92 - 143	125	110 - 140	112	92 - 122	82	71 - 92	82	75 - 102	80	65 - 95	62	50 - 65	80	75 - 90	69	61 - 77
QLD - Brisbane	112	77 - 133	82	77 - 97	82	77 - 92	66	56 - 77	77	66 - 82	66	56 - 71	51	46 - 61	56	51 - 66	66	61 - 77
SA - Adelaide	87	82 - 102	82	77 - 120	82	77 - 92	51	49 - 56	66	61 - 77	56	51 - 61	51	46 - 61	66	56 - 82	69	61 - 77
ACT - Canberra	112	92 - 122	97	82 - 102	82	77 - 92	66	61 - 71	87	71 - 92	66	61 - 77	61	56 - 71	66	61 - 77	87	71 - 112
NT - Darwin	102	87 - 122	92	82 - 112	102	82 - 122	66	56 - 82	77	71 - 92	66	56 - 82	55	54 - 60	59	56 - 64	77	71 - 82
TAS - Hobart	102	87 - 122	87	77 - 102	82	77 - 92	61	49 - 66	70	66 - 82	61	51 - 66	55	46 - 65	56	51 - 71	74	68 - 80
New Zealand	125	100 - 140	110	90 - 130	110	85 - 130	60	55 - 75	85	80 - 110	70	65 - 80	65	60 - 80	70	65 - 90	85	70 - 120

NOTES

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New Zealand salaries are represented in New Zealand dollars.

SUPPLY CHAIN

	DEMAND PLANNER		SUPPLY CHAIN ANALYST		SUPPLY CHAIN PLANNER		SUPPLY CHAIN MANAGER		SUPPLY CHAIN DIRECTOR	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	110	90 - 130	90	80 - 105	95	85 - 110	155	140 - 180	200	170 - 225
WA - Perth	100	75 - 120	100	75 - 120	100	75 - 120	140	110 - 165	190	165 - 210
VIC - Melbourne	100	85 - 120	90	75 - 120	90	71 - 100	153	133 - 175	179	160 - 210
QLD - Brisbane	77	71 - 87	77	61 - 87	77	61 - 90	133	112 - 153	148	138 - 168
SA - Adelaide	61	56 - 77	61	56 - 71	56	47 - 66	107	92 - 122	135	128 - 143
ACT - Canberra	71	61 - 82	66	61 - 77	66	61 - 77	122	112 - 143	153	143 - 173
NT - Darwin	71	66 - 82	87	71 - 102	71	51 - 87	133	112 - 148	143	112 - 168
TAS - Hobart	61	56 - 71	61	56 - 71	61	56 - 71	102	87 - 112	128	122 - 143
New Zealand	80	65 - 90	80	70 - 90	75	60 - 90	125	95 - 150	160	130 - 200

INTERNATIONAL TRADE

	LOGISTICS MANAGER/ BRANCH MANAGER		CUSTOMER/ACCOUNT MANAGER		OPERATIONS/ CUSTOM		LOGISTICS/ OPERATIONS SUPERVISOR		IMPORT/EXPORT DOCUMENTATION CLERK	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
	130	120 - 145	87	82 - 102	90	80 - 120	90	75 - 100	66	61 - 71
	150	120 - 190	85	75 - 100	85	75 - 100	90	80 - 120	80	65 - 90
	140	120 - 160	80	70 - 100	82	71 - 92	80	75 - 100	70	60 - 80
	112	102 - 143	66	51 - 82	82	66 - 112	82	66 - 92	60	55 - 70
	112	112 - 148	61	51 - 87	82	66 - 112	77	66 - 92	50	49 - 55
	92	82 - 133	61	56 - 87	71	66 - 97	77	66 - 87	51	49 - 56
	128	102 - 153	87	66 - 97	84	77 - 92	92	82 - 112	66	56 - 77
	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
	NA	NA - NA	NA	NA - NA	NA	NA - NA	NA	NA - NA	NA	NA - NA

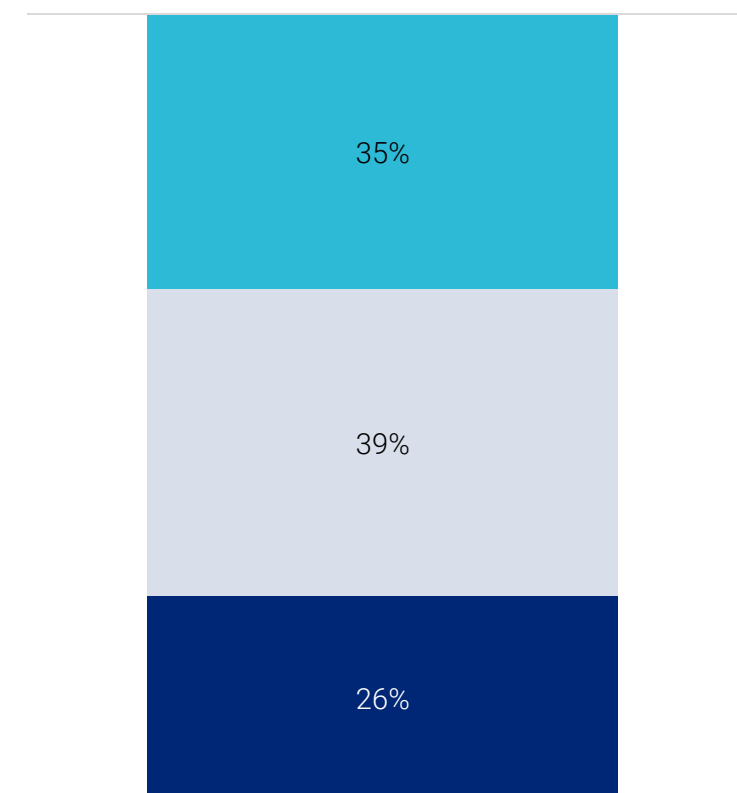
NOTES

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New Zealand salaries are represented in New Zealand dollars.

TURNOVER AND HIRING INTENTIONS

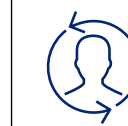
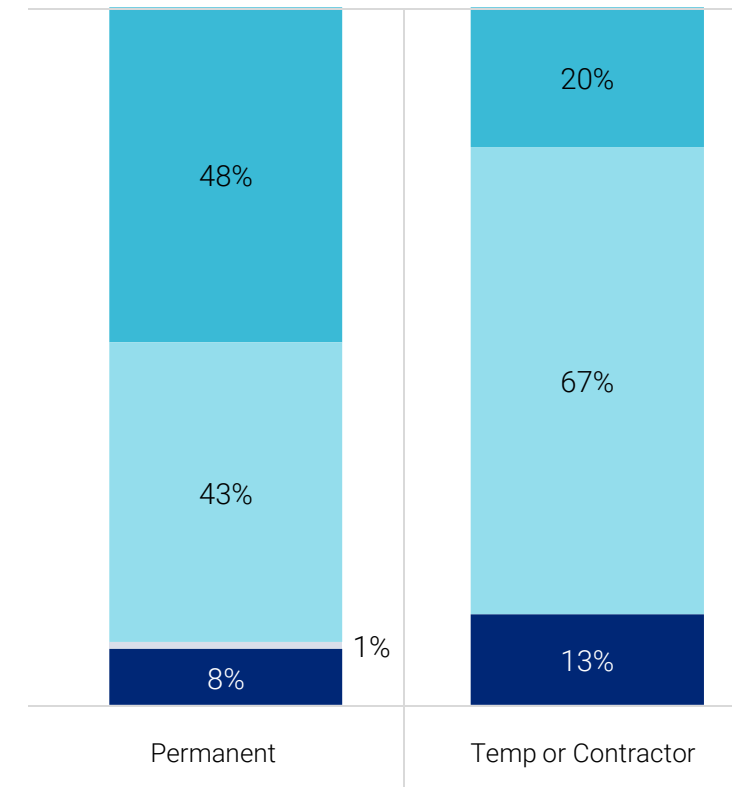
Employees that intend to remain with their current employer

- Yes
- Maybe
- No



Employers attitude towards increasing headcounts

- Increase
- Remain the same
- Unsure
- Decrease



Top factors driving turnover

- Rising cost of living
- Poor management style or workplace culture
- Lack of promotional opportunities



Employees top career priorities

- Learning or developing technical skills
- A pay rise
- Being able to work flexibly

* Australia data only

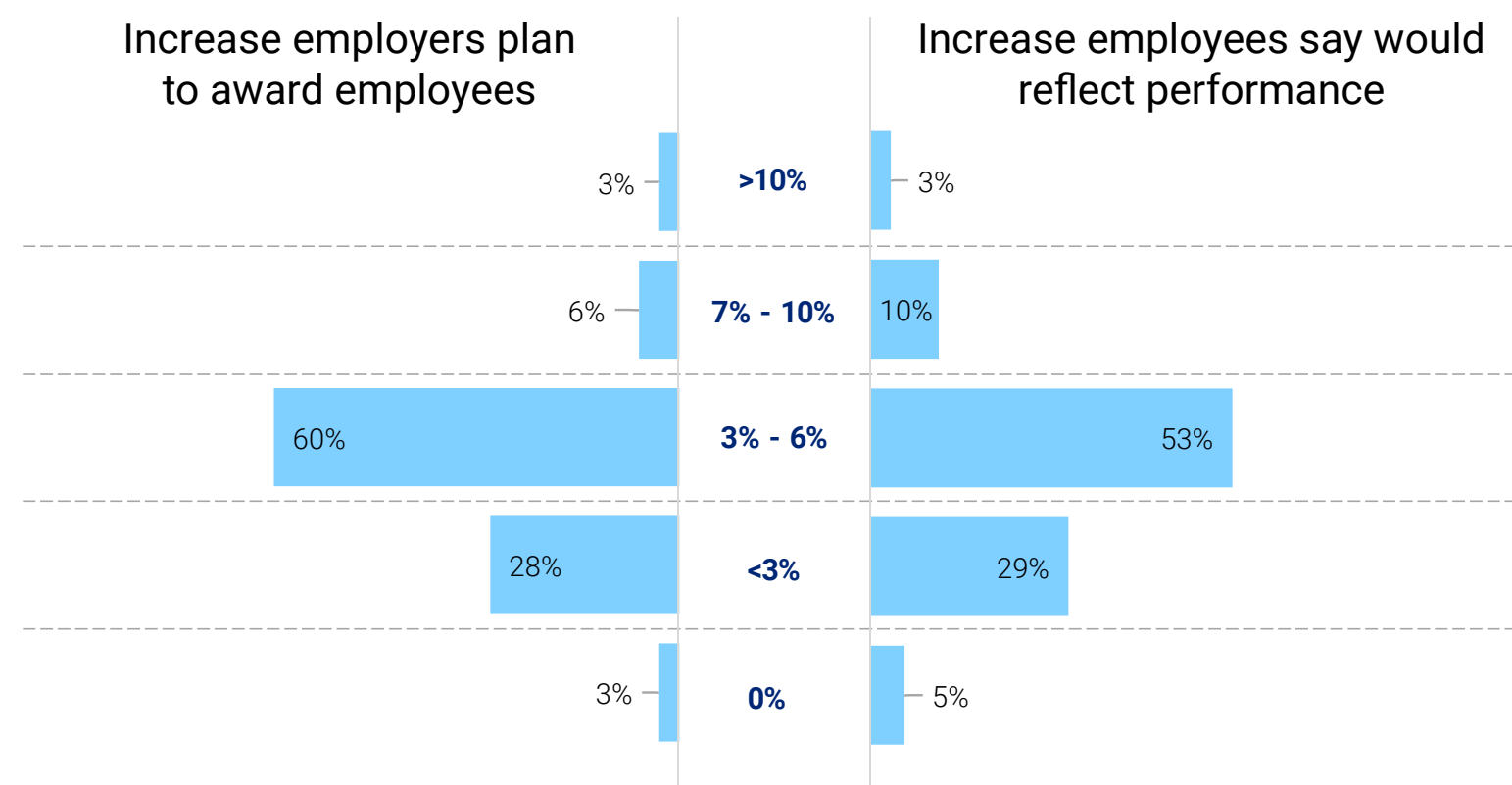
Top 5 jobs employers need to fill

1. Maintenance Electrician
2. Assembler/Trades Assistant
3. Welder/Fabricator
4. Mechanical Engineer
5. Maintenance Fitter

SALARY TRENDS

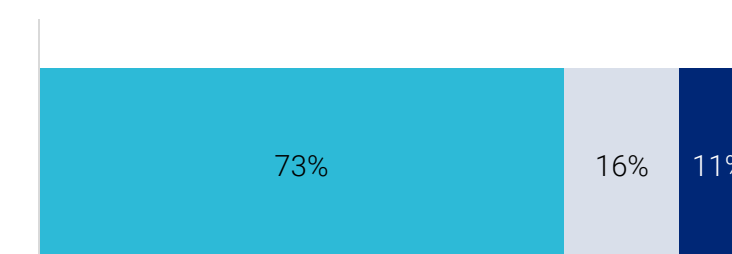
Pay rise intentions and expectations

■ Australia



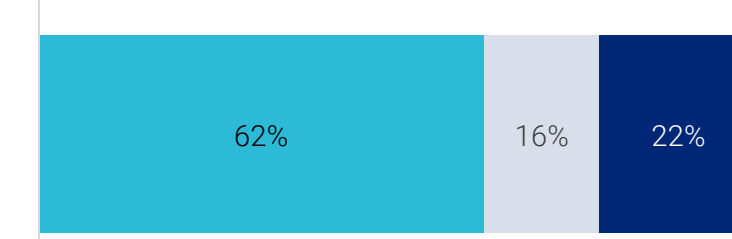
Those that believe pay rises should keep up with inflation

- Yes
- Neutral
- No

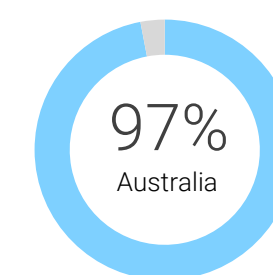


Employees who will ask for a pay rise

- Yes
- Unsure
- No

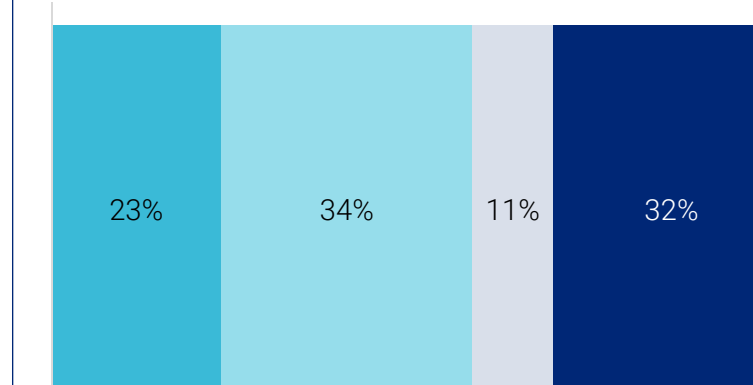


Employers who will offer higher salaries



Organisations that provide salary transparency

- Yes - All employees
- Yes - Some employees
- Unsure
- No



Top benefits employers are prioritising this year

- Training – either internal or external
- Career progression opportunities
- Mental and physical health and wellbeing programs

MANUFACTURING AND OPERATIONS

	PRODUCTION/PROCESS WORKER		MACHINIST		BOILERMAKER/WELDER		PRODUCTION SUPERVISOR		PRODUCTION MANAGER		OPERATIONS MANAGER		MAINTENANCE MANAGER		ENGINEERING MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	62	60 - 65	80	80 - 90	90	80 - 100	80	80 - 100	110	100 - 140	140	140 - 180	140	120 - 150	160	140 - 180
VIC - Melbourne	63	60 - 68	88	78 - 92	108	88 - 100	110	100 - 120	110	100 - 145	130	115 - 170	110	110 - 150	135	130 - 180
QLD - Brisbane	44	44 - 46	46	46 - 51	61	61 - 71	77	64 - 82	102	77 - 112	133	102 - 150	133	112 - 143	133	112 - 153
WA - Perth	70	65 - 80	80	75 - 95	110	100 - 120	115	105 - 125	125	115 - 135	140	130 - 160	130	115 - 150	140	120 - 150
SA - Adelaide	50	45 - 55	50	46 - 56	50	49 - 56	75	66 - 92	100	87 - 112	120	82 - 133	100	71 - 110	102	92 - 122
NT - Darwin	50	50 - 55	66	65 - 85	73	68 - 80	66	64 - 77	82	77 - 92	102	82 - 133	87	71 - 92	102	82 - 122
ACT - Canberra	55	50 - 60	85	70 - 95	90	80 - 100	90	80 - 110	90	85 - 120	110	90 - 130	100	90 - 120	100	80 - 120
TAS - Hobart	50	45 - 55	52	52 - 70	68	58 - 78	73	66 - 87	100	90 - 110	97	95 - 130	110	90 - 130	100	92 - 117

NOTES

All salaries shown are exclusive of superannuation (AU).

QUALITY CONTROL AND R&D

	QA COORDINATOR		QA MANAGER		FOOD TECHNOLOGIST		NPD MANAGER FOOD		TECHNICAL MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	83	75 - 90	112	110 - 140	100	85 - 110	122	110 - 140	133	125 - 150
VIC - Melbourne	61	51 - 71	120	82 - 133	77	61 - 97	120	90 - 133	122	110 - 143
QLD - Brisbane	71	56 - 77	92	77 - 102	71	66 - 77	122	92 - 133	122	92 - 133
WA - Perth	85	80 - 90	120	85 - 140	100	85 - 110	105	90 - 120	110	100 - 120
SA - Adelaide	60	51 - 82	100	71 - 112	61	56 - 77	100	77 - 102	122	112 - 133
NT - Darwin	77	66 - 87	92	82 - 97	66	61 - 77	87	77 - 102	112	102 - 122
ACT - Canberra	75	65 - 90	100	85 - 110	85	70 - 90	110	85 - 130	130	110 - 140
TAS - Hobart	61	56 - 77	92	77 - 112	66	56 - 77	87	82 - 102	117	107 - 128

PRODUCT DESIGN AND DEVELOPMENT

	DRAFTER		MECHANICAL DESIGN ENGINEER		PROJECT ENGINEER		ELECTRONICS ENGINEER		R&D MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	85	80 - 90	100	90 - 120	100	90 - 130	92	90 - 120	122	120 - 150
VIC - Melbourne	90	66 - 100	110	82 - 120	110	85 - 133	90	80 - 115	115	95 - 135
QLD - Brisbane	77	52 - 82	102	82 - 120	112	92 - 122	112	92 - 122	122	92 - 133
WA - Perth	90	85 - 100	115	100 - 130	115	100 - 135	115	100 - 130	130	120 - 150
SA - Adelaide	71	61 - 82	80	61 - 82	92	71 - 102	92	82 - 112	92	77 - 102
NT - Darwin	92	77 - 102	97	82 - 112	102	87 - 122	102	82 - 112	112	92 - 122
ACT - Canberra	90	80 - 110	100	90 - 120	100	90 - 120	95	80 - 115	100	80 - 120
TAS - Hobart	82	66 - 87	82	71 - 102	89	77 - 107	97	82 - 112	92	87 - 112

NOTES

All salaries shown are exclusive of superannuation (AU).

MAINTENANCE AND ENGINEERING

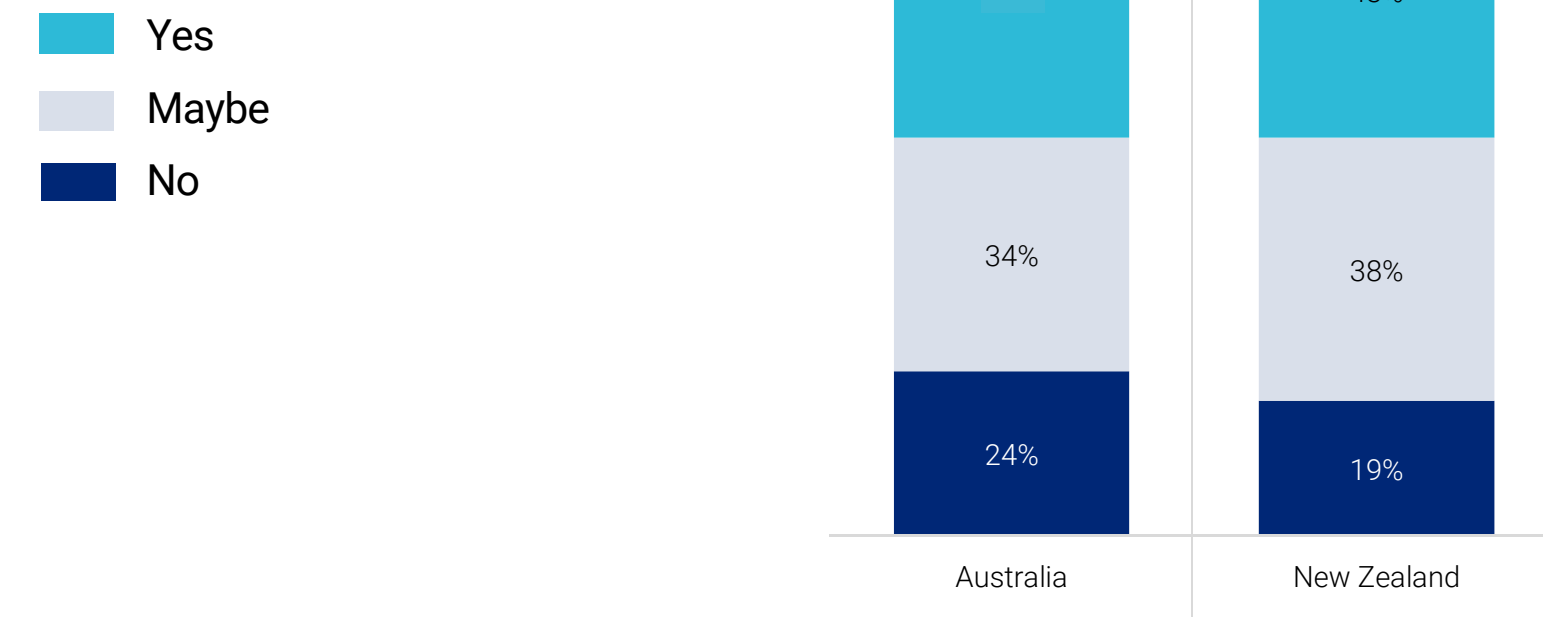
	MAINTENANCE FITTER		MAINTENANCE ELECTRICIAN		MAINTENANCE PLANNER		ELECTRICAL ENGINEER		RELIABILTY ENGINEER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	85	85 - 100	95	90 - 120	100	100 - 120	110	100 - 140	100	100 - 130
VIC - Melbourne	100	90 - 120	110	95 - 125	110	100 - 120	100	90 - 115	95	85 - 120
QLD - Brisbane	77	61 - 82	82	71 - 92	92	71 - 102	122	102 - 133	122	102 - 122
WA - Perth	110	100 - 120	110	100 - 120	90	80 - 100	115	100 - 130	115	100 - 130
SA - Adelaide	65	60 - 70	65	70 - 80	75	71 - 82	90	80 - 100	87	77 - 102
NT - Darwin	82	71 - 82	82	71 - 82	92	71 - 102	97	87 - 102	97	87 - 102
ACT - Canberra	90	80 - 110	90	80 - 100	90	80 - 100	90	80 - 110	90	80 - 120
TAS - Hobart	80	70 - 90	80	70 - 90	95	80 - 110	82	77 - 102	92	82 - 102

NOTES

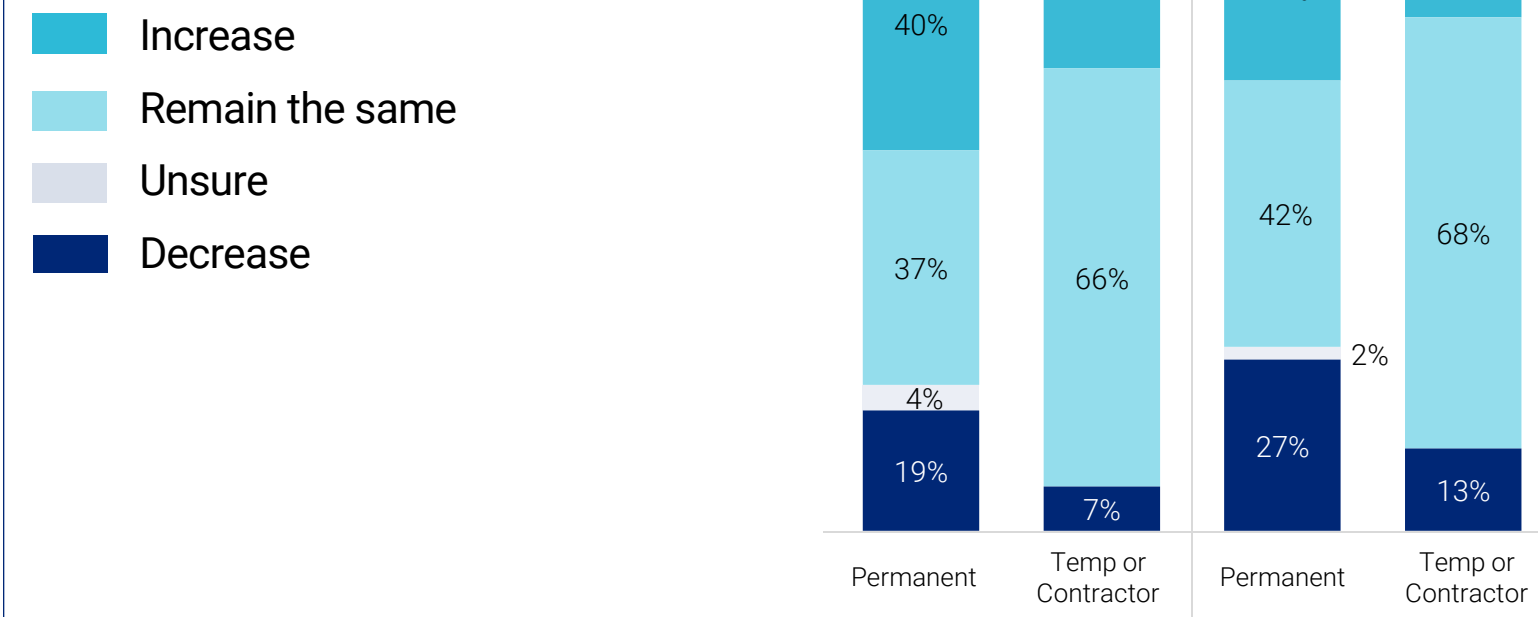
All salaries shown are exclusive of superannuation (AU).

TURNOVER AND HIRING INTENTIONS

Employees that intend to remain with their current employer



Employers attitude towards increasing headcounts



Top factors driving turnover

- An uncompetitive salary
- Lack of promotional opportunities
- Rising cost of living

Employees top career priorities

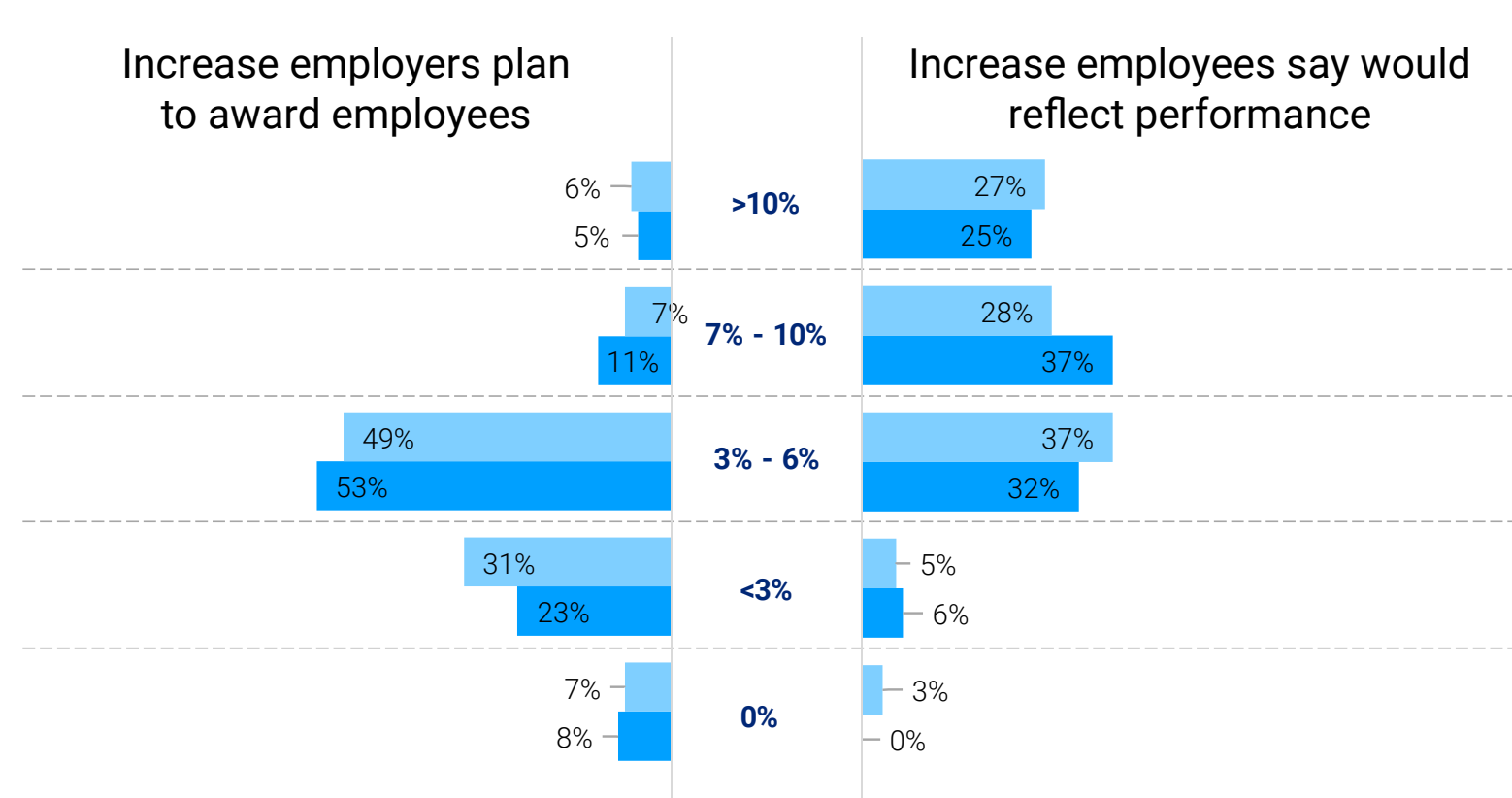
- A pay rise
- Being able to work flexibly
- Learning or developing digital skills

Top 5 jobs employers need to fill

- Australia**
1. Performance Marketing Manager
 2. CRM Manager
 3. eCommerce Manager
 4. Digital Marketing Manager
 5. Communications Specialist
- New Zealand**
1. Performance Marketing Manager
 2. CRM Manager
 3. eCommerce Manager
 4. Digital Marketing Manager
 5. Communications Specialist

SALARY TRENDS

Pay rise intentions and expectations



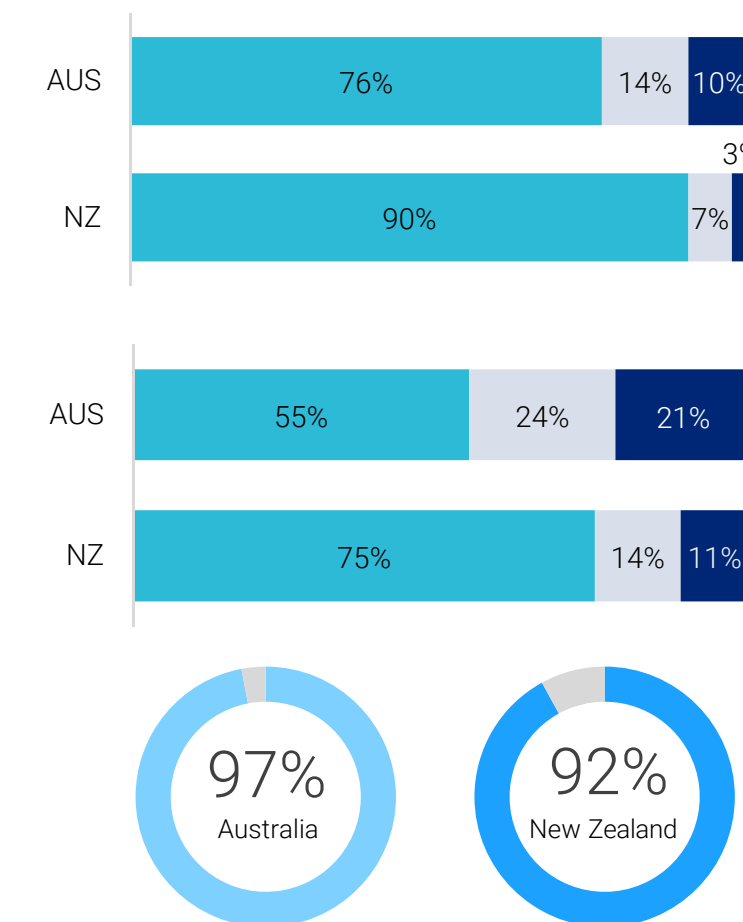
Those that believe pay rises should keep up with inflation

- Yes
- Neutral
- No

Employees who will ask for a pay rise

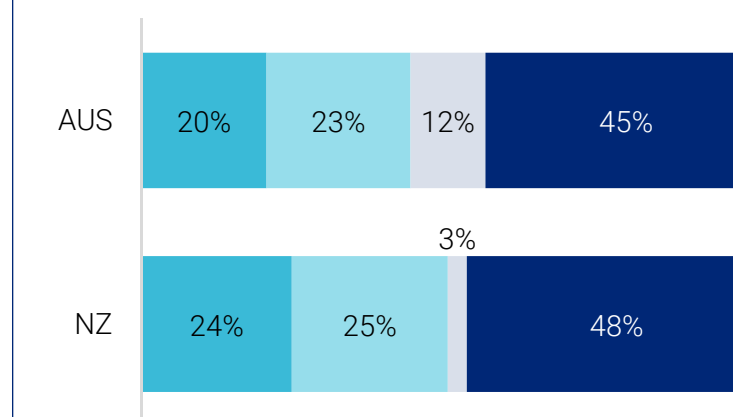
- Yes
- Unsure
- No

Employers who will offer higher salaries



Organisations that provide salary transparency

- Yes - All employees
- Yes - Some employees
- Unsure
- No



Top benefits employers are prioritising this year

- Australia**
- Training – either internal or external
 - Ongoing learning and development
 - Career progression opportunities
- New Zealand**
- Training – either internal or external
 - Mental and physical health and wellbeing programs
 - Financial support for professional study

MARKETING

	MARKETING COORDINATOR		MARKETING EXECUTIVE		MARKETING MANAGER		SENIOR MARKETING MANAGER		MARKETING DIRECTOR		EVENT COORDINATOR		EVENT MANAGER		GRAPHIC DESIGNER		BRAND MANAGER		CAMPAIGN MANAGER		PRODUCT MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	75	70 - 80	90	80 - 100	130	110 - 150	150	125 - 175	220	180 - 250	75	65 - 80	95	85 - 110	100	80 - 125	125	95 - 150	120	95 - 145	130	95 - 150
VIC - Melbourne	70	65 - 75	85	80 - 95	125	100 - 140	145	125 - 170	205	160 - 255	70	65 - 75	95	85 - 110	90	75 - 120	115	90 - 135	112	95 - 140	115	90 - 135
QLD - Brisbane	70	65 - 75	80	75 - 90	115	95 - 130	140	120 - 160	190	160 - 220	70	65 - 75	90	80 - 100	90	75 - 110	110	90 - 135	110	90 - 135	110	90 - 135
SA - Adelaide	70	65 - 75	85	75 - 90	115	100 - 130	145	130 - 160	190	160 - 220	70	65 - 80	98	85 - 110	80	75 - 85	110	100 - 120	105	90 - 120	90	80 - 105
NT - Darwin	70	60 - 80	80	75 - 90	110	90 - 130	145	130 - 160	175	130 - 220	75	65 - 85	95	75 - 115	85	70 - 105	100	90 - 110	100	80 - 120	90	80 - 110
WA - Perth	70	60 - 80	85	75 - 90	120	100 - 140	145	130 - 175	200	165 - 235	65	60 - 80	90	80 - 100	85	70 - 95	102	90 - 130	97	85 - 120	110	90 - 140
ACT - Canberra	72	60 - 77	85	75 - 95	115	100 - 135	150	125 - 175	175	155 - 200	70	60 - 80	100	85 - 115	85	80 - 115	110	95 - 125	110	95 - 125	100	85 - 115
TAS - Hobart	70	65 - 75	80	70 - 90	95	90 - 125	110	100 - 130	135	120 - 170	70	60 - 75	75	70 - 85	85	75 - 95	95	85 - 120	80	70 - 90	90	NA
New Zealand	65	55 - 80	80	70 - 90	120	100 - 140	145	125 - 170	190	160 - 220	65	55 - 80	90	70 - 110	85	65 - 105	100	84 - 120	90	80 - 115	110	90 - 135

NOTES

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

MARKETING

	BID COORDINATOR		BID WRITER		BID MANAGER		RESEARCH EXECUTIVE/ MARKETING ANALYST		DIRECT MARKETING MANAGER		INTERNAL COMMUNICATIONS ADVISOR		COMMUNICATIONS ADVISOR		COMMUNICATIONS MANAGER		MAJOR GIFTS MANAGER		SPONSORSHIP/ FUNDRAISING MANAGER		SPONSORSHIP/ FUNDRAISING DIRECTOR	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	90	75 - 100	120	95 - 140	180	140 - 220	105	75 - 145	125	100 - 135	110	90 - 130	110	90 - 130	140	125 - 160	125	105 - 145	130	100 - 155	175	150 - 210
VIC - Melbourne	90	75 - 100	115	90 - 130	150	130 - 210	100	75 - 135	105	95 - 125	110	85 - 130	110	85 - 135	135	115 - 160	115	95 - 135	120	100 - 140	155	145 - 185
QLD - Brisbane	85	75 - 95	95	90 - 105	130	115 - 155	100	75 - 120	100	90 - 110	110	85 - 130	110	85 - 120	130	115 - 150	100	90 - 110	110	100 - 120	150	130 - 175
SA - Adelaide	85	75 - 95	100	90 - 110	115	100 - 130	85	70 - 85	110	100 - 120	110	100 - 120	110	95 - 120	130	120 - 140	100	90 - 110	110	100 - 120	130	120 - 140
NT - Darwin	85	75 - 95	100	90 - 110	115	100 - 130	85	75 - 110	100	90 - 110	90	80 - 100	95	80 - 110	125	100 - 150	85	80 - 100	90	85 - 100	125	110 - 140
WA - Perth	80	70 - 95	85	70 - 95	115	95 - 125	85	75 - 120	110	95 - 125	85	80 - 120	95	80 - 120	110	100 - 150	85	80 - 100	95	85 - 115	125	100 - 135
ACT - Canberra	80	70 - 95	80	70 - 95	115	100 - 130	85	75 - 95	105	85 - 115	85	80 - 120	105	95 - 125	120	110 - 150	85	80 - 100	90	85 - 110	135	120 - 165
TAS - Hobart	80	70 - 95	80	70 - 95	115	100 - 125	90	75 - 105	95	85 - 110	85	75 - 95	90	80 - 100	105	100 - 135	85	80 - 95	105	92 - 112	125	110 - 140
New Zealand	80	70 - 90	95	80 - 120	120	100 - 160	90	70 - 120	100	90 - 120	100	75 - 125	100	70 - 125	140	120 - 160	85	80 - 95	90	75 - 105	105	95 - 125

NOTES

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

DIGITAL

	ECOMMERCE SPECIALIST		ECOMMERCE MANAGER		DIGITAL PROJECT MANAGER		DIGITAL MARKETING COORDINATOR		DIGITAL MARKETING EXECUTIVE		DIGITAL PRODUCER		DIGITAL DESIGNER		DIGITAL MARKETING MANAGER		MULTIMEDIA DEVELOPER		CONTENT MANAGER		WEB CONTENT EDITOR		WEBSITE MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	105	90 - 120	145	120 - 165	135	115 - 150	85	80 - 90	110	100 - 120	110	95 - 125	115	100 - 130	150	115 - 180	105	95 - 115	105	100 - 130	100	90 - 110	130	110 - 150
VIC - Melbourne	100	90 - 115	140	110 - 165	125	105 - 145	80	75 - 90	100	95 - 110	105	90 - 133	110	95 - 120	140	110 - 180	95	85 - 110	100	90 - 120	95	85 - 100	125	100 - 140
QLD - Brisbane	95	90 - 110	135	110 - 150	120	100 - 135	80	75 - 90	90	90 - 100	100	85 - 110	105	90 - 120	135	110 - 165	95	80 - 110	100	90 - 120	95	85 - 100	110	100 - 120
SA - Adelaide	95	85 - 105	110	100 - 120	120	100 - 130	80	75 - 90	90	85 - 100	95	85 - 100	100	90 - 115	130	120 - 140	95	90 - 100	100	90 - 115	100	90 - 110	110	100 - 120
NT - Darwin	90	80 - 100	100	90 - 110	120	95 - 140	85	75 - 95	90	85 - 100	95	80 - 100	90	85 - 100	115	100 - 130	85	75 - 95	100	85 - 125	95	85 - 105	105	95 - 120
WA - Perth	100	90 - 110	130	110 - 150	115	100 - 130	80	70 - 90	95	85 - 110	90	85 - 100	90	80 - 105	122	110 - 150	90	80 - 100	90	85 - 100	80	85 - 95	105	100 - 120
ACT - Canberra	110	95 - 125	130	105 - 150	125	105 - 145	90	80 - 100	105	100 - 115	90	90 - 102	90	85 - 110	140	105 - 180	85	80 - 95	82	90 - 100	85	90 - 95	110	100 - 125
TAS - Hobart	90	80 - 100	100	90 - 110	115	90 - 140	75	75 - 90	95	74 - 97	95	85 - 100	90	80 - 110	110	90 - 130	85	75 - 95	90	85 - 100	85	80 - 90	100	85 - 115
New Zealand	90	80 - 100	130	105 - 150	115	86 - 127	75	60 - 90	85	75 - 100	95	80 - 116	93	85 - 125	130	100 - 130	80	75 - 90	81	75 - 100	80	75 - 90	90	80 - 100

NOTES

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

DIGITAL

	SEO SPECIALIST		SEM SPECIALIST		OPTIMISATION/ CONVERSION SPECIALIST		CONTENT WRITER		DIGITAL ANALYST		DIGITAL PRODUCT OWNER		DIGITAL CHANNEL MANAGER		SOCIAL MEDIA COORDINATOR		SOCIAL MEDIA EXECUTIVE		SOCIAL MEDIA MANAGER		CRM MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	110	95 - 120	110	95 - 120	130	100 - 150	105	90 - 120	110	90 - 145	135	120 - 155	150	130 - 170	85	80 - 90	95	85 - 115	130	105 - 155	120	100 - 145
VIC - Melbourne	105	90 - 120	105	90 - 120	120	95 - 140	95	85 - 110	110	90 - 125	130	120 - 150	140	125 - 160	80	75 - 85	90	80 - 105	115	90 - 130	110	95 - 135
QLD - Brisbane	105	90 - 110	105	90 - 110	115	95 - 130	95	85 - 105	105	85 - 125	125	115 - 145	135	120 - 155	80	75 - 85	90	80 - 100	105	85 - 120	105	90 - 120
SA - Adelaide	100	90 - 105	100	90 - 105	90	90 - 125	100	90 - 110	98	85 - 110	120	110 - 130	130	120 - 140	85	80 - 90	95	90 - 100	110	100 - 120	105	85 - 95
NT - Darwin	90	90 - 105	90	90 - 105	95	85 - 115	95	85 - 100	85	75 - 95	100	90 - 110	100	95 - 125	80	75 - 85	90	80 - 95	100	85 - 110	95	80 - 100
WA - Perth	90	85 - 110	90	85 - 110	95	95 - 120	90	80 - 105	95	80 - 110	115	100 - 130	105	105 - 130	80	75 - 90	90	80 - 100	105	95 - 120	105	95 - 120
ACT - Canberra	95	90 - 112	95	90 - 112	90	90 - 120	95	82 - 102	100	85 - 115	115	95 - 140	105	95 - 115	75	70 - 80	85	80 - 90	115	90 - 140	110	85 - 135
TAS - Hobart	100	85 - 115	100	85 - 115	90	85 - 100	90	80 - 100	85	75 - 90	100	90 - 125	100	90 - 110	75	70 - 80	80	75 - 85	95	85 - 110	90	80 - 100
New Zealand	95	80 - 110	95	80 - 110	100	90 - 120	80	70 - 90	90	75 - 115	135	115 - 155	130	100 - 150	70	65 - 75	85	75 - 95	115	85 - 140	105	95 - 115

NOTES

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PR AND COMMUNICATIONS

	PR COORDINATOR		PR EXECUTIVE		PR MANAGER		PR DIRECTOR		MEDIA RELATIONS MANAGER		CORPORATE RELATIONS ADVISOR		CORPORATE RELATIONS MANAGER		DIRECTOR OF COMMUNICATIONS		EXECUTIVE DIRECTOR OF COMMUNICATIONS	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	80	70 - 90	95	85 - 100	130	100 - 145	180	160 - 200	135	115 - 150	110	80 - 125	125	105 - 140	215	160 - 275	300	250 - 350
VIC - Melbourne	75	70 - 85	90	75 - 90	120	95 - 135	165	150 - 185	125	100 - 150	100	80 - 115	120	100 - 140	200	150 - 250	250	225 - 275
QLD - Brisbane	75	70 - 75	85	70 - 90	105	90 - 120	160	145 - 180	120	100 - 140	95	80 - 110	120	100 - 135	190	150 - 225	225	200 - 250
SA - Adelaide	75	70 - 80	85	80 - 95	115	100 - 130	150	130 - 170	135	120 - 150	93	85 - 100	115	95 - 125	210	170 - 250	300	225 - 325
NT - Darwin	75	70 - 80	90	80 - 95	115	95 - 130	135	125 - 160	105	90 - 120	95	85 - 105	110	90 - 125	180	150 - 210	225	200 - 250
WA - Perth	80	70 - 90	85	80 - 100	105	90 - 120	140	130 - 160	110	95 - 125	95	85 - 110	105	95 - 130	180	160 - 200	225	200 - 250
ACT - Canberra	70	60 - 75	90	85 - 95	105	95 - 115	145	125 - 160	120	100 - 140	95	90 - 115	135	105 - 150	170	140 - 200	225	200 - 250
TAS - Hobart	70	60 - 75	85	75 - 95	100	85 - 110	110	100 - 120	105	95 - 115	85	75 - 90	125	100 - 145	160	140 - 180	225	200 - 200
New Zealand	70	60 - 80	80	70 - 90	105	85 - 120	135	125 - 165	125	110 - 140	80	75 - 95	130	105 - 145	225	200 - 250	240	200 - 275

AGENCY

	ACCOUNT EXECUTIVE		SENIOR ACCOUNT EXECUTIVE		ACCOUNT MANAGER		SENIOR ACCOUNT MANAGER		ACCOUNT DIRECTOR		SENIOR ACCOUNT DIRECTOR		GROUP ACCOUNT DIRECTOR	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	65	60 - 70	75	70 - 80	80	75 - 90	100	90 - 110	120	110 - 130	140	130 - 150	180	150 - 200
VIC - Melbourne	60	55 - 60	70	65 - 75	80	70 - 90	90	80 - 100	115	100 - 130	135	120 - 145	175	140 - 190

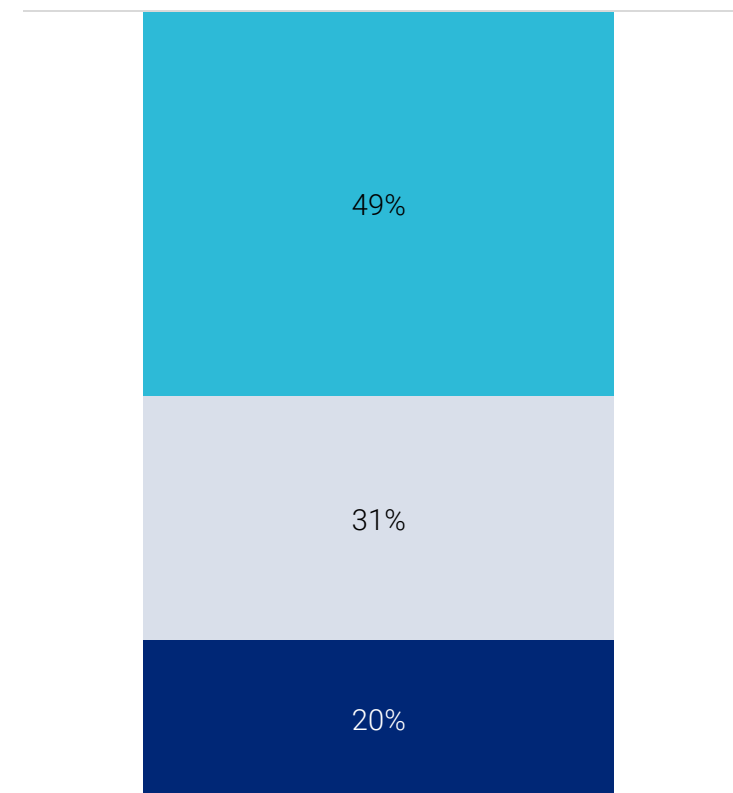
NOTES

All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ). New Zealand Salaries are represented in New Zealand Dollars.

TURNOVER AND HIRING INTENTIONS

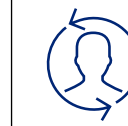
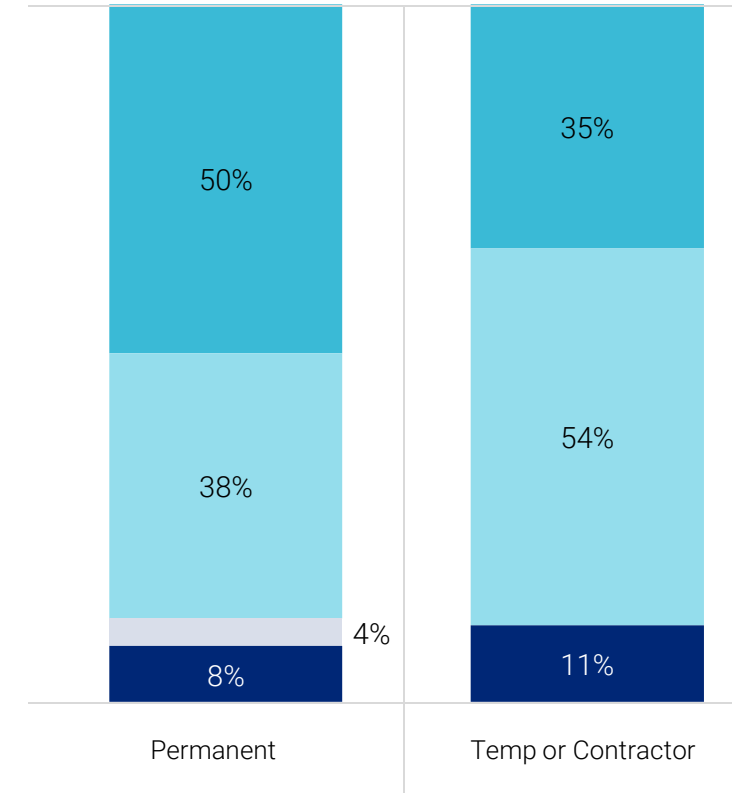
Employees that intend to remain with their current employer

- Yes
- Maybe
- No



Employers attitude towards increasing headcounts

- Increase
- Remain the same
- Unsure
- Decrease



Top factors driving turnover

- An uncompetitive salary
- Poor management style or workplace culture
- Lack of promotional opportunities



Employees top career priorities

- Learning or developing technical skills
- A pay rise
- Being able to work flexibly

* Australia data only

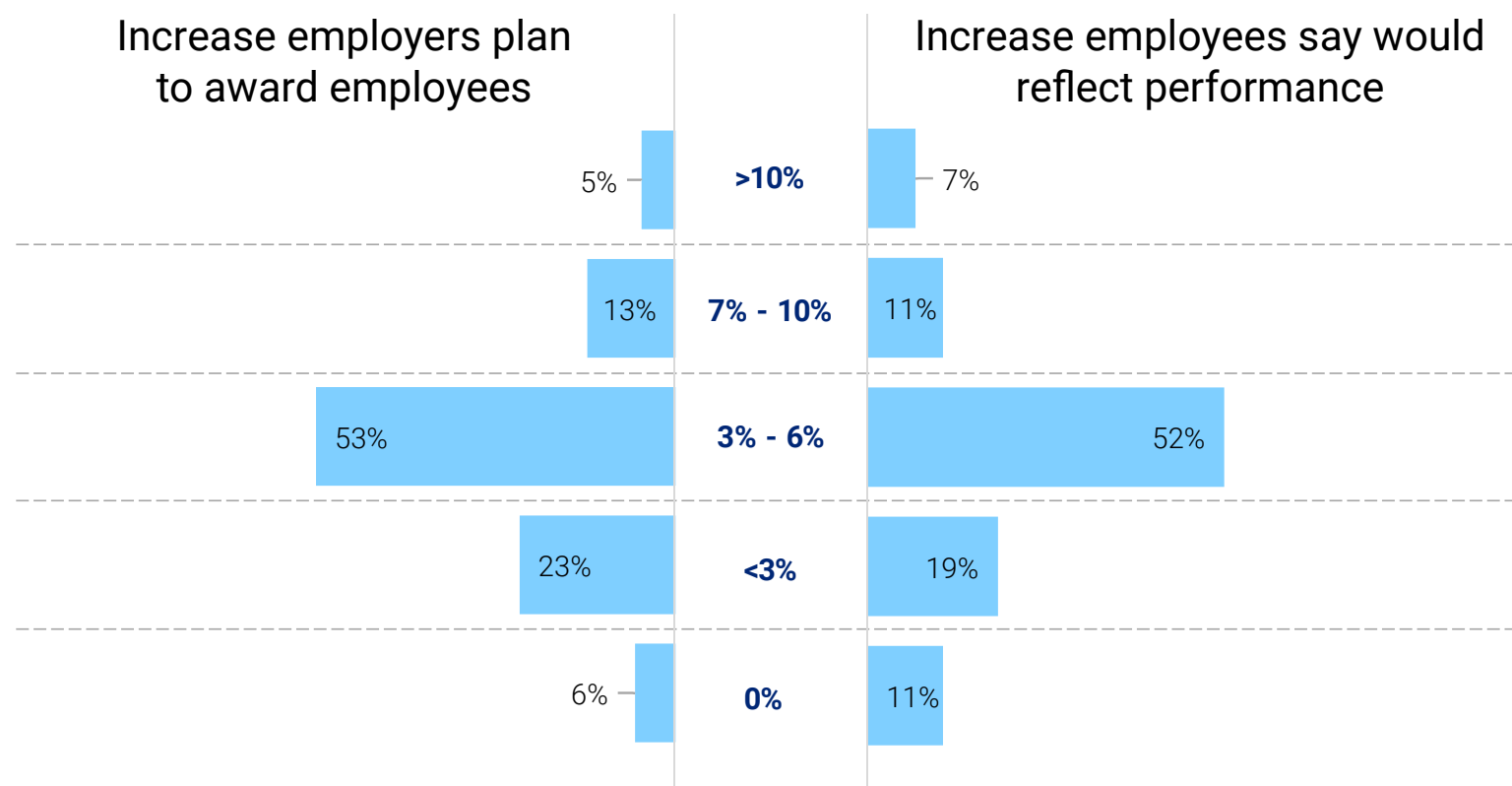
Top 5 jobs employers need to fill

1. HD Fitter
2. Electrician
3. Mine Surveyor
4. Mine Engineer
5. Project Geologist

SALARY TRENDS

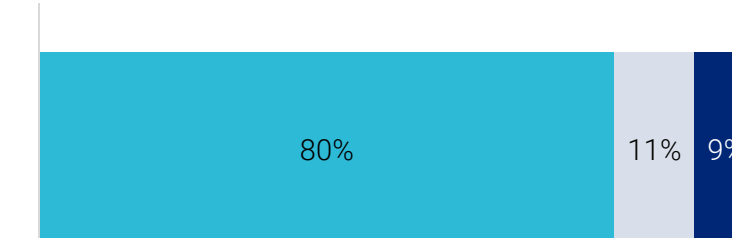
Pay rise intentions and expectations

■ Australia



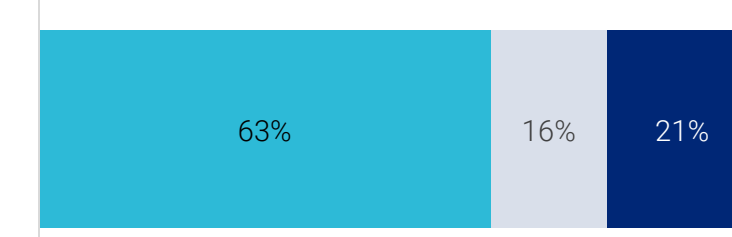
Those that believe pay rises should keep up with inflation

- Yes
- Neutral
- No

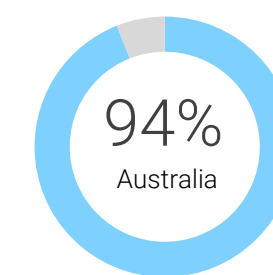


Employees who will ask for a pay rise

- Yes
- Unsure
- No

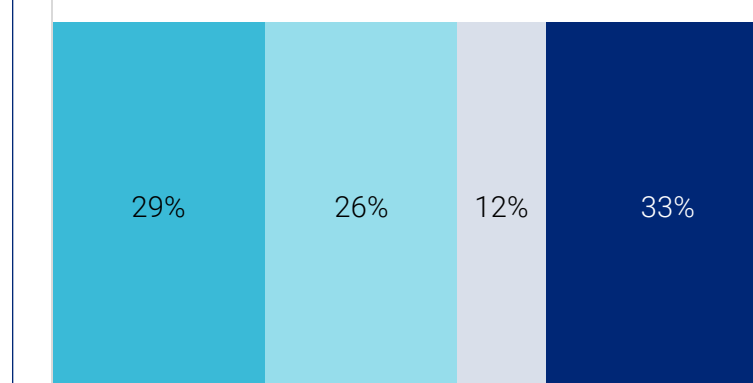


Employers who will offer higher salaries



Organisations that provide salary transparency

- Yes - All employees
- Yes - Some employees
- Unsure
- No



Top benefits employers are prioritising this year

- Training – either internal or external
- Mental and physical health and wellbeing programs
- Career progression opportunities

METALLIFEROUS MINING ENGINEERING

	REGISTERED MINE MANAGER		UNDERGROUND / QUARRY MANAGER		TECHNICAL SERVICES MANAGER		SENIOR MINING ENGINEER		MINING ENGINEER		GRADUATE MINING ENGINEER		GEOTECHNICAL ENGINEER		CHIEF SURVEYOR		SENIOR SURVEYOR		MINE SURVEYOR	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
WA	270	260 - 300	260	240 - 280	240	220 - 250	195	165 - 210	165	150 - 185	115	105 - 125	190	140 - 200	200	200 - 220	190	180 - 200	150	140 - 170
QLD - Hard Rock	235	200 - 270	230	240 - 260	220	200 - 240	180	160 - 200	133	140 - 180	92	100 - 122	143	140 - 200	168	180 - 210	153	170 - 190	133	122 - 143
QLD - Coal	265	250 - 280	220	200 - 240	220	200 - 235	184	173 - 194	143	133 - 163	92	71 - 107	143	122 - 163	180	175 - 200	160	150 - 175	140	125 - 150
NSW	205	220 - 250	175	180 - 240	200	185 - 220	150	170 - 190	120	150 - 180	85	100 - 120	150	140 - 180	175	170 - 200	150	150 - 175	150	140 - 170
VIC	205	180 - 220	135	102 - 153	155	133 - 173	155	133 - 184	115	102 - 133	65	57 - 77	120	112 - 133	130	112 - 153	115	92 - 122	100	77 - 112
SA	205	180 - 220	180	160 - 210	184	163 - 194	163	143 - 173	122	112 - 143	71	61 - 92	143	133 - 153	133	122 - 153	120	112 - 122	110	92 - 122
TAS	200	170 - 210	135	112 - 143	155	133 - 173	130	122 - 143	105	92 - 122	68	61 - 87	120	107 - 133	115	97 - 122	95	87 - 117	80	71 - 92
NT	260	190 - 265	215	190 - 220	195	170 - 200	175	145 - 185	153	135 - 163	100	95 - 105	190	140 - 200	200	200 - 220	190	180 - 200	150	140 - 170

NOTES

All salaries shown are exclusive of superannuation (AU).

METALLIFEROUS GEOLOGY - MINING

	CHIEF GEOLOGIST		SENIOR MINE GEOLOGIST		MINE GEOLOGIST		GRADUATE GEOLOGIST		PIT TECHNICIAN/ GEOLOGICAL TECHNICIAN	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
WA	220	210 - 260	180	170 - 190	140	130 - 150	115	110 - 130	100	95 - 105
QLD - Hard Rock	194	180 - 240	158	150 - 190	122	110 - 130	87	80 - 100	82	75 - 100
QLD - Coal	194	173 - 214	158	143 - 173	122	102 - 143	87	66 - 97	82	71 - 97
NSW	210	180 - 235	165	150 - 180	130	120 - 135	90	90 - 110	85	70 - 95
VIC	160	153 - 184	140	122 - 153	100	92 - 122	60	57 - 77	65	51 - 82
SA	133	122 - 143	112	112 - 122	102	92 - 122	60	57 - 61	71	61 - 87
TAS	140	122 - 163	110	103 - 125	95	87 - 110	60	57 - 71	60	56 - 71
NT	220	210 - 260	180	170 - 190	140	130 - 150	115	110 - 130	100	95 - 105

METALLIFEROUS GEOLOGY - EXPLORATION

	EXPLORATION MANAGER		SENIOR EXPLORATION GEOLOGIST		EXPLORATION GEOLOGIST		FIELD ASSISTANT	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range
	230	200 - 260	180	170 - 190	135	125 - 150	95	90 - 105
	189	180 - 250	148	140 - 170	112	110 - 140	82	75 - 90
	189	173 - 204	158	143 - 173	112	102 - 133	82	71 - 92
	205	185 - 225	155	140 - 170	120	100 - 140	80	80 - 100
	160	153 - 184	140	133 - 163	110	102 - 128	70	61 - 82
	150	140 - 160	135	120 - 155	112	92 - 122	71	61 - 82
	130	122 - 153	120	110 - 140	90	88 - 110	65	61 - 71
	230	200 - 260	180	170 - 190	135	125 - 150	95	90 - 105

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.

MINERAL PROCESSING

	PROCESS MANAGER		PROCESS ENGINEER Mid level 3-7 years		SENIOR METALLURGIST		METALLURGIST		GRADUATE METALLURGIST		MILL SUPERINTENDENT		SHIFT SUPERVISOR		MILL OPERATOR		METALLURGICAL TECHNICIAN		LABORATORY TECHNICIAN	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
WA	210	190 - 255	150	140 - 165	165	150 - 190	145	135 - 155	105	95 - 110	185	165 - 204	140	125 - 158	110	95 - 120	100	90 - 115	100	90 - 115
QLD	224	204 - 245	128	130 - 160	158	148 - 184	133	120 - 140	82	80 - 100	160	150 - 200	122	120 - 150	112	100 - 122	92	90 - 100	92	75 - 105
NSW	184	173 - 204	115	105 - 125	125	115 - 135	110	90 - 120	75	70 - 90	155	135 - 165	100	90 - 110	90	70 - 100	80	70 - 90	85	75 - 95
VIC	170	163 - 184	90	87 - 112	120	112 - 138	90	87 - 102	65	61 - 77	130	122 - 143	105	92 - 122	90	82 - 102	65	61 - 77	65	56 - 77
SA	160	150 - 170	112	97 - 122	122	112 - 133	102	82 - 112	77	61 - 82	133	122 - 153	102	92 - 112	82	71 - 92	82	61 - 87	71	61 - 77
TAS	165	153 - 184	85	82 - 105	115	107 - 128	90	85 - 120	63	58 - 71	125	112 - 143	90	81 - 95	70	66 - 82	65	56 - 71	60	52 - 71
NT	210	190 - 250	150	140 - 165	165	150 - 190	145	135 - 155	105	95 - 110	185	165 - 204	140	110 - 150	100	82 - 110	82	71 - 87	82	71 - 87

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.

FIXED PLANT MAINTENANCE

	MAINTENANCE SUPERINTENDENT		MAINTENANCE PLANNER		MAINTENANCE SUPERVISOR		MECHANICAL ENG Mid level 3-7 years		ELECTRICAL ENGINEER Mid level 3-7 years		LEADING HAND		MECHANICAL FITTER		ELECTRICIAN		BOILERMAKER/ WELDER		INSTRUMENTATION TECHNICIAN	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
WA	195	180 - 220	170	155 - 190	165	150 - 180	150	140 - 170	150	140 - 170	160	150 - 170	160	140 - 165	165	145 - 185	155	135 - 165	175	160 - 200
QLD	200	185 - 225	133	122 - 153	165	150 - 185	140	125 - 156	138	129 - 156	122	115 - 140	130	120 - 150	130	120 - 150	128	115 - 135	140	125 - 160
NSW	184	173 - 204	155	150 - 170	130	130 - 160	130	125 - 160	130	125 - 160	110	100 - 125	110	100 - 120	120	100 - 125	100	90 - 115	102	92 - 112
VIC	145	133 - 184	130	112 - 163	125	102 - 153	110	92 - 133	115	92 - 133	130	122 - 153	130	112 - 153	115	82 - 122	130	102 - 153	115	92 - 122
SA	143	133 - 153	102	92 - 112	122	102 - 133	102	92 - 122	122	102 - 143	112	100 - 140	105	100 - 125	112	92 - 122	90	90 - 120	87	87 - 112
TAS	120	112 - 140	105	92 - 115	105	87 - 114	90	82 - 110	100	82 - 109	90	82 - 97	80	74 - 91	80	76 - 91	80	77 - 87	80	77 - 87
NT	179	163 - 194	138	128 - 148	143	133 - 163	143	128 - 158	143	128 - 158	117	107 - 122	112	102 - 122	140	120 - 140	140	120 - 140	150	130 - 150

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.

MOBILE PLANT MAINTENANCE

	WORKSHOP SUPERVISOR		HD FITTER		AUTO ELECTRICIAN		BOILERMAKER/WELDER		SERVICE PERSON		OPEN PIT SUPERVISOR		EXCAVATOR OPERATOR	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
WA	225	185 - 245	210	180 - 235	210	180 - 235	165	145 - 185	130	120 - 140	180	160 - 190	160	140 - 180
QLD	155	140 - 180	165	140 - 190	160	140 - 185	125	115 - 140	122	105 - 155	160	145 - 180	120	100 - 140
NSW	140	140 - 160	110	100 - 120	110	100 - 120	110	100 - 120	100	98 - 130	150	145 - 175	112	102 - 122
VIC	120	102 - 143	115	92 - 133	105	92 - 122	115	92 - 133	85	71 - 97	120	107 - 143	100	92 - 117
SA	122	92 - 133	122	92 - 133	122	87 - 133	112	80 - 120	92	82 - 102	133	112 - 143	122	112 - 143
TAS	100	82 - 112	95	82 - 112	95	77 - 102	75	66 - 87	80	71 - 87	100	92 - 112	80	71 - 92
NT	153	133 - 163	155	140 - 168	148	138 - 168	153	133 - 173	125	110 - 125	158	148 - 168	140	110 - 140

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.

MOBILE PLANT MAINTENANCE

	DUMP TRUCK OPERATOR		DRILLER		ALL-ROUNDER		UNDERGROUND SUPERVISOR		JUMBO OPERATOR		BOGGER OPERATOR		SERVICE CREW	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
WA	145	130 - 165	165	135 - 190	165	145 - 180	185	165 - 205	255	230 - 300	180	150 - 200	130	115 - 145
QLD	115	100 - 125	150	105 - 170	115	99 - 125	190	160 - 220	168	143 - 184	122	112 - 133	117	107 - 128
NSW	102	100 - 140	125	120 - 155	112	92 - 122	180	170 - 200	128	122 - 143	117	112 - 138	102	92 - 112
VIC	80	71 - 112	100	77 - 122	90	82 - 117	130	107 - 148	140	133 - 153	120	112 - 133	95	87 - 107
SA	102	92 - 112	115	82 - 125	112	87 - 122	133	102 - 143	112	102 - 122	92	82 - 102	102	92 - 112
TAS	70	61 - 87	85	71 - 97	75	66 - 87	100	92 - 112	95	87 - 112	95	82 - 107	70	61 - 77
NT	120	110 - 120	135	107 - 150	130	110 - 140	148	133 - 168	168	143 - 189	133	112 - 148	112	97 - 128

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.

OHS AND ENVIRONMENTAL

	HSE MANAGER		OH&S MANAGER/ SUPERINTENDENT		OH&S COORDINATOR		OH&S OFFICER		ENVIRONMENTAL SUPERINTENDENT		ENVIRONMENTAL COORDINATOR		ENVIRONMENTAL OFFICER		TRAINING COORDINATOR	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
WA	210	185 - 235	175	165 - 195	155	140 - 170	140	120 - 160	155	145 - 175	130	105 - 155	115	105 - 135	135	125 - 155
QLD	210	180 - 235	163	153 - 173	133	128 - 148	112	100 - 140	163	153 - 184	138	138 - 153	122	92 - 128	125	100 - 140
NSW	180	160 - 200	160	140 - 180	125	125 - 135	100	90 - 120	150	145 - 165	135	120 - 145	105	90 - 120	120	100 - 140
VIC	165	143 - 184	110	92 - 122	90	82 - 102	80	71 - 97	115	92 - 122	80	66 - 87	80	66 - 87	65	61 - 77
SA	173	153 - 184	153	122 - 163	102	82 - 122	82	61 - 92	133	122 - 143	92	82 - 102	87	71 - 92	92	82 - 102
TAS	150	133 - 204	155	122 - 184	115	102 - 133	115	92 - 122	125	102 - 153	115	102 - 133	80	66 - 92	70	66 - 112
NT	210	185 - 235	175	165 - 195	155	140 - 170	140	120 - 160	163	143 - 179	143	133 - 153	122	92 - 138	117	92 - 128

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.

INDUSTRIAL DESIGN

	ENGINEERING MANAGER		PRINCIPAL/LEAD ENGINEER		PROJECT MANAGER		SENIOR DESIGN ENGINEER		DESIGN ENGINEER		SENIOR PROJECT ENGINEER EPCM		PROJECT ENGINEER EPCM		DESIGN MANAGER/CHIEF DRAFTER		SENIOR DESIGN DRAFTER		DESIGN DRAFTER		PIPING DESIGNER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
WA	230	210 - 250	190	170 - 225	240	205 - 265	155	140 - 185	140	115 - 165	155	140 - 175	140	125 - 155	170	145 - 180	135	110 - 140	100	90 - 130	115	105 - 130
QLD	214	204 - 224	173	168 - 204	204	184 - 224	153	133 - 173	102	87 - 122	143	133 - 173	112	92 - 133	138	122 - 153	92	87 - 122	71	66 - 102	102	82 - 122
NSW	195	190 - 205	175	165 - 200	170	160 - 210	140	140 - 175	130	105 - 140	160	150 - 180	130	130 - 150	130	120 - 150	120	110 - 130	85	80 - 95	110	110 - 130
VIC	195	184 - 224	165	153 - 184	170	153 - 224	125	102 - 153	100	71 - 112	125	112 - 153	110	82 - 122	120	112 - 153	115	102 - 133	85	71 - 102	105	82 - 112
SA	173	143 - 184	133	122 - 143	133	122 - 143	133	112 - 143	122	92 - 133	153	122 - 163	100	92 - 112	122	102 - 133	112	92 - 122	82	66 - 92	102	87 - 122
TAS	175	153 - 194	125	112 - 143	130	112 - 143	95	92 - 112	95	82 - 102	115	92 - 122	100	82 - 112	120	112 - 163	120	82 - 143	85	71 - 102	120	82 - 143
NT	245	214 - 265	190	170 - 225	240	205 - 265	153	140 - 185	112	92 - 133	140	133 - 173	128	92 - 148	148	122 - 179	122	82 - 143	97	77 - 107	117	107 - 128

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.

INDUSTRIAL CONSTRUCTION

	PROJECT MANAGER		CONSTRUCTION MANAGER/SUPERINTENDENT		SENIOR ESTIMATOR		PLANNING MANAGER		CONTRACTS MANAGER		PROJECT ENGINEER Civil/Mech/Elec		ESTIMATOR		CONTRACTS ADMINISTRATOR		PLANNER		SITE SUPERVISOR		SITE ENGINEER Civil/Mech/Elec		SAFETY ADVISOR	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
WA	225	195 - 245	235	205 - 265	195	165 - 255	185	165 - 225	190	175 - 225	140	125 - 155	155	115 - 175	135	125 - 155	140	105 - 175	145	125 - 155	115	105 - 125	125	115 - 135
QLD	204	184 - 250	194	173 - 225	173	163 - 204	194	158 - 204	184	163 - 204	143	150 - 200	122	102 - 153	122	102 - 138	138	102 - 153	122	120 - 180	122	133 - 180	122	92 - 133
NSW	180	180 - 200	184	173 - 215	153	153 - 185	160	160 - 208	170	170 - 184	150	150 - 190	120	95 - 135	125	120 - 145	120	100 - 160	130	130 - 150	140	140 - 170	130	110 - 150
VIC	200	184 - 224	190	184 - 204	135	122 - 153	150	143 - 173	165	153 - 184	120	92 - 138	105	112 - 133	102	82 - 122	125	112 - 143	100	82 - 112	100	82 - 122	100	82 - 112
SA	184	143 - 204	173	133 - 184	173	133 - 184	153	122 - 184	163	143 - 184	133	112 - 143	112	92 - 122	102	82 - 122	112	102 - 133	122	102 - 143	102	77 - 117	102	92 - 112
TAS	140	122 - 163	145	122 - 163	120	102 - 133	120	112 - 133	120	112 - 133	100	82 - 112	110	82 - 122	102	82 - 122	100	82 - 112	100	82 - 112	100	82 - 117	100	82 - 112
NT	235	179 - 255	204	148 - 224	194	163 - 209	184	143 - 204	204	153 - 224	153	122 - 173	143	107 - 158	128	97 - 143	122	92 - 148	133	112 - 153	133	102 - 143	122	112 - 133

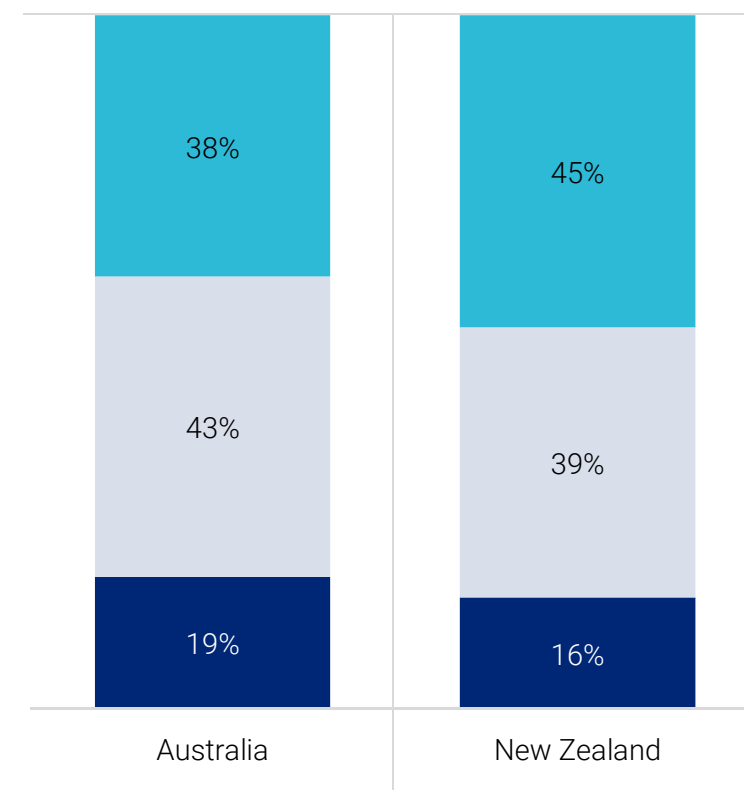
NOTES

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.

TURNOVER AND HIRING INTENTIONS

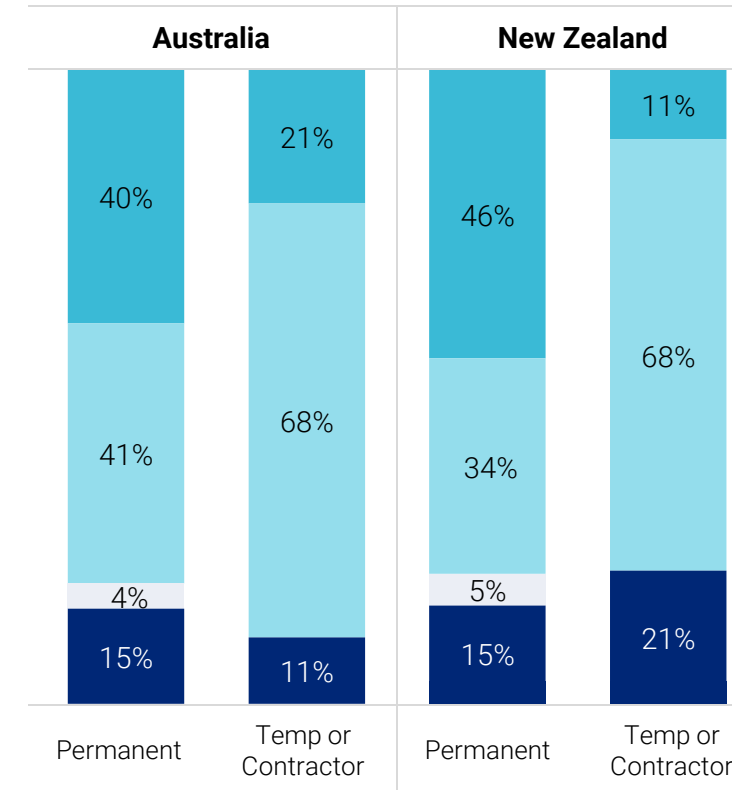
Employees that intend to remain with their current employer

- Yes
- Maybe
- No



Employers attitude towards increasing headcounts

- Increase
- Remain the same
- Unsure
- Decrease



Top factors driving turnover

- Rising cost of living
- An uncompetitive salary
- Lack of promotional opportunities



Employees top career priorities

- Being able to work flexibly
- A pay rise
- Learning or developing technical skills

Top 5 jobs employers need to fill

Australia

1. Executive Assistant/Personal Assistant
2. Administrator/Team Assistant
3. Receptionist
4. Office Manager
5. Data Entry

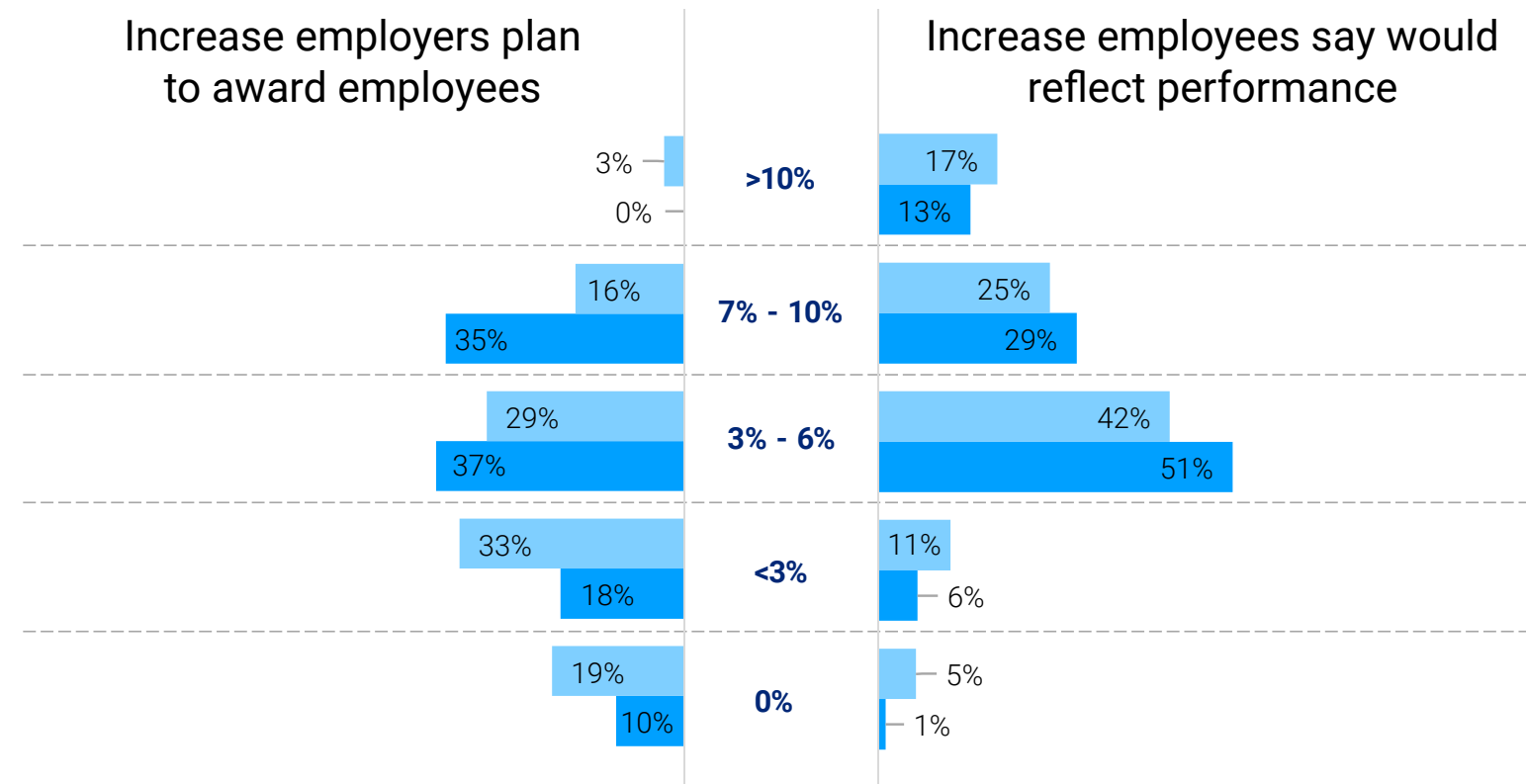
New Zealand

1. Administrator
2. Receptionist
3. Executive Assistant/Personal Assistant
4. Office Manager
5. Project Co-ordinator

SALARY TRENDS

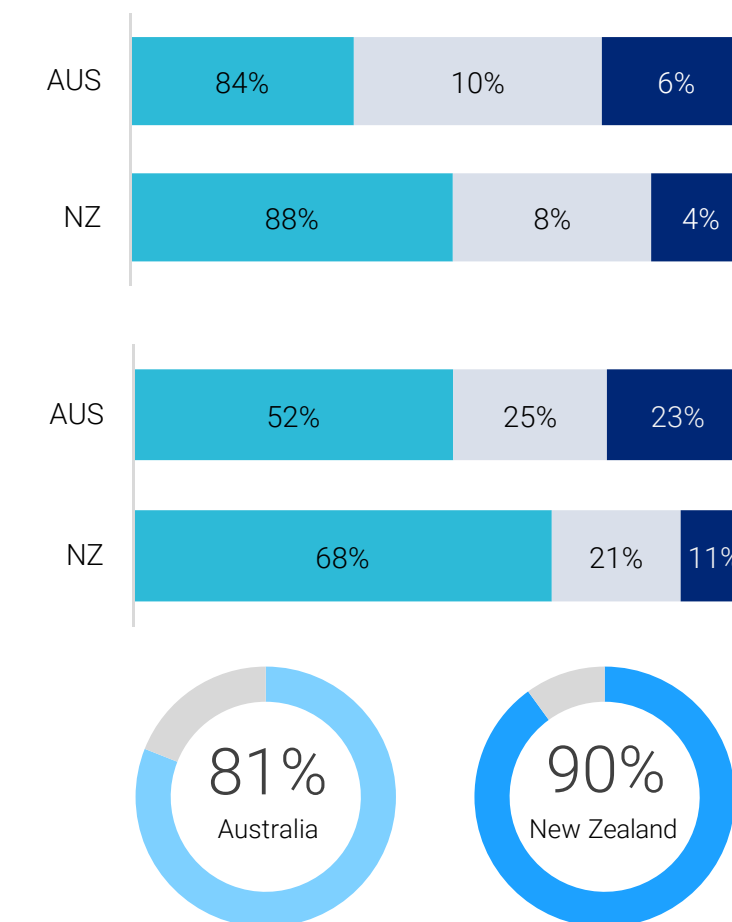
Pay rise intentions and expectations

- Australia
- New Zealand



Those that believe pay rises should keep up with inflation

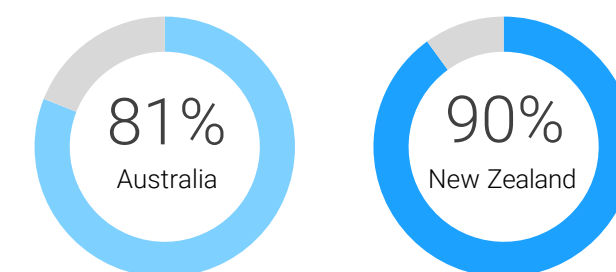
- Yes
- Neutral
- No



Employees who will ask for a pay rise

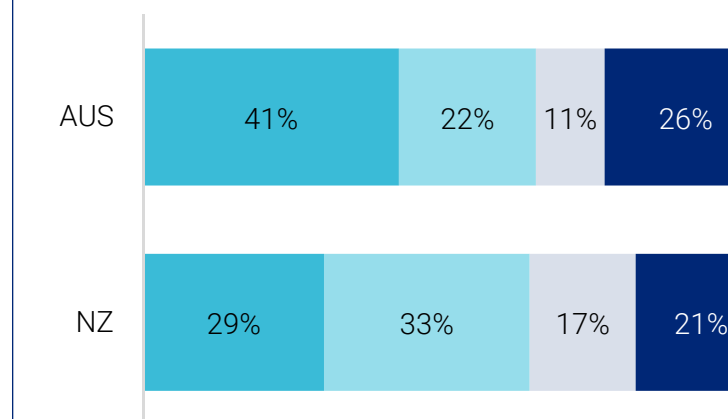
- Yes
- Unsure
- No

Employers who will offer higher salaries



Organisations that provide salary transparency

- Yes - All employees
- Yes - Some employees
- Unsure
- No



Top benefits employers are prioritising this year

Australia

- Training – either internal or external
- Financial support for professional study
- Paid leave for professional study

New Zealand

- Training – either internal or external
- Company car, car allowance or onsite parking
- Ongoing learning and development

ADMINISTRATION

	ADMINISTRATION ASSISTANT 6-12 mths exp		ADMINISTRATION ASSISTANT 12+ mths exp		PROJECT ADMINISTRATION ASSISTANT 3+ years exp		OFFICE MANAGER		PROJECT CO-ORDINATOR	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	50	45 - 60	70	60 - 70	80	75 - 85	90	80 - 110	90	80 - 90
NSW - Regional	50	45 - 60	55	55 - 60	65	60 - 70	80	70 - 85	80	70 - 80
VIC - Melbourne	55	53 - 60	65	60 - 70	75	70 - 80	90	85 - 100	75	70 - 80
VIC - Regional	55	50 - 60	63	60 - 65	68	65 - 75	88	80 - 95	70	65 - 75
QLD - Brisbane, Gold Coast & Sunshine Coast	55	50 - 60	65	55 - 70	70	60 - 75	80	70 - 85	70	65 - 75
QLD - Regional	45	45 - 46	50	49 - 56	61	58 - 70	71	61 - 85	61	56 - 66
SA - Adelaide	57	55 - 60	60	55 - 65	73	65 - 80	82	75 - 90	73	65 - 80
WA - Perth	60	55 - 65	65	60 - 70	80	75 - 95	90	80 - 110	80	70 - 100
ACT - Canberra	65	60 - 70	75	70 - 80	90	75 - 85	100	90 - 110	92	80 - 100
TAS - Hobart/Launceston	50	48 - 55	55	50 - 60	75	60 - 80	70	65 - 80	70	65 - 85
NT - Darwin	60	55 - 65	70	65 - 75	80	70 - 90	82	78 - 95	85	65 - 85
NZ - Auckland	53	50 - 55	53	50 - 55	60	55 - 65	65	60 - 70	62	60 - 65
NZ - Wellington	55	52 - 60	60	57 - 63	62	60 - 68	75	65 - 85	71	65 - 75
NZ - Christchurch	55	50 - 53	65	50 - 58	65	58 - 65	70	60 - 65	65	60 - 70

BANKING AND FINANCE SUPPORT

	SPECIALIST FINANCE PA		INVESTMENT BANKING PERSONAL ASSISTANT		ADVISOR SUPPORT	
	Typical	Range	Typical	Range	Typical	Range
	90	80 - 105	90	80 - 100	65	60 - 70
	82	61 - 92	82	61 - 92	56	51 - 61
	85	75 - 90	90	80 - 100	60	55 - 70
	51	46 - 56	75	60 - 80	65	51 - 60
	80	75 - 85	80	75 - 85	65	60 - 70
	61	61 - 71	66	61 - 71	51	49 - 56
	65	60 - 70	66	61 - 71	56	51 - 61
	85	75 - 95	85	75 - 95	65	60 - 75
	80	72 - 90	76	72 - 83	76	70 - 85
	70	65 - 85	NA	NA - NA	65	60 - 80
	70	61 - 75	70	65 - 80	56	56 - 61
	66	57 - 77	69	59 - 77	59	51 - 66
	61	56 - 66	61	56 - 77	53	44 - 59
	61	56 - 66	61	56 - 66	48	48 - 51

NOTES

All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ).
New Zealand Salaries are represented in New Zealand Dollars.

ADMINISTRATION/SUPPORT

	TEAM ASSISTANT/ ADMINISTRATOR 12+ mths exp		TEAM ASSISTANT/ ADMINISTRATOR 3+ years exp		PERSONAL ASSISTANT Assisting a number of executives		EXECUTIVE ASSISTANT Working for one person	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	65	60 - 70	75	70 - 80	75	70 - 85	100	85 - 125
NSW - Regional	60	55 - 65	70	60 - 75	77	66 - 80	90	80 - 95
VIC - Melbourne	75	70 - 80	75	70 - 80	85	75 - 90	100	95 - 110
VIC - Regional	70	65 - 75	68	65 - 70	80	75 - 85	90	85 - 100
QLD - Brisbane, Gold Coast & Sunshine Coast	65	60 - 70	70	65 - 75	85	80 - 95	90	80 - 100
QLD - Regional	56	51 - 61	61	56 - 66	66	61 - 71	71	61 - 82
SA - Adelaide	60	55 - 65	70	65 - 75	80	75 - 85	85	75 - 95
WA - Perth	65	60 - 75	75	70 - 80	85	80 - 100	100	80 - 120
ACT - Canberra	70	65 - 75	80	70 - 85	92	85 - 100	95	90 - 110
TAS - Hobart/Launceston	55	50 - 60	60	55 - 65	70	65 - 85	90	75 - 100
NT - Darwin	65	55 - 70	70	65 - 75	75	65 - 95	85	78 - 100
NZ - Auckland	58	55 - 60	60	55 - 62	80	70 - 90	85	75 - 90
NZ - Wellington	60	57 - 64	60	57 - 64	68	60 - 75	75	70 - 90
NZ - Christchurch	55	50 - 52	65	55 - 60	70	60 - 65	75	65 - 70

NOTES

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New Zealand Salaries are represented in New Zealand Dollars.

ADMINISTRATION/SPECIALISTS

DATA ENTRY OPERATOR		SALES COORDINATOR		RECORDS OFFICER		MEDICAL SECRETARY	
Typical	Range	Typical	Range	Typical	Range	Typical	Range
60	55 - 65	65	60 - 75	75	65 - 85	70	60 - 85
50	45 - 50	61	55 - 71	61	50 - 65	70	60 - 85
65	60 - 70	70	65 - 75	85	80 - 90	65	60 - 70
60	55 - 65	65	60 - 70	75	70 - 80	65	60 - 70
60	55 - 65	60	60 - 70	65	60 - 70	65	60 - 70
46	45 - 51	51	49 - 56	52	49 - 55	56	51 - 66
60	55 - 65	67	60 - 75	57	55 - 60	65	60 - 70
60	50 - 70	60	55 - 70	80	70 - 90	70	60 - 85
60	55 - 65	65	60 - 70	65	60 - 70	85	75 - 80
55	50 - 60	55	50 - 60	65	60 - 75	60	50 - 65
60	55 - 65	65	60 - 70	58	55 - 65	60	55 - 70
53	50 - 55	55	50 - 60	55	50 - 58	54	53 - 55
48	48 - 50	51	48 - 55	49	48 - 53	60	57 - 65
48	48 - 50	52	48 - 55	48	48 - 51	70	60 - 65

RECEPTION

	SWITCHBOARD OPERATOR		RECEPTIONIST Up to 12 mths exp		RECEPTIONIST 12+ mths exp		RECEPTIONIST/ ADMINISTRATION ASSISTANT 12+ mths exp	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	65	55 - 65	60	55 - 65	70	60 - 75	70	60 - 75
NSW - Regional	60	55 - 60	55	50 - 60	65	55 - 70	65	60 - 70
VIC - Melbourne	60	55 - 65	55	50 - 60	60	58 - 65	60	58 - 65
VIC - Regional	58	55 - 60	55	55 - 60	60	58 - 65	60	58 - 65
QLD - Brisbane, Gold Coast & Sunshine Coast	60	55 - 65	55	50 - 60	60	55 - 65	65	60 - 70
QLD - Regional	50	49 - 56	45	45 - 46	52	51 - 56	52	51 - 56
SA - Adelaide	60	55 - 65	57	55 - 60	60	55 - 65	67	55 - 70
WA - Perth	60	50 - 65	60	55 - 65	70	65 - 75	65	60 - 75
ACT - Canberra	65	65 - 70	65	65 - 75	70	65 - 75	70	65 - 75
TAS - Hobart/Launceston	55	50 - 60	55	50 - 65	60	50 - 65	60	55 - 65
NT - Darwin	60	55 - 65	55	50 - 60	60	55 - 65	55	52 - 65
NZ - Auckland	50	48 - 50	50	48 - 53	55	51 - 56	55	51 - 60
NZ - Wellington	48	48 - 48	52	48 - 54	55	52 - 56	55	51 - 58
NZ - Christchurch	48	48 - 48	53	50 - 52	55	50 - 53	60	50 - 65

NOTES

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New Zealand Salaries are represented in New Zealand Dollars.

LEGAL SUPPORT

	LEGAL SECRETARY Up to 2 years exp		LEGAL SECRETARY 2-4 years exp		LEGAL SECRETARY 4+ years exp		LEGAL PERSONAL ASSISTANT	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range
	75	65 - 75	75	60 - 75	90	70 - 90	90	85 - 95
	65	60 - 70	75	70 - 80	85	80 - 90	80	75 - 90
	70	65 - 75	80	75 - 90	90	85 - 95	95	90 - 100
	65	60 - 70	75	70 - 80	80	75 - 85	85	80 - 90
	70	65 - 75	75	65 - 80	80	70 - 85	80	75 - 85
	53	52 - 56	56	56 - 61	61	56 - 66	61	58 - 66
	67	60 - 75	75	70 - 80	82	75 - 90	82	75 - 90
	65	60 - 75	75	70 - 85	90	85 - 95	85	80 - 95
	82	75 - 85	90	75 - 95	90	90 - 98	88	80 - 90
	70	55 - 75	75	60 - 80	80	70 - 90	80	70 - 90
	65	60 - 70	68	65 - 75	73	68 - 85	68	65 - 80
	65	55 - 75	68	65 - 75	73	65 - 85	75	70 - 85
	68	55 - 75	70	65 - 78	75	65 - 85	74	70 - 85
	60	55 - 65	64	63 - 70	70	65 - 75	70	65 - 75

PROPERTY AND CONSTRUCTION SUPPORT

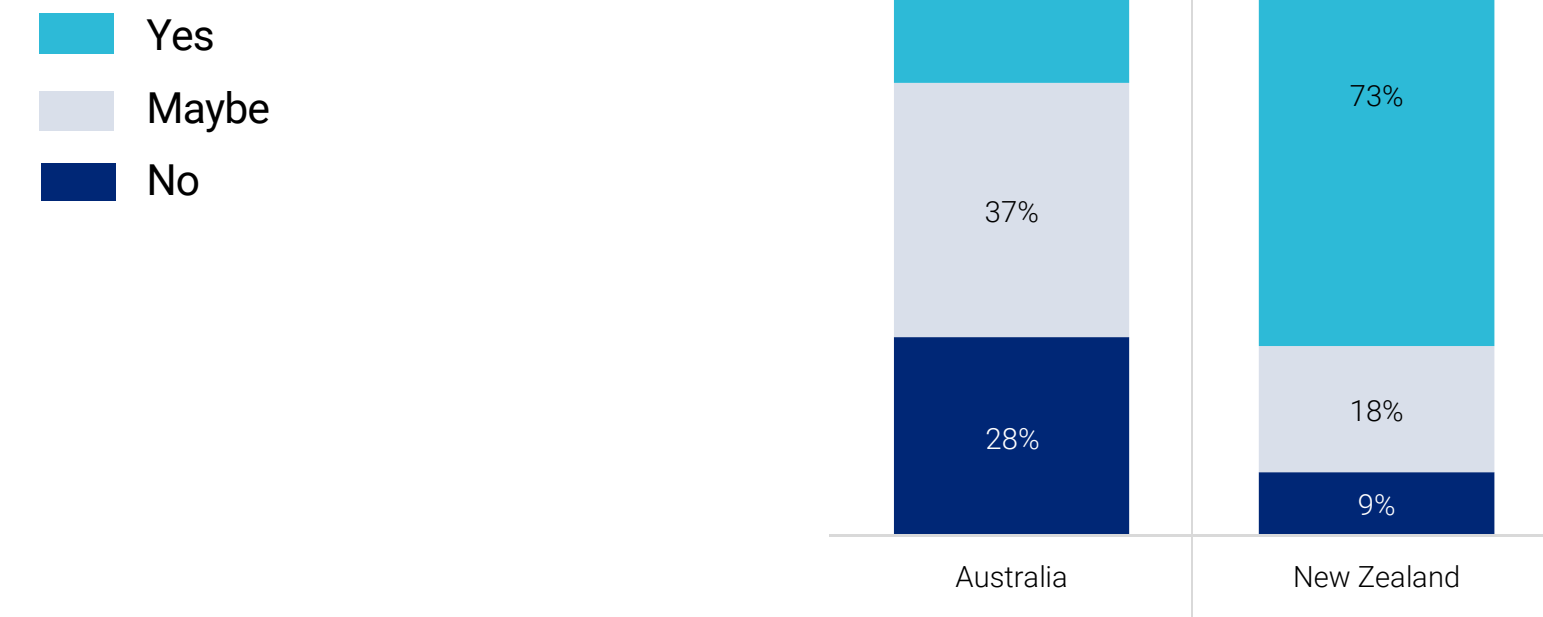
	DOCUMENT CONTROLLER		PROJECT SECRETARY/ ADMINISTRATOR		SITE SECRETARY/ADMINISTRATOR		FACILITIES ADMINISTRATOR		CONTRACTS ADMINISTRATOR Residential		CLIENT LIAISON Residential	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	85	75 - 95	75	70 - 90	75	65 - 90	65	55 - 65	90	85 - 95	65	60 - 80
NSW - Regional	75	70 - 80	80	70 - 85	80	70 - 85	60	60 - 65	90	85 - 95	70	60 - 80
VIC - Melbourne	85	80 - 90	75	70 - 80	75	70 - 80	68	65 - 70	90	85 - 95	80	75 - 85
VIC - Regional	85	80 - 90	75	70 - 80	70	65 - 75	65	60 - 70	88	80 - 95	75	70 - 80
QLD - Brisbane, Gold Coast & Sunshine Coast	80	70 - 90	70	65 - 75	70	65 - 75	65	55 - 70	70	60 - 75	65	60 - 70
QLD - Regional	71	56 - 82	61	58 - 70	61	58 - 70	51	49 - 56	56	52 - 61	56	52 - 61
SA - Adelaide	80	70 - 90	73	66 - 80	70	60 - 80	67	60 - 75	77	65 - 90	59	56 - 61
WA - Perth	85	85 - 120	80	75 - 95	90	80 - 130	75	70 - 80	80	70 - 95	70	70 - 90
ACT - Canberra	80	70 - 88	80	75 - 88	77	70 - 85	72	65 - 78	90	80 - 95	65	60 - 70
TAS - Hobart/Launceston	70	60 - 85	70	60 - 85	65	60 - 75	60	55 - 70	65	60 - 70	65	60 - 70
NT - Darwin	75	65 - 85	70	65 - 80	75	65 - 100	56	50 - 65	90	70 - 95	56	56 - 61
NZ - Auckland	61	51 - 71	59	55 - 69	59	52 - 69	57	52 - 63	63	51 - 71	56	51 - 61
NZ - Wellington	51	48 - 56	53	51 - 56	56	51 - 61	51	48 - 56	56	51 - 61	51	48 - 56
NZ - Christchurch	51	48 - 56	56	53 - 61	54	51 - 56	46	48 - 51	55	50 - 60	49	48 - 55

NOTES

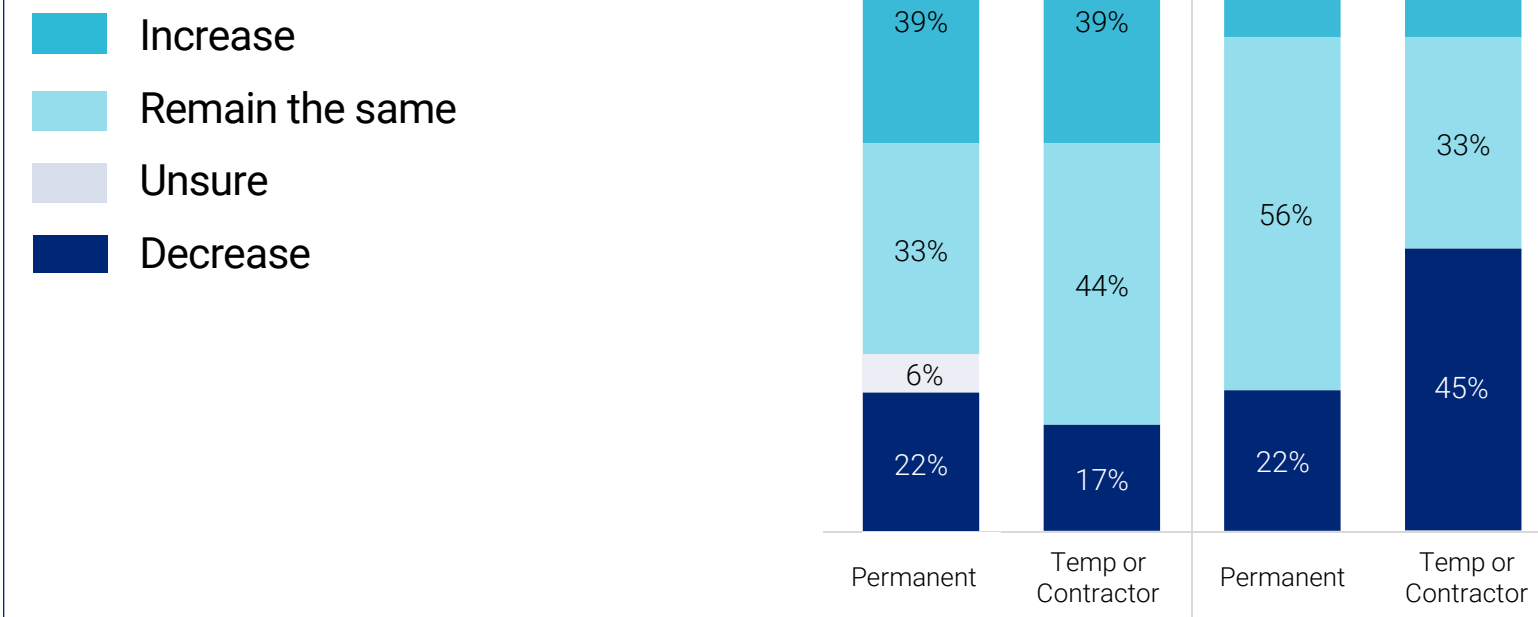
All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ).
New Zealand Salaries are represented in New Zealand Dollars.

TURNOVER AND HIRING INTENTIONS

Employees that intend to remain with their current employer



Employers attitude towards increasing headcounts



Top factors driving turnover

- Lack of promotional opportunities
- Poor management style or workplace culture
- Lack of new challenges

Employees top career priorities

- Being able to work flexibly
- A pay rise
- Learning or developing technical skills

Top 5 jobs employers need to fill

Australia

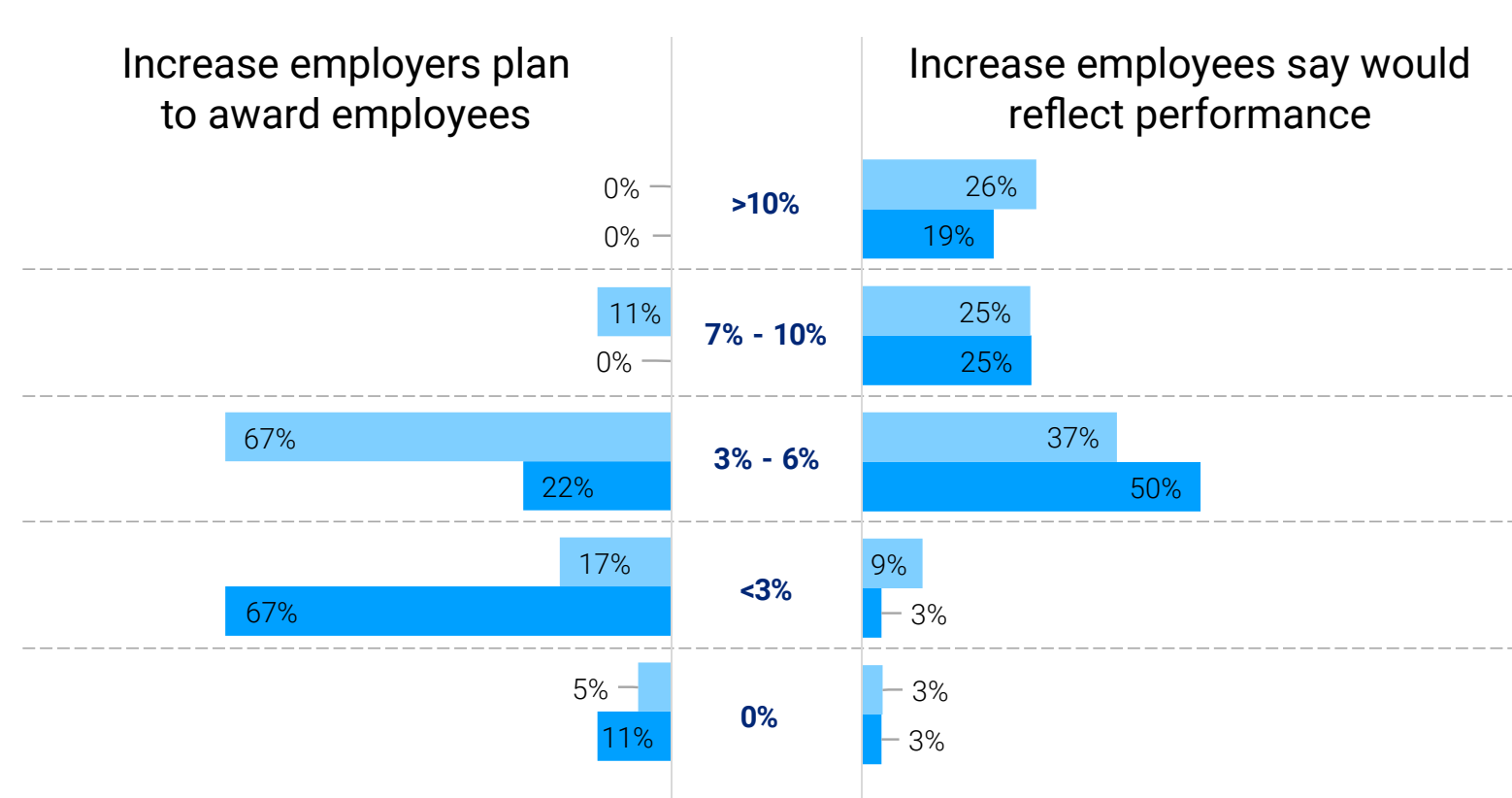
1. Senior Project Officer
2. Senior Policy Officer
3. Policy Officer
4. Project Officer
5. Program Manager

New Zealand

1. Policy Advisor
2. Senior Policy Advisor
3. Policy Analyst
4. Principal Policy Advisor
5. Program Manager

SALARY TRENDS

Pay rise intentions and expectations



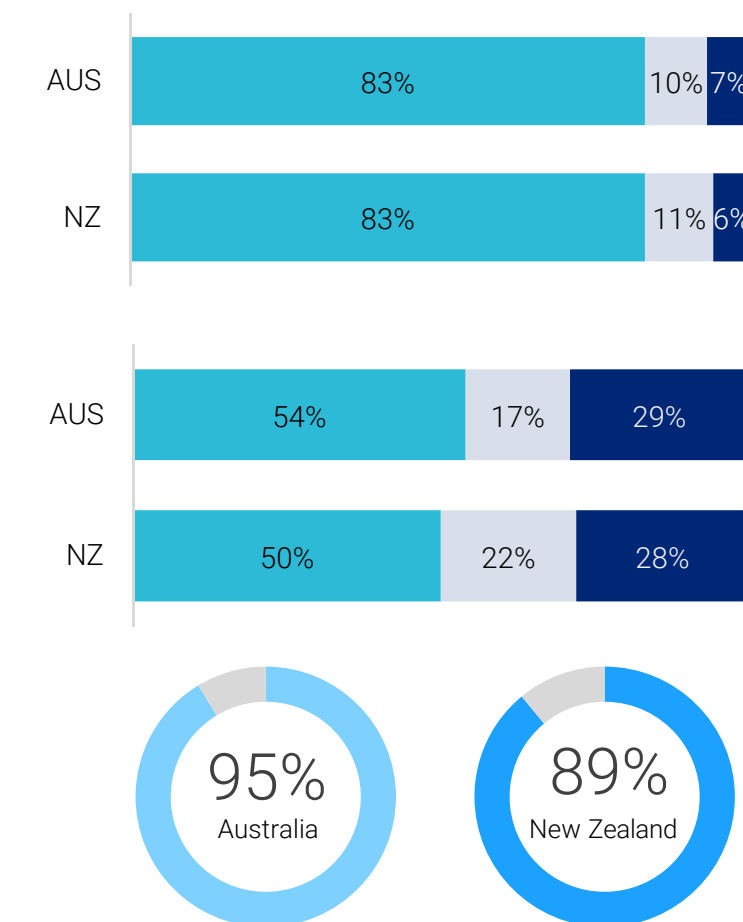
Those that believe pay rises should keep up with inflation

- Yes
- Neutral
- No

Employees who will ask for a pay rise

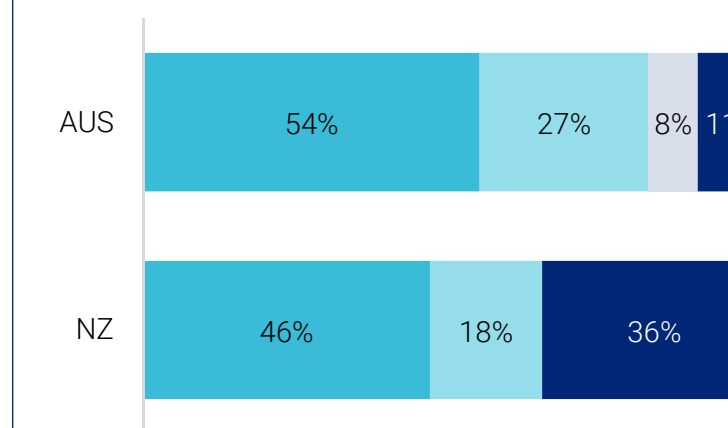
- Yes
- Unsure
- No

Employers who will offer higher salaries



Organisations that provide salary transparency

- Yes - All employees
- Yes - Some employees
- Unsure
- No



Top benefits employers are prioritising this year

Australia

- Training – either internal or external
- Career progression opportunities
- Above mandatory paid parental leave

New Zealand

- Training – either internal or external
- Paid leave for professional study
- Wellbeing leave

	POLICY OFFICER/ POLICY ADVISOR		SENIOR POLICY OFFICER/POLICY ADVISOR		POLICY MANAGER		GOVERNMENT RELATIONS MANAGER		STRATEGIC MANAGER		PROGRAMME OFFICER/ CO-ORDINATOR*		PROGRAMME MANAGER*		PROJECT OFFICER*		PROJECT MANAGER*	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	95	80 - 100	110	110 - 130	150	130 - 170	133	120 - 163	150	130 - 175	90	80 - 105	150	120 - 180	95	90 - 110	160	130 - 180
VIC - Melbourne	90	80 - 100	110	100 - 125	130	110 - 170	130	110 - 170	140	125 - 170	95	90 - 102	150	120 - 180	90	90 - 102	150	125 - 170
QLD - Brisbane	90	80 - 100	105	90 - 120	120	110 - 140	112	97 - 122	125	110 - 150	80	70 - 90	120	100 - 150	85	70 - 95	120	100 - 150
WA - Perth	79	75 - 90	97	87 - 112	112	92 - 153	122	102 - 143	133	102 - 163	92	82 - 102	107	87 - 143	87	66 - 92	97	87 - 133
ACT - Canberra	80	66 - 95	97	87 - 115	112	92 - 153	112	92 - 135	112	97 - 133	92	82 - 102	112	90 - 153	87	70 - 92	100	95 - 140
SA - Adelaide	86	80 - 100	107	95 - 114	115	115 - 122	130	117 - 150	135	110 - 165	95	89 - 113	120	110 - 135	100	83 - 104	115	105 - 140
TAS - Hobart	79	66 - 92	97	87 - 112	112	92 - 122	112	97 - 122	133	102 - 163	72	62 - 92	107	87 - 143	87	66 - 92	97	87 - 133
NT - Darwin	75	70 - 80	95	82 - 101	114	106 - 120	102	95 - 115	112	106 - 115	70	65 - 80	82	75 - 90	82	79 - 87	106	95 - 114
NZ - Wellington	82	71 - 92	102	92 - 122	150	112 - 170	112	102 - 122	145	125 - 170	71	61 - 82	115	92 - 133	71	61 - 82	105	92 - 125

NOTES

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

* These roles generally occur in a NFP context and would be supplemented with tax benefits (generally the benevolent sacrificing which is up to \$16050 tax free but most of our clients are able to offer more tax related incentives – travel, meal, health and wellbeing etc).

	GRANTS OFFICER		RESEARCH ANALYST		EVALUATION ADVISOR		SENIOR EVALUATION ADVISOR		DATA ANALYST		EXECUTIVE OFFICER		BUSINESS ANALYST		MINISTERIAL LIAISON OFFICER		REGULATORY ADVISOR	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	90	80 - 100	85	75 - 95	100	80 - 110	115	100 - 130	100	90 - 120	120	95 - 140	122	87 - 143	110	90 - 120	102	100 - 135
VIC - Melbourne	90	80 - 98	90	80 - 105	90	80 - 100	110	90 - 125	90	90 - 110	110	90 - 130	110	100 - 130	95	85 - 110	100	100 - 120
QLD - Brisbane	80	70 - 95	75	70 - 80	85	80 - 90	95	90 - 100	82	70 - 100	87	80 - 120	92	80 - 120	87	75 - 97	92	82 - 102
WA - Perth	80	70 - 85	77	66 - 82	100	90 - 110	120	110 - 130	82	66 - 92	97	77 - 122	92	77 - 117	87	66 - 92	92	82 - 102
ACT - Canberra	85	75 - 95	87	82 - 102	105	80 - 115	115	105 - 130	90	80 - 105	97	92 - 128	101	95 - 133	100	90 - 105	102	92 - 117
SA - Adelaide	87	82 - 97	85	75 - 110	85	80 - 95	95	90 - 100	95	87 - 115	95	95 - 120	110	110 - 130	95	90 - 120	105	95 - 120
TAS - Hobart	80	75 - 95	82	66 - 92	75	65 - 95	90	85 - 100	80	71 - 92	92	82 - 102	92	82 - 117	97	87 - 102	92	82 - 102
NT - Darwin	80	75 - 95	74	69 - 79	74	69 - 79	85	82 - 87	85	82 - 87	95	85 - 101	95	85 - 101	82	71 - 95	92	82 - 101
NZ - Wellington	70	65 - 75	82	71 - 92	NA	NA - NA	NA	NA - NA	72	61 - 82	100	80 - 120	87	71 - 102	90	65 - 110	98	85 - 110

NOTES

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

	REGULATORY MANAGER		ECONOMIST		SENIOR ECONOMIST		GOVERNANCE OFFICER/ SECRETARIAT		GOVERNANCE MANAGER		RISK ADVISOR		COMPLIANCE OFFICER		RISK/COMPLIANCE MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	140	120 - 160	110	95 - 135	153	120 - 184	100	90 - 110	140	120 - 160	110	90 - 130	110	90 - 120	130	120 - 150
VIC - Melbourne	130	120 - 170	110	90 - 130	130	110 - 160	90	90 - 105	120	110 - 150	100	90 - 125	90	80 - 105	120	110 - 160
QLD - Brisbane	112	102 - 122	102	85 - 120	125	110 - 155	95	85 - 105	115	100 - 130	100	90 - 120	80	75 - 100	115	105 - 130
WA - Perth	122	87 - 148	102	92 - 128	122	102 - 148	87	82 - 97	112	97 - 138	100	90 - 110	80	70 - 90	120	95 - 140
ACT - Canberra	112	97 - 122	107	97 - 122	122	112 - 153	95	85 - 105	130	120 - 155	120	100 - 140	85	70 - 90	115	100 - 130
SA - Adelaide	128	110 - 153	115	100 - 137	130	120 - 150	95	95 - 112	112	105 - 130	100	95 - 120	85	75 - 100	115	110 - 135
TAS - Hobart	112	97 - 122	102	92 - 128	122	107 - 138	87	82 - 97	112	97 - 138	80	70 - 100	75	65 - 85	90	80 - 100
NT - Darwin	110	106 - 114	105	85 - 125	125	106 - 134	92	82 - 101	110	106 - 114	110	106 - 114	75	70 - 85	95	90 - 100
NZ - Wellington	120	90 - 150	105	85 - 125	122	102 - 143	85	80 - 90	114	92 - 135	105	90 - 120	75	65 - 85	100	80 - 120

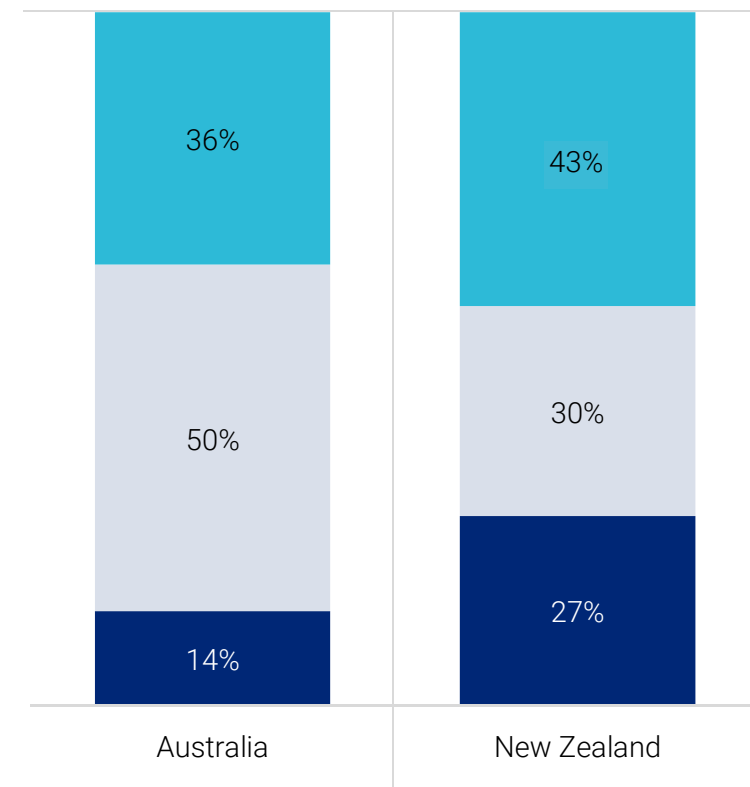
NOTES

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TURNOVER AND HIRING INTENTIONS

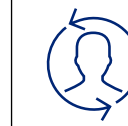
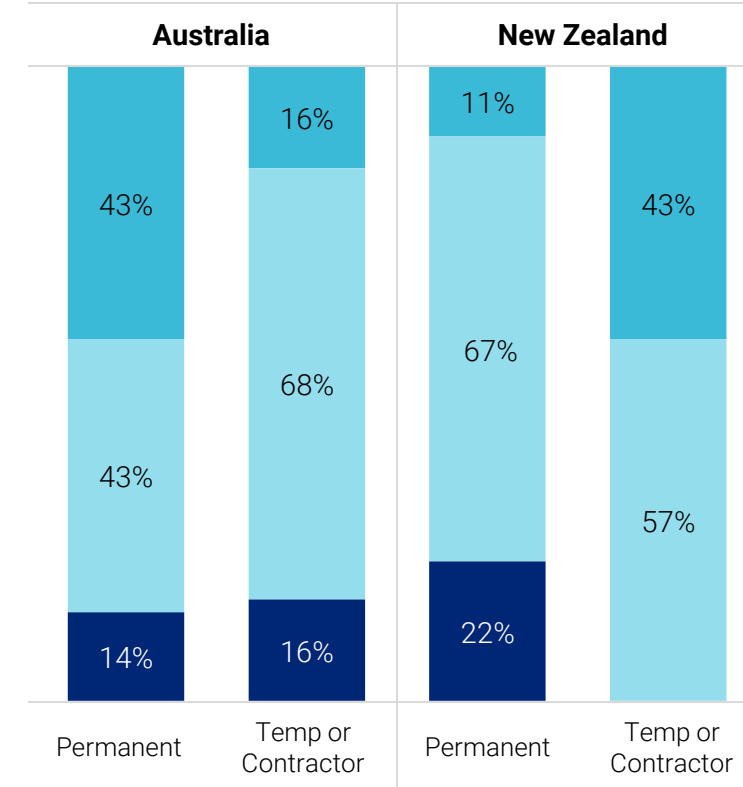
Employees that intend to remain with their current employer

- Yes
- Maybe
- No



Employers attitude towards increasing headcounts

- Increase
- Remain the same
- Unsure
- Decrease



Top factors driving turnover

- Lack of promotional opportunities
- An uncompetitive salary
- Rising cost of living



Employees top career priorities

- A pay rise
- Being able to work flexibly
- Gaining a promotion

Top 5 jobs employers need to fill

Australia

1. Procurement Specialist
2. Procurement Officer
3. Contract Manager
4. Procurement Manager
5. Strategic Sourcing

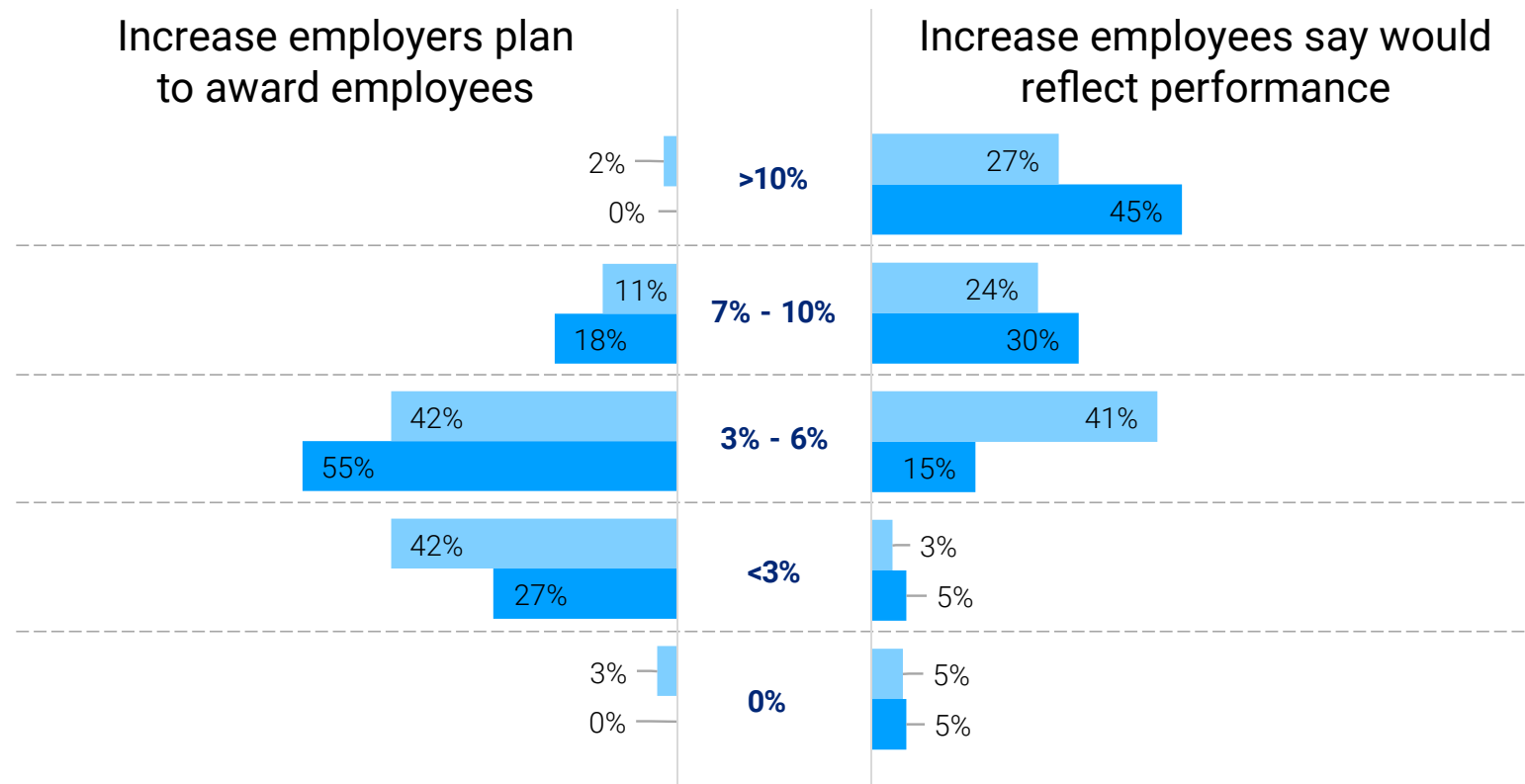
New Zealand

1. Procurement Specialist
2. Procurement Officer
3. Contract Manager
4. Procurement Manager
5. Strategic Sourcing

SALARY TRENDS

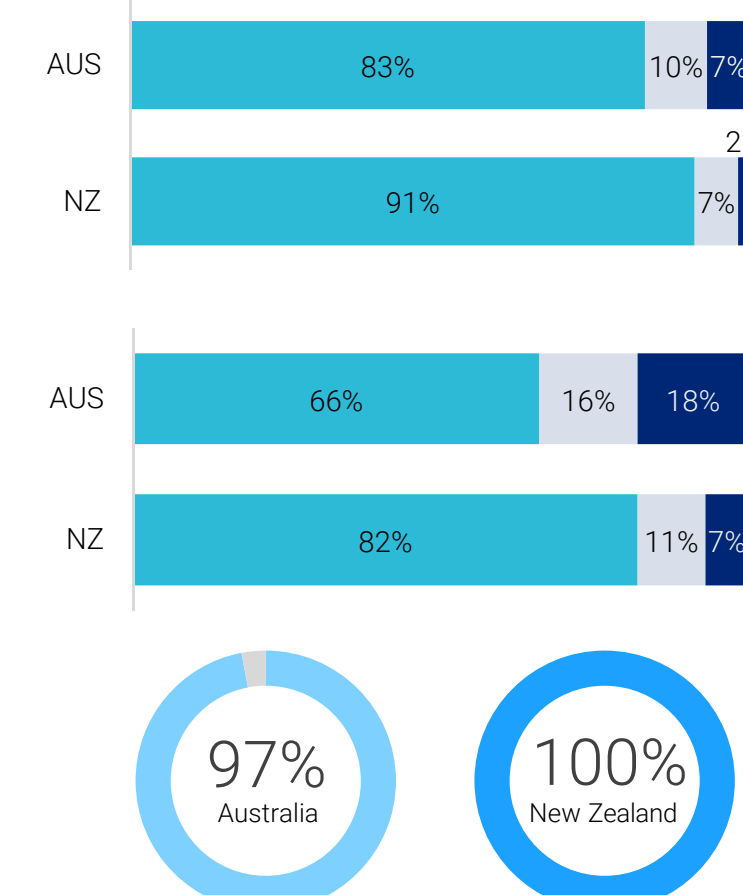
Pay rise intentions and expectations

- Australia
- New Zealand



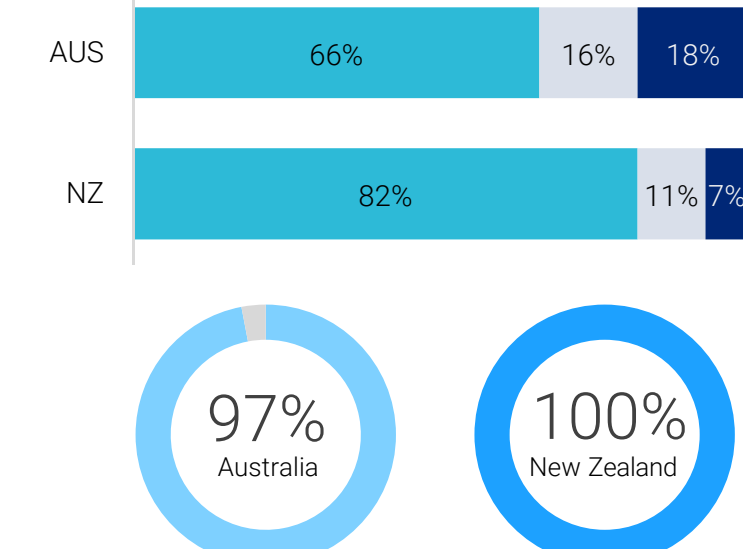
Those that believe pay rises should keep up with inflation

- Yes
- Neutral
- No

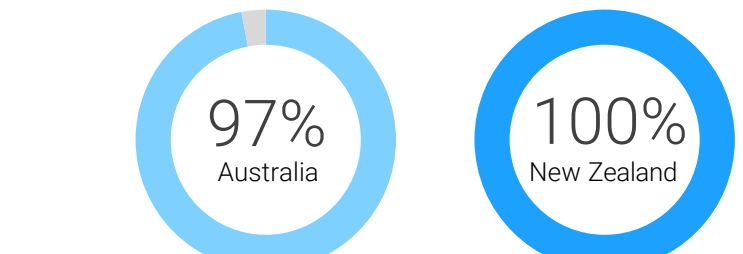


Employees who will ask for a pay rise

- Yes
- Unsure
- No

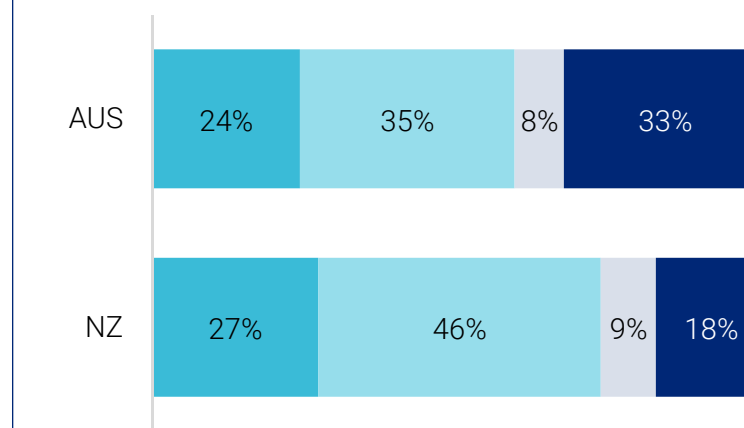


Employers who will offer higher salaries



Organisations that provide salary transparency

- Yes - All employees
- Yes - Some employees
- Unsure
- No



Top benefits employers are prioritising this year

Australia

- Training – either internal or external
- Wellbeing leave
- Mental and physical health and wellbeing programs

New Zealand

- Training – either internal or external
- Wellbeing leave
- Budget for home office setup or supplies

	PROCUREMENT OFFICER		SENIOR PROCUREMENT OFFICER		PROCUREMENT MANAGER		STRATEGIC SOURCING MANAGER		CHIEF PROCUREMENT OFFICER		PROCUREMENT ANALYST		PURCHASING MANAGER		CATEGORY MANAGER		CONTRACT ADMINISTRATOR		CONTRACT MANAGER		COMMERCIAL MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	90	80 - 100	110	90 - 130	160	140 - 200	140	130 - 180	300	250 - 350	90	80 - 110	110	100 - 120	150	140 - 180	85	80 - 100	140	130 - 180	160	140 - 190
VIC - Melbourne	85	65 - 100	110	90 - 130	150	120 - 190	150	120 - 200	300	250 - 450	90	80 - 120	115	85 - 125	153	110 - 185	90	80 - 110	135	100 - 180	170	140 - 215
QLD - Brisbane	80	70 - 90	100	90 - 110	150	120 - 200	133	120 - 180	210	200 - 240	95	80 - 120	102	95 - 122	122	100 - 160	82	80 - 120	102	100 - 160	150	130 - 200
SA - Adelaide	80	70 - 90	95	85 - 110	150	120 - 180	130	120 - 150	230	150-250	120	90 - 140	120	100 - 140	120	110 - 130	120	100 - 140	160	130 - 200	200	160 - 250
WA - Perth	100	90 - 120	120	105 - 135	160	140 - 220	160	140 - 200	220	190 - 250	110	100 - 130	125	120 - 140	140	140 - 200	125	110 - 150	160	140 - 220	190	170 - 260
ACT - Canberra	100	90 - 110	120	120 - 140	150	140 - 180	120	120 - 160	200	170 - 250	80	90 - 100	92	90 - 110	102	100 - 125	82	80 - 100	130	110 - 180	185	140 - 230
NT- Darwin	70	70 - 90	90	90 - 120	120	120 - 140	120	120 - 165	230	135 - 250	80	80 - 90	92	85 - 115	112	100 - 112	90	80 - 100	102	100 - 120	110	120 - 160
TAS - Hobart	70	70 - 90	90	90 - 120	120	120 - 140	120	120 - 150	NA	NA	80	80 - 90	95	85 - 115	110	100 - 130	90	80 - 100	100	100 - 120	130	120 - 160
New Zealand	70	70 - 90	92	90 - 120	128	120 - 160	133	120 - 150	180	150 - 200	80	80 - 90	102	92 - 122	122	100 - 135	90	80 - 100	102	100 - 125	140	120 - 160

NOTES

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

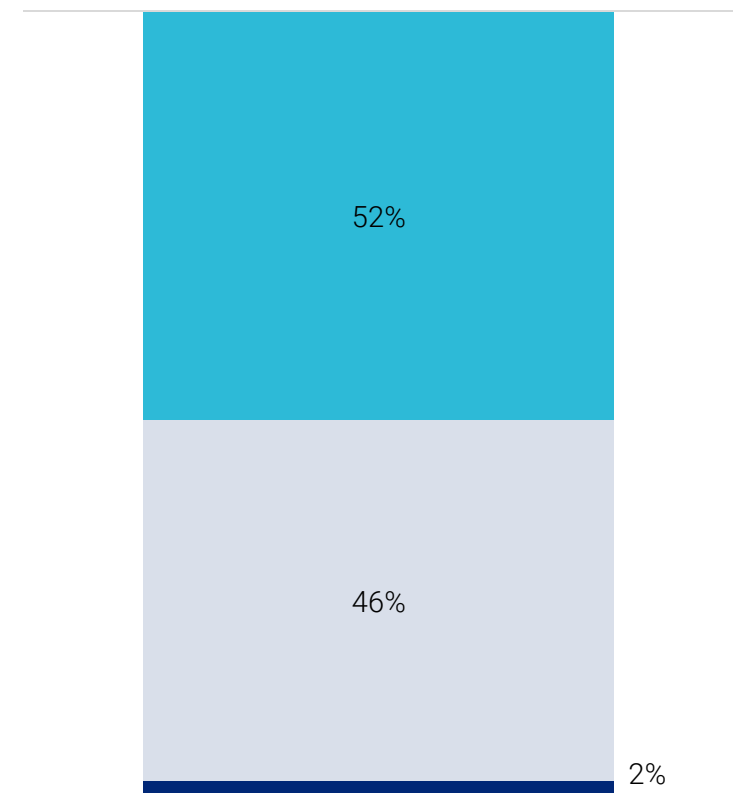
New Zealand Salaries are represented in New Zealand Dollars.

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

TURNOVER AND HIRING INTENTIONS

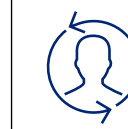
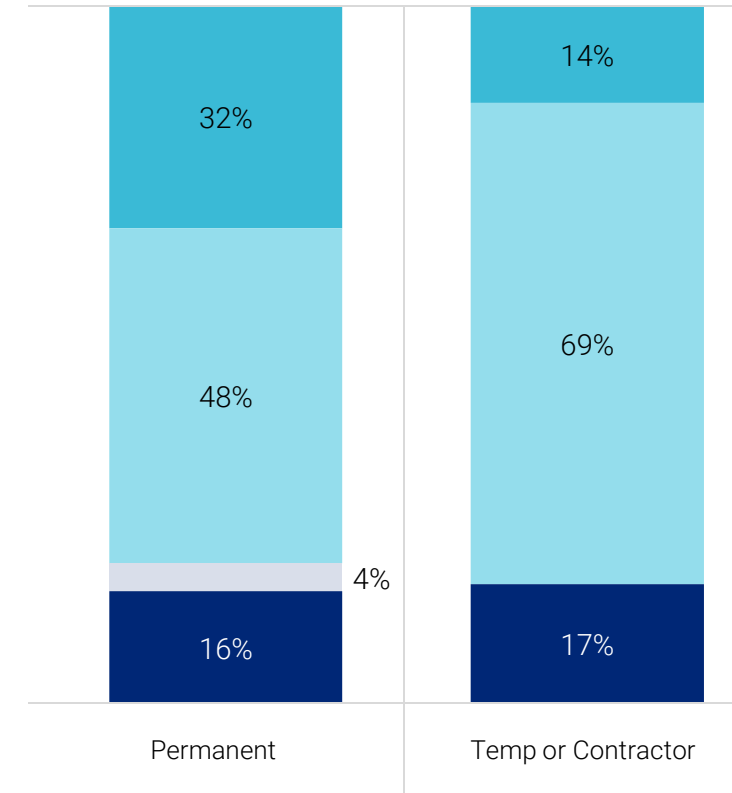
Employees that intend to remain with their current employer

- Yes
- Maybe
- No



Employers attitude towards increasing headcounts

- Increase
- Remain the same
- Unsure
- Decrease



Top factors driving turnover

- An uncompetitive salary
- Lack of new challenges
- Lack of promotional opportunities



Employees top career priorities

- A pay rise
- Being able to work flexibly
- Gaining a promotion

* Australia data only

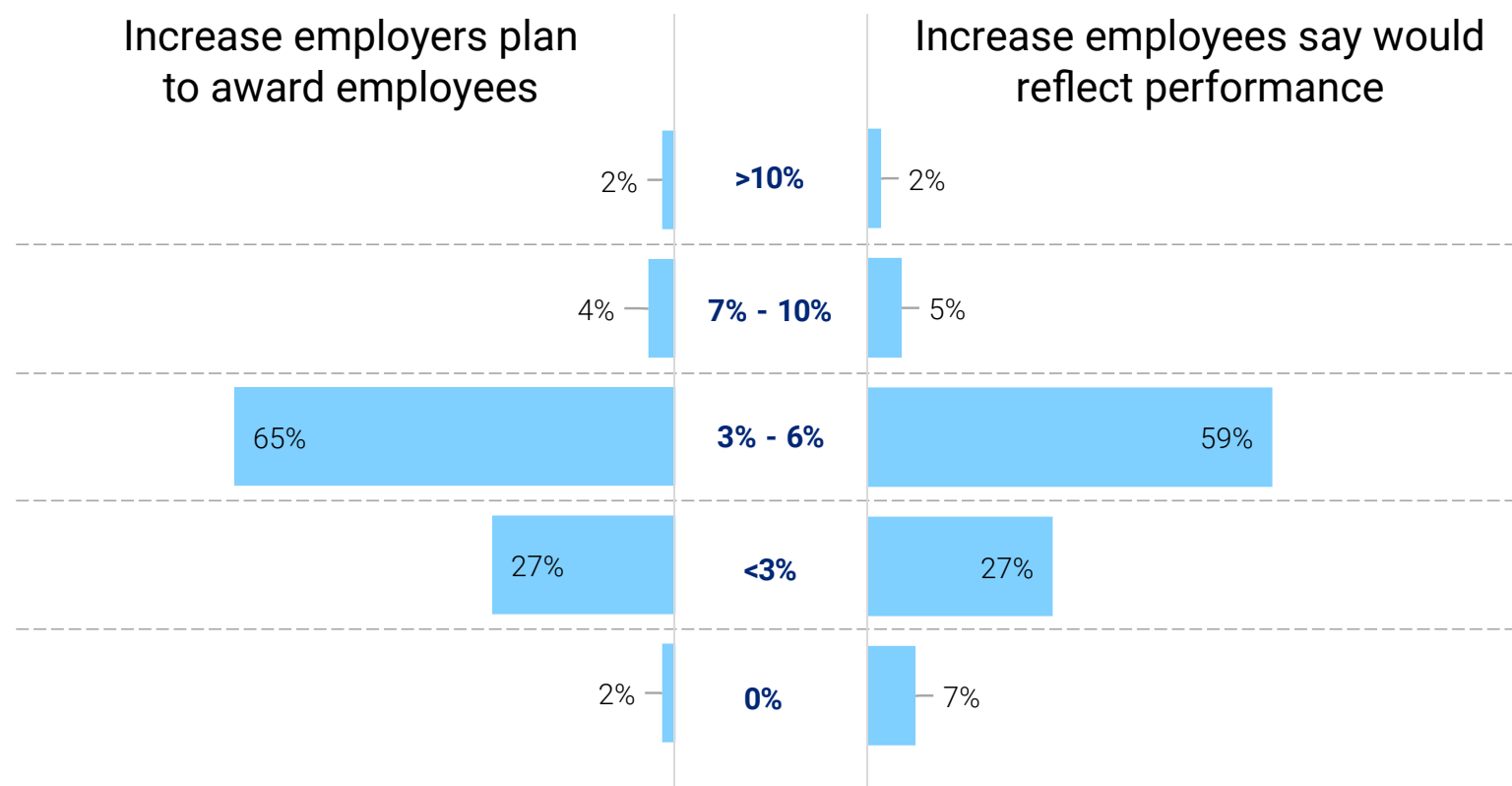
Top 5 jobs employers need to fill

1. Property Manager (Commercial/Retail)
2. Lease Administrator
3. Development Manager
4. Asset Manager
5. Property/Investment Analyst

SALARY TRENDS

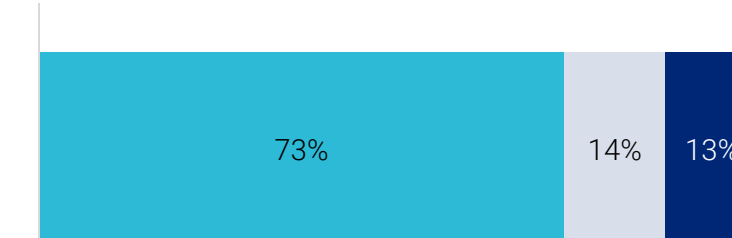
Pay rise intentions and expectations

■ Australia



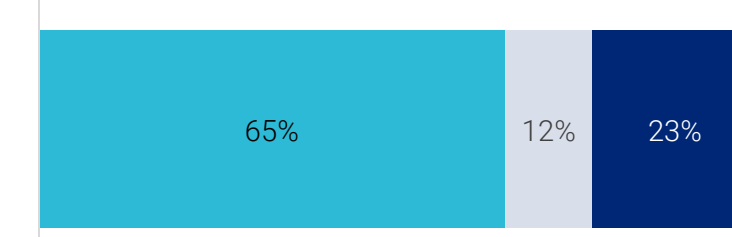
Those that believe pay rises should keep up with inflation

- Yes
- Neutral
- No

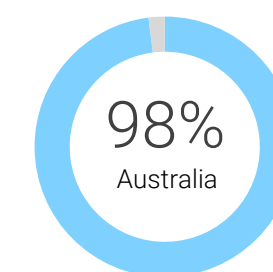


Employees who will ask for a pay rise

- Yes
- Unsure
- No

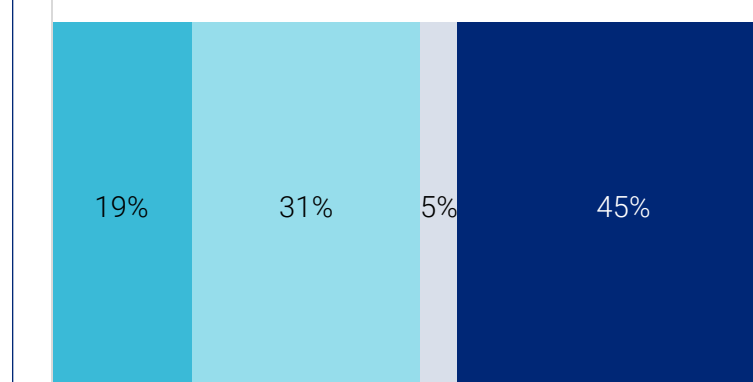


Employers who will offer higher salaries



Organisations that provide salary transparency

- Yes - All employees
- Yes - Some employees
- Unsure
- No



Top benefits employers are prioritising this year

- Training – either internal or external
- Mental and physical health and wellbeing programs
- Career progression opportunities

	COMMERCIAL/ INDUSTRIAL/ RETAIL PROPERTY MANAGER 0-3 years exp		COMMERCIAL/ INDUSTRIAL/RETAIL PROPERTY MANAGER 3+ years exp		RESIDENTIAL PROPERTY MANAGER 0-3 years exp		RESIDENTIAL PROPERTY MANAGER 3+ years exp		ASSET MANAGER 0-3 years exp		ASSET MANAGER 3+ years exp		RETAIL CENTRE MANAGER		LEASE ADMINISTRATOR		COMMERCIAL/ INDUSTRIAL SALES AND LEASING	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	77	56 - 92	102	82 - 133	61	50 - 71	82	71 - 90	102	71 - 112	143	112 - 184	112	82 - 133	92	51 - 102	102	61 - 153
NSW - Regional	61	49 - 66	92	61 - 117	61	49 - 66	77	66 - 82	92	66 - 102	112	77 - 122	112	71 - 122	71	46 - 82	102	56 - 122
VIC - Melbourne	70	60 - 80	100	90 - 125	60	50 - 70	75	60 - 90	85	70 - 100	180	140 - 200	110	85 - 150	80	60 - 100	100	61 - 150
VIC - Regional	49	49 - 56	82	56 - 97	49	49 - 51	66	49 - 87	77	61 - 87	97	87 - 117	82	66 - 107	46	45 - 51	82	56 - 117
QLD - Brisbane, Gold Coast & Sunshine Coast	65	60 - 70	90	75 - 100	55	55 - 65	66	55 - 70	85	70 - 100	120	90 - 150	92	82 - 122	60	55 - 70	102	65 - 150
QLD - Regional	50	49 - 56	80	65 - 90	55	49 - 60	51	50 - 65	82	71 - 92	102	90 - 120	92	77 - 143	45	45 - 50	102	60 - 150
SA - Adelaide	70	60 - 80	80	70 - 90	55	49 - 65	60	50 - 75	77	60 - 90	92	70 - 110	102	75 - 140	60	50 - 70	87	55 - 110
WA - Perth	65	55 - 85	110	70 - 130	70	55 - 80	75	75 - 80	85	80 - 92	110	95 - 140	120	80 - 150	50	45 - 58	125	80 - 170
ACT - Canberra	61	51 - 66	87	70 - 112	56	50 - 65	75	65 - 92	92	71 - 102	122	102 - 143	133	92 - 143	66	51 - 66	122	71 - 143
TAS - Hobart	61	55 - 66	77	66 - 87	56	49 - 61	66	56 - 71	75	70 - 80	92	82 - 112	102	92 - 112	51	46 - 56	77	61 - 92
NT - Darwin	80	70 - 90	90	70 - 100	58	50 - 65	71	65 - 85	77	66 - 92	92	82 - 122	110	85 - 122	56	46 - 61	71	61 - 102
NZ - Auckland	71	61 - 77	112	92 - 122	71	61 - 82	92	82 - 102	100	92 - 112	138	112 - 153	133	92 - 153	66	56 - 77	153	133 - 204
NZ - Wellington	71	61 - 77	107	87 - 112	71	61 - 82	92	82 - 102	100	82 - 112	122	102 - 133	112	92 - 122	61	51 - 66	143	133 - 153
NZ - Christchurch	66	56 - 71	107	87 - 112	71	61 - 82	92	82 - 102	100	82 - 112	122	102 - 133	112	92 - 122	61	51 - 66	143	133 - 153

NOTES

All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ).
New Zealand Salaries are represented in New Zealand Dollars.
All salaries shown exclude car and commission.

	VALUER CPV/RPV 0-3 years exp		VALUER CPV/RPV 3+ years exp		CLIENT SIDE PROJECT MANAGER 0-3 years exp		CLIENT SIDE PROJECT MANAGER 3+ years exp		CLIENT SIDE PROJECT DIRECTOR		ACQUISITIONS 0-4 years exp		ACQUISITIONS 4+ years exp		ASSISTANT DEVELOPMENT MANAGER		DEVELOPMENT MANAGER		DEVELOPMENT DIRECTOR	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	71	49 - 87	102	66 - 122	82	71 - 102	133	102 - 158	224	179 - 245	102	71 - 122	204	102 - 388	92	71 - 122	184	133 - 255	296	224 - 388
NSW - Regional	71	49 - 82	92	56 - 102	82	71 - 102	128	102 - 158	204	163 - 224	82	56 - 97	184	102 - 306	82	65 - 112	184	122 - 255	286	224 - 388
VIC - Melbourne	61	56 - 70	95	80 - 130	102	71 - 122	163	122 - 184	235	184 - 255	86	80 - 100	150	110 - 220	82	66 - 112	153	102 - 204	306	255 - 357
VIC - Regional	51	46 - 66	77	66 - 102	102	71 - 122	163	122 - 184	235	184 - 255	82	66 - 102	122	92 - 168	71	61 - 87	122	112 - 158	179	158 - 204
QLD - Brisbane, Gold Coast & Sunshine Coast	56	49 - 75	82	70 - 105	90	80 - 100	122	100 - 140	163	153 - 214	82	71 - 107	122	82 - 168	70	65 - 77	133	95 - 160	224	204 - 306
QLD - Regional	56	49 - 75	71	70 - 105	82	70 - 95	112	95 - 120	133	130 - 170	71	61 - 102	112	82 - 143	70	65 - 66	122	102 - 143	153	153 - 204
SA - Adelaide	56	49 - 75	82	65 - 100	75	65 - 90	120	85 - 140	184	120 - 250	66	45 - 85	117	110 - 140	77	65 - 95	153	130 - 200	189	145 - 230
WA - Perth	80	80 - 100	110	80 - 122	95	66 - 120	135	102 - 170	185	153 - 240	95	75 - 120	180	130 - 200	85	61 - 92	145	120 - 180	200	180 - 260
ACT - Canberra	61	56 - 77	100	82 - 125	87	71 - 112	143	112 - 163	210	184 - 255	92	61 - 102	143	92 - 184	77	66 - 92	153	102 - 184	214	184 - 245
TAS - Hobart	66	56 - 71	82	71 - 92	82	71 - 92	133	92 - 153	163	133 - 194	82	71 - 102	97	87 - 117	77	66 - 92	122	102 - 153	163	143 - 184
NT - Darwin	66	56 - 82	77	66 - 112	90	75 - 100	122	92 - 150	179	148 - 204	66	51 - 87	77	71 - 122	71	66 - 92	122	112 - 148	163	153 - 194
NZ - Auckland	75	56 - 87	115	87 - 138	82	77 - 97	138	102 - 153	194	173 - 214	71	66 - 87	117	87 - 133	112	77 - 133	214	194 - 265	357	306 - 408
NZ - Wellington	75	56 - 87	115	87 - 138	82	77 - 97	117	87 - 133	143	133 - 163	71	66 - 87	102	77 - 117	102	77 - 122	184	158 - 214	306	255 - 357
NZ - Christchurch	75	56 - 87	115	87 - 138	82	77 - 97	117	87 - 133	143	133 - 163	71	66 - 87	102	77 - 117	102	77 - 122	184	158 - 214	306	255 - 357

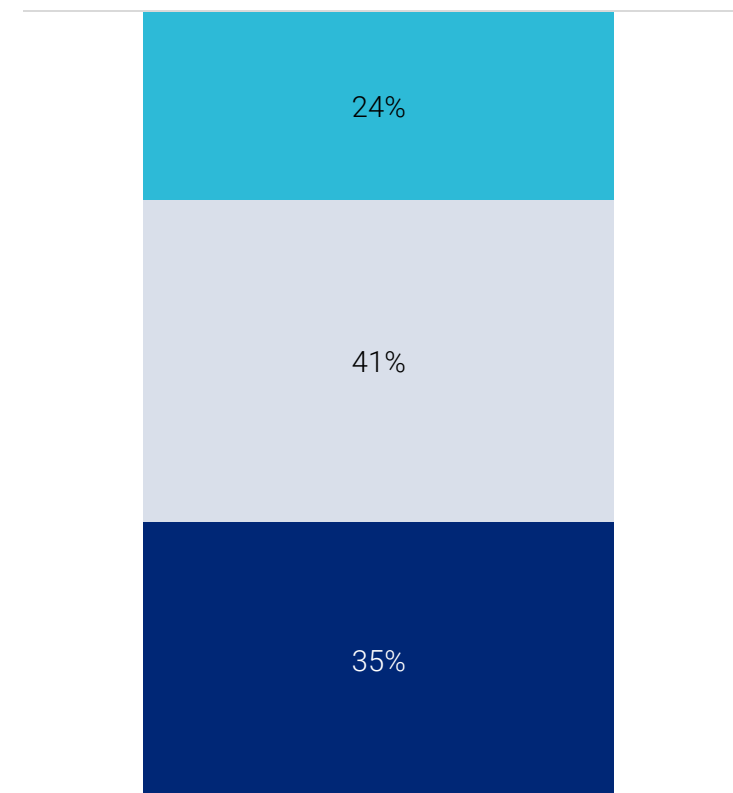
NOTES

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New Zealand Salaries are represented in New Zealand Dollars.
All salaries shown exclude car and commission.

TURNOVER AND HIRING INTENTIONS

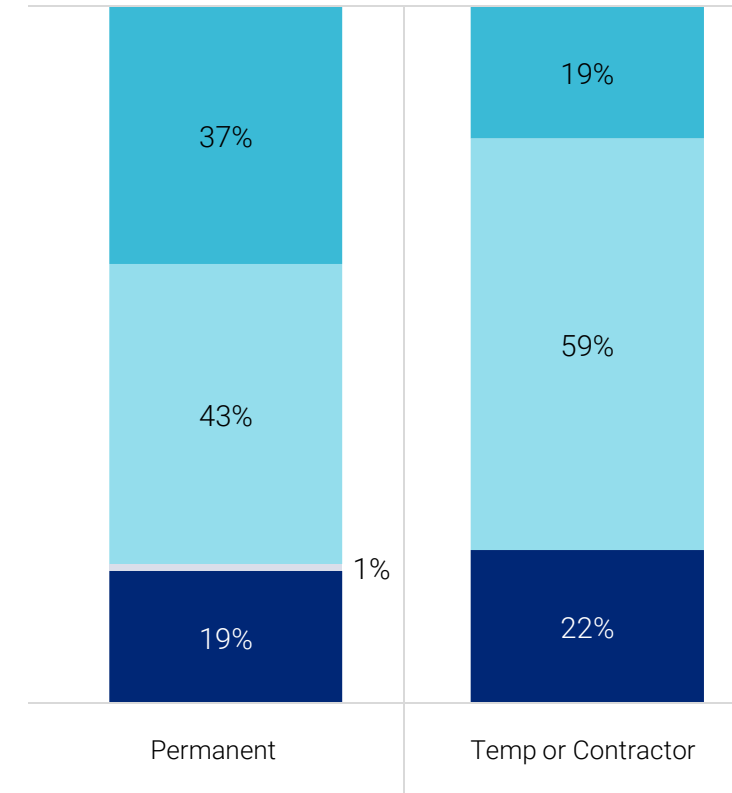
Employees that intend to remain with their current employer

- Yes
- Maybe
- No



Employers attitude towards increasing headcounts

- Increase
- Remain the same
- Unsure
- Decrease



Top factors driving turnover

- Rising cost of living
- Poor management style or workplace culture
- An uncompetitive salary

Employees top career priorities

- Learning or developing technical skills
- A pay rise
- Being able to work flexibly

* Australia data only

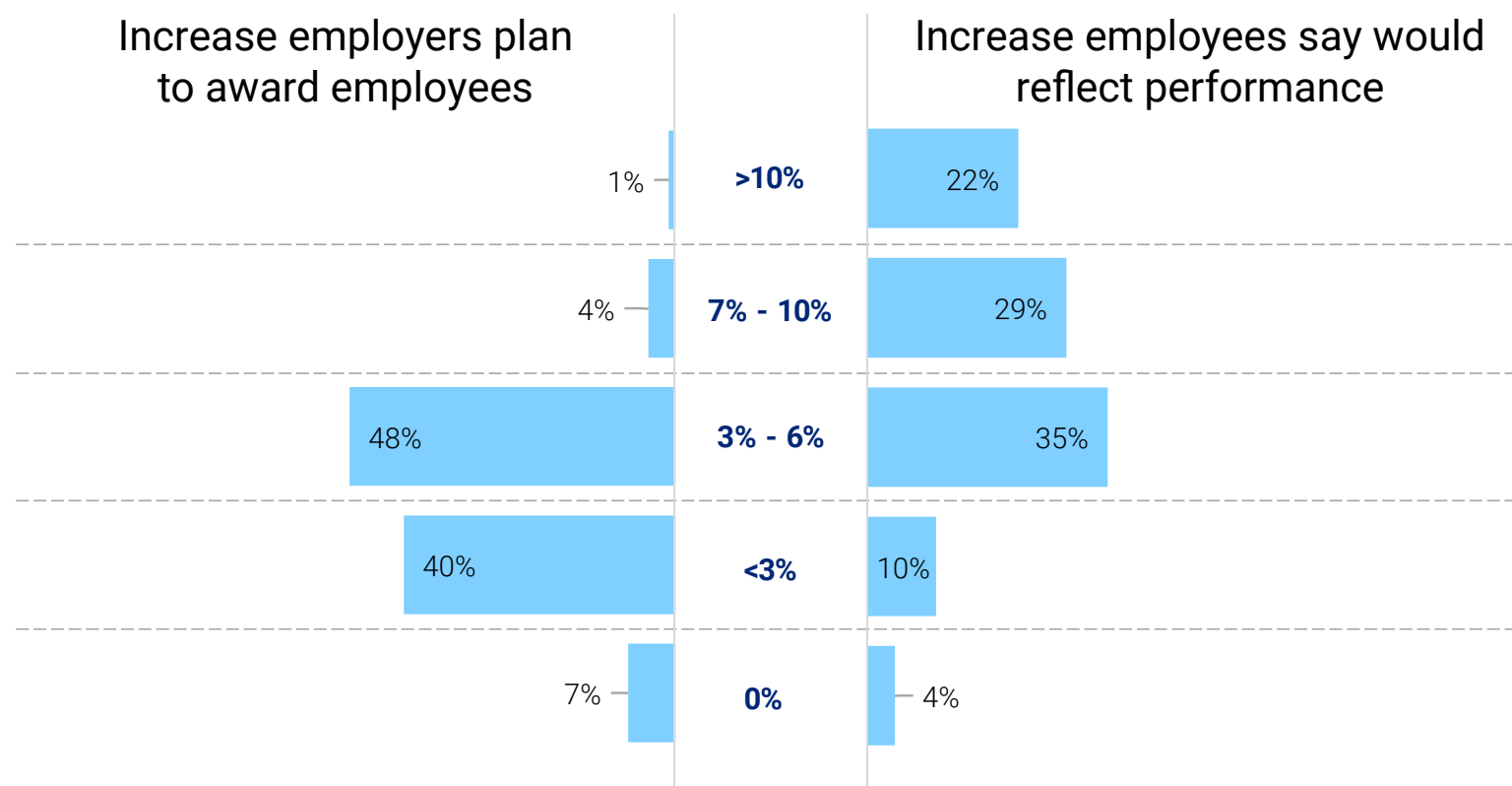
Top 5 jobs employers need to fill

1. Sales Associate
2. Merchandise Planner
3. Buyer
4. Boutique Manager
5. Allocator

SALARY TRENDS

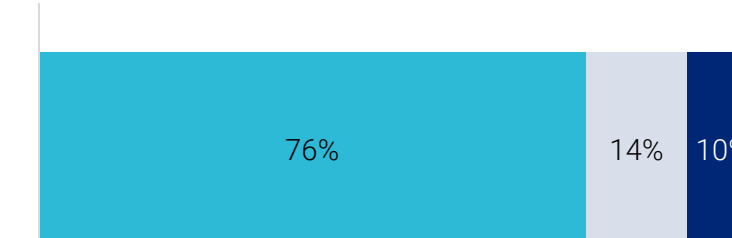
Pay rise intentions and expectations

■ Australia



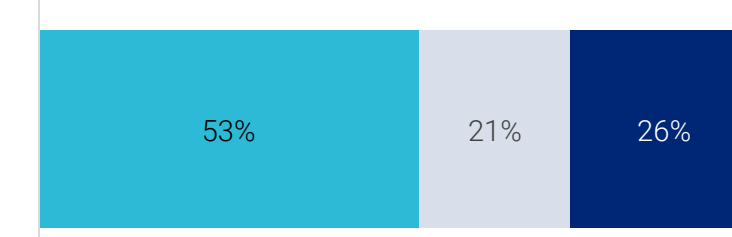
Those that believe pay rises should keep up with inflation

- Yes
- Neutral
- No

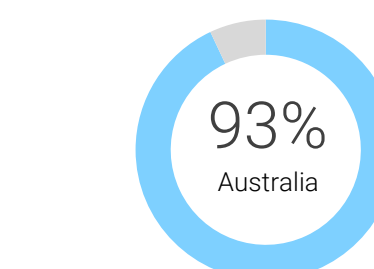


Employees who will ask for a pay rise

- Yes
- Unsure
- No

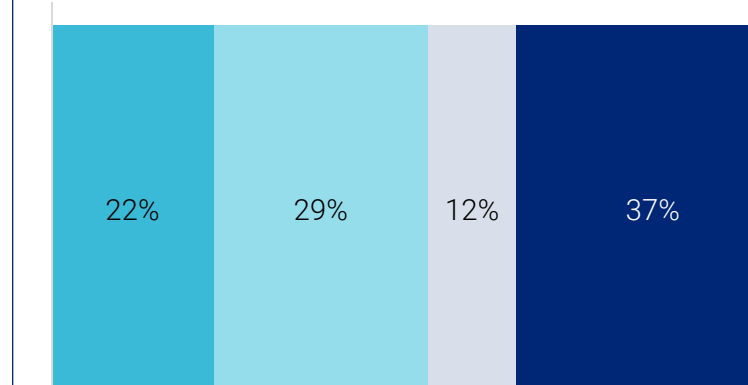


Employers who will offer higher salaries



Organisations that provide salary transparency

- Yes - All employees
- Yes - Some employees
- Unsure
- No



Top benefits employers are prioritising this year

- Training – either internal or external
- Career progression opportunities
- Mental and physical health and wellbeing programs

MERCHANDISE PLANNING

	MERCHANDISE ASSISTANT	ASSISTANT PLANNER	MERCHANDISE PLANNER	SENIOR MERCHANDISE PLANNER	PLANNING MANAGER	GROUP PLANNING MANAGER/DIRECTOR
	Range	Range	Range	Range	Range	Range
NSW - Sydney	60 - 70	75 - 90	90 - 133	120 - 150	140 - 204	160 - 300
VIC - Melbourne	60 - 70	75 - 80	90 - 120	120 - 150	140 - 160	160 - 200

BUYING

	BUYING ASSISTANT	ASSISTANT BUYER	BUYER	SENIOR BUYER	BUYING MANAGER	MERCHANDISE MANAGER/BUYING DIRECTOR
	Range	Range	Range	Range	Range	Range
NSW - Sydney	60 - 75	75 - 90	92 - 150	120 - 170	150 - 204	180 - 408
VIC - Melbourne	60 - 75	75 - 90	90 - 110	120 - 160	150 - 180	180 - 408

DESIGN

	ASSISTANT DESIGNER	DESIGNER	SENIOR DESIGNER	HEAD OF DESIGN/ CREATIVE DIRECTOR
	Range	Range	Range	Range
NSW - Sydney	70 - 80	80 - 140	100 - 153	140 - 255
VIC - Melbourne	70 - 80	80 - 153	102 - 153	184 - 255

NOTES
All salaries shown are exclusive of superannuation (AU).

PRODUCT DEVELOPMENT AND TECHNICAL

	PATTERN CUTTER	GARMENT TECHNICIAN/QA	ASST PRODUCT DEVELOPER	PRODUCT DEVELOPER	PRODUCT DEVELOPMENT MANAGER
	Range	Range	Range	Range	Range
NSW - Sydney	65 - 92	60 - 90	65 - 80	70 - 92	95 - 130
VIC - Melbourne	65 - 92	60 - 90	65 - 80	70 - 92	95 - 130

VISUAL MERCHANDISING

	VM COORDINATOR	STORE VISUAL MERCHANDISER	AREA VISUAL MERCHANDISER	STATE VM	NATIONAL VM MANAGER
	Range	Range	Range	Range	Range
NSW - Sydney	60 - 70	65 - 70	75 - 80	75 - 102	100 - 204
VIC - Melbourne	60 - 70	65 - 70	75 - 80	75 - 102	100 - 204

HEAD OFFICE

	LOSS PREVENTION MANAGER	E-COMMERCE MANAGER	NATIONAL OPERATIONS MANAGER	RETAIL DIRECTOR	GENERAL MANAGER
	Range	Range	Range	Range	Range
NSW - Sydney	82 - 122	87 - 204	153 - 306	153 - 408	204 - 510
VIC - Melbourne	82 - 122	92 - 204	153 - 306	153 - 408	204 - 510

NOTES
All salaries shown are exclusive of superannuation (AU).

OPERATIONS

	IN-STORE SALES PROFESSIONAL	ASSISTANT SM/2IC Turnover up to \$2m	ASSISTANT SM/2IC Turnover \$2-\$5m	ASSISTANT SM/2IC Turnover \$5-\$10m	ASSISTANT SM/2IC Turnover \$10- 20m	ASSISTANT SM/2IC Turnover > \$20m
	Range	Range	Range	Range	Range	Range
NSW - Sydney	55 - 66	55 - 60	60 - 65	65 - 77	70 - 92	77 - 112
VIC - Melbourne	55 - 60	55 - 60	61 - 66	60 - 77	70 - 92	77 - 102

	STORE MANAGER Turnover up to \$2m	STORE MANAGER Turnover \$2-\$5m	STORE MANAGER Turnover \$5-\$10m	STORE MANAGER Turnover \$10 - \$20m	STORE MANAGER Turnover > \$20m	CLUSTER/AREA MANAGER 5-10 Stores
	Range	Range	Range	Range	Range	Range
NSW - Sydney	60 - 65	60 - 70	70 - 110	82 - 120	92 - 128	80 - 100
VIC - Melbourne	60 - 65	60 - 71	70 - 110	82 - 120	92 - 128	80 - 100

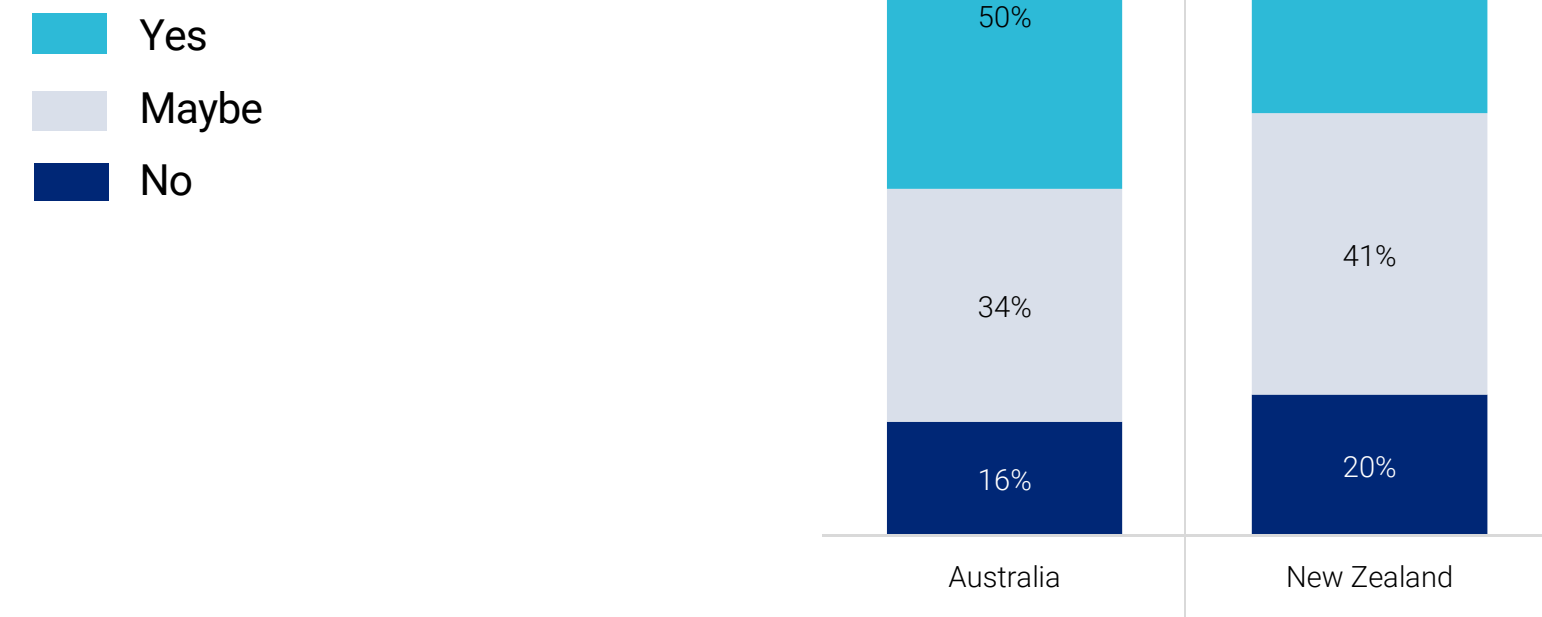
	AREA/REGIONAL MANAGER 10-20 Stores	AREA/REGIONAL MANAGER 20+ Stores	STATE MANAGER	BIG BOX - MULTI-SITE 5-10 Stores	BIG BOX - MULTI-SITE 5-10 Stores	BIG BOX - MULTI-SITE 20+ Stores
	Range	Range	Range	Range	Range	Range
NSW - Sydney	85 - 122	92 - 153	100 - 160	85 - 153	95 - 184	122 - 204
VIC - Melbourne	85 - 120	92 - 153	100 - 160	85 - 153	95 - 184	122 - 204

NOTES

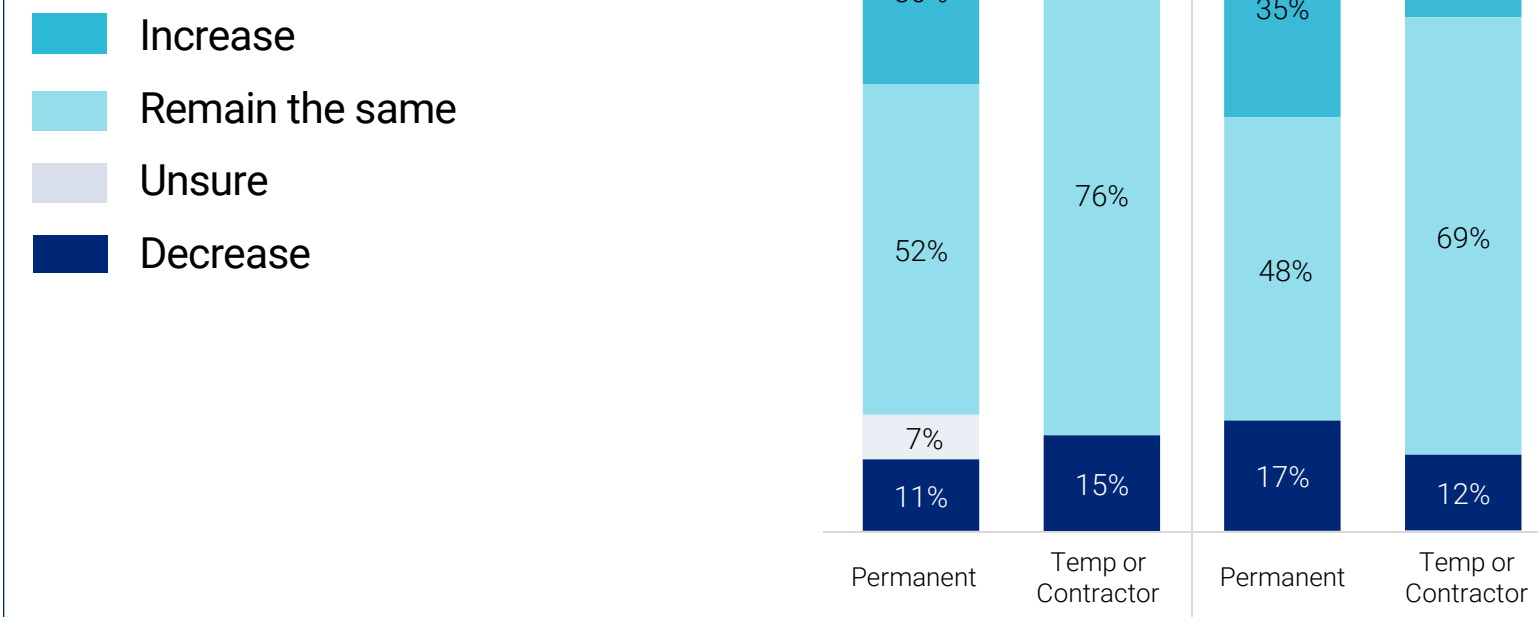
All salaries shown are exclusive of superannuation (AU).

TURNOVER AND HIRING INTENTIONS

Employees that intend to remain with their current employer



Employers attitude towards increasing headcounts



Top factors driving turnover

- Rising cost of living
- An uncompetitive salary
- Lack of promotional opportunities

Employees top career priorities

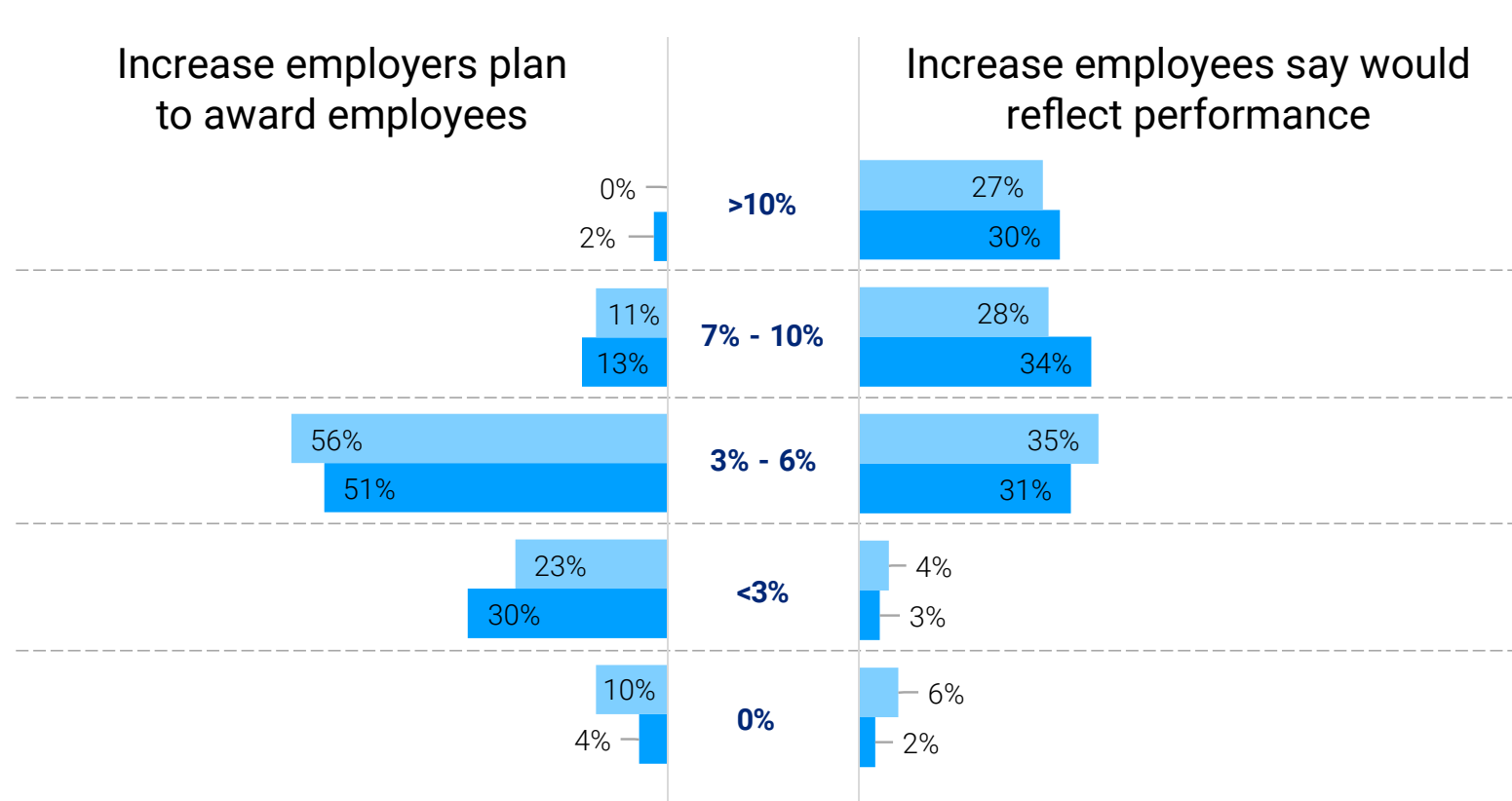
- A pay rise
- Being able to work flexibly
- Learning or developing technical skills

Top 5 jobs employers need to fill

- Australia**
1. Business Development Manager
 2. National Account Manager
 3. Sales Engineer
 4. Territory Manager
 5. Sales Executive
- New Zealand**
1. Business Development Manager
 2. National Account Manager
 3. Sales Engineer
 4. Territory Manager
 5. Sales Executive

SALARY TRENDS

Pay rise intentions and expectations



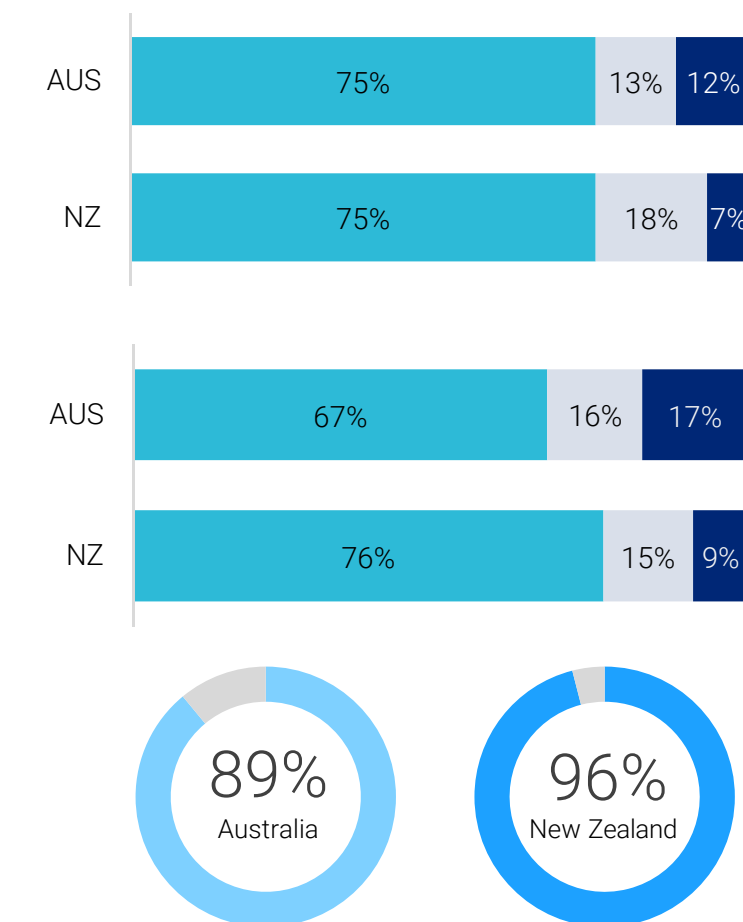
Those that believe pay rises should keep up with inflation

- Yes
- Neutral
- No

Employees who will ask for a pay rise

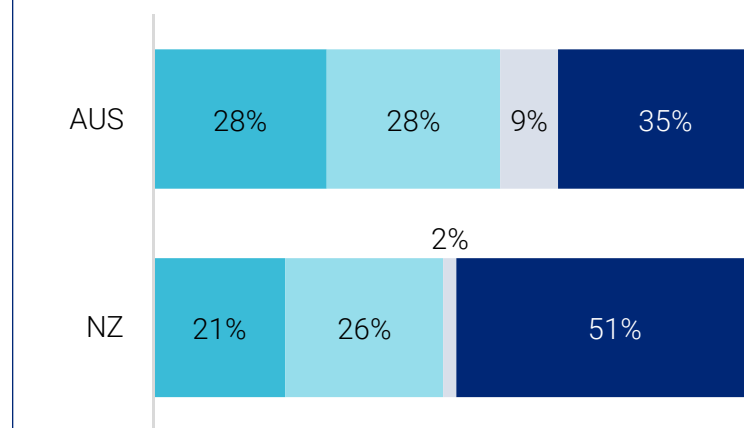
- Yes
- Unsure
- No

Employers who will offer higher salaries



Organisations that provide salary transparency

- Yes - All employees
- Yes - Some employees
- Unsure
- No



Top benefits employers are prioritising this year

- Australia**
- Training – either internal or external
 - Financial support for professional study
 - Ongoing learning and development
- New Zealand**
- Wellbeing leave
 - Company car, car allowance or onsite parking
 - Career progression opportunities

	SALES EXECUTIVE/ REP		SALES ENGINEER		CHANNEL MANAGER		CATEGORY MANAGER		BUSINESS MANAGER		ACCOUNT MANAGER		SENIOR ACCOUNT MANAGER		NATIONAL ACCOUNT MANAGER		BUSINESS DEVELOPMENT MANAGER		TERRITORY MANAGER		STATE/ REGIONAL MANAGER		NATIONAL SALES MANAGER		DIRECTOR OF SALES	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	85	75 - 100	100	85 - 125	120	100 - 140	135	110 - 160	160	140 - 185	95	80 - 110	110	95 - 120	130	115 - 150	120	100 - 200	90	80 - 100	135	110 - 150	180	150 - 225	250	200 - 300
VIC - Melbourne	80	70 - 90	90	80 - 110	115	95 - 130	115	100 - 130	150	125 - 180	85	80 - 95	110	100 - 120	135	110 - 150	120	100 - 160	85	75 - 95	120	100 - 130	160	140 - 190	220	185 - 265
QLD - Brisbane	75	65 - 85	90	80 - 110	95	85 - 115	100	95 - 130	115	110 - 130	70	65 - 95	105	90 - 120	120	100 - 140	100	85 - 180	80	70 - 90	110	85 - 135	150	125 - 190	200	160 - 250
SA - Adelaide	66	65 - 80	85	80 - 95	85	75 - 95	90	75 - 100	125	100 - 135	65	60 - 75	80	70 - 90	95	80 - 115	85	75 - 100	80	70 - 90	100	85 - 120	130	110 - 140	180	150 - 200
WA - Perth	71	65 - 85	90	85 - 110	95	85 - 115	105	95 - 135	115	102 - 150	85	75 - 95	90	85 - 125	105	95 - 135	95	85 - 160	85	80 - 105	120	105 - 140	140	125 - 160	200	180 - 220
ACT - Canberra	71	60 - 85	80	70 - 95	85	75 - 95	100	85 - 115	105	82 - 125	75	65 - 80	90	80 - 95	115	100 - 125	105	95 - 135	95	75 - 100	105	95 - 125	125	100 - 145	180	160 - 200
TAS - Hobart	70	60 - 80	90	80 - 100	80	75 - 85	90	75 - 95	110	80 - 120	70	60 - 75	80	70 - 95	95	90 - 125	85	75 - 100	85	75 - 100	95	90 - 125	120	100 - 130	160	140 - 170
NT - Darwin	70	60 - 80	80	75 - 90	85	75 - 90	95	75 - 115	115	85 - 130	80	65 - 90	85	75 - 100	95	90 - 130	95	80 - 110	85	70 - 95	95	90 - 120	125	100 - 140	160	150 - 180
NZ - Auckland	80	60 - 90	110	90 - 120	100	80 - 120	100	90 - 125	120	100 - 140	85	75 - 95	100	90 - 135	125	100 - 140	105	95 - 120	85	75 - 100	130	115 - 150	150	115 - 180	200	150 - 250
NZ - Wellington	70	60 - 80	90	80 - 105	95	75 - 110	95	80 - 110	115	95 - 130	75	70 - 80	85	75 - 110	115	85 - 135	95	85 - 115	85	70 - 90	120	95 - 150	140	100 - 160	180	140 - 220
NZ - Christchurch	60	55 - 65	85	75 - 100	90	70 - 115	95	75 - 115	95	80 - 115	70	65 - 85	85	70 - 100	100	85 - 120	85	75 - 110	80	65 - 90	105	85 - 140	130	95 - 150	160	130 - 200

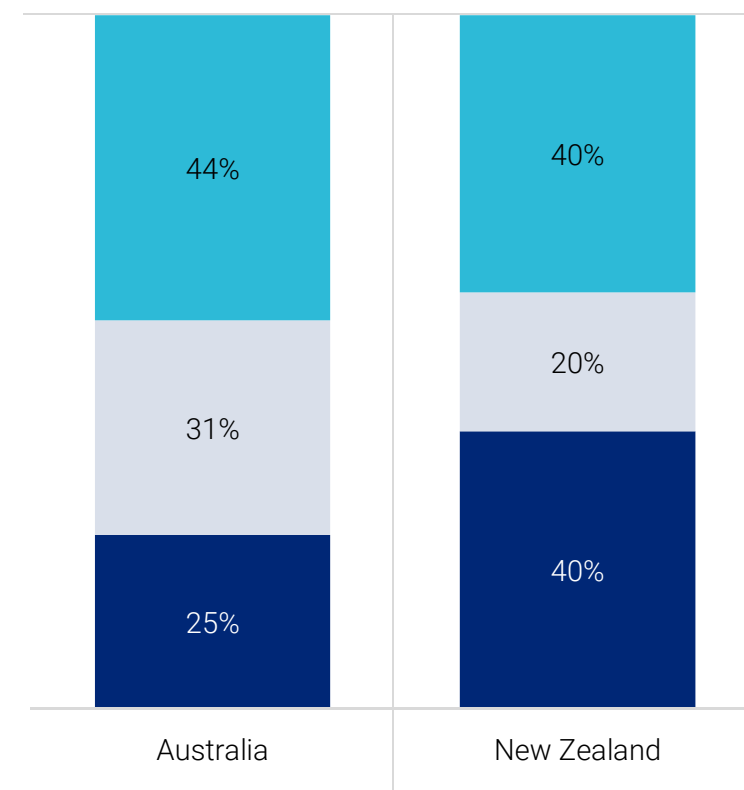
NOTES

All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ).
 New Zealand Salaries are represented in New Zealand Dollars.
 All salaries shown exclude car and commission.

TURNOVER AND HIRING INTENTIONS

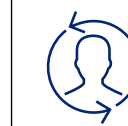
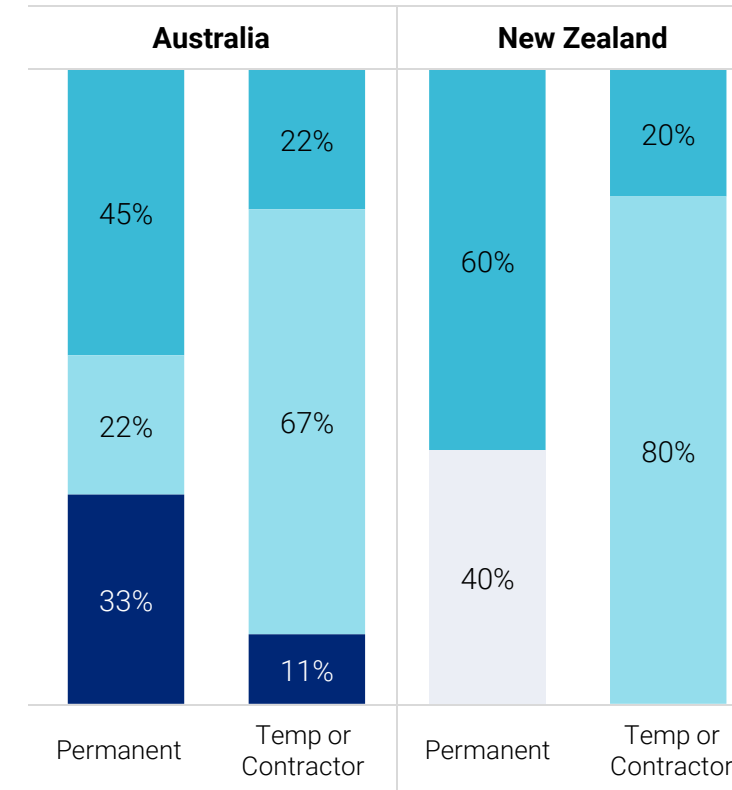
Employees that intend to remain with their current employer

- Yes
- Maybe
- No



Employers attitude towards increasing headcounts

- Increase
- Remain the same
- Unsure
- Decrease



Top factors driving turnover

- Lack of new challenges
- An uncompetitive salary
- Lack of promotional opportunities



Employees top career priorities

- A pay rise
- Learning or developing sustainability skills
- Gaining a promotion

Top 5 jobs employers need to fill

Australia

1. Environmental Advisors
2. Sustainability Managers
3. Hydrologists
4. Project Developers
5. Grid Connection Engineers

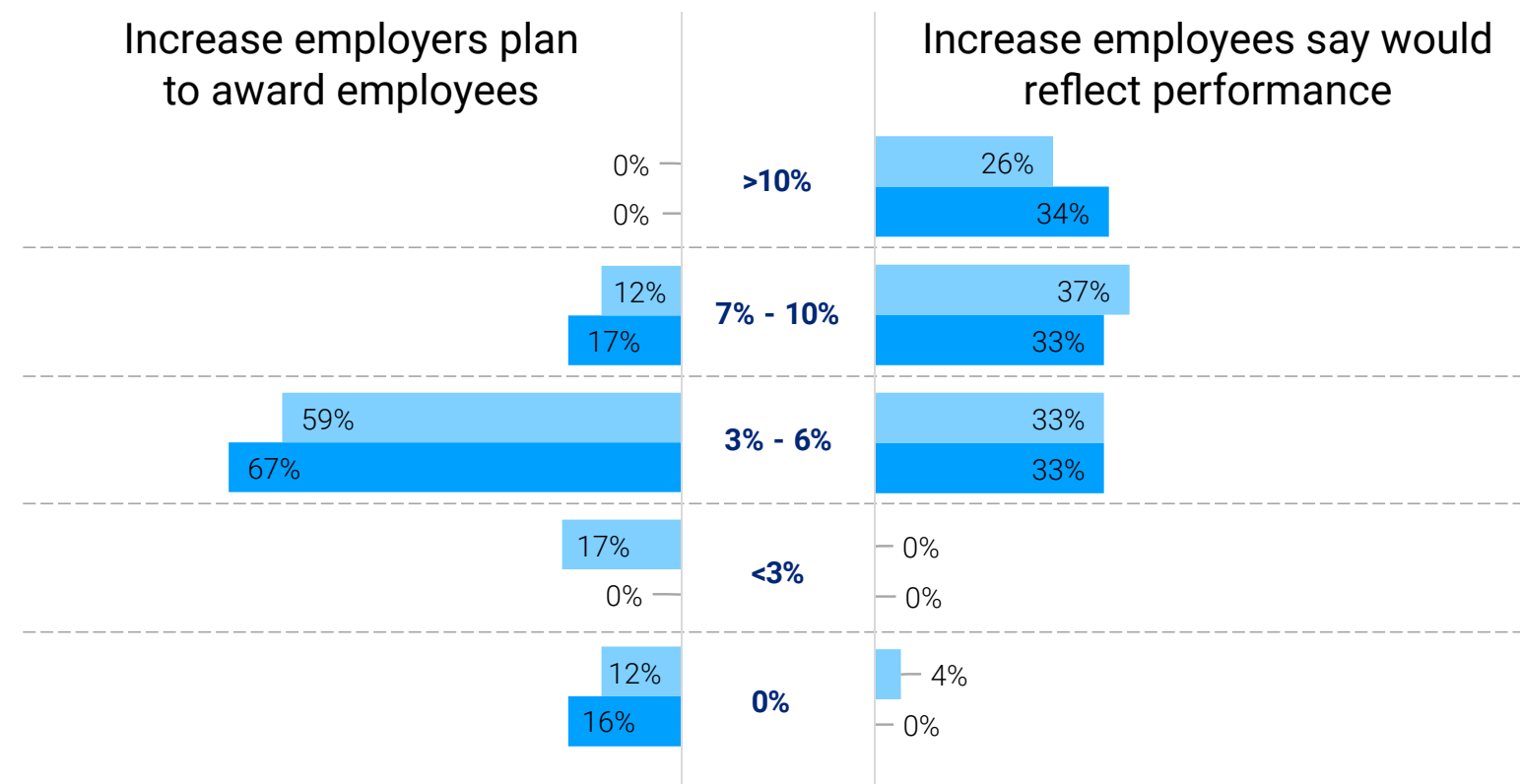
New Zealand

1. Environmental Advisors
2. Sustainability Managers
3. Hydrologists
4. Project Developers
5. Grid Connection Engineers

SALARY TRENDS

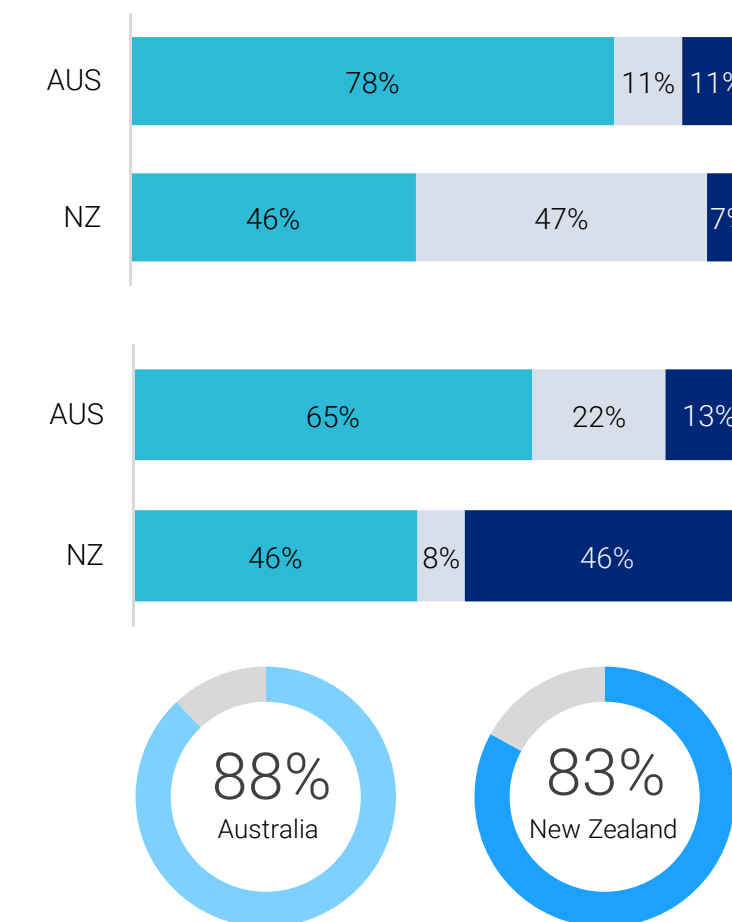
Pay rise intentions and expectations

- Australia
- New Zealand



Those that believe pay rises should keep up with inflation

- Yes
- Neutral
- No



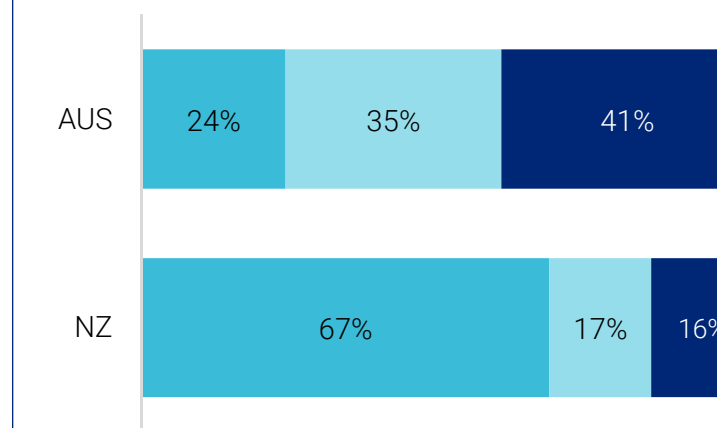
Employees who will ask for a pay rise

- Yes
- Unsure
- No

Employers who will offer higher salaries

Organisations that provide salary transparency

- Yes - All employees
- Yes - Some employees
- Unsure
- No



Top benefits employers are prioritising this year

Australia

- Training – either internal or external
- Ongoing learning and development
- Career progression opportunities

New Zealand

- Mental and physical health and wellbeing programs
- Career progression opportunities
- Other

SUSTAINABILITY

	SUSTAINABILITY ADVISOR/CONSULTANT		SENIOR SUSTAINABILITY ADVISOR/CONSULTANT		SUSTAINABILITY MANAGER		HEAD OF SUSTAINABILITY/ESG	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	100	85 - 125	140	110 - 150	230	150 - 250	300	230 - 330
VIC - Melbourne	100	80 - 120	140	105 - 145	225	150 - 240	295	215 - 320
QLD - Brisbane	110	80 - 120	145	110 - 155	235	160 - 245	305	220 - 325
WA - Perth	110	90 - 130	150	105 - 160	235	160 - 250	310	230 - 330
SA - Adelaide	105	75 - 115	135	100 - 150	220	140 - 240	275	200 - 300
New Zealand	105	80 - 120	140	105 - 145	200	140 - 220	250	200 - 270

NOTES

All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ).
New Zealand Salaries are represented in New Zealand Dollars.

ENVIRONMENTAL

	ENVIRONMENTAL OFFICER		ENVIRONMENTAL ADVISOR/CONSULTANT		SENIOR ENVIRONMENTAL ADVISOR/CONSULTANT		PRINCIPAL ENVIRONMENTAL ADVISOR/CONSULTANT		ENVIRONMENTAL ENGINEER		SENIOR ENVIRONMENTAL ENGINEER		PRINCIPAL ENVIRONMENTAL ENGINEER		ENVIRONMENTAL PLANNER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	75	65 - 85	105	75 - 120	155	100 - 160	180	145 - 200	125	110 - 145	140	120 - 160	180	155 - 200	135	120 - 160
VIC - Melbourne	75	65 - 85	100	75 - 120	150	100 - 150	175	145 - 190	115	105 - 135	135	120 - 155	180	155 - 200	130	110 - 155
QLD - Brisbane	70	60 - 80	100	70 - 115	140	100 - 155	180	150 - 200	120	110 - 140	140	125 - 155	175	160 - 190	135	110 - 160
WA - Perth	75	65 - 80	105	75 - 120	150	100 - 165	175	150 - 210	130	115 - 140	145	130 - 160	185	165 - 200	140	125 - 165
SA - Adelaide	70	60 - 75	95	70 - 115	130	95 - 140	160	140 - 180	120	100 - 135	125	110 - 145	175	150 - 180	130	105 - 150
New Zealand	75	65 - 85	100	70 - 115	135	95 - 145	165	140 - 190	110	105 - 135	130	115 - 145	170	155 - 185	130	110 - 160

	HYDROLOGIST		SENIOR HYDROLOGIST		PRINCIPAL HYDROLOGIST		HYDROGEOLOGIST		SENIOR HYDROGEOLOGIST		PRINCIPAL HYDROGEOLOGIST		ENVIRONMENTAL MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	110	85 - 125	135	115 - 160	175	145 - 200	110	85 - 125	140	115 - 160	160	135 - 190	175	145 - 230
VIC - Melbourne	115	90 - 130	140	120 - 155	180	150 - 205	105	80 - 120	135	110 - 155	160	140 - 185	195	155 - 245
QLD - Brisbane	110	85 - 130	135	115 - 160	175	145 - 195	110	85 - 130	145	115 - 160	175	150 - 195	185	145 - 240
WA - Perth	100	75 - 120	130	110 - 150	170	140 - 190	110	90 - 130	150	120 - 160	180	155 - 200	185	150 - 235
SA - Adelaide	95	75 - 110	120	105 - 145	160	130 - 180	100	80 - 115	120	105 - 145	155	130 - 185	175	140 - 210
New Zealand	110	85 - 120	130	110 - 150	165	135 - 185	95	75 - 110	125	110 - 150	160	135 - 185	175	145 - 220

NOTES
All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ). New Zealand Salaries are represented in New Zealand Dollars.

RENEWABLE ENERGY

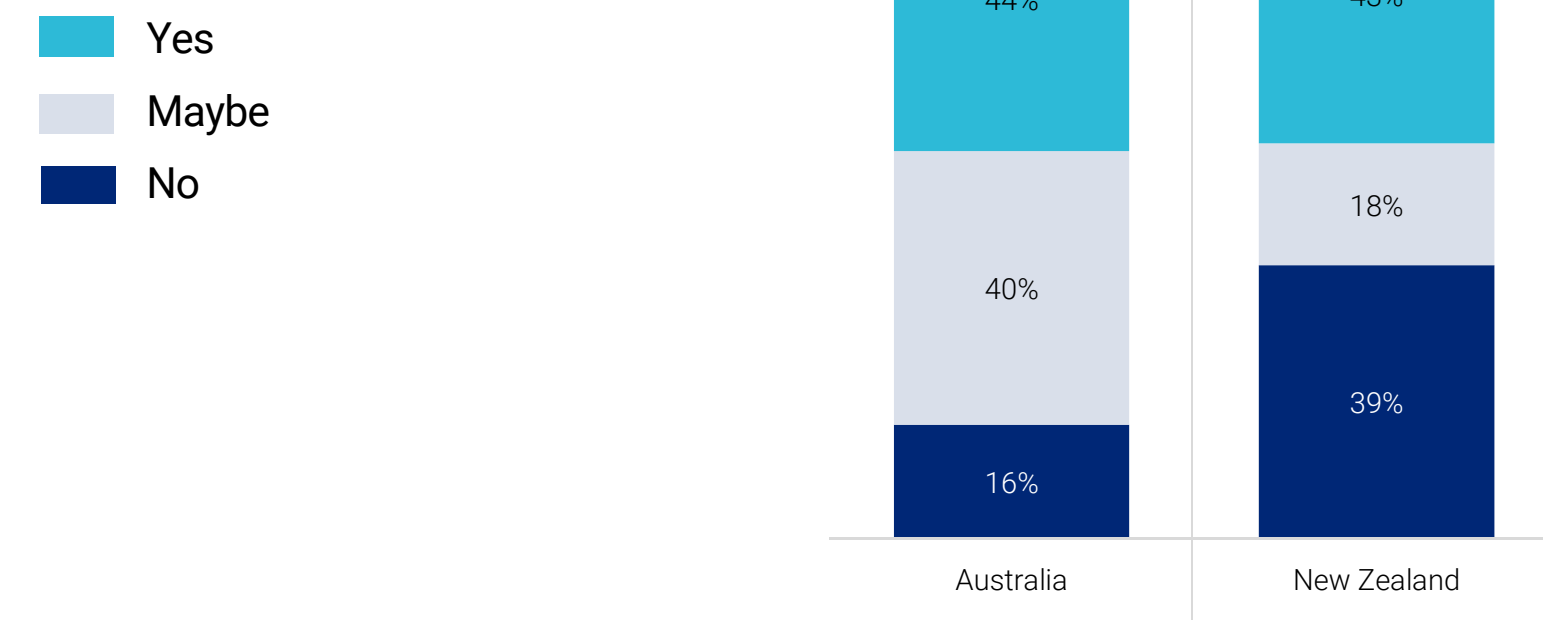
	ELECTRICAL DESIGN ENGINEER		SENIOR ELECTRICAL DESIGN ENGINEER		PRINCIPAL ELECTRICAL DESIGN ENGINEER		PV DESIGNER		GRID CONNECTION ENGINEER		GRID CONNECTION MANAGER		ELECTRICAL ENGINEER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	122	102 - 160	140	140 - 170	170	165 - 190	130	130 - 150	160	120 - 220	220	173 - 250	122	120 - 160
VIC - Melbourne	112	105 - 140	150	140 - 170	170	165 - 185	130	130 - 150	160	120 - 220	230	180 - 250	120	120 - 160
QLD - Brisbane	120	105 - 140	150	140 - 170	170	160 - 190	138	130 - 150	160	120 - 220	220	180 - 250	120	120 - 160
WA - Perth	140	110 - 140	150	140 - 170	180	160 - 200	130	130 - 150	160	120 - 220	220	180 - 250	130	120 - 160
SA - Adelaide	122	105 - 140	140	140 - 170	180	160 - 190	130	120 - 150	160	120 - 220	220	180 - 250	122	120 - 160
New Zealand	110	105 - 135	150	140 - 160	170	160 - 190	140	135 - 150	160	120 - 220	220	180 - 250	120	120 - 160

	SENIOR ELECTRICAL ENGINEER		PRINCIPAL ELECTRICAL ENGINEER		PROJECT MANAGER		CONSTRUCTION MANAGER		PROJECT DEVELOPER		PROJECT DEVELOPMENT MANAGER		PROJECT DEVELOPMENT DIRECTOR	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	150	145 - 170	190	180 - 220	200	140 - 200	200	153 - 230	170	133 - 184	200	184 - 224	300	224 - 350
VIC - Melbourne	150	150 - 170	190	180 - 210	200	140 - 200	200	160 - 224	170	140 - 190	220	220 - 280	300	260 - 357
QLD - Brisbane	150	150 - 180	190	180 - 210	200	150 - 220	210	150 - 220	170	140 - 190	220	190 - 240	250	240 - 306
WA - Perth	150	145 - 180	190	180 - 210	200	150 - 250	220	150 - 220	180	140 - 190	220	190 - 260	300	240 - 300
SA - Adelaide	150	150 - 180	190	180 - 210	190	150 - 220	200	153 - 220	170	130 - 190	220	184 - 240	280	240 - 300
New Zealand	150	150 - 180	190	180 - 210	190	150 - 250	200	150 - 220	170	140 - 190	200	180 - 240	280	240 - 300

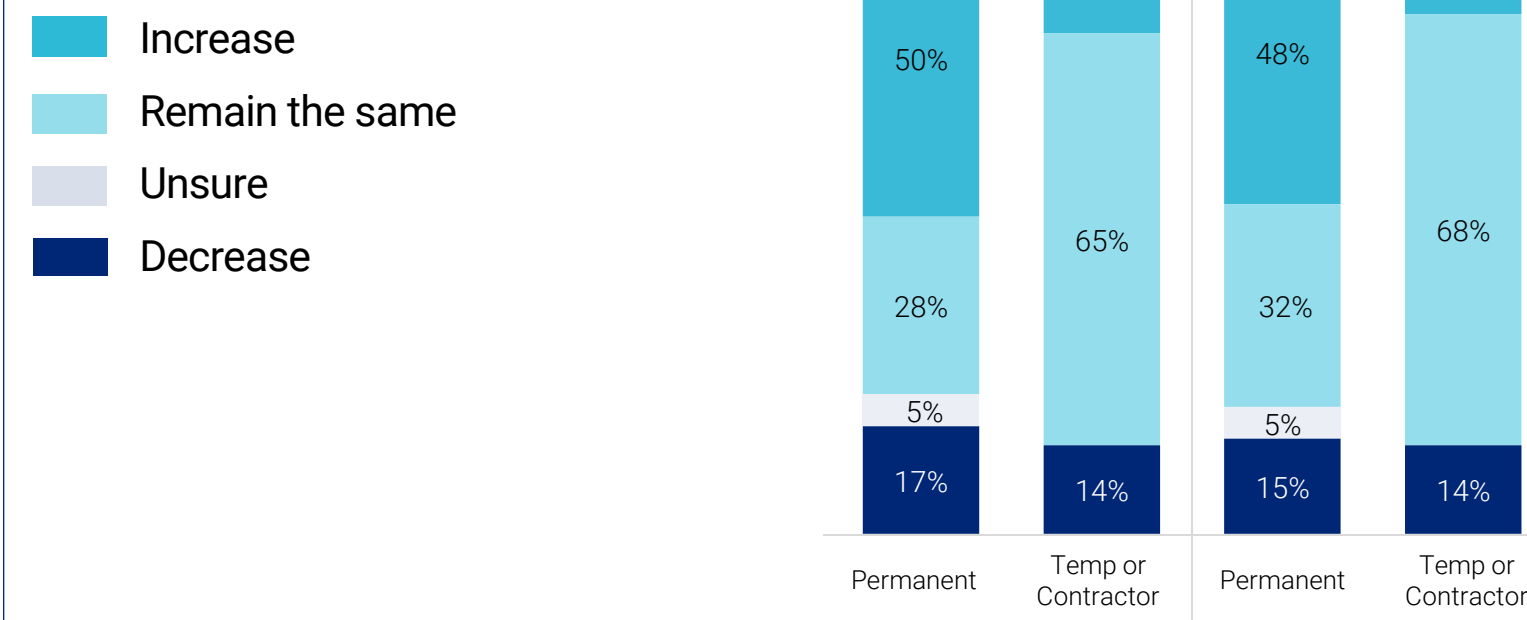
NOTES All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ). New Zealand Salaries are represented in New Zealand Dollars.

TURNOVER AND HIRING INTENTIONS

Employees that intend to remain with their current employer



Employers attitude towards increasing headcounts



Top factors driving turnover

- Lack of promotional opportunities
- An uncompetitive salary
- Poor management style or workplace culture

Employees top career priorities

- Learning or developing technical skills
- A pay rise
- Being able to work flexibly

Top 5 jobs employers need to fill

Australia

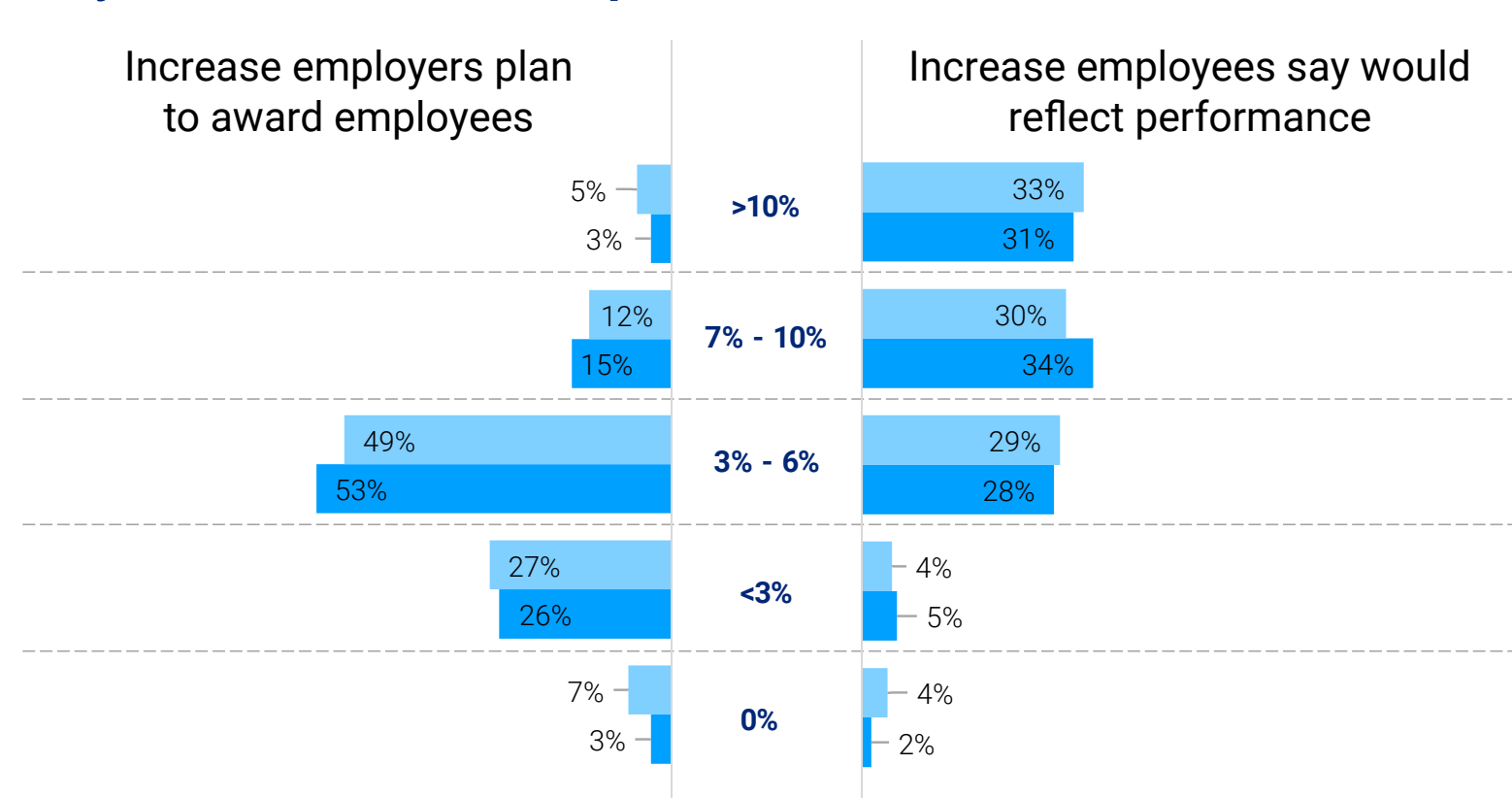
1. Cyber Security Engineer
2. Full Stack Developer
3. Data Analyst
4. Business Analyst
5. Service Desk Analyst

New Zealand

1. Project and Program Managers
2. Business Analysis Practitioners
3. Senior Software Engineers
4. Automation and QA Engineers
5. DevOps and Cloud Specialists

SALARY TRENDS

Pay rise intentions and expectations



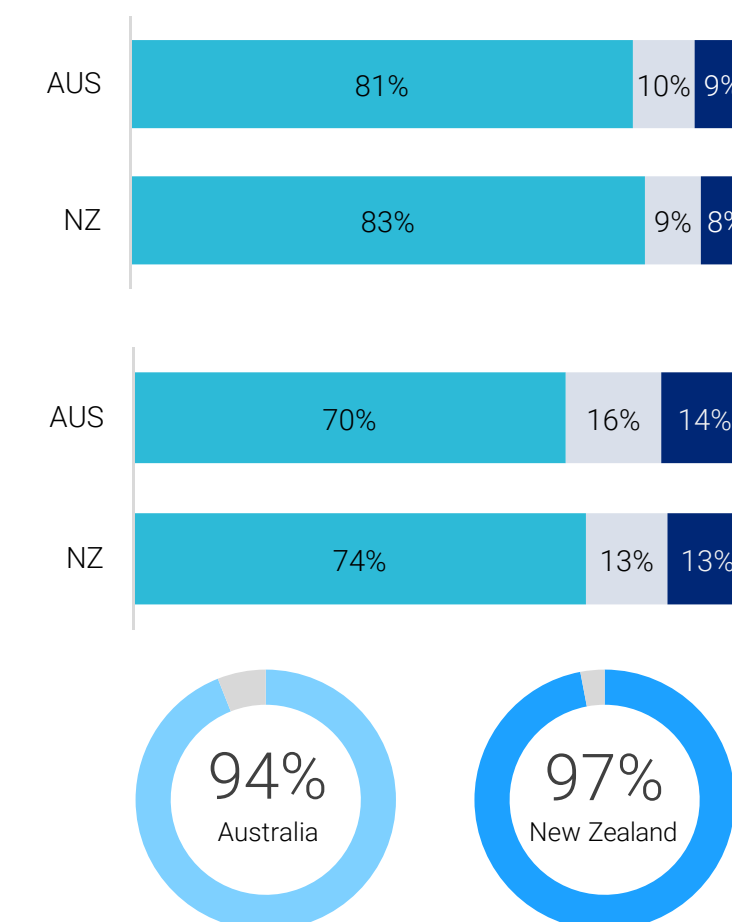
Those that believe pay rises should keep up with inflation

- Yes
- Neutral
- No

Employees who will ask for a pay rise

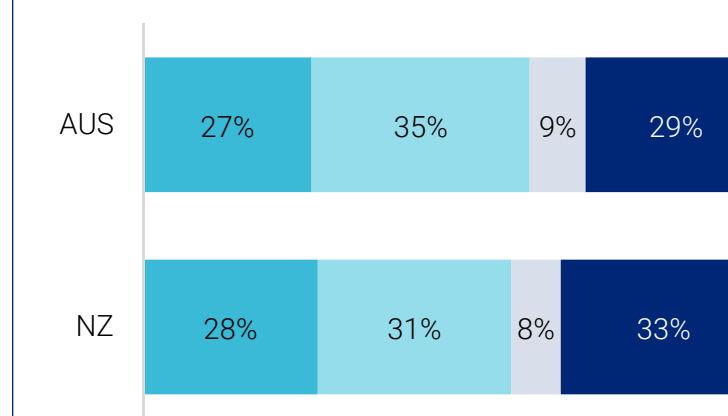
- Yes
- Unsure
- No

Employers who will offer higher salaries



Organisations that provide salary transparency

- Yes - All employees
- Yes - Some employees
- Unsure
- No



Top benefits employers are prioritising this year

Australia

- Training – either internal or external
- Mental and physical health and wellbeing programs
- Ongoing learning and development

New Zealand

- Training – either internal or external
- Mental and physical health and wellbeing programs
- Career progression opportunities

INFRASTRUCTURE

	SERVICE DESK - LEVEL 1		DESKTOP SUPPORT - LEVEL 2		APPLICATIONS SUPPORT		SERVICE DESK TEAM LEADER		SERVICE DESK MANAGER		DBA		SYSTEMS ADMINISTRATION/ENGINEER		NETWORK ADMINISTRATION/ENGINEER		NETWORK ARCHITECT		INFRASTRUCTURE ARCHITECT		INFRASTRUCTURE MANAGER		SERVICE DELIVERY MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	65	55 - 80	80	75 - 90	95	80 - 110	110	90 - 130	125	95 - 135	150	130 - 170	130	110 - 150	135	100 - 160	170	160 - 200	180	150 - 200	160	140 - 190	160	140 - 190
NSW - Regional	58	55 - 80	70	75 - 90	85	70 - 110	100	85 - 120	110	90 - 135	135	112 - 150	120	100 - 140	120	100 - 160	160	140 - 200	160	140 - 200	140	115 - 150	140	110 - 160
VIC - Melbourne	63	55 - 70	80	65 - 90	95	75 - 110	110	90 - 120	120	100 - 133	128	112 - 153	120	90 - 135	130	90 - 150	170	150 - 200	180	150 - 200	160	140 - 200	148	122 - 179
VIC - Regional	56	49 - 65	68	55 - 75	77	70 - 92	95	90 - 120	98	100 - 130	125	105 - 150	95	80 - 110	100	80 - 120	140	125 - 170	165	135 - 185	135	120 - 165	135	110 - 160
QLD - Brisbane, Gold Coast & Sunshine Coast	58	50 - 65	75	70 - 80	85	70 - 95	95	80 - 110	100	90 - 115	120	100 - 140	100	80 - 120	110	80 - 130	140	130 - 160	160	130 - 190	140	120 - 160	133	115 - 165
SA - Adelaide	60	50 - 70	65	55 - 75	75	68 - 90	85	70 - 95	92	82 - 105	110	85 - 130	90	70 - 120	100	80 - 120	130	110 - 150	150	120 - 180	130	120 - 160	120	90 - 140
WA - Perth	60	55 - 70	75	60 - 90	95	80 - 115	110	90 - 120	120	100 - 140	135	115 - 150	130	85 - 140	130	110 - 160	165	140 - 190	170	140 - 200	160	140 - 180	150	125 - 180
ACT - Canberra	65	55 - 80	75	65 - 90	85	70 - 100	110	85 - 125	110	90 - 130	130	120 - 150	130	100 - 155	135	110 - 170	200	160 - 250	200	160 - 250	170	140 - 200	155	120 - 175
TAS - Hobart/Launceston	55	50 - 65	65	56 - 75	77	66 - 82	82	70 - 97	92	87 - 102	110	92 - 128	100	70 - 130	120	76 - 150	140	120 - 170	140	129 - 170	130	105 - 150	120	100 - 150
NT - Darwin	53	49 - 64	63	56 - 71	82	71 - 92	80	70 - 87	90	78 - 100	107	92 - 117	90	70 - 120	100	80 - 120	130	117 - 150	140	130 - 170	130	120 - 145	122	102 - 143
NZ - Auckland	65	55 - 75	75	70 - 80	90	80 - 100	90	80 - 110	100	90 - 120	105	90 - 120	100	90 - 120	110	100 - 120	150	140 - 160	180	145 - 200	140	120 - 170	130	110 - 150
NZ - Wellington	60	55 - 65	75	65 - 80	95	85 - 105	100	90 - 110	110	90 - 120	115	110 - 125	100	90 - 110	110	100 - 120	155	145 - 165	155	145 - 165	140	130 - 160	125	110 - 140
NZ - Christchurch	60	55 - 65	65	60 - 70	85	75 - 95	90	80 - 100	100	90 - 110	105	100 - 120	90	80 - 100	100	90 - 110	140	130 - 150	155	145 - 165	130	120 - 150	110	100 - 130

NOTES

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PROJECTS AND CHANGE MANAGEMENT

	BUSINESS ANALYST		SENIOR BUSINESS ANALYST		PROJECT CO-ORDINATOR		PROJECT MANAGER		SENIOR PROJECT MANAGER		PROGRAM MANAGER		PROJECT DIRECTOR		PMO MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	140	130 - 170	160	140 - 190	100	80 - 120	180	140 - 190	200	170 - 210	210	190 - 240	260	200 - 300	185	150 - 220
NSW - Regional	130	120 - 150	140	130 - 160	100	80 - 120	160	140 - 180	180	150 - 200	200	180 - 230	240	200 - 280	175	160 - 210
VIC - Melbourne	130	120 - 150	140	130 - 160	110	100 - 130	150	130 - 170	180	150 - 200	200	180 - 230	220	200 - 300	190	150 - 200
VIC - Regional	125	95 - 140	135	110 - 150	100	75 - 110	140	120 - 160	155	130 - 170	170	140 - 200	190	150 - 220	175	150 - 200
QLD - Brisbane, Gold Coast & Sunshine Coast	110	100 - 130	125	110 - 140	90	70 - 100	122	110 - 150	150	130 - 170	175	150 - 210	190	180 - 220	175	150 - 210
SA - Adelaide	105	90 - 130	130	115 - 145	90	75 - 100	135	100 - 150	150	130 - 170	180	140 - 220	185	150 - 200	165	125 - 190
WA - Perth	125	100 - 140	150	130 - 170	87	80 - 105	150	120 - 160	165	150 - 190	185	160 - 215	200	165 - 225	190	150 - 220
ACT - Canberra	130	110 - 160	150	130 - 180	90	80 - 120	150	125 - 170	180	160 - 210	200	170 - 240	200	200 - 300	182	150 - 210
TAS - Hobart/Launceston	100	90 - 130	120	100 - 130	85	70 - 100	130	110 - 150	135	120 - 150	150	130 - 180	133	122 - 160	153	133 - 184
NT - Darwin	112	92 - 133	138	122 - 163	90	80 - 110	122	102 - 143	145	128 - 170	160	130 - 190	170	150 - 200	163	133 - 184
NZ - Auckland	110	100 - 120	125	115 - 140	100	85 - 110	120	110 - 150	150	130 - 160	200	180 - 240	170	160 - 220	170	150 - 200
NZ - Wellington	105	100 - 115	125	115 - 140	100	85 - 110	120	115 - 135	145	130 - 160	190	170 - 230	190	160 - 220	180	160 - 200
NZ - Christchurch	100	90 - 110	125	115 - 140	80	80 - 100	120	110 - 130	140	130 - 150	190	170 - 230	180	160 - 200	170	150 - 200

NOTES

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PROJECTS AND CHANGE MANAGEMENT

	PROJECT SCHEDULER		CHANGE ANALYST		CHANGE MANAGER		SENIOR CHANGE MANAGER		SCRUM MASTER		PRODUCT OWNER		ENTERPRISE ARCHITECT	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	170	150 - 200	140	130 - 160	180	140 - 200	200	160 - 220	160	130 - 180	180	150 - 200	230	190 - 250
NSW - Regional	140	110 - 160	130	120 - 140	180	140 - 200	200	160 - 220	145	130 - 160	160	140 - 180	200	180 - 240
VIC - Melbourne	120	130 - 170	125	110 - 140	165	150 - 200	190	170 - 220	165	150 - 200	180	150 - 200	230	190 - 280
VIC - Regional	105	85 - 142	115	95 - 140	155	120 - 180	150	150 - 200	150	120 - 170	160	125 - 180	190	165 - 220
QLD - Brisbane, Gold Coast & Sunshine Coast	110	100 - 140	100	90 - 120	140	110 - 160	150	130 - 200	130	110 - 145	140	120 - 160	180	150 - 200
SA - Adelaide	112	92 - 143	100	80 - 120	130	100 - 160	145	120 - 175	130	100 - 150	135	110 - 150	153	135 - 184
WA - Perth	130	100 - 150	115	100 - 130	150	125 - 160	180	150 - 200	150	130 - 180	170	135 - 200	200	170 - 225
ACT - Canberra	160	140 - 175	125	100 - 140	145	130 - 180	200	175 - 275	150	120 - 180	170	150 - 220	240	200 - 275
TAS - Hobart/Launceston	90	78 - 100	95	85 - 110	120	92 - 133	135	122 - 153	120	100 - 140	132	100 - 145	170	150 - 200
NT - Darwin	92	82 - 102	102	90 - 122	122	102 - 143	148	122 - 163	120	100 - 140	132	100 - 145	153	125 - 185
NZ - Auckland	90	80 - 100	110	95 - 120	140	120 - 160	160	140 - 180	140	130 - 150	150	140 - 175	180	160 - 200
NZ - Wellington	115	100 - 125	115	100 - 120	150	125 - 170	170	140 - 180	130	120 - 150	150	140 - 160	190	170 - 220
NZ - Christchurch	110	90 - 120	110	95 - 120	135	120 - 150	150	130 - 165	130	120 - 150	145	130 - 160	180	160 - 210

NOTES

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SOFTWARE DEVELOPMENT

	DEVELOPER (.NET/JAVA)		SENIOR DEVELOPER (.NET/JAVA)		FULL STACK DEVELOPER (.NET/JAVA)		AUTOMATION DEVELOPER/ENGINEER		TECHNICAL LEAD		FRONT-END DEVELOPER		SENIOR FRONT-END DEVELOPER		MOBILE APPS DEVELOPER		UX/UI DESIGNER		SOLUTION ARCHITECT		DEVELOPMENT MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	120	90 - 140	160	140 - 180	130	120 - 150	130	120 - 150	180	160 - 200	130	100 - 150	150	140 - 180	160	125 - 200	150	120 - 180	190	150 - 220	220	200 - 250
NSW - Regional	120	90 - 140	140	120 - 160	135	120 - 160	135	120 - 150	160	135 - 180	125	90 - 140	145	110 - 170	170	160 - 220	125	100 - 145	180	150 - 220	160	130 - 180
VIC - Melbourne	110	90 - 140	140	140 - 170	135	120 - 160	140	120 - 160	160	150 - 180	120	100 - 150	145	140 - 170	130	125 - 200	125	120 - 160	190	150 - 220	180	180 - 220
VIC - Regional	100	80 - 130	120	100 - 145	125	110 - 140	125	105 - 140	150	130 - 172	110	80 - 130	125	120 - 150	125	100 - 150	115	90 - 135	180	140 - 200	150	120 - 180
QLD - Brisbane, Gold Coast & Sunshine Coast	90	100 - 120	120	120 - 140	130	115 - 150	130	120 - 160	150	140 - 185	110	90 - 130	115	100 - 130	110	110 - 150	110	90 - 130	180	140 - 200	145	150 - 210
SA - Adelaide	100	80 - 110	130	120 - 140	130	110 - 140	125	105 - 140	150	125 - 170	90	80 - 110	120	110 - 140	100	90 - 120	100	80 - 120	180	140 - 200	148	112 - e
WA - Perth	100	80 - 120	140	120 - 160	140	120 - 160	130	120 - 160	170	150 - 210	125	100 - 140	150	120 - 160	150	100 - 160	125	100 - 140	180	165 - 220	180	160 - 210
ACT - Canberra	120	110 - 130	150	135 - 165	150	125 - 165	145	135 - 165	170	150 - 200	120	110 - 135	155	135 - 170	150	125 - 165	130	100 - 180	210	160 - 250	165	140 - 220
TAS - Hobart/Launceston	100	80 - 110	120	100 - 140	110	95 - 130	115	100 - 135	145	125 - 165	100	80 - 110	105	100 - 120	90	85 - 110	95	90 - 110	180	140 - 200	145	120 - 170
NT - Darwin	100	80 - 120	115	95 - 130	115	95 - 130	120	105 - 140	150	130 - 180	102	80 - 112	122	102 - 133	95	82 - 110	100	82 - 112	180	140 - 200	143	117 - 153
NZ - Auckland	115	100 - 130	145	130 - 160	140	120 - 160	140	125 - 160	170	150 - 190	120	100 - 135	140	130 - 165	130	115 - 150	130	100 - 145	170	170 - 200	175	170 - 200
NZ - Wellington	110	90 - 120	130	120 - 150	130	120 - 150	135	125 - 150	160	140 - 180	120	100 - 130	130	120 - 140	130	110 - 140	130	110 - 140	170	150 - 180	180	150 - 190
NZ - Christchurch	100	90 - 110	120	110 - 140	125	115 - 140	130	120 - 140	160	140 - 180	105	100 - 120	120	100 - 130	110	100 - 120	115	100 - 130	160	150 - 180	150	140 - 180

NOTES

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CLOUD

	DEVOPS ENGINEER		PLATFORM ENGINEER		SITE RELIABILITY ENGINEER		CLOUD ENGINEER		CLOUD ARCHITECT	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	170	145 - 200	160	125 - 170	165	135 - 200	160	130 - 190	190	160 - 210
NSW - Regional	140	110 - 160	140	120 - 170	145	130 - 180	130	115 - 140	160	150 - 200
VIC - Melbourne	170	130 - 200	160	140 - 180	165	150 - 200	170	150 - 200	190	180 - 230
VIC - Regional	140	100 - 160	150	120 - 170	160	135 - 180	130	110 - 160	180	150 - 220
QLD - Brisbane, Gold Coast & Sunshine Coast	140	120 - 160	150	130 - 170	150	130 - 190	130	120 - 165	180	140 - 200
SA - Adelaide	110	90 - 130	140	120 - 170	140	130 - 190	120	100 - 140	160	140 - 200
WA - Perth	150	120 - 170	140	120 - 170	150	140 - 170	160	140 - 180	180	160 - 220
ACT - Canberra	150	140 - 190	150	135 - 180	160	140 - 200	160	150 - 200	240	200 - 280
TAS - Hobart/Launceston	120	100 - 150	125	105 - 170	140	120 - 165	130	100 - 150	150	130 - 180
NT - Darwin	105	95 - 125	125	105 - 170	140	125 - 165	112	95 - 133	150	130 - 180
NZ - Auckland	160	140 - 180	170	150 - 180	155	140 - 180	160	130 - 180	200	180 - 230
NZ - Wellington	130	120 - 140	145	120 - 170	150	130 - 190	135	120 - 150	180	150 - 200
NZ - Christchurch	120	100 - 130	145	120 - 170	140	125 - 185	130	120 - 140	170	140 - 200

NOTES

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ERP/CRM

	ERP/CRM ADMINISTRATION		ERP/CRM DEVELOPER		ERP/CRM FUNCTIONAL CONSULTANT		ERP/CRM TECHNICAL CONSULTANT		ERP/CRM TEST ANALYST		ERP/CRM ARCHITECT	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	140	120 - 150	140	130 - 150	200	150 - 220	200	150 - 220	130	110 - 140	200	180 - 220
NSW - Regional	135	120 - 150	140	120 - 160	160	128 - 190	150	140 - 175	130	110 - 140	170	150 - 200
VIC - Melbourne	140	120 - 150	145	130 - 180	165	150 - 200	145	140 - 200	130	120 - 140	180	180 - 220
VIC - Regional	130	110 - 150	140	120 - 160	155	140 - 190	140	128 - 175	115	100 - 140	180	160 - 200
QLD - Brisbane, Gold Coast & Sunshine Coast	120	100 - 140	130	120 - 140	160	150 - 200	140	130 - 180	120	100 - 140	175	150 - 200
SA - Adelaide	90	70 - 100	125	115 - 140	160	140 - 195	140	130 - 180	90	80 - 110	140	130 - 160
WA - Perth	120	90 - 130	135	125 - 150	170	145 - 220	165	140 - 200	125	100 - 140	180	165 - 220
ACT - Canberra	145	120 - 160	170	140 - 190	175	150 - 220	175	140 - 220	125	110 - 140	240	200 - 250
TAS - Hobart/Launceston	120	100 - 140	120	110 - 140	145	130 - 180	135	125 - 174	115	100 - 130	150	150 - 180
NT - Darwin	80	70 - 90	120	112 - 140	150	135 - 190	140	130 - 180	90	80 - 110	140	130 - 160
NZ - Auckland	90	80 - 100	130	120 - 140	160	140 - 200	160	140 - 180	115	100 - 130	160	150 - 180
NZ - Wellington	90	80 - 100	130	120 - 140	160	140 - 200	160	140 - 180	120	110 - 130	170	150 - 180
NZ - Christchurch	90	80 - 100	130	120 - 140	160	140 - 200	160	140 - 180	115	100 - 130	170	150 - 180

NOTES

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DATA AND ADVANCED ANALYTICS

	DATA ANALYST		SENIOR DATA ANALYST		BI DEVELOPER		DATA MODELLER		DATA ENGINEER		DATA SCIENTIST		DATA ARCHITECT	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	105	82 - 130	130	105 - 145	125	100 - 150	138	112 - 160	145	110 - 180	165	130 - 260	190	165 - 204
NSW - Regional	100	85 - 120	130	105 - 140	140	120 - 160	135	115 - 150	140	120 - 165	160	130 - 200	170	140 - 200
VIC - Melbourne	105	100 - 130	125	120 - 160	130	120 - 180	140	130 - 180	150	130 - 190	170	140 - 250	185	150 - 220
VIC - Regional	105	75 - 120	115	100 - 140	120	95 - 145	125	105 - 150	140	105 - 180	145	120 - 180	170	125 - 190
QLD - Brisbane, Gold Coast & Sunshine Coast	100	80 - 120	120	100 - 140	120	110 - 140	120	100 - 140	120	100 - 140	140	120 - 180	160	140 - 180
SA - Adelaide	90	80 - 120	100	90 - 130	110	90 - 130	115	90 - 130	120	100 - 150	122	105 - 160	150	130 - 170
WA - Perth	120	100 - 140	135	115 - 160	130	120 - 150	135	120 - 160	150	130 - 180	190	130 - 240	200	160 - 250
ACT - Canberra	115	85 - 135	150	120 - 170	150	120 - 200	140	115 - 190	165	130 - 220	160	130 - 240	185	165 - 250
TAS - Hobart/Launceston	95	80 - 110	120	100 - 130	110	100 - 130	120	105 - 135	110	100 - 130	120	110 - 140	130	115 - 150
NT - Darwin	100	82 - 112	110	90 - 130	110	97 - 128	112	102 - 122	110	95 - 130	120	105 - 150	120	110 - 140
NZ - Auckland	110	90 - 125	130	110 - 140	130	110 - 145	140	110 - 160	140	115 - 160	140	120 - 160	180	150 - 200
NZ - Wellington	115	90 - 125	130	100 - 140	130	110 - 140	140	120 - 160	140	120 - 150	135	120 - 150	170	150 - 180
NZ - Christchurch	100	80 - 120	125	100 - 140	110	90 - 130	120	110 - 130	120	110 - 130	120	110 - 130	150	140 - 160

NOTES

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CYBER SECURITY

	CYBER SECURITY ANALYST		CYBER SECURITY ENGINEER		CYBER SECURITY ARCHITECT		CYBER SECURITY MANAGER		PENETRATION TESTER		IDAM ENGINEER		IDAM ARCHITECT		GRC CONSULTANT	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	145	120 - 170	135	120 - 180	220	170 - 250	180	160 - 220	180	140 - 200	160	140 - 180	190	170 - 220	150	130 - 180
NSW - Regional	130	110 - 165	140	120 - 180	180	160 - 220	180	150 - 220	140	125 - 160	140	120 - 170	170	150 - 200	145	130 - 170
VIC - Melbourne	145	125 - 170	160	130 - 180	220	180 - 250	185	170 - 250	180	140 - 200	160	140 - 180	190	170 - 220	160	130 - 180
VIC - Regional	135	110 - 150	145	115 - 170	180	150 - 220	150	150 - 200	145	115 - 165	140	100 - 165	170	140 - 210	140	130 - 165
QLD - Brisbane, Gold Coast & Sunshine Coast	120	90 - 140	130	105 - 150	180	140 - 200	190	150 - 210	140	110 - 160	130	105 - 150	170	145 - 200	140	120 - 160
SA - Adelaide	110	90 - 140	120	100 - 150	160	140 - 200	160	130 - 180	130	110 - 160	130	105 - 150	160	140 - 200	150	110 - 170
WA - Perth	130	100 - 150	130	120 - 160	190	160 - 250	180	150 - 220	140	120 - 160	140	110 - 160	175	145 - 200	145	120 - 170
ACT - Canberra	140	120 - 165	150	130 - 180	240	200 - 275	180	150 - 250	150	120 - 180	140	115 - 170	180	155 - 210	145	120 - 180
TAS - Hobart/Launceston	102	92 - 130	110	90 - 130	160	140 - 180	160	150 - 180	130	100 - 145	125	95 - 140	135	120 - 170	125	100 - 140
NT - Darwin	110	90 - 140	120	100 - 130	153	133 - 163	140	110 - 160	135	105 - 160	125	95 - 140	140	130 - 180	125	100 - 140
NZ - Auckland	130	120 - 140	140	130 - 160	180	140 - 200	160	140 - 180	155	120 - 170	150	140 - 170	190	170 - 210	175	150 - 200
NZ - Wellington	130	120 - 140	140	130 - 160	180	140 - 200	160	140 - 180	155	120 - 170	150	140 - 170	190	170 - 210	175	150 - 200
NZ - Christchurch	120	110 - 140	140	120 - 160	160	140 - 200	150	130 - 170	155	120 - 170	140	120 - 160	190	170 - 210	175	150 - 200

NOTES

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TESTING

	TEST ANALYST		SENIOR TEST ANALYST		AUTOMATION TEST ANALYST		TEST LEAD		TEST/QA MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range	Typical	Range
NSW - Sydney	90	77 - 105	110	85 - 130	120	92 - 130	130	100 - 145	140	110 - 160
NSW - Regional	100	90 - 120	130	115 - 140	130	120 - 150	140	110 - 160	140	130 - 160
VIC - Melbourne	90	80 - 120	100	100 - 130	120	130 - 150	140	130 - 150	140	140 - 170
VIC - Regional	85	75 - 100	90	90 - 120	110	90 - 125	120	90 - 135	135	107 - 150
QLD - Brisbane, Gold Coast & Sunshine Coast	80	80 - 100	90	100 - 120	110	105 - 130	110	110 - 135	125	120 - 140
SA - Adelaide	80	74 - 87	90	77 - 110	100	87 - 120	105	90 - 120	120	105 - 135
WA - Perth	95	85 - 110	125	115 - 135	135	120 - 160	145	125 - 160	150	130 - 170
ACT - Canberra	100	90 - 110	125	110 - 150	140	120 - 165	140	120 - 165	150	130 - 175
TAS - Hobart/Launceston	80	75 - 90	90	82 - 105	90	80 - 110	110	100 - 120	120	110 - 130
NT - Darwin	80	70 - 90	100	85 - 115	90	80 - 110	100	90 - 115	112	95 - 122
NZ - Auckland	100	95 - 110	120	110 - 130	130	125 - 140	145	140 - 150	155	150 - 165
NZ - Wellington	105	90 - 110	125	115 - 135	120	110 - 135	135	130 - 150	140	135 - 155
NZ - Christchurch	90	80 - 100	115	100 - 130	115	100 - 130	130	120 - 140	130	120 - 140

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LEADERSHIP

	CISO		CIO		CTO		IT MANAGER	
	Typical	Range	Typical	Range	Typical	Range	Typical	Range
	255	225 - 360	306	255 - 375	306	255 - 357	163	138 - 220
	250	195 - 270	260	200 - 300	260	180 - 300	150	130 - 180
	255	225 - 360	290	225 - 375	275	225 - 370	165	130 - 220
	185	150 - 250	220	180 - 250	220	200 - 250	140	110 - 180
	220	180 - 260	255	200 - 300	235	200 - 300	150	110 - 190
	220	180 - 250	250	160 - 300	230	155 - 265	135	120 - 165
	214	194 - 280	245	224 - 280	245	224 - 255	160	125 - 200
	204	195 - 300	250	185 - 375	250	205 - 350	155	145 - 210
	180	150 - 200	200	165 - 265	200	150 - 250	150	120 - 180
	184	163 - 224	224	184 - 265	224	194 - 286	143	133 - 153
	200	160 - 250	220	170 - 280	200	170 - 250	150	130 - 170
	210	180 - 230	220	200 - 250	220	200 - 250	160	140 - 180
	180	160 - 210	190	160 - 220	200	180 - 250	140	130 - 160



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