



# SALARY GUIDE

THE NEW EQUATION  
IN THE WORLD OF WORK

FY 22/23



13 04



Australia and New Zealand



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**Disclaimer**  
 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.



# INTRODUCTION: TIME TO RETHINK



## THE MARKET REQUIRES A NEW EQUATION TO BE DEFINED

Australia and New Zealand are facing a singular skills shortage at a level unmatched in Hays' 46 years in recruitment. Today, 91 per cent of employers are experiencing a skills shortage. The insufficient supply of local skilled professionals hinders growth and operations for 83 per cent of responding businesses, the highest level we've recorded in the 43 years we've been producing the Hays Salary Guide.

By comparison, our 2012 guide, published at the height of Australia's years-long mining boom, showed that skills shortages were impacting operations for 69 per cent of employers. In 2019, when skills shortages last peaked, they impacted 70 per cent.

In such a market, the number one question we're asked by employers is how to stand out as their preferred candidate's first choice.





**Today's skills shortage presents an opportunity to define the new equation in the world of work. Viewing your employees as your most important customer and adopting competitive salary, benefits and upskilling tactics can help you traverse today's skills shortage, but bigger thinking will be required on both sides to define what the future of work will look like.**

Another topic we're regularly asked about is the Great Resignation – will it happen here, what effect will it have and how can we navigate through it? Our survey data points to the situation not being as dire as implied. While candidates do have a high intent to move with more than half of respondents indicating that they are open to new opportunities in the year ahead, thinking about changing jobs and actively applying are two distinct things.

A high intention to move suggests that staff engagement, offering purposeful work and training managers to develop stronger relationships with their teams could help retain employees. Fuelled by a revision of what's important to them, flexible work, a lack of movement during the uncertainty of COVID-19 and years of salary stability, employees are reconsidering what they want from work. And the historically low unemployment rate points to the market balance being flipped.

Businesses need to consider how they can position themselves as an employer of choice.

Yes, ensuring your salary offering is competitive is one part of the equation, however employees that are happy and productive aren't just motivated by money. As you'll see in the pages that follow, flexible work environments, opportunities to learn, alignment between personal and organisational purpose and strong relationships between manager and teams should now all factor into your strategy.

We now have the perfect opportunity to come together to define this new equation, in a way that benefits everyone.

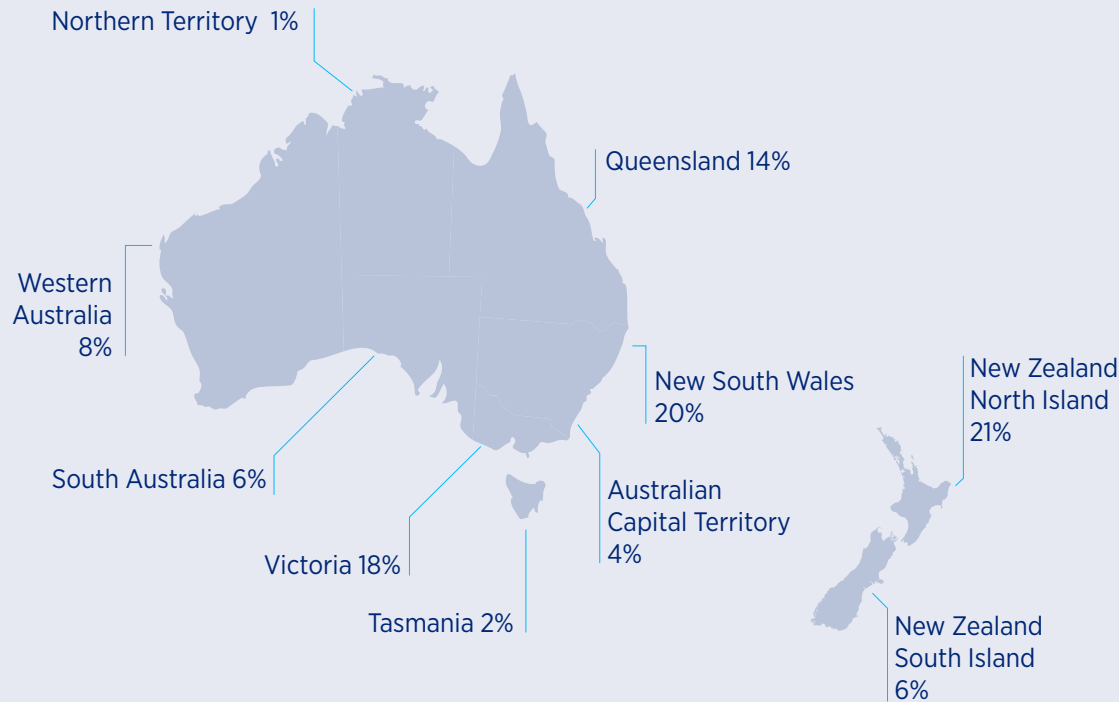
**Nick Deligiannis**

# ABOUT THE SURVEY

For our FY 2022-23 Hays Salary Guide, we surveyed 4,425 organisations across Australia and New Zealand, representing millions of employees, for their views on salary policy, hiring intentions and recruitment trends. We also spoke to 4,851 skilled professionals to take stock of salary expectations, career plans and current priorities.

**52%**  
EMPLOYEES  
**4,851**

**48%**  
EMPLOYERS  
**4,425**



### Top eight industries our survey participants work in:

- Accountancy & Finance
- Healthcare
- Human Resources
- Engineering
- Technology
- Construction
- Manufacturing & Operations
- Mining

### THANK YOU

We would like to express our gratitude to all the organisations and skilled professionals who completed our survey. Your contribution allows us to produce this comprehensive guide and provides invaluable insights into salaries, benefits and recruiting trends.



# KEY FINDINGS



## DEFINING THE NEW EQUATION IN THE WORLD OF WORK



The market dynamic has changed and the current skills-short environment requires a new equation in the world of work to be defined. One that considers the full value exchange in any role – and that extends beyond just the dollars for the hours. Now, more than ever, employees are seeking personal value and purpose at work, and employers need teams that can work with ambiguity and have the capacity for continuous upskilling to meet future capabilities needed. Both sides need to come together to solve today’s increasingly complex problems. To define the new equation, we need to understand both sides of the story.



# STATE OF THE MARKET

## Businesses optimistic despite growth ambitions being heavily reliant on access to talent

The Australia and New Zealand economies appear set for a strong 12 months. Businesses are optimistic and predict both economic and employment growth. However, they also predict widening skills shortages.



### POSITIVE OUTLOOK

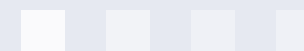
**77%** of employers expect business activity to increase in the year ahead, with 62 per cent saying they are optimistic about the wider economic climate in the next two to five years.

### OPEN BORDERS UNLIKELY TO SOLVE THE SHORTAGE

55 per cent of employers believe that opening the international border will somewhat ease the shortages, but won't solve the problem, and 24 per cent believe it won't help at all.

### WORKFORCE MOVEMENT IS HIGH

In the past 12 months, staff turnover increased for 58 per cent of employers. 35 per cent say it will continue to accelerate. Only 33 per cent of employees intend to remain with their current employer.



### SKILLS SHORTAGES AMPLIFY

Where will this additional headcount come from? Already 91 per cent of employers are experiencing a skills shortage. 83 per cent say it will impact the effective operation or growth plans of their organisation, up from 64 per cent last year.

### STAFFING DEMAND SOARS

61 per cent of employers intend to increase permanent staff levels in FY22/23, up from 47 per cent last year. 36 per cent will increase their use of temporary and contract staff, up from 15 per cent.

### UNEMPLOYMENT TRENDING DOWN

The RBA is reporting unemployment four per cent\*, an almost record low. NZ Stats record unemployment at 3.2 per cent^.



\*As of May 2022 ^March 2022 quarter



# SALARIES ARE EXPECTED TO RISE

A competitive salary offering is a key element in the equation of the value exchange between the employer and employee. This year, salaries are set to climb amid increasing skills shortages. Moving away from the wage stability of recent years, employers cite the skills shortage as the primary reason increases are higher than planned.



## SALARY GROWTH EXPECTED

**88%**

of employers intend to increase salaries, up from 67 per cent last year. Of these, 37 per cent will increase salaries above three per cent.

## THE SKILLS SHORTAGE DRIVES HIGHER INCREASES

Employers say the skills shortage has forced them to offer higher salaries than they otherwise planned. 34 per cent say they've had to offer 'substantially' higher salaries, while 43 per cent have offered 'nominally' higher salaries.

## EXPECTATIONS ARE RISING

Almost half (48 per cent) of employees expect a raise of three per cent or more with 84 per cent believing their performance and the demand for their skills warrants a greater increase. Only 31 per cent are satisfied with their current salary, with most believing it doesn't reflect their individual performance.

## BUT SALARY INCREASES ARE STILL RESTRICTED

**51%**

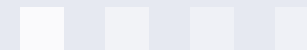
plan to increase salaries by less than three per cent.

## EMPLOYEES KNOW THEIR WORTH

Over half (56 per cent) of employees say the skills shortage has made them more confident to ask for a pay rise and 54 per cent have already secured a salary increase, new job or both. This year, 58 per cent plan to ask for a pay rise – up from 45 per cent last year.

## AN UNCOMPETITIVE SALARY MOTIVATES JOB SEARCHES

An uncompetitive salary is the top factor motivating 49 per cent of job searches (up from 39 per cent last year). It ranks ahead of a lack of promotional opportunities and poor management or culture.





# THE NEW NORM, LIFELONG LEARNING

Increasing digitisation, the speed of change in technology and continuously needing to look for new ways of working – the world of work is changing, and to keep up, lifelong learning will need to become the standard. By offering formal and informal learning opportunities on the job, employers can help bridge the talent shortage and build internal capability. Employers who invest in skills development will be in a position to thrive, no matter what challenges arise in the year ahead.

## UPSKILLING CAN EASE TALENT GAPS

**18%** of employers cite upskilling as a strategy to overcome restricted access to talent, a missed opportunity.

## TOP TALENT PROACTIVELY UPSKILLS

During the past year, most employees have upskilled to improve their job prospects. In addition, 15 per cent have reskilled.

## TRANSFORMING MEANS TRAINING

A quarter of respondents have upskilled or reskilled existing staff to meet changes in organisational structure and digitising workstreams.

## LEARNING IS IMPORTANT FOR THE YEAR AHEAD

For some cohorts, developing technical skills is important for their future careers, with 77 per cent of entry-level, and 65 per cent of mid-level employees agreeing. And when considering a new role, 57 per cent will look for training, and 52 per cent will look for ongoing learning and development.

## IN PRACTICE

**Having an established, embedded learning program will set an organisation up for success no matter what market influences come. Conduct a skills assessment before setting a workplace learning strategy in place. Mentoring and learning on the job are harder to replicate in a remote working environment but are equally as important as any formal training. Virtual buddy systems and regular check ins are easy to implement and could help bridge the geographical challenges.**

# THE EMPLOYEE, YOUR VIP CUSTOMER

Organisations realise they need to be customer focused, but the lines between stakeholder and customer have blurred. The definition of customer well and truly extends beyond the people that buy your products and services and includes employees, shareholders and the wider community you operate within. Now the market is calling for employees to be elevated to the status of your most important customer. Employees are motivated when they feel valued and can create impact – and they want to bring their authentic selves to work. Remote work has meant that many employees feel not seen and out of touch with their company’s values, purpose and culture. The employee experience needs close attention, and personalisation, to attract the best candidates during this time of acute shortages.



## PURPOSE IS KING, DEFINE IT AND COMMUNICATE IT

**51%** of our respondents said they will only consider a role with an organisation whose purpose reflects their own, and only six per cent say is not a consideration in deciding who to work for.

### BENEFITS RISE TO ATTRACT CANDIDATES

35 per cent of employers have introduced benefits to attract staff. Training and ongoing learning and development, and over 20 days’ annual leave being the top benefits employees are asking for. While 81 per cent of employers offer training, only 23 per cent offer additional annual leave, which presents an opportunity for any employer looking to create a stand-out offering.

### FLEXIBLE WORKING CONTINUES TO EVOLVE

Almost two-thirds (64 per cent) of employees look for an adaptive hybrid environment in their next job search, consisting of a flexible schedule rather than set in-office and remote days. Over half want the scope to choose the hours they work outside of set core timings, and one-third want compressed working weeks. Yet entry-level staff have the lowest desire for flexible working conditions.

### ENRICH YOUR EVP WITH ED&I AND SUSTAINABILITY POLICIES

An organisation’s environmental policy is important to 86 per cent of employees, 34 per cent say a strong ED&I policy is non-negotiable.



## IN PRACTICE

**An organisation's best asset is their people. By considering your employees as your most valuable customer, businesses will be able to personalise the employee experience to suit each individual's needs and wants.**

**Businesses should also consider the narrative that is told by the make-up of their leadership teams and boards. Beyond diversity of gender and culture, diversity of discipline and thinking is becoming an increasingly important attribute of successful organisations in navigating this rapidly changing world.**

# MASTERING CHANGE

Over the past two years, organisations have proven their agility to be able to work within completely new operating methods – and this volatility is not going away. Simply adapting to change will no longer give a competitive edge, organisations that can use constant change to their advantage will gain an edge. Now, to master change, agility must be embraced and embedded.



## DIRECTORS ARE ADAPTING THEIR WORKING STYLES

**67%** of directors reported they needed to find new ways to be effective and productive indicating that they recognise the need to work in new ways.

## ORGANISATIONS PREPARE FOR THE FUTURE

Over a third have undergone a workplace transformation in the past year with 63 per cent indicating they have changed their operational structure, and almost half (49 per cent) digitised workstreams.

## COLLABORATION AND WORKING IN NEW WAYS

Almost 70 per cent of employees in larger organisations have indicated that they are collaborating more and working with new teams.

## CONTRACTING CAREERS TO INCREASE

**32%** of employees would consider a contract career, however, the type of project dictates which roles they will accept.

## MENTAL HEALTH IS STILL HIGH ON THE AGENDA

Over one-third (38 per cent) said they still struggle to shut off from work when working from home, and 52 per cent believe continued flexible work can improve their mental health and wellbeing.

## REMOTE WORKING CONTINUES TO EVOLVE

For organisations with fully remote roles, 32 per cent have removed location requirements and say it's less important that candidates live close to their workplace.



## IN PRACTICE

Embedding an agile mindset in your employees can be done formally through learning courses, and culturally through expressing expectations that change can and will continue to happen. By creating psychologically safe workspaces, employees can feel empowered to do things in different ways while trying to adapt to new changes.

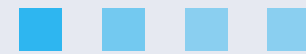
Organisations also need to consider how they can scale their workforce around changing market conditions. Workforce shaping means ensuring you have the right skills at the right time. Again, a current skill-set assessment is important to understand where the strengths and weaknesses lie. With that information organisations can start to put strategies in place to ensure they have the capabilities to execute quickly on future market opportunities.

A woman with dark hair and bangs is writing on a whiteboard with a green marker. In the background, a man and a woman are looking towards the whiteboard. The scene is set in a modern office environment with large windows and blurred background elements. A large blue triangle is overlaid on the bottom left of the image, containing the main title text.

# EXPLORING THE NEW EQUATION IN THE WORLD OF WORK



# THE EMPLOYEE, YOUR VIP CUSTOMER



## PERSONALISE THE EXPERIENCE



For many employees, work has become more personal. They seek not only working arrangements that suit their individual situations, but they seek work that they find purposeful as well. To attract and retain workers in a market this tight, businesses need to view the employee in the same way they would their VIP customers.

When businesses move towards a customer-centric model, they put the customer at the heart of every business decision and when it comes to elevating your employees to VIP status, the same strategy should apply. From the recruitment process, to the employee experience, to the benefits on offer and beyond, organisations should consider at what point they can add a level of personalisation to these elements for the individual and how they can further orient their engagement strategies to ensure the employee experience is at the heart of their processes.

### The role of benefits and leaders

Creating a better employee experience doesn't start and end with just salary or benefits. Yes, these are important to a point, and only one-third (33 per cent) of employees reported being satisfied with their current benefits. However, further analysis highlighted the extent to which leadership plays a significant role in employee satisfaction, arguably more than salary and benefits. We found that 76 per cent of employees that were dissatisfied with their salary, but enjoyed their jobs reported a strong working relationship with their manager. It also demonstrated that even those who were satisfied with their salary, are likely to dislike their job if they are unsatisfied with their manager.

**76%** ■ ■

**We found that 76 per cent of employees that were dissatisfied with their salary, but enjoyed their jobs reported a strong working relationship with their manager.**

A meaningful, and beneficial relationship with direct managers plays an important role to an employee's job satisfaction. To further improve this relationship, organisations should consider continued training for managers to establish and maintain strong working relationships with their teams in a hybrid environment.

### The power of purpose

Promoting your organisation's purpose and showing employees how their work contributes to that purpose, can be a powerful tool in strengthening your employer brand. Millennials in particular keep purpose at the forefront when deciding whether to apply or accept a role with an organisation. They want to know their work contributes to a greater goal – one that also matters to them. A shared belief is a powerful tool in today's tight labour market, while engaging hearts as well as minds will boost employee retention.

In fact, 51 per cent of employees surveyed told us an organisation's purpose is vital in deciding who to work for. Employers are aligned –

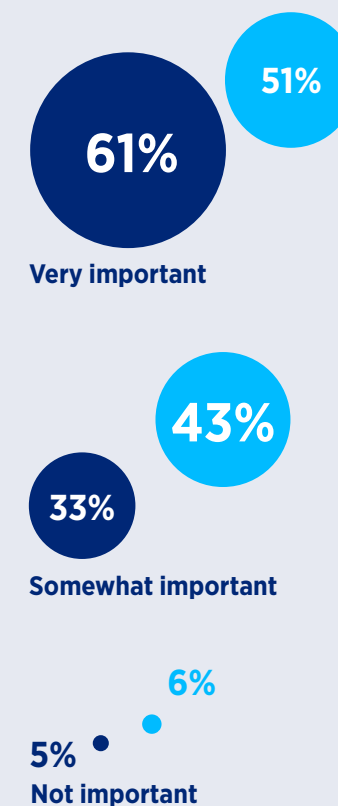
only five per cent claiming purpose doesn't aid candidate attraction.

According to Gallup, organisations that make their purpose personal to an employee benefit from a 8.1 per cent decrease in turnover and a 4.4 per cent increase in profitability. Additionally, research from McKinsey found that 70 per cent of employee's sense of purpose was defined by their work.

To achieve this, first define your organisations purpose, including ED&I and environmental policies. How does the business show up within the community it operates, and within the wider societal context? A feel-good purpose statement will only go so far, organisations need to align key business decisions to their agreed upon purpose and communicate that regularly throughout all levels of the workplace structure. While something as simple as a regular town hall might not be as exciting as larger-than-life external campaigns that advocate and communicate purpose, they can be just as effective in demonstrating to employees why their individual work matters.

## HOW IMPORTANT IS AN ORGANISATION'S PURPOSE?

■ Employers  
■ Employees





### Mental health still needs attention

As we enter the third year of the pandemic, the long-term toll on employees' mental health and wellbeing is becoming clear. As our survey shows, continued flexible and hybrid working can improve employees' mental health and wellbeing. But it's not a universal remedy. Over one-third (38 per cent) of employees admit difficulty switching off outside work hours when working from home. With almost half working more hours when working from home compared to the office, steps to minimise negative mental health must be addressed.

This starts with creating a workplace culture that prioritises mental health, removes negative stigma and provides support – something 43 per cent of employees say would improve their mental health and wellbeing. The right to disconnect has been legislated in France, Ireland, Canada, Spain and other countries, but is it enough? Research shows there are now more cases of stress, burnout and anxiety than in 2020. In response, many organisations have taken further steps to strengthen staff wellbeing and contribute towards a mentally healthy workforce. Leaders are focusing on outcomes rather than hours worked which gives

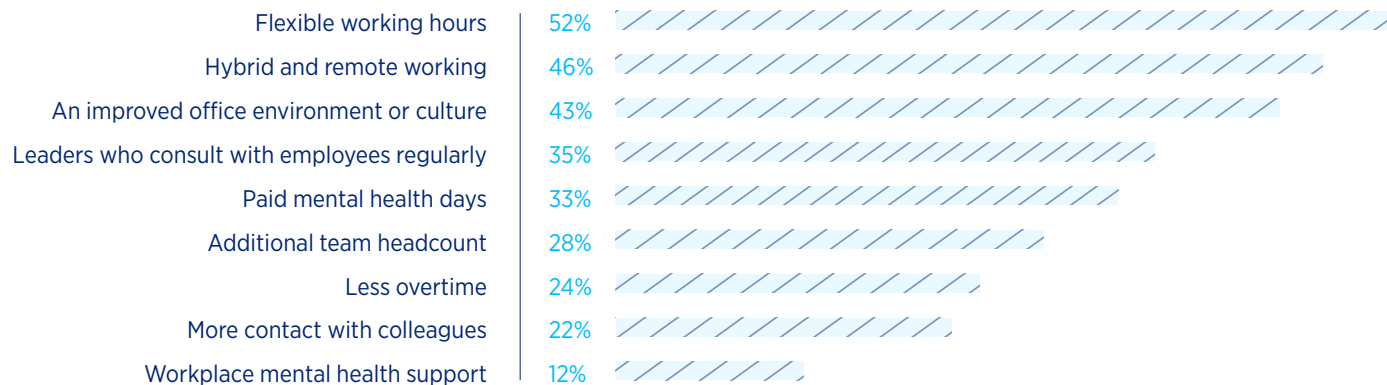
employees autonomy in the how and when they do their work. This shift in performance measurement signals the importance an organisation places on workers mental health and wellbeing helping to create a culture that values it.

Building and maintaining culture that allows teams to feel safe when talking about mental health and wellbeing requires consistent attention, especially when working in a hybrid fashion. The onboarding process for new employees, creating new touchpoints with clearly communicated intent and regular company-wide townhalls are all

simple levers that can be pulled to help an organisation demonstrate a culture that prioritises mental health and wellbeing.

Leaders should also consult regularly with their staff, which over one-third of employees say would improve their mental health and wellbeing. Training for managers can help them understand challenges and start conversations in a thoughtful and supportive manner. After taking the strain of people issues during the pandemic, support and development will help leaders recognise mental health issues and create an inclusive environment for all.

## WHAT MEASURES WOULD HAVE THE BIGGEST IMPACT ON IMPROVING YOUR MENTAL HEALTH & WELLBEING?



# LIFELONG LEARNING



## WORK IS ALSO THE CLASSROOM

The how, what and when we learn is being fundamentally re-thought. The accelerated pace of technology and changing face of work means the way we learn new skills needs to adapt as well.

With people now more comfortable learning online, acute skill shortages mean some organisations are favouring more on-the-job training and even reconsidering the need for applicants with a formal tertiary education.

The good news for businesses is that employees already recognise the need to continuously learn with 60 per cent saying that learning or developing technical skills, and 41 per cent learning soft skills, is important to them in their career for the year ahead.

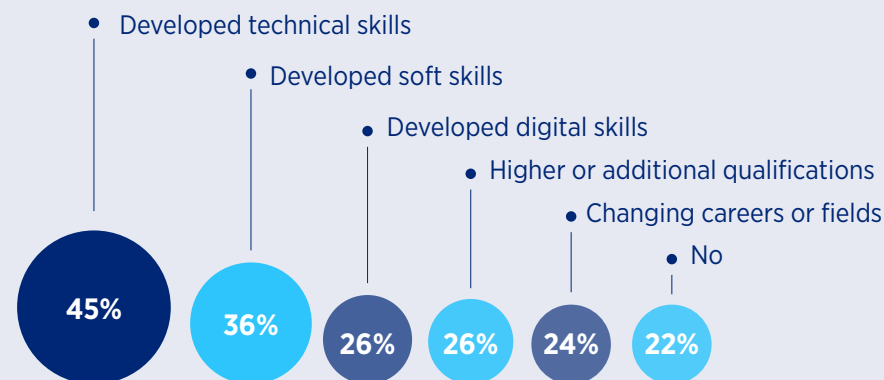


**Employees are undertaking learning of their own accord, with more than 45 per cent developing technical skills in the past year, 36 per cent acquiring soft skills and 26 per cent learning digital skills outside of their place of work.**

Businesses are planning to expand headcounts this year, but in a constrained labour market relying on headcount expansion in isolation may simply not suffice in closing the skills gap. Various strategies can minimise the impact of skills shortages with leaders now considering whether they should buy, build or borrow

the skills they need. Our survey demonstrated that only 18 per cent of employers plan to leverage upskilling as their primary strategy in closing the gap. Upskilling keeps employees relevant in their existing jobs and helps businesses future-proof internal capabilities.

**IN THE PAST YEAR, HAVE YOU UNDERTAKEN ANY OF THE FOLLOWING TO IMPROVE YOUR CAREER PROSPECTS?**



**Learning and development in the spotlight**

For businesses that haven't yet embarked on a formal learning and development program, the good news is that CEOs are now acutely aware of how talent risk can hinder growth ambitions. HR leaders are now empowered to take their seat at the table, being a strategic driver of business growth.

HR capabilities should be involved at the Non-Executive Director

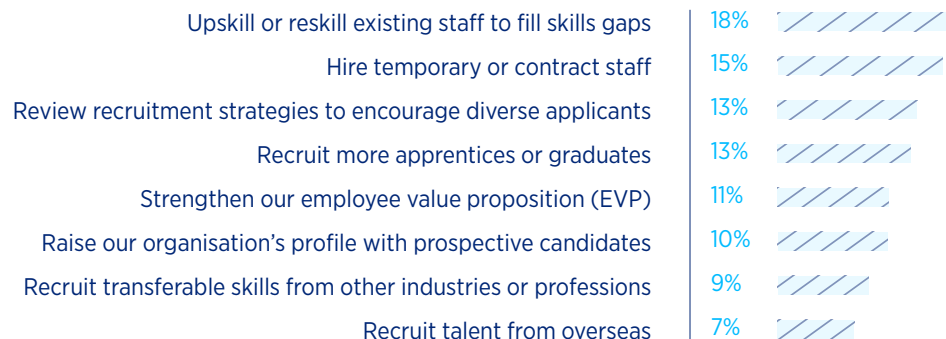
and Director level to drive the development of roadmaps for skills that underpin strategic business plans.

HR leaders can use this renewed attention to their advantage to enact learning and development programs that engage and embed learning into the business-as-usual workflow. In the first instance, they will need to identify existing and future internal skills gaps as they align to organisational strategies

and then devise learning pathways to engage employees on the journey. The learning journey should be contextualised to assist with retention, personalised to engage the learner and delivered in a way that is efficient and easy to embed within the normal flow of work.

**Employees should then be given the opportunity to practice new skills without fear of failure. Progress can then be measured to surface the next focus areas for learning.**

**HOW DO YOU PLAN TO OVERCOME THIS DECREASE IN ACCESS TO TALENT?**



# MASTERING CHANGE



## THE NEXT COMPETITIVE ADVANTAGE?



Out of necessity, many organisations have enacted digital transformations and are now realising how newly implemented technologies are changing how their business can operate, and what further opportunities could be realised by harnessing the full capabilities of the technology introduced.

From designing new ways of working, to recruiting and onboarding talent remotely – mastering change is now fixed on employers’ agendas, and true organisational agility needs to not just be embedded but mastered.

Our survey found that even after the initial major impacts of pandemic restrictions in 2020/21 and the operational changes that it required, 34 per cent of organisations in the past 12 months have undergone a workplace transformation to take advantage of economic opportunities. Of these, the most common transformations were to change operational structure (62 per cent), digitise workstreams (49 per cent) and improve employees' skills and capabilities (47 per cent). Given that over a third of businesses are continuing to evolve to take advantage of new opportunities since

the huge upheaval that the pandemic caused, it's clear that organisations are continuing to evolve. Recent government funding and grants were aimed toward helping businesses to continue to grow, through tax incentives that encourage investment in capital assets, research and development and advanced manufacturing capabilities. As these new investments are realised, workforces will need to adapt as well.

For some, this could look like a mindset shift to matching skills with tasks, rather than matching people with jobs. Establishing

cross-functional teams that move across organisational structure and layers to deliver results quickly will help businesses to master this new pace of change.

And employees are already showing that they can embrace change, with 49 per cent saying they have collaborated or worked within new teams over the past year, 52 per cent saying they have developed and used new skills, almost 47 per cent saying they have found new ways to be effective and productive and 50 per cent performing tasks outside of standard job descriptions.

## WHAT FORM DID YOUR BUSINESS TRANSFORMATION TAKE?



## IN THE PAST 12 MONTHS, HAVE YOU BEEN REQUIRED TO WORK IN NEW WAYS?





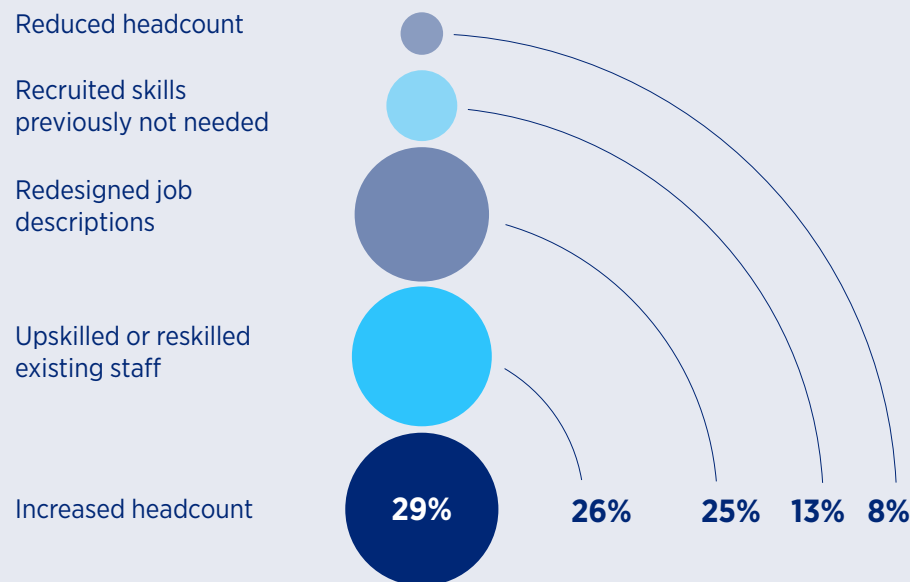
### Transforming to a new way of working

Increased digitisation of work (or atomisation of jobs) is giving employers the data to breakdown work that's being performed and automating where possible, but rather than meaning organisations are cutting headcount (only seven per cent), it's freeing up employees to do higher value work. We found of the organisations that underwent

a transformation, almost a third increased headcount, 25 per cent redesigned job descriptions and 25 per cent upskilled or reskilled their existing staff.

The opportunity now stands before all of us to come together to reimagine what the future of work will look like, and how we'll collectively rise to the opportunities this new landscape is offering.

## WHAT IMPACT HAS THIS TRANSFORMATION HAD ON YOUR RECRUITING STRATEGIES?



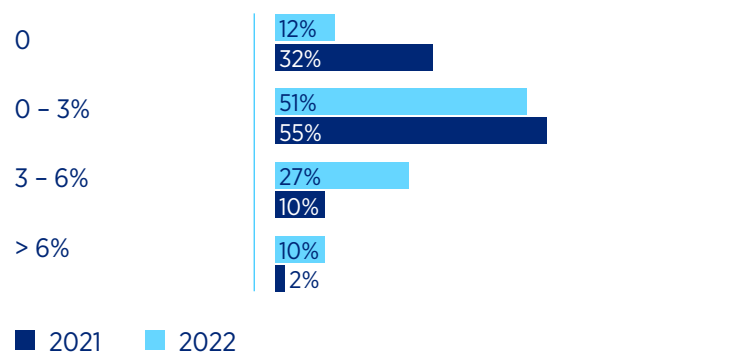
# SALARY SURVEY TRENDS



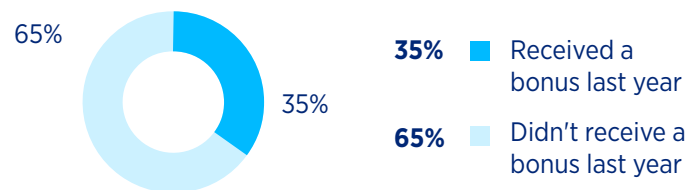


# SALARY EXPECTATIONS: EMPLOYER VIEW

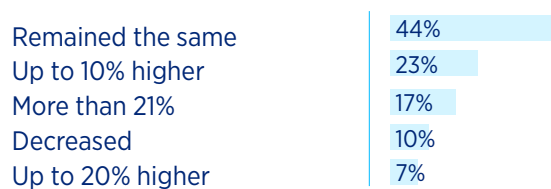
## More employers plan to increase salaries compared to last year



## Bonus values rise to bridge the salary divide



## Value of bonuses compared to previous year



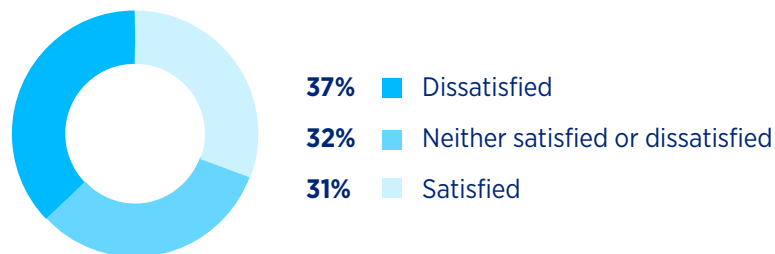
## Top considerations when determining pay rises

- |   |     |
|---|-----|
| 1. Individual performance                                     | 84% |
| 2. Responsibilities of the role                               | 68% |
| 3. External typical salaries for the role                     | 54% |
| 4. The organisation's performance                             | 46% |
| 5. Skills shortages in the employee's field                   | 42% |
| 6. The organisation's set pay structure                       | 42% |
| 7. Expertise  | 41% |
| 8. The ease of attracting new talent if the employee resigned | 35% |
| 9. Seniority of the role                                      | 34% |

# SALARY EXPECTATIONS: EMPLOYEE VIEW

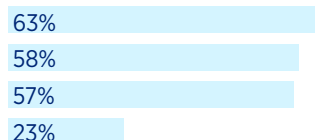
## Salary dissatisfaction

37% of employees are dissatisfied with their current salary



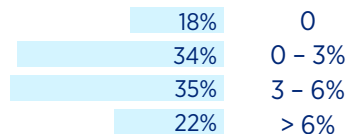
...here's why

- It doesn't reflect individual performance
- It doesn't align to external typical salaries
- It doesn't reflect workload of the role
- It doesn't align to internal typical salaries

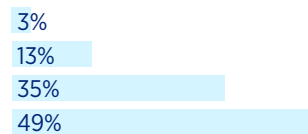


## Employees' expectations are higher

What employees expect to receive



What they believe their performance and skills warrant

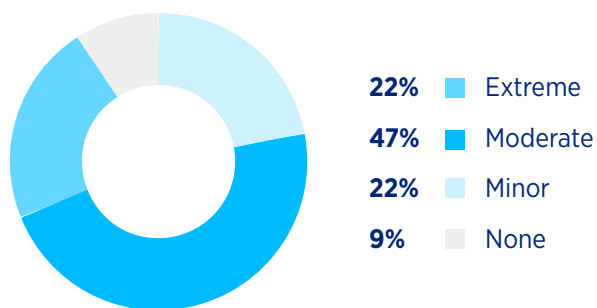


## Employees that plan to ask for a pay increase this year

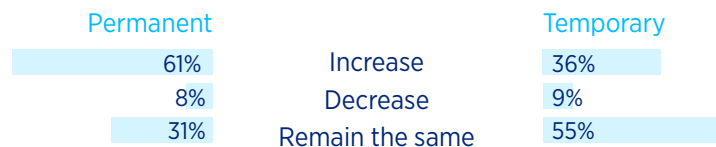


# SKILLS IN DEMAND & HIRING INTENTIONS

## Employers currently experiencing skills shortages



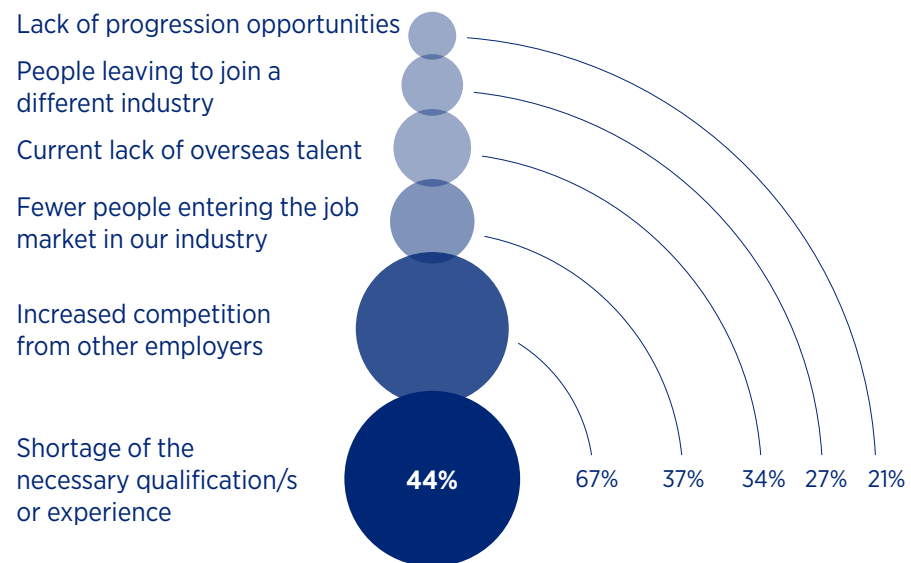
## Over the next 12 months, employers expect headcount to



## Industries experiencing the most extreme skills shortages

1. Banking	97%	6. Architecture	93%
2. Manufacturing	95%	7. Healthcare	92%
3. Construction	94%	8. Mining	92%
4. Technology	94%	9. Insurance	92%
5. Engineering	93%	10. Retail	90%

## According to employers, the skills shortage is the result of

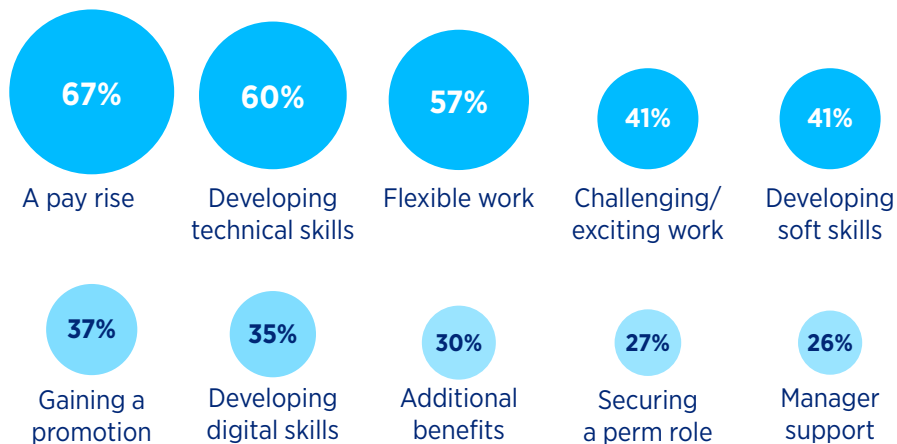


## Top 10 skills employers want

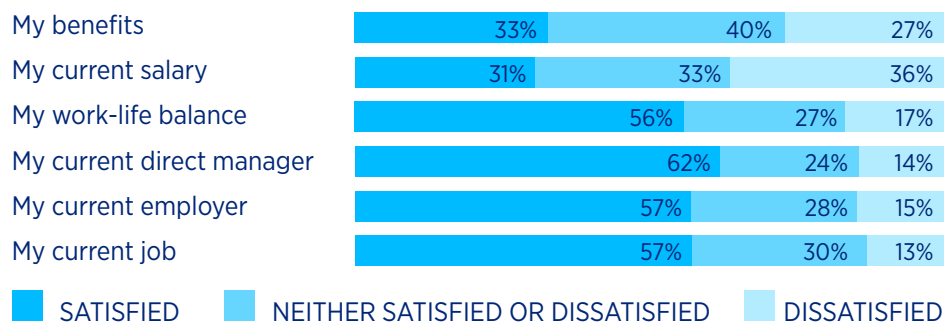
1. Teamwork	80%	6. Attention to detail	68%
2. Communication	75%	7. Time management	59%
3. Problem solving	74%	8. Critical thinking	54%
4. Work ethic	71%	9. Emotional intelligence	52%
5. Adaptability	69%	10. Interpersonal	43%

# EMPLOYEE BENEFITS: WHAT MATTERS MOST

## What's most important to employees this year



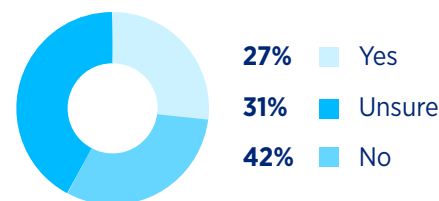
## Employees current satisfaction levels:



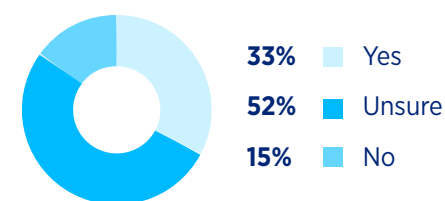
## Top 5 reasons job seekers intend to look for a new role

1. An uncompetitive salary 49%
2. Lack of promotional opportunities 40%
3. Poor management style or workplace culture 37%
4. Lack of new challenges 31%
5. Poor training and development 24%

## Employees that may ask for additional benefits, if salary expectations aren't met

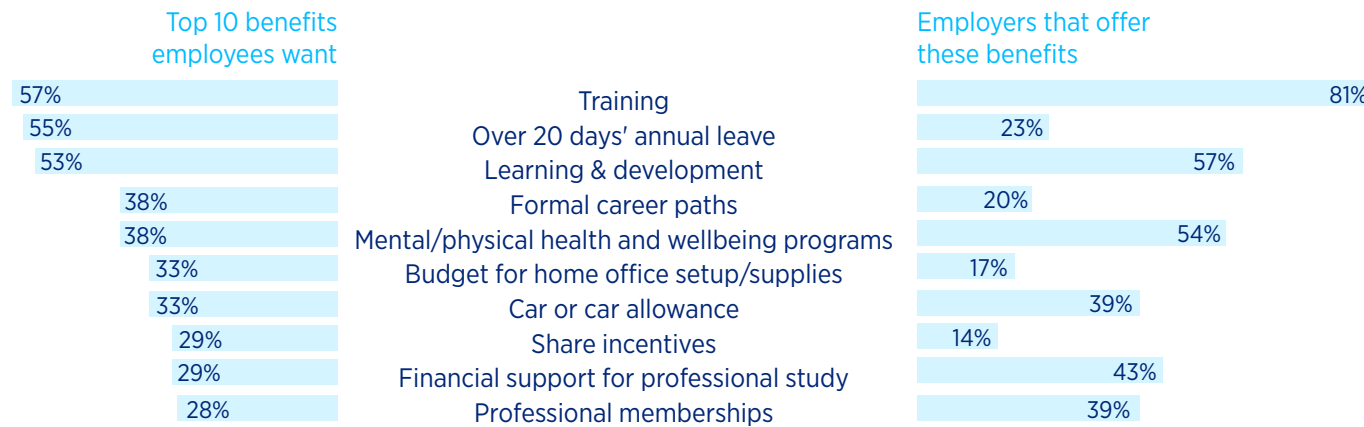


## Employees that plan to remain with their current employer

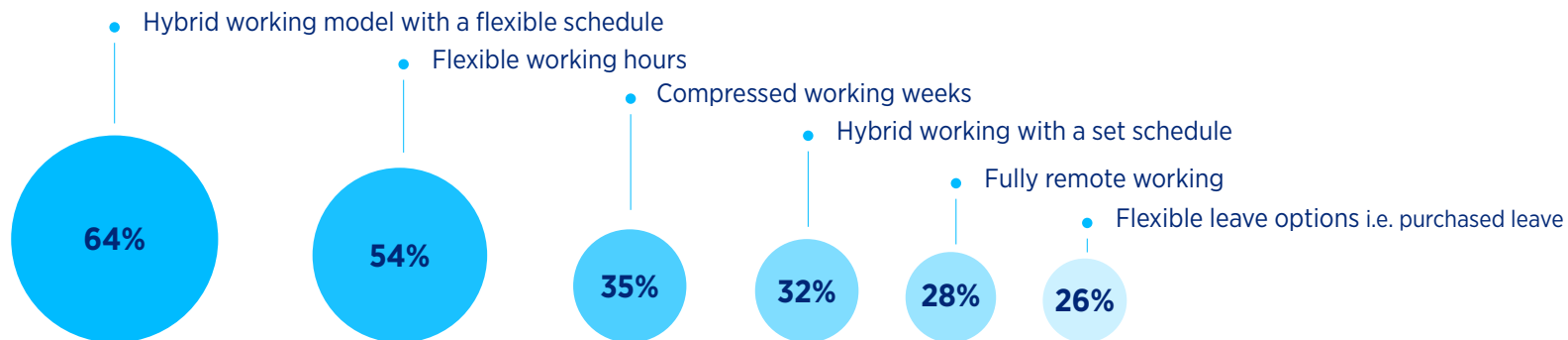


# EMPLOYEE BENEFITS: WHAT MATTERS MOST

## Benefits compared: expectations vs offering

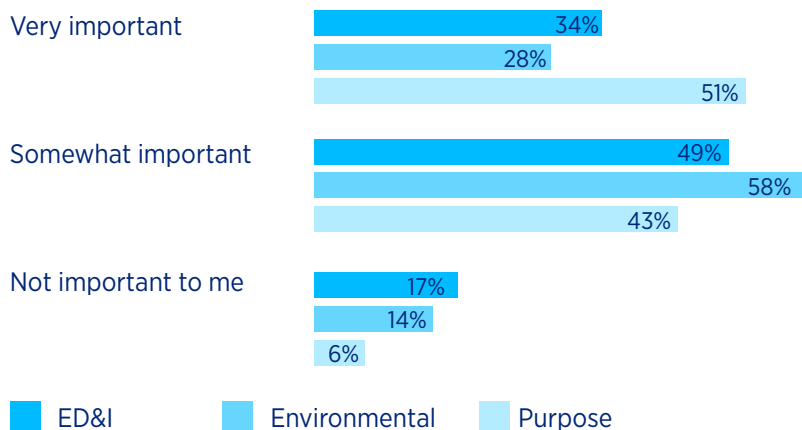


## Preferred flexible work options when jobseekers next look for a role

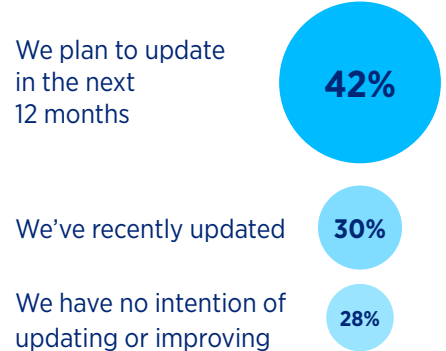


# ENRICH YOUR EVP

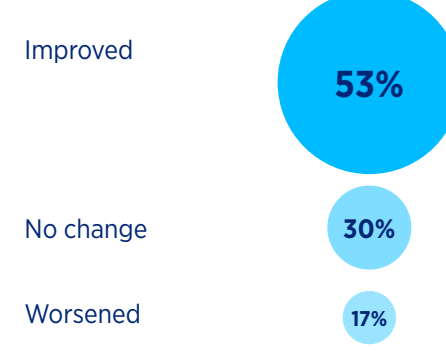
## Employees importance on organisational policies and purpose when considering a new role



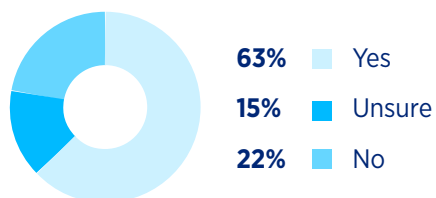
## Employers set to update purpose and EVP statements



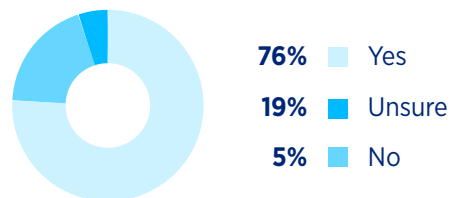
## Working from home measures have improved work-life balance



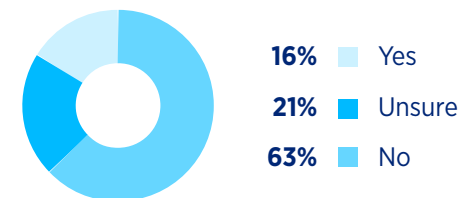
## Percentage of organisations with an ED&I policy for hiring new staff



## Organisations that adhere to their ED&I policy



## Few organisations use quotas or targets to achieve ED&I



# 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) underneath represent the salary range. Refer to the notes section under the salary table to determine if other benefits are included. All salaries are represented in local currencies.

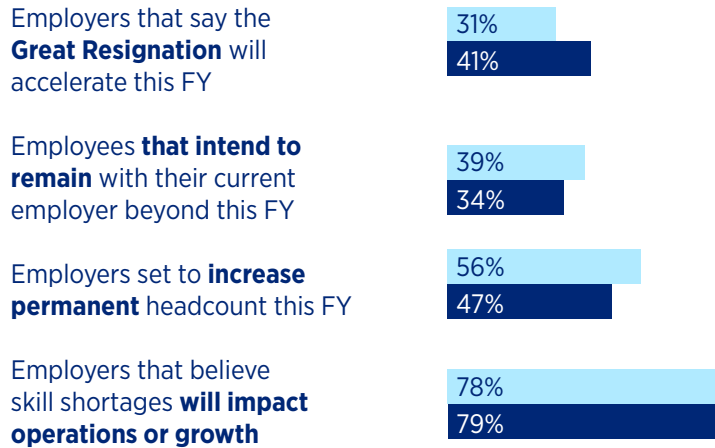
### Head of HR/HR Director >1000 employees

	<b>280</b>	Typical salary
Sydney	200 - 400	Salary range

### HOW DOES YOUR SALARY COMPARE?

Undertake a quick salary check and 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 & HIRING INTENTIONS



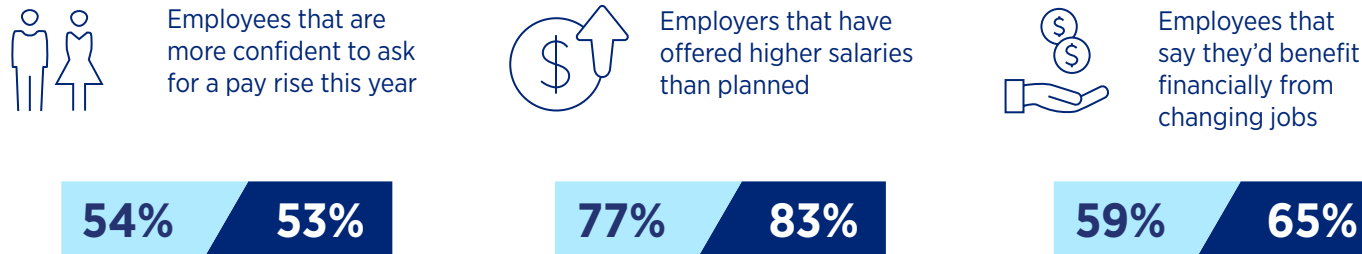
**Top factors driving turnover across Australia and New Zealand:**

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

## TOP BENEFITS EMPLOYEES WANT

- In Australia:**
- Training – either internal or external
  - Payment of professional membership fees
  - Over 20 days' annual leave
- In New Zealand:**
- Over 20 days' annual leave
  - Training – either internal or external
  - Ongoing learning & development

## SALARY OUTLOOK

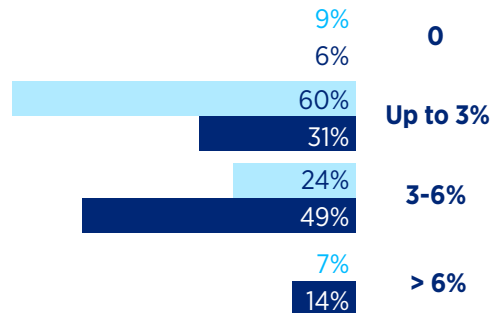


## TOP FIVE JOBS EMPLOYERS NEED TO FILL

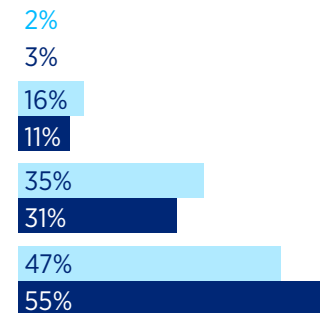
- In Australia:**
1. Financial Analysts
  2. Finance Managers
  3. Payrollers
  4. Assistant Accountants
  5. Accounts Officers (including AP/AR Officers)

- In New Zealand:**
1. Payroll Officers & Managers
  2. Senior Financial Accountants
  3. Commercial Analysts
  4. Finance Business Partners
  5. Senior Management Accountants

### Increase employers plan to award



### Increase employees say would reflect performance



KEY: AU NZ



# ACCOUNTANCY & FINANCE

Commerce & 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 Manager (Turnover up to \$100m)	Commercial Manager (Turnover \$100m - \$300m)	Senior Commercial Manager/Director (Turnover > \$300m)
NSW - Sydney	153 120 - 175	180 150 - 204	265 204 - 306	130 110 - 153	153 133 - 173	173 143 - 204	150 130 - 180	204 153 - 224	255 235 - 286
NSW - Regional	133 117 - 153	153 133 - 204	163 143 - 204	122 102 - 153	153 133 - 173	153 133 - 184	143 122 - 163	153 143 - 184	224 153 - 255
VIC - Melbourne	128 112 - 143	153 128 - 179	173 163 - 255	117 102 - 122	133 122 - 153	128 102 - 133	128 102 - 133	153 143 - 184	224 184 - 255
VIC - Regional	135 130 - 160	135 130 - 160	165 150 - 200	125 110 - 130	130 120 - 150	150 135 - 180	135 125 - 150	150 135 - 180	200 180 - 230
QLD - Brisbane, Gold Coast & Sunshine Coast	130 110 - 160	150 130 - 180	180 160 - 250	120 100 - 140	135 120 - 160	150 130 - 180	150 130 - 175	180 150 - 200	220 160 - 250
QLD - Regional	112 100 - 140	150 130 - 180	180 160 - 250	110 95 - 125	125 110 - 140	143 122 - 163	153 122 - 163	180 150 - 250	220 160 - 270
SA - Adelaide	142 116 - 160	145 112 - 171	173 158 - 200	120 110 - 130	135 120 - 150	150 118 - 161	161 123 - 182	171 150 - 193	193 140 - 247
WA - Perth	160 140 - 180	180 160 - 200	200 180 - 220	125 110 - 140	140 130 - 155	160 140 - 170	140 130 - 160	180 155 - 200	220 190 - 240
ACT - Canberra	122 112 - 133	143 122 - 163	153 143 - 204	117 102 - 122	133 122 - 143	143 133 - 163	133 122 - 143	153 122 - 184	163 143 - 194
TAS - Hobart/Launceston	135 100 - 145	145 110 - 160	160 125 - 190	110 95 - 125	125 100 - 135	145 115 - 165	135 115 - 155	140 120 - 165	185 155 - 225
NT - Darwin	133 112 - 143	143 133 - 163	173 153 - 194	112 92 - 133	133 102 - 153	133 112 - 153	143 122 - 163	122 112 - 133	148 133 - 163
NZ - Auckland	140 130 - 150	180 160 - 200	200 180 - 220	130 120 - 140	155 140 - 160	160 150 - 170	140 130 - 150	155 145 - 170	205 180 - 230
NZ - Wellington	130 120 - 140	175 155 - 190	200 180 - 220	125 115 - 135	150 140 - 160	160 150 - 170	130 125 - 140	145 130 - 150	170 160 - 180
NZ - Christchurch	130 120 - 140	150 140 - 160	170 160 - 180	120 110 - 130	130 125 - 145	145 130 - 155	130 120 - 140	145 130 - 150	170 160 - 180

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

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



# ACCOUNTANCY & FINANCE

Commerce & Industry | Senior Finance

SENIOR QUALIFIED ACCOUNTANTS	Group Accountant (Turnover up to \$100m)	Group Accountant (Turnover \$100m - \$300m)	Group Accountant (Turnover > \$300m)	Divisional Accountant (Turnover up to \$100m)	Divisional Accountant (Turnover \$100m to \$300m)	Divisional Accountant (Turnover > \$300m)	Project Accountant	Corporate Accountant (Turnover up to \$100m)	Corporate Accountant (Turnover \$100m - \$300m)	Corporate Accountant (Turnover > \$300m)
NSW - Sydney	<b>102</b> 100 - 125	<b>125</b> 110 - 135	<b>130</b> 110 - 140	<b>102</b> 100 - 125	<b>125</b> 110 - 135	<b>130</b> 110 - 140	<b>120</b> 90 - 140	<b>110</b> 92 - 122	<b>122</b> 100 - 133	<b>125</b> 110 - 135
NSW - Regional	<b>112</b> 92 - 122	<b>122</b> 92 - 133	<b>133</b> 102 - 143	<b>112</b> 92 - 122	<b>122</b> 92 - 133	<b>133</b> 102 - 143	<b>102</b> 87 - 138	<b>107</b> 92 - 122	<b>122</b> 92 - 133	<b>128</b> 112 - 143
VIC - Melbourne	<b>92</b> 82 - 102	<b>112</b> 92 - 122	<b>122</b> 102 - 133	<b>92</b> 82 - 102	<b>112</b> 92 - 122	<b>122</b> 102 - 133	<b>117</b> 92 - 128	<b>87</b> 82 - 92	<b>102</b> 92 - 122	<b>112</b> 107 - 122
VIC - Regional	<b>110</b> 100 - 120	<b>110</b> 100 - 120	<b>120</b> 110 - 135	<b>110</b> 100 - 120	<b>110</b> 100 - 120	<b>120</b> 110 - 135	<b>110</b> 90 - 125	<b>100</b> 90 - 110	<b>110</b> 90 - 120	<b>110</b> 100 - 120
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>100</b> 85 - 120	<b>120</b> 95 - 130	<b>130</b> 105 - 150	<b>95</b> 80 - 110	<b>110</b> 95 - 125	<b>130</b> 105 - 150	<b>115</b> 90 - 130	<b>100</b> 90 - 120	<b>120</b> 100 - 140	<b>120</b> 110 - 140
QLD - Regional	<b>87</b> 77 - 102	<b>105</b> 88 - 120	<b>130</b> 100 - 150	<b>87</b> 77 - 102	<b>97</b> 82 - 112	<b>117</b> 92 - 128	<b>97</b> 87 - 122	<b>90</b> 80 - 107	<b>105</b> 85 - 125	<b>120</b> 100 - 143
SA - Adelaide	<b>110</b> 95 - 120	<b>110</b> 95 - 125	<b>125</b> 110 - 140	<b>95</b> 86 - 105	<b>102</b> 91 - 118	<b>118</b> 97 - 128	<b>118</b> 97 - 128	<b>100</b> 84 - 110	<b>102</b> 91 - 118	<b>112</b> 97 - 128
WA - Perth	<b>115</b> 105 - 130	<b>130</b> 110 - 140	<b>140</b> 135 - 150	<b>115</b> 105 - 130	<b>130</b> 110 - 140	<b>140</b> 135 - 150	<b>125</b> 100 - 160	<b>110</b> 100 - 130	<b>125</b> 110 - 140	<b>145</b> 130 - 180
ACT - Canberra	<b>102</b> 82 - 112	<b>112</b> 102 - 122	<b>122</b> 112 - 133	<b>102</b> 82 - 112	<b>112</b> 102 - 122	<b>122</b> 112 - 133	<b>107</b> 92 - 122	<b>97</b> 87 - 102	<b>102</b> 92 - 112	<b>112</b> 102 - 122
TAS - Hobart/Launceston	<b>95</b> 85 - 120	<b>105</b> 95 - 125	<b>125</b> 115 - 150	<b>95</b> 85 - 120	<b>105</b> 95 - 125	<b>125</b> 115 - 150	<b>100</b> 90 - 110	<b>92</b> 75 - 100	<b>100</b> 85 - 105	<b>110</b> 95 - 115
NT - Darwin	<b>97</b> 92 - 112	<b>112</b> 102 - 122	<b>122</b> 122 - 143	<b>97</b> 92 - 112	<b>112</b> 102 - 122	<b>122</b> 122 - 143	<b>112</b> 92 - 122	<b>82</b> 71 - 92	<b>97</b> 82 - 112	<b>102</b> 92 - 122
NZ - Auckland	<b>105</b> 100 - 110	<b>115</b> 110 - 130	<b>120</b> 110 - 135	<b>105</b> 100 - 110	<b>115</b> 110 - 130	<b>120</b> 110 - 135	<b>112</b> 97 - 138	<b>90</b> 85 - 95	<b>105</b> 90 - 110	<b>120</b> 105 - 135
NZ - Wellington	<b>100</b> 90 - 110	<b>112</b> 102 - 122	<b>120</b> 110 - 135	<b>100</b> 90 - 110	<b>112</b> 102 - 122	<b>120</b> 110 - 135	<b>112</b> 92 - 143	<b>85</b> 80 - 95	<b>97</b> 82 - 112	<b>115</b> 102 - 122
NZ - Christchurch	<b>100</b> 90 - 110	<b>112</b> 102 - 120	<b>122</b> 102 - 143	<b>100</b> 90 - 110	<b>112</b> 102 - 120	<b>122</b> 102 - 143	<b>112</b> 92 - 138	<b>87</b> 80 - 95	<b>97</b> 87 - 112	<b>112</b> 97 - 122

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# ACCOUNTANCY & FINANCE

Commerce & Industry | Senior Finance

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NSW - Sydney	<b>95</b> 80 - 110	<b>110</b> 95 - 120	<b>115</b> 100 - 125	<b>95</b> 85 - 105	<b>115</b> 100 - 125	<b>125</b> 105 - 145	<b>95</b> 85 - 105	<b>115</b> 90 - 125	<b>125</b> 120 - 145	<b>230</b> 185 - 286
NSW - Regional	<b>92</b> 77 - 102	<b>102</b> 82 - 122	<b>112</b> 92 - 143	<b>92</b> 82 - 102	<b>112</b> 82 - 122	<b>122</b> 102 - 143	<b>92</b> 77 - 102	<b>112</b> 92 - 122	<b>133</b> 112 - 143	<b>168</b> 143 - 204
VIC - Melbourne	<b>82</b> 71 - 92	<b>92</b> 77 - 102	<b>102</b> 87 - 122	<b>87</b> 77 - 92	<b>102</b> 82 - 107	<b>102</b> 92 - 122	<b>87</b> 82 - 92	<b>102</b> 87 - 112	<b>122</b> 102 - 143	<b>153</b> 143 - 184
VIC - Regional	<b>95</b> 85 - 100	<b>105</b> 90 - 110	<b>110</b> 100 - 120	<b>100</b> 90 - 110	<b>110</b> 90 - 120	<b>120</b> 100 - 135	<b>95</b> 85 - 110	<b>100</b> 90 - 115	<b>115</b> 95 - 130	<b>143</b> 128 - 163
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>90</b> 75 - 100	<b>100</b> 90 - 120	<b>115</b> 95 - 125	<b>90</b> 80 - 100	<b>110</b> 100 - 130	<b>130</b> 120 - 160	<b>95</b> 85 - 100	<b>110</b> 90 - 120	<b>135</b> 120 - 160	<b>170</b> 140 - 200
QLD - Regional	<b>80</b> 71 - 95	<b>100</b> 85 - 120	<b>110</b> 95 - 125	<b>80</b> 75 - 100	<b>100</b> 90 - 125	<b>130</b> 110 - 160	<b>92</b> 85 - 102	<b>105</b> 90 - 115	<b>135</b> 120 - 160	<b>170</b> 140 - 200
SA - Adelaide	<b>100</b> 85 - 110	<b>100</b> 85 - 110	<b>105</b> 90 - 128	<b>95</b> 79 - 105	<b>95</b> 84 - 110	<b>110</b> 95 - 121	<b>95</b> 89 - 105	<b>102</b> 89 - 118	<b>112</b> 97 - 128	<b>161</b> 128 - 204
WA - Perth	<b>110</b> 95 - 130	<b>125</b> 110 - 150	<b>150</b> 120 - 180	<b>110</b> 100 - 125	<b>125</b> 110 - 140	<b>140</b> 120 - 160	<b>97</b> 92 - 102	<b>112</b> 102 - 122	<b>125</b> 102 - 140	<b>148</b> 138 - 168
ACT - Canberra	<b>87</b> 77 - 92	<b>92</b> 87 - 97	<b>107</b> 97 - 117	<b>92</b> 82 - 102	<b>97</b> 92 - 102	<b>107</b> 97 - 117	<b>92</b> 82 - 102	<b>97</b> 92 - 102	<b>117</b> 102 - 122	<b>153</b> 122 - 184
TAS - Hobart/Launceston	<b>85</b> 71 - 92	<b>95</b> 74 - 110	<b>105</b> 80 - 130	<b>84</b> 72 - 95	<b>94</b> 80 - 110	<b>105</b> 90 - 130	<b>85</b> 74 - 95	<b>95</b> 75 - 110	<b>102</b> 82 - 128	<b>138</b> 128 - 158
NT - Darwin	<b>87</b> 77 - 97	<b>97</b> 87 - 102	<b>102</b> 92 - 112	<b>87</b> 77 - 97	<b>97</b> 87 - 102	<b>102</b> 92 - 112	<b>92</b> 87 - 107	<b>97</b> 87 - 112	<b>112</b> 92 - 122	<b>133</b> 122 - 163
NZ - Auckland	<b>100</b> 90 - 110	<b>110</b> 90 - 115	<b>115</b> 95 - 125	<b>100</b> 85 - 110	<b>105</b> 90 - 115	<b>125</b> 100 - 135	<b>95</b> 90 - 105	<b>110</b> 100 - 120	<b>125</b> 120 - 140	<b>170</b> 135 - 200
NZ - Wellington	<b>100</b> 90 - 110	<b>110</b> 90 - 115	<b>115</b> 95 - 125	<b>100</b> 85 - 110	<b>105</b> 90 - 115	<b>125</b> 100 - 135	<b>95</b> 90 - 105	<b>110</b> 100 - 120	<b>125</b> 120 - 140	<b>150</b> 130 - 170
NZ - Christchurch	<b>100</b> 90 - 110	<b>110</b> 90 - 115	<b>115</b> 95 - 125	<b>90</b> 80 - 105	<b>100</b> 90 - 112	<b>125</b> 100 - 135	<b>90</b> 85 - 105	<b>100</b> 90 - 122	<b>120</b> 100 - 130	<b>143</b> 120 - 150

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# ACCOUNTANCY & FINANCE

Commerce & Industry | Senior Finance

SENIOR QUALIFIED ACCOUNTANTS	Systems Accountant (Turnover up to \$100m)	Systems Accountant (Turnover \$100m to \$300m)	Systems Accountant (Turnover > \$300m)	Financial Systems Manager (Turnover up to \$100m)	Financial Systems Manager (Turnover \$100m - \$300m)	Financial Systems Manager (Turnover > \$300m)
NSW - Sydney	<b>100</b> 85 - 110	<b>115</b> 95 - 125	<b>130</b> 95 - 148	<b>130</b> 120 - 150	<b>165</b> 130 - 190	<b>180</b> 155 - 205
NSW - Regional	<b>87</b> 71 - 102	<b>122</b> 92 - 133	<b>133</b> 122 - 143	<b>122</b> 102 - 122	<b>143</b> 102 - 163	<b>173</b> 133 - 204
VIC - Melbourne	<b>92</b> 82 - 97	<b>97</b> 87 - 107	<b>107</b> 102 - 122	<b>122</b> 102 - 143	<b>143</b> 122 - 163	<b>153</b> 112 - 184
VIC - Regional	<b>95</b> 90 - 110	<b>100</b> 90 - 110	<b>110</b> 100 - 130	<b>120</b> 110 - 140	<b>120</b> 110 - 140	<b>153</b> 112 - 184
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>90</b> 80 - 100	<b>100</b> 90 - 110	<b>120</b> 95 - 140	<b>110</b> 100 - 130	<b>130</b> 110 - 150	<b>130</b> 125 - 160
QLD - Regional	<b>82</b> 75 - 100	<b>95</b> 85 - 105	<b>120</b> 95 - 150	<b>110</b> 100 - 130	<b>130</b> 110 - 150	<b>130</b> 125 - 160
SA - Adelaide	<b>100</b> 89 - 116	<b>105</b> 89 - 121	<b>121</b> 105 - 137	<b>115</b> 100 - 140	<b>125</b> 100 - 150	<b>150</b> 112 - 166
WA - Perth	<b>100</b> 92 - 110	<b>110</b> 102 - 122	<b>122</b> 112 - 143	<b>112</b> 102 - 122	<b>122</b> 112 - 133	<b>153</b> 138 - 168
ACT - Canberra	<b>97</b> 92 - 102	<b>102</b> 92 - 112	<b>117</b> 102 - 133	<b>112</b> 102 - 122	<b>122</b> 112 - 133	<b>143</b> 133 - 153
TAS - Hobart/Launceston	<b>90</b> 80 - 100	<b>97</b> 90 - 115	<b>117</b> 110 - 128	<b>107</b> 87 - 128	<b>128</b> 107 - 138	<b>153</b> 117 - 184
NT - Darwin	<b>87</b> 77 - 92	<b>92</b> 82 - 102	<b>112</b> 92 - 122	<b>102</b> 92 - 112	<b>112</b> 102 - 122	<b>122</b> 112 - 133
NZ - Auckland	<b>100</b> 85 - 105	<b>105</b> 95 - 110	<b>135</b> 110 - 155	<b>102</b> 92 - 112	<b>122</b> 102 - 133	<b>133</b> 112 - 153
NZ - Wellington	<b>100</b> 85 - 105	<b>105</b> 95 - 110	<b>135</b> 110 - 155	<b>92</b> 82 - 102	<b>102</b> 92 - 112	<b>133</b> 112 - 153
NZ - Christchurch	<b>90</b> 80 - 100	<b>100</b> 90 - 110	<b>122</b> 110 - 153	<b>92</b> 87 - 97	<b>102</b> 92 - 112	<b>133</b> 122 - 153

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



# ACCOUNTANCY & FINANCE

Commerce & Industry | Senior Finance

TREASURY	Treasury Accountant (Turnover up to \$100m)	Treasury Accountant (Turnover \$100m - \$300m)	Treasury Accountant (Turnover > \$300m)	Treasury Manager (T.o. up to \$100m)	Treasury Manager (T.o. \$100m - \$300m)	Treasury Manager* (T.o. > \$300m)	Head of Treasury*
NSW - Sydney	<b>100</b> 82 - 120	<b>120</b> 100 - 130	<b>140</b> 110 - 160	<b>133</b> 102 - 153	<b>185</b> 155 - 205	<b>255</b> 204 - 286	<b>408</b> 286 - 510
NSW - Regional	<b>92</b> 77 - 102	<b>112</b> 92 - 122	<b>122</b> 102 - 133	<b>122</b> 102 - 143	<b>163</b> 133 - 204	<b>184</b> 143 - 204	<b>204</b> 184 - 255
VIC - Melbourne	<b>77</b> 61 - 82	<b>92</b> 82 - 107	<b>128</b> 112 - 153	<b>102</b> 92 - 117	<b>122</b> 102 - 133	<b>153</b> 128 - 179	<b>255</b> 204 - 281
VIC - Regional	<b>71</b> 56 - 84	<b>82</b> 71 - 92	<b>102</b> 82 - 122	<b>102</b> 92 - 112	<b>117</b> 102 - 128	<b>133</b> 117 - 153	<b>179</b> 153 - 230
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>90</b> 80 - 100	<b>110</b> 90 - 120	<b>130</b> 110 - 160	<b>120</b> 100 - 130	<b>135</b> 120 - 150	<b>180</b> 160 - 220	<b>200</b> 170 - 230
QLD - Regional	<b>82</b> 75 - 95	<b>105</b> 85 - 115	<b>130</b> 110 - 160	<b>102</b> 92 - 112	<b>117</b> 102 - 122	<b>133</b> 112 - 153	N/A
SA - Adelaide	<b>89</b> 84 - 102	<b>102</b> 86 - 112	<b>118</b> 107 - 140	<b>107</b> 102 - 128	<b>128</b> 110 - 150	<b>171</b> 134 - 193	<b>193</b> 161 - 225
WA - Perth	<b>92</b> 92 - 97	<b>97</b> 92 - 102	<b>122</b> 102 - 133	<b>122</b> 102 - 133	<b>138</b> 122 - 148	<b>189</b> 173 - 204	<b>204</b> 189 - 235
ACT - Canberra	<b>82</b> 77 - 92	<b>97</b> 87 - 102	<b>117</b> 102 - 128	<b>122</b> 102 - 133	<b>143</b> 122 - 163	<b>173</b> 153 - 224	<b>204</b> 184 - 255
TAS - Hobart/Launceston	<b>77</b> 61 - 87	<b>87</b> 66 - 97	<b>107</b> 71 - 128	<b>97</b> 92 - 107	<b>117</b> 102 - 128	<b>133</b> 117 - 153	N/A
NT - Darwin	<b>82</b> 71 - 92	<b>92</b> 82 - 102	<b>112</b> 102 - 122	<b>102</b> 87 - 112	<b>112</b> 102 - 133	<b>143</b> 122 - 153	<b>219</b> 184 - 255
NZ - Auckland	<b>92</b> 85 - 95	<b>100</b> 90 - 105	<b>115</b> 100 - 130	<b>102</b> 82 - 112	<b>133</b> 112 - 143	<b>153</b> 112 - 184	<b>173</b> 143 - 204
NZ - Wellington	<b>90</b> 85 - 95	<b>100</b> 90 - 105	<b>115</b> 100 - 130	<b>102</b> 82 - 122	<b>122</b> 112 - 133	<b>153</b> 122 - 184	<b>163</b> 133 - 204
NZ - Christchurch	<b>90</b> 85 - 95	<b>100</b> 90 - 105	<b>115</b> 100 - 130	<b>92</b> 82 - 102	<b>102</b> 87 - 112	<b>112</b> 102 - 122	<b>143</b> 122 - 163

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

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

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



# ACCOUNTANCY & FINANCE

Commerce & Industry | Mining

SENIOR QUALIFIED ACCOUNTANTS	Mine Accountant
NSW - Regional	<b>133</b> 112 - 148
QLD - Regional	<b>130</b> 110 - 180
SA - Adelaide	<b>110</b> 100 - 147
WA - Perth	<b>165</b> 140 - 200
TAS - Hobart/Launceston	<b>95</b> 85 - 105
NT - Darwin	<b>122</b> 102 - 153
NZ - Auckland	<b>122</b> 92 - 133
NZ - Wellington	<b>102</b> 92 - 133
NZ - Christchurch	<b>112</b> 92 - 122

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

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



# ACCOUNTANCY & FINANCE

Commerce & Industry | Financial Services

PRODUCT AND FUNDS	Product Control	Product Control Manager	Fund/Investment Accountant	Senior Fund/ Investment Accountant	Fund/Investment Accountant Accounting Manager
NSW - Sydney	<b>112</b> 92 - 133	<b>153</b> 122 - 184	<b>90</b> 80 - 100	<b>110</b> 100 - 125	<b>140</b> 110 - 170
NSW - Regional	<b>92</b> 87 - 97	<b>102</b> 92 - 112	<b>71</b> 61 - 77	<b>82</b> 71 - 87	<b>102</b> 82 - 112
VIC - Melbourne	<b>97</b> 82 - 102	<b>138</b> 122 - 153	<b>77</b> 66 - 92	<b>92</b> 82 - 112	<b>122</b> 112 - 153
VIC - Regional	<b>87</b> 66 - 92	<b>97</b> 92 - 107	<b>77</b> 66 - 87	<b>87</b> 82 - 92	<b>102</b> 92 - 117
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>90</b> 80 - 100	<b>120</b> 110 - 130	<b>85</b> 75 - 100	<b>100</b> 85 - 120	<b>120</b> 100 - 140
QLD - Regional	<b>87</b> 82 - 97	<b>112</b> 92 - 122	<b>71</b> 61 - 87	<b>82</b> 71 - 102	<b>102</b> 92 - 122
SA - Adelaide	<b>95</b> 79 - 97	<b>118</b> 107 - 140	<b>77</b> 74 - 86	<b>86</b> 86 - 102	<b>107</b> 91 - 140
WA - Perth	<b>82</b> 66 - 87	<b>97</b> 92 - 112	<b>82</b> 71 - 97	<b>92</b> 92 - 102	<b>112</b> 97 - 122
ACT - Canberra	N/A	N/A	<b>82</b> 71 - 92	<b>102</b> 92 - 112	<b>122</b> 102 - 133
TAS - Hobart/Launceston	<b>87</b> 71 - 92	<b>112</b> 97 - 143	<b>77</b> 66 - 97	<b>87</b> 82 - 107	<b>107</b> 97 - 117
NT - Darwin	<b>82</b> 66 - 87	<b>92</b> 87 - 102	<b>82</b> 66 - 92	<b>92</b> 87 - 102	<b>112</b> 102 - 122
NZ - Auckland	<b>77</b> 66 - 87	<b>87</b> 77 - 97	<b>82</b> 77 - 87	<b>92</b> 82 - 102	<b>107</b> 87 - 117
NZ - Wellington	<b>77</b> 66 - 87	<b>87</b> 77 - 97	<b>82</b> 71 - 92	<b>92</b> 82 - 102	<b>102</b> 92 - 112
NZ - Christchurch	<b>77</b> 66 - 87	<b>87</b> 77 - 97	<b>82</b> 71 - 92	<b>87</b> 82 - 97	<b>102</b> 92 - 112

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# ACCOUNTANCY & FINANCE

Commerce & Industry | Financial Services

STATUTORY AND TAX	Tax Accountant	Tax Manager	Head of Tax	Reporting Accountant	Reporting Manager	Regulatory Accounting Manager	Statutory Accountant	Financial Reporting Manager
NSW - Sydney	<b>110</b> 90 - 120	<b>185</b> 140 - 235	<b>214</b> 163 - 265	<b>112</b> 97 - 133	<b>133</b> 122 - 153	<b>133</b> 122 - 153	<b>102</b> 82 - 117	<b>194</b> 153 - 224
NSW - Regional	<b>87</b> 77 - 102	<b>153</b> 122 - 184	<b>184</b> 153 - 224	<b>112</b> 92 - 143	<b>143</b> 122 - 153	<b>122</b> 102 - 133	<b>112</b> 92 - 122	<b>133</b> 122 - 153
VIC - Melbourne	<b>102</b> 87 - 112	<b>145</b> 120 - 170	<b>184</b> 153 - 204	<b>122</b> 92 - 133	<b>133</b> 102 - 153	<b>143</b> 122 - 163	<b>117</b> 102 - 133	<b>138</b> 102 - 153
VIC - Regional	<b>95</b> 90 - 110	<b>120</b> 110 - 140	<b>153</b> 122 - 163	<b>97</b> 87 - 107	<b>122</b> 107 - 143	<b>107</b> 92 - 117	<b>110</b> 100 - 120	<b>115</b> 100 - 135
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>100</b> 80 - 120	<b>150</b> 105 - 180	<b>180</b> 150 - 220	<b>100</b> 85 - 110	<b>130</b> 110 - 150	<b>135</b> 110 - 160	<b>100</b> 100 - 120	<b>150</b> 130 - 180
QLD - Regional	<b>90</b> 75 - 110	<b>128</b> 102 - 153	<b>163</b> 143 - 204	<b>92</b> 87 - 102	<b>92</b> 87 - 102	<b>128</b> 102 - 143	<b>92</b> 87 - 97	<b>133</b> 112 - 153
SA - Adelaide	<b>89</b> 79 - 105	<b>130</b> 110 - 150	<b>171</b> 171 - 235	<b>100</b> 89 - 107	<b>105</b> 89 - 126	<b>128</b> 110 - 147	<b>107</b> 89 - 118	<b>140</b> 128 - 161
WA - Perth	<b>97</b> 92 - 107	<b>138</b> 122 - 153	<b>184</b> 163 - 214	N/A	N/A	<b>122</b> 102 - 143	<b>112</b> 97 - 133	<b>138</b> 112 - 153
ACT - Canberra	<b>92</b> 82 - 107	<b>128</b> 112 - 143	<b>153</b> 122 - 184	<b>92</b> 87 - 102	<b>122</b> 97 - 133	<b>112</b> 97 - 122	<b>97</b> 82 - 122	<b>133</b> 112 - 153
TAS - Hobart/Launceston	<b>82</b> 77 - 92	<b>128</b> 107 - 158	<b>158</b> 128 - 168	N/A	N/A	<b>102</b> 92 - 117	<b>97</b> 92 - 117	<b>107</b> 97 - 122
NT - Darwin	<b>92</b> 77 - 97	<b>122</b> 102 - 133	<b>163</b> 143 - 204	<b>82</b> 77 - 92	<b>102</b> 92 - 122	<b>122</b> 92 - 133	<b>97</b> 87 - 112	<b>133</b> 122 - 153
NZ - Auckland	<b>95</b> 80 - 105	<b>112</b> 102 - 122	<b>153</b> 122 - 184	<b>92</b> 82 - 102	<b>122</b> 112 - 133	<b>112</b> 102 - 122	<b>92</b> 87 - 112	<b>122</b> 112 - 153
NZ - Wellington	<b>95</b> 80 - 102	<b>112</b> 92 - 122	<b>122</b> 102 - 143	<b>92</b> 82 - 102	<b>122</b> 112 - 133	<b>117</b> 97 - 128	<b>97</b> 87 - 112	<b>122</b> 112 - 143
NZ - Christchurch	<b>95</b> 80 - 102	<b>112</b> 92 - 122	<b>117</b> 102 - 133	<b>92</b> 82 - 102	<b>122</b> 112 - 133	<b>112</b> 92 - 122	<b>97</b> 82 - 112	<b>112</b> 92 - 143

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# ACCOUNTANCY & FINANCE

Commerce & Industry | Financial Services

COMPLIANCE/RISK	Compliance/ Risk Analyst	Compliance/ Risk Manager	Operations Risk Analyst	Operations Risk Manager	Head of Risk
NSW - Sydney	<b>102</b> 92 - 112	<b>133</b> 112 - 153	<b>97</b> 92 - 112	<b>143</b> 122 - 163	<b>255</b> 204 - 306
NSW - Regional	<b>102</b> 71 - 112	<b>133</b> 112 - 153	<b>97</b> 92 - 112	<b>143</b> 122 - 163	<b>224</b> 184 - 255
VIC - Melbourne	<b>92</b> 77 - 102	<b>143</b> 102 - 173	<b>97</b> 82 - 122	<b>143</b> 133 - 163	N/A
VIC - Regional	<b>90</b> 80 - 100	<b>115</b> 100 - 135	<b>97</b> 82 - 112	<b>133</b> 128 - 153	<b>224</b> 189 - 230
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>95</b> 85 - 110	<b>130</b> 100 - 160	<b>97</b> 87 - 117	<b>150</b> 130 - 170	<b>220</b> 200 - 250
QLD - Regional	<b>77</b> 71 - 87	<b>102</b> 92 - 122	<b>82</b> 71 - 97	<b>112</b> 102 - 122	N/A
SA - Adelaide	<b>95</b> 81 - 100	<b>112</b> 97 - 140	<b>99</b> 86 - 105	<b>112</b> 110 - 147	<b>161</b> 140 - 214
WA - Perth	<b>97</b> 92 - 102	<b>122</b> 102 - 133	<b>112</b> 102 - 133	<b>148</b> 133 - 163	<b>168</b> 153 - 184
ACT - Canberra	<b>87</b> 71 - 92	<b>112</b> 102 - 122	<b>92</b> 82 - 107	<b>122</b> 112 - 138	<b>153</b> 143 - 184
TAS - Hobart/Launceston	<b>87</b> 77 - 102	<b>117</b> 97 - 138	<b>92</b> 82 - 102	<b>122</b> 117 - 148	N/A
NT - Darwin	<b>92</b> 82 - 112	<b>112</b> 92 - 122	<b>92</b> 77 - 112	<b>112</b> 97 - 122	<b>153</b> 122 - 184
NZ - Auckland	<b>77</b> 71 - 82	<b>112</b> 82 - 122	<b>87</b> 77 - 97	<b>128</b> 102 - 143	<b>173</b> 153 - 204
NZ - Wellington	<b>77</b> 71 - 87	<b>112</b> 92 - 122	<b>92</b> 82 - 102	<b>128</b> 102 - 143	<b>168</b> 143 - 194
NZ - Christchurch	<b>82</b> 71 - 92	<b>102</b> 82 - 122	<b>87</b> 71 - 102	<b>128</b> 102 - 143	<b>143</b> 122 - 163

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# ACCOUNTANCY & FINANCE

Commerce & Industry | Financial Services

INTERNAL AUDIT	Internal Auditor	Senior Internal Auditor	Internal Audit Manager	Head of Internal Audit
NSW - Sydney	<b>100</b> 90 - 110	<b>120</b> 100 - 150	<b>155</b> 125 - 185	<b>265</b> 235 - 306
NSW - Regional	<b>102</b> 92 - 112	<b>107</b> 97 - 117	<b>143</b> 112 - 184	<b>184</b> 153 - 275
VIC - Melbourne	<b>97</b> 82 - 102	<b>117</b> 92 - 128	<b>143</b> 122 - 163	<b>163</b> 122 - 184
VIC - Regional	<b>90</b> 85 - 110	<b>110</b> 100 - 120	<b>135</b> 120 - 150	<b>158</b> 133 - 184
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>85</b> 80 - 100	<b>110</b> 95 - 120	<b>150</b> 120 - 170	<b>180</b> 150 - 220
QLD - Regional	<b>82</b> 71 - 92	<b>92</b> 77 - 102	<b>122</b> 102 - 153	<b>153</b> 133 - 173
SA - Adelaide	<b>89</b> 84 - 100	<b>118</b> 95 - 140	<b>128</b> 107 - 150	<b>161</b> 150 - 204
WA - Perth	<b>87</b> 82 - 102	<b>102</b> 92 - 122	<b>143</b> 133 - 153	<b>168</b> 153 - 184
ACT - Canberra	<b>87</b> 82 - 102	<b>97</b> 92 - 112	<b>122</b> 102 - 128	<b>153</b> 133 - 204
TAS - Hobart/Launceston	<b>75</b> 65 - 90	<b>90</b> 80 - 110	<b>115</b> 95 - 135	<b>112</b> 97 - 133
NT - Darwin	<b>77</b> 66 - 82	<b>82</b> 77 - 92	<b>102</b> 97 - 112	<b>143</b> 133 - 173
NZ - Auckland	<b>82</b> 66 - 87	<b>102</b> 92 - 112	<b>133</b> 112 - 143	<b>153</b> 133 - 184
NZ - Wellington	<b>82</b> 71 - 92	<b>102</b> 92 - 112	<b>133</b> 102 - 143	<b>153</b> 133 - 163
NZ - Christchurch	<b>77</b> 71 - 92	<b>102</b> 92 - 112	<b>112</b> 102 - 133	<b>143</b> 112 - 163

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# ACCOUNTANCY & FINANCE

Commerce & Industry | Accounting Support

NON CPA/CA QUALIFIED EXPERIENCED ACCOUNTANTS	3-5 yrs exp	5-10 yrs exp	Over 10 yrs exp
NSW - Sydney	<b>80</b> 75 - 85	<b>85</b> 75 - 90	<b>90</b> 85 - 100
NSW - Regional	<b>71</b> 66 - 77	<b>82</b> 71 - 87	<b>82</b> 82 - 87
VIC - Melbourne	<b>78</b> 70 - 85	<b>85</b> 75 - 90	<b>90</b> 85 - 100
VIC - Regional	<b>61</b> 56 - 71	<b>82</b> 71 - 92	<b>82</b> 71 - 92
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>75</b> 70 - 80	<b>80</b> 75 - 85	<b>85</b> 80 - 88
QLD - Regional	<b>72</b> 65 - 80	<b>78</b> 70 - 92	<b>85</b> 75 - 100
SA - Adelaide	<b>74</b> 68 - 79	<b>84</b> 74 - 89	<b>89</b> 79 - 100
WA - Perth	<b>71</b> 61 - 82	<b>87</b> 71 - 97	<b>97</b> 87 - 102
ACT - Canberra	<b>66</b> 61 - 71	<b>82</b> 77 - 87	<b>82</b> 71 - 92
TAS - Hobart/Launceston	<b>69</b> 65 - 75	<b>74</b> 70 - 90	<b>80</b> 72 - 94
NT - Darwin	<b>61</b> 56 - 66	<b>77</b> 71 - 82	<b>82</b> 77 - 87
NZ - Auckland	<b>75</b> 68 - 80	<b>85</b> 80 - 90	<b>92</b> 95 - 120
NZ - Wellington	<b>77</b> 66 - 82	<b>82</b> 77 - 92	<b>92</b> 82 - 112
NZ - Christchurch	<b>75</b> 66 - 80	<b>80</b> 75 - 95	<b>95</b> 80 - 100

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# ACCOUNTANCY & FINANCE

Commerce & Industry | Accounting Support

ASSISTANT ACCOUNTANTS	Graduate (No experience)	Assistant Accountant (up to 2 yrs)	Assistant Accountant (2-4 yrs)	Assistant Accountant (4+ yrs)
NSW - Sydney	<b>55</b> 51 - 60	<b>65</b> 61 - 70	<b>70</b> 66 - 75	<b>75</b> 70 - 80
NSW - Regional	<b>56</b> 51 - 66	<b>66</b> 61 - 71	<b>71</b> 66 - 77	<b>71</b> 66 - 77
VIC - Melbourne	<b>55</b> 51 - 60	<b>65</b> 61 - 70	<b>72</b> 65 - 80	<b>82</b> 71 - 92
VIC - Regional	<b>46</b> 46 - 48	<b>56</b> 51 - 61	<b>66</b> 56 - 71	<b>69</b> 66 - 82
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>55</b> 50 - 55	<b>72</b> 55 - 75	<b>78</b> 72 - 82	<b>70</b> 65 - 75
QLD - Regional	<b>50</b> 46 - 55	<b>61</b> 56 - 66	<b>66</b> 61 - 75	<b>73</b> 68 - 75
SA - Adelaide	<b>53</b> 48 - 58	<b>63</b> 60 - 68	<b>70</b> 65 - 75	<b>80</b> 65 - 85
WA - Perth	<b>51</b> 46 - 61	<b>61</b> 56 - 66	<b>71</b> 61 - 77	<b>77</b> 71 - 87
ACT - Canberra	<b>46</b> 41 - 51	<b>51</b> 46 - 56	<b>61</b> 56 - 66	<b>66</b> 61 - 71
TAS - Hobart/Launceston	<b>52</b> 46 - 55	<b>54</b> 50 - 64	<b>58</b> 54 - 64	<b>63</b> 52 - 66
NT - Darwin	<b>46</b> 46 - 56	<b>61</b> 56 - 66	<b>71</b> 61 - 77	<b>71</b> 66 - 77
NZ - Auckland	<b>47</b> 45 - 50	<b>65</b> 60 - 70	<b>72</b> 65 - 75	<b>75</b> 70 - 80
NZ - Wellington	<b>46</b> 44 - 51	<b>65</b> 60 - 70	<b>72</b> 70 - 75	<b>73</b> 70 - 82
NZ - Christchurch	<b>46</b> 44 - 46	<b>63</b> 55 - 65	<b>65</b> 60 - 70	<b>70</b> 65 - 75

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# ACCOUNTANCY & FINANCE

Commerce & 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)
NSW - Sydney	<b>80</b> 71 - 85	<b>87</b> 85 - 95	<b>97</b> 87 - 102	<b>105</b> 97 - 110	<b>125</b> 115 - 135	<b>110</b> 100 - 120	<b>135</b> 125 - 150	<b>160</b> 140 - 175
NSW - Regional	<b>77</b> 71 - 82	<b>87</b> 82 - 92	<b>102</b> 92 - 112	<b>102</b> 97 - 102	<b>122</b> 102 - 133	<b>102</b> 92 - 112	<b>102</b> 92 - 112	<b>112</b> 102 - 122
VIC - Melbourne	<b>78</b> 70 - 85	<b>85</b> 80 - 95	<b>92</b> 82 - 112	<b>100</b> 87 - 107	<b>133</b> 102 - 163	<b>105</b> 95 - 120	<b>115</b> 100 - 135	<b>140</b> 120 - 160
VIC - Regional	<b>61</b> 56 - 66	<b>66</b> 61 - 77	<b>82</b> 77 - 97	N/A	N/A	<b>71</b> 66 - 92	<b>82</b> 71 - 92	<b>92</b> 77 - 102
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>68</b> 60 - 75	<b>85</b> 80 - 90	<b>110</b> 95 - 120	<b>100</b> 90 - 110	<b>125</b> 110 - 150	<b>120</b> 95 - 130	<b>130</b> 100 - 140	<b>150</b> 120 - 170
QLD - Regional	<b>66</b> 60 - 71	<b>77</b> 71 - 85	<b>90</b> 82 - 100	N/A	<b>102</b> 92 - 122	<b>102</b> 92 - 122	N/A N/A	N/A N/A
SA - Adelaide	<b>65</b> 60 - 70	<b>80</b> 71 - 85	<b>82</b> 76 - 87	<b>105</b> 90 - 110	<b>110</b> 92 - 122	<b>92</b> 84 - 100	<b>110</b> 90 - 130	<b>110</b> 100 - 120
WA - Perth	<b>66</b> 61 - 71	<b>82</b> 71 - 87	<b>92</b> 82 - 102	<b>102</b> 92 - 112	<b>122</b> 102 - 153	<b>97</b> 87 - 120	<b>133</b> 112 - 163	<b>143</b> 133 - 163
ACT - Canberra	<b>77</b> 71 - 82	<b>77</b> 77 - 87	<b>87</b> 82 - 92	<b>92</b> 87 - 97	<b>122</b> 102 - 143	<b>87</b> 77 - 102	<b>97</b> 87 - 112	<b>102</b> 92 - 112
TAS - Hobart/Launceston	<b>64</b> 58 - 69	<b>69</b> 62 - 80	<b>75</b> 68 - 90	<b>75</b> 75 - 95	<b>100</b> 95 - 120	<b>75</b> 70 - 95	<b>85</b> 72 - 110	<b>100</b> 75 - 125
NT - Darwin	<b>61</b> 56 - 66	<b>66</b> 61 - 71	<b>77</b> 71 - 82	<b>77</b> 71 - 82	<b>87</b> 82 - 102	<b>82</b> 77 - 87	<b>87</b> 82 - 92	<b>97</b> 92 - 102
NZ - Auckland	<b>68</b> 65 - 70	<b>80</b> 70 - 90	<b>95</b> 80 - 112	<b>87</b> 71 - 102	<b>128</b> 112 - 153	<b>90</b> 85 - 100	<b>117</b> 92 - 143	<b>133</b> 102 - 163
NZ - Wellington	<b>65</b> 60 - 70	<b>80</b> 75 - 85	<b>95</b> 85 - 115	<b>92</b> 71 - 112	<b>128</b> 102 - 153	<b>95</b> 87 - 105	<b>95</b> 90 - 110	<b>120</b> 110 - 130
NZ - Christchurch	<b>63</b> 60 - 65	<b>70</b> 68 - 75	<b>80</b> 75 - 85	<b>77</b> 66 - 92	<b>105</b> 90 - 120	<b>85</b> 75 - 100	<b>92</b> 82 - 102	<b>102</b> 92 - 112

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# ACCOUNTANCY & FINANCE

Commerce & Industry | Accounting Support

CREDIT CONTROL/ ACCOUNTS RECEIVABLE	Accounts Receivable Officer	Credit Controller	Senior Credit Controller	Supervisor/ Manager (1-5 staff)	Supervisor/ Manager (> 5 staff)
NSW - Sydney	<b>70</b> 61 - 75	<b>70</b> 65 - 75	<b>80</b> 75 - 85	<b>92</b> 87 - 97	<b>112</b> 102 - 122
NSW - Regional	<b>61</b> 56 - 66	<b>66</b> 61 - 71	<b>77</b> 71 - 82	<b>82</b> 77 - 87	<b>97</b> 82 - 102
VIC - Melbourne	<b>68</b> 60 - 75	<b>72</b> 65 - 80	<b>87</b> 77 - 97	<b>92</b> 87 - 97	<b>112</b> 92 - 128
VIC - Regional	<b>56</b> 51 - 66	<b>61</b> 56 - 66	<b>66</b> 61 - 71	<b>71</b> 61 - 82	<b>77</b> 71 - 92
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>70</b> 60 - 75	<b>70</b> 65 - 75	<b>80</b> 75 - 85	<b>90</b> 85 - 100	<b>110</b> 90 - 130
QLD - Regional	<b>63</b> 56 - 70	<b>70</b> 65 - 75	<b>74</b> 70 - 82	<b>87</b> 82 - 92	<b>97</b> 87 - 117
SA - Adelaide	<b>65</b> 61 - 74	<b>65</b> 60 - 72	<b>79</b> 74 - 89	<b>80</b> 75 - 95	<b>110</b> 95 - 126
WA - Perth	<b>61</b> 56 - 71	<b>61</b> 56 - 66	<b>66</b> 61 - 71	<b>77</b> 71 - 82	<b>97</b> 87 - 112
ACT - Canberra	<b>56</b> 51 - 61	<b>61</b> 56 - 66	<b>66</b> 61 - 71	<b>71</b> 66 - 77	<b>82</b> 77 - 87
TAS - Hobart/Launceston	<b>60</b> 55 - 70	<b>55</b> 52 - 65	<b>69</b> 60 - 80	<b>70</b> 60 - 75	<b>69</b> 65 - 80
NT - Darwin	<b>56</b> 51 - 61	<b>56</b> 51 - 61	<b>61</b> 56 - 66	<b>71</b> 66 - 77	<b>77</b> 71 - 82
NZ - Auckland	<b>66</b> 60 - 70	<b>65</b> 60 - 70	<b>70</b> 65 - 77	<b>80</b> 70 - 85	<b>92</b> 85 - 105
NZ - Wellington	<b>67</b> 65 - 70	<b>65</b> 60 - 70	<b>70</b> 65 - 77	<b>80</b> 70 - 85	<b>92</b> 85 - 105
NZ - Christchurch	<b>57</b> 55 - 60	<b>60</b> 55 - 65	<b>65</b> 60 - 70	<b>72</b> 70 - 75	<b>85</b> 78 - 95

BOOKKEEPERS	To Trial Balance	To Balance Sheet	Senior Bookkeeper
NSW - Sydney	<b>80</b> 75 - 85	<b>85</b> 80 - 90	<b>95</b> 90 - 100
NSW - Regional	<b>77</b> 66 - 87	<b>82</b> 77 - 87	<b>92</b> 87 - 97
VIC - Melbourne	<b>78</b> 65 - 85	<b>78</b> 65 - 85	<b>90</b> 85 - 100
VIC - Regional	<b>56</b> 51 - 61	<b>61</b> 56 - 66	<b>66</b> 61 - 71
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>75</b> 65 - 80	<b>77</b> 70 - 85	<b>80</b> 75 - 90
QLD - Regional	<b>66</b> 61 - 71	<b>66</b> 61 - 71	<b>73</b> 66 - 80
SA - Adelaide	<b>68</b> 61 - 75	<b>68</b> 63 - 74	<b>76</b> 71 - 89
WA - Perth	<b>66</b> 61 - 77	<b>82</b> 77 - 92	<b>87</b> 77 - 97
ACT - Canberra	<b>66</b> 61 - 71	<b>71</b> 66 - 77	<b>77</b> 71 - 87
TAS - Hobart/Launceston	<b>60</b> 55 - 70	<b>64</b> 62 - 74	<b>65</b> 62 - 75
NT - Darwin	<b>61</b> 56 - 66	<b>66</b> 61 - 71	<b>66</b> 61 - 71
NZ - Auckland	<b>63</b> 60 - 65	<b>66</b> 65 - 71	<b>71</b> 66 - 82
NZ - Wellington	<b>61</b> 59 - 66	<b>66</b> 65 - 71	<b>71</b> 66 - 82
NZ - Christchurch	<b>61</b> 56 - 65	<b>66</b> 61 - 71	<b>71</b> 66 - 77

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# ACCOUNTANCY & FINANCE

Commerce & Industry | Accounting Support

ACCOUNTS PAYABLE	Accounts Payable Officer	Accounts Payable Officer - Senior	Experienced Supervisor Accounts Payable	Manager Accounts Payable
NSW - Sydney	<b>65</b> 58 - 68	<b>75</b> 70 - 77	<b>85</b> 85 - 90	<b>105</b> 90 - 120
NSW - Regional	<b>56</b> 56 - 61	<b>66</b> 61 - 66	<b>71</b> 66 - 77	<b>77</b> 71 - 82
VIC - Melbourne	<b>65</b> 58 - 68	<b>75</b> 68 - 82	<b>82</b> 75 - 87	<b>95</b> 85 - 115
VIC - Regional	<b>51</b> 46 - 56	<b>56</b> 51 - 66	<b>66</b> 61 - 71	<b>77</b> 66 - 87
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>70</b> 60 - 75	<b>75</b> 70 - 80	<b>90</b> 80 - 95	<b>100</b> 90 - 110
QLD - Regional	<b>61</b> 56 - 66	<b>72</b> 65 - 80	<b>84</b> 79 - 92	<b>84</b> 79 - 92
SA - Adelaide	<b>63</b> 60 - 66	<b>68</b> 63 - 74	<b>78</b> 75 - 80	<b>95</b> 89 - 110
WA - Perth	<b>56</b> 51 - 61	<b>61</b> 56 - 71	<b>75</b> 61 - 80	<b>87</b> 82 - 92
ACT - Canberra	<b>56</b> 51 - 66	<b>66</b> 56 - 71	<b>71</b> 66 - 77	<b>77</b> 66 - 87
TAS - Hobart/Launceston	<b>59</b> 54 - 65	<b>64</b> 60 - 70	<b>69</b> 60 - 75	<b>69</b> 65 - 85
NT - Darwin	<b>56</b> 51 - 61	<b>61</b> 56 - 66	<b>61</b> 56 - 66	<b>66</b> 61 - 77
NZ - Auckland	<b>60</b> 55 - 70	<b>70</b> 65 - 75	<b>75</b> 70 - 80	<b>92</b> 75 - 102
NZ - Wellington	<b>65</b> 60 - 70	<b>70</b> 65 - 75	<b>75</b> 70 - 80	<b>100</b> 80 - 120
NZ - Christchurch	<b>60</b> 55 - 65	<b>65</b> 60 - 68	<b>70</b> 68 - 72	<b>87</b> 71 - 102

ACCOUNTS OFFICERS	Entry Level Accounts Officer	Accounts Officer
NSW - Sydney	<b>55</b> 53 - 57	<b>63</b> 60 - 65
NSW - Regional	<b>51</b> 51 - 56	<b>56</b> 51 - 61
VIC - Melbourne	<b>58</b> 53 - 62	<b>65</b> 62 - 68
VIC - Regional	<b>46</b> 46 - 51	<b>46</b> 46 - 56
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>52</b> 50 - 55	<b>65</b> 60 - 70
QLD - Regional	<b>50</b> 46 - 55	<b>63</b> 58 - 70
SA - Adelaide	<b>56</b> 53 - 58	<b>63</b> 58 - 69
WA - Perth	<b>55</b> 46 - 57	<b>65</b> 56 - 71
ACT - Canberra	<b>46</b> 46 - 51	<b>56</b> 51 - 61
TAS - Hobart/Launceston	<b>52</b> 50 - 58	<b>54</b> 52 - 59
NT - Darwin	<b>51</b> 46 - 56	<b>56</b> 51 - 61
NZ - Auckland	<b>52</b> 50 - 55	<b>60</b> 58 - 65
NZ - Wellington	<b>52</b> 50 - 55	<b>63</b> 60 - 65
NZ - Christchurch	<b>52</b> 50 - 55	<b>60</b> 58 - 61

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# ACCOUNTANCY & FINANCE

## Professional Practice

BUSINESS SERVICES UNDERGRADUATES	0-2 yrs exp	2-3 yrs exp	3+ yrs exp
NSW - Sydney	<b>48</b> 45 - 50	<b>52</b> 48 - 58	<b>55</b> 50 - 60
NSW - Regional	<b>42</b> 42 - 43	<b>44</b> 43 - 45	<b>47</b> 44 - 49
VIC - Melbourne	<b>42</b> 42 - 46	<b>46</b> 44 - 56	<b>56</b> 50 - 61
VIC - Regional	<b>48</b> 43 - 51	<b>56</b> 51 - 61	<b>61</b> 56 - 71
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>48</b> 45 - 50	<b>55</b> 50 - 60	<b>60</b> 53 - 65
QLD - Regional	<b>43</b> 42 - 46	<b>50</b> 46 - 55	<b>52</b> 50 - 56
SA - Adelaide	<b>44</b> 43 - 45	<b>47</b> 46 - 48	<b>50</b> 48 - 53
WA - Perth	<b>42</b> 42 - 43	<b>46</b> 43 - 50	<b>53</b> 51 - 56
ACT - Canberra	<b>42</b> 42 - 43	<b>43</b> 43 - 46	<b>51</b> 46 - 56
TAS - Hobart/Launceston	<b>45</b> 44 - 47	<b>47</b> 45 - 52	<b>47</b> 45 - 50
NT - Darwin	<b>51</b> 46 - 56	<b>61</b> 56 - 71	<b>71</b> 61 - 82
NZ - Auckland	<b>45</b> 44 - 50	<b>50</b> 45 - 55	<b>58</b> 50 - 65
NZ - Wellington	<b>46</b> 44 - 51	<b>56</b> 46 - 61	<b>58</b> 51 - 66
NZ - Christchurch	<b>45</b> 44 - 50	<b>46</b> 43 - 51	<b>56</b> 51 - 61

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**NEW ZEALAND** - All payment rates are shown exclusive of KiwiSaver and stated in New Zealand dollars.

BUSINESS SERVICES GRADUATES	No exp	1-2 yrs exp	2-3 yrs exp	3+ yrs exp
NSW - Sydney	<b>48</b> 45 - 50	<b>60</b> 52 - 62	<b>55</b> 62 - 75	<b>65</b> 56 - 72
NSW - Regional	<b>42</b> 42 - 43	<b>44</b> 43 - 45	<b>49</b> 43 - 51	<b>57</b> 51 - 66
VIC - Melbourne	<b>46</b> 43 - 51	<b>53</b> 46 - 56	<b>58</b> 56 - 61	<b>61</b> 61 - 66
VIC - Regional	<b>46</b> 43 - 51	<b>56</b> 51 - 61	<b>66</b> 56 - 71	<b>77</b> 66 - 82
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>46</b> 42 - 48	<b>55</b> 52 - 58	<b>65</b> 58 - 70	<b>75</b> 65 - 80
QLD - Regional	<b>43</b> 42 - 46	<b>46</b> 43 - 51	<b>53</b> 48 - 60	<b>58</b> 51 - 66
SA - Adelaide	<b>50</b> 46 - 53	<b>54</b> 48 - 56	<b>57</b> 51 - 59	<b>57</b> 55 - 63
WA - Perth	<b>43</b> 41 - 46	<b>51</b> 46 - 56	<b>56</b> 51 - 61	<b>66</b> 61 - 71
ACT - Canberra	<b>42</b> 41 - 43	<b>48</b> 43 - 51	<b>53</b> 46 - 56	<b>61</b> 56 - 66
TAS - Hobart/Launceston	<b>47</b> 45 - 52	<b>49</b> 45 - 54	<b>52</b> 45 - 54	<b>62</b> 59 - 69
NT - Darwin	<b>46</b> 42 - 51	<b>61</b> 51 - 66	<b>71</b> 61 - 82	<b>87</b> 71 - 97
NZ - Auckland	<b>45</b> 44 - 50	<b>50</b> 45 - 55	<b>56</b> 51 - 66	<b>61</b> 56 - 71
NZ - Wellington	<b>46</b> 44 - 51	<b>51</b> 46 - 56	<b>56</b> 51 - 66	<b>66</b> 56 - 82
NZ - Christchurch	<b>44</b> 44 - 46	<b>51</b> 46 - 56	<b>56</b> 51 - 66	<b>61</b> 56 - 71

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

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





# ACCOUNTANCY & FINANCE

## Professional Practice

BUSINESS SERVICES (TYPICALLY CA/CPA COMPLETE) SENIOR, SUPERVISOR, ASSISTANT MANAGERS	3-4 yrs exp	4-5 yrs exp	5-6 yrs exp	6+ yrs exp
NSW - Sydney	<b>77</b> 66 - 85	<b>82</b> 72 - 90	<b>90</b> 77 - 96	<b>95</b> 87 - 100
NSW - Regional	<b>69</b> 63 - 73	<b>73</b> 67 - 77	<b>84</b> 78 - 86	<b>88</b> 83 - 92
VIC - Melbourne	<b>67</b> 61 - 71	<b>77</b> 77 - 87	<b>87</b> 85 - 92	<b>97</b> 89 - 117
VIC - Regional	<b>80</b> 71 - 89	<b>87</b> 71 - 92	<b>92</b> 77 - 102	<b>97</b> 89 - 117
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>82</b> 75 - 87	<b>88</b> 80 - 95	<b>92</b> 83 - 98	<b>100</b> 90 - 110
QLD - Regional	<b>65</b> 61 - 75	<b>71</b> 66 - 82	<b>77</b> 71 - 82	<b>87</b> 82 - 97
SA - Adelaide	<b>77</b> 74 - 80	<b>80</b> 75 - 82	<b>85</b> 80 - 90	<b>92</b> 84 - 97
WA - Perth	<b>71</b> 66 - 77	<b>77</b> 71 - 82	<b>82</b> 77 - 92	<b>87</b> 82 - 97
ACT - Canberra	<b>71</b> 66 - 77	<b>77</b> 71 - 82	<b>82</b> 77 - 87	<b>92</b> 87 - 97
TAS - Hobart/Launceston	<b>69</b> 60 - 75	<b>72</b> 65 - 85	<b>85</b> 80 - 90	<b>90</b> 85 - 110
NT - Darwin	<b>77</b> 71 - 82	<b>87</b> 82 - 92	<b>97</b> 92 - 102	<b>102</b> 92 - 112
NZ - Auckland	<b>70</b> 65 - 75	<b>85</b> 78 - 92	<b>87</b> 80 - 95	<b>93</b> 85 - 100
NZ - Wellington	<b>71</b> 66 - 77	<b>82</b> 77 - 92	<b>92</b> 80 - 95	<b>100</b> 87 - 112
NZ - Christchurch	<b>66</b> 61 - 71	<b>75</b> 70 - 85	<b>87</b> 80 - 95	<b>95</b> 90 - 100

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

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



# ACCOUNTANCY & FINANCE

## Professional Practice

BUSINESS SERVICES MANAGERS, SENIOR MANAGERS, PRINCIPALS/DIRECTORS	Manager for 0-2 yrs	Senior Manager for 2-5 yrs	Principals/Directors
NSW - Sydney	<b>107</b> 98 - 125	<b>135</b> 120 - 150	<b>175</b>
NSW - Regional	<b>102</b> 92 - 112	<b>117</b> 102 - 138	<b>155</b>
VIC - Melbourne	<b>112</b> 102 - 122	<b>133</b> 122 - 143	<b>175</b>
VIC - Regional	<b>112</b> 92 - 122	<b>122</b> 112 - 133	<b>160</b>
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>112</b> 102 - 122	<b>128</b> 115 - 150	<b>160</b>
QLD - Regional	<b>87</b> 77 - 97	<b>97</b> 82 - 122	<b>130</b>
SA - Adelaide	<b>105</b> 100 - 115	<b>138</b> 125 - 145	<b>180+</b>
WA - Perth	<b>112</b> 92 - 133	<b>128</b> 102 - 143	N/A
ACT - Canberra	<b>107</b> 102 - 112	<b>133</b> 122 - 143	<b>160</b> 150 - 180
TAS - Hobart/Launceston	<b>90</b> 80 - 110	<b>115</b> 95 - 130	<b>150</b> 125 - 145
NT - Darwin	<b>102</b> 92 - 112	<b>112</b> 102 - 122	<b>130</b>
NZ - Auckland	<b>110</b> 92 - 115	<b>140</b> 110 - 160	<b>150 +</b>
NZ - Wellington	<b>102</b> 92 - 112	<b>128</b> 107 - 143	<b>170</b>
NZ - Christchurch	<b>97</b> 90 - 110	<b>102</b> 92 - 128	<b>130 +</b>

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

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



# ACCOUNTANCY & FINANCE

## Professional Practice

EXTERNAL AUDIT UNDERGRADUATES	0-2 yrs exp	2-3 yrs exp	3+ yrs exp
NSW - Sydney	<b>43</b> 42 - 47	<b>47</b> 45 - 54	<b>52</b> 48 - 59
NSW - Regional	<b>42</b> 42 - 43	<b>44</b> 43 - 45	<b>47</b> 44 - 49
VIC - Melbourne	<b>43</b> 42 - 46	<b>46</b> 43 - 51	<b>51</b> 47 - 56
VIC - Regional	<b>48</b> 43 - 51	<b>51</b> 46 - 56	<b>64</b> 56 - 71
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>42</b> 42 - 43	<b>44</b> 43 - 45	<b>46</b> 44 - 49
QLD - Regional	<b>42</b> 42 - 43	<b>44</b> 43 - 45	<b>46</b> 44 - 49
SA - Adelaide	<b>44</b> 43 - 45	<b>47</b> 46 - 48	<b>50</b> 48 - 53
WA - Perth	<b>42</b> 42 - 43	<b>44</b> 43 - 46	<b>51</b> 46 - 61
ACT - Canberra	<b>42</b> 42 - 43	<b>49</b> 46 - 51	<b>51</b> 46 - 56
TAS - Hobart/Launceston	<b>44</b> 42 - 46	<b>47</b> 44 - 50	<b>52</b> 45 - 59
NT - Darwin	<b>42</b> 42 - 46	<b>51</b> 46 - 56	<b>61</b> 51 - 71
NZ - Auckland	<b>43</b> 44 - 45	<b>50</b> 45 - 52	<b>55</b> 50 - 60
NZ - Wellington	<b>43</b> 44 - 46	<b>48</b> 46 - 51	<b>56</b> 46 - 61
NZ - Christchurch	<b>42</b> 44 - 43	<b>46</b> 44 - 51	<b>56</b> 51 - 61

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**NEW ZEALAND** - All payment rates are shown exclusive of KiwiSaver and stated in New Zealand dollars.

EXTERNAL AUDIT GRADUATES	No exp	1-2 yrs exp	2-3 yrs exp	3+ yrs exp
NSW - Sydney	<b>43</b> 42 - 45	<b>47</b> 45 - 53	<b>54</b> 52 - 64	<b>65</b> 56 - 74
NSW - Regional	<b>43</b> 41 - 46	<b>46</b> 43 - 51	<b>53</b> 49 - 57	<b>59</b> 56 - 61
VIC - Melbourne	<b>44</b> 41 - 46	<b>46</b> 46 - 51	<b>53</b> 46 - 61	<b>59</b> 56 - 71
VIC - Regional	<b>44</b> 41 - 46	<b>48</b> 44 - 51	<b>56</b> 53 - 59	<b>66</b> 61 - 71
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>44</b> 41 - 46	<b>55</b> 50 - 60	<b>62</b> 55 - 70	<b>75</b> 65 - 85
QLD - Regional	<b>42</b> 41 - 43	<b>44</b> 43 - 45	<b>46</b> 43 - 51	<b>51</b> 44 - 56
SA - Adelaide	<b>50</b> 46 - 53	<b>54</b> 48 - 56	<b>57</b> 51 - 59	<b>61</b> 55 - 63
WA - Perth	<b>42</b> 41 - 43	<b>51</b> 46 - 56	<b>59</b> 56 - 66	<b>63</b> 63 - 68
ACT - Canberra	<b>42</b> 41 - 43	<b>49</b> 46 - 51	<b>56</b> 51 - 61	<b>61</b> 56 - 66
TAS - Hobart/Launceston	<b>49</b> 42 - 55	<b>54</b> 45 - 59	<b>60</b> 54 - 69	<b>65</b> 59 - 80
NT - Darwin	<b>42</b> 41 - 46	<b>51</b> 43 - 56	<b>61</b> 56 - 71	<b>71</b> 61 - 77
NZ - Auckland	<b>44</b> 44 - 45	<b>50</b> 46 - 55	<b>56</b> 52 - 60	<b>75</b> 65 - 80
NZ - Wellington	<b>46</b> 44 - 51	<b>51</b> 44 - 56	<b>56</b> 51 - 61	<b>75</b> 65 - 80
NZ - Christchurch	<b>43</b> 44 - 46	<b>48</b> 44 - 56	<b>61</b> 46 - 66	<b>70</b> 60 - 80

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

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



# ACCOUNTANCY & FINANCE

Professional Practice

EXTERNAL AUDIT (TYPICALLY CA/CPA COMPLETE) SENIOR, SUPERVISOR, ASSISTANT MANAGERS	3-4 yrs exp	4-5 yrs exp	5-6 yrs exp	6+ yrs exp
NSW - Sydney	<b>75</b> 70 - 80	<b>83</b> 75 - 88	<b>85</b> 80 - 92	<b>93</b> 88 - 100
NSW - Regional	<b>69</b> 63 - 70	<b>72</b> 71 - 78	<b>85</b> 77 - 87	<b>92</b> 88 - 97
VIC - Melbourne	<b>66</b> 66 - 77	<b>77</b> 71 - 84	<b>82</b> 77 - 87	<b>90</b> 87 - 97
VIC - Regional	<b>66</b> 61 - 71	<b>71</b> 66 - 77	<b>77</b> 71 - 82	<b>82</b> 77 - 87
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>80</b> 70 - 90	<b>85</b> 75 - 95	<b>95</b> 85 - 100	<b>100</b> 95 - 110
QLD - Regional	<b>61</b> 51 - 66	<b>66</b> 56 - 77	<b>77</b> 66 - 87	<b>87</b> 71 - 92
SA - Adelaide	<b>77</b> 74 - 80	<b>80</b> 75 - 82	<b>85</b> 80 - 90	<b>92</b> 84 - 97
WA - Perth	<b>74</b> 71 - 78	<b>77</b> 71 - 82	<b>82</b> 77 - 87	<b>97</b> 92 - 102
ACT - Canberra	<b>66</b> 61 - 77	<b>82</b> 77 - 87	<b>92</b> 87 - 97	<b>102</b> 97 - 112
TAS - Hobart/Launceston	<b>69</b> 64 - 80	<b>72</b> 65 - 85	<b>77</b> 71 - 87	<b>90</b> 77 - 100
NT - Darwin	<b>71</b> 61 - 82	<b>77</b> 66 - 87	<b>82</b> 71 - 92	<b>92</b> 77 - 102
NZ - Auckland	<b>72</b> 65 - 82	<b>80</b> 70 - 85	<b>85</b> 77 - 90	<b>90</b> 82 - 100
NZ - Wellington	<b>72</b> 65 - 82	<b>80</b> 73 - 85	<b>84</b> 78 - 92	<b>94</b> 84 - 97
NZ - Christchurch	<b>70</b> 65 - 75	<b>80</b> 73 - 85	<b>85</b> 77 - 92	<b>90</b> 87 - 92

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

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



# ACCOUNTANCY & FINANCE

## Professional Practice

EXTERNAL AUDIT MANAGERS, SENIOR MANAGERS, PRINCIPALS/DIRECTORS	Manager for 0-2 yrs	Senior Manager for 2-5 yrs	Principals/Directors
NSW - Sydney	<b>110</b> 100 - 120	<b>132</b> 120 - 145	<b>175</b>
NSW - Regional	<b>105</b> 92 - 112	<b>122</b> 112 - 128	<b>160</b>
VIC - Melbourne	<b>102</b> 87 - 117	<b>128</b> 112 - 133	<b>170</b>
VIC - Regional	<b>82</b> 71 - 92	<b>112</b> 102 - 122	<b>135</b>
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>115</b> 105 - 125	<b>135</b> 115 - 150	<b>170</b>
QLD - Regional	<b>87</b> 71 - 102	<b>117</b> 92 - 133	<b>140</b>
SA - Adelaide	<b>105</b> 100 - 115	<b>138</b> 125 - 145	<b>165</b>
WA - Perth	<b>102</b> 97 - 112	<b>128</b> 117 - 133	<b>170</b> 150 - 210
ACT - Canberra	<b>112</b> 102 - 122	<b>128</b> 122 - 143	<b>160</b>
TAS - Hobart/Launceston	<b>95</b> 85 - 110	<b>115</b> 100 - 130	<b>150</b> 125 - 160
NT - Darwin	<b>92</b> 87 - 97	<b>117</b> 112 - 128	<b>150</b>
NZ - Auckland	<b>110</b> 90 - 120	<b>130</b> 115 - 150	<b>150 +</b>
NZ - Wellington	<b>110</b> 90 - 120	<b>125</b> 105 - 140	<b>180</b>
NZ - Christchurch	<b>90</b> 85 - 100	<b>102</b> 92 - 112	<b>140 +</b>

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

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



# ACCOUNTANCY & FINANCE

## Professional Practice

INSOLVENCY GRADUATES	No exp	1-2 yrs exp	2-3 yrs exp	3+ yrs exp
NSW - Sydney	<b>42</b> 41 - 43	<b>47</b> 43 - 53	<b>54</b> 50 - 63	<b>65</b> 57 - 73
NSW - Regional	<b>42</b> 41 - 43	<b>47</b> 43 - 52	<b>58</b> 50 - 64	<b>63</b> 59 - 66
VIC - Melbourne	<b>46</b> 41 - 46	<b>48</b> 44 - 55	<b>56</b> 50 - 65	<b>64</b> 57 - 70
VIC - Regional	<b>48</b> 43 - 51	<b>49</b> 46 - 51	<b>51</b> 48 - 54	<b>56</b> 51 - 61
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>43</b> 48 - 55	<b>55</b> 50 - 60	<b>65</b> 55 - 70	<b>70</b> 65 - 75
QLD - Regional	<b>42</b> 42 - 43	<b>46</b> 43 - 49	<b>51</b> 46 - 56	<b>61</b> 51 - 66
SA - Adelaide	<b>50</b> 46 - 53	<b>54</b> 48 - 56	<b>57</b> 51 - 59	<b>61</b> 55 - 63
WA - Perth	<b>43</b> 42 - 46	<b>51</b> 45 - 56	<b>61</b> 56 - 66	<b>71</b> 66 - 77
ACT - Canberra	<b>43</b> 42 - 45	<b>44</b> 43 - 45	<b>46</b> 43 - 51	<b>61</b> 56 - 66
TAS - Hobart/Launceston	<b>46</b> 41 - 49	<b>50</b> 45 - 54	<b>55</b> 49 - 62	<b>58</b> 56 - 66
NT - Darwin	<b>42</b> 42 - 46	<b>51</b> 45 - 56	<b>51</b> 46 - 56	<b>61</b> 56 - 66
NZ - Auckland	<b>43</b> 44 - 47	<b>49</b> 46 - 56	<b>53</b> 46 - 59	<b>61</b> 56 - 66
NZ - Wellington	<b>45</b> 44 - 46	<b>51</b> 46 - 56	<b>56</b> 51 - 61	<b>66</b> 56 - 71
NZ - Christchurch	<b>42</b> 44 - 44	<b>49</b> 44 - 53	<b>54</b> 51 - 61	<b>61</b> 56 - 66

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

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



# ACCOUNTANCY & FINANCE

## Professional Practice

INSOLVENCY (TYPICALLY CA/CPA COMPLETE) SENIOR, SUPERVISOR, ASSISTANT MANAGERS	3-4 yrs exp	4-5 yrs exp	5-6 yrs exp	6+ yrs exp
NSW - Sydney	<b>75</b> 68 - 80	<b>80</b> 73 - 85	<b>85</b> 80 - 95	<b>105</b> 95 - 115
NSW - Regional	<b>66</b> 61 - 73	<b>75</b> 69 - 80	<b>84</b> 75 - 87	<b>94</b> 84 - 99
VIC - Melbourne	<b>68</b> 63 - 74	<b>77</b> 68 - 87	<b>87</b> 77 - 92	<b>97</b> 87 - 102
VIC - Regional	<b>64</b> 61 - 66	<b>71</b> 63 - 77	<b>82</b> 77 - 87	<b>92</b> 82 - 102
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>75</b> 70 - 80	<b>82</b> 75 - 90	<b>85</b> 80 - 90	<b>95</b> 85 - 110
QLD - Regional	<b>61</b> 56 - 71	<b>71</b> 66 - 77	<b>82</b> 77 - 87	<b>87</b> 82 - 92
SA - Adelaide	<b>77</b> 74 - 80	<b>80</b> 75 - 82	<b>85</b> 80 - 90	<b>92</b> 84 - 97
WA - Perth	<b>71</b> 66 - 77	<b>82</b> 77 - 87	<b>92</b> 87 - 97	<b>122</b> 97 - 153
ACT - Canberra	<b>71</b> 66 - 77	<b>82</b> 77 - 87	<b>92</b> 87 - 97	<b>102</b> 97 - 112
TAS - Hobart/Launceston	<b>67</b> 62 - 70	<b>66</b> 64 - 77	<b>71</b> 66 - 87	<b>77</b> 66 - 92
NT - Darwin	<b>66</b> 61 - 71	<b>71</b> 66 - 77	<b>82</b> 77 - 87	<b>97</b> 87 - 107
NZ - Auckland	<b>69</b> 66 - 71	<b>80</b> 71 - 90	<b>87</b> 82 - 92	<b>97</b> 92 - 112
NZ - Wellington	<b>77</b> 71 - 82	<b>82</b> 71 - 92	<b>92</b> 87 - 97	<b>107</b> 97 - 128
NZ - Christchurch	<b>66</b> 61 - 82	<b>71</b> 66 - 87	<b>82</b> 77 - 92	<b>92</b> 82 - 92

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

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



# ACCOUNTANCY & FINANCE

## Professional Practice

INSOLVENCY MANAGERS, SENIOR MANAGERS, PRINCIPALS/DIRECTORS	Manager for 0-2 yrs	Senior Manager for 2-5 yrs	Principals/Directors
NSW - Sydney	<b>115</b> 100 - 125	<b>145</b> 114 - 150	<b>200</b>
NSW - Regional	<b>102</b> 85 - 107	<b>117</b> 107 - 122	<b>150</b>
VIC - Melbourne	<b>112</b> 94 - 115	<b>133</b> 108 - 142	<b>190</b>
VIC - Regional	<b>87</b> 77 - 92	<b>102</b> 92 - 117	<b>130</b>
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>100</b> 90 - 110	<b>120</b> 100 - 140	<b>170</b> 140 - 200
QLD - Regional	<b>87</b> 82 - 97	<b>112</b> 102 - 122	<b>150</b>
SA - Adelaide	<b>105</b> 100 - 115	<b>138</b> 125 - 145	<b>180+</b>
WA - Perth	<b>112</b> 107 - 117	<b>128</b> 112 - 143	<b>170</b> 135 - 180
ACT - Canberra	<b>107</b> 102 - 112	<b>117</b> 112 - 122	<b>160</b>
TAS - Hobart/Launceston	<b>87</b> 73 - 94	<b>102</b> 92 - 107	<b>125</b> 120 - 135
NT - Darwin	<b>92</b> 87 - 97	<b>117</b> 107 - 122	<b>130</b>
NZ - Auckland	<b>102</b> 97 - 112	<b>122</b> 102 - 153	<b>150 +</b>
NZ - Wellington	<b>102</b> 92 - 112	<b>133</b> 107 - 153	<b>160</b>
NZ - Christchurch	<b>92</b> 71 - 112	<b>112</b> 87 - 122	<b>120 +</b>

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

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





# ACCOUNTANCY & FINANCE

Professional Practice

TAX CONSULTING (TYPICALLY CA/CPA COMPLETE) SENIOR, SUPERVISOR, ASSISTANT MANAGERS	Up to 4 yrs exp	4-5 yrs exp	5-6 yrs exp	6+ yrs exp
NSW - Sydney	<b>77</b> 71 - 82	<b>82</b> 77 - 87	<b>92</b> 82 - 97	<b>97</b> 92 - 102
NSW - Regional	<b>69</b> 63 - 71	<b>74</b> 70 - 77	<b>82</b> 78 - 86	<b>88</b> 86 - 102
VIC - Melbourne	<b>71</b> 66 - 77	<b>77</b> 71 - 82	<b>87</b> 77 - 92	<b>91</b> 84 - 107
VIC - Regional	<b>66</b> 61 - 71	<b>74</b> 71 - 77	<b>79</b> 77 - 82	<b>87</b> 79 - 97
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>77</b> 70 - 85	<b>85</b> 80 - 90	<b>90</b> 85 - 100	<b>100</b> 95 -110
QLD - Regional	<b>61</b> 56 - 66	<b>66</b> 66 - 77	<b>77</b> 71 - 87	<b>87</b> 82 - 92
SA - Adelaide	<b>77</b> 74 - 80	<b>80</b> 75 - 82	<b>85</b> 80 - 90	<b>92</b> 84 - 97
WA - Perth	<b>77</b> 66 - 82	<b>87</b> 71 - 97	<b>102</b> 97 - 107	<b>112</b> 102 - 122
ACT - Canberra	<b>71</b> 61 - 77	<b>82</b> 77 - 87	<b>92</b> 87 - 102	<b>102</b> 97 - 112
TAS - Hobart/Launceston	<b>61</b> 56 - 71	<b>66</b> 66 - 77	<b>71</b> 63 - 87	<b>77</b> 66 - 87
NT - Darwin	<b>77</b> 71 - 82	<b>87</b> 77 - 92	<b>92</b> 87 - 97	<b>102</b> 87 - 117
NZ - Auckland	<b>70</b> 65 - 75	<b>80</b> 70 - 85	<b>85</b> 77 - 90	<b>90</b> 85 - 100
NZ - Wellington	<b>73</b> 66 - 82	<b>77</b> 71 - 87	<b>84</b> 73 - 90	<b>92</b> 79 - 107
NZ - Christchurch	<b>71</b> 61 - 77	<b>77</b> 66 - 87	<b>82</b> 71 - 87	<b>87</b> 77 - 102

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

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



# ACCOUNTANCY & FINANCE

Professional Practice

TAX CONSULTING INCL MANAGERS, SENIOR MANAGERS, PRINCIPALS/DIRECTORS	Manager for 0-2 yrs	Senior Manager for 2-5 yrs	Principals/Directors
NSW - Sydney	<b>119</b> 94 - 123	<b>145</b> 125 - 155	<b>180</b>
NSW - Regional	<b>112</b> 102 - 117	<b>133</b> 122 - 138	<b>150</b>
VIC - Melbourne	<b>107</b> 89 - 117	<b>143</b> 122 - 153	<b>185</b>
VIC - Regional	<b>87</b> 71 - 92	<b>107</b> 102 - 112	<b>135</b>
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>125</b> 110 - 140	<b>145</b> 135 - 160	<b>150</b>
QLD - Regional	<b>102</b> 87 - 107	<b>117</b> 107 - 128	<b>125</b>
SA - Adelaide	<b>105</b> 100 - 115	<b>138</b> 125 - 145	<b>180+</b>
WA - Perth	<b>122</b> 112 - 133	<b>138</b> 122 - 153	<b>155</b>
ACT - Canberra	<b>97</b> 92 - 102	<b>122</b> 112 - 133	<b>150</b>
TAS - Hobart/Launceston	<b>87</b> 73 - 92	<b>102</b> 94 - 107	<b>130</b> 120 - 135
NT - Darwin	<b>97</b> 92 - 102	<b>122</b> 112 - 128	<b>150</b>
NZ - Auckland	<b>110</b> 95 - 120	<b>125</b> 110 - 140	<b>150 +</b>
NZ - Wellington	<b>102</b> 92 - 112	<b>112</b> 102 - 133	<b>180</b>
NZ - Christchurch	<b>92</b> 82 - 102	<b>102</b> 92 - 112	<b>130 +</b>

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

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



# ACCOUNTANCY & FINANCE

## Professional Practice

CORPORATE FINANCE (TYPICALLY CA/PA/SIA/MASTERS FINANCE) SENIOR, SUPERVISOR, ASSISTANT MANAGERS	Up to 4 yrs exp	4-5 yrs exp	5-6 yrs exp	6+ yrs exp
NSW - Sydney	<b>82</b> 71 - 87	<b>87</b> 77 - 92	<b>92</b> 87 - 97	<b>122</b> 97 - 133
NSW - Regional	<b>61</b> 52 - 66	<b>66</b> 61 - 72	<b>78</b> 75 - 83	<b>87</b> 78 - 96
VIC - Melbourne	<b>75</b> 70 - 80	<b>82</b> 77 - 87	<b>87</b> 82 - 96	<b>102</b> 87 - 112
VIC - Regional	<b>71</b> 66 - 77	<b>77</b> 71 - 82	<b>87</b> 80 - 92	<b>97</b> 92 - 102
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>83</b> 75 - 90	<b>92</b> 85 - 100	<b>100</b> 95 - 110	<b>120</b> 110 - 130
QLD - Regional	<b>66</b> 61 - 77	<b>77</b> 71 - 82	<b>82</b> 77 - 87	<b>92</b> 87 - 97
SA - Adelaide	<b>77</b> 74 - 80	<b>80</b> 75 - 82	<b>85</b> 80 - 90	<b>92</b> 84 - 97
WA - Perth	<b>77</b> 71 - 82	<b>87</b> 82 - 92	<b>102</b> 92 - 112	<b>122</b> 102 - 153
ACT - Canberra	<b>66</b> 61 - 71	<b>71</b> 66 - 77	<b>82</b> 77 - 87	<b>87</b> 82 - 92
TAS - Hobart/Launceston	<b>71</b> 61 - 77	<b>71</b> 66 - 77	<b>73</b> 66 - 87	<b>73</b> 71 - 87
NT - Darwin	<b>87</b> 82 - 92	<b>92</b> 82 - 102	<b>102</b> 92 - 112	<b>112</b> 92 - 122
NZ - Auckland	<b>71</b> 66 - 82	<b>80</b> 71 - 87	<b>82</b> 77 - 92	<b>97</b> 87 - 112
NZ - Wellington	<b>71</b> 66 - 82	<b>77</b> 66 - 87	<b>82</b> 71 - 92	<b>92</b> 77 - 117
NZ - Christchurch	<b>71</b> 61 - 82	<b>77</b> 61 - 87	<b>82</b> 71 - 92	<b>92</b> 82 - 112

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

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



# ACCOUNTANCY & FINANCE

## Professional Practice

CORPORATE FINANCE MANAGERS, SENIOR MANAGERS, PRINCIPALS/DIRECTORS	Manager for 0-2 yrs	Senior Manager for 2-5 yrs	Principals/Directors
NSW - Sydney	<b>122</b> 112 - 133	<b>173</b> 122 - 184	<b>220</b>
NSW - Regional	<b>107</b> 92 - 112	<b>133</b> 112 - 143	<b>150</b>
VIC - Melbourne	<b>117</b> 95 - 132	<b>163</b> 128 - 173	<b>220</b>
VIC - Regional	<b>107</b> 92 - 112	<b>122</b> 112 - 153	<b>140</b>
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>120</b> 110 - 140	<b>145</b> 130 - 160	<b>200</b>
QLD - Regional	<b>92</b> 87 - 102	<b>112</b> 107 - 128	<b>130</b>
SA - Adelaide	<b>105</b> 100 - 115	<b>138</b> 125 - 145	<b>180+</b>
WA - Perth	<b>117</b> 107 - 128	<b>143</b> 122 - 173	<b>180</b>
ACT - Canberra	<b>97</b> 92 - 102	<b>122</b> 102 - 133	<b>160</b>
TAS - Hobart/Launceston	<b>82</b> 71 - 92	<b>97</b> 87 - 107	<b>130</b> 120 - 145
NT - Darwin	<b>97</b> 87 - 107	<b>112</b> 102 - 122	<b>135</b>
NZ - Auckland	<b>102</b> 92 - 112	<b>122</b> 102 - 143	<b>150 +</b>
NZ - Wellington	<b>114</b> 92 - 117	<b>128</b> 102 - 153	<b>180</b>
NZ - Christchurch	<b>92</b> 87 - 102	<b>112</b> 102 - 133	<b>130 +</b>

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

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



# ACCOUNTANCY & FINANCE

## Professional Practice

MANAGEMENT CONSULTING (TYPICALLY CA/CPA COMPLETE) SENIOR, SUPERVISOR, ASSISTANT MANAGERS	Up to 4 yrs exp	4-5 yrs exp	5-6 yrs exp	6+ yrs exp
NSW - Sydney	<b>71</b> 69 - 77	<b>77</b> 69 - 82	<b>87</b> 82 - 92	<b>97</b> 87 - 112
NSW - Regional	<b>61</b> 54 - 64	<b>69</b> 56 - 73	<b>75</b> 70 - 80	<b>85</b> 78 - 89
VIC - Melbourne	<b>65</b> 61 - 70	<b>73</b> 66 - 80	<b>82</b> 75 - 86	<b>92</b> 87 - 97
VIC - Regional	<b>71</b> 63 - 77	<b>77</b> 71 - 82	<b>82</b> 77 - 87	<b>92</b> 84 - 97
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>75</b> 70 - 80	<b>80</b> 75 - 85	<b>87</b> 82 - 92	<b>105</b> 100 - 115
QLD - Regional	<b>61</b> 56 - 66	<b>69</b> 65 - 73	<b>77</b> 69 - 78	<b>82</b> 75 - 92
SA - Adelaide	<b>77</b> 74 - 80	<b>80</b> 75 - 82	<b>85</b> 80 - 90	<b>92</b> 84 - 97
WA - Perth	<b>77</b> 66 - 77	<b>82</b> 71 - 82	<b>92</b> 82 - 97	<b>102</b> 87 - 112
ACT - Canberra	<b>71</b> 66 - 77	<b>87</b> 82 - 92	<b>102</b> 92 - 107	<b>112</b> 102 - 117
TAS - Hobart/Launceston	<b>66</b> 56 - 71	<b>66</b> 61 - 77	<b>71</b> 63 - 82	<b>77</b> 71 - 87
NT - Darwin	<b>77</b> 71 - 87	<b>92</b> 87 - 92	<b>97</b> 92 - 102	<b>97</b> 92 - 102
NZ - Auckland	<b>66</b> 61 - 71	<b>71</b> 66 - 82	<b>82</b> 77 - 92	<b>92</b> 82 - 102
NZ - Wellington	<b>66</b> 61 - 71	<b>73</b> 66 - 82	<b>82</b> 77 - 87	<b>92</b> 87 - 97
NZ - Christchurch	<b>66</b> 61 - 71	<b>71</b> 66 - 77	<b>82</b> 77 - 87	<b>87</b> 82 - 92

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

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



# ACCOUNTANCY & FINANCE

Professional Practice

MANAGEMENT CONSULTING MANAGERS, SENIOR MANAGERS, PRINCIPALS/DIRECTORS	Manager for 0-2yrs	Senior Manager for 2-5 yrs	Principals/Directors
NSW - Sydney	<b>102</b> 92 - 117	<b>133</b> 112 - 153	<b>170</b>
NSW - Regional	<b>87</b> 71 - 97	<b>107</b> 102 - 122	<b>135</b>
VIC - Melbourne	<b>107</b> 89 - 117	<b>133</b> 112 - 158	<b>170</b>
VIC - Regional	<b>92</b> 87 - 102	<b>112</b> 97 - 122	<b>135</b>
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>120</b> 110 - 130	<b>133</b> 122 - 143	<b>160</b>
QLD - Regional	<b>87</b> 82 - 97	<b>102</b> 102 - 122	<b>125</b>
SA - Adelaide	<b>105</b> 100 - 115	<b>138</b> 125 - 145	<b>180+</b>
WA - Perth	<b>112</b> 102 - 122	<b>133</b> 117 - 143	<b>170</b>
ACT - Canberra	<b>112</b> 107 - 122	<b>128</b> 122 - 133	<b>160</b>
TAS - Hobart/Launceston	<b>82</b> 73 - 92	<b>102</b> 92 - 117	<b>130</b> 120 - 145
NT - Darwin	<b>102</b> 92 - 112	<b>117</b> 112 - 128	<b>130</b>
NZ - Auckland	<b>92</b> 82 - 102	<b>112</b> 102 - 133	<b>150</b>
NZ - Wellington	<b>92</b> 82 - 97	<b>107</b> 92 - 122	<b>150</b>
NZ - Christchurch	<b>87</b> 71 - 92	<b>97</b> 82 - 112	<b>100 +</b>

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

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



# ACCOUNTANCY & FINANCE

## Professional Practice

RISK CONSULTING/INTERNAL AUDIT (TYPICALLY CA/CPA COMPLETE) SENIOR, SUPERVISOR, ASSISTANT MANAGERS	Up to 4 yrs exp	4-5 yrs exp	5-6 yrs exp	6+ yrs exp
NSW - Sydney	<b>77</b> 66 - 82	<b>82</b> 80 - 88	<b>97</b> 89 - 97	<b>100</b> 97 - 112
NSW - Regional	<b>64</b> 58 - 69	<b>71</b> 67 - 80	<b>82</b> 78 - 88	<b>87</b> 80 - 94
VIC - Melbourne	<b>67</b> 61 - 71	<b>77</b> 69 - 79	<b>82</b> 77 - 88	<b>90</b> 84 - 97
VIC - Regional	<b>69</b> 63 - 71	<b>77</b> 71 - 82	<b>87</b> 82 - 92	<b>87</b> 82 - 92
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>66</b> 61 - 71	<b>77</b> 66 - 77	<b>82</b> 71 - 92	<b>87</b> 77 - 92
QLD - Regional	<b>66</b> 61 - 71	<b>71</b> 66 - 77	<b>77</b> 71 - 82	<b>82</b> 77 - 87
SA - Adelaide	<b>77</b> 74 - 80	<b>80</b> 75 - 82	<b>85</b> 80 - 90	<b>92</b> 84 - 97
WA - Perth	<b>71</b> 61 - 82	<b>77</b> 71 - 82	<b>82</b> 77 - 92	<b>92</b> 87 - 97
ACT - Canberra	<b>71</b> 66 - 77	<b>77</b> 71 - 82	<b>87</b> 82 - 92	<b>102</b> 97 - 107
TAS - Hobart/Launceston	<b>61</b> 56 - 66	<b>66</b> 61 - 77	<b>71</b> 61 - 82	<b>77</b> 66 - 92
NT - Darwin	<b>71</b> 61 - 82	<b>82</b> 66 - 87	<b>92</b> 82 - 102	<b>102</b> 87 - 117
NZ - Auckland	<b>71</b> 56 - 80	<b>82</b> 71 - 87	<b>92</b> 82 - 97	<b>92</b> 82 - 102
NZ - Wellington	<b>71</b> 66 - 77	<b>82</b> 77 - 87	<b>92</b> 87 - 97	<b>97</b> 92 - 102
NZ - Christchurch	<b>66</b> 51 - 71	<b>77</b> 66 - 87	<b>92</b> 82 - 102	<b>92</b> 87 - 112

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

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



# ACCOUNTANCY & FINANCE

## Professional Practice

RISK CONSULTING/INTERNAL AUDIT MANAGERS, SENIOR MANAGERS, PRINCIPALS/DIRECTORS	Manager for 0-2 yrs	Senior Manager for 2-5 yrs	Principals/Directors
NSW - Sydney	<b>112</b> 94 - 117	<b>128</b> 112 - 138	<b>170</b>
NSW - Regional	<b>97</b> 87 - 102	<b>122</b> 97 - 133	<b>155</b>
VIC - Melbourne	<b>102</b> 87 - 112	<b>128</b> 107 - 143	<b>160</b>
VIC - Regional	<b>92</b> 82 - 102	<b>122</b> 107 - 143	<b>150</b>
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>92</b> 82 - 102	<b>122</b> 112 - 128	<b>160</b>
QLD - Regional	<b>97</b> 82 - 102	<b>117</b> 107 - 128	N/A
SA - Adelaide	<b>105</b> 100 - 115	<b>138</b> 125 - 145	<b>180+</b>
WA - Perth	<b>102</b> 92 - 107	<b>122</b> 112 - 148	<b>150</b>
ACT - Canberra	<b>112</b> 107 - 122	<b>122</b> 112 - 133	<b>160</b>
TAS - Hobart/Launceston	<b>82</b> 73 - 97	<b>102</b> 87 - 112	<b>135</b> 120 - 145
NT - Darwin	<b>92</b> 82 - 102	<b>112</b> 97 - 122	<b>120</b>
NZ - Auckland	<b>102</b> 87 - 117	<b>122</b> 97 - 133	<b>150</b>
NZ - Wellington	<b>102</b> 87 - 117	<b>122</b> 112 - 138	<b>165</b>
NZ - Christchurch	<b>82</b> 66 - 92	<b>102</b> 82 - 128	<b>150</b>

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

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





# ACCOUNTANCY & FINANCE

## Professional Practice

PRACTICE ADMINISTRATION	Accountant	Practice Manager	Finance Manager
NSW - Sydney	<b>87</b> 73 - 89	<b>102</b> 87 - 112	<b>117</b> 97 - 128
NSW - Regional	<b>78</b> 61 - 83	<b>92</b> 87 - 100	<b>102</b> 87 - 112
VIC - Melbourne	<b>82</b> 71 - 89	<b>92</b> 77 - 102	<b>112</b> 92 - 128
VIC - Regional	<b>77</b> 71 - 82	<b>87</b> 82 - 92	<b>107</b> 97 - 112
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>71</b> 61 - 77	<b>92</b> 82 - 102	<b>107</b> 102 - 112
QLD - Regional	<b>66</b> 61 - 71	<b>82</b> 77 - 92	<b>97</b> 92 - 112
SA - Adelaide	<b>87</b> 73 - 89	<b>92</b> 84 - 98	<b>102</b> 92 - 112
WA - Perth	<b>82</b> 77 - 92	<b>112</b> 97 - 133	<b>102</b> 97 - 128
ACT - Canberra	<b>82</b> 77 - 87	<b>92</b> 82 - 97	<b>112</b> 97 - 128
TAS - Hobart/Launceston	<b>71</b> 61 - 77	<b>87</b> 77 - 102	<b>92</b> 82 - 107
NT - Darwin	<b>71</b> 66 - 77	<b>92</b> 82 - 102	<b>97</b> 92 - 107
NZ - Auckland	<b>82</b> 71 - 87	<b>100</b> 85 - 120	<b>102</b> 87 - 117
NZ - Wellington	<b>77</b> 61 - 82	<b>87</b> 77 - 97	<b>92</b> 82 - 102
NZ - Christchurch	<b>71</b> 61 - 82	<b>102</b> 92 - 112	<b>92</b> 82 - 102

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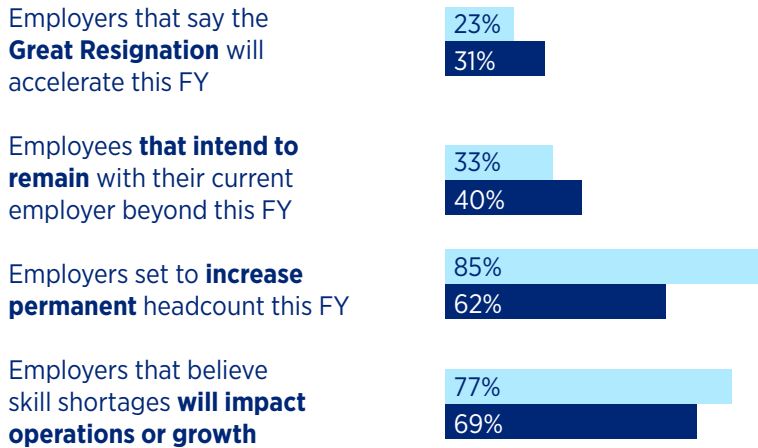
ADMINISTRATION	Team Assistant	Office/Admin Manager	PA to Partner (1 on 1)	PA to Partners (2 or 3)
NSW - Sydney	<b>51</b> 46 - 56	<b>71</b> 61 - 77	<b>71</b> 66 - 82	<b>66</b> 66 - 77
NSW - Regional	<b>46</b> 42 - 51	<b>61</b> 53 - 66	<b>59</b> 56 - 64	<b>61</b> 53 - 66
VIC - Melbourne	<b>49</b> 42 - 56	<b>61</b> 51 - 71	<b>59</b> 56 - 71	<b>59</b> 56 - 71
VIC - Regional	<b>56</b> 48 - 61	<b>66</b> 56 - 77	<b>66</b> 56 - 71	<b>66</b> 56 - 71
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>51</b> 46 - 56	<b>66</b> 61 - 71	<b>77</b> 71 - 82	<b>77</b> 71 - 82
QLD - Regional	<b>51</b> 46 - 56	<b>61</b> 56 - 66	<b>59</b> 56 - 64	<b>61</b> 51 - 82
SA - Adelaide	<b>62</b> 52 - 68	<b>68</b> 63 - 74	<b>69</b> 63 - 78	<b>75</b> 69 - 85
WA - Perth	<b>61</b> 56 - 71	<b>71</b> 66 - 77	<b>71</b> 66 - 77	<b>77</b> 71 - 82
ACT - Canberra	<b>46</b> 42 - 51	<b>61</b> 51 - 66	<b>61</b> 51 - 71	<b>66</b> 56 - 77
TAS - Hobart/Launceston	<b>51</b> 46 - 56	<b>61</b> 56 - 77	<b>61</b> 48 - 69	<b>61</b> 51 - 71
NT - Darwin	<b>61</b> 46 - 71	<b>82</b> 71 - 92	<b>61</b> 51 - 66	<b>66</b> 61 - 77
NZ - Auckland	<b>46</b> 44 - 51	<b>66</b> 56 - 71	<b>61</b> 56 - 71	<b>66</b> 56 - 71
NZ - Wellington	<b>46</b> 44 - 51	<b>56</b> 46 - 61	<b>56</b> 51 - 66	<b>56</b> 51 - 66
NZ - Christchurch	<b>51</b> 49 - 56	<b>61</b> 56 - 66	<b>61</b> 56 - 71	<b>71</b> 61 - 82

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

- Education costs
- Performance based bonuses



## TURNOVER & HIRING INTENTIONS



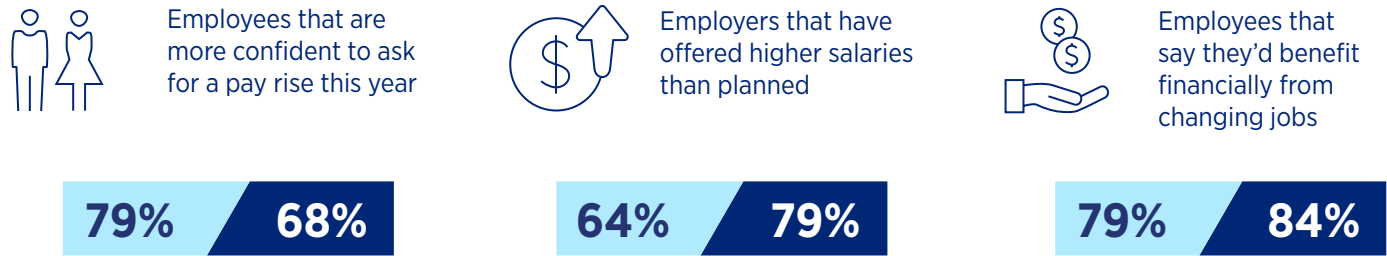
**Top factors driving turnover across Australia and New Zealand:**

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

## TOP BENEFITS EMPLOYEES WANT

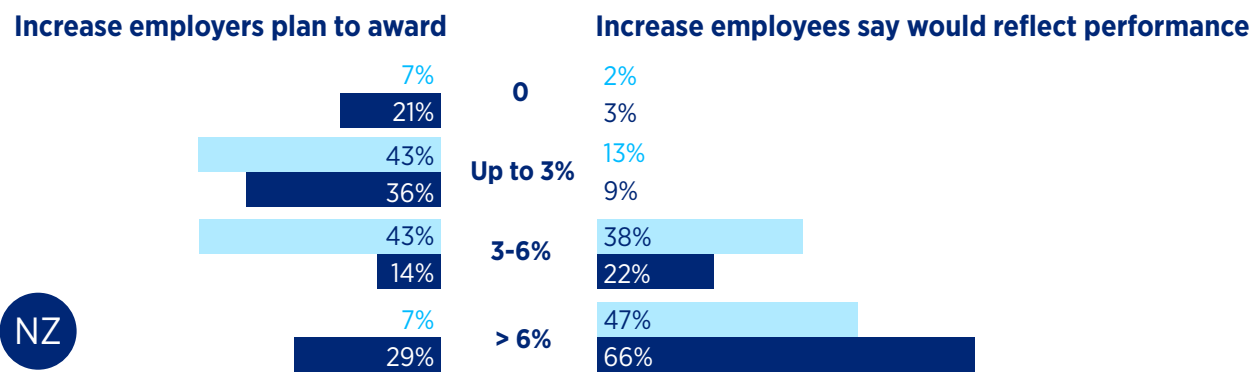
- In Australia:**
- Training – either internal or external
  - Over 20 days' annual leave
  - Ongoing learning & development
- In New Zealand:**
- Over 20 days' annual leave
  - Training – either internal or external
  - Ongoing learning & development

## SALARY OUTLOOK



## TOP FIVE JOBS EMPLOYERS NEED TO FILL

- In Australia:**
1. Project Architects
  2. Senior Design Architects
  3. Revit Documenters
  4. Senior Interior Designers
  5. Town/Urban Planners
- In New Zealand:**
1. Revit Technicians
  2. Project Architects
  3. Experienced Architectural Graduates
  4. Registered Architects
  5. ArchiCAD Technicians



KEY: AU NZ

# ARCHITECTURE

	Graduate Architect 2-5 yrs exp	Project Architect 5-10 yrs exp	Architect 5-10 yrs exp	Senior Architect 10+ yrs exp	Drafter	BIM/CAD Manager	Interior Designer 2-7 yrs exp	Senior Interior Designer 7+ yrs exp
NSW - Sydney	<b>77</b> 65 - 85	<b>115</b> 90 - 140	<b>100</b> 80 - 120	<b>125</b> 100 - 150	<b>77</b> 56 - 90	<b>150</b> 100 - 200	<b>83</b> 65 - 100	<b>110</b> 90 - 135
NSW - Regional	<b>70</b> 65 - 80	<b>85</b> 80 - 97	<b>85</b> 80 - 90	<b>90</b> 100 - 120	<b>70</b> 55 - 75	<b>102</b> 82 - 122	<b>75</b> 65 - 85	<b>92</b> 87 - 97
VIC - Melbourne	<b>75</b> 65 - 80	<b>110</b> 90 - 130	<b>100</b> 85 - 120	<b>130</b> 125 - 160	<b>90</b> 80 - 120	<b>150</b> 100 - 200	<b>85</b> 65 - 100	<b>112</b> 90 - 133
VIC - Regional	<b>66</b> 59 - 71	<b>82</b> 71 - 92	<b>82</b> 71 - 92	<b>107</b> 92 - 122	<b>66</b> 51 - 82	<b>102</b> 82 - 122	<b>82</b> 56 - 87	<b>115</b> 92 - 133
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>70</b> 65 - 75	<b>92</b> 80 - 115	<b>95</b> 82 - 105	<b>112</b> 100 - 140	<b>75</b> 55 - 95	<b>125</b> 95 - 140	<b>82</b> 51 - 93	<b>100</b> 95 - 115
QLD - Regional	<b>60</b> 59 - 65	<b>74</b> 69 - 85	<b>75</b> 64 - 86	<b>92</b> 77 - 97	<b>59</b> 50 - 68	<b>84</b> 74 - 96	<b>51</b> 46 - 56	<b>71</b> 66 - 82
SA - Adelaide	<b>68</b> 60 - 75	<b>87</b> 75 - 100	<b>71</b> 65 - 85	<b>100</b> 90 - 115	<b>70</b> 60 - 85	<b>110</b> 90 - 130	<b>65</b> 55 - 75	<b>95</b> 80 - 110
WA - Perth	<b>80</b> 65 - 85	<b>120</b> 90 - 140	<b>100</b> 90 - 120	<b>102</b> 82 - 133	<b>75</b> 65 - 85	<b>130</b> 110 - 160	<b>80</b> 70 - 95	<b>95</b> 85 - 120
ACT - Canberra	<b>63</b> 59 - 66	<b>105</b> 80 - 130	<b>100</b> 80 - 120	<b>123</b> 97 - 150	<b>80</b> 51 - 92	<b>102</b> 92 - 122	<b>80</b> 65 - 95	<b>111</b> 92 - 130
TAS - Hobart/Launceston	<b>65</b> 59 - 71	<b>82</b> 71 - 92	<b>82</b> 71 - 92	<b>97</b> 82 - 112	<b>61</b> 51 - 66	<b>87</b> 77 - 92	<b>66</b> 61 - 71	<b>82</b> 71 - 92
NT - Darwin	<b>66</b> 59 - 66	<b>72</b> 66 - 87	<b>92</b> 71 - 92	<b>112</b> 92 - 122	<b>71</b> 51 - 87	<b>92</b> 66 - 122	<b>56</b> 41 - 61	<b>92</b> 61 - 92
NZ - Auckland	<b>70</b> 60 - 90	<b>110</b> 95 - 130	<b>110</b> 90 - 130	<b>125</b> 125 - 140	<b>100</b> 75 - 125	<b>130</b> 120 - 160	<b>80</b> 60 - 95	<b>110</b> 95 - 120
NZ - Wellington	<b>70</b> 60 - 85	<b>110</b> 90 - 120	<b>100</b> 85 - 120	<b>120</b> 110 - 130	<b>80</b> 70 - 120	<b>120</b> 110 - 140	<b>70</b> 55 - 80	<b>100</b> 90 - 110
NZ - Christchurch	<b>70</b> 60 - 80	<b>100</b> 85 - 120	<b>100</b> 85 - 120	<b>120</b> 110 - 130	<b>80</b> 70 - 120	<b>120</b> 110 - 130	<b>70</b> 55 - 80	<b>100</b> 90 - 110

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# ARCHITECTURE

	Planner 2-5 yrs exp	Senior Planner 5+ yrs exp	Urban Designer	Landscape Architect
NSW - Sydney	<b>82</b> 61 - 92	<b>112</b> 92 - 150	<b>102</b> 61 - 122	<b>100</b> 65 - 130
NSW - Regional	<b>80</b> 70 - 90	<b>95</b> 100 - 120	<b>85</b> 75 - 105	<b>75</b> 65 - 85
VIC - Melbourne	<b>85</b> 65 - 95	<b>100</b> 90 - 140	<b>85</b> 60 - 122	<b>100</b> 70 - 130
VIC - Regional	<b>66</b> 56 - 77	<b>82</b> 77 - 92	<b>66</b> 46 - 92	<b>75</b> 61 - 92
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>75</b> 58 - 80	<b>110</b> 80 - 135	<b>85</b> 61 - 94	<b>90</b> 75 - 110
QLD - Regional	<b>62</b> 57 - 66	<b>90</b> 66 - 92	<b>85</b> 77 - 90	<b>70</b> 61 - 82
SA - Adelaide	<b>70</b> 60 - 85	<b>110</b> 85 - 120	<b>97</b> 77 - 112	<b>80</b> 65 - 100
WA - Perth	<b>85</b> 70 - 110	<b>125</b> 100 - 150	<b>110</b> 85 - 140	<b>110</b> 85 - 150
ACT - Canberra	<b>92</b> 71 - 102	<b>116</b> 92 - 140	<b>98</b> 71 - 125	<b>90</b> 61 - 120
TAS - Hobart/Launceston	<b>66</b> 61 - 77	<b>82</b> 66 - 92	<b>66</b> 61 - 77	<b>71</b> 61 - 82
NT - Darwin	<b>61</b> 46 - 71	<b>87</b> 71 - 112	<b>92</b> 56 - 122	<b>71</b> 51 - 82
NZ - Auckland	<b>80</b> 65 - 95	<b>110</b> 100 - 130	<b>95</b> 85 - 120	<b>95</b> 85 - 120
NZ - Wellington	<b>75</b> 65 - 90	<b>100</b> 90 - 120	<b>95</b> 80 - 110	<b>90</b> 85 - 110
NZ - Christchurch	<b>70</b> 65 - 85	<b>100</b> 90 - 120	<b>90</b> 80 - 110	<b>90</b> 80 - 110

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## TURNOVER & HIRING INTENTIONS

47%

Employers that say the **Great Resignation** will accelerate this FY

31%

Employees **that intend to remain** with their current employer beyond this FY

21%

Employers set to **increase permanent** headcount this FY

89%

Employers that believe skill shortages **will impact operations or growth**



### Top factors driving turnover:

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

## TOP BENEFITS EMPLOYEES WANT

- Ongoing learning & development
- Training – either internal or external
- Over 20 days' annual leave

## TOP FIVE JOBS EMPLOYERS NEED TO FILL

1. Analysts & Senior Analysts - Financial Crime
2. Operational Risk Managers & Consultants
3. Lending Managers, BDMs & RMs
4. Settlement Officers
5. Credit Analysts

## SALARY OUTLOOK



Employees that are more confident to ask for a pay rise this year

49%



Employers that have offered higher salaries than planned

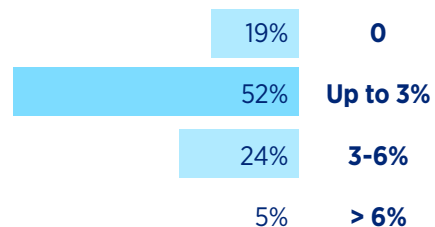
57%



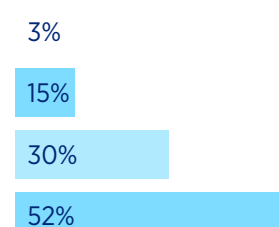
Employees that say they'd benefit financially from changing jobs

62%

### Increase employers plan to award



### Increase employees say would reflect performance



\* Australian data only

# BANKING

RETAIL BANKING	Personal Banker	Lender	Mobile Lending Manager	Branch Manager	Regional/ District Manager
NSW - Sydney	<b>70</b> 60 - 77	<b>125</b> 85 - 180	<b>135</b> 115 - 200	<b>120</b> 85 - 180	<b>180</b> 150 - 220
VIC - Melbourne	<b>70</b> 56 - 77	<b>95</b> 80 - 120	<b>115</b> 92 - 128	<b>100</b> 75 - 133	<b>145</b> 117 - 158
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>61</b> 55 - 66	<b>85</b> 75 - 95	<b>100</b> 82 - 115	<b>102</b> 71 - 150	<b>135</b> 112 - 145
SA - Adelaide	<b>58</b> 51 - 61	<b>80</b> 61 - 90	<b>85</b> 70 - 97	<b>87</b> 71 - 95	<b>120</b> 102 - 130
WA - Perth	<b>59</b> 55 - 64	<b>87</b> 77 - 92	<b>110</b> 90 - 120	<b>102</b> 87 - 128	<b>138</b> 128 - 155
ACT - Canberra	<b>61</b> 55 - 71	<b>80</b> 75 - 100	<b>100</b> 71 - 115	<b>102</b> 71 - 122	<b>120</b> 102 - 140
TAS - Hobart/Launceston	<b>61</b> 55 - 65	<b>70</b> 60 - 80	<b>75</b> 66 - 90	<b>90</b> 80 - 100	<b>115</b> 95 - 140
NT - Darwin	<b>58</b> 51 - 61	<b>71</b> 61 - 77	<b>102</b> 82 - 107	<b>82</b> 71 - 112	<b>112</b> 102 - 122

MORTGAGE BROKING	Broker Support	Account Manager	Broker
NSW - Sydney	<b>75</b> 65 - 90	<b>90</b> 75 - 110	<b>105</b> 90 - 120
VIC - Melbourne	<b>65</b> 55 - 75	<b>87</b> 71 - 102	<b>100</b> 85 - 110
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>60</b> 55 - 70	<b>82</b> 71 - 97	<b>102</b> 82 - 117
SA - Adelaide	<b>60</b> 51 - 65	<b>82</b> 77 - 87	<b>87</b> 82 - 100
WA - Perth	<b>60</b> 55 - 65	<b>68</b> 63 - 71	<b>85</b> 70 - 95
ACT - Canberra	<b>55</b> 51 - 65	<b>61</b> 51 - 77	<b>70</b> 50 - 80

AUSTRALIA - All PAYG payment rates are shown exclusive of superannuation for ordinary time earnings and stated in Australian dollars.



# BANKING

LENDING OPERATIONS	Operations Officer	Settlements Officer	Collections Officer	Credit Analyst	Senior Credit Analyst	Team Leader/Supervisor	Manager	Senior Manager	General Manager
NSW - Sydney	<b>65</b> 60 - 70	<b>80</b> 65 - 90	<b>80</b> 70 - 90	<b>95</b> 80 - 110	<b>120</b> 100 - 140	<b>100</b> 90 - 130	<b>130</b> 100 - 160	<b>150</b> 125 - 200	<b>220</b> 200 - 280
VIC - Melbourne	<b>60</b> 55 - 65	<b>65</b> 56 - 70	<b>70</b> 56 - 75	<b>80</b> 70 - 90	<b>87</b> 80 - 98	<b>95</b> 80 - 100	<b>95</b> 85 - 115	<b>140</b> 110 - 160	<b>180</b> 145 - 230
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>55</b> 50 - 60	<b>65</b> 50 - 70	<b>55</b> 50 - 65	<b>75</b> 70 - 80	<b>90</b> 80 - 95	<b>75</b> 70 - 80	<b>85</b> 75 - 95	<b>115</b> 90 - 120	<b>160</b> 125 - 210
SA - Adelaide	<b>56</b> 51 - 59	<b>56</b> 51 - 61	<b>59</b> 51 - 61	<b>70</b> 65 - 75	<b>75</b> 65 - 80	<b>75</b> 70 - 80	<b>80</b> 70 - 85	<b>90</b> 80 - 110	<b>130</b> 105 - 145
WA - Perth	<b>51</b> 50 - 55	<b>56</b> 51 - 56	<b>56</b> 56 - 61	<b>70</b> 65 - 75	<b>82</b> 71 - 92	<b>85</b> 75 - 95	<b>92</b> 82 - 97	<b>117</b> 97 - 122	<b>153</b> 110 - 195
ACT - Canberra	<b>50</b> 50 - 55	<b>50</b> 50 - 55	<b>51</b> 51 - 56	<b>65</b> 60 - 75	<b>75</b> 65 - 85	<b>82</b> 71 - 92	<b>85</b> 71 - 95	<b>102</b> 82 - 112	<b>138</b> 102 - 189
TAS - Hobart/Launceston	<b>56</b> 51 - 59	<b>55</b> 50 - 60	<b>55</b> 52 - 61	<b>60</b> 55 - 65	<b>70</b> 60 - 80	<b>68</b> 65 - 75	<b>80</b> 70 - 85	<b>87</b> 80 - 95	<b>150</b> 110 - 200
NT - Darwin	<b>50</b> 50 - 55	<b>51</b> 46 - 56	<b>51</b> 51 - 56	<b>56</b> 51 - 61	<b>70</b> 60 - 75	<b>66</b> 61 - 71	<b>80</b> 70 - 82	<b>92</b> 77 - 112	<b>130</b> 115 - 155

AUSTRALIA - All PAYG payment rates are shown exclusive of superannuation for ordinary time earnings and stated in Australian dollars.



# BANKING

BUSINESS & COMMERCIAL LENDING	Assistant Relationship Manager	Relationship Manager	Senior Relationship Manager	Executive Manager	State Manager	Business Development Manager
NSW - Sydney	<b>90</b> 80 - 95	<b>120</b> 115 - 135	<b>170</b> 150 - 200	<b>240</b> 190 - 260	<b>245</b> 210 - 300	<b>140</b> 120 - 165
VIC - Melbourne	<b>85</b> 70 - 90	<b>115</b> 90 - 130	<b>140</b> 125 - 150	<b>200</b> 170 - 220	<b>230</b> 190 - 270	<b>140</b> 115 - 155
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>77</b> 70 - 87	<b>110</b> 85 - 122	<b>130</b> 125 - 155	<b>170</b> 155 - 190	<b>210</b> 185 - 240	<b>130</b> 105 - 155
SA - Adelaide	<b>70</b> 65 - 75	<b>112</b> 92 - 122	<b>133</b> 117 - 153	<b>160</b> 145 - 170	<b>180</b> 170 - 195	<b>120</b> 105 - 130
WA - Perth	<b>85</b> 80 - 92	<b>125</b> 105 - 145	<b>140</b> 125 - 165	<b>175</b> 155 - 185	<b>210</b> 190 - 240	<b>133</b> 112 - 150
ACT - Canberra	<b>75</b> 65 - 87	<b>100</b> 82 - 133	<b>122</b> 102 - 143	<b>155</b> 130 - 175	<b>185</b> 150 - 205	<b>133</b> 102 - 148
TAS - Hobart/Launceston	<b>70</b> 65 - 85	<b>105</b> 90 - 120	<b>120</b> 110 - 140	<b>155</b> 140 - 170	<b>185</b> 170 - 200	<b>115</b> 95 - 125
NT - Darwin	<b>70</b> 65 - 71	<b>85</b> 75 - 95	<b>115</b> 97 - 122	<b>130</b> 115 - 140	<b>170</b> 145 - 175	<b>112</b> 102 - 122

AUSTRALIA - All PAYG payment rates are shown exclusive of superannuation for ordinary time earnings and stated in Australian dollars.





# BANKING

CORPORATE & INSTITUTIONAL LENDING	Assistant Relationship Manager	Relationship Manager	Senior Relationship Manager	Executive Manager	State Manager	Business Development Manager
NSW - Sydney	<b>110</b> 85 - 130	<b>140</b> 120 - 170	<b>185</b> 165 - 220	<b>260</b> 220 - 300	<b>300</b> 250 - 350	<b>145</b> 120 - 180
VIC - Melbourne	<b>90</b> 80 - 110	<b>125</b> 105 - 140	<b>150</b> 120 - 165	<b>190</b> 170 - 220	<b>240</b> 195 - 270	<b>140</b> 120 - 160
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>80</b> 70 - 84	<b>120</b> 90 - 140	<b>153</b> 122 - 160	<b>170</b> 155 - 190	<b>235</b> 190 - 245	<b>143</b> 122 - 155
SA - Adelaide	<b>75</b> 65 - 80	<b>115</b> 87 - 120	<b>145</b> 117 - 155	<b>155</b> 140 - 170	<b>173</b> 163 - 189	<b>133</b> 112 - 138
WA - Perth	<b>82</b> 77 - 92	<b>145</b> 105 - 155	<b>155</b> 145 - 165	<b>194</b> 184 - 204	<b>265</b> 204 - 296	<b>133</b> 117 - 168
ACT - Canberra	<b>75</b> 61 - 85	<b>110</b> 85 - 122	<b>122</b> 92 - 143	<b>148</b> 102 - 168	<b>133</b> 102 - 148	<b>133</b> 102 - 148

AUSTRALIA - All PAYG payment rates are shown exclusive of superannuation for ordinary time earnings and stated in Australian dollars.



# BANKING

ASSET FINANCE	Client Services	Settlements Officer	Credit Analyst	Senior Credit Analyst	Business Development Manager
NSW - Sydney	<b>70</b> 65 - 80	<b>75</b> 65 - 85	<b>85</b> 75 - 90	<b>120</b> 95 - 140	<b>130</b> 100 - 150
VIC - Melbourne	<b>65</b> 60 - 70	<b>67</b> 60 - 75	<b>77</b> 70 - 90	<b>95</b> 80 - 110	<b>105</b> 85 - 125
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>60</b> 55 - 65	<b>51</b> 47 - 56	<b>72</b> 60 - 77	<b>85</b> 70 - 95	<b>122</b> 87 - 148
SA - Adelaide	<b>61</b> 56 - 66	<b>59</b> 51 - 61	<b>68</b> 61 - 70	<b>77</b> 70 - 80	<b>97</b> 87 - 112
WA - Perth	<b>60</b> 55 - 65	<b>56</b> 51 - 61	<b>71</b> 66 - 77	<b>90</b> 80 - 95	<b>122</b> 92 - 133
ACT - Canberra	<b>60</b> 51 - 65	<b>51</b> 47 - 56	<b>51</b> 48 - 61	<b>70</b> 65 - 77	<b>92</b> 82 - 122
TAS - Hobart/Launceston	<b>58</b> 55 - 62	<b>55</b> 50 - 60	<b>60</b> 55 - 65	<b>70</b> 60 - 75	<b>95</b> 85 - 105
NT - Darwin	<b>61</b> 56 - 66	<b>51</b> 47 - 56	<b>61</b> 56 - 66	<b>71</b> 61 - 71	<b>112</b> 87 - 133

AUSTRALIA - All PAYG payment rates are shown exclusive of superannuation for ordinary time earnings and stated in Australian dollars.



# BANKING

SUPERANNUATION & FUNDS MANAGEMENT	Administrator	Senior Administrator	Manager	Business Development Manager	General Manager	Settlements Officer	Senior Settlements Officer	Supervisor	Unit Registry	Unit Pricing
NSW - Sydney	<b>60</b> 55 - 65	<b>75</b> 70 - 80	<b>100</b> 85 - 112	<b>130</b> 110 - 158	<b>160</b> 140 - 180	<b>66</b> 60 - 75	<b>68</b> 65 - 76	<b>90</b> 80 - 100	<b>63</b> 55 - 70	<b>66</b> 62 - 70
VIC - Melbourne	<b>61</b> 56 - 71	<b>66</b> 61 - 75	<b>95</b> 85 - 110	<b>120</b> 95 - 145	<b>155</b> 140 - 170	<b>61</b> 56 - 66	<b>66</b> 61 - 77	<b>85</b> 75 - 95	<b>60</b> 55 - 68	<b>66</b> 61 - 71
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>52</b> 51 - 60	<b>60</b> 55 - 70	<b>90</b> 82 - 100	<b>110</b> 102 - 130	<b>150</b> 135 - 165	<b>56</b> 50 - 65	<b>61</b> 56 - 70	<b>80</b> 70 - 90	<b>56</b> 48 - 65	<b>60</b> 55 - 65
SA - Adelaide	<b>46</b> 42 - 46	<b>56</b> 50 - 60	<b>80</b> 70 - 82	<b>100</b> 80 - 120	<b>130</b> 105 - 140	<b>55</b> 50 - 60	<b>60</b> 51 - 62	<b>65</b> 65 - 75	<b>48</b> 45 - 55	<b>55</b> 50 - 60
WA - Perth	<b>51</b> 51 - 56	<b>56</b> 56 - 61	<b>82</b> 70 - 92	<b>112</b> 102 - 122	<b>138</b> 133 - 148	<b>56</b> 56 - 66	<b>66</b> 61 - 71	<b>71</b> 66 - 77	<b>51</b> 46 - 56	<b>60</b> 55 - 65
ACT - Canberra	<b>51</b> 42 - 61	<b>56</b> 51 - 61	<b>82</b> 77 - 92	<b>112</b> 102 - 122	<b>148</b> 133 - 158	<b>51</b> 46 - 56	<b>60</b> 55 - 65	<b>66</b> 61 - 71	<b>50</b> 45 - 60	<b>55</b> 50 - 60
TAS - Hobart/Launceston	<b>48</b> 45 - 52	<b>55</b> 50 - 60	<b>80</b> 62 - 85	<b>100</b> 90 - 125	<b>130</b> 105 - 145	<b>55</b> 50 - 60	<b>60</b> 55 - 65	<b>65</b> 60 - 75	<b>50</b> 46 - 54	<b>50</b> 46 - 54
NT - Darwin	<b>46</b> 42 - 46	<b>46</b> 46 - 51	<b>82</b> 77 - 92	<b>112</b> 102 - 122	<b>138</b> 133 - 148	<b>50</b> 46 - 56	<b>51</b> 49 - 56	<b>70</b> 55 - 71	<b>48</b> 45 - 51	<b>51</b> 46 - 56

**AUSTRALIA** - All PAYG payment rates are shown exclusive of superannuation for ordinary time earnings and stated in Australian dollars.



# BANKING

SUPERANNUATION & FUNDS MANAGEMENT	Client Services Officer	Client Services Supervisor	Client Services Manager
NSW - Sydney	<b>65</b> 60 - 75	<b>80</b> 75 - 90	<b>100</b> 90 - 115
VIC - Melbourne	<b>60</b> 55 - 70	<b>75</b> 70 - 85	<b>90</b> 80 - 105
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>61</b> 51 - 70	<b>71</b> 66 - 82	<b>80</b> 71 - 85
SA - Adelaide	<b>56</b> 50 - 60	<b>70</b> 60 - 75	<b>70</b> 60 - 75
WA - Perth	<b>57</b> 52 - 63	<b>68</b> 63 - 73	<b>77</b> 71 - 87
ACT - Canberra	<b>52</b> 48 - 58	<b>65</b> 60 - 75	<b>71</b> 66 - 82
TAS - Hobart/Launceston	<b>52</b> 48 - 58	<b>58</b> 50 - 60	<b>68</b> 58 - 72
NT - Darwin	<b>51</b> 46 - 56	<b>66</b> 56 - 71	<b>66</b> 56 - 71

TREASURY INVESTMENT OPERATIONS	Settlements Officer	Senior Settlements Officer	Reconciliations Officer	Payments Officer	Supervisor/ Senior Manager
NSW - Sydney	<b>65</b> 55 - 70	<b>80</b> 70 - 85	<b>63</b> 58 - 70	<b>65</b> 60 - 75	<b>95</b> 85 - 110
VIC - Melbourne	<b>63</b> 56 - 70	<b>75</b> 65 - 80	<b>61</b> 55 - 70	<b>63</b> 58 - 73	<b>87</b> 80 - 97
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>56</b> 46 - 61	<b>61</b> 56 - 61	<b>50</b> 50 - 55	<b>61</b> 56 - 66	<b>82</b> 71 - 87
SA - Adelaide	<b>51</b> 46 - 56	<b>56</b> 51 - 61	<b>51</b> 46 - 61	<b>56</b> 51 - 61	<b>77</b> 66 - 82
WA - Perth	<b>56</b> 51 - 56	<b>56</b> 56 - 61	<b>56</b> 51 - 61	<b>56</b> 51 - 61	<b>77</b> 66 - 82
ACT - Canberra	<b>51</b> 46 - 56	<b>56</b> 51 - 61	<b>51</b> 46 - 61	<b>56</b> 51 - 61	<b>77</b> 66 - 82

AUSTRALIA - All PAYG payment rates are shown exclusive of superannuation for ordinary time earnings and stated in Australian dollars.



# BANKING

MIDDLE OFFICE	Portfolio Analyst	Performance & Attribution	Research Analyst	Trade Support	Corporate Actions
NSW - Sydney	<b>105</b> 95 - 120	<b>110</b> 100 - 125	<b>98</b> 85 - 120	<b>85</b> 75 - 95	<b>90</b> 80 - 95
VIC - Melbourne	<b>102</b> 92 - 112	<b>112</b> 102 - 133	<b>87</b> 82 - 112	<b>82</b> 71 - 92	<b>75</b> 70 - 85
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>97</b> 82 - 107	<b>102</b> 87 - 122	<b>84</b> 77 - 112	<b>77</b> 66 - 87	<b>60</b> 55 - 65
SA - Adelaide	<b>84</b> 77 - 102	<b>89</b> 82 - 102	<b>84</b> 77 - 112	<b>77</b> 66 - 87	<b>52</b> 50 - 55
WA - Perth	<b>87</b> 77 - 102	<b>92</b> 85 - 105	<b>87</b> 77 - 112	<b>77</b> 66 - 87	<b>56</b> 51 - 66
ACT - Canberra	<b>84</b> 77 - 102	<b>89</b> 82 - 102	<b>84</b> 77 - 112	<b>77</b> 66 - 87	<b>46</b> 50 - 61

AUSTRALIA - All PAYG payment rates are shown exclusive of superannuation for ordinary time earnings and stated in Australian dollars.



# BANKING

TRADE FINANCE	Processing Officer	Senior Processing Officer	Team Leader	Manager
NSW - Sydney	<b>70</b> 65 - 75	<b>80</b> 75 - 85	<b>100</b> 85 - 110	<b>115</b> 100 - 130
VIC - Melbourne	<b>60</b> 55 - 65	<b>65</b> 60 - 75	<b>75</b> 72 - 85	<b>110</b> 80 - 120
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>50</b> 50 - 55	<b>55</b> 55 - 65	<b>70</b> 60 - 80	<b>97</b> 82 - 120
SA - Adelaide	<b>50</b> 50 - 55	<b>52</b> 50 - 55	<b>70</b> 55 - 70	<b>85</b> 70 - 87
WA - Perth	<b>51</b> 51 - 56	<b>56</b> 56 - 61	<b>66</b> 65 - 71	<b>92</b> 77 - 102
ACT - Canberra	<b>50</b> 50 - 55	<b>50</b> 50 - 53	<b>60</b> 60 - 65	<b>70</b> 65 - 80
TAS - Hobart/Launceston	<b>50</b> 48 - 52	<b>51</b> 49 - 53	<b>62</b> 54 - 64	<b>83</b> 68 - 85
NT - Darwin	<b>48</b> 46 - 51	<b>51</b> 51 - 61	<b>61</b> 56 - 66	<b>92</b> 77 - 112

AUSTRALIA - All PAYG payment rates are shown exclusive of superannuation for ordinary time earnings and stated in Australian dollars.



# BANKING

FINANCIAL PLANNING	Client Services	Paraplanner	Senior Paraplanner	Associate Advisor	Financial Planner	Senior Financial Planner	Financial Planning Manager	Head of Financial Planning	Practice Development Manager
NSW - Sydney	<b>75</b> 65 - 85	<b>90</b> 80 - 100	<b>100</b> 90 - 120	<b>90</b> 80 - 100	<b>120</b> 100 - 130	<b>140</b> 130 - 160	<b>170</b> 140 - 200	<b>230</b> 200 - 280	<b>160</b> 130 - 170
VIC - Melbourne	<b>65</b> 56 - 75	<b>85</b> 71 - 90	<b>98</b> 90 - 110	<b>82</b> 70 - 97	<b>110</b> 90 - 120	<b>130</b> 110 - 145	<b>145</b> 125 - 180	<b>225</b> 204 - 265	<b>145</b> 120 - 170
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>60</b> 51 - 66	<b>80</b> 70 - 90	<b>90</b> 80 - 92	<b>77</b> 71 - 97	<b>105</b> 90 - 115	<b>125</b> 105 - 130	<b>153</b> 122 - 163	<b>205</b> 184 - 235	<b>135</b> 112 - 150
SA - Adelaide	<b>65</b> 50 - 66	<b>75</b> 70 - 80	<b>80</b> 75 - 87	<b>79</b> 71 - 82	<b>95</b> 82 - 98	<b>110</b> 95 - 120	<b>128</b> 112 - 138	<b>160</b> 145 - 180	<b>131</b> 102 - 140
WA - Perth	<b>65</b> 60 - 75	<b>85</b> 75 - 100	<b>90</b> 80 - 110	<b>80</b> 75 - 85	<b>100</b> 90 - 115	<b>130</b> 120 - 140	<b>130</b> 115 - 145	<b>185</b> 155 - 210	<b>133</b> 102 - 153
ACT - Canberra	<b>60</b> 50 - 68	<b>80</b> 75 - 100	<b>95</b> 80 - 110	<b>77</b> 70 - 90	<b>102</b> 87 - 122	<b>122</b> 95 - 143	<b>143</b> 112 - 160	<b>150</b> 135 - 184	<b>133</b> 102 - 143
TAS - Hobart/Launceston	<b>62</b> 50 - 67	<b>72</b> 65 - 80	<b>77</b> 71 - 92	<b>78</b> 62 - 86	<b>105</b> 92 - 125	<b>115</b> 95 - 135	<b>130</b> 115 - 140	<b>150</b> 140 - 170	<b>135</b> 105 - 140
NT - Darwin	<b>56</b> 46 - 66	<b>71</b> 61 - 77	<b>77</b> 71 - 82	<b>71</b> 61 - 77	<b>95</b> 90 - 115	<b>110</b> 85 - 115	<b>128</b> 112 - 138	<b>148</b> 138 - 168	<b>133</b> 102 - 138

AUSTRALIA - All PAYG payment rates are shown exclusive of superannuation for ordinary time earnings and stated in Australian dollars.



# BANKING

CREDIT, MARKET & OPERATIONAL RISK	Junior Analyst	Senior Analyst	Manager	Senior Manager	Head of
NSW - Sydney	<b>77</b> 70 - 87	<b>90</b> 80 - 105	<b>125</b> 115 - 140	<b>170</b> 140 - 200	<b>230</b> 185 - 250
VIC - Melbourne	<b>66</b> 65 - 77	<b>92</b> 77 - 102	<b>122</b> 112 - 138	<b>165</b> 143 - 195	<b>220</b> 184 - 240
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>60</b> 50 - 65	<b>85</b> 75 - 90	<b>112</b> 102 - 122	<b>138</b> 133 - 148	<b>200</b> 180 - 220
SA - Adelaide	<b>55</b> 50 - 58	<b>70</b> 65 - 75	<b>95</b> 90 - 110	<b>110</b> 100 - 120	<b>150</b> 120 - 170
WA - Perth	<b>55</b> 51 - 60	<b>71</b> 65 - 82	<b>112</b> 102 - 122	<b>133</b> 128 - 148	<b>190</b> 180 - 205
ACT - Canberra	<b>55</b> 50 - 60	<b>70</b> 55 - 75	<b>112</b> 92 - 122	<b>122</b> 102 - 153	<b>150</b> 110 - 210

QUANTITATIVE RISK	Junior Analyst	Senior Analyst	Manager	Senior Manager	Head of
NSW - Sydney	<b>80</b> 75 - 85	<b>128</b> 100 - 150	<b>160</b> 131 - 180	<b>210</b> 179 - 230	<b>275</b> 200 - 300
VIC - Melbourne	<b>82</b> 71 - 87	<b>122</b> 102 - 143	<b>153</b> 138 - 173	<b>194</b> 173 - 204	<b>245</b> 204 - 265
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>77</b> 71 - 82	<b>122</b> 102 - 133	<b>138</b> 133 - 168	<b>179</b> 168 - 189	<b>214</b> 189 - 224
SA - Adelaide	<b>56</b> 51 - 77	<b>84</b> 77 - 102	<b>112</b> 102 - 122	<b>140</b> 122 - 158	<b>168</b> 158 - 209
WA - Perth	<b>71</b> 61 - 82	<b>112</b> 92 - 133	<b>143</b> 133 - 163	<b>163</b> 153 - 184	<b>204</b> 184 - 255
ACT - Canberra	<b>56</b> 51 - 77	<b>87</b> 77 - 102	<b>112</b> 102 - 133	<b>138</b> 122 - 158	<b>168</b> 158 - 204

**AUSTRALIA** - All PAYG payment rates are shown exclusive of superannuation for ordinary time earnings and stated in Australian dollars.





# BANKING

COMPLIANCE	Junior Analyst	Senior Analyst	Manager	Senior Manager	Head of
NSW - Sydney	<b>70</b> 65 - 75	<b>110</b> 95 - 120	<b>130</b> 120 - 140	<b>180</b> 140 - 210	<b>260</b> 200 - 350
VIC - Melbourne	<b>73</b> 67 - 85	<b>110</b> 95 - 120	<b>140</b> 130 - 150	<b>170</b> 140 - 200	<b>250</b> 200 - 320
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>60</b> 60 - 65	<b>105</b> 85 - 110	<b>128</b> 112 - 138	<b>173</b> 163 - 173	<b>225</b> 190 - 250
SA - Adelaide	<b>50</b> 50 - 55	<b>70</b> 65 - 80	<b>95</b> 90 - 110	<b>120</b> 100 - 130	<b>130</b> 110 - 145
WA - Perth	<b>56</b> 51 - 61	<b>92</b> 82 - 102	<b>112</b> 92 - 133	<b>143</b> 122 - 163	<b>184</b> 153 - 204
ACT - Canberra	<b>55</b> 50 - 60	<b>70</b> 60 - 80	<b>95</b> 90 - 110	<b>120</b> 100 - 130	<b>130</b> 110 - 140
TAS - Hobart/Launceston	<b>51</b> 50 - 52	<b>62</b> 52 - 72	<b>95</b> 72 - 104	<b>115</b> 85 - 125	<b>125</b> 105 - 140
NT - Darwin	<b>49</b> 48 - 51	<b>61</b> 51 - 71	<b>92</b> 71 - 102	<b>112</b> 82 - 122	<b>122</b> 112 - 138

AUSTRALIA - All PAYG payment rates are shown exclusive of superannuation for ordinary time earnings and stated in Australian dollars.



# BANKING

AML & REGULATORY RISK	Junior Analyst	Senior Analyst	Manager	Senior Manager	Head of
NSW - Sydney	<b>84</b> 65 - 90	<b>95</b> 85 - 115	<b>130</b> 115 - 145	<b>170</b> 160 - 225	<b>250</b> 200 - 350
VIC - Melbourne	<b>75</b> 61 - 85	<b>90</b> 80 - 110	<b>125</b> 110 - 135	<b>170</b> 160 - 190	<b>240</b> 180 - 285
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>65</b> 60 - 70	<b>85</b> 77 - 102	<b>122</b> 102 - 133	<b>168</b> 158 - 179	<b>200</b> 170 - 210
SA - Adelaide	<b>55</b> 55 - 60	<b>75</b> 65 - 80	<b>95</b> 75 - 105	<b>120</b> 110 - 140	<b>150</b> 130 - 170
WA - Perth	<b>60</b> 55 - 65	<b>92</b> 77 - 102	<b>112</b> 92 - 133	<b>143</b> 122 - 153	<b>184</b> 153 - 204
ACT - Canberra	<b>55</b> 50 - 60	<b>75</b> 65 - 80	<b>95</b> 75 - 105	<b>120</b> 110 - 140	<b>150</b> 130 - 170
TAS - Hobart/Launceston	<b>52</b> 50 - 54	<b>72</b> 58 - 80	<b>95</b> 72 - 104	<b>115</b> 95 - 140	<b>140</b> 125 - 160
NT - Darwin	<b>51</b> 48 - 56	<b>71</b> 61 - 77	<b>92</b> 71 - 102	<b>117</b> 102 - 143	<b>153</b> 133 - 158

AUSTRALIA - All PAYG payment rates are shown exclusive of superannuation for ordinary time earnings and stated in Australian dollars.



# BANKING

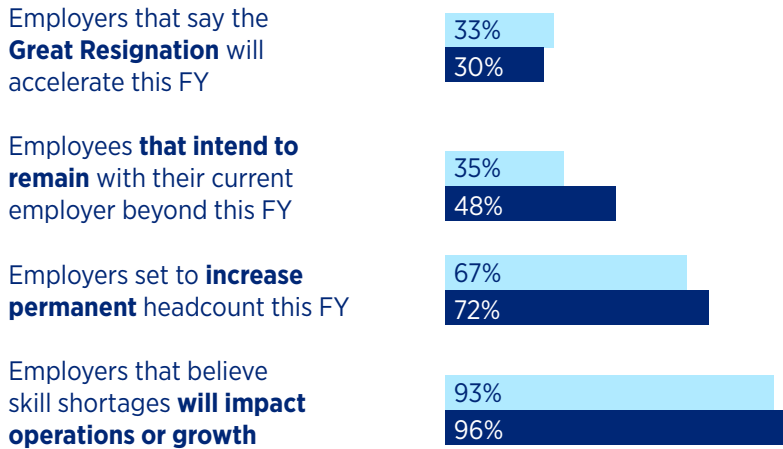
TRANSACTIONAL BANKING	Account Manager	Transaction Banking Manager	Senior Transaction Banking Manager	Implementation Manager	Business Development Manager
NSW - Sydney	<b>90</b> 80 - 102	<b>105</b> 90 - 125	<b>125</b> 115 - 150	<b>110</b> 90 - 120	<b>135</b> 110 - 155
VIC - Melbourne	<b>85</b> 80 - 95	<b>102</b> 90 - 150	<b>122</b> 112 - 140	<b>105</b> 85 - 115	<b>130</b> 105 - 140
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>82</b> 82 - 92	<b>102</b> 87 - 112	<b>133</b> 128 - 138	<b>102</b> 92 - 112	<b>122</b> 102 - 138
SA - Adelaide	<b>80</b> 77 - 82	<b>84</b> 80 - 89	<b>102</b> 92 - 112	<b>102</b> 87 - 107	<b>112</b> 102 - 117
WA - Perth	<b>82</b> 77 - 92	<b>102</b> 82 - 112	<b>122</b> 112 - 133	<b>102</b> 82 - 112	<b>122</b> 102 - 133
ACT - Canberra	<b>82</b> 77 - 92	<b>102</b> 82 - 122	<b>102</b> 102 - 133	<b>92</b> 87 - 102	<b>102</b> 92 - 140

PRIVATE BANKING	Assistant Private Banker	Private Banker	Senior Private Banker	Executive/Manager
NSW - Sydney	<b>90</b> 75 - 100	<b>120</b> 100 - 130	<b>150</b> 130 - 180	<b>189</b> 168 - 204
VIC - Melbourne	<b>77</b> 66 - 87	<b>110</b> 90 - 125	<b>140</b> 120 - 160	<b>168</b> 128 - 189
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>77</b> 66 - 82	<b>102</b> 87 - 107	<b>135</b> 112 - 145	<b>153</b> 133 - 173
SA - Adelaide	<b>66</b> 61 - 71	<b>90</b> 80 - 95	<b>100</b> 90 - 110	<b>125</b> 110 - 135
WA - Perth	<b>82</b> 71 - 92	<b>122</b> 92 - 133	<b>133</b> 122 - 153	<b>173</b> 153 - 184
ACT - Canberra	<b>71</b> 61 - 82	<b>97</b> 82 - 112	<b>112</b> 102 - 133	<b>133</b> 122 - 153

**AUSTRALIA** - All PAYG payment rates are shown exclusive of superannuation for ordinary time earnings and stated in Australian dollars.



## TURNOVER & HIRING INTENTIONS



### Top factors driving turnover across Australia and New Zealand:

- An uncompetitive salary
- Poor work-life balance
- Lack of new challenges
- Lack of promotional opportunities
- Poor management style or workplace culture

## TOP BENEFITS EMPLOYEES WANT

### In Australia:

- Training – either internal or external
- Over 20 days' annual leave
- Company car, car allowance or onsite parking - according to 45%

### In New Zealand:

- Over 20 days' annual leave
- Training – either internal or external
- Ongoing learning & development

## SALARY OUTLOOK



Employees that are more confident to ask for a pay rise this year

60% / 81%



Employers that have offered higher salaries than planned

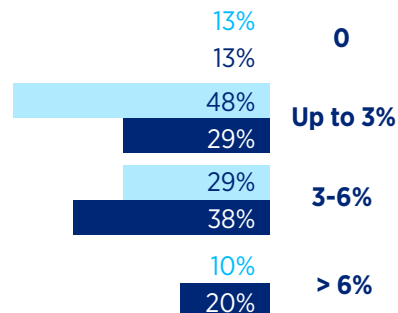
88% / 93%



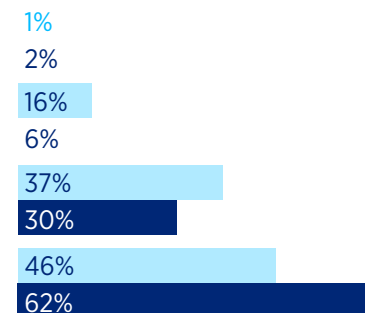
Employees that say they'd benefit financially from changing jobs

52% / 70%

### Increase employers plan to award



### Increase employees say would reflect performance



KEY: AU NZ

## TOP FIVE JOBS EMPLOYERS NEED TO FILL

### In Australia:

1. Contract Administrators
2. Estimators
3. Project Managers
4. Site Managers
5. Project Engineers

### In New Zealand:

1. Project Managers
2. Senior Quantity Surveyors
3. Site Managers
4. Estimators
5. Site Forepersons

# CONSTRUCTION

CONSTRUCTION CIVIL	Leading Hand	Foreperson	Project Manager	Construction Manager	Design Manager	Site Engineer	Project Engineer
NSW - Sydney	<b>110</b> 100 - 120	<b>140</b> 120 - 160	<b>180</b> 160 - 210	<b>210</b> 180 - 280	<b>150</b> 155 - 190	<b>120</b> 100 - 140	<b>130</b> 100 - 160
NSW - Regional	<b>110</b> 100 - 120	<b>120</b> 100 - 140	<b>165</b> 140 - 185	<b>195</b> 170 - 210	<b>125</b> 100 - 135	<b>80</b> 70 - 110	<b>130</b> 120 - 140
VIC - Melbourne	<b>90</b> 80 - 100	<b>150</b> 100 - 160	<b>170</b> 130 - 190	<b>260</b> 160 - 300	<b>160</b> 150 - 190	<b>100</b> 90 - 130	<b>140</b> 90 - 160
VIC - Regional	<b>90</b> 80 - 100	<b>150</b> 100 - 160	<b>170</b> 130 - 190	<b>260</b> 160 - 300	<b>160</b> 150 - 190	<b>90</b> 80 - 120	<b>140</b> 90 - 160
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>80</b> 70 - 90	<b>120</b> 95 - 140	<b>185</b> 130 - 255	<b>200</b> 150 - 250	<b>140</b> 110 - 190	<b>80</b> 70 - 100	<b>110</b> 90 - 140
QLD - Regional	<b>80</b> 70 - 90	<b>105</b> 85 - 125	<b>155</b> 140 - 180	<b>160</b> 150 - 210	<b>140</b> 110 - 180	<b>80</b> 70 - 100	<b>110</b> 90 - 120
SA - Adelaide	<b>80</b> 60 - 90	<b>110</b> 95 - 130	<b>150</b> 130 - 180	<b>175</b> 140 - 190	<b>125</b> 90 - 140	<b>85</b> 75 - 95	<b>120</b> 90 - 160
WA - Perth	<b>90</b> 80 - 100	<b>110</b> 100 - 120	<b>180</b> 140 - 220	<b>195</b> 140 - 250	<b>150</b> 100 - 180	<b>100</b> 80 - 110	<b>130</b> 110 - 150
ACT - Canberra	<b>85</b> 80 - 90	<b>110</b> 90 - 120	<b>130</b> 100 - 150	<b>150</b> 130 - 200	<b>100</b> 80 - 120	<b>90</b> 80 - 100	<b>130</b> 90 - 150
TAS - Hobart/Launceston	<b>85</b> 80 - 90	<b>90</b> 80 - 100	<b>125</b> 100 - 150	<b>180</b> 170 - 200	<b>135</b> 120 - 150	<b>80</b> 70 - 90	<b>90</b> 80 - 100
NT - Darwin	<b>80</b> 75 - 85	<b>100</b> 75 - 110	<b>150</b> 122 - 160	<b>180</b> 130 - 220	<b>120</b> 90 - 160	<b>90</b> 75 - 120	<b>120</b> 90 - 150
NZ - Auckland	<b>61</b> 56 - 71	<b>77</b> 71 - 87	<b>143</b> 112 - 163	<b>153</b> 143 - 163	<b>138</b> 122 - 153	<b>78</b> 67 - 92	<b>92</b> 77 - 112
NZ - Wellington	<b>66</b> 51 - 80	<b>77</b> 66 - 102	<b>120</b> 100 - 150	<b>160</b> 140 - 200	<b>118</b> 92 - 128	<b>82</b> 61 - 92	<b>100</b> 82 - 130
NZ - South Island	<b>70</b> 65 - 80	<b>85</b> 80 - 110	<b>110</b> 85 - 150	<b>150</b> 130 - 180	<b>120</b> 100 - 150	<b>70</b> 60 - 90	<b>90</b> 80 - 120

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# CONSTRUCTION

CONSTRUCTION CIVIL	Contracts Admin/ Qty Surveyor -Jnr/Inter	Contracts Admin/ Qty Surveyor - Senior	Estimator - Junior/Intermediate	Estimator - Senior
NSW - Sydney	<b>120</b> 80 - 140	<b>180</b> 140 - 200	<b>120</b> 100 - 140	<b>160</b> 140 - 180
NSW - Regional	<b>95</b> 75 - 105	<b>125</b> 110 - 140	<b>100</b> 80 - 105	<b>150</b> 120 - 175
VIC - Melbourne	<b>80</b> 70 - 90	<b>130</b> 90 - 160	<b>80</b> 70 - 100	<b>150</b> 120 - 180
VIC - Regional	<b>80</b> 70 - 90	<b>120</b> 80 - 140	<b>80</b> 70 - 100	<b>150</b> 120 - 180
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>80</b> 70 - 90	<b>130</b> 100 - 150	<b>110</b> 90 - 130	<b>150</b> 122 - 255
QLD - Regional	<b>80</b> 70 - 90	<b>120</b> 95 - 140	<b>110</b> 90 - 130	<b>150</b> 122 - 255
SA - Adelaide	<b>70</b> 55 - 85	<b>115</b> 95 - 150	<b>70</b> 60 - 90	<b>130</b> 95 - 180
WA - Perth	<b>95</b> 90 - 100	<b>135</b> 110 - 150	<b>120</b> 95 - 140	<b>175</b> 140 - 220
ACT - Canberra	<b>70</b> 60 - 80	<b>100</b> 80 - 130	<b>75</b> 60 - 90	<b>110</b> 90 - 130
TAS - Hobart/Launceston	<b>70</b> 65 - 80	<b>100</b> 90 - 120	<b>80</b> 70 - 90	<b>110</b> 92 - 130
NT - Darwin	<b>80</b> 70 - 95	<b>130</b> 85 - 140	<b>90</b> 80 - 110	<b>150</b> 100 - 180
NZ - Auckland	<b>61</b> 46 - 97	<b>122</b> 112 - 153	<b>61</b> 46 - 97	<b>122</b> 112 - 153
NZ - Wellington	<b>61</b> 51 - 92	<b>130</b> 110 - 150	<b>71</b> 51 - 92	<b>140</b> 120 - 160
NZ - South Island	<b>75</b> 55 - 90	<b>120</b> 100 - 150	<b>75</b> 55 - 90	<b>120</b> 100 - 150

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**NEW ZEALAND** - All payment rates are shown exclusive of KiwiSaver and stated in New Zealand dollars.



# CONSTRUCTION

CONSTRUCTION BUILDING	Leading Hand	Foreperson	Site Manager	Project Manager	Construction Manager	Design Manager	Site Engineer	Project Engineer
NSW - Sydney	<b>115</b> 100 - 120	<b>140</b> 120 - 180	<b>160</b> 150 - 220	<b>190</b> 160 - 250	<b>280</b> 250 - 320	<b>210</b> 180 - 240	<b>130</b> 120 - 140	<b>130</b> 120 - 140
NSW - Regional	<b>90</b> 70 - 100	<b>120</b> 95 - 140	<b>160</b> 155 - 190	<b>170</b> 140 - 200	<b>185</b> 150 - 200	<b>130</b> 120 - 150	<b>100</b> 90 - 110	<b>120</b> 90 - 130
VIC - Melbourne	<b>100</b> 90 - 110	<b>100</b> 90 - 120	<b>150</b> 120 - 180	<b>165</b> 150 - 190	<b>200</b> 180 - 255	<b>140</b> 130 - 170	<b>100</b> 90 - 120	<b>100</b> 90 - 130
VIC - Regional	<b>100</b> 90 - 110	<b>100</b> 90 - 120	<b>150</b> 120 - 180	<b>165</b> 150 - 190	<b>200</b> 180 - 255	<b>140</b> 130 - 170	<b>100</b> 90 - 120	<b>100</b> 90 - 130
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>85</b> 70 - 100	<b>120</b> 100 - 150	<b>150</b> 120 - 200	<b>145</b> 140 - 220	<b>180</b> 150 - 250	<b>160</b> 130 - 220	<b>85</b> 70 - 100	<b>110</b> 90 - 130
QLD - Regional	<b>70</b> 65 - 80	<b>110</b> 90 - 130	<b>120</b> 100 - 150	<b>180</b> 140 - 200	<b>200</b> 155 - 225	<b>150</b> 125 - 180	<b>85</b> 70 - 100	<b>110</b> 90 - 130
SA - Adelaide	<b>75</b> 55 - 85	<b>95</b> 75 - 120	<b>125</b> 85 - 160	<b>150</b> 105 - 205	<b>180</b> 140 - 225	<b>140</b> 100 - 180	<b>95</b> 65 - 120	<b>110</b> 90 - 130
WA - Perth	<b>85</b> 70 - 90	<b>100</b> 90 - 120	<b>140</b> 115 - 160	<b>170</b> 125 - 200	<b>190</b> 150 - 240	<b>160</b> 125 - 180	<b>110</b> 92 - 120	<b>115</b> 110 - 140
ACT - Canberra	<b>90</b> 75 - 95	<b>140</b> 120 - 160	<b>200</b> 150 - 270	<b>200</b> 140 - 240	<b>250</b> 150 - 320	<b>130</b> 90 - 150	<b>90</b> 90 - 110	<b>130</b> 100 - 140
TAS - Hobart/Launceston	<b>75</b> 70 - 80	<b>95</b> 90 - 110	<b>120</b> 120 - 140	<b>130</b> 100 - 150	<b>180</b> 170 - 200	<b>135</b> 120 - 150	<b>80</b> 70 - 90	<b>90</b> 80 - 100
NT - Darwin	<b>80</b> 80 - 95	<b>100</b> 80 - 110	<b>130</b> 110 - 150	<b>130</b> 135 - 180	<b>160</b> 150 - 220	<b>120</b> 90 - 140	<b>75</b> 80 - 95	<b>100</b> 100 - 150
NZ - Auckland	<b>61</b> 56 - 71	<b>77</b> 71 - 87	<b>128</b> 110 - 173	<b>158</b> 92 - 204	<b>194</b> 153 - 224	<b>138</b> 122 - 153	<b>77</b> 66 - 92	<b>92</b> 77 - 112
NZ - Wellington	<b>65</b> 60 - 70	<b>80</b> 70 - 90	<b>110</b> 100 - 125	<b>125</b> 100 - 150	<b>160</b> 140 - 200	<b>120</b> 100 - 150	<b>70</b> 60 - 85	<b>90</b> 80 - 120
NZ - South Island	<b>65</b> 62 - 70	<b>80</b> 70 - 90	<b>110</b> 90 - 120	<b>130</b> 100 - 150	<b>140</b> 120 - 180	<b>120</b> 100 - 150	<b>70</b> 60 - 90	<b>90</b> 80 - 120

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# CONSTRUCTION

CONSTRUCTION BUILDING	Contracts Admin/Qty Surveyor - Entry-level/Intermediate	Contracts Admin/Qty Surveyor - Senior	Estimator - Junior/Intermediate	Estimator - Senior
NSW - Sydney	<b>110</b> 80 - 130	<b>160</b> 130 - 180	<b>120</b> 80 - 130	<b>150</b> 120 - 200
NSW - Regional	<b>85</b> 80 - 95	<b>125</b> 100 - 140	<b>100</b> 90 - 110	<b>135</b> 115 - 155
VIC - Melbourne	<b>100</b> 70 - 120	<b>150</b> 120 - 180	<b>85</b> 75 - 105	<b>150</b> 120 - 200
VIC - Regional	<b>100</b> 70 - 120	<b>130</b> 120 - 170	<b>85</b> 75 - 105	<b>150</b> 120 - 200
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>100</b> 70 - 120	<b>160</b> 130 - 180	<b>100</b> 70 - 110	<b>150</b> 120 - 200
QLD - Regional	<b>90</b> 70 - 110	<b>120</b> 90 - 140	<b>100</b> 70 - 110	<b>150</b> 120 - 180
SA - Adelaide	<b>60</b> 55 - 90	<b>130</b> 95 - 160	<b>75</b> 60 - 90	<b>110</b> 85 - 130
WA - Perth	<b>90</b> 75 - 120	<b>140</b> 120 - 170	<b>90</b> 70 - 110	<b>130</b> 100 - 180
ACT - Canberra	<b>60</b> 55 - 75	<b>130</b> 120 - 160	<b>75</b> 65 - 85	<b>130</b> 110 - 150
TAS - Hobart/Launceston	<b>70</b> 65 - 80	<b>120</b> 100 - 140	<b>100</b> 90 - 120	<b>110</b> 90 - 130
NT - Darwin	<b>80</b> 70 - 95	<b>120</b> 90 - 145	<b>90</b> 80 - 110	<b>120</b> 100 - 160
NZ - Auckland	<b>66</b> 46 - 97	<b>122</b> 112 - 153	<b>61</b> 46 - 97	<b>122</b> 112 - 153
NZ - Wellington	<b>65</b> 50 - 95	<b>122</b> 112 - 143	<b>71</b> 50 - 90	<b>122</b> 102 - 143
NZ - South Island	<b>65</b> 55 - 90	<b>120</b> 100 - 150	<b>75</b> 55 - 90	<b>120</b> 100 - 150

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# CONSTRUCTION

CONSTRUCTION RESIDENTIAL	Leading Hand	Foreperson	Site Manager	Project Manager	Construction Manager	Contracts Admin/ Qty Surveyor - Entry-level/ Intermediate	Contracts Admin/ Qty Surveyor - Senior	Estimator - Junior/ Intermediate	Estimator - Senior
NSW - Sydney	<b>95</b> 90 - 110	<b>150</b> 120 - 180	<b>155</b> 140 - 170	<b>190</b> 160 - 210	<b>190</b> 160 - 220	<b>100</b> 80 - 120	<b>160</b> 120 - 200	<b>100</b> 80 - 120	<b>140</b> 120 - 160
NSW - Regional	<b>70</b> 60 - 75	<b>100</b> 90 - 130	<b>110</b> 100 - 140	<b>140</b> 100 - 180	<b>150</b> 130 - 170	<b>80</b> 60 - 85	<b>120</b> 100 - 140	<b>70</b> 60 - 80	<b>120</b> 80 - 140
VIC - Melbourne	<b>85</b> 80 - 100	<b>120</b> 100 - 150	<b>125</b> 100 - 140	<b>140</b> 110 - 180	<b>160</b> 140 - 200	<b>80</b> 70 - 90	<b>130</b> 100 - 160	<b>80</b> 70 - 90	<b>100</b> 80 - 120
VIC - Regional	<b>75</b> 70 - 100	<b>120</b> 100 - 150	<b>110</b> 90 - 130	<b>115</b> 100 - 130	<b>135</b> 120 - 180	<b>80</b> 60 - 85	<b>120</b> 100 - 140	<b>80</b> 70 - 90	<b>100</b> 75 - 120
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>75</b> 60 - 90	<b>100</b> 90 - 120	<b>120</b> 90 - 140	<b>140</b> 120 - 180	<b>160</b> 130 - 200	<b>100</b> 55 - 120	<b>140</b> 130 - 160	<b>90</b> 60 - 100	<b>120</b> 100 - 170
QLD - Regional	<b>65</b> 60 - 75	<b>90</b> 70 - 100	<b>90</b> 85 - 100	<b>95</b> 80 - 110	<b>100</b> 95 - 120	<b>70</b> 60 - 85	<b>100</b> 80 - 120	<b>70</b> 60 - 80	<b>75</b> 70 - 100
SA - Adelaide	<b>70</b> 60 - 75	<b>75</b> 70 - 100	<b>110</b> 100 - 130	<b>115</b> 120 - 160	<b>140</b> 150 - 190	<b>60</b> 70 - 90	<b>110</b> 100 - 130	<b>55</b> 65 - 80	<b>75</b> 100 - 120
WA - Perth	<b>70</b> 60 - 80	<b>90</b> 80 - 100	<b>100</b> 90 - 110	<b>115</b> 80 - 130	<b>130</b> 100 - 140	<b>75</b> 60 - 90	<b>100</b> 80 - 130	<b>80</b> 55 - 100	<b>100</b> 80 - 120
ACT - Canberra	<b>75</b> 60 - 80	<b>80</b> 80 - 90	<b>120</b> 110 - 130	<b>120</b> 100 - 130	<b>130</b> 120 - 150	<b>60</b> 50 - 80	<b>100</b> 100 - 120	<b>60</b> 55 - 70	<b>90</b> 90 - 110
TAS - Hobart/Launceston	<b>70</b> 65 - 75	<b>80</b> 75 - 90	<b>90</b> 80 - 100	<b>90</b> 80 - 110	<b>100</b> 85 - 110	N/A	N/A	<b>60</b> 55 - 65	<b>80</b> 75 - 85
NZ - Auckland	<b>70</b> 65 - 75	<b>90</b> 85 - 94	<b>90</b> 80 - 95	<b>110</b> 95 - 120	<b>140</b> 130 - 150	<b>60</b> 45 - 80	<b>120</b> 105 - 140	<b>60</b> 45 - 80	<b>130</b> 120 - 150
NZ - Wellington	<b>65</b> 60 - 70	<b>85</b> 80 - 90	<b>110</b> 90 - 130	<b>120</b> 100 - 150	<b>150</b> 140 - 180	<b>75</b> 55 - 90	<b>130</b> 120 - 150	<b>70</b> 60 - 80	<b>130</b> 100 - 150
NZ - South Island	<b>65</b> 62 - 70	<b>80</b> 70 - 90	<b>110</b> 90 - 120	<b>100</b> 90 - 120	<b>150</b> 130 - 180	<b>75</b> 55 - 90	<b>120</b> 100 - 150	<b>75</b> 55 - 90	<b>120</b> 100 - 150

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# CONSTRUCTION

LOCAL GOVERNMENT	Building Surveyor	Facilities Coordinator	Facilities Manager	Project Manager	Property Manager
NSW - Sydney	<b>90</b> 80 - 120	<b>75</b> 60 - 80	<b>80</b> 70 - 100	<b>110</b> 80 - 120	<b>85</b> 65 - 140
NSW - Regional	<b>80</b> 60 - 90	<b>75</b> 60 - 80	<b>90</b> 75 - 100	<b>95</b> 75 - 105	<b>90</b> 55 - 105
VIC - Melbourne	<b>120</b> 90 - 140	<b>75</b> 60 - 80	<b>100</b> 80 - 130	<b>110</b> 90 - 130	<b>95</b> 75 - 120
VIC - Regional	<b>120</b> 90 - 140	<b>75</b> 60 - 80	<b>85</b> 75 - 100	<b>90</b> 80 - 100	<b>95</b> 75 - 120
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>70</b> 60 - 90	<b>65</b> 60 - 75	<b>75</b> 75 - 100	<b>90</b> 75 - 120	<b>60</b> 50 - 80
QLD - Regional	<b>70</b> 60 - 90	<b>60</b> 55 - 75	<b>75</b> 70 - 90	<b>100</b> 90 - 120	<b>60</b> 50 - 80
SA - Adelaide	<b>80</b> 80 - 110	<b>60</b> 55 - 65	<b>85</b> 75 - 95	<b>85</b> 120 - 150	<b>75</b> 55 - 95
WA - Perth	<b>85</b> 80 - 105	<b>75</b> 65 - 80	<b>85</b> 80 - 100	<b>95</b> 85 - 105	<b>85</b> 80 - 95
TAS - Hobart/Launceston	<b>100</b> 80 - 110	<b>65</b> 60 - 70	<b>85</b> 71 - 92	<b>90</b> 85 - 100	<b>85</b> 80 - 100
NT - Darwin	<b>75</b> 50 - 80	<b>60</b> 55 - 65	<b>100</b> 90 - 110	<b>90</b> 90 - 150	<b>65</b> 50 - 75
NZ - Auckland	<b>85</b> 66 - 112	<b>62</b> 51 - 66	<b>102</b> 82 - 122	<b>133</b> 122 - 153	<b>102</b> 71 - 122
NZ - Wellington	<b>77</b> 61 - 97	<b>62</b> 51 - 66	<b>97</b> 77 - 117	<b>122</b> 102 - 153	<b>102</b> 71 - 122
NZ - South Island	<b>87</b> 71 - 102	<b>62</b> 51 - 66	<b>82</b> 71 - 102	<b>122</b> 102 - 143	<b>102</b> 71 - 122

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## TURNOVER & HIRING INTENTIONS

Employers that say the **Great Resignation** will accelerate this FY



Employees **that intend to remain** with their current employer beyond this FY



Employers set to **increase permanent** headcount this FY



Employers that believe skill shortages **will impact operations or growth**



### Top factors driving turnover across Australia and New Zealand:

- Poor work-life balance
- An uncompetitive salary
- Negative mental health and wellbeing impacts

## TOP BENEFITS EMPLOYEES WANT

### In Australia:

- Over 20 days' annual leave
- Training – either internal or external
- Ongoing learning & development

### In New Zealand:

- Over 20 days' annual leave
- Training – either internal or external
- Ongoing learning & development

## SALARY OUTLOOK



Employees that are more confident to ask for a pay rise this year



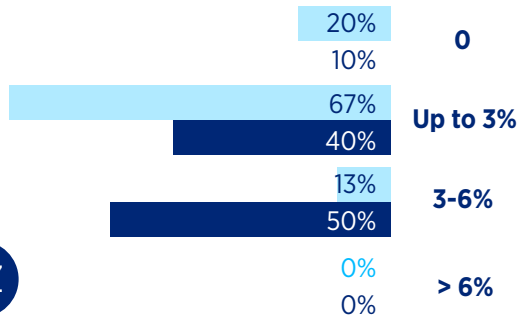
Employers that have offered higher salaries than planned



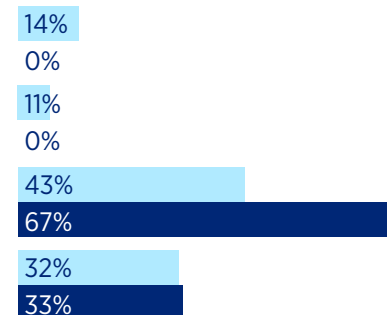
Employees that say they'd benefit financially from changing jobs



### Increase employers plan to award



### Increase employees say would reflect performance



KEY: AU NZ

## TOP FIVE JOBS EMPLOYERS NEED TO FILL

### In Australia:

1. Customer Service Officers
2. Inbound Member Service Officers
3. Sales Officers (inbound & outbound)
4. Client Service Officers & Team Leaders
5. Claims Officers

### In New Zealand:

1. Customer Service Managers
2. Customer Service Representatives
3. Outbound Sales & Service
4. Inbound Sales & Service
5. Workforce Planners

# CONTACT CENTRES

	Inbound Service	Inbound Sales & Service	Senior Customer Service Representative	Sales/ Telesales Team Leader	Sales/ Telesales Manager	Appointment Setter	Telemarketer	Telesales Outbound	Outbound Sales & Service	Account Manager
NSW - Sydney	<b>58</b> 49 - 70	<b>58</b> 51 - 68	<b>70</b> 60 - 75	<b>85</b> 75 - 110	<b>110</b> 80 - 140	<b>60</b> 55 - 65	<b>65</b> 55 - 68	<b>65</b> 55 - 70	<b>56</b> 51 - 61	<b>65</b> 65 - 75
NSW - Regional	<b>60</b> 50 - 65	<b>65</b> 55 - 67	<b>68</b> 60 - 70	<b>78</b> 65 - 95	<b>97</b> 80 - 122	<b>55</b> 45 - 56	<b>60</b> 55 - 65	<b>56</b> 51 - 61	<b>65</b> 60 - 70	<b>65</b> 65 - 75
VIC - Melbourne	<b>60</b> 50 - 65	<b>60</b> 50 - 65	<b>67</b> 60 - 70	<b>73</b> 63 - 85	<b>110</b> 85 - 140	<b>60</b> 55 - 65	<b>60</b> 51 - 66	<b>60</b> 54 - 70	<b>64</b> 55 - 71	<b>68</b> 60 - 75
VIC - Regional	<b>51</b> 43 - 59	<b>51</b> 46 - 56	<b>56</b> 51 - 61	<b>66</b> 59 - 80	<b>87</b> 77 - 112	<b>56</b> 46 - 59	<b>51</b> 42 - 51	<b>51</b> 42 - 64	<b>56</b> 51 - 56	<b>61</b> 56 - 71
QLD - Brisbane	<b>50</b> 50 - 56	<b>52</b> 50 - 55	<b>55</b> 55 - 61	<b>72</b> 65 - 85	<b>92</b> 75 - 122	<b>51</b> 60 - 70	<b>56</b> 51 - 61	<b>51</b> 50 - 56	<b>50</b> 50 - 55	<b>57</b> 55 - 70
SA - Adelaide	<b>55</b> 48 - 58	<b>55</b> 48 - 58	<b>58</b> 55 - 60	<b>71</b> 65 - 82	<b>92</b> 80 - 122	<b>55</b> 52 - 59	<b>53</b> 50 - 61	<b>55</b> 51 - 58	<b>55</b> 51 - 58	<b>66</b> 56 - 77
WA - Perth	<b>54</b> 48 - 60	<b>55</b> 50 - 60	<b>60</b> 54 - 66	<b>75</b> 65 - 85	<b>102</b> 75 - 130	<b>54</b> 50 - 58	<b>54</b> 50 - 58	<b>55</b> 50 - 60	<b>57</b> 54 - 60	<b>61</b> 56 - 70
ACT - Canberra	<b>62</b> 58 - 68	<b>60</b> 55 - 65	<b>70</b> 65 - 75	<b>75</b> 70 - 90	<b>90</b> 77 - 110	<b>58</b> 50 - 60	<b>60</b> 55 - 65	<b>65</b> 60 - 70	<b>65</b> 60 - 70	<b>75</b> 70 - 80
TAS - Hobart/Launceston	<b>53</b> 42 - 60	<b>56</b> 46 - 60	<b>58</b> 53 - 65	<b>65</b> 56 - 70	<b>77</b> 65 - 122	<b>47</b> 45 - 50	<b>50</b> 45 - 55	<b>50</b> 45 - 60	<b>50</b> 45 - 60	<b>58</b> 48 - 66
NZ - Auckland	<b>52</b> 47 - 57	<b>53</b> 48 - 58	<b>60</b> 58 - 62	<b>75</b> 72 - 78	<b>95</b> 75 - 115	<b>49</b> 48 - 50	<b>48</b> 45 - 50	<b>48</b> 45 - 52	<b>55</b> 50 - 60	<b>62</b> 55 - 75
NZ - Wellington	<b>52</b> 47 - 57	<b>53</b> 48 - 58	<b>60</b> 58 - 62	<b>75</b> 72 - 78	<b>95</b> 75 - 115	<b>49</b> 48 - 50	<b>48</b> 45 - 50	<b>48</b> 45 - 52	<b>55</b> 50 - 60	<b>62</b> 55 - 75
NZ - Christchurch	<b>44</b> 42 - 46	<b>44</b> 42 - 46	<b>49</b> 46 - 51	<b>61</b> 56 - 66	<b>71</b> 66 - 82	<b>45</b> 42 - 46	<b>42</b> 42 - 43	<b>44</b> 42 - 46	<b>44</b> 42 - 46	<b>56</b> 51 - 82

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# CONTACT CENTRES

	Business Development Consultant	Call Coach/QA	Reporting Analyst	Workforce Planner	Project Manager	Collections Representative	Collections Team Leader	Collections Manager	Supervisor	Trainer
NSW - Sydney	<b>70</b> 60 - 80	<b>70</b> 60 - 80	<b>75</b> 70 - 87	<b>85</b> 77 - 100	<b>112</b> 82 - 163	<b>55</b> 52 - 65	<b>77</b> 66 - 87	<b>112</b> 92 - 153	<b>70</b> 60 - 77	<b>77</b> 60 - 90
NSW - Regional	<b>75</b> 70 - 80	<b>65</b> 60 - 70	<b>80</b> 70 - 87	<b>87</b> 71 - 92	<b>112</b> 77 - 153	<b>56</b> 51 - 61	<b>75</b> 61 - 77	<b>100</b> 82 - 112	<b>65</b> 60 - 77	<b>80</b> 70 - 90
VIC - Melbourne	<b>90</b> 66 - 100	<b>65</b> 60 - 70	<b>70</b> 55 - 80	<b>80</b> 68 - 100	<b>112</b> 87 - 133	<b>58</b> 49 - 65	<b>75</b> 66 - 84	<b>97</b> 77 - 133	<b>69</b> 65 - 80	<b>76</b> 60 - 92
VIC - Regional	<b>71</b> 56 - 82	<b>58</b> 52 - 65	<b>66</b> 51 - 77	<b>73</b> 61 - 92	<b>112</b> 87 - 133	<b>57</b> 48 - 65	<b>74</b> 65 - 82	<b>97</b> 77 - 133	<b>64</b> 59 - 74	<b>72</b> 60 - 82
QLD - Brisbane	<b>61</b> 65 - 80	<b>56</b> 50 - 65	<b>66</b> 65 - 75	<b>82</b> 70 - 95	<b>92</b> 82 - 122	<b>48</b> 50 - 55	<b>71</b> 65 - 85	<b>82</b> 80 - 105	<b>61</b> 55 - 65	<b>61</b> 55 - 85
SA - Adelaide	<b>65</b> 60 - 69	<b>51</b> 49 - 61	<b>56</b> 49 - 71	<b>66</b> 61 - 92	<b>77</b> 66 - 102	<b>49</b> 46 - 53	<b>67</b> 60 - 75	<b>92</b> 70 - 122	<b>62</b> 57 - 65	<b>61</b> 51 - 61
WA - Perth	<b>65</b> 54 - 71	<b>60</b> 55 - 65	<b>63</b> 55 - 70	<b>80</b> 65 - 85	<b>95</b> 75 - 115	<b>55</b> 50 - 60	<b>70</b> 60 - 80	<b>95</b> 75 - 110	<b>70</b> 60 - 80	<b>75</b> 65 - 85
ACT - Canberra	<b>80</b> 70 - 85	<b>65</b> 55 - 75	<b>72</b> 65 - 80	<b>90</b> 75 - 100	<b>100</b> 85 - 120	<b>70</b> 55 - 75	<b>75</b> 70 - 85	<b>110</b> 90 - 130	<b>85</b> 80 - 90	<b>80</b> 70 - 90
TAS - Hobart/Launceston	<b>60</b> 50 - 70	<b>60</b> 50 - 70	<b>55</b> 50 - 66	<b>60</b> 55 - 75	<b>71</b> 61 - 112	<b>55</b> 50 - 70	<b>65</b> 60 - 75	<b>65</b> 60 - 80	<b>60</b> 55 - 80	<b>65</b> 55 - 85
NZ - Auckland	<b>75</b> 65 - 85	<b>62</b> 55 - 65	<b>65</b> 60 - 70	<b>80</b> 65 - 85	<b>80</b> 70 - 100	<b>52</b> 48 - 60	<b>75</b> 72 - 78	<b>75</b> 70 - 82	<b>65</b> 60 - 70	<b>80</b> 75 - 85
NZ - Wellington	<b>75</b> 62 - 84	<b>62</b> 55 - 65	<b>65</b> 60 - 70	<b>80</b> 65 - 85	<b>80</b> 70 - 100	<b>52</b> 48 - 60	<b>75</b> 72 - 78	<b>75</b> 70 - 82	<b>65</b> 60 - 70	<b>80</b> 75 - 85
NZ - Christchurch	<b>71</b> 61 - 82	<b>56</b> 49 - 61	<b>56</b> 51 - 61	<b>56</b> 51 - 71	<b>77</b> 66 - 92	<b>46</b> 42 - 51	<b>56</b> 51 - 61	<b>61</b> 61 - 66	<b>54</b> 51 - 56	<b>61</b> 51 - 71

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# CONTACT CENTRES

	Team Leader	Team Manager	Customer Service Manager	Contact Centre Manager	Operations Manager	Director Customer Service/ Contact Centres
NSW - Sydney	<b>77</b> 65 - 90	<b>90</b> 75 - 112	<b>102</b> 88 - 143	<b>135</b> 95 - 160	<b>140</b> 120 - 200	<b>200</b> 133 - 240
NSW - Regional	<b>80</b> 70 - 90	<b>90</b> 75 - 102	<b>100</b> 82 - 130	<b>140</b> 90 - 150	<b>140</b> 110 - 170	<b>170</b> 130 - 200
VIC - Melbourne	<b>80</b> 75 - 90	<b>86</b> 75 - 110	<b>115</b> 98 - 150	<b>140</b> 88 - 155	<b>133</b> 90 - 163	<b>184</b> 130 - 204
VIC - Regional	<b>69</b> 61 - 77	<b>82</b> 66 - 102	<b>92</b> 82 - 122	<b>107</b> 82 - 128	<b>122</b> 82 - 153	<b>158</b> 112 - 204
QLD - Brisbane	<b>61</b> 65 - 85	<b>66</b> 70 - 90	<b>92</b> 80 - 122	<b>102</b> 82 - 133	<b>112</b> 95 - 155	<b>173</b> 125 - 225
SA - Adelaide	<b>78</b> 60 - 82	<b>75</b> 68 - 82	<b>95</b> 85 - 122	<b>102</b> 85 - 133	<b>112</b> 77 - 143	<b>158</b> 117 - 184
WA - Perth	<b>65</b> 60 - 80	<b>85</b> 70 - 100	<b>100</b> 75 - 125	<b>110</b> 80 - 135	<b>130</b> 100 - 165	<b>150</b> 130 - 200
ACT - Canberra	<b>80</b> 75 - 90	<b>95</b> 85 - 110	<b>90</b> 85 - 95	<b>110</b> 90 - 120	<b>140</b> 110 - 160	<b>160</b> 105 - 180
TAS - Hobart/Launceston	<b>65</b> 55 - 80	<b>73</b> 65 - 85	<b>82</b> 65 - 102	<b>115</b> 85 - 150	<b>115</b> 90 - 150	<b>155</b> 95 - 185
NZ - Auckland	<b>65</b> 60 - 80	<b>80</b> 72 - 92	<b>90</b> 80 - 100	<b>105</b> 90 - 115	<b>115</b> 110 - 135	<b>145</b> 125 - 200
NZ - Wellington	<b>65</b> 60 - 80	<b>80</b> 72 - 92	<b>90</b> 80 - 100	<b>105</b> 90 - 115	<b>115</b> 110 - 135	<b>145</b> 125 - 200
NZ - Christchurch	<b>61</b> 51 - 66	<b>71</b> 66 - 82	<b>82</b> 71 - 92	<b>82</b> 71 - 102	<b>87</b> 82 - 122	<b>143</b> 122 - 184

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## TURNOVER & HIRING INTENTIONS

50%

Employers that say the **Great Resignation** will accelerate this FY

40%

Employees **that intend to remain** with their current employer beyond this FY

83%

Employers set to **increase permanent** headcount this FY

83%

Employers that believe skill shortages **will impact operations or growth**



### Top factors driving turnover:

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

## TOP BENEFITS EMPLOYEES WANT

- Financial support for professional study
- Training – either internal or external
- Over 20 days' annual leave

## TOP FIVE JOBS EMPLOYERS NEED TO FILL

1. Commercial and Contracts Managers
2. Bid and Capture Managers
3. Project Managers
4. Systems Engineers
5. ILS Engineers

## SALARY OUTLOOK



Employees that are more confident to ask for a pay rise this year

67%



Employers that have offered higher salaries than planned

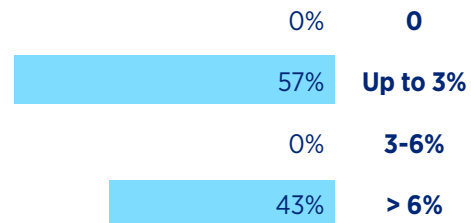
71%



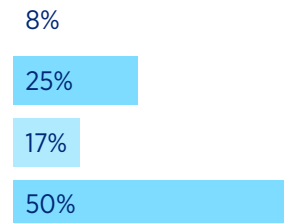
Employees that say they'd benefit financially from changing jobs

75%

### Increase employers plan to award



### Increase employees say would reflect performance



\* Australian data only

# DEFENCE

OPERATIONS	Director	Program Manager	Project Manager	Engineering Manager	Operations Manager	Configuration Manager	Consultant
NSW	<b>250</b> 220 - 300	<b>200</b> 170 - 255	<b>180</b> 140 - 220	<b>200</b> 180 - 250	<b>200</b> 180 - 250	<b>170</b> 140 - 200	<b>200</b> 160 - 230
WA	<b>250</b> 200 - 300	<b>200</b> 165 - 250	<b>170</b> 160 - 220	<b>200</b> 160 - 240	<b>180</b> 170 - 220	<b>155</b> 145 - 200	<b>160</b> 120 - 200
QLD	<b>250</b> 200 - 300	<b>200</b> 160 - 250	<b>170</b> 140 - 190	<b>195</b> 160 - 250	<b>170</b> 160 - 210	<b>190</b> 150 - 200	<b>200</b> 180 - 220
VIC	<b>250</b> 200 - 300	<b>220</b> 180 - 260	<b>180</b> 150 - 220	<b>190</b> 170 - 240	<b>190</b> 150 - 230	<b>185</b> 140 - 210	<b>200</b> 150 - 210
ACT	<b>250</b> 220 - 330	<b>250</b> 150 - 260	<b>190</b> 140 - 220	<b>200</b> 170 - 230	<b>200</b> 180 - 250	<b>195</b> 150 - 200	<b>240</b> 180 - 300
SA	<b>250</b> 200 - 300	<b>230</b> 170 - 250	<b>180</b> 140 - 200	<b>180</b> 150 - 220	<b>180</b> 150 - 200	<b>170</b> 140 - 200	<b>160</b> 120 - 180

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# DEFENCE

ENGINEERING	Systems Engineer	Verification and Validation Engineer	Avionics Engineer	Aerospace Engineer	Mechanical Engineer	Mechanical Designer	Mechanical Drafter
NSW	<b>160</b> 110 - 200	<b>150</b> 110 - 200	<b>150</b> 90 - 180	<b>160</b> 90 - 200	<b>150</b> 100 - 170	<b>120</b> 80 - 150	<b>100</b> 70 - 130
WA	<b>150</b> 100 - 200	<b>150</b> 100 - 200	<b>140</b> 80 - 170	<b>150</b> 80 - 200	<b>140</b> 100 - 160	<b>110</b> 100 - 150	<b>110</b> 100 - 140
QLD	<b>150</b> 140 - 200	<b>160</b> 110 - 190	<b>140</b> 120 - 160	<b>160</b> 120 - 200	<b>140</b> 100 - 170	<b>135</b> 100 - 150	<b>120</b> 90 - 140
VIC	<b>150</b> 140 - 200	<b>160</b> 110 - 180	<b>150</b> 80 - 160	<b>140</b> 80 - 160	<b>150</b> 100 - 170	<b>120</b> 80 - 130	<b>115</b> 80 - 120
ACT	<b>190</b> 115 - 220	<b>190</b> 110 - 200	<b>150</b> 100 - 170	<b>160</b> 100 - 180	<b>165</b> 120 - 180	<b>145</b> 80 - 150	<b>120</b> 80 - 120
SA	<b>160</b> 115 - 200	<b>150</b> 110 - 170	<b>140</b> 80 - 170	<b>140</b> 80 - 200	<b>130</b> 90 - 150	<b>100</b> 70 - 120	<b>110</b> 80 - 120

	Electrical Engineer	Electrical Designer	Electrical Drafter	Systems Safety Engineer	Reliability Engineer
NSW	<b>150</b> 80 - 190	<b>120</b> 70 - 160	<b>100</b> 80 - 130	<b>180</b> 120 - 220	<b>150</b> 90 - 180
WA	<b>150</b> 100 - 180	<b>130</b> 100 - 160	<b>110</b> 100 - 130	<b>170</b> 100 - 200	<b>150</b> 100 - 180
QLD	<b>160</b> 120 - 180	<b>150</b> 130 - 180	<b>120</b> 100 - 140	<b>160</b> 120 - 180	<b>150</b> 120 - 180
VIC	<b>175</b> 110 - 180	<b>150</b> 110 - 160	<b>130</b> 100 - 140	<b>200</b> 120 - 220	<b>150</b> 110 - 180
ACT	<b>185</b> 110 - 190	<b>160</b> 120 - 180	<b>145</b> 110 - 150	<b>215</b> 130 - 250	<b>145</b> 110 - 160
SA	<b>140</b> 90 - 160	<b>140</b> 100 - 160	<b>110</b> 90 - 130	<b>160</b> 120 - 200	<b>140</b> 110 - 160

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# DEFENCE

MAINTENANCE	Maintenance Manager	Licensed Aircraft Maintenance Engineer (LAME)	Aircraft Maintenance Engineer (AME)	Maintenance Planner/Scheduler	Naval Technician	Technical Writer
NSW	<b>140</b> 120 - 180	<b>120</b> 100 - 150	<b>95</b> 70 - 110	<b>140</b> 100 - 200	<b>110</b> 85 - 140	<b>140</b> 120 - 170
WA	<b>150</b> 110 - 180	<b>120</b> 100 - 140	<b>85</b> 65 - 110	<b>140</b> 90 - 160	<b>120</b> 80 - 140	<b>130</b> 100 - 150
QLD	<b>130</b> 100 - 170	<b>120</b> 90 - 140	<b>95</b> 80 - 110	<b>140</b> 100 - 150	<b>120</b> 70 - 140	<b>130</b> 100 - 160
VIC	<b>145</b> 110 - 160	<b>145</b> 90 - 160	<b>90</b> 70 - 110	<b>135</b> 90 - 150	<b>90</b> 70 - 110	<b>150</b> 120 - 180
ACT	<b>155</b> 120 - 160	<b>145</b> 100 - 150	<b>95</b> 65 - 100	<b>160</b> 130 - 180	<b>100</b> 80 - 110	<b>160</b> 120 - 200
SA	<b>140</b> 100 - 160	<b>120</b> 100 - 140	<b>85</b> 55 - 100	<b>140</b> 100 - 160	<b>110</b> 80 - 140	<b>120</b> 100 - 150

LOGISTICS	Supply Chain Manager	Logistics Manager	ILS Manager	ILS Coordinator	ILS Analyst	ILS Engineer	ILS Modeller	Supply Support	Repairable Items
NSW	<b>200</b> 140 - 230	<b>150</b> 95 - 180	<b>200</b> 160 - 250	<b>140</b> 100 - 160	<b>150</b> 90 - 170	<b>150</b> 90 - 180	<b>150</b> 100 - 170	<b>110</b> 80 - 130	<b>120</b> 80 - 150
WA	<b>160</b> 110 - 200	<b>140</b> 110 - 180	<b>180</b> 140 - 220	<b>130</b> 90 - 150	<b>140</b> 90 - 150	<b>150</b> 100 - 180	<b>150</b> 100 - 170	<b>110</b> 100 - 130	<b>120</b> 90 - 140
QLD	<b>180</b> 130 - 250	<b>150</b> 110 - 180	<b>180</b> 140 - 250	<b>150</b> 100 - 160	<b>140</b> 100 - 150	<b>150</b> 100 - 180	<b>150</b> 100 - 160	<b>120</b> 100 - 150	<b>130</b> 100 - 150
VIC	<b>190</b> 110 - 200	<b>150</b> 100 - 180	<b>200</b> 160 - 250	<b>130</b> 80 - 140	<b>140</b> 90 - 160	<b>150</b> 120 - 180	<b>140</b> 100 - 150	<b>120</b> 80 - 130	<b>110</b> 90 - 120
ACT	<b>200</b> 160 - 220	<b>180</b> 120 - 200	<b>200</b> 160 - 250	<b>150</b> 110 - 170	<b>145</b> 100 - 160	<b>160</b> 120 - 200	<b>150</b> 100 - 160	<b>125</b> 80 - 130	<b>115</b> 90 - 130
SA	<b>160</b> 110 - 200	<b>150</b> 100 - 180	<b>180</b> 140 - 250	<b>120</b> 100 - 130	<b>130</b> 110 - 150	<b>160</b> 120 - 200	<b>140</b> 100 - 150	<b>115</b> 100 - 130	<b>110</b> 90 - 120

AUSTRALIA - All PAYG payment rates are shown exclusive of superannuation for ordinary time earnings and stated in Australian dollars.



# DEFENCE

MANUFACTURING	Manufacturing Manager	Manufacturing Engineer	Production Manager	Production Engineer	Quality Manager	Quality Engineer	Industrial Engineer	Project Planner/ Scheduler
NSW	<b>150</b> 100 - 180	<b>120</b> 80 - 140	<b>130</b> 100 - 160	<b>120</b> 90 - 140	<b>160</b> 130 - 180	<b>130</b> 80 - 160	<b>120</b> 80 - 150	<b>170</b> 110 - 200
WA	<b>120</b> 100 - 150	<b>120</b> 100 - 140	<b>115</b> 100 - 140	<b>120</b> 100 - 140	<b>150</b> 110 - 180	<b>120</b> 100 - 160	<b>140</b> 100 - 180	<b>160</b> 100 - 200
QLD	<b>170</b> 100 - 180	<b>120</b> 100 - 140	<b>180</b> 100 - 190	<b>140</b> 100 - 150	<b>160</b> 120 - 180	<b>140</b> 120 - 160	<b>150</b> 100 - 180	<b>170</b> 110 - 200
VIC	<b>170</b> 100 - 180	<b>120</b> 80 - 140	<b>175</b> 110 - 190	<b>130</b> 100 - 140	<b>150</b> 90 - 160	<b>145</b> 110 - 150	<b>156</b> 100 - 180	<b>180</b> 100 - 220
ACT	<b>160</b> 90 - 170	<b>140</b> 80 - 150	<b>170</b> 110 - 190	<b>130</b> 100 - 140	<b>165</b> 90 - 180	<b>135</b> 110 - 140	<b>165</b> 100 - 180	<b>200</b> 120 - 250
SA	<b>145</b> 110 - 160	<b>120</b> 80 - 130	<b>145</b> 110 - 160	<b>120</b> 90 - 130	<b>150</b> 90 - 170	<b>120</b> 100 - 140	<b>130</b> 100 - 150	<b>150</b> 100 - 180

PROCUREMENT/ COMMERCIAL	Director	Commercial Manager	Contract Manager	Contract Support
NSW	<b>250</b> 200 - 300	<b>200</b> 140 - 250	<b>170</b> 130 - 200	<b>110</b> 100 - 130
WA	<b>225</b> 185 - 235	<b>180</b> 140 - 250	<b>160</b> 130 - 180	<b>110</b> 100 - 130
QLD	<b>250</b> 200 - 300	<b>180</b> 150 - 240	<b>170</b> 130 - 200	<b>110</b> 100 - 130
VIC	<b>250</b> 200 - 300	<b>180</b> 150 - 240	<b>170</b> 130 - 200	<b>115</b> 90 - 130
ACT	<b>250</b> 220 - 330	<b>220</b> 145 - 255	<b>190</b> 115 - 220	<b>140</b> 100 - 160
SA	<b>240</b> 210 - 310	<b>180</b> 140 - 220	<b>160</b> 120 - 180	<b>100</b> 90 - 130

BIDS/BUSINESS DEVELOPMENT MANAGER	Sales Director	Business Development Manager	Bid Manager
NSW	<b>250</b> 200 - 300	<b>200</b> 180 - 250	<b>200</b> 150 - 250
WA	<b>200</b> 180 - 250	<b>160</b> 140 - 200	<b>200</b> 150 - 250
QLD	<b>220</b> 200 - 250	<b>160</b> 150 - 210	<b>200</b> 150 - 250
VIC	<b>230</b> 180 - 250	<b>160</b> 140 - 200	<b>200</b> 150 - 250
ACT	<b>280</b> 200 - 330	<b>220</b> 150 - 250	<b>250</b> 200 - 300
SA	<b>210</b> 200 - 250	<b>160</b> 150 - 180	<b>200</b> 150 - 250

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## TURNOVER & HIRING INTENTIONS

47%

Employers that say the **Great Resignation** will accelerate this FY

14%

Employees **that intend to remain** with their current employer beyond this FY

47%

Employers set to **increase permanent** headcount this FY

75%

Employers that believe skill shortages **will impact operations or growth**



### Top factors driving turnover:

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

## TOP BENEFITS EMPLOYEES WANT

- Training – either internal or external
- Over 20 days' annual leave
- Ongoing learning & development

## TOP FIVE JOBS EMPLOYERS NEED TO FILL

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

## SALARY OUTLOOK



Employees that are more confident to ask for a pay rise this year

34%



Employers that have offered higher salaries than planned

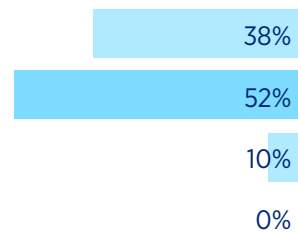
52%



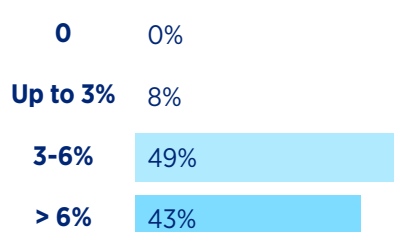
Employees that say they'd benefit financially from changing jobs

63%

### Increase employers plan to award



### Increase employees say would reflect performance



\* Australian data only

# EDUCATION

SCHOOLS	Principal	Deputy Principal	Director of Study	Head of Department	Teacher
Australia - Government Schools	<b>180</b> 126 - 208	<b>140</b> 122 - 150	<b>102</b> 99 - 110	<b>120</b> 102 - 120	<b>95</b> 73 - 115
Australia - Non-Government Schools	<b>200</b> 150 - 400	<b>155</b> 130 - 170	<b>138</b> 133 - 153	<b>131</b> 122 - 140	<b>98</b> 80 - 120

VOCATIONAL EDUCATION AND TRAINING	Tutor	Educator/ VET Teacher	Head of Faculty/ Head Teacher	Director of Studies	Manager/ Principal
Australia	<b>50</b> 52 - 65	<b>75</b> 60 - 100	<b>85</b> 80 - 130	<b>100</b> 75 - 150	<b>125</b> 90 - 184

EARLY CHILDHOOD	Area Manager	Director (Degree Qualified)	Director (Diploma Qualified)	Early Childhood Teacher	Diploma Trained Childcare Worker	Certificate III Childcare Worker	Cook
Australia	<b>102</b> 82 - 133	<b>100</b> 82 - 130	<b>73</b> 80 - 100	<b>80</b> 64 - 100	<b>57</b> 51 - 70	<b>52</b> 49 - 57	<b>54</b> 45 - 60

OUT OF SCHOOL HOURS CARE (OOSH)	OOSH Area Manager	OOSH Coordinator	OOSH Coordinator	OOSH Educator
Australia	<b>98</b> 90 - 110	<b>75</b> 60 - 90	<b>55</b> 50 - 60	<b>48</b> 45 - 50

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## TURNOVER & HIRING INTENTIONS

11%

Employers that say the **Great Resignation** will accelerate this FY

28%

Employees **that intend to remain** with their current employer beyond this FY

33%

Employers set to **increase permanent** headcount this FY

67%

Employers that believe skill shortages **will impact operations or growth**



### Top factors driving turnover:

- My role is temporary
- An uncompetitive salary
- Lack of promotional opportunities

## TOP BENEFITS EMPLOYEES WANT

- Training – either internal or external
- Over 20 days' annual leave
- Ongoing learning & development

## TOP FIVE JOBS EMPLOYERS NEED TO FILL

1. Electrical Design Engineers
2. Project Managers
3. Construction Managers
4. Project Developers
5. Commissioning Engineers

## SALARY OUTLOOK



Employees that are more confident to ask for a pay rise this year

58%



Employers that have offered higher salaries than planned

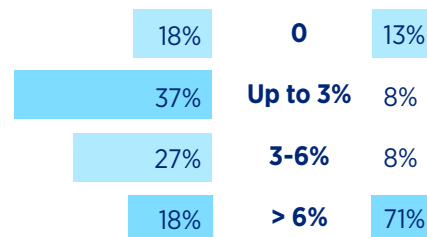
55%



Employees that say they'd benefit financially from changing jobs

58%

### Increase employers plan to award



### Increase employees say would reflect performance

\* Australian data only

# ENERGY

## Design Engineering

TRANSMISSION & DISTRIBUTION/GENERATION	Design Engineer*	Senior Design Engineer*	Principal Design Engineer	Engineering Manager	Design Manager	Design Drafter	Senior Design Drafter	Project Engineer (EPCM)	Senior Project Engineer (EPCM)
NSW - Sydney	<b>87</b> 77 - 110	<b>122</b> 112 - 150	<b>153</b> 143 - 180	<b>184</b> 163 - 240	<b>153</b> 133 - 180	<b>77</b> 66 - 87	<b>92</b> 77 - 120	<b>92</b> 87 - 130	<b>133</b> 133 - 170
VIC - Melbourne	<b>92</b> 80 - 112	<b>125</b> 110 - 150	<b>170</b> 150 - 200	<b>163</b> 143 - 184	<b>153</b> 130 - 185	<b>80</b> 61 - 92	<b>92</b> 71 - 112	<b>120</b> 100 - 140	<b>143</b> 133 - 173
QLD - Brisbane	<b>102</b> 87 - 115	<b>128</b> 115 - 155	<b>165</b> 155 - 190	<b>179</b> 155 - 205	<b>140</b> 125 - 170	<b>85</b> 66 - 90	<b>102</b> 90 - 115	<b>115</b> 95 - 150	<b>155</b> 148 - 180
WA - Perth	<b>140</b> 130 - 150	<b>150</b> 140 - 160	<b>170</b> 160 - 180	<b>190</b> 180 - 200	<b>190</b> 180 - 200	<b>110</b> 90 - 120	<b>120</b> 110 - 130	<b>140</b> 130 - 150	<b>160</b> 150 - 180
SA - Adelaide	<b>102</b> 82 - 112	<b>122</b> 102 - 143	<b>153</b> 143 - 163	<b>179</b> 153 - 194	<b>153</b> 133 - 163	<b>71</b> 56 - 82	<b>92</b> 82 - 97	<b>102</b> 82 - 122	<b>143</b> 133 - 153
NT - Darwin	<b>102</b> 87 - 117	<b>133</b> 117 - 153	<b>153</b> 122 - 173	<b>163</b> 148 - 194	<b>153</b> 133 - 173	<b>77</b> 66 - 87	<b>92</b> 82 - 112	<b>133</b> 117 - 143	<b>148</b> 128 - 173

	Power Systems Engineer	Protection Engineer	Transmission Line Design Engineer	Project Manager
NSW - Sydney	<b>122</b> 92 - 150	<b>112</b> 102 - 140	<b>133</b> 122 - 200	<b>133</b> 133 - 190
VIC - Melbourne	<b>130</b> 92 - 150	<b>112</b> 90 - 130	<b>125</b> 102 - 140	<b>140</b> 122 - 163
QLD - Brisbane	<b>115</b> 95 - 125	<b>130</b> 117 - 140	<b>120</b> 92 - 153	<b>148</b> 133 - 170
WA - Perth	<b>140</b> 130 - 150	<b>140</b> 130 - 150	<b>140</b> 130 - 150	<b>190</b> 180 - 200
SA - Adelaide	<b>112</b> 92 - 122	<b>112</b> 92 - 128	<b>133</b> 97 - 143	<b>133</b> 122 - 153
NT - Darwin	<b>112</b> 97 - 143	<b>122</b> 102 - 133	<b>112</b> 92 - 143	<b>153</b> 138 - 184

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 \* Design Engineer/Senior Design Engineer - Mechanical/Process/Elec/I&C Discipline



# ENERGY

Design Engineering

RENEWABLE	Wind Farm Engineer	Solar Engineer	Geothermal Engineer	Technician	Project Manager	Construction Manager	Project Development Manager	Project Development Director	Project Delivery Director
NSW - Sydney	<b>122</b> 102 - 160	92 - 140	<b>97</b> 82 - 120	<b>71</b> 66 - 100	133 - 200	153 - 230	133 - 184	184 - 224	224 - 350
VIC - Melbourne	<b>112</b> 102 - 133	<b>112</b> 102 - 133	<b>102</b> 92 - 112	<b>102</b> 87 - 117	150 - 200	173 - 224	150 - 200	220 - 280	306 - 357
QLD - Brisbane	<b>120</b> 102 - 150	<b>122</b> 87 - 130	<b>105</b> 92 - 138	<b>97</b> 77 - 102	<b>163</b> 133 - 184	<b>165</b> 150 - 204	<b>170</b> 133 - 190	<b>204</b> 184 - 230	<b>250</b> 224 - 306
WA - Perth	<b>140</b> 130 - 150	<b>140</b> 130 - 150	<b>140</b> 130 - 150	<b>120</b> 110 - 130	<b>190</b> 180 - 200	<b>190</b> 180 - 200	<b>190</b> 180 - 200	<b>240</b> 200 - 260	<b>280</b> 260 - 300
SA - Adelaide	<b>122</b> 102 - 133	<b>112</b> 102 - 122	<b>112</b> 92 - 122	<b>82</b> 71 - 92	<b>133</b> 112 - 153	<b>173</b> 153 - 204	<b>143</b> 122 - 153	<b>204</b> 184 - 224	<b>235</b> 204 - 255
NT - Darwin	N/A	<b>117</b> 107 - 128	<b>102</b> 97 - 128	<b>87</b> 77 - 112	N/A	N/A	N/A	N/A	N/A

	PV Designer	Grid Connection Engineer	Grid Connections Manager
NSW - Sydney	133 - 153	133 - 170	173 - 220
VIC - Melbourne	100 - 140	143 - 163	184 - 224
QLD - Brisbane	<b>138</b> 133 - 153	<b>143</b> 133 - 163	<b>184</b> 173 - 204
WA - Perth	<b>120</b> 110 - 130	<b>140</b> 130 - 160	<b>180</b> 170 - 190
SA - Adelaide	<b>112</b> 102 - 122	112 - 133	<b>153</b> 143 - 184

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# ENERGY

## Operations & Maintenance

OPERATIONS & MAINTENANCE	Control Room Operator	Control Room Manager	Maintenance Superintendent	Maintenance Planning/Scheduler	Operations Manager	Asset Engineer (3-7 yrs)*	Leading Hand	Electrician	Mechanical Fitter	E&I Technician
NSW - Sydney	<b>87</b> 77 - 110	<b>92</b> 87 - 130	<b>97</b> 87 - 120	<b>102</b> 82 - 120	<b>153</b> 143 - 200	<b>102</b> 92 - 130	<b>71</b> 66 - 100	<b>77</b> 66 - 100	<b>71</b> 66 - 90	<b>82</b> 71 - 110
VIC - Melbourne	<b>107</b> 97 - 117	<b>128</b> 117 - 143	<b>102</b> 100 - 120	<b>102</b> 90 - 130	<b>153</b> 133 - 173	<b>122</b> 87 - 133	<b>97</b> 92 - 112	<b>102</b> 92 - 122	<b>77</b> 61 - 90	<b>102</b> 82 - 112
QLD - Brisbane	<b>92</b> 82 - 107	<b>112</b> 102 - 133	<b>143</b> 122 - 153	<b>130</b> 112 - 135	<b>179</b> 162 - 214	<b>105</b> 90 - 128	<b>112</b> 92 - 128	<b>107</b> 87 - 117	<b>92</b> 77 - 112	<b>112</b> 92 - 153
WA - Perth	<b>115</b> 90 - 125	<b>135</b> 125 - 145	<b>160</b> 150 - 180	<b>135</b> 125 - 140	<b>200</b> 190 - 220	<b>140</b> 130 - 150	<b>140</b> 130 - 150	<b>120</b> 110 - 130	<b>120</b> 110 - 130	<b>130</b> 120 - 140
SA - Adelaide	<b>102</b> 82 - 112	<b>117</b> 102 - 128	<b>122</b> 102 - 133	<b>117</b> 97 - 133	<b>133</b> 122 - 153	<b>112</b> 97 - 122	<b>97</b> 82 - 102	<b>92</b> 82 - 102	<b>92</b> 71 - 97	<b>92</b> 82 - 102
NT - Darwin	<b>92</b> 87 - 97	<b>112</b> 97 - 133	<b>133</b> 112 - 153	<b>122</b> 102 - 133	<b>184</b> 163 - 224	<b>102</b> 92 - 133	<b>102</b> 92 - 122	<b>92</b> 87 - 112	<b>92</b> 87 - 112	<b>92</b> 87 - 112

	Line Worker	G&B Linesworker	Switching Operator	Protection Technician	Generator Technician	Directional Driller	Cable Jointer	Cable Layer	Operator/Maintainer
NSW - Sydney	<b>82</b> 77 - 120	N/A	<b>77</b> 66 - 130	<b>82</b> 71 - 110	<b>82</b> 71 - 120	N/A	<b>92</b> 77 - 120	<b>77</b> 66 - 100	<b>82</b> 77 - 110
VIC - Melbourne	<b>77</b> 80 - 100	<b>92</b> 87 - 133	<b>112</b> 87 - 122	<b>112</b> 97 - 122	<b>97</b> 82 - 102	<b>92</b> 71 - 102	<b>110</b> 95 - 120	<b>87</b> 77 - 97	<b>87</b> 82 - 97
QLD - Brisbane	<b>97</b> 82 - 112	<b>117</b> 97 - 138	<b>112</b> 92 - 128	<b>143</b> 128 - 168	<b>107</b> 80 - 135	<b>133</b> 117 - 148	<b>102</b> 92 - 117	<b>102</b> 92 - 112	<b>143</b> 133 - 158
WA - Perth	<b>95</b> 80 - 105	<b>115</b> 90 - 125	<b>125</b> 100 - 145	<b>130</b> 90 - 135	<b>120</b> 110 - 130	<b>160</b> 140 - 180	<b>110</b> 80 - 120	<b>90</b> 70 - 90	<b>145</b> 130 - 160
SA - Adelaide	<b>87</b> 71 - 102	<b>97</b> 87 - 112	<b>102</b> 87 - 122	<b>122</b> 112 - 153	<b>122</b> 87 - 133	<b>102</b> 82 - 112	<b>102</b> 87 - 112	<b>102</b> 87 - 112	<b>133</b> 122 - 153
NT - Darwin	<b>102</b> 82 - 122	<b>97</b> 87 - 122	<b>112</b> 97 - 143	<b>102</b> 92 - 138	<b>102</b> 82 - 122	<b>92</b> 71 - 102	<b>92</b> 82 - 122	<b>71</b> 61 - 87	<b>153</b> 133 - 168

AUSTRALIA - All PAYG payment rates are shown exclusive of superannuation for ordinary time earnings and stated in Australian dollars.

\* Asset Engineer (3-7 yrs) - Mechanical/Electrical Discipline \* Engineer (Mechanical/Electrical)



# ENERGY

Project Development

PROJECT DELIVERY	Project Manager	Project Engineer*	Construction Manager	Site Superintendent	Site Engineer	Commissioning Engineer	Commissioning Manager
NSW - Sydney	<b>153</b> 143 - 184	<b>112</b> 92 - 133	<b>163</b> 153 - 179	<b>133</b> 128 - 153	<b>87</b> 71 - 102	<b>122</b> 112 - 138	<b>163</b> 143 - 184
VIC - Melbourne	<b>143</b> 133 - 163	<b>112</b> 97 - 133	<b>173</b> 153 - 184	<b>143</b> 133 - 153	<b>122</b> 82 - 133	<b>143</b> 133 - 153	<b>173</b> 163 - 200
QLD - Brisbane	<b>148</b> 128 - 179	<b>112</b> 97 - 138	<b>165</b> 148 - 179	<b>120</b> 102 - 140	<b>102</b> 85 - 122	<b>143</b> 128 - 168	<b>158</b> 143 - 179
WA - Perth	<b>190</b> 180 - 200	<b>150</b> 140 - 160	<b>190</b> 180 - 200	<b>170</b> 160 - 180	<b>150</b> 140 - 160	<b>150</b> 140 - 160	<b>180</b> 170 - 195
SA - Adelaide	<b>130</b> 140 - 160	<b>122</b> 87 - 133	<b>153</b> 133 - 163	<b>170</b> 160 - 180	<b>110</b> 100 - 120	<b>133</b> 122 - 153	<b>163</b> 153 - 184
NT - Darwin	<b>163</b> 143 - 184	<b>122</b> 112 - 143	<b>184</b> 163 - 204	<b>122</b> 102 - 148	<b>102</b> 82 - 122	<b>133</b> 112 - 163	<b>153</b> 143 - 173

PROJECT SERVICES	Estimator	Senior Estimator	Planner/Scheduler	Planning Manager	Contracts Administrator	Contracts Manager	OHS Supervisor	OHS Manager
NSW - Sydney	<b>133</b> 112 - 153	<b>153</b> 153 - 184	<b>102</b> 87 - 133	<b>143</b> 133 - 163	<b>97</b> 82 - 112	<b>122</b> 112 - 143	<b>102</b> 92 - 117	<b>153</b> 143 - 184
VIC - Melbourne	<b>143</b> 120 - 153	<b>173</b> 153 - 190	<b>112</b> 107 - 133	<b>143</b> 133 - 163	<b>92</b> 87 - 107	<b>143</b> 122 - 153	<b>112</b> 87 - 122	<b>143</b> 122 - 153
QLD - Brisbane	<b>122</b> 95 - 150	<b>155</b> 145 - 190	<b>112</b> 77 - 128	<b>143</b> 128 - 163	<b>102</b> 90 - 122	<b>145</b> 122 - 165	<b>112</b> 97 - 135	<b>133</b> 128 - 148
WA - Perth	<b>140</b> 110 - 150	<b>150</b> 130 - 160	<b>125</b> 120 - 135	<b>160</b> 150 - 170	<b>100</b> 85 - 110	<b>145</b> 125 - 155	<b>145</b> 140 - 150	<b>160</b> 150 - 170
SA - Adelaide	<b>95</b> 90 - 110	<b>125</b> 120 - 140	<b>117</b> 112 - 138	<b>143</b> 128 - 158	<b>92</b> 82 - 112	<b>128</b> 112 - 148	<b>110</b> 100 - 120	<b>140</b> 130 - 150
NT - Darwin	<b>112</b> 87 - 122	<b>153</b> 122 - 163	<b>112</b> 97 - 133	<b>143</b> 102 - 153	<b>112</b> 92 - 122	<b>143</b> 122 - 153	<b>122</b> 102 - 133	<b>153</b> 102 - 163

**AUSTRALIA** - All PAYG payment rates are shown exclusive of superannuation for ordinary time earnings and stated in Australian dollars.  
 \* Project Engineer - Mechanical/Electrical/Instrumentation & Controls Discipline



# OIL & GAS

## Project Development

DESIGN/ENGINEERING	Graduate Engineer	Design Engineer*	Senior Design Engineer	Principal/Lead Engineer	Engineering Manager	Senior Design Drafter	Design Manager
WA	<b>95</b> 90 - 100	<b>145</b> 110 - 160	<b>155</b> 135 - 180	<b>210</b> 170 - 230	<b>210</b> 185 - 250	<b>105</b> 95 - 125	<b>155</b> 130 - 170
QLD	<b>75</b> 61 - 87	<b>117</b> 82 - 133	<b>143</b> 122 - 153	<b>163</b> 148 - 189	<b>194</b> 184 - 230	<b>119</b> 82 - 128	<b>143</b> 122 - 168
NSW	56 - 77	77 - 122	122 - 153	163 - 184	184 - 235	82 - 112	122 - 184
VIC	<b>71</b> 61 - 77	<b>92</b> 71 - 122	<b>122</b> 87 - 138	<b>148</b> 133 - 153	<b>189</b> 163 - 214	<b>87</b> 66 - 97	<b>143</b> 122 - 163
SA	<b>56</b> 53 - 61	<b>82</b> 66 - 87	<b>112</b> 92 - 122	<b>133</b> 122 - 143	<b>153</b> 143 - 163	<b>77</b> 71 - 82	<b>102</b> 92 - 112
NT	66 - 97	92 - 138	143 - 184	163 - 255	204 - 265	92 - 133	153 - 194

SUBSEA DESIGN/ ENGINEERING	Graduate Engineer	Engineer	Senior Engineer	Principal/Lead Engineer	Manager
WA	<b>95</b> 90 - 100	<b>130</b> 120 - 140	<b>160</b> 140 - 180	<b>200</b> 180 - 220	<b>230</b> 200 - 260
QLD	61 - 82	82 - 122	122 - 143	143 - 184	184 - 224
VIC	<b>71</b> 61 - 77	<b>102</b> 82 - 122	<b>128</b> 112 - 153	<b>153</b> 143 - 173	<b>189</b> 173 - 224
NT	61 - 92	82 - 128	153 - 224	184 - 255	204 - 332

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\* Design Engineer - Civil/Mechanical/Process/  
Elec/I&C Discipline



# OIL & GAS

## Project Development

PROJECT DELIVERY/ CONTROLS	Planner	Senior Planner	Planning Manager	Contracts Administrator	Senior Contracts Administrator	Cost Engineer	Senior Cost Engineer	Commercial Manager	Project Controls Manager
WA	<b>145</b> 135 - 175	<b>180</b> 165 - 200	<b>190</b> 180 - 220	<b>115</b> 100 - 130	<b>160</b> 150 - 200	<b>150</b> 130 - 175	<b>175</b> 150 - 190	<b>220</b> 200 - 260	<b>225</b> 210 - 260
QLD	<b>128</b> 112 - 138	<b>148</b> 138 - 168	<b>184</b> 168 - 214	<b>87</b> 77 - 133	<b>138</b> 128 - 158	<b>133</b> 128 - 148	<b>158</b> 148 - 179	<b>194</b> 189 - 250	<b>184</b> 179 - 224
NSW	92 - 112	112 - 143	153 - 194	71 - 112	112 - 153	112 - 153	153 - 194	163 - 235	143 - 204
VIC	<b>92</b> 87 - 117	<b>102</b> 92 - 122	<b>133</b> 122 - 153	<b>77</b> 71 - 97	<b>97</b> 87 - 112	<b>92</b> 82 - 122	<b>112</b> 92 - 143	<b>163</b> 143 - 214	<b>153</b> 143 - 173
SA	<b>102</b> 97 - 112	<b>122</b> 112 - 133	<b>143</b> 133 - 153	<b>102</b> 82 - 112	<b>122</b> 102 - 133	<b>122</b> 112 - 133	<b>122</b> 122 - 133	<b>133</b> 133 - 143	<b>153</b> 143 - 163
NT	122 - 163	143 - 184	173 - 224	82 - 133	122 - 194	122 - 173	158 - 214	204 - 281	204 - 275

	Commissioning Engineer	Commissioning Manager	Project Engineer**x	Senior Project Engineer	Project Manager	Senior Project Manager	Superintendent **x
WA	<b>190</b> 180 - 220	<b>240</b> 200 - 280	<b>160</b> 125 - 180	<b>190</b> 180 - 220	<b>190</b> 180 - 225	<b>220</b> 195 - 250	<b>160</b> 150 - 180
QLD	<b>153</b> 138 - 179	<b>194</b> 184 - 224	<b>143</b> 122 - 168	<b>168</b> 163 - 224	<b>194</b> 168 - 209	<b>219</b> 209 - 235	<b>173</b> 148 - 189
NSW	112 - 153	153 - 194	102 - 133	133 - 173	153 - 194	194 - 224	133 - 153
VIC	<b>133</b> 92 - 153	<b>153</b> 143 - 184	<b>102</b> 82 - 112	<b>122</b> 102 - 133	<b>133</b> 122 - 153	<b>153</b> 143 - 173	<b>153</b> 133 - 184
SA	<b>122</b> 92 - 133	<b>163</b> 153 - 173	<b>102</b> 92 - 112	<b>122</b> 102 - 133	<b>143</b> 133 - 153	<b>163</b> 153 - 184	<b>153</b> 143 - 163
NT	122 - 173	153 - 214	122 - 194	168 - 235	173 - 224	199 - 245	143 - 184

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x These salaries represent onshore salaries - for offshore you can typically add 15 - 20 per cent

\* Project Engineer - Civil/Structural/Mechanical/  
Process/Elec/I&C Discipline

\*\* Superintendent - Civil/Structural/Mechanical/  
Process/Elec/I&C Discipline



# OIL & GAS

## Project Development

PROJECT DELIVERY/ CONTROLS HSEQ	Onshore Advisor/Officer	Offshore Advisor/Officer	HSE Manager	QA/QC Manager	Corporate HSE Manager	Environmental Engineer	Environmental Advisor
WA	<b>115</b> 100 - 125	<b>170</b> 165 - 190	<b>155</b> 150 - 180	<b>150</b> 145 - 170	<b>190</b> 180 - 230	<b>140</b> 130 - 150	<b>150</b> 140 - 170
QLD	<b>112</b> 97 - 128	N/A	<b>148</b> 128 - 173	<b>148</b> 133 - 168	<b>179</b> 168 - 209	<b>138</b> 138 - 184	<b>148</b> 138 - 168
NSW	82 - 122	N/A	122 - 204	112 - 163	194 - 255	117 - 168	128 - 184
VIC	<b>122</b> 92 - 133	N/A	<b>153</b> 143 - 204	<b>133</b> 122 - 153	<b>163</b> 143 - 224	<b>133</b> 122 - 158	<b>143</b> 122 - 163
SA	<b>122</b> 92 - 143	N/A	<b>153</b> 133 - 173	<b>133</b> 122 - 143	<b>173</b> 163 - 184	<b>153</b> 122 - 163	<b>112</b> 92 - 122
NT	92 - 163	153 - 204	173 - 250	138 - 179	224 - 306	143 - 189	158 - 194

SUBSEA PROJECT DELIVERY	Technician (non degree)	Senior Technician (non degree)	Installation Engineer	Senior Installation Engineer	Installation Manager/ Client Rep	Vessel Mgr/ Marine Ops Manager
WA	<b>90</b> 85 - 125	<b>125</b> 110 - 150	<b>160</b> 140 - 170	<b>170</b> 160 - 190	<b>180</b> 170 - 210	<b>200</b> 180 - 220
NT	82 - 122	102 - 163	133 - 179	163 - 224	184 - 265	163 - 224

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# OIL & GAS

## Operations & Maintenance

OPERATIONS & MAINTENANCE	Discipline Engineer*	Maintenance Planner	Maintenance Supervisor	Production Superintendent	Production Manager	Process Operator
WA	<b>155</b> 140 - 184	<b>145</b> 125 - 165	<b>155</b> 135 - 165	<b>165</b> 145 - 190	<b>190</b> 160 - 210	<b>105</b> 90 - 115
QLD	<b>122</b> 112 - 158	<b>153</b> 122 - 168	<b>143</b> 128 - 168	<b>158</b> 138 - 189	<b>168</b> 148 - 194	<b>107</b> 87 - 122
NSW	102 - 153	102 - 143	102 - 143	112 - 153	153 - 194	77 - 117
VIC	<b>102</b> 77 - 128	<b>102</b> 92 - 122	<b>102</b> 102 - 133	<b>122</b> 112 - 153	<b>153</b> 153 - 184	<b>102</b> 92 - 133
SA	<b>112</b> 92 - 122	<b>112</b> 102 - 122	<b>122</b> 122 - 133	<b>153</b> 133 - 163	<b>163</b> 153 - 184	<b>92</b> 82 - 102
NT	138 - 184	122 - 173	122 - 163	122 - 173	153 - 214	102 - 122

DESIGN/ENGINEERING	Discipline Tech**	OIM	Ops Support Engineer	Ops Superintendent	Ops Manager
WA	<b>95</b> 85 - 125	<b>205</b> 185 - 225	<b>145</b> 115 - 165	<b>180</b> 145 - 190	<b>230</b> 205 - 255
QLD	<b>107</b> 77 - 122	N/A	<b>117</b> 107 - 148	<b>163</b> 138 - 189	<b>204</b> 194 - 240
NSW	71 - 92	N/A	82 - 112	122 - 184	194 - 265
VIC	<b>71</b> 66 - 92	<b>204</b> 184 - 255	<b>102</b> 92 - 133	<b>133</b> 122 - 173	<b>184</b> 173 - 214
SA	<b>102</b> 71 - 112	<b>194</b> 173 - 204	<b>112</b> 92 - 133	<b>173</b> 143 - 184	<b>204</b> 184 - 224
NT	87 - 122	N/A	102 - 153	153 - 204	214 - 306

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\* Discipline Engineer - E&I/Mech/Process/  
 Corrosion/Materials/Reliability Discipline

\*\* Discipline Tech - E&I/Mech/Process Discipline



# OIL & GAS

## Geosciences & Petroleum Engineering

GEOSCIENCES	Graduate Geoscientist	Intermediate Geoscientist	Senior Geoscientist	Lead Geoscientist	Exploration Manager	Technical Assistant	Geologist	Hydrogeologist	Environmental Geologist	Petrophysicist
WA	<b>100</b> 80 - 110	<b>105</b> 100 - 115	<b>165</b> 145 - 184	<b>200</b> 185 - 230	<b>260</b> 240 - 306	<b>85</b> 65 - 90	<b>155</b> 125 - 230	<b>160</b> 125 - 210	<b>150</b> 125 - 210	<b>175</b> 155 - 225
QLD	<b>77</b> 66 - 97	<b>107</b> 97 - 128	<b>143</b> 128 - 168	<b>184</b> 168 - 214	<b>255</b> 219 - 296	<b>77</b> 66 - 87	<b>173</b> 128 - 209	117 - 199	N/A	143 - 224
NSW	66 - 97	92 - 133	122 - 189	184 - 255	214 - 296	71 - 97	122 - 194	102 - 173	102 - 153	153 - 235
VIC	<b>66</b> 61 - 82	<b>77</b> 71 - 102	<b>92</b> 82 - 133	<b>153</b> 143 - 173	<b>224</b> 204 - 286	<b>77</b> 77 - 97	<b>112</b> 102 - 143	<b>102</b> 102 - 143	<b>87</b> 82 - 102	<b>163</b> 153 - 224
SA	<b>56</b> 53 - 61	<b>77</b> 61 - 82	<b>92</b> 82 - 102	<b>112</b> 102 - 122	<b>143</b> 122 - 153	<b>61</b> 51 - 71	<b>92</b> 82 - 102	<b>122</b> 92 - 133	<b>92</b> 71 - 102	<b>133</b> 122 - 143
NT	71 - 112	92 - 143	153 - 235	204 - 286	235 - 306	82 - 112	122 - 204	122 - 204	122 - 204	143 - 224

PETROLEUM/RESERVOIR ENGINEERING	Graduate Engineer	Intermediate Engineer	Senior Engineer	Lead Engineer	Engineering Manager
WA	<b>100</b> 80 - 110	<b>110</b> 90 - 125	<b>165</b> 145 - 190	<b>205</b> 185 - 225	<b>260</b> 225 - 310
QLD	<b>77</b> 66 - 92	<b>112</b> 92 - 122	<b>153</b> 133 - 184	<b>189</b> 184 - 224	<b>245</b> 224 - 306
NSW	71 - 92	97 - 138	122 - 153	133 - 194	184 - 224
VIC	<b>71</b> 61 - 82	<b>77</b> 77 - 102	<b>143</b> 133 - 153	<b>153</b> 153 - 214	<b>204</b> 194 - 286
SA	<b>53</b> 53 - 56	<b>92</b> 71 - 102	<b>122</b> 122 - 133	<b>163</b> 153 - 184	<b>194</b> 184 - 204
NT	77 - 128	122 - 184	163 - 224	189 - 245	235 - 306

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# OIL & GAS

## Geosciences & Petroleum Engineering

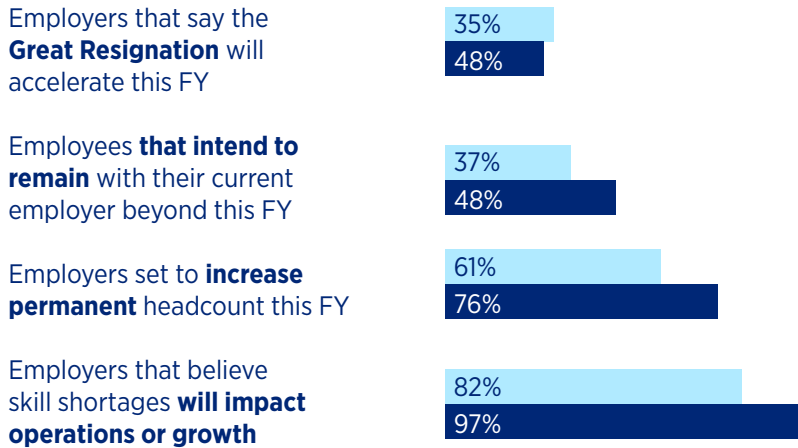
DRILLING	Drilling Engineer	Senior Drilling Engineer	Drilling Manager	LWD/MWD Engineer	Rig Manager
WA	<b>145</b> 130 - 165	<b>175</b> 165 - 205	<b>220</b> 200 - 260	<b>135</b> 115 - 165	<b>220</b> 190 - 260
QLD	<b>168</b> 148 - 194	<b>219</b> 189 - 240	<b>245</b> 240 - 265	<b>138</b> 117 - 168	<b>194</b> 173 - 209
NSW	112 - 153	153 - 194	204 - 275	N/A	158 - 189
VIC	<b>122</b> 122 - 153	<b>163</b> 153 - 184	<b>224</b> 204 - 286	102 - 143	<b>184</b> 184 - 204
SA	<b>133</b> 122 - 153	<b>163</b> 153 - 184	<b>194</b> 184 - 204	<b>112</b> 92 - 122	<b>184</b> 153 - 204
NT	148 - 184	173 - 245	245 - 326	92 - 143	168 - 199

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## TURNOVER & HIRING INTENTIONS



**Top factors driving turnover across Australia and New Zealand:**

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

## TOP BENEFITS EMPLOYEES WANT

### In Australia:

- Training – either internal or external
- Over 20 days' annual leave
- Ongoing learning & development

### In New Zealand:

- Over 20 days' annual leave
- Training – either internal or external
- Ongoing learning & development

## SALARY OUTLOOK



Employees that are more confident to ask for a pay rise this year

62% / 66%



Employers that have offered higher salaries than planned

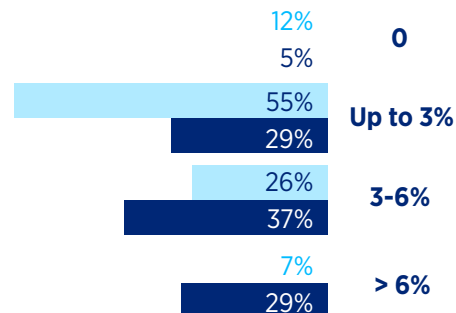
80% / 87%



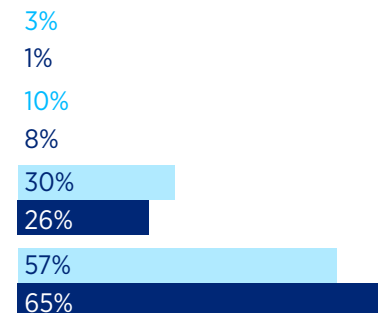
Employees that say they'd benefit financially from changing jobs

71% / 65%

### Increase employers plan to award



### Increase employees say would reflect performance



KEY: AU NZ

## TOP FIVE JOBS EMPLOYERS NEED TO FILL

### In Australia:

1. Civil & Structural Engineers
2. Civil Designers & Engineers
3. Electrical Engineers
4. Structural Engineers
5. Drafters

### In New Zealand:

1. Intermediate & Senior Structural Engineers
2. Intermediate & Senior Civil Engineers
3. Intermediate & Senior Mechanical Engineers
4. Drafters
5. Licensed Cadastral Surveyors

# ENGINEERING

BUILDING SERVICES DESIGN CONSULTANCY	CAD Drafter - Design Drafter	CAD Manager	Graduate/Entry-level Design Engineer	Intermediate - Senior Design Engineer	Associate/Senior Associate	Principal/Director
NSW - Sydney	<b>80</b> 60 - 100	<b>100</b> 90 - 130	<b>61</b> 54 - 65	<b>102</b> 80 - 130	<b>168</b> 143 - 184	180 - 250
NSW - Regional	<b>80</b> 65 - 85	<b>85</b> 70 - 87	<b>60</b> 55 - 65	<b>90</b> 80 - 100	<b>130</b> 100 - 145	<b>160</b> 150 - 180
VIC - Melbourne	<b>71</b> 50 - 100	<b>95</b> 82 - 115	<b>61</b> 56 - 71	<b>97</b> 85 - 145	<b>165</b> 120 - 175	<b>180</b> 165 - 250
VIC - Regional	<b>51</b> 48 - 87	<b>82</b> 61 - 92	<b>61</b> 56 - 71	<b>92</b> 62 - 97	<b>122</b> 92 - 133	
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>70</b> 65 - 90	<b>100</b> 82 - 120	<b>65</b> 60 - 70	<b>102</b> 80 - 133	<b>153</b> 133 - 153	<b>180</b> 160 - 190
QLD - Regional	<b>70</b> 55 - 75	<b>77</b> 66 - 92	<b>61</b> 54 - 66	<b>92</b> 71 - 112	<b>133</b> 122 - 143	-
SA - Adelaide	<b>80</b> 65 - 90	<b>90</b> 80 - 110	<b>65</b> 55 - 75	<b>80</b> 70 - 95	<b>112</b> 92 - 133	<b>160</b> 140 - 180
WA - Perth	<b>90</b> 75 - 100	<b>110</b> 90 - 115	<b>75</b> 70 - 80	<b>110</b> 90 - 130	<b>165</b> 140 - 180	<b>180</b> 160 - 200
ACT - Canberra	<b>68</b> 51 - 85	<b>87.5</b> 75 - 100	<b>56</b> 54 - 71	<b>92</b> 71 - 122	<b>133</b> 112 - 143	<b>180</b> 140 - 250
TAS - Hobart/Launceston	<b>67</b> 57 - 75	<b>90</b> 85 - 110	<b>55</b> 54 - 60	<b>80</b> 70 - 110	<b>130</b> 120 - 160	
NT - Darwin	<b>66</b> 60 - 80	<b>71</b> 61 - 87	<b>56</b> 56 - 66	<b>102</b> 82 - 122	<b>122</b> 112 - 148	
NZ - Auckland	<b>80</b> 60 - 95	<b>105</b> 90 - 130	<b>75</b> 65 - 80	<b>110</b> 85 - 125	<b>140</b> 130 - 150	
NZ - Wellington	<b>75</b> 60 - 90	<b>100</b> 85 - 115	<b>75</b> 60 - 75	<b>110</b> 80 - 125	<b>130</b> 120 - 145	
NZ - Christchurch	<b>75</b> 55 - 87	<b>100</b> 85 - 112	<b>75</b> 60 - 75	<b>100</b> 80 - 122	<b>130</b> 115 - 145	

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**NEW ZEALAND** - All payment rates are shown exclusive of KiwiSaver and stated in New Zealand dollars.



# ENGINEERING

BUILDING SERVICES CONTRACTOR	Foreperson/Supervisor	Estimator-Senior Estimator	Project Manager	Senior Project Manager	Operations Manager	Building Services Manager
NSW - Sydney	<b>92</b> 77 - 130	<b>112</b> 77 - 170	<b>122</b> 92 - 160	<b>143</b> 133 - 185	<b>163</b> 143 - 200	<b>173</b> 143 - 204
NSW - Regional	<b>70</b> 65 - 80	<b>80</b> 70 - 90	<b>120</b> 95 - 150	<b>130</b> 130 - 160	<b>130</b> 120 - 150	<b>125</b> 115 - 170
VIC - Melbourne	<b>102</b> 66 - 77	<b>112</b> 71 - 138	<b>112</b> 92 - 143	<b>153</b> 112 - 184	<b>153</b> 112 - 184	<b>153</b> 112 - 184
VIC - Regional	<b>102</b> 56 - 77	<b>102</b> 66 - 128	<b>112</b> 92 - 143	<b>153</b> 112 - 184	<b>153</b> 112 - 184	<b>153</b> 112 - 184
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>92</b> 82 - 112	<b>102</b> 71 - 122	<b>122</b> 97 - 133	<b>148</b> 102 - 163	<b>153</b> 112 - 163	<b>163</b> 133 - 179
QLD - Regional	<b>82</b> 71 - 92	<b>102</b> 71 - 122	<b>112</b> 97 - 133	<b>128</b> 112 - 148	<b>153</b> 143 - 163	<b>153</b> 133 - 168
SA - Adelaide	<b>75</b> 65 - 85	<b>100</b> 71 - 112	<b>115</b> 85 - 130	<b>140</b> 100 - 160	<b>140</b> 112 - 168	<b>130</b> 112 - 148
WA - Perth	<b>105</b> 71 - 102	<b>120</b> 90 - 125	<b>120</b> 95 - 135	<b>140</b> 122 - 160	<b>160</b> 140 - 185	<b>163</b> 143 - 184
ACT - Canberra	<b>92</b> 71 - 92	<b>92</b> 82 - 102	<b>102</b> 92 - 133	<b>143</b> 122 - 153	<b>153</b> 143 - 163	<b>122</b> 92 - 133
TAS - Hobart/Launceston	<b>77</b> 71 - 82	<b>97</b> 82 - 118	<b>112</b> 95 - 130	<b>125</b> 115 - 145	<b>153</b> 143 - 173	<b>133</b> 120 - 155
NT - Darwin	<b>112</b> 66 - 100	<b>112</b> 77 - 122	<b>112</b> 82 - 140	<b>138</b> 112 - 163	<b>163</b> 133 - 189	<b>153</b> 102 - 168
NZ - Auckland	<b>70</b> 65 - 85	<b>85</b> 65 - 110	<b>110</b> 95 - 120	<b>130</b> 105 - 160	<b>150</b> 130 - 170	<b>150</b> 130 - 175
NZ - Wellington	<b>65</b> 55 - 70	<b>80</b> 65 - 105	<b>110</b> 95 - 120	<b>120</b> 105 - 150	<b>140</b> 120 - 160	<b>140</b> 130 - 170
NZ - Christchurch	<b>65</b> 60 - 80	<b>82</b> 75 - 105	<b>105</b> 95 - 115	<b>120</b> 100 - 150	<b>120</b> 110 - 140	<b>140</b> 110 - 165

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**NEW ZEALAND** - All payment rates are shown exclusive of KiwiSaver and stated in New Zealand dollars.



# ENGINEERING

CIVIL & STRUCTURAL	Civil/ Structural Drafter	Civil Designer/ Engineer	Structural Engineer	Client Side Rep/ Resident Engineer	Environmental Engineer	Geotechnical Engineer	Transportation Engineer	Structural/Civil Project Engineer
NSW - Sydney	<b>82</b> 63 - 115	<b>112</b> 81 - 176	<b>92</b> 74 - 176	<b>112</b> 82 - 160	<b>133</b> 66 - 150	<b>87</b> 73 - 148	<b>133</b> 102 - 184	<b>112</b> 61 - 143
NSW - Regional	<b>75</b> 73 - 98	<b>100</b> 80 - 138	<b>105</b> 84 - 138	<b>90</b> 70 - 100	<b>90</b> 80 - 120	<b>110</b> 89 - 145	<b>102</b> 77 - 122	<b>135</b> 90 - 140
VIC - Melbourne	<b>77</b> 52 - 102	<b>104</b> 75 - 128	<b>110</b> 74 - 143	<b>102</b> 62 - 133	<b>122</b> 66 - 153	<b>122</b> 71 - 184	<b>95</b> 66 - 130	<b>102</b> 53 - 130
VIC - Regional	<b>66</b> 52 - 82	<b>77</b> 52 - 102	<b>92</b> 56 - 133	<b>92</b> 62 - 122	<b>122</b> 61 - 153	<b>102</b> 61 - 133	<b>87</b> 66 - 122	<b>102</b> 53 - 122
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>80</b> 55 - 90	<b>112</b> 71 - 122	<b>95</b> 80 - 143	<b>102</b> 82 - 133	<b>112</b> 71 - 122	<b>77</b> 61 - 102	<b>102</b> 71 - 133	<b>120</b> 110 - 140
QLD - Regional	<b>61</b> 52 - 71	<b>87</b> 71 - 102	<b>102</b> 71 - 128	<b>102</b> 87 - 122	<b>82</b> 66 - 97	<b>102</b> 82 - 112	<b>102</b> 71 - 133	<b>102</b> 71 - 128
SA - Adelaide	<b>80</b> 65 - 85	<b>80</b> 55 - 95	<b>95</b> 75 - 110	<b>76</b> 75 - 120	<b>110</b> 85 - 130	<b>100</b> 85 - 120	<b>95</b> 77 - 110	<b>100</b> 77 - 112
WA - Perth	<b>90</b> 65 - 100	<b>120</b> 80 - 160	<b>120</b> 80 - 140	<b>105</b> 82 - 112	<b>120</b> 90 - 150	<b>100</b> 80 - 110	<b>130</b> 110 - 140	<b>140</b> 120 - 150
ACT - Canberra	<b>73</b> 56 - 90	<b>85</b> 61 - 110	<b>102</b> 71 - 133	<b>87</b> 62 - 112	<b>82</b> 66 - 122	<b>102</b> 66 - 133	<b>87</b> 71 - 112	<b>112</b> 82 - 133
TAS - Hobart/Launceston	<b>70</b> 60 - 80	<b>83</b> 63 - 90	<b>97</b> 70 - 120	<b>90</b> 74 - 110	<b>90</b> 71 - 110	<b>87</b> 74 - 98	<b>77</b> 67 - 87	<b>85</b> 77 - 90
NT - Darwin	<b>66</b> 52 - 95	<b>77</b> 56 - 95	<b>112</b> 77 - 143	<b>102</b> 77 - 133	<b>102</b> 77 - 112	<b>107</b> 92 - 122	<b>102</b> 92 - 112	<b>112</b> 77 - 143
NZ - Auckland	<b>90</b> 65 - 120	<b>110</b> 80 - 130	<b>100</b> 95 - 160	<b>120</b> 95 - 150	<b>110</b> 80 - 140	<b>100</b> 75 - 150	<b>110</b> 75 - 150	<b>110</b> 90 - 155
NZ - Wellington	<b>80</b> 60 - 110	<b>100</b> 75 - 125	<b>95</b> 75 - 155	<b>105</b> 90 - 135	<b>100</b> 75 - 130	<b>95</b> 70 - 140	<b>100</b> 70 - 145	<b>100</b> 85 - 150
NZ - Christchurch	<b>80</b> 60 - 110	<b>100</b> 65 - 120	<b>90</b> 65 - 140	<b>100</b> 80 - 130	<b>80</b> 65 - 125	<b>80</b> 65 - 130	<b>90</b> 65 - 145	<b>90</b> 70 - 145

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**NEW ZEALAND** - All payment rates are shown exclusive of KiwiSaver and stated in New Zealand dollars.



# ENGINEERING

CIVIL & STRUCTURAL	Land Surveyor	Associate	Group Manager/ Principal
NSW - Sydney	<b>112</b> 82 - 143	<b>153</b> 156 - 204	160 - 242
NSW - Regional	<b>105</b> 75 - 125	<b>120</b> 138 - 156	N/A
VIC - Melbourne	<b>92</b> 56 - 153	<b>138</b> 122 - 163	175 - 250
VIC - Regional	<b>92</b> 56 - 122	<b>128</b> 122 - 153	130 - 180
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>92</b> 61 - 122	<b>140</b> 120 - 160	130 - 200
QLD - Regional	<b>102</b> 71 - 117	<b>133</b> 122 - 153	N/A
SA - Adelaide	<b>100</b> 75 - 120	<b>120</b> 110 - 150	140 - 170
WA - Perth	<b>120</b> 92 - 143	<b>150</b> 130 - 170	N/A
ACT - Canberra	<b>74</b> 56 - 92	<b>112</b> 87 - 153	140 - 220
TAS - Hobart/Launceston	<b>85</b> 75 - 90	<b>135</b> 125 - 150	160 - 180
NT - Darwin	<b>87</b> 77 - 92	<b>143</b> 122 - 168	135 - 180
NZ - Auckland	<b>105</b> 80 - 150	<b>160</b> 150 - 180	180 - 250
NZ - Wellington	<b>100</b> 75 - 130	<b>145</b> 140 - 170	150 - 230
NZ - Christchurch	<b>85</b> 65 - 120	<b>150</b> 130 - 165	120 - 200

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# ENGINEERING

RAIL INFRASTRUCTURE	Track Specialists	Signalling Specialists	Systems Assurance Specialists	Project Engineer	Project Manager
NSW - Sydney	<b>153</b> 82 - 200	<b>153</b> 102 - 240	<b>204</b> 122 - 250	<b>133</b> 130 - 180	<b>204</b> 200 - 255
NSW - Regional	<b>125</b> 85 - 185	<b>153</b> 102 - 184	<b>200</b> 120 - 200	<b>130</b> 90 - 130	<b>200</b> 120 - 250
VIC - Melbourne	<b>153</b> 82 - 184	<b>143</b> 102 - 184	<b>163</b> 122 - 224	<b>133</b> 92 - 133	<b>204</b> 122 - 255
VIC - Regional	<b>122</b> 82 - 184	<b>143</b> 102 - 184	<b>163</b> 122 - 224	<b>133</b> 92 - 133	<b>204</b> 122 - 255
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>122</b> 71 - 163	<b>122</b> 97 - 173	<b>184</b> 122 - 224	<b>133</b> 82 - 163	<b>204</b> 122 - 255
QLD - Regional	<b>122</b> 71 - 163	<b>143</b> 97 - 163	<b>184</b> 122 - 224	<b>133</b> 82 - 163	<b>204</b> 122 - 255
SA - Adelaide	<b>122</b> 71 - 143	<b>143</b> 97 - 184	<b>153</b> 122 - 204	<b>133</b> 82 - 163	<b>184</b> 143 - 255
WA - Perth	<b>170</b> 90 - 200	<b>160</b> 130 - 200	<b>184</b> 122 - 224	<b>135</b> 120 - 150	<b>200</b> 130 - 250
ACT - Canberra	<b>122</b> 82 - 143	<b>143</b> 102 - 184	<b>153</b> 122 - 204	<b>133</b> 82 - 163	<b>184</b> 143 - 255

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# ENGINEERING

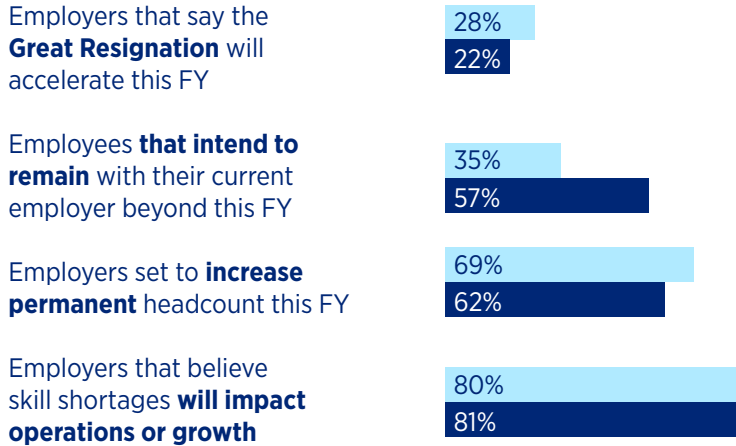
LOCAL GOVERNMENT	Traffic Engineer	Civil Designer	Civil Project Manager	Asset Manager	Town Planner
NSW - Sydney	<b>90</b> 61 - 140	<b>100</b> 61 - 130	<b>120</b> 97 - 150	<b>100</b> 80 - 130	<b>87</b> 70 - 120
NSW - Regional	<b>90</b> 70 - 120	<b>90</b> 80 - 120	<b>110</b> 80 - 120	<b>90</b> 80 - 110	<b>120</b> 80 - 125
VIC - Melbourne	54 - 82	51 - 87	59 - 92	56 - 92	53 - 112
VIC - Regional	54 - 71	51 - 77	59 - 77	56 - 77	53 - 102
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>112</b> 77 - 143	<b>105</b> 75 - 125	<b>133</b> 82 - 153	<b>92</b> 61 - 97	<b>71</b> 53 - 102
QLD - Regional	<b>92</b> 71 - 97	<b>77</b> 66 - 82	<b>112</b> 92 - 128	<b>97</b> 71 - 117	<b>71</b> 61 - 102
SA - Adelaide	<b>85</b> 75 - 95	<b>70</b> 55 - 95	<b>90</b> 75 - 100	<b>90</b> 75 - 110	<b>82</b> 66 - 97
WA - Perth	<b>85</b> 80 - 100	<b>80</b> 75 - 95	<b>105</b> 90 - 110	<b>110</b> 83 - 130	<b>80</b> 75 - 95
ACT - Canberra	<b>71</b> 61 - 102	<b>71</b> 56 - 92	N/A	N/A	<b>82</b> 61 - 102
TAS - Hobart/Launceston	<b>71</b> 61 - 82	<b>71</b> 61 - 82	<b>102</b> 82 - 122	<b>102</b> 82 - 122	<b>71</b> 61 - 92
NT - Darwin	<b>61</b> 54 - 87	<b>92</b> 71 - 102	<b>92</b> 71 - 112	<b>92</b> 61 - 102	<b>71</b> 53 - 92
NZ - Auckland	<b>100</b> 70 - 145	<b>100</b> 75 - 115	<b>120</b> 95 - 170	<b>100</b> 90 - 145	<b>90</b> 70 - 110
NZ - Wellington	<b>95</b> 65 - 140	<b>90</b> 70 - 110	<b>100</b> 90 - 145	<b>95</b> 75 - 115	<b>90</b> 65 - 120
NZ - Christchurch	<b>90</b> 65 - 125	<b>80</b> 65 - 105	<b>95</b> 85 - 135	<b>70</b> 60 - 100	<b>85</b> 70 - 110

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## TURNOVER & HIRING INTENTIONS





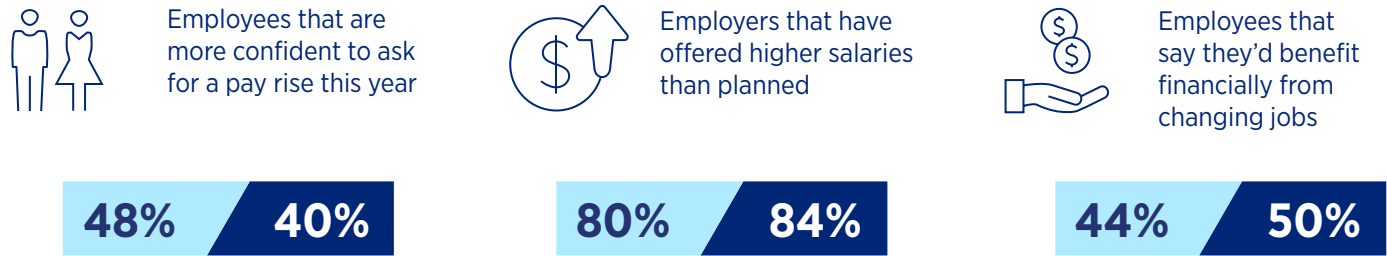
**Top factors driving turnover across Australia and New Zealand:**

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

## TOP BENEFITS EMPLOYEES WANT

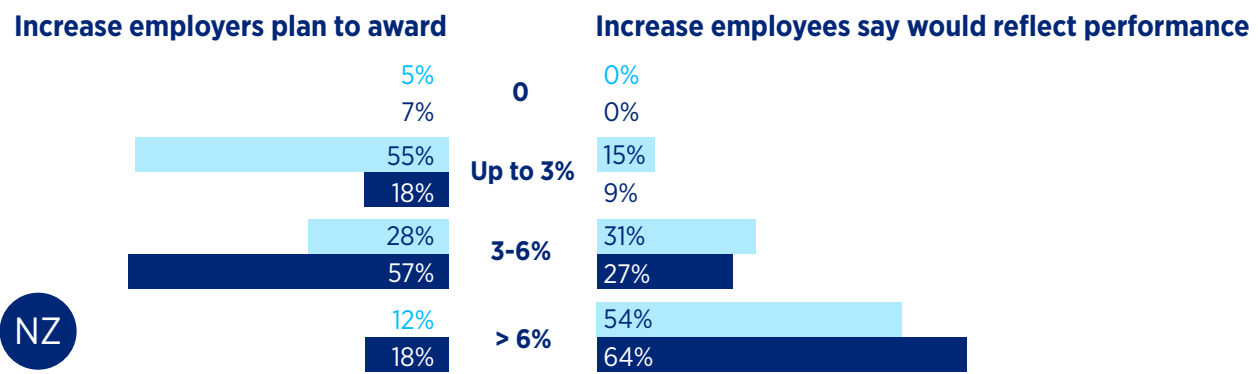
- In Australia:**
- Over 20 days' annual leave
  - Company car, car allowance or onsite parking
  - Training – either internal or external
- In New Zealand:**
- Over 20 days' annual leave
  - Training – either internal or external
  - Ongoing learning & development

## SALARY OUTLOOK



## TOP FIVE JOBS EMPLOYERS NEED TO FILL

- In Australia:**
1. Chief Financial Officers
  2. General Managers
  3. Chief Executive Officers/ Managing Directors
  4. Chief Operating Officers
  5. Chairman/Non-Executive Directors
- In New Zealand:**
1. General Managers
  2. Chief Executive Officers
  3. Chief Operating Officers
  4. Chief Information Officers
  5. Chief Financial Officers



KEY: AU NZ



# EXECUTIVE

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)
Australia	<b>280</b> 200 - 320	<b>410</b> 300 - 475	<b>500 +</b>	<b>220</b> 180 - 250	<b>285</b> 230 - 355	<b>450 +</b>	<b>220</b> 170 - 260	<b>280</b> 240 - 400	<b>450 +</b>
New Zealand	<b>275</b> 220 - 350	<b>450</b> 280 - 600	<b>450 +</b>	<b>250</b> 200 - 300	<b>300</b> 250 - 350	<b>400 +</b>	<b>240</b> 200 - 280	<b>300</b> 220 - 350	<b>400 +</b>

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)
Australia	<b>375</b> 300 - 450	<b>600</b> 450 - 700	<b>700 +</b>	<b>250</b> 220 - 300	<b>500</b> 300 - 600	<b>600 +</b>	<b>270</b> 230 - 350	<b>450</b> 350 - 600	<b>600 +</b>
New Zealand	<b>300</b> 200 - 375	<b>500</b> 350 - 650	<b>600 +</b>	<b>240</b> 200 - 285	<b>325</b> 250 - 450	<b>500 +</b>	<b>225</b> 180 - 280	<b>400</b> 300 - 500	<b>500 +</b>

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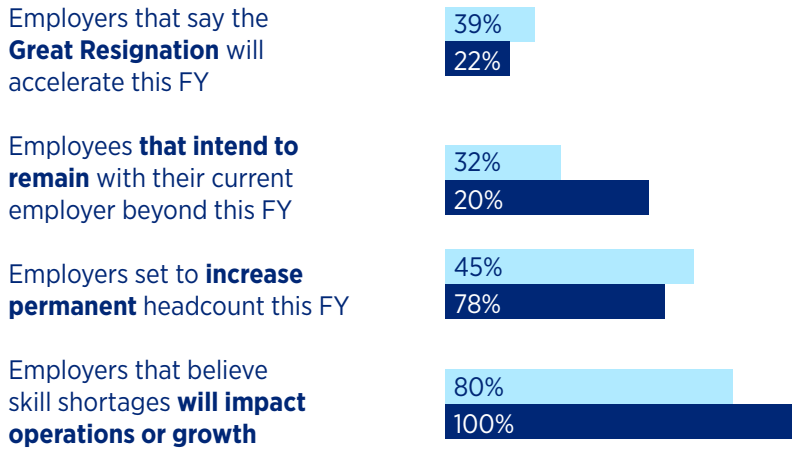
**NEW ZEALAND** - All payment rates are shown exclusive of KiwiSaver and stated in New Zealand dollars.

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

- Additional super
- Health cover
- Fully maintained company car
- Car allowance



## TURNOVER & HIRING INTENTIONS



### Top factors driving turnover across Australia and New Zealand:

- Poor benefits
- An uncompetitive salary
- Lack of promotional opportunities
- Poor management style or workplace culture
- Negative mental health and wellbeing impacts

## TOP BENEFITS EMPLOYEES WANT

### In Australia:

- Company car, car allowance or onsite parking
- Training – either internal or external
- Over 20 days' annual leave

### In New Zealand:

- Over 20 days' annual leave
- Training – either internal or external
- Ongoing learning & development

## SALARY OUTLOOK



Employees that are more confident to ask for a pay rise this year

52% / 62%



Employers that have offered higher salaries than planned

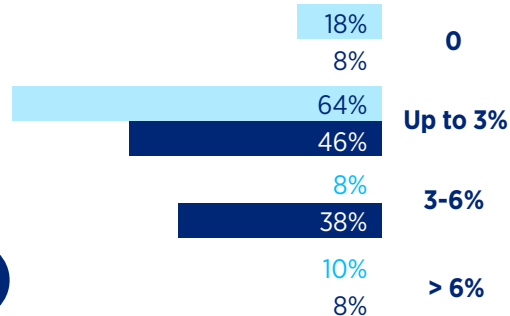
59% / 85%



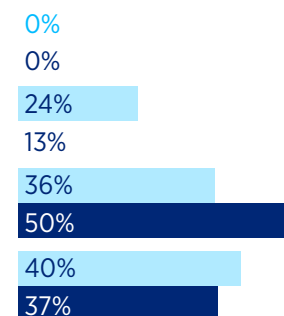
Employees that say they'd benefit financially from changing jobs

65% / 50%

### Increase employers plan to award



### Increase employees say would reflect performance



KEY: AU NZ

## TOP FIVE JOBS EMPLOYERS NEED TO FILL

### In Australia:

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

### In New Zealand:

1. Facilities Managers
2. Facilities Coordinators
3. Maintenance Managers
4. Facilities Technicians
5. Chief Financial Officers

# FACILITIES MANAGEMENT

	Building Manager	Facilities Coordinator	Facilities Manager	Service Manager	Contracts Manager	Operations Manager	Engineering Manager	Bid Manager	General Manager
NSW - Sydney	<b>77</b> 75 - 95	<b>71</b> 65 - 75	<b>122</b> 82 - 153	<b>122</b> 102 - 153	<b>122</b> 112 - 153	<b>133</b> 122 - 153	<b>122</b> 112 - 153	<b>204</b> 153 - 255	<b>184</b> 133 - 255
NSW - Regional	<b>71</b> 65 - 80	<b>65</b> 55 - 75	<b>102</b> 82 - 133	<b>102</b> 82 - 122	<b>102</b> 82 - 122	<b>112</b> 102 - 122	<b>112</b> 102 - 133	<b>204</b> 153 - 255	<b>184</b> 122 - 255
VIC - Melbourne	<b>85</b> 71 - 87	<b>70</b> 65 - 75	<b>115</b> 100 - 120	<b>112</b> 77 - 122	<b>112</b> 82 - 122	<b>117</b> 87 - 117	<b>122</b> 82 - 153	<b>184</b> 133 - 235	<b>153</b> 102 - 204
VIC - Regional	<b>85</b> 71 - 87	<b>71</b> 61 - 71	<b>115</b> 100 - 120	<b>112</b> 66 - 112	<b>112</b> 82 - 122	<b>117</b> 77 - 117	<b>122</b> 82 - 153	<b>184</b> 112 - 235	<b>122</b> 112 - 158
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>80</b> 80 - 90	<b>65</b> 55 - 70	<b>100</b> 90 - 125	<b>115</b> 85 - 133	<b>112</b> 75 - 125	<b>110</b> 95 - 125	<b>122</b> 87 - 143	<b>163</b> 122 - 204	<b>133</b> 95 - 160
QLD - Regional	<b>65</b> 60 - 70	<b>56</b> 49 - 60	<b>95</b> 80 - 110	<b>92</b> 66 - 117	<b>92</b> 75 - 110	<b>90</b> 80 - 100	<b>122</b> 82 - 133	<b>163</b> 112 - 194	<b>122</b> 102 - 143
SA - Adelaide	<b>80</b> 70 - 90	<b>75</b> 60 - 80	<b>100</b> 85 - 110	<b>100</b> 90 - 120	<b>110</b> 90 - 130	<b>100</b> 90 - 120	<b>97</b> 90 - 130	<b>133</b> 112 - 189	<b>153</b> 130 - 200
WA - Perth	<b>80</b> 75 - 80	<b>70</b> 65 - 75	<b>102</b> 87 - 125	<b>122</b> 112 - 143	<b>133</b> 133 - 153	<b>122</b> 102 - 128	<b>133</b> 122 - 163	<b>160</b> 153 - 184	<b>145</b> 120 - 180
ACT - Canberra	<b>77</b> 71 - 82	<b>61</b> 56 - 75	<b>102</b> 82 - 133	<b>153</b> 122 - 168	<b>133</b> 102 - 153	<b>122</b> 122 - 153	<b>133</b> 102 - 153	<b>204</b> 153 - 255	<b>153</b> 102 - 184
TAS - Hobart/Launceston	<b>72</b> 69 - 80	<b>55</b> 51 - 68	<b>71</b> 71 - 82	<b>90</b> 77 - 120	<b>102</b> 87 - 117	<b>102</b> 82 - 122	<b>122</b> 87 - 102	<b>122</b> 102 - 148	<b>122</b> 102 - 153
NT - Darwin	<b>71</b> 66 - 82	<b>70</b> 62 - 82	<b>102</b> 102 - 142	<b>110</b> 100 - 140	<b>110</b> 90 - 150	<b>133</b> 97 - 163	<b>100</b> 75 - 135	<b>133</b> 130 - 220	<b>122</b> 112 - 148
NZ - Auckland	<b>92</b> 77 - 112	<b>71</b> 61 - 77	<b>102</b> 87 - 128	<b>112</b> 87 - 133	<b>122</b> 102 - 133	<b>133</b> 112 - 143	<b>128</b> 112 - 148	<b>173</b> 133 - 235	<b>214</b> 194 - 265
NZ - Wellington	<b>92</b> 77 - 112	<b>61</b> 51 - 71	<b>92</b> 82 - 122	<b>102</b> 82 - 122	<b>122</b> 102 - 133	<b>133</b> 112 - 143	<b>122</b> 112 - 148	<b>153</b> 128 - 189	<b>184</b> 158 - 214
NZ - Christchurch	<b>92</b> 77 - 112	<b>61</b> 51 - 71	<b>87</b> 82 - 117	<b>102</b> 82 - 122	<b>122</b> 102 - 133	<b>122</b> 112 - 133	<b>117</b> 102 - 143	<b>148</b> 117 - 189	<b>184</b> 158 - 214

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# FACILITIES MANAGEMENT

SOFT SERVICES	Cleaning Operations Manager	Cleaning Area Manager	Catering Manager	Facilities Helpdesk	Control Room Operator	Security Manager	Facilities Officer	Guest Services Agent
NSW - Sydney	82 - 102	66 - 82	<b>87</b> 82 - 92	<b>66</b> 56 - 71	56 - 66	<b>71</b> 71 - 82	<b>56</b> 51 - 65	56 - 66
NSW - Regional	82 - 102	66 - 82	<b>71</b> 71 - 82	<b>61</b> 51 - 66	56 - 66	<b>71</b> 71 - 82	<b>56</b> 51 - 61	56 - 66
VIC - Melbourne	<b>112</b> 82 - 122	<b>77</b> 66 - 82	<b>82</b> 77 - 87	<b>65</b> 60 - 75	<b>62</b> 55 - 65	<b>78</b> 75 - 85	<b>60</b> 60 - 65	<b>60</b> 55 - 65
VIC - Regional	<b>112</b> 82 - 122	<b>77</b> 66 - 82	<b>82</b> 77 - 87	<b>61</b> 56 - 66	<b>62</b> 55 - 65	<b>78</b> 75 - 85	<b>60</b> 60 - 65	<b>60</b> 55 - 65
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>87</b> 77 - 107	<b>70</b> 65 - 80	<b>77</b> 71 - 87	<b>60</b> 50 - 60	<b>56</b> 56 - 61	<b>66</b> 66 - 77	<b>65</b> 55 - 75	<b>56</b> 51 - 56
QLD - Regional	<b>87</b> 77 - 102	<b>66</b> 61 - 77	<b>77</b> 71 - 92	<b>55</b> 50 - 63	<b>56</b> 56 - 61	<b>66</b> 66 - 79	<b>56</b> 48 - 61	<b>56</b> 51 - 56
SA - Adelaide	<b>77</b> 77 - 92	<b>61</b> 61 - 71	<b>71</b> 71 - 82	<b>51</b> 46 - 56	<b>60</b> 51 - 65	<b>75</b> 66 - 85	<b>60</b> 55 - 65	<b>51</b> 46 - 56
WA - Perth	<b>87</b> 71 - 92	<b>95</b> 77 - 100	<b>95</b> 77 - 100	<b>56</b> 51 - 66	<b>61</b> 56 - 66	<b>75</b> 66 - 80	<b>60</b> 51 - 70	<b>55</b> 51 - 60
ACT - Canberra	<b>92</b> 82 - 102	66 - 82	<b>71</b> 66 - 77	<b>51</b> 42 - 56	<b>56</b> 51 - 61	<b>77</b> 71 - 82	<b>61</b> 51 - 61	<b>56</b> 51 - 56
TAS - Hobart/Launceston	N/A	N/A	N/A	N/A	<b>56</b> 51 - 66	<b>71</b> 71 - 82	<b>68</b> 56 - 69	<b>51</b> 51 - 56
NT - Darwin	N/A	N/A	N/A	N/A	<b>60</b> 55 - 65	<b>68</b> 65 - 75	<b>60</b> 55 - 65	<b>55</b> 50 - 55
NZ - Auckland	<b>92</b> 82 - 97	<b>77</b> 71 - 82	<b>77</b> 71 - 87	<b>61</b> 51 - 71	<b>61</b> 56 - 66	<b>82</b> 77 - 87	<b>66</b> 56 - 66	<b>58</b> 56 - 61
NZ - Wellington	<b>92</b> 82 - 97	<b>71</b> 66 - 82	<b>77</b> 71 - 87	<b>61</b> 51 - 71	<b>61</b> 56 - 66	<b>82</b> 77 - 87	<b>61</b> 56 - 66	<b>58</b> 56 - 61
NZ - Christchurch	<b>92</b> 82 - 97	<b>71</b> 66 - 82	<b>77</b> 71 - 87	<b>61</b> 51 - 71	<b>61</b> 56 - 66	<b>82</b> 77 - 87	<b>61</b> 56 - 66	<b>58</b> 56 - 61

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# FACILITIES MANAGEMENT

LOCAL GOVERNMENT REGULATIONS	Parking Officer	Ranger	Environmental Health Officer	Senior Environmental Health Officer
NSW - Sydney	62 - 72	75 - 85	82 - 100	120 - 140
NSW - Regional	60 - 70	70 - 80	82 - 100	120 - 140
VIC - Melbourne	<b>60</b> 60 - 81	<b>90</b> 85 - 95	70 - 90	75 - 115
VIC - Regional	<b>60</b> 58 - 70	85 - 90	70 - 90	75 - 115
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>60</b> 60 - 65	<b>60</b> 60 - 65	<b>80</b> 75 - 100	90 - 110
QLD - Regional	<b>60</b> 60 - 65	<b>60</b> 60 - 65	<b>80</b> 75 - 100	90 - 110
SA - Adelaide	<b>60</b> 55 - 65	<b>60</b> 60 - 65	<b>75</b> 70 - 80	<b>95</b> 85 - 100
WA - Perth	<b>75</b> 60 - 90	<b>70</b> 62 - 80	<b>89</b> 68 - 100	<b>110</b> 95 - 120
ACT - Canberra	<b>65</b> 60 - 70	<b>65</b> 60 - 70	<b>80</b> 75 - 100	<b>110</b> 100 - 130
TAS - Hobart/Launceston	N/A	<b>60</b> 60 - 65	<b>66</b> 66 - 75	N/A

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**NEW ZEALAND** - All payment rates are shown exclusive of KiwiSaver and stated in New Zealand dollars.



## TURNOVER & HIRING INTENTIONS

45%

Employers that say the **Great Resignation** will accelerate this FY

35%

Employees **that intend to remain** with their current employer beyond this FY

66%

Employers set to **increase permanent** headcount this FY

86%

Employers that believe skill shortages **will impact operations or growth**



### Top factors driving turnover:

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

## TOP BENEFITS EMPLOYEES WANT

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

## TOP FIVE JOBS EMPLOYERS NEED TO FILL

1. Occupational Therapists
2. Speech Pathologists
3. Clinical Psychologists
4. Care Managers
5. Mental Health Nurses

## SALARY OUTLOOK



Employees that are more confident to ask for a pay rise this year

41%



Employers that have offered higher salaries than planned

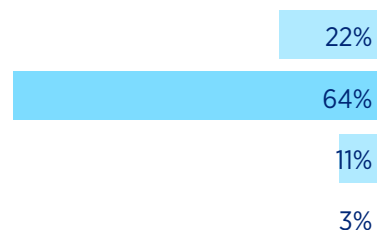
56%



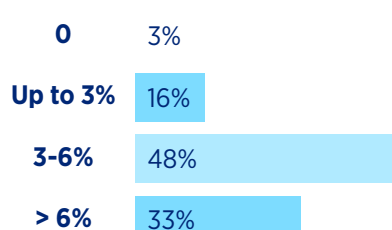
Employees that say they'd benefit financially from changing jobs

61%

### Increase employers plan to award



### Increase employees say would reflect performance



\* Australian data only

# HEALTHCARE

## Nursing Professionals

<b>NURSING PROFESSIONALS AGED CARE</b>	<b>Enrolled Nurse</b>	<b>Registered Nurse</b>	<b>Clinical Care Coordinator/ Nurse Unit Manager</b>	<b>Care Manager/DDON</b>	<b>DON/Facility Manager</b>	<b>Executive DON</b>	<b>ACFI Manager</b>	<b>Quality Manager</b>
NSW	<b>52</b> 48 - 66	<b>79</b> 62 - 87	<b>91</b> 71 - 110	<b>104</b> 82 - 118	<b>128</b> 106 - 150	<b>160</b> 150 - 173	<b>110</b> 92 - 105	<b>133</b> 109 - 153
NT	<b>56</b> 55 - 66	<b>71</b> 62 - 90	<b>82</b> 77 - 105	<b>92</b> 85 - 110	<b>112</b> 92 - 130	<b>138</b> 122 - 163	<b>92</b> 82 - 102	<b>92</b> 82 - 102
WA	<b>71</b> 51 - 87	<b>77</b> 63 - 92	<b>87</b> 74 - 97	<b>97</b> 85 - 112	<b>117</b> 95 - 150	<b>148</b> 133 - 163	<b>102</b> 92 - 112	<b>102</b> 85 - 128
VIC	<b>61</b> 56 - 69	<b>77</b> 61 - 92	<b>87</b> 77 - 102	<b>102</b> 92 - 120	<b>112</b> 95 - 148	<b>153</b> 143 - 173	<b>102</b> 97 - 122	<b>128</b> 102 - 143
QLD	<b>61</b> 56 - 77	<b>77</b> 61 - 92	<b>82</b> 77 - 92	<b>97</b> 95 - 112	<b>112</b> 102 - 143	<b>138</b> 133 - 163	<b>87</b> 71 - 92	<b>92</b> 77 - 112
TAS	<b>60</b> 51 - 68	<b>73</b> 57 - 87	<b>77</b> 71 - 92	<b>97</b> 87 - 107	<b>107</b> 97 - 138	<b>138</b> 122 - 173	<b>97</b> 90 - 110	<b>97</b> 87 - 107
SA	<b>61</b> 51 - 71	<b>71</b> 61 - 82	<b>92</b> 87 - 97	<b>97</b> 92 - 102	<b>102</b> 92 - 122	<b>133</b> 122 - 168	<b>102</b> 97 - 112	<b>102</b> 97 - 112

**AUSTRALIA** - All PAYG payment rates are shown exclusive of superannuation for ordinary time earnings and stated in Australian dollars. Above salaries exclude superannuation, bonuses, on-call, or penalty rates



# HEALTHCARE

## Nursing Professionals

NURSING PROFESSIONALS AGED CARE	Lifestyle Assistant	Lifestyle Manager	Nurse Educator
NSW	<b>56</b> 46 - 66	<b>84</b> 78 - 102	<b>95</b> 99 - 129
NT	<b>56</b> 56 - 61	<b>71</b> 66 - 82	<b>82</b> 71 - 92
WA	<b>56</b> 46 - 61	<b>71</b> 61 - 82	<b>87</b> 66 - 99
VIC	<b>56</b> 46 - 66	<b>87</b> 77 - 102	<b>92</b> 82 - 107
QLD	<b>56</b> 51 - 61	<b>87</b> 82 - 102	<b>92</b> 82 - 102
TAS	<b>51</b> 42 - 59	<b>77</b> 66 - 87	<b>97</b> 82 - 112
SA	<b>56</b> 42 - 61	<b>77</b> 66 - 92	<b>107</b> 102 - 112

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# HEALTHCARE

## 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
NSW	<b>51</b> 57 - 64	<b>61</b> 65 - 91	<b>77</b> 95 - 106	<b>97</b> 99 - 107	<b>92</b> 102 - 129	<b>122</b> 112 - 160	<b>77</b> 61 - 92
NT	<b>51</b> 46 - 56	<b>66</b> 61 - 92	<b>82</b> 71 - 87	<b>92</b> 82 - 97	<b>102</b> 92 - 112	<b>122</b> 102 - 140	<b>92</b> 82 - 102
WA	<b>66</b> 51 - 78	<b>66</b> 60 - 80	<b>66</b> 70 - 90	<b>82</b> 80 - 100	<b>92</b> 90 - 115	<b>112</b> 90 - 138	<b>77</b> 66 - 87
VIC	<b>56</b> 51 - 66	<b>71</b> 61 - 87	<b>82</b> 77 - 87	<b>97</b> 87 - 107	<b>102</b> 92 - 112	<b>143</b> 102 - 153	<b>82</b> 77 - 102
QLD	<b>61</b> 56 - 66	<b>66</b> 61 - 82	<b>82</b> 82 - 92	<b>97</b> 92 - 102	<b>107</b> 102 - 112	<b>133</b> 117 - 163	<b>66</b> 56 - 71
TAS	<b>56</b> 51 - 61	<b>73</b> 55 - 82	<b>82</b> 71 - 87	<b>87</b> 82 - 97	<b>97</b> 92 - 107	<b>122</b> 102 - 143	<b>71</b> 61 - 82
SA	<b>61</b> 51 - 71	<b>71</b> 61 - 82	<b>77</b> 66 - 87	<b>92</b> 87 - 97	<b>102</b> 92 - 112	<b>163</b> 112 - 184	<b>77</b> 61 - 87

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# HEALTHCARE

## Medical Imaging Specialists

	Radiographer 1-3 yrs	Radiographer 3-5 yrs	Radiographer 5-10 yrs	Radiographer 10+ yrs	Sonographer 1-3 yrs	Sonographer 3-5 yrs	Sonographer 5-10 yrs	Sonographer 10+ yrs
Australia	<b>61</b> 55 - 66	<b>71</b> 66 - 80	<b>92</b> 77 - 102	<b>102</b> 102 - 112	<b>102</b> 92 - 102	<b>122</b> 102 - 122	<b>133</b> 122 - 138	<b>143</b> 138 - 153

	Mammographer 1-3 yrs	Mammographer 3-5 yrs	Mammographer 5-10 yrs	Mammographer 10+ yrs
Australia	<b>71</b> 61 - 77	<b>82</b> 77 - 87	<b>97</b> 87 - 102	<b>112</b> 102 - 122

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# HEALTHCARE

Social Care & Psychology

SOCIAL/ COMMUNITY SERVICES	Support Worker	Case Worker	Social Worker	Team Leader/ Program Coordinator	Program Manager	Program Director
NSW	<b>60</b> 43 - 70	<b>61</b> 55 - 75	<b>77</b> 61 - 87	<b>82</b> 80 - 90	<b>82</b> 77 - 97	N/A
NT	<b>51</b> 46 - 54	<b>70</b> 60 - 70	<b>71</b> 65 - 82	<b>77</b> 71 - 85	<b>82</b> 77 - 95	90 - 100
WA	<b>55</b> 46 - 60	<b>65</b> 55 - 70	<b>71</b> 66 - 85	<b>77</b> 70 - 90	<b>82</b> 75 - 95	<b>95</b>
VIC	<b>55</b> 48 - 60	<b>65</b> 51 - 75	<b>75</b> 65 - 90	<b>82</b> 75 - 95	<b>87</b> 85 - 102	N/A
QLD	<b>60</b> 55 - 70	<b>65</b> 60 - 70	<b>66</b> 65 - 90	<b>71</b> 70 - 95	<b>82</b> 75 - 95	N/A
TAS	<b>46</b> 43 - 51	<b>53</b> 49 - 56	<b>71</b> 61 - 80	<b>71</b> 66 - 82	<b>82</b> 77 - 92	N/A
SA	<b>56</b> 46 - 61	<b>56</b> 46 - 61	<b>71</b> 61 - 87	<b>71</b> 61 - 87	<b>71</b> 61 - 87	90 - 110

**AUSTRALIA** - All PAYG payment rates are shown exclusive of superannuation for ordinary time earnings and stated in Australian dollars.

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

• Salaries might vary for regional/remote roles

• There are bandings for NFP under SCHADS and grades in Government/Health

• Salary packaging available for most NFP roles



# HEALTHCARE

Social Care & Psychology

PSYCHOLOGISTS	Graduate	Counsellor	Psychologist	Senior Psychologist	Clinical Psychologist
NSW	<b>57</b> 55 - 60	<b>75</b> 70 - 85	<b>80</b> 75 - 92	<b>92</b> 85 - 110	<b>102</b> 95 - 120
NT	<b>60</b> 60 - 68	<b>61</b> 60 - 80	<b>82</b> 75 - 95	<b>92</b> 85 - 110	<b>102</b> 95 - 120
WA	<b>65</b> 60 - 75	<b>65</b> 56 - 75	<b>80</b> 70 - 95	<b>92</b> 85 - 120	<b>107</b> 92 - 130
VIC	<b>60</b> 58 - 65	<b>71</b> 61 - 77	<b>80</b> 66 - 95	<b>95</b> 82 - 110	<b>97</b> 90 - 120
QLD	<b>60</b> 60 - 75	<b>66</b> 60 - 77	<b>77</b> 70 - 95	<b>87</b> 85 - 110	<b>102</b> 90 - 120
TAS	<b>50</b> 50 - 51	<b>66</b> 56 - 71	<b>82</b> 66 - 87	<b>87</b> 77 - 94	<b>92</b> 82 - 107
SA	<b>65</b> 60 - 75	<b>61</b> 55 - 77	<b>71</b> 61 - 82	<b>87</b> 77 - 102	<b>87</b> 77 - 102

**AUSTRALIA** - All PAYG payment rates are shown exclusive of superannuation for ordinary time earnings and stated in Australian dollars.

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• Salaries might vary for regional/remote roles

• There are bandings for NFP under SCHADS and grades in Government/Health

• Salary packaging available for most NFP roles



# HEALTHCARE

## Allied Health Professionals

ALLIED HEALTH PROFESSIONALS	Occupational Therapist (Graduate)	Occupational Therapist	Senior Occupational Therapist	Team Leader	Physiotherapist (Graduate)	Physiotherapist	Senior Physiotherapist	Team Leader
NSW	<b>70</b> 60 - 80	<b>80</b> 75 - 90	<b>90</b> 85 - 100	<b>100</b> 95 - 120	<b>56</b> 51 - 60	<b>71</b> 56 - 77	<b>87</b> 80 - 95	<b>92</b> 82 - 110
NT	<b>68</b> 60 - 70	<b>80</b> 70 - 80	<b>82</b> 75 - 90	<b>87</b> 85 - 98	<b>68</b> 60 - 70	<b>71</b> 70 - 85	<b>85</b> 80 - 90	<b>92</b> 85 - 98
WA	<b>65</b> 62 - 80	<b>75</b> 62 - 115	<b>85</b> 80 - 120	<b>92</b> 87 - 125	<b>60</b> 55 - 75	<b>75</b> 61 - 90	<b>82</b> 75 - 100	<b>92</b> 87 - 110
VIC	<b>65</b> 60 - 75	<b>80</b> 75 - 90	<b>82</b> 80 - 100	<b>95</b> 85 - 110	<b>56</b> 60 - 75	<b>80</b> 70 - 85	<b>82</b> 77 - 100	<b>92</b> 85 - 110
QLD	<b>65</b> 60 - 80	<b>80</b> 70 - 90	<b>90</b> 85 - 120	<b>92</b> 85 - 120	<b>56</b> 60 - 75	<b>75</b> 70 - 90	<b>82</b> 80 - 95	<b>92</b> 87 - 110
TAS	<b>50</b> 50 - 51	<b>80</b> 70 - 90	<b>77</b> 69 - 87	<b>82</b> 77 - 87	<b>51</b> 51 - 56	<b>69</b> 56 - 77	<b>77</b> 71 - 87	<b>87</b> 82 - 97
SA	<b>56</b> 50 - 61	<b>63</b> 56 - 71	<b>73</b> 66 - 82	<b>76</b> 71 - 82	<b>56</b> 51 - 61	<b>63</b> 56 - 71	<b>77</b> 66 - 92	<b>77</b> 66 - 92

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# HEALTHCARE

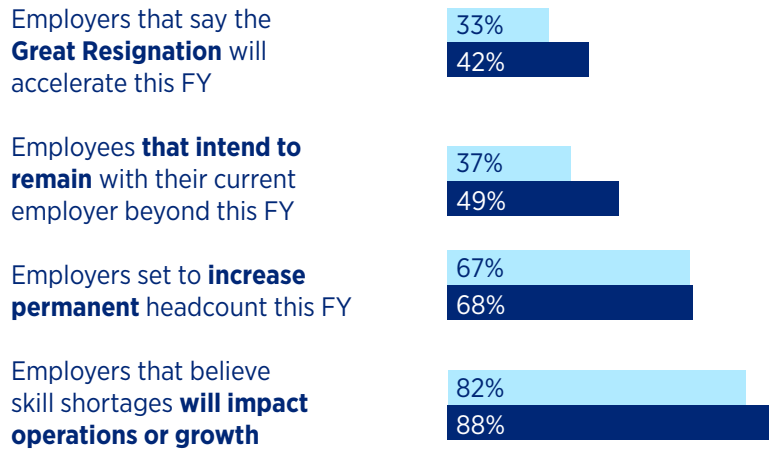
## Allied Health Professionals

ALLIED HEALTH PROFESSIONALS	Speech Pathologist (Graduate)	Speech Pathologist	Senior Speech Pathologist	Team Leader	Diversional Therapist (Graduate)	Diversional Therapist
NSW	<b>56</b> 51 - 58	<b>70</b> 65 - 80	<b>85</b> 80 - 90	<b>100</b> 95 - 120	<b>50</b> 50 - 51	<b>56</b> 51 - 61
NT	<b>68</b> 60 - 70	<b>70</b> 60 - 75	<b>75</b> 70 - 90	<b>82</b> 77 - 92	<b>51</b> 50 - 55	<b>56</b> 51 - 61
WA	<b>65</b> 60 - 80	<b>70</b> 60 - 90	<b>80</b> 80 - 110	<b>90</b> 85 - 120	<b>50</b> 50 - 51	<b>51</b> 50 - 56
VIC	<b>56</b> 55 - 65	<b>66</b> 66 - 80	<b>85</b> 77 - 95	<b>90</b> 82 - 100	<b>55</b> 55 - 65	<b>65</b> 65 - 85
QLD	<b>56</b> 60 - 70	<b>62</b> 65 - 80	<b>90</b> 85 - 100	<b>87</b> 85 - 110	<b>51</b> 50 - 56	<b>56</b> 50 - 61
TAS	<b>51</b> 51 - 56	<b>66</b> 61 - 69	<b>71</b> 66 - 77	<b>82</b> 77 - 92	<b>50</b> 50 - 51	<b>53</b> 51 - 56
SA	<b>56</b> 51 - 61	<b>61</b> 56 - 66	<b>77</b> 66 - 82	<b>82</b> 71 - 92	<b>51</b> 50 - 56	<b>56</b> 51 - 61

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## TURNOVER & HIRING INTENTIONS



**Top factors driving turnover across Australia and New Zealand:**

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

## TOP BENEFITS EMPLOYEES WANT

- In Australia:**
- Over 20 days' annual leave
  - Ongoing learning & development
  - Training – either internal or external
- In New Zealand:**
- Over 20 days' annual leave
  - Budget for home office setup or supplies
  - Training – either internal or external

## SALARY OUTLOOK



Employees that are more confident to ask for a pay rise this year



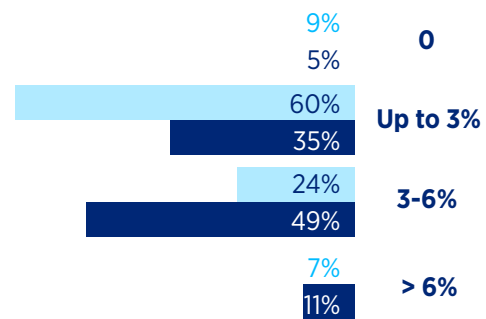
Employers that have offered higher salaries than planned



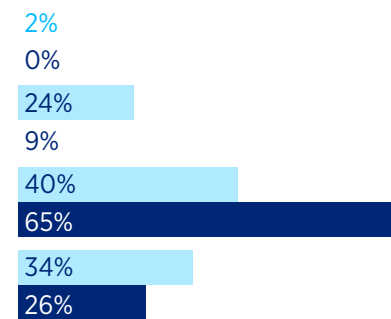
Employees that say they'd benefit financially from changing jobs



Increase employers plan to award



Increase employees say would reflect performance



KEY: AU NZ

## TOP FIVE JOBS EMPLOYERS NEED TO FILL

- In Australia:**
1. Talent Acquisition/Internal Recruiters
  2. HR Advisors
  3. HR Business Partners
  4. Remuneration & Benefits
  5. Learning & Development Officers
- In New Zealand:**
1. HR Business Partners
  2. Talent Acquisition/Internal Recruiters
  3. HR Advisors
  4. HR Coordinators
  5. Learning & Development Consultants

# HUMAN RESOURCES

	Head of HR/ HR Director >1000 employees	Head of HR/ HR Director 250 - 1000 employees	Head of HR/ HR Director <250 employees	HR Manager >1000 employees	HR Manager 250 - 1000 employees	HR Manager <250 employees	Senior HR Business Ptr	HR Business Partner	Senior HR Advisor	HR Advisor
NSW - Sydney	<b>300</b> 204 - 420	<b>220</b> 162 - 280	<b>190</b> 143 - 240	<b>165</b> 133 - 215	<b>165</b> 133 - 195	<b>150</b> 120 - 168	<b>165</b> 140 - 215	<b>143</b> 115 - 165	<b>120</b> 95 - 140	<b>100</b> 85 - 120
VIC - Melbourne	<b>280</b> 200 - 400	<b>200</b> 180 - 255	<b>160</b> 150 - 220	<b>170</b> 140 - 220	<b>140</b> 120 - 180	<b>120</b> 110 - 150	<b>150</b> 120 - 180	<b>130</b> 110 - 160	<b>110</b> 95 - 130	<b>80</b> 80 - 100
QLD - Brisbane	<b>210</b> 173 - 250	<b>173</b> 153 - 204	<b>153</b> 120 - 180	<b>130</b> 120 - 150	<b>133</b> 92 - 153	<b>122</b> 85 - 140	<b>135</b> 120 - 153	<b>120</b> 100 - 150	<b>120</b> 92 - 133	<b>92</b> 82 - 115
SA - Adelaide	<b>250</b> 200 - 300	<b>200</b> 150 - 250	<b>175</b> 140 - 200	<b>175</b> 150 - 200	<b>170</b> 130 - 190	<b>135</b> 120 - 160	<b>150</b> 130 - 180	<b>135</b> 110 - 160	<b>135</b> 110 - 160	<b>100</b> 90 - 120
WA - Perth	<b>250</b> 204 - 306	<b>200</b> 160 - 220	<b>163</b> 153 - 184	<b>184</b> 173 - 214	<b>163</b> 160 - 184	<b>140</b> 120 - 160	<b>150</b> 130 - 180	<b>133</b> 120 - 153	<b>133</b> 112 - 153	<b>102</b> 92 - 120
ACT - Canberra	<b>224</b> 153 - 255	<b>194</b> 163 - 255	<b>163</b> 140 - 184	<b>143</b> 140 - 184	<b>128</b> 125 - 153	<b>110</b> 102 - 153	<b>140</b> 110 - 150	<b>117</b> 102 - 133	<b>117</b> 102 - 133	<b>92</b> 82 - 112
NT - Darwin	<b>204</b> 184 - 235	<b>184</b> 163 - 204	<b>163</b> 143 - 184	<b>153</b> 138 - 163	<b>133</b> 122 - 143	<b>122</b> 92 - 133	<b>133</b> 117 - 148	<b>117</b> 102 - 138	<b>117</b> 92 - 138	<b>82</b> 71 - 102
TAS - Hobart/Launceston	<b>184</b> 153 - 255	<b>153</b> 122 - 184	<b>143</b> 102 - 153	<b>133</b> 110 - 160	<b>125</b> 100 - 140	<b>117</b> 95 - 133	<b>117</b> 92 - 143	<b>112</b> 92 - 133	<b>112</b> 92 - 133	<b>82</b> 71 - 92
New Zealand	<b>250</b> 180 - 300	<b>194</b> 138 - 255	<b>163</b> 128 - 204	<b>153</b> 130 - 184	<b>133</b> 125 - 180	<b>128</b> 110 - 143	<b>150</b> 120 - 180	<b>135</b> 115 - 160	<b>117</b> 92 - 133	<b>84</b> 71 - 102

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# HUMAN RESOURCES

	HR Coordinator	HR Admin	IR Manager	ER Manager	IR Advisor	ER Advisor	HR Analyst	HR Policy Writers	Head of L&D/ L&D Director	Learning & Development Manager
NSW - Sydney	<b>75</b> 70 - 85	<b>70</b> 65 - 80	<b>160</b> 122 - 200	<b>155</b> 125 - 200	<b>115</b> 95 - 130	<b>110</b> 92 - 125	<b>105</b> 87 - 135	<b>125</b> 102 - 153	<b>224</b> 160 - 255	<b>155</b> 130 - 190
VIC - Melbourne	<b>75</b> 65 - 85	<b>65</b> 60 - 80	<b>150</b> 130 - 210	<b>150</b> 130 - 210	<b>130</b> 100 - 140	<b>130</b> 100 - 140	<b>120</b> 100 - 140	<b>90</b> 90 - 130	<b>180</b> 150 - 255	<b>140</b> 130 - 200
QLD - Brisbane	<b>61</b> 60 - 80	<b>60</b> 50 - 70	<b>163</b> 122 - 204	<b>163</b> 122 - 200	<b>110</b> 90 - 140	<b>95</b> 80 - 110	<b>90</b> 80 - 120	<b>100</b> 90 - 110	<b>160</b> 122 - 210	<b>135</b> 120 - 150
SA - Adelaide	<b>70</b> 60 - 80	<b>65</b> 55 - 75	<b>160</b> 120 - 200	<b>160</b> 120 - 200	<b>110</b> 90 - 130	<b>110</b> 90 - 130	<b>100</b> 80 - 120	<b>95</b> 80 - 120	<b>170</b> 140 - 210	<b>135</b> 110 - 180
WA - Perth	<b>80</b> 80 - 90	<b>61</b> 60 - 70	<b>184</b> 160 - 240	<b>184</b> 160 - 220	<b>110</b> 100 - 120	<b>110</b> 100 - 120	<b>92</b> 90 - 120	<b>92</b> 82 - 112	<b>184</b> 153 - 204	<b>140</b> 120 - 160
ACT - Canberra	<b>71</b> 56 - 82	<b>56</b> 51 - 66	<b>133</b> 112 - 143	<b>133</b> 112 - 143	<b>102</b> 92 - 122	<b>102</b> 92 - 112	<b>92</b> 77 - 102	<b>92</b> 82 - 112	<b>153</b> 122 - 204	<b>122</b> 92 - 153
NT - Darwin	<b>66</b> 61 - 82	<b>58</b> 56 - 71	<b>133</b> 112 - 163	<b>122</b> 102 - 143	<b>122</b> 102 - 143	<b>92</b> 77 - 122	<b>92</b> 77 - 122	<b>92</b> 82 - 102	<b>153</b> 122 - 204	<b>122</b> 92 - 143
TAS - Hobart/Launceston	<b>61</b> 56 - 66	<b>56</b> 50 - 65	<b>133</b> 112 - 163	<b>112</b> 112 - 163	<b>95</b> 90 - 122	<b>87</b> 71 - 122	<b>92</b> 80 - 102	<b>92</b> 82 - 102	<b>153</b> 133 - 204	<b>122</b> 92 - 143
New Zealand	<b>70</b> 60 - 75	<b>60</b> 55 - 65	<b>150</b> 110 - 180	<b>150</b> 110 - 180	<b>107</b> 92 - 122	<b>107</b> 92 - 122	<b>90</b> 80 - 110	<b>102</b> 82 - 122	<b>179</b> 122 - 224	<b>128</b> 97 - 148

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**NEW ZEALAND** - All payment rates are shown exclusive of KiwiSaver and stated in New Zealand dollars.



# HUMAN RESOURCES

	Learning & Development Advisor	Learning & Development Coordinator	Training Manager	Trainer	Diversity Manager	Diversity Advisor	Recruitment Manager/Talent Acquisition Manager	Recruitment Advisor	Recruitment Coordinator	Workforce Planner
NSW - Sydney	<b>105</b> 90 - 125	<b>84</b> 70 - 90	<b>135</b> 102 - 165	<b>97</b> 85 - 125	<b>165</b> 122 - 215	<b>138</b> 122 - 163	<b>155</b> 130 - 200	<b>100</b> 90 - 140	<b>80</b> 75 - 90	<b>120</b> 95 - 140
VIC - Melbourne	<b>100</b> 85 - 120	<b>75</b> 65 - 90	<b>120</b> 100 - 150	<b>100</b> 85 - 130	<b>140</b> 125 - 200	<b>120</b> 100 - 150	<b>150</b> 140 - 200	<b>110</b> 75 - 135	<b>70</b> 70 - 90	<b>125</b> 110 - 140
QLD - Brisbane	<b>90</b> 80 - 110	<b>60</b> 50 - 71	<b>110</b> 90 - 140	<b>90</b> 80 - 100	<b>122</b> 92 - 143	<b>102</b> 92 - 122	<b>122</b> 100 - 153	<b>100</b> 80 - 110	<b>70</b> 60 - 85	<b>112</b> 85 - 120
SA - Adelaide	<b>95</b> 82 - 110	<b>80</b> 65 - 90	<b>125</b> 90 - 150	<b>100</b> 75 - 130	<b>135</b> 100 - 160	<b>120</b> 90 - 150	<b>140</b> 120 - 180	<b>100</b> 80 - 120	<b>70</b> 60 - 80	<b>100</b> 85 - 125
WA - Perth	<b>102</b> 95 - 120	<b>82</b> 71 - 92	<b>133</b> 122 - 153	<b>112</b> 92 - 133	<b>143</b> 122 - 163	<b>102</b> 92 - 128	<b>148</b> 140 - 180	<b>97</b> 85 - 120	<b>77</b> 75 - 85	<b>102</b> 92 - 122
ACT - Canberra	<b>92</b> 82 - 122	<b>71</b> 66 - 89	<b>92</b> 71 - 112	<b>92</b> 71 - 112	<b>122</b> 92 - 143	<b>102</b> 82 - 122	<b>122</b> 102 - 153	<b>82</b> 71 - 102	<b>61</b> 51 - 71	<b>120</b> 100 - 140
NT - Darwin	<b>92</b> 82 - 102	<b>71</b> 66 - 92	<b>102</b> 82 - 122	<b>87</b> 71 - 102	<b>107</b> 92 - 133	<b>87</b> 77 - 102	<b>102</b> 82 - 122	<b>82</b> 71 - 92	<b>66</b> 61 - 82	<b>92</b> 71 - 112
TAS - Hobart/Launceston	<b>87</b> 77 - 97	<b>71</b> 61 - 82	<b>102</b> 82 - 112	<b>87</b> 71 - 102	<b>112</b> 82 - 133	<b>82</b> 71 - 102	<b>112</b> 102 - 143	<b>77</b> 61 - 102	<b>56</b> 51 - 66	<b>87</b> 66 - 102
New Zealand	<b>97</b> 87 - 128	<b>70</b> 60 - 82	<b>122</b> 92 - 153	<b>92</b> 71 - 112	<b>140</b> 110 - 160	<b>105</b> 90 - 120	<b>125</b> 120 - 160	<b>90</b> 85 - 120	<b>65</b> 60 - 75	<b>95</b> 85 - 110

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# HUMAN RESOURCES

	Change Manager	Change Analyst	Instructional Designer	Organisational Development Manager	Organisational Development Advisor	Head of/Director Remuneration & Benefits	Remuneration & Benefits Manager	Remuneration & Benefits Advisor	HRIS Advisor	HR Project Manager
NSW - Sydney	<b>204</b> 150 - 245	<b>153</b> 102 - 204	<b>153</b> 112 - 204	<b>175</b> 145 - 235	<b>120</b> 100 - 135	<b>225</b> 163 - 320	<b>165</b> 140 - 210	<b>115</b> 95 - 130	<b>100</b> 90 - 125	<b>160</b> 122 - 194
VIC - Melbourne	<b>200</b> 140 - 245	<b>130</b> 90 - 150	<b>130</b> 110 - 200	<b>150</b> 130 - 180	<b>120</b> 100 - 130	<b>210</b> 160 - 280	<b>150</b> 130 - 180	<b>110</b> 85 - 125	<b>90</b> 85 - 120	<b>140</b> 110 - 160
QLD - Brisbane	<b>153</b> 122 - 204	<b>133</b> 92 - 153	<b>120</b> 100 - 140	<b>133</b> 102 - 153	<b>102</b> 92 - 122	<b>194</b> 153 - 224	<b>133</b> 92 - 153	<b>90</b> 82 - 100	<b>90</b> 85 - 105	<b>133</b> 102 - 153
SA - Adelaide	<b>160</b> 135 - 200	<b>130</b> 90 - 150	<b>115</b> 95 - 135	<b>130</b> 110 - 160	<b>110</b> 85 - 130	<b>200</b> 155 - 230	<b>130</b> 95 - 160	<b>105</b> 80 - 120	<b>90</b> 75 - 110	<b>120</b> 100 - 150
WA - Perth	<b>184</b> 153 - 220	<b>122</b> 112 - 133	<b>143</b> 122 - 163	<b>184</b> 153 - 220	<b>122</b> 102 - 133	<b>184</b> 160 - 220	<b>143</b> 122 - 160	<b>122</b> 102 - 140	<b>112</b> 92 - 133	<b>143</b> 122 - 184
ACT - Canberra	<b>204</b> 143 - 245	<b>128</b> 102 - 184	<b>122</b> 82 - 184	<b>153</b> 102 - 184	<b>112</b> 92 - 122	<b>184</b> 122 - 204	<b>133</b> 112 - 153	<b>92</b> 82 - 102	<b>87</b> 77 - 122	<b>102</b> 92 - 133
NT - Darwin	<b>133</b> 102 - 163	<b>102</b> 82 - 122	<b>112</b> 92 - 133	<b>133</b> 102 - 153	<b>92</b> 71 - 112	<b>153</b> 122 - 214	<b>122</b> 92 - 143	<b>82</b> 66 - 92	<b>82</b> 66 - 92	<b>112</b> 92 - 133
TAS - Hobart/Launceston	<b>133</b> 112 - 173	<b>122</b> 92 - 143	<b>112</b> 92 - 153	<b>133</b> 102 - 153	<b>117</b> 92 - 143	<b>153</b> 122 - 214	<b>122</b> 92 - 143	<b>82</b> 77 - 102	<b>87</b> 71 - 97	<b>112</b> 92 - 133
New Zealand	<b>150</b> 120 - 180	<b>112</b> 92 - 133	<b>128</b> 102 - 163	<b>150</b> 120 - 180	<b>117</b> 92 - 143	<b>179</b> 153 - 224	<b>120</b> 92 - 143	<b>87</b> 80 - 112	<b>82</b> 66 - 102	<b>122</b> 92 - 143

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# HUMAN RESOURCES

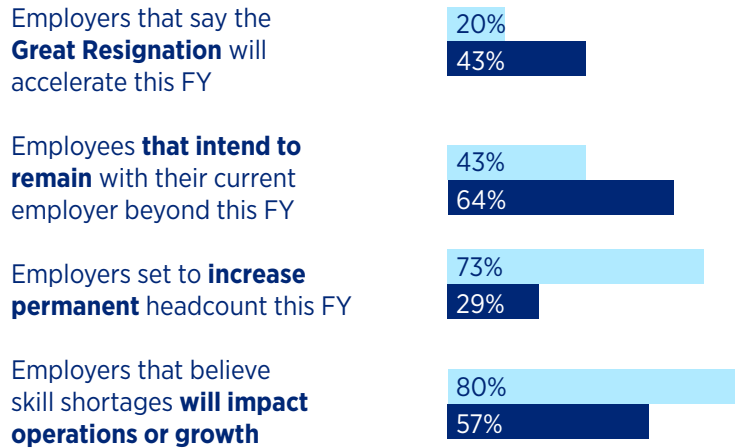
	Head of WHS/ WHS Director	Health & Wellbeing Manager/Officer	WHS Manager	WHS Advisor	WHS Coordinator	Injury/RTW Manager	Injury/RTW Advisor	RTW Coordinator
NSW - Sydney	<b>202</b> 180 - 260	<b>140</b> 102 - 173	<b>152</b> 122 - 184	<b>115</b> 100 - 130	<b>90</b> 80 - 100	<b>135</b> 110 - 145	<b>100</b> 90 - 120	<b>90</b> 80 - 100
VIC - Melbourne	<b>250</b> 200 - 280	<b>150</b> 90 - 170	<b>150</b> 130 - 180	<b>105</b> 90 - 120	<b>80</b> 70 - 90	<b>110</b> 100 - 120	<b>90</b> 85 - 110	<b>75</b> 60 - 80
QLD - Brisbane	<b>160</b> 122 - 200	<b>112</b> 82 - 153	<b>122</b> 82 - 153	<b>100</b> 80 - 120	<b>70</b> 60 - 80	<b>102</b> 77 - 130	<b>80</b> 70 - 100	<b>70</b> 65 - 95
SA - Adelaide	<b>200</b> 180 - 250	<b>125</b> 100 - 150	<b>125</b> 100 - 150	<b>95</b> 80 - 130	<b>85</b> 70 - 100	<b>110</b> 80 - 130	<b>90</b> 70 - 110	<b>80</b> 70 - 90
WA - Perth	<b>184</b> 155 - 220	<b>112</b> 92 - 143	<b>153</b> 122 - 184	<b>97</b> 87 - 112	<b>80</b> 75 - 90	<b>102</b> 82 - 122	<b>82</b> 77 - 92	<b>71</b> 65 - 90
ACT - Canberra	<b>150</b> 130 - 175	<b>100</b> 90 - 120	<b>130</b> 100 - 145	<b>92</b> 82 - 102	<b>66</b> 56 - 82	<b>100</b> 87 - 115	<b>85</b> 71 - 92	<b>75</b> 66 - 77
NT - Darwin	<b>153</b> 122 - 184	<b>122</b> 102 - 143	<b>122</b> 92 - 143	<b>92</b> 82 - 102	<b>77</b> 66 - 87	<b>112</b> 102 - 143	<b>92</b> 82 - 102	<b>71</b> 61 - 82
TAS - Hobart/Launceston	<b>153</b> 122 - 184	<b>112</b> 92 - 133	<b>112</b> 110 - 140	<b>77</b> 66 - 97	<b>65</b> 56 - 70	<b>87</b> 77 - 102	<b>71</b> 61 - 87	<b>61</b> 56 - 66
New Zealand	<b>150</b> 120 - 184	<b>115</b> 100 - 140	<b>130</b> 100 - 150	<b>90</b> 75 - 110	<b>70</b> 65 - 80	<b>92</b> 61 - 122	<b>77</b> 61 - 87	<b>65</b> 55 - 70

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## TURNOVER & HIRING INTENTIONS



**Top factors driving turnover across Australia and New Zealand:**

- An uncompetitive salary
- Lack of promotional opportunities
- Negative mental health and wellbeing impacts

## TOP BENEFITS EMPLOYEES WANT

- In Australia:**
- Over 20 days' annual leave
  - Ongoing learning & development
  - Training – either internal or external
- In New Zealand:**
- Over 20 days' annual leave
  - Training – either internal or external
  - Budget for home office setup or supplies

## SALARY OUTLOOK



Employees that are more confident to ask for a pay rise this year



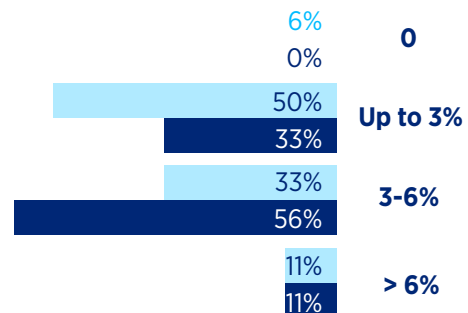
Employers that have offered higher salaries than planned



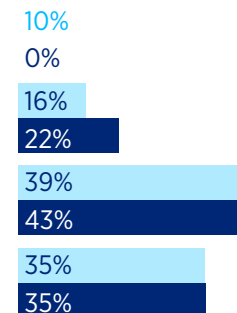
Employees that say they'd benefit financially from changing jobs



Increase employers plan to award



Increase employees say would reflect performance



KEY: AU NZ

## TOP FIVE JOBS EMPLOYERS NEED TO FILL

- In Australia:**
1. Claims Assessors/Consultants
  2. Underwriters - SME
  3. Contact Centre Agents - lodgement
  4. Brokers
  5. Technical Claims Managers

- In New Zealand:**
1. Underwriters
  2. Brokers
  3. Loss Adjusters
  4. Claims Handlers
  5. Broker Support

# INSURANCE

GENERAL INSURANCE	Underwriting Assistant	Commercial Underwriter	Business Development Underwriter	Senior Technical Underwriter	Underwriting Manager
NSW - Sydney	<b>65</b> 55 - 70	<b>110</b> 87 - 130	<b>105</b> 90 - 120	<b>135</b> 120 - 170	<b>170</b> 150 - 200
VIC - Melbourne	<b>51</b> 51 - 56	<b>98</b> 80 - 115	<b>100</b> 85 - 120	<b>110</b> 90 - 120	<b>150</b> 130 - 170
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>57</b> 55 - 65	<b>75</b> 70 - 110	<b>95</b> 80 - 100	<b>90</b> 75 - 110	<b>115</b> 100 - 140
SA - Adelaide	<b>56</b> 51 - 56	<b>77</b> 66 - 102	<b>95</b> 80 - 110	<b>90</b> 75 - 110	<b>110</b> 100 - 125
WA - Perth	<b>52</b> 52 - 58	<b>82</b> 77 - 92	N/A	<b>110</b> 100 - 130	<b>135</b> 110 - 150
ACT - Canberra	<b>51</b> 50 - 56	<b>71</b> 66 - 82	<b>95</b> 80 - 110	<b>85</b> 75 - 100	<b>105</b> 100 - 120
New Zealand	<b>53</b> 46 - 61	<b>90</b> 66 - 122	<b>100</b> 80 - 120	<b>122</b> 80 - 150	<b>145</b> 105 - 185

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# INSURANCE

GENERAL INSURANCE	Domestic Claims Assessor	Commercial Claims Assessor	Senior Technical Claims Assessor	Claims Team Leader	Head of Claims
NSW - Sydney	<b>65</b> 60 - 70	<b>75</b> 65 - 85	<b>105</b> 90 - 120	<b>95</b> 85 - 110	<b>180</b> 140 - 220
VIC - Melbourne	<b>65</b> 60 - 70	<b>68</b> 61 - 80	<b>100</b> 80 - 110	<b>95</b> 85 - 110	<b>180</b> 160 - 250
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>55</b> 50 - 60	<b>65</b> 57 - 78	<b>95</b> 80 - 110	<b>90</b> 80 - 102	<b>160</b> 120 - 170
SA - Adelaide	<b>61</b> 56 - 61	<b>66</b> 61 - 77	<b>95</b> 80 - 105	<b>90</b> 80 - 102	<b>150</b> 120 - 180
WA - Perth	<b>55</b> 50 - 60	<b>70</b> 61 - 77	<b>90</b> 80 - 100	<b>95</b> 82 - 102	N/A
ACT - Canberra	<b>55</b> 50 - 60	<b>66</b> 61 - 77	<b>90</b> 80 - 100	<b>92</b> 82 - 102	N/A
TAS - Hobart	<b>55</b> 51 - 60	<b>66</b> 63 - 77	<b>92</b> 80 - 107	<b>92</b> 82 - 102	N/A
NT - Darwin	<b>49</b> 49 - 51	<b>65</b> 61 - 77	<b>89</b> 80 - 102	<b>89</b> 80 - 102	N/A
New Zealand	<b>60</b> 50 - 66	<b>68</b> 56 - 78	<b>87</b> 71 - 110	<b>92</b> 65 - 112	<b>110</b> 90 - 150

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# INSURANCE

INSURANCE BROKING	Assistant Account Executive	Account Executive	Senior Account Executive	Account Manager	Account Director
NSW - Sydney	<b>60</b> 55 - 65	<b>80</b> 70 - 85	<b>110</b> 90 - 120	<b>110</b> 90 - 120	<b>180</b> 155 - 210
VIC - Melbourne	<b>57</b> 52 - 66	<b>66</b> 56 - 77	<b>110</b> 90 - 120	<b>100</b> 90 - 140	<b>180</b> 155 - 210
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>51</b> 50 - 60	<b>66</b> 65 - 80	<b>90</b> 75 - 105	<b>100</b> 90 - 115	<b>140</b> 110 - 160
SA - Adelaide	<b>51</b> 46 - 56	<b>66</b> 61 - 71	<b>90</b> 80 - 115	<b>105</b> 85 - 115	<b>170</b> 150 - 200
WA - Perth	<b>52</b> 50 - 55	<b>70</b> 60 - 75	<b>90</b> 80 - 100	<b>90</b> 80 - 100	<b>150</b> 130 - 170
ACT - Canberra	<b>46</b> 46 - 56	<b>56</b> 49 - 71	<b>90</b> 80 - 100	N/A	<b>140</b> 120 - 170
TAS - Hobart	<b>51</b> 46 - 56	<b>61</b> 56 - 71	<b>85</b> 70 - 95	<b>110</b> 90 - 130	<b>170</b> 140 - 180
NT - Darwin	<b>49</b> 46 - 56	<b>61</b> 51 - 66	N/A	N/A	N/A
New Zealand	<b>55</b> 46 - 66	<b>65</b> 60 - 78	<b>87</b> 72 - 115	<b>105</b> 90 - 120	<b>150</b> 110 - 180

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# INSURANCE

LOSS ADJUSTING/ ASSESSING	Loss Assessor/Adjustor	Senior Loss Assessor/Adjustor	Technical/Specialist Loss Assessor/Adjustor	Assessing Manager
NSW - Sydney	<b>63</b> 60 - 77	<b>82</b> 75 - 90	<b>110</b> 90 - 130	<b>120</b> 112 - 145
VIC - Melbourne	<b>57</b> 51 - 72	<b>75</b> 68 - 90	<b>85</b> 77 - 95	<b>130</b> 90 - 160
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>56</b> 53 - 71	<b>71</b> 63 - 84	<b>82</b> 77 - 94	<b>92</b> 85 - 115
SA - Adelaide	<b>51</b> 49 - 54	<b>51</b> 49 - 56	<b>69</b> 51 - 71	<b>84</b> 69 - 84
WA - Perth	<b>55</b> 50 - 60	<b>65</b> 60 - 80	<b>87</b> 77 - 102	<b>115</b> 92 - 135
ACT - Canberra	<b>55</b> 50 - 60	<b>66</b> 55 - 75	<b>77</b> 56 - 82	<b>84</b> 77 - 92
TAS - Hobart	<b>51</b> 49 - 54	<b>51</b> 49 - 61	<b>66</b> 56 - 77	<b>84</b> 77 - 92
NT - Darwin	<b>49</b> 49 - 51	<b>51</b> 49 - 56	<b>69</b> 51 - 71	<b>82</b> 69 - 90
New Zealand	<b>75</b> 56 - 88	<b>91</b> 80 - 120	<b>122</b> 82 - 143	<b>128</b> 82 - 148

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# INSURANCE

WORKERS COMPENSATION	Claims Assessor	Case Manager	Senior Case Manager	Team Leader	Manager
NSW - Sydney	<b>71</b> 61 - 87	<b>80</b> 70 - 95	<b>95</b> 90 - 120	<b>105</b> 95 - 120	<b>140</b> 120 - 150
VIC - Melbourne	<b>55</b> 50 - 58	<b>67</b> 61 - 72	<b>90</b> 70 - 95	<b>90</b> 85 - 100	<b>102</b> 100 - 125
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>56</b> 55 - 67	<b>60</b> 60 - 70	<b>75</b> 65 - 85	<b>71</b> 66 - 90	<b>90</b> 80 - 105
SA - Adelaide	<b>56</b> 51 - 61	<b>65</b> 55 - 70	<b>66</b> 65 - 71	<b>70</b> 62 - 80	<b>75</b> 70 - 80
WA - Perth	<b>55</b> 55 - 65	<b>71</b> 60 - 75	<b>85</b> 76 - 92	<b>87</b> 82 - 92	<b>120</b> 92 - 150
ACT - Canberra	<b>65</b> 47 - 70	<b>71</b> 55 - 87	<b>77</b> 66 - 92	<b>87</b> 80 - 100	<b>102</b> 84 - 122
New Zealand	<b>66</b> 51 - 77	<b>75</b> 56 - 92	<b>82</b> 71 - 100	<b>92</b> 63 - 102	<b>102</b> 80 - 133

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# INSURANCE

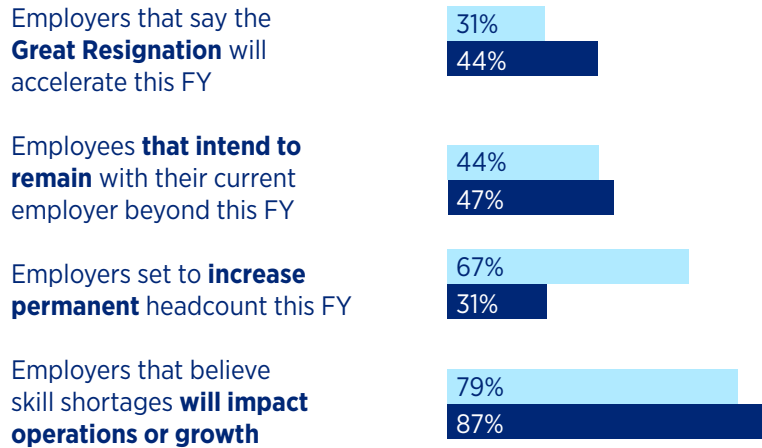
LIFE INSURANCE	Claims Administrator	Claims Assessor	Senior Claims Assessor	Claims Team Leader	Head of Claims	Underwriting Assistant	Underwriter	Senior Underwriter	Underwriting Manager	Chief Underwriter
NSW - Sydney	<b>62</b> 55 - 70	<b>87</b> 80 - 95	<b>115</b> 100 - 130	<b>135</b> 120 - 155	<b>200</b> 150 - 250	<b>65</b> 60 - 75	<b>95</b> 80 - 120	<b>130</b> 110 - 150	<b>170</b> 140 - 200	<b>200</b> 180 - 250
VIC - Melbourne	<b>55</b> 55 - 65	<b>80</b> 75 - 85	<b>100</b> 90 - 120	<b>110</b> 95 - 125	<b>200</b> 150 - 250	<b>55</b> 52 - 58	<b>85</b> 75 - 105	<b>130</b> 110 - 150	<b>150</b> 130 - 180	<b>200</b> 180 - 240
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>55</b> 52 - 65	<b>61</b> 60 - 80	<b>75</b> 67 - 87	<b>80</b> 75 - 105	<b>160</b> 120 - 180	<b>60</b> 55 - 70	<b>71</b> 66 - 82	<b>92</b> 84 - 102	<b>92</b> 84 - 120	<b>110</b> 100 - 145
SA - Adelaide	<b>50</b> 48 - 52	<b>61</b> 51 - 66	<b>73</b> 64 - 85	<b>75</b> 70 - 85	<b>180</b> 150 - 250	<b>56</b> 51 - 56	<b>66</b> 51 - 71	<b>87</b> 71 - 92	<b>92</b> 84 - 102	<b>110</b> 100 - 130
WA - Perth	<b>50</b> 47 - 55	<b>60</b> 50 - 65	<b>75</b> 69 - 80	<b>75</b> 70 - 87	N/A	<b>53</b> 51 - 56	<b>70</b> 60 - 75	<b>87</b> 77 - 97	<b>122</b> 92 - 143	<b>133</b> 102 - 153
ACT - Canberra	<b>50</b> 47 - 53	<b>61</b> 51 - 66	<b>73</b> 64 - 85	<b>77</b> 70 - 95	N/A	<b>53</b> 47 - 56	<b>71</b> 66 - 82	<b>92</b> 84 - 102	<b>102</b> 84 - 122	<b>110</b> 100 - 130
New Zealand	<b>55</b> 45 - 65	<b>65</b> 52 - 82	<b>85</b> 66 - 102	<b>90</b> 68 - 102	<b>170</b> 110 - 200	<b>51</b> 46 - 66	<b>82</b> 61 - 102	<b>128</b> 92 - 153	<b>143</b> 102 - 163	<b>163</b> 143 - 194

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## TURNOVER & HIRING INTENTIONS





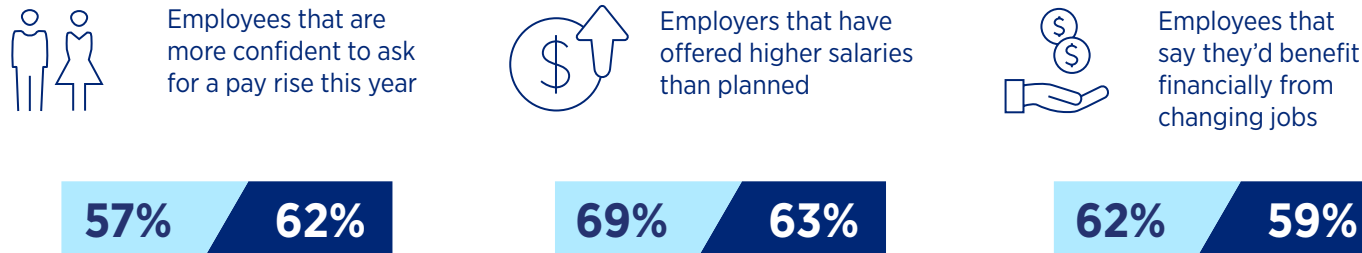
**Top factors driving turnover across Australia and New Zealand:**

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

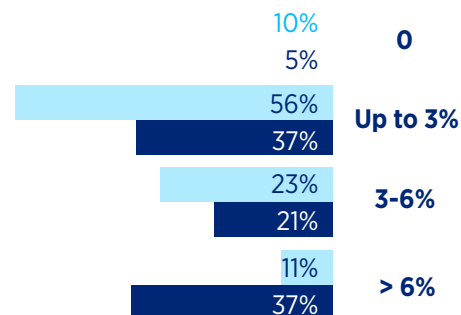
## TOP BENEFITS EMPLOYEES WANT

- In Australia:**
- Over 20 days' annual leave
  - Payment of professional membership fees
  - Formal career paths
- In New Zealand:**
- Over 20 days' annual leave
  - Training – either internal or external
  - Ongoing learning & development

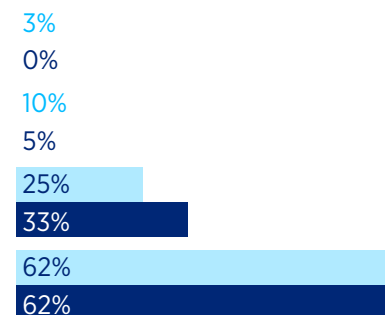
## SALARY OUTLOOK



### Increase employers plan to award



### Increase employees say would reflect performance



KEY: AU NZ

## TOP FIVE JOBS EMPLOYERS NEED TO FILL

- In Australia:**
1. Commercial Property Solicitors & Paralegals
  2. Insurance/Personal Injury Solicitors & Paralegals
  3. Commercial Lawyers
  4. Family Lawyers
  5. Corporate Lawyers
- In New Zealand:**
1. Commercial Corporate Solicitors
  2. Commercial Property Solicitors
  3. Litigation Solicitors
  4. Private Client Solicitors Broker Support
  5. General Practitioners

# LEGAL

PRIVATE PRACTICE - TOP TIER	Paralegal	Graduate	0 - 1 yrs P.A.E	1 - 2 yrs P.A.E	2 - 3 yrs P.A.E	3 - 4 yrs P.A.E	4 - 5 yrs P.A.E	5 - 6 yrs P.A.E	6+ yrs P.A.E
NSW - Sydney	60 55 - 90	70 65 - 80	80 75 - 90	90 80 - 100	100 90 - 115	115 100 - 130	130 115 - 140	140 130 - 160	160 150 - 170
VIC - Melbourne	66 55 - 80	60 55 - 75	65 60 - 80	77 66 - 87	87 80 - 100	110 100 - 120	125 110 - 140	128 120 - 160	143 140 - 170
QLD - Brisbane	60 55 - 80	70 60 - 80	75 60 - 80	75 65 - 87	90 80 - 100	105 82 - 118	115 90 - 133	122 100 - 148	135 120 - 167
WA - Perth	56 49 - 77	56 56 - 65	63 56 - 69	71 66 - 81	80 77 - 91	90 82 - 107	107 93 - 125	121 102 - 135	131 112 - 158
ACT - Canberra	65 58 - 70	65 55 - 70	64 60 - 75	75 66 - 84	86 75 - 96	102 87 - 107	110 97 - 122	124 108 - 139	150 120 - 160
NZ - Auckland	60 46 - 70	55 48 - 61	60 52 - 65	65 60 - 75	80 70 - 90	95 80 - 110	110 90 - 120	120 100 - 145	135 120 - 160
NZ - Christchurch/Wellington	55 46 - 65	50 45 - 55	55 50 - 60	60 55 - 65	75 67 - 85	85 75 - 100	100 90 - 120	110 95 - 135	135 120 - 150

	Senior Associate	Special Counsel	Salaried Partner	Equity Partner
NSW - Sydney	190 150 - 250	220 +	280 +	700 +
VIC - Melbourne	173 150 - 250	200 200 - 250	270 +	520 +
QLD - Brisbane	165 130 - 250	200 183 - 260	250 +	500 +
WA - Perth	158 140 - 187	200 190 - 228	250	500
ACT - Canberra	175 135 - 200	200 +	250 +	400 +
NZ - Auckland	165 140 - 200	200 +	200 +	350 +
NZ - Christchurch/Wellington	150 135 - 180	180 +	180 +	250 +

- Salaries shown are including benefits and professional memberships
- P.A.E: Post admission experience
- The salary packages above have been compiled on the basis of information from top tier law firms within the CBD
- New Zealand figures are representative of those offered in larger commercial practices
- Equity partner salary is representative of profit drawing plus base and superannuation

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

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

**AUSTRALIA** - All PAYG payment rates are shown exclusive of superannuation for ordinary time earnings and stated in Australian dollars.

**NEW ZEALAND** - All payment rates are shown exclusive of KiwiSaver and stated in New Zealand dollars.



# LEGAL

PRIVATE PRACTICE - MID TIER	Paralegal	Graduate	0 - 1 yrs P.A.E	1 - 2 yrs P.A.E	2 - 3 yrs P.A.E	3 - 4 yrs P.A.E	4 - 5 yrs P.A.E	5 - 6 yrs P.A.E	6+ yrs P.A.E
NSW - Sydney	60 50 - 80	60 55 - 70	70 65 - 80	80 70 - 90	90 80 - 100	105 90 - 120	115 105 - 130	130 115 - 145	140 130 - 155
VIC - Melbourne	60 55 - 75	60 55 - 70	68 60 - 75	80 70 - 90	80 75 - 95	100 90 - 120	102 95 - 120	112 110 - 130	128 120 - 140
QLD - Brisbane	60 52 - 80	62 55 - 70	68 60 - 72	75 62 - 83	80 72 - 100	90 77 - 120	110 90 - 130	125 97 - 140	125 115 - 148
WA - Perth	56 49 - 69	53 53 - 60	56 56 - 65	65 60 - 69	74 65 - 80	86 80 - 93	97 92 - 121	107 102 - 125	121 112 - 140
ACT - Canberra	65 58 - 70	61 56 - 66	68 60 - 75	75 65 - 82	80 70 - 88	90 80 - 95	110 97 - 117	122 108 - 128	125 112 - 143
NZ - Auckland	60 46 - 69	55 45 - 61	60 52 - 65	65 60 - 75	80 70 - 90	95 80 - 110	110 90 - 120	125 100 - 145	145 120 - 160
NZ - Christchurch/Wellington	55 46 - 65	50 45 - 55	55 50 - 60	60 55 - 65	75 67 - 85	85 75 - 100	100 85 - 120	110 95 - 133	135 120 - 150

	Senior Associate	Special Counsel	Salaried Partner	Equity Partner
NSW - Sydney	170 140 - 200	200 +	230 +	300 +
VIC - Melbourne	140 130 - 190	180 160 - 200	220 +	290 +
QLD - Brisbane	150 135 - 180	183 150 - 250	230 +	280 +
WA - Perth	140 131 - 167	169 155 - 183	220	274
ACT - Canberra	150 125 - 170	180 +	200 +	300 +
NZ - Auckland	150 140 - 190	190 +	180 +	225 +
NZ - Christchurch/Wellington	140 140 - 170	170 +	170 +	180 +

- Salaries shown are including benefits and professional memberships
- P.A.E: Post admission experience
- The salary packages above have been compiled on the basis of information from top tier law firms within the CBD
- Equity partner salary is representative of profit drawing plus base and superannuation

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

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

**AUSTRALIA** - All PAYG payment rates are shown exclusive of superannuation for ordinary time earnings and stated in Australian dollars.

**NEW ZEALAND** - All payment rates are shown exclusive of KiwiSaver and stated in New Zealand dollars.



# LEGAL

PRIVATE PRACTICE - SMALL PRACTICES	Paralegal	Graduate	0 - 1 yrs P.A.E	1 - 2 yrs P.A.E	2 - 3 yrs P.A.E	3 - 4 yrs P.A.E	4 - 5 yrs P.A.E	5 - 6 yrs P.A.E	6+ yrs P.A.E
NSW - Sydney	55 47 - 80	55 53 - 60	60 55 - 70	70 65 - 80	80 70 - 90	90 80 - 110	110 95 - 125	120 105 - 135	135 120 - 145
VIC - Melbourne	55 50 - 61	53 53 - 60	57 55 - 65	60 60 - 70	75 65 - 85	85 80 - 95	95 85 - 110	110 100 - 125	125 120 - 145
QLD - Brisbane	65 52 - 78	60 55 - 65	65 60 - 70	65 58 - 75	65 60 - 82	77 69 - 95	90 82 - 112	110 87 - 128	115 92 - 133
WA - Perth	49 47 - 60	53 53 - 55	54 53 - 56	54 54 - 65	60 56 - 80	74 69 - 84	77 68 - 93	85 81 - 111	98 81 - 119
ACT - Canberra	65 58 - 70	54 53 - 63	60 54 - 63	75 63 - 80	80 69 - 90	85 75 - 95	91 86 - 116	115 95 - 120	130 107 - 135
NZ - Auckland	57 45 - 65	50 45 - 58	55 45 - 60	60 50 - 68	75 60 - 85	80 70 - 90	90 75 - 105	100 85 - 120	115 95 - 140
NZ - Christchurch/Wellington	52 45 - 60	48 45 - 55	53 45 - 58	58 50 - 65	70 60 - 80	80 70 - 90	85 75 - 95	95 80 - 110	110 95 - 125

	Senior Associate	Special Counsel	Salaried Partner	Equity Partner
NSW - Sydney	160 135 - 180	170 +	185 +	230 +
VIC - Melbourne	140 130 - 160	150 130 - 160	180 +	230 +
QLD - Brisbane	102 95 - 160	145 135 - 165	180 +	230 +
WA - Perth	102 93 - 145	142 125 - 150	180	228 +
ACT - Canberra	140 110 - 145	145 +	175 +	200 +
NZ - Auckland	140 110 - 160	150 +	160 +	180 +
NZ - Christchurch/Wellington	130 110 - 150	140 +	140 +	150 +

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- Gym membership
- Vehicle expenses
- Bonuses
- Laptops/mobile phone

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# LEGAL

IN-HOUSE	Paralegal	0-1 yrs P.A.E	Legal Counsel 1-2 yrs P.A.E	Legal Counsel 2-3 yrs P.A.E	Legal Counsel 3-4 yrs P.A.E	Legal Counsel 4-5 yrs P.A.E	Legal Counsel 5 - 6 yrs P.A.E	Legal Counsel 6+ yrs P.A.E	Senior Legal Counsel	General Counsel
NSW - Sydney	<b>65</b> 55 - 95	<b>70</b> 60 - 80	<b>80</b> 65 - 90	<b>95</b> 80 - 115	<b>120</b> 90 - 130	<b>130</b> 110 - 140	<b>145</b> 130 - 160	<b>160</b> 145 - 175	<b>200</b> 165 - 240	<b>250 +</b>
VIC - Melbourne	<b>61</b> 55 - 80	<b>56</b> 55 - 70	<b>66</b> 65 - 85	<b>77</b> 70 - 100	<b>92</b> 90 - 125	<b>112</b> 100 - 140	<b>138</b> 120 - 155	<b>138</b> 130 - 165	<b>153</b> 140 - 240	N/A
QLD - Brisbane	<b>65</b> 52 - 82	<b>65</b> 55 - 75	<b>72</b> 62 - 83	<b>80</b> 72 - 100	<b>95</b> 82 - 130	<b>110</b> 97 - 140	<b>117</b> 110 - 145	<b>133</b> 115 - 175	<b>148</b> 135 - 240	<b>250</b> 200 +
WA - Perth	<b>66</b> 47 - 80	<b>52</b> 52 - 56	<b>66</b> 56 - 77	<b>77</b> 66 - 92	<b>92</b> 77 - 112	<b>107</b> 92 - 122	<b>117</b> 102 - 133	<b>128</b> 112 - 148	<b>143</b> 112 - 158	160 - 274
ACT - Canberra	<b>60</b> 60 - 68	<b>65</b> 60 - 76	<b>70</b> 60 - 80	<b>80</b> 70 - 90	<b>96</b> 87 - 102	<b>105</b> 95 - 115	<b>120</b> 110 - 130	<b>138</b> 122 - 153	<b>170</b> 135 - 184	<b>180 +</b>
NZ - Auckland	<b>60</b> 46 - 74	<b>60</b> 52 - 66	<b>66</b> 56 - 77	<b>80</b> 67 - 100	<b>100</b> 80 - 120	<b>120</b> 90 - 140	<b>145</b> 115 - 160	<b>165</b> 130 - 190	<b>190</b> 150 - 220	<b>220 +</b>
NZ - Christchurch/Wellington	<b>55</b> 46 - 69	<b>56</b> 50 - 66	<b>65</b> 51 - 75	<b>75</b> 65 - 100	<b>95</b> 75 - 110	<b>110</b> 85 - 125	<b>130</b> 105 - 150	<b>145</b> 130 - 170	<b>170</b> 140 - 200	<b>180 +</b>

COMPANY SECRETARIAL	Assistant Company Secretary (unlisted company)	Assistant Company Secretary (listed company)	Company Secretary (unlisted company)	Company Secretary (listed company)
NSW - Sydney	90 - 130	100 - 180	135 - 180	150 - 250 +
VIC - Melbourne	<b>87</b> 80 - 120	<b>102</b> 100 - 180	130 - 180	<b>158</b> 150 - 230
QLD - Brisbane	<b>87</b> 80 - 120	<b>143</b> 112 - 175	110 - 180	<b>220</b> 150 - 250 +
WA - Perth	<b>92</b> 77 - 102	<b>112</b> 93 - 131	112 - 158	<b>163</b> 149 - 187

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## TURNOVER & HIRING INTENTIONS

11%

Employers that say the **Great Resignation** will accelerate this FY

27%

Employees **that intend to remain** with their current employer beyond this FY

44%

Employers set to **increase permanent** headcount this FY

56%

Employers that believe skill shortages **will impact operations or growth**



### Top factors driving turnover:

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

## TOP BENEFITS EMPLOYEES WANT

- Training – either internal or external
- Over 20 days' annual leave
- Ongoing learning & development

## TOP FIVE JOBS EMPLOYERS NEED TO FILL

1. Clinical Research Associates
2. Clinical Project Managers
3. Regulatory Affairs Associates
4. Territory Managers
5. Product Managers

## SALARY OUTLOOK



Employees that are more confident to ask for a pay rise this year

43%



Employers that have offered higher salaries than planned

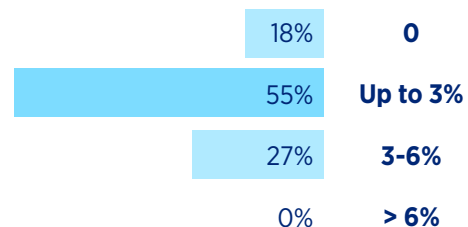
27%



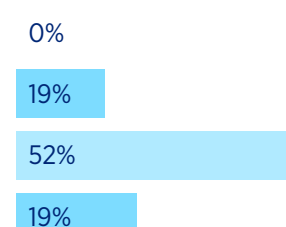
Employees that say they'd benefit financially from changing jobs

43%

### Increase employers plan to award



### Increase employees say would reflect performance



\* Australian data only

# LIFE SCIENCES

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*
Australia	75 65 - 90	90 75 - 105	112 100 - 135	115 110 - 135	102 82 - 128	135 125 - 150	155 135 - 170	140 120 - 163	200 180 - 225

	Regulatory Affairs Assistant	Regulatory Affairs Associate	Senior Regulatory Affairs Assoc*	Regulatory Project Manager*	Regulatory Affairs Manager*	Head of Regulatory Affairs*	Drug Safety Associate	Senior Drug Safety Associate*	Drug Safety Manager*	Head of Drug Safety*
Australia	68 58 - 80	90 74 - 100	115 100 - 135	135 130 - 145	155 130 - 185	200 170 - 235	85 74 - 95	110 90 - 125	155 135 - 170	200 160 - 230

	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*	Medical Director*
Australia	85 75 - 95	110 95 - 125	145 130 - 165	135 105 - 160	160 150 - 175	155 135 - 170	170 155 - 190	195 165 - 215	275 225 - 330

	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	Territory Manager	Product Specialist
Australia	115 95 - 130	135 125 - 150	160 145 - 175	265 215 - 300	85 80 - 105	110 95 - 130	125 110 - 140	135 120 - 150	100 90 - 120	120 100 - 130

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**NEW ZEALAND** - All payment rates are shown exclusive of KiwiSaver and stated in New Zealand dollars.

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

- Additional super
- Health cover
- Fully maintained company car
- Car allowance



# LIFE SCIENCES

OPERATIONS	Key Account Manager	National Key Account Manager	National Sales Manager	Sales Director	Business Unit Manager	Associate Brand/Product Manager	Brand/Product Manager	Senior Brand/Product Manager	Marketing Manager	Marketing Director
Australia	120 100 - 135	125 110 - 140	175 150 - 200	220 195 - 250	170 160 - 220	100 90 - 110	125 100 - 150	150 130 - 165	165 125 - 190	195 180 - 230

	Quality Assurance Associate	Senior Quality Assurance Associate	Quality Assurance Manager	Quality Control Associate	Senior Quality Control Associate	Quality Control Manager	Quality Director
Australia	85 70 - 95	95 85 - 105	125 95 - 140	60 55 - 65	80 65 - 90	105 90 - 110	170 155 - 200

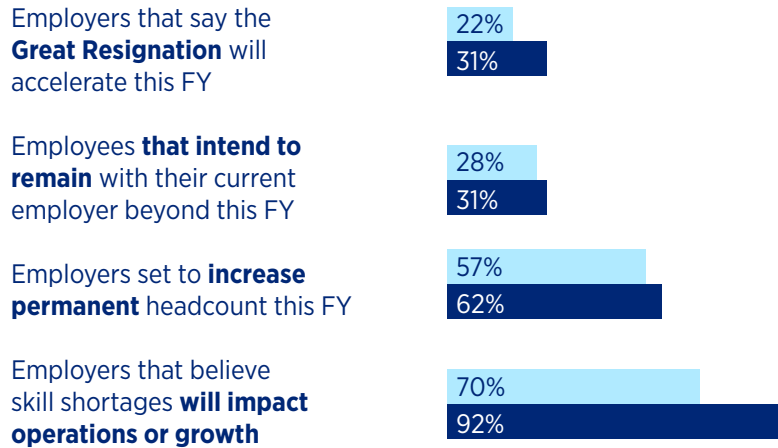
**AUSTRALIA** - All salaries shown are exclusive of superannuation, car allowance and any other benefits  
 \*These roles may include a car allowance of between \$15,000- \$25,000 in the base salaries shown

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

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



## TURNOVER & HIRING INTENTIONS



**Top factors driving turnover across Australia and New Zealand:**

- An uncompetitive salary
- Poor training and development
- Lack of promotional opportunities

## TOP BENEFITS EMPLOYEES WANT

### In Australia:

- Over 20 days' annual leave
- Training – either internal or external
- Ongoing learning & development

### In New Zealand:

- Formal career paths
- Training – either internal or external
- Ongoing learning & development

## SALARY OUTLOOK



Employees that are more confident to ask for a pay rise this year

43% / 53%



Employers that have offered higher salaries than planned

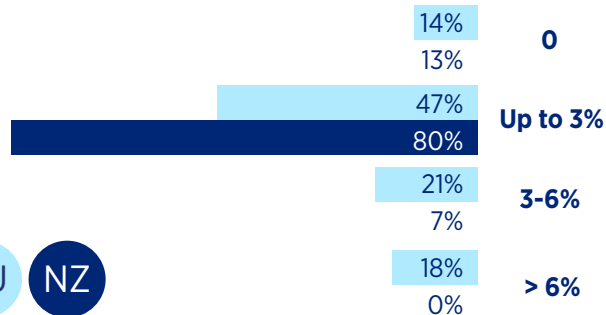
64% / 73%



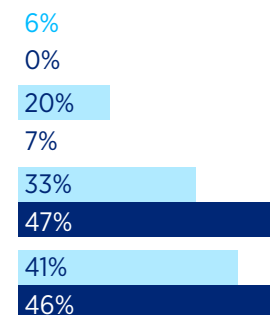
Employees that say they'd benefit financially from changing jobs

55% / 67%

### Increase employers plan to award



### Increase employees say would reflect performance



KEY: AU NZ

## TOP FIVE JOBS EMPLOYERS NEED TO FILL

### In Australia:

1. Parts Interpreters
2. Storepersons
3. Warehouse Supervisors
4. Operation Managers
5. Logistics Coordinators

### In New Zealand:

1. Drivers - Class 2, 4 & 5
2. Team Leaders (within logistics)
3. Truck Loaders
4. Machine Operators
5. Forklift Operators

# LOGISTICS

WAREHOUSE/ DISTRIBUTION	Operations Manager	Distribution Centre Manager	Project Manager	Warehouse Manager	Warehouse Supervisor	Contract/ Account Manager	Warehouse Coordinator	Stock/Inventory Controller	Storeperson
NSW - Sydney	<b>140</b> 122 - 160	<b>130</b> 125 - 145	<b>112</b> 102 - 122	<b>110</b> 95 - 130	<b>85</b> 75 - 105	<b>102</b> 92 - 122	<b>70</b> 65 - 75	<b>75</b> 65 - 80	<b>60</b> 50 - 65
WA - Perth	<b>120</b> 95 - 140	<b>125</b> 105 - 155	<b>100</b> 85 - 125	<b>120</b> 100 - 140	<b>100</b> 80 - 120	<b>100</b> 85 - 125	<b>100</b> 75 - 120	<b>90</b> 70 - 110	<b>90</b> 60 - 120
VIC - Melbourne	<b>122</b> 102 - 143	<b>122</b> 112 - 133	<b>112</b> 102 - 122	<b>95</b> 85 - 120	<b>75</b> 65 - 82	<b>112</b> 92 - 143	<b>65</b> 55 - 71	<b>65</b> 60 - 74	<b>65</b> 55 - 65
QLD - Brisbane	<b>97</b> 82 - 112	<b>102</b> 66 - 122	<b>112</b> 92 - 138	<b>82</b> 66 - 97	<b>66</b> 56 - 77	<b>82</b> 66 - 92	<b>51</b> 46 - 61	<b>61</b> 46 - 77	<b>45</b> 42 - 51
SA - Adelaide	<b>87</b> 82 - 102	<b>77</b> 71 - 102	<b>82</b> 71 - 92	<b>75</b> 56 - 82	<b>56</b> 47 - 66	<b>92</b> 77 - 112	<b>46</b> 46 - 61	<b>51</b> 46 - 66	<b>46</b> 42 - 51
ACT - Canberra	<b>112</b> 92 - 122	<b>112</b> 102 - 122	<b>92</b> 82 - 112	<b>82</b> 71 - 102	<b>71</b> 61 - 82	<b>82</b> 77 - 92	<b>71</b> 61 - 82	<b>66</b> 61 - 77	<b>56</b> 51 - 61
NT - Darwin	<b>102</b> 87 - 122	<b>87</b> 77 - 112	<b>92</b> 82 - 112	<b>87</b> 82 - 92	<b>71</b> 66 - 77	<b>102</b> 82 - 122	<b>56</b> 46 - 65	<b>61</b> 51 - 71	<b>51</b> 46 - 56
TAS - Hobart	<b>102</b> 87 - 122	<b>82</b> 77 - 102	<b>82</b> 71 - 92	<b>85</b> 70 - 100	<b>65</b> 55 - 75	<b>82</b> 66 - 92	<b>47</b> 46 - 61	<b>55</b> 50 - 60	<b>50</b> 45 - 55
New Zealand	<b>110</b> 90 - 150	<b>100</b> 80 - 140	<b>100</b> 90 - 120	<b>85</b> 80 - 100	<b>80</b> 70 - 90	<b>85</b> 80 - 100	<b>65</b> 60 - 75	<b>65</b> 60 - 75	<b>55</b> 50 - 60

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**NEW ZEALAND** - All payment rates are shown exclusive of KiwiSaver and stated in New Zealand dollars.

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



# LOGISTICS

TRANSPORT	Operations Manager	Transport Manager	Contract/ Account Manager	Transport Analyst	Fleet Manager	Fleet Controller	MR/HR Driver	HC/MC Driver	Mechanic
NSW - Sydney	<b>133</b> 122 - 153	<b>138</b> 122 - 163	<b>105</b> 90 - 120	<b>85</b> 80 - 95	<b>105</b> 95 - 120	<b>80</b> 70 - 95	<b>56</b> 46 - 61	<b>56</b> 51 - 66	<b>71</b> 61 - 77
WA - Perth	<b>120</b> 95 - 150	<b>130</b> 90 - 160	<b>115</b> 95 - 135	<b>85</b> 75 - 95	<b>100</b> 80 - 110	<b>90</b> 70 - 100	<b>75</b> 65 - 80	<b>135</b> 90 - 180	<b>90</b> 80 - 100
VIC - Melbourne	<b>112</b> 92 - 143	<b>122</b> 102 - 133	<b>112</b> 92 - 122	<b>82</b> 71 - 92	<b>82</b> 75 - 102	<b>80</b> 65 - 95	<b>62</b> 50 - 65	<b>62</b> 55 - 66	<b>69</b> 61 - 77
QLD - Brisbane	<b>112</b> 77 - 133	<b>82</b> 77 - 97	<b>82</b> 77 - 92	<b>66</b> 56 - 77	<b>77</b> 66 - 82	<b>66</b> 56 - 71	<b>51</b> 46 - 61	<b>56</b> 51 - 66	<b>66</b> 61 - 77
SA - Adelaide	<b>87</b> 82 - 102	<b>82</b> 77 - 120	<b>82</b> 77 - 92	<b>51</b> 46 - 56	<b>66</b> 61 - 77	<b>56</b> 51 - 61	<b>51</b> 46 - 61	<b>66</b> 56 - 82	<b>69</b> 61 - 77
ACT - Canberra	<b>112</b> 92 - 122	<b>97</b> 82 - 102	<b>82</b> 77 - 92	<b>66</b> 61 - 71	<b>87</b> 71 - 92	<b>66</b> 61 - 77	<b>61</b> 56 - 71	<b>66</b> 61 - 77	<b>87</b> 71 - 112
NT - Darwin	<b>102</b> 87 - 122	<b>92</b> 82 - 112	<b>102</b> 82 - 122	<b>66</b> 56 - 82	<b>77</b> 71 - 92	<b>66</b> 56 - 82	<b>55</b> 54 - 60	<b>59</b> 56 - 64	<b>77</b> 71 - 82
TAS - Hobart	<b>102</b> 87 - 122	<b>87</b> 77 - 102	<b>82</b> 77 - 92	<b>61</b> 46 - 66	<b>70</b> 66 - 82	<b>61</b> 51 - 66	<b>54</b> 46 - 60	<b>56</b> 51 - 71	<b>74</b> 68 - 80
New Zealand	<b>125</b> 100 - 140	<b>110</b> 90 - 130	<b>110</b> 85 - 130	<b>60</b> 55 - 75	<b>85</b> 80 - 110	<b>70</b> 65 - 80	<b>65</b> 60 - 80	<b>70</b> 65 - 90	<b>85</b> 70 - 120

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# LOGISTICS

SUPPLY CHAIN	Demand Planner	Supply Chain Analyst	Supply Chain Planner	Supply Chain Manager	Supply Chain Director
NSW - Sydney	<b>110</b> 90 - 130	<b>90</b> 80 - 105	<b>95</b> 85 - 110	<b>155</b> 140 - 180	<b>200</b> 170 - 225
WA - Perth	<b>100</b> 75 - 120	<b>100</b> 75 - 120	<b>100</b> 75 - 120	<b>140</b> 110 - 165	<b>190</b> 165 - 210
VIC - Melbourne	<b>95</b> 82 - 120	<b>90</b> 75 - 100	<b>90</b> 71 - 100	<b>153</b> 133 - 173	<b>179</b> 153 - 204
QLD - Brisbane	<b>77</b> 71 - 87	<b>77</b> 61 - 87	<b>77</b> 61 - 90	<b>133</b> 112 - 153	<b>148</b> 138 - 168
SA - Adelaide	<b>61</b> 56 - 77	<b>61</b> 56 - 71	<b>56</b> 46 - 66	<b>107</b> 92 - 122	<b>135</b> 128 - 143
ACT - Canberra	<b>71</b> 61 - 82	<b>66</b> 61 - 77	<b>66</b> 61 - 77	<b>122</b> 112 - 143	<b>153</b> 143 - 173
NT - Darwin	<b>71</b> 66 - 82	<b>87</b> 71 - 102	<b>71</b> 51 - 87	<b>133</b> 112 - 148	<b>143</b> 112 - 168
TAS - Hobart	<b>61</b> 56 - 71	<b>61</b> 56 - 71	<b>61</b> 56 - 71	<b>102</b> 87 - 112	<b>128</b> 122 - 143
New Zealand	<b>80</b> 65 - 90	<b>80</b> 70 - 90	<b>75</b> 60 - 90	<b>125</b> 95 - 150	<b>160</b> 130 - 200

**AUSTRALIA** - All PAYG payment rates are shown exclusive of superannuation for ordinary time earnings and stated in Australian dollars.

**NEW ZEALAND** - All payment rates are shown exclusive of KiwiSaver and stated in New Zealand dollars.

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



# LOGISTICS

INTERNATIONAL TRADE	Logistics Manager/ Branch Manager	Customer/ Account Manager	Operations/ Customs	Logistics/ Operations Supervisor	Import/Export Documentation Clerk
NSW - Sydney	<b>130</b> 120 - 145	<b>87</b> 82 - 102	<b>90</b> 80 - 120	<b>90</b> 75 - 100	<b>66</b> 61 - 71
WA - Perth	<b>150</b> 120 - 190	<b>85</b> 75 - 100	<b>85</b> 75 - 100	<b>90</b> 80 - 120	<b>80</b> 65 - 90
VIC - Melbourne	<b>117</b> 112 - 148	<b>71</b> 61 - 87	<b>82</b> 71 - 92	<b>80</b> 66 - 92	<b>56</b> 51 - 66
QLD - Brisbane	<b>112</b> 102 - 143	<b>66</b> 51 - 82	<b>82</b> 66 - 112	<b>82</b> 66 - 92	<b>60</b> 55 - 70
SA - Adelaide	<b>112</b> 112 - 148	<b>61</b> 51 - 87	<b>82</b> 66 - 112	<b>77</b> 66 - 92	<b>50</b> 45 - 55
ACT - Canberra	<b>92</b> 82 - 133	<b>61</b> 56 - 87	<b>71</b> 66 - 97	<b>77</b> 66 - 87	<b>51</b> 42 - 56
NT - Darwin	<b>128</b> 102 - 153	<b>87</b> 66 - 97	<b>84</b> 77 - 92	<b>92</b> 82 - 112	<b>66</b> 56 - 77

**AUSTRALIA** - All PAYG payment rates are shown exclusive of superannuation for ordinary time earnings and stated in Australian dollars.

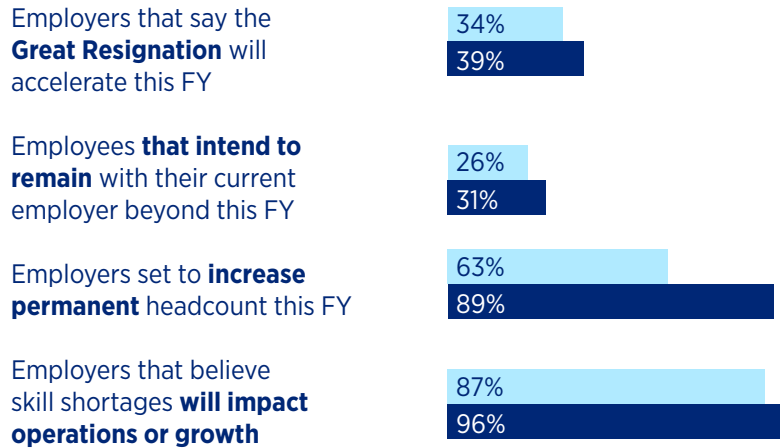
**NEW ZEALAND** - All payment rates are shown exclusive of KiwiSaver and stated in New Zealand dollars.

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





## TURNOVER & HIRING INTENTIONS



**Top factors driving turnover across Australia and New Zealand:**

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

## TOP BENEFITS EMPLOYEES WANT

- In Australia:**
- Over 20 days' annual leave
  - Training – either internal or external
  - Ongoing learning & development
- In New Zealand:**
- Formal career paths
  - Training – either internal or external
  - Mental and physical health and wellbeing programs

## SALARY OUTLOOK



Employees that are more confident to ask for a pay rise this year



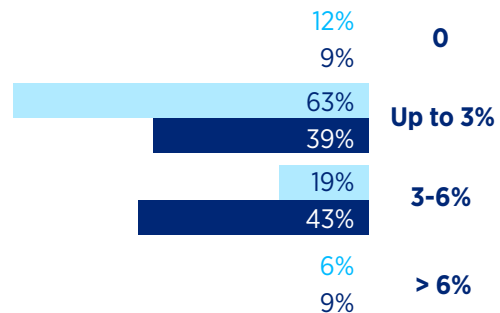
Employers that have offered higher salaries than planned



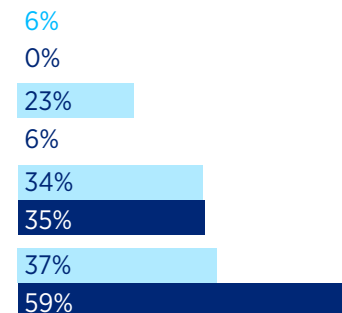
Employees that say they'd benefit financially from changing jobs



Increase employers plan to award



Increase employees say would reflect performance



KEY: AU NZ

## TOP FIVE JOBS EMPLOYERS NEED TO FILL

- In Australia:**
1. Maintenance Electricians
  2. Maintenance Fitters
  3. Engineering Managers
  4. Production Supervisors
  5. Field Service Technicians

- In New Zealand:**
1. Warehousing
  2. Pick Packers
  3. Operations Managers
  4. Forklift Drivers
  5. Frame & Truss/Joiners

# MANUFACTURING & OPERATIONS

MANUFACTURING & OPERATIONS	Production/ Process Worker	Machinist	Boilermaker/Welder	Production Supervisor	Production Manager	Operations Manager	Maintenance Manager	Engineering Manager
NSW - Sydney	<b>62</b> 60 - 65	<b>80</b> 80 - 90	<b>90</b> 80 - 100	<b>80</b> 80 - 100	<b>110</b> 100 - 140	<b>140</b> 140 - 180	<b>140</b> 120 - 150	<b>160</b> 140 - 180
VIC - Melbourne	<b>60</b> 60 - 67	<b>78</b> 78 - 90	<b>80</b> 80 - 100	<b>85</b> 70 - 100	<b>110</b> 100 - 145	<b>130</b> 115 - 170	<b>110</b> 110 - 150	<b>135</b> 130 - 180
QLD - Brisbane	<b>44</b> 41 - 46	<b>46</b> 46 - 51	<b>61</b> 61 - 71	<b>77</b> 56 - 82	<b>102</b> 77 - 112	<b>133</b> 102 - 150	<b>133</b> 112 - 143	<b>133</b> 112 - 153
WA - Perth	<b>70</b> 65 - 80	<b>80</b> 75 - 95	<b>110</b> 100 - 120	<b>115</b> 105 - 125	<b>125</b> 115 - 135	<b>140</b> 130 - 160	<b>130</b> 115 - 150	<b>140</b> 120 - 150
SA - Adelaide	<b>45</b> 45 - 55	<b>46</b> 46 - 56	<b>46</b> 46 - 56	<b>75</b> 66 - 92	<b>100</b> 87 - 112	<b>120</b> 82 - 133	<b>100</b> 71 - 110	<b>102</b> 92 - 122
NT - Darwin	<b>50</b> 50 - 55	<b>66</b> 65 - 85	<b>73</b> 68 - 80	<b>66</b> 56 - 77	<b>82</b> 77 - 92	<b>102</b> 82 - 133	<b>87</b> 71 - 92	<b>102</b> 82 - 122
ACT - Canberra	<b>55</b> 50 - 60	<b>85</b> 70 - 95	<b>90</b> 80 - 100	<b>90</b> 80 - 110	<b>90</b> 85 - 120	<b>110</b> 90 - 130	<b>100</b> 90 - 120	<b>100</b> 80 - 120
TAS - Hobart	<b>50</b> 45 - 55	<b>52</b> 52 - 70	<b>68</b> 58 - 78	<b>73</b> 66 - 87	<b>100</b> 90 - 110	<b>97</b> 95 - 130	<b>110</b> 90 - 130	<b>100</b> 92 - 117

AUSTRALIA - All PAYG payment rates are shown exclusive of superannuation for ordinary time earnings and stated in Australian dollars.



# MANUFACTURING & OPERATIONS

QUALITY CONTROL & R&D	QA Coordinator	QA Manager	Food Technologist	NPD Manager Food	Technical Manager
NSW - Sydney	<b>83</b> 75 - 90	<b>112</b> 110 - 140	<b>100</b> 85 - 110	<b>122</b> 110 - 140	<b>133</b> 125 - 150
VIC - Melbourne	<b>61</b> 51 - 71	<b>120</b> 82 - 133	<b>77</b> 61 - 97	<b>120</b> 90 - 133	<b>122</b> 110 - 143
QLD - Brisbane	<b>71</b> 56 - 77	<b>92</b> 77 - 102	<b>71</b> 66 - 77	<b>122</b> 92 - 133	<b>122</b> 92 - 133
WA - Perth	<b>85</b> 80 - 90	<b>120</b> 85 - 140	<b>100</b> 85 - 110	<b>105</b> 90 - 120	<b>110</b> 100 - 120
SA - Adelaide	<b>60</b> 51 - 82	<b>100</b> 71 - 112	<b>61</b> 56 - 77	<b>100</b> 77 - 102	<b>122</b> 112 - 133
NT - Darwin	<b>77</b> 66 - 87	<b>92</b> 82 - 97	<b>66</b> 61 - 77	<b>87</b> 77 - 102	<b>112</b> 102 - 122
ACT - Canberra	<b>75</b> 65 - 90	<b>100</b> 85 - 110	<b>85</b> 70 - 90	<b>110</b> 85 - 130	<b>130</b> 110 - 140
TAS - Hobart	<b>61</b> 56 - 77	<b>92</b> 77 - 112	<b>66</b> 56 - 77	<b>87</b> 82 - 102	<b>117</b> 107 - 128

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# MANUFACTURING & OPERATIONS

PRODUCT DESIGN & DEVELOPMENT	Drafter	Mechanical Design Engineer	Project Engineer	Electronics Engineer	R&D Manager
NSW - Sydney	<b>85</b> 80 - 90	<b>100</b> 90 - 120	<b>100</b> 90 - 130	<b>92</b> 90 - 120	<b>122</b> 120 - 150
VIC - Melbourne	<b>90</b> 66 - 100	<b>110</b> 82 - 120	<b>110</b> 85 - 133	<b>90</b> 80 - 115	<b>115</b> 95 - 135
QLD - Brisbane	<b>77</b> 51 - 82	<b>102</b> 82 - 120	<b>112</b> 92 - 122	<b>112</b> 92 - 122	<b>122</b> 92 - 133
WA - Perth	<b>90</b> 85 - 100	<b>115</b> 100 - 130	<b>115</b> 100 - 135	<b>115</b> 100 - 130	<b>130</b> 120 - 150
SA - Adelaide	<b>71</b> 61 - 82	<b>80</b> 61 - 82	<b>92</b> 71 - 102	<b>92</b> 82 - 112	<b>92</b> 77 - 102
NT - Darwin	<b>92</b> 77 - 102	<b>97</b> 82 - 112	<b>102</b> 87 - 122	<b>102</b> 82 - 112	<b>112</b> 92 - 122
ACT - Canberra	<b>90</b> 80 - 110	<b>100</b> 90 - 120	<b>100</b> 90 - 120	<b>95</b> 80 - 115	<b>100</b> 80 - 120
TAS - Hobart	<b>82</b> 66 - 87	<b>82</b> 71 - 102	<b>89</b> 77 - 107	<b>97</b> 82 - 112	<b>92</b> 87 - 112

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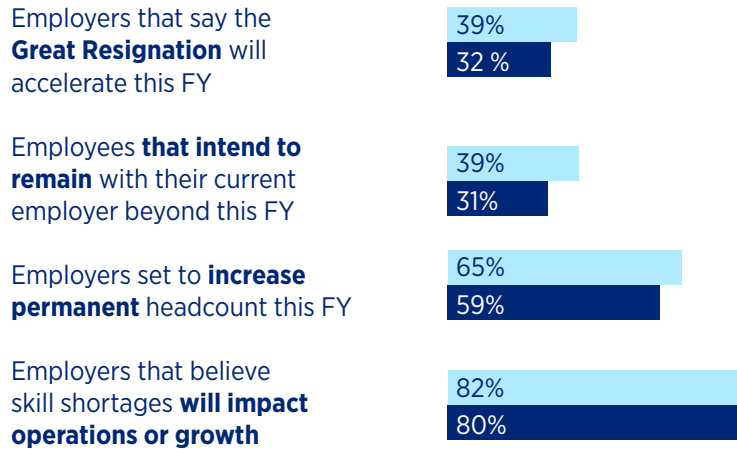
# MANUFACTURING & OPERATIONS

MAINTENANCE & ENGINEERING	Maintenance Fitter	Maintenance Electrician	Maintenance Planner	Electrical Engineer	Reliability Engineer
NSW - Sydney	<b>85</b> 85 - 100	<b>95</b> 90 - 120	<b>100</b> 100 - 120	<b>110</b> 100 - 140	<b>100</b> 100 - 130
VIC - Melbourne	85 - 110	71 - 92	<b>110</b> 100 - 120	<b>100</b> 90 - 115	<b>95</b> 85 - 120
QLD - Brisbane	<b>77</b> 61 - 82	<b>82</b> 71 - 92	<b>92</b> 71 - 102	<b>122</b> 102 - 133	<b>122</b> 102 - 122
WA - Perth	<b>110</b> 100 - 120	<b>110</b> 100 - 120	<b>90</b> 80 - 100	<b>115</b> 100 - 130	<b>115</b> 100 - 130
SA - Adelaide	60 - 70	70 - 80	71 - 82	<b>90</b> 80 - 100	77 - 102
NT - Darwin	<b>82</b> 71 - 82	<b>82</b> 71 - 82	<b>92</b> 71 - 102	<b>97</b> 87 - 102	<b>97</b> 87 - 102
ACT - Canberra	<b>90</b> 80 - 110	<b>90</b> 80 - 100	<b>90</b> 80 - 100	<b>90</b> 80 - 110	<b>90</b> 80 - 120
TAS - Hobart	<b>80</b> 70 - 90	<b>80</b> 70 - 90	<b>95</b> 80 - 110	<b>82</b> 77 - 102	<b>92</b> 82 - 102

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## TURNOVER & HIRING INTENTIONS



**Top factors driving turnover across Australia and New Zealand:**

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- An uncompetitive salary
- Lack of promotional opportunities

## TOP BENEFITS EMPLOYEES WANT

- In Australia:**
- Over 20 days' annual leave
  - Training – either internal or external
  - Ongoing learning & development
- In New Zealand:**
- Over 20 days' annual leave
  - Mental and physical health and wellbeing program
  - Ongoing learning & development

## SALARY OUTLOOK



Employees that are more confident to ask for a pay rise this year



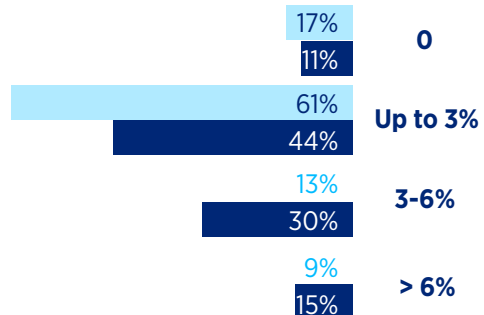
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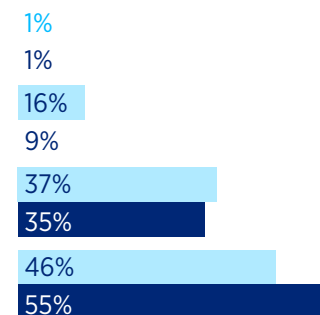
Employees that say they'd benefit financially from changing jobs



Increase employers plan to award



Increase employees say would reflect performance



KEY: AU NZ

## TOP FIVE JOBS EMPLOYERS NEED TO FILL

- In Australia:**
1. Marketing Managers
  2. Product Managers
  3. Communications Managers
  4. Digital Marketing Managers
  5. eCommerce Managers
- In New Zealand:**
1. eCommerce Managers
  2. Search Specialists
  3. Marketing Automation Specialists
  4. Social Media Managers
  5. Digital Marketing Specialists

# MARKETING & DIGITAL

MARKETING	Marketing Coordinator	Marketing Executive	Marketing Manager	Snr Marketing Manager	Marketing Director	Event Coordinator	Event Manager	Graphic Designer	Brand Manager	Campaign Manager
NSW - Sydney	<b>70</b> 65 - 75	<b>85</b> 75 - 95	<b>125</b> 105 - 145	<b>150</b> 125 - 175	<b>220</b> 180 - 250	<b>66</b> 60 - 77	<b>95</b> 85 - 110	<b>95</b> 70 - 125	<b>125</b> 95 - 150	<b>120</b> 95 - 145
VIC - Melbourne	<b>70</b> 60 - 75	<b>80</b> 75 - 90	<b>115</b> 95 - 140	<b>145</b> 125 - 170	<b>205</b> 155 - 255	<b>70</b> 60 - 75	<b>95</b> 85 - 110	<b>80</b> 65 - 120	<b>110</b> 90 - 135	<b>112</b> 92 - 143
QLD - Brisbane	<b>70</b> 60 - 75	<b>80</b> 70 - 90	<b>110</b> 90 - 125	<b>140</b> 120 - 160	<b>190</b> 150 - 220	<b>70</b> 60 - 75	<b>90</b> 80 - 100	<b>80</b> 65 - 110	<b>110</b> 90 - 135	<b>110</b> 90 - 135
SA - Adelaide	<b>68</b> 60 - 75	<b>83</b> 75 - 90	<b>105</b> 95 - 115	<b>125</b> 120 - 130	<b>175</b> 130 - 220	<b>70</b> 65 - 80	<b>98</b> 85 - 110	<b>70</b> 65 - 75	<b>100</b> 90 - 110	<b>88</b> 80 - 95
NT - Darwin	<b>70</b> 60 - 80	<b>77</b> 75 - 90	<b>115</b> 90 - 140	<b>158</b> 130 - 160	<b>175</b> 130 - 220	<b>73</b> 65 - 85	<b>92</b> 75 - 115	<b>85</b> 65 - 105	<b>100</b> 90 - 110	<b>100</b> 80 - 120
WA - Perth	<b>66</b> 55 - 80	<b>83</b> 75 - 90	<b>112</b> 100 - 140	<b>145</b> 130 - 175	<b>199</b> 165 - 235	<b>61</b> 60 - 80	<b>87</b> 80 - 100	<b>82</b> 70 - 95	<b>102</b> 90 - 130	<b>97</b> 85 - 120
ACT - Canberra	<b>71</b> 56 - 77	<b>85</b> 73 - 95	<b>115</b> 100 - 130	<b>153</b> 122 - 173	<b>179</b> 153 - 204	<b>66</b> 56 - 80	<b>97</b> 82 - 112	<b>82</b> 77 - 112	<b>112</b> 102 - 122	<b>112</b> 92 - 122
TAS - Hobart	<b>68</b> 65 - 71	<b>77</b> 66 - 87	<b>92</b> 90 - 122	<b>102</b> 100 - 130	<b>133</b> 120 - 170	<b>66</b> 65 - 71	<b>71</b> 70 - 85	<b>66</b> 65 - 90	<b>92</b> 85 - 120	<b>71</b> 66 - 82
New Zealand	<b>65</b> 50 - 80	<b>79</b> 66 - 92	<b>111</b> 96 - 137	<b>141</b> 118 - 169	<b>186</b> 164 - 231	<b>63</b> 52 - 78	<b>84</b> 63 - 104	<b>76</b> 54 - 103	<b>99</b> 84 - 117	<b>88</b> 76 - 112

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# MARKETING & DIGITAL

MARKETING	Product Manager	Bid Coordinator	Bid Writer	Bid Manager	Research Executive/ Marketing Analyst	Direct Marketing Manager	Internal Communications Advisor	Communications Advisor	Communications Manager	Major Gifts Manager
NSW - Sydney	<b>130</b> 95 - 150	<b>85</b> 75 - 95	<b>120</b> 95 - 140	<b>180</b> 140 - 220	<b>105</b> 75 - 145	<b>125</b> 100 - 135	<b>110</b> 90 - 130	<b>110</b> 90 - 130	<b>140</b> 120 - 160	<b>125</b> 105 - 145
VIC - Melbourne	<b>112</b> 90 - 135	<b>90</b> 70 - 100	<b>115</b> 90 - 130	<b>150</b> 130 - 210	<b>100</b> 75 - 135	<b>102</b> 92 - 122	<b>110</b> 85 - 130	<b>110</b> 85 - 135	<b>135</b> 110 - 160	<b>112</b> 92 - 133
QLD - Brisbane	<b>110</b> 90 - 135	<b>85</b> 70 - 95	<b>95</b> 90 - 105	<b>130</b> 115 - 155	<b>100</b> 75 - 120	<b>100</b> 90 - 110	<b>110</b> 85 - 130	<b>110</b> 85 - 120	<b>130</b> 110 - 150	<b>95</b> 85 - 100
SA - Adelaide	<b>87</b> 77 - 102	<b>85</b> 75 - 95	<b>100</b> 90 - 110	<b>115</b> 100 - 130	<b>78</b> 70 - 85	<b>100</b> 90 - 110	<b>105</b> 90 - 120	<b>108</b> 95 - 120	<b>128</b> 120 - 135	<b>95</b> 85 - 105
NT - Darwin	<b>87</b> 80 - 110	<b>85</b> 75 - 95	<b>100</b> 90 - 110	<b>115</b> 100 - 130	<b>82</b> 75 - 110	<b>100</b> 90 - 110	<b>88</b> 80 - 95	<b>93</b> 80 - 105	<b>125</b> 100 - 150	<b>85</b> 80 - 95
WA - Perth	<b>102</b> 90 - 140	<b>80</b> 70 - 95	<b>82</b> 70 - 95	<b>112</b> 95 - 125	<b>82</b> 75 - 120	<b>110</b> 95 - 125	<b>82</b> 80 - 120	<b>87</b> 80 - 120	<b>102</b> 100 - 150	<b>82</b> 80 - 95
ACT - Canberra	<b>97</b> 82 - 112	<b>80</b>	<b>80</b>	<b>115</b>	<b>82</b> 71 - 92	<b>102</b> 82 - 112	<b>87</b> 66 - 102	<b>92</b> 92 - 122	<b>120</b> 110 - 150	<b>85</b>
TAS - Hobart	N/A	<b>80</b>	<b>80</b>	<b>115</b>	<b>97</b> 71 - 102	<b>90</b>	<b>71</b> 70 - 90	<b>82</b> 77 - 95	<b>102</b> 92 - 122	<b>85</b>
New Zealand	<b>109</b> 89 - 142	<b>71</b> 63 - 87	<b>94</b> 83 - 121	<b>122</b> 98 - 161	<b>81</b> 63 - 118	<b>101</b> 89 - 119	<b>91</b> 71 - 123	<b>76</b> 62 - 111	<b>114</b> 100 - 144	<b>85</b>

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# MARKETING & DIGITAL

MARKETING	Sponsorship/Fundraising Manager	Sponsorship/Fundraising Director
NSW - Sydney	<b>130</b> 100 - 155	<b>175</b> 150 - 210
VIC - Melbourne	<b>120</b> 92 - 140	<b>153</b> 143 - 184
QLD - Brisbane	<b>110</b> 95 - 120	<b>150</b> 130 - 175
SA - Adelaide	<b>110</b> 100 - 120	<b>125</b>
NT - Darwin	<b>90</b> 80 - 100	<b>125</b> 110 - 140
WA - Perth	<b>92</b> 85 - 115	<b>122</b> 100 - 135
ACT - Canberra	<b>90</b> 85 - 110	<b>133</b> 117 - 163
TAS - Hobart	<b>102</b> 92 - 112	<b>125</b>
New Zealand	<b>89</b> 73 - 107	<b>104</b> 95 - 124

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# MARKETING & DIGITAL

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
NSW - Sydney	<b>95</b> 80 - 110	<b>140</b> 115 - 165	<b>130</b> 110 - 145	<b>80</b> 75 - 85	<b>100</b> 90 - 110	<b>110</b> 90 - 125	<b>110</b> 90 - 125	<b>150</b> 115 - 175	<b>100</b>	<b>100</b> 80 - 120
VIC - Melbourne	<b>95</b> 80 - 110	<b>135</b> 105 - 165	<b>122</b> 102 - 143	<b>80</b> 70 - 90	<b>90</b> 75 - 100	<b>97</b> 82 - 133	<b>105</b> 85 - 115	<b>133</b> 110 - 184	<b>80</b>	<b>100</b> 80 - 110
QLD - Brisbane	<b>95</b> 80 - 110	<b>130</b> 100 - 150	<b>115</b> 100 - 130	<b>80</b> 70 - 90	<b>90</b> 75 - 100	<b>95</b> 80 - 110	<b>100</b> 85 - 110	<b>130</b> 110 - 165	<b>80</b> 75 - 110	<b>100</b> 80 - 110
SA - Adelaide	<b>90</b>	<b>108</b> 95 - 120	<b>115</b> 100 - 130	<b>83</b> 75 - 90	<b>83</b> 75 - 90	<b>90</b> 80 - 100	<b>100</b> 85 - 115	<b>120</b> 110 - 130	<b>80</b>	<b>100</b> 90 - 110
NT - Darwin	<b>90</b> 75 - 100	<b>95</b> 85 - 110	<b>115</b> 90 - 140	<b>85</b> 75 - 95	<b>88</b> 75 - 100	<b>90</b> 80 - 100	<b>88</b> 80 - 95	<b>115</b> 100 - 130	<b>80</b> 65 - 90	<b>108</b> 90 - 125
WA - Perth	<b>100</b> 90 - 110	<b>128</b> 105 - 155	<b>115</b> 100 - 130	<b>71</b> 70 - 90	<b>92</b> 85 - 110	<b>87</b> 80 - 100	<b>88</b> 75 - 100	<b>122</b> 110 - 150	<b>80</b> 65 - 90	<b>90</b> 80 - 100
ACT - Canberra	<b>107</b> 92 - 122	<b>133</b> 102 - 153	<b>122</b> 102 - 143	<b>90</b> 80 - 100	<b>102</b> 97 - 112	<b>87</b> 77 - 102	<b>87</b> 82 - 105	<b>143</b> 102 - 194	<b>82</b> 77 - 92	<b>82</b> 71 - 100
TAS - Hobart	<b>90</b>	<b>95</b>	<b>115</b>	<b>71</b> 70 - 90	<b>86</b> 74 - 97	<b>90</b> 80 - 100	N/A	<b>102</b> 85 - 130	<b>80</b>	<b>90</b>
New Zealand	<b>78</b> 63 - 97	<b>128</b> 104 - 153	<b>115</b> 86 - 127	<b>71</b> 51 - 89	<b>80</b> 69 - 99	<b>93</b> 73 - 116	<b>93</b> 84 - 122	<b>109</b> 99 - 130	<b>72</b> 62 - 83	<b>81</b> 68 - 100

**AUSTRALIA** - All PAYG payment rates are shown exclusive of superannuation for ordinary time earnings and stated in Australian dollars.

**NEW ZEALAND** - All payment rates are shown exclusive of KiwiSaver and stated in New Zealand dollars.



# MARKETING & DIGITAL

DIGITAL	Web Content Editor	Website Manager	SEO Specialist	SEM Specialist	Optimization/ Conversion Specialist	Content Writer	Digital Analyst	Digital Product Owner	Digital Channel Manager	Social Media Coordinator
NSW - Sydney	<b>90</b> 80 - 110	<b>125</b> 100 - 140	<b>100</b> 90 - 110	<b>100</b> 90 - 110	<b>120</b> 95 - 155	<b>95</b> 85 - 110	<b>110</b> 80 - 145	<b>135</b> 120 - 155	<b>140</b> 120 - 169	<b>85</b> 75 - 90
VIC - Melbourne	<b>90</b> 75 - 100	<b>102</b> 92 - 122	<b>100</b> 80 - 120	<b>100</b> 80 - 120	<b>102</b> 92 - 122	<b>90</b> 80 - 100	<b>110</b> 90 - 125	<b>130</b> 120 - 150	<b>140</b> 120 - 160	<b>75</b> 65 - 85
QLD - Brisbane	<b>90</b> 75 - 100	<b>100</b> 90 - 110	<b>95</b> 85 - 110	<b>95</b> 85 - 110	<b>100</b> 90 - 110	<b>90</b> 85 - 100	<b>105</b> 85 - 125	<b>125</b> 110 - 145	<b>135</b> 110 - 150	<b>75</b> 65 - 85
SA - Adelaide	<b>100</b> 90 - 110	<b>110</b> 100 - 120	<b>98</b> 90 - 105	<b>120</b> 110 - 130	<b>90</b> 85 - 95	<b>93</b> 85 - 100	<b>83</b> 75 - 90	<b>115</b>	<b>115</b>	<b>80</b> 75 - 85
NT - Darwin	<b>93</b> 85 - 100	<b>100</b> 85 - 115	<b>98</b> 90 - 105	<b>110</b> 100 - 120	<b>85</b> 80 - 95	<b>93</b> 85 - 100	<b>83</b> 75 - 90	<b>100</b> 90 - 110	<b>100</b> 90 - 110	<b>80</b> 75 - 85
WA - Perth	<b>77</b> 70 - 90	<b>92</b> 85 - 115	<b>87</b> 80 - 110	<b>97</b> 85 - 110	<b>92</b> 90 - 110	<b>90</b> 80 - 100	<b>95</b> 80 - 110	<b>115</b> 100 - 130	<b>102</b> 100 - 130	<b>77</b> 70 - 90
ACT - Canberra	<b>82</b> 61 - 92	<b>107</b> 92 - 122	<b>92</b> 87 - 112	<b>92</b> 87 - 102	<b>87</b> 82 - 112	<b>92</b> 82 - 102	<b>97</b> 82 - 112	<b>112</b> 92 - 143	<b>102</b> 92 - 112	<b>65</b> 60 - 75
TAS - Hobart	<b>80</b>	<b>100</b>	<b>100</b>	<b>95</b>	<b>85</b>	N/A	<b>83</b>	<b>100</b>	<b>93</b>	<b>68</b> 60 - 75
New Zealand	<b>72</b> 62 - 86	<b>84</b> 73 - 95	<b>84</b> 71 - 107	<b>87</b> 71 - 108	<b>94</b> 83 - 112	<b>72</b> 64 - 81	<b>89</b> 69 - 111	<b>133</b> 112 - 153	<b>99</b> 88 - 122	<b>54</b> 50 - 62

**AUSTRALIA** - All PAYG payment rates are shown exclusive of superannuation for ordinary time earnings and stated in Australian dollars.

**NEW ZEALAND** - All payment rates are shown exclusive of KiwiSaver and stated in New Zealand dollars.



# MARKETING & DIGITAL

DIGITAL	Social Media Executive	Social Media Manager	CRM Manager
NSW - Sydney	<b>95</b> 80 - 110	<b>125</b> 105 - 155	<b>120</b> 95 - 145
VIC - Melbourne	<b>85</b> 75 - 90	<b>110</b> 82 - 130	<b>102</b> 87 - 133
QLD - Brisbane	<b>80</b> 75 - 90	<b>100</b> 80 - 110	<b>100</b> 85 - 110
SA - Adelaide	<b>88</b> 80 - 95	<b>100</b> 90 - 110	<b>85</b> 75 - 95
NT - Darwin	<b>88</b> 80 - 95	<b>92</b> 75 - 102	<b>87</b> 75 - 100
WA - Perth	<b>87</b> 80 - 100	<b>102</b> 95 - 120	<b>102</b> 95 - 120
ACT - Canberra	<b>77</b> 61 - 82	<b>115</b> 90 - 143	<b>102</b> 82 - 133
TAS - Hobart	<b>66</b> 62 - 82	<b>88</b>	<b>82</b> 71 - 97
New Zealand	<b>64</b> 61 - 75	<b>112</b> 85 - 143	<b>102</b> 92 - 115

**AUSTRALIA** - All PAYG payment rates are shown exclusive of superannuation for ordinary time earnings and stated in Australian dollars.

**NEW ZEALAND** - All payment rates are shown exclusive of KiwiSaver and stated in New Zealand dollars.



# MARKETING & DIGITAL

PR & 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
NSW - Sydney	<b>75</b> 65 - 80	<b>90</b> 85 - 95	<b>130</b> 95 - 145	<b>175</b> 150 - 200	<b>130</b> 110 - 150	<b>105</b> 75 - 125	<b>120</b> 90 - 140	<b>200</b> 160 - 240	<b>300</b> 250 - 350
VIC - Melbourne	<b>70</b> 65 - 75	<b>80</b> 75 - 90	<b>112</b> 92 - 133	<b>150</b> 140 - 175	<b>112</b> 100 - 150	<b>85</b> 75 - 100	<b>120</b> 90 - 140	<b>180</b> 140 - 220	<b>210</b> 160 - 250
QLD - Brisbane	<b>70</b> 65 - 75	<b>80</b> 70 - 90	<b>100</b> 85 - 115	<b>150</b> 140 - 175	<b>110</b> 95 - 140	<b>85</b> 75 - 100	<b>115</b> 90 - 135	<b>180</b> 140 - 200	<b>210</b> 180 - 250
SA - Adelaide	<b>75</b> 70 - 80	<b>88</b> 80 - 95	<b>97</b> 92 - 128	<b>155</b> 130 - 170	<b>125</b> 115 - 135	<b>88</b> 80 - 95	<b>110</b> 95 - 125	<b>210</b> 170 - 252	<b>300</b> 250 - 350
NT - Darwin	<b>75</b> 70 - 80	<b>88</b> 80 - 95	<b>115</b> 100 - 130	<b>133</b> 120 - 170	<b>105</b> 90 - 120	<b>92</b> 82 - 102	<b>107</b> 92 - 122	<b>178</b> 145 - 210	<b>210</b> 180 - 250
WA - Perth	<b>77</b> 70 - 90	<b>82</b> 80 - 100	<b>102</b> 90 - 120	<b>138</b> 125 - 155	<b>102</b> 90 - 125	<b>95</b> 80 - 110	<b>102</b> 90 - 130	<b>165</b> 150 - 180	<b>210</b> 180 - 250
ACT - Canberra	<b>65</b> 60 - 75	<b>87</b> 82 - 92	<b>102</b> 92 - 112	<b>133</b> 122 - 143	<b>120</b> 100 - 140	<b>92</b> 87 - 112	<b>135</b> 100 - 150	<b>160</b> 140 - 180	<b>200</b> 200 - 250
TAS - Hobart	<b>65</b> 60 - 75	<b>82</b> 71 - 92	<b>92</b> 82 - 110	<b>102</b> 92 - 112	<b>102</b> 92 - 112	<b>71</b> 70 - 90	<b>122</b> 97 - 143	<b>160</b> 140 - 180	<b>180</b> 160 - 200
New Zealand	<b>62</b> 51 - 72	<b>72</b> 61 - 83	<b>93</b> 73 - 114	<b>153</b> 122 - 163	<b>103</b> 92 - 123	<b>77</b> 71 - 92	<b>122</b> 102 - 143	<b>200</b> 180 - 225	<b>220</b> 200 - 250

AGENCY	Account Executive	Senior Account Executive	Account Manager	Senior Account Manager	Account Director	Senior Account Director	Group Account Director
NSW - Sydney	<b>65</b> 60 - 70	<b>75</b> 70 - 80	<b>80</b> 75 - 90	<b>100</b> 90 - 110	<b>115</b> 100 - 130	<b>130</b> 115 - 140	<b>150</b> 130 - 170
VIC - Melbourne	<b>60</b> 55 - 65	<b>70</b> 65 - 75	<b>80</b> 70 - 90	<b>90</b> 80 - 100	<b>110</b> 90 - 130	<b>115</b> 105 - 130	<b>135</b> 120 - 160

**AUSTRALIA** - All PAYG payment rates are shown exclusive of superannuation for ordinary time earnings and stated in Australian dollars.

**NEW ZEALAND** - All payment rates are shown exclusive of KiwiSaver and stated in New Zealand dollars.



## TURNOVER & HIRING INTENTIONS

32%

Employers that say the **Great Resignation** will accelerate this FY

24%

Employees **that intend to remain** with their current employer beyond this FY

66%

Employers set to **increase permanent** headcount this FY

97%

Employers that believe skill shortages **will impact operations or growth**



### Top factors driving turnover:

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

## TOP BENEFITS EMPLOYEES WANT

- Training – either internal or external
- Over 20 days' annual leave
- Share incentives

## TOP FIVE JOBS EMPLOYERS NEED TO FILL

1. Geologists (mine and exploration)
2. Mine Surveyors
3. Underground Mine Engineers
4. Electricians (auto electricians, E&I & HV)
5. HD Fitters

## SALARY OUTLOOK



Employees that are more confident to ask for a pay rise this year

61%



Employers that have offered higher salaries than planned

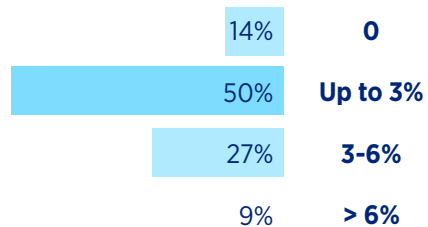
73%



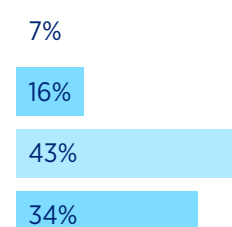
Employees that say they'd benefit financially from changing jobs

63%

### Increase employers plan to award



### Increase employees say would reflect performance



\* Australian data only

# MINING

METALLIFEROUS MINING ENGINEERING	Registered Mine Manager	Underground/Quarry Manager	Technical Services Mgr	Senior Mining Engineer	Mining Engineer	Graduate Mining Engineer	Geotechnical Engineer	Chief Surveyor	Senior Surveyor	Mine Surveyor
WA	<b>260</b> 250 - 280	<b>260</b> 220 - 280	<b>220</b> 200 - 240	<b>190</b> 160 - 200	<b>160</b> 140 - 180	<b>110</b> 100 - 122	<b>180</b> 140 - 190	<b>200</b> 190 - 210	<b>180</b> 170 - 190	<b>160</b> 150 - 170
QLD - Hard Rock	<b>230</b> 194 - 255	<b>194</b> 184 - 204	<b>204</b> 184 - 214	<b>170</b> 155 - 180	<b>133</b> 122 - 153	<b>92</b> 71 - 107	<b>143</b> 122 - 163	<b>168</b> 163 - 184	<b>153</b> 143 - 163	<b>133</b> 122 - 143
QLD - Coal	<b>265</b> 250 - 280	<b>220</b> 200 - 240	<b>220</b> 200 - 235	<b>184</b> 173 - 194	<b>143</b> 133 - 163	<b>92</b> 71 - 107	<b>143</b> 122 - 163	<b>180</b> 175 - 200	<b>160</b> 150 - 175	<b>140</b> 125 - 150
NSW	<b>204</b> 163 - 224	<b>175</b> 150 - 205	<b>200</b> 185 - 220	<b>150</b> 150 - 180	<b>120</b> 120 - 140	<b>85</b> 80 - 90	<b>150</b> 133 - 160	<b>165</b> 150 - 185	<b>145</b> 125 - 155	<b>135</b> 125 - 155
VIC	153 - 204	102 - 153	133 - 173	133 - 184	102 - 133	56 - 77	112 - 133	112 - 153	92 - 122	77 - 112
SA	<b>204</b> 180 - 220	<b>180</b> 160 - 210	<b>184</b> 163 - 194	<b>163</b> 143 - 173	<b>122</b> 112 - 143	<b>71</b> 61 - 92	<b>143</b> 133 - 153	<b>133</b> 122 - 153	<b>120</b> 112 - 122	<b>110</b> 92 - 122
TAS	153 - 204	112 - 143	133 - 173	122 - 143	92 - 122	61 - 87	107 - 133	97 - 122	87 - 117	71 - 92
NT	<b>255</b> 189 - 260	<b>204</b> 184 - 214	<b>184</b> 168 - 189	<b>173</b> 138 - 179	<b>153</b> 117 - 163	<b>92</b> 71 - 102	<b>158</b> 128 - 168	<b>163</b> 148 - 173	<b>153</b> 138 - 158	<b>138</b> 117 - 148

- 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



# MINING

METALLIFEROUS GEOLOGY - MINING	Chief Geologist	Senior Mine Geologist	Mine Geologist	Graduate Geologist	Pit Technician/ Geological Technician
WA	<b>220</b> 210 - 260	<b>170</b> 150 - 190	<b>140</b> 130 - 150	<b>115</b> 110 - 130	<b>100</b> 95 - 105
QLD - Hard Rock	<b>194</b> 173 - 214	<b>158</b> 143 - 173	<b>122</b> 102 - 143	<b>87</b> 66 - 97	<b>82</b> 71 - 97
QLD - Coal	<b>194</b> 173 - 214	<b>158</b> 143 - 173	<b>122</b> 102 - 143	<b>87</b> 66 - 97	<b>82</b> 71 - 97
NSW	<b>210</b> 180 - 235	<b>165</b> 135 - 180	<b>130</b> 110 - 135	<b>80</b> 70 - 90	<b>85</b> 70 - 95
VIC	153 - 184	122 - 153	92 - 122	56 - 77	51 - 82
SA	<b>133</b> 122 - 143	<b>112</b> 112 - 122	<b>102</b> 92 - 122	<b>60</b> 53 - 61	<b>71</b> 61 - 87
TAS	122 - 163	103 - 125	87 - 110	56 - 71	56 - 71
NT	<b>184</b> 163 - 204	<b>168</b> 128 - 179	<b>138</b> 97 - 143	<b>92</b> 87 - 102	<b>92</b> 87 - 102

- 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





# MINING

METALLIFEROUS GEOLOGY - EXPLORATION	Exploration Manager	Senior Exploration Geologist	Exploration Geologist	Field Assistant
WA	<b>220</b> 190 - 260	<b>170</b> 150 - 190	<b>135</b> 125 - 150	<b>95</b> 90 - 105
QLD - Hard Rock	<b>189</b> 175 - 210	<b>148</b> 133 - 168	<b>112</b> 82 - 122	<b>82</b> 71 - 92
QLD - Coal	<b>189</b> 173 - 204	<b>158</b> 143 - 173	<b>112</b> 102 - 133	<b>82</b> 71 - 92
NSW	<b>205</b> 185 - 225	<b>150</b> 130 - 165	<b>120</b> 95 - 130	<b>77</b> 61 - 82
VIC	153 - 184	133 - 163	102 - 128	61 - 82
SA	<b>150</b> 140 - 160	<b>135</b> 120 - 155	<b>112</b> 92 - 122	<b>71</b> 61 - 82
TAS	122 - 153	110 - 140	88 - 110	56 - 71
NT	<b>184</b> 153 - 209	<b>163</b> 122 - 173	<b>133</b> 112 - 148	<b>92</b> 77 - 102

• 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



# MINING

MINERAL PROCESSING	Process Manager	Process Engineer Mid level 3-7yrs	Senior Metallurgist	Metallurgist	Graduate Metallurgist	Mill Superintendent	Shift Supervisor	Mill Operator	Metallurgical Technician	Laboratory Technician
WA	<b>210</b> 190 - 255	<b>150</b> 140 - 165	<b>163</b> 150 - 184	<b>145</b> 135 - 155	<b>105</b> 95 - 110	<b>185</b> 165 - 204	<b>140</b> 125 - 158	<b>110</b> 95 - 120	<b>100</b> 90 - 115	<b>100</b> 90 - 115
QLD	<b>224</b> 204 - 245	<b>128</b> 112 - 158	<b>158</b> 148 - 184	<b>133</b> 112 - 148	<b>82</b> 71 - 87	<b>148</b> 143 - 163	<b>122</b> 112 - 133	<b>112</b> 92 - 122	<b>92</b> 87 - 97	<b>92</b> 85 - 102
NSW	<b>184</b> 173 - 204	<b>115</b> 105 - 125	<b>125</b> 115 - 135	<b>110</b> 90 - 120	<b>75</b> 70 - 90	<b>155</b> 135 - 165	<b>100</b> 90 - 110	<b>90</b> 70 - 100	<b>80</b> 70 - 90	<b>85</b> 75 - 95
VIC	<b>160</b> 163 - 184	<b>112</b> 87 - 112	<b>122</b> 112 - 138	<b>102</b> 87 - 102	<b>77</b> 61 - 77	<b>133</b> 122 - 143	<b>102</b> 92 - 122	<b>82</b> 82 - 102	<b>82</b> 61 - 77	<b>71</b> 56 - 77
SA	<b>160</b> 150 - 170	<b>112</b> 97 - 122	<b>122</b> 112 - 133	<b>102</b> 82 - 112	<b>77</b> 61 - 82	<b>133</b> 122 - 153	<b>102</b> 92 - 112	<b>82</b> 71 - 92	<b>82</b> 61 - 87	<b>71</b> 61 - 77
TAS	<b>160</b> 153 - 184	<b>112</b> 82 - 105	<b>122</b> 107 - 128	<b>102</b> 85 - 120	<b>77</b> 56 - 71	<b>133</b> 112 - 143	<b>102</b> 81 - 95	<b>82</b> 66 - 82	<b>82</b> 56 - 71	<b>71</b> 51 - 71
NT	<b>204</b> 173 - 224	<b>133</b> 102 - 143	<b>153</b> 133 - 173	<b>122</b> 102 - 133	<b>71</b> 61 - 77	<b>143</b> 133 - 153	<b>112</b> 97 - 122	<b>92</b> 82 - 107	<b>82</b> 71 - 87	<b>82</b> 71 - 87

• 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



# MINING

FIXED PLANT MAINTENANCE	Maintenance Superintendent	Maintenance Planner	Maintenance Supervisor	Mechanical Eng Mid level 3-7yrs	Electrical Eng Mid level 3-7yrs	Leading Hand	Mechanical Fitter	Electrician	Boilermaker/Welder	Instrumentation Technician
WA	<b>195</b> 180 - 220	<b>170</b> 155 - 190	<b>165</b> 150 - 180	<b>150</b> 140 - 170	<b>150</b> 140 - 170	<b>160</b> 150 - 170	<b>150</b> 130 - 160	<b>160</b> 140 - 180	<b>150</b> 130 - 160	<b>170</b> 150 - 190
QLD	<b>200</b> 180 - 220	<b>133</b> 122 - 153	<b>150</b> 140 - 180	<b>133</b> 122 - 153	<b>133</b> 122 - 153	<b>117</b> 110 - 135	<b>130</b> 110 - 140	<b>130</b> 115 - 140	<b>122</b> 105 - 128	<b>135</b> 125 - 150
NSW	<b>184</b> 173 - 204	<b>125</b> 110 - 140	<b>130</b> 130 - 160	<b>120</b> 105 - 140	<b>125</b> 105 - 135	<b>110</b> 100 - 125	<b>110</b> 100 - 120	<b>120</b> 100 - 125	<b>100</b> 90 - 115	<b>102</b> 92 - 112
VIC	<b>143</b> 133 - 184	<b>102</b> 112 - 163	<b>122</b> 102 - 153	<b>102</b> 92 - 133	<b>122</b> 92 - 133	<b>112</b> 122 - 153	<b>97</b> 112 - 153	<b>112</b> 82 - 122	<b>90</b> 102 - 153	<b>87</b> 92 - 122
SA	<b>143</b> 133 - 153	<b>102</b> 92 - 112	<b>122</b> 102 - 133	<b>102</b> 92 - 122	<b>122</b> 102 - 143	<b>112</b> 100 - 140	<b>97</b> 90 - 120	<b>112</b> 92 - 122	<b>90</b> 90 - 120	<b>87</b> 87 - 112
TAS	<b>112</b> 112 - 140	<b>92</b> 92 - 115	<b>87</b> 87 - 114	<b>82</b> 82 - 110	<b>82</b> 82 - 109	<b>82</b> 82 - 97	<b>74</b> 74 - 91	<b>76</b> 76 - 91	<b>77</b> 77 - 87	<b>77</b> 77 - 87
NT	<b>179</b> 163 - 194	<b>138</b> 128 - 148	<b>143</b> 133 - 163	<b>143</b> 128 - 158	<b>143</b> 128 - 158	<b>117</b> 107 - 122	<b>112</b> 102 - 122	<b>112</b> 107 - 128	<b>112</b> 97 - 122	<b>112</b> 97 - 133

- 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



# MINING

MOBILE PLANT MAINTENANCE	Workshop Supervisor	HD Fitter	Auto Electrician	Boilermaker/Welder	Service Person	Open Pit Supervisor	Excavator Operator	Dump Truck Operator	Driller	All-Rounder
WA	<b>220</b> 180 - 240	<b>200</b> 175 - 230	<b>200</b> 175 - 230	<b>160</b> 140 - 180	<b>125</b> 115 - 135	<b>175</b> 153 - 184	<b>150</b> 130 - 175	<b>140</b> 122 - 160	<b>160</b> 130 - 185	<b>160</b> 140 - 175
QLD	<b>153</b> 138 - 173	<b>150</b> 135 - 180	<b>150</b> 135 - 180	<b>120</b> 110 - 135	<b>122</b> 100 - 153	<b>153</b> 143 - 173	<b>120</b> 95 - 135	<b>112</b> 96 - 122	<b>148</b> 102 - 163	<b>112</b> 96 - 122
NSW	<b>135</b> 100 - 150	<b>110</b> 85 - 120	<b>110</b> 90 - 120	<b>110</b> 90 - 120	<b>97</b> 87 - 107	<b>133</b> 112 - 143	<b>112</b> 102 - 122	<b>102</b> 82 - 112	<b>112</b> 92 - 122	<b>112</b> 92 - 122
VIC	102 - 143	92 - 133	92 - 122	92 - 133	71 - 97	107 - 143	92 - 117	71 - 112	77 - 122	82 - 117
SA	<b>122</b> 92 - 133	<b>122</b> 92 - 133	<b>122</b> 87 - 133	<b>112</b> 80 - 120	<b>92</b> 82 - 102	<b>133</b> 112 - 143	<b>122</b> 112 - 143	<b>102</b> 92 - 112	<b>115</b> 82 - 125	<b>112</b> 87 - 122
TAS	82 - 112	82 - 112	77 - 102	66 - 87	71 - 87	92 - 112	71 - 92	61 - 87	71 - 97	66 - 87
NT	<b>153</b> 133 - 163	<b>148</b> 138 - 168	<b>148</b> 138 - 168	<b>153</b> 133 - 173	<b>112</b> 107 - 128	<b>158</b> 148 - 168	<b>102</b> 97 - 122	<b>102</b> 97 - 117	<b>117</b> 107 - 133	<b>107</b> 97 - 128

- 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



# MINING

MOBILE PLANT MAINTENANCE	Underground Supervisor	Jumbo Operator	Bogger Operator	Service Crew
WA	<b>180</b> 160 - 200	<b>250</b> 220 - 300	<b>175</b> 145 - 195	<b>125</b> 110 - 145
QLD	<b>180</b> 150 - 200	<b>168</b> 143 - 184	<b>122</b> 112 - 133	<b>117</b> 107 - 128
NSW	<b>153</b> 138 - 163	<b>128</b> 122 - 143	<b>117</b> 112 - 138	<b>102</b> 92 - 112
VIC	107 - 148	133 - 153	112 - 133	87 - 107
SA	<b>133</b> 102 - 143	<b>112</b> 102 - 122	<b>92</b> 82 - 102	<b>102</b> 92 - 112
TAS	92 - 112	87 - 112	82 - 107	61 - 77
NT	<b>148</b> 133 - 168	<b>168</b> 143 - 189	<b>133</b> 112 - 148	<b>112</b> 97 - 128

- 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



# MINING

OHS & ENVIRONMENTAL	HSE Manager	OH&S Manager/ Superintendent	OH&S Coordinator	OH&S Officer	Environmental Superintendent	Environmental Coordinator	Environmental Officer	Training Coordinator
WA	<b>200</b> 180 - 230	<b>170</b> 160 - 190	<b>150</b> 140 - 160	<b>135</b> 120 - 145	<b>155</b> 145 - 175	<b>130</b> 105 - 155	<b>115</b> 105 - 135	<b>130</b> 125 - 145
QLD	<b>210</b> 180 - 235	<b>163</b> 153 - 173	<b>133</b> 128 - 148	<b>112</b> 100 - 140	<b>163</b> 153 - 184	<b>138</b> 138 - 153	<b>122</b> 92 - 128	<b>125</b> 100 - 140
NSW	<b>180</b> 160 - 200	<b>160</b> 140 - 180	<b>120</b> 115 - 135	<b>100</b> 85 - 115	<b>150</b> 145 - 165	<b>135</b> 115 - 145	<b>105</b> 90 - 120	<b>112</b> 92 - 122
VIC	143 - 184	92 - 122	82 - 102	71 - 97	92 - 122	66 - 87	66 - 87	61 - 77
SA	<b>173</b> 153 - 184	<b>153</b> 122 - 163	<b>102</b> 82 - 122	<b>82</b> 61 - 92	<b>133</b> 122 - 143	<b>92</b> 82 - 102	<b>87</b> 71 - 92	<b>92</b> 82 - 102
TAS	133 - 204	122 - 184	102 - 133	92 - 122	102 - 153	102 - 133	66 - 92	66 - 112
NT	<b>189</b> 173 - 224	<b>168</b> 153 - 194	<b>138</b> 122 - 148	<b>112</b> 92 - 133	<b>163</b> 143 - 179	<b>143</b> 133 - 153	<b>122</b> 92 - 138	<b>117</b> 92 - 128

- 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



# MINING

INDUSTRIAL DESIGN	Engineering Manager	Principal/Lead Engineer	Project Manager	Senior Design Engineer	Design Engineer	Senior Project Engineer (EPCM)	Senior Project Engineer (EPCM)
WA	<b>220</b> 200 - 240	<b>185</b> 165 - 220	<b>230</b> 200 - 260	<b>150</b> 130 - 180	<b>135</b> 110 - 160	<b>150</b> 130 - 170	<b>135</b> 120 - 150
QLD	<b>214</b> 204 - 224	<b>173</b> 168 - 204	<b>204</b> 184 - 224	<b>153</b> 133 - 173	<b>102</b> 87 - 122	<b>143</b> 133 - 173	<b>112</b> 92 - 133
NSW	<b>180</b> 155 - 225	<b>160</b> 145 - 180	<b>150</b> 140 - 165	<b>130</b> 105 - 140	<b>130</b> 105 - 140	<b>160</b> 135 - 170	<b>130</b> 95 - 130
VIC	<b>173</b> 184 - 224	<b>133</b> 153 - 184	<b>133</b> 153 - 224	<b>133</b> 102 - 153	<b>122</b> 71 - 112	<b>153</b> 112 - 153	<b>128</b> 82 - 122
SA	<b>173</b> 143 - 184	<b>133</b> 122 - 143	<b>133</b> 122 - 143	<b>133</b> 112 - 143	<b>122</b> 92 - 133	<b>153</b> 122 - 163	<b>128</b> 92 - 112
TAS	<b>173</b> 153 - 194	<b>133</b> 112 - 143	<b>133</b> 112 - 143	<b>133</b> 92 - 112	<b>122</b> 82 - 102	<b>153</b> 92 - 122	<b>128</b> 82 - 112
NT	<b>245</b> 214 - 265	<b>184</b> 168 - 214	<b>224</b> 184 - 260	<b>153</b> 133 - 184	<b>112</b> 92 - 133	<b>153</b> 133 - 173	<b>128</b> 92 - 148

\* Salaries are based on residential positions excluding superannuation and additional benefits

• For all other states, salaries are based on residential positions excluding superannuation and additional benefits



# MINING

INDUSTRIAL DESIGN	Design Manager/Chief Drafter	Senior Design Drafter	Design Drafter	Piping Designer
WA	<b>165</b> 140 - 180	<b>130</b> 100 - 140	<b>95</b> 85 - 125	<b>110</b> 100 - 125
QLD	<b>138</b> 122 - 153	<b>92</b> 87 - 122	<b>71</b> 66 - 102	<b>102</b> 82 - 122
NSW	<b>130</b> 115 - 140	<b>95</b> 95 - 110	<b>85</b> 80 - 95	<b>90</b> 90 - 110
VIC	<b>122</b> 112 - 153	<b>112</b> 102 - 133	<b>82</b> 71 - 102	<b>102</b> 82 - 112
SA	<b>122</b> 102 - 133	<b>112</b> 92 - 122	<b>82</b> 66 - 92	<b>102</b> 87 - 122
TAS	<b>148</b> 112 - 163	<b>122</b> 82 - 143	<b>97</b> 71 - 102	<b>117</b> 82 - 143
NT	<b>148</b> 122 - 179	<b>122</b> 82 - 143	<b>97</b> 77 - 107	<b>117</b> 107 - 128

\* Salaries are based on residential positions excluding superannuation and additional benefits

• For all other states, salaries are based on residential positions excluding superannuation and additional benefits





# MINING

INDUSTRIAL CONSTRUCTION	Project Manager	Construction Manager/ Superintendent	Senior Estimator	Planning Manager	Contracts Manager	Project Engineer (Civil/Mech/Elec)	Estimator	Contracts Administrator
WA	<b>220</b> 190 - 240	<b>230</b> 200 - 260	<b>190</b> 160 - 250	<b>180</b> 160 - 220	<b>185</b> 170 - 220	<b>135</b> 120 - 150	<b>150</b> 110 - 170	<b>130</b> 120 - 150
QLD	<b>204</b> 184 - 224	<b>194</b> 173 - 225	<b>173</b> 163 - 204	<b>194</b> 158 - 204	<b>184</b> 163 - 204	<b>143</b> 133 - 190	<b>122</b> 102 - 153	<b>122</b> 102 - 138
NSW	<b>180</b> 160 - 200	<b>184</b> 153 - 194	<b>153</b> 133 - 163	<b>130</b> 125 - 170	<b>153</b> 143 - 184	<b>120</b> 105 - 135	<b>120</b> 95 - 135	<b>115</b> 90 - 125
VIC	184 - 224	184 - 204	122 - 153	143 - 173	153 - 184	92 - 138	112 - 133	82 - 122
SA	<b>184</b> 143 - 204	<b>173</b> 133 - 184	<b>173</b> 133 - 184	<b>153</b> 122 - 184	<b>163</b> 143 - 184	<b>133</b> 112 - 143	<b>112</b> 92 - 122	<b>102</b> 82 - 122
TAS	122 - 163	122 - 163	102 - 133	112 - 133	112 - 133	82 - 112	82 - 122	82 - 122
NT	<b>235</b> 179 - 255	<b>204</b> 148 - 224	<b>194</b> 163 - 209	<b>184</b> 143 - 204	<b>204</b> 153 - 224	<b>153</b> 122 - 173	<b>143</b> 107 - 158	<b>128</b> 97 - 143

\* Salaries are based on residential positions excluding superannuation and additional benefits

• For all other states, salaries are based on residential positions excluding superannuation and additional benefits



# MINING

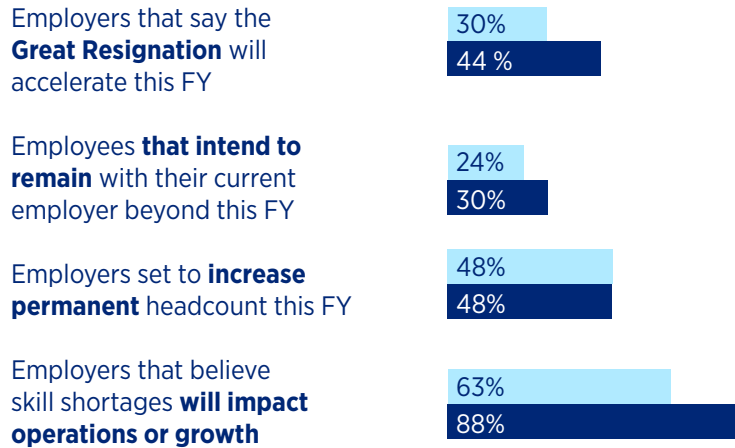
INDUSTRIAL CONSTRUCTION	Planner	Site Supervisor	Site Engineer (Civil/Mech/Elec)	Safety Advisor
WA	<b>135</b> 100 - 170	<b>140</b> 120 - 150	<b>110</b> 100 - 120	<b>120</b> 110 - 130
QLD	<b>138</b> 102 - 153	<b>122</b> 120 - 180	<b>122</b> 133 - 180	<b>122</b> 92 - 133
NSW	<b>120</b> 100 - 130	<b>130</b> 130 - 150	<b>110</b> 95 - 120	<b>130</b> 100 - 150
VIC	112 - 143	82 - 112	82 - 122	82 - 112
SA	<b>112</b> 102 - 133	<b>122</b> 102 - 143	<b>102</b> 77 - 117	<b>102</b> 92 - 112
TAS	82 - 112	82 - 112	82 - 117	82 - 112
NT	<b>122</b> 92 - 148	<b>133</b> 112 - 153	<b>133</b> 102 - 143	<b>122</b> 112 - 133

\* Salaries are based on residential positions excluding superannuation and additional benefits

• For all other states, salaries are based on residential positions excluding superannuation and additional benefits



## TURNOVER & HIRING INTENTIONS





**Top factors driving turnover across Australia and New Zealand:**

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

## TOP BENEFITS EMPLOYEES WANT

- In Australia:**
- Over 20 days' annual leave
  - Training – either internal or external
  - Ongoing learning & development
- In New Zealand:**
- Over 20 days' annual leave
  - Training – either internal or external
  - Ongoing learning & development

## SALARY OUTLOOK



Employees that are more confident to ask for a pay rise this year



Employers that have offered higher salaries than planned



Employees that say they'd benefit financially from changing jobs

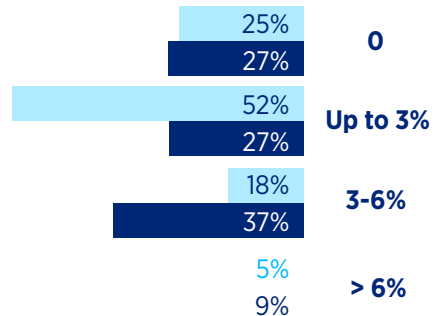


## TOP FIVE JOBS EMPLOYERS NEED TO FILL

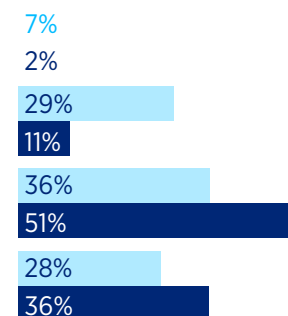
- In Australia:**
1. Administrators
  2. Personal & Executive Assistants
  3. Receptionists
  4. Office Managers
  5. Legal Secretaries

- In New Zealand:**
1. Administrators
  2. Office Managers
  3. Personal & Executive Assistants
  4. Construction Administrators
  5. Project Coordinators

### Increase employers plan to award



### Increase employees say would reflect performance



KEY: AU NZ

# OFFICE SUPPORT

ADMINISTRATION	Administration Assistant (6-12 mths exp)	Administration Assistant (12+ mths exp)	Project Admin Assistant (3+ yrs exp)	Office Manager	Project Coordinator
NSW - Sydney	<b>44</b> 42 - 48	<b>59</b> 49 - 66	<b>69</b> 59 - 80	<b>82</b> 71 - 102	<b>77</b> 61 - 87
NSW - Regional	<b>50</b> 45 - 50	<b>55</b> 55 - 60	<b>65</b> 60 - 70	<b>80</b> 70 - 85	<b>80</b> 70 - 80
VIC - Melbourne	<b>50</b> 45 - 55	<b>55</b> 50 - 60	<b>65</b> 60 - 80	<b>80</b> 65 - 95	<b>80</b> 60 - 87
VIC - Regional	<b>55</b> 45 - 55	<b>55</b> 55 - 60	<b>65</b> 60 - 70	<b>75</b> 65 - 85	<b>75</b> 60 - 80
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>50</b> 45 - 50	<b>55</b> 50 - 60	<b>60</b> 55 - 65	<b>70</b> 65 - 80	<b>60</b> 60 - 65
QLD - Regional	<b>42</b> 42 - 46	<b>51</b> 46 - 56	<b>61</b> 58 - 70	<b>71</b> 61 - 85	<b>61</b> 56 - 66
SA - Adelaide	<b>52</b> 50 - 55	<b>60</b> 55 - 65	<b>73</b> 65 - 80	<b>67</b> 60 - 75	<b>73</b> 65 - 80
WA - Perth	<b>55</b> 50 - 60	<b>65</b> 60 - 70	<b>80</b> 70 - 90	<b>80</b> 70 - 95	<b>80</b> 70 - 90
ACT - Canberra	<b>60</b> 55 - 70	<b>75</b> 70 - 80	<b>80</b> 72 - 85	<b>100</b> 90 - 110	<b>90</b> 80 - 100
TAS - Hobart/Launceston	<b>45</b> 42 - 47	<b>46</b> 45 - 53	<b>60</b> 50 - 65	<b>65</b> 58 - 80	<b>67</b> 56 - 75
NT - Darwin	<b>60</b> 55 - 65	<b>65</b> 60 - 70	<b>75</b> 70 - 80	<b>80</b> 70 - 90	<b>75</b> 65 - 85
NZ - Auckland	<b>53</b> 50 - 55	<b>53</b> 50 - 55	<b>60</b> 55 - 65	<b>65</b> 60 - 70	<b>62</b> 60 - 65
NZ - Wellington	<b>55</b> 50 - 58	<b>60</b> 57 - 63	<b>61</b> 58 - 65	<b>75</b> 65 - 85	<b>71</b> 65 - 75
NZ - Christchurch	<b>48</b> 45 - 50	<b>50</b> 46 - 52	<b>60</b> 55 - 65	<b>65</b> 55 - 70	<b>60</b> 56 - 66

**AUSTRALIA** - All PAYG payment rates are shown exclusive of superannuation for ordinary time earnings and stated in Australian dollars.

**NEW ZEALAND** - All payment rates are shown exclusive of KiwiSaver and stated in New Zealand dollars.



# OFFICE SUPPORT

ADMINISTRATION/ SUPPORT	Team Assistant/ Administrator (12+ mths exp)	Team Assistant/ Administrator (3+ yrs exp)	Personal Assistant (Assisting a number of execs)	Executive Assistant (Working for 1 person)
NSW - Sydney	<b>56</b> 49 - 61	<b>61</b> 57 - 71	<b>71</b> 69 - 82	<b>92</b> 82 - 122
NSW - Regional	<b>60</b> 55 - 65	<b>70</b> 60 - 75	<b>77</b> 66 - 80	<b>90</b> 80 - 95
VIC - Melbourne	<b>60</b> 50 - 65	<b>65</b> 55 - 70	<b>85</b> 70 - 90	<b>95</b> 80 - 110
VIC - Regional	<b>60</b> 50 - 60	<b>65</b> 55 - 65	<b>85</b> 75 - 85	<b>90</b> 75 - 100
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>60</b> 55 - 65	<b>65</b> 60 - 70	<b>80</b> 75 - 85	<b>85</b> 75 - 90
QLD - Regional	<b>56</b> 51 - 61	<b>61</b> 56 - 66	<b>66</b> 61 - 71	<b>71</b> 61 - 82
SA - Adelaide	<b>60</b> 53 - 65	<b>65</b> 56 - 70	<b>70</b> 65 - 80	<b>85</b> 75 - 95
WA - Perth	<b>60</b> 55 - 65	<b>66</b> 60 - 71	<b>90</b> 80 - 100	<b>100</b> 80 - 130
ACT - Canberra	<b>70</b> 60 - 75	<b>70</b> 60 - 75	<b>90</b> 85 - 100	<b>95</b> 85 - 105
TAS - Hobart/Launceston	<b>50</b> 45 - 57	<b>55</b> 48 - 60	<b>65</b> 57 - 70	<b>75</b> 60 - 90
NT - Darwin	<b>65</b> 55 - 70	<b>70</b> 65 - 75	<b>75</b> 65 - 80	<b>85</b> 75 - 100
NZ - Auckland	<b>58</b> 55 - 60	<b>60</b> 55 - 62	<b>80</b> 70 - 90	<b>85</b> 75 - 90
NZ - Wellington	<b>60</b> 57 - 64	<b>60</b> 57 - 64	<b>68</b> 60 - 71	<b>75</b> 70 - 85
NZ - Christchurch	<b>50</b> 46 - 52	<b>54</b> 51 - 60	<b>65</b> 55 - 70	<b>70</b> 65 - 75

ADMINISTRATION/ SPECIALISTS	Data Entry Operator	Sales Coordinator	Records Officer	Medical Secretary
NSW - Sydney	<b>60</b> 50 - 65	<b>61</b> 55 - 71	<b>71</b> 56 - 82	<b>70</b> 60 - 85
NSW - Regional	<b>50</b> 45 - 50	<b>61</b> 55 - 71	<b>61</b> 50 - 65	<b>70</b> 60 - 85
VIC - Melbourne	<b>55</b> 45 - 60	<b>60</b> 55 - 70	<b>60</b> 50 - 75	<b>51</b> 46 - 56
VIC - Regional	<b>55</b> 50 - 55	<b>65</b> 50 - 65	<b>65</b> 55 - 75	<b>60</b> 50 - 60
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>50</b> 45 - 55	<b>55</b> 50 - 60	<b>55</b> 50 - 60	<b>60</b> 50 - 65
QLD - Regional	<b>46</b> 43 - 51	<b>51</b> 48 - 56	<b>48</b> 46 - 55	<b>56</b> 51 - 66
SA - Adelaide	<b>55</b> 50 - 60	<b>61</b> 56 - 71	<b>55</b> 50 - 60	<b>60</b> 55 - 65
WA - Perth	<b>60</b> 50 - 65	<b>60</b> 55 - 70	<b>80</b> 70 - 90	<b>70</b> 60 - 80
ACT - Canberra	<b>60</b> 55 - 65	<b>62</b> 60 - 65	<b>62</b> 60 - 65	<b>75</b> 70 - 80
TAS - Hobart/Launceston	<b>45</b> 42 - 50	<b>50</b> 42 - 55	<b>55</b> 50 - 60	<b>55</b> 47 - 58
NT - Darwin	<b>60</b> 55 - 65	<b>65</b> 55 - 70	<b>56</b> 51 - 65	<b>60</b> 55 - 70
NZ - Auckland	<b>53</b> 50 - 55	<b>55</b> 50 - 60	<b>55</b> 50 - 58	<b>54</b> 53 - 55
NZ - Wellington	<b>48</b> 46 - 50	<b>51</b> 46 - 55	<b>49</b> 45 - 53	<b>60</b> 57 - 65
NZ - Christchurch	<b>48</b> 46 - 50	<b>52</b> 48 - 55	<b>46</b> 45 - 51	<b>51</b> 46 - 61

**AUSTRALIA** - All PAYG payment rates are shown exclusive of superannuation for ordinary time earnings and stated in Australian dollars.

**NEW ZEALAND** - All payment rates are shown exclusive of KiwiSaver and stated in New Zealand dollars.



# OFFICE SUPPORT

RECEPTION	Switchboard Operator	Receptionist (Up to 12 mths exp)	Receptionist (12+ mths exp)	Receptionist/ Admin Assistant (12+ mths exp)
NSW - Sydney	<b>60</b> 50 - 60	<b>55</b> 50 - 61	<b>65</b> 55 - 70	<b>65</b> 55 - 70
NSW - Regional	<b>60</b> 55 - 60	<b>55</b> 50 - 60	<b>65</b> 55 - 70	<b>65</b> 60 - 70
VIC - Melbourne	<b>65</b> 55 - 70	<b>55</b> 50 - 60	<b>60</b> 60 - 65	<b>60</b> 50 - 65
VIC - Regional	<b>65</b> 55 - 60	<b>55</b> 50 - 60	<b>56</b> 51 - 61	<b>60</b> 50 - 65
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>60</b> 50 - 60	<b>55</b> 50 - 55	<b>60</b> 50 - 65	<b>65</b> 50 - 70
QLD - Regional	<b>49</b> 46 - 56	<b>43</b> 42 - 46	<b>51</b> 46 - 56	<b>51</b> 46 - 56
SA - Adelaide	<b>60</b> 50 - 65	<b>55</b> 50 - 60	<b>60</b> 55 - 65	<b>60</b> 55 - 65
WA - Perth	<b>60</b> 50 - 65	<b>55</b> 50 - 62	<b>60</b> 55 - 65	<b>60</b> 55 - 68
ACT - Canberra	<b>60</b> 56 - 65	<b>63</b> 60 - 65	<b>70</b> 65 - 75	<b>70</b> 65 - 75
TAS - Hobart/Launceston	<b>50</b> 45 - 53	<b>45</b> 43 - 50	<b>50</b> 47 - 56	<b>51</b> 46 - 56
NT - Darwin	<b>50</b> 45 - 55	<b>50</b> 44 - 55	<b>51</b> 46 - 56	<b>53</b> 46 - 56
NZ - Auckland	<b>50</b> 45 - 50	<b>50</b> 48 - 53	<b>55</b> 51 - 56	<b>55</b> 51 - 60
NZ - Wellington	<b>45</b> 44 - 47	<b>52</b> 48 - 54	<b>55</b> 52 - 56	<b>55</b> 51 - 58
NZ - Christchurch	<b>46</b> 45 - 47	<b>48</b> 46 - 52	<b>50</b> 48 - 52	<b>52</b> 50 - 55

LEGAL SUPPORT	Legal Secretary (Up to 2 yrs exp)	Legal Secretary (2-4 yrs exp)	Legal Secretary (4+ yrs exp)	Legal Personal Assistant
NSW - Sydney	<b>65</b> 55 - 68	<b>71</b> 56 - 77	<b>85</b> 66 - 87	<b>77</b> 77 - 92
NSW - Regional	<b>65</b> 60 - 70	<b>75</b> 70 - 80	<b>85</b> 80 - 90	<b>80</b> 75 - 90
VIC - Melbourne	<b>65</b> 52 - 70	<b>70</b> 60 - 80	<b>78</b> 70 - 85	<b>80</b> 65 - 85
VIC - Regional	<b>65</b> 52 - 70	<b>70</b> 60 - 75	<b>75</b> 70 - 80	<b>75</b> 65 - 80
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>65</b> 60 - 70	<b>70</b> 65 - 75	<b>75</b> 70 - 80	<b>75</b> 70 - 80
QLD - Regional	<b>51</b> 46 - 56	<b>56</b> 56 - 61	<b>61</b> 56 - 66	<b>61</b> 58 - 66
SA - Adelaide	<b>65</b> 55 - 70	<b>68</b> 60 - 75	<b>73</b> 65 - 80	<b>70</b> 60 - 77
WA - Perth	<b>66</b> 55 - 75	<b>70</b> 65 - 85	<b>80</b> 75 - 95	<b>85</b> 75 - 95
ACT - Canberra	<b>80</b> 70 - 90	<b>88</b> 75 - 95	<b>95</b> 90 - 98	<b>85</b> 80 - 90
TAS - Hobart/Launceston	<b>52</b> 46 - 57	<b>55</b> 47 - 57	<b>60</b> 55 - 70	<b>65</b> 57 - 70
NT - Darwin	<b>65</b> 60 - 70	<b>68</b> 65 - 75	<b>68</b> 65 - 80	<b>68</b> 65 - 80
NZ - Auckland	<b>65</b> 55 - 75	<b>68</b> 65 - 75	<b>73</b> 65 - 85	<b>75</b> 70 - 85
NZ - Wellington	<b>68</b> 55 - 75	<b>70</b> 65 - 78	<b>75</b> 65 - 85	<b>74</b> 70 - 85
NZ - Christchurch	<b>60</b> 55 - 65	<b>64</b> 63 - 70	<b>70</b> 65 - 75	<b>70</b> 65 - 75

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# OFFICE SUPPORT

<b>BANKING &amp; FINANCE SUPPORT</b>	<b>Specialist Finance Personal Assistant</b>	<b>Investment Banking Personal Assistant</b>	<b>Advisor Support</b>
NSW - Sydney	<b>87</b> 78 - 102	<b>87</b> 77 - 97	<b>61</b> 56 - 66
NSW - Regional	<b>82</b> 61 - 92	<b>82</b> 61 - 92	<b>56</b> 51 - 61
VIC - Melbourne	<b>85</b> 75 - 90	<b>90</b> 80 - 100	<b>60</b> 55 - 70
VIC - Regional	<b>51</b> 46 - 56	<b>75</b> 60 - 80	<b>65</b> 51 - 60
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>75</b> 70 - 80	<b>75</b> 70 - 80	<b>60</b> 55 - 65
QLD - Regional	<b>61</b> 61 - 71	<b>66</b> 61 - 71	<b>51</b> 46 - 56
SA - Adelaide	<b>66</b> 61 - 71	<b>66</b> 61 - 71	<b>56</b> 51 - 61
WA - Perth	<b>85</b> 75 - 95	<b>80</b> 75 - 95	<b>65</b> 60 - 80
ACT - Canberra	<b>80</b> 70 - 90	<b>76</b> 70 - 83	<b>76</b> 70 - 83
TAS - Hobart/Launceston	<b>57</b> 52 - 62	N/A	<b>58</b> 53 - 65
NT - Darwin	<b>70</b> 61 - 75	<b>70</b> 65 - 80	<b>56</b> 56 - 61
NZ - Auckland	<b>66</b> 57 - 77	<b>69</b> 59 - 77	<b>59</b> 51 - 66
NZ - Wellington	<b>61</b> 56 - 66	<b>61</b> 56 - 77	<b>53</b> 44 - 59
NZ - Christchurch	<b>61</b> 56 - 66	<b>61</b> 56 - 66	<b>46</b> 44 - 51

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# OFFICE SUPPORT

PROPERTY & CONSTRUCTION SUPPORT	Document Controller	Project Secretary/ Administrator	Site Secretary/Administrator	Facilities Administrator	Contracts Administrator (Residential)	Client Liaison (Residential)
NSW - Sydney	<b>83</b> 72 - 94	<b>71</b> 61 - 87	<b>71</b> 61 - 87	<b>60</b> 50 - 65	<b>66</b> 61 - 82	<b>63</b> 59 - 79
NSW - Regional	<b>75</b> 70 - 80	<b>80</b> 70 - 85	<b>80</b> 70 - 85	<b>60</b> 60 - 65	<b>70</b> 65 - 80	<b>70</b> 60 - 80
VIC - Melbourne	<b>80</b> 65 - 90	<b>75</b> 65 - 80	<b>70</b> 60 - 80	<b>51</b> 60 - 56	<b>70</b> 65 - 85	<b>65</b> 60 - 75
VIC - Regional	<b>75</b> 60 - 75	<b>70</b> 55 - 60	<b>75</b> 60 - 80	<b>65</b> 60 - 65	<b>70</b> 55 - 70	<b>65</b> 55 - 70
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>70</b> 65 - 80	<b>65</b> 60 - 70	<b>65</b> 60 - 65	<b>60</b> 50 - 65	<b>60</b> 50 - 65	<b>60</b> 50 - 60
QLD - Regional	<b>71</b> 56 - 82	<b>61</b> 58 - 70	<b>61</b> 58 - 70	<b>51</b> 48 - 56	<b>56</b> 52 - 61	<b>56</b> 51 - 61
SA - Adelaide	<b>80</b> 70 - 90	<b>71</b> 66 - 80	<b>70</b> 60 - 80	<b>70</b> 60 - 75	<b>70</b> 65 - 90	<b>59</b> 56 - 61
WA - Perth	<b>85</b> 75 - 100	<b>80</b> 70 - 90	<b>90</b> 70 - 120	<b>60</b> 50 - 65	<b>80</b> 65 - 90	<b>70</b> 60 - 80
ACT - Canberra	<b>80</b> 70 - 88	<b>80</b> 75 - 87	<b>77</b> 70 - 85	<b>72</b> 64 - 78	<b>90</b> 80 - 95	<b>60</b> 55 - 66
TAS - Hobart/Launceston	<b>65</b> 55 - 80	<b>62</b> 53 - 67	<b>57</b> 53 - 65	<b>55</b> 47 - 60	<b>60</b> 53 - 65	<b>56</b> 53 - 62
NT - Darwin	<b>75</b> 65 - 85	<b>66</b> 56 - 80	<b>80</b> 65 - 100	<b>56</b> 50 - 65	<b>80</b> 70 - 85	<b>56</b> 56 - 61
NZ - Auckland	<b>61</b> 51 - 71	<b>59</b> 55 - 69	<b>59</b> 52 - 69	<b>57</b> 52 - 63	<b>63</b> 51 - 71	<b>56</b> 51 - 61
NZ - Wellington	<b>51</b> 46 - 56	<b>53</b> 51 - 56	<b>56</b> 51 - 61	<b>51</b> 46 - 56	<b>56</b> 51 - 61	<b>51</b> 46 - 56
NZ - Christchurch	<b>51</b> 46 - 56	<b>56</b> 53 - 61	<b>54</b> 51 - 56	<b>46</b> 44 - 51	<b>55</b> 50 - 60	<b>49</b> 44 - 55

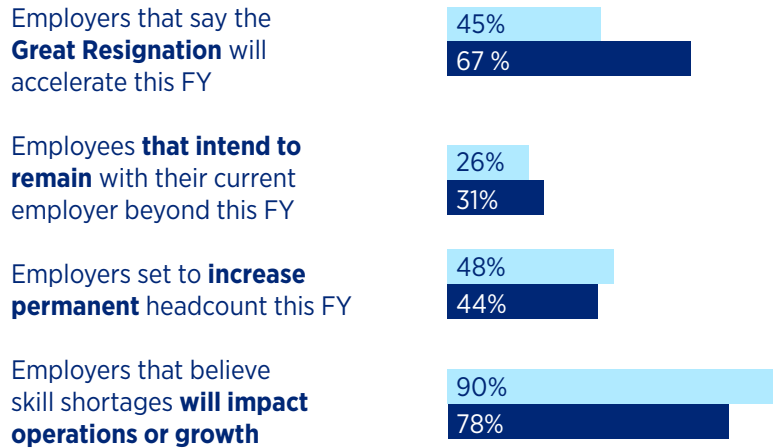
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## TURNOVER & HIRING INTENTIONS



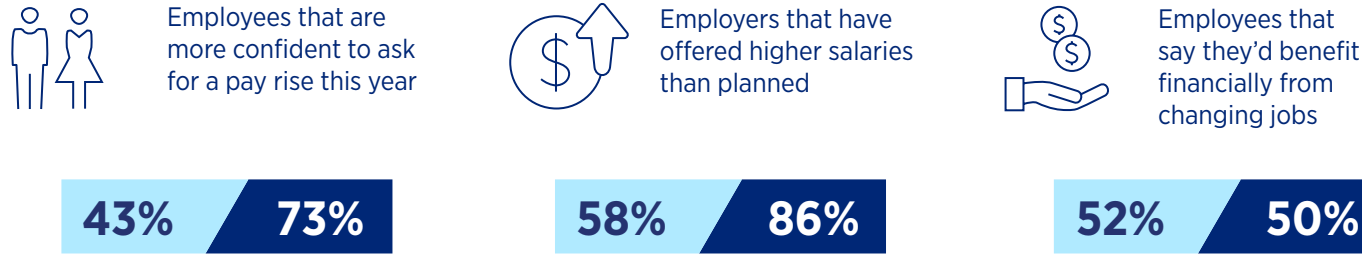
**Top factors driving turnover across Australia and New Zealand:**

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

## TOP BENEFITS EMPLOYEES WANT

- In Australia:**
- Over 20 days' annual leave
  - Training – either internal or external
  - Ongoing learning & development
- In New Zealand:**
- Over 20 days' annual leave
  - Training – either internal or external
  - Ongoing learning & development

## SALARY OUTLOOK

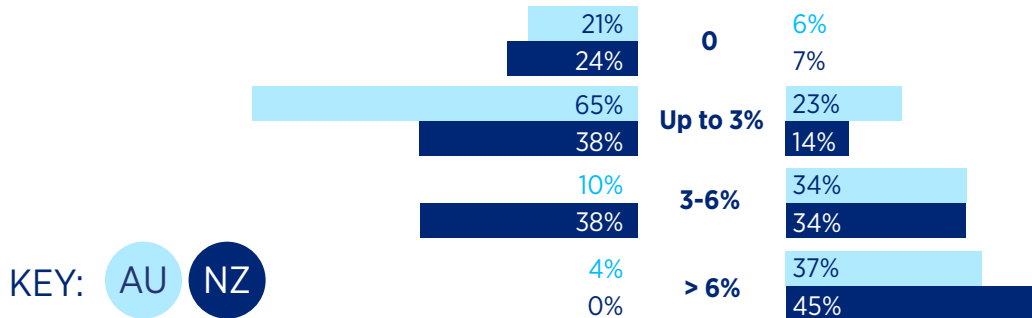


## TOP FIVE JOBS EMPLOYERS NEED TO FILL

- In Australia:**
1. Senior Policy Officers
  2. Risk Officers
  3. Governance/ Secretariat Officers
  4. Project Officers
  5. Senior Internal Auditors
- In New Zealand:**
1. Policy Advisors
  2. Policy Analysts
  3. Senior Policy Analysts
  4. Senior Policy Advisors
  5. Principal Policy Advisors

Increase employers plan to award

Increase employees say would reflect performance



KEY: AU NZ

# POLICY & STRATEGY

	Policy Officer/ Policy Advisor	Senior Policy Officer/ Policy Advisor	Policy Manager	Government Relations Manager	Strategic Manager	Programme Officer/ Coordinator*	Programme Manager*	Project Officer*	Project Manager*	Grants Officer
NSW - Sydney	<b>92</b> 77 - 97	<b>102</b> 92 - 122	<b>122</b> 107 - 163	<b>133</b> 112 - 163	<b>133</b> 122 - 163	<b>92</b> 77 - 102	<b>143</b> 92 - 163	<b>92</b> 87 - 102	<b>133</b> 122 - 153	<b>85</b> 75 - 95
VIC - Melbourne	<b>90</b> 75 - 100	<b>105</b> 95 - 125	<b>125</b> 105 - 170	<b>130</b> 110 - 170	<b>135</b> 115 - 175	<b>95</b> 85 - 100	<b>150</b> 115 - 175	<b>90</b> 85 - 100	<b>140</b> 115 - 175	<b>85</b> 75 - 95
QLD - Brisbane	<b>87</b> 71 - 92	<b>97</b> 87 - 112	<b>112</b> 102 - 122	<b>112</b> 97 - 122	<b>112</b> 97 - 122	<b>66</b> 56 - 77	<b>107</b> 87 - 143	<b>87</b> 66 - 92	<b>107</b> 87 - 122	<b>80</b> 70 - 95
WA - Perth	<b>79</b> 66 - 92	<b>97</b> 87 - 112	<b>112</b> 92 - 153	<b>122</b> 102 - 143	<b>133</b> 102 - 163	<b>92</b> 82 - 102	<b>107</b> 87 - 143	<b>87</b> 66 - 92	<b>97</b> 87 - 133	<b>80</b> 70 - 85
ACT - Canberra	<b>79</b> 66 - 92	<b>97</b> 87 - 112	<b>112</b> 92 - 153	<b>112</b> 92 - 133	<b>112</b> 97 - 133	<b>92</b> 82 - 102	<b>112</b> 87 - 153	<b>87</b> 66 - 92	<b>97</b> 92 - 133	<b>85</b> 75 - 95
SA - Adelaide	<b>83</b> 78 - 95	<b>103</b> 94 - 112	<b>115</b> 112 - 120	<b>130</b> 115 - 145	<b>135</b> 105 - 165	<b>92</b> 85 - 103	<b>114</b> 103 - 122	<b>94</b> 76 - 103	<b>110</b> 103 - 135	<b>87</b> 82 - 97
TAS - Hobart	<b>79</b> 66 - 92	<b>97</b> 87 - 112	<b>112</b> 92 - 122	<b>112</b> 97 - 122	<b>133</b> 102 - 163	<b>72</b> 62 - 92	<b>107</b> 87 - 143	<b>87</b> 66 - 92	<b>97</b> 87 - 133	<b>80</b> 75 - 95
NT - Darwin	<b>75</b> 70 - 80	<b>95</b> 82 - 101	<b>114</b> 106 - 120	<b>102</b> 95 - 115	<b>112</b> 106 - 115	<b>70</b> 65 - 80	<b>82</b> 75 - 90	<b>82</b> 79 - 87	<b>106</b> 95 - 114	<b>80</b> 75 - 95
NZ - Wellington	<b>82</b> 71 - 92	<b>102</b> 92 - 122	<b>150</b> 112 - 170	<b>112</b> 102 - 122	<b>140</b> 120 - 170	<b>71</b> 61 - 82	<b>112</b> 92 - 133	<b>71</b> 61 - 82	<b>102</b> 92 - 122	<b>70</b> 65 - 75

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



# POLICY & STRATEGY

	Research Analyst	Evaluation Advisor	Senior Evaluation Advisor	Data Analyst	Executive Officer	Business Analyst	Ministerial Liaison Officer	Regulatory Advisor	Regulatory Manager
NSW - Sydney	<b>87</b> 71 - 92	<b>100</b> 80 - 110	<b>115</b> 100 - 130	<b>92</b> 87 - 112	<b>122</b> 87 - 143	<b>122</b> 87 - 143	<b>102</b> 87 - 117	<b>102</b> 92 - 133	<b>133</b> 112 - 153
VIC - Melbourne	<b>90</b> 70 - 105	<b>80</b> 70 - 95	<b>100</b> 90 - 120	<b>90</b> 85 - 110	<b>110</b> 90 - 130	<b>110</b> 90 - 130	<b>95</b> 85 - 110	<b>100</b> 90 - 120	<b>130</b> 110 - 170
QLD - Brisbane	<b>61</b> 51 - 71	<b>85</b> 80 - 90	<b>95</b> 90 - 100	<b>82</b> 51 - 92	<b>87</b> 66 - 102	<b>92</b> 71 - 102	<b>87</b> 71 - 97	<b>92</b> 82 - 102	<b>112</b> 102 - 122
WA - Perth	<b>77</b> 66 - 82	<b>100</b> 90 - 110	<b>120</b> 110 - 130	<b>82</b> 66 - 92	<b>97</b> 77 - 122	<b>92</b> 77 - 117	<b>87</b> 66 - 92	<b>92</b> 82 - 102	<b>122</b> 87 - 148
ACT - Canberra	<b>87</b> 82 - 102	<b>100</b> 80 - 110	<b>115</b> 100 - 130	<b>87</b> 77 - 102	<b>97</b> 92 - 128	<b>101</b> 92 - 133	<b>97</b> 87 - 102	<b>102</b> 92 - 117	<b>112</b> 97 - 122
SA - Adelaide	<b>77</b> 73 - 99	<b>85</b> 80 - 95	<b>95</b> 90 - 100	<b>88</b> 82 - 103	<b>96</b> 94 - 120	<b>110</b> 94 - 120	<b>95</b> 85 - 110	<b>103</b> 94 - 120	<b>128</b> 102 - 153
TAS - Hobart	<b>82</b> 66 - 92	<b>75</b> 65 - 95	<b>90</b> 85 - 100	<b>80</b> 71 - 92	<b>92</b> 82 - 102	<b>92</b> 82 - 117	<b>97</b> 87 - 102	<b>92</b> 82 - 102	<b>112</b> 97 - 122
NT - Darwin	<b>74</b> 69 - 79	<b>74</b> 69 - 79	<b>85</b> 82 - 87	<b>85</b> 82 - 87	<b>95</b> 85 - 101	<b>95</b> 85 - 101	<b>82</b> 71 - 95	<b>92</b> 82 - 101	<b>110</b> 106 - 114
NZ - Wellington	<b>82</b> 71 - 92	<b>NA</b> NA - NA	<b>NA</b> NA - NA	<b>72</b> 61 - 82	<b>100</b> 80 - 120	<b>87</b> 71 - 102	<b>90</b> 65 - 110	<b>98</b> 85 - 110	<b>120</b> 90 - 150

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# POLICY & STRATEGY

	<b>Economist</b>	<b>Senior Economist</b>	<b>Governance Officer/Secretariat</b>	<b>Governance Manager</b>	<b>Risk Advisor</b>	<b>Compliance Officer</b>	<b>Risk/Compliance Manager</b>
NSW - Sydney	<b>107</b> 92 - 133	<b>153</b> 112 - 184	<b>92</b> 87 - 97	<b>128</b> 112 - 143	<b>110</b> 90 - 130	<b>100</b> 85 - 110	<b>130</b> 120 - 150
VIC - Melbourne	<b>110</b> 90 - 130	<b>130</b> 110 - 160	<b>90</b> 85 - 100	<b>120</b> 100 - 140	<b>100</b> 85 - 120	<b>90</b> 75 - 100	<b>120</b> 100 - 150
QLD - Brisbane	<b>102</b> 85 - 120	<b>122</b> 100 - 155	<b>92</b> 82 - 102	<b>107</b> 97 - 117	<b>95</b> 85 - 110	<b>80</b> 75 - 85	<b>115</b> 105 - 125
WA - Perth	<b>102</b> 92 - 128	<b>122</b> 102 - 148	<b>87</b> 82 - 97	<b>112</b> 97 - 138	<b>100</b> 90 - 110	<b>80</b> 70 - 90	<b>120</b> 95 - 140
ACT - Canberra	<b>107</b> 97 - 122	<b>122</b> 112 - 153	<b>92</b> 82 - 102	<b>128</b> 117 - 153	<b>115</b> 95 - 130	<b>85</b> 65 - 90	<b>110</b> 100 - 130
SA - Adelaide	<b>110</b> 95 - 130	<b>122</b> 110 - 138	<b>91</b> 85 - 100	<b>112</b> 101 - 130	<b>100</b> 94 - 115	<b>75</b> 73 - 94	<b>110</b> 103 - 130
TAS - Hobart	<b>102</b> 92 - 128	<b>122</b> 107 - 138	<b>87</b> 82 - 97	<b>112</b> 97 - 138	<b>80</b> 70 - 100	<b>75</b> 65 - 85	<b>90</b> 80 - 100
NT - Darwin	<b>105</b> 85 - 125	<b>125</b> 106 - 134	<b>92</b> 82 - 101	<b>110</b> 106 - 114	<b>110</b> 106 - 114	<b>75</b> 70 - 85	<b>95</b> 90 - 100
NZ - Wellington	<b>105</b> 85 - 125	<b>122</b> 102 - 143	<b>85</b> 80 - 90	<b>114</b> 92 - 135	<b>105</b> 90 - 120	<b>75</b> 65 - 85	<b>100</b> 80 - 120

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## TURNOVER & HIRING INTENTIONS

46%

Employers that say the **Great Resignation** will accelerate this FY

27%

Employees **that intend to remain** with their current employer beyond this FY

54%

Employers set to **increase permanent** headcount this FY

74%

Employers that believe skill shortages **will impact operations or growth**



### Top factors driving turnover:

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

## TOP BENEFITS EMPLOYEES WANT

- Training – either internal or external
- Over 20 days' annual leave
- Ongoing learning & development

## TOP FIVE JOBS EMPLOYERS NEED TO FILL

1. Contract Administrators
2. Procurement Specialists
3. Category Managers
4. Contract Managers
5. Procurement Managers

## SALARY OUTLOOK



Employees that are more confident to ask for a pay rise this year

56%



Employers that have offered higher salaries than planned

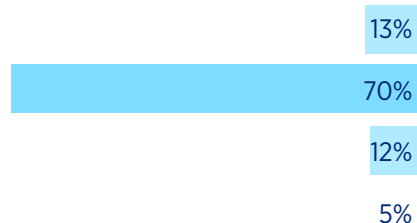
65%



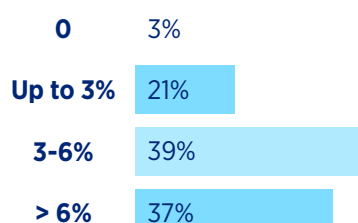
Employees that say they'd benefit financially from changing jobs

68%

### Increase employers plan to award



### Increase employees say would reflect performance



\* Australian data only

# PROCUREMENT

	Procurement Officer	Senior Procurement Officer	Procurement Manager	Strategic Sourcing Manager	Chief Procurement Officer	Procurement Analyst	Purchasing Manager	Category Manager
NSW - Sydney	<b>90</b> 80 - 100	<b>110</b> 90 - 120	<b>160</b> 140 - 180	<b>140</b> 120 - 160	N/A	<b>90</b> 80 - 100	<b>110</b> 100 - 120	<b>150</b> 140 - 170
VIC - Melbourne	<b>75</b> 61 - 85	<b>95</b> 77 - 125	<b>150</b> 115 - 180	<b>150</b> 115 - 180	N/A	<b>85</b> 71 - 110	<b>115</b> 85 - 125	<b>153</b> 110 - 185
QLD - Brisbane	<b>66</b> 65 - 80	<b>95</b> 80 - 110	<b>133</b> 110 - 200	<b>133</b> 120 - 180	<b>204</b> 200+	<b>71</b> 65 - 120	<b>102</b> 95 - 122	<b>122</b> 100 - 160
SA - Adelaide	<b>70</b> 65 - 80	<b>85</b> 75 - 100	<b>120</b> 100 - 150	<b>130</b> 120 - 150	<b>230</b>	<b>90</b> 80 - 100	<b>120</b> 100 - 140	<b>120</b> 110 - 130
WA - Perth	<b>90</b> 85 - 100	<b>95</b> 95 - 125	<b>145</b> 120 - 220	<b>140</b> 120 - 200	<b>220</b> 170 - 250	<b>100</b> 95 - 120	<b>120</b> 110 - 135	<b>140</b> 140 - 200
ACT - Canberra	<b>90</b> 85 - 100	<b>112</b> 100 - 140	<b>143</b> 140 - 180	<b>112</b> 110 - 150	<b>230</b> 170 - 250	<b>80</b> 80 - 90	<b>92</b> 85 - 110	<b>102</b> 100 - 125
NT - Darwin	<b>70</b> 65 - 80	<b>90</b> 75 - 100	<b>110</b> 110 - 125	<b>112</b> 110 - 168	<b>230</b>	<b>80</b> 80 - 90	<b>92</b> 85 - 115	<b>112</b> 100 - 112
TAS - Hobart	<b>70</b> 65 - 80	<b>90</b> 75 - 100	<b>120</b> 110 - 140	<b>110</b> 110 - 150	N/A	<b>80</b> 80 - 90	<b>95</b> 85 - 115	<b>110</b> 100 - 130
New Zealand	<b>70</b> 65 - 85	<b>92</b> 75 - 120	<b>128</b> 112 - 153	<b>133</b> 110 - 153	<b>180</b> 150 - 200	<b>80</b> 80 - 90	<b>102</b> 92 - 122	<b>122</b> 102 - 133

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



# PROCUREMENT

	Contract Administrator	Contract Manager	Commercial Manager
NSW - Sydney	<b>85</b> 80 - 100	<b>140</b> 130 - 160	<b>160</b> 140 - 180
VIC - Melbourne	<b>90</b> 80 - 110	<b>135</b> 100 - 180	<b>170</b> 140 - 215
QLD - Brisbane	<b>82</b> 80 - 120	<b>102</b> 100 - 160	<b>150</b> 130 - 200
SA - Adelaide	<b>120</b> 100 - 130	<b>150</b> 130 - 200	<b>180</b> 150 - 230
WA - Perth	<b>110</b> 100 - 140	<b>150</b> 140 - 220	<b>180</b> 160 - 260
ACT - Canberra	<b>82</b> 80 - 100	<b>122</b> 110 - 180	<b>185</b> 140 - 230
NT - Darwin	<b>90</b> 80 - 100	<b>102</b> 100 - 112	<b>110</b> 110 - 120
TAS - Hobart	<b>90</b> 80 - 100	<b>100</b> 100 - 120	<b>130</b> 110 - 160
New Zealand	<b>90</b> 80 - 100	<b>102</b> 100 - 125	<b>140</b> 120 - 160

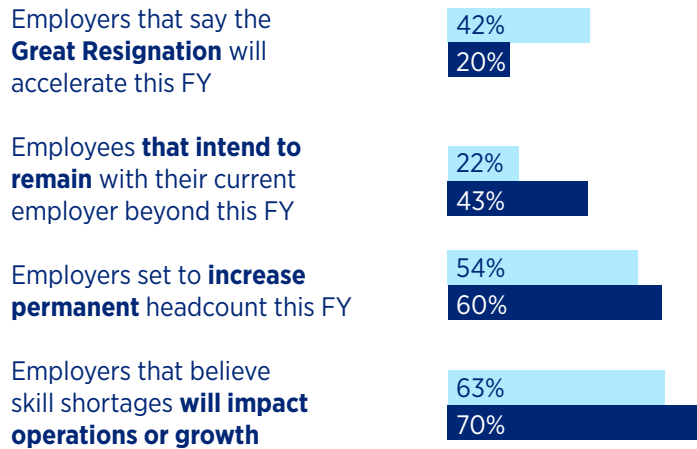
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• Supply Chain salaries are related solely to this function within Procurement, not Logistics



## TURNOVER & HIRING INTENTIONS



**Top factors driving turnover across Australia and New Zealand:**

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

## TOP BENEFITS EMPLOYEES WANT

### In Australia:

- Over 20 days' annual leave
- Company car, car allowance or onsite parking
- Ongoing learning & development

### In New Zealand:

- Company car, car allowance or onsite parking
- Payment of professional membership fees
- Training & development

## SALARY OUTLOOK



Employees that are more confident to ask for a pay rise this year



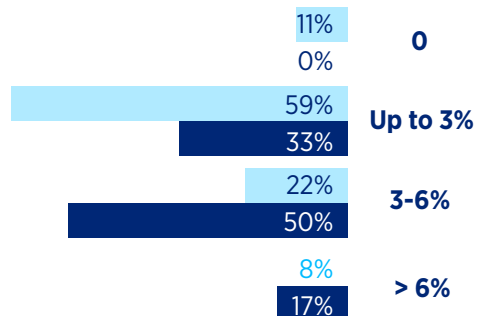
Employers that have offered higher salaries than planned



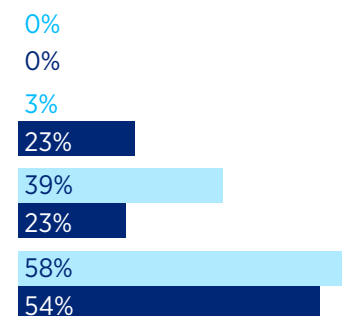
Employees that say they'd benefit financially from changing jobs



### Increase employers plan to award



### Increase employees say would reflect performance



KEY: AU NZ

## TOP FIVE JOBS EMPLOYERS NEED TO FILL

### In Australia:

1. Development Managers
2. Residential Property Managers
3. Commercial Property Managers
4. Leasing Executives
5. Lease Administrators/Assistant Property Managers

### In New Zealand:

1. Property Managers
2. Valuers
3. Property Coordinators
4. Asset Managers
5. Project Managers



# PROPERTY

	Commercial/ Industrial/Retail Property Mgt 0-3 yrs exp	Commercial/ Industrial/Retail Property Mgt 3+ yrs exp	Residential Property Manager 0-3 yrs exp	Residential Property Manager 3+ yrs exp	Asset Manager 0-3 yrs exp	Asset Manager 3+ yrs exp	Retail Centre Manager	Lease Administrator	Commercial/ Industrial Sales & Leasing
NSW - Sydney	<b>77</b> 56 - 92	<b>102</b> 82 - 133	<b>61</b> 50 - 71	<b>82</b> 71 - 90	<b>102</b> 71 - 112	<b>143</b> 112 - 184	<b>112</b> 82 - 133	<b>92</b> 51 - 102	<b>102</b> 61 - 153
NSW - Regional	<b>61</b> 46 - 66	<b>92</b> 61 - 117	<b>61</b> 46 - 66	<b>77</b> 66 - 82	<b>92</b> 66 - 102	<b>112</b> 77 - 122	<b>112</b> 71 - 122	<b>71</b> 46 - 82	<b>102</b> 56 - 122
VIC - Melbourne	<b>70</b> 60 - 85	<b>100</b> 85 - 120	<b>55</b> 50 - 60	<b>75</b> 60 - 90	<b>82</b> 66 - 92	<b>160</b> 110 - 190	<b>110</b> 85 - 150	<b>80</b> 60 - 100	<b>100</b> 61 - 150
VIC - Regional	<b>46</b> 39 - 56	<b>82</b> 56 - 97	<b>46</b> 42 - 51	<b>66</b> 46 - 87	<b>77</b> 61 - 87	<b>97</b> 87 - 117	<b>82</b> 66 - 107	<b>46</b> 42 - 51	<b>82</b> 56 - 117
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>65</b> 60 - 70	<b>90</b> 75 - 100	<b>55</b> 55 - 65	<b>66</b> 55 - 70	<b>85</b> 70 - 100	<b>120</b> 90 - 150	<b>92</b> 82 - 122	<b>60</b> 55 - 70	<b>102</b> 65 - 150
QLD - Regional	<b>55</b> 47 - 56	<b>90</b> 65 - 90	<b>55</b> 45 - 60	<b>51</b> 50 - 65	<b>82</b> 71 - 92	<b>102</b> 90 - 120	<b>92</b> 77 - 143	<b>45</b> 45 - 50	<b>102</b> 60 - 150
SA - Adelaide	<b>60</b> 50 - 65	<b>77</b> 60 - 85	<b>50</b> 45 - 65	<b>56</b> 50 - 75	<b>77</b> 60 - 90	<b>92</b> 70 - 110	<b>102</b> 75 - 140	<b>56</b> 50 - 65	<b>87</b> 55 - 110
WA - Perth	<b>65</b> 55 - 75	<b>110</b> 70 - 130	<b>70</b> 55 - 80	<b>75</b> 75 - 80	<b>85</b> 80 - 92	<b>110</b> 95 - 140	<b>120</b> 80 - 150	<b>50</b> 45 - 58	<b>125</b> 80 - 170
ACT - Canberra	<b>61</b> 51 - 66	<b>87</b> 70 - 112	<b>56</b> 50 - 65	<b>75</b> 65 - 92	<b>92</b> 71 - 102	<b>122</b> 102 - 143	<b>133</b> 92 - 143	<b>66</b> 51 - 66	<b>122</b> 71 - 143
TAS - Hobart/Launceston	<b>61</b> 55 - 66	<b>77</b> 66 - 87	<b>56</b> 46 - 61	<b>66</b> 56 - 71	<b>75</b> 70 - 80	<b>92</b> 82 - 112	<b>102</b> 92 - 112	<b>51</b> 46 - 56	<b>77</b> 61 - 92
NT - Darwin	<b>61</b> 56 - 77	<b>77</b> 61 - 102	<b>56</b> 49 - 66	<b>71</b> 61 - 82	<b>77</b> 66 - 92	<b>92</b> 82 - 122	<b>92</b> 82 - 122	<b>56</b> 46 - 61	<b>71</b> 61 - 102
NZ - Auckland	<b>71</b> 61 - 77	<b>112</b> 92 - 122	<b>71</b> 61 - 82	<b>92</b> 82 - 102	<b>92</b> 92 - 112	<b>138</b> 112 - 153	<b>133</b> 92 - 153	<b>66</b> 56 - 77	<b>153</b> 133 - 204
NZ - Wellington	<b>71</b> 61 - 77	<b>107</b> 87 - 112	<b>71</b> 61 - 82	<b>92</b> 82 - 102	<b>92</b> 82 - 112	<b>122</b> 102 - 133	<b>112</b> 92 - 122	<b>61</b> 51 - 66	<b>143</b> 133 - 153
NZ - Christchurch	<b>66</b> 56 - 71	<b>107</b> 87 - 112	<b>71</b> 61 - 82	<b>92</b> 82 - 102	<b>92</b> 82 - 112	<b>122</b> 102 - 133	<b>112</b> 92 - 122	<b>61</b> 51 - 66	<b>143</b> 133 - 153

**AUSTRALIA** - All PAYG payment rates are shown exclusive of superannuation for ordinary time earnings and stated in Australian dollars.

**NEW ZEALAND** - All payment rates are shown exclusive of KiwiSaver and stated in New Zealand dollars.



# PROPERTY

	Valuer CPV/RPV 0-3 yrs exp	Valuer CPV/RPV 3+ yrs exp	Client Side Project Manager 0-3 yrs exp	Client Side Project Manager 3+ yrs exp	Client Side Project Director	Acquisitions 0-4 yrs exp	Acquisitions 4+ yrs exp	Assistant Development Manager	Development Manager	Development Director
NSW - Sydney	<b>71</b> 46 - 87	<b>102</b> 66 - 122	<b>82</b> 71 - 102	<b>133</b> 102 - 158	<b>224</b> 179 - 245	<b>102</b> 71 - 122	<b>204</b> 102 - 388	<b>92</b> 71 - 122	<b>184</b> 133 - 255	<b>296</b> 224 - 388
NSW - Regional	<b>71</b> 42 - 82	<b>92</b> 56 - 102	<b>82</b> 71 - 102	<b>128</b> 102 - 158	<b>204</b> 163 - 224	<b>82</b> 56 - 97	<b>184</b> 102 - 306	<b>82</b> 65 - 112	<b>184</b> 122 - 255	<b>286</b> 224 - 388
VIC - Melbourne	<b>61</b> 56 - 70	<b>95</b> 70 - 120	<b>102</b> 71 - 122	<b>163</b> 122 - 184	<b>235</b> 184 - 255	<b>86</b> 80 - 100	<b>130</b> 110 - 170	<b>82</b> 66 - 112	<b>153</b> 102 - 204	<b>306</b> 255 - 357
VIC - Regional	<b>51</b> 46 - 66	<b>77</b> 66 - 102	<b>102</b> 71 - 122	<b>163</b> 122 - 184	<b>235</b> 184 - 255	<b>82</b> 66 - 102	<b>122</b> 92 - 168	<b>71</b> 61 - 87	<b>122</b> 112 - 158	<b>179</b> 158 - 204
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>56</b> 46 - 75	<b>82</b> 70 - 105	<b>90</b> 80 - 100	<b>122</b> 100 - 140	<b>163</b> 153 - 214	<b>82</b> 71 - 107	<b>122</b> 82 - 168	<b>70</b> 65 - 77	<b>133</b> 95 - 160	<b>224</b> 204 - 306
QLD - Regional	<b>56</b> 46 - 75	<b>71</b> 70 - 105	<b>82</b> 70 - 95	<b>112</b> 95 - 120	<b>133</b> 130 - 170	<b>71</b> 61 - 102	<b>112</b> 82 - 143	<b>70</b> 65 - 66	<b>122</b> 102 - 143	<b>153</b> 153 - 204
SA - Adelaide	<b>56</b> 45 - 75	<b>82</b> 65 - 100			<b>184</b> 120 - 250	<b>66</b> 42 - 85	<b>117</b> 110 - 140	<b>77</b> 65 - 95	<b>153</b> 130 - 200	<b>189</b> 145 - 230
WA - Perth	<b>80</b> 60 - 85	<b>110</b> 80 - 122	<b>95</b> 66 - 120	<b>135</b> 102 - 170	<b>185</b> 153 - 240	<b>95</b> 75 - 120	<b>180</b> 130 - 200	<b>85</b> 61 - 92	<b>145</b> 120 - 180	<b>200</b> 180 - 260
ACT - Canberra	<b>61</b> 56 - 77		<b>87</b> 71 - 112	<b>143</b> 112 - 163		<b>92</b> 61 - 102	<b>143</b> 92 - 184	<b>77</b> 66 - 92	<b>153</b> 102 - 184	<b>214</b> 184 - 245
TAS - Hobart/Launceston	<b>66</b> 56 - 71	<b>82</b> 71 - 92	<b>82</b> 71 - 92	<b>133</b> 92 - 153	<b>163</b> 133 - 194	<b>82</b> 71 - 102	<b>97</b> 87 - 117	<b>77</b> 66 - 92	<b>122</b> 102 - 153	<b>163</b> 143 - 184
NT - Darwin	<b>66</b> 56 - 82	<b>77</b> 66 - 112	<b>82</b> 71 - 92	<b>122</b> 92 - 143	<b>179</b> 148 - 204	<b>66</b> 51 - 87	<b>77</b> 71 - 122	<b>71</b> 66 - 92	<b>122</b> 112 - 148	<b>163</b> 153 - 194
NZ - Auckland			<b>82</b> 77 - 97	<b>138</b> 102 - 153	<b>194</b> 173 - 214	<b>71</b> 66 - 87	<b>117</b> 87 - 133	<b>112</b> 77 - 133	<b>214</b> 194 - 265	<b>357</b> 306 - 408
NZ - Wellington			<b>82</b> 77 - 97	<b>117</b> 87 - 133	<b>143</b> 133 - 163	<b>71</b> 66 - 87	<b>102</b> 77 - 117	<b>102</b> 77 - 122	<b>184</b> 158 - 214	<b>306</b> 255 - 357
NZ - Christchurch			<b>82</b> 77 - 97	<b>117</b> 87 - 133	<b>143</b> 133 - 163	<b>71</b> 66 - 87	<b>102</b> 77 - 117	<b>102</b> 77 - 122	<b>184</b> 158 - 214	<b>306</b> 255 - 357

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## TURNOVER & HIRING INTENTIONS

50%

Employers that say the **Great Resignation** will accelerate this FY

7%

Employees **that intend to remain** with their current employer beyond this FY

64%

Employers set to **increase permanent** headcount this FY

79%

Employers that believe skill shortages **will impact operations or growth**



### Top factors driving turnover:

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

## TOP BENEFITS EMPLOYEES WANT

- Training – either internal or external
- Over 20 days' annual leave
- Ongoing learning & development

## TOP FIVE JOBS EMPLOYERS NEED TO FILL

1. Merchandise Planners
2. Sales Associates
3. Boutique & Store Managers
4. Buyers
5. Assistant Boutique & Store Managers

## SALARY OUTLOOK



Employees that are more confident to ask for a pay rise this year

17%



Employers that have offered higher salaries than planned

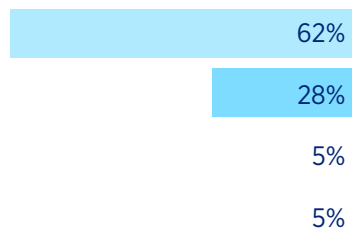
52%



Employees that say they'd benefit financially from changing jobs

70%

### Increase employers plan to award



### Increase employees say would reflect performance



\* Australian data only

# RETAIL

MERCHANDISE PLANNING	Merchandise Assistant	Assistant Planner	Merchandise Planner	Senior Merchandise Planner	Planning Manager	Group Planning Manager/Director
Sydney	55 - 70	66 - 90	90 - 133	120 - 150	133 - 204	153 - 300
Melbourne	55 - 70	66 - 80	90 - 110	120 - 143	130 - 160	150 - 200

BUYING	Buying Assistant	Assistant Buyer	Buyer	Senior Buyer	Buying Manager	Merchandise Manager/ Buying Director
Sydney	55 - 70	66 - 90	92 - 150	120 - 170	150 - 204	180 - 408
Melbourne	51 - 61	65 - 80	82 - 110	120 - 160	150 - 180	180 - 408

DESIGN	Assistant Designer	Designer	Senior Designer	Head of Design/ Creative Director
Sydney	60 - 66	80 - 128	92 - 153	122 - 255
Melbourne	60 - 66	80 - 153	102 - 153	184 - 255

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# RETAIL

<b>PRODUCT DEVELOPMENT &amp; TECHNICAL</b>	<b>Pattern Cutter</b>	<b>Garment Technician/QA</b>	<b>Assistant Product Developer</b>	<b>Product Developer</b>	<b>Product Development Manager</b>
Sydney	61 - 92	56 - 87	56 - 71	61 - 92	92 - 128
Melbourne	61 - 92	51 - 87	51 - 66	61 - 92	87 - 128

<b>VISUAL MERCHANDISING</b>	<b>Visual Merchandiser Coordinator</b>	<b>Store Visual Merchandiser</b>	<b>Area Visual Merchandiser</b>	<b>State Visual Merchandiser</b>	<b>National Visual Merchandiser Manager</b>
Sydney	60 - 70	65 - 70	70 - 75	66 - 102	82 - 204
Melbourne	60 - 70	65 - 70	70 - 75	66 - 102	82 - 204

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# RETAIL

OPERATIONS	In-store Sales Professional	Assistant SM/2IC (Turnover up \$2 m)	Assistant SM/2IC (Turnover \$2-5 m)	Assistant SM/2IC (Turnover \$5-10 m)	Assistant SM/2IC (Turnover \$10-20 m)	Assistant SM/2IC (Turnover \$20+ m)	Store Manager (Turnover up \$2 m)	Store Manager (Turnover \$2-5 m)	Store Manager (Turnover \$5-10 m)	Store Manager (Turnover \$10-20 m)
Sydney	50 - 66	55 - 60	55 - 60	55 - 77	66 - 92	77 - 112	60 - 65	56 - 70	70 - 112	82 - 117
Melbourne	50 - 56	55 - 60	61 - 66	55 - 77	66 - 92	77 - 102	60 - 65	60 - 71	66 - 112	82 - 117

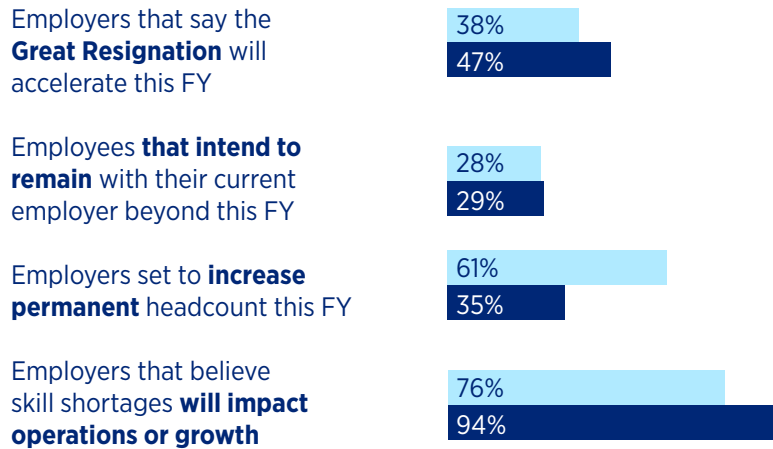
	Store Manager (Turnover \$20+ m)	Cluster/Area Manager 5-10 Stores	Area/Regional Manager 10-20 Stores	Area/Regional Manager 20+ Stores	State Manager	Big Box - Multi-site 5-10 Stores	Big Box - Multi-site 11-20 Stores	Big Box - Multi-site 20+ Stores
Sydney	92 - 128	75 - 87	82 - 122	92 - 153	82 - 153	77 - 153	87 - 184	122 - 204
Melbourne	92 - 128	75 - 87	80 - 112	92 - 153	82 - 153	77 - 153	87 - 184	122 - 204

HEAD OFFICE	Loss Prevention Manager	E-Commerce Manager	National Operations Manager	Retail Director	General Manager
Sydney	82 - 122	87 - 204	153 - 306	153 - 408	204 - 510
Melbourne	82 - 122	92 - 204	153 - 306	153 - 408	204 - 510

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## TURNOVER & HIRING INTENTIONS



**Top factors driving turnover across Australia and New Zealand:**

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

## TOP BENEFITS EMPLOYEES WANT

- In Australia:**
- Over 20 days' annual leave
  - Company car, car allowance or onsite parking
  - Ongoing learning & development
- In New Zealand:**
- Company car, car allowance or onsite parking
  - Training internal or external
  - Ongoing learning & development

## SALARY OUTLOOK



Employees that are more confident to ask for a pay rise this year



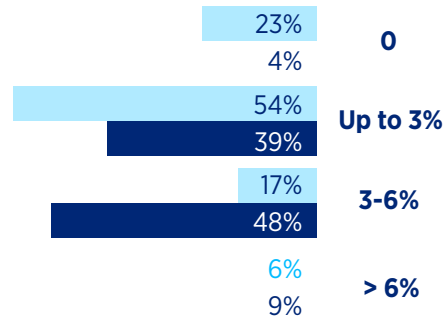
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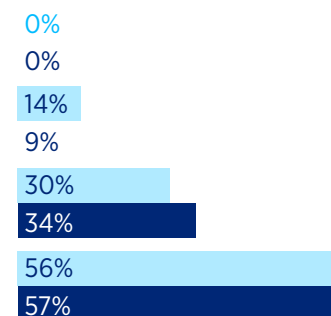
Employees that say they'd benefit financially from changing jobs



### Increase employers plan to award



### Increase employees say would reflect performance



KEY: AU NZ

## TOP FIVE JOBS EMPLOYERS NEED TO FILL

- In Australia:**
1. Business Development Managers
  2. Account Directors
  3. Inside Sales Representatives
  4. Sales Support/Administrators
  5. Sales Representatives/Account Managers
- In New Zealand:**
1. Business Development Managers
  2. Heads of Sales
  3. Territory Managers
  4. Key Account Managers
  5. Sales Executives

# SALES

	Sales Executive/Rep	Sales Engineer	Channel Manager	Category Manager	Business Manager	Account Manager	Senior Account Manager	National Account Manager	Business Development Manager	Territory Manager
NSW - Sydney	<b>85</b> 70 - 100	<b>100</b> 85 - 125	<b>115</b> 100 - 135	<b>130</b> 100 - 150	<b>155</b> 130 - 185	<b>95</b> 80 - 110	<b>110</b> 95 - 120	<b>130</b> 115 - 150	<b>120</b> 90 - 200	<b>85</b> 75 - 95
VIC - Melbourne	<b>75</b> 65 - 85	<b>85</b> 80 - 100	<b>110</b> 95 - 120	<b>115</b> 95 - 120	<b>150</b> 120 - 180	<b>85</b> 80 - 95	<b>110</b> 100 - 120	<b>135</b> 110 - 150	<b>120</b> 100 - 150	<b>85</b> 65 - 95
QLD - Brisbane	<b>71</b> 65 - 85	<b>87</b> 80 - 112	<b>87</b> 80 - 112	<b>90</b> 90 - 125	<b>112</b> 105 - 130	<b>70</b> 65 - 95	<b>105</b> 90 - 120	<b>117</b> 97 - 140	<b>87</b> 85 - 200	<b>66</b> 65 - 90
SA - Adelaide	<b>66</b> 61 - 77	<b>87</b> 77 - 92	<b>71</b> 56 - 82	<b>87</b> 71 - 97	<b>122</b> 92 - 133	<b>61</b> 56 - 71	<b>71</b> 66 - 87	<b>92</b> 77 - 112	<b>71</b> 66 - 77	<b>77</b> 66 - 87
WA - Perth	<b>71</b> 61 - 82	<b>92</b> 82 - 110	<b>87</b> 82 - 112	<b>97</b> 92 - 133	<b>112</b> 102 - 148	<b>82</b> 71 - 92	<b>87</b> 82 - 122	<b>102</b> 92 - 130	<b>92</b> 82 - 133	<b>82</b> 77 - 102
ACT - Canberra	<b>71</b> 56 - 82	<b>82</b> 66 - 92	<b>82</b> 71 - 92	<b>97</b> 82 - 112	<b>102</b> 82 - 122	<b>71</b> 61 - 77	<b>87</b> 77 - 92	<b>112</b> 97 - 122	<b>102</b> 92 - 133	<b>92</b> 71 - 97
TAS - Hobart	<b>65</b> 60 - 75	<b>90</b> 80 - 100	<b>77</b> 70 - 85	<b>85</b> 70 - 90	<b>110</b> 80 - 120	<b>65</b> 55 - 75	<b>75</b> 70 - 95	<b>95</b> 85 - 125	<b>80</b> 70 - 100	<b>80</b> 70 - 100
NT - Darwin	<b>65</b> 55 - 80	<b>81</b> 75 - 90	<b>85</b> 75 - 90	<b>95</b> 70 - 110	<b>120</b> 85 - 130	<b>77</b> 65 - 90	<b>85</b> 75 - 100	<b>95</b> 85 - 130	<b>90</b> 75 - 110	<b>80</b> 65 - 90
NZ - Auckland	<b>75</b> 56 - 90	<b>110</b> 90 - 120	<b>100</b> 80 - 120	<b>100</b> 85 - 122	<b>121</b> 100 - 140	<b>84</b> 73 - 95	<b>100</b> 87 - 134	<b>126</b> 95 - 140	<b>100</b> 90 - 120	<b>80</b> 70 - 96
NZ - Wellington	<b>70</b> 56 - 80	<b>90</b> 80 - 105	<b>94</b> 75 - 110	<b>97</b> 78 - 109	<b>115</b> 93 - 130	<b>75</b> 69 - 80	<b>84</b> 74 - 110	<b>113</b> 84 - 135	<b>93</b> 80 - 115	<b>81</b> 67 - 84
NZ - Christchurch	<b>56</b> 51 - 66	<b>87</b> 77 - 102	<b>87</b> 66 - 112	<b>97</b> 71 - 112	<b>92</b> 77 - 112	<b>71</b> 61 - 82	<b>82</b> 66 - 97	<b>99</b> 85 - 120	<b>82</b> 71 - 112	<b>77</b> 61 - 87

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**NEW ZEALAND** - All payment rates are shown exclusive of KiwiSaver and stated in New Zealand dollars.

• All salaries shown exclude car and commission





# SALES

	State/Regional Manager	National Sales Manager	Director of Sales
NSW - Sydney	<b>135</b> 110 - 150	<b>180</b> 150 - 225	<b>250</b> 200 - 300
VIC - Melbourne	<b>105</b> 100 - 115	<b>155</b> 130 - 190	<b>220</b> 185 - 265
QLD - Brisbane	<b>102</b> 82 - 133	<b>143</b> 112 - 184	<b>173</b> 122 - 250
SA - Adelaide	<b>92</b> 82 - 117	<b>112</b> 87 - 138	<b>128</b> 97 - 153
WA - Perth	<b>122</b> 102 - 140	<b>122</b> 122 - 160	<b>189</b> 173 - 210
ACT - Canberra	<b>102</b> 92 - 122	<b>122</b> 92 - 143	<b>143</b> 112 - 153
TAS - Hobart	<b>95</b> 85 - 125	<b>120</b> 90 - 130	<b>160</b> 140 - 170
NT - Darwin	<b>91</b> 85 - 117	<b>124</b> 100 - 140	<b>135</b> 120 - 160
NZ - Auckland	<b>130</b> 115 - 169	<b>149</b> 116 - 184	<b>197</b> 145 - 250
NZ - Wellington	<b>117</b> 95 - 153	<b>131</b> 94 - 158	<b>159</b> 135 - 234
NZ - Christchurch	<b>102</b> 82 - 138	<b>112</b> 92 - 143	<b>143</b> 102 - 184

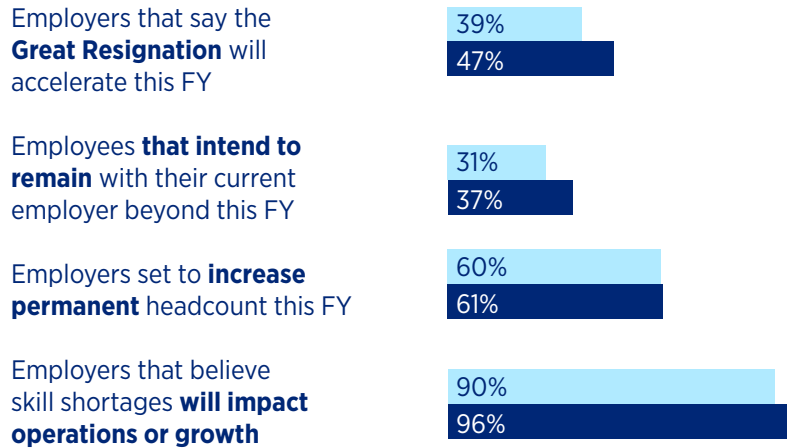
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• All salaries shown exclude car and commission



## TURNOVER & HIRING INTENTIONS



**Top factors driving turnover across Australia and New Zealand:**

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

## TOP BENEFITS EMPLOYEES WANT

### In Australia:

- Training – either internal or external
- Over 20 days' annual leave
- Ongoing learning & development

### In New Zealand:

- Over 20 days' annual leave
- Training – either internal or external
- Ongoing learning & development

## SALARY OUTLOOK



Employees that are more confident to ask for a pay rise this year



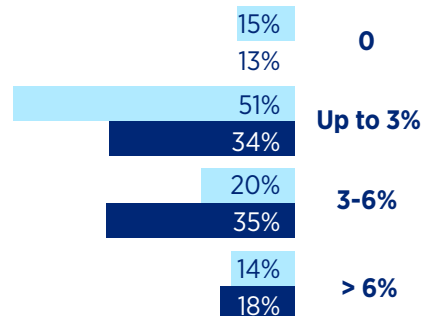
Employers that have offered higher salaries than planned



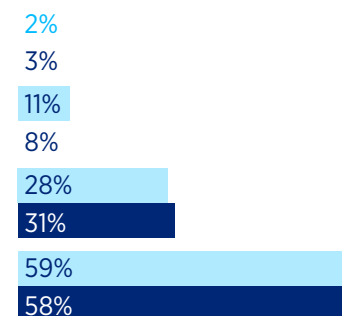
Employees that say they'd benefit financially from changing jobs



### Increase employers plan to award



### Increase employees say would reflect performance



KEY: AU NZ

## TOP FIVE JOBS EMPLOYERS NEED TO FILL

### In Australia:

1. Business Analysts
2. Cloud Engineers
3. Full Stack Developers
4. Cyber Security Analysts
5. Data Analysts

### In New Zealand:

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

# TECHNOLOGY

INFRASTRUCTURE	Service Desk - Level 1	Desktop Support - Level 2	Applications Support	Service Desk Team Leader	Service Desk Manager	DBA	Systems Administration/Engineer
NSW - Sydney	<b>65</b> 55 - 80	<b>78</b> 70 - 85	<b>95</b> 80 - 110	<b>105</b> 90 - 120	<b>115</b> 95 - 135	<b>150</b> 130 - 170	<b>125</b> 110 - 150
NSW - Regional	<b>58</b> 50 - 70	<b>70</b> 65 - 85	<b>85</b> 70 - 100	<b>100</b> 85 - 120	<b>110</b> 85 - 125	<b>135</b> 112 - 150	<b>120</b> 85 - 140
VIC - Melbourne	<b>63</b> 55 - 70	<b>80</b> 65 - 90	<b>95</b> 75 - 110	<b>110</b> 90 - 120	<b>120</b> 100 - 133	<b>128</b> 112 - 153	<b>120</b> 90 - 135
VIC - Regional	<b>56</b> 48 - 65	<b>68</b> 55 - 75	<b>77</b> 70 - 92	<b>95</b> 80 - 110	<b>98</b> 82 - 110	<b>125</b> 105 - 150	<b>95</b> 80 - 110
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>58</b> 50 - 65	<b>65</b> 60 - 75	<b>85</b> 70 - 95	<b>95</b> 80 - 110	<b>100</b> 85 - 115	<b>120</b> 100 - 140	<b>100</b> 80 - 120
SA - Adelaide	<b>60</b> 50 - 70	<b>65</b> 55 - 75	<b>75</b> 68 - 90	<b>85</b> 70 - 95	<b>92</b> 82 - 105	<b>110</b> 85 - 130	<b>90</b> 70 - 120
WA - Perth	<b>55</b> 48 - 65	<b>75</b> 60 - 90	<b>90</b> 70 - 100	<b>100</b> 85 - 120	<b>120</b> 100 - 130	<b>118</b> 102 - 133	<b>130</b> 85 - 140
ACT - Canberra	<b>61</b> 56 - 70	<b>75</b> 66 - 85	<b>85</b> 71 - 100	<b>110</b> 85 - 125	<b>110</b> 90 - 125	<b>130</b> 120 - 150	<b>125</b> 95 - 155
TAS - Hobart/Launceston	<b>53</b> 48 - 64	<b>63</b> 56 - 71	<b>77</b> 66 - 82	<b>82</b> 70 - 97	<b>92</b> 87 - 102	<b>107</b> 92 - 128	<b>85</b> 70 - 110
NT - Darwin	<b>53</b> 48 - 64	<b>63</b> 56 - 71	<b>82</b> 71 - 92	<b>80</b> 70 - 87	<b>85</b> 78 - 95	<b>107</b> 92 - 117	<b>90</b> 70 - 120
NZ - Auckland	<b>55</b> 50 - 60	<b>65</b> 60 - 70	<b>85</b> 70 - 100	<b>90</b> 80 - 110	<b>95</b> 80 - 110	<b>105</b> 90 - 120	<b>90</b> 80 - 100
NZ - Wellington	<b>60</b> 55 - 65	<b>70</b> 65 - 75	<b>90</b> 80 - 100	<b>100</b> 80 - 110	<b>110</b> 90 - 120	<b>110</b> 100 - 120	<b>95</b> 90 - 110
NZ - Christchurch	<b>55</b> 50 - 60	<b>65</b> 60 - 70	<b>80</b> 70 - 90	<b>85</b> 75 - 90	<b>85</b> 85 - 100	<b>105</b> 90 - 120	<b>90</b> 80 - 100

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# TECHNOLOGY

INFRASTRUCTURE	Network Administration/Engineer	Network Architect	Infrastructure Architect	Infrastructure Manager	Service Delivery Manager
NSW - Sydney	<b>120</b> 100 - 150	<b>170</b> 160 - 200	<b>180</b> 150 - 200	<b>155</b> 140 - 190	<b>160</b> 130 - 180
NSW - Regional	<b>120</b> 90 - 160	<b>160</b> 140 - 200	<b>160</b> 140 - 200	<b>140</b> 115 - 150	<b>140</b> 110 - 160
VIC - Melbourne	<b>130</b> 90 - 150	<b>170</b> 150 - 200	<b>180</b> 150 - 200	<b>160</b> 140 - 200	<b>148</b> 122 - 179
VIC - Regional	<b>100</b> 80 - 120	<b>140</b> 125 - 170	<b>165</b> 135 - 185	<b>135</b> 110 - 165	<b>135</b> 105 - 160
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>110</b> 80 - 130	<b>140</b> 130 - 160	<b>160</b> 130 - 190	<b>140</b> 120 - 160	<b>133</b> 100 - 160
SA - Adelaide	<b>100</b> 80 - 120	<b>130</b> 110 - 150	<b>150</b> 120 - 180	<b>130</b> 120 - 160	<b>120</b> 90 - 140
WA - Perth	<b>120</b> 100 - 150	<b>150</b> 140 - 175	<b>170</b> 140 - 200	<b>160</b> 140 - 180	<b>150</b> 120 - 175
ACT - Canberra	<b>130</b> 100 - 160	<b>200</b> 160 - 250	<b>200</b> 160 - 250	<b>150</b> 140 - 185	<b>153</b> 118 - 175
TAS - Hobart/Launceston	<b>85</b> 76 - 108	<b>117</b> 105 - 140	<b>140</b> 129 - 170	<b>117</b> 105 - 133	<b>106</b> 95 - 122
NT - Darwin	<b>95</b> 80 - 120	<b>133</b> 117 - 153	<b>140</b> 129 - 172	<b>133</b> 118 - 143	<b>122</b> 102 - 143
NZ - Auckland	<b>90</b> 80 - 100	<b>140</b> 120 - 160	<b>180</b> 120 - 200	<b>140</b> 110 - 170	<b>130</b> 95 - 150
NZ - Wellington	<b>100</b> 90 - 110	<b>155</b> 145 - 165	<b>155</b> 145 - 165	<b>140</b> 130 - 160	<b>125</b> 110 - 140
NZ - Christchurch	<b>90</b> 80 - 100	<b>135</b> 115 - 150	<b>155</b> 145 - 165	<b>125</b> 120 - 150	<b>100</b> 100 - 130

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# TECHNOLOGY

PROJECTS & CHANGE MANAGEMENT	Business Analyst	Senior Business Analyst	Project Co-ordinator	Project Manager	Senior Project Manager	Program Manager	Project Director	PMO Manager	Project Scheduler
NSW - Sydney	<b>130</b> 120 - 160	<b>150</b> 140 - 180	<b>100</b> 80 - 120	<b>170</b> 130 - 180	<b>200</b> 150 - 210	<b>210</b> 190 - 230	<b>260</b> 200 - 300	<b>182</b> 150 - 212	<b>160</b> 130 - 180
NSW - Regional	<b>125</b> 100 - 140	<b>135</b> 122 - 160	<b>90</b> 80 - 100	<b>145</b> 130 - 165	<b>160</b> 145 - 180	<b>170</b> 155 - 200	<b>185</b> 170 - 200	<b>175</b> 160 - 210	<b>140</b> 100 - 160
VIC - Melbourne	<b>130</b> 100 - 150	<b>140</b> 120 - 160	<b>110</b> 80 - 120	<b>150</b> 125 - 170	<b>180</b> 140 - 200	<b>200</b> 180 - 220	<b>220</b> 184 - 250	<b>190</b> 160 - 220	<b>120</b> 100 - 145
VIC - Regional	<b>125</b> 95 - 140	<b>135</b> 110 - 150	<b>100</b> 75 - 110	<b>140</b> 105 - 160	<b>155</b> 130 - 170	<b>170</b> 140 - 200	<b>190</b> 150 - 220	<b>175</b> 150 - 200	<b>105</b> 85 - 142
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>110</b> 90 - 125	<b>125</b> 110 - 140	<b>90</b> 70 - 100	<b>122</b> 110 - 145	<b>150</b> 130 - 170	<b>175</b> 150 - 210	<b>190</b> 165 - 220	<b>175</b> 150 - 210	<b>110</b> 90 - 140
SA - Adelaide	<b>105</b> 80 - 130	<b>125</b> 105 - 135	<b>85</b> 70 - 100	<b>125</b> 100 - 140	<b>135</b> 125 - 165	<b>175</b> 130 - 210	<b>170</b> 140 - 200	<b>160</b> 120 - 185	<b>112</b> 92 - 143
WA - Perth	<b>125</b> 100 - 135	<b>150</b> 130 - 170	<b>87</b> 80 - 105	<b>150</b> 120 - 160	<b>165</b> 150 - 190	<b>185</b> 160 - 215	<b>184</b> 163 - 224	<b>178</b> 150 - 200	<b>102</b> 85 - 133
ACT - Canberra	<b>120</b> 100 - 135	<b>135</b> 110 - 160	<b>90</b> 80 - 120	<b>150</b> 125 - 170	<b>180</b> 160 - 210	<b>185</b> 170 - 220	<b>200</b> 175 - 300	<b>182</b> 150 - 210	<b>160</b> 140 - 175
TAS - Hobart/Launceston	<b>87</b> 82 - 97	<b>102</b> 87 - 117	<b>73</b> 68 - 88	<b>107</b> 92 - 117	<b>125</b> 112 - 140	<b>150</b> 130 - 180	<b>133</b> 122 - 160	<b>153</b> 133 - 184	<b>90</b> 78 - 100
NT - Darwin	<b>112</b> 92 - 133	<b>138</b> 122 - 163	<b>92</b> 82 - 112	<b>122</b> 102 - 143	<b>143</b> 128 - 168	<b>160</b> 130 - 190	<b>170</b> 153 - 200	<b>163</b> 133 - 184	<b>92</b> 82 - 102
NZ - Auckland	<b>105</b> 90 - 120	<b>125</b> 115 - 140	<b>95</b> 80 - 100	<b>120</b> 100 - 150	<b>145</b> 130 - 160	<b>200</b> 180 - 240	<b>170</b> 160 - 220	<b>170</b> 150 - 200	<b>90</b> 80 - 100
NZ - Wellington	<b>105</b> 95 - 110	<b>125</b> 110 - 140	<b>95</b> 80 - 100	<b>120</b> 110 - 130	<b>145</b> 130 - 160	<b>190</b> 170 - 230	<b>190</b> 160 - 210	<b>180</b> 160 - 200	<b>110</b> 95 - 120
NZ - Christchurch	<b>100</b> 90 - 110	<b>120</b> 110 - 130	<b>80</b> 70 - 90	<b>110</b> 100 - 120	<b>130</b> 120 - 150	<b>190</b> 170 - 230	<b>175</b> 150 - 200	<b>160</b> 140 - 180	<b>80</b> 70 - 90

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# TECHNOLOGY

PROJECTS & CHANGE MANAGEMENT	Change Analyst	Change Manager	Senior Change Manager	Scrum Master	Product Manager	Enterprise Architect
NSW - Sydney	<b>140</b> 130 - 160	<b>160</b> 130 - 180	<b>180</b> 160 - 220	<b>160</b> 130 - 180	<b>180</b> 140 - 200	<b>230</b> 190 - 250
NSW - Regional	<b>125</b> 110 - 130	<b>160</b> 130 - 180	<b>180</b> 150 - 200	<b>145</b> 130 - 160	<b>150</b> 135 - 170	<b>190</b> 160 - 220
VIC - Melbourne	<b>125</b> 100 - 140	<b>165</b> 135 - 200	<b>190</b> 170 - 220	<b>165</b> 135 - 180	<b>180</b> 140 - 200	<b>230</b> 185 - 270
VIC - Regional	<b>115</b> 95 - 140	<b>155</b> 115 - 175	<b>150</b> 135 - 190	<b>150</b> 120 - 170	<b>160</b> 125 - 180	<b>190</b> 165 - 220
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>100</b> 90 - 120	<b>140</b> 110 - 160	<b>150</b> 130 - 200	<b>130</b> 110 - 145	<b>140</b> 110 - 150	<b>180</b> 150 - 200
SA - Adelaide	<b>100</b> 80 - 120	<b>130</b> 100 - 163	<b>145</b> 120 - 175	<b>130</b> 100 - 150	<b>135</b> 110 - 150	<b>153</b> 135 - 184
WA - Perth	<b>112</b> 92 - 122	<b>150</b> 125 - 160	<b>165</b> 140 - 180	<b>150</b> 130 - 180	<b>150</b> 120 - 180	<b>200</b> 170 - 225
ACT - Canberra	<b>125</b> 110 - 140	<b>145</b> 120 - 180	<b>200</b> 175 - 275	<b>145</b> 120 - 165	<b>170</b> 140 - 200	<b>240</b> 200 - 275
TAS - Hobart/Launceston	<b>92</b> 82 - 102	<b>115</b> 92 - 133	<b>138</b> 122 - 153	<b>120</b> 100 - 140	<b>132</b> 100 - 145	<b>148</b> 122 - 173
NT - Darwin	<b>102</b> 82 - 122	<b>122</b> 102 - 143	<b>148</b> 122 - 163	<b>120</b> 100 - 140	<b>132</b> 100 - 145	<b>153</b> 125 - 185
NZ - Auckland	<b>110</b> 95 - 120	<b>140</b> 120 - 160	<b>160</b> 140 - 180	<b>140</b> 130 - 150	<b>150</b> 140 - 175	<b>170</b> 140 - 200
NZ - Wellington	<b>115</b> 100 - 120	<b>145</b> 125 - 165	<b>160</b> 140 - 180	<b>130</b> 120 - 150	<b>150</b> 140 - 160	<b>180</b> 160 - 200
NZ - Christchurch	<b>110</b> 95 - 120	<b>130</b> 120 - 150	<b>150</b> 130 - 165	<b>130</b> 120 - 150	<b>145</b> 130 - 160	<b>170</b> 150 - 200

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# TECHNOLOGY

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
NSW - Sydney	<b>115</b> 80 - 130	<b>150</b> 120 - 170	<b>130</b> 120 - 150	<b>130</b> 120 - 150	<b>180</b> 160 - 200	<b>125</b> 90 - 150	<b>150</b> 140 - 180	<b>160</b> 125 - 200
NSW - Regional	<b>120</b> 90 - 140	<b>140</b> 120 - 160	<b>135</b> 120 - 160	<b>135</b> 120 - 150	<b>160</b> 135 - 180	<b>125</b> 90 - 140	<b>145</b> 110 - 170	<b>135</b> 120 - 160
VIC - Melbourne	<b>110</b> 80 - 135	<b>140</b> 120 - 160	<b>135</b> 115 - 155	<b>140</b> 115 - 160	<b>160</b> 140 - 180	<b>120</b> 85 - 140	<b>145</b> 110 - 160	<b>130</b> 100 - 160
VIC - Regional	<b>100</b> 80 - 130	<b>120</b> 100 - 145	<b>125</b> 110 - 140	<b>125</b> 105 - 140	<b>150</b> 130 - 172	<b>110</b> 80 - 130	<b>125</b> 110 - 150	<b>125</b> 100 - 150
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>90</b> 90 - 110	<b>120</b> 110 - 140	<b>130</b> 110 - 145	<b>130</b> 110 - 150	<b>150</b> 130 - 175	<b>110</b> 80 - 125	<b>115</b> 100 - 130	<b>110</b> 90 - 130
SA - Adelaide	<b>100</b> 80 - 110	<b>115</b> 100 - 130	<b>115</b> 100 - 130	<b>125</b> 105 - 140	<b>150</b> 125 - 170	<b>90</b> 80 - 110	<b>100</b> 90 - 120	<b>100</b> 80 - 120
WA - Perth	<b>100</b> 80 - 120	<b>140</b> 110 - 150	<b>140</b> 120 - 160	<b>130</b> 115 - 150	<b>165</b> 150 - 200	<b>125</b> 100 - 140	<b>150</b> 120 - 160	<b>150</b> 100 - 160
ACT - Canberra	<b>110</b> 110 - 125	<b>150</b> 135 - 165	<b>150</b> 125 - 165	<b>145</b> 135 - 165	<b>160</b> 140 - 200	<b>120</b> 110 - 135	<b>150</b> 135 - 165	<b>150</b> 125 - 165
TAS - Hobart/Launceston	<b>100</b> 80 - 110	<b>120</b> 100 - 140	<b>110</b> 95 - 130	<b>115</b> 100 - 135	<b>145</b> 125 - 165	<b>100</b> 80 - 110	<b>105</b> 100 - 120	<b>90</b> 85 - 110
NT - Darwin	<b>100</b> 80 - 120	<b>115</b> 95 - 130	<b>115</b> 95 - 130	<b>120</b> 105 - 140	<b>150</b> 130 - 180	<b>102</b> 80 - 112	<b>122</b> 102 - 133	<b>95</b> 82 - 110
NZ - Auckland	<b>115</b> 95 - 125	<b>130</b> 125 - 150	<b>130</b> 120 - 150	<b>130</b> 120 - 140	<b>165</b> 140 - 190	<b>115</b> 90 - 125	<b>140</b> 120 - 165	<b>130</b> 115 - 145
NZ - Wellington	<b>110</b> 90 - 120	<b>130</b> 115 - 140	<b>125</b> 115 - 135	<b>130</b> 120 - 140	<b>160</b> 140 - 180	<b>110</b> 100 - 120	<b>130</b> 110 - 140	<b>130</b> 110 - 140
NZ - Christchurch	<b>95</b> 80 - 110	<b>120</b> 110 - 140	<b>120</b> 110 - 140	<b>130</b> 120 - 140	<b>160</b> 140 - 180	<b>105</b> 85 - 120	<b>115</b> 100 - 130	<b>100</b> 90 - 120

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# TECHNOLOGY

SOFTWARE DEVELOPMENT	UX/UI Designer	Solution Architect	Development Manager
NSW - Sydney	<b>159</b> 120 - 170	<b>190</b> 150 - 220	<b>200</b> 170 - 250
NSW - Regional	<b>125</b> 100 - 145	<b>180</b> 140 - 200	<b>160</b> 130 - 180
VIC - Melbourne	<b>125</b> 95 - 145	<b>190</b> 160 - 220	<b>180</b> 150 - 220
VIC - Regional	<b>115</b> 90 - 135	<b>180</b> 140 - 200	<b>150</b> 120 - 180
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>110</b> 85 - 130	<b>180</b> 140 - 200	<b>145</b> 125 - 185
SA - Adelaide	<b>95</b> 80 - 120	<b>180</b> 140 - 200	<b>148</b> 112 - 210
WA - Perth	<b>125</b> 100 - 140	<b>180</b> 140 - 220	<b>170</b> 150 - 200
ACT - Canberra	<b>120</b> 100 - 140	<b>200</b> 160 - 250	<b>165</b> 140 - 200
TAS - Hobart/Launceston	<b>95</b> 90 - 110	<b>180</b> 140 - 200	<b>145</b> 120 - 170
NT - Darwin	<b>97</b> 82 - 112	<b>180</b> 140 - 200	<b>143</b> 117 - 153
NZ - Auckland	<b>130</b> 100 - 145	<b>170</b> 150 - 190	<b>175</b> 150 - 195
NZ - Wellington	<b>120</b> 100 - 140	<b>170</b> 150 - 180	<b>160</b> 140 - 170
NZ - Christchurch	<b>100</b> 80 - 120	<b>160</b> 150 - 180	<b>130</b> 130 - 160

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# TECHNOLOGY

CLOUD	DevOps Engineer	Platform Engineer	Site Reliability Engineer	Cloud Engineer	Cloud Architect
NSW - Sydney	<b>170</b> 145 - 200	<b>160</b> 125 - 170	<b>165</b> 135 - 200	<b>160</b> 130 - 190	<b>190</b> 160 - 210
NSW - Regional	<b>130</b> 100 - 150	<b>140</b> 120 - 170	<b>145</b> 130 - 180	<b>130</b> 115 - 140	<b>160</b> 140 - 190
VIC - Melbourne	<b>170</b> 130 - 200	<b>160</b> 140 - 180	<b>165</b> 150 - 200	<b>170</b> 140 - 180	<b>190</b> 170 - 220
VIC - Regional	<b>140</b> 100 - 160	<b>150</b> 120 - 170	<b>160</b> 135 - 180	<b>130</b> 110 - 160	<b>180</b> 150 - 210
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>140</b> 120 - 160	<b>150</b> 120 - 170	<b>150</b> 130 - 190	<b>130</b> 110 - 145	<b>180</b> 140 - 200
SA - Adelaide	<b>110</b> 90 - 130	<b>140</b> 120 - 170	<b>140</b> 130 - 190	<b>120</b> 100 - 140	<b>160</b> 140 - 200
WA - Perth	<b>150</b> 120 - 170	<b>130</b> 115 - 170	<b>150</b> 140 - 170	<b>145</b> 130 - 160	<b>180</b> 160 - 220
ACT - Canberra	<b>150</b> 140 - 170	<b>150</b> 120 - 170	<b>160</b> 140 - 200	<b>160</b> 150 - 190	<b>240</b> 200 - 280
TAS - Hobart/Launceston	<b>92</b> 87 - 112	<b>125</b> 105 - 170	<b>140</b> 120 - 165	<b>110</b> 95 - 130	<b>150</b> 130 - 180
NT - Darwin	<b>102</b> 92 - 122	<b>125</b> 105 - 170	<b>140</b> 125 - 165	<b>112</b> 95 - 133	<b>150</b> 130 - 180
NZ - Auckland	<b>135</b> 115 - 160	<b>150</b> 120 - 170	<b>150</b> 130 - 185	<b>140</b> 115 - 155	<b>180</b> 150 - 200
NZ - Wellington	<b>125</b> 110 - 140	<b>145</b> 120 - 170	<b>150</b> 130 - 190	<b>125</b> 110 - 140	<b>180</b> 150 - 200
NZ - Christchurch	<b>110</b> 100 - 130	<b>145</b> 120 - 170	<b>140</b> 125 - 185	<b>110</b> 100 - 130	<b>170</b> 140 - 200

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# TECHNOLOGY

ERP/CRM	ERP/CRM Administration	ERP/CRM Developer	ERP/CRM Functional Consultant	ERP/CRM Technical Consultant	ERP/CRM Test Analyst	ERP/CRM Architect
NSW - Sydney	<b>140</b> 120 - 150	<b>140</b> 120 - 150	<b>165</b> 140 - 200	<b>145</b> 135 - 180	<b>130</b> 110 - 140	<b>180</b> 150 - 200
NSW - Regional	<b>135</b> 120 - 150	<b>125</b> 120 - 140	<b>160</b> 128 - 190	<b>140</b> 130 - 175	<b>125</b> 110 - 140	<b>170</b> 150 - 200
VIC - Melbourne	<b>140</b> 120 - 150	<b>145</b> 120 - 170	<b>165</b> 140 - 200	<b>145</b> 132 - 180	<b>130</b> 110 - 140	<b>180</b> 160 - 200
VIC - Regional	<b>130</b> 110 - 150	<b>140</b> 120 - 160	<b>155</b> 140 - 190	<b>140</b> 128 - 175	<b>115</b> 100 - 140	<b>180</b> 160 - 200
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>120</b> 100 - 140	<b>130</b> 120 - 140	<b>160</b> 140 - 200	<b>140</b> 125 - 180	<b>120</b> 100 - 140	<b>175</b> 150 - 200
SA - Adelaide	<b>90</b> 70 - 100	<b>125</b> 115 - 140	<b>160</b> 140 - 195	<b>140</b> 130 - 180	<b>90</b> 80 - 110	<b>140</b> 130 - 160
WA - Perth	<b>90</b> 80 - 100	<b>135</b> 120 - 150	<b>165</b> 140 - 200	<b>145</b> 130 - 180	<b>115</b> 85 - 130	<b>180</b> 165 - 220
ACT - Canberra	<b>145</b> 125 - 160	<b>165</b> 140 - 190	<b>175</b> 150 - 220	<b>175</b> 140 - 200	<b>125</b> 110 - 140	<b>240</b> 200 - 275
TAS - Hobart/Launceston	<b>80</b> 70 - 90	<b>120</b> 110 - 140	<b>145</b> 130 - 180	<b>135</b> 125 - 174	<b>90</b> 90 - 110	<b>140</b> 130 - 150
NT - Darwin	<b>80</b> 70 - 90	<b>120</b> 112 - 140	<b>150</b> 135 - 190	<b>140</b> 130 - 180	<b>90</b> 80 - 110	<b>140</b> 130 - 160
NZ - Auckland	<b>80</b> 70 - 90	<b>130</b> 120 - 140	<b>160</b> 140 - 200	<b>160</b> 140 - 180	<b>115</b> 100 - 130	<b>160</b> 150 - 180
NZ - Wellington	<b>80</b> 70 - 90	<b>130</b> 120 - 140	<b>160</b> 140 - 200	<b>160</b> 140 - 180	<b>115</b> 100 - 130	<b>160</b> 150 - 180
NZ - Christchurch	<b>80</b> 70 - 90	<b>130</b> 120 - 140	<b>160</b> 140 - 200	<b>160</b> 140 - 180	<b>115</b> 100 - 130	<b>160</b> 150 - 180

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# TECHNOLOGY

DATA & ADVANCED ANALYTICS	Data Analyst	Senior Data Analyst	BI Developer	Data Modeller	Data Engineer	Data Scientist	Data Architect
NSW - Sydney	<b>105</b> 82 - 130	<b>130</b> 105 - 145	<b>125</b> 100 - 150	<b>138</b> 112 - 160	<b>145</b> 110 - 180	<b>165</b> 130 - 260	<b>190</b> 165 - 204
NSW - Regional	<b>100</b> 85 - 120	<b>130</b> 105 - 140	<b>130</b> 100 - 145	<b>135</b> 115 - 150	<b>140</b> 120 - 165	<b>160</b> 130 - 200	<b>170</b> 140 - 200
VIC - Melbourne	<b>105</b> 80 - 130	<b>125</b> 100 - 145	<b>130</b> 100 - 160	<b>140</b> 115 - 160	<b>150</b> 120 - 190	<b>170</b> 140 - 250	<b>185</b> 150 - 220
VIC - Regional	<b>105</b> 75 - 120	<b>115</b> 100 - 140	<b>120</b> 95 - 145	<b>125</b> 105 - 150	<b>140</b> 105 - 180	<b>145</b> 120 - 180	<b>170</b> 125 - 190
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>100</b> 80 - 120	<b>120</b> 100 - 140	<b>120</b> 100 - 130	<b>120</b> 100 - 140	<b>120</b> 100 - 140	<b>140</b> 120 - 180	<b>160</b> 140 - 180
SA - Adelaide	<b>90</b> 80 - 120	<b>100</b> 90 - 130	<b>110</b> 90 - 130	<b>112</b> 92 - 122	<b>120</b> 100 - 150	<b>122</b> 102 - 160	<b>150</b> 130 - 170
WA - Perth	<b>102</b> 90 - 122	<b>130</b> 115 - 150	<b>130</b> 110 - 145	<b>135</b> 115 - 145	<b>150</b> 120 - 180	<b>180</b> 130 - 230	<b>200</b> 160 - 250
ACT - Canberra	<b>115</b> 85 - 135	<b>150</b> 120 - 170	<b>140</b> 110 - 190	<b>140</b> 115 - 170	<b>165</b> 140 - 220	<b>160</b> 130 - 240	<b>185</b> 165 - 220
TAS - Hobart/Launceston	<b>95</b> 80 - 110	<b>120</b> 100 - 130	<b>110</b> 100 - 130	<b>120</b> 105 - 135	<b>110</b> 100 - 130	<b>117</b> 105 - 140	<b>130</b> 115 - 150
NT - Darwin	<b>97</b> 82 - 112	<b>100</b> 90 - 130	<b>102</b> 97 - 128	<b>112</b> 102 - 122	<b>110</b> 95 - 130	<b>120</b> NA	<b>120</b> 110 - 140
NZ - Auckland	<b>100</b> 85 - 125	<b>125</b> 100 - 140	<b>130</b> 110 - 145	<b>140</b> 110 - 160	<b>135</b> 115 - 150	<b>125</b> 110 - 160	<b>160</b> 140 - 180
NZ - Wellington	<b>110</b> 90 - 125	<b>125</b> 100 - 140	<b>130</b> 110 - 140	<b>125</b> 110 - 140	<b>130</b> 110 - 150	<b>130</b> 110 - 150	<b>160</b> 140 - 180
NZ - Christchurch	<b>90</b> 80 - 120	<b>125</b> 100 - 140	<b>100</b> 90 - 130	<b>120</b> 100 - 130	<b>120</b> 100 - 130	<b>120</b> 100 - 130	<b>150</b> 130 - 160

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# TECHNOLOGY

CYBER SECURITY	Cyber Security Analyst	Cyber Security Engineer	Cyber Security Architect	Cyber Security Manager	Penetration Tester	IDAM Engineer	IDAM Architect	GRC Consultant
NSW - Sydney	<b>130</b> 110 - 165	<b>125</b> 110 - 155	<b>173</b> 153 - 220	<b>180</b> 160 - 220	<b>150</b> 120 - 170	<b>140</b> 115 - 160	<b>180</b> 150 - 210	<b>150</b> 115 - 170
NSW - Regional	<b>130</b> 110 - 165	<b>140</b> 120 - 180	<b>180</b> 150 - 200	<b>180</b> 150 - 220	<b>140</b> 125 - 160	<b>140</b> 115 - 160	<b>170</b> 150 - 200	<b>145</b> 125 - 180
VIC - Melbourne	<b>145</b> 120 - 165	<b>160</b> 125 - 180	<b>220</b> 180 - 250	<b>185</b> 170 - 250	<b>170</b> 140 - 190	<b>150</b> 125 - 180	<b>190</b> 170 - 220	<b>160</b> 120 - 180
VIC - Regional	<b>135</b> 110 - 150	<b>145</b> 115 - 170	<b>180</b> 150 - 220	<b>140</b> 140 - 185	<b>145</b> 115 - 165	<b>140</b> 100 - 165	<b>170</b> 140 - 210	<b>140</b> 110 - 165
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>120</b> 90 - 140	<b>130</b> 105 - 150	<b>180</b> 140 - 200	<b>190</b> 150 - 210	<b>140</b> 110 - 160	<b>130</b> 105 - 150	<b>170</b> 145 - 200	<b>140</b> 120 - 160
SA - Adelaide	<b>110</b> 90 - 140	<b>120</b> 100 - 150	<b>155</b> 130 - 200	<b>150</b> 120 - 180	<b>130</b> 105 - 160	<b>130</b> 105 - 150	<b>160</b> 140 - 200	<b>130</b> 100 - 160
WA - Perth	<b>107</b> 95 - 135	<b>125</b> 110 - 150	<b>190</b> 160 - 250	<b>180</b> 150 - 200	<b>140</b> 120 - 160	<b>140</b> 110 - 160	<b>175</b> 145 - 200	<b>145</b> 120 - 170
ACT - Canberra	<b>140</b> 120 - 165	<b>150</b> 130 - 180	<b>240</b> 200 - 275	<b>180</b> 150 - 250	<b>150</b> 120 - 170	<b>140</b> 115 - 160	<b>180</b> 155 - 210	<b>145</b> 120 - 180
TAS - Hobart/Launceston	<b>102</b> 92 - 130	<b>110</b> 90 - 130	<b>143</b> 117 - 163	<b>120</b> 102 - 143	<b>130</b> 100 - 145	<b>125</b> 95 - 140	<b>135</b> 120 - 170	<b>125</b> 100 - 140
NT - Darwin	<b>110</b> 90 - 140	<b>115</b> 95 - 130	<b>153</b> 133 - 163	<b>122</b> 102 - 153	<b>135</b> 105 - 160	<b>125</b> 95 - 140	<b>140</b> 130 - 180	<b>125</b> 100 - 140
NZ - Auckland	<b>120</b> 110 - 140	<b>140</b> 120 - 160	<b>170</b> 140 - 200	<b>150</b> 130 - 170	<b>155</b> 120 - 170	<b>150</b> 130 - 170	<b>180</b> 160 - 200	<b>160</b> 140 - 200
NZ - Wellington	<b>120</b> 110 - 140	<b>140</b> 120 - 160	<b>170</b> 140 - 200	<b>145</b> 130 - 170	<b>155</b> 120 - 170	<b>150</b> 130 - 170	<b>180</b> 160 - 200	<b>160</b> 140 - 200
NZ - Christchurch	<b>120</b> 110 - 140	<b>140</b> 120 - 160	<b>160</b> 140 - 200	<b>145</b> 130 - 170	<b>155</b> 120 - 170	<b>140</b> 120 - 160	<b>180</b> 160 - 200	<b>160</b> 140 - 200

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# TECHNOLOGY

TESTING	Test Analyst	Senior Test Analyst	Automation Test Analyst	Test Lead	Test/QA Manager
NSW - Sydney	<b>90</b> 77 - 105	<b>110</b> 85 - 130	<b>120</b> 92 - 130	<b>130</b> 100 - 145	<b>140</b> 110 - 160
NSW - Regional	<b>95</b> 85 - 105	<b>110</b> 90 - 130	<b>120</b> 110 - 140	<b>130</b> 110 - 140	<b>135</b> 120 - 150
VIC - Melbourne	<b>90</b> 80 - 105	<b>100</b> 85 - 120	<b>120</b> 100 - 140	<b>125</b> 100 - 145	<b>140</b> 110 - 160
VIC - Regional	<b>85</b> 75 - 95	<b>90</b> 80 - 115	<b>110</b> 90 - 125	<b>120</b> 90 - 135	<b>135</b> 107 - 150
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>80</b> 75 - 95	<b>90</b> 80 - 115	<b>110</b> 90 - 130	<b>110</b> 95 - 125	<b>125</b> 110 - 140
SA - Adelaide	<b>80</b> 74 - 87	<b>90</b> 77 - 110	<b>100</b> 87 - 120	<b>105</b> 90 - 120	<b>120</b> 105 - 135
WA - Perth	<b>90</b> 80 - 105	<b>120</b> 100 - 130	<b>130</b> 100 - 150	<b>135</b> 110 - 150	<b>140</b> 120 - 160
ACT - Canberra	<b>100</b> 90 - 110	<b>125</b> 110 - 150	<b>140</b> 120 - 165	<b>140</b> 120 - 165	<b>150</b> 130 - 175
TAS - Hobart/Launceston	<b>80</b> 77 - 88	<b>90</b> 82 - 105	<b>90</b> 80 - 110	<b>95</b> 88 - 115	<b>100</b> 90 - 120
NT - Darwin	<b>79</b> 71 - 88	<b>90</b> 82 - 110	<b>90</b> 80 - 110	<b>95</b> 88 - 115	<b>112</b> 95 - 122
NZ - Auckland	<b>100</b> 90 - 110	<b>110</b> 100 - 125	<b>125</b> 105 - 140	<b>130</b> 120 - 145	<b>140</b> 130 - 160
NZ - Wellington	<b>100</b> 90 - 110	<b>120</b> 110 - 130	<b>115</b> 100 - 130	<b>135</b> 130 - 140	<b>135</b> 125 - 150
NZ - Christchurch	<b>85</b> 75 - 95	<b>95</b> 90 - 110	<b>115</b> 95 - 120	<b>130</b> 120 - 140	<b>130</b> 120 - 140

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# TECHNOLOGY

LEADERSHIP	CISO	CIO	CTO	IT Manager
NSW - Sydney	<b>255</b> 225 - 360	<b>306</b> 255 - 375	<b>306</b> 255 - 357	<b>163</b> 138 - 220
NSW - Regional	<b>250</b> 195 - 270	<b>260</b> 200 - 300	<b>260</b> 180 - 300	<b>150</b> 125 - 180
VIC - Melbourne	<b>255</b> 225 - 360	<b>290</b> 225 - 375	<b>275</b> 225 - 370	<b>165</b> 122 - 220
VIC - Regional	<b>185</b> 150 - 250	<b>220</b> 170 - 250	<b>220</b> 180 - 250	<b>140</b> 110 - 180
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>220</b> 180 - 260	<b>255</b> 200 - 300	<b>235</b> 180 - 300	<b>150</b> 100 - 180
SA - Adelaide	<b>210</b> 180 - 250	<b>235</b> 150 - 300	<b>220</b> 155 - 265	<b>130</b> 110 - 165
WA - Perth	<b>214</b> 194 - 280	<b>245</b> 224 - 280	<b>245</b> 224 - 255	<b>160</b> 120 - 200
ACT - Canberra	<b>204</b> 184 - 255	<b>250</b> 185 - 350	<b>250</b> 205 - 350	<b>155</b> 143 - 200
TAS - Hobart/Launceston	<b>163</b> 122 - 184	<b>194</b> 163 - 265	<b>163</b> 143 - 224	<b>122</b> 112 - 153
NT - Darwin	<b>184</b> 163 - 224	<b>224</b> 184 - 265	<b>224</b> 194 - 286	<b>143</b> 133 - 153
NZ - Auckland	<b>200</b> 160 - 250	<b>220</b> 150 - 280	<b>200</b> 170 - 250	<b>145</b> 130 - 160
NZ - Wellington	<b>200</b> 170 - 230	<b>200</b> 180 - 250	<b>200</b> 180 - 250	<b>140</b> 130 - 160
NZ - Christchurch	<b>180</b> 150 - 210	<b>180</b> 150 - 220	<b>200</b> 180 - 250	<b>140</b> 130 - 150

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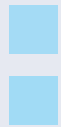
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