

# SALARY GUIDE

**FY21/22**

AUSTRALIA & NEW ZEALAND

3,000+ ORGANISATIONS SURVEYED

HIRING TRENDS & INSIGHTS

TYPICAL SALARIES FOR THOUSANDS OF JOBS

SKILLS IN HIGH DEMAND

ATTRACTION & RETENTION STRATEGIES



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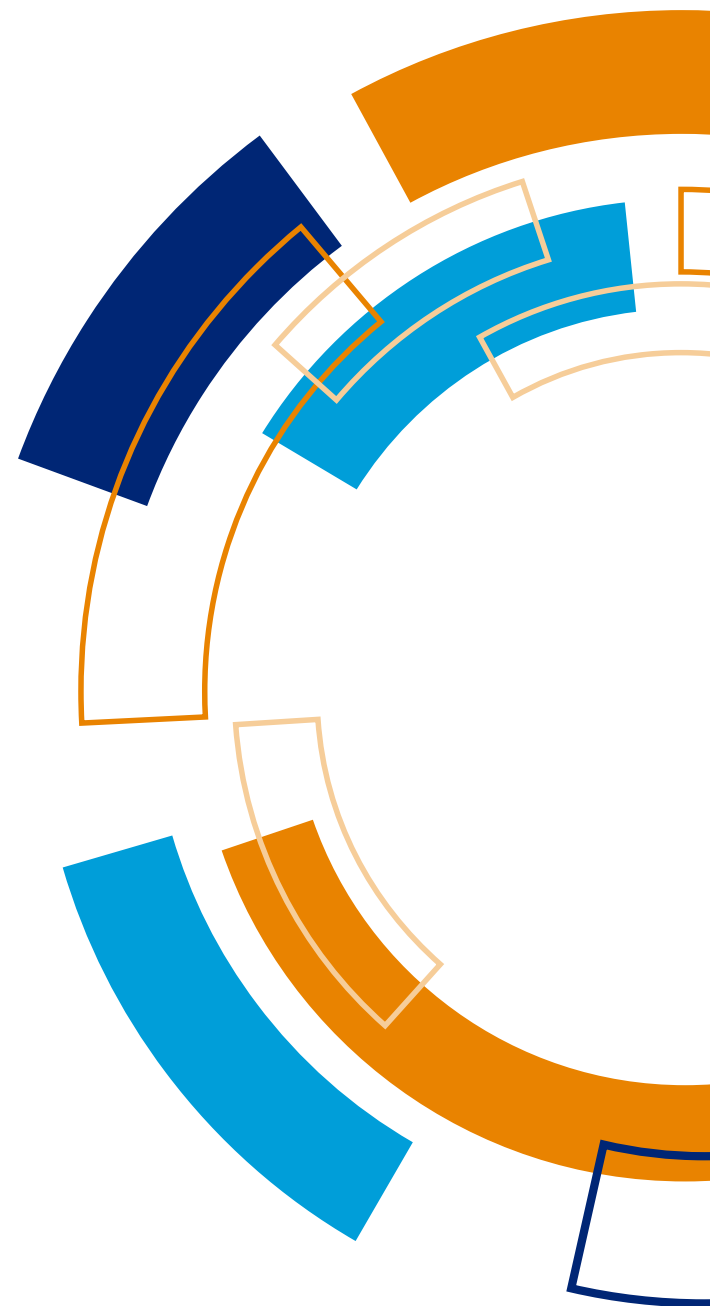
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## FEEDBACK

We welcome any feedback or comments. Please email any suggestions to your local Hays office or to [salaryguide@hays.com.au](mailto:salaryguide@hays.com.au)

## DISCLAIMER

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# ABOUT HAYS AUSTRALIA & NEW ZEALAND

**40+**

Years of experience

**30+**

Areas of expertise

**1,000+**

Consultants

**40+**

Offices across Australia  
& New Zealand

**2,000+**

Jobs filled each week

## Recruiting experts in:

- |                       |                            |
|-----------------------|----------------------------|
| Accountancy & Finance | Life Sciences              |
| Architecture          | Logistics                  |
| Banking               | Manufacturing & Operations |
| Construction          | Marketing & Digital        |
| Contact Centres       | Office Support             |
| Defence               | Oil & Gas                  |
| Education             | Policy & Strategy          |
| Energy                | Procurement                |
| Engineering           | Property                   |
| Executive             | Mining                     |
| Facilities Management | Retail                     |
| Healthcare            | Sales                      |
| Human Resources       | Technology                 |
| Insurance             | Trades & Labour            |
| Legal                 |                            |

# SALARY EXPECTATION DIVIDE

## MINIMAL INCREASES DRIVE A WEDGE BETWEEN EMPLOYERS AND EMPLOYEES

Following a year like no other, we are pleased to offer market-leading insight into the emerging trends, challenges and opportunities employers and employees are now facing.

Australia and New Zealand's economic recovery is stronger than anticipated. Fiscal stimulus and control of the spread of COVID-19 has helped to create a jobs market recovery in both countries, with employers navigating their way out of the pandemic and reinvesting in headcount growth.

With workloads and confidence rising, 47% of employers intend to add to their permanent headcount in the 2021-22 financial year.

Still, the pandemic's influence remains, with candidate-to-job ratios down. In 2020, many skilled professionals put their career plans on hold to remain shielded in their existing role. While this trend is now reversing, when combined with rising vacancy activity it's easy to see why almost two-thirds of employers expect skills shortages to impact the effective operation of their department or organisation.

As a result, employers are reviewing salaries. After a year of stagnation, almost seven in ten now intend to increase salaries in the year ahead, which is a remarkable sign of the confidence employers exhibit today.

But the value of these salary increases will be low, creating a gap between what employers will offer and employees expect.

Already, 39% of skilled professionals say they are dissatisfied with their current salary. Of these, more than half say it doesn't reflect their individual performance over the past year.

“ This salary expectation divide must be managed sensitively if employers are to retain staff and attract new talent in short supply.”

One way to achieve this is to use benefits, especially flexibility, to attract, engage and retain staff.

Another is to invest in the training, development and career progression of staff. After a year in which many skilled professionals put career plans on hold, they are focusing on their long-term goals. As our data shows, learning and developing new skills is now more important than a pay rise.

A lack of promotional opportunities is also the number one reason driving skilled professionals into the jobs market today. Almost one-quarter blame the COVID-19 pandemic for decreased career progression within their organisation.

Skilled professionals have not been idle over the past year. As you'll see on the following pages, they've advanced their skills to improve their job prospects should they need to look externally for career progression.

Already, 38% say they plan to look for a new job in the next 12 months, while a further 39% are open to new opportunities. Re-investing in your attraction and retention strategy is therefore a sensible strategy.

While there are still vulnerable workers, and the pandemic continues to loom over decisions, it is encouraging to see more organisations returning to growth and vacancy activity rising. Continued economic and job market improvements signal a year ahead full of opportunity for those with the skills employers need. We look forward to helping our clients and candidates navigate this new world of work.

In the meantime, in the following pages we share findings from our survey as well as typical salaries across 27 sectors and industries. We hope these insights keep you informed for the year ahead.

**39% of professionals dissatisfied with salary**

More than half say it doesn't reflect their individual performance over the last year.



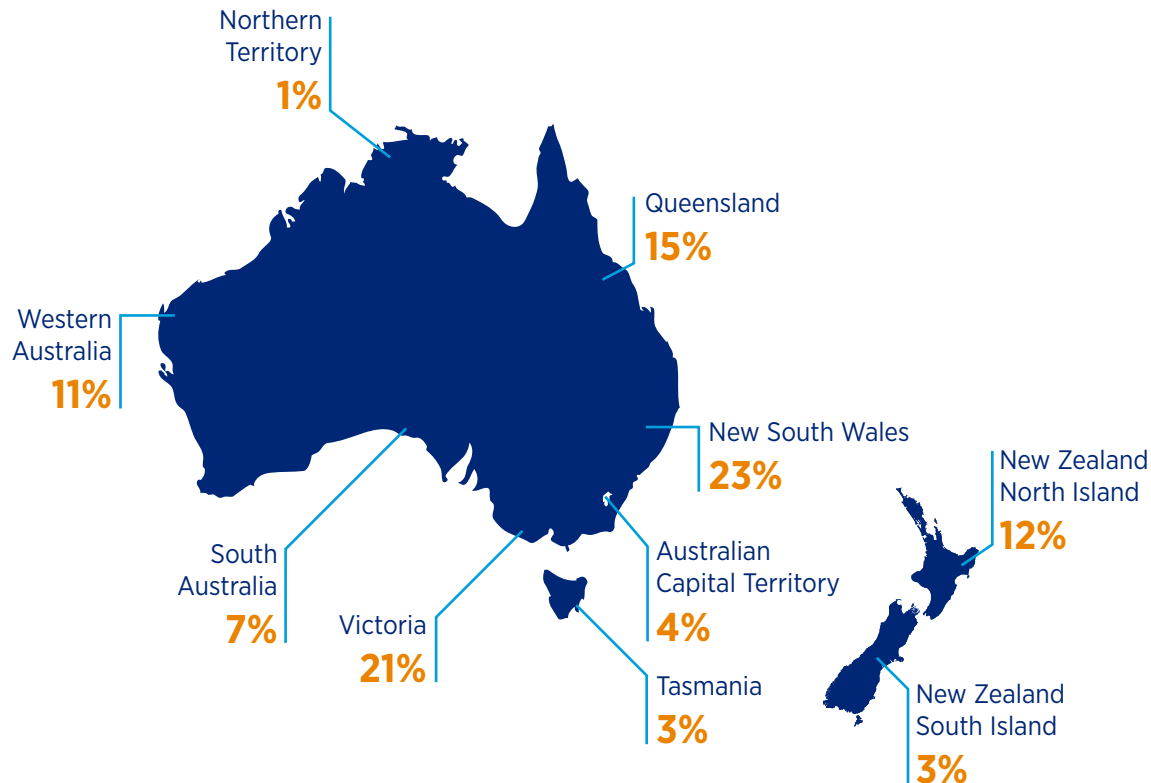
**Nick Deligiannis**

Managing Director, Hays ANZ

# ABOUT THE SURVEY

For our Hays Salary Guide FY21/22, we surveyed close to 3,500 organisations across Australia and New Zealand, representing over 8.8 million employees, for their views on salary policy, hiring intentions and recruitment trends. We also spoke to over 3,800 skilled professionals to take stock of salary expectations, career plans and current priorities.

## Location of survey participants



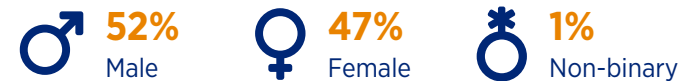
## Thank you

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 insight into salaries, benefits and recruiting trends.

## Employers v Employees



## Gender split



## Top 8 industries our participants work in



## Survey participants by sector



# HAYS SALARY GUIDE FY21/22

## KEY FINDINGS

This year, employers will offer minimal salary increases - which will not live up to the expectations of skilled professionals, who believe their efforts over the past year warrant a higher raise. These professionals are now prepared to enter the jobs market in search of the career progression and salary they believe their skills and experience are worth.

### Employers maintain positive recruitment intentions

Almost three-quarters of employers say permanent staffing levels are either above or equal to their pre-COVID-19 point. Almost one-half (47%) intend to increase their permanent headcount in the year ahead, while 15% will increase their use of temporaries or contractors.

### Employers are aware of a talent shortage

In the next 12 months, 64% of employers say skills shortages will impact the effective operation of their organisation or department, either in a significant or minor way.

### More skilled professionals will receive a pay rise

With skills in demand, employers are re-examining pay. Last year, 50% of employers kept salaries steady. But in their next review, 67% will increase salaries.

### But employees expect a greater increase

Just 12% of employers will award increases of 3% or more. Yet more than double that number of employees expect to receive a raise at this level. Furthermore, 67% say a raise of 3% or more would better reflect their individual performance.

### Employees have also prioritised progression

38% of skilled professionals are looking or planning to look for a new job this financial year, with another 39% open to opportunities. The number one reason driving them into the jobs market is a lack of promotional opportunities, nominated by 43%. Almost one quarter (24%) believe the scope for career progression within their organisation has decreased because of the pandemic.

### Upskilling is important

When thinking of their career, learning and developing new skills is the most important priority for 65% of skilled professionals, ahead of a pay rise (58%).

### Skilled professionals have become stronger job candidates

Many skilled professionals elected to remain shielded in their existing job during the pandemic, putting their career progression plans on hold. However, they were not idle; many developed soft skills (46%), technical skills (45%) or undertook higher or additional qualifications (21%) to improve their job prospects should they need to look externally for career progression.

### Hybrid working is here to stay

Of those skilled professionals who worked remotely during the pandemic, only 7% wish to return to the workplace fulltime. For their part, in 12 months' time, 63% of employers would like their staff to be working one, two or three days remotely, with the remainder in the office.



# MARKET OVERVIEW & TRENDS



# RAPID RECOVERY UNDERWAY HOURS, HEADCOUNT AND GROWTH REBOUND

Several indicators suggest Australia and New Zealand's recruitment market has almost recovered to pre-pandemic levels, a remarkable achievement that seemed implausible back in mid-2020.

More than a year on from the first lockdown, working hours have nearly recovered. While 14% of our survey respondents overall saw their hours reduced during COVID-19, as employers scrambled to respond to the crisis, 61% say their hours have returned to pre-pandemic levels. A further 17% expect their hours to recover in the next 12 months.

Unemployment has also continued its downward trend. Today, almost three-quarters of employers say permanent staffing levels are either above or equal to their pre-COVID-19 level. The banking, technology and HR sectors are leading new headcount growth.

In addition, while almost one-third of employers say their leadership team took a pay cut and/or reduced their bonuses last year because of the pandemic, almost all (91%) believe these cuts are no longer necessary.

Perhaps most importantly, 63% of employers have returned to growth or rapid growth and 72% say business activity will increase over the next 12 months.

Furthermore, 67% of employers are optimistic about the wider economic climate and the employment opportunities it may create in the next two to five years.

Altogether, this signals that we're moving closer to the end of the pandemic and employers are optimistic about the future.

“ 63% of employers have returned to growth or rapid growth. ”





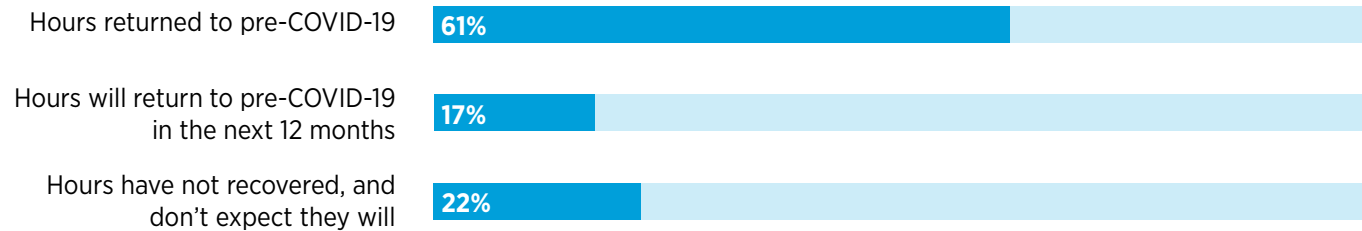
## COVID-19's impact on roles

Q. Were your hours reduced or were you made redundant/stood down at any point during COVID-19?



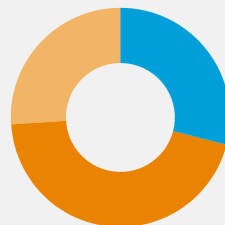
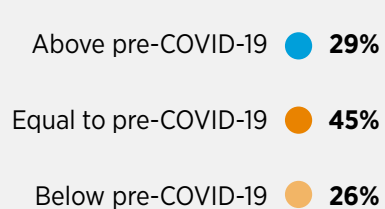
## Hours are returning to pre-COVID-19 levels

Q. Have your hours of work returned to the pre-COVID-19 level?



## Permanent staff levels are rising

Q. Are permanent staffing levels in your department or organisation:

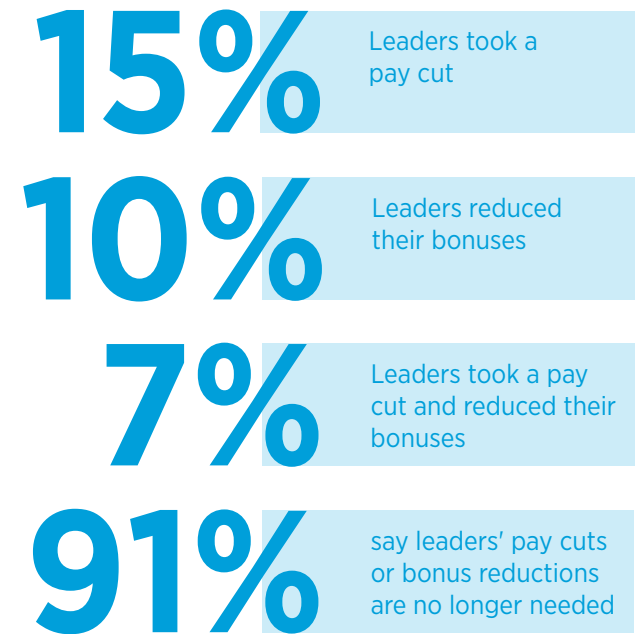


Industries above pre-COVID-19 level



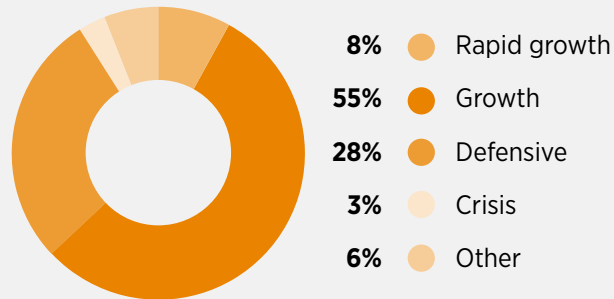
## COVID-19's impact on leaders' pay & bonuses

Q. Did your leadership team take a pay cut or reduce their bonuses as a result of the COVID-19 pandemic?



## 63% of organisations are in growth & rapid growth phases

Q. Which best describes the current phase of your organisation in response to the COVID-19 pandemic?

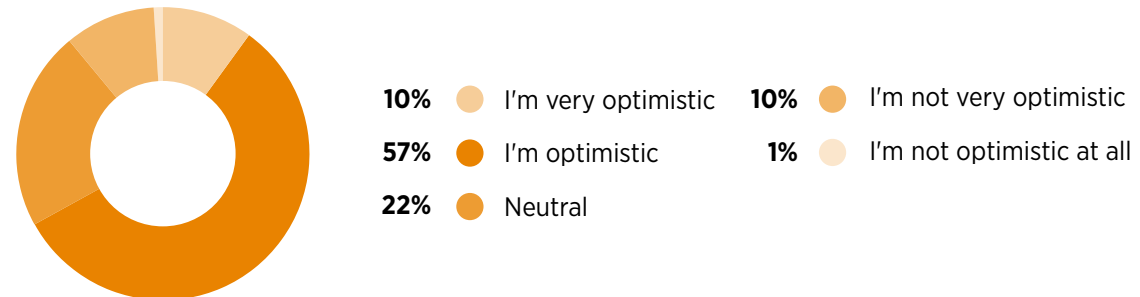


### Industry growth & rapid growth vs. average

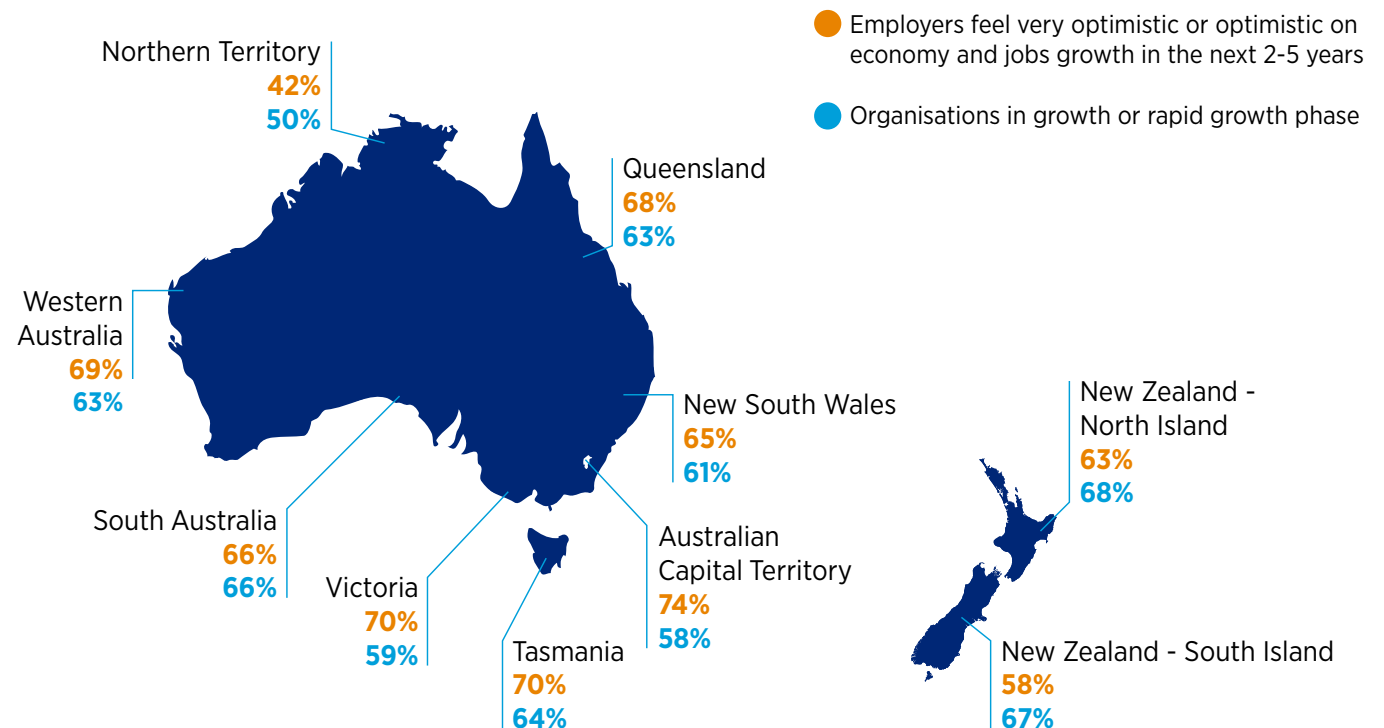


## Employers are optimistic about future economic and jobs growth

Q. How optimistic are you about the wider economic climate and the employment opportunities it may/may not create within the next 2-5 years?

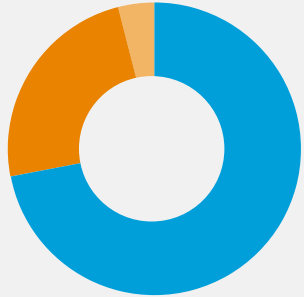


## Organisations are returning to growth and feeling optimistic



## Organisations expect business activity to increase

Q. In the next 12 months, do you expect business activity to:



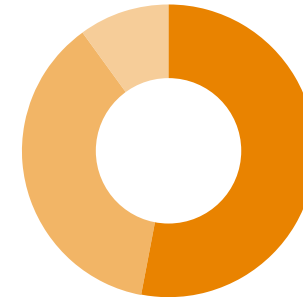
- 72% Increase
- 24% Remain the same
- 4% Decrease

Industries expecting a significant increase:

**90%** Banking  
**79%** Technology

## Employers expect the economy to strengthen

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



- 53% Strengthen
- 37% Static
- 10% Weaken



# IMPACT OF COVID-19 MENTAL HEALTH & WELLBEING FALLS

Many organisations have taken steps throughout the pandemic to attempt to maintain good mental health and wellbeing in their workforce and create and contribute towards a mentally healthy workplace.

Despite these efforts, our survey shows that almost half (46%) of employers believe the pandemic has had a negative impact on their employees' mental health and wellbeing.

In fact, according to employers, the negative impact of the pandemic was greater on employee mental health and wellbeing than on revenue, employee engagement and an organisation's ability to deliver projects on time.

On the flip side, 43% of employers said the pandemic had a positive impact on innovation and creativity.

While innovation became a matter of survival during the pandemic, [continuing to harness and prioritise it](#) post-COVID-19 is now the challenge.

In addition, over the past year, 62% of organisations say they restructured to keep up with changing business needs. These restructures have been primarily driven by the pandemic, with a change in the skills required and expansion plans other motivating forces.

“ Almost half (46%) of employers believe the pandemic has had a negative impact on their employees' mental health and wellbeing. ”



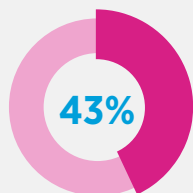
**Businesses must support staff and colleagues**

Mental health and wellbeing is more important than ever as we consider the potential for future change.

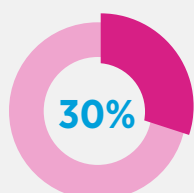
## Mental health - the collateral damage of COVID-19

Q. Please indicate the impact the global pandemic has had on your organisation:

### Positively impacted

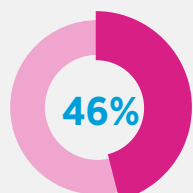


Innovation/creativity

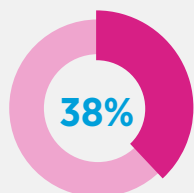


Growth/expansion

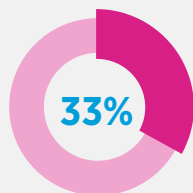
### Negatively impacted



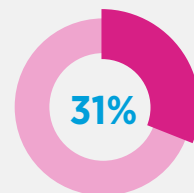
Employee mental health & wellbeing



Revenue/profit



Employee engagement & morale

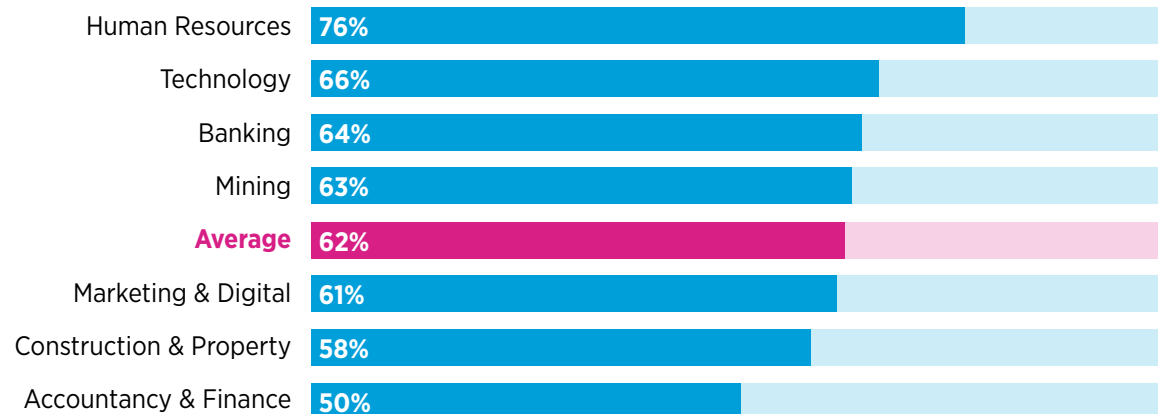


Ability to deliver projects on time

## 62% of employers restructured over the past year to keep up with changing business needs

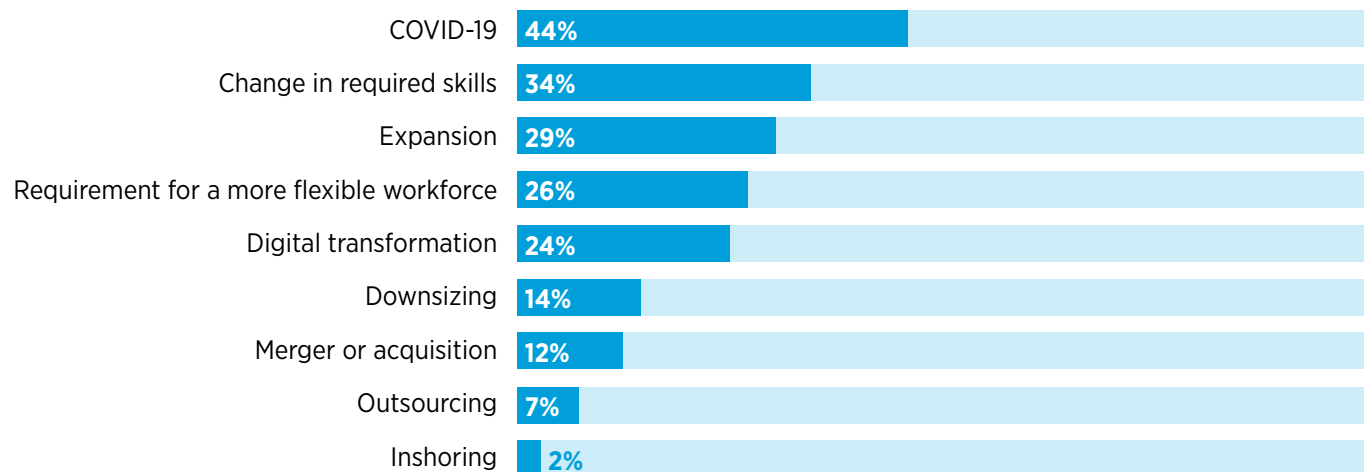
Q. Over the past 12 months, have you restructured your department or organisation to keep up with changing business needs?

### Restructures across industries vs. average



## 44% of restructures were due to COVID-19

Q. The main drivers of these restructures were:



# HIRING ON THE RISE EMPLOYERS SECURE TALENT IN PERMANENT JOBS

At the beginning of the crisis, it was widely anticipated that short-term temporary and contract roles would be offered over permanent positions – and would remain the focus of hiring activity for some time to come. However, as our data shows, this is generally not the case.

While restructures, transformation projects and short-term workload needs did create demand for temporary and contract staff, the early return of confidence in many industries, and subsequent reinvestment in headcount, also fuelled permanent vacancy activity.

Over the past year, almost one-third (31%) of employers invested in new permanent hires. Technology, human resources, mining and banking were at the forefront of this trend.

At the same time, almost one-quarter (24%) grew their temporary staff levels. This represents an impressive volume of opportunities for skilled professionals.

Job opportunities will continue to be offered, too. Almost one-half (47%) of employers intend to increase permanent staff levels in the next 12 months, while 15% will increase their use of temporary or contract staff.

Meanwhile, they are turning to temporary or contract staff to meet short-term workload peaks, access specific skills for one-off projects, cover leave or while sourcing a new permanent employee.

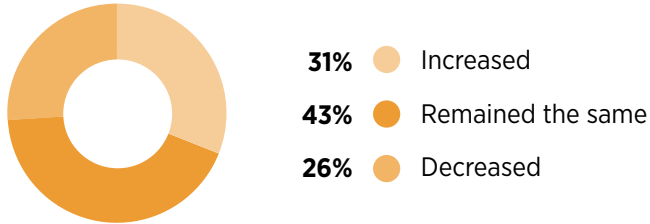
“ Almost half (47%) of employers intend to increase permanent staff levels in the next 12 months. ”



## The permanent staffing landscape

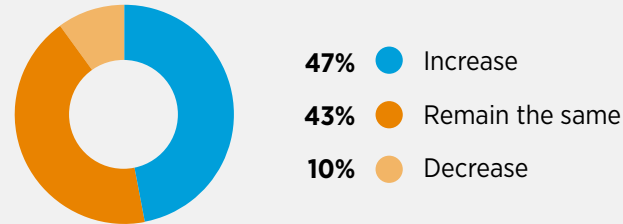
### Headcount investment during COVID-19

Q. Over the last 12 months, have permanent staffing levels in your department?

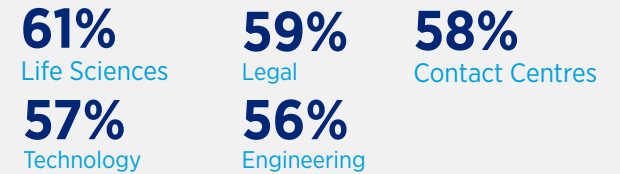


### Headcount investment in the coming year

Q. Over the coming year, do you expect permanent staffing levels to:



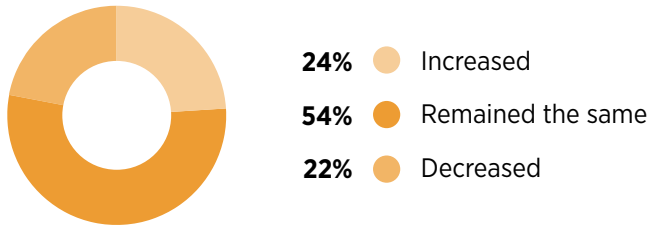
#### Industries looking to increase perm staff



## The temporary staffing landscape

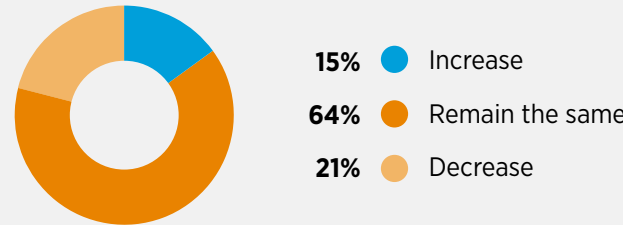
### Headcount investment during COVID-19

Q. Over the last 12 months, has your use of temporary or contract staff?



### Temporary investment in the coming year

Q. Over the coming year, do you expect your use of temporary or contract staff to:



#### Industries looking to increase temp staff



## Reasons employers utilise temporary or contract staff

Q. Why do you employ temporary or contract staff?



# HIRING EXPECTATIONS BY INDUSTRY

## LIFE SCIENCES MOST ACTIVE

With impressive headcount gains planned for the 2021-22 financial year, the demand for skilled professionals is returning at a rapid pace. However, not all industries and sectors will see headcount growth at similar levels.

In the wake of the pandemic, the life sciences industry has a huge need for staff. With the industry continuing to fight coronavirus, 61% of life sciences employers intend to increase permanent staff levels over the coming year.

Following close behind is the legal industry, where 59% of employers will add to their permanent headcount. Permanent vacancy growth is also high in contact centres (58%), technology (57%) and both engineering and human resources (56%).

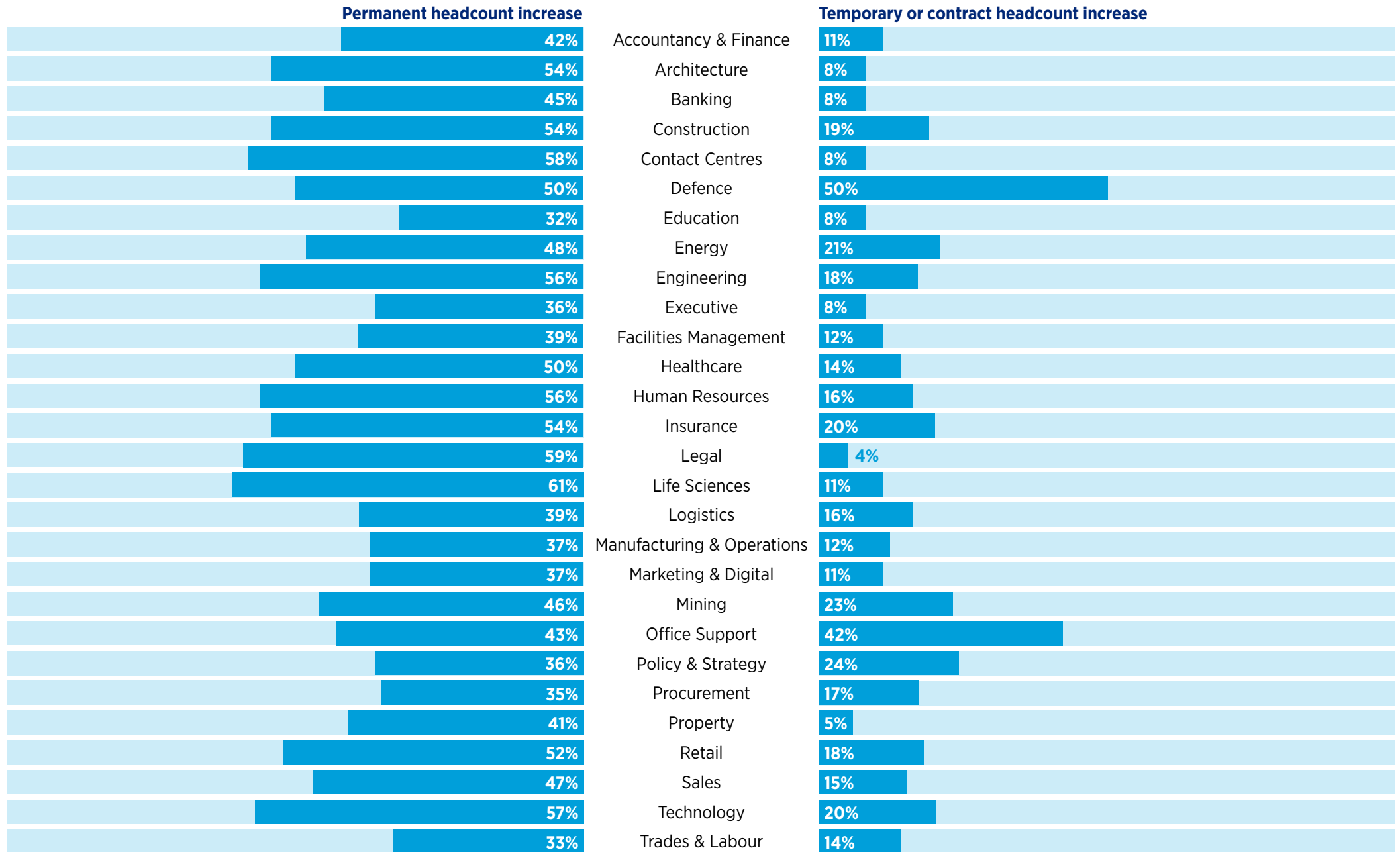
“ The life sciences industry has a huge need for staff. With the industry continuing to fight coronavirus, 61% of life sciences employers intend to increase permanent staff levels over the coming year. ”





## Employers set to increase headcount this financial year by industry

Q. Over the coming year, do you expect staffing levels to increase?



# THE SKILLS GAP CHALLENGE TALENT SHORTAGE IMMINENT

As we have seen, employers hold positive hiring intentions for the year ahead. However, acquiring top talent with the right skills is not as easy as it first seems.

An old challenge has reared its head once more: skills shortages.

During the height of the pandemic, skilled professionals elected to stay shielded in their existing job. Rather than aggressively look for their next role, they kept a passive eye on the market and put their career progression plan on hold.

The resulting reduction of active candidates from early 2021 was impacted further by border closures, with employers unable to benefit from interstate or overseas recruitment drives. This was felt most notably in sectors such as mining and technology.

With hiring activity increasing, the supply and demand imbalance has now tipped firmly in favour of skilled professionals.

While employers have so far managed the shortage, they are reaching their turning point. In the next 12 months, almost two-thirds say skills shortages will impact the effective operation of their organisation or department, either in a significant or minor way.

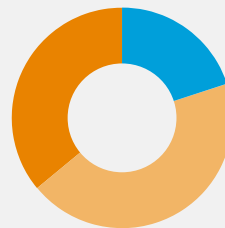
There's also a small but notable number – 22% - who believe they do not have the talent required to achieve their organisation's strategic objectives this financial year.

This skills imbalance is a substantial threat to those organisations that continue to invest in projects and headcount to return to, or cement, their growth.

“ An old challenge has reared its head once more: skills shortages. ”

## 64% of organisations will feel the impacts of skill shortages in FY21/22

Q. Do you think that skill shortages are likely to impact the effective operation of your organisation or department in FY21/22?



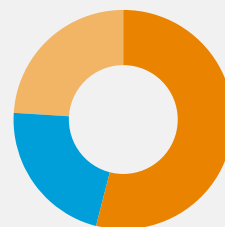
- 20% In a significant way
- 44% In a minor way
- 36% Not at all

### Industries impacted most by skills shortages



## 54% of organisations believe they have the talent required to achieve their objectives in FY21/22

Q. Do you have the talent required to achieve your organisation's strategic objectives in FY21/22?



- 54% Yes
- 22% No
- 24% Unsure

### Industries suffering most from talent shortages



# GEOGRAPHICAL SKILLS SHORTFALLS

## ACT, WA AND NZ'S NORTH TO BE HIT HARDEST

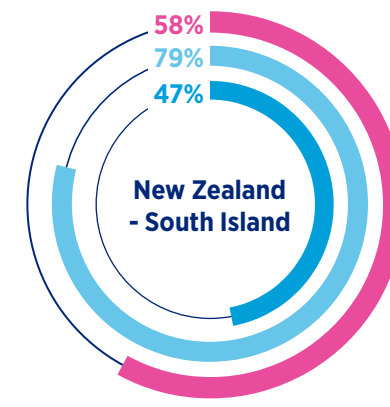
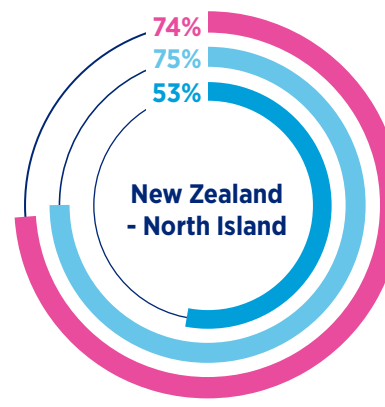
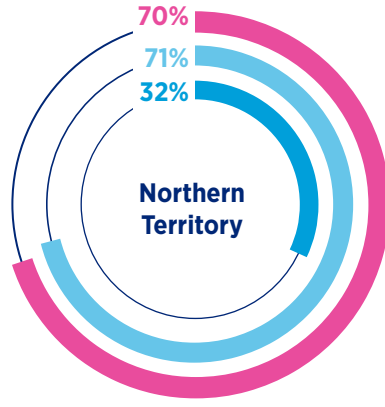
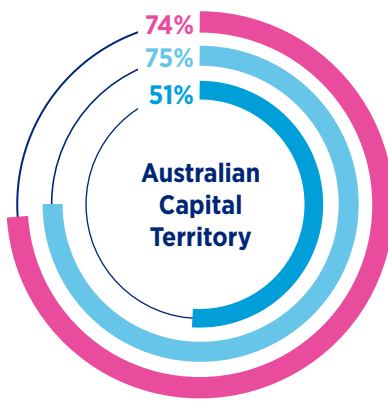
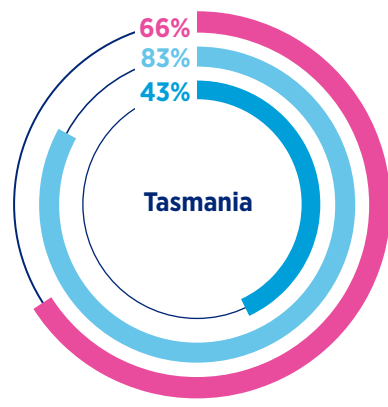
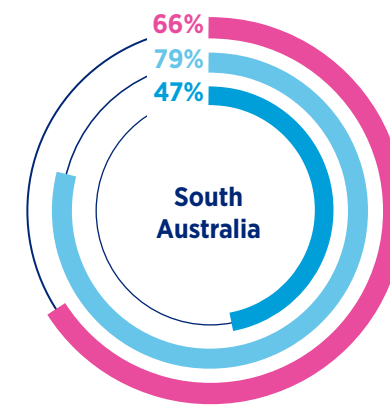
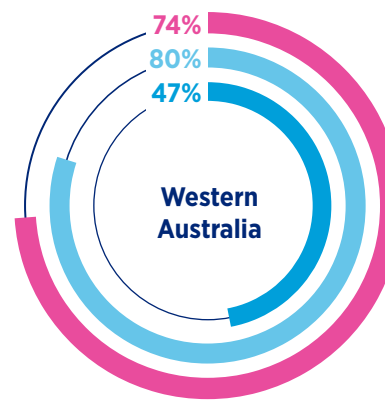
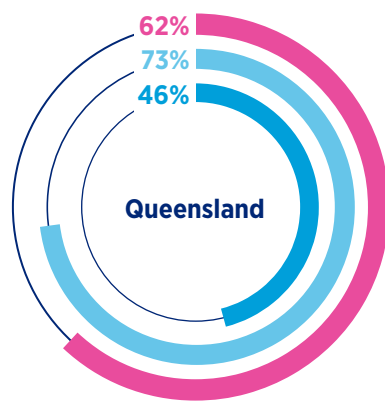
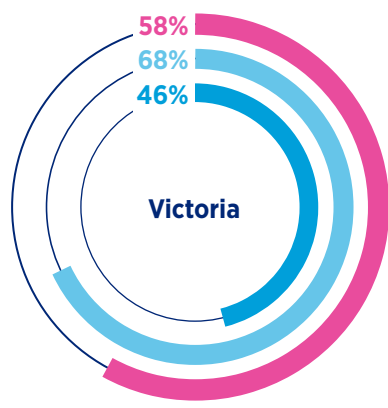
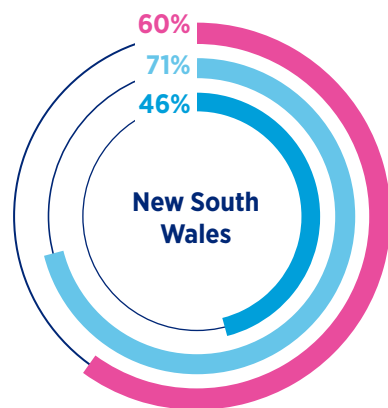
The looming threat of skills shortages is more acute in certain locations than others.

The ACT, Western Australia and New Zealand's North Island are facing the greatest impact, according to employers, as skills shortages spread across these locations quicker than others.

“ The looming threat of skills shortages is more acute in certain locations than others. ”

### Breaking down skills shortages and hiring intentions

Skills shortages will impact the operation of your organisation ●  
 Permanent staffing levels are above or equal to pre-COVID-19 levels ●  
 Employers expect permanent staffing levels to increase this FY ●



# THE IMPACT OF SKILLS SHORTAGES WORKLOADS & OVERTIME INCREASE

The impact of skills shortages will be widespread. According to employers, the number one effect will be increasing workloads for existing staff. This is a dangerous indicator for employers, who risk staff engagement, retention and mental health and wellbeing. Project delivery and productivity will also take a hit.

Already we are seeing the impact of skills shortages in rising overtime levels. One-third of employers say overtime increased in their organisation in the last 12 months. Just 13% managed to decrease overtime.

Clearly, this is not a sustainable work around. Our employers, however, have an idea to rectify this situation. The main factor behind today's skills shortage, they believe, is a lack of people gaining the necessary qualifications or experience.

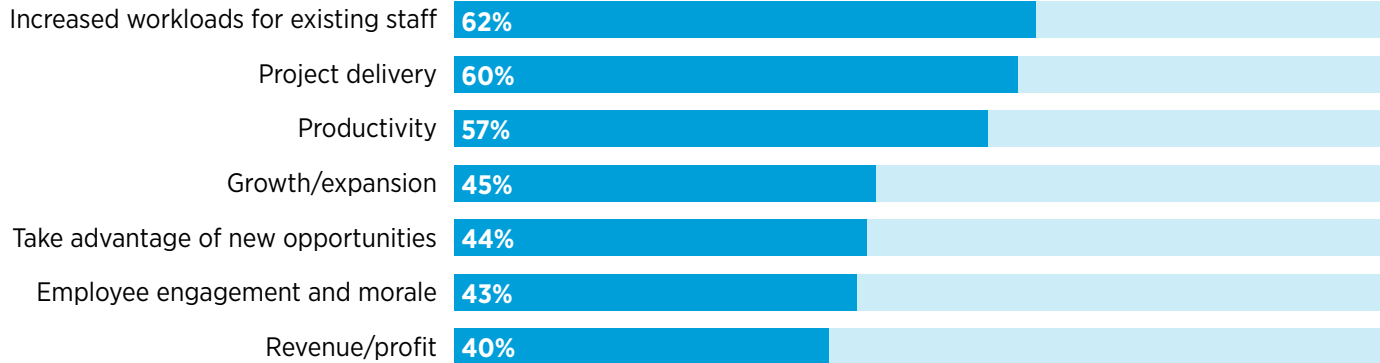
Therefore, encouraging more team members to gain the qualifications and skills in demand, such as through upskilling or reskilling existing staff, and offering apprenticeships, traineeships, graduate programs and entry-level roles, can help organisations overcome the skills shortage.

**“ One-third of employers say overtime increased in their organisation in the last 12 months. ”**



## The impact of skill shortages

Q. Based on skills shortages, what organisational factors may be impacted?



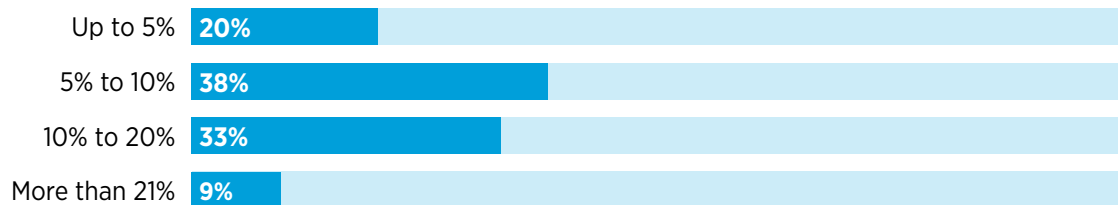
## Overtime: paid vs unpaid

Q. In your organisation, is overtime/extra hours worked paid or unpaid? \*In Australia this only applies to non-award staff



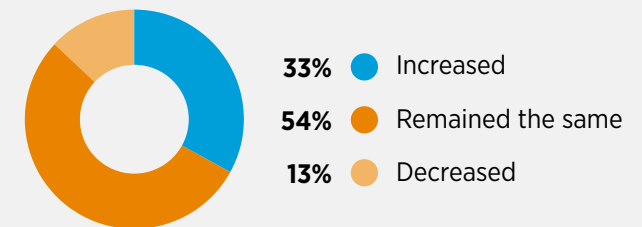
## Of those whose overtime increased, the average weekly amount of overtime was

Q. If overtime has increased, by approximately how much?

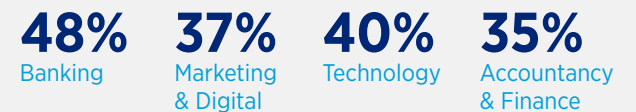


## Over the last 12 months, employers say overtime has

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

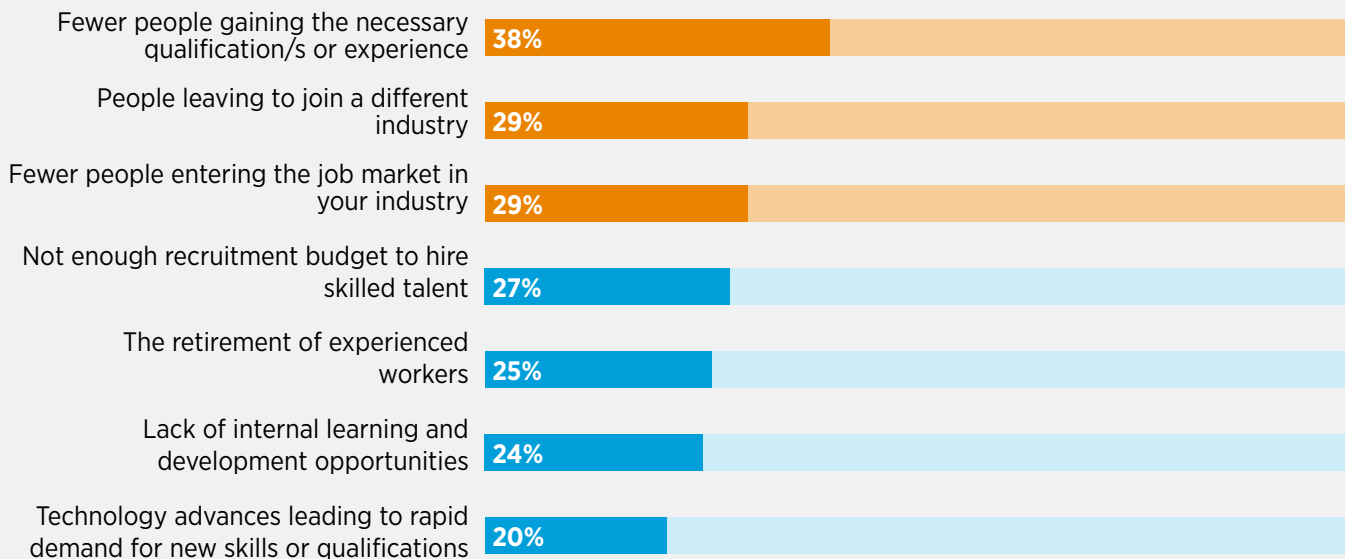


### Industries with above average increase



## Why skills shortages exist

Q. What factors do you believe have led to skills shortages impacting your organisation?



**Fewer people gaining the necessary qualifications or experience**



**People leaving to join a different industry**



**Fewer people entering the job market in your industry**



## Overseas talent to fill skills shortages

Q. In skill short areas, once restrictions ease, would you consider employing or sponsoring a qualified overseas candidate?



**Industries above average considering overseas talent**



## Employers to look overseas post-pandemic

50% of employers surveyed say that, once restrictions ease, they will consider employing or sponsoring qualified overseas candidates to help fill domestic skills gaps. In New Zealand this figure rises to 75%.

# TODAY'S MOST VALUED SOFT SKILLS

## TEAMWORK PRIORITISED

Almost all (96%) employers consider soft skills to be either more important or equally important to a candidate's hard or technical skills.

Soft skills are those crucial personal attributes that relate to how you work and behave. While the necessary technical skills required to perform a role are a given, strong soft skills are also necessary to successfully operate in the workplace.

Teamwork tops the list of soft skills sought in permanent candidates today. Employers prioritise this ability to work well with colleagues, stakeholders and clients to ensure common goals are met.

Problem solving and communication skills are also valued.

When recruiting for temporary or contract roles, employers look for candidates who possess problem solving skills, as well as a strong suite of technical skills. With such staff required for specific, short-term needs, they must be technical experts and solutions-focused to add immediate value.

“ Teamwork tops the list of soft skills sought in permanent candidates today. ”

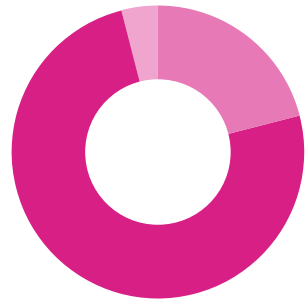
### New skills prioritised

Adaptability has been at the top of the list of soft skills sought over the past year, valued to ensure entire workforces shift to new ways of working. However, new skills are now being prioritised.



## Soft skills prioritised by employers

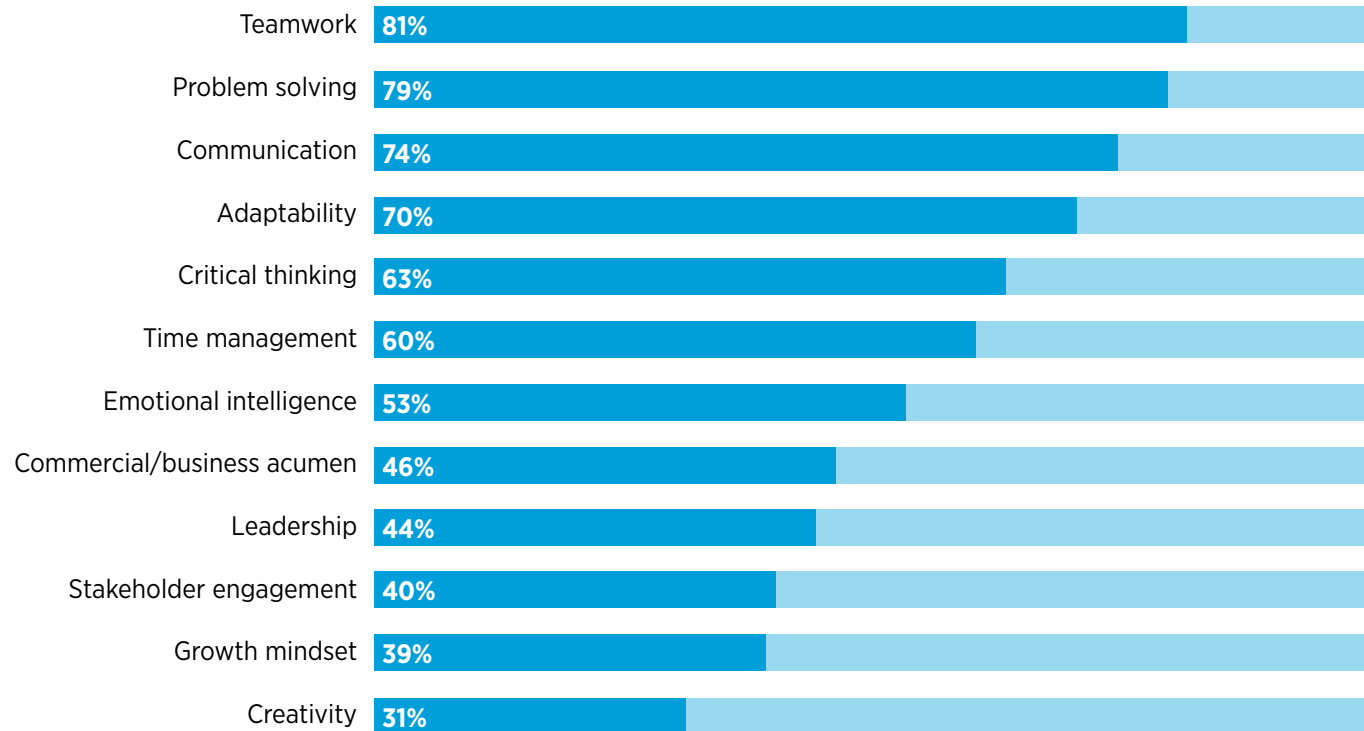
Q. Do you consider soft skills to be:



- 21% More important than hard/technical skills
- 75% Equally important to hard/technical skills
- 4% Less important than hard/technical skills

## The soft skills employers prioritise in permanent staff

Q. What soft skills are you looking for permanent employees to bring to the team?



**38% of employers prioritise problem solving over technical skills in temporary staff**

Q. What skills are you looking for temporary employees to bring to the team?





# SALARY EXPECTATIONS & INTENTIONS EMPLOYEE & EMPLOYER VIEWS

After 12 months of salary stability, in which 50% of employers froze salaries, our data shows that almost seven in ten employers will award pay rises to their staff in their next review.

Still, the impact of the pandemic continues to be felt. So, while we will see an uptick in salaries this financial year, the value of those increases will be far less significant than employees hoped for.

For instance, just 12% of employers intend to award increases of 3% or more. Yet 26% of employees expect to receive a raise at this level. Furthermore, a significant 67% of employees believe an increase of 3% or more would reflect their individual performance.

“ Just 12% of employers intend to award increases of 3% or more... (yet) 67% of employees believe an increase of 3% or more would reflect their individual performance. ”

## Approach expectation gap with care

Divided by salary expectations, employers will need to approach pay conversations with their employees delicately and sensitively to avoid negatively impacting engagement and turnover.



## Salary stability dominated past 12 months, increases will dominate next

Q. During the past 12 months have your employees' salaries changed?

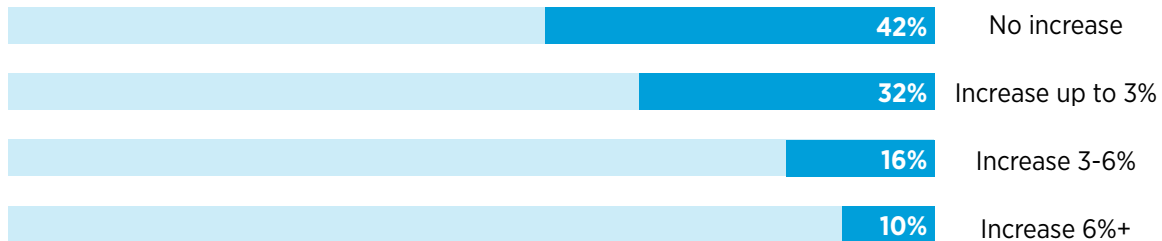


Q. Over the next 12 months, how are your employees' salaries likely to change?

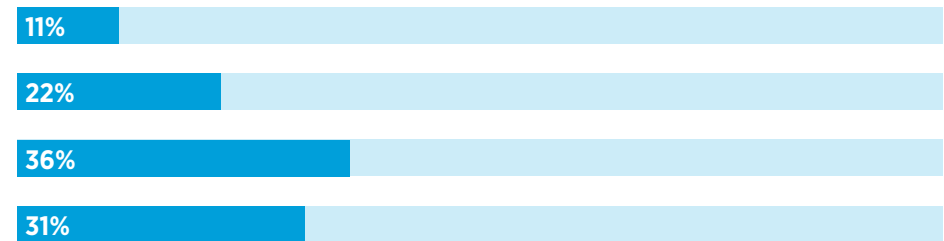


## Employees expect to receive a higher value increase... and believe their performance is worth more

Q. In your next review, what percentage increase do you expect to receive?

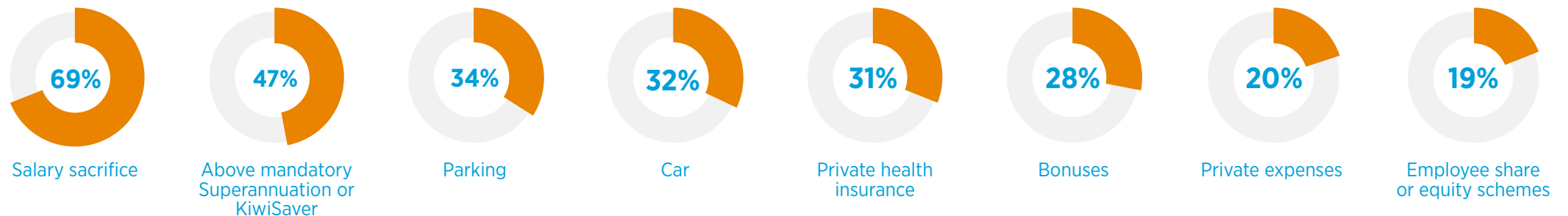


Q. What percentage increase do you think would reflect your individual performance?



## 48% of employers offer flexible salary packaging... of these, the most common offerings to all employees are:

Q. Please indicate what flexible salary package options you offer:



# SALARY INCREASES BY INDUSTRY & SECTOR

## MIND THE GAP

While 67% of employers intend to increase salaries overall, not all Australians and New Zealanders will receive equal salary rewards.

The defence industry tops the list for the most increases overall, irrespective of value. In this industry, 83% of employers will award a salary increase in the year ahead. However, 67% say they'll award at the lower level of up to 3%.

For their part, just 25% of defence employees say a raise at this level would reflect their performance. Instead, 33% say an increase of between 3-6% would reflect their performance, while 34% say an increase of greater than 6% would be more suitable.

This shows that even in industries where the highest percentage of employers intend to award a pay rise, there is a mounting expectation gap with employees.

As for where the greatest salary increases will be seen, the legal sector tops the list. Almost three-quarters (73%) of legal employers will award a pay rise, with 31% intending to award 3% or more.

Increases of 3% or more will also be seen in the architecture industry (where 20% of employers will award at this level), technology (19%) and both accountancy & finance and sales (17%).

“ Not all Australians and New Zealanders will receive equal salary rewards. ”

### Expectation gaps exist everywhere

This shows that even in industries where the highest percentage of employers intend to award a pay rise, there is a mounting expectation gap with employees.



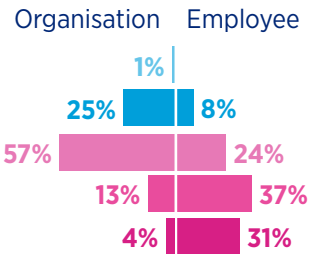
## Salary increases vs expectations

**Organisation** Q. Over the next 12 months, how are your employees' salaries likely to change?

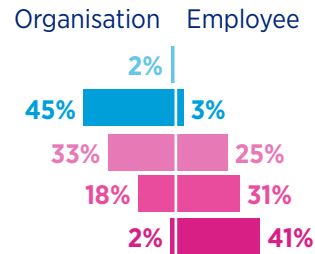
**Employee** Q. What percentage increase do you think would reflect your individual performance?

● Decrease ● Nil ● Up to 3% ● Between 3-6% ● Greater than 6%

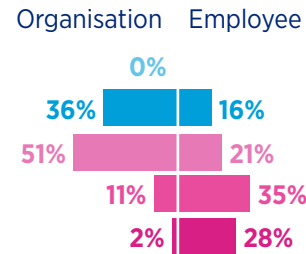
### Accountancy & Finance



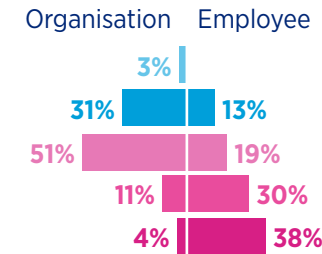
### Architecture



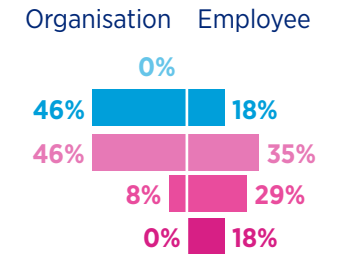
### Banking



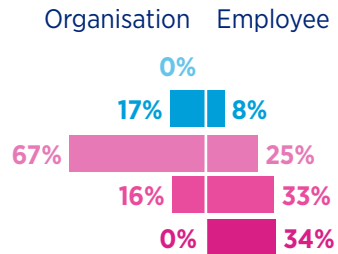
### Construction



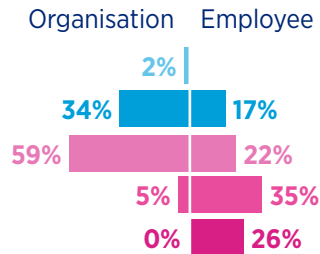
### Contact Centres



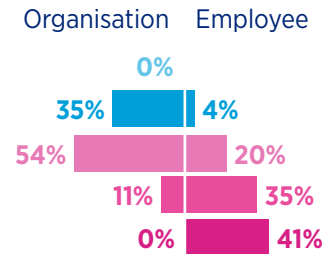
### Defence



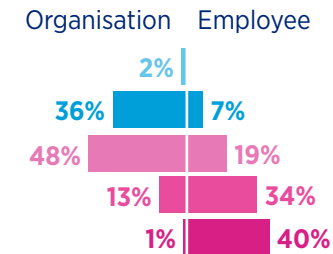
### Education



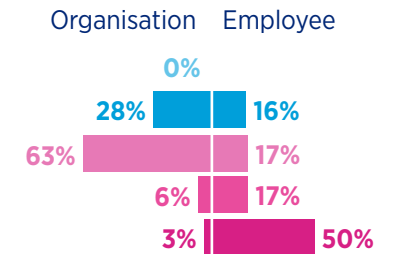
### Energy



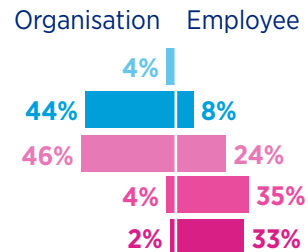
### Engineering



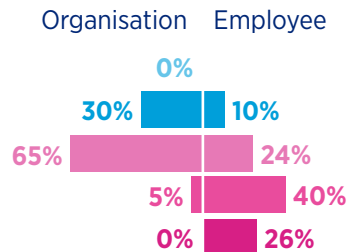
### Executive



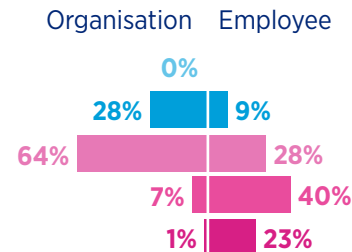
### Facilities Management



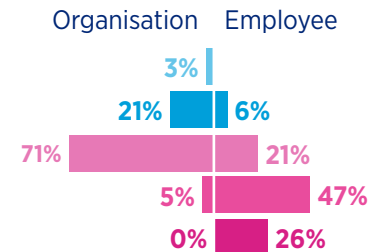
### Healthcare



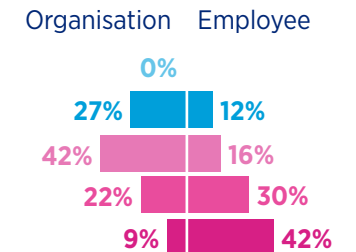
### Human Resources



### Insurance



### Legal

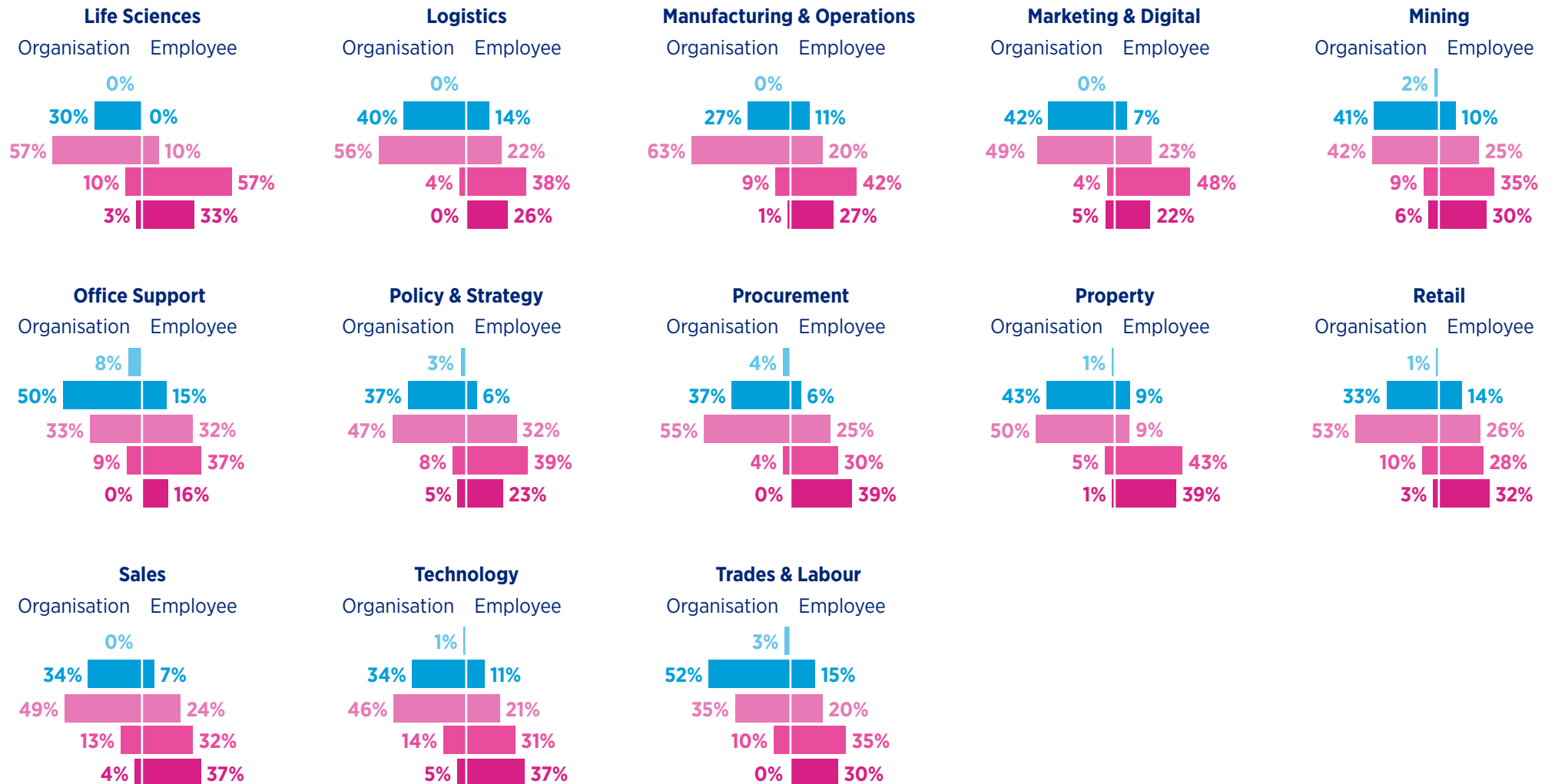


## Salary increases vs expectations

**Organisation** Q. Over the next 12 months, how are your employees' salaries likely to change?

**Employee** Q. What percentage increase do you think would reflect your individual performance?

● Decrease ● Nil ● Up to 3% ● Between 3-6% ● Greater than 6%



# SALARY INCREASES BY LOCATION

## TASMANIANS MOST LIKELY TO RECEIVE A RAISE

While salaries are set to rise for a large percentage of skilled professionals, geographical variations are evident.

Australia and New Zealand's major CBDs have always offered the highest paying jobs. However, with skills shortages taking their toll, other job market centres plan to increase salaries to attract top talent.

Tasmania is leading this trend, with a greater proportion of skilled professionals set to receive a salary increase this financial year than anywhere else.

In Tasmania, 78% of employers intend to raise salaries. Most will do so by up to 3%.

This is followed by New Zealand's North Island (76%), New Zealand's South Island (70%) and South Australia (67%).

However, as we have noted, while almost seven in ten employers overall will award a pay rise this year, the value is lower than skilled professionals' expectations, particularly in Tasmania, the Northern Territory and New Zealand's North Island. A notable gap also exists in the ACT, South Australia, Western Australia and Queensland.

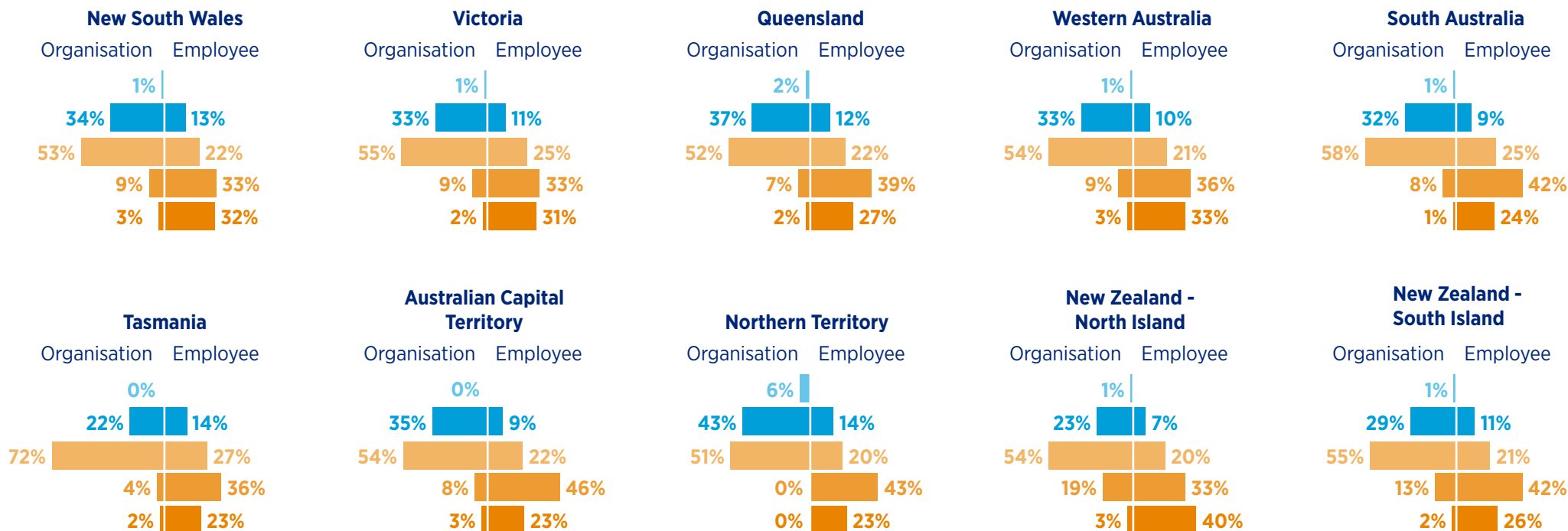
“ In Tasmania, 78% of employers intend to raise salaries. ”

### Salary increases vs expectations

**Organisation** Q. Over the next 12 months, how are your employees' salaries likely to change?

**Employee** Q. What percentage increase do you think would reflect your individual performance?

● Decrease ● Nil ● Up to 3% ● Between 3-6% ● Greater than 6%



# SALARY TRANSPARENCY THE KEY TO OVERCOMING DISSATISFACTION

With a clear salary expectation divide, it's no wonder that 39% of skilled professionals are dissatisfied with their current salary.

This dissatisfaction primarily stems from a sense that employees' current salary doesn't reflect their individual performance over the past year. This mismatch indicates a fundamental breakdown of communication between employees and employers regarding how pay levels are set.

For employers, the salary expectation divide will need to be carefully and sensitively managed – particularly since employees are far more willing to ask for a pay rise this year compared to last.

One way to do this is to be transparent about how pay levels and pay rises are set.

Transparency establishes trust in employees that they are being paid fairly, helps to close the gender pay gap and eliminate unconscious or conscious bias in salary decisions.

Only 25% of employers say they are transparent with all employees about how salary levels and increases are set. Yet 70% of employees say salary transparency is important to them.

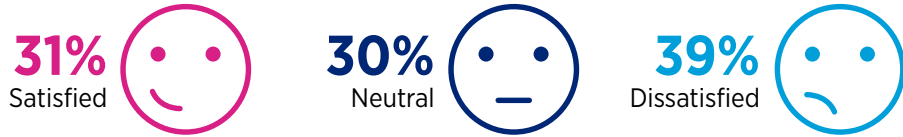
While many organisations consider transparency a taboo subject, keeping salaries secret often only benefits those employees who are the best negotiators. In contrast, pay transparency means each individual salary must be justifiable in the context of all others.

“ This mismatch indicates a fundamental breakdown of communication between employees and employers regarding how pay levels are set. ”



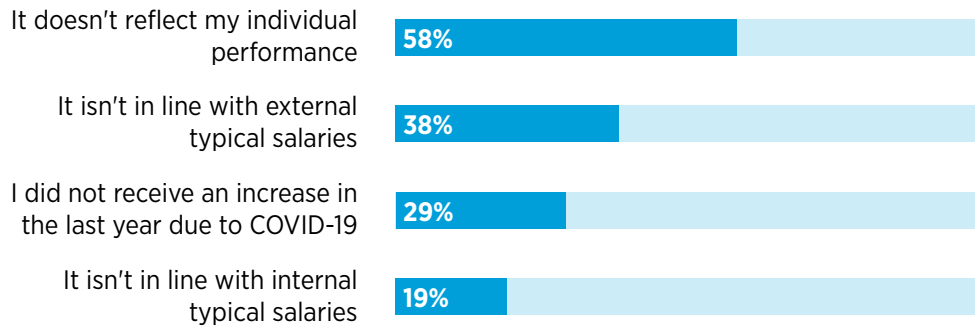
## Current salary satisfaction

Q. What is your level of satisfaction for your current salary?



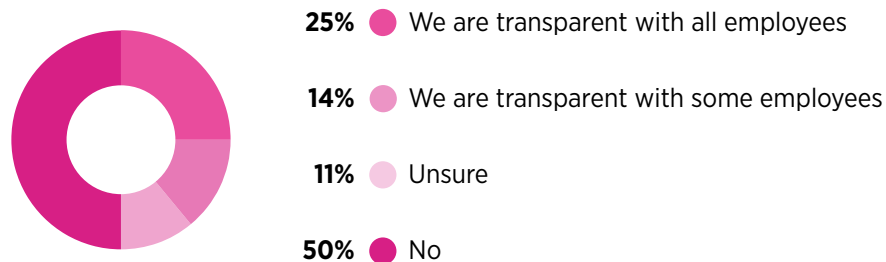
## Reasons for salary dissatisfaction

Q. If you are dissatisfied with your current salary, what are the main reasons?



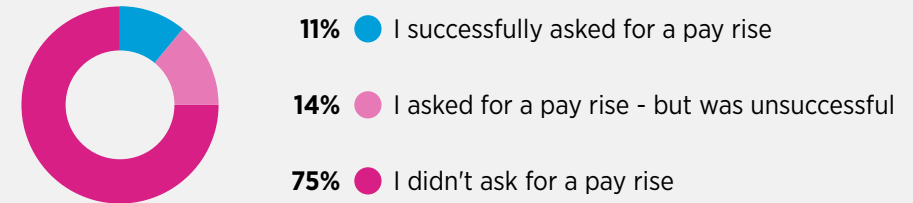
## Few employers are consistently transparent about how salary levels and increases are set

Q. Is your organisation consistently transparent with employees about how salary levels and increases are set?



## Few employees asked for a pay rise last year

Q. In the past year, have you asked for a pay rise?

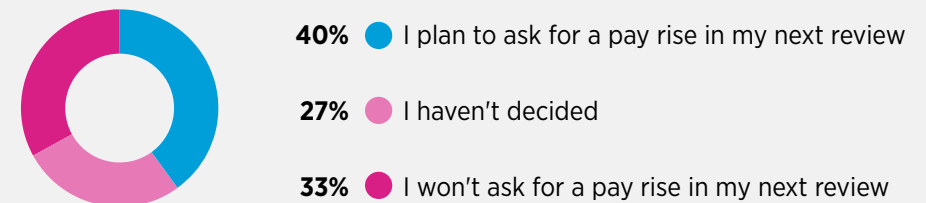


Industries where pay increases were granted above the average



## Only one-third rule out not asking this year

Q. In your next review, do you envisage asking for a pay rise?



Above average Industries that plan to ask for a pay rise



## 70% of employees feel salary transparency is important

Q. How important to you is transparency around salaries and how salary increases are set?





# EMPLOYEE BENEFITS WHAT MATTERS MOST TO SKILLED PROFESSIONALS

The challenges of the past year prompted many skilled professionals to pause and consider what they truly value in their life and career.

With most employees dissatisfied with their current benefits package, and the value of salary increases set to be minimal, reviewing and rolling out additional benefits can help reward and retain top talent. Benefits have become increasingly important to staff attraction, too.

The range of benefits on offer across Australia and New Zealand is extensive. In most cases, employers exceed the expectations of candidates when it comes to benefits.

However, offering more than 20 days of annual leave is one benefit that can help employers stand out, since 30% of employees want it but only 18% of employers offer it.

Other disparities are evident for flexible work practices, which 79% of employees want but fewer (71%) employers offer. Career progression opportunities are valued by 52% of employees, but slightly fewer (49%) employers offer it.

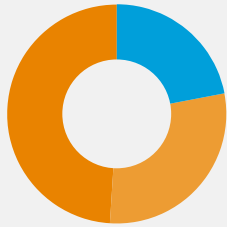
Underscoring the importance of flexible working to candidate attraction, over half of today's skilled professionals say they'll look for a role offering hybrid working when they next job search.

“ Career progression opportunities are valued by 52% of employees, but slightly fewer (49%) employers offer it. ”



## If salary expectations aren't met, employees may ask for additional benefits

Q. In your next review, do you envisage asking for additional benefits?



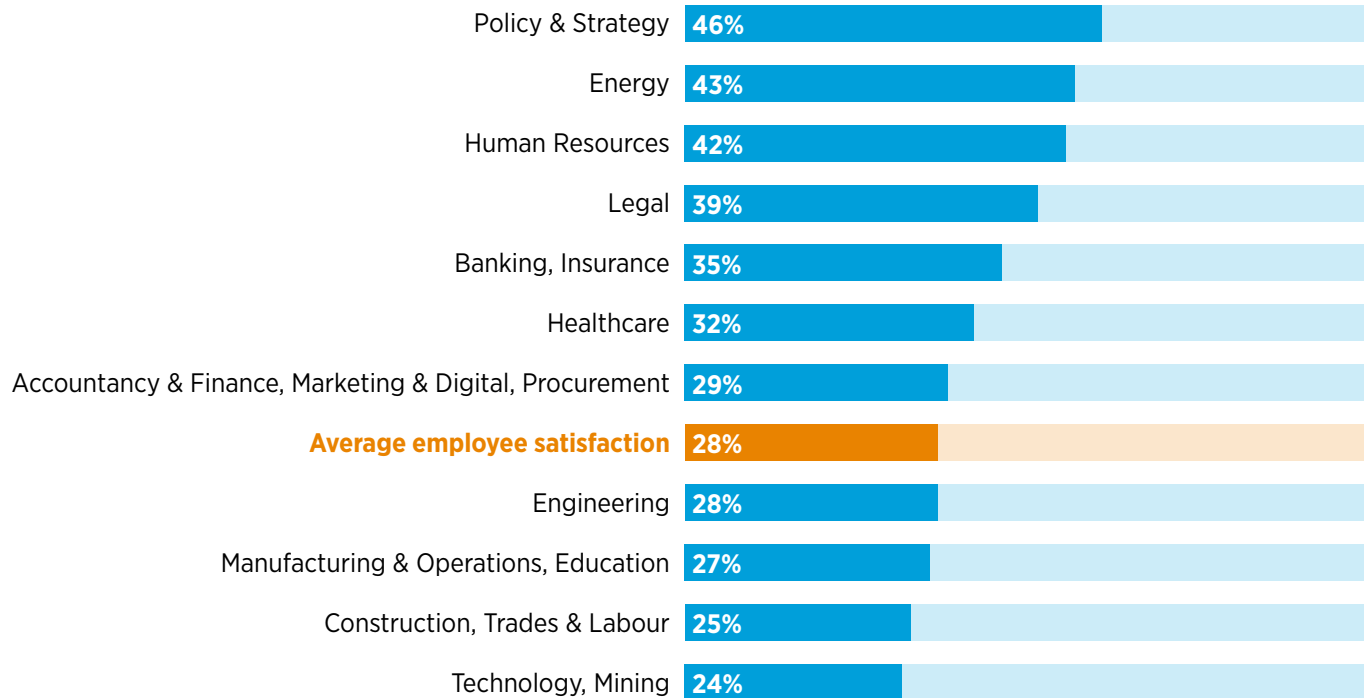
- 22% ● I plan to ask for additional benefits in my next review
- 29% ● I haven't decided
- 49% ● No

### Industries most comfortable asking for benefits

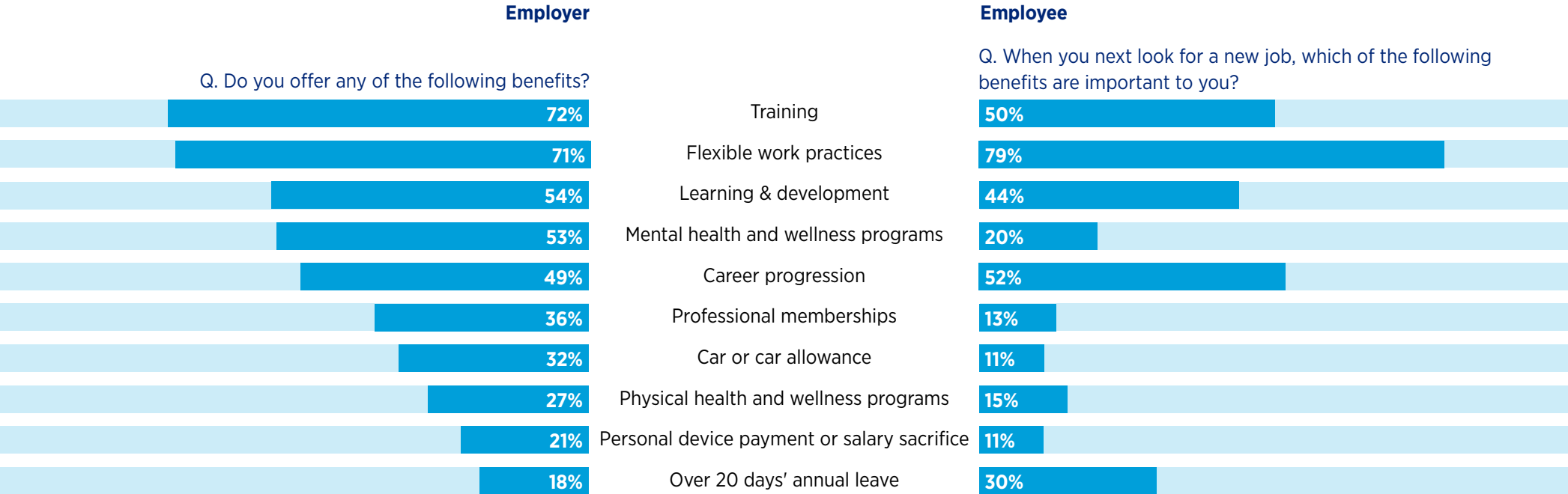


## 28% of employees are satisfied with current work benefits

Q. What is your level of satisfaction for employee benefits?



### Benefits compared: Expectations vs offerings



### New pandemic-induced benefits

Q. Has your organisation offered any of the following new benefits to employees as a result of the COVID-19 pandemic?



**What do employees want?**  
**Flexible work, career progression and training.**

# PRIORITISING CAREER PROGRESSION TODAY'S TOP RETENTION TOOL

Career progression has become an important benefit to skilled professionals. As we saw on page 35, career progression is the second most important benefit employees want, behind regular flexible work practices.

A lack of promotional opportunities is also the number one factor driving people into the jobs market today, ahead of an uncompetitive salary.

But while career progression is valued, just 16% of employees expect to receive a promotion this financial year. Almost one-quarter say the scope for career progression has decreased because of the COVID-19 pandemic.

No wonder 77% of skilled professionals either plan to look for a new job or are open to opportunities this year.

To aid the success of their job search, they've used the last year to develop their skills to make themselves stronger candidates. Looking ahead, they say further learning and development is important.

With only 46% of skilled professionals satisfied with their current job, they are in a strong position to jump ship if advancement isn't offered in their current workplace.

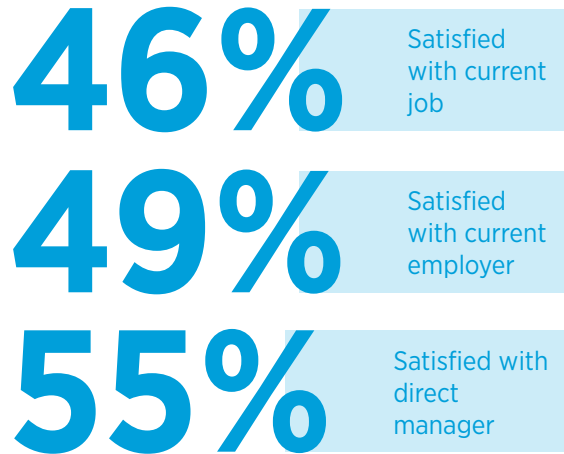
For employers, this makes a career progression plan an essential selling point in securing your preferred candidate and retaining your top talent.

“ 77% of skilled professionals either plan to look for a new job or are open to opportunities this year. ”



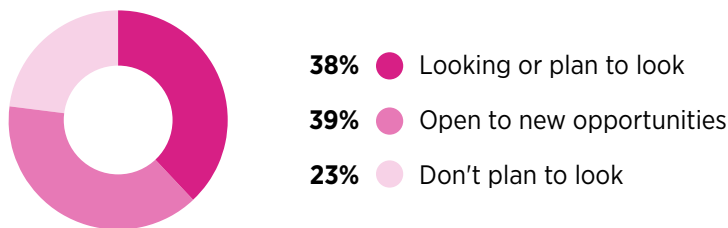
## Rating employee satisfaction

Q. What is your level of satisfaction with the following?



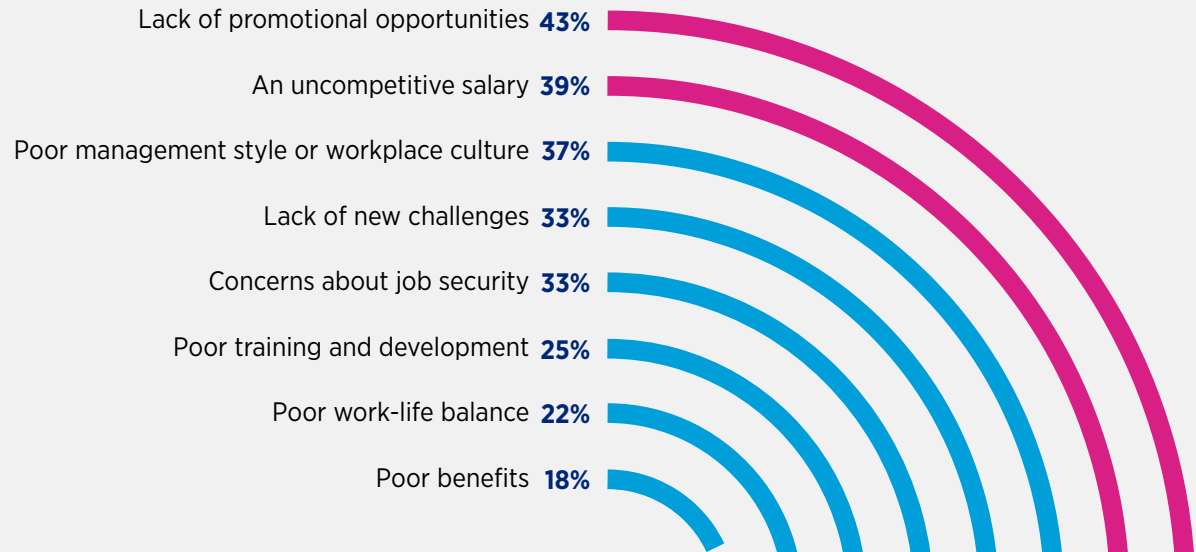
## In the next 12 months, job searches will surge

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



## Why employees are looking for a new job

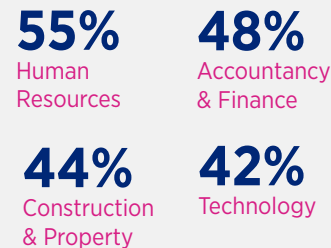
Q. If you are currently looking or planning to look for a new job, why?



### Industries facing lack of promotional opportunities:

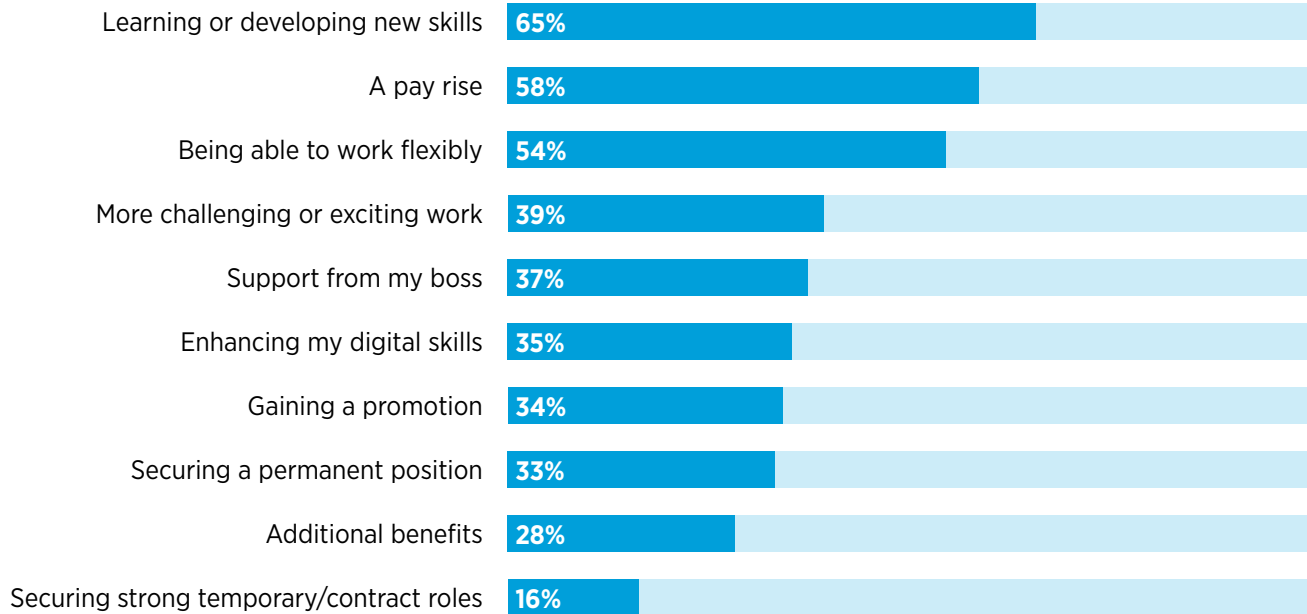


### Industries facing uncompetitive salary:



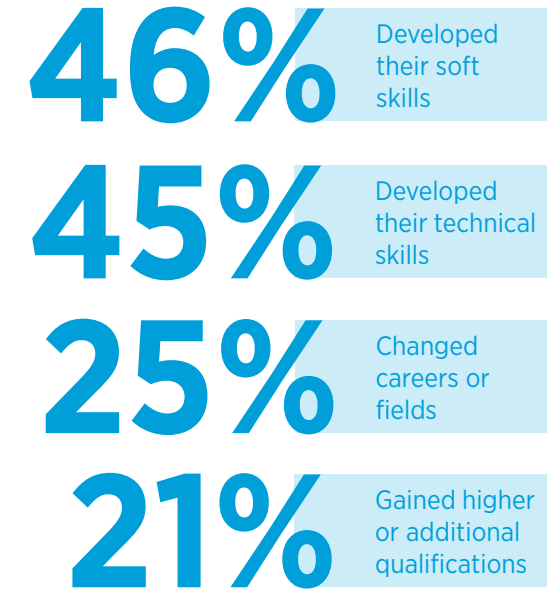
## What's most important to employees this year

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



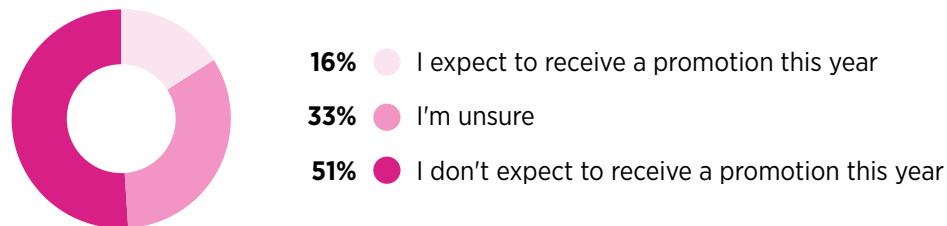
## Professionals have upskilled to improve job prospects

Q. In the past year, have you undertaken any of the following to improve your job prospects?



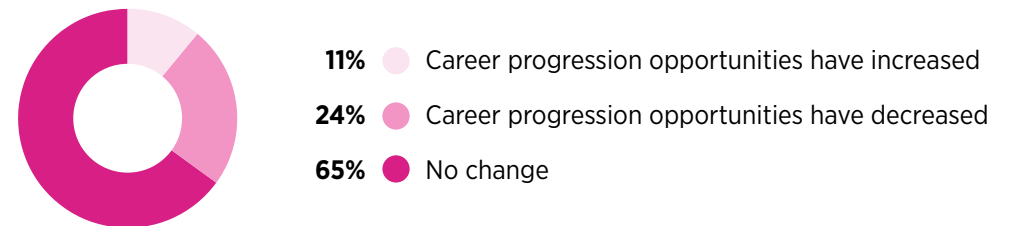
## Promotional expectations are low

Q. Do you expect to receive a promotion in the year ahead?



## Impact of the pandemic on career progression

Q. Has the scope for career progression within your organisation changed as a result of the COVID-19 pandemic?



# HYBRID WORKING TO STAY THE NEW NORMAL

Remote working, at least on some days, is here to stay. According to our survey respondents, hybrid working, which blends time in the office with time offsite, is the new normal for office workers. Offered by 58% of employers, it blends continued flexibility for those who want it with in-office opportunities to interact, collaborate and learn from colleagues.

It makes sense. After all, employers were happy to embrace flexible work practices during the pandemic and, as our survey shows, only 12% say the impact of remote working was negative.

But there is a definite sense that fully remote working was a short-lived response. Today, just one in five (19%) employers offer fully remote working.

As employers navigate their way out of the pandemic, more time in the office is their next goal. In 12 months' time, 63% would prefer their staff to be working one, two or three days remotely, with the remainder in the office.

In addition, 29% of employers would prefer their staff to be working fully onsite in 12 months' time. However, only 7% of skilled professionals who worked remotely during the pandemic wish to return to the workplace fulltime.

Instead, professionals want to retain hybrid working. Over half (51%) want to spend the majority or half of their time working remotely.

A hybrid working model, therefore, is the obvious solution to navigate the current environment and balance the benefits of both onsite and remote working.

“ Only 7% of skilled professionals who worked remotely during the pandemic wish to return to the workplace fulltime. ”



## How employees want to work in their next role

Q. If you work in an office environment, when you next look for a new job, will you look for:

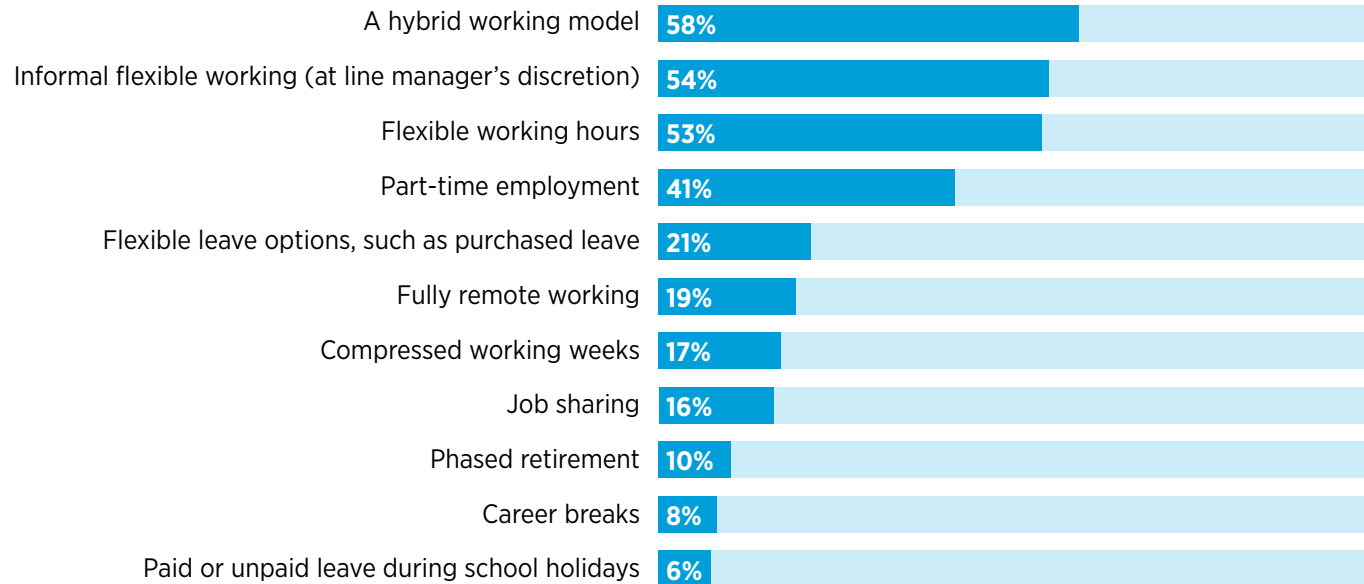


### Top industries looking for hybrid or completely remote roles



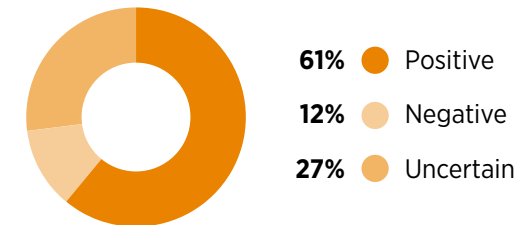
## Flexible work practices on offer today

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



## Most employers believe remote working has had a positive impact

Q. How would you rate the impact of remote working on your organisation since March 2020?



**86%** of employees have worked remotely since March 2020



## Current flexible working offered vs future preference

Q. If you operate a hybrid working model, what is the typical split of remote and onsite working in your department?

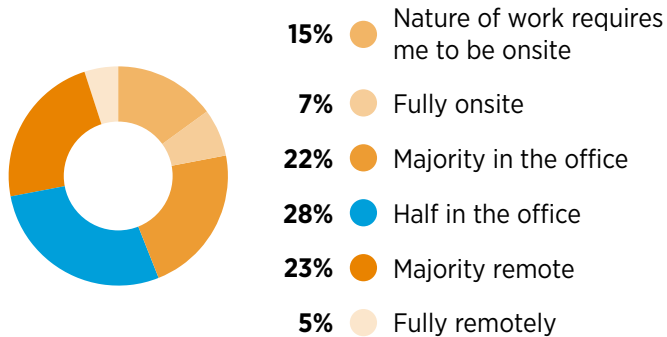


Q. How would you prefer your employees to be working in 12 months' time?



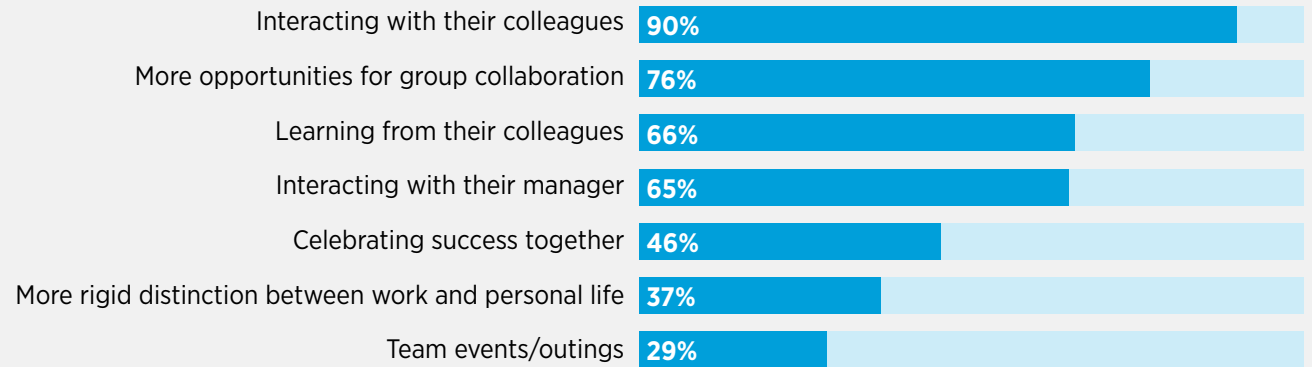
## In 12 months' time, employees would prefer to be working

Q. If you work in an office environment, how would you ideally prefer to be working in 12 months' time?



## The benefits of onsite working, according to employers

Q. What do you think is the biggest benefit to your staff of working in a co-located workplace setting?



# ED&I IN THE WORKPLACE IT STARTS WITH RECRUITMENT

The pandemic has prompted employers to consider how they can better support their employees and wider community. Over the course of the year, employers looked at how they could recruit in a more equal, diverse and inclusive way.

As our data shows, 63% of employers have an equality, diversity and inclusion (ED&I) policy in place for hiring new staff. Of these, 77% say hiring managers generally adhere to it.

We know that ED&I in the workplace offers many [benefits](#). To take full advantage, you need to attract a diverse range of candidates with a recruitment process that is free from bias and gives everyone equal opportunity.

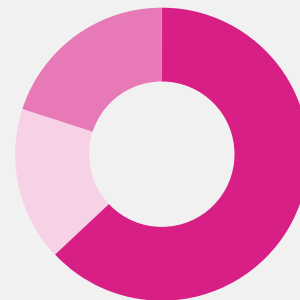
For more on how to improve diversity through recruitment, we offer [these 9 tips](#).

“ 63% of employers have an ED&I policy in place for hiring new staff. Of these, 77% say hiring managers generally adhere to it. ”



## Does your organisation have an ED&I policy for hiring new staff?

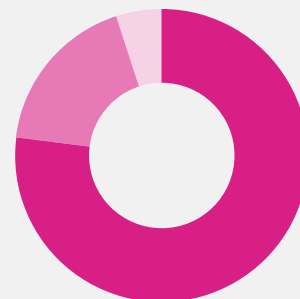
Q. Does your organisation have an ED&I policy for hiring new staff?



- 63% Yes, we have an ED&I policy for hiring new staff
- 17% Unsure
- 20% No, we do not have an ED&I policy for hiring new staff

## Most organisations with an ED&I policy adhere to it

Q. If yes, do you think the people who hire in your organisation generally adhere to it?



- 77% Yes, hiring managers generally adhere to our ED&I policy
- 18% Unsure
- 5% No, hiring managers do not generally adhere to our ED&I policy

# RECOMMENDATIONS FOR EMPLOYERS PROMOTE CAREER PROGRESSION

## Determining a pay rise:

Not every organisation is the same. For most, budgets remain tight. If you need to make tough decisions about who will and will not receive a pay rise, or the value individual employees will receive, start by examining each employee's performance. Have their successes added value and made a difference? The responsibilities of the role, external salaries, the expertise, skills and responsibilities the employee holds and the difficulty of attracting and retaining a new team member if this employee resigns should all be thought through, too.

## Focus on the continual upskilling of employees:

Employers have told us that skills shortages will impact the effective operation of their organisation or department this financial year. This impending risk can be effectively managed with a considered approach that includes [upskilling](#) your existing staff to fill gaps. To assist, we offer a new online training portal, [Hays Thrive](#), to help organisations give their teams access to courses to develop the skills needed.

## Provide promotional pathways to top talent:

Offering and promoting career progression pathways can also help overcome skills shortages, while acting as a key attraction and retention tool. After all, the lack of promotional opportunities is the key factor driving skilled professionals into the jobs market, [making career progression](#) essential to successful retention and attraction. This includes charting career paths, making promotional criteria transparent, offering coaching and mentorships, offering exposure to senior stakeholders and providing stretch opportunities.

## Manage the salary expectation gap:

More than two-thirds of skilled professionals say a salary increase of over 3% would match their performance, yet 55% of employers intend to award less than 3%. With

employers walking a fine line between rewarding staff and maintaining costs, promoting the full range of benefits you offer can help close the pay expectation gap, as can the provision of promotional pathways, skills development and greater flexibility. Salary transparency, or at the least open and honest pay conversations, can help improve understanding and trust in how pay levels are set, too.

## Implement hybrid working:

Over the past year, candidates have evaluated what's important to them. COVID-19 has put a lot into perspective, and while they want a fair salary, it's not the most influential factor in deciding where to work. Today, as we edge closer to a post-pandemic world, candidates want to work for organisations that offer a genuine hybrid working model. So, while there is a desire to bring staff back into the office for face-to-face interactions and collaboration, this should be balanced with [flexibility](#).

## Continue to support employee mental health and wellbeing:

We know that many people have experienced additional mental strain because of the pandemic. As our survey shows (see page 12), almost half of employers say it has had a negative impact on employee mental health and wellbeing. For most leaders, supporting positive mental health practices – both personally and amongst employees – is a priority. But the pandemic has taken its importance to a whole new level. The impact of so much uncertainty, upheaval and change is clear. Looking ahead, with work-life boundaries more blurred than ever, employers need to keep this a top priority. [Here are 13 ways](#) you can continue to support the positive mental health and wellbeing of your staff.

“Offering and promoting career progression pathways can help overcome skills shortages, while acting as a key attraction and retention tool.”



# RECOMMENDATIONS FOR EMPLOYEES UPSKILL TO STAND OUT

## Offer the right mix of technical and soft skills:

Teamwork, problem solving and communication soft skills are in high demand as organisations look for candidates who can work effectively with colleagues and stakeholders to solve problems and deliver on strategic objectives. When job searching, highlight these soft skills in your CV and share examples of how you have practically used these skills for a successful outcome in an interview.

## Advance your digital skills:

[Upskill](#) regularly to remain competitive. Along with technical skills relevant to your role, upskill your digital proficiency. Most roles now require a high level of digital literacy. Employers value candidates who can leverage new technology to work more effectively and efficiently. Data analysis skills are also increasingly valued across job functions. According to our survey, over the past year just 45% of skilled professionals developed their technical skills and 21% gained higher or additional qualifications. Advancing your skills could therefore provide a competitive advantage in the job market.

## Be flexible:

Many employees went above and beyond to help their organisation through the pandemic crisis and back to growth. After a year of salary stagnation, it's understandable that they now want to be rewarded for their efforts. However, budgets remain tight. So, if your salary increase fails to live up to expectations, consider what you could [ask for instead](#). Perhaps upskilling, a promotional pathway or additional flexibility, for instance, could bridge the divide?

## Evidence your skills:

Employers look for proven performers, so add [quantifiable examples](#) throughout the work experience section of your [CV](#) to stand out. The trend of recent years to specialise in a particular area is reversing, with more employers today

looking for candidates with a broad skill set who can assist colleagues in areas outside their job description. However, you still must be able to quantify every skill you list on your CV. Furthermore, be strategic in your job search and value your time; only apply for a role if you genuinely possess the required skills. If you were made redundant in 2020, explain in your CV and interview how you kept your skills up to date during any period of unemployment.

## The time may be right to make a move:

With the Australian and New Zealand markets weathering the COVID-19 storm better than anticipated, in some instances and industries demand for skills to fuel growth has never been higher. However, job opportunities are attracting lower levels of candidate competition. This lower candidate-to-job ratio is due to the after-effects of the pandemic, with employees prioritising job security. Therefore, for some professionals, the time may be just right to consider an external move to hyper-drive your progression. A great place to start is to [share or update your CV](#), so Hays can bring these opportunities to you directly.

“Upskill regularly to remain competitive...Employers value candidates who can leverage new technology to work more effectively and efficiently.”



# HOW TO NAVIGATE THIS GUIDE

## Using our salary tables

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

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

Sydney	<b>280</b>	Typical salary
	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](#).



# EXECUTIVE



## ANZ Key Insights



**67%**

of Executive professionals say a salary increase of 3% or more would better reflect their performance.



**60%**

of Executive professionals are currently looking for a new job, plan to look or are open to new opportunities in the next 12 months. A lack of new challenges and concerns about job security are the main drivers.

## AUSTRALIA

COVID-19 has brought into focus the importance of securing leaders and boards who can successfully manage change at speed in a continuously evolving environment. Today, more than ever, employers look for strong leaders who can pivot their business, accelerate digital strategies, reinvent the delivery of services and products and navigate the road to a successful future.

Yet at the same time, cost-consciousness prevails. It is therefore no surprise that executive salaries have remained steady across the commercial and not-for-profit sectors, with the higher availability of executives following pandemic-induced redundancies quashing former salary pressure.

This trend is not expected to change in the 2021-22 financial year, although there may be some exceptions in organisations that require a strong executive to return them to growth. We also expect salaries to recover for those who took pay cuts during the crisis.

### Benefits trends

During the first lockdown, employers quickly embraced the need to protect their employees by investing in technology and transitioning to a work from home model. They subsequently came to appreciate the productivity benefits that ensued. While there is a desire to bring staff back into the office for cultural and collaboration factors, flexibility continues to be offered in the form of a hybrid working model.

While not for everyone, most executives – and their staff – appreciate the ability to be able to work from home one to three days per week.

In terms of bonuses, we do not expect a recovery this year. Certainly, bonuses will remain subdued for executives operating in sectors that have been hardest hit by the pandemic, including tourism, the arts, aviation and hospitality.

### Supporting communities

During the COVID-19 crisis, many executives started to think about how their organisation could do something meaningful for their community. While focused on protecting their organisation, there was also a conscious shift towards helping others.

Internally, we also saw a significant increase in mental health and wellbeing support for staff.

### Skills in demand

In high demand are CFOs with a strong analytical and commercial mindset who can lead senior managers outside the finance department and help cement investment decisions in a changing environment.

CEOs with transformation skills and a strong understanding of digital technologies are needed too, particularly in the not-for-profit sector where the move towards ability-based funding necessitates the utilisation of data.

For both CEOs and CFOs, employers look for candidates who can allocate resources to get maximum return on investment, control costs, manage performance and engage with customers.

Meanwhile, for all C-suite and board level roles, employers want candidates with a transformational and flexible approach, who are tactical and understand that every employee's experience during the pandemic has been different.

#### **Advice for executives**

To be successful in securing your next executive role, demonstrate how you have improved service delivery by adopting new technologies and implementing strategies to ensure a business becomes more efficient. Prove your ability to foster collaboration and a strong team culture among a remote workforce.

#### **Advice for employers**

Today's executives want to be connected to the business and work for an organisation that focuses on the future not the past. It's also important to show potential candidates how your organisation can pivot in response to new challenges and opportunities. Offering flexibility and agility will help you attract top talent, too.

# EXECUTIVE

NOT-FOR-PROFIT	CEO/MD (Turnover up to \$50m)	CEO/MD (Turnover \$50m - \$500m)	CEO/MD (Turnover > \$500m)
Australia	<b>280</b> 190 - 310	<b>475</b> 300 - 530	N/A
New Zealand	<b>250</b> 200 - 350	<b>450</b> 300 - 650	N/A

	COO/EGM (Turnover up to \$50m)	COO/EGM (Turnover \$50m - \$500m)	COO/EGM (Turnover > \$500m)
Australia	<b>220</b> 185 - 250	<b>285</b> 230 - 355	N/A
New Zealand	<b>250</b> 200 - 300	<b>300</b> 250 - 350	N/A

	CFO/FD (Turnover up to \$50m)	CFO/FD (Turnover \$50m - \$500m)	CFO/FD (Turnover > \$500m)
Australia	<b>220</b> 185 - 245	<b>280</b> 220 - 385	N/A
New Zealand	<b>240</b> 200 - 280	<b>300</b> 220 - 350	N/A

COMMERCIAL	CEO/MD (Turnover up to \$50m)	CEO/MD (Turnover \$50m - \$500m)	CEO/MD (Turnover > \$500m)
Australia	<b>375</b> 300 - 450	<b>600</b> 450 - 900	N/A
New Zealand	<b>300</b> 200 - 375	<b>500</b> 350 - 650	N/A

	COO/EGM (Turnover up to \$50m)	COO/EGM (Turnover \$50m - \$500m)	COO/EGM (Turnover > \$500m)
Australia	<b>250</b> 200 - 300	<b>500</b> 300 - 600	N/A
New Zealand	<b>240</b> 180 - 275	<b>325</b> 250 - 450	N/A

	CFO/FD (Turnover up to \$50m)	CFO/FD (Turnover \$50m - \$500m)	CFO/FD (Turnover > \$500m)
Australia	<b>250</b> 220 - 350	<b>500</b> 350 - 700	N/A
New Zealand	<b>200</b> 160 - 300	<b>350</b> 250 - 500	N/A

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

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

**NOTES:**

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



# ACCOUNTANCY & FINANCE



## ANZ Key Insights

 **57%**  
of Accountancy & Finance employers will increase salaries by up to 3% when they next review.

 **68%**  
of Accountancy & Finance professionals say an increase of 3% or more would better reflect their performance.

 **75%**  
of Accountancy & Finance professionals are currently looking for a new job, plan to look or are open to new opportunities in the next 12 months. A lack of promotional opportunities, an uncompetitive salary and a poor management style or workplace culture are the main drivers.

## AUSTRALIA

A renewed sense of optimism swept across Australia's accountancy and finance jobs market in early 2021, bringing with it an increase in vacancy activity as employers reintroduced roles and added to their teams.

However, the resulting growth of candidate demand has not been met by a similar rise in the number of jobseekers. During the height of the pandemic in 2020, most accountancy professionals elected to remain in their existing role. Many still maintain this mindset, even though the tide has turned and employers are again investing in talent. As a result, candidate shortages are evident.

In greatest demand in the commercial market are Qualified Accountants from the Big 4. Increased financial scrutiny following the pandemic is driving demand for those with strong technical training, exposure to audit or assurance processes and the willingness to step outside the scope of their role and assist their finance colleagues if necessary.

Commercial Analysts are also in high demand to act as the link between various functions. Candidates need experience using analytics tools, strong stakeholder engagement skills and an ability to interpret and explain complex financial data to sales, marketing and the C-suite. With organisations increasingly looking forward, this demand will only intensify further.

Financial Accountants are also sought, with employers looking for those with Big 4 training and up-to-date knowledge of compliance and IFRS requirements.

Management Accountants and FP&A Specialists are required for budgetary work and to plan and manage an organisation's cashflow.

Project Accountants, Financial Accountants with system or standards implementation experience, Analysts and Auditors are all sought to work on investigations, compliance and analysis work. These professionals are quickly secured in a candidate short market.

At the accountancy support level, Payrollers are in demand to ensure staff are paid correctly. Employers often look for someone with existing proficiency in their payroll software and knowledge of awards and EBAs.

Assistant Accountants with a broad skillset and the ability to assist with month end are needed, as are experienced Accounts Receivable and Credit professionals to help manage cash flow.

In private practice, all levels of candidates are in demand, particularly Business Services Managers. At the manager level, employers look for qualified candidates with at least seven years of experience and substantial direct client management experience.

### Essential soft skills

In terms of soft skills, the ability to communicate financial data in a way that non-finance stakeholders can understand tops the list. Business partnering skills are also necessary.

Employers also look for candidates with a high level of digital literacy, particularly data analytics, advanced Excel and Power BI or similar.

Attention to detail is important. Following the financial strains of 2020, employers want to ensure accurate reporting, in fact they demand it – there is no margin for error.

### Salary and benefits trends

Salaries were steady over the last 12 months. Today, we are starting to see slight increases for CA and CPA qualified Accountants and in the project space in response to high competition for top talent, particularly Auditors, Project Accountants, Financial Accountants and Analysts.

In terms of benefits, jobseekers now expect a hybrid working model and the ability to regularly work from home. We

have seen a noticeable increase in the number of people relocating, often interstate, and continuing to work remotely in their existing role.

Upskilling and career progression are important benefits too, particularly to candidates who feel that they put their career on hold during the pandemic and now want to achieve their next promotion. Bonuses should also recover in the year ahead.

### Advice for jobseekers

In your CV, include quantifiable evidence of your achievements to help you stand out. During an interview, communicate your commitment to the role and organisation. Employers are wary of candidates who have changed positions too regularly and do not appear wholly committed to the job.

## NEW ZEALAND

New Zealand's accountancy and finance jobs market turned a corner in late 2020 and today employers are reinvesting in their headcount. Technology upgrades, new projects and the addition of resources to help organisations return to growth ensure good vacancies are available.

Salaries remain steady year-on-year, although Payrollers in Auckland have seen pay rises due to a shortage of skills. Looking ahead, we may see slight salary increases across the board in line with inflation. Employers in regional New Zealand may also increase salaries to attract top talent.

Employee benefits are in focus this year, with the ability to work from home prioritised by candidates. Following the economic impact of COVID-19, professionals are looking for stability, work-life balance and mental health support.

In terms of skills in demand, Commercial Analysts, Financial Controllers and financial systems experts are all needed. At the accounting support level, Senior Payroll Officers with experience in relevant systems and Assistant Accountants are sought.

In professional practice, strong intermediate-to-senior Accountants with a solid accounting foundation and a desire to expand their skills within the advisory space are

in demand. Within audit teams, a candidate shortage is still evident at the intermediate-to-senior level as well.

Employers are looking for candidates with strong ERP and Microsoft Excel skills. With organisations improving their systems, new hires must possess strong digital literacy. The ability to work across multiple technology platforms is valued. Data fluency is a prerequisite too, with staff expected to review and draw suitable actionable recommendations from data.

Communication is the top soft skill required in accountants in a hybrid working world, among other sought-after capabilities such as empathy, resilience and a willingness to work outside the job description when required.

When looking for their next role, accountancy candidates are prioritising career progression and work-life balance. Most expect a hybrid working model and regular days working from home. Employers who do not offer such flexibility face attraction challenges.

If you are looking for a new job in this sector, clearly communicate your skills and what you can bring to an organisation. Resilience is important too. While opportunities are available, it still takes time to secure a role.

# 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)
NSW - Sydney	<b>153</b> 102 - 173	<b>173</b> 148 - 204	<b>265</b> 204 - 306
NSW - Regional	<b>133</b> 117 - 153	<b>153</b> 133 - 204	<b>163</b> 143 - 204
VIC - Melbourne	<b>128</b> 112 - 143	<b>153</b> 128 - 179	<b>173</b> 163 - 255
VIC - Regional	<b>153</b> 122 - 184	<b>138</b> 128 - 153	<b>163</b> 143 - 204
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>125</b> 105 - 140	<b>140</b> 115 - 170	<b>180</b> 150 - 220
QLD - Regional	<b>112</b> 92 - 122	<b>143</b> 112 - 163	<b>143</b> 112 - 184
SA - Adelaide	<b>135</b> 110 - 150	<b>138</b> 107 - 163	<b>165</b> 150 - 190
WA - Perth	<b>143</b> 128 - 158	<b>143</b> 138 - 155	<b>184</b> 163 - 204
ACT - Canberra	<b>122</b> 112 - 133	<b>143</b> 122 - 163	<b>153</b> 143 - 204
TAS - Hobart/Launceston	<b>135</b> 100 - 145	<b>145</b> 110 - 160	<b>160</b> 125 - 190
NT - Darwin	<b>133</b> 112 - 143	<b>143</b> 133 - 163	<b>173</b> 153 - 194
NZ - Auckland	<b>133</b> 102 - 153	<b>153</b> 133 - 184	<b>173</b> 143 - 224
NZ - Wellington	<b>122</b> 92 - 143	<b>143</b> 112 - 163	<b>153</b> 122 - 204
NZ - Christchurch	<b>122</b> 92 - 133	<b>133</b> 112 - 173	<b>153</b> 122 - 204

	Finance Manager (Turnover up to \$100m)	Finance Manager (Turnover \$100m - \$300m)	Finance Manager (Turnover > \$300m)
NSW - Sydney	<b>128</b> 102 - 153	<b>153</b> 133 - 173	<b>173</b> 143 - 204
NSW - Regional	<b>122</b> 102 - 153	<b>153</b> 133 - 173	<b>153</b> 133 - 184
VIC - Melbourne	<b>117</b> 102 - 122	<b>133</b> 122 - 153	<b>128</b> 102 - 133
VIC - Regional	<b>122</b> 102 - 128	<b>122</b> 102 - 128	<b>138</b> 128 - 163
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>110</b> 90 - 125	<b>135</b> 120 - 160	<b>160</b> 130 - 200
QLD - Regional	<b>102</b> 92 - 122	<b>122</b> 102 - 133	<b>143</b> 122 - 163
SA - Adelaide	<b>112</b> 95 - 120	<b>128</b> 100 - 153	<b>143</b> 112 - 153
WA - Perth	<b>117</b> 102 - 128	<b>133</b> 122 - 143	<b>143</b> 133 - 153
ACT - Canberra	<b>117</b> 102 - 122	<b>133</b> 122 - 143	<b>143</b> 133 - 163
TAS - Hobart/Launceston	<b>110</b> 95 - 125	<b>125</b> 100 - 135	<b>145</b> 115 - 165
NT - Darwin	<b>112</b> 92 - 133	<b>133</b> 102 - 153	<b>133</b> 112 - 153
NZ - Auckland	<b>112</b> 102 - 133	<b>128</b> 112 - 153	<b>153</b> 122 - 163
NZ - Wellington	<b>112</b> 82 - 122	<b>122</b> 92 - 133	<b>133</b> 102 - 153
NZ - Christchurch	<b>112</b> 92 - 122	<b>122</b> 102 - 143	<b>133</b> 102 - 153

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

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

#### NOTES:

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

# ACCOUNTANCY & FINANCE

## COMMERCE & INDUSTRY | SENIOR FINANCE

SENIOR QUALIFIED ACCOUNTANTS	Commercial Manager (Turnover up to \$100m)	Commercial Manager (Turnover \$100m - \$300m)	Senior Commercial Manager/Director (Turnover > \$300m)
NSW - Sydney	<b>143</b> 102 - 153	<b>204</b> 153 - 224	<b>255</b> 235 - 286
NSW - Regional	<b>143</b> 122 - 163	<b>153</b> 143 - 184	<b>224</b> 153 - 255
VIC - Melbourne	<b>128</b> 102 - 133	<b>153</b> 143 - 184	<b>224</b> 184 - 255
VIC - Regional	<b>138</b> 128 - 153	<b>153</b> 128 - 184	<b>204</b> 179 - 230
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>150</b> 130 - 175	<b>180</b> 150 - 200	<b>190</b> 160 - 215
QLD - Regional	<b>153</b> 122 - 163	<b>184</b> 133 - 235	<b>184</b> 133 - 235
SA - Adelaide	<b>153</b> 117 - 173	<b>163</b> 143 - 184	<b>175</b> 150 - 200
WA - Perth	<b>135</b> 125 - 150	<b>170</b> 145 - 190	<b>204</b> 184 - 224
ACT - Canberra	<b>133</b> 122 - 143	<b>153</b> 122 - 184	<b>163</b> 143 - 194
TAS - Hobart/Launceston	<b>135</b> 115 - 155	<b>140</b> 120 - 165	<b>185</b> 155 - 225
NT - Darwin	<b>143</b> 122 - 163	<b>122</b> 112 - 133	<b>148</b> 133 - 163
NZ - Auckland	<b>122</b> 102 - 133	<b>153</b> 112 - 163	<b>163</b> 133 - 224
NZ - Wellington	<b>112</b> 102 - 133	<b>122</b> 112 - 143	<b>153</b> 122 - 173
NZ - Christchurch	<b>112</b> 102 - 143	<b>133</b> 102 - 153	<b>153</b> 122 - 184

	Group Accountant (Turnover up to \$100m)	Group Accountant (Turnover \$100m - \$300m)	Group Accountant (Turnover > \$300m)
NSW - Sydney	<b>102</b> 92 - 122	<b>122</b> 92 - 153	<b>133</b> 102 - 153
NSW - Regional	<b>112</b> 92 - 122	<b>122</b> 92 - 133	<b>133</b> 102 - 143
VIC - Melbourne	<b>92</b> 82 - 102	<b>112</b> 92 - 122	<b>122</b> 102 - 133
VIC - Regional	<b>102</b> 92 - 117	<b>112</b> 102 - 122	<b>133</b> 122 - 143
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>100</b> 85 - 120	<b>110</b> 95 - 125	<b>130</b> 105 - 150
QLD - Regional	<b>87</b> 77 - 102	<b>97</b> 82 - 112	<b>117</b> 92 - 128
SA - Adelaide	<b>95</b> 90 - 112	<b>102</b> 90 - 122	<b>122</b> 102 - 143
WA - Perth	<b>107</b> 95 - 120	<b>122</b> 102 - 133	<b>133</b> 128 - 138
ACT - Canberra	<b>102</b> 82 - 112	<b>112</b> 102 - 122	<b>122</b> 112 - 133
TAS - Hobart/Launceston	<b>95</b> 85 - 120	<b>105</b> 95 - 125	<b>125</b> 115 - 150
NT - Darwin	<b>97</b> 92 - 112	<b>112</b> 102 - 122	<b>122</b> 122 - 143
NZ - Auckland	<b>92</b> 82 - 102	<b>112</b> 97 - 122	<b>117</b> 102 - 133
NZ - Wellington	<b>92</b> 82 - 112	<b>112</b> 102 - 122	<b>122</b> 102 - 143
NZ - Christchurch	<b>92</b> 77 - 102	<b>112</b> 92 - 122	<b>122</b> 102 - 143

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

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

#### NOTES:

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

# ACCOUNTANCY & FINANCE

## COMMERCE & INDUSTRY | SENIOR FINANCE

SENIOR QUALIFIED ACCOUNTANTS	Divisional Accountant (Turnover up to \$100m)	Divisional Accountant (T. o. \$100m - \$300m)	Divisional Accountant (T. o. > \$300m)	Project Accountant
NSW - Sydney	<b>97</b> 82 - 102	<b>112</b> 92 - 122	<b>122</b> 102 - 143	<b>107</b> 87 - 138
NSW - Regional	<b>102</b> 82 - 122	<b>112</b> 92 - 122	<b>122</b> 102 - 143	<b>102</b> 87 - 138
VIC - Melbourne	<b>87</b> 77 - 92	<b>92</b> 82 - 102	<b>107</b> 102 - 122	<b>117</b> 92 - 128
VIC - Regional	<b>89</b> 77 - 97	<b>112</b> 92 - 122	<b>122</b> 112 - 133	<b>112</b> 87 - 122
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>90</b> 80 - 100	<b>105</b> 90 - 120	<b>120</b> 100 - 140	<b>115</b> 90 - 130
QLD - Regional	<b>82</b> 71 - 87	<b>92</b> 82 - 102	<b>102</b> 92 - 122	<b>97</b> 87 - 122
SA - Adelaide	<b>90</b> 82 - 100	<b>97</b> 87 - 112	<b>112</b> 92 - 122	<b>112</b> 92 - 122
WA - Perth	<b>102</b> 97 - 112	<b>120</b> 102 - 133	<b>127</b> 112 - 143	<b>112</b> 92 - 138
ACT - Canberra	<b>92</b> 87 - 102	<b>102</b> 92 - 112	<b>117</b> 112 - 122	<b>107</b> 92 - 122
TAS - Hobart/Launceston	<b>85</b> 75 - 90	<b>92</b> 82 - 102	<b>97</b> 87 - 128	<b>100</b> 90 - 110
NT - Darwin	<b>82</b> 82 - 102	<b>92</b> 92 - 112	<b>102</b> 102 - 122	<b>112</b> 92 - 122
NZ - Auckland	<b>87</b> 77 - 97	<b>97</b> 87 - 107	<b>112</b> 92 - 128	<b>112</b> 97 - 138
NZ - Wellington	<b>82</b> 71 - 92	<b>92</b> 82 - 102	<b>102</b> 92 - 122	<b>112</b> 92 - 143
NZ - Christchurch	<b>82</b> 71 - 97	<b>97</b> 87 - 107	<b>107</b> 92 - 122	<b>112</b> 92 - 138

	Corporate Accountant (Turnover up to \$100m)	Corporate Accountant (T. o. \$100m - \$300m)	Corporate Accountant (T. o. > \$300m)
NSW - Sydney	<b>107</b> 92 - 122	<b>122</b> 92 - 133	<b>138</b> 117 - 153
NSW - Regional	<b>107</b> 92 - 122	<b>122</b> 92 - 133	<b>128</b> 112 - 143
VIC - Melbourne	<b>87</b> 82 - 92	<b>102</b> 92 - 122	<b>112</b> 107 - 122
VIC - Regional	<b>87</b> 82 - 92	<b>102</b> 87 - 112	<b>107</b> 97 - 117
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>100</b> 90 - 115	<b>115</b> 100 - 130	<b>125</b> 110 - 135
QLD - Regional	<b>87</b> 77 - 107	<b>97</b> 82 - 122	<b>112</b> 82 - 143
SA - Adelaide	<b>88</b> 80 - 100	<b>97</b> 87 - 112	<b>107</b> 92 - 122
WA - Perth	<b>102</b> 92 - 112	<b>117</b> 102 - 130	<b>128</b> 112 - 148
ACT - Canberra	<b>97</b> 87 - 102	<b>102</b> 92 - 112	<b>112</b> 102 - 122
TAS - Hobart/Launceston	<b>92</b> 75 - 100	<b>100</b> 85 - 105	<b>110</b> 95 - 115
NT - Darwin	<b>82</b> 71 - 92	<b>97</b> 82 - 112	<b>102</b> 92 - 122
NZ - Auckland	<b>82</b> 71 - 92	<b>102</b> 87 - 117	<b>112</b> 102 - 133
NZ - Wellington	<b>87</b> 77 - 92	<b>97</b> 82 - 112	<b>112</b> 102 - 122
NZ - Christchurch	<b>87</b> 77 - 92	<b>97</b> 87 - 112	<b>112</b> 97 - 122

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

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

#### NOTES:

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

# ACCOUNTANCY & FINANCE

## COMMERCE & INDUSTRY | SENIOR FINANCE

SENIOR QUALIFIED ACCOUNTANTS	Financial Accountant (Turnover up to \$100m)	Financial Accountant (Turnover \$100m - \$300m)	Financial Accountant (Turnover > \$300m)
NSW - Sydney	<b>92</b> 77 - 102	<b>102</b> 82 - 107	<b>112</b> 92 - 122
NSW - Regional	<b>92</b> 77 - 102	<b>102</b> 82 - 122	<b>112</b> 92 - 143
VIC - Melbourne	<b>82</b> 71 - 92	<b>92</b> 77 - 102	<b>102</b> 87 - 122
VIC - Regional	<b>82</b> 77 - 97	<b>87</b> 82 - 112	<b>102</b> 92 - 122
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>90</b> 75 - 100	<b>95</b> 85 - 110	<b>115</b> 95 - 125
QLD - Regional	<b>77</b> 71 - 87	<b>87</b> 77 - 102	<b>102</b> 92 - 122
SA - Adelaide	<b>88</b> 78 - 95	<b>95</b> 80 - 105	<b>100</b> 85 - 122
WA - Perth	<b>97</b> 92 - 102	<b>112</b> 97 - 128	<b>128</b> 112 - 143
ACT - Canberra	<b>87</b> 77 - 92	<b>92</b> 87 - 97	<b>107</b> 97 - 117
TAS - Hobart/Launceston	<b>85</b> 71 - 92	<b>95</b> 74 - 110	<b>105</b> 80 - 130
NT - Darwin	<b>87</b> 77 - 97	<b>97</b> 87 - 102	<b>102</b> 92 - 112
NZ - Auckland	<b>82</b> 77 - 92	<b>92</b> 82 - 102	<b>112</b> 92 - 122
NZ - Wellington	<b>82</b> 71 - 92	<b>92</b> 82 - 102	<b>112</b> 92 - 122
NZ - Christchurch	<b>87</b> 71 - 97	<b>92</b> 77 - 107	<b>112</b> 92 - 122

	Management Accountant (Turnover up to \$100m)	Management Accountant (Turnover \$100m - \$300m)	Management Accountant (Turnover > \$300m)
NSW - Sydney	<b>92</b> 82 - 102	<b>112</b> 97 - 122	<b>122</b> 102 - 143
NSW - Regional	<b>92</b> 82 - 102	<b>112</b> 82 - 122	<b>122</b> 102 - 143
VIC - Melbourne	<b>87</b> 77 - 92	<b>102</b> 82 - 107	<b>102</b> 92 - 122
VIC - Regional	<b>87</b> 77 - 102	<b>102</b> 87 - 112	<b>117</b> 92 - 133
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>90</b> 80 - 95	<b>105</b> 95 - 125	<b>125</b> 115 - 140
QLD - Regional	<b>87</b> 71 - 122	<b>97</b> 82 - 122	<b>122</b> 92 - 153
SA - Adelaide	<b>90</b> 75 - 100	<b>90</b> 80 - 105	<b>95</b> 90 - 115
WA - Perth	<b>103</b> 92 - 110	<b>112</b> 102 - 128	<b>122</b> 102 - 138
ACT - Canberra	<b>92</b> 82 - 102	<b>97</b> 92 - 102	<b>107</b> 97 - 117
TAS - Hobart/Launceston	<b>84</b> 72 - 95	<b>94</b> 80 - 110	<b>105</b> 90 - 130
NT - Darwin	<b>87</b> 77 - 97	<b>97</b> 87 - 102	<b>102</b> 92 - 112
NZ - Auckland	<b>87</b> 77 - 92	<b>92</b> 82 - 102	<b>117</b> 97 - 133
NZ - Wellington	<b>82</b> 71 - 92	<b>92</b> 82 - 102	<b>117</b> 92 - 133
NZ - Christchurch	<b>87</b> 71 - 97	<b>92</b> 82 - 102	<b>122</b> 102 - 133

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

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

#### NOTES:

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

# ACCOUNTANCY & FINANCE

## COMMERCE & INDUSTRY | SENIOR FINANCE

SENIOR QUALIFIED ACCOUNTANTS	Financial Analyst (T. o. up to \$100m)	Financial Analyst (T. o. \$100m - \$300m)	Financial Analyst (T. o. > \$300m)	Manager/Head of Financial Planning/ Analysis
NSW - Sydney	<b>92</b> 77 - 102	<b>112</b> 90 - 125	<b>122</b> 117 - 143	<b>230</b> 184 - 286
NSW - Regional	<b>92</b> 77 - 102	<b>112</b> 92 - 122	<b>133</b> 112 - 143	<b>168</b> 143 - 204
VIC - Melbourne	<b>87</b> 82 - 92	<b>102</b> 87 - 112	<b>122</b> 102 - 143	<b>153</b> 143 - 184
VIC - Regional	<b>92</b> 82 - 102	<b>102</b> 87 - 112	<b>112</b> 92 - 128	<b>143</b> 128 - 163
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>95</b> 85 - 100	<b>105</b> 90 - 115	<b>130</b> 120 - 145	<b>165</b> 140 - 190
QLD - Regional	<b>92</b> 82 - 102	<b>97</b> 77 - 112	<b>102</b> 82 - 122	<b>133</b> 112 - 133
SA - Adelaide	<b>90</b> 85 - 100	<b>97</b> 85 - 112	<b>107</b> 92 - 122	<b>153</b> 122 - 194
WA - Perth	<b>97</b> 92 - 102	<b>112</b> 102 - 122	<b>125</b> 102 - 140	<b>148</b> 138 - 168
ACT - Canberra	<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> 74 - 95	<b>95</b> 75 - 110	<b>102</b> 82 - 128	<b>138</b> 128 - 158
NT - Darwin	<b>92</b> 87 - 107	<b>97</b> 87 - 112	<b>112</b> 92 - 122	<b>133</b> 122 - 163
NZ - Auckland	<b>82</b> 77 - 97	<b>102</b> 82 - 122	<b>112</b> 102 - 133	<b>153</b> 122 - 194
NZ - Wellington	<b>82</b> 71 - 92	<b>97</b> 82 - 122	<b>112</b> 92 - 133	<b>143</b> 112 - 163
NZ - Christchurch	<b>82</b> 71 - 92	<b>92</b> 82 - 122	<b>112</b> 92 - 133	<b>143</b> 102 - 153

	Systems Accountant (T. o. up to \$100m)	Systems Accountant (T. o. \$100m - \$300m)	Systems Accountant (T. o. > \$300m)
NSW - Sydney	<b>87</b> 71 - 102	<b>112</b> 92 - 122	<b>128</b> 92 - 148
NSW - Regional	<b>87</b> 71 - 102	<b>122</b> 92 - 133	<b>133</b> 122 - 143
VIC - Melbourne	<b>92</b> 82 - 97	<b>97</b> 87 - 107	<b>107</b> 102 - 122
VIC - Regional	<b>89</b> 77 - 97	<b>97</b> 89 - 107	<b>112</b> 87 - 128
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>90</b> 80 - 100	<b>100</b> 90 - 110	<b>120</b> 95 - 140
QLD - Regional	<b>77</b> 71 - 92	<b>92</b> 82 - 102	<b>102</b> 87 - 122
SA - Adelaide	<b>95</b> 85 - 110	<b>100</b> 85 - 115	<b>115</b> 100 - 130
WA - Perth	<b>100</b> 92 - 110	<b>110</b> 102 - 122	<b>122</b> 112 - 143
ACT - Canberra	<b>97</b> 92 - 102	<b>102</b> 92 - 112	<b>117</b> 102 - 133
TAS - Hobart/Launceston	<b>90</b> 80 - 100	<b>97</b> 90 - 115	<b>117</b> 110 - 128
NT - Darwin	<b>87</b> 77 - 92	<b>92</b> 82 - 102	<b>112</b> 92 - 122
NZ - Auckland	<b>87</b> 77 - 97	<b>92</b> 82 - 102	<b>122</b> 92 - 153
NZ - Wellington	<b>87</b> 77 - 97	<b>92</b> 82 - 102	<b>122</b> 102 - 153
NZ - Christchurch	<b>87</b> 77 - 97	<b>92</b> 82 - 102	<b>122</b> 92 - 153

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

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

#### NOTES:

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

# ACCOUNTANCY & FINANCE

## COMMERCE & INDUSTRY | SENIOR FINANCE

SENIOR QUALIFIED ACCOUNTANTS	Financial Systems Manager (Turnover up to \$100m)	Financial Systems Manager (Turnover \$100m - \$300m)	Financial Systems Manager (Turnover > \$300m)
NSW - Sydney	<b>122</b> 102 - 143	<b>163</b> 128 - 184	<b>173</b> 153 - 204
NSW - Regional	<b>122</b> 102 - 122	<b>143</b> 102 - 163	<b>173</b> 133 - 204
VIC - Melbourne	<b>122</b> 102 - 143	<b>143</b> 122 - 163	<b>153</b> 112 - 184
VIC - Regional	<b>122</b> 107 - 138	<b>122</b> 107 - 138	<b>153</b> 112 - 184
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>110</b> 100 - 130	<b>125</b> 110 - 140	<b>130</b> 125 - 160
QLD - Regional	<b>92</b> 87 - 102	<b>112</b> 92 - 122	<b>122</b> 102 - 133
SA - Adelaide	<b>120</b> 95 - 140	<b>122</b> 95 - 145	<b>143</b> 107 - 158
WA - Perth	<b>112</b> 102 - 122	<b>122</b> 112 - 133	<b>153</b> 138 - 168
ACT - Canberra	<b>112</b> 102 - 122	<b>122</b> 112 - 133	<b>143</b> 133 - 153
TAS - Hobart/Launceston	<b>107</b> 87 - 128	<b>128</b> 107 - 138	<b>153</b> 117 - 184
NT - Darwin	<b>102</b> 92 - 112	<b>112</b> 102 - 122	<b>122</b> 112 - 133
NZ - Auckland	<b>102</b> 92 - 112	<b>122</b> 102 - 133	<b>133</b> 112 - 153
NZ - Wellington	<b>92</b> 82 - 102	<b>102</b> 92 - 112	<b>133</b> 112 - 153
NZ - Christchurch	<b>92</b> 87 - 97	<b>102</b> 92 - 112	<b>133</b> 122 - 153

TREASURY	Treasury Accountant (Turnover up to \$100m)	Treasury Accountant (Turnover \$100m - \$300m)	Treasury Accountant (Turnover > \$300m)
NSW - Sydney	<b>97</b> 82 - 102	<b>117</b> 92 - 128	<b>138</b> 102 - 153
NSW - Regional	<b>92</b> 77 - 102	<b>112</b> 92 - 122	<b>122</b> 102 - 133
VIC - Melbourne	<b>77</b> 61 - 82	<b>92</b> 82 - 107	<b>128</b> 112 - 153
VIC - Regional	<b>71</b> 56 - 84	<b>82</b> 71 - 92	<b>102</b> 82 - 122
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>85</b> 80 - 95	<b>100</b> 90 - 105	<b>130</b> 110 - 150
QLD - Regional	<b>77</b> 71 - 82	<b>87</b> 77 - 102	<b>102</b> 97 - 122
SA - Adelaide	<b>85</b> 80 - 97	<b>97</b> 82 - 107	<b>112</b> 102 - 133
WA - Perth	<b>92</b> 92 - 97	<b>97</b> 92 - 102	<b>122</b> 102 - 133
ACT - Canberra	<b>82</b> 77 - 92	<b>97</b> 87 - 102	<b>117</b> 102 - 128
TAS - Hobart/Launceston	<b>77</b> 61 - 87	<b>87</b> 66 - 97	<b>107</b> 71 - 128
NT - Darwin	<b>82</b> 71 - 92	<b>92</b> 82 - 102	<b>112</b> 102 - 122
NZ - Auckland	<b>77</b> 66 - 87	<b>97</b> 82 - 102	<b>102</b> 82 - 122
NZ - Wellington	<b>82</b> 71 - 92	<b>97</b> 87 - 107	<b>107</b> 97 - 117
NZ - Christchurch	<b>77</b> 71 - 87	<b>87</b> 77 - 97	<b>102</b> 82 - 122

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

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

#### NOTES:

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



## ACCOUNTANCY & FINANCE

### COMMERCE & INDUSTRY | SENIOR FINANCE

TREASURY	Treasury Manager (T.o. up to \$100m)	Treasury Manager (T.o. \$100m-\$300m)	Treasury Manager* (T.o. > \$300m)	Head of Treasury*
NSW - Sydney	<b>133</b> 102 - 153	<b>184</b> 153 - 204	<b>255</b> 204 - 286	<b>408</b> 286 - 510
NSW - Regional	<b>122</b> 102 - 143	<b>163</b> 133 - 204	<b>184</b> 143 - 204	<b>204</b> 184 - 255
VIC - Melbourne	<b>102</b> 92 - 117	<b>122</b> 102 - 133	<b>153</b> 128 - 179	<b>255</b> 204 - 281
VIC - Regional	<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>105</b> 95 - 120	<b>130</b> 100 - 150	<b>170</b> 150 - 220	<b>190</b> 160 - 220
QLD - Regional	<b>102</b> 92 - 112	<b>117</b> 102 - 122	<b>133</b> 112 - 153	N/A
SA - Adelaide	<b>102</b> 97 - 122	<b>122</b> 105 - 143	<b>163</b> 128 - 184	<b>184</b> 153 - 214
WA - Perth	<b>122</b> 102 - 133	<b>138</b> 122 - 148	<b>189</b> 173 - 204	<b>204</b> 189 - 235
ACT - Canberra	<b>122</b> 102 - 133	<b>143</b> 122 - 163	<b>173</b> 153 - 224	<b>204</b> 184 - 255
TAS - Hobart/Launceston	<b>97</b> 92 - 107	<b>117</b> 102 - 128	<b>133</b> 117 - 153	N/A
NT - Darwin	<b>102</b> 87 - 112	<b>112</b> 102 - 133	<b>143</b> 122 - 153	<b>219</b> 184 - 255
NZ - Auckland	<b>102</b> 82 - 112	<b>133</b> 112 - 143	<b>153</b> 112 - 184	<b>173</b> 143 - 204
NZ - Wellington	<b>102</b> 82 - 122	<b>122</b> 112 - 133	<b>153</b> 122 - 184	<b>163</b> 133 - 204
NZ - Christchurch	<b>92</b> 82 - 102	<b>102</b> 87 - 112	<b>112</b> 102 - 122	<b>143</b> 122 - 163

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

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

#### NOTES:

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

## COMMERCE & INDUSTRY | MINING

	Mine Accountant
NSW - Regional	<b>133</b> 112 - 148
QLD - Regional	<b>122</b> 92 - 153
SA - Adelaide	<b>105</b> 95 - 140
WA - Perth	<b>143</b> 122 - 163
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

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

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

#### NOTES:

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

# ACCOUNTANCY & FINANCE

## COMMERCE & INDUSTRY | FINANCIAL SERVICES

PRODUCT AND FUNDS	Product Control	Product Control Manager	Fund/Investment Accountant
NSW - Sydney	<b>112</b> 92 - 133	<b>153</b> 122 - 184	<b>87</b> 77 - 92
NSW - Regional	<b>92</b> 87 - 97	<b>102</b> 92 - 112	<b>71</b> 61 - 77
VIC - Melbourne	<b>97</b> 82 - 102	<b>138</b> 122 - 153	<b>77</b> 66 - 92
VIC - Regional	<b>87</b> 66 - 92	<b>97</b> 92 - 107	<b>77</b> 66 - 87
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>90</b> 80 - 100	<b>120</b> 110 - 130	<b>85</b> 70 - 90
QLD - Regional	<b>87</b> 82 - 97	<b>112</b> 92 - 122	<b>71</b> 61 - 87
SA - Adelaide	<b>90</b> 75 - 92	<b>112</b> 102 - 133	<b>73</b> 70 - 82
WA - Perth	<b>82</b> 66 - 87	<b>97</b> 92 - 112	<b>82</b> 71 - 97
ACT - Canberra	N/A	N/A	<b>82</b> 71 - 92
TAS - Hobart/Launceston	<b>87</b> 71 - 92	<b>112</b> 97 - 143	<b>77</b> 66 - 97
NT - Darwin	<b>82</b> 66 - 87	<b>92</b> 87 - 102	<b>82</b> 66 - 92
NZ - Auckland	<b>77</b> 66 - 87	<b>87</b> 77 - 97	<b>82</b> 77 - 87
NZ - Wellington	<b>77</b> 66 - 87	<b>87</b> 77 - 97	<b>82</b> 71 - 92
NZ - Christchurch	<b>77</b> 66 - 87	<b>87</b> 77 - 97	<b>82</b> 71 - 92

	Senior Fund/ Investment Accountant	Fund/Investment Accountant Acctg. Manager
NSW - Sydney	<b>102</b> 87 - 122	<b>133</b> 102 - 163
NSW - Regional	<b>82</b> 71 - 87	<b>102</b> 82 - 112
VIC - Melbourne	<b>92</b> 82 - 112	<b>122</b> 112 - 153
VIC - Regional	<b>87</b> 82 - 92	<b>102</b> 92 - 117
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>100</b> 85 - 115	<b>110</b> 95 - 135
QLD - Regional	<b>82</b> 71 - 102	<b>102</b> 92 - 122
SA - Adelaide	<b>82</b> 82 - 97	<b>102</b> 87 - 133
WA - Perth	<b>92</b> 92 - 102	<b>112</b> 97 - 122
ACT - Canberra	<b>102</b> 92 - 112	<b>122</b> 102 - 133
TAS - Hobart/Launceston	<b>87</b> 82 - 107	<b>107</b> 97 - 117
NT - Darwin	<b>92</b> 87 - 102	<b>112</b> 102 - 122
NZ - Auckland	<b>92</b> 82 - 102	<b>107</b> 87 - 117
NZ - Wellington	<b>92</b> 82 - 102	<b>102</b> 92 - 112
NZ - Christchurch	<b>87</b> 82 - 97	<b>102</b> 92 - 112

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

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

#### NOTES:

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

# ACCOUNTANCY & FINANCE

## COMMERCE & INDUSTRY | FINANCIAL SERVICES

STATUTORY AND TAX	Tax Accountant	Tax Manager	Head of Tax	Reporting Accountant
NSW - Sydney	<b>92</b> 82 - 112	<b>184</b> 122 - 235	<b>214</b> 163 - 265	<b>112</b> 97 - 133
NSW - Regional	<b>87</b> 77 - 102	<b>153</b> 122 - 184	<b>184</b> 153 - 224	<b>112</b> 92 - 143
VIC - Melbourne	<b>102</b> 87 - 112	<b>102</b> 87 - 112	<b>184</b> 153 - 204	<b>122</b> 92 - 133
VIC - Regional	<b>82</b> 77 - 87	<b>117</b> 107 - 133	<b>153</b> 122 - 163	<b>97</b> 87 - 107
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>90</b> 80 - 105	<b>150</b> 105 - 170	<b>180</b> 150 - 220	<b>90</b> 85 - 100
QLD - Regional	<b>82</b> 71 - 97	<b>128</b> 102 - 153	<b>163</b> 143 - 204	<b>92</b> 87 - 102
SA - Adelaide	<b>85</b> 75 - 100	<b>133</b> 105 - 160	<b>163</b> 163 - 224	<b>95</b> 85 - 102
WA - Perth	<b>97</b> 92 - 107	<b>138</b> 122 - 153	<b>184</b> 163 - 214	N/A
ACT - Canberra	<b>92</b> 82 - 107	<b>128</b> 112 - 143	<b>153</b> 122 - 184	<b>92</b> 87 - 102
TAS - Hobart/Launceston	<b>82</b> 77 - 92	<b>128</b> 107 - 158	<b>158</b> 128 - 168	N/A
NT - Darwin	<b>92</b> 77 - 97	<b>122</b> 102 - 133	<b>163</b> 143 - 204	<b>82</b> 77 - 92
NZ - Auckland	<b>92</b> 66 - 102	<b>112</b> 102 - 122	<b>153</b> 122 - 184	<b>92</b> 82 - 102
NZ - Wellington	<b>87</b> 71 - 102	<b>112</b> 92 - 122	<b>122</b> 102 - 143	<b>92</b> 82 - 102
NZ - Christchurch	<b>92</b> 71 - 102	<b>112</b> 92 - 122	<b>117</b> 102 - 133	<b>92</b> 82 - 102

	Reporting Manager	Regulatory Accounting Manager	Statutory Accountant	Financial Reporting Manager
NSW - Sydney	<b>133</b> 122 - 153	<b>133</b> 122 - 153	<b>102</b> 82 - 117	<b>194</b> 153 - 224
NSW - Regional	<b>143</b> 122 - 153	<b>122</b> 102 - 133	<b>112</b> 92 - 122	<b>133</b> 122 - 153
VIC - Melbourne	<b>133</b> 102 - 153	<b>143</b> 122 - 163	<b>117</b> 102 - 133	<b>138</b> 102 - 153
VIC - Regional	<b>122</b> 107 - 143	<b>107</b> 92 - 117	<b>97</b> 92 - 117	<b>107</b> 97 - 122
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>95</b> 90 - 110	<b>130</b> 105 - 150	<b>95</b> 90 - 110	<b>140</b> 120 - 160
QLD - Regional	<b>92</b> 87 - 102	<b>128</b> 102 - 143	<b>92</b> 87 - 97	<b>133</b> 112 - 153
SA - Adelaide	<b>100</b> 85 - 120	<b>122</b> 105 - 140	<b>102</b> 85 - 112	<b>133</b> 122 - 153
WA - Perth	N/A	<b>122</b> 102 - 143	<b>112</b> 97 - 133	<b>138</b> 112 - 153
ACT - Canberra	<b>122</b> 97 - 133	<b>112</b> 97 - 122	<b>97</b> 82 - 122	<b>133</b> 112 - 153
TAS - Hobart/Launceston	N/A	<b>102</b> 92 - 117	<b>97</b> 92 - 117	<b>107</b> 97 - 122
NT - Darwin	<b>102</b> 92 - 122	<b>122</b> 92 - 133	<b>97</b> 87 - 112	<b>133</b> 122 - 153
NZ - Auckland	<b>122</b> 112 - 133	<b>112</b> 102 - 122	<b>92</b> 87 - 112	<b>122</b> 112 - 153
NZ - Wellington	<b>122</b> 112 - 133	<b>117</b> 97 - 128	<b>97</b> 87 - 112	<b>122</b> 112 - 143
NZ - Christchurch	<b>122</b> 112 - 133	<b>112</b> 92 - 122	<b>97</b> 82 - 112	<b>112</b> 92 - 143

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

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

#### NOTES:

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

# ACCOUNTANCY & FINANCE

## COMMERCE & INDUSTRY | 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>82</b> 71 - 92	<b>117</b> 97 - 128	<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>87</b> 77 - 92	<b>107</b> 92 - 133	<b>94</b> 82 - 100	<b>107</b> 105 - 140	<b>153</b> 133 - 204
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

INTERNAL AUDIT	Internal Auditor	Senior Internal Auditor	Internal Audit Manager	Head of Internal Audit
NSW - Sydney	<b>92</b> 85 - 100	<b>102</b> 100 - 150	<b>153</b> 122 - 184	<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>87</b> 77 - 97	<b>107</b> 97 - 117	<b>128</b> 117 - 143	<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>85</b> 80 - 95	<b>112</b> 90 - 133	<b>122</b> 102 - 143	<b>153</b> 143 - 194
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

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

- Additional super
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- Professional memberships
- Laptops

#### NOTES:

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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>77</b> 71 - 77	<b>82</b> 77 - 82	<b>87</b> 82 - 92
NSW - Regional	<b>71</b> 66 - 77	<b>82</b> 71 - 87	<b>82</b> 82 - 87
VIC - Melbourne	<b>66</b> 61 - 71	<b>77</b> 71 - 82	<b>87</b> 82 - 92
VIC - Regional	<b>61</b> 56 - 71	<b>82</b> 71 - 92	<b>82</b> 71 - 92
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>70</b> 65 - 75	<b>70</b> 70 - 75	<b>75</b> 70 - 75
QLD - Regional	<b>71</b> 61 - 77	<b>71</b> 61 - 82	<b>77</b> 71 - 87
SA - Adelaide	<b>70</b> 65 - 75	<b>80</b> 70 - 85	<b>85</b> 75 - 95
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>71</b> 66 - 77	<b>82</b> 71 - 87	<b>92</b> 82 - 102
NZ - Wellington	<b>77</b> 66 - 82	<b>82</b> 77 - 92	<b>92</b> 82 - 112
NZ - Christchurch	<b>61</b> 56 - 66	<b>66</b> 61 - 71	<b>77</b> 71 - 82

### NOTES:

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- New Zealand salaries are represented in New Zealand dollars

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

ASSISTANT ACCOUNTANTS	Graduate (No experience)	Assistant Accountant (up to 2 yrs)	Assistant Accountant (2-4 yrs)	Assistant Accountant (4+ yrs)
NSW - Sydney	<b>51</b> 51 - 56	<b>61</b> 61 - 66	<b>66</b> 66 - 75	<b>71</b> 71 - 77
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>46</b> 46 - 51	<b>61</b> 56 - 66	<b>66</b> 61 - 71	<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>50</b> 46 - 50	<b>60</b> 55 - 60	<b>70</b> 65 - 75	<b>70</b> 65 - 75
QLD - Regional	<b>46</b> 46 - 48	<b>61</b> 56 - 66	<b>66</b> 61 - 71	<b>71</b> 66 - 77
SA - Adelaide	<b>50</b> 46 - 55	<b>58</b> 55 - 63	<b>62</b> 58 - 66	<b>68</b> 62 - 78
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>56</b> 50 - 60	<b>63</b> 58 - 66	<b>69</b> 61 - 77
NZ - Wellington	<b>46</b> 42 - 51	<b>55</b> 46 - 60	<b>63</b> 56 - 71	<b>71</b> 61 - 82
NZ - Christchurch	<b>46</b> 42 - 46	<b>55</b> 46 - 56	<b>59</b> 51 - 61	<b>66</b> 61 - 71

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# ACCOUNTANCY & FINANCE

## COMMERCE & INDUSTRY | ACCOUNTING SUPPORT

PAYROLL	Payroll Officer	Senior Payroll Officer	Payroll Team Lead	Payroll Systems Analyst
NSW - Sydney	<b>77</b> 71 - 82	<b>87</b> 82 - 92	<b>97</b> 87 - 102	<b>102</b> 97 - 102
NSW - Regional	<b>77</b> 71 - 82	<b>87</b> 82 - 92	<b>102</b> 92 - 112	<b>102</b> 97 - 102
VIC - Melbourne	<b>61</b> 51 - 71	<b>82</b> 71 - 92	<b>92</b> 82 - 112	<b>97</b> 87 - 107
VIC - Regional	<b>61</b> 56 - 66	<b>66</b> 61 - 77	<b>82</b> 77 - 97	N/A
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>68</b> 60 - 75	<b>75</b> 75 - 85	<b>95</b> 85 - 100	<b>90</b> 80 - 100
QLD - Regional	<b>66</b> 61 - 71	<b>77</b> 71 - 82	<b>82</b> 77 - 97	N/A
SA - Adelaide	<b>62</b> 57 - 67	<b>72</b> 68 - 78	<b>78</b> 72 - 83	<b>100</b> 85 - 93
WA - Perth	<b>66</b> 61 - 71	<b>82</b> 71 - 87	<b>92</b> 82 - 102	<b>102</b> 92 - 112
ACT - Canberra	<b>77</b> 71 - 82	<b>77</b> 77 - 87	<b>87</b> 82 - 92	<b>92</b> 87 - 97
TAS - Hobart/Launceston	<b>64</b> 58 - 69	<b>69</b> 62 - 80	<b>75</b> 68 - 90	<b>75</b> 75 - 95
NT - Darwin	<b>61</b> 56 - 66	<b>66</b> 61 - 71	<b>77</b> 71 - 82	<b>77</b> 71 - 82
NZ - Auckland	<b>60</b> 56 - 65	<b>70</b> 65 - 79	<b>87</b> 70 - 112	<b>87</b> 71 - 102
NZ - Wellington	<b>60</b> 56 - 65	<b>66</b> 65 - 85	<b>92</b> 71 - 112	<b>92</b> 71 - 112
NZ - Christchurch	<b>54</b> 51 - 56	<b>61</b> 56 - 71	<b>77</b> 66 - 92	<b>77</b> 66 - 92

	Remuneration and Payroll Manager	Supervisor/Manager (<1000 employees)	Supervisor/Manager (1000 - 3000 empl)	Supervisor/Manager (>3000 empl)
NSW - Sydney	<b>122</b> 102 - 133	<b>102</b> 100 - 120	<b>122</b> 120 - 145	<b>153</b> 133 - 173
NSW - Regional	<b>122</b> 102 - 133	<b>102</b> 92 - 112	<b>102</b> 92 - 112	<b>112</b> 102 - 122
VIC - Melbourne	<b>133</b> 102 - 163	<b>82</b> 71 - 92	<b>82</b> 77 - 97	<b>102</b> 87 - 153
VIC - Regional	N/A	<b>71</b> 66 - 92	<b>82</b> 71 - 92	<b>92</b> 77 - 102
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>120</b> 100 - 150	<b>90</b> 85 - 95	<b>95</b> 90 - 100	<b>120</b> 110 - 150
QLD - Regional	<b>102</b> 92 - 122	<b>87</b> 82 - 97	<b>97</b> 92 - 102	<b>122</b> 102 - 143
SA - Adelaide	<b>105</b> 95 - 120	<b>88</b> 80 - 95	<b>110</b> 90 - 130	<b>120</b> 95 - 105
WA - Perth	<b>122</b> 102 - 153	<b>97</b> 87 - 120	<b>133</b> 112 - 163	<b>143</b> 133 - 163
ACT - Canberra	<b>122</b> 102 - 143	<b>87</b> 77 - 102	<b>97</b> 87 - 112	<b>102</b> 92 - 112
TAS - Hobart/Launceston	<b>100</b> 95 - 120	<b>75</b> 70 - 95	<b>85</b> 72 - 110	<b>100</b> 75 - 125
NT - Darwin	<b>87</b> 82 - 102	<b>82</b> 77 - 87	<b>87</b> 82 - 92	<b>97</b> 92 - 102
NZ - Auckland	<b>128</b> 112 - 153	<b>82</b> 66 - 92	<b>117</b> 92 - 143	<b>133</b> 102 - 163
NZ - Wellington	<b>128</b> 102 - 153	<b>87</b> 71 - 102	<b>92</b> 82 - 102	<b>102</b> 92 - 122
NZ - Christchurch	<b>102</b> 71 - 112	<b>82</b> 71 - 92	<b>92</b> 82 - 102	<b>102</b> 92 - 112

### NOTES:

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# ACCOUNTANCY & FINANCE

## COMMERCE & INDUSTRY | ACCOUNTING SUPPORT

CREDIT CONTROL/ ACCOUNTS RECEIVABLE	Accounts Receivable Officer	Credit Controller	Senior Credit Controller	Supervisor/ Manager (1-5 staff)	Supervisor/ Manager (> 5 staff)
NSW - Sydney	<b>66</b> 61 - 66	<b>66</b> 61 - 71	<b>77</b> 71 - 82	<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>61</b> 51 - 66	<b>66</b> 56 - 82	<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>65</b> 55 - 65	<b>65</b> 60 - 70	<b>70</b> 65 - 75	<b>85</b> 80 - 90	<b>110</b> 90 - 130
QLD - Regional	<b>61</b> 56 - 66	<b>66</b> 61 - 71	<b>66</b> 66 - 71	<b>87</b> 82 - 92	<b>97</b> 87 - 117
SA - Adelaide	<b>62</b> 58 - 70	<b>65</b> 60 - 72	<b>75</b> 70 - 85	<b>80</b> 70 - 95	<b>105</b> 90 - 120
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>57</b> 51 - 66	<b>59</b> 56 - 61	<b>66</b> 61 - 77	<b>77</b> 66 - 82	<b>92</b> 77 - 102
NZ - Wellington	<b>56</b> 51 - 61	<b>56</b> 51 - 61	<b>66</b> 61 - 77	<b>77</b> 66 - 82	<b>87</b> 71 - 92
NZ - Christchurch	<b>54</b> 51 - 56	<b>56</b> 51 - 61	<b>61</b> 56 - 66	<b>66</b> 66 - 71	<b>71</b> 66 - 92

BOOKKEEPERS	To Trial Balance	To Balance Sheet	Senior Bookkeeper
NSW - Sydney	<b>77</b> 71 - 82	<b>82</b> 77 - 87	<b>92</b> 87 - 97
NSW - Regional	<b>77</b> 66 - 87	<b>82</b> 77 - 87	<b>92</b> 87 - 97
VIC - Melbourne	<b>61</b> 56 - 71	<b>66</b> 56 - 71	<b>87</b> 77 - 97
VIC - Regional	<b>56</b> 51 - 61	<b>61</b> 56 - 66	<b>66</b> 61 - 71
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>65</b> 60 - 70	<b>65</b> 60 - 70	<b>75</b> 70 - 80
QLD - Regional	<b>66</b> 61 - 71	<b>66</b> 61 - 71	<b>71</b> 66 - 77
SA - Adelaide	<b>70</b> 58 - 65	<b>65</b> 60 - 70	<b>72</b> 68 - 85
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>61</b> 59 - 66	<b>66</b> 61 - 71	<b>71</b> 66 - 82
NZ - Wellington	<b>61</b> 59 - 66	<b>66</b> 61 - 71	<b>71</b> 66 - 82
NZ - Christchurch	<b>61</b> 56 - 61	<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>61</b> 56 - 66	<b>69</b> 61 - 71	<b>82</b> 82 - 87	<b>102</b> 87 - 112
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>61</b> 51 - 66	<b>71</b> 61 - 82	<b>77</b> 71 - 87	<b>92</b> 77 - 102
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>63</b> 55 - 65	<b>70</b> 60 - 75	<b>80</b> 75 - 85	<b>95</b> 85 - 110
QLD - Regional	<b>61</b> 56 - 66	<b>66</b> 61 - 71	<b>82</b> 77 - 87	<b>97</b> 87 - 112
SA - Adelaide	<b>60</b> 55 - 63	<b>65</b> 60 - 70	<b>75</b> 72 - 85	<b>95</b> 85 - 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>56</b> 51 - 59	<b>61</b> 57 - 68	<b>69</b> 61 - 70	<b>92</b> 71 - 102
NZ - Wellington	<b>56</b> 51 - 61	<b>61</b> 56 - 66	<b>70</b> 60 - 80	<b>100</b> 80 - 120
NZ - Christchurch	<b>49</b> 46 - 51	<b>56</b> 49 - 61	<b>59</b> 56 - 64	<b>87</b> 71 - 102

ACCOUNTS OFFICERS	Entry Level Accounts Officer	Accounts Officer
NSW - Sydney	<b>51</b> 51 - 56	<b>61</b> 56 - 61
NSW - Regional	<b>51</b> 51 - 56	<b>56</b> 51 - 61
VIC - Melbourne	<b>56</b> 51 - 61	<b>61</b> 56 - 66
VIC - Regional	<b>46</b> 46 - 51	<b>46</b> 46 - 56
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>46</b> 46 - 50	<b>60</b> 55 - 65
QLD - Regional	<b>46</b> 46 - 46	<b>61</b> 56 - 66
SA - Adelaide	<b>53</b> 50 - 55	<b>60</b> 55 - 66
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>46</b> 42 - 51	<b>59</b> 51 - 61
NZ - Wellington	<b>46</b> 42 - 51	<b>56</b> 51 - 61
NZ - Christchurch	<b>46</b> 42 - 51	<b>56</b> 51 - 56

### NOTES:

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



# ACCOUNTANCY & FINANCE

## PROFESSIONAL PRACTICE

BUSINESS SERVICES UNDERGRADUATES	0-2 yrs exp	2-3 yrs exp	3+ yrs exp
NSW - Sydney	<b>42</b> 42 - 49	<b>47</b> 45 - 52	<b>52</b> 48 - 56
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>46</b> 42 - 51	<b>51</b> 46 - 56	<b>56</b> 51 - 56
QLD - Regional	<b>42</b> 42 - 43	<b>44</b> 43 - 45	<b>46</b> 44 - 49
SA - Adelaide	<b>43</b> 42 - 44	<b>45</b> 44 - 46	<b>46</b> 45 - 50
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> 42 - 50	<b>50</b> 45 - 55	<b>58</b> 50 - 65
NZ - Wellington	<b>46</b> 42 - 51	<b>56</b> 46 - 61	<b>58</b> 51 - 66
NZ - Christchurch	<b>45</b> 42 - 50	<b>46</b> 43 - 51	<b>56</b> 51 - 61

BUSINESS SERVICES GRADUATES	No exp	1-2 yrs exp	2-3 yrs exp	3+ yrs exp
NSW - Sydney	<b>43</b> 41 - 45	<b>48</b> 44 - 53	<b>55</b> 50 - 62	<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> 41 - 46	<b>46</b> 43 - 51	<b>51</b> 46 - 56	<b>56</b> 56 - 61
QLD - Regional	<b>42</b> 41 - 43	<b>44</b> 43 - 45	<b>46</b> 43 - 49	<b>56</b> 51 - 66
SA - Adelaide	<b>44</b> 42 - 48	<b>47</b> 44 - 51	<b>51</b> 47 - 56	<b>57</b> 53 - 61
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> 41 - 50	<b>50</b> 45 - 55	<b>56</b> 51 - 66	<b>61</b> 56 - 71
NZ - Wellington	<b>46</b> 41 - 51	<b>51</b> 46 - 56	<b>56</b> 51 - 66	<b>66</b> 56 - 82
NZ - Christchurch	<b>44</b> 43 - 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
- High level of training
- Performance based bonuses
- Professional development
- Study support for professional and academic studies

#### NOTES:

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

# ACCOUNTANCY & FINANCE

## PROFESSIONAL PRACTICE

BUSINESS SERVICES (TYPICALLY CA/CPA COMPLETE) SENIOR, SUPERVISOR, ASSISTANT MANAGERS	3-4 yrs exp	4-5 yrs exp	5-6 yrs exp	6+ yrs exp
NSW - Sydney	<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>66</b> 61 - 71	<b>71</b> 66 - 82	<b>77</b> 71 - 82	<b>87</b> 82 - 92
QLD - Regional	<b>61</b> 56 - 66	<b>66</b> 59 - 71	<b>71</b> 69 - 82	<b>77</b> 71 - 97
SA - Adelaide	<b>72</b> 67 - 75	<b>75</b> 71 - 77	<b>81</b> 76 - 86	<b>87</b> 80 - 90
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>66</b> 63 - 77	<b>77</b> 66 - 82	<b>87</b> 77 - 92	<b>97</b> 87 - 102
NZ - Wellington	<b>71</b> 66 - 77	<b>82</b> 77 - 92	<b>92</b> 82 - 102	<b>100</b> 87 - 112
NZ - Christchurch	<b>66</b> 61 - 71	<b>71</b> 66 - 82	<b>85</b> 77 - 92	<b>92</b> 87 - 92

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> 150+
NSW - Regional	<b>102</b> 92 - 112	<b>117</b> 102 - 138	<b>155</b> 125+
VIC - Melbourne	<b>112</b> 102 - 122	<b>133</b> 122 - 143	<b>175</b> 150+
VIC - Regional	<b>112</b> 92 - 122	<b>122</b> 112 - 133	<b>160</b> 130+
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>112</b> 102 - 122	<b>128</b> 112 - 143	<b>160</b> 140+
QLD - Regional	<b>87</b> 77 - 97	<b>97</b> 82 - 122	<b>130</b> 115+
SA - Adelaide	<b>98</b> 91 - 105	<b>128</b> 118 - 135	<b>165</b> 150+
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> 120+
NZ - Auckland	<b>110</b> 87 - 115	<b>140</b> 110 - 160	<b>150+</b>
NZ - Wellington	<b>102</b> 92 - 112	<b>128</b> 107 - 143	<b>170</b> 150+
NZ - Christchurch	<b>87</b> 82 - 97	<b>102</b> 92 - 128	<b>130+</b>

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

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

#### NOTES:

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

# ACCOUNTANCY & FINANCE

## PROFESSIONAL PRACTICE

EXTERNAL AUDIT UNDERGRADUATES	0-2 yrs exp	2-3 yrs exp	3+ yrs exp
NSW - Sydney	<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>43</b> 42 - 44	<b>45</b> 44 - 46	<b>48</b> 45 - 52
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> 42 - 45	<b>50</b> 45 - 52	<b>55</b> 50 - 60
NZ - Wellington	<b>43</b> 42 - 46	<b>48</b> 46 - 51	<b>56</b> 46 - 61
NZ - Christchurch	<b>42</b> 42 - 43	<b>46</b> 43 - 51	<b>56</b> 51 - 61

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>46</b> 43 - 49	<b>51</b> 44 - 61	<b>61</b> 56 - 66
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>44</b> 42 - 48	<b>47</b> 44 - 51	<b>51</b> 47 - 56	<b>57</b> 53 - 61
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> 41 - 45	<b>50</b> 46 - 55	<b>56</b> 52 - 60	<b>60</b> 56 - 65
NZ - Wellington	<b>46</b> 41 - 51	<b>51</b> 43 - 56	<b>56</b> 51 - 61	<b>66</b> 56 - 71
NZ - Christchurch	<b>43</b> 41 - 46	<b>48</b> 43 - 56	<b>61</b> 46 - 66	<b>61</b> 51 - 71

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

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- New Zealand salaries are represented in New Zealand dollars

# ACCOUNTANCY & FINANCE

## PROFESSIONAL PRACTICE

EXTERNAL AUDIT (TYPICALLY CA/CPA COMPLETE) SENIOR, SUPERVISOR, ASSISTANT MANAGERS	3-4 yrs exp	4-5 yrs exp	5-6 yrs exp	6+ yrs exp
NSW - Sydney	<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>71</b> 66 - 77	<b>77</b> 71 - 82	<b>87</b> 82 - 92	<b>97</b> 92 - 102
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>72</b> 67 - 75	<b>75</b> 71 - 77	<b>81</b> 76 - 86	<b>87</b> 80 - 90
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>70</b> 60 - 75	<b>75</b> 66 - 80	<b>85</b> 77 - 90	<b>90</b> 82 - 100
NZ - Wellington	<b>71</b> 61 - 82	<b>77</b> 66 - 87	<b>84</b> 78 - 92	<b>94</b> 84 - 97
NZ - Christchurch	<b>66</b> 61 - 71	<b>71</b> 66 - 82	<b>85</b> 77 - 92	<b>92</b> 87 - 92

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> 135+
NSW - Regional	<b>105</b> 92 - 112	<b>122</b> 112 - 128	<b>160</b> 125+
VIC - Melbourne	<b>102</b> 87 - 117	<b>128</b> 112 - 133	<b>170</b> 130+
VIC - Regional	<b>82</b> 71 - 92	<b>112</b> 102 - 122	<b>135</b> 115+
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>112</b> 102 - 122	<b>133</b> 112 - 143	<b>170</b> 140+
QLD - Regional	<b>87</b> 71 - 102	<b>117</b> 92 - 133	<b>140</b> 130+
SA - Adelaide	<b>98</b> 91 - 105	<b>128</b> 118 - 135	<b>165</b> 150+
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> 140+
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> 140+
NZ - Auckland	<b>110</b> 90 - 120	<b>125</b> 100 - 140	<b>150+</b>
NZ - Wellington	<b>102</b> 82 - 112	<b>122</b> 97 - 128	<b>180</b> 150+
NZ - Christchurch	<b>87</b> 82 - 97	<b>102</b> 92 - 112	<b>140+</b>

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

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# 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> 42 - 44	<b>51</b> 46 - 56	<b>53</b> 49 - 59	<b>61</b> 56 - 66
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>44</b> 42 - 48	<b>47</b> 44 - 51	<b>51</b> 47 - 56	<b>57</b> 53 - 61
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> 41 - 47	<b>49</b> 46 - 56	<b>53</b> 46 - 59	<b>61</b> 56 - 66
NZ - Wellington	<b>45</b> 41 - 46	<b>51</b> 46 - 56	<b>56</b> 51 - 61	<b>66</b> 56 - 71
NZ - Christchurch	<b>42</b> 41 - 44	<b>49</b> 43 - 53	<b>54</b> 51 - 61	<b>61</b> 56 - 66

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>71</b> 61 - 77	<b>77</b> 71 - 82	<b>82</b> 77 - 87	<b>92</b> 82 - 102
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>72</b> 67 - 75	<b>75</b> 71 - 77	<b>81</b> 76 - 86	<b>87</b> 80 - 90
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

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

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

#### NOTES:

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

# ACCOUNTANCY & FINANCE

## PROFESSIONAL PRACTICE

INSOLVENCY MANAGERS, SENIOR MANAGERS, PRINCIPALS/DIRECTORS	Manager for 0-2 yrs	Senior Manager for 2-5 yrs	Principals/Directors
NSW - Sydney	<b>115</b> 100 - 125	<b>145</b> 114 - 150	<b>200</b> 140+
NSW - Regional	<b>102</b> 85 - 107	<b>117</b> 107 - 122	<b>150</b> 120+
VIC - Melbourne	<b>112</b> 94 - 115	<b>133</b> 108 - 142	<b>190</b> 150+
VIC - Regional	<b>87</b> 77 - 92	<b>102</b> 92 - 117	<b>130</b> 115+
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>97</b> 87 - 102	<b>117</b> 92 - 133	<b>125</b> 110 - 140
QLD - Regional	<b>87</b> 82 - 97	<b>112</b> 102 - 122	<b>150</b> 120+
SA - Adelaide	<b>98</b> 91 - 105	<b>128</b> 118 - 135	<b>165</b> 150+
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> 140+
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> 120+
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> 140+
NZ - Christchurch	<b>92</b> 71 - 112	<b>112</b> 87 - 122	<b>120+</b>

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>71</b> 66 - 77	<b>77</b> 71 - 82	<b>87</b> 77 - 92	<b>92</b> 82 - 97
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>72</b> 67 - 75	<b>77</b> 71 - 82	<b>82</b> 77 - 87	<b>88</b> 82 - 93
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

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

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

#### NOTES:

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

# ACCOUNTANCY & FINANCE

## PROFESSIONAL PRACTICE

TAX CONSULTING INCL MANAGERS, SENIOR MANAGERS, PRINCIPALS/DIRECTORS	Manager for 0-2 yrs	Senior Manager for 2-5 yrs	Principals/Directors
NSW - Sydney	<b>119</b> 94 - 123	<b>145</b> 125 - 155	<b>180</b> 150+
NSW - Regional	<b>112</b> 102 - 117	<b>133</b> 122 - 138	<b>150</b> 128+
VIC - Melbourne	<b>107</b> 89 - 117	<b>143</b> 122 - 153	<b>185</b> 160+
VIC - Regional	<b>87</b> 71 - 92	<b>107</b> 102 - 112	<b>135</b> 115+
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>122</b> 102 - 133	<b>143</b> 133 - 153	<b>150</b> 140+
QLD - Regional	<b>102</b> 87 - 107	<b>117</b> 107 - 128	<b>125</b> 120+
SA - Adelaide	<b>98</b> 92 - 105	<b>128</b> 118 - 135	<b>165</b> 150+
WA - Perth	<b>122</b> 112 - 133	<b>138</b> 122 - 153	<b>155</b> 150+
ACT - Canberra	<b>97</b> 92 - 102	<b>122</b> 112 - 133	<b>150</b> 140+
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> 140+
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> 150+
NZ - Christchurch	<b>92</b> 82 - 102	<b>102</b> 92 - 112	<b>130+</b>

CORPORATE FINANCE (TYPICALLY CA/CPA/SIA/MASTERS FINANCE) SENIOR, SUPERVISOR, ASSISTANT MANAGERS	Up to 4 yrs exp	4-5 yrs exp	5-6 yrs exp	6+ yrs exp
NSW - Sydney	<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>77</b> 71 - 82	<b>82</b> 82 - 92	<b>92</b> 87 - 102	<b>112</b> 102 - 122
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>72</b> 67 - 75	<b>77</b> 71 - 82	<b>82</b> 77 - 87	<b>88</b> 82 - 93
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

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

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

#### NOTES:

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

# ACCOUNTANCY & FINANCE

## PROFESSIONAL PRACTICE

CORPORATE FINANCE MANAGERS, SENIOR MANAGERS, PRINCIPALS/DIRECTORS	Manager for 0-2 yrs	Senior Manager for 2-5 yrs	Principals/Directors
NSW - Sydney	<b>122</b> 112 - 133	<b>173</b> 122 - 184	<b>220</b> 150+
NSW - Regional	<b>107</b> 92 - 112	<b>133</b> 112 - 143	<b>150</b> 130+
VIC - Melbourne	<b>117</b> 95 - 132	<b>163</b> 128 - 173	<b>220</b> 160+
VIC - Regional	<b>107</b> 92 - 112	<b>122</b> 112 - 153	<b>140</b> 130+
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>112</b> 102 - 122	<b>143</b> 128 - 153	<b>200</b> 140+
QLD - Regional	<b>92</b> 87 - 102	<b>112</b> 107 - 128	<b>130</b> 120+
SA - Adelaide	<b>98</b> 92 - 105	<b>128</b> 118 - 135	<b>165</b> 150+
WA - Perth	<b>117</b> 107 - 128	<b>143</b> 122 - 173	<b>180</b> 145+
ACT - Canberra	<b>97</b> 92 - 102	<b>122</b> 102 - 133	<b>160</b> 140+
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> 125+
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> 150+
NZ - Christchurch	<b>92</b> 87 - 102	<b>112</b> 102 - 133	<b>130+</b>

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>66</b> 66 - 77	<b>77</b> 71 - 82	<b>87</b> 82 - 92	<b>92</b> 92 - 102
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>72</b> 67 - 75	<b>75</b> 71 - 79	<b>81</b> 76 - 86	<b>87</b> 80 - 90
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

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

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

#### NOTES:

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



# ACCOUNTANCY & FINANCE

## PROFESSIONAL PRACTICE

MANAGEMENT CONSULTING MANAGERS, SENIOR MANAGERS, PRINCIPALS/DIRECTORS	Manager for 0-2yrs	Senior Manager for 2-5 yrs	Principals/Directors
NSW - Sydney	<b>102</b> 92 - 117	<b>133</b> 112 - 153	<b>170</b> 150+
NSW - Regional	<b>87</b> 71 - 97	<b>107</b> 102 - 122	<b>135</b> 120+
VIC - Melbourne	<b>107</b> 89 - 117	<b>133</b> 112 - 158	<b>170</b> 150+
VIC - Regional	<b>92</b> 87 - 102	<b>112</b> 97 - 122	<b>135</b> 120+
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>112</b> 102 - 122	<b>133</b> 122 - 143	<b>160</b> 150+
QLD - Regional	<b>87</b> 82 - 97	<b>102</b> 102 - 122	<b>125</b> 125+
SA - Adelaide	<b>98</b> 91 - 105	<b>128</b> 118 - 135	<b>165</b> 150+
WA - Perth	<b>112</b> 102 - 122	<b>133</b> 117 - 143	<b>170</b> 150+
ACT - Canberra	<b>112</b> 107 - 122	<b>128</b> 122 - 133	<b>160</b> 140+
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> 125+
NZ - Auckland	<b>92</b> 82 - 102	<b>112</b> 102 - 133	<b>150</b> 130+
NZ - Wellington	<b>92</b> 82 - 97	<b>107</b> 92 - 122	<b>150</b> 120+
NZ - Christchurch	<b>87</b> 71 - 92	<b>97</b> 82 - 112	<b>100+</b>

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>72</b> 67 - 75	<b>75</b> 71 - 77	<b>81</b> 76 - 86	<b>87</b> 80 - 90
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

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

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

#### NOTES:

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

# ACCOUNTANCY & FINANCE

## PROFESSIONAL PRACTICE

RISK CONSULTING/INTERNAL AUDIT MANAGERS, SENIOR MANAGERS, PRINCIPALS/DIRECTORS	Manager for 0-2 yrs	Senior Manager for 2-5 yrs	Principals/Directors
NSW - Sydney	<b>112</b> 94 - 117	<b>128</b> 112 - 138	<b>170</b> 140+
NSW - Regional	<b>97</b> 87 - 102	<b>122</b> 97 - 133	<b>155</b> 120+
VIC - Melbourne	<b>102</b> 87 - 112	<b>128</b> 107 - 143	<b>160</b> 140+
VIC - Regional	<b>92</b> 82 - 102	<b>122</b> 107 - 143	<b>150</b> 140+
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>92</b> 82 - 102	<b>122</b> 112 - 128	<b>160</b> 130+
QLD - Regional	<b>97</b> 82 - 102	<b>117</b> 107 - 128	N/A
SA - Adelaide	<b>98</b> 91 - 105	<b>128</b> 118 - 135	<b>165</b> 150+
WA - Perth	<b>102</b> 92 - 107	<b>122</b> 112 - 148	<b>150</b> 140+
ACT - Canberra	<b>112</b> 107 - 122	<b>122</b> 112 - 133	<b>160</b> 140+
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> 110+
NZ - Auckland	<b>102</b> 87 - 117	<b>122</b> 97 - 133	<b>150</b> 140+
NZ - Wellington	<b>102</b> 87 - 117	<b>122</b> 112 - 138	<b>165</b> 130+
NZ - Christchurch	<b>82</b> 66 - 92	<b>102</b> 82 - 128	<b>150</b> 130+

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

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

#### NOTES:

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- New Zealand salaries are represented in New Zealand dollars

# 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>77</b> 71 - 82	<b>85</b> 80 - 92	<b>92</b> 87 - 107
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

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

- Education costs
- Performance based bonuses

#### NOTES:

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

ADMINISTRATION	Team Assistant	Office/Admin Manager	PA to Partner (1 on 1)	PA to Partners (2 or 3)
NSW - Sydney	<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>58</b> 50 - 65	<b>64</b> 60 - 70	<b>65</b> 60 - 75	<b>71</b> 66 - 82
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> 42 - 51	<b>66</b> 56 - 71	<b>61</b> 56 - 71	<b>66</b> 56 - 71
NZ - Wellington	<b>46</b> 42 - 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

#### NOTES:

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- New Zealand salaries are represented in New Zealand dollars

# BANKING



## ANZ Key Insights

 **51%**  
of Banking employers will increase salaries by up to 3% when they next review.

 **63%**  
of Banking professionals say an increase of 3% or more would better reflect their performance.

 **77%**  
of Banking professionals are currently looking for a new job, plan to look or are open to new opportunities in the next 12 months. A lack of promotional opportunities, an uncompetitive salary and concerns about job security are the main drivers.

## AUSTRALIA

Australia's banking jobs market is growing strongly, with an almost uniform pickup across the sector. Looking back, 2020's hiring freezes were a short-lived, knee-jerk reaction to the outbreak. Today, headcounts are rising and career advancing opportunities are available.

The same, however, cannot be said for salaries. In general, the pandemic has led to low or stagnant wage growth. Wealth is the exception, where a skills shortage resulting from qualification requirements and candidates leaving the industry has seen employers increase salaries to attract suitable Advisers. An increasing unwillingness to consider candidates who have worked with certain licensees or in remediation adds to the shortage.

Other exceptions occur in risk & compliance for financial crime professionals across the board and risk professionals in Victoria, both in response to candidate competition. In lending, growth in broking has fuelled increases for those who were previously on low bases or commission only salaries.

### Benefit trends

Bonuses in 2020-21 were significantly lower than most professionals expected. Looking ahead, within lending they should recover, while in risk & compliance 15 to 25 per cent of salary is expected.

Career progression has become an important benefit. With salary rises stagnant for most, professionals are turning to a promotion to increase their earnings. This makes a career progression plan an essential selling point.

Smaller employers also offer discounted products, additional paternity leave and three days working from home per week to compete for talent.

Interestingly, rather than being considered a benefit, many candidates now expect working from home. For suitable roles, employers who fail to offer this flexibility find that candidates quickly lose interest. For some employers, working from home has become a necessity – for example, in lending operations where onshoring means there simply isn't the capacity to accommodate a new larger local workforce in the office. For others, it's bridging the salary expectation divide.

### Skills in demand

Operational Risk & Compliance professionals with governance, project and regulator experience are needed, as are Financial Crime and Anti-Money Laundering professionals thanks to increased AUSTRAC scrutiny and changing regulations. People management skills are valued in growing teams, while stakeholder engagement is critical in compliance.

Within wealth, experienced Financial Planners and Advisers with the appropriate educational requirements and relationship building skills are sought. Client Service Officers with relevant qualifications are also in demand and those with exposure to basic paraplanning responsibilities stand out as some organisations outsource or allocate these responsibilities differently. In businesses that still maintain a traditional structure, Paraplanners who can construct

complex statements of advice and review ROAs are in demand. As the most commonly used system, Xplan software skills are valued.

Within lending, low interest rates are fuelling demand for Credit Analysts and Credit Managers who understand the relevant regulations and product criteria. The growth of sales teams has created high demand for Business Development Managers, Relationship Managers and Mortgage Brokers. Candidates require proven experience and an ability to create relationships virtually. Settlement and entry-level sales staff will be an emerging need to support increased volume.

### **Advice for jobseekers**

To be successful in your job search, risk & compliance professionals should prove their agile and project management skills and promote any exposure to technology risk. In wealth, qualifications are critical. Those who complete their advisor exam and ethics module stand out. Within lending, realistic expectations, a strong network and a proven sales record are needed. Demonstrate your integrity and customer focus.

### **Advice for employers**

To attract the top talent, offer a solid career progression pathway and, if relevant, exposure to senior stakeholders. A support team is important too, especially in sales and wealth where candidates want to focus solely on relationship building.

## BANKING

RETAIL BANKING	Personal Banker	Lender	Mobile Lending Manager	Branch Manager	Regional/ District Manager
NSW - Sydney	<b>66</b> 56 - 77	<b>102</b> 80 - 120	<b>115</b> 97 - 140	<b>112</b> 82 - 163	<b>150</b> 140 - 190
VIC - Melbourne	<b>70</b> 56 - 77	<b>87</b> 77 - 97	<b>110</b> 92 - 128	<b>97</b> 71 - 133	<b>145</b> 117 - 158
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>61</b> 49 - 66	<b>82</b> 71 - 87	<b>97</b> 82 - 107	<b>102</b> 71 - 150	<b>133</b> 112 - 143
SA - Adelaide	<b>58</b> 51 - 61	<b>71</b> 61 - 82	<b>82</b> 66 - 87	<b>82</b> 71 - 87	<b>112</b> 102 - 122
WA - Perth	<b>58</b> 53 - 63	<b>87</b> 77 - 92	<b>102</b> 82 - 112	<b>102</b> 87 - 128	<b>138</b> 128 - 155
ACT - Canberra	<b>61</b> 51 - 71	<b>80</b> 75 - 100	<b>100</b> 71 - 115	<b>102</b> 71 - 122	<b>120</b> 102 - 140
TAS - Hobart	<b>56</b> 51 - 61	<b>66</b> 58 - 76	<b>71</b> 66 - 89	<b>82</b> 77 - 92	<b>112</b> 90 - 138
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>65</b> 56 - 80	<b>90</b> 70 - 105	<b>95</b> 82 - 110
VIC - Melbourne	<b>61</b> 51 - 71	<b>87</b> 71 - 102	<b>92</b> 82 - 102
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>56</b> 51 - 66	<b>82</b> 71 - 97	<b>102</b> 82 - 117
SA - Adelaide	<b>56</b> 51 - 56	<b>82</b> 77 - 87	<b>87</b> 82 - 97
WA - Perth	<b>56</b> 51 - 61	<b>66</b> 61 - 69	<b>82</b> 61 - 92
ACT - Canberra	<b>55</b> 51 - 65	<b>61</b> 51 - 77	<b>70</b> 50 - 80

LENDING OPERATIONS	Operations Officer	Settlements Officer	Collections Officer	Credit Analyst	Senior Credit Analyst
NSW - Sydney	<b>58</b> 55 - 60	<b>70</b> 58 - 80	<b>75</b> 65 - 85	<b>90</b> 75 - 105	<b>100</b> 90 - 125
VIC - Melbourne	<b>56</b> 48 - 61	<b>61</b> 56 - 66	<b>61</b> 56 - 66	<b>71</b> 66 - 87	<b>83</b> 80 - 98
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>49</b> 46 - 56	<b>61</b> 46 - 66	<b>46</b> 46 - 51	<b>71</b> 66 - 77	<b>87</b> 77 - 87
SA - Adelaide	<b>56</b> 51 - 59	<b>56</b> 51 - 61	<b>59</b> 51 - 61	<b>66</b> 61 - 71	<b>71</b> 61 - 77
WA - Perth	<b>51</b> 46 - 53	<b>56</b> 51 - 56	<b>56</b> 56 - 61	<b>66</b> 61 - 71	<b>82</b> 71 - 92
ACT - Canberra	<b>49</b> 46 - 51	<b>46</b> 46 - 51	<b>51</b> 51 - 56	<b>61</b> 56 - 71	<b>71</b> 61 - 82
TAS - Hobart	<b>49</b> 46 - 51	<b>51</b> 46 - 56	<b>54</b> 51 - 59	<b>56</b> 51 - 61	<b>66</b> 56 - 71
NT - Darwin	<b>49</b> 46 - 51	<b>51</b> 46 - 56	<b>51</b> 51 - 56	<b>56</b> 51 - 61	<b>66</b> 56 - 71

### NOTES:

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# BANKING

LENDING OPERATIONS	Team Leader/ Supervisor	Manager	Senior Manager	General Manager
NSW - Sydney	<b>100</b> 87 - 120	<b>120</b> 100 - 150	<b>150</b> 125 - 180	<b>200</b> 170 - 250
VIC - Melbourne	<b>85</b> 75 - 95	<b>95</b> 85 - 115	<b>120</b> 100 - 150	<b>165</b> 145 - 230
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>66</b> 56 - 71	<b>77</b> 66 - 87	<b>112</b> 82 - 117	<b>153</b> 122 - 199
SA - Adelaide	<b>64</b> 61 - 66	<b>77</b> 66 - 82	<b>84</b> 77 - 102	<b>122</b> 102 - 138
WA - Perth	<b>82</b> 71 - 92	<b>92</b> 82 - 97	<b>117</b> 97 - 122	<b>153</b> 102 - 184
ACT - Canberra	<b>82</b> 71 - 92	<b>77</b> 61 - 82	<b>102</b> 82 - 112	<b>138</b> 102 - 189
TAS - Hobart	<b>56</b> 51 - 66	<b>77</b> 61 - 84	<b>84</b> 77 - 92	<b>143</b> 107 - 194
NT - Darwin	<b>66</b> 61 - 71	<b>77</b> 66 - 82	<b>92</b> 77 - 112	<b>128</b> 112 - 153

BUSINESS & COMMERCIAL LENDING	Assistant Relationship Manager	Relationship Manager	Senior Relationship Manager	Executive Manager	State Manager	Business Development Manager
NSW - Sydney	<b>85</b> 80 - 95	<b>115</b> 100 - 130	<b>150</b> 130 - 170	<b>230</b> 190 - 250	<b>230</b> 200 - 280	<b>130</b> 110 - 165
VIC - Melbourne	<b>85</b> 68 - 87	<b>105</b> 89 - 125	<b>133</b> 115 - 145	<b>184</b> 158 - 214	<b>224</b> 184 - 255	<b>140</b> 112 - 148
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>71</b> 66 - 82	<b>102</b> 82 - 122	<b>122</b> 122 - 153	<b>163</b> 143 - 173	<b>204</b> 184 - 224	<b>122</b> 102 - 153
SA - Adelaide	<b>66</b> 61 - 71	<b>112</b> 92 - 122	<b>133</b> 117 - 153	<b>153</b> 138 - 168	<b>173</b> 163 - 189	<b>112</b> 102 - 122
WA - Perth	<b>82</b> 77 - 92	<b>122</b> 102 - 143	<b>138</b> 122 - 163	<b>173</b> 153 - 184	<b>204</b> 184 - 235	<b>133</b> 112 - 150
ACT - Canberra	<b>75</b> 61 - 87	<b>100</b> 82 - 133	<b>122</b> 102 - 143	<b>148</b> 122 - 173	<b>179</b> 148 - 204	<b>133</b> 102 - 148
TAS - Hobart	<b>66</b> 61 - 82	<b>97</b> 87 - 112	<b>112</b> 107 - 133	<b>153</b> 138 - 168	<b>173</b> 163 - 189	<b>112</b> 92 - 122
NT - Darwin	<b>66</b> 61 - 71	<b>82</b> 71 - 92	<b>112</b> 97 - 122	<b>128</b> 112 - 133	<b>163</b> 143 - 168	<b>112</b> 102 - 122

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>85</b> 71 - 102	<b>117</b> 102 - 133	<b>150</b> 122 - 163	<b>184</b> 158 - 214	<b>225</b> 184 - 255	<b>133</b> 112 - 158
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>77</b> 66 - 77	<b>117</b> 87 - 133	<b>153</b> 122 - 153	<b>153</b> 143 - 173	<b>235</b> 189 - 245	<b>143</b> 122 - 153
SA - Adelaide	<b>71</b> 61 - 77	<b>112</b> 87 - 112	<b>143</b> 117 - 153	<b>153</b> 138 - 168	<b>173</b> 163 - 189	<b>133</b> 112 - 138
WA - Perth	<b>82</b> 77 - 92	<b>143</b> 102 - 153	<b>153</b> 143 - 163	<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> 82 - 122	<b>122</b> 92 - 143	<b>148</b> 102 - 168	<b>133</b> 102 - 148	<b>133</b> 102 - 148

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## BANKING

ASSET FINANCE	Client Services	Settlements Officer	Credit Analyst	Senior Credit Analyst	Business Development Manager
NSW - Sydney	<b>65</b> 58 - 70	<b>70</b> 65 - 80	<b>85</b> 75 - 90	<b>105</b> 90 - 140	<b>130</b> 100 - 150
VIC - Melbourne	<b>60</b> 53 - 65	<b>66</b> 56 - 71	<b>71</b> 66 - 87	<b>85</b> 75 - 100	<b>95</b> 85 - 110
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>56</b> 51 - 61	<b>51</b> 46 - 56	<b>66</b> 56 - 71	<b>82</b> 61 - 87	<b>122</b> 87 - 148
SA - Adelaide	<b>61</b> 56 - 66	<b>59</b> 51 - 61	<b>66</b> 61 - 66	<b>71</b> 61 - 71	<b>97</b> 87 - 112
WA - Perth	<b>56</b> 51 - 61	<b>56</b> 51 - 61	<b>71</b> 66 - 77	<b>87</b> 77 - 92	<b>122</b> 92 - 133
ACT - Canberra	<b>56</b> 51 - 61	<b>51</b> 46 - 56	<b>51</b> 48 - 61	<b>61</b> 61 - 71	<b>92</b> 82 - 122
TAS - Hobart	<b>56</b> 51 - 61	<b>51</b> 46 - 56	<b>56</b> 51 - 61	<b>66</b> 56 - 71	<b>92</b> 82 - 102
NT - Darwin	<b>61</b> 56 - 66	<b>51</b> 46 - 56	<b>61</b> 56 - 66	<b>71</b> 61 - 71	<b>112</b> 87 - 133

SUPERANNUATION & FUNDS MANAGEMENT	Administrator	Senior Administrator	Manager	Business Development Manager	General Manager
NSW - Sydney	<b>57</b> 53 - 63	<b>65</b> 55 - 72	<b>100</b> 85 - 112	<b>130</b> 110 - 158	<b>160</b> 140 - 175
VIC - Melbourne	<b>61</b> 56 - 71	<b>66</b> 61 - 75	<b>95</b> 85 - 110	<b>115</b> 90 - 140	<b>150</b> 135 - 162
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>51</b> 51 - 56	<b>56</b> 51 - 66	<b>87</b> 82 - 92	<b>102</b> 102 - 128	<b>143</b> 133 - 163
SA - Adelaide	<b>46</b> 42 - 46	<b>51</b> 46 - 51	<b>77</b> 61 - 82	<b>92</b> 77 - 112	<b>122</b> 102 - 138
WA - Perth	<b>51</b> 51 - 56	<b>56</b> 56 - 61	<b>82</b> 61 - 92	<b>112</b> 102 - 122	<b>138</b> 133 - 148
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
TAS - Hobart	<b>46</b> 42 - 46	<b>51</b> 46 - 51	<b>77</b> 61 - 82	<b>97</b> 87 - 122	<b>122</b> 102 - 138
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

	Settlements Officer	Senior Settlements Officer	Supervisor	Unit Registry	Unit Pricing
NSW - Sydney	<b>66</b> 56 - 73	<b>68</b> 60 - 76	<b>85</b> 75 - 90	<b>58</b> 52 - 62	<b>66</b> 62 - 70
VIC - Melbourne	<b>61</b> 56 - 66	<b>66</b> 61 - 77	<b>82</b> 71 - 92	<b>58</b> 52 - 62	<b>66</b> 61 - 71
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>56</b> 46 - 61	<b>61</b> 56 - 66	<b>77</b> 66 - 87	<b>56</b> 46 - 61	<b>56</b> 51 - 61
SA - Adelaide	<b>51</b> 46 - 56	<b>56</b> 51 - 56	<b>61</b> 56 - 71	<b>46</b> 45 - 51	<b>51</b> 46 - 56
WA - Perth	<b>56</b> 56 - 66	<b>66</b> 61 - 71	<b>71</b> 66 - 77	<b>51</b> 46 - 56	<b>56</b> 51 - 61
ACT - Canberra	<b>51</b> 46 - 56	<b>56</b> 51 - 61	<b>66</b> 61 - 71	<b>46</b> 45 - 56	<b>51</b> 46 - 56
TAS - Hobart	<b>51</b> 46 - 56	<b>56</b> 51 - 56	<b>61</b> 56 - 71	<b>46</b> 45 - 51	<b>46</b> 45 - 51
NT - Darwin	<b>46</b> 46 - 56	<b>51</b> 46 - 56	<b>66</b> 51 - 71	<b>46</b> 45 - 51	<b>51</b> 46 - 56

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## BANKING

<b>SUPERANNUATION &amp; FUNDS MANAGEMENT</b>	<b>Client Services Officer</b>	<b>Client Services Supervisor</b>	<b>Client Services Manager</b>
NSW - Sydney	<b>62</b> 55 - 68	<b>77</b> 70 - 87	<b>97</b> 85 - 110
VIC - Melbourne	<b>58</b> 52 - 65	<b>71</b> 66 - 82	<b>85</b> 77 - 100
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>61</b> 51 - 66	<b>71</b> 66 - 82	<b>77</b> 71 - 82
SA - Adelaide	<b>56</b> 46 - 56	<b>66</b> 56 - 71	<b>66</b> 56 - 71
WA - Perth	<b>56</b> 51 - 61	<b>66</b> 61 - 71	<b>77</b> 71 - 87
ACT - Canberra	<b>46</b> 46 - 51	<b>61</b> 56 - 71	<b>71</b> 66 - 82
TAS - Hobart	<b>51</b> 46 - 56	<b>56</b> 48 - 56	<b>66</b> 56 - 71
NT - Darwin	<b>51</b> 46 - 56	<b>66</b> 56 - 71	<b>66</b> 56 - 71

<b>TREASURY INVESTMENT OPERATIONS</b>	<b>Settlements Officer</b>	<b>Senior Settlements Officer</b>	<b>Reconciliations Officer</b>	<b>Payments Officer</b>	<b>Supervisor/ Senior Manager</b>
NSW - Sydney	<b>65</b> 55 - 70	<b>77</b> 60 - 82	<b>60</b> 55 - 65	<b>65</b> 60 - 75	<b>82</b> 77 - 92
VIC - Melbourne	<b>63</b> 56 - 70	<b>71</b> 61 - 77	<b>61</b> 51 - 66	<b>63</b> 58 - 73	<b>82</b> 77 - 92
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>56</b> 46 - 61	<b>61</b> 56 - 61	<b>51</b> 46 - 51	<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

<b>MIDDLE OFFICE</b>	<b>Portfolio Analyst</b>	<b>Performance &amp; Attribution</b>	<b>Research Analyst</b>	<b>Trade Support</b>	<b>Corporate Actions</b>
NSW - Sydney	<b>100</b> 90 - 115	<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>71</b> 66 - 82
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>56</b> 51 - 61
SA - Adelaide	<b>84</b> 77 - 102	<b>89</b> 82 - 102	<b>84</b> 77 - 112	<b>77</b> 66 - 87	<b>51</b> 46 - 51
WA - Perth	<b>87</b> 77 - 102	<b>92</b> 82 - 102	<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> 46 - 61

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## BANKING

TRADE FINANCE	Processing Officer	Senior Processing Officer	Team Leader	Manager
NSW - Sydney	<b>60</b> 55 - 65	<b>70</b> 65 - 75	<b>85</b> 80 - 90	<b>105</b> 90 - 120
VIC - Melbourne	<b>56</b> 48 - 63	<b>63</b> 55 - 70	<b>75</b> 72 - 85	<b>105</b> 77 - 115
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>48</b> 46 - 51	<b>51</b> 51 - 58	<b>61</b> 56 - 77	<b>92</b> 77 - 112
SA - Adelaide	<b>48</b> 46 - 51	<b>51</b> 47 - 51	<b>61</b> 52 - 61	<b>82</b> 66 - 82
WA - Perth	<b>51</b> 51 - 56	<b>56</b> 56 - 61	<b>66</b> 61 - 71	<b>92</b> 77 - 102
ACT - Canberra	<b>48</b> 46 - 51	<b>47</b> 47 - 51	<b>56</b> 52 - 56	<b>66</b> 61 - 71
TAS - Hobart	<b>48</b> 46 - 51	<b>51</b> 47 - 51	<b>61</b> 52 - 61	<b>82</b> 66 - 82
NT - Darwin	<b>48</b> 46 - 51	<b>51</b> 51 - 61	<b>61</b> 56 - 66	<b>92</b> 77 - 112

FINANCIAL PLANNING	Client Services	Paraplanner	Senior Paraplanner	Associate Advisor	Financial Planner
NSW - Sydney	<b>70</b> 65 - 80	<b>85</b> 70 - 90	<b>100</b> 90 - 120	<b>90</b> 80 - 95	<b>110</b> 90 - 120
VIC - Melbourne	<b>63</b> 56 - 75	<b>77</b> 71 - 82	<b>98</b> 90 - 110	<b>82</b> 66 - 97	<b>97</b> 87 - 107
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>56</b> 51 - 66	<b>71</b> 61 - 87	<b>87</b> 77 - 92	<b>77</b> 71 - 97	<b>102</b> 87 - 112
SA - Adelaide	<b>61</b> 46 - 66	<b>71</b> 61 - 71	<b>77</b> 71 - 87	<b>79</b> 71 - 82	<b>87</b> 82 - 92
WA - Perth	<b>61</b> 56 - 75	<b>80</b> 70 - 90	<b>87</b> 77 - 102	<b>80</b> 71 - 82	<b>100</b> 82 - 105
ACT - Canberra	<b>56</b> 46 - 66	<b>80</b> 75 - 100	<b>95</b> 80 - 110	<b>77</b> 70 - 90	<b>102</b> 87 - 122
TAS - Hobart	<b>61</b> 46 - 66	<b>71</b> 63 - 77	<b>75</b> 70 - 90	<b>77</b> 60 - 85	<b>102</b> 90 - 122
NT - Darwin	<b>56</b> 46 - 66	<b>71</b> 61 - 77	<b>77</b> 71 - 82	<b>71</b> 61 - 77	<b>92</b> 87 - 112

	Senior Financial Planner	Financial Planning Manager	Head of Financial Planning	Practice Development Manager
NSW - Sydney	<b>135</b> 120 - 160	<b>170</b> 140 - 200	<b>230</b> 200 - 280	<b>160</b> 130 - 170
VIC - Melbourne	<b>115</b> 95 - 135	<b>145</b> 125 - 180	<b>224</b> 204 - 255	<b>138</b> 112 - 163
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>122</b> 102 - 122	<b>153</b> 122 - 163	<b>204</b> 184 - 235	<b>133</b> 112 - 143
SA - Adelaide	<b>102</b> 82 - 112	<b>128</b> 112 - 138	<b>148</b> 138 - 168	<b>131</b> 102 - 140
WA - Perth	<b>122</b> 112 - 133	<b>128</b> 112 - 143	<b>184</b> 153 - 204	<b>133</b> 102 - 153
ACT - Canberra	<b>122</b> 92 - 143	<b>143</b> 112 - 160	<b>143</b> 112 - 184	<b>133</b> 102 - 143
TAS - Hobart	<b>112</b> 92 - 133	<b>128</b> 112 - 138	<b>148</b> 138 - 168	<b>133</b> 102 - 138
NT - Darwin	<b>102</b> 82 - 112	<b>128</b> 112 - 138	<b>148</b> 138 - 168	<b>133</b> 102 - 138

### NOTES:

- All salaries shown are exclusive of superannuation (AU) or KiwiSaver (NZ)
- New Zealand salaries are represented in New Zealand 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>120</b> 105 - 140	<b>170</b> 140 - 200	<b>230</b> 185 - 250
VIC - Melbourne	<b>66</b> 61 - 77	<b>92</b> 77 - 102	<b>122</b> 112 - 138	<b>163</b> 143 - 189	<b>209</b> 184 - 235
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>51</b> 48 - 56	<b>82</b> 71 - 87	<b>112</b> 102 - 122	<b>138</b> 133 - 148	<b>189</b> 179 - 194
SA - Adelaide	<b>51</b> 48 - 56	<b>66</b> 56 - 71	<b>82</b> 69 - 87	<b>84</b> 77 - 92	<b>122</b> 102 - 138
WA - Perth	<b>51</b> 51 - 56	<b>71</b> 61 - 82	<b>112</b> 102 - 122	<b>133</b> 128 - 148	<b>189</b> 179 - 204
ACT - Canberra	<b>51</b> 48 - 56	<b>61</b> 51 - 71	<b>112</b> 92 - 122	<b>122</b> 102 - 153	<b>143</b> 102 - 204

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

COMPLIANCE	Junior Analyst	Senior Analyst	Manager	Senior Manager	Head of
NSW - Sydney	<b>70</b> 60 - 75	<b>95</b> 80 - 110	<b>125</b> 110 - 140	<b>170</b> 140 - 210	<b>245</b> 180 - 350
VIC - Melbourne	<b>73</b> 67 - 85	<b>110</b> 95 - 120	<b>140</b> 130 - 150	<b>155</b> 140 - 200	<b>230</b> 180 - 300
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>56</b> 56 - 61	<b>102</b> 82 - 107	<b>128</b> 112 - 138	<b>173</b> 163 - 173	<b>224</b> 184 - 235
SA - Adelaide	<b>49</b> 48 - 51	<b>61</b> 51 - 71	<b>92</b> 71 - 102	<b>112</b> 82 - 122	<b>122</b> 102 - 138
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>51</b> 48 - 56	<b>61</b> 51 - 71	<b>92</b> 71 - 102	<b>112</b> 82 - 122	<b>122</b> 102 - 138
TAS - Hobart	<b>49</b> 48 - 51	<b>61</b> 51 - 71	<b>92</b> 71 - 102	<b>112</b> 82 - 122	<b>122</b> 102 - 138
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

### NOTES:

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

## BANKING

AML & REGULATORY RISK	Junior Analyst	Senior Analyst	Manager	Senior Manager	Head of
NSW - Sydney	<b>84</b> 60 - 90	<b>90</b> 75 - 100	<b>130</b> 110 - 140	<b>170</b> 160 - 225	<b>250</b> 190 - 350
VIC - Melbourne	<b>66</b> 61 - 71	<b>82</b> 77 - 102	<b>122</b> 102 - 133	<b>168</b> 158 - 179	<b>224</b> 163 - 255
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>51</b> 48 - 56	<b>82</b> 77 - 102	<b>122</b> 102 - 133	<b>168</b> 158 - 179	<b>189</b> 168 - 204
SA - Adelaide	<b>49</b> 48 - 51	<b>71</b> 56 - 77	<b>92</b> 71 - 102	<b>112</b> 92 - 138	<b>138</b> 122 - 158
WA - Perth	<b>56</b> 51 - 61	<b>92</b> 77 - 102	<b>112</b> 92 - 133	<b>143</b> 122 - 153	<b>184</b> 153 - 204
ACT - Canberra	<b>51</b> 48 - 56	<b>71</b> 56 - 77	<b>92</b> 71 - 102	<b>112</b> 92 - 138	<b>143</b> 122 - 173
TAS - Hobart	<b>49</b> 48 - 51	<b>71</b> 56 - 77	<b>92</b> 71 - 102	<b>112</b> 92 - 138	<b>138</b> 122 - 158
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

TRANSACTIONAL BANKING	Account Manager	Transaction Banking Manager	Senior Transaction Banking Manager	Implementation Manager	Business Development Manager
NSW - Sydney	<b>87</b> 77 - 102	<b>102</b> 87 - 122	<b>122</b> 112 - 143	<b>107</b> 87 - 117	<b>128</b> 102 - 143
VIC - Melbourne	<b>84</b> 77 - 92	<b>102</b> 87 - 112	<b>122</b> 112 - 138	<b>102</b> 82 - 112	<b>122</b> 102 - 133
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>87</b> 66 - 92	<b>102</b> 92 - 112	<b>133</b> 122 - 153	<b>189</b> 168 - 204
VIC - Melbourne	<b>77</b> 66 - 87	<b>102</b> 82 - 112	<b>133</b> 117 - 148	<b>168</b> 128 - 189
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>77</b> 66 - 82	<b>102</b> 87 - 107	<b>133</b> 112 - 143	<b>153</b> 133 - 173
SA - Adelaide	<b>66</b> 61 - 71	<b>82</b> 71 - 87	<b>87</b> 71 - 92	<b>112</b> 92 - 122
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

### NOTES:

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- New Zealand salaries are represented in New Zealand dollars

# INSURANCE



## ANZ Key Insights

 **71%**  
of Insurance employers will increase salaries by up to 3% when they next review.

 **73%**  
of Insurance professionals say an increase of 3% or more would better reflect their performance.

 **81%**  
of Insurance professionals are currently looking for a new job, plan to look or are open to new opportunities in the next 12 months. An uncompetitive salary, lack of promotional opportunities and concerns about job security are the main drivers.

## AUSTRALIA

COVID-19 brought disruption to the world of work at a scale not seen in recent history. Yet for those in insurance, it also highlighted the resilience of the sector. Certainly, there have been huge challenges to overcome, but as we look to the future, the industry remains relatively stable and career advancing opportunities are available for experienced professionals.

In greatest demand are Cyber Underwriters and Cyber Claims Consultants with relevant cyber experience to help insurers expand and support their growing book of cyber business. However, with cyber a reasonably new but growing product, there is at present a shortage of suitable candidates.

Professional Indemnity and Liability Claims candidates at the consultant and manager level with relevant experience are also in short supply given an increasing number of claims.

Meanwhile, Commercial Claims Consultants are sought due to an increase in business related claims.

Dispute Resolution Officers with niche experience in travel and life claims are in growing demand due to an increasing number of complaints and case escalations resulting from COVID-19.

Underwriters with strong relationship development and communication skills are also sought as the automation of formerly manual processes forces the function out of the back office into relationship management.

With the exception of entry-level claims, employers generally expect insurance candidates to possess a degree and ANZIIF membership. Within Broking, tier 1 and 2 qualifications are also sought.

Digital transformation is another trend impacting the industry. As a result, employers with legacy systems often struggle to attract top candidates, while conversely insurtechs receive a lot of interest. Meanwhile, with many insurers digitalising functions, candidates should upskill their digital competencies to stand out.

### Salary and benefits trends

Salary increases across the insurance sector are, for the most part, minimal. In general, even those looking for a new role find that they are no longer able to achieve a significant increase simply by moving.

Instead, both employers and employees are turning to working from home to compensate for salary stability. In fact, working from home is so important to candidates that if their existing employer forces them to return to the office, they will enter the job market in search of an insurer that offers flexibility.

A hybrid working arrangement is the most common form of flexibility we're seeing across insurance, with experienced professionals able to work from home three or four days per week. This is especially true for Claims Consultants and Underwriters, who do not need to sit side by side to productively and effectively perform their duties.

## Looking ahead

Over the next 12 months, insurance will remain an active job market with high demand for experienced professionals. While customer service and claims vacancy activity will stay consistent, demand for niche skills, such as those listed above, will rise in response to the candidate shortage.

Given demand for these niche skills, we expect salary pressure to mount over the year ahead. Claims, too, will see growing salary pressure. While this area of insurance is often viewed as a cost, employers will need to increase salaries and offer genuine working from home to retain and secure niche, experienced claims professionals in future.

## NEW ZEALAND

The insurance industry was somewhat insulated from the pandemic, with budgets unaffected and employers maintaining hiring activity.

Despite this, permanent salaries remained stable over the past year, although there were some increases to hourly rates due to the competition for top talent. Looking ahead, while salary increases will be minimal, we may see some increases as Wellington and Christchurch look to attract candidates from Auckland.

New compliance regulations necessitate a move towards KPI-based bonuses, away from commissions based on business won. As a result, new roles offer a salary-focused pay structure.

As in other industries, jobseekers are prioritising opportunities for hybrid working and regular days working from home.

Among the candidates most highly sought after are Loss Adjusters, given the lack of overseas candidates entering the market and local shortage of experienced candidates. Also in demand are Commercial and Corporate Brokers with experience in financial lines and liability.

Across insurance, employers are looking for candidates with strong communication skills who can network and generate leads. Empathy is important, too, as businesses and individuals continue to feel the impact of the pandemic. Related to this is creativity, which is required to help clients find a solution to pay their premiums.

Demand is growing for Mandarin language skills, due to the large number of Asian businesses in New Zealand.

For jobseekers, the small size of New Zealand's insurance market means that solid references are essential.

# INSURANCE

GENERAL INSURANCE	Underwriting Assistant	Commercial Underwriter	Business Development Underwriter	Senior Technical Underwriter	Underwriting Manager
NSW - Sydney	<b>60</b> 52 - 62	<b>110</b> 87 - 130	<b>105</b> 90 - 120	<b>130</b> 105 - 150	<b>170</b> 145 - 200
VIC - Melbourne	<b>51</b> 51 - 56	<b>87</b> 77 - 102	<b>100</b> 85 - 120	<b>110</b> 90 - 120	<b>145</b> 125 - 165
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>51</b> 50 - 56	<b>75</b> 66 - 92	<b>95</b> 80 - 100	<b>82</b> 71 - 102	<b>102</b> 92 - 122
SA - Adelaide	<b>56</b> 51 - 56	<b>77</b> 66 - 102	<b>95</b> 80 - 110	<b>82</b> 71 - 102	<b>102</b> 92 - 112
WA - Perth	<b>50</b> 50 - 56	<b>82</b> 77 - 92	N/A	<b>110</b> 102 - 133	<b>130</b> 112 - 148
ACT - Canberra	<b>51</b> 50 - 56	<b>71</b> 66 - 82	<b>95</b> 80 - 110	<b>82</b> 71 - 92	<b>102</b> 92 - 112
New Zealand	<b>53</b> 46 - 61	<b>90</b> 66 - 122	<b>100</b> 80 - 120	<b>122</b> 80 - 150	<b>143</b> 102 - 184

	Domestic Claims Assessor	Commercial Claims Assessor	Senior Technical Claims Assessor	Claims Team Leader	Head of Claims
NSW - Sydney	<b>58</b> 55 - 65	<b>75</b> 65 - 85	<b>90</b> 85 - 110	<b>90</b> 85 - 110	<b>160</b> 120 - 200
VIC - Melbourne	<b>53</b> 51 - 61	<b>68</b> 61 - 80	<b>90</b> 77 - 105	<b>90</b> 80 - 105	<b>180</b> 160 - 250
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>51</b> 49 - 56	<b>65</b> 56 - 77	<b>89</b> 77 - 102	<b>89</b> 80 - 102	<b>160</b> 120 - 170
SA - Adelaide	<b>61</b> 56 - 61	<b>66</b> 61 - 77	<b>89</b> 80 - 102	<b>89</b> 80 - 102	<b>150</b> 120 - 180
WA - Perth	<b>55</b> 50 - 60	<b>70</b> 61 - 77	<b>85</b> 77 - 97	<b>95</b> 82 - 102	N/A
ACT - Canberra	<b>51</b> 49 - 56	<b>66</b> 61 - 77	<b>89</b> 77 - 97	<b>92</b> 82 - 102	N/A
TAS - Hobart	<b>53</b> 51 - 56	<b>66</b> 63 - 77	<b>92</b> 81 - 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>59</b> 46 - 66	<b>68</b> 56 - 78	<b>87</b> 71 - 110	<b>92</b> 65 - 112	<b>110</b> 90 - 150

**NOTES:**

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- All salaries are representative of the total package value

# INSURANCE

INSURANCE BROKING	Assistant Account Executive	Account Executive	Senior Account Executive	Account Manager	Account Director
NSW - Sydney	<b>58</b> 50 - 62	<b>70</b> 65 - 80	<b>90</b> 80 - 110	<b>110</b> 90 - 120	<b>175</b> 150 - 200
VIC - Melbourne	<b>57</b> 52 - 66	<b>66</b> 56 - 77	<b>90</b> 80 - 120	<b>100</b> 90 - 140	<b>175</b> 150 - 200
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>51</b> 46 - 56	<b>66</b> 56 - 77	<b>80</b> 70 - 95	<b>100</b> 90 - 115	<b>130</b> 100 - 140
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>85</b> 75 - 95	<b>90</b> 80 - 100	<b>150</b> 130 - 170
ACT - Canberra	<b>46</b> 46 - 56	<b>56</b> 49 - 71	<b>85</b> 75 - 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>85</b> 70 - 110	<b>105</b> 90 - 120	<b>150</b> 110 - 180

LOSS ADJUSTING/ASSESSING	Loss Assessor/Adjustor	Senior Loss Assessor/Adjustor	Technical/Specialist Loss Assessor/Adjustor	Assessing Manager
NSW - Sydney	<b>60</b> 57 - 77	<b>78</b> 71 - 90	<b>110</b> 87 - 130	<b>120</b> 112 - 140
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> 51 - 71	<b>71</b> 61 - 82	<b>82</b> 77 - 92	<b>92</b> 84 - 112
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 - 84
New Zealand	<b>75</b> 56 - 88	<b>91</b> 80 - 120	<b>122</b> 82 - 143	<b>128</b> 82 - 148

## NOTES:

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- All salaries are representative of the total package value



# INSURANCE

WORKERS COMPENSATION	Claims Assessor	Case Manager	Senior Case Manager	Team Leader	Manager
NSW - Sydney	<b>71</b> 61 - 87	<b>80</b> 65 - 95	<b>90</b> 80 - 110	<b>95</b> 85 - 110	<b>140</b> 120 - 150
VIC - Melbourne	<b>55</b> 50 - 58	<b>67</b> 61 - 72	<b>77</b> 68 - 87	<b>90</b> 85 - 100	<b>102</b> 100 - 125
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>56</b> 51 - 61	<b>56</b> 51 - 61	<b>61</b> 56 - 71	<b>71</b> 66 - 82	<b>82</b> 74 - 102
SA - Adelaide	<b>56</b> 51 - 61	<b>59</b> 51 - 61	<b>66</b> 61 - 71	<b>66</b> 56 - 66	<b>71</b> 61 - 77
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> 49 - 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 - 97	<b>92</b> 63 - 102	<b>102</b> 80 - 133

LIFE INSURANCE	Claims Administrator	Claims Assessor	Senior Claims Assessor	Claims Team Leader	Head of Claims
NSW - Sydney	<b>58</b> 55 - 70	<b>87</b> 80 - 95	<b>115</b> 100 - 130	<b>135</b> 120 - 155	<b>200</b> 150 - 250
VIC - Melbourne	<b>55</b> 55 - 65	<b>80</b> 75 - 85	<b>95</b> 85 - 120	<b>110</b> 95 - 125	<b>200</b> 150 - 250
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>49</b> 46 - 56	<b>61</b> 51 - 66	<b>69</b> 61 - 80	<b>77</b> 66 - 87	<b>160</b> 120 - 180
SA - Adelaide	<b>47</b> 46 - 47	<b>61</b> 51 - 66	<b>71</b> 61 - 80	<b>71</b> 66 - 77	<b>180</b> 150 - 250
WA - Perth	<b>50</b> 47 - 55	<b>60</b> 50 - 65	<b>75</b> 69 - 80	<b>72</b> 68 - 80	N/A
ACT - Canberra	<b>47</b> 46 - 51	<b>61</b> 51 - 66	<b>71</b> 61 - 82	<b>77</b> 66 - 87	N/A
New Zealand	<b>55</b> 45 - 65	<b>65</b> 52 - 82	<b>85</b> 66 - 102	<b>90</b> 66 - 102	<b>170</b> 110 - 200

	Underwriting Assistant	Underwriter	Senior Underwriter	Underwriting Manager	Chief Underwriter
NSW - Sydney	<b>61</b> 56 - 75	<b>95</b> 80 - 120	<b>130</b> 110 - 150	<b>167</b> 140 - 200	<b>200</b> 180 - 240
VIC - Melbourne	<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>53</b> 47 - 61	<b>71</b> 66 - 82	<b>92</b> 84 - 102	<b>92</b> 84 - 112	<b>102</b> 92 - 133
SA - Adelaide	<b>56</b> 51 - 56	<b>66</b> 51 - 71	<b>87</b> 71 - 92	<b>92</b> 84 - 102	<b>102</b> 92 - 122
WA - Perth	<b>52</b> 50 - 55	<b>70</b> 60 - 75	<b>87</b> 77 - 97	<b>122</b> 92 - 143	<b>133</b> 102 - 153
ACT - Canberra	<b>53</b> 47 - 56	<b>71</b> 66 - 82	<b>92</b> 84 - 102	<b>102</b> 84 - 122	<b>102</b> 92 - 122
New Zealand	<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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# OFFICE SUPPORT



## ANZ Key Insights



**33%**

of Office Support employers will increase salaries by up to 3% when they next review.



**53%**

of Office Support professionals say an increase of 3% or more would better reflect their performance.



**88%**

of Office Support professionals are currently looking for a new job, plan to look or are open to new opportunities in the next 12 months. Concerns about job security, a lack of new challenges and an uncompetitive salary are the main drivers.

## AUSTRALIA

The impact and implications of COVID-19 were felt acutely by administration and office support professionals. Some experienced headcount freezes and redundancies, with receptionists hardest hit. Yet those in industries that remained active saw their standing elevated internally as they helped their organisations respond to disruption and supported staff to remain productive and efficient through new ways of working.

Regardless of which side of the fence they found themselves on, by early 2021 the market had turned a corner. Today, employers are recovering, and the allocation of new budgets has increased vacancy activity across office support.

In fact, the market is now facing an emerging skills gap. With the Australian border remaining closed, office support professionals from overseas are unable to help fill the shortage of highly skilled professionals.

In greatest demand are Office Assistants with a varied skill set who can offer support across all departments, liaise with internal stakeholders, answer telephone calls, generate reports, format documents and book meeting rooms.

Executive Assistants are also sought in response to increasing work volumes, as are Data Entry Officers and Administrators with a broader skillset, including financial administration duties such as coding invoices, data entry and creating purchase orders.

Within the medical and legal industries, demand exists for candidates with relevant industry experience, however there is a shortage of such candidates entering the jobs market.

Meanwhile, the construction and engineering industries require Project Administrators, while people & culture teams that are either expanding or restructuring need Project Support staff.

The public sector also requires Project Support Officers who offer back end support for projects and possess excellent time management, prioritisation, calendar management, meeting agenda preparation and stakeholder engagement skills. Demand for candidates with Baseline security clearances is evident across the Federal Government, while the ability to coordinate multiple locations simultaneously is sought as more roles involve responsibility for multiple states.

Across office support, employers increasingly look for candidates with experience on the exact CRM they use to reduce training costs. Proficiency in SharePoint and the Microsoft Office 365 Suite, as well as remote applications, is essential, too, as more people work remotely. Other common systems include SAP, MYOB, TRIM, LEAP, Affinity, Xero and Aconex.

In terms of soft skills, communication, organisational and time management top the list of those sought. Employers also prioritise a proactive mindset, reliability and a strong work ethic, since they need to trust staff to work independently outside the office. Emotional intelligence and adaptability are valued, as is a willingness to take on varied duties and help out wherever required.

### Salary and benefit trends

Salaries have remained steady across office support, with employers instead using benefits to reward staff. Regular working from home is the most common benefit offered, with mental health and wellbeing initiatives also increasing. Other common benefits include volunteer leave, birthday leave, gym memberships and the provision of a clear progression plan.

### Advice for jobseekers

To stand out in today's jobs market, it is important to research an organisation and tailor your CV accordingly. Include details of the specific projects you've worked on. If you are unsure how to structure a CV, [download our free template](#) from our website. A LinkedIn profile is essential

too. Make sure it aligns with your CV as employers do check LinkedIn as part of their screening process.

Prepare for your interview, practice answering behavioural based questions and be able to clearly demonstrate the key soft skills now in demand.

### Advice for employers

For employers looking to secure top talent, promote the variety, employee support and career progression on offer. Candidates are looking to join an organisation where they can advance their career long-term, so show how they could develop their expertise and communicate the training, development and upskilling support you provide.

## NEW ZEALAND

Over the past year, benefits have come to the fore of New Zealand's office support jobs market. After working productively and effectively from home during lockdowns, many support professionals now want to maintain some form of remote working.

This is a trend that employers have embraced. Four-day working weeks and health insurance are also common benefits.

With employers using benefits to attract, reward and retain top talent, permanent office support salaries have, and will remain, steady. We have, however, seen some rate increases for fixed-term contracts and temporary assignments following a year of stagnation.

Of office support roles, Insurance Administrators are in high demand, particularly as movement continues in the property market. We have also seen demand increase for Contract Administrators and Project Coordinators to assist with construction projects that are behind schedule.

Across office support areas, candidates must possess a high level of digital literacy, particularly on remote collaboration tools. The ability to adapt to sudden and unexpected change while maintaining productivity is essential, too. Resilience and a positive attitude are sought more than ever.

To stand out, office support professionals are reminded to research an organisation, personalise your CV and cover letter accordingly and follow up each application. Be proactive, rather than sending a standard CV. If there are gaps on your CV, explain them.

## 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>42</b> 42 - 46	<b>51</b> 45 - 55	<b>56</b> 55 - 70	<b>77</b> 65 - 85	<b>66</b> 60 - 80
VIC - Melbourne	<b>44</b> 42 - 47	<b>47</b> 45 - 51	<b>56</b> 51 - 66	<b>71</b> 61 - 82	<b>77</b> 56 - 82
VIC - Regional	<b>46</b> 42 - 51	<b>51</b> 46 - 56	<b>56</b> 51 - 56	<b>71</b> 61 - 82	<b>61</b> 56 - 66
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>43</b> 42 - 49	<b>50</b> 45 - 55	<b>60</b> 55 - 65	<b>70</b> 60 - 80	<b>60</b> 55 - 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>46</b> 42 - 48	<b>51</b> 46 - 56	<b>66</b> 56 - 71	<b>66</b> 56 - 71	<b>71</b> 61 - 77
WA - Perth	<b>42</b> 42 - 46	<b>56</b> 46 - 61	<b>61</b> 60 - 70	<b>66</b> 61 - 82	<b>71</b> 66 - 82
ACT - Canberra	<b>58</b> 55 - 65	<b>65</b> 60 - 70	<b>75</b> 65 - 82	<b>85</b> 80 - 96	<b>70</b> 65 - 77
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>50</b> 45 - 56	<b>56</b> 51 - 61	<b>66</b> 61 - 71	<b>75</b> 66 - 87	<b>66</b> 61 - 77
NZ - Auckland	<b>44</b> 42 - 46	<b>48</b> 44 - 52	<b>58</b> 55 - 66	<b>66</b> 60 - 76	<b>61</b> 55 - 71
NZ - Wellington	<b>44</b> 42 - 45	<b>48</b> 45 - 50	<b>58</b> 50 - 65	<b>78</b> 65 - 90	<b>71</b> 61 - 80
NZ - Christchurch	<b>42</b> 42 - 43	<b>46</b> 42 - 49	<b>53</b> 51 - 56	<b>61</b> 51 - 66	<b>59</b> 56 - 66

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>51</b> 49 - 61	<b>70</b> 60 - 75	<b>77</b> 65 - 85	<b>87</b> 77 - 95
VIC - Melbourne	<b>51</b> 46 - 56	<b>56</b> 51 - 61	<b>77</b> 66 - 80	<b>82</b> 77 - 102
VIC - Regional	<b>51</b> 45 - 56	<b>56</b> 51 - 61	<b>71</b> 61 - 82	<b>71</b> 61 - 82
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>55</b> 55 - 60	<b>60</b> 55 - 65	<b>75</b> 70 - 80	<b>80</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>56</b> 49 - 61	<b>61</b> 56 - 66	<b>66</b> 61 - 71	<b>71</b> 61 - 82
WA - Perth	<b>51</b> 51 - 61	<b>56</b> 56 - 71	<b>71</b> 61 - 82	<b>87</b> 77 - 102
ACT - Canberra	<b>61</b> 56 - 66	<b>75</b> 66 - 77	<b>82</b> 75 - 85	<b>88</b> 82 - 95
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>56</b> 51 - 61	<b>60</b> 55 - 66	<b>69</b> 65 - 77	<b>78</b> 66 - 90
NZ - Auckland	<b>52</b> 49 - 58	<b>58</b> 52 - 62	<b>70</b> 60 - 80	<b>82</b> 70 - 100
NZ - Wellington	<b>53</b> 49 - 58	<b>57</b> 52 - 62	<b>70</b> 60 - 80	<b>82</b> 70 - 100
NZ - Christchurch	<b>49</b> 46 - 51	<b>54</b> 51 - 56	<b>56</b> 51 - 61	<b>66</b> 61 - 71

### NOTES:

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

## OFFICE SUPPORT

ADMINISTRATION/SPECIALISTS	Data Entry Operator	Sales Coordinator	Records Officer	Medical Secretary
NSW - Sydney	<b>43</b> 42 - 46	<b>61</b> 49 - 71	<b>71</b> 56 - 82	<b>61</b> 56 - 77
NSW - Regional	<b>46</b> 45 - 50	<b>66</b> 56 - 77	<b>61</b> 50 - 60	<b>61</b> 60 - 75
VIC - Melbourne	<b>43</b> 42 - 49	<b>56</b> 46 - 61	<b>46</b> 42 - 51	<b>51</b> 46 - 56
VIC - Regional	<b>43</b> 42 - 46	<b>43</b> 42 - 51	<b>44</b> 42 - 46	<b>46</b> 43 - 51
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>50</b> 42 - 55	<b>51</b> 46 - 56	<b>48</b> 45 - 55	<b>50</b> 45 - 60
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>51</b> 46 - 56	<b>61</b> 56 - 71	<b>51</b> 46 - 56	<b>51</b> 46 - 56
WA - Perth	<b>51</b> 42 - 56	<b>56</b> 51 - 61	<b>56</b> 46 - 66	<b>56</b> 51 - 66
ACT - Canberra	<b>51</b> 51 - 56	<b>60</b> 56 - 66	<b>62</b> 60 - 65	<b>65</b> 61 - 77
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>50</b> 46 - 56	<b>52</b> 45 - 56	<b>56</b> 51 - 65	<b>56</b> 51 - 61
NZ - Auckland	<b>43</b> 42 - 45	<b>55</b> 45 - 60	<b>53</b> 48 - 58	<b>56</b> 50 - 66
NZ - Wellington	<b>44</b> 42 - 48	<b>51</b> 46 - 55	<b>49</b> 45 - 53	<b>58</b> 55 - 60
NZ - Christchurch	<b>42</b> 42 - 44	<b>51</b> 46 - 53	<b>46</b> 42 - 51	<b>51</b> 46 - 61

RECEPTION	Switchboard Operator	Receptionist (Up to 12 mths exp)	Receptionist (12+ mths exp)	Receptionist/Admin Assistant (12+ mths exp)
NSW - Sydney	<b>56</b> 44 - 61	<b>51</b> 46 - 61	<b>56</b> 49 - 63	<b>58</b> 46 - 66
NSW - Regional	<b>46</b> 45 - 56	<b>51</b> 44 - 56	<b>56</b> 45 - 60	<b>56</b> 50 - 65
VIC - Melbourne	<b>51</b> 46 - 56	<b>46</b> 43 - 51	<b>51</b> 46 - 61	<b>56</b> 46 - 61
VIC - Regional	<b>43</b> 42 - 46	<b>49</b> 46 - 51	<b>56</b> 51 - 61	<b>56</b> 46 - 61
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>50</b> 45 - 60	<b>45</b> 45 - 50	<b>51</b> 46 - 56	<b>55</b> 50 - 60
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>46</b> 42 - 51	<b>46</b> 43 - 51	<b>49</b> 46 - 51	<b>51</b> 46 - 56
WA - Perth	<b>46</b> 42 - 56	<b>46</b> 42 - 55	<b>51</b> 46 - 56	<b>56</b> 51 - 61
ACT - Canberra	<b>60</b> 56 - 65	<b>52</b> 50 - 56	<b>60</b> 56 - 65	<b>64</b> 64 - 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>45</b> 42 - 47	<b>48</b> 43 - 52	<b>56</b> 51 - 59	<b>56</b> 51 - 61
NZ - Wellington	<b>45</b> 42 - 47	<b>45</b> 40 - 50	<b>50</b> 45 - 55	<b>51</b> 48 - 55
NZ - Christchurch	<b>42</b> 42 - 44	<b>44</b> 40 - 46	<b>47</b> 45 - 48	<b>49</b> 46 - 51

### NOTES:

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- New Zealand salaries are represented in New Zealand dollars

## OFFICE SUPPORT

LEGAL SUPPORT	Legal Secretary (Up to 2 yrs exp)	Legal Secretary (2-4 yrs exp)	Legal Secretary (4+ yrs exp)	Legal Personal Assistant
NSW - Sydney	<b>65</b> 55 - 68	<b>71</b> 56 - 77	<b>77</b> 66 - 87	<b>77</b> 77 - 92
NSW - Regional	<b>61</b> 50 - 68	<b>66</b> 58 - 77	<b>66</b> 65 - 82	<b>77</b> 70 - 85
VIC - Melbourne	<b>51</b> 46 - 56	<b>56</b> 51 - 66	<b>66</b> 51 - 71	<b>71</b> 56 - 77
VIC - Regional	<b>44</b> 44 - 45	<b>46</b> 45 - 51	<b>51</b> 46 - 56	<b>51</b> 46 - 56
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>55</b> 55 - 60	<b>60</b> 55 - 65	<b>65</b> 55 - 70	<b>70</b> 65 - 75
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>56</b> 51 - 61	<b>56</b> 51 - 61	<b>61</b> 56 - 71	<b>66</b> 56 - 77
WA - Perth	<b>61</b> 56 - 66	<b>66</b> 60 - 70	<b>77</b> 70 - 85	<b>77</b> 70 - 85
ACT - Canberra	<b>65</b> 60 - 70	<b>75</b> 70 - 85	<b>80</b> 75 - 90	<b>85</b> 75 - 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>56</b> 49 - 61	<b>61</b> 53 - 66	<b>66</b> 56 - 71	<b>69</b> 61 - 77
NZ - Wellington	<b>49</b> 46 - 55	<b>65</b> 60 - 70	<b>63</b> 60 - 75	<b>70</b> 65 - 75
NZ - Christchurch	<b>51</b> 46 - 56	<b>56</b> 51 - 61	<b>59</b> 56 - 61	<b>61</b> 56 - 66

BANKING & FINANCE SUPPORT	Specialist Finance PA	Investment Banking Personal Assistant	Advisor Support
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>71</b> 66 - 82	<b>82</b> 71 - 92	<b>56</b> 46 - 61
VIC - Regional	<b>51</b> 46 - 56	<b>51</b> 51 - 56	<b>49</b> 46 - 54
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>65</b> 60 - 70	<b>70</b> 60 - 75	<b>50</b> 48 - 55
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>66</b> 65 - 75	<b>66</b> 60 - 77	<b>51</b> 46 - 60
ACT - Canberra	<b>75</b> 70 - 80	<b>74</b> 65 - 80	<b>75</b> 68 - 80
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> 42 - 59
NZ - Christchurch	<b>61</b> 56 - 66	<b>61</b> 56 - 66	<b>46</b> 42 - 51

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## OFFICE SUPPORT

PROPERTY & CONSTRUCTION SUPPORT	Document Controller	Project Secretary/ Administrator	Site Secretary/Administrator
NSW - Sydney	<b>83</b> 72 - 94	<b>71</b> 61 - 87	<b>71</b> 61 - 87
NSW - Regional	<b>77</b> 61 - 87	<b>61</b> 51 - 71	<b>66</b> 61 - 77
VIC - Melbourne	<b>61</b> 56 - 71	<b>66</b> 56 - 71	<b>56</b> 51 - 61
VIC - Regional	<b>56</b> 51 - 71	<b>53</b> 46 - 56	<b>56</b> 51 - 71
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>70</b> 60 - 80	<b>60</b> 55 - 65	<b>60</b> 55 - 65
QLD - Regional	<b>71</b> 56 - 82	<b>61</b> 58 - 70	<b>61</b> 58 - 70
SA - Adelaide	<b>71</b> 66 - 77	<b>71</b> 66 - 77	<b>61</b> 56 - 66
WA - Perth	<b>77</b> 66 - 87	<b>66</b> 61 - 77	<b>82</b> 71 - 102
ACT - Canberra	<b>75</b> 66 - 88	<b>80</b> 75 - 87	<b>75</b> 70 - 80
TAS - Hobart/Launceston	<b>65</b> 55 - 80	<b>62</b> 53 - 67	<b>57</b> 53 - 65
NT - Darwin	<b>71</b> 61 - 82	<b>66</b> 56 - 80	<b>75</b> 61 - 90
NZ - Auckland	<b>61</b> 51 - 71	<b>59</b> 55 - 69	<b>59</b> 52 - 69
NZ - Wellington	<b>51</b> 46 - 56	<b>53</b> 51 - 56	<b>56</b> 51 - 61
NZ - Christchurch	<b>51</b> 46 - 56	<b>56</b> 53 - 61	<b>54</b> 51 - 56

	Facilities Administrator	Contracts Administrator (Residential)	Client Liaison (Residential)
NSW - Sydney	<b>54</b> 44 - 59	<b>66</b> 61 - 82	<b>63</b> 59 - 79
NSW - Regional	<b>56</b> 50 - 65	<b>61</b> 56 - 77	<b>61</b> 56 - 77
VIC - Melbourne	<b>51</b> 46 - 56	<b>56</b> 46 - 66	<b>56</b> 46 - 66
VIC - Regional	<b>46</b> 42 - 51	<b>49</b> 46 - 56	<b>48</b> 41 - 51
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>50</b> 45 - 55	<b>50</b> 42 - 60	<b>55</b> 50 - 60
QLD - Regional	<b>51</b> 48 - 56	<b>56</b> 52 - 61	<b>56</b> 51 - 61
SA - Adelaide	<b>55</b> 50 - 60	<b>56</b> 51 - 66	<b>59</b> 56 - 61
WA - Perth	<b>46</b> 42 - 50	<b>66</b> 51 - 77	<b>56</b> 46 - 66
ACT - Canberra	<b>72</b> 64 - 78	<b>82</b> 78 - 88	<b>60</b> 55 - 66
TAS - Hobart/Launceston	<b>55</b> 47 - 60	<b>60</b> 53 - 65	<b>56</b> 53 - 62
NT - Darwin	<b>56</b> 50 - 65	<b>77</b> 66 - 85	<b>56</b> 56 - 61
NZ - Auckland	<b>57</b> 52 - 63	<b>63</b> 51 - 71	<b>56</b> 51 - 61
NZ - Wellington	<b>51</b> 46 - 56	<b>56</b> 51 - 61	<b>51</b> 46 - 56
NZ - Christchurch	<b>46</b> 43 - 51	<b>51</b> 42 - 56	<b>49</b> 44 - 55

### NOTES:

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


# CONTACT CENTRES



## ANZ Key Insights

 **46%**  
of Contact Centres employers will increase salaries by up to 3% when they next review.

 **47%**  
of Contact Centres professionals say an increase of 3% or more would better reflect their performance.

 **89%**  
of Contact Centres professionals are currently looking for a new job, plan to look or are open to new opportunities in the next 12 months. Concerns about job security, a lack of promotional opportunities and an uncompetitive salary are the main drivers.

## AUSTRALIA

Australia's contact centres job market has undergone significant change, pivoting from candidate rich in 2020 to candidate short by early 2021. Today, professionals have either been secured in a new role, or incorrectly believe that opportunities are unavailable and so refrain from exploring their options. The resulting supply and demand imbalance has led to high competition for top talent.

Yet while vacancy activity is positive, particularly for Sales & Service and Customer Service Representatives, salaries have remained steady.

Looking ahead, improved business confidence and onshoring will further shrink the pool of available candidates, leading to salary movements. This will be most obvious for technical roles, which are already remaining open for longer as employers compete for available candidates. In such a market, employers unwilling to negotiate salaries risk losing out on the best talent.

Turning to benefits, flexible working is important to jobseekers. While some employers are bringing staff back into an onsite contact centre, others have instigated regular flexible working. The latter have a strong attraction advantage.

Mental health support is also an increasingly important benefit, as is career development since candidates look beyond the vacant role to the long-term potential to grow within the organisation.

The number of counter offers has risen, although these are typically unsuccessful as most candidates are searching for greater flexibility, work from home options and upskilling, not just a salary increase.

### Skills in demand

Inbound and Outbound Sales & Service Representatives and Telesales professionals are in greatest demand, with employers looking for proven sales performers with experience working to targets or cross selling and strong computer literacy.

Customer Service Representatives and Officers are in continuous demand across the private and public sectors, particularly those with an in-depth knowledge of the relevant products and services. B2B Customer Service Officers with SAP skills are needed for niche roles.

Within insurance, Claims Consultants and Collections Officers are in growing demand. A high level of empathy is vital.

Digital skills are also sought, especially experience working on a CRM platform. The ability to quickly learn new systems is expected. With more people working from home, employers require a high level of computer literacy.

In terms of soft skills, the ability to build strong customer relationships is essential, with patience and empathy valued to ensure customers are engaged and feel that their needs are understood.



Of course, strong communication skills are essential for effective one-call resolutions. Problem solving is important too, so professionals can define, evaluate and solve issues quickly and therefore assist more customers.

Resilience has always been important, but more so today when contact centre staff often work remotely. Employers look for people who can handle difficult calls without face-to-face contact with their manager.

Interestingly, contact centre experience is no longer viewed as essential, with employers willing to consider candidates with a strong customer focus and previous experience in retail, travel or hospitality.

#### **Advice for jobseekers**

Research an organisation and tailor your CV accordingly. Rather than apply for every role, be selective and only apply if your skills and experience suit. If it's been some time since

you updated your CV, you can download a free [CV template](#) from our website.

Video interviews will remain part of the recruitment process. Therefore, make sure you can confidently build rapport and make a great first impression to [succeed in a virtual interview](#).

While the ability to work from home may be motivating your job search, you are unlikely to be able to work remotely until your training is complete and you have proven yourself. So, be flexible in your expectations and focus on long-term benefits.

#### **Advice for employers**

With competition for top talent high, be prepared to stretch your salary bandings to secure your preferred candidate. Promote the flexible working options you offer and communicate the training and career progression available.

## CONTACT CENTRES

	Inbound Service	Inbound Sales & Service	Snr Customer Service Representative	Sales/ Telesales Team Leader	Sales/ Telesales Manager
NSW - Sydney	<b>55</b> 49 - 61	<b>55</b> 49 - 65	<b>59</b> 53 - 66	<b>82</b> 66 - 102	<b>102</b> 77 - 133
NSW - Regional	<b>50</b> 46 - 56	<b>56</b> 46 - 66	<b>61</b> 51 - 66	<b>77</b> 61 - 92	<b>97</b> 71 - 122
VIC - Melbourne	<b>54</b> 46 - 61	<b>56</b> 46 - 61	<b>59</b> 51 - 66	<b>71</b> 61 - 82	<b>102</b> 82 - 133
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
QLD - Brisbane	<b>50</b> 47 - 56	<b>52</b> 46 - 56	<b>55</b> 51 - 61	<b>72</b> 61 - 87	<b>92</b> 71 - 122
SA - Adelaide	<b>49</b> 46 - 53	<b>51</b> 46 - 56	<b>56</b> 50 - 60	<b>71</b> 51 - 82	<b>92</b> 71 - 122
WA - Perth	<b>51</b> 45 - 56	<b>56</b> 50 - 60	<b>51</b> 50 - 65	<b>71</b> 61 - 80	<b>102</b> 82 - 122
ACT - Canberra	<b>65</b> 58 - 66	<b>60</b> 55 - 60	<b>65</b> 60 - 71	<b>78</b> 65 - 82	<b>90</b> 77 - 110
TAS - Hobart/Launceston	<b>46</b> 42 - 49	<b>51</b> 46 - 56	<b>56</b> 51 - 59	<b>56</b> 56 - 66	<b>77</b> 61 - 122
NZ - Auckland	<b>44</b> 44 - 49	<b>46</b> 45 - 51	<b>50</b> 49 - 51	<b>61</b> 59 - 69	<b>77</b> 71 - 112
NZ - Wellington	<b>44</b> 42 - 48	<b>46</b> 45 - 48	<b>55</b> 50 - 60	<b>65</b> 60 - 70	<b>77</b> 71 - 112
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

	Appointment Setter	Telemarketer	Telesales Outbound	Outbound Sales & Service	Account Manager	Business Development Consultant
NSW - Sydney	<b>56</b> 51 - 61	<b>61</b> 51 - 61	<b>56</b> 51 - 66	<b>56</b> 51 - 61	<b>61</b> 56 - 70	<b>61</b> 51 - 77
NSW - Regional	<b>51</b> 46 - 56	<b>56</b> 51 - 61	<b>56</b> 51 - 61	<b>56</b> 51 - 61	<b>61</b> 56 - 66	<b>61</b> 51 - 77
VIC - Melbourne	<b>56</b> 51 - 61	<b>55</b> 46 - 66	<b>55</b> 46 - 66	<b>61</b> 51 - 66	<b>61</b> 56 - 71	<b>77</b> 61 - 87
VIC - Regional	<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	<b>71</b> 56 - 82
QLD - Brisbane	<b>51</b> 45 - 56	<b>56</b> 51 - 61	<b>51</b> 46 - 56	<b>50</b> 46 - 53	<b>57</b> 51 - 62	<b>61</b> 56 - 66
SA - Adelaide	<b>46</b> 46 - 56	<b>51</b> 46 - 61	<b>51</b> 46 - 56	<b>51</b> 49 - 54	<b>66</b> 56 - 77	<b>56</b> 48 - 69
WA - Perth	<b>46</b> 45 - 51	<b>46</b> 45 - 51	<b>51</b> 50 - 60	<b>49</b> 50 - 60	<b>51</b> 56 - 70	<b>65</b> 54 - 71
ACT - Canberra	<b>58</b> 50 - 60	<b>58</b> 55 - 61	<b>55</b> 50 - 56	<b>55</b> 50 - 60	<b>70</b> 60 - 75	<b>70</b> 60 - 75
TAS - Hobart/Launceston	<b>46</b> 42 - 49	<b>46</b> 42 - 51	<b>46</b> 42 - 51	<b>46</b> 42 - 51	<b>56</b> 48 - 66	<b>56</b> 48 - 66
NZ - Auckland	<b>45</b> 44 - 49	<b>42</b> 42 - 49	<b>46</b> 42 - 51	<b>51</b> 49 - 59	<b>56</b> 51 - 71	<b>66</b> 61 - 82
NZ - Wellington	<b>45</b> 42 - 49	<b>44</b> 42 - 47	<b>46</b> 42 - 51	<b>51</b> 49 - 59	<b>56</b> 51 - 71	<b>71</b> 61 - 82
NZ - Christchurch	<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	<b>71</b> 61 - 82

### NOTES:

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- New Zealand salaries are represented in New Zealand dollars

- All salaries are representative of fixed cash and incentive bonus components (if applicable). Sales roles are base salary only, do not include commission or bonus amounts, and differ extensively across industry sectors

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

## CONTACT CENTRES

	Call Coach/QA	Reporting Analyst	Workforce Planner	Project Manager
NSW - Sydney	<b>70</b> 60 - 80	<b>71</b> 66 - 87	<b>82</b> 77 - 92	<b>112</b> 82 - 163
NSW - Regional	<b>61</b> 56 - 71	<b>71</b> 66 - 87	<b>87</b> 71 - 92	<b>112</b> 77 - 153
VIC - Melbourne	<b>58</b> 52 - 65	<b>66</b> 51 - 77	<b>73</b> 64 - 92	<b>112</b> 87 - 133
VIC - Regional	<b>58</b> 52 - 65	<b>66</b> 51 - 77	<b>73</b> 61 - 92	<b>112</b> 87 - 133
QLD - Brisbane	<b>56</b> 49 - 65	<b>66</b> 51 - 71	<b>82</b> 66 - 92	<b>92</b> 82 - 122
SA - Adelaide	<b>51</b> 49 - 61	<b>56</b> 49 - 71	<b>66</b> 61 - 92	<b>77</b> 66 - 102
WA - Perth	<b>56</b> 50 - 65	<b>66</b> 51 - 71	<b>77</b> 61 - 87	<b>87</b> 77 - 112
ACT - Canberra	<b>65</b> 55 - 75	<b>69</b> 60 - 75	<b>85</b> 75 - 95	<b>95</b> 80 - 112
TAS - Hobart/Launceston	<b>56</b> 49 - 66	<b>51</b> 49 - 66	<b>56</b> 51 - 71	<b>71</b> 61 - 112
NZ - Auckland	<b>56</b> 49 - 61	<b>56</b> 51 - 61	<b>56</b> 51 - 71	<b>77</b> 66 - 87
NZ - Wellington	<b>56</b> 49 - 61	<b>56</b> 51 - 61	<b>58</b> 51 - 71	<b>77</b> 66 - 87
NZ - Christchurch	<b>56</b> 49 - 61	<b>56</b> 51 - 61	<b>56</b> 51 - 71	<b>77</b> 66 - 92

	Collections Representative	Collections Team Leader	Collections Manager
NSW - Sydney	<b>51</b> 48 - 60	<b>77</b> 66 - 87	<b>112</b> 92 - 153
NSW - Regional	<b>56</b> 51 - 61	<b>71</b> 61 - 77	<b>97</b> 82 - 112
VIC - Melbourne	<b>58</b> 49 - 65	<b>75</b> 66 - 84	<b>97</b> 77 - 133
VIC - Regional	<b>57</b> 48 - 65	<b>74</b> 65 - 82	<b>97</b> 77 - 133
QLD - Brisbane	<b>48</b> 45 - 52	<b>71</b> 61 - 82	<b>82</b> 71 - 92
SA - Adelaide	<b>49</b> 46 - 53	<b>64</b> 51 - 71	<b>92</b> 66 - 122
WA - Perth	<b>50</b> 46 - 60	<b>71</b> 61 - 82	<b>82</b> 77 - 102
ACT - Canberra	<b>60</b> 55 - 65	<b>75</b> 60 - 80	<b>85</b> 75 - 90
TAS - Hobart/Launceston	<b>47</b> 45 - 51	<b>51</b> 51 - 61	<b>51</b> 51 - 66
NZ - Auckland	<b>49</b> 43 - 53	<b>56</b> 51 - 66	<b>70</b> 61 - 77
NZ - Wellington	<b>49</b> 43 - 53	<b>56</b> 51 - 61	<b>66</b> 61 - 77
NZ - Christchurch	<b>46</b> 42 - 51	<b>56</b> 51 - 61	<b>61</b> 61 - 66

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

## CONTACT CENTRES

	Supervisor	Trainer	Team Leader	Team Manager
NSW - Sydney	<b>64</b> 56 - 77	<b>77</b> 51 - 87	<b>77</b> 61 - 87	<b>87</b> 71 - 112
NSW - Regional	<b>61</b> 56 - 77	<b>71</b> 51 - 87	<b>77</b> 61 - 87	<b>87</b> 71 - 102
VIC - Melbourne	<b>66</b> 61 - 77	<b>76</b> 60 - 92	<b>71</b> 63 - 82	<b>82</b> 69 - 102
VIC - Regional	<b>64</b> 59 - 74	<b>72</b> 60 - 82	<b>69</b> 61 - 77	<b>82</b> 66 - 102
QLD - Brisbane	<b>61</b> 51 - 66	<b>61</b> 51 - 77	<b>61</b> 51 - 82	<b>66</b> 51 - 87
SA - Adelaide	<b>61</b> 51 - 61	<b>61</b> 51 - 61	<b>66</b> 51 - 82	<b>71</b> 56 - 82
WA - Perth	<b>71</b> 61 - 82	<b>66</b> 65 - 80	<b>66</b> 61 - 82	<b>82</b> 70 - 92
ACT - Canberra	<b>75</b> 70 - 80	<b>75</b> 65 - 80	<b>75</b> 65 - 85	<b>85</b> 75 - 90
TAS - Hobart/Launceston	<b>56</b> 51 - 71	<b>61</b> 51 - 82	<b>56</b> 51 - 71	<b>71</b> 61 - 77
NZ - Auckland	<b>60</b> 51 - 66	<b>61</b> 56 - 77	<b>61</b> 51 - 77	<b>77</b> 71 - 92
NZ - Wellington	<b>56</b> 51 - 66	<b>61</b> 56 - 77	<b>61</b> 51 - 77	<b>71</b> 66 - 92
NZ - Christchurch	<b>54</b> 51 - 56	<b>61</b> 51 - 71	<b>61</b> 51 - 66	<b>71</b> 66 - 82

	Customer Service Manager	Contact Centre Manager	Operations Manager	Director Customer Service/ Contact Centres
NSW - Sydney	<b>102</b> 82 - 143	<b>135</b> 88 - 160	<b>132</b> 110 - 190	<b>190</b> 133 - 240
NSW - Regional	<b>97</b> 82 - 122	<b>122</b> 82 - 143	<b>122</b> 102 - 163	<b>163</b> 122 - 184
VIC - Melbourne	<b>107</b> 92 - 143	<b>133</b> 82 - 153	<b>133</b> 87 - 163	<b>184</b> 128 - 204
VIC - Regional	<b>92</b> 82 - 122	<b>107</b> 82 - 128	<b>122</b> 82 - 153	<b>158</b> 112 - 204
QLD - Brisbane	<b>92</b> 71 - 122	<b>102</b> 82 - 133	<b>112</b> 87 - 153	<b>173</b> 122 - 224
SA - Adelaide	<b>92</b> 71 - 122	<b>102</b> 77 - 133	<b>112</b> 77 - 143	<b>158</b> 117 - 184
WA - Perth	<b>92</b> 71 - 122	<b>102</b> 82 - 133	<b>122</b> 102 - 153	<b>184</b> 102 - 204
ACT - Canberra	<b>85</b> 75 - 95	<b>110</b> 82 - 120	<b>118</b> 90 - 120	<b>125</b> 95 - 130
TAS - Hobart/Launceston	<b>82</b> 61 - 102	<b>102</b> 82 - 122	<b>102</b> 82 - 133	<b>153</b> 92 - 184
NZ - Auckland	<b>77</b> 71 - 92	<b>82</b> 71 - 112	<b>92</b> 77 - 133	<b>153</b> 122 - 194
NZ - Wellington	<b>77</b> 71 - 92	<b>87</b> 77 - 107	<b>92</b> 82 - 133	<b>153</b> 122 - 194
NZ - Christchurch	<b>82</b> 71 - 92	<b>82</b> 71 - 102	<b>87</b> 82 - 122	<b>143</b> 122 - 184

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# HUMAN RESOURCES



## ANZ Key Insights

 **64%**  
of Human Resources employers will increase salaries by up to 3% when they next review.

 **63%**  
of Human Resources professionals say an increase of 3% or more would better reflect their performance.

 **63%**  
of Human Resources professionals are currently looking for a new job, plan to look or are open to new opportunities in the next 12 months. A lack of promotional opportunities, an uncompetitive salary and a lack of new challenges are the main drivers.

## AUSTRALIA

COVID-19 has drastically altered the world of work, with HR professionals in the front seat of change and increasingly called upon to support and advise on the way forward.

This has seen demand rise for skilled and experienced HR professionals, both generalists and specialists. In particular, HR Managers with strong communication and stakeholder management experience are needed to coach and mentor department heads through change.

HR Advisors who can competently deliver day-to-day operational support are sought, too. Candidates with start-up experience are valued by organisations creating their first HR role after a challenging 12 months. Smaller not-for-profits need those who can also take on ER and IR functions.

Workforce Planners and Change Managers are required to support workforce capability and drive success, as are Talent Acquisition Specialists and Recruitment Advisors to help organisations reach growth targets.

Learning Designers with e-learning experience who can ensure content is virtually engaging are in demand following the rapid pivot from in-person to online training and facilitation. An increase in organisational change, restructures and new system rollouts is further adding to demand – which is high in the public sector too.

Workplace Health & Safety and Occupational Health & Safety professionals are required in most industries. Those with an allied health background in injury management as well as

workers compensation, self-insurance workers compensation or construction industry experience are in especially short supply. Experienced ICAM Investigators are also needed for safety investigations and audits.

A renewed focus on equal, diverse and inclusive recruitment and workplaces has fuelled demand for Diversity & Inclusion Specialists, Coordinators and Advisors.

Industrial Relations Managers are a growing area of demand following COVID-19 and various reforms. So too are Employee Relations Consultants and Specialists to deal with HR processes and compliance.

In terms of soft skills, stakeholder engagement, an agile approach and strong communication skills are valued. Continued disruption necessitates a requirement for HR professionals who can quickly transition to new ways of working. The ability to solve problems quickly and effectively is valued, too. For managers, commercial acumen is required to understand HR's impact on a business.

### Salary and benefits trends

Despite demand, salary increases for the most part are minimal, although there are some small but notable exceptions. For instance, workplace health & safety in South Australia, learning and development in ACT, HRIS systems experts and remuneration & benefits contractors in Victoria, and in the mining industry in both Western Australia and North Queensland. In most cases, such salary increases were the result of local skills shortages and multiple offers.

Instead of salary increases, organisations are using flexible working to reward staff. In fact, following the success of lockdown-induced working from home, most candidates see no reason why they can't work in a hybrid model. Flexibility therefore plays a pivotal role in a candidate either remaining with their employer or accepting a new offer.

Regular upskilling, career development, RDOs, compressed working weeks, free car parking and mental health and wellbeing programs are also used to attract candidates and retain staff.

#### **Advice for jobseekers**

Make sure you research and personalise your CV for each application and clearly articulate why your skills make you suitable for the role. Be tactical in your job search and value your time – only apply if you have the necessary skills and experience.

Regular upskilling is essential to remain competitive. If you were made redundant, showing how you proactively kept your skills up to date during any period of unemployment is essential.

#### **Advice for employers**

Candidates look for flexibility, so communicate how this works in practice in your organisation. Carefully consider your candidate experience and, if necessary, upskill hiring managers to protect your employment brand. Finally, don't be too quick to judge a candidate based on their experience over the past year. For those who lost their dream job, their subsequent work history may appear inconsistent. Remember, many professionals are still finding their feet so don't make any pre-judgements before the interview.

## **NEW ZEALAND**

The HR jobs market started strongly in 2021, following a busy backend in 2020. Today, renewed optimism fuels vacancy activity. While salaries remain steady, we are seeing more offers at the higher end of the typical range for experienced HR Business Partners and HR Managers. A slight salary rise is probable in the year ahead as organisations compete for top talent.

Demand is highest for experienced Change Managers in response to transformations, restructures, upsizing and downsizing. We are also seeing more sole-charge HR Manager, HR Advisor and HR Business Partner roles that report into an Australian HR Manager. Organisations want local support rather than overseas management.

Talent Managers are sought after, as are HR Managers and HR Business Partners who are highly skilled at employee engagement. HR Managers and HR Business Partners with a wellness focus are in demand, too, since organisations are focused on staff retention and candidates are increasingly looking for an employer who offers wellbeing support.

A growing business focus on corporate social responsibility initiatives has also created demand for Diversity and Inclusion Managers. Meanwhile, businesses are asking for Senior HR candidates with Agile experience gained in large organisations. With more organisations already operating or adopting this model, this trend will likely continue.

Communication and empathy are vital soft skills in these roles. Employers are looking for people with good influencing skills who can coach staff and make pragmatic decisions.

Working from home in a hybrid working model is the most common benefit employers now offer. Candidates have come to expect such flexibility, which means that employers that call staff back into the office permanently after the proven success of remote working face an attraction and retention challenge.

In addition to flexible working, candidates are looking for stable organisations with a good culture and high level of employee engagement.

# HUMAN RESOURCES

	Head of HR/ HR Director >1000 employees	Head of HR/ HR Director 250 - 1000 employees	Head of HR/ HR Director <250 employees	HR Manager >1000 employees	HR Manager 250 - 1000 employees	HR Manager <250 employees
NSW - Sydney	<b>286</b> 204 - 408	<b>204</b> 153 - 224	<b>168</b> 143 - 184	<b>153</b> 133 - 204	<b>153</b> 133 - 184	<b>133</b> 112 - 153
VIC - Melbourne	<b>255</b> 173 - 357	<b>204</b> 153 - 255	<b>153</b> 143 - 204	<b>153</b> 125 - 204	<b>133</b> 95 - 153	<b>122</b> 102 - 153
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
SA - Adelaide	<b>204</b> 163 - 255	<b>194</b> 143 - 235	<b>153</b> 122 - 184	<b>153</b> 133 - 184	<b>133</b> 112 - 184	<b>122</b> 102 - 153
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> 143 - 184	<b>140</b> 120 - 160
ACT - Canberra	<b>224</b> 153 - 255	<b>194</b> 163 - 255	<b>163</b> 122 - 184	<b>143</b> 112 - 184	<b>128</b> 102 - 153	<b>110</b> 102 - 153
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
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
New Zealand	<b>250</b> 180 - 300	<b>194</b> 138 - 255	<b>163</b> 128 - 204	<b>153</b> 122 - 184	<b>133</b> 112 - 153	<b>128</b> 102 - 143

	Senior HR Business Ptr	HR Business Partner	Senior HR Advisor	HR Advisor	HR Coordinator	HR Admin
NSW - Sydney	<b>158</b> 112 - 184	<b>143</b> 102 - 153	<b>117</b> 92 - 133	<b>92</b> 82 - 112	<b>70</b> 65 - 80	<b>65</b> 60 - 70
VIC - Melbourne	<b>153</b> 112 - 180	<b>122</b> 102 - 153	<b>117</b> 102 - 133	<b>82</b> 71 - 97	<b>66</b> 61 - 77	<b>61</b> 56 - 66
QLD - Brisbane	<b>135</b> 120 - 153	<b>120</b> 100 - 150	<b>120</b> 92 - 133	<b>92</b> 82 - 112	<b>61</b> 55 - 70	<b>60</b> 50 - 70
SA - Adelaide	<b>122</b> 102 - 153	<b>117</b> 102 - 133	<b>117</b> 102 - 133	<b>92</b> 82 - 112	<b>61</b> 56 - 71	<b>56</b> 51 - 61
WA - Perth	<b>150</b> 120 - 160	<b>133</b> 112 - 153	<b>133</b> 112 - 153	<b>102</b> 92 - 112	<b>80</b> 75 - 85	<b>61</b> 56 - 66
ACT - Canberra	<b>140</b> 110 - 150	<b>117</b> 102 - 133	<b>117</b> 102 - 133	<b>92</b> 82 - 112	<b>71</b> 56 - 82	<b>56</b> 51 - 66
NT - Darwin	<b>133</b> 117 - 148	<b>117</b> 102 - 138	<b>117</b> 92 - 138	<b>82</b> 71 - 102	<b>66</b> 61 - 82	<b>58</b> 56 - 71
TAS - Hobart/Launceston	<b>117</b> 92 - 143	<b>112</b> 92 - 133	<b>112</b> 92 - 133	<b>82</b> 71 - 92	<b>61</b> 56 - 66	<b>56</b> 50 - 65
New Zealand	<b>135</b> 120 - 180	<b>122</b> 100 - 160	<b>117</b> 92 - 133	<b>84</b> 71 - 102	<b>61</b> 51 - 71	<b>56</b> 46 - 61

	IR Manager	ER Manager	IR Advisor	ER Advisor	HR Analyst	HR Policy Writers
NSW - Sydney	<b>153</b> 122 - 194	<b>153</b> 122 - 194	<b>102</b> 82 - 122	<b>102</b> 82 - 122	<b>100</b> 87 - 120	<b>122</b> 102 - 153
VIC - Melbourne	<b>153</b> 112 - 204	<b>133</b> 112 - 184	<b>112</b> 87 - 133	<b>102</b> 82 - 120	<b>87</b> 77 - 102	<b>92</b> 87 - 128
QLD - Brisbane	<b>163</b> 122 - 204	<b>163</b> 122 - 200	<b>110</b> 90 - 140	<b>95</b> 80 - 110	<b>90</b> 80 - 100	<b>100</b> 90 - 110
SA - Adelaide	<b>153</b> 122 - 194	<b>153</b> 122 - 194	<b>102</b> 82 - 122	<b>102</b> 82 - 122	<b>87</b> 77 - 102	<b>82</b> 71 - 102
WA - Perth	<b>184</b> 153 - 204	<b>184</b> 153 - 204	<b>110</b> 100 - 120	<b>110</b> 100 - 120	<b>92</b> 82 - 112	<b>92</b> 82 - 112
ACT - Canberra	<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
NT - Darwin	<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
TAS - Hobart/Launceston	<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
New Zealand	<b>122</b> 92 - 153	<b>128</b> 102 - 153	<b>107</b> 92 - 122	<b>107</b> 92 - 122	<b>90</b> 80 - 110	<b>102</b> 82 - 122

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# HUMAN RESOURCES

	Head of L&D/ L&D Director	Learning & Development Manager	Learning & Development Advisor	Learning & Development Coordinator	Training Manager	Trainer
NSW - Sydney	<b>224</b> 153 - 255	<b>153</b> 122 - 184	<b>102</b> 82 - 122	<b>77</b> 66 - 87	<b>133</b> 102 - 153	<b>97</b> 82 - 122
VIC - Melbourne	<b>184</b> 153 - 255	<b>143</b> 112 - 179	<b>92</b> 82 - 122	<b>71</b> 61 - 82	<b>112</b> 92 - 143	<b>92</b> 77 - 122
QLD - Brisbane	<b>160</b> 122 - 204	<b>135</b> 120 - 150	<b>90</b> 80 - 110	<b>60</b> 50 - 71	<b>110</b> 90 - 140	<b>90</b> 80 - 100
SA - Adelaide	<b>168</b> 138 - 204	<b>122</b> 102 - 153	<b>92</b> 82 - 102	<b>71</b> 61 - 82	<b>102</b> 82 - 133	<b>92</b> 71 - 122
WA - Perth	<b>184</b> 153 - 204	<b>140</b> 120 - 160	<b>102</b> 92 - 112	<b>82</b> 71 - 92	<b>133</b> 122 - 153	<b>112</b> 92 - 133
ACT - Canberra	<b>153</b> 122 - 204	<b>122</b> 92 - 153	<b>92</b> 82 - 122	<b>71</b> 66 - 89	<b>92</b> 71 - 112	<b>92</b> 71 - 112
NT - Darwin	<b>153</b> 122 - 204	<b>122</b> 92 - 143	<b>92</b> 82 - 102	<b>71</b> 66 - 92	<b>102</b> 82 - 122	<b>87</b> 71 - 102
TAS - Hobart/Launceston	<b>153</b> 133 - 204	<b>122</b> 92 - 143	<b>87</b> 77 - 97	<b>71</b> 61 - 82	<b>102</b> 82 - 112	<b>87</b> 71 - 102
New Zealand	<b>179</b> 122 - 224	<b>128</b> 97 - 148	<b>97</b> 87 - 128	<b>66</b> 56 - 82	<b>122</b> 92 - 153	<b>92</b> 71 - 112

	Diversity Manager	Diversity Advisor	Recruitment Mgr/Talent Acquisition Mgr	Recruitment Advisor	Recruitment Coordinator	Workforce Planner
NSW - Sydney	<b>158</b> 122 - 184	<b>138</b> 122 - 163	<b>143</b> 122 - 184	<b>90</b> 80 - 110	<b>71</b> 66 - 77	<b>112</b> 92 - 133
VIC - Melbourne	<b>143</b> 122 - 184	<b>112</b> 87 - 133	<b>143</b> 120 - 175	<b>92</b> 71 - 117	<b>71</b> 61 - 77	<b>112</b> 92 - 133
QLD - Brisbane	<b>122</b> 92 - 143	<b>102</b> 92 - 122	<b>122</b> 97 - 153	<b>100</b> 80 - 110	<b>70</b> 60 - 80	<b>112</b> 85 - 120
SA - Adelaide	<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>97</b> 82 - 122
WA - Perth	<b>143</b> 122 - 163	<b>102</b> 92 - 128	<b>148</b> 122 - 163	<b>97</b> 82 - 112	<b>77</b> 71 - 82	<b>102</b> 92 - 122
ACT - Canberra	<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>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>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>140</b> 110 - 160	<b>105</b> 90 - 120	<b>125</b> 100 - 150	<b>90</b> 70 - 110	<b>65</b> 55 - 70	<b>82</b> 85 - 110

	Change Manager	Change Analyst	Instructional Designer	Organisational Development Manager	Organisational Development Advisor
NSW - Sydney	<b>204</b> 143 - 245	<b>153</b> 102 - 204	<b>153</b> 112 - 204	<b>168</b> 138 - 235	<b>112</b> 92 - 122
VIC - Melbourne	<b>204</b> 143 - 245	<b>133</b> 82 - 153	<b>112</b> 92 - 173	<b>153</b> 133 - 184	<b>122</b> 97 - 128
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
SA - Adelaide	<b>153</b> 133 - 184	<b>112</b> 82 - 133	<b>112</b> 92 - 133	<b>128</b> 102 - 153	<b>97</b> 82 - 122
WA - Perth	<b>184</b> 153 - 204	<b>122</b> 112 - 133	<b>143</b> 122 - 163	<b>184</b> 153 - 204	<b>122</b> 102 - 133
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
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
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
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

## NOTES:

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## HUMAN RESOURCES

	Head of/Director Remuneration & Benefits	Remuneration & Benefits Manager	Remuneration & Benefits Advisor	HRIS Advisor	HR Project Manager
NSW - Sydney	<b>204</b> 163 - 306	<b>153</b> 122 - 184	<b>102</b> 92 - 122	<b>92</b> 82 - 122	<b>153</b> 122 - 194
VIC - Melbourne	<b>204</b> 153 - 255	<b>143</b> 102 - 163	<b>110</b> 82 - 125	<b>87</b> 82 - 112	<b>133</b> 102 - 153
QLD - Brisbane	<b>194</b> 153 - 224	<b>133</b> 92 - 153	<b>90</b> 82 - 100	<b>90</b> 80 - 100	<b>133</b> 102 - 153
SA - Adelaide	<b>194</b> 153 - 224	<b>122</b> 92 - 153	<b>87</b> 77 - 102	<b>87</b> 71 - 102	<b>102</b> 92 - 133
WA - Perth	<b>184</b> 153 - 204	<b>143</b> 122 - 153	<b>122</b> 102 - 133	<b>112</b> 92 - 133	<b>143</b> 122 - 184
ACT - Canberra	<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>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>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>179</b> 153 - 224	<b>120</b> 92 - 143	<b>87</b> 71 - 112	<b>82</b> 66 - 102	<b>122</b> 92 - 143

	Head of WHS/ WHS Director	Health & Wellbeing Manager/Officer	WHS Manager	WHS Advisor	WHS Coordinator
NSW - Sydney	<b>173</b> 153 - 255	<b>122</b> 102 - 133	<b>133</b> 102 - 163	<b>102</b> 82 - 122	<b>87</b> 66 - 92
VIC - Melbourne	<b>204</b> 184 - 255	<b>143</b> 102 - 173	<b>143</b> 122 - 184	<b>102</b> 82 - 122	<b>82</b> 71 - 92
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
SA - Adelaide	<b>153</b> 133 - 204	<b>112</b> 92 - 122	<b>122</b> 102 - 153	<b>92</b> 71 - 122	<b>71</b> 61 - 82
WA - Perth	<b>184</b> 143 - 204	<b>112</b> 92 - 143	<b>153</b> 122 - 184	<b>97</b> 87 - 112	<b>71</b> 61 - 82
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
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
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
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

	Injury/RTW Manager	Injury/RTW Advisor	RTW Coordinator
NSW - Sydney	<b>133</b> 102 - 143	<b>92</b> 77 - 102	<b>82</b> 66 - 92
VIC - Melbourne	<b>112</b> 102 - 122	<b>92</b> 82 - 102	<b>77</b> 61 - 82
QLD - Brisbane	<b>102</b> 77 - 120	<b>80</b> 70 - 90	<b>70</b> 60 - 80
SA - Adelaide	<b>102</b> 77 - 122	<b>77</b> 66 - 92	<b>71</b> 61 - 82
WA - Perth	<b>102</b> 82 - 122	<b>82</b> 77 - 92	<b>71</b> 61 - 82
ACT - Canberra	<b>100</b> 87 - 115	<b>85</b> 71 - 92	<b>75</b> 66 - 77
NT - Darwin	<b>112</b> 102 - 143	<b>92</b> 82 - 102	<b>71</b> 61 - 82
TAS - Hobart/Launceston	<b>87</b> 77 - 102	<b>71</b> 61 - 87	<b>61</b> 56 - 66
New Zealand	<b>92</b> 61 - 122	<b>77</b> 61 - 87	<b>65</b> 55 - 70

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# SALES



## ANZ Key Insights

 **49%**  
of Sales employers will increase salaries by up to 3% when they next review.

 **69%**  
of Sales professionals say an increase of 3% or more would better reflect their performance.

 **82%**  
of Sales professionals are currently looking for a new job, plan to look or are open to new opportunities in the next 12 months. A poor management style or workplace culture, lack of promotional opportunities and poor training and development are the main drivers.

## AUSTRALIA

Australia's sales jobs market experienced a turnaround in early 2021, with an increase in jobs and business confidence. Competition for experienced and high-performing sales professionals consequently rose dramatically. Today, there are a lot of opportunities, but a shortage of proven performers looking for their next role.

A common misconception held by employers is that there is still a surplus of good candidates who were made redundant in 2020. Yet this is not the case. Today's shortage of strong salespeople with specialised skillsets is so acute that candidates typically receive multiple offers in addition to a counter offer from their existing employer.

Understandably, base salaries remained stable over the past year, with only two notable exceptions. In NSW, technical sales staff selling into the construction industry received an increase in response to the robust construction market and resulting staffing demand. Meanwhile in Queensland, significant salary increases were offered to Sales Representatives in response to the shortage of quality and proven candidates.

Looking ahead, we expect to see a gradual rise in sales salaries this financial year in NSW and Queensland, particularly in response to multiple offers and counter offers. Other locations will likely see salaries remain steady.

Some employers who remain risk adverse are offering a higher commission or bonus component. However, this could backfire as competition for top talent intensifies and candidates prioritise those roles that offer a higher base and

less commission. This trend is particularly evident in SMEs, with candidates doubting that commission payments will be honoured if they greatly exceed personal targets.

Meanwhile, the ability to work from home has become a common benefit offered and sought.

### Skills in demand

Employers look for candidates with directly aligned experience, current contacts and a proven track record selling into the relevant vertical. For example, National Account Managers in FMCG with specific experience working with perishable categories with major supermarkets or Specification Sales Managers selling into architecture and design consultancies for high-rise commercial builds. This demand for niche and proven sales performers will increase further this year.

Technical Salespeople are also sought, especially those with technical product knowledge in the construction, infrastructure, pharma, manufacturing, education, electrical automation and agri business industries.

Salespeople with an ability to move beyond fostering relationships to winning new business and broadening the customer portfolio remain in demand too.

In addition, candidates with end-to-end campaign management and delivery expertise are required to increase lead generation. Demand for sales professionals with marketing automation experience is also growing as companies look to develop top, middle and bottom of

funnel leads. There's greater demand for candidates with marketing nous to help improve the user experience and create content to engage customers.

Turning to soft skills, stakeholder engagement, negotiation, influencing, adaptability, presentation and communication skills remain essential. There is also a growing focus on technology skills and being able to utilise or update CRMs.

With many customers continuing to work remotely, the ability to develop business, build relationships and convert sales on video calls is highly valued too.

#### **Advice for jobseekers**

Employers look for salespeople who can not only develop leads but also close a deal and secure revenue. Therefore, in an interview share [quantifiable examples](#) of your closing successes.

It's also important to write an [outstanding CV](#). Many sales professionals don't include details that sell their expertise. To be at the top of the shortlist, include examples of your wins and achievements in previous roles.

#### **Advice for employers**

Today's top sales professionals are interested in roles offering learning and development opportunities and a good team culture where [mental health and wellbeing support](#) is offered. Providing genuine [flexibility](#), [upskilling](#) and [career progression](#) will also help your role stand out.

In addition, most seasoned sales professionals look for autonomy and a fair rate of commission. Once they reach a certain salary, usually \$100,000 and above, jobseekers are typically motivated by a desire for new challenges and management experience.

## **NEW ZEALAND**

A trend we've seen for two years, and one that's been unaffected by the pandemic, is the continued focus from employers on gaining instant returns from their new salespeople. When they recruit, employers look for proven performers with commercial experience who can draw on an existing network, consult with prospects and assist with strategic planning, commercial analysis and reporting.

This therefore necessitates a requirement for well-rounded sales professionals with experience in the relevant industry. Understandably, networks are increasingly important to employers and are a key differentiator among candidates.

As a result, jobseekers should be strategic in your job search. Research an organisation and only apply if you can add real value in the role.

Turning to salaries, there has been little movement over the past year. We may, however, see some increases in late 2021 in response to demand for top talent.

In this industry, employers typically offer a car, phone and laptop as part of their benefits package. In addition, salespeople receive a bonus or commission based on either new business won or account growth.

Business Development Managers are among the skills in high demand across New Zealand. Employers are also looking for candidates who can demonstrate strong interpersonal and networking skills.

If you are looking for a new sales job, be patient and clearly demonstrate in your CV and an interview how you can add value immediately. Prepare for an interview and gain a detailed understanding of the employer's product or service.

# SALES

	Sales Executive/Rep	Sales Engineer	Channel Manager	Category Manager
NSW - Sydney	<b>80</b> 65 - 95	<b>95</b> 80 - 120	<b>110</b> 95 - 125	<b>115</b> 95 - 130
VIC - Melbourne	<b>70</b> 60 - 80	<b>85</b> 80 - 100	<b>102</b> 92 - 112	<b>115</b> 90 - 125
QLD - Brisbane	<b>71</b> 65 - 85	<b>87</b> 80 - 112	<b>87</b> 80 - 112	<b>90</b> 90 - 125
SA - Adelaide	<b>66</b> 61 - 77	<b>87</b> 77 - 92	<b>71</b> 56 - 82	<b>87</b> 71 - 97
WA - Perth	<b>71</b> 61 - 82	<b>92</b> 82 - 110	<b>87</b> 82 - 112	<b>97</b> 92 - 133
ACT - Canberra	<b>71</b> 56 - 82	<b>82</b> 66 - 92	<b>82</b> 71 - 92	<b>97</b> 82 - 112
TAS - Hobart	<b>65</b> 60 - 75	<b>90</b> 80 - 100	<b>77</b> 70 - 85	<b>85</b> 70 - 90
NT - Darwin	<b>65</b> 55 - 80	<b>81</b> 75 - 90	<b>85</b> 75 - 90	<b>95</b> 70 - 110
NZ - Auckland	<b>71</b> 56 - 87	<b>102</b> 82 - 117	<b>97</b> 77 - 117	<b>97</b> 82 - 122
NZ - Wellington	<b>69</b> 56 - 77	<b>87</b> 77 - 102	<b>92</b> 71 - 107	<b>92</b> 77 - 107
NZ - Christchurch	<b>56</b> 51 - 66	<b>87</b> 77 - 102	<b>87</b> 66 - 112	<b>97</b> 71 - 112

	Business Manager	Account Manager	Senior Account Manager	National Account Manager
NSW - Sydney	<b>150</b> 120 - 185	<b>85</b> 75 - 100	<b>110</b> 95 - 120	<b>125</b> 105 - 145
VIC - Melbourne	<b>150</b> 120 - 180	<b>85</b> 75 - 95	<b>105</b> 95 - 115	<b>135</b> 125 - 155
QLD - Brisbane	<b>112</b> 105 - 130	<b>70</b> 65 - 95	<b>87</b> 90 - 120	<b>117</b> 97 - 140
SA - Adelaide	<b>122</b> 92 - 133	<b>61</b> 56 - 71	<b>71</b> 66 - 87	<b>92</b> 77 - 112
WA - Perth	<b>112</b> 102 - 148	<b>82</b> 71 - 92	<b>87</b> 82 - 122	<b>102</b> 92 - 130
ACT - Canberra	<b>102</b> 82 - 122	<b>71</b> 61 - 77	<b>87</b> 77 - 92	<b>112</b> 97 - 122
TAS - Hobart	<b>110</b> 80 - 120	<b>65</b> 55 - 75	<b>75</b> 70 - 95	<b>95</b> 85 - 125
NT - Darwin	<b>120</b> 85 - 130	<b>77</b> 65 - 90	<b>85</b> 75 - 100	<b>95</b> 85 - 130
NZ - Auckland	<b>117</b> 97 - 133	<b>82</b> 71 - 92	<b>97</b> 82 - 122	<b>122</b> 92 - 138
NZ - Wellington	<b>112</b> 92 - 128	<b>71</b> 66 - 77	<b>82</b> 71 - 107	<b>107</b> 82 - 133
NZ - Christchurch	<b>92</b> 77 - 112	<b>71</b> 61 - 82	<b>82</b> 66 - 97	<b>97</b> 82 - 112

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# SALES

	<b>Business Development Manager</b>	<b>Territory Manager</b>	<b>State/Regional Manager</b>	<b>National Sales Manager</b>	<b>Director of Sales</b>
NSW - Sydney	<b>120</b> 85 - 200	<b>85</b> 65 - 95	<b>115</b> 95 - 130	<b>160</b> 135 - 200	<b>225</b> 180 - 300
VIC - Melbourne	<b>120</b> 110 - 150	<b>85</b> 65 - 95	<b>105</b> 95 - 115	<b>155</b> 135 - 185	<b>220</b> 180 - 265
QLD - Brisbane	<b>87</b> 85 - 200	<b>66</b> 65 - 90	<b>102</b> 82 - 133	<b>143</b> 112 - 184	<b>173</b> 122 - 250
SA - Adelaide	<b>71</b> 66 - 77	<b>77</b> 66 - 87	<b>92</b> 82 - 117	<b>112</b> 87 - 138	<b>128</b> 97 - 153
WA - Perth	<b>92</b> 82 - 133	<b>82</b> 77 - 102	<b>122</b> 102 - 140	<b>122</b> 122 - 160	<b>189</b> 173 - 210
ACT - Canberra	<b>102</b> 92 - 133	<b>92</b> 71 - 97	<b>102</b> 92 - 122	<b>122</b> 92 - 143	<b>143</b> 112 - 153
TAS - Hobart	<b>80</b> 70 - 100	<b>80</b> 70 - 100	<b>95</b> 85 - 125	<b>120</b> 90 - 130	<b>160</b> 140 - 170
NT - Darwin	<b>90</b> 75 - 110	<b>80</b> 65 - 90	<b>91</b> 85 - 117	<b>124</b> 100 - 140	<b>135</b> 120 - 160
NZ - Auckland	<b>92</b> 82 - 112	<b>77</b> 66 - 87	<b>122</b> 112 - 153	<b>143</b> 112 - 173	<b>194</b> 138 - 235
NZ - Wellington	<b>87</b> 77 - 112	<b>77</b> 66 - 82	<b>112</b> 92 - 143	<b>128</b> 92 - 153	<b>153</b> 133 - 224
NZ - Christchurch	<b>82</b> 71 - 112	<b>77</b> 61 - 87	<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

# MARKETING & DIGITAL



## ANZ Key Insights



**49%**

of Marketing & Digital employers will increase salaries by up to 3% when they next review.



**70%**

of Marketing & Digital professionals say an increase of 3% or more would better reflect their performance.



**81%**

of Marketing & Digital professionals are currently looking for a new job, plan to look or are open to new opportunities in the next 12 months. A poor management style or workplace culture, an uncompetitive salary and a lack of promotional opportunities are the main drivers.

## AUSTRALIA

While COVID-19 significantly disrupted the world of work, it also triggered demand for digital marketing skills as organisations looked to improve digital platforms and the customer experience. Today, demand remains high and strong career advancing opportunities are available for marketing and digital professionals.

In greatest demand are Digital Marketing Managers to create digital strategies. In response to the rapid shift to digital over the past year, employers look for candidates with a hands-on approach and broad skills, ranging from SEO to board-level stakeholder management.

Content creators are needed too as organisations bring content management back inhouse. Those with exceptional copywriting, video production and creative nous are valued, with content being used to strategically qualify and nurture leads and drive customer engagement.

In addition, Internal Communications Managers and Consultants are in growing demand to maintain productivity through employee engagement and during periods of change.

Of course, Social Media Coordinators continue to be sought, as do eCommerce Managers who can truly drive trade performance on an online site, including content, product scheduling, digital data and marketing. Also valued are CRM and Loyalty Managers with data analytics skills, the ability to transform data into business intelligence and experience

in integrating CRM platforms and building-out a marketing technology stack.

In the public sector, Communications Officers, Producers, Media Managers, PR Advisors, Social Media Officers and Event Managers are needed. For permanent roles, a background in the public sector is sought to ensure candidates have the necessary clearances and background checks.

In terms of soft skills, the ability to communicate and connect with colleagues virtually has shot to the forefront. Employers also expect candidates to be adaptable since change is now frequent and needs to be implemented quickly. Stakeholder and relationship management is important too, particularly in terms of agency partnerships, negotiations, pricing and frameworks.

In other trends, agile workforces are becoming increasingly popular as organisations restructure.

### Salary trends

Despite accelerating vacancy activity, salary increases remain minimal for the most part. The only exceptions occur when employers offer increases to attempt to attract a candidate from an existing role.

Looking ahead, entry level and director level salaries will remain stable, however rising competition for middle managers across eCommerce, digital and communications is expected to lead to small increases.

## Benefits trends

Employers are turning to benefits to reward staff. Regular upskilling and career progression top the list, which employees appreciate as they look to the future.

Working from home is another benefit employers offer, with most adopting a hybrid working model. However, the rise of remote working during the pandemic means candidates increasingly now view it as a minimum expectation rather than a reward. Any employer, therefore, unwilling to show such flexibility struggles to retain and attract top talent.

In some instances, organisations that have returned to growth also offer shares or short-term incentive schemes to attract senior talent.

## Advice for jobseekers

2021 is not shaping up to be the year to change industries. Employers want proven expertise and are less willing

to consider transferable skills. Therefore, in your CV and interview, showcase your relevant industry experience.

It's also important to run a strategic job search. While a high number of vacancies are available, only apply to those you would genuinely accept. Employers are becoming increasingly frustrated with candidates who pull out of shortlists, so demonstrate your commitment to the role and you will stand out within the process.

Public sector candidates should highlight your digital communication, social media and stakeholder engagement skills in your application.

## Advice for employers

Today's top talent receive multiple offers, so ensure you run a succinct interview and offer process to avoid missing out on your preferred candidate. Offer hybrid working, regular training and [career development](#) to attract strong candidates.

## NEW ZEALAND

Marketing and digital professionals remained in demand throughout the initial impact of the pandemic and beyond, particularly in social and digital channels, as organisations look for new ways to engage with customers.

Over the past year, demand has also grown strongly for bids professionals, who are in short supply in New Zealand. As a result of demand, salary increases were noted in both these areas. However, salaries in all other areas remained steady.

Looking ahead, salary increases are expected more widely as employers look to attract top talent and the importance of marketing to organisations continues to grow.

For most roles, employee benefits are increasing. Salaries are only one element in a successful attraction strategy, and with most organisations publicly communicating the benefits they offer, it is important for employers to feature available benefits on career pages and throughout the recruitment process.

After the success of working from home during COVID-19 lockdowns, continued remote working is the top benefit marketing and digital professionals prioritise. If some form of flexible working is not offered, employers face attraction challenges. Top candidates are also interested in roles offering upskilling and career progression.

Digital Analysts, Digital Marketing Executives and Category Analysts are all skills in demand. Candidates must be data savvy, able to devise customer-focused and other insights from data. Marketing Automation Specialists, Marketing Automation Campaign Managers and Marketing Automation Managers are also roles that are highly sought after, as organisations seek to take advantage of advances in technology and marketing platforms.

Social Media Coordinators, Managers and Specialists with content, analytics and budgeting skills are needed across all industries. CRM Executives and Managers, CX Executives and Managers, and Loyalty Specialists are also highly valued.

For all roles, employers are looking for digitally adept candidates who understand the latest digital trends and embrace technological change. A growth mindset and the ability to multitask are important too.

Finally, SMEs are looking for a broad skill set across SEO, pay-per-click, campaigns and copywriting, so that candidates can add value outside their job description. Meanwhile, larger organisations are more focused on specialist skillsets, such as automation, direct marketing and brand.

## MARKETING & DIGITAL

MARKETING	Marketing Coordinator	Marketing Executive	Marketing Manager	Snr Marketing Manager	Marketing Director	Event Coordinator
NSW - Sydney	<b>66</b> 61 - 71	<b>82</b> 71 - 92	<b>122</b> 102 - 140	<b>148</b> 120 - 165	<b>214</b> 175 - 250	<b>66</b> 60 - 77
VIC - Melbourne	<b>66</b> 56 - 71	<b>77</b> 71 - 87	<b>102</b> 92 - 122	<b>140</b> 120 - 160	<b>204</b> 153 - 255	<b>66</b> 56 - 71
QLD - Brisbane	<b>66</b> 56 - 77	<b>77</b> 66 - 87	<b>97</b> 82 - 122	<b>122</b> 112 - 163	<b>143</b> 122 - 173	<b>56</b> 46 - 66
SA - Adelaide	<b>61</b> 56 - 71	<b>77</b> 66 - 87	<b>97</b> 92 - 112	<b>112</b> 97 - 128	<b>138</b> 128 - 168	<b>66</b> 61 - 77
NT - Darwin	<b>66</b> 51 - 77	<b>77</b> 66 - 87	<b>102</b> 77 - 133	<b>143</b> 102 - 184	<b>148</b> 122 - 204	<b>66</b> 51 - 82
WA - Perth	<b>66</b> 51 - 77	<b>77</b> 66 - 82	<b>112</b> 92 - 133	<b>143</b> 122 - 173	<b>199</b> 163 - 235	<b>61</b> 56 - 77
ACT - Canberra	<b>71</b> 56 - 77	<b>82</b> 71 - 92	<b>112</b> 92 - 122	<b>153</b> 122 - 173	<b>179</b> 153 - 204	<b>66</b> 56 - 77
TAS - Hobart	<b>61</b> 56 - 71	<b>77</b> 66 - 87	<b>92</b> 82 - 122	<b>102</b> 92 - 122	<b>133</b> 112 - 153	<b>66</b> 61 - 71
New Zealand	<b>56</b> 46 - 61	<b>71</b> 61 - 82	<b>102</b> 92 - 133	<b>133</b> 112 - 158	<b>184</b> 163 - 224	<b>61</b> 51 - 77

	Event Manager	Graphic Designer	Brand Manager	Campaign Manager	Product Manager	Bid Coordinator
NSW - Sydney	<b>95</b> 82 - 110	<b>92</b> 65 - 122	<b>122</b> 90 - 150	<b>117</b> 92 - 143	<b>120</b> 90 - 150	<b>85</b> 75 - 95
VIC - Melbourne	<b>90</b> 80 - 110	<b>77</b> 56 - 92	<b>100</b> 90 - 125	<b>112</b> 92 - 143	<b>112</b> 82 - 133	<b>85</b> 70 - 100
QLD - Brisbane	<b>77</b> 61 - 92	<b>66</b> 61 - 82	<b>102</b> 82 - 122	<b>107</b> 82 - 128	<b>102</b> 82 - 122	<b>56</b> 46 - 61
SA - Adelaide	<b>82</b> 77 - 102	<b>61</b> 56 - 66	<b>80</b> 80 - 100	<b>77</b> 61 - 92	<b>87</b> 77 - 102	<b>82</b> 71 - 92
NT - Darwin	<b>92</b> 71 - 112	<b>82</b> 56 - 102	<b>82</b> 71 - 102	<b>87</b> 61 - 112	<b>87</b> 77 - 102	<b>82</b> 71 - 92
WA - Perth	<b>87</b> 77 - 97	<b>82</b> 66 - 92	<b>102</b> 82 - 112	<b>97</b> 82 - 112	<b>102</b> 80 - 130	<b>71</b> 70 - 95
ACT - Canberra	<b>97</b> 82 - 112	<b>82</b> 77 - 112	<b>112</b> 102 - 122	<b>112</b> 92 - 122	<b>97</b> 82 - 112	N/A
TAS - Hobart	<b>71</b> 66 - 82	<b>66</b> 56 - 82	<b>92</b> 82 - 102	<b>71</b> 66 - 82	N/A	N/A
New Zealand	<b>82</b> 61 - 102	<b>66</b> 51 - 92	<b>92</b> 82 - 112	<b>82</b> 71 - 102	<b>97</b> 82 - 122	<b>61</b> 51 - 71

### NOTES:

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- New Zealand salaries are represented in New Zealand dollars



## MARKETING & DIGITAL

MARKETING	Bid Writer	Bid Manager	Research Executive/ Marketing Analyst	Direct Marketing Manager	Internal Communications Advisor	Communications
NSW - Sydney	<b>120</b> 92 - 140	<b>180</b> 140 - 220	<b>102</b> 71 - 143	<b>122</b> 92 - 133	<b>102</b> 82 - 122	<b>97</b> 82 - 122
VIC - Melbourne	<b>115</b> 90 - 130	<b>150</b> 130 - 210	<b>100</b> 75 - 135	<b>102</b> 92 - 122	<b>112</b> 82 - 143	<b>82</b> 71 - 97
QLD - Brisbane	<b>92</b> 77 - 102	<b>128</b> 102 - 153	<b>92</b> 77 - 107	<b>87</b> 71 - 102	<b>77</b> 66 - 92	<b>82</b> 66 - 97
SA - Adelaide	<b>92</b> 87 - 102	N/A	<b>71</b> 61 - 82	<b>87</b> 82 - 102	<b>85</b> 85 - 100	<b>92</b> 87 - 97
NT - Darwin	<b>92</b> 87 - 102	<b>102</b> 92 - 133	<b>82</b> 71 - 97	<b>97</b> 82 - 112	<b>77</b> 66 - 92	<b>82</b> 61 - 102
WA - Perth	<b>82</b> 70 - 95	<b>112</b> 92 - 122	<b>82</b> 71 - 97	<b>92</b> 90 - 120	<b>82</b> 71 - 92	<b>87</b> 77 - 92
ACT - Canberra	N/A	N/A	<b>82</b> 71 - 92	<b>102</b> 82 - 112	<b>87</b> 66 - 102	<b>92</b> 92 - 122
TAS - Hobart	N/A	N/A	<b>97</b> 71 - 102	<b>90</b> 85+	<b>71</b> 66 - 82	<b>82</b> 77 - 92
New Zealand	<b>87</b> 75 - 110	<b>110</b> 90 - 145	<b>71</b> 61 - 82	<b>97</b> 87 - 112	<b>82</b> 71 - 102	<b>71</b> 61 - 92

	Communications Manager	Major Gifts Manager	Sponsorship/ Fundraising Manager	Sponsorship/ Fundraising Director
NSW - Sydney	<b>135</b> 102 - 160	<b>122</b> 102 - 143	<b>128</b> 100 - 153	<b>175</b> 150 - 210
VIC - Melbourne	<b>115</b> 92 - 140	<b>112</b> 92 - 133	<b>120</b> 92 - 140	<b>153</b> 143 - 184
QLD - Brisbane	<b>112</b> 92 - 122	<b>71</b> 61 - 92	<b>87</b> 71 - 102	<b>107</b> 92 - 122
SA - Adelaide	<b>112</b> 102 - 128	<b>92</b> 77 - 102	<b>87</b> 82 - 97	N/A
NT - Darwin	<b>112</b> 92 - 133	<b>92</b> 77 - 102	<b>82</b> 56 - 102	<b>112</b> 92 - 138
WA - Perth	<b>102</b> 92 - 130	<b>82</b> 77 - 92	<b>92</b> 80 - 110	<b>122</b> 97 - 133
ACT - Canberra	<b>112</b> 102 - 133	N/A	<b>87</b> 82 - 97	<b>133</b> 117 - 163
TAS - Hobart	<b>102</b> 92 - 122	N/A	<b>102</b> 92 - 112	N/A
New Zealand	<b>102</b> 92 - 133	N/A	<b>87</b> 71 - 102	<b>102</b> 92 - 122

### NOTES:

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## MARKETING & DIGITAL

DIGITAL	eCommerce Specialist	eCommerce Manager	Digital Project Manager	Digital Marketing Coordinator	Digital Marketing Executive	Digital Producer
NSW - Sydney	<b>85</b> 75 - 100	<b>138</b> 112 - 163	<b>122</b> 102 - 143	<b>71</b> 60 - 75	<b>85</b> 75 - 102	<b>97</b> 82 - 122
VIC - Melbourne	<b>85</b> 75 - 100	<b>133</b> 102 - 153	<b>122</b> 102 - 143	<b>70</b> 60 - 80	<b>90</b> 75 - 100	<b>97</b> 82 - 133
QLD - Brisbane	<b>87</b> 77 - 92	<b>92</b> 82 - 112	<b>97</b> 87 - 112	<b>82</b> 71 - 92	<b>82</b> 77 - 97	<b>87</b> 71 - 97
SA - Adelaide	N/A	<b>92</b> 82 - 102	<b>92</b> 87 - 107	<b>66</b> 61 - 77	<b>77</b> 66 - 87	<b>66</b> 61 - 82
NT - Darwin	<b>87</b> 77 - 102	<b>92</b> 82 - 102	<b>102</b> 82 - 133	<b>82</b> 61 - 92	<b>82</b> 66 - 97	<b>71</b> 61 - 82
WA - Perth	<b>112</b> 102 - 122	<b>128</b> 102 - 153	<b>97</b> 85 - 120	<b>71</b> 61 - 82	<b>92</b> 82 - 102	<b>87</b> 77 - 92
ACT - Canberra	<b>107</b> 92 - 122	<b>133</b> 102 - 153	<b>122</b> 102 - 143	<b>82</b> 77 - 97	<b>102</b> 97 - 112	<b>87</b> 77 - 102
TAS - Hobart	N/A	N/A	N/A	<b>71</b> 61 - 82	<b>86</b> 74 - 97	N/A
New Zealand	<b>61</b> 51 - 82	<b>143</b> 128 - 153	<b>112</b> 82 - 122	<b>46</b> 42 - 56	<b>71</b> 56 - 82	<b>92</b> 71 - 112

	Digital Designer	Digital Marketing Manager	Multimedia Developer	Content Manager	Web Content Editor	Website Manager
NSW - Sydney	<b>92</b> 82 - 122	<b>143</b> 102 - 153	N/A	<b>97</b> 75 - 110	<b>87</b> 71 - 102	<b>122</b> 90 - 133
VIC - Melbourne	<b>92</b> 71 - 102	<b>133</b> 102 - 184	N/A	<b>90</b> 75 - 100	<b>87</b> 71 - 97	<b>102</b> 92 - 122
QLD - Brisbane	<b>87</b> 71 - 97	<b>102</b> 92 - 163	<b>71</b> 61 - 82	<b>82</b> 61 - 102	<b>71</b> 61 - 82	<b>92</b> 82 - 102
SA - Adelaide	<b>71</b> 61 - 82	<b>102</b> 92 - 112	N/A	<b>87</b> 80 - 100	<b>80</b> 80 - 90	<b>85</b> 80 - 90
NT - Darwin	<b>77</b> 61 - 92	<b>102</b> 82 - 122	<b>77</b> 56 - 97	<b>102</b> 82 - 122	<b>82</b> 66 - 97	<b>97</b> 77 - 112
WA - Perth	<b>71</b> 70 - 90	<b>122</b> 102 - 143	<b>77</b> 66 - 87	<b>77</b> 70 - 95	<b>77</b> 66 - 87	<b>92</b> 80 - 110
ACT - Canberra	<b>87</b> 82 - 97	<b>143</b> 102 - 194	<b>82</b> 77 - 92	<b>82</b> 71 - 97	<b>82</b> 61 - 92	<b>107</b> 92 - 122
TAS - Hobart	N/A	<b>102</b> 82 - 112	N/A	N/A	N/A	N/A
New Zealand	<b>92</b> 82 - 122	<b>107</b> 97 - 128	<b>71</b> 61 - 82	<b>77</b> 66 - 87	<b>71</b> 61 - 82	<b>82</b> 71 - 92

### NOTES:

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- New Zealand salaries are represented in New Zealand dollars

## MARKETING & DIGITAL

DIGITAL	SEO Specialist	SEM Specialist	Optimization/ Conversion Specialist	Content Writer	Digital Analyst	Digital Product Owner
NSW - Sydney	<b>87</b> 71 - 102	<b>82</b> 71 - 92	<b>102</b> 92 - 153	<b>90</b> 80 - 102	<b>112</b> 71 - 143	<b>133</b> 112 - 153
VIC - Melbourne	<b>82</b> 71 - 102	<b>82</b> 71 - 102	<b>102</b> 92 - 122	<b>85</b> 80 - 95	<b>110</b> 90 - 125	<b>130</b> 120 - 150
QLD - Brisbane	<b>92</b> 71 - 107	<b>82</b> 71 - 92	<b>87</b> 71 - 97	<b>71</b> 61 - 82	<b>92</b> 71 - 122	<b>87</b> 71 - 112
SA - Adelaide	<b>75</b> 75 - 85	<b>80</b> 80 - 90	<b>75</b> 70 - 85	<b>80</b> 80 - 90	<b>71</b> 66 - 82	N/A
NT - Darwin	<b>87</b> 71 - 102	<b>82</b> 71 - 92	<b>77</b> 66 - 87	<b>82</b> 77 - 92	<b>71</b> 66 - 82	<b>82</b> 71 - 92
WA - Perth	<b>87</b> 77 - 105	<b>97</b> 82 - 107	<b>92</b> 87 - 110	<b>77</b> 75 - 95	<b>77</b> 70 - 95	<b>92</b> 90 - 120
ACT - Canberra	<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
TAS - Hobart	N/A	N/A	N/A	N/A	N/A	N/A
New Zealand	<b>82</b> 71 - 92	<b>82</b> 71 - 92	<b>92</b> 82 - 102	<b>71</b> 66 - 77	<b>82</b> 66 - 102	<b>133</b> 112 - 153

	Digital Channel Manager	Social Media Coordinator	Social Media Executive	Social Media Manager	CRM Manager
NSW - Sydney	<b>133</b> 112 - 153	<b>68</b> 60 - 75	<b>85</b> 75 - 100	<b>122</b> 102 - 153	<b>112</b> 92 - 143
VIC - Melbourne	<b>140</b> 120 - 160	<b>56</b> 51 - 61	<b>70</b> 61 - 80	<b>112</b> 82 - 133	<b>102</b> 87 - 133
QLD - Brisbane	<b>107</b> 92 - 128	<b>61</b> 56 - 66	<b>71</b> 66 - 77	<b>87</b> 77 - 97	<b>82</b> 71 - 92
SA - Adelaide	N/A	<b>60</b> 60 - 70	<b>77</b> 71 - 82	<b>85</b> 80 - 90	<b>77</b> 71 - 92
NT - Darwin	<b>92</b> 82 - 102	<b>66</b> 56 - 77	<b>71</b> 61 - 82	<b>92</b> 71 - 102	<b>87</b> 71 - 97
WA - Perth	<b>102</b> 92 - 120	<b>77</b> 66 - 87	<b>87</b> 77 - 92	<b>102</b> 92 - 117	<b>102</b> 92 - 112
ACT - Canberra	<b>102</b> 92 - 112	<b>61</b> 51 - 71	<b>77</b> 61 - 82	<b>112</b> 87 - 143	<b>102</b> 82 - 133
TAS - Hobart	<b>93</b> 86+	<b>56</b> 51 - 71	<b>66</b> 62 - 82	<b>88</b> 84+	<b>82</b> 71 - 97
New Zealand	<b>97</b> 87 - 117	<b>51</b> 41 - 56	<b>61</b> 56 - 71	<b>112</b> 87 - 143	<b>102</b> 92 - 112

### NOTES:

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- New Zealand salaries are represented in New Zealand dollars

## MARKETING & DIGITAL

PR & COMMUNICATIONS	PR Coordinator	PR Executive	PR Manager	PR Director	Media Relations Manager
NSW - Sydney	<b>66</b> 61 - 77	<b>82</b> 77 - 92	<b>128</b> 92 - 143	<b>170</b> 133 - 200	<b>122</b> 102 - 143
VIC - Melbourne	<b>66</b> 61 - 71	<b>77</b> 71 - 82	<b>112</b> 92 - 133	<b>150</b> 140 - 175	<b>112</b> 92 - 133
QLD - Brisbane	<b>66</b> 51 - 77	<b>77</b> 61 - 87	<b>92</b> 82 - 112	<b>122</b> 102 - 133	<b>102</b> 82 - 122
SA - Adelaide	<b>66</b> 61 - 71	<b>82</b> 66 - 92	<b>97</b> 92 - 128	<b>133</b> 87 - 138	<b>102</b> 92 - 112
NT - Darwin	<b>77</b> 66 - 82	<b>82</b> 71 - 92	<b>102</b> 92 - 122	<b>133</b> 112 - 153	<b>97</b> 82 - 112
WA - Perth	<b>77</b> 66 - 87	<b>82</b> 71 - 92	<b>102</b> 87 - 117	<b>138</b> 122 - 153	<b>102</b> 87 - 122
ACT - Canberra	<b>56</b> 51 - 61	<b>87</b> 82 - 92	<b>102</b> 92 - 112	<b>133</b> 122 - 143	<b>102</b> 92 - 112
TAS - Hobart	<b>56</b> 51 - 61	<b>82</b> 71 - 92	<b>92</b> 82 - 102	<b>102</b> 92 - 112	<b>102</b> 92 - 112
New Zealand	<b>61</b> 51 - 71	<b>71</b> 61 - 82	<b>92</b> 71 - 112	<b>153</b> 122 - 163	<b>102</b> 92 - 122

	Corporate Relations Advisor	Corporate Relations Manager	Director of Communications	Executive Director of Communications
NSW - Sydney	<b>102</b> 71 - 122	<b>87</b> 71 - 102	<b>180</b> 150 - 230	<b>290</b> 250 - 350
VIC - Melbourne	<b>77</b> 71 - 87	<b>120</b> 90 - 140	<b>180</b> 140 - 220	<b>180</b> 160 - 210
QLD - Brisbane	<b>77</b> 71 - 87	<b>112</b> 82 - 133	<b>180</b> 140 - 200	<b>210</b> 180 - 250
SA - Adelaide	<b>77</b> 71 - 87	<b>102</b> 87 - 117	<b>200</b> 168 - 252	<b>270</b> 210 - 350
NT - Darwin	<b>92</b> 82 - 102	<b>107</b> 92 - 122	N/A	N/A
WA - Perth	<b>77</b> 75 - 100	<b>102</b> 87 - 122	<b>165</b> 150 - 180	<b>210</b> 180 - 250
ACT - Canberra	<b>92</b> 87 - 112	<b>138</b> 97 - 143	<b>130</b> 120 - 150	<b>200</b> 180 - 220
TAS - Hobart	<b>71</b> 66 - 82	<b>122</b> 97 - 143	<b>160</b> 140 - 180	<b>180</b> 160 - 200
New Zealand	<b>77</b> 71 - 92	<b>122</b> 102 - 143	<b>200</b> 180 - 225	<b>220</b> 200 - 250

### NOTES:

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

## MARKETING & DIGITAL

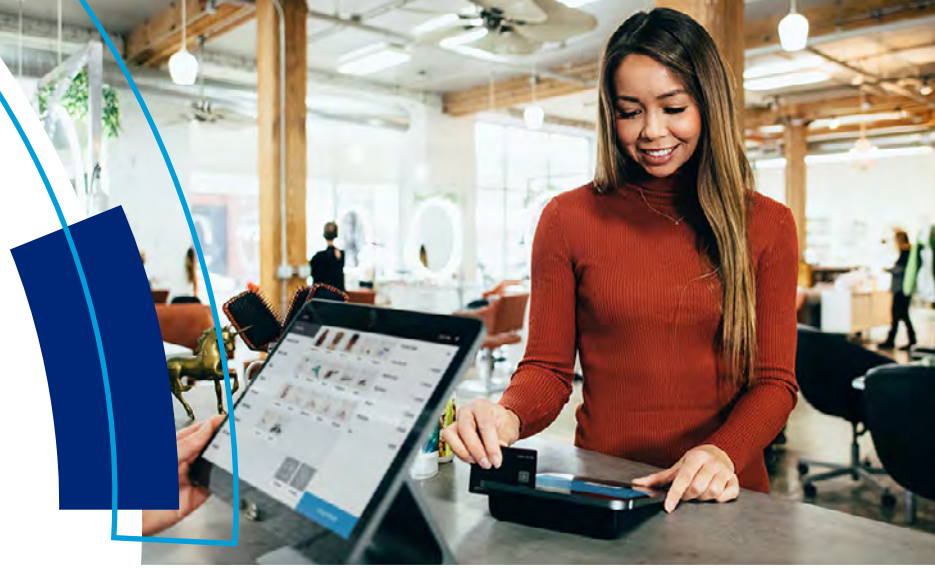
AGENCY	Account Executive	Senior Account Executive	Account Manager	Senior Account Manager
NSW - Sydney	<b>55</b> 50 - 60	<b>65</b> 60 - 70	<b>75</b> 70 - 80	<b>80</b> 75 - 90
VIC - Melbourne	<b>55</b> 50 - 60	<b>65</b> 60 - 70	<b>70</b> 65 - 75	<b>75</b> 70 - 85

	Account Director	Senior Account Director	Group Account Director
NSW - Sydney	<b>110</b> 90 - 120	<b>115</b> 110 - 130	<b>140</b> 125 - 165
VIC - Melbourne	<b>105</b> 85 - 115	<b>110</b> 105 - 125	<b>135</b> 120 - 160

**NOTES:**

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


# RETAIL



## ANZ Key Insights

 **53%**  
of Retail employers will increase salaries by up to 3% when they next review.

 **60%**  
of Retail professionals say an increase of 3% or more would better reflect their performance.

 **79%**  
of Retail professionals are currently looking for a new job, plan to look or are open to new opportunities in the next 12 months. A lack of promotional opportunities, a poor management style or workplace culture and a lack of new challenges are the main drivers.

## AUSTRALIA

The COVID-19 pandemic forced significant disruption onto Australia's retail sector, with traditional brick-and-mortar businesses required to adapt to survive. The resulting boom in online retail has led to staffing demand for retail specialists across FMCG, fast fashion and luxury, Senior Store Managers with international experience, Category Managers, Heads of Retail and National Retail Managers.

In other areas of demand, Allocation Analysts are needed to deliver on-trend and international styles to the local market. Strong local experience in multiple categories and a hybrid background, in addition to international experience, are highly regarded.

Senior Sales Representatives with extensive experience are also sought as companies look to add multi-faceted skills to their team. Employers believe such experienced and non-managerial candidates can adapt to any environment and require less training.

Luxury Retail Specialists are also needed by international local brands that remain commercially sustainable in Australia. Local candidates who have a blended background in all categories of luxury are in highest demand, particularly in fine jewellery and timepieces. GIA certification and a Bachelor Degree in Luxury Management is preferred.

Turning to soft skills, employers value candidates with international experience, exposure to international systems and an understanding of future trends. Language skills are also important, especially in the luxury market in order to work with international clients.

### Salary and benefits trends

Unsurprisingly, salaries have remained steady as cost-consciousness prevails. However, with more confidence returning to retail and an emerging shortage of candidates in the above areas, salaries may begin to increase over the coming year as employers attempt to attract top talent.

In terms of benefits, employers typically offer a clothing or product allowance, commissions or bonuses and flexible rosters.

### Advice for jobseekers

To be successful in your job search, research an organisation and tailor your CV accordingly. It's also important to emphasise your strong level of experience in retail sales since employers want to return to growth with a robust and stable team.

### Advice for employers

Today's top candidates look for stability, so communicate in an interview how your business is protected and able to adapt to any future change or disruption that may occur.

# RETAIL

MERCHANDISE PLANNING	Merchandise Assistant	Assistant Planner	Merchandise Planner	Senior Merchandise Planner	Planning Manager	Group Planning Manager/ Director
Sydney	53 - 65	66 - 85	90 - 133	110 - 143	133 - 204	153 - 357
Melbourne	53 - 65	61 - 80	90 - 110	102 - 143	128 - 204	153 - 357
BUYING	Buying Assistant	Assistant Buyer	Buyer	Senior Buyer	Buying Manager	Merchandise Manager/ Buying Director
Sydney	53 - 66	66 - 85	92 - 143	102 - 163	138 - 204	153 - 408
Melbourne	51 - 61	61 - 80	82 - 110	92 - 153	128 - 204	153 - 408
DESIGN	Assistant Designer	Designer	Senior Designer	Head of Design/ Creative Director		
Sydney	56 - 66	66 - 128	92 - 153	122 - 255		
Melbourne	51 - 61	82 - 153	102 - 184	184 - 255		
PRODUCT DEVELOPMENT & TECHNICAL	Pattern Cutter	Garment Technician/ QA	Assistant Product Developer	Product Developer	Product Development Manager	
Sydney	61 - 92	56 - 87	56 - 71	61 - 92	92 - 128	
Melbourne	61 - 92	51 - 87	51 - 66	61 - 92	87 - 128	
VISUAL MERCHANDISING	Visual Merchandiser Coordinator	Store Visual Merchandiser	Area Visual Merchandiser	State Visual Merchandiser	National Visual Merchandiser Manager	
Sydney	48 - 56	48 - 56	51 - 82	66 - 102	82 - 204	
Melbourne	46 - 56	43 - 56	46 - 82	66 - 102	82 - 204	

**NOTES:**

• All salaries shown are exclusive of superannuation

## 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)
Sydney	48 - 66	50 - 55	51 - 60	51 - 77	66 - 92	77 - 112
Melbourne	46 - 56	51 - 56	61 - 66	51 - 77	66 - 92	77 - 102

	Store Manager (Turnover up \$2 m)	Store Manager (Turnover \$2-5 m)	Store Manager (Turnover \$5-10 m)	Store Manager (Turnover \$10-20 m)	Store Manager (Turnover \$20+ m)	Cluster/Area Manager 5-10 Stores
Sydney	51 - 61	56 - 66	66 - 112	82 - 117	92 - 128	61 - 87
Melbourne	46 - 61	51 - 71	66 - 112	82 - 117	92 - 128	61 - 87

	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	82 - 122	92 - 153	82 - 153	77 - 153	87 - 184	122 - 204
Melbourne	71 - 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

**NOTES:**

- All salaries shown are exclusive of superannuation



# LOGISTICS



## ANZ Key Insights

 **56%**  
of Logistics employers will increase salaries by up to 3% when they next review.

 **64%**  
of Logistics professionals say an increase of 3% or more would better reflect their performance.

 **86%**  
of Logistics professionals are currently looking for a new job, plan to look or are open to new opportunities in the next 12 months. A lack of promotional opportunities, lack of new challenges and concerns about job security are the main drivers.

## AUSTRALIA

The 2021 New Year signalled a turning point for Australia's logistics industry. After 2020's pandemic-induced recruitment holds, vacancy activity has now balanced out, with new warehouse and transport jobs driving growth. Increasing exports and additional infrastructure developments will add to workloads and vacancy activity in the year ahead.

Yet while logistics is an active market, salary increases remain minimal. Small exceptions have been noted in warehousing, where employers offer slight increases to secure quality candidates. National Transport Managers and Logistics Managers with 3PL expertise have seen some increases as organisations redesign distribution channels and turn to 3PL. But, in general, such increases are rare.

Benefits instead are used to fill the gap, with flexible working arrangements now standard for white collar roles. Upskilling and the provision of a mentor are also used to overcome knowledge gaps following training reductions in recent years.

### Skills in demand

Across the industry, IT and systems savvy candidates are sought. This demand will only increase as employers automate functions and use inventory systems to track goods with increased efficiency and accuracy.

Freight Forwarders with trade lane, customs and quarantine knowledge are also required as organisations look for alternate suppliers.

Warehouse Managers with experience in WMS, reducing operating costs, labour spend management and team management are needed too.

Transport Operations Managers with experience in fast-paced domestic road operations, an understanding of cost levers across operations, especially truck utilisation and route planning, commercial acumen and expertise in NHVAS and OH&S are sought.

Meanwhile, Reach Forklift Drivers as well as Storepeople with a forklift license and the ability to take on both warehouse and customer liaison duties are in demand.

There is also a need for reliable Truck Drivers, with turnover rising as people move roles for a higher rate of pay.

Across the board, employers require candidates with experience in the tickets they hold, along with an ability to take on varied duties, such as liaising with customers.

In terms of soft skills, the backlog of sea freight shipments has created demand for candidates with strong communications skills who can liaise effectively with customers to explain delays, retain business and find solutions. This trend is evident across warehousing, freight and road transport.

Analytical, creative and problem solving soft skills are also commonly requested.

### Advice for jobseekers

To stand out, research the organisation and role you are applying for and tailor your CV and cover letter accordingly.

For those in blue collar roles, invest in additional tickets, such as forklift, dangerous goods, working at heights, and a white card. This will allow you to quickly move onsite.

For those looking to transition between industries, be aware that while it is possible, it does take longer to find an

opportunity. In your CV, highlight your transferable skills and write a succinct statement to explain why you want to make the change.

### Advice for employers

To attract candidates, make a competitive offer. Candidates will not leave their current role for the same salary unless better working conditions, workplace culture, upskilling or professional development opportunities exist.

## NEW ZEALAND

Logistics underwent significant change due to the 2020 pandemic. A shift to sea over air freight, an increase in local joint ventures as organisations supported each other, and the relocation of operations from larger cities to regional towns were key trends.

In addition, many transport and logistics companies increased their usage of independent owner drivers. This is viewed as more cost-effective, since organisations do not have to purchase, insure and maintain the transport vehicles.

Salaries in the industry remained steady. However, in Auckland temporary Technical Warehouse Assistants saw an increase due to rising workloads and a candidate shortage.

Looking ahead, we expect salaries to increase across the board in response to demand for highly skilled and semi-skilled logistics professionals, particularly within the port areas of Whangarei, Northcote, Tauranga and Hamilton. The value of salary increases will be dependent on international border restrictions; if markets open, candidate shortages will intensify, pushing salaries up further.

Employee benefits are increasing – in fact, employers are making this one of their top priorities to help them attract and retain staff. Health insurance, wellbeing programs and career progression are now frequently offered.

A number of roles are in demand in the industry. Senior Warehouse Technical Assistants are highly sought after, as more warehouses move to robotic functions and require technical staff to work the robots.

Storepeople are also required, specifically with a good level of fitness, since these roles involve manual handling. Digital skills are expected too, since stock orders and dispatch must be completed via relevant software. Skilled Drivers who can operate fleet management software are also required.

Warehouse Administrators are needed. Increasing workloads and ongoing changes in the supply chain industry necessitate candidates with good customer service skills.

Across all roles, but particularly in warehouse and third-party logistics, candidates must possess strong computer literacy and communication skills. To stand out in today's jobs market, candidates should upskill and become digitally literate.

## LOGISTICS

WAREHOUSE/DISTRIBUTION	Operations Manager	Distribution Centre Manager	Project Manager	Warehouse Manager	Warehouse Supervisor
NSW - Sydney	<b>143</b> 122 - 153	<b>130</b> 115 - 138	<b>112</b> 102 - 122	<b>100</b> 77 - 130	<b>77</b> 65 - 87
WA - Perth	<b>102</b> 87 - 133	<b>122</b> 102 - 153	<b>97</b> 82 - 122	<b>92</b> 80 - 120	<b>87</b> 71 - 100
VIC - Melbourne	<b>122</b> 102 - 143	<b>122</b> 112 - 133	<b>112</b> 102 - 122	<b>92</b> 82 - 112	<b>71</b> 56 - 82
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
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> 46 - 66
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
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
TAS - Hobart	<b>102</b> 87 - 122	<b>82</b> 77 - 102	<b>82</b> 71 - 92	<b>71</b> 56 - 82	<b>56</b> 46 - 66
New Zealand	<b>110</b> 80 - 150	<b>100</b> 80 - 140	<b>100</b> 85 - 120	<b>85</b> 75 - 95	<b>70</b> 60 - 80

	Contract/Account Manager	Warehouse Coordinator	Stock/Inventory Controller	Storeperson
NSW - Sydney	<b>102</b> 92 - 122	<b>66</b> 56 - 71	<b>71</b> 66 - 77	<b>56</b> 46 - 56
WA - Perth	<b>97</b> 82 - 102	<b>71</b> 61 - 87	<b>77</b> 51 - 102	<b>71</b> 51 - 102
VIC - Melbourne	<b>112</b> 92 - 143	<b>61</b> 51 - 71	<b>61</b> 56 - 71	<b>46</b> 42 - 51
QLD - Brisbane	<b>82</b> 66 - 92	<b>51</b> 46 - 61	<b>61</b> 46 - 77	<b>45</b> 42 - 51
SA - Adelaide	<b>92</b> 77 - 112	<b>46</b> 46 - 61	<b>51</b> 46 - 66	<b>46</b> 42 - 51
ACT - Canberra	<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> 82 - 122	<b>56</b> 46 - 65	<b>61</b> 51 - 71	<b>51</b> 46 - 56
TAS - Hobart	<b>82</b> 66 - 92	<b>47</b> 46 - 61	<b>46</b> 46 - 56	<b>43</b> 42 - 51
New Zealand	<b>85</b> 75 - 95	<b>60</b> 55 - 70	<b>60</b> 55 - 65	<b>55</b> 50 - 60

### NOTES:

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- 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
NSW - Sydney	<b>133</b> 122 - 153	<b>138</b> 122 - 163	<b>92</b> 82 - 102	<b>77</b> 66 - 85	<b>87</b> 82 - 102
WA - Perth	<b>112</b> 95 - 150	<b>102</b> 71 - 153	<b>112</b> 92 - 133	<b>71</b> 61 - 87	<b>77</b> 66 - 92
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> 71 - 102
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
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
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
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
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
New Zealand	<b>120</b> 95 - 140	<b>100</b> 85 - 120	<b>110</b> 85 - 130	<b>60</b> 50 - 70	<b>80</b> 75 - 100

	Fleet Controller	MR/HR Driver	HC/MC Driver	Mechanic
NSW - Sydney	<b>82</b> 66 - 102	<b>56</b> 46 - 61	<b>56</b> 51 - 66	<b>71</b> 61 - 77
WA - Perth	<b>77</b> 61 - 92	<b>66</b> 51 - 77	<b>77</b> 66 - 102	<b>77</b> 66 - 92
VIC - Melbourne	<b>71</b> 61 - 92	<b>56</b> 46 - 61	<b>56</b> 51 - 66	<b>69</b> 61 - 77
QLD - Brisbane	<b>66</b> 56 - 71	<b>51</b> 46 - 61	<b>56</b> 51 - 66	<b>66</b> 61 - 77
SA - Adelaide	<b>56</b> 51 - 61	<b>51</b> 46 - 61	<b>66</b> 56 - 82	<b>69</b> 61 - 77
ACT - Canberra	<b>66</b> 61 - 77	<b>61</b> 56 - 71	<b>66</b> 61 - 77	<b>87</b> 71 - 112
NT - Darwin	<b>66</b> 56 - 82	<b>55</b> 54 - 60	<b>59</b> 56 - 64	<b>77</b> 71 - 82
TAS - Hobart	<b>61</b> 51 - 66	<b>54</b> 46 - 60	<b>56</b> 51 - 71	<b>66</b> 61 - 71
New Zealand	<b>70</b> 60 - 80	<b>58</b> 55 - 75	<b>60</b> 55 - 80	<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>102</b> 82 - 120	<b>77</b> 71 - 87	<b>87</b> 77 - 97	<b>138</b> 122 - 168	<b>189</b> 163 - 209
WA - Perth	<b>87</b> 71 - 102	<b>82</b> 70 - 120	<b>82</b> 66 - 102	<b>133</b> 102 - 163	<b>184</b> 153 - 204
VIC - Melbourne	<b>92</b> 82 - 120	<b>71</b> 61 - 87	<b>82</b> 71 - 92	<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

INTERNATIONAL TRADE	Logistics Manager/ Branch Manager	Customer/ Account Manager	Operations/ Customs	Logistics/ Operations Supervisor	Import/Export Documentation Clerk
NSW - Sydney	<b>122</b> 112 - 143	<b>87</b> 82 - 102	<b>82</b> 77 - 120	<b>71</b> 61 - 92	<b>66</b> 61 - 71
WA - Perth	<b>143</b> 112 - 184	<b>82</b> 66 - 92	<b>77</b> 66 - 92	<b>82</b> 75 - 120	<b>56</b> 46 - 71
VIC - Melbourne	<b>117</b> 112 - 148	<b>71</b> 61 - 87	<b>82</b> 71 - 92	<b>71</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

## NOTES:

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# PROCUREMENT



## ANZ Key Insights



**55%**

of Procurement employers will increase salaries by up to 3% when they next review.



**69%**

of Procurement professionals say an increase of 3% or more would better reflect their performance.



**84%**

of Procurement professionals are currently looking for a new job, plan to look or are open to new opportunities in the next 12 months. Concerns about job security, a lack of promotional opportunities and a lack of new challenges are the main drivers.

## AUSTRALIA

In early 2021, Australia's procurement jobs market turned a corner. 2020's focus on reactively steering organisations through uncharted territory was replaced with a proactive emphasis on strategic support. Today, optimism abounds, recruitment plans have been approved and newly created roles are increasing every week. Consequently, competition is rising for highly skilled candidates.

Despite this, salaries remain steady. Following 2020's cost consciousness, the only increases of note have occurred in response to deep skills shortages, such as for Commercial Managers in Victoria's active infrastructure market and Procurement Officers and Senior Procurement Officers in NSW's construction industry.

Increases were also noted in ACT for Procurement Officers, Senior Procurement Specialists and Contract Administrators given rising vacancy activity in the Federal Government, healthcare, utilities and education industries and a lack of new professionals entering procurement.

As we look ahead, salaries are expected to come under increasing pressure as skills shortages force employers to re-examine their attraction strategies.

### Employers boost benefits

Flexible working has proven to be a viable option for most organisations and is therefore rapidly becoming a mainstay of employee benefits. Mental health, wellbeing and work-life balance initiatives are increasing too. More employers also

provide upskilling and training to ensure staff can grow their skills inhouse and therefore remain with the organisation.

### Skills in demand

Already we're seeing high demand emerge across the industry for many skilled procurement professionals, both for new roles as well as those that were placed on hold in 2020.

At the top of the list are Procurement Managers, with competition for these skills intensifying.

Commercial Managers with a varied skillset, including contract management, finance, legal and complex procurement transactions, are also required for large infrastructure projects.

Contract Managers with experience managing outsourced contracts are needed to get the most value from commercial agreements by analysing key performance indicators and stakeholder engagement. Those skilled in governance, compliance and risk management are also sought to help organisations manage their risk exposure.

ICT Strategic Sourcing Specialists remain in demand as organisations invest in technology and digital platforms. Employers look for candidates with strong IT sourcing skills, including the ability to develop briefs and specifications from project inception while leading sourcing activity through a dynamic landscape.

We're also seeing demand for category specific skills, especially in the construction industry across professional services and the direct categories as procurement professionals build their brand with project teams.

In addition, change management skills are needed as organisations implement new ERP systems.

Within the public sector, machinery of government changes, digital transformation and system implementations have created demand for candidates with IT, transformation, policy development and governance experience, as well as those with Oracle or Zycus P2P/S2C and implementation experience. Procurement Officers and Procurement Managers are also sought, as are Category Managers.

### **Soft skills essential**

Turning to soft skills, stakeholder engagement is viewed as essential to ensure a procurement team can liaise with appropriate internal and external stakeholders to achieve outcomes. This includes the ability to influence and negotiate not only face-to-face, but also virtually and in writing.

### **Advice for jobseekers**

Stakeholder engagement and communication skills often trump technical skills as they are vital in achieving

business outcomes. Therefore, use your CV and interview to demonstrate the strength of your soft skills. Also emphasise the value you can bring to an organisation.

A strong CV is essential and should be tailored to the particular requirements of each role. If it has been some time since you updated yours, download our free [CV template](#) from our website to ensure you include all the relevant information employers want to see.

At the purchasing officer level, specific systems experience is sought, so list these on your CV.

If necessary, upskill to become a strong user of collaboration tools and avoid falling behind your peers.

Finally, if you are looking to transition into the public sector, familiarity with government procurement policies or experience in a highly regulated and complex service-based industry like banking will help you stand out.

### **Advice for employers**

Career progression is a key priority for today's jobseekers, so communicate the career paths and development you offer. It's also advisable to explain your organisation's flexible working arrangements as this can be a key differentiator for candidates.

# PROCUREMENT

	Procurement Officer	Senior Procurement Officer	Procurement Manager	Strategic Sourcing Manager	Chief Procurement Officer
NSW - Sydney	<b>80</b> 70 - 90	<b>82</b> 90 - 110	<b>150</b> 120 - 180	<b>140</b> 120 - 160	<b>220+</b>
VIC - Melbourne	<b>75</b> 61 - 85	<b>95</b> 77 - 110	<b>145</b> 110 - 170	<b>150</b> 115 - 180	<b>250+</b>
QLD - Brisbane	<b>66</b> 61 - 77	<b>71</b> 66 - 82	<b>133</b> 92 - 163	<b>133</b> 112 - 163	<b>204</b> 153 - 255
SA - Adelaide	<b>65</b> 60 - 70	<b>70</b> 65 - 75	<b>125</b> 90 - 130	<b>130</b> 120 - 150	<b>230</b> 135+
WA - Perth	<b>75</b> 65 - 85	<b>95</b> 95 - 125	<b>145</b> 110 - 195	<b>140</b> 120 - 200	<b>220</b> 170 - 250
ACT - Canberra	<b>82</b> 85 - 100	<b>112</b> 100 - 120	<b>143</b> 120 - 165	<b>112</b> 110 - 150	<b>170 - 250</b>
NT - Darwin	<b>61</b> 56 - 66	<b>66</b> 61 - 71	<b>102</b> 82 - 122	<b>112</b> 92 - 168	<b>230</b> 135+
TAS - Hobart	<b>61</b> 56 - 66	<b>70</b> 60 - 80	<b>120</b> 90 - 140	<b>110</b> 90 - 150	N/A
New Zealand	<b>71</b> 61 - 82	<b>92</b> 71 - 122	<b>128</b> 112 - 153	<b>133</b> 112 - 153	<b>180</b> 150 - 200

	Purchasing Manager	Category Manager	Contract Administrator	Contract Manager	Commercial Manager	Procurement Analyst
NSW - Sydney	<b>110</b> 100 - 120	<b>138</b> 130 - 160	<b>82</b> 80 - 100	<b>130</b> 110 - 150	<b>160</b> 140 - 180	<b>80</b> 80 - 100
VIC - Melbourne	<b>115</b> 85 - 125	<b>153</b> 110 - 185	<b>90</b> 80 - 110	<b>135</b> 92 - 160	<b>170</b> 140 - 200	<b>85</b> 71 - 110
QLD - Brisbane	<b>102</b> 92 - 122	<b>122</b> 92 - 153	<b>82</b> 66 - 112	<b>102</b> 80 - 135	<b>150</b> 130 - 170	<b>71</b> 61 - 90
SA - Adelaide	<b>100</b> 90 - 110	<b>120</b> 110 - 130	<b>90</b> 80 - 100	<b>120</b> 110 - 130	<b>160</b> 140 - 180	<b>80</b> 75 - 90
WA - Perth	<b>120</b> 110 - 135	<b>140</b> 125 - 175	<b>110</b> 80 - 135	<b>150</b> 130 - 220	<b>180</b> 130 - 250	<b>75</b> 75 - 100
ACT - Canberra	<b>92</b> 85 - 110	<b>102</b> 100 - 125	<b>82</b> 80 - 100	<b>122</b> 110 - 180	<b>185</b> 140 - 230	<b>80</b> 80 - 90
NT - Darwin	<b>92</b> 77 - 112	<b>112</b> 82 - 112	<b>71</b> 66 - 87	<b>102</b> 92 - 112	<b>110</b> 95 - 120	<b>71</b> 61 - 77
TAS - Hobart	<b>95</b> 80 - 115	<b>110</b> 90 - 130	<b>75</b> 65 - 90	<b>100</b> 90 - 120	<b>130</b> 100 - 160	<b>70</b> 60 - 80
New Zealand	<b>102</b> 92 - 122	<b>122</b> 102 - 133	<b>75</b> 65 - 85	<b>102</b> 90 - 125	<b>140</b> 120 - 160	<b>71</b> 61 - 82

## NOTES:

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




# LEGAL



## ANZ Key Insights

 **42%**  
of Legal employers will increase salaries by up to 3% when they next review.

 **72%**  
of Legal professionals say an increase of 3% or more would better reflect their performance.

 **74%**  
of Legal professionals are currently looking for a new job, plan to look or are open to new opportunities in the next 12 months. An uncompetitive salary, lack of promotional opportunities and a poor management style or workplace culture are the main drivers.

## AUSTRALIA

It's fair to say the global coronavirus pandemic has had a huge impact on the world of work. From career progression to financial rewards, the ramifications have been extensive. But COVID-19 has also been the catalyst motivating lawyers to pause and take stock of what they truly value.

As a result, we've seen an increase in the number of lawyers looking for in-house roles, attracted by the career advancement on offer.

A growing focus on non-financial benefits has been evident, too. Unsurprisingly, salary increases were few and far between last year. Yet while most employers froze pay rises and bonus payouts, some professionals felt disgruntled at the lack of financial reward they thought their hard work deserved and are therefore looking for a new role. Interestingly, these lawyers are not changing jobs to increase their salary; instead, their sense of injustice at failing to be rewarded for past work is motivating their desire to move.

Looking ahead, while most employers will offer minimal salary increases, there is a small but significant percentage who intend to offer their staff increases of above 3%.

In terms of non-financial benefits, flexibility is preferred, with lawyers attracted by a genuine hybrid working model that accommodates regular working from home. For many private practice lawyers, the desire to move in-house into a role offering such flexibility is greater than ever. This will add further to the high competition for in-house positions over the year ahead.

For their part, employers will offer as much flexibility as they can. There is now an acceptance across most of the sector, both private practice and in-house, that lawyers can work successfully from home – and often achieve more when they do not commute. However, within private practice, some firms continue to mandate fully onsite working. If these firms do not adapt their culture, they could face attraction challenges longer-term.

### Candidate shortages emerge

While in 2020 recruitment was limited to business-critical roles, from early 2021 employers became noticeably more optimistic. Today, they are not only backfilling vacated roles but creating new ones.

However, many talented lawyers believe they will be unable to secure a new role, so do not try. This lack of active jobseekers has led to candidate shortages and a spike in poaching as employers attempt to secure the staff they need.

### Skills in demand

In other trends, lawyers with niche skills know they are in demand and are therefore increasing their salary expectations. By the end of 2020, demand for niche skills had risen to the extent that counter offers were again being made.

In greatest demand are litigation lawyers across insolvency, insurance, personal injury and general commercial litigation.

Employment Lawyers are also in demand following COVID-19 induced shutdowns, dismissals and JobKeeper issues. An

increase in workplace bullying and discrimination claims have added to demand.

Abuse Lawyers are in growing demand at all levels following an increase in historical abuse claims after the Royal Commission into Institutional Responses to Child Sexual Abuse.

While front-end corporate activity is currently low, it is expected to increase by 2022, leading to demand once more for M&A Lawyers.

Turning to soft skills, lawyers must be proficient in technology, adaptable and able to liaise with stakeholders, particularly when operating in a hybrid working model. Both in-house and private practice employers also now

expect their lawyers to be customer centric and solutions focused, able to do more with less.

Finally, in-house lawyers need to upskill. With less budget for external lawyers, employers expect their in-house lawyers to stay on top of legislative developments, reforms and news and only utilise external support in rare circumstances.

### Final advice

For lawyers looking for their next role, be realistic in your salary expectations and make sure you offer the necessary technical and soft skills. Take note of an offer's bonus and incentive elements and understand the likelihood of these being paid.

For employers, an enticing non-financial benefits package will see you attract top talent.

## NEW ZEALAND

Legal professionals are in high demand across New Zealand, with work volumes first increasing in late 2020 and continuing to do so today.

In greatest demand are Commercial Property Solicitors at all levels and experienced Registered Legal Executives, especially in Auckland, Tauranga and Hamilton on the North Island, and Christchurch, Nelson and Dunedin on the South Island. Significant movement in the property sector has fuelled heightened demand for these professionals.

Litigation Solicitors are also required in response to an increase in disputes and litigious matters. General Practice Senior Associates who are heading towards partnership are sought after, too, as partners and special counsels retire. Most firms are looking for candidates who can bring a client base with them.

Associate-level Commercial Lawyers are in short supply. Those candidates in line for an internal partnership opportunity are not looking to change employers, while many others have moved into internal in-house legal counsel positions.

Employers are seeking candidates with a flexible and adaptable mindset who can step outside their job description to assist busy colleagues. Over the past year, candidates with experience in multiple areas of law, particularly within general practice, were highly sought after, to add value to the various revenue streams of a business. For example, rather than being asked to recruit a Property Solicitor, a Solicitor with property, trusts, estates and general law experience is preferred. It will be interesting to see if this trend continues.

Business development, leadership and mentoring are all skills that are also sought in candidates heading towards

partnership. Customer-centric Solicitors who can build long-term relationships are held in high regard. This is particularly true for Solicitors moving from large transactional firms to boutique and customer-focused firms.

Turning to salaries, in the South Island, legal salaries remained steady over the past year. Those professionals who changed jobs did, however, receive a slight increase. In the North Island, salaries became competitive in late 2020 in response to rising work volumes and a shortage of candidates, particularly at the three-to-six-year Post Qualified Experience level.

Flexible hours and working from home are key motivators driving job searches. Post-2020, more legal professionals look for a better work-life balance and more time with their family. Of course, career progression, professional development and mentoring remain important too.

Looking ahead, both in-house and private practice employers will need to provide additional benefits and review salaries to retain and attract top talent. With candidates aware of the demand for their skills, we expect an increase in salary negotiations.

We advise that jobseekers run a strategic and well-planned job search. Be professional, commercially aware and pragmatic. If you plan to relocate to a smaller regional town, your work-life balance and lifestyle will improve. However, typical salaries in these areas are lower than in larger cities. Research common salaries so that you're not caught off guard by the pay package during the recruitment process.

For employers looking to recruit, prepare to discuss your contingency plan and the strength of your client base in an interview.

# LEGAL

PRIVATE PRACTICE - TOP TIER	Paralegal	Graduate	0 - 1 yrs P.A.E	1 - 2 yrs P.A.E	2 - 3 yrs P.A.E
NSW - Sydney	<b>60</b> 51 - 89	<b>65</b> 60 - 70	<b>70</b> 65 - 80	<b>75</b> 69 - 87	<b>87</b> 81 - 102
VIC - Melbourne	<b>66</b> 49 - 71	<b>56</b> 53 - 66	<b>65</b> 56 - 71	<b>77</b> 66 - 87	<b>87</b> 77 - 92
QLD - Brisbane	<b>56</b> 49 - 77	<b>55</b> 55 - 70	<b>63</b> 56 - 77	<b>72</b> 63 - 87	<b>80</b> 77 - 94
WA - Perth	<b>56</b> 49 - 77	<b>56</b> 56 - 65	<b>63</b> 56 - 69	<b>71</b> 66 - 81	<b>80</b> 77 - 91
ACT - Canberra	<b>59</b> 49 - 63	<b>65</b> 55 - 70	<b>64</b> 60 - 75	<b>75</b> 66 - 84	<b>86</b> 75 - 96
NZ - Auckland	<b>57</b> 43 - 68	<b>51</b> 46 - 61	<b>56</b> 49 - 61	<b>61</b> 56 - 71	<b>77</b> 66 - 87
NZ - Christchurch/Wellington	<b>52</b> 43 - 62	<b>46</b> 44 - 51	<b>52</b> 46 - 57	<b>56</b> 52 - 60	<b>72</b> 66 - 82

	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	<b>102</b> 87 - 119	<b>120</b> 110 - 135	<b>138</b> 122 - 149	<b>158</b> 140 - 168
VIC - Melbourne	<b>97</b> 82 - 112	<b>107</b> 92 - 128	<b>128</b> 102 - 148	<b>143</b> 122 - 163
QLD - Brisbane	<b>90</b> 82 - 115	<b>110</b> 89 - 133	<b>121</b> 100 - 148	<b>131</b> 112 - 167
WA - Perth	<b>90</b> 82 - 107	<b>107</b> 93 - 125	<b>121</b> 102 - 135	<b>131</b> 112 - 158
ACT - Canberra	<b>102</b> 87 - 107	<b>110</b> 97 - 122	<b>124</b> 108 - 139	<b>150</b> 120 - 160
NZ - Auckland	<b>93</b> 78 - 105	<b>100</b> 87 - 117	<b>117</b> 92 - 143	<b>128</b> 107 - 158
NZ - Christchurch/Wellington	<b>78</b> 73 - 95	<b>95</b> 87 - 115	<b>105</b> 87 - 128	<b>125</b> 98 - 133

	Senior Associate	Special Counsel	Salaried Partner	Equity Partner
NSW - Sydney	<b>187</b> 149 - 233	<b>200+</b>	<b>280+</b>	<b>700+</b>
VIC - Melbourne	<b>173</b> 143 - 214	<b>200</b> 185 - 230	<b>270+</b>	<b>520+</b>
QLD - Brisbane	<b>165</b> 130 - 230	<b>200</b> 183 - 230	<b>250+</b>	<b>500+</b>
WA - Perth	<b>158</b> 140 - 187	<b>200</b> 190 - 228	<b>250</b>	<b>500</b>
ACT - Canberra	<b>175</b> 135 - 200	<b>200+</b>	<b>250+</b>	<b>400+</b>
NZ - Auckland	<b>165</b> 130 - 195	<b>180+</b>	<b>200+</b>	<b>350+</b>
NZ - Christchurch/Wellington	<b>145</b> 115 - 165	<b>120+</b>	<b>180+</b>	<b>250+</b>

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

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

#### NOTES:

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

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

## LEGAL

PRIVATE PRACTICE - MID TIER	Paralegal	Graduate	0 - 1 yrs P.A.E	1 - 2 yrs P.A.E	2 - 3 yrs P.A.E
NSW - Sydney	<b>60</b> 50 - 80	<b>60</b> 55 - 67	<b>65</b> 60 - 71	<b>70</b> 65 - 80	<b>80</b> 70 - 91
VIC - Melbourne	<b>56</b> 49 - 71	<b>53</b> 53 - 66	<b>56</b> 53 - 71	<b>65</b> 56 - 77	<b>74</b> 61 - 87
QLD - Brisbane	<b>56</b> 50 - 77	<b>53</b> 53 - 65	<b>56</b> 56 - 69	<b>65</b> 59 - 80	<b>74</b> 66 - 87
WA - Perth	<b>56</b> 49 - 69	<b>53</b> 53 - 60	<b>56</b> 56 - 65	<b>65</b> 60 - 69	<b>74</b> 65 - 80
ACT - Canberra	<b>53</b> 48 - 58	<b>61</b> 56 - 66	<b>68</b> 60 - 75	<b>73</b> 65 - 82	<b>79</b> 70 - 88
NZ - Auckland	<b>55</b> 42 - 63	<b>50</b> 42 - 56	<b>54</b> 47 - 61	<b>59</b> 52 - 66	<b>73</b> 63 - 83
NZ - Christchurch/Wellington	<b>52</b> 42 - 60	<b>47</b> 44 - 52	<b>51</b> 47 - 56	<b>57</b> 51 - 59	<b>71</b> 66 - 82

	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	<b>92</b> 80 - 105	<b>110</b> 95 - 125	<b>125</b> 107 - 138	<b>137</b> 125 - 152
VIC - Melbourne	<b>84</b> 71 - 97	<b>102</b> 87 - 112	<b>112</b> 97 - 133	<b>128</b> 102 - 138
QLD - Brisbane	<b>86</b> 77 - 110	<b>93</b> 87 - 125	<b>107</b> 97 - 133	<b>121</b> 112 - 145
WA - Perth	<b>86</b> 80 - 93	<b>97</b> 92 - 121	<b>107</b> 102 - 125	<b>121</b> 112 - 140
ACT - Canberra	<b>88</b> 80 - 95	<b>107</b> 97 - 117	<b>122</b> 108 - 128	<b>125</b> 112 - 143
NZ - Auckland	<b>78</b> 73 - 93	<b>90</b> 78 - 105	<b>95</b> 77 - 115	<b>115</b> 87 - 133
NZ - Christchurch/Wellington	<b>78</b> 71 - 88	<b>82</b> 73 - 100	<b>90</b> 73 - 105	<b>102</b> 82 - 105

	Senior Associate	Special Counsel	Salaried Partner	Equity Partner
NSW - Sydney	<b>160</b> 140 - 185	<b>183+</b>	<b>230+</b>	<b>300+</b>
VIC - Melbourne	<b>140</b> 128 - 168	<b>180</b> 160 - 200	<b>220+</b>	<b>290+</b>
QLD - Brisbane	<b>140</b> 135 - 175	<b>183</b> 150 - 230	<b>230</b>	<b>280</b>
WA - Perth	<b>140</b> 131 - 167	<b>169</b> 155 - 183	<b>220</b>	<b>274</b>
ACT - Canberra	<b>150</b> 125 - 170	<b>160+</b>	<b>200+</b>	<b>300+</b>
NZ - Auckland	<b>133</b> 102 - 163	<b>140+</b>	<b>150+</b>	<b>200+</b>
NZ - Christchurch/Wellington	<b>115</b> 102 - 133	<b>120+</b>	<b>125+</b>	<b>130+</b>

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

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

### NOTES:

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

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

## LEGAL

PRIVATE PRACTICE - SMALL PRACTICES	Paralegal	Graduate	0 - 1 yrs P.A.E	1 - 2 yrs P.A.E	2 - 3 yrs P.A.E
NSW - Sydney	<b>50</b> 47 - 69	<b>55</b> 53 - 60	<b>58</b> 53 - 65	<b>60</b> 55 - 74	<b>70</b> 60 - 84
VIC - Melbourne	<b>49</b> 47 - 61	<b>53</b> 53 - 60	<b>57</b> 53 - 61	<b>60</b> 54 - 66	<b>61</b> 55 - 82
QLD - Brisbane	<b>50</b> 46 - 77	<b>53</b> 53 - 65	<b>57</b> 55 - 67	<b>55</b> 55 - 75	<b>65</b> 60 - 82
WA - Perth	<b>49</b> 47 - 60	<b>53</b> 53 - 55	<b>54</b> 53 - 56	<b>54</b> 54 - 65	<b>60</b> 56 - 80
ACT - Canberra	<b>52</b> 47 - 57	<b>54</b> 53 - 63	<b>59</b> 54 - 63	<b>68</b> 63 - 72	<b>77</b> 69 - 85
NZ - Auckland	<b>52</b> 42 - 61	<b>49</b> 42 - 56	<b>53</b> 42 - 56	<b>56</b> 48 - 63	<b>65</b> 60 - 78
NZ - Christchurch/Wellington	<b>52</b> 42 - 56	<b>46</b> 42 - 50	<b>51</b> 43 - 56	<b>52</b> 46 - 60	<b>63</b> 56 - 72

	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	<b>82</b> 70 - 95	<b>95</b> 82 - 115	<b>110</b> 95 - 125	<b>125</b> 110 - 138
VIC - Melbourne	<b>77</b> 66 - 92	<b>77</b> 71 - 102	<b>92</b> 87 - 112	<b>107</b> 97 - 133
QLD - Brisbane	<b>77</b> 69 - 95	<b>77</b> 77 - 110	<b>95</b> 82 - 125	<b>98</b> 87 - 133
WA - Perth	<b>74</b> 69 - 84	<b>77</b> 68 - 93	<b>85</b> 81 - 111	<b>98</b> 81 - 119
ACT - Canberra	<b>80</b> 75 - 95	<b>91</b> 86 - 116	<b>105</b> 95 - 120	<b>121</b> 107 - 135
NZ - Auckland	<b>73</b> 68 - 82	<b>82</b> 71 - 92	<b>90</b> 75 - 97	<b>100</b> 87 - 122
NZ - Christchurch/Wellington	<b>71</b> 66 - 82	<b>71</b> 66 - 82	<b>77</b> 71 - 87	<b>95</b> 82 - 102

	Senior Associate	Special Counsel	Salaried Partner	Equity Partner
NSW - Sydney	<b>137</b> 125 - 158	<b>150</b> 146 - 174	<b>185+</b>	<b>230+</b>
VIC - Melbourne	<b>117</b> 92 - 143	<b>150</b> 130 - 160	<b>180+</b>	<b>230+</b>
QLD - Brisbane	<b>102</b> 92 - 160	<b>145</b> 135 - 165	<b>180+</b>	<b>230+</b>
WA - Perth	<b>102</b> 93 - 145	<b>142</b> 125 - 150	<b>180</b>	<b>228+</b>
ACT - Canberra	<b>128</b> 110 - 145	<b>145+</b>	<b>175+</b>	<b>200+</b>
NZ - Auckland	<b>105</b> 97 - 130	<b>130+</b>	<b>150+</b>	<b>180+</b>
NZ - Christchurch/Wellington	<b>107</b> 97 - 122	<b>115+</b>	<b>120+</b>	<b>120+</b>

### 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

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- Salaries shown are including benefits and professional memberships
- P.A.E: Post admission experience
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- New Zealand salaries are represented in New Zealand dollars
- Equity partner salary is representative of profit drawing plus base and superannuation

## LEGAL

IN-HOUSE	Paralegal	0-1 yrs P.A.E	Legal Counsel 1-2 yrs P.A.E	Legal Counsel 2-3 yrs P.A.E	Legal Counsel 3-4 yrs P.A.E
NSW - Sydney	<b>60</b> 50 - 89	<b>65</b> 60 - 75	<b>75</b> 65 - 83	<b>90</b> 80 - 100	<b>110</b> 90 - 120
VIC - Melbourne	<b>61</b> 47 - 77	<b>56</b> 52 - 61	<b>66</b> 56 - 77	<b>77</b> 66 - 92	<b>92</b> 87 - 112
QLD - Brisbane	<b>65</b> 46 - 82	<b>56</b> 52 - 65	<b>72</b> 56 - 77	<b>80</b> 66 - 87	<b>95</b> 80 - 120
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
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
NZ - Auckland	<b>57</b> 46 - 68	<b>60</b> 51 - 66	<b>66</b> 56 - 77	<b>78</b> 67 - 95	<b>90</b> 78 - 105
NZ - Christchurch/Wellington	<b>52</b> 42 - 63	<b>56</b> 46 - 66	<b>63</b> 51 - 71	<b>73</b> 63 - 90	<b>87</b> 73 - 95

	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>120</b> 102 - 138	<b>140</b> 122 - 160	<b>155</b> 130 - 170	<b>180</b> 150 - 240	220 - 350+
VIC - Melbourne	<b>112</b> 97 - 133	<b>138</b> 117 - 153	<b>138</b> 122 - 158	<b>153</b> 138 - 194	N/A
QLD - Brisbane	<b>110</b> 90 - 135	<b>117</b> 95 - 142	<b>133</b> 110 - 163	<b>148</b> 112 - 184	<b>250</b> 200 - 350
WA - Perth	<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>105</b> 95 - 115	<b>120</b> 110 - 130	<b>138</b> 122 - 153	<b>159</b> 135 - 184	<b>170+</b>
NZ - Auckland	<b>110</b> 90 - 130	<b>145</b> 105 - 160	<b>155</b> 125 - 170	<b>175</b> 135 - 195	<b>220+</b>
NZ - Christchurch/Wellington	<b>95</b> 85 - 115	<b>115</b> 100 - 140	<b>130</b> 120 - 155	<b>140</b> 128 - 170	<b>160+</b>

### 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

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- Salaries shown are including benefits and professional memberships
- P.A.E: Post admission experience
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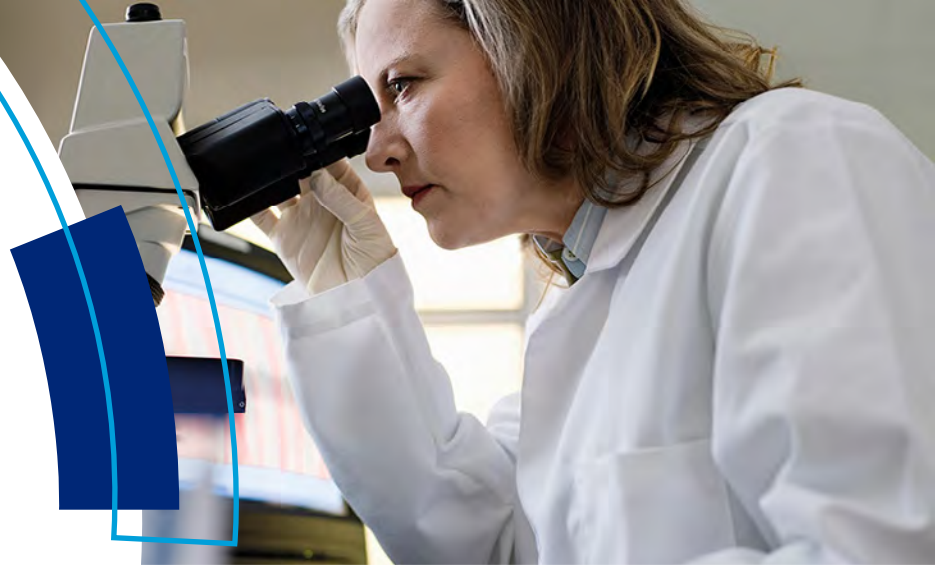
- New Zealand salaries are represented in New Zealand dollars
- Equity partner salary is representative of profit drawing plus base and superannuation

COMPANY SECRETARIAL	Assistant Company Secretary (unlisted company)	Assistant Company Secretary (listed company)	Company Secretary (unlisted company)	Company Secretary (listed company)
NSW - Sydney	80 - 120	90 - 160	120 - 165	150 - 200+
VIC - Melbourne	77 - 102	82 - 133	112 - 148	138 - 189
QLD - Brisbane	74 - 95	112 - 175	110 - 180	150 - 250
WA - Perth	77 - 102	93 - 131	112 - 158	149 - 187

### NOTES:

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


# LIFE SCIENCES



## ANZ Key Insights

 **57%**  
of Life Sciences employers will increase salaries by up to 3% when they next review.

 **90%**  
of Life Sciences professionals say an increase of 3% or more would better reflect their performance.

 **58%**  
of Life Sciences professionals are currently looking for a new job, plan to look or are open to new opportunities in the next 12 months. A lack of promotional opportunities, lack of new challenges and an uncompetitive salary are the main drivers.

## AUSTRALIA

Australia's life sciences industry shows no sign of slowing down, with additional investment, expanding headcounts and new market entrants all creating strong job opportunities.

However, as one of the country's largest growing sectors, life sciences continues to face a skills shortage, which is forcing employers to evaluate their attraction strategies.

Looking firstly at the clinical market, in greatest demand are Clinical Research Associates with independent monitoring experience. Border closures and an increase in local clinical trials have driven up vacancy activity. Candidates with direct onsite and field experience are preferred, since those with less than 12 months experience have worked remotely and gained limited exposure to key opinion leaders, site staff and field-based activities.

CROs and site management organisations also require Study Start Up Specialists and Project Managers to run commercial research on clinical trials. A domestic shortage of talent has prompted some organisations to invest in upskilling entry-level candidates. This bodes well for the long-term sustainability of our local talent pipeline.

Meanwhile, the focus on oncology in drug development companies has fuelled demand for professionals across all areas with oncology therapy experience.

In regulatory affairs, Associates with NCE or category one medical device experience are in demand.

Quality assurance job opportunities remain steady. Companies with domestic manufacturing facilities have more opportunities, especially if they produce PPE and other equipment related to the COVID-19 crisis.

Medical affairs teams have seen some field activities replaced with virtual interactions, allowing them to reach a wider audience.

In the commercial sector, proven salespeople with relevant channel or product experience are sought. Except for organisations producing COVID-19 PPE or respiratory products, most life sciences sales teams need to work hard to attract sales.

In the year ahead, specialist Sales Representatives will be sought in growth areas, including diabetes, cardiovascular and respiratory. Candidates who can sell products virtually, without visiting GP clinics, hospitals and pharmacies in person, are in greatest demand.

Data analytics skills are also highly regarded across both sales and marketing.

In terms of soft skills, strong interpersonal and communication skills are sought to ensure a new hire can effectively liaise virtually with colleagues and external stakeholders.

### Salary trends

Given demand in the clinical market, salaries have

increased for experienced Lead and Senior Clinical Research Associates. With clinical professionals looking for a new job to increase their remuneration, salary pressure will remain a key feature of this market in the year ahead.

Regulatory affairs and QA salaries have remained steady. Candidates with NCE and/or category one medical device experience can receive a slight increase. Some companies are paying car allowances, however smaller organisations are less likely to do so, particularly if the role involves minimal travel.

In the commercial sector, salaries are expected to increase for specialist Sales Representatives.

### **Benefits**

Bonuses continue to be offered across the industry. Australian affiliate offices performed relatively well and therefore helped clinical professionals achieve the company performance element of their bonus.

Sign-on bonuses have become more common, particularly for Clinical Research Associates who can be offered up to \$15,000.

Healthcare companies remain conservative in their return to office plans, with many professionals still working from home. This is expected to remain a standard benefit, with a hybrid working model the norm.

With more people relocating to regional cities and towns and able to work remotely, another benefit could be an improved quality of life.

### **Advice for jobseekers**

With communications skills a non-negotiable for life sciences professionals, you must prepare well for a job interview. This includes confidently presenting and selling your skills in a video interview.

For those looking to commence their Clinical Research Associate career and gain independent monitoring experience, look for a Clinical Trial Administrator role or work as an in-house CRA and progress from there. Working at an investigative site as a Clinical Research Coordinator can also provide valuable experience to start a career in commercial research.

### **Advice for employers**

To attract top candidates, offer a hybrid working model, regular career development and an approachable management style.

When recruiting for sales and marketing roles, promote the longevity and potential of your products to increase sales as well as the organisation's level of investment.



# LIFE SCIENCES

OPERATIONS	Clinical Trial Administrator	CRA*	Senior CRA*	Lead/Principal CRA*	Clinical Data Manager	
Australia	75 65 - 85	83 75 - 92	102 89 - 120	112 100 - 120	102 82 - 128	
	Clinical Project Manager*	Senior Clinical Project Manager*	Clinical Operations Manager*	Clinical Director/Head of Clinical*		
Australia	133 115 - 148	153 128 - 168	133 117 - 163	199 175 - 224		
	Regulatory Affairs Assistant	Regulatory Affairs Associate	Snr Regulatory Affairs Assoc*	Regulatory Project Manager*	Regulatory Affairs Manager*	Head of Regulatory Affairs*
Australia	66 56 - 77	87 71 - 97	112 97 - 133	133 128 - 143	153 128 - 184	199 168 - 235
	Drug Safety Associate	Senior Drug Safety Associate*	Drug Safety Manager*	Head of Drug Safety*	Medical Information Associate	Senior Medical Information Associate*
Australia	82 71 - 92	109 89 - 124	153 133 - 168	199 158 - 230	85 71 - 92	107 92 - 122
	Medical Information Manager*	Medical Science Liaison/SMSL*	Medical Science Liaison Manager*	Medical Manager*	Medical Advisor*	Senior Medical Advisor*
Australia	143 128 - 163	133 102 - 158	158 148 - 173	153 133 - 168	170 153 - 189	194 163 - 214
	Medical Director*	Health Economics Associate	Senior Health Economics Associate/Specialist*	Health Economics Manager*	Health Economics/Market Access Director*	
Australia	270 224 - 326	112 92 - 128	133 122 - 148	158 143 - 173	260 214 - 296	
	GP Sales Rep	Hospital Specialist Sales Rep	Business Development Manager	Regional/State Sales Manager	Territory Manager	Product Specialist
Australia	80 75 - 100	105 90 - 120	120 100 - 130	130 110 - 140	90 80 - 110	110 90 - 120

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

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

#### NOTES:

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

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

# LIFE SCIENCES

OPERATIONS	Key Account Manager	National Key Account Manager	National Sales Manager	Sales Director	Business Unit Manager
Australia	<b>110</b> 95 - 125	<b>120</b> 100 - 130	<b>160</b> 140 - 190	<b>200</b> 180 - 230	<b>170</b> 150 - 210

	Associate Brand/Product Manager	Brand/Product Manager	Senior Brand/Product Manager	Marketing Manager	Marketing Director
Australia	<b>95</b> 85 - 100	<b>120</b> 95 - 140	<b>143</b> 122 - 153	<b>163</b> 122 - 189	<b>194</b> 173 - 224

	Quality Assurance Associate	Senior Quality Assurance Associate	Quality Assurance Manager
Australia	<b>82</b> 66 - 92	<b>92</b> 82 - 102	<b>122</b> 92 - 138

	Quality Control Associate	Senior Quality Control Associate	Quality Control Manager	Quality Director
Australia	<b>59</b> 51 - 61	<b>77</b> 63 - 87	<b>102</b> 87 - 107	<b>168</b> 153 - 194

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

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

#### NOTES:

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

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

# HEALTHCARE



## ANZ Key Insights



**65%**

of Healthcare employers will increase salaries by up to 3% when they next review.



**66%**

of Healthcare professionals say an increase of 3% or more would better reflect their performance.



**72%**

of Healthcare professionals are currently looking for a new job, plan to look or are open to new opportunities in the next 12 months. A lack of promotional opportunities, an uncompetitive salary and a poor management style or workplace culture are the main drivers.

## AUSTRALIA

Australia's healthcare industry has experienced monumental growth over the past year, with COVID-19, the National Disability Insurance Scheme (NDIS), new for-profit organisations, an aging population and continued skills shortages all accelerating staffing demand. Today, exciting job opportunities are available in mental health, disability, aged care and allied health, with continued investment expected to underpin another strong year for healthcare professionals.

Despite this, many salaries remain stable, often grounded in Fair Work Awards. However, employers have been willing to pay above the minimum rate to attract frontline workers, especially Nurses, clinical staff and mental health professionals.

Meanwhile, higher salaries are being offered to permanent allied health professionals in response to skills shortages, particularly for experienced Social Workers, Psychologists, Occupational Therapists and Speech Pathologists. Salaries have increased, too, for graduate Occupational Therapists, Speech Therapists and Rehabilitation Counsellors and Consultants in response to demand, as well as for mental health telephone support staff.

NDIS Clinicians are another growth area and will continue to receive increased salaries and bonus structures.

### Benefits

Organisations are reviewing and increasing benefits to attract talent, especially in allied health. They are

offering additional leave, financial benefits, bonuses and relocation assistance. There has also been an increase in wellness benefits.

For their part, candidates look for a positive and values aligned working culture, development opportunities and support. Often, these are more important than salary.

For suitable roles, flexibility is also valued. For instance, the ability to work from home when completing documentation and case notes.

Looking ahead, as more healthcare organisations are created and funding increases, continued candidate competition will lead to greater work from home flexibility and part-time roles.

### Skills in demand

Occupational Therapists, Physiotherapists and Speech Therapists are in demand across the industry, especially in youth, disability and aged care.

Within mental health, Social Workers and Psychologists are needed to support pandemic effects, workplace mental health and an increase in substance abuse.

Within community services, Team Leaders and Managers with NDIS and aged care expertise are in short supply.

GPs are in demand in several locations.

We're also seeing demand for case management and

intake and assessment professionals with client service and communication skills who can have challenging conversations about an individual's benefits, eligibility or care.

For all roles, flexibility, grit and resilience are sought after soft skills, with healthcare professionals often dealing with frustrated members of the public and increasing mental health issues. Given high caseloads, the ability to build rapport with clients quickly is essential, too. These soft skills are closely examined in an interview and reference checks.

Finally, managers with a combination of commercial acumen and community service experience are sought to help organisations utilise NDIS and funding opportunities to grow.

#### **Advice for employers**

Top candidates are aware that their skills are in demand and therefore look closely at the benefits on offer. Employers who offer salary sacrificing, a car or car allowance and flexible working arrangements, such as part-time positions and the ability to work from home where possible, are attracting candidate interest.

For allied health roles, candidates value regular development and supervision. New graduates look for a supportive organisation that can guide them through their entry into their clinical careers.

With workloads high, candidates also seek an organisation that emphasises self-care and a positive working environment.

Finally, candidates want to make an informed decision. Typically, they want specific details on an organisation's culture, client base, why the role is vacant and what other employees think about working there.

#### **Advice for jobseekers**

Upskill in the latest trends, personalise your application for each vacancy and ensure you address all aspects of the criteria. If relevant for your role, register with the appropriate governing body, such as AHPRA and AASW.

For allied health professionals, the ability to navigate multiple systems to manage data and information confidentially while working from home will help you stand out.

# HEALTHCARE

## NURSING PROFESSIONALS

NURSING PROFESSIONALS AGED CARE	Enrolled Nurse	Registered Nurse	Clinical Care Coordinator/ Nurse Unit Manager	Care Manager/ DDON	DON/Facility Manager	Executive DON
NSW	46 - 61	61 - 87	71 - 102	80 - 115	100 - 150	143 - 173
NT	55 - 66	62 - 90	77 - 105	85 - 110	92 - 130	122 - 163
WA	51 - 87	63 - 92	74 - 97	85 - 112	95 - 150	133 - 163
VIC	56 - 69	61 - 92	77 - 102	92 - 120	95 - 148	143 - 173
QLD	56 - 77	61 - 92	77 - 92	95 - 112	102 - 143	133 - 163
TAS	51 - 68	57 - 87	71 - 92	87 - 107	97 - 138	122 - 173
SA	51 - 71	61 - 82	87 - 97	92 - 102	92 - 122	122 - 168

	ACFI Manager	Quality Manager	Lifestyle Assistant	Lifestyle Manager	Nurse Educator
NSW	92 - 105	102 - 153	46 - 66	77 - 102	80 - 110
NT	82 - 102	82 - 102	56 - 61	66 - 82	71 - 92
WA	92 - 112	85 - 128	46 - 61	61 - 82	66 - 99
VIC	97 - 122	102 - 143	46 - 66	77 - 102	82 - 107
QLD	71 - 92	77 - 112	51 - 61	82 - 102	82 - 102
TAS	90 - 110	87 - 107	42 - 59	66 - 87	82 - 112
SA	97 - 112	97 - 112	42 - 61	66 - 92	102 - 112

NURSING PROFESSIONALS NON-AGED CARE	Enrolled Nurse	Registered Nurse/ Midwife	Clinical Nurse/ Midwife/ACSC	Clinical Manager/Clinical Services Coordinator/ Education Facilitator
NSW	46 - 61	56 - 82	71 - 87	82 - 107
NT	46 - 56	61 - 85	71 - 87	82 - 97
WA	51 - 78	60 - 80	70 - 90	80 - 100
VIC	51 - 66	61 - 87	77 - 87	87 - 107
QLD	56 - 66	61 - 82	82 - 92	92 - 102
TAS	51 - 61	55 - 82	71 - 87	82 - 97
SA	51 - 71	61 - 82	66 - 87	87 - 97

**NOTES:**

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

# HEALTHCARE

## NURSING PROFESSIONALS

NURSING PROFESSIONALS NON-AGED CARE	Advanced Clinical Service Coordinator/ Clinical Practice Consultant	Director of Nursing/ Midwifery	Practice Nurse
NSW	82 - 112	112 - 153	61 - 92
NT	92 - 112	102 - 140	82 - 102
WA	90 - 115	90 - 138	66 - 87
VIC	92 - 112	102 - 153	77 - 102
QLD	102 - 112	117 - 163	56 - 71
TAS	92 - 107	102 - 143	61 - 82
SA	92 - 112	112 - 184	61 - 87

**NOTES:**

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

## MEDICAL IMAGING SPECIALISTS

	Radiographer 1-3 yrs	Radiographer 3-5 yrs	Radiographer 5-10 yrs	Radiographer 10+ yrs
Australia	55 - 66	66 - 80	77 - 102	102 - 112

	Sonographer 1-3 yrs	Sonographer 3-5 yrs	Sonographer 5-10 yrs	Sonographer 10+ yrs
Australia	92 - 102	102 - 122	122 - 138	138 - 153

	Mammographer 1-3 yrs	Mammographer 3-5 yrs	Mammographer 5-10 yrs	Mammographer 10+ yrs
Australia	61 - 77	77 - 87	87 - 102	102 - 122

**NOTES:**

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

# HEALTHCARE

## SOCIAL CARE & PSYCHOLOGY

SOCIAL/COMMUNITY SERVICES	Support Worker	Case Worker	Social Worker	Team Leader/ Program Coordinator
NSW	43 - 61	55 - 70	61 - 87	80 - 90
NT	46 - 54	60 - 70	65 - 82	71 - 85
WA	46 - 51	55 - 70	66 - 85	70 - 90
VIC	48 - 60	51 - 75	65 - 90	75 - 95
QLD	55 - 70	55 - 70	60 - 90	65 - 85
TAS	43 - 51	49 - 56	61 - 80	66 - 82
SA	46 - 61	46 - 61	61 - 87	61 - 87

	Program Manager	Program Director
NSW	77 - 97	N/A
NT	77 - 95	90 - 100
WA	75 - 95	N/A
VIC	85 - 102	N/A
QLD	71 - 92	N/A
TAS	77 - 92	N/A
SA	61 - 87	90 - 110

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

### NOTES:

- Above salaries exclude superannuation, bonuses, on-call, or penalty rates
- Salaries might vary for regional/remote roles

- There are bandings for NFP under SCHADS and grades in Government/Health
- Salary packaging available for most NFP roles

# HEALTHCARE

## ALLIED HEALTH PROFESSIONALS

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

	Physiotherapist	Senior Physiotherapist	Team Leader	Speech Pathologist (Graduate)	Speech Pathologist
NSW	56 - 77	80 - 95	82 - 110	51 - 58	65 - 80
NT	70 - 85	80 - 90	85 - 98	60 - 70	60 - 75
WA	61 - 90	75 - 100	87 - 110	55 - 80	60 - 90
VIC	70 - 85	77 - 100	85 - 110	55 - 65	66 - 80
QLD	65 - 80	75 - 90	87 - 100	55 - 65	65 - 80
TAS	56 - 77	71 - 87	82 - 97	51 - 56	61 - 69
SA	56 - 71	66 - 92	66 - 92	51 - 61	56 - 66

	Senior Speech Pathologist	Team Leader	Diversional Therapist (Graduate)	Diversional Therapist
NSW	80 - 90	95 - 120	50 - 51	51 - 61
NT	70 - 90	77 - 92	50 - 55	51 - 61
WA	80 - 110	85 - 120	50 - 51	50 - 56
VIC	77 - 95	82 - 100	55 - 65	65 - 85
QLD	85 - 100	85 - 110	50 - 56	50 - 61
TAS	66 - 77	77 - 92	50 - 51	51 - 56
SA	66 - 82	71 - 92	50 - 56	51 - 61

### NOTES:

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




# EDUCATION



## ANZ Key Insights

 **59%**  
of Education employers will increase salaries by up to 3% when they next review.

 **61%**  
of Education professionals say an increase of 3% or more would better reflect their performance.

 **80%**  
of Education professionals are currently looking for a new job, plan to look or are open to new opportunities in the next 12 months. A lack of promotional opportunities, concerns about job security and lack of new challenges are the main drivers.

## AUSTRALIA

### Early years and OOSH

Looking firstly at the early years and OOSH sector, high competition for qualified staff remains a key feature of the jobs market. Salaries have increased slightly in response to demand, with numerous centres offering above the award rate to secure top talent.

This trend will likely continue in the year ahead. While childcare award rates increase annually, centres continue to pay above the award to beat their competition.

Some services are also offering additional annual leave and a monthly rostered day off to attract candidates.

For their part, candidates look for a role in a centre close to home with good professional development and career progression. Early Childhood Teachers look for a service with a teacher qualified mentor and a good ratio of staff. Meanwhile, those at the leadership level search for roles offering additional time in the office and out of the classroom.

In terms of skills in demand, qualifications are paramount. For example, Diploma qualified OOSH Coordinators are sought since regulatory changes necessitate a higher ratio of diploma qualified staff per centre. While some employers offer on-the-job traineeships, many instead want Coordinators who are already diploma trained.

Qualified Early Childhood Teachers are also sought, although the low salaries associated with this role continue to add to the shortage of candidates.

Demand also exists for Room Leaders who can manage a small team in a classroom and Centre Managers who can lead a large team.

Across the sector, employers expect candidates to possess strong computer skills to utilise online programming applications. Communication skills and a warm personality are also necessary so that candidates can interact with children and their families and build effective relationships. This is important at all levels, but particularly for Lead Educators and 2ICs, who are often called upon to greet parents and pass on messages when required.

Knowledge of the Early Years Learning Framework, childcare regulations and the National Quality Standard are also essential.

If you are looking to step into a management position but lack office experience, it is advisable to develop your leadership skills within a classroom-based leadership role that offers future career development opportunities.

### Primary, high school and VET

Turning to the primary, high school and VET sector, negotiations over NSW independent school awards have led to varied salary increases, although in most cases only nominal raises have been seen. In other sectors, salary growth has been flat.

In terms of skills in demand, High School Teachers in the subject areas of technology, mathematics and science are in greatest demand since these candidates are attracted to non-teaching job opportunities in their industry.

English Teachers are also required. As one of the largest faculties in a high school, there is continuous demand.

Qualified Trainers and Assessors within vocational education with industry experience and training qualifications are sought too, especially in growth sectors such as health, technology and cleaning services.

Across all teaching positions, employers increasingly look for candidates with strong IT skills to ensure they can quickly move to online lesson delivery if required.

Of course, pedagogical skills such as differentiation, programming, assessment and behaviour management remain essential.

Soft skills are also important, with a personable and professional demeanour and the ability to question, engage and inspire a love of learning in students all valued.

# EDUCATION

SCHOOLS	Principal	Deputy Principal	Director of Study	Head of Department	Teacher
Australia - Government Schools	120 - 189	118 - 141	99 - 110	102 - 120	69 - 111
Australia - Non-Government Schools	140 - 400	130 - 165	133 - 153	122 - 131	75 - 113

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

EARLY CHILDHOOD	Area Manager	Director (Degree Qualified)	Director (Diploma Qualified)
Australia	82 - 133	82 - 102	71 - 87

	Early Childhood Teacher	Diploma Trained Childcare Worker	Certificate III Childcare Worker	Cook
Australia	61 - 92	51 - 61	45 - 51	41 - 53

OUT OF SCHOOL HOURS CARE (OOSH)	OOSH Area Manager	OOSH Coordinator	OOSH Assistant Coordinator	OOSH Educator
Australia	90 - 110	58 - 73	50 - 60	45 - 50

**NOTES:**

- All salaries shown are exclusive of superannuation

# POLICY & STRATEGY



## ANZ Key Insights



**47%**

of Policy & Strategy employers will increase salaries by up to 3% when they next review.



**62%**

of Policy & Strategy professionals say an increase of 3% or more would better reflect their performance.



**84%**

of Policy & Strategy professionals are currently looking for a new job, plan to look or are open to new opportunities in the next 12 months. A lack of promotional opportunities, a poor management style or workplace culture and concerns about job security are the main drivers.

## AUSTRALIA

Professionals in Australia's policy and strategy market, like those in all other industries, adapted to monumental change over the past year. In a move no one predicted, a huge percentage now operate in a hybrid working model, following pandemic-induced working from home.

The shift to working from home has opened new candidate pools for employers and new career advancing opportunities for professionals. In fact, most employers of policy and strategy professionals have come to understand that a candidate does not need to be based in a central hub to execute their duties. There are now very few Departments that do not allow staff to work remotely. While it will take time for both employers and employees to settle into this 'new normal', the clear preference from candidates to work remotely will encourage employers to continue to offer flexibility to attract, retain and engage top talent.

Unsurprisingly, salaries remained steady over the past year. The only exception occurred for senior risk and governance professionals in response to staffing demand. Looking ahead, for the most part salaries will remain steady, with slight rises in line with annual EBA increases.

### Skills in demand

The policy and strategy jobs market is active, with demand evident for Economists and Economic Analysts to provide economic policy advice.

Policy Advisors and Managers with skills in strategic end-to-end policy development are needed to manage change and deliver new agendas.

Governance, Risk & Compliance experts with skills across governance, compliance and risk management are sought to develop and implement an organisation's risk appetite and framework.

Grants Managers with experience in the grants management process and the use of a grants management system are also needed given the increase in government funding across many areas.

Policy and Project Managers with a broad range of skills and subject matter expertise are required. Candidates must be highly articulate in policy development and able to review and/or develop internal policies. Project management and stakeholder engagement expertise is key.

In terms of soft skills, employers look for candidates who can work autonomously from home and require minimal supervision.

### Advice for jobseekers

To stand out, write a strong CV that highlights your key transferrable skills relevant to the job you are applying for.

It's also essential to prepare thoroughly for an interview. The most common negative feedback we hear from employers is that candidates are unprepared, do not provide detailed answers and fail to share relevant examples that demonstrate the strength of their skills. Preparation really is key to securing a role. To help, you can download the [Hays Interview Guide](#) from our website.

## Advice for employers

Flexibility is the main benefit candidates look for when considering a new role, so a genuine work from home model will help you attract top talent. Once a candidate accepts an

offer, initiate a solid onboarding and induction process. With more people working from home, this is essential to ensure a positive start to the employment relationship.

## NEW ZEALAND

The past year has been a game changer for New Zealand's policy and strategy professionals. As we edge towards a post-pandemic world, candidates want to work for organisations that make a genuine difference to New Zealanders and are aligned with their personal values. The sudden impact of COVID-19 has influenced worker priorities, and salary is no longer the most important factor in a policy professional's decision in accepting a job offer. For many professionals in policy and strategy, subject matter has become the priority.

Cultural fit and mental health support are increasingly important too, with candidates looking for a positive working environment, supportive management, clear direction and an empathetic team that cultivates innovation.

Looking ahead, it's an exciting time for the industry. The pandemic has created opportunities for professionals to pioneer new policy. However, candidate shortages are evident across the sector. While there is an influx of policy graduates, those with experience are in short supply.

Salaries have remained steady over the past year. In the coming year, we will likely see them increase, particularly for policy and strategy roles centred upon the nation's COVID-19 response. These roles can come with a high level of stress, which has consequently created challenges in attracting candidates. The shortage of candidates interested in these

jobs, combined with strong demand, may contribute to upward pressure on salary levels.

When it comes to benefits, candidates are looking for roles that offer flexible working conditions and mental health and wellbeing support, including mental health leave.

Turning to skills in demand, Senior Advisors and Principal Advisors are highly sought after as the government shifts focus from disaster management to progressing its policy agenda.

An increasing focus on New Zealand's multi- and bi-cultural identity has created demand for candidates with Te Ao Maori, Tikangi and Treaty of Waitangi knowledge or in-house experience to help embody inclusivity across New Zealand's policy-scape.

For all roles in policy and strategy, employers are looking for candidates with superior resilience and agility. In New Zealand's COVID-19 response, entirely new directorates and units were established. Therefore, the ability to cope with difficult subject matter in stressful environments, coupled with an agile approach and willingness to cooperate, are soft skills that are shining through for hiring managers.

Cross-agency stakeholder engagement is also a valued skill in candidates, to ensure a collaborative and unified approach to policy creation.

## POLICY & STRATEGY

	Policy Officer/ Policy Advisor	Senior Policy Officer/ Policy Advisor	Policy Manager	Government Relations Manager	Strategic Manager
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
VIC - Melbourne	<b>90</b> 75 - 95	<b>105</b> 95 - 125	<b>125</b> 105 - 170	<b>130</b> 110 - 160	<b>135</b> 115 - 175
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
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
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
SA - Adelaide	<b>80</b> 75 - 92	<b>98</b> 92 - 110	<b>114</b> 110 - 120	<b>128</b> 114 - 143	<b>133</b> 102 - 163
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
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
NZ - Wellington	<b>82</b> 71 - 92	<b>102</b> 92 - 122	<b>138</b> 112 - 153	<b>112</b> 102 - 122	<b>112</b> 102 - 122

	Programme Officer/ Coordinator*	Programme Manager*	Project Officer*	Project Manager*	Grants Officer
NSW - Sydney	<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>95</b> 85 - 100	<b>150</b> 115 - 175	<b>90</b> 85 - 100	<b>140</b> 115 - 175	<b>80</b> 70 - 95
QLD - Brisbane	<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>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>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>89</b> 80 - 98	<b>114</b> 100 - 120	<b>86</b> 72 - 98	<b>110</b> 100 - 135	<b>80</b> 75 - 95
TAS - Hobart	<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>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>71</b> 61 - 82	<b>112</b> 92 - 133	<b>71</b> 61 - 82	<b>102</b> 92 - 122	<b>70</b> 65 - 75

### NOTES:

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

• New Zealand salaries are represented in New Zealand dollars

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

## POLICY & STRATEGY

	Research Analyst	Evaluation Advisor	Senior Evaluation Advisor	Data Analyst	Executive Officer
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
VIC - Melbourne	<b>90</b> 70 - 105	<b>80</b> 70 - 95	<b>95</b> 90 - 110	<b>90</b> 85 - 110	<b>110</b> 90 - 130
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
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
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
SA - Adelaide	<b>77</b> 71 - 98	<b>85</b> 80 - 95	<b>90</b> 95 - 100	<b>82</b> 75 - 100	<b>95</b> 92 - 120
TAS - Hobart	<b>82</b> 66 - 92	<b>75</b> 65 - 95	<b>90</b> 85 - 100	<b>82</b> 71 - 92	<b>92</b> 82 - 102
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
NZ - Wellington	<b>82</b> 71 - 92	N/A	N/A	<b>72</b> 61 - 82	<b>100</b> 80 - 120

	Business Analyst	Ministerial Liaison Officer	Regulatory Advisor	Regulatory Manager	Economist	Senior Economist
NSW - Sydney	<b>122</b> 87 - 143	<b>102</b> 87 - 117	<b>102</b> 92 - 133	<b>133</b> 112 - 153	<b>107</b> 92 - 133	<b>153</b> 112 - 184
VIC - Melbourne	<b>110</b> 90 - 130	<b>95</b> 85 - 110	<b>100</b> 90 - 120	<b>130</b> 110 - 160	<b>110</b> 90 - 130	<b>130</b> 110 - 160
QLD - Brisbane	<b>92</b> 71 - 102	<b>87</b> 71 - 97	<b>92</b> 82 - 102	<b>112</b> 102 - 122	<b>102</b> 85 - 120	<b>122</b> 100 - 155
WA - Perth	<b>92</b> 77 - 117	<b>87</b> 66 - 92	<b>92</b> 82 - 102	<b>122</b> 87 - 148	<b>102</b> 92 - 128	<b>122</b> 102 - 148
ACT - Canberra	<b>101</b> 92 - 133	<b>97</b> 87 - 102	<b>102</b> 92 - 117	<b>112</b> 97 - 122	<b>107</b> 97 - 122	<b>122</b> 112 - 153
SA - Adelaide	<b>102</b> 92 - 117	<b>95</b> 85 - 110	<b>102</b> 92 - 117	<b>128</b> 102 - 153	<b>110</b> 95 - 130	<b>122</b> 110 - 138
TAS - Hobart	<b>92</b> 82 - 117	<b>97</b> 87 - 102	<b>92</b> 82 - 102	<b>112</b> 97 - 122	<b>102</b> 92 - 128	<b>122</b> 107 - 138
NT - Darwin	<b>95</b> 85 - 101	<b>82</b> 71 - 95	<b>92</b> 82 - 101	<b>110</b> 106 - 114	<b>105</b> 85 - 125	<b>125</b> 106 - 134
NZ - Wellington	<b>87</b> 71 - 102	<b>90</b> 80 - 100	<b>98</b> 85 - 110	<b>120</b> 90 - 150	<b>105</b> 85 - 125	<b>122</b> 102 - 143

### NOTES:

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

• New Zealand salaries are represented in New Zealand dollars

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

## POLICY & STRATEGY

	<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>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>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>92</b> 82 - 102	<b>107</b> 97 - 117	<b>95</b> 85 - 105	<b>80</b> 75 - 85	<b>115</b> 105 - 125
WA - Perth	<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>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>87</b> 82 - 97	<b>112</b> 101 - 130	<b>100</b> 92 - 110	<b>75</b> 70 - 92	<b>110</b> 100 - 130
TAS - Hobart	<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>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>85</b> 80 - 90	<b>114</b> 92 - 135	<b>105</b> 90 - 120	<b>75</b> 65 - 85	<b>100</b> 80 - 120

### NOTES:

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

- New Zealand salaries are represented in New Zealand dollars

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




# TECHNOLOGY



## ANZ Key Insights

 **46%**  
of Technology employers will increase salaries by up to 3% when they next review.

 **68%**  
of Technology professionals say an increase of 3% or more would better reflect their performance.

 **76%**  
of Technology professionals are currently looking for a new job, plan to look or are open to new opportunities in the next 12 months. An uncompetitive salary, a poor management style or workplace culture and lack of new challenges are the main drivers.

## AUSTRALIA

Looking back on 2020, it's clear that Australia's technology market was not immune to the impact of COVID-19. In the immediate aftermath, demand spiked for IT staff as organisations sought to enable remote and new ways of working. While uncertainty and increased budget scrutiny saw many non-essential projects put on hold, digital transformation was ramped up. This ensured that the technology jobs market remained relatively stable.

Today, over a year from the initial lockdown, hiring demand has reached record levels. Looking ahead, we expect to see continued demand for technology skills through to 2022 and beyond.

But while there has been a dramatic increase in vacancies, we've also seen a significant change to the candidate market. Reduced skilled migration, mobility restrictions and the preference of candidates to remain in their existing role have reduced the number of active candidates on the market. This has exacerbated candidate shortages.

One of the dominant trends has been the acceleration of cloud migrations. This has led to demand for Cloud Engineers, predominantly Amazon Web Services (AWS) and Microsoft Azure. There has also been a significant increase in the need for DevOps Engineers and Site Reliability Engineers.

For several years, there has been a sustained requirement for cyber security professionals, with demand outstripping supply. The overnight adoption of remote working practices

in 2020 provided a perfect opportunity for cybercriminals and malicious activity proliferated. As such, demand for cyber experts remains high, including Penetration Testers, Security Engineers and GRC Consultants.

In a world where data drives decisions, organisations are investing in their data frameworks, data reporting capabilities and data science initiatives to be at the forefront of consumers' minds. Data Scientists and Data Analysts are therefore needed across all industries.

Meanwhile, business disruption caused by the crisis has demonstrated how vital software has become to most organisations. As companies continue to modernise, effectively becoming digital businesses, there will be an increased need for Developers, particularly Full Stack Developers, Front-end Developers and UI/UX Designers.

Turning to soft skills, adaptability and collaboration have come to the fore. While communication remains an important differentiator between candidates with equal technology skills, creativity and problem-solving skills are also highly sought after.

### Salary and benefit trends

Over recent years, there have been two speeds for tech salaries. For many roles, salaries remain steady, in line with the wider trend of sluggish wage growth. However, in high-demand areas, we continue to see salaries rise. This trend is not expected to change in the year ahead.

## Advice for jobseekers

If you are looking to advance your career, know what skills are in demand and look for a way to differentiate yourself. Understand how your skills fit into the bigger picture of the organisation's strategic objectives. Do not underestimate the importance of demonstrating the desirable soft skills. Make sure you are active in relevant tech communities and build your brand and portfolio of work.

## Advice for employers

The tech landscape evolves quickly, so the skills you need in the near future may be different from those you need today. Therefore, look beyond the essential skills in a position description to wider capabilities. When hiring in candidate-short areas, don't only assess the candidate. Instead, also demonstrate the opportunities they'll access in your organisation, including your culture, technical environment, learning and career development.

## NEW ZEALAND

Underscoring the importance placed on technology over the past year, salaries for IT professionals have risen across New Zealand. There has been a soaring demand for IT staff, resulting from border closures in 2020, the growth of teams following investment in new technologies, workplace modernisation and evolving internal processes.

The return of New Zealanders from international markets, where they earned significantly higher salaries, impacted local pay. These candidates returned with high salary expectations, and employers were prepared to lift their offers to secure their skills. This was particularly evident in product development, digital transformation, change, data, security, governance, cloud and DevOps areas.

Continued growth and transformations within organisations, plus a new focus on CX, will see demand, and salaries, remain competitive in the year ahead. However, these salary increases may not reach the levels hoped for by skilled professionals.

While Christchurch is unable to compete with Auckland and Wellington salaries, some positions in regional areas, such as Dunedin, are offering higher pay to attract candidates. Looking ahead, Christchurch salaries will be under pressure, particularly as more head offices relocate and employers look to attract talent from Auckland and Wellington.

Employee benefits offered by employers are also evolving in response to candidate competition, with learning and development, phone, internet and gym subsidies provided. Of course, remote working is also common, and expected by candidates. Some employers are providing share options, additional annual leave, increased KiwiSaver contributions and life insurance to secure candidates.

Today's top talent is also looking for roles that offer career progression and the opportunity to work on innovative projects from conception to completion.

In terms of skills in demand, ever-increasing cybersecurity breaches and attacks, and an increase in remote working, have fuelled continued demand for Cyber Security Engineers, Cyber Security Analysts, Cyber Security Managers and Cyber Threat Investigators.

Front End Developers across React and Vue, and to a lesser extent Angular, are also sought. There is a shortage of candidates with contemporary experience building performant, scalable and secure applications in the cloud.

DevOps Engineers are in demand, too, as organisations invest in data storage. Candidates with Azure and AWS expertise

are sought, as are those with local, cloud-based data storage technology expertise. Even early adopters of cloud and DevOps now require additional headcount to stay on top of workloads.

UI/UX Designers and Product Owners with strong customer experience and the ability to work across technical software products are needed. Today, customer experience and consideration of UX is essential when an application is being modified, as opposed to only when building or developing a new software product.

Organisations are also seeking Project Managers with good solid experience in ERPs, cloud migration and who can take on scrum master duties.

Business Analysts with a focus on technological business change, plus both soft and technical skills, are needed to work across a range of projects while managing change related to people, process and technology. Agile Coaches, Tribe Leads, Scrum Masters, Capability Leads and Agile Leads are also all sought after, especially with scaled agile SAFe.

The sharp increase in demand for Change Managers reflects investment in new projects, technology and ways of working. Candidates must have management experience, but be willing to get involved themselves.

Product Owners, Product Managers, Product Leads and Heads of Product are needed in response to the increase in SaaS and enterprise companies moving to a Spotify-type model.

Included on this list of most in-demand roles are Data Engineers, Data Scientists, Data Analysts, Data Architects, Machine Learning Engineers, Artificial Intelligence Engineers, Business Intelligence Analysts and Developers, Data Warehouse Developers and Computer Vision Engineers. Of these, Data Engineers are most keenly sought, as more organisations are undertaking migrations, moving to the cloud or to a hybrid set up. Experience on data pipelines from on-premises to the cloud is a must.

Data Governance Managers, Data Governance Specialists and Data Governance Analysts are sought as more organisations collect and analyse data for insights to inform business decisions and act to ensure it is safe and accessible across departments. Those candidates with expertise in new technology and AI and machine learning are also needed.

In terms of soft skills, employers are looking for candidates with excellent communication skills, stakeholder engagement and emotional intelligence, who can act as trusted advisors. Adaptability and flexibility are essential.

# TECHNOLOGY

INFRASTRUCTURE	End User Support/Level 1	End User Support/Level 2	Applications Support	Service Desk Team Leader	Service Desk Manager
NSW - Sydney	<b>61</b> 52 - 70	<b>71</b> 61 - 80	<b>85</b> 71 - 102	<b>100</b> 85 - 115	<b>110</b> 87 - 130
NSW - Regional	<b>56</b> 48 - 65	<b>70</b> 61 - 80	<b>85</b> 70 - 100	<b>100</b> 80 - 110	<b>105</b> 85 - 115
VIC - Melbourne	<b>61</b> 52 - 70	<b>71</b> 61 - 80	<b>87</b> 71 - 102	<b>102</b> 87 - 117	<b>110</b> 92 - 133
VIC - Regional	<b>54</b> 48 - 65	<b>65</b> 56 - 72	<b>77</b> 70 - 92	<b>90</b> 80 - 95	<b>92</b> 82 - 107
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>56</b> 48 - 64	<b>65</b> 55 - 72	<b>82</b> 70 - 95	<b>84</b> 70 - 100	<b>97</b> 85 - 115
SA - Adelaide	<b>55</b> 50 - 64	<b>65</b> 55 - 72	<b>75</b> 68 - 90	<b>85</b> 70 - 95	<b>92</b> 82 - 105
WA - Perth	<b>55</b> 48 - 65	<b>65</b> 53 - 72	<b>82</b> 66 - 92	<b>82</b> 71 - 95	<b>97</b> 87 - 107
ACT - Canberra	<b>61</b> 56 - 70	<b>71</b> 66 - 80	<b>82</b> 71 - 92	<b>100</b> 82 - 122	<b>105</b> 92 - 120
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
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
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
NZ - Wellington	<b>55</b> 50 - 60	<b>65</b> 60 - 70	<b>85</b> 70 - 100	<b>85</b> 75 - 100	<b>100</b> 80 - 120
NZ - Christchurch	<b>50</b> 45 - 55	<b>60</b> 55 - 65	<b>75</b> 60 - 90	<b>80</b> 60 - 85	<b>85</b> 70 - 100

	Linux Engineer	DBA	Systems Administration/Engineer	Network Administration/Engineer	Network Architect
NSW - Sydney	<b>115</b> 90 - 140	<b>133</b> 112 - 143	<b>105</b> 80 - 125	<b>110</b> 83 - 140	<b>142</b> 132 - 174
NSW - Regional	<b>100</b> 90 - 115	<b>133</b> 112 - 150	<b>100</b> 80 - 110	<b>100</b> 80 - 120	<b>125</b> 105 - 150
VIC - Melbourne	<b>122</b> 92 - 140	<b>128</b> 112 - 153	<b>105</b> 80 - 125	<b>110</b> 82 - 140	<b>143</b> 130 - 173
VIC - Regional	<b>97</b> 82 - 112	<b>117</b> 102 - 143	<b>90</b> 80 - 100	<b>90</b> 79 - 120	<b>122</b> 107 - 150
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>97</b> 90 - 120	<b>112</b> 80 - 140	<b>100</b> 80 - 120	<b>98</b> 80 - 130	<b>138</b> 130 - 160
SA - Adelaide	<b>100</b> 80 - 110	<b>108</b> 85 - 130	<b>89</b> 70 - 120	<b>92</b> 79 - 120	<b>125</b> 110 - 140
WA - Perth	<b>102</b> 87 - 117	<b>118</b> 102 - 133	<b>100</b> 80 - 120	<b>95</b> 80 - 130	<b>140</b> 120 - 165
ACT - Canberra	<b>125</b> 100 - 145	<b>130</b> 120 - 150	<b>104</b> 80 - 120	<b>130</b> 100 - 140	<b>180</b> 160 - 200
TAS - Hobart/Launceston	<b>87</b> 82 - 102	<b>107</b> 92 - 128	<b>85</b> 70 - 110	<b>85</b> 76 - 108	<b>117</b> 105 - 140
NT - Darwin	<b>87</b> 82 - 102	<b>107</b> 92 - 117	<b>85</b> 70 - 110	<b>88</b> 77 - 112	<b>133</b> 117 - 153
NZ - Auckland	<b>82</b> 85 - 110	<b>105</b> 90 - 120	<b>90</b> 80 - 100	<b>90</b> 80 - 100	<b>140</b> 120 - 160
NZ - Wellington	<b>100</b> 85 - 110	<b>105</b> 90 - 120	<b>90</b> 80 - 100	<b>90</b> 80 - 100	<b>140</b> 120 - 160
NZ - Christchurch	<b>92</b> 85 - 110	<b>105</b> 90 - 120	<b>85</b> 75 - 100	<b>85</b> 75 - 100	<b>135</b> 115 - 150

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## TECHNOLOGY

INFRASTRUCTURE	Infrastructure Architect	Infrastructure Manager	Service Delivery Manager
NSW - Sydney	<b>180</b> 150 - 200	<b>153</b> 133 - 184	<b>148</b> 122 - 179
NSW - Regional	<b>160</b> 140 - 200	<b>130</b> 115 - 150	<b>140</b> 110 - 160
VIC - Melbourne	<b>180</b> 140 - 200	<b>153</b> 133 - 184	<b>148</b> 122 - 179
VIC - Regional	<b>160</b> 130 - 180	<b>122</b> 102 - 140	<b>123</b> 102 - 145
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>160</b> 130 - 190	<b>140</b> 120 - 160	<b>133</b> 100 - 160
SA - Adelaide	<b>149</b> 120 - 177	<b>130</b> 120 - 160	<b>115</b> 90 - 138
WA - Perth	<b>146</b> 120 - 178	<b>153</b> 131 - 173	<b>133</b> 107 - 163
ACT - Canberra	<b>180</b> 160 - 200	<b>149</b> 130 - 181	<b>153</b> 118 - 175
TAS - Hobart/Launceston	<b>140</b> 129 - 170	<b>117</b> 105 - 133	<b>106</b> 95 - 122
NT - Darwin	<b>140</b> 129 - 172	<b>133</b> 118 - 143	<b>122</b> 102 - 143
NZ - Auckland	<b>180</b> 120 - 200	<b>140</b> 110 - 170	<b>130</b> 95 - 150
NZ - Wellington	<b>155</b> 145 - 165	<b>140</b> 110 - 160	<b>125</b> 100 - 140
NZ - Christchurch	<b>155</b> 145 - 165	<b>125</b> 100 - 150	<b>100</b> 80 - 115

PROJECTS & CHANGE MANAGEMENT	Systems Analyst	Business Analyst	Senior Business Analyst	Project Co-ordinator	Project Manager	Senior Project Manager
NSW - Sydney	<b>110</b> 90 - 115	<b>122</b> 102 - 143	<b>140</b> 122 - 160	<b>97</b> 80 - 112	<b>150</b> 130 - 170	<b>180</b> 150 - 210
NSW - Regional	<b>110</b> 90 - 115	<b>120</b> 100 - 135	<b>133</b> 122 - 143	<b>85</b> 75 - 90	<b>135</b> 122 - 143	<b>150</b> 140 - 160
VIC - Melbourne	<b>110</b> 90 - 115	<b>122</b> 92 - 140	<b>140</b> 120 - 160	<b>102</b> 80 - 112	<b>145</b> 120 - 160	<b>175</b> 140 - 190
VIC - Regional	<b>95</b> 80 - 110	<b>120</b> 90 - 130	<b>120</b> 100 - 140	<b>95</b> 75 - 100	<b>120</b> 90 - 140	<b>145</b> 122 - 170
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>100</b> 80 - 115	<b>110</b> 90 - 125	<b>125</b> 110 - 140	<b>82</b> 70 - 100	<b>122</b> 110 - 145	<b>145</b> 130 - 165
SA - Adelaide	<b>92</b> 75 - 110	<b>95</b> 80 - 120	<b>125</b> 105 - 135	<b>80</b> 68 - 100	<b>120</b> 100 - 130	<b>135</b> 125 - 165
WA - Perth	<b>100</b> 80 - 110	<b>105</b> 85 - 120	<b>120</b> 110 - 140	<b>87</b> 80 - 105	<b>130</b> 112 - 143	<b>145</b> 128 - 179
ACT - Canberra	<b>100</b> 80 - 110	<b>100</b> 90 - 115	<b>130</b> 110 - 150	<b>90</b> 80 - 110	<b>150</b> 120 - 170	<b>180</b> 160 - 210
TAS - Hobart/Launceston	<b>82</b> 77 - 87	<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
NT - Darwin	<b>97</b> 77 - 112	<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
NZ - Auckland	<b>95</b> 80 - 105	<b>100</b> 85 - 120	<b>120</b> 100 - 135	<b>90</b> 80 - 100	<b>120</b> 100 - 150	<b>140</b> 125 - 155
NZ - Wellington	<b>95</b> 80 - 105	<b>95</b> 85 - 110	<b>120</b> 100 - 135	<b>90</b> 80 - 100	<b>120</b> 100 - 130	<b>140</b> 125 - 155
NZ - Christchurch	<b>95</b> 80 - 105	<b>85</b> 70 - 100	<b>110</b> 95 - 130	<b>80</b> 70 - 90	<b>110</b> 100 - 120	<b>130</b> 115 - 150

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# TECHNOLOGY

PROJECTS & CHANGE MANAGEMENT	Program Manager	Project Director	PMO Manager	IT Project Scheduler
NSW - Sydney	<b>210</b> 170 - 220	<b>250</b> 200 - 275	<b>182</b> 150 - 212	<b>130</b> 110 - 150
NSW - Regional	<b>165</b> 140 - 180	<b>165</b> 150 - 180	<b>165</b> 150 - 200	<b>130</b> 100 - 150
VIC - Melbourne	<b>195</b> 155 - 220	<b>210</b> 184 - 245	<b>182</b> 150 - 212	<b>120</b> 100 - 145
VIC - Regional	<b>165</b> 140 - 200	<b>170</b> 140 - 185	<b>166</b> 145 - 185	<b>105</b> 85 - 142
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>174</b> 150 - 210	<b>173</b> 165 - 200	<b>174</b> 150 - 210	<b>102</b> 85 - 135
SA - Adelaide	<b>171</b> 130 - 210	<b>163</b> 140 - 200	<b>152</b> 120 - 185	<b>112</b> 92 - 143
WA - Perth	<b>165</b> 140 - 200	<b>184</b> 163 - 224	<b>178</b> 150 - 200	<b>102</b> 85 - 133
ACT - Canberra	<b>185</b> 170 - 220	<b>194</b> 173 - 224	<b>182</b> 150 - 212	<b>120</b> 105 - 135
TAS - Hobart/Launceston	<b>150</b> 130 - 180	<b>133</b> 122 - 160	<b>153</b> 133 - 184	<b>90</b> 78 - 100
NT - Darwin	<b>154</b> 130 - 190	<b>170</b> 153 - 200	<b>163</b> 133 - 184	<b>92</b> 82 - 102
NZ - Auckland	<b>200</b> 180 - 240	<b>170</b> 145 - 190	<b>155</b> 130 - 170	<b>80</b> 70 - 90
NZ - Wellington	<b>190</b> 170 - 230	<b>180</b> 150 - 200	<b>160</b> 140 - 190	<b>90</b> 80 - 110
NZ - Christchurch	<b>190</b> 170 - 230	<b>160</b> 135 - 180	<b>145</b> 130 - 170	<b>70</b> 60 - 80

	Change Analyst	Change Manager	Senior Change Manager	Scrum Master	Product Manager	Enterprise Architect
NSW - Sydney	<b>125</b> 110 - 135	<b>155</b> 130 - 180	<b>175</b> 160 - 210	<b>150</b> 130 - 160	<b>165</b> 135 - 185	<b>204</b> 170 - 245
NSW - Regional	<b>122</b> 110 - 130	<b>148</b> 120 - 165	<b>165</b> 145 - 195	<b>140</b> 120 - 150	<b>140</b> 120 - 150	<b>170</b> 160 - 190
VIC - Melbourne	<b>125</b> 100 - 135	<b>155</b> 135 - 180	<b>180</b> 160 - 200	<b>150</b> 130 - 160	<b>165</b> 135 - 185	<b>210</b> 170 - 255
VIC - Regional	<b>105</b> 92 - 122	<b>138</b> 110 - 150	<b>135</b> 125 - 172	<b>138</b> 115 - 155	<b>140</b> 110 - 160	<b>170</b> 150 - 185
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>94</b> 90 - 115	<b>140</b> 110 - 160	<b>153</b> 130 - 200	<b>130</b> 110 - 145	<b>140</b> 110 - 150	<b>152</b> 140 - 180
SA - Adelaide	<b>94</b> 75 - 113	<b>126</b> 100 - 163	<b>142</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>139</b> 112 - 153	<b>148</b> 140 - 180	<b>130</b> 120 - 160	<b>130</b> 120 - 160	<b>177</b> 148 - 195
ACT - Canberra	<b>120</b> 110 - 130	<b>142</b> 120 - 175	<b>170</b> 140 - 210	<b>135</b> 120 - 150	<b>170</b> 140 - 200	<b>224</b> 180 - 245
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>130</b> 110 - 150	<b>160</b> 130 - 180	<b>140</b> 130 - 150	<b>150</b> 140 - 160	<b>160</b> 140 - 200
NZ - Wellington	<b>110</b> 95 - 120	<b>135</b> 120 - 155	<b>150</b> 130 - 170	<b>130</b> 120 - 150	<b>145</b> 130 - 160	<b>160</b> 140 - 200
NZ - Christchurch	<b>110</b> 95 - 120	<b>130</b> 110 - 150	<b>150</b> 130 - 165	<b>130</b> 120 - 150	<b>145</b> 130 - 160	<b>160</b> 140 - 200

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# TECHNOLOGY

DIGITAL TECHNOLOGY	Developer/ Engineer (.Net/Java)	Snr Developer/ Snr Engineer (.Net/Java)	Full Stack Developer/Full Stack Engineer (.Net/Java)	Integration Developer/ Engineer	Automation Developer/ Engineer	Technical Lead/ Lead Engineer (.Net/Java)
NSW - Sydney	<b>100</b> 70 - 110	<b>130</b> 112 - 150	<b>130</b> 112 - 150	<b>130</b> 110 - 150	<b>130</b> 110 - 150	<b>160</b> 150 - 180
NSW - Regional	<b>90</b> 70 - 108	<b>130</b> 100 - 140	<b>130</b> 100 - 140	<b>125</b> 108 - 140	<b>130</b> 105 - 144	<b>150</b> 130 - 180
VIC - Melbourne	<b>90</b> 70 - 110	<b>125</b> 110 - 140	<b>125</b> 110 - 140	<b>130</b> 110 - 150	<b>130</b> 110 - 150	<b>160</b> 140 - 180
VIC - Regional	<b>85</b> 70 - 108	<b>115</b> 100 - 130	<b>115</b> 100 - 130	<b>125</b> 108 - 140	<b>125</b> 105 - 140	<b>150</b> 130 - 172
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>90</b> 70 - 110	<b>115</b> 100 - 130	<b>115</b> 100 - 130	<b>125</b> 108 - 140	<b>128</b> 105 - 140	<b>150</b> 130 - 175
SA - Adelaide	<b>90</b> 70 - 100	<b>115</b> 100 - 130	<b>115</b> 100 - 130	<b>125</b> 105 - 140	<b>125</b> 105 - 140	<b>150</b> 125 - 170
WA - Perth	<b>90</b> 70 - 100	<b>120</b> 110 - 130	<b>120</b> 110 - 130	<b>130</b> 105 - 140	<b>130</b> 105 - 140	<b>150</b> 130 - 180
ACT - Canberra	<b>100</b> 90 - 110	<b>138</b> 125 - 150	<b>138</b> 125 - 150	<b>140</b> 110 - 150	<b>135</b> 120 - 150	<b>160</b> 140 - 180
TAS - Hobart/Launceston	<b>85</b> 70 - 95	<b>110</b> 95 - 130	<b>110</b> 95 - 130	<b>125</b> 95 - 140	<b>115</b> 100 - 135	<b>145</b> 125 - 165
NT - Darwin	<b>90</b> 70 - 100	<b>115</b> 95 - 130	<b>115</b> 95 - 130	<b>125</b> 100 - 140	<b>120</b> 105 - 140	<b>150</b> 130 - 180
NZ - Auckland	<b>110</b> 90 - 120	<b>130</b> 115 - 140	<b>125</b> 110 - 140	<b>130</b> 120 - 140	<b>130</b> 120 - 140	<b>160</b> 140 - 180
NZ - Wellington	<b>95</b> 80 - 110	<b>130</b> 115 - 140	<b>120</b> 110 - 130	<b>130</b> 120 - 140	<b>130</b> 120 - 140	<b>160</b> 140 - 180
NZ - Christchurch	<b>95</b> 80 - 110	<b>120</b> 110 - 130	<b>120</b> 110 - 130	<b>130</b> 120 - 140	<b>130</b> 120 - 140	<b>160</b> 140 - 180

	Front-End Developer	Senior Front-End Developer	Mobile Apps Developer	UX/UI Designer	Solution Architect	Development/ Engineering Manager
NSW - Sydney	<b>120</b> 82 - 140	<b>140</b> 120 - 150	<b>120</b> 100 - 150	<b>115</b> 90 - 135	<b>180</b> 140 - 200	<b>185</b> 150 - 204
NSW - Regional	<b>120</b> 80 - 140	<b>130</b> 110 - 140	<b>120</b> 100 - 140	<b>115</b> 85 - 133	<b>160</b> 140 - 180	<b>140</b> 125 - 165
VIC - Melbourne	<b>110</b> 82 - 130	<b>125</b> 102 - 143	<b>120</b> 95 - 140	<b>115</b> 90 - 135	<b>180</b> 140 - 200	<b>163</b> 122 - 204
VIC - Regional	<b>95</b> 70 - 115	<b>105</b> 95 - 112	<b>97</b> 92 - 120	<b>105</b> 80 - 120	<b>180</b> 140 - 200	<b>125</b> 110 - 145
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>97</b> 70 - 110	<b>115</b> 100 - 125	<b>107</b> 90 - 130	<b>102</b> 85 - 130	<b>180</b> 140 - 200	<b>143</b> 125 - 185
SA - Adelaide	<b>90</b> 71 - 110	<b>100</b> 85 - 120	<b>95</b> 80 - 115	<b>95</b> 75 - 120	<b>180</b> 140 - 200	<b>148</b> 112 - 224
WA - Perth	<b>110</b> 80 - 120	<b>120</b> 100 - 140	<b>115</b> 80 - 130	<b>110</b> 82 - 122	<b>180</b> 140 - 200	<b>170</b> 140 - 200
ACT - Canberra	<b>120</b> 92 - 125	<b>135</b> 120 - 150	<b>110</b> 100 - 130	<b>120</b> 95 - 133	<b>180</b> 150 - 200	<b>150</b> 140 - 180
TAS - Hobart/Launceston	<b>90</b> 70 - 100	<b>95</b> 90 - 110	<b>90</b> 85 - 110	<b>92</b> 85 - 105	<b>180</b> 140 - 200	<b>117</b> 102 - 133
NT - Darwin	<b>102</b> 80 - 112	<b>122</b> 102 - 133	<b>92</b> 82 - 110	<b>97</b> 82 - 112	<b>180</b> 140 - 200	<b>143</b> 117 - 153
NZ - Auckland	<b>105</b> 80 - 120	<b>130</b> 110 - 140	<b>105</b> 90 - 120	<b>100</b> 80 - 125	<b>170</b> 150 - 190	<b>130</b> 120 - 165
NZ - Wellington	<b>110</b> 90 - 120	<b>130</b> 110 - 140	<b>120</b> 100 - 130	<b>115</b> 90 - 130	<b>160</b> 150 - 180	<b>150</b> 130 - 165
NZ - Christchurch	<b>105</b> 80 - 120	<b>115</b> 90 - 125	<b>85</b> 70 - 110	<b>100</b> 80 - 120	<b>160</b> 150 - 180	<b>130</b> 100 - 160

## NOTES:

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# TECHNOLOGY

CLOUD	DevOps Engineer	Platform Engineer	Site Reliability Engineer	Cloud Engineer	Cloud Architect
NSW - Sydney	<b>125</b> 100 - 165	<b>150</b> 120 - 170	<b>160</b> 135 - 200	<b>130</b> 112 - 150	<b>180</b> 140 - 200
NSW - Regional	<b>120</b> 100 - 135	<b>140</b> 120 - 170	<b>145</b> 130 - 180	<b>130</b> 110 - 140	<b>160</b> 135 - 190
VIC - Melbourne	<b>125</b> 100 - 165	<b>150</b> 120 - 170	<b>160</b> 135 - 200	<b>130</b> 112 - 150	<b>180</b> 140 - 200
VIC - Regional	<b>100</b> 85 - 110	<b>150</b> 120 - 170	<b>160</b> 125 - 180	<b>110</b> 100 - 130	<b>180</b> 135 - 190
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>115</b> 110 - 140	<b>150</b> 120 - 170	<b>150</b> 130 - 190	<b>122</b> 100 - 145	<b>180</b> 140 - 200
SA - Adelaide	<b>100</b> 90 - 120	<b>140</b> 120 - 170	<b>140</b> 130 - 190	<b>110</b> 100 - 135	<b>160</b> 140 - 200
WA - Perth	<b>125</b> 100 - 150	<b>130</b> 115 - 145	<b>145</b> 130 - 170	<b>130</b> 110 - 150	<b>170</b> 140 - 200
ACT - Canberra	<b>133</b> 120 - 150	<b>150</b> 120 - 170	<b>160</b> 140 - 200	<b>140</b> 130 - 160	<b>180</b> 160 - 220
TAS - Hobart/Launceston	<b>92</b> 87 - 112	<b>125</b> 105 - 150	<b>140</b> 120 - 165	<b>102</b> 87 - 122	<b>150</b> 130 - 180
NT - Darwin	<b>102</b> 92 - 122	<b>125</b> 105 - 150	<b>140</b> 125 - 165	<b>112</b> 92 - 133	<b>150</b> 130 - 180
NZ - Auckland	<b>120</b> 90 - 150	<b>150</b> 120 - 170	<b>150</b> 130 - 185	<b>110</b> 95 - 130	<b>180</b> 150 - 200
NZ - Wellington	<b>120</b> 100 - 135	<b>145</b> 120 - 170	<b>140</b> 125 - 185	<b>120</b> 100 - 135	<b>180</b> 150 - 200
NZ - Christchurch	<b>95</b> 80 - 110	<b>145</b> 120 - 170	<b>140</b> 125 - 185	<b>90</b> 80 - 110	<b>170</b> 140 - 200

ERP/CRM	ERP/CRM Developer	ERP/CRM Functional Consultant	ERP/CRM Technical Consultant
NSW - Sydney	<b>140</b> 120 - 150	<b>165</b> 140 - 200	<b>145</b> 135 - 180
NSW - Regional	<b>125</b> 120 - 140	<b>160</b> 128 - 190	<b>140</b> 130 - 175
VIC - Melbourne	<b>135</b> 120 - 150	<b>165</b> 140 - 200	<b>145</b> 132 - 180
VIC - Regional	<b>125</b> 120 - 140	<b>155</b> 140 - 190	<b>140</b> 128 - 175
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>130</b> 120 - 140	<b>160</b> 140 - 200	<b>140</b> 125 - 180
SA - Adelaide	<b>125</b> 115 - 140	<b>160</b> 140 - 195	<b>140</b> 130 - 180
WA - Perth	<b>130</b> 120 - 140	<b>165</b> 140 - 200	<b>145</b> 130 - 180
ACT - Canberra	<b>140</b> 120 - 160	<b>175</b> 140 - 200	<b>150</b> 135 - 180
TAS - Hobart/Launceston	<b>118</b> 108 - 140	<b>145</b> 130 - 180	<b>135</b> 125 - 174
NT - Darwin	<b>120</b> 112 - 140	<b>150</b> 135 - 190	<b>140</b> 130 - 180
NZ - Auckland	<b>130</b> 120 - 140	<b>160</b> 140 - 200	<b>160</b> 140 - 180
NZ - Wellington	<b>130</b> 120 - 140	<b>160</b> 140 - 200	<b>160</b> 140 - 180
NZ - Christchurch	<b>130</b> 120 - 140	<b>160</b> 140 - 200	<b>160</b> 140 - 180

**NOTES:**

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# TECHNOLOGY

DATA & ADVANCED ANALYTICS	Data Analyst	BI/DW Developer	Data Modeller	Data Engineer	Data Scientist	Data Architect
NSW - Sydney	<b>107</b> 82 - 133	<b>125</b> 92 - 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>122</b> 92 - 145	<b>130</b> 105 - 150	<b>130</b> 110 - 150	<b>145</b> 120 - 180	<b>160</b> 130 - 180
VIC - Melbourne	<b>100</b> 77 - 133	<b>122</b> 92 - 150	<b>138</b> 112 - 158	<b>140</b> 110 - 180	<b>163</b> 133 - 245	<b>165</b> 140 - 200
VIC - Regional	<b>90</b> 71 - 110	<b>102</b> 92 - 130	<b>120</b> 100 - 140	<b>130</b> 100 - 160	<b>122</b> 112 - 168	<b>130</b> 110 - 150
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>100</b> 80 - 120	<b>112</b> 100 - 130	<b>117</b> 100 - 130	<b>120</b> 100 - 140	<b>140</b> 120 - 180	<b>160</b> 140 - 180
SA - Adelaide	<b>90</b> 71 - 115	<b>102</b> 82 - 120	<b>112</b> 92 - 122	<b>120</b> 100 - 140	<b>122</b> 102 - 160	<b>130</b> 120 - 150
WA - Perth	<b>102</b> 90 - 122	<b>122</b> 92 - 138	<b>128</b> 112 - 138	<b>140</b> 115 - 160	<b>150</b> 120 - 184	<b>170</b> 140 - 200
ACT - Canberra	<b>112</b> 87 - 133	<b>122</b> 110 - 163	<b>133</b> 112 - 153	<b>155</b> 120 - 180	<b>160</b> 130 - 220	<b>184</b> 163 - 204
TAS - Hobart/Launceston	<b>90</b> 80 - 105	<b>105</b> 90 - 120	<b>117</b> 102 - 133	<b>105</b> 95 - 125	<b>117</b> 105 - 140	<b>120</b> 105 - 140
NT - Darwin	<b>97</b> 82 - 112	<b>102</b> 97 - 128	<b>112</b> 102 - 122	<b>110</b> 95 - 130	<b>120</b> 105+	<b>120</b> 110 - 140
NZ - Auckland	<b>90</b> 80 - 100	<b>115</b> 100 - 130	<b>110</b> 90 - 140	<b>115</b> 100 - 130	<b>115</b> 100 - 125	<b>140</b> 120 - 160
NZ - Wellington	<b>100</b> 90 - 110	<b>115</b> 110 - 135	<b>120</b> 110 - 140	<b>120</b> 105 - 135	<b>120</b> 110 - 130	<b>140</b> 120 - 160
NZ - Christchurch	<b>90</b> 80 - 100	<b>100</b> 90 - 110	<b>110</b> 90 - 130	<b>115</b> 100 - 130	<b>115</b> 100 - 125	<b>140</b> 120 - 155

CYBER SECURITY	Cyber Security Analyst	Cyber Security Engineer	Cyber Security Architect	Cyber Security Manager	Penetration Tester	IDAM Engineer
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
NSW - Regional	<b>120</b> 100 - 140	<b>120</b> 100 - 140	<b>160</b> 145 - 175	<b>160</b> 130 - 180	<b>130</b> 110 - 150	<b>130</b> 100 - 150
VIC - Melbourne	<b>130</b> 110 - 165	<b>125</b> 105 - 150	<b>175</b> 150 - 220	<b>180</b> 160 - 220	<b>150</b> 120 - 170	<b>140</b> 115 - 160
VIC - Regional	<b>115</b> 100 - 140	<b>115</b> 95 - 130	<b>135</b> 130 - 160	<b>140</b> 115 - 150	<b>135</b> 105 - 145	<b>130</b> 100 - 150
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>110</b> 90 - 140	<b>120</b> 105 - 150	<b>170</b> 140 - 200	<b>140</b> 120 - 170	<b>135</b> 110 - 160	<b>130</b> 105 - 150
SA - Adelaide	<b>100</b> 90 - 130	<b>120</b> 100 - 150	<b>155</b> 130 - 200	<b>150</b> 120 - 180	<b>130</b> 105 - 160	<b>125</b> 105 - 150
WA - Perth	<b>107</b> 95 - 135	<b>125</b> 110 - 150	<b>160</b> 140 - 180	<b>140</b> 122 - 160	<b>140</b> 115 - 160	<b>140</b> 110 - 160
ACT - Canberra	<b>135</b> 105 - 150	<b>135</b> 110 - 155	<b>190</b> 170 - 220	<b>160</b> 140 - 180	<b>150</b> 120 - 145	<b>140</b> 115 - 160
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
NT - Darwin	<b>100</b> 82 - 120	<b>115</b> 95 - 130	<b>153</b> 133 - 163	<b>122</b> 102 - 153	<b>135</b> 105 - 145	<b>125</b> 95 - 140
NZ - Auckland	<b>110</b> 100 - 130	<b>140</b> 120 - 160	<b>170</b> 120 - 200	<b>145</b> 120 - 170	<b>155</b> 120 - 170	<b>140</b> 120 - 160
NZ - Wellington	<b>115</b> 100 - 130	<b>140</b> 120 - 160	<b>160</b> 130 - 200	<b>140</b> 120 - 160	<b>155</b> 120 - 170	<b>140</b> 120 - 160
NZ - Christchurch	<b>115</b> 100 - 130	<b>140</b> 120 - 160	<b>140</b> 100 - 170	<b>120</b> 110 - 140	<b>155</b> 120 - 170	<b>140</b> 120 - 160

**NOTES:**

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# TECHNOLOGY

CYBER SECURITY	IDAM Architect	GRC Consultant
NSW - Sydney	<b>180</b> 150 - 210	<b>150</b> 115 - 170
NSW - Regional	<b>160</b> 140 - 200	<b>135</b> 110 - 160
VIC - Melbourne	<b>180</b> 150 - 200	<b>140</b> 110 - 160
VIC - Regional	<b>150</b> 130 - 190	<b>125</b> 90 - 140
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>170</b> 145 - 200	<b>130</b> 110 - 160
SA - Adelaide	<b>160</b> 140 - 200	<b>130</b> 100 - 160
WA - Perth	<b>175</b> 145 - 200	<b>140</b> 105 - 160
ACT - Canberra	<b>180</b> 155 - 210	<b>145</b> 120 - 180
TAS - Hobart/Launceston	<b>135</b> 120 - 170	<b>125</b> 100 - 140
NT - Darwin	<b>140</b> 130 - 180	<b>125</b> 100 - 140
NZ - Auckland	<b>180</b> 160 - 200	<b>160</b> 140 - 200
NZ - Wellington	<b>180</b> 160 - 200	<b>160</b> 140 - 200
NZ - Christchurch	<b>180</b> 160 - 200	<b>160</b> 140 - 200

TESTING	Test Analyst	Senior Test Analyst	Automation Test Analyst	Test Lead	Test/QA Manager
NSW - Sydney	<b>82</b> 77 - 94	<b>95</b> 85 - 112	<b>112</b> 92 - 130	<b>112</b> 100 - 120	<b>128</b> 110 - 143
NSW - Regional	<b>80</b> 74 - 88	<b>90</b> 80 - 110	<b>105</b> 88 - 122	<b>105</b> 95 - 118	<b>120</b> 115 - 138
VIC - Melbourne	<b>82</b> 77 - 94	<b>94</b> 85 - 112	<b>112</b> 92 - 130	<b>112</b> 100 - 120	<b>122</b> 110 - 143
VIC - Regional	<b>80</b> 74 - 88	<b>90</b> 80 - 112	<b>97</b> 87 - 118	<b>103</b> 90 - 115	<b>117</b> 107 - 133
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>80</b> 75 - 92	<b>90</b> 80 - 112	<b>110</b> 90 - 130	<b>106</b> 96 - 120	<b>122</b> 110 - 140
SA - Adelaide	<b>80</b> 74 - 87	<b>88</b> 77 - 102	<b>97</b> 87 - 112	<b>105</b> 90 - 115	<b>110</b> 95 - 120
WA - Perth	<b>82</b> 77 - 92	<b>90</b> 80 - 110	<b>100</b> 90 - 120	<b>108</b> 95 - 120	<b>120</b> 110 - 140
ACT - Canberra	<b>92</b> 87 - 102	<b>112</b> 100 - 130	<b>118</b> 112 - 145	<b>125</b> 115 - 150	<b>150</b> 122 - 163
TAS - Hobart/Launceston	<b>79</b> 77 - 88	<b>88</b> 82 - 105	<b>88</b> 80 - 110	<b>95</b> 88 - 115	<b>100</b> 90 - 110
NT - Darwin	<b>79</b> 71 - 88	<b>88</b> 82 - 105	<b>90</b> 80 - 110	<b>95</b> 88 - 115	<b>112</b> 95 - 122
NZ - Auckland	<b>90</b> 80 - 100	<b>95</b> 90 - 110	<b>115</b> 95 - 120	<b>130</b> 120 - 140	<b>120</b> 110 - 140
NZ - Wellington	<b>90</b> 85 - 105	<b>110</b> 100 - 120	<b>115</b> 95 - 120	<b>130</b> 120 - 140	<b>125</b> 110 - 140
NZ - Christchurch	<b>80</b> 70 - 90	<b>95</b> 90 - 110	<b>115</b> 95 - 120	<b>130</b> 120 - 140	<b>120</b> 110 - 140

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## TECHNOLOGY

LEADERSHIP	Head of Digital	CISO	CIO	CTO	IT Manager
NSW - Sydney	<b>224</b> 184 - 281	<b>255</b> 225 - 360	<b>306</b> 255 - 357	<b>306</b> 255 - 357	<b>163</b> 138 - 205
NSW - Regional	<b>170</b> 150 - 210	<b>215</b> 195 - 245	<b>245</b> 185 - 285	<b>220</b> 175 - 255	<b>145</b> 115 - 160
VIC - Melbourne	<b>224</b> 184 - 281	<b>255</b> 225 - 360	<b>275</b> 224 - 357	<b>265</b> 224 - 357	<b>163</b> 122 - 204
VIC - Regional	<b>153</b> 133 - 184	<b>179</b> 143 - 204	<b>204</b> 163 - 245	<b>204</b> 180 - 250	<b>120</b> 100 - 160
QLD - Brisbane, Gold Coast & Sunshine Coast	<b>204</b> 180 - 250	<b>204</b> 180 - 260	<b>255</b> 190 - 300	<b>235</b> 170 - 300	<b>143</b> 100 - 170
SA - Adelaide	<b>153</b> 135 - 185	<b>200</b> 180 - 250	<b>235</b> 150 - 300	<b>220</b> 155 - 265	<b>130</b> 110 - 165
WA - Perth	<b>163</b> 153 - 204	<b>214</b> 194 - 245	<b>245</b> 224 - 255	<b>245</b> 224 - 255	<b>150</b> 102 - 180
ACT - Canberra	<b>153</b> 122 - 184	<b>204</b> 184 - 255	<b>235</b> 184 - 265	<b>224</b> 204 - 286	<b>153</b> 143 - 184
TAS - Hobart/Launceston	<b>143</b> 122 - 163	<b>163</b> 122 - 184	<b>194</b> 163 - 265	<b>163</b> 143 - 224	<b>122</b> 112 - 153
NT - Darwin	<b>179</b> 153 - 214	<b>184</b> 163 - 224	<b>224</b> 184 - 265	<b>224</b> 194 - 286	<b>143</b> 133 - 153
NZ - Auckland	<b>160</b> 120 - 190	<b>190</b> 160 - 230	<b>200</b> 150 - 250	<b>200</b> 170 - 250	<b>130</b> 120 - 160
NZ - Wellington	<b>170</b> 140 - 200	<b>190</b> 170 - 230	<b>190</b> 170 - 230	<b>190</b> 170 - 230	<b>130</b> 120 - 160
NZ - Christchurch	<b>150</b> 110 - 180	<b>180</b> 150 - 210	<b>180</b> 140 - 220	<b>180</b> 140 - 220	<b>125</b> 110 - 145

### NOTES:

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# ARCHITECTURE



## ANZ Key Insights

 **33%**  
of Architecture employers will increase salaries by up to 3% when they next review.

 **72%**  
of Architecture professionals say an increase of 3% or more would better reflect their performance.

 **73%**  
of Architecture professionals are currently looking for a new job, plan to look or are open to new opportunities in the next 12 months. A lack of promotional opportunities, an uncompetitive salary and a lack of new challenges are the main drivers.

## AUSTRALIA

Australia's architecture jobs market is showing positive signs of recovery after COVID-19 induced project cancellations and reduced working hours. Today, confidence is returning as projects that had been placed on hold move forward and new ones commence, especially in infrastructure, healthcare, defence and education. With residential and civil key drivers underpinning the market, and more projects on the drawing board, firms are returning to growth and demand is therefore picking up for design and architecture professionals.

Over the past year, we also saw a universal uptake of BIM technologies, which fuelled high demand for REVIT and BIM Designers and Modellers. In fact, across the industry candidates with REVIT skills are in constant demand.

Meanwhile, an active residential development market has created demand for ArchiCAD and AutoCAD Technicians as well as Architects to work on new home builds and medium to high rise residential projects.

Stimulus investment has created demand for Urban Designers and Planners, especially those with strong project management skills in Queensland.

We're also seeing a requirement for Town Planners in response to infrastructure projects. Project Architects and Drafters are needed too.

### Salary and benefits trends

Most locations around Australia saw salaries remain steady over the past year. The exception has been Queensland's architecture market, where base salaries rose, as did bonuses, in response to the increase in infrastructure and residential development projects.

Looking ahead, we expect to see some salary increases as demand rises for Project Architects, Drafters and those with REVIT skills.

### Advice for jobseekers

To stand out in today's job market, present a strong CV and use your LinkedIn profile to bring your skills to life. Know how to sell yourself in an interview and show a potential employer how you could add value. Practice your unique selling points and be able to describe how your last or current job equips you for this one.

### Advice for employers

Today's jobseekers look for a role offering security, which makes it important to communicate in an interview your project pipeline and market reputation. Flexibility is important to jobseekers, too, so show a candidate how this works in practice in your organisation.

## NEW ZEALAND

The architecture job market has improved dramatically since mid-2020. While employers remain selective, vacancy activity is rising and strong opportunities are available for jobseekers. While currently salaries sit at pre-COVID-19 levels, candidate shortages are expected to lead to salary increases as employers compete to attract and retain top talent.

Employers are offering continued remote and hybrid working models to reward and retain staff. Few firms offered such flexibility pre-pandemic, so this is a significant change. Work-life balance initiatives and performance-based bonuses are more common, too. In addition to this, jobseekers are also prioritising career progression.

There is a continued shortage of technical experts in New Zealand, with Technical Architects and Technicians in high demand. Experienced Revit Technicians are sought, but again there is a distinct lack of senior candidates. Project

Architects are in demand, too, given the active construction market.

At the senior level, employers are looking for candidates with strong business development skills to build and leverage relationships to win work.

Turning to soft skills, communication tops the list of those employers want since more firms collaborate remotely. Agility is important too. Employers are looking for candidates who can move across projects and take on varied duties as required.

Digital proficiency is expected, with firms less willing to train candidates on ArchiCAD or Revit.

If you are looking for a new role, a solid portfolio of work is required to gain an interview.

# ARCHITECTURE

	Graduate Architect 2-5 yrs exp	Project Architect 5-10 yrs exp	Architect 5-10 yrs exp	Senior Architect 10+ yrs exp	Drafter	BIM/CAD Manager
NSW - Sydney	61 - 82	82 - 122	77 - 102	102 - 153	56 - 82	102 - 163
NSW - Regional	59 - 65	71 - 97	70 - 85	85 - 120	51 - 75	82 - 122
VIC - Melbourne	59 - 77	77 - 102	71 - 97	102 - 153	56 - 102	97 - 153
VIC - Regional	59 - 71	71 - 92	71 - 92	92 - 122	51 - 82	82 - 122
QLD - Brisbane, Gold Coast & Sunshine Coast	62 - 75	79 - 115	82 - 105	92 - 133	55 - 94	87 - 120
QLD - Regional	59 - 65	69 - 85	63 - 86	77 - 97	50 - 68	74 - 96
SA - Adelaide	59 - 61	66 - 97	61 - 77	82 - 112	48 - 77	71 - 112
WA - Perth	59 - 66	77 - 92	77 - 102	82 - 133	51 - 82	82 - 112
ACT - Canberra	59 - 66	80 - 130	80 - 120	97 - 150	51 - 92	92 - 122
TAS - Hobart/Launceston	59 - 71	71 - 92	71 - 92	82 - 112	51 - 66	77 - 92
NT - Darwin	59 - 66	66 - 87	71 - 92	92 - 122	51 - 87	66 - 122
NZ - Auckland	59 - 77	92 - 117	82 - 122	122 - 143	71 - 112	97 - 133
NZ - Wellington	59 - 66	82 - 112	77 - 97	97 - 143	56 - 97	87 - 122
NZ - Christchurch	59 - 75	82 - 112	85 - 110	110 - 130	50 - 100	80 - 130

	Interior Designer 2-7 yrs exp	Senior Interior Designer 7+ yrs exp	Planner 2-5 yrs exp	Senior Planner 5+ yrs exp	Urban Designer	Landscape Architect
NSW - Sydney	56 - 87	87 - 133	61 - 92	92 - 133	61 - 122	61 - 130
NSW - Regional	51 - 85	87 - 97	60 - 80	88 - 115	65 - 105	61 - 82
VIC - Melbourne	56 - 87	92 - 133	61 - 92	87 - 122	56 - 122	61 - 122
VIC - Regional	56 - 87	92 - 133	56 - 77	77 - 92	46 - 92	61 - 92
QLD - Brisbane, Gold Coast & Sunshine Coast	51 - 92	92 - 112	58 - 77	77 - 112	61 - 94	75 - 110
QLD - Regional	46 - 56	66 - 82	57 - 66	66 - 92	77 - 90	61 - 82
SA - Adelaide	46 - 66	66 - 92	51 - 77	71 - 102	77 - 112	61 - 87
WA - Perth	51 - 71	71 - 102	56 - 66	77 - 112	56 - 112	61 - 122
ACT - Canberra	65 - 95	92 - 130	71 - 102	92 - 140	71 - 125	61 - 120
TAS - Hobart/Launceston	61 - 71	71 - 92	61 - 77	66 - 92	61 - 77	61 - 82
NT - Darwin	41 - 61	61 - 92	46 - 71	71 - 112	56 - 122	51 - 82
NZ - Auckland	51 - 82	82 - 97	46 - 71	71 - 122	71 - 112	77 - 112
NZ - Wellington	46 - 71	71 - 92	46 - 71	71 - 122	61 - 112	66 - 102
NZ - Christchurch	45 - 75	70 - 90	45 - 70	70 - 120	70 - 110	61 - 100

**NOTES:**

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- New Zealand salaries are represented in New Zealand dollars

# ENGINEERING



## ANZ Key Insights



**48%**

of Engineering employers will increase salaries by up to 3% when they next review.



**74%**

of Engineering professionals say an increase of 3% or more would better reflect their performance.



**74%**

of Engineering professionals are currently looking for a new job, plan to look or are open to new opportunities in the next 12 months. An uncompetitive salary, lack of promotional opportunities and lack of new challenges are the main drivers.

## AUSTRALIA

Australia's engineering jobs market has proven to be resilient over the past year, with new projects coming online and good long-term prospects. Civil leads the way, with residential also contributing to vacancy activity. Looking ahead, as projects move through delivery and into maintenance, we'll continue to see steady demand for engineering professionals.

Despite this, salaries remain relatively stable across the country, although trends do vary by location.

Looking firstly at NSW, engineering salaries have been flat over the past year, however modest increases are expected in the next 12 months for Civil Engineers with experience in major infrastructure projects, especially in regional locations. Increased demand for Civil & Structural Engineers in the public sector is expected too, thanks to investment in roads and rail.

The situation is similar in Victoria, where few salary movements have been seen. Increasing demand for Civil & Structural Engineers is expected to lead to salary rises in the year ahead. Like NSW, infrastructure investment is also driving up demand for Civil & Structural Engineers in the public sector.

Likewise, Queensland salaries remained stable over the past year, although an increase in infrastructure spend is expected to lead to salary rises in the year ahead. In greatest demand are Civil Engineers with infrastructure and subdivision experience.

In South Australia, demand for Civil & Structural Engineers will increase in response to the growing number of residential and infrastructure projects, leading to some gentle upwards salary pressure.

In Tasmania, a shortage of specialist engineering expertise is evident. Growth in the residential sector as well as nationally significant energy projects is creating strong demand for Civil Engineers, Structural Engineers and Design Technicians.

In the Northern Territory, skills shortages will continue to be felt with defence projects dominating the local market. In greatest demand are engineers with experience working on major infrastructure projects.

Western Australia has a significant number of projects running concurrently, including projects outside the resources sector. This will place considerable pressure on salaries in the year ahead. Civil Design Engineers with experience in roads and rail are in high demand, as are Bridge and Transport Engineers. Salary remains the key to candidate attraction in Western Australia.

### Advice for jobseekers

Organisations look for candidates with strong communications skills who are adaptable, flexible and can work autonomously, so clearly demonstrate these skills on your CV and in an interview. List your practical engineering and software skills too in your CV, since these will help you stand out. Project experience is also important.

### Advice for employers

Candidates typically look for an employer offering career advancement, so sharing the progression pathways and development available in your organisation can help attract top talent.

Flexibility is essential too, with most candidates looking to work from home two to three days per week and checking

that an organisation has implemented the appropriate tools and technology to enable remote working. Genuine work-life balance strategies will help you stand out.

Job security is also important. In an interview, communicate a strong balance book and long-term projects.

## NEW ZEALAND

The engineering jobs market is growing rapidly as an increasing number of project approvals fuels staffing demand. In fact, many employers have more projects than they can deliver and are turning work away. Consequently, the demand for skilled engineers exceeds supply. While staffing demand is evident across the country, it is more pronounced in regional locations where the skilled candidate pool is small.

In greatest demand are Civil Engineers who have land development design experience using 12D and Civil 3D. Licensed Cadastral Surveyors are also needed across New Zealand in the booming house development industry. Employers are looking for candidates with experience working on land development and subdivision projects, and proficiency in surveying software.

Civil & Structural Engineers at intermediate and senior levels are needed in response to an increase in construction and subdivision projects. Chartered Engineers, or those working towards chartership, are also highly desirable.

In terms of soft skills, employers are looking for strong communicators who can build rapport with clients. Team players are highly valued, as deadlines and demands are tight and stakeholders need to work together to succeed.

We've observed small salary increases in Auckland as employers attempt to attract candidates in short supply. However, in other locations, salaries remain steady. Looking ahead, salaries are expected to rise in line with the rapidly increasing demand for engineers, particularly for senior Civil & Structural Engineers and Surveyors.

Benefits are also rising in response to candidate shortages. Today, more employers provide healthcare and income protection, while a small but growing number offer a nine-day fortnight.

Candidates are looking for employers offering job security, professional development and a strong project pipeline. Those with government funding are attracting the interest of top talent.

# 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	56 - 97	87 - 130	53 - 65	71 - 122	143 - 184	180 - 250
NSW - Regional	51 - 85	61 - 87	55 - 65	70 - 95	100 - 145	N/A
VIC - Melbourne	50 - 100	82 - 115	56 - 71	85 - 145	120 - 175	165 - 250
VIC - Regional	47 - 87	61 - 92	56 - 71	62 - 97	92 - 133	N/A
QLD - Brisbane, Gold Coast & Sunshine Coast	65 - 90	82 - 102	53 - 71	71 - 133	133 - 153	160 - 190
QLD - Regional	55 - 75	66 - 92	53 - 66	71 - 112	122 - 143	N/A
SA - Adelaide	65 - 80	80 - 100	55 - 65	70 - 90	92 - 133	140 - 180
WA - Perth	61 - 92	82 - 112	50 - 65	90 - 150	112 - 153	200 - 250
ACT - Canberra	51 - 85	75 - 100	53 - 71	71 - 122	112 - 143	140 - 250
TAS - Hobart/Launceston	57 - 75	85 - 110	53 - 60	70 - 110	110 - 150	N/A
NT - Darwin	51 - 71	61 - 87	56 - 66	82 - 122	112 - 148	N/A
NZ - Auckland	55 - 90	90 - 130	55 - 75	80 - 125	125 - 145	N/A
NZ - Wellington	55 - 85	75 - 115	54 - 73	80 - 125	115 - 145	N/A
NZ - Christchurch	51 - 82	71 - 112	53 - 66	77 - 122	112 - 143	N/A

BUILDING SERVICES CONTRACTOR	Foreperson/ Supervisor	Estimator - Snr Estimator	Project Manager	Senior Project Manager	Operations Manager	Building Services Manager
NSW - Sydney	77 - 130	77 - 170	92 - 160	133 - 185	143 - 200	143 - 204
NSW - Regional	65 - 80	70 - 90	87 - 97	105 - 125	115 - 135	115 - 170
VIC - Melbourne	66 - 77	71 - 138	92 - 143	112 - 184	112 - 184	112 - 184
VIC - Regional	56 - 77	66 - 128	92 - 143	112 - 184	112 - 184	112 - 184
QLD - Brisbane, Gold Coast & Sunshine Coast	82 - 112	71 - 122	97 - 133	102 - 163	112 - 163	133 - 179
QLD - Regional	71 - 92	71 - 122	97 - 133	112 - 148	143 - 163	133 - 168
SA - Adelaide	61 - 71	71 - 112	77 - 122	92 - 143	112 - 168	112 - 148
WA - Perth	71 - 102	90 - 125	95 - 135	122 - 160	140 - 185	143 - 184
ACT - Canberra	71 - 92	82 - 102	92 - 133	122 - 153	143 - 163	92 - 133
TAS - Hobart/Launceston	71 - 82	82 - 118	92 - 122	112 - 145	143 - 173	112 - 153
NT - Darwin	66 - 92	77 - 122	82 - 133	112 - 163	133 - 189	102 - 168
NZ - Auckland	61 - 82	61 - 107	87 - 112	97 - 133	112 - 153	112 - 173
NZ - Wellington	51 - 66	51 - 102	82 - 112	92 - 133	102 - 143	122 - 153
NZ - Christchurch	56 - 77	71 - 102	92 - 112	102 - 133	112 - 133	102 - 173

**NOTES:**

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# ENGINEERING

CIVIL & STRUCTURAL	Civil/ Structural Drafter	Civil Designer/ Engineer	Structural Engineer	Client Side Rep/Resident Engineer	Environmental Engineer
NSW - Sydney	56 - 100	71 - 153	66 - 153	82 - 160	66 - 150
NSW - Regional	65 - 85	70 - 120	75 - 115	65 - 95	65 - 120
VIC - Melbourne	52 - 102	71 - 128	66 - 133	62 - 133	66 - 153
VIC - Regional	52 - 82	52 - 102	56 - 133	62 - 122	61 - 153
QLD - Brisbane, Gold Coast & Sunshine Coast	55 - 85	71 - 122	71 - 143	82 - 133	71 - 122
QLD - Regional	52 - 71	71 - 102	71 - 128	87 - 122	66 - 97
SA - Adelaide	65 - 75	55 - 77	75 - 110	60 - 92	77 - 122
WA - Perth	65 - 95	80 - 160	80 - 140	82 - 112	90 - 150
ACT - Canberra	56 - 90	61 - 110	71 - 133	62 - 112	66 - 122
TAS - Hobart/Launceston	56 - 82	63 - 90	70 - 120	74 - 110	71 - 110
NT - Darwin	52 - 82	56 - 82	77 - 143	77 - 133	77 - 112
NZ - Auckland	55 - 95	75 - 120	72 - 153	90 - 140	70 - 133
NZ - Wellington	55 - 95	70 - 120	70 - 153	85 - 130	70 - 122
NZ - Christchurch	50 - 90	50 - 90	60 - 140	61 - 122	51 - 122

	Geotechnical Engineer	Transportation Engineer	Structural/ Civil Project Engineer	Land Surveyor	Associate	Group Manager/ Principal
NSW - Sydney	66 - 133	102 - 184	61 - 143	82 - 143	130 - 170	160 - 220
NSW - Regional	80 - 130	77 - 122	90 - 140	75 - 125	115 - 130	N/A
VIC - Melbourne	71 - 184	66 - 130	52 - 122	56 - 153	122 - 163	175 - 250
VIC - Regional	61 - 133	66 - 122	52 - 122	56 - 122	122 - 153	130 - 180
QLD - Brisbane, Gold Coast & Sunshine Coast	61 - 102	71 - 133	102 - 133	61 - 122	112 - 148	130 - 200
QLD - Regional	82 - 112	71 - 133	71 - 128	71 - 117	122 - 153	N/A
SA - Adelaide	80 - 100	77 - 107	77 - 112	56 - 82	102 - 133	140 - 170
WA - Perth	80 - 110	90 - 125	100 - 150	92 - 143	112 - 204	N/A
ACT - Canberra	66 - 133	71 - 112	82 - 133	56 - 92	87 - 153	140 - 220
TAS - Hobart/Launceston	74 - 98	67 - 87	77 - 90	75 - 90	125 - 150	160 - 180
NT - Darwin	92 - 122	92 - 112	77 - 143	77 - 92	122 - 168	135 - 180
NZ - Auckland	70 - 140	70 - 145	85 - 150	75 - 120	140 - 175	120 - 180
NZ - Wellington	65 - 133	65 - 145	80 - 145	70 - 115	130 - 165	110 - 170
NZ - Christchurch	55 - 122	61 - 143	66 - 143	56 - 117	122 - 163	100 - 160

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# ENGINEERING

RAIL INFRASTRUCTURE	Track Specialists	Signalling Specialists	Systems Assurance Specialists	Project Engineer	Project Manager
NSW - Sydney	82 - 200	102 - 240	122 - 250	92 - 143	122 - 255
NSW - Regional	85 - 185	102 - 184	120 - 200	90 - 130	120 - 250
VIC - Melbourne	82 - 184	102 - 184	122 - 224	92 - 133	122 - 255
VIC - Regional	82 - 184	102 - 184	122 - 224	92 - 133	122 - 255
QLD - Brisbane, Gold Coast & Sunshine Coast	71 - 163	97 - 173	122 - 224	82 - 163	122 - 255
QLD - Regional	71 - 163	97 - 163	122 - 224	82 - 163	122 - 255
SA - Adelaide	71 - 143	97 - 184	122 - 204	82 - 163	143 - 255
WA - Perth	80 - 200	110 - 200	122 - 224	92 - 140	130 - 250
ACT - Canberra	82 - 143	102 - 184	122 - 204	82 - 163	143 - 255

LOCAL GOVERNMENT	Traffic Engineer	Civil Designer	Civil Project Manager	Asset Manager	Town Planner
NSW - Sydney	61 - 140	61 - 130	97 - 150	80 - 120	60 - 120
NSW - Regional	60 - 120	80 - 120	80 - 120	66 - 110	80 - 125
VIC - Melbourne	52 - 82	51 - 87	56 - 92	56 - 92	53 - 112
VIC - Regional	52 - 71	51 - 77	56 - 77	56 - 77	53 - 102
QLD - Brisbane, Gold Coast & Sunshine Coast	77 - 143	75 - 125	82 - 153	61 - 97	53 - 102
QLD - Regional	71 - 97	66 - 82	92 - 128	71 - 117	61 - 102
SA - Adelaide	71 - 92	55 - 75	71 - 97	66 - 97	66 - 97
WA - Perth	80 - 100	75 - 95	90 - 110	83 - 130	75 - 95
ACT - Canberra	61 - 102	56 - 92	N/A	N/A	61 - 102
TAS - Hobart/Launceston	61 - 82	61 - 82	82 - 122	82 - 122	61 - 92
NT - Darwin	52 - 87	71 - 102	71 - 112	61 - 102	53 - 92
NZ - Auckland	65 - 140	70 - 110	90 - 160	85 - 140	70 - 105
NZ - Wellington	64 - 135	65 - 105	85 - 140	70 - 110	65 - 120
NZ - Christchurch	61 - 122	56 - 97	82 - 133	56 - 97	65 - 105

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# CONSTRUCTION



## ANZ Key Insights

 **51%**  
of Construction employers will increase salaries by up to 3% when they next review.

 **68%**  
of Construction professionals say an increase of 3% or more would better reflect their performance.

 **77%**  
of Construction professionals are currently looking for a new job, plan to look or are open to new opportunities in the next 12 months. An uncompetitive salary, lack of promotional opportunities and poor management style or workplace culture are the main drivers.

## AUSTRALIA

As the country's third largest industry, and one that is bolstered through government investment, Australia's construction jobs market remains very active. Naturally, demand is swelling for skilled construction professionals, with residential and infrastructure leading the way. However, despite emerging skills shortages, for the most part salaries remain steady.

Looking firstly at NSW, while salaries have been broadly flat there are signs of improvement. This is most obvious in regional locations where demand is high for candidates with infrastructure experience. In the coming year, we therefore expect to see modest increases, particularly for Estimators who are in very high demand.

The civil and infrastructure market will be particularly active, with candidates with rail construction experience also in demand.

In the ACT, early 2021 marked a turning point with employers recovering and adding to headcounts. However, salaries remain steady. As in many parts of Australia, Estimators with broad experience are sought and we expect salaries to increase accordingly. Contract Administrators, Project Managers, Site Managers and Project Engineers are also required across residential and commercial construction. The ability to build relationships internally and externally as well as safety knowledge and experience is important.

In Victoria, salaries have also remained stable although we expect some modest increases in the year ahead. Demand

for Estimators and Surveyors in particular will lead to increases.

Tasmania has remained buoyant with a strong pipeline of civil, commercial and residential projects. The year ahead is expected to be busy, with state and federal government investment driving up demand for candidates in a market that is already experiencing skills shortages. Estimators with residential experience are in high demand and salary pressure is mounting. Contract Administrators, Estimators and Civil Engineers are also sought. In the year ahead, we expect the residential and civil industries to grow.

Salary levels in South Australia have stayed stable, although increases are expected to occur in line with skills shortages. Demand exists for Project Managers in commercial construction and Site Managers and Contract Administrators in residential.

In Queensland, salaries remain steady. We are seeing high demand for Estimators in residential and civil construction. We expect a pickup in multi-residential construction to further add to staffing demand in the year ahead.

The Northern Territory has bucked the national trend and increased salaries in response to demand for civil construction candidates, especially those with defence experience. Salaries are expected to continue to increase in the year ahead.

Salary increases have also been evident in Western Australia, where the civil and residential markets are busy. Again, this is expected to continue as residential and resources industry activity increases and drives up candidate demand further.

### **Benefits come to the fore**

In terms of benefits, skilled professionals across Australia's construction industry now expect to operate in a hybrid model and spend some time working from home. Candidates at a senior level in particular are focused on work-life balance.

In a new benefit, some employers have offered increased annual leave.

### **Advice for jobseekers**

When looking for your next role, promote your soft skills. Employers look for people with strong communications skills who can adapt and remain flexible. Resilience is important too. Loyalty and longevity in previous roles will help you stand out.

Be realistic in your salary expectations to avoid pricing yourself out of consideration.

### **Advice for employers**

Today's top talent look for long-term projects and stability. Therefore, promote the strength of your project pipeline when attracting candidates.

Work-life balance is also important, particularly to senior candidates, so ensure you communicate the genuine initiatives you offer in this space. Candidates also want to know that an organisation has the technology to support flexible working.

Construction professionals in the mining industry look for family friendly work rosters, such as two weeks on and one week off, rather than three or four weeks on.

## **NEW ZEALAND**

The construction jobs market is buoyant with an increasing project workload nationally. But a lack of international talent due to the pandemic has fuelled skills shortages, and new projects are stretching the domestic candidate pool to its limits.

In Auckland and Wellington, salaries have and will continue to remain stable. However, we may see some increases for skills in greatest demand as employers compete for top talent. In the South Island, some regions have offered salary increases in response to rising project volumes and the shortage of candidates in the area, particularly in Invercargill, Dunedin, Central Lakes, Nelson and Blenheim.

With employers focused on retaining top talent, the number of benefits offered to employees is increasing. The opportunity to work from home is offered for suitable roles. In fact, flexibility, whether in terms of hours or location, is now a common expectation from candidates seeking a new employer.

The most talented candidates are also prioritising career progression, and this can be the key factor in

choosing between two roles. Job security in the form of a healthy pipeline of projects is considered important to candidates, too.

Turning to skills in demand, Quantity Surveyors and Estimators remain in short supply. Both non-client and client-facing experience is in high demand and, given limited international talent, the supply and demand imbalance will only continue.

Project Managers and Site Managers with advanced programming skills are also highly sought after, as are Supervisors who are willing to be hands-on when required. There is a critical shortage of tradespeople, with Qualified Carpenters in particular demand.

Employers are increasingly concerned with a candidate's soft skills. Of desirable soft skills, adaptability is considered vital, so that employees can pivot in response to unexpected change and ensure a job is still completed. Effective communication skills remain important to employers, while creative thinkers and problem solvers are increasingly sought.

# CONSTRUCTION

CONSTRUCTION CIVIL	Leading Hand	Foreperson	Project Manager	Construction Manager	Design Manager	Site Engineer
NSW - Sydney	92 - 112	102 - 163	153 - 194	184 - 255	153 - 194	87 - 97
NSW - Regional	65 - 94	90 - 140	140 - 185	170 - 210	100 - 135	62 - 83
VIC - Melbourne	61 - 82	92 - 163	133 - 194	163 - 306	153 - 194	71 - 122
VIC - Regional	61 - 82	92 - 163	133 - 194	163 - 306	153 - 194	71 - 122
QLD - Brisbane, Gold Coast & Sunshine Coast	61 - 87	92 - 133	133 - 255	184 - 255	112 - 194	66 - 97
QLD - Regional	56 - 82	82 - 122	143 - 184	148 - 204	112 - 184	77 - 92
SA - Adelaide	60 - 90	95 - 130	130 - 180	140 - 190	90 - 140	75 - 95
WA - Perth	82 - 92	102 - 122	140 - 220	140 - 250	100 - 150	80 - 110
ACT - Canberra	80 - 90	90 - 120	100 - 150	130 - 200	80 - 120	80 - 100
TAS - Hobart/Launceston	66 - 77	82 - 92	102 - 153	173 - 199	122 - 153	71 - 92
NT - Darwin	75 - 85	75 - 112	122 - 160	130 - 224	92 - 163	75 - 122
NZ - Auckland	56 - 71	71 - 87	112 - 163	143 - 163	122 - 153	67 - 92
NZ - Wellington	51 - 80	66 - 102	100 - 150	140 - 200	92 - 128	61 - 92
NZ - South Island	65 - 80	80 - 110	85 - 150	130 - 180	100 - 150	60 - 90

	Project Engineer	Contracts Admin/ Qty Surveyor - Jnr/Inter	Contracts Admin/ Qty Surveyor - Senior	Estimator - Junior/ Intermediate	Estimator - Senior
NSW - Sydney	143 - 184	77 - 112	122 - 184	122 - 153	184 - 224
NSW - Regional	120 - 140	75 - 105	110 - 140	80 - 105	120 - 175
VIC - Melbourne	92 - 163	61 - 92	82 - 153	71 - 102	122 - 184
VIC - Regional	92 - 163	61 - 92	77 - 138	71 - 102	122 - 184
QLD - Brisbane, Gold Coast & Sunshine Coast	92 - 138	71 - 92	97 - 153	92 - 133	122 - 255
QLD - Regional	92 - 122	71 - 92	92 - 138	92 - 133	122 - 255
SA - Adelaide	90 - 160	55 - 85	95 - 150	61 - 92	95 - 180
WA - Perth	110 - 150	90 - 100	100 - 140	95 - 140	140 - 200
ACT - Canberra	90 - 150	60 - 80	80 - 130	60 - 90	90 - 130
TAS - Hobart/Launceston	82 - 97	66 - 82	92 - 122	71 - 92	92 - 133
NT - Darwin	90 - 150	68 - 95	85 - 140	82 - 112	102 - 184
NZ - Auckland	77 - 112	46 - 97	112 - 153	46 - 97	112 - 153
NZ - Wellington	82 - 130	51 - 92	110 - 150	51 - 92	120 - 160
NZ - South Island	80 - 120	55 - 90	100 - 150	55 - 90	100 - 150

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# CONSTRUCTION

CONSTRUCTION BUILDING	Leading Hand	Foreperson	Site Manager	Project Manager	Construction Manager	Design Manager
NSW - Sydney	100 - 120	160 - 185	180 - 220	175 - 260	250 - 320	180 - 220
NSW - Regional	65 - 95	95 - 140	155 - 190	140 - 200	150 - 200	115 - 145
VIC - Melbourne	77 - 87	87 - 112	112 - 173	153 - 184	184 - 255	122 - 168
VIC - Regional	77 - 87	87 - 112	112 - 173	153 - 184	184 - 255	122 - 168
QLD - Brisbane, Gold Coast & Sunshine Coast	61 - 71	92 - 120	102 - 163	122 - 204	138 - 235	112 - 189
QLD - Regional	66 - 82	82 - 122	102 - 148	143 - 204	153 - 224	122 - 173
SA - Adelaide	55 - 85	65 - 122	87 - 163	102 - 204	122 - 224	102 - 184
WA - Perth	70 - 90	92 - 120	115 - 160	125 - 170	135 - 200	110 - 160
ACT - Canberra	75 - 95	120 - 160	150 - 270	140 - 240	150 - 320	90 - 150
TAS - Hobart/Launceston	66 - 77	82 - 92	92 - 133	102 - 153	173 - 199	122 - 153
NT - Darwin	66 - 87	71 - 112	110 - 150	120 - 163	117 - 184	92 - 138
NZ - Auckland	56 - 71	71 - 87	112 - 173	92 - 204	153 - 224	122 - 153
NZ - Wellington	60 - 70	70 - 90	100 - 125	100 - 150	140 - 200	100 - 150
NZ - South Island	62 - 70	70 - 90	90 - 120	100 - 150	120 - 180	100 - 150

	Site Engineer	Project Engineer	Contracts Admin/ Qty Surveyor - Entry-level/ Intermediate	Contracts Admin/ Qty Surveyor - Senior	Estimator - Junior/ Intermediate	Estimator - Senior
NSW - Sydney	110 - 130	155 - 180	80 - 120	155 - 180	95 - 130	170 - 250
NSW - Regional	65 - 90	90 - 130	78 - 95	100 - 140	90 - 110	115 - 155
VIC - Melbourne	61 - 102	82 - 112	61 - 92	122 - 184	71 - 102	122 - 184
VIC - Regional	61 - 102	82 - 112	61 - 92	122 - 184	71 - 102	122 - 184
QLD - Brisbane, Gold Coast & Sunshine Coast	66 - 92	77 - 122	61 - 100	92 - 153	71 - 100	102 - 220
QLD - Regional	71 - 97	92 - 133	61 - 92	92 - 143	77 - 122	122 - 194
SA - Adelaide	66 - 122	87 - 133	56 - 87	95 - 160	56 - 92	87 - 133
WA - Perth	92 - 120	110 - 140	75 - 120	120 - 170	70 - 110	100 - 150
ACT - Canberra	90 - 110	100 - 140	55 - 75	120 - 160	65 - 85	110 - 150
TAS - Hobart/Launceston	71 - 92	82 - 97	66 - 82	100 - 140	92 - 122	92 - 133
NT - Darwin	70 - 95	90 - 120	65 - 90	90 - 145	82 - 112	102 - 158
NZ - Auckland	66 - 92	77 - 112	46 - 97	112 - 153	46 - 97	112 - 153
NZ - Wellington	60 - 85	80 - 120	50 - 95	112 - 143	50 - 90	102 - 143
NZ - South Island	60 - 90	80 - 120	55 - 90	100 - 150	55 - 90	100 - 150

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# CONSTRUCTION

CONSTRUCTION RESIDENTIAL	Leading Hand	Foreperson	Site Manager	Project Manager	Construction Manager
NSW - Sydney	90 - 110	100 - 120	110 - 160	130 - 180	160 - 220
NSW - Regional	60 - 75	80 - 110	90 - 120	100 - 130	130 - 170
VIC - Melbourne	80 - 100	90 - 120	100 - 140	110 - 160	140 - 200
VIC - Regional	70 - 100	80 - 110	90 - 130	100 - 130	120 - 180
QLD - Brisbane, Gold Coast & Sunshine Coast	55 - 75	75 - 90	90 - 120	110 - 140	120 - 160
QLD - Regional	60 - 75	65 - 85	85 - 100	80 - 110	95 - 120
SA - Adelaide	60 - 75	70 - 90	85 - 120	100 - 130	110 - 170
WA - Perth	60 - 80	80 - 100	90 - 110	80 - 130	100 - 140
ACT - Canberra	60 - 80	80 - 90	110 - 130	100 - 130	120 - 150
TAS - Hobart/Launceston	60 - 75	75 - 85	70 - 90	80 - 100	80 - 110
NT - Darwin	N/A	N/A	N/A	N/A	N/A
NZ - Auckland	65 - 75	85 - 94	80 - 95	95 - 120	130 - 150
NZ - Wellington	60 - 70	80 - 90	90 - 130	100 - 150	140 - 180
NZ - South Island	62 - 70	70 - 90	90 - 120	90 - 120	130 - 180

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

**NOTES:**

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- New Zealand salaries are represented in New Zealand dollars

# CONSTRUCTION

LOCAL GOVERNMENT	Building Surveyor	Facilities Coordinator	Facilities Manager	Project Manager	Property Manager
NSW - Sydney	66 - 122	43 - 56	51 - 92	82 - 122	61 - 133
NSW - Regional	56 - 87	60 - 80	75 - 100	75 - 105	46 - 105
VIC - Melbourne	148 - 204	66 - 77	82 - 133	92 - 133	82 - 102
VIC - Regional	112 - 143	61 - 71	77 - 102	82 - 100	71 - 92
QLD - Brisbane, Gold Coast & Sunshine Coast	52 - 82	43 - 56	61 - 92	61 - 122	46 - 77
QLD - Regional	66 - 102	49 - 77	77 - 102	92 - 122	49 - 87
SA - Adelaide	80 - 110	56 - 66	77 - 97	80 - 97	56 - 97
WA - Perth	78 - 105	65 - 80	82 - 102	87 - 105	80 - 95
ACT - Canberra	N/A	N/A	N/A	N/A	N/A
TAS - Hobart/Launceston	82 - 112	61 - 71	71 - 92	82 - 102	82 - 102
NT - Darwin	52 - 82	42 - 61	61 - 92	61 - 102	46 - 77
NZ - Auckland	66 - 112	51 - 66	82 - 122	122 - 153	71 - 122
NZ - Wellington	61 - 97	51 - 66	77 - 117	102 - 153	71 - 122
NZ - South Island	71 - 102	51 - 66	71 - 102	102 - 143	71 - 122

**NOTES:**

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# PROPERTY



## ANZ Key Insights

 **50%**  
of Property employers will increase salaries by up to 3% when they next review.

 **82%**  
of Property professionals say an increase of 3% or more would better reflect their performance.

 **71%**  
of Property professionals are currently looking for a new job, plan to look or are open to new opportunities in the next 12 months. An uncompetitive salary, a poor management style or workplace culture and a lack of promotional opportunities are the main drivers.

## AUSTRALIA

Australia's property industry remains buoyant, with low interest rates fuelling a strong residential sector and boosting demand for property professionals. With vacancy activity rising, candidate shortages are emerging again, particularly for those with solid experience and a history of longevity in previous roles.

Salaries, however, remain steady. While confidence exists across the market and organisations are returning to operational normality, employers are keeping salary increases minimal. The only exception may occur for Client Side Project Managers as organisations downsize their office space. We may also see some smaller organisations move back into vacated central business district offices.

Demand is also high for Project Managers for fit-out work and Residential Property Managers in response to increasing rent rolls. Candidates look for a base salary increase to move roles. To be successful, they must possess strong negotiation and communication skills to deal effectively with tenants and landlords.

Similarly, Sales & Leasing Agents are in demand and require superior negotiation and communication skills.

Within the public sector, Acquisition Managers are required to identify suitable sites for large infrastructure projects. Service Technicians, Project Managers, Project Coordinators and Contracts Administrators are needed too in response to HVAC maintenance and upgrade programs, with demand prompting departments to consider candidates with transferrable skills.

For all roles, employers prioritise candidates with strong digital skills, including property management software for Property Managers and costX for Quantity Surveyors. Experienced candidates who lack this proficiency will lose roles to those with systems expertise.

For client-facing roles, excellent written and verbal communication skills are essential to achieve the desired outcomes.

Acquisition Managers and Development Managers require a high level of financial acumen to acquire sites and run feasibility studies.

### Advice for employers

For their part, today's jobseekers look for hybrid workplaces with regular home working. A car and phone are common expectations. They increasingly prioritise a stable role and will ask about staff retention rates and project pipelines.

Career progression is important too, with top talent looking for development and clear career pathways.

### Advice for jobseekers

Approach your job search with a considered strategy. Research each organisation, tailor your [CV](#) accordingly and address the key criteria in a short [cover letter](#).

Employers want candidates who are willing to go above and beyond their job description when needed. So, in an interview, communicate your willingness to help the team succeed.

# PROPERTY

	Commercial/Industrial/ Retail Property Management 0-3 yrs exp	Commercial/Industrial/ Retail Property Management 3+ yrs exp	Residential Property Manager 0-3 yrs exp
NSW - Sydney	56 - 92	82 - 133	50 - 71
NSW - Regional	46 - 66	61 - 117	46 - 66
VIC - Melbourne	51 - 73	80 - 110	46 - 56
VIC - Regional	39 - 56	56 - 97	41 - 51
QLD - Brisbane, Gold Coast & Sunshine Coast	52 - 70	65 - 100	45 - 65
QLD - Regional	47 - 56	65 - 90	45 - 60
SA - Adelaide	45 - 65	60 - 85	41 - 60
WA - Perth	55 - 75	66 - 138	55 - 55
ACT - Canberra	51 - 66	70 - 112	50 - 65
TAS - Hobart/Launceston	55 - 66	66 - 87	46 - 61
NT - Darwin	56 - 77	61 - 102	49 - 66
NZ - Auckland	61 - 77	92 - 122	61 - 82
NZ - Wellington	61 - 77	87 - 112	61 - 82
NZ - Christchurch	56 - 71	87 - 112	61 - 82

	Residential Property Manager 3+ yrs exp	Asset Manager 0-3 yrs exp	Asset Manager 3+ yrs exp
NSW - Sydney	71 - 90	71 - 112	112 - 184
NSW - Regional	66 - 82	66 - 102	77 - 122
VIC - Melbourne	56 - 82	66 - 92	100 - 180
VIC - Regional	46 - 87	61 - 87	87 - 117
QLD - Brisbane, Gold Coast & Sunshine Coast	55 - 70	66 - 92	90 - 120
QLD - Regional	50 - 65	71 - 92	90 - 120
SA - Adelaide	50 - 75	55 - 85	68 - 110
WA - Perth	60 - 75	80 - 92	95 - 140
ACT - Canberra	65 - 92	71 - 102	102 - 143
TAS - Hobart/Launceston	56 - 71	70 - 80	82 - 112
NT - Darwin	61 - 82	66 - 92	82 - 122
NZ - Auckland	82 - 102	92 - 112	112 - 153
NZ - Wellington	82 - 102	82 - 112	102 - 133
NZ - Christchurch	82 - 102	82 - 112	102 - 133

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## PROPERTY

	Retail Centre Manager	Lease Administrator	Commercial/Industrial Sales & Leasing
NSW - Sydney	82 - 133	51 - 102	61 - 153
NSW - Regional	71 - 122	46 - 82	56 - 122
VIC - Melbourne	77 - 133	50 - 90	61 - 150
VIC - Regional	66 - 107	41 - 51	56 - 117
QLD - Brisbane, Gold Coast & Sunshine Coast	82 - 122	48 - 60	60 - 150
QLD - Regional	77 - 143	45 - 50	60 - 150
SA - Adelaide	75 - 140	50 - 65	55 - 110
WA - Perth	80 - 150	45 - 58	80 - 170
ACT - Canberra	92 - 143	51 - 66	71 - 143
TAS - Hobart/Launceston	92 - 112	46 - 56	61 - 92
NT - Darwin	82 - 122	46 - 61	61 - 102
NZ - Auckland	92 - 153	56 - 77	133 - 204
NZ - Wellington	92 - 122	51 - 66	133 - 153
NZ - Christchurch	92 - 122	51 - 66	133 - 153

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## PROPERTY

	Valuer CPV/RPV 0-3 yrs exp	Valuer CPV/RPV 3+ yrs exp	Client Side Project Manager 0-3 yrs exp	Client Side Project Manager 3+ yrs exp	Client Side Project Director
NSW - Sydney	46 - 87	66 - 122	71 - 102	102 - 158	179 - 245
NSW - Regional	41 - 82	56 - 102	71 - 102	102 - 158	163 - 224
VIC - Melbourne	56 - 70	66 - 112	71 - 122	122 - 184	184 - 255
VIC - Regional	46 - 66	66 - 102	71 - 122	122 - 184	184 - 255
QLD - Brisbane, Gold Coast & Sunshine Coast	46 - 75	70 - 105	70 - 100	100 - 140	153 - 214
QLD - Regional	46 - 75	70 - 105	70 - 95	95 - 120	130 - 170
SA - Adelaide	45 - 75	65 - 100	65 - 90	85 - 140	120 - 250
WA - Perth	60 - 85	80 - 122	66 - 102	102 - 153	153 - 204
ACT - Canberra	56 - 77	82 - 125	71 - 112	112 - 163	184 - 255
TAS - Hobart/Launceston	56 - 71	71 - 92	71 - 92	92 - 153	133 - 194
NT - Darwin	56 - 82	66 - 112	71 - 92	92 - 143	148 - 204
NZ - Auckland	56 - 87	87 - 138	77 - 97	102 - 153	173 - 214
NZ - Wellington	56 - 87	87 - 138	77 - 97	87 - 133	133 - 163
NZ - Christchurch	56 - 87	87 - 138	77 - 97	87 - 133	133 - 163

	Acquisitions 0-4 yrs exp	Acquisitions 4+ yrs exp	Assistant Development Manager	Development Manager	Development Director
NSW - Sydney	71 - 122	102 - 388	71 - 122	133 - 255	224 - 388
NSW - Regional	56 - 97	102 - 306	56 - 112	122 - 255	224 - 388
VIC - Melbourne	77 - 97	97 - 153	66 - 112	102 - 204	255 - 357
VIC - Regional	66 - 102	92 - 168	51 - 87	112 - 158	158 - 204
QLD - Brisbane, Gold Coast & Sunshine Coast	71 - 107	82 - 168	55 - 77	95 - 160	204 - 306
QLD - Regional	61 - 102	82 - 143	55 - 66	102 - 143	153 - 204
SA - Adelaide	41 - 85	110 - 140	55 - 95	130 - 200	145 - 230
WA - Perth	56 - 102	112 - 163	61 - 92	112 - 158	168 - 255
ACT - Canberra	61 - 102	92 - 184	66 - 92	102 - 184	184 - 245
TAS - Hobart/Launceston	71 - 102	87 - 117	56 - 92	102 - 153	143 - 184
NT - Darwin	51 - 87	71 - 122	56 - 92	112 - 148	153 - 194
NZ - Auckland	66 - 87	87 - 133	77 - 133	194 - 265	306 - 408
NZ - Wellington	66 - 87	77 - 117	77 - 122	158 - 214	255 - 357
NZ - Christchurch	66 - 87	77 - 117	77 - 122	158 - 214	255 - 357

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# FACILITIES MANAGEMENT



## ANZ Key Insights



**46%**

of Facilities Management employers will increase salaries by up to 3% when they next review.



**68%**

of Facilities Management professionals say an increase of 3% or more would better reflect their performance.



**93%**

of Facilities Management professionals are currently looking for a new job, plan to look or are open to new opportunities in the next 12 months. A lack of promotional opportunities, poor training and development and an uncompetitive salary are the main drivers.

## AUSTRALIA

Over the past year, facilities departments have gained increased prominence as they helped organisations navigate unprecedented challenges. Firstly, FM was called upon to help manage office shutdowns and supply equipment and advice during lockdowns. Then the focus shifted to ensuring a safe return to the office and the practical implementation of hybrid working.

In some respects, COVID-19 has seen FM become more strategic. Today, as positivity returns and employers recruit, there are good job opportunities available.

Despite this, salary increases remain minimal across FM. There have been some small exceptions, such as for trade qualified Electricians, Plumbers, Carpenters and Refrigeration Technicians, who are in short supply. However, in general, salaries are stable.

To bridge the lack of financial rewards, both employers and employees are turning to regular remote working. For in-demand candidates, employers may offer an extra incentive, such as a car or car allowance, to secure top talent. In addition, candidates in the ACT working with public sector clients expect security clearance sponsorship.

### Skills in demand

Following the redundancies, restructures and mergers of 2020, by early 2021 the market had turned a corner. Today there are more opportunities and exciting projects available.

This is creating demand for technical Facilities Managers and Project Managers with a construction or architecture degree who can become involved in a project from conception.

Technical Facilities Managers with strong stakeholder engagement skills and a trade background who can diagnose an issue are sought to reduce contractor spend. So too are Facilities Managers with defence experience. Meanwhile, Facilities Managers with sustainability experience and qualifications are in growing demand as tenants and investors look to asset owners to take the lead on green initiatives.

Asset Managers, Asset Auditors and Inspectors with knowledge of preventative maintenance and life cycle maintenance planning are needed as organisations take stock of their portfolios.

Forced lockdowns and the subsequent shift to hybrid working has elevated the role of a Residential Building Manager. Many people working from home expect the same service from a residential BM as a traditional commercial FM, with common issues including internet maintenance and the minimal shut down of services. Therefore, demand for strong candidates is growing.

Within soft services, the Northern Territory, Queensland, South Australia and Western Australia continue to face a shortage of qualified chefs. Bus Drivers are also in high demand for FIFO work in Western Australia.

Most trades are in short supply, including Carpenters, Electricians, Plumbers and Refrigeration Technicians, within both the FIFO and local sectors.

Turning to soft skills, employers value candidates who are flexible, adaptable, customer focused and possess strong stakeholder engagement. It's important to be self-motivated and driven, too.

### **Advice for jobseekers**

In your CV and an interview, emphasise the versatility of your skills. Employers look for a candidate who offers the most value in terms of FM, project management, customer focus and technology skills.

Those who are innovative and can show how you have increased efficiency in a building stand out.

From a trades perspective, additional tickets and licences get noticed.

If you have a trade background and want to move into a facilities management role, the transition is easier with budget management and project management experience. If this isn't possible, upskill through courses in project management and facilities management.

## **NEW ZEALAND**

New Zealand's facilities management jobs market is in for a huge shakeup, with qualifications increasingly sought after. Traditionally, property and facilities management professionals required few, if any, qualifications. However, the launch of the Diploma in Facilities Management by Massey University, aimed at entry-level staff and school leavers, could change perceptions and eventually become a standard requirement.

On the salary front, a noticeable disparity has emerged between the private and public sectors, with the latter offering higher salaries at the intermediate and senior levels to attract and retain top talent. As a result, over the coming year we expect private sector salaries to rise across all levels as employers compete for staff. Overall, large private sector facilities management service providers still offer the most lucrative salaries, due to the size of their accounts and the level of responsibility these roles entail.

Turning to benefits, employers are offering competitive incentives to attract and retain staff. These typically include

hybrid working, usually two days from home and three days in the office, as well as flexible on-call rosters and KPI-driven bonuses. Candidates are looking for roles that offer career progression, and employers are responding by offering upskilling and development.

Looking at skills in demand, Facilities Managers and Building Services/Property Managers with significant HVAC experience are increasingly sought for government facilities and building upgrades. Facilities Managers and Building Services/Property Managers are also in demand and must be able to manage contracts and possess desirable soft skills, including relationship management and motivating a team to achieve results.

Across the industry, employers are looking for candidates who are adaptable and can respond positively to workplace change. Communication skills remain important, too. Candidates with good digital skills who keep up to date with technological change relevant to facilities management are highly valued.

## FACILITIES MANAGEMENT

	Building Manager	Facilities Coordinator	Facilities Manager	Service Manager
NSW - Sydney	75 - 95	65 - 75	82 - 122	82 - 153
NSW - Regional	65 - 80	55 - 75	82 - 102	82 - 133
VIC - Melbourne	71 - 87	65 - 75	87 - 112	100 - 120
VIC - Regional	71 - 87	61 - 71	82 - 112	100 - 120
QLD - Brisbane, Gold Coast & Sunshine Coast	70 - 80	55 - 70	75 - 122	85 - 120
QLD - Regional	60 - 70	49 - 60	61 - 102	80 - 110
SA - Adelaide	66 - 82	56 - 66	66 - 87	82 - 97
WA - Perth	66 - 80	51 - 70	71 - 92	87 - 125
ACT - Canberra	71 - 82	56 - 75	82 - 133	82 - 133
TAS - Hobart/Launceston	61 - 71	46 - 66	66 - 87	71 - 82
NT - Darwin	66 - 82	62 - 82	82 - 122	102 - 142
NZ - Auckland	77 - 112	61 - 77	87 - 128	87 - 128
NZ - Wellington	77 - 112	51 - 71	87 - 128	82 - 122
NZ - Christchurch	77 - 112	51 - 71	87 - 117	82 - 117

	Contracts Manager	Operations Manager	Engineering Manager	Bid Manager	General Manager
NSW - Sydney	102 - 153	112 - 153	122 - 153	112 - 153	153 - 255
NSW - Regional	82 - 122	82 - 122	102 - 122	102 - 133	153 - 255
VIC - Melbourne	77 - 122	82 - 122	87 - 117	82 - 153	133 - 235
VIC - Regional	66 - 112	82 - 122	77 - 117	82 - 153	112 - 235
QLD - Brisbane, Gold Coast & Sunshine Coast	82 - 133	75 - 125	95 - 125	87 - 143	122 - 204
QLD - Regional	66 - 117	75 - 110	80 - 100	82 - 133	112 - 194
SA - Adelaide	87 - 117	87 - 122	82 - 102	87 - 128	112 - 189
WA - Perth	112 - 143	133 - 153	102 - 128	122 - 163	153 - 184
ACT - Canberra	122 - 168	102 - 153	122 - 153	102 - 153	153 - 255
TAS - Hobart/Launceston	77 - 92	87 - 117	82 - 122	87 - 102	102 - 148
NT - Darwin	100 - 140	90 - 150	97 - 163	75 - 135	130 - 220
NZ - Auckland	87 - 133	102 - 133	112 - 143	112 - 148	133 - 235
NZ - Wellington	82 - 122	102 - 133	112 - 143	112 - 148	128 - 189
NZ - Christchurch	82 - 122	102 - 133	112 - 133	102 - 143	117 - 189

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## FACILITIES MANAGEMENT

SOFT SERVICES	Cleaning Operations Manager	Cleaning Area Manager	Catering Manager	Facilities Helpdesk
NSW - Sydney	82 - 102	66 - 82	82 - 92	56 - 71
NSW - Regional	82 - 102	66 - 82	71 - 82	51 - 66
VIC - Melbourne	82 - 122	66 - 82	77 - 87	56 - 66
VIC - Regional	82 - 122	66 - 82	77 - 87	56 - 66
QLD - Brisbane, Gold Coast & Sunshine Coast	77 - 107	61 - 77	71 - 87	50 - 60
QLD - Regional	77 - 102	61 - 77	71 - 92	50 - 63
SA - Adelaide	77 - 92	61 - 71	71 - 82	46 - 56
WA - Perth	71 - 92	77 - 97	77 - 97	51 - 66
ACT - Canberra	82 - 102	66 - 82	66 - 77	42 - 56
NZ - Auckland	82 - 97	71 - 82	71 - 87	51 - 71
NZ - Wellington	82 - 97	66 - 82	71 - 87	51 - 71
NZ - Christchurch	82 - 97	66 - 82	71 - 87	51 - 71

	Control Room Operator	Security Manager	Facilities Officer	Guest Services Agent
NSW - Sydney	56 - 66	71 - 82	51 - 65	56 - 66
NSW - Regional	56 - 66	71 - 82	51 - 61	56 - 66
VIC - Melbourne	55 - 65	75 - 85	60 - 65	55 - 65
VIC - Regional	55 - 65	75 - 85	60 - 65	55 - 65
QLD - Brisbane, Gold Coast & Sunshine Coast	56 - 61	66 - 77	51 - 71	51 - 56
QLD - Regional	56 - 61	66 - 79	48 - 61	51 - 56
SA - Adelaide	51 - 61	66 - 82	51 - 61	46 - 56
WA - Perth	56 - 66	66 - 77	51 - 61	51 - 56
ACT - Canberra	51 - 61	71 - 82	51 - 61	51 - 56
TAS - Hobart/Launceston	51 - 66	71 - 82	51 - 61	51 - 56
NT - Darwin	55 - 65	65 - 75	55 - 65	50 - 55
NZ - Auckland	56 - 66	77 - 87	56 - 66	56 - 61
NZ - Wellington	56 - 66	77 - 87	56 - 66	56 - 61
NZ - Christchurch	56 - 66	77 - 87	56 - 66	56 - 61

### NOTES:

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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	60 - 81	85 - 95	70 - 90	75 - 115
VIC - Regional	58 - 70	85 - 90	70 - 90	75 - 115
QLD - Brisbane, Gold Coast & Sunshine Coast	60 - 65	60 - 65	75 - 100	90 - 110
QLD - Regional	60 - 65	60 - 65	75 - 100	90 - 110
SA - Adelaide	55 - 65	60 - 65	70 - 80	85 - 100
WA - Perth	60 - 90	62 - 80	68 - 100	92 - 112
ACT - Canberra	60 - 70	60 - 70	75 - 100	100 - 130

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# MANUFACTURING & OPERATIONS



## ANZ Key Insights



**63%**

of Manufacturing & Operations employers will increase salaries by up to 3% when they next review.



**69%**

of Manufacturing & Operations professionals say an increase of 3% or more would better reflect their performance.



**79%**

of Manufacturing & Operations professionals are currently looking for a new job, plan to look or are open to new opportunities in the next 12 months. A poor management style or workplace culture, lack of promotional opportunities and an uncompetitive salary are the main drivers.

## AUSTRALIA

While Australia's manufacturing industry continues to face many challenges, the past year has also presented exciting new opportunities. Since early 2021, a focus on bringing manufacturing back to our shores and finding alternative suppliers has increased demand for candidates across the industry.

Yet while certain skills are in growing demand, salaries remain stable. The only exceptions to this rule occur in South Australia for mid-level Chartered Electrical/Electronic Engineers with complex problem solving, CAD design, project management and communication skills, and in Victoria for Project Managers and PMOs in the defence industry. Blue collar roles have seen some very slight salary uplifts in response to skills shortages, too.

Looking ahead, in regional locations salaries may rise as employers attempt to encourage top talent to relocate, while defence salaries for Integrated Logistics Support Managers and Systems Engineers may increase in response to demand. We may also see increases for Maintenance Electricians due to the lack of industrial and manufacturing candidates.

### Benefits increasingly valued

With salary increases set to be minimal, employers are turning to benefits to retain existing staff, attract new candidates and match their competitors. The flexibility to work from home is the most common benefit offered by employers, with two days from home each week typical.

Employers are also starting to offer health insurance, car allowances, relocation assistance and bonuses to attract and retain top talent.

In addition, upskilling has become very important to candidates, who want to keep their skills relevant in a constantly evolving market. As a result, we expect to see more employers investing in the development of their staff in the year ahead, especially if salaries continue to remain stagnant.

### Skills in demand

Change management skills are valued across the industry, while there is growing demand for Continuous Improvement Leads/Managers to reduce production line costs and unnecessary spend.

Electronics Engineers/Systems Engineers are required in response to continued investment and the shortage of degree qualified candidates who are ITAR compliant.

Project Planners/Schedulers with a multi-faceted skill set, experience using SAP, COBRA and Primavera and advanced Excel skills have been in huge demand since the start of 2021.

Verification & Validation Engineers with exposure to air traffic management software are also needed.

Demand is growing for Electronics Engineers and Mechatronic Engineers, with employers requiring a degree in electronics or mechatronics.

In the defence industry, Systems Engineers with a degree are needed, as are Integrated Logistics Support Managers. FMCG requires Production Operators as manufacturers increase shifts to meet demand. Meanwhile, we are seeing increased demand for manufacturing candidates with experience in pharmaceutical and medical device as domestic production and supply increases.

Turning to trades, reduced overseas fabrication has fuelled domestic demand for Fitters, Boilermakers, Fabricators and Welders with varied skills. For instance, Boilermakers who can use more than one welder. CNC Operators are also needed in the active construction sector.

### Soft skills come to the fore

Customer service and stakeholder engagement skills are increasingly sought as employers look for candidates who can liaise effectively both internally and externally. Commercial awareness is a growing requirement, while adaptable allrounders who are willing to take on varied tasks are valued.

### Advice for jobseekers

The right attitude and motivation will help you stand out. Today, employers look for candidates who are genuinely motivated to join their business and willing to remain long term. A strong work ethic is also important.

For trades roles, employers look for people who will commit to casual contracts and are flexible in shift availability.

## NEW ZEALAND

The manufacturing jobs market is active. Job flow was largely unaffected by the pandemic, with most organisations remaining operational. The onshoring of production from offshore manufacturers has added to vacancy activity – and candidate shortages are now evident.

Despite this, salaries have and are expected to remain steady. The only exception may occur if, and when, international borders open. This will intensify candidate shortages, which could fuel salary increases.

In terms of benefits, employers are increasingly offering career progression to attract and retain top talent. Benefits are also increasing for night-shift workers, including the provision of meals and better onsite facilities.

Turning to skills in demand, in production there is a need for Welders, Fabricators and C&C Machinists. Those with relevant qualifications are highly sought after. Also in demand are Machine Operators with food manufacturing experience. Those who can operate packaging machines to make a product are valued, since borders have remained closed to seasonal workers, resulting in a massive skills shortage.

For all roles across manufacturing and operations, employers are prioritising recent and relevant experience. They also look for candidates who have made continuous upskilling a priority, since changes to production and ERP systems require employees to develop their skills. Reliability and punctuality are highly regarded skills that are often in short supply. Those who can demonstrate such skills are valued by employers.

## MANUFACTURING & OPERATIONS

MANUFACTURING & OPERATIONS	Production/ Process Worker	Machinist	Boilermaker/ Welder	Production Supervisor	Production Manager
NSW - Sydney	45 - 55	70 - 90	70 - 80	70 - 85	85 - 130
VIC - Melbourne	41 - 51	51 - 66	56 - 71	66 - 90	87 - 130
QLD - Brisbane	41 - 46	46 - 51	61 - 71	56 - 82	77 - 112
WA - Perth	46 - 56	70 - 90	70 - 82	61 - 82	77 - 130
SA - Adelaide	45 - 55	46 - 56	46 - 56	66 - 92	87 - 112
NT - Darwin	50 - 55	65 - 85	68 - 80	56 - 77	77 - 92
ACT - Canberra	45 - 55	65 - 85	70 - 90	70 - 100	80 - 120
TAS - Hobart	39 - 46	46 - 56	54 - 63	66 - 87	87 - 107

	Operations Manager	Maintenance Manager	Engineering Manager
NSW - Sydney	140 - 180	120 - 150	140 - 180
VIC - Melbourne	115 - 170	95 - 135	105 - 160
QLD - Brisbane	102 - 150	112 - 143	112 - 153
WA - Perth	107 - 158	87 - 143	102 - 143
SA - Adelaide	82 - 133	71 - 92	92 - 122
NT - Darwin	82 - 133	71 - 92	82 - 122
ACT - Canberra	80 - 130	90 - 120	80 - 120
TAS - Hobart	87 - 122	71 - 97	92 - 117

QUALITY CONTROL & R&D	QA Coordinator	QA Manager	Food Technologist	NPD Manager Food	Technical Manager
NSW - Sydney	61 - 87	92 - 133	71 - 92	102 - 133	112 - 143
VIC - Melbourne	51 - 71	82 - 133	61 - 97	90 - 133	102 - 143
QLD - Brisbane	56 - 77	77 - 102	66 - 77	92 - 133	92 - 133
WA - Perth	56 - 77	82 - 133	77 - 102	82 - 112	82 - 112
SA - Adelaide	51 - 82	71 - 112	56 - 77	77 - 102	112 - 133
NT - Darwin	66 - 87	82 - 97	61 - 77	77 - 102	102 - 122
ACT - Canberra	65 - 89	85 - 110	70 - 90	85 - 130	110 - 140
TAS - Hobart	56 - 77	77 - 112	56 - 77	82 - 102	107 - 128

### NOTES:

- All salaries shown are exclusive of superannuation

## MANUFACTURING & OPERATIONS

PRODUCT DESIGN & DEVELOPMENT	Drafter	Mechanical Design Engineer	Project Engineer	Electronics Engineer	R&D Manager
NSW - Sydney	70 - 87	80 - 120	90 - 130	82 - 102	112 - 148
VIC - Melbourne	66 - 92	82 - 120	82 - 133	75 - 105	95 - 135
QLD - Brisbane	51 - 82	82 - 120	92 - 122	92 - 122	92 - 133
WA - Perth	77 - 92	92 - 122	92 - 133	77 - 110	112 - 148
SA - Adelaide	61 - 82	61 - 82	71 - 102	82 - 112	77 - 102
NT - Darwin	77 - 102	82 - 112	87 - 122	82 - 112	92 - 122
ACT - Canberra	80 - 100	90 - 120	90 - 120	80 - 115	80 - 120
TAS - Hobart	66 - 87	71 - 102	77 - 107	82 - 112	87 - 112

MAINTENANCE & ENGINEERING	Maintenance Fitter	Operations Manager	Maintenance Planner	Electrical Engineer	Reliability Engineer
NSW - Sydney	75 - 95	80 - 110	90 - 110	90 - 130	80 - 120
VIC - Melbourne	66 - 87	71 - 92	71 - 110	85 - 115	80 - 120
QLD - Brisbane	61 - 82	71 - 92	71 - 102	102 - 133	102 - 122
WA - Perth	71 - 92	71 - 92	77 - 87	82 - 102	82 - 122
SA - Adelaide	60 - 70	70 - 80	71 - 82	80 - 100	77 - 102
NT - Darwin	71 - 82	71 - 82	71 - 102	87 - 102	87 - 102
ACT - Canberra	80 - 110	80 - 100	80 - 100	80 - 110	80 - 120
TAS - Hobart	61 - 71	61 - 71	77 - 92	77 - 102	82 - 102

**NOTES:**

- All salaries shown are exclusive of superannuation


# MINING



## ANZ Key Insights

 **42%**  
of Mining employers will increase salaries by up to 3% when they next review.

 **65%**  
of Mining professionals say an increase of 3% or more would better reflect their performance.

 **78%**  
of Mining professionals are currently looking for a new job, plan to look or are open to new opportunities in the next 12 months. A lack of promotional opportunities, concerns about job security and a poor management style or workplace culture are the main drivers.

## AUSTRALIA

Australia's mining sector has experienced another busy year, with exploration, coal, iron ore and gold mining particularly active and a shortage of skilled professionals creating strong career advancing opportunities for those in demand.

Defying any material COVID-19 effect, Western Australia has led the charge, with salaries increasing across operational mine sites and exploration projects in response to a significant increase in candidate shortages. This industry was experiencing skills shortages prior to COVID-19, with increased investment and good commodity prices leading to the expansion of operations. The addition of international and internal border closures then intensified the situation.

Even with internal borders now open, numerous infrastructure projects are attracting candidates away from mining, keeping demand high for suitably experienced staff. This trend is evident not only in Western Australia, but also in Queensland and South Australia.

Despite this, for now salary increases in all locations apart from Western Australia remain minimal.

### Skills in demand

Across Australia's mining sector, Mine Engineers and Underground Engineers are in high demand in response to new projects, project expansions and an increase in production.

Mine Geologists and Exploration Geologists are also sought as positive sentiment in mine operations and

good commodity prices motivate an increase in exploration budgets.

Drillers and Drill & Blast Engineers are needed due to the increase in mine production.

Mechanical Fitters and Electricians are required in response to growing maintenance needs, both for existing equipment and new autonomous machinery.

Dump Truck Operators are in demand as mine production increases, although the potential for autonomous haulage has acted as a deterrent and led to candidate shortages. HD Fitters, Auto Electricians, Excavators and All Rounders are sought too.

Across the industry, employers value candidates with experience in gold, nickel and lithium operations, and those with gold and nickel underground experience.

Looking ahead, high demand for the above skills will add to salary pressure.

### Benefits used to attract talent

Health insurance and short-term incentive bonuses remain common benefits across mining. Like many other industries, employers have embraced flexible working practices for suitable professional roles that do not require an onsite presence. More family friendly rosters and job sharing have also been evident as employers attempt to attract and retain staff.

### **Advice for jobseekers**

With the mining industry continuing to introduce new technologies, engineers must invest in their continuous upskilling to remain employable. The increase in autonomous trucks has also created the need for HD Fitters and Auto Electricians to learn new skills.

A strong CV remains important – if it's been some time since you updated yours, you can download a free [CV template](#)

from our website. A growing number of mining candidates also find LinkedIn a useful networking tool.

### **Advice for employers**

Given the extent of candidate shortages, investing in training and apprenticeships to upskill available candidates with good soft skills and team fit, rather than waiting for someone who ticks every box, will help bridge the skills gap.

# MINING

METALLIFEROUS MINING ENGINEERING	Registered Mine Manager	Underground/ Quarry Manager	Technical Services Mgr	Senior Mining Engineer	Mining Engineer
WA	184 - 265	184 - 255	173 - 224	150 - 190	130 - 165
QLD - Hard Rock	194 - 255	184 - 204	184 - 214	155 - 180	122 - 153
QLD - Coal	224 - 255	184 - 214	194 - 224	173 - 194	133 - 163
NSW	163 - 224	150 - 205	185 - 220	150 - 180	120 - 140
VIC	153 - 204	102 - 153	133 - 173	133 - 184	102 - 133
SA	180 - 220	160 - 210	163 - 194	143 - 173	112 - 143
TAS	153 - 204	112 - 143	133 - 173	122 - 143	92 - 122
NT	189 - 260	184 - 214	168 - 189	138 - 179	117 - 163

	Graduate Mining Engineer	Geotechnical Engineer	Chief Surveyor	Senior Surveyor	Mine Surveyor
WA	92 - 122	130 - 165	163 - 204	133 - 163	112 - 143
QLD - Hard Rock	71 - 107	122 - 163	163 - 184	143 - 163	122 - 143
QLD - Coal	71 - 107	122 - 163	163 - 184	143 - 163	122 - 143
NSW	80 - 90	133 - 160	150 - 185	125 - 155	125 - 155
VIC	56 - 77	112 - 133	112 - 153	92 - 122	77 - 112
SA	61 - 92	133 - 153	122 - 153	112 - 122	92 - 122
TAS	61 - 87	107 - 133	97 - 122	87 - 117	71 - 92
NT	71 - 102	128 - 168	148 - 173	138 - 158	117 - 148

METALLIFEROUS GEOLOGY - MINING	Chief Geologist	Senior Mine Geologist	Mine Geologist	Graduate Geologist	Pit Technician/ Geological Technician
WA	204 - 255	145 - 185	125 - 145	110 - 130	85 - 100
QLD - Hard Rock	173 - 214	143 - 173	102 - 143	66 - 97	71 - 97
QLD - Coal	173 - 214	143 - 173	102 - 143	66 - 97	71 - 97
NSW	180 - 235	135 - 180	110 - 135	70 - 90	70 - 95
VIC	153 - 184	122 - 153	92 - 122	56 - 77	51 - 82
SA	122 - 143	112 - 122	92 - 122	53 - 61	61 - 87
TAS	122 - 163	103 - 125	87 - 110	56 - 71	56 - 71
NT	163 - 204	128 - 179	97 - 143	87 - 102	87 - 102

**NOTES:**

- Metalliferous mining engineering: In WA, SA & NT all salaries are based on 9&5 and 2&1 rosters excluding superannuation and additional benefits
- Metalliferous geology mining: In WA, SA & NT all salaries are based on 8&6 and 2&1 rosters excluding superannuation and additional benefits
- For all other states, salaries are based on residential positions excluding superannuation and additional benefits
- In Queensland more employers are offering drive-in-drive-out (DIDO) options and residential, which has been taken into consideration in these salaries presented



# MINING

METALLIFEROUS GEOLOGY - EXPLORATION	Exploration Manager	Senior Exploration Geologist	Exploration Geologist	Field Assistant
WA	184 - 255	145 - 185	120 - 145	85 - 100
QLD - Hard Rock	175 - 210	133 - 168	82 - 122	71 - 92
QLD - Coal	173 - 204	143 - 173	102 - 133	71 - 92
NSW	185 - 225	130 - 165	95 - 130	61 - 82
VIC	153 - 184	133 - 163	102 - 128	61 - 82
SA	140 - 160	120 - 155	92 - 122	61 - 82
TAS	122 - 153	110 - 140	88 - 110	56 - 71
NT	153 - 209	122 - 173	112 - 148	77 - 102

MINERAL PROCESSING	Process Manager	Process Engineer Mid level 3-7yrs	Senior Metallurgist	Metallurgist	Graduate Metallurgist
WA	184 - 255	122 - 163	143 - 184	122 - 153	80 - 102
QLD	204 - 245	112 - 158	148 - 184	112 - 148	71 - 87
NSW	173 - 204	105 - 125	115 - 135	90 - 120	70 - 90
VIC	163 - 184	87 - 112	112 - 138	87 - 102	61 - 77
SA	150 - 170	97 - 122	112 - 133	82 - 112	61 - 82
TAS	153 - 184	82 - 105	107 - 128	85 - 120	56 - 71
NT	173 - 224	102 - 143	133 - 173	102 - 133	61 - 77

	Mill Superintendent	Shift Supervisor	Mill Operator	Metallurgical Technician	Laboratory Technician
WA	163 - 204	122 - 158	87 - 117	82 - 97	87 - 112
QLD	143 - 163	112 - 133	92 - 122	87 - 97	85 - 102
NSW	135 - 165	90 - 110	70 - 100	70 - 90	75 - 95
VIC	122 - 143	92 - 122	82 - 102	61 - 77	56 - 77
SA	122 - 153	92 - 112	71 - 92	61 - 87	61 - 77
TAS	112 - 143	81 - 95	66 - 82	56 - 71	51 - 71
NT	133 - 153	97 - 122	82 - 107	71 - 87	71 - 87

**NOTES:**

- In WA, SA & NT all salaries are based on 8&6 and 2&1 rosters excluding superannuation and additional benefits
- For all other states, salaries are based on residential positions excluding superannuation and additional benefits
- In Queensland more employers are offering drive-in-drive-out (DIDO) options and residential, which has been taken into consideration in these salaries presented

# MINING

FIXED PLANT MAINTENANCE	Maintenance Superintendent	Maintenance Planner	Maintenance Supervisor	Mechanical Eng Mid level 3-7yrs	Electrical Eng Mid level 3-7yrs
WA	173 - 214	153 - 189	148 - 179	130 - 160	130 - 160
QLD	168 - 194	122 - 153	133 - 163	122 - 153	122 - 153
NSW	173 - 204	110 - 140	130 - 160	105 - 140	105 - 135
VIC	133 - 184	112 - 163	102 - 153	92 - 133	92 - 133
SA	133 - 153	92 - 112	102 - 133	92 - 122	102 - 143
TAS	112 - 140	92 - 115	87 - 114	82 - 110	82 - 109
NT	163 - 194	128 - 148	133 - 163	128 - 158	128 - 158

	Leading Hand	Mechanical Fitter	Electrician	Boilermaker/Welder	Instrumentation Technician
WA	145 - 165	125 - 155	135 - 155	125 - 155	145 - 165
QLD	102 - 128	105 - 128	110 - 133	105 - 128	102 - 133
NSW	100 - 125	100 - 120	100 - 125	90 - 115	92 - 112
VIC	122 - 153	112 - 153	82 - 122	102 - 153	92 - 122
SA	100 - 140	90 - 120	92 - 122	90 - 120	87 - 112
TAS	82 - 97	74 - 91	76 - 91	77 - 87	77 - 87
NT	107 - 122	102 - 122	107 - 128	97 - 122	97 - 133

**NOTES:**

- In WA, SA & NT all salaries are based on 8&6 and 2&1 rosters excluding superannuation and additional benefits
- For all other states, salaries are based on residential positions excluding superannuation and additional benefits

# MINING

MOBILE PLANT MAINTENANCE	Workshop Supervisor	HD Fitter	Auto Electrician	Boilermaker/Welder	Service Person
WA	162 - 218	145 - 198	145 - 198	122 - 175	110 - 130
QLD	138 - 173	128 - 163	128 - 153	102 - 128	100 - 153
NSW	100 - 150	85 - 120	90 - 120	90 - 120	87 - 107
VIC	102 - 143	92 - 133	92 - 122	92 - 133	71 - 97
SA	92 - 133	92 - 133	87 - 133	80 - 120	82 - 102
TAS	82 - 112	82 - 112	77 - 102	66 - 87	71 - 87
NT	133 - 163	138 - 168	138 - 168	133 - 173	107 - 128

	Open Pit Supervisor	Excavator Operator	Dump Truck Operator	Driller	All-Rounder
WA	153 - 184	130 - 153	122 - 140	130 - 180	140 - 155
QLD	143 - 173	92 - 122	96 - 122	102 - 163	96 - 122
NSW	112 - 143	102 - 122	82 - 112	92 - 122	92 - 122
VIC	107 - 143	92 - 117	71 - 112	77 - 122	82 - 117
SA	112 - 143	112 - 143	92 - 112	82 - 125	87 - 122
TAS	92 - 112	71 - 92	61 - 87	71 - 97	66 - 87
NT	148 - 168	97 - 122	97 - 117	107 - 133	97 - 128

	Underground Supervisor	Jumbo Operator	Bogger Operator	Service Crew
WA	150 - 190	200 - 235	125 - 175	100 - 130
QLD	133 - 173	143 - 184	112 - 133	107 - 128
NSW	138 - 163	122 - 143	112 - 138	92 - 112
VIC	107 - 148	133 - 153	112 - 133	87 - 107
SA	102 - 143	102 - 122	82 - 102	92 - 112
TAS	92 - 112	87 - 112	82 - 107	61 - 77
NT	133 - 168	143 - 189	112 - 148	97 - 128

## NOTES:

- In WA, SA & NT all salaries are based on 8&6 and 2&1 rosters excluding superannuation and additional benefits
- For all other states, salaries are based on residential positions excluding superannuation and additional benefits

# MINING

OHS & ENVIRONMENTAL	HSE Manager	OH&S Manager/ Superintendent	OH&S Coordinator	OH&S Officer
WA	173 - 224	153 - 184	135 - 155	112 - 143
QLD	173 - 224	153 - 173	128 - 148	97 - 133
NSW	160 - 200	140 - 180	115 - 135	85 - 115
VIC	143 - 184	92 - 122	82 - 102	71 - 97
SA	153 - 184	122 - 163	82 - 122	61 - 92
TAS	133 - 204	122 - 184	102 - 133	92 - 122
NT	173 - 224	153 - 194	122 - 148	92 - 133

	Environmental Superintendent	Environmental Coordinator	Environmental Officer	Training Coordinator
WA	143 - 173	102 - 153	100 - 130	122 - 143
QLD	153 - 184	138 - 153	92 - 128	97 - 128
NSW	145 - 165	115 - 145	90 - 120	92 - 122
VIC	92 - 122	66 - 87	66 - 87	61 - 77
SA	122 - 143	82 - 102	71 - 92	82 - 102
TAS	102 - 153	102 - 133	66 - 92	66 - 112
NT	143 - 179	133 - 153	92 - 138	92 - 128

**NOTES:**

- In WA, SA & NT all salaries are based on 8&6 and 2&1 rosters excluding superannuation and additional benefits
- For all other states, salaries are based on residential positions excluding superannuation and additional benefits

# MINING

INDUSTRIAL DESIGN	Engineering Manager	Principal/Lead Engineer	Project Manager	Senior Design Engineer
WA	204 - 240	153 - 194	204 - 245	122 - 153
QLD	204 - 224	168 - 204	184 - 224	133 - 173
NSW	155 - 225	145 - 180	140 - 165	105 - 140
VIC	184 - 224	153 - 184	153 - 224	102 - 153
SA	143 - 184	122 - 143	122 - 143	112 - 143
TAS	153 - 194	112 - 143	112 - 143	92 - 112
NT	214 - 265	168 - 214	184 - 260	133 - 184

	Design Engineer	Senior Project Engineer (EPCM)	Senior Project Engineer (EPCM)	Design Manager/Chief Drafter
WA	112 - 133	122 - 153	92 - 133	133 - 168
QLD	87 - 122	133 - 173	92 - 133	122 - 153
NSW	105 - 140	135 - 170	95 - 130	115 - 140
VIC	71 - 112	112 - 153	82 - 122	112 - 153
SA	92 - 133	122 - 163	92 - 112	102 - 133
TAS	82 - 102	92 - 122	82 - 112	112 - 163
NT	92 - 133	133 - 173	92 - 148	122 - 179

	Senior Design Drafter	Design Drafter	Piping Designer
WA	102 - 122	82 - 107	92 - 112
QLD	87 - 122	66 - 102	82 - 122
NSW	95 - 110	80 - 95	90 - 110
VIC	102 - 133	71 - 102	82 - 112
SA	92 - 122	66 - 92	87 - 122
TAS	82 - 143	71 - 102	82 - 143
NT	82 - 143	77 - 107	107 - 128

## NOTES:

- Salaries are based on residential positions excluding superannuation and additional benefits
- Site allowances are paid on base salary and range from 15 to 45 per cent depending on location

# MINING

INDUSTRIAL CONSTRUCTION	Project Manager	Construction Manager/ Superintendent	Senior Estimator	Planning Manager
WA	184 - 224	184 - 204	153 - 194	133 - 184
QLD	184 - 224	173 - 204	163 - 204	158 - 204
NSW	160 - 200	153 - 194	133 - 163	125 - 170
VIC	184 - 224	184 - 204	122 - 153	143 - 173
SA	143 - 204	133 - 184	133 - 184	122 - 184
TAS	122 - 163	122 - 163	102 - 133	112 - 133
NT	179 - 255	148 - 224	163 - 209	143 - 204

	Contracts Manager	Project Engineer (Civil/Mech/Elec)	Estimator	Contracts Administrator
WA	163 - 194	102 - 143	112 - 153	82 - 122
QLD	163 - 204	133 - 168	102 - 153	102 - 138
NSW	143 - 184	105 - 135	95 - 135	90 - 125
VIC	153 - 184	92 - 138	112 - 133	82 - 122
SA	143 - 184	112 - 143	92 - 122	82 - 122
TAS	112 - 133	82 - 112	82 - 122	82 - 122
NT	153 - 224	122 - 173	107 - 158	97 - 143

	Planner	Site Supervisor	Site Engineer (Civil/Mech/Elec)	Safety Advisor
WA	92 - 133	112 - 143	92 - 122	92 - 122
QLD	102 - 153	102 - 143	102 - 143	92 - 133
NSW	100 - 130	130 - 150	95 - 120	100 - 150
VIC	112 - 143	82 - 112	82 - 122	82 - 112
SA	102 - 133	102 - 143	77 - 117	92 - 112
TAS	82 - 112	82 - 112	82 - 117	82 - 112
NT	92 - 148	112 - 153	102 - 143	112 - 133


**NOTES:**


- Salaries are based on residential positions excluding superannuation and additional benefits
- Site allowances are paid on base salary and range from 15 to 45 per cent depending on location


# ENERGY



## ANZ Key Insights

 **54%**  
of Energy employers will increase salaries by up to 3% when they next review.

 **76%**  
of Energy professionals say an increase of 3% or more would better reflect their performance.

 **81%**  
of Energy professionals are currently looking for a new job, plan to look or are open to new opportunities in the next 12 months. A lack of promotional opportunities, poor management style or workplace culture and an uncompetitive salary are the main drivers.

## AUSTRALIA

Australia's renewable and transmission energy markets remain resilient and active, with employers optimistic, vacancy activity increasing and demand for certain energy professionals often exceeding supply.

Grid Connection Engineers and Managers with relevant grid connection and GPS experience top the list of those in demand. With a high volume of renewable energy developments underway, demand exists for strong technical skills, commercial acumen and client-facing experience.

Electricians with CEC solar accreditation are also sought. Owner investment and government grants are fuelling commercial and residential solar projects.

Electrical Design Engineers with CEC accreditation are needed, too. Again, an increasing number of projects underscores demand.

Across all roles, digital skills are required. SCADA, PSCAD and PSS/E, WINDlab and PVSyst software skills are valued, as is expertise in video conferencing software.

Advanced stakeholder engagement skills are a must to liaise with varied parties, including AEMO, NSP, EPC and councils.

### Salary trends

Most salaries remain steady. However, increases have been noted in the residential and commercial solar industry for Electricians with CEC solar accreditation in response to demand.

Consultancies have offered increases to Primary Design Engineers and Power Systems Engineers to compete with OEMs, developers and NSPs. Other increases have been noted in R&D and for Battery Cell Engineers, Chemical Engineers, Materials Scientists, Electrical Engineers, Power Systems Engineers and Mechanical Engineers, as well as for Electrical Design Engineers within EPCs.

Looking ahead, we may see some further salary increases in response to new project growth and renewable energy candidate shortages. Grid Connection Engineers, Power Systems Engineers and CEC accredited solar Electricians will likely see the largest increases. Slight rises may also be seen for Electrical Engineers working in a consultancy.

Regional locations may increase salaries too as a means of competing with metropolitan employers for top talent.

Flexible working is the standout benefit offered by employers and sought by candidates. Some employers are also compressing fulltime hours into four days or offering part-time roles.

### Advice for employers

Today's top energy professionals look for genuine flexibility. In an interview, share how your hybrid working model operates in practice and the systems and processes that enable remote working.

Exposure to new technology, skills diversification and career advancement are also important, so discuss the digital experience, learning opportunities and progression pathways.

**Advice for jobseekers**

To be successful, have realistic salary expectations and demonstrate a high level of adaptability, both in work environment and skillset. In an interview, share examples of how you have successfully worked from home to achieve set outcomes and taken on additional responsibilities when required.



# ENERGY

## DESIGN ENGINEERING

TRANSMISSION & DISTRIBUTION/ GENERATION	Design Engineer*	Senior Design Engineer*	Principal Design Engineer	Engineering Manager	Design Manager
NSW - Sydney	77 - 110	112 - 150	143 - 180	163 - 240	133 - 180
VIC - Melbourne	80 - 112	105 - 145	150 - 200	143 - 184	130 - 180
QLD - Brisbane	87 - 115	115 - 155	155 - 190	155 - 205	125 - 170
WA - Perth	80 - 100	110 - 150	140 - 170	160 - 200	140 - 160
SA - Adelaide	82 - 112	102 - 143	143 - 163	153 - 194	133 - 163
NT - Darwin	87 - 117	117 - 153	122 - 173	148 - 194	133 - 173

	Design Drafter	Senior Design Drafter	Project Engineer (EPCM)	Senior Project Engineer (EPCM)
NSW - Sydney	66 - 87	77 - 120	87 - 130	133 - 170
VIC - Melbourne	61 - 92	71 - 112	92 - 130	133 - 173
QLD - Brisbane	66 - 90	90 - 115	95 - 150	148 - 180
WA - Perth	70 - 85	80 - 90	110 - 140	140 - 180
SA - Adelaide	56 - 82	82 - 97	82 - 122	133 - 153
NT - Darwin	66 - 87	82 - 112	117 - 143	128 - 173

	Power Systems Engineer	Protection Engineer	Transmission Line Design Engineer	Project Manager
NSW - Sydney	92 - 150	102 - 140	122 - 200	133 - 190
VIC - Melbourne	92 - 150	77 - 128	102 - 140	122 - 163
QLD - Brisbane	95 - 125	117 - 140	92 - 153	133 - 170
WA - Perth	90 - 130	120 - 140	100 - 140	120 - 160
SA - Adelaide	92 - 122	92 - 128	97 - 143	122 - 153
NT - Darwin	97 - 143	102 - 133	92 - 143	138 - 184

RENEWABLE	Wind Farm Engineer	Solar Engineer	Geothermal Engineer	Technician	Project Manager
NSW - Sydney	102 - 160	92 - 140	82 - 120	66 - 100	133 - 200
VIC - Melbourne	102 - 133	102 - 133	92 - 112	87 - 117	150 - 200
QLD - Brisbane	102 - 150	87 - 130	92 - 138	77 - 102	133 - 184
WA - Perth	100 - 130	100 - 120	105 - 130	85 - 100	140 - 160
SA - Adelaide	102 - 133	102 - 122	92 - 122	71 - 92	112 - 153
NT - Darwin	N/A	107 - 128	97 - 128	77 - 112	N/A

**NOTES:**

- All salaries shown are exclusive of superannuation
- \* Design Engineer/Senior Design Engineer - Mechanical/Process/Elec/I&C Discipline

# ENERGY

## DESIGN ENGINEERING

RENEWABLE	Construction Manager	Project Development Manager	Project Development Director	Project Delivery Director
NSW - Sydney	153 - 230	133 - 184	184 - 224	224 - 350
VIC - Melbourne	173 - 224	150 - 200	220 - 280	306 - 357
QLD - Brisbane	150 - 204	133 - 190	184 - 230	224 - 306
WA - Perth	160 - 200	130 - 160	175 - 220	250 - 300
SA - Adelaide	153 - 204	122 - 153	184 - 224	204 - 255

	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	133 - 153	133 - 163	173 - 204
WA - Perth	80 - 110	130 - 160	145 - 190
SA - Adelaide	102 - 122	112 - 133	143 - 184

**NOTES:**

- All salaries shown are exclusive of superannuation

# ENERGY

## OPERATIONS & MAINTENANCE

OPERATIONS & MAINTENANCE	Control Room Operator	Control Room Manager	Maintenance Superintendent	Maintenance Planning/Scheduler	Operations Manager
NSW - Sydney	77 - 110	87 - 130	87 - 120	82 - 120	143 - 200
VIC - Melbourne	97 - 117	117 - 143	97 - 112	82 - 107	133 - 173
QLD - Brisbane	82 - 107	102 - 133	122 - 153	112 - 135	162 - 214
WA - Perth	85 - 120	120 - 140	125 - 175	95 - 135	180 - 210
SA - Adelaide	82 - 112	102 - 128	102 - 133	97 - 133	122 - 153
NT - Darwin	87 - 97	97 - 133	112 - 153	102 - 133	163 - 224

	Asset Engineer (3-7 yrs)*	Leading Hand	Electrician	Mechanical Fitter	E&I Technician
NSW - Sydney	92 - 130	66 - 100	66 - 100	66 - 90	71 - 110
VIC - Melbourne	87 - 133	92 - 112	92 - 122	61 - 82	82 - 112
QLD - Brisbane	90 - 128	92 - 128	87 - 117	77 - 112	92 - 153
WA - Perth	85 - 130	95 - 120	90 - 110	90 - 110	115 - 140
SA - Adelaide	97 - 122	82 - 102	82 - 102	71 - 97	82 - 102
NT - Darwin	92 - 133	92 - 122	87 - 112	87 - 112	87 - 112

	Line Worker	G&B Linesworker	Switching Operator	Protection Technician	Generator Technician
NSW - Sydney	77 - 120	N/A	66 - 130	71 - 110	71 - 120
VIC - Melbourne	66 - 82	87 - 133	87 - 122	97 - 122	82 - 102
QLD - Brisbane	82 - 112	97 - 138	92 - 128	128 - 168	80 - 135
WA - Perth	75 - 100	85 - 120	95 - 140	90 - 135	90 - 130
SA - Adelaide	71 - 102	87 - 112	87 - 122	112 - 153	87 - 133
NT - Darwin	82 - 122	87 - 122	97 - 143	92 - 138	82 - 122

	Directional Driller	Cable Jointer	Cable Layer	Operator/Maintainer
NSW - Sydney	N/A	77 - 120	66 - 100	77 - 110
VIC - Melbourne	71 - 102	95 - 120	77 - 97	82 - 97
QLD - Brisbane	117 - 148	92 - 117	92 - 112	133 - 158
WA - Perth	65 - 95	80 - 120	70 - 90	130 - 160
SA - Adelaide	82 - 112	87 - 112	87 - 112	122 - 153
NT - Darwin	71 - 102	82 - 122	61 - 87	133 - 168

**NOTES:**

- All salaries shown are exclusive of superannuation
- \* Asset Engineer (3-7 yrs) - Mechanical/Electrical Discipline
- \* Engineer (Mechanical/Electrical)

# ENERGY

## PROJECT DEVELOPMENT

PROJECT DELIVERY	Project Manager	Project Engineer*	Construction Manager	Site Superintendent
NSW - Sydney	143 - 184	92 - 133	153 - 179	128 - 153
VIC - Melbourne	133 - 163	97 - 133	153 - 184	133 - 153
QLD - Brisbane	128 - 179	97 - 138	148 - 179	102 - 140
WA - Perth	160 - 190	95 - 145	145 - 175	120 - 160
SA - Adelaide	122 - 143	87 - 133	133 - 163	112 - 138
NT - Darwin	143 - 184	112 - 143	163 - 204	102 - 148

	Site Engineer	Commissioning Engineer	Commissioning Manager
NSW - Sydney	71 - 102	112 - 138	143 - 184
VIC - Melbourne	82 - 133	133 - 153	163 - 194
QLD - Brisbane	85 - 122	128 - 168	143 - 179
WA - Perth	100 - 145	130 - 160	140 - 190
SA - Adelaide	77 - 102	122 - 153	153 - 184
NT - Darwin	82 - 122	112 - 163	143 - 173

PROJECT SERVICES	Estimator	Senior Estimator	Planner/Scheduler	Planning Manager
NSW - Sydney	112 - 153	153 - 184	87 - 133	133 - 163
VIC - Melbourne	120 - 153	153 - 184	107 - 133	133 - 163
QLD - Brisbane	95 - 150	145 - 190	77 - 128	128 - 163
WA - Perth	100 - 160	120 - 170	95 - 130	125 - 165
SA - Adelaide	102 - 122	122 - 143	112 - 138	128 - 158
NT - Darwin	87 - 122	122 - 163	97 - 133	102 - 153

	Contracts Administrator	Contracts Manager	OHS Supervisor	OHS Manager
NSW - Sydney	82 - 112	112 - 143	92 - 117	143 - 184
VIC - Melbourne	87 - 107	122 - 153	87 - 122	122 - 153
QLD - Brisbane	90 - 122	122 - 165	97 - 135	128 - 148
WA - Perth	80 - 105	120 - 150	95 - 130	125 - 150
SA - Adelaide	82 - 112	112 - 148	92 - 112	112 - 128
NT - Darwin	92 - 122	122 - 153	102 - 133	102 - 163

### NOTES:

- All salaries shown are exclusive of superannuation
- \* 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
WA	55 - 75	100 - 150	130 - 170	165 - 225	180 - 245
QLD	61 - 87	82 - 133	122 - 153	148 - 189	184 - 230
NSW	56 - 77	77 - 122	122 - 153	163 - 184	184 - 235
VIC	61 - 77	71 - 122	87 - 138	133 - 153	163 - 214
SA	53 - 61	66 - 87	92 - 122	122 - 143	143 - 163
NT	66 - 97	92 - 138	143 - 184	163 - 255	204 - 265

	Senior Design Drafter	Design Manager
WA	90 - 120	125 - 165
QLD	82 - 128	122 - 168
NSW	82 - 112	122 - 184
VIC	66 - 97	122 - 163
SA	71 - 82	92 - 112
NT	92 - 133	153 - 194

SUBSEA DESIGN/ENGINEERING	Graduate Engineer	Engineer	Senior Engineer	Principal/Lead Engineer	Manager
WA	70 - 85	90 - 130	125 - 170	160 - 220	195 - 255
QLD	61 - 82	82 - 122	122 - 143	143 - 184	184 - 224
VIC	61 - 77	82 - 122	112 - 153	143 - 173	173 - 224
NT	61 - 92	82 - 128	153 - 224	184 - 255	204 - 332

**NOTES:**

All salaries shown are exclusive of superannuation  
 \* Design Engineer - Civil/Mechanical/Process/Elec/I&C Discipline

# OIL & GAS

## PROJECT DEVELOPMENT

PROJECT DELIVERY/CONTROLS	Planner	Senior Planner	Planning Manager	Contracts Administrator	Senior Contracts Administrator	Cost Engineer
WA	130 - 170	160 - 200	180 - 220	100 - 130	150 - 200	125 - 175
QLD	112 - 138	138 - 168	168 - 214	77 - 133	128 - 158	128 - 148
NSW	92 - 112	112 - 143	153 - 194	71 - 112	112 - 153	112 - 153
VIC	87 - 117	92 - 122	122 - 153	71 - 97	87 - 112	82 - 122
SA	97 - 112	112 - 133	133 - 153	82 - 112	102 - 133	112 - 133
NT	122 - 163	143 - 184	173 - 224	82 - 133	122 - 194	122 - 173
	Senior Cost Engineer	Commercial Manager	Project Controls Manager	Commissioning Engineer	Commissioning Manager	
WA	150 - 190	200 - 260	205 - 260	180 - 220	200 - 280	
QLD	148 - 179	189 - 250	179 - 224	138 - 179	184 - 224	
NSW	153 - 194	163 - 235	143 - 204	112 - 153	153 - 194	
VIC	92 - 143	143 - 214	143 - 173	92 - 153	143 - 184	
SA	122 - 133	133 - 143	143 - 163	92 - 133	153 - 173	
NT	158 - 214	204 - 281	204 - 275	122 - 173	153 - 214	
	Project Engineer**x	Senior Project Engineer	Project Manager	Senior Project Manager	Superintendent***	
WA	120 - 180	175 - 220	175 - 225	195 - 250	150 - 180	
QLD	122 - 168	163 - 224	168 - 209	209 - 235	148 - 189	
NSW	102 - 133	133 - 173	153 - 194	194 - 224	133 - 153	
VIC	82 - 112	102 - 133	122 - 153	143 - 173	133 - 184	
SA	92 - 112	102 - 133	133 - 153	153 - 184	143 - 163	
NT	122 - 194	168 - 235	173 - 224	199 - 245	143 - 184	

### NOTES:

All salaries shown are exclusive of superannuation

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

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

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

# OIL & GAS

## PROJECT DEVELOPMENT

PROJECT DELIVERY/CONTROLS HSEQ	Onshore Advisor/Officer	Offshore Advisor/Officer	HSE Manager	QA/QC Manager
WA	95 - 120	160 - 190	145 - 175	140 - 170
QLD	97 - 128	N/A	128 - 173	133 - 168
NSW	82 - 122	N/A	122 - 204	112 - 163
VIC	92 - 133	N/A	143 - 204	122 - 153
SA	92 - 143	N/A	133 - 173	122 - 143
NT	92 - 163	153 - 204	173 - 250	138 - 179

	Corporate HSE Manager	Environmental Engineer	Environmental Advisor
WA	180 - 230	130 - 150	140 - 170
QLD	168 - 209	138 - 184	138 - 168
NSW	194 - 255	117 - 168	128 - 184
VIC	143 - 224	122 - 158	122 - 163
SA	163 - 184	122 - 163	92 - 122
NT	224 - 306	143 - 189	158 - 194

SUBSEA PROJECT DELIVERY	Technician (non degree)	Senior Technician (non degree)	Installation Engineer	Senior Installation Engineer
WA	80 - 120	100 - 140	130 - 170	155 - 190
NT	82 - 122	102 - 163	133 - 179	163 - 224

	Installation Manager/ Client Rep	Vessel Mgr/ Marine Ops Manager
WA	160 - 210	180 - 220
NT	184 - 265	163 - 224

**NOTES:**

All salaries shown are exclusive of superannuation

# OIL & GAS

## OPERATIONS & MAINTENANCE

OPERATIONS & MAINTENANCE	Discipline Engineer*	Maintenance Planner	Maintenance Supervisor	Production Superintendent	Production Manager	Process Operator
WA	133 - 184	122 - 163	133 - 163	143 - 184	153 - 204	82 - 112
QLD	112 - 158	122 - 168	128 - 168	138 - 189	148 - 194	87 - 122
NSW	102 - 153	102 - 143	102 - 143	112 - 153	153 - 194	77 - 117
VIC	77 - 128	92 - 122	102 - 133	112 - 153	153 - 184	92 - 133
SA	92 - 122	102 - 122	122 - 133	133 - 163	153 - 184	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	82 - 122	184 - 224	112 - 163	143 - 184	204 - 255
QLD	77 - 122	N/A	107 - 148	138 - 189	194 - 240
NSW	71 - 92	N/A	82 - 112	122 - 184	194 - 265
VIC	66 - 92	184 - 255	92 - 133	122 - 173	173 - 214
SA	71 - 112	173 - 204	92 - 133	143 - 184	184 - 224
NT	87 - 122	N/A	102 - 153	153 - 204	214 - 306

**NOTES:**

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All salaries shown are exclusive of superannuation

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

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



# OIL & GAS

## GEOSCIENCES & PETROLEUM ENGINEERING

GEOSCIENCES	Graduate Geoscientist	Intermediate Geoscientist	Senior Geoscientist	Lead Geoscientist	Exploration Manager	Technical Assistant
WA	61 - 92	87 - 112	143 - 184	184 - 224	235 - 306	51 - 82
QLD	66 - 97	97 - 128	128 - 168	168 - 214	219 - 296	66 - 87
NSW	66 - 97	92 - 133	122 - 189	184 - 255	214 - 296	71 - 97
VIC	61 - 82	71 - 102	82 - 133	143 - 173	204 - 286	77 - 97
SA	53 - 61	61 - 82	82 - 102	102 - 122	122 - 153	51 - 71
NT	71 - 112	92 - 143	153 - 235	204 - 286	235 - 306	82 - 112

	Geologist	Hydrogeologist	Environmental Geologist	Petrophysicist
WA	122 - 224	122 - 204	122 - 204	153 - 224
QLD	128 - 209	117 - 199	NA	143 - 224
NSW	122 - 194	102 - 173	102 - 153	153 - 235
VIC	102 - 143	102 - 143	82 - 102	153 - 224
SA	82 - 102	92 - 133	71 - 102	122 - 143
NT	122 - 204	122 - 204	122 - 204	143 - 224

PETROLEUM/RESERVOIR ENGINEERING	Graduate Engineer	Intermediate Engineer	Senior Engineer	Lead Engineer	Engineering Manager
WA	66 - 87	82 - 122	143 - 184	184 - 224	224 - 306
QLD	66 - 92	92 - 122	133 - 184	184 - 224	224 - 306
NSW	71 - 92	97 - 138	122 - 153	133 - 194	184 - 224
VIC	61 - 82	77 - 102	133 - 153	153 - 214	194 - 286
SA	53 - 56	71 - 102	122 - 133	153 - 184	184 - 204
NT	77 - 128	122 - 184	163 - 224	189 - 245	235 - 306

DRILLING	Drilling Engineer	Senior Drilling Engineer	Drilling Manager	LWD/MWD Engineer	Rig Manager
WA	122 - 163	163 - 204	194 - 255	112 - 163	184 - 255
QLD	148 - 194	189 - 240	240 - 265	117 - 168	173 - 209
NSW	112 - 153	153 - 194	204 - 275	N/A	158 - 189
VIC	122 - 153	153 - 184	204 - 286	102 - 143	184 - 204
SA	122 - 153	153 - 184	184 - 204	92 - 122	153 - 204
NT	148 - 184	173 - 245	245 - 326	92 - 143	168 - 199


### NOTES:


All salaries shown are exclusive of superannuation

# DEFENCE



## ANZ Key Insights

 **67%**  
of Defence employers will increase salaries by up to 3% when they next review.

 **67%**  
of Defence professionals say an increase of 3% or more would better reflect their performance.

 **55%**  
of Defence professionals are currently looking for a new job, plan to look or are open to new opportunities in the next 12 months. An uncompetitive salary, lack of promotional opportunities and concerns about job security are the main drivers.

## AUSTRALIA

Skills shortages remain a pressing issue for organisations that support air, land and sea programs across Australia. With defence investment showing no sign of slowing, salaries, benefits and transferable skills have all been under the microscope this year.

Given the intensity of staffing demand, notable salary increases have been offered in many locations as employers compete for talent to meet project deadlines. Examples include for senior managers in New South Wales, particularly Engineering, Operations, Project, Programs, Business Development and Integrated Logistics Support (ILS) Managers, along with Project Managers with experience managing the PMO function in Victoria. Queensland has also seen increases for Project Managers, Systems Engineers, ILS Managers and Business Development and Commercial Managers. Meanwhile in ACT, Defence Consultants and Commercial Managers received increases, as did Systems Engineers and Above the Line (ATL) Consultants in South Australia.

In addition to these increases, some employers are electing to offer salaries above average bandings to secure top tier candidates.

The main exception to this trend occurs in Western Australia, where employers are keeping salaries stable despite an increase in projects and vacancies. This has added to candidate shortages as people instead turn to roles in mining, where salaries are higher. This is most evident for systems engineering and ILS professionals.

Looking ahead, the defence industry in Western Australia will need to review its candidate attraction and retention strategies to deliver a growing number of projects, particularly as salaries continue to rise interstate.

### Focus on employee benefits

In today's competitive market, employers are using benefits to attract candidates. Professional development, career progression and working from home are common inclusions. Some employers also offer extra parental leave, health insurance, educational allowances and equity plans. Additional superannuation, bonuses and sign-on bonuses are more widespread, too.

### Skills in demand

Unsurprisingly, in a candidate short and highly active market, skills are in demand across the board. Topping the list are ILS Coordinators, Analysts, Engineers and Modellers. Those organisations with the ability and willingness to offer upskilling are very attractive to candidates.

Systems Engineers with a degree are also needed, as are Business Development, Bids and Commercial Managers with ASDEFCON understanding who can identify, tender and win new opportunities.

ATL Consultants with excellent communication and stakeholder management skills, particularly in engineering, commercial and ILS, are sought too.

Due to ongoing investment in maintenance initiatives, Maintenance Technicians with systems engineering experience are in high demand. Candidates with a degree in electronics or communications are sought due to an increase in electronic warfare projects.

Other areas of demand exist for Schedulers and Maintenance Planners with experience using COBRA and OPP (Open Plan Professional), Verification and Validation Engineers with exposure to air traffic management or communications, Software Engineers and qualified Radio Frequency Engineers.

Turning to soft skills, employers increasingly look for candidates with a commercial and big picture mindset. For management roles, strong leadership and mentoring skills are sought as employers look to upskill teams.

For ATL roles, candidates must be able to engage senior military personnel and influence outcomes.

### **Transferable skills**

Given the shortage of candidates with defence industry experience, employers are beginning to consider people with transferable skills from aligned industries, such as rail,

construction or engineering. However, in such cases, the remuneration package is rarely negotiable as upskilling is instead provided.

Of course, former veterans are very well regarded, with employers valuing the synergies between active duty and private sector defence industry work.

### **Advice for employers**

For organisations that are expanding and growing their workforce, providing career development opportunities is the most effective method of attracting top talent. It's also important to communicate to candidates the interesting programs you are working or bidding on, such as satellite communications, UAV, drones or space.

### **Advice for jobseekers**

To stand out, keep your security clearance up to date, tailor your application to the specific job and highlight continual upskilling in your CV. In an interview, communicate your willingness to step outside the parameters of the job description when needed to ensure a project is delivered on time. Display a positive attitude, a genuine motivation to join the business and a desire to remain long term. Show that your values align with the organisation.

## DEFENCE

OPERATIONS	Director	Program Manager	Project Manager	Engineering Manager	Operations Manager
NSW	<b>250</b> 200 - 300	<b>200</b> 170 - 255	<b>170</b> 140 - 200	<b>200</b> 160 - 230	<b>200</b> 180 - 220
WA	<b>250</b> 200 - 300	<b>200</b> 165 - 250	<b>160</b> 150 - 220	<b>200</b> 160 - 240	<b>180</b> 170 - 220
QLD	<b>250</b> 200 - 300	<b>180</b> 160 - 200	<b>160</b> 140 - 190	<b>197</b> 160 - 200	<b>150</b> 160 - 200
VIC	<b>250</b> 230 - 320	<b>220</b> 180 - 260	<b>180</b> 150 - 220	<b>190</b> 170 - 240	<b>190</b> 150 - 200
ACT	<b>250</b> 220 - 330	<b>255</b> 180 - 255	<b>190</b> 115 - 220	<b>200</b> 170 - 230	<b>185</b> 130 - 190
SA	<b>250</b> 200 - 300	<b>230</b> 170 - 250	<b>150</b> 120 - 180	<b>180</b> 150 - 200	<b>180</b> 150 - 200

	Configuration Manager	Consultant
NSW	<b>170</b> 140 - 200	<b>200</b> 160 - 230
WA	<b>150</b> 140 - 200	<b>160</b> 120 - 200
QLD	<b>190</b> 150 - 200	<b>200</b> 200 - 220
VIC	<b>185</b> 140 - 210	<b>200</b> 150 - 200
ACT	<b>195</b> 130 - 200	<b>230</b> 160 - 250
SA	<b>140</b> 120 - 160	<b>160</b> 120 - 180

ENGINEERING	Systems Engineer	Verification and Validation Engineer	Avionics Engineer	Aerospace Engineer	Mechanical Engineer	Mechanical Designer
NSW	<b>160</b> 110 - 200	<b>140</b> 110 - 180	<b>140</b> 90 - 170	<b>140</b> 90 - 170	<b>130</b> 85 - 170	<b>110</b> 80 - 150
WA	<b>150</b> 90 - 200	<b>140</b> 90 - 180	<b>140</b> 80 - 170	<b>140</b> 80 - 160	<b>140</b> 90 - 160	<b>100</b> 80 - 150
QLD	<b>150</b> 130 - 160	<b>160</b> 120 - 190	<b>140</b> 120 - 160	<b>140</b> 120 - 160	<b>130</b> 100 - 140	<b>135</b> 100 - 150
VIC	<b>150</b> 130 - 200	<b>160</b> 110 - 180	<b>140</b> 80 - 160	<b>140</b> 80 - 160	<b>140</b> 100 - 170	<b>120</b> 80 - 130
ACT	<b>185</b> 110 - 190	<b>190</b> 110 - 200	<b>140</b> 100 - 150	<b>145</b> 100 - 150	<b>165</b> 120 - 180	<b>145</b> 80 - 150
SA	<b>160</b> 115 - 200	<b>110</b> 95 - 130	<b>130</b> 80 - 150	<b>130</b> 80 - 150	<b>120</b> 90 - 140	<b>100</b> 70 - 120

	Mechanical Drafter	Electrical Engineer	Electrical Designer	Electrical Drafter	Systems Safety Engineer	Reliability Engineer
NSW	<b>100</b> 70 - 130	<b>150</b> 80 - 190	<b>120</b> 70 - 160	<b>90</b> 60 - 130	<b>160</b> 120 - 200	<b>140</b> 90 - 180
WA	<b>90</b> 70 - 140	<b>150</b> 90 - 180	<b>130</b> 80 - 160	<b>110</b> 70 - 130	<b>170</b> 100 - 200	<b>150</b> 80 - 180
QLD	<b>120</b> 90 - 140	<b>160</b> 120 - 180	<b>150</b> 130 - 180	<b>120</b> 100 - 140	<b>160</b> 120 - 180	<b>150</b> 120 - 160
VIC	<b>115</b> 80 - 120	<b>175</b> 110 - 180	<b>150</b> 110 - 160	<b>130</b> 100 - 140	<b>200</b> 120 - 220	<b>145</b> 110 - 150
ACT	<b>120</b> 80 - 120	<b>185</b> 110 - 190	<b>168</b> 120 - 180	<b>145</b> 110 - 150	<b>210</b> 120 - 220	<b>145</b> 110 - 150
SA	<b>75</b> 65 - 80	<b>130</b> 90 - 150	<b>110</b> 75 - 120	<b>85</b> 70 - 90	<b>160</b> 120 - 200	<b>140</b> 110 - 160

### NOTES:

- All salaries shown are exclusive of superannuation

# DEFENCE

MAINTENANCE	Maintenance Manager	Licensed Aircraft Maintenance Engineer (LAME)	Aircraft Maintenance Engineer (AME)	Maintenance Planner/Scheduler
NSW	<b>140</b> 120 - 170	<b>120</b> 100 - 140	<b>85</b> 55 - 110	<b>130</b> 100 - 200
WA	<b>150</b> 100 - 180	<b>120</b> 100 - 140	<b>85</b> 55 - 110	<b>140</b> 80 - 160
QLD	<b>110</b> 100 - 130	<b>91</b> 90 - 110	<b>87</b> 80 - 90	<b>140</b> 100 - 150
VIC	<b>145</b> 110 - 150	<b>145</b> 90 - 150	<b>80</b> 55 - 90	<b>135</b> 80 - 140
ACT	<b>155</b> 120 - 160	<b>145</b> 100 - 150	<b>95</b> 65 - 100	<b>205</b> 130 - 210
SA	<b>125</b> 100 - 150	<b>100</b> 80 - 120	<b>85</b> 55 - 100	<b>100</b> 80 - 120

	Naval Technician	Technical Writer
NSW	<b>100</b> 70 - 140	<b>120</b> 80 - 150
WA	<b>120</b> 70 - 140	<b>130</b> 80 - 150
QLD	<b>120</b> 70 - 140	<b>130</b> 100 - 140
VIC	<b>85</b> 65 - 110	<b>140</b> 80 - 150
ACT	<b>100</b> 80 - 110	<b>130</b> 100 - 160
SA	<b>95</b> 80 - 110	<b>100</b> 80 - 120

LOGISTICS	Supply Chain Manager	Logistics Manager	ILS Manager	ILS Coordinator	ILS Analyst
NSW	<b>180</b> 140 - 200	<b>140</b> 95 - 175	<b>180</b> 160 - 220	<b>120</b> 100 - 140	<b>140</b> 90 - 160
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
QLD	<b>180</b> 130 - 250	<b>150</b> 100 - 160	<b>180</b> 140 - 250	<b>150</b> 100 - 160	<b>140</b> 100 - 150
VIC	<b>190</b> 110 - 200	<b>140</b> 100 - 150	<b>180</b> 160 - 250	<b>130</b> 80 - 140	<b>140</b> 90 - 150
ACT	<b>200</b> 160 - 220	<b>165</b> 130 - 190	<b>200</b> 150 - 240	<b>150</b> 100 - 160	<b>145</b> 100 - 160
SA	<b>160</b> 110 - 180	<b>140</b> 100 - 160	<b>180</b> 140 - 250	<b>115</b> 100 - 130	<b>120</b> 110 - 135

	ILS Engineer	ILS Modeller	Supply Support	Repairable Items
NSW	<b>140</b> 90 - 180	<b>140</b> 100 - 160	<b>100</b> 75 - 120	<b>120</b> 80 - 150
WA	<b>140</b> 90 - 160	<b>150</b> 100 - 170	<b>100</b> 80 - 120	<b>120</b> 90 - 140
QLD	<b>140</b> 100 - 160	<b>150</b> 100 - 160	<b>120</b> 100 - 150	<b>130</b> 100 - 150
VIC	<b>140</b> 120 - 160	<b>140</b> 100 - 150	<b>120</b> 80 - 130	<b>110</b> 90 - 120
ACT	<b>140</b> 120 - 160	<b>145</b> 100 - 150	<b>125</b> 80 - 130	<b>115</b> 90 - 130
SA	<b>160</b> 120 - 200	<b>140</b> 100 - 150	<b>115</b> 80 - 130	<b>110</b> 90 - 120

## NOTES:

- All salaries shown are exclusive of superannuation

# DEFENCE

MANUFACTURING	Manufacturing Manager	Manufacturing Engineer	Production Manager	Production Engineer
NSW	<b>140</b> 100 - 180	<b>110</b> 80 - 130	<b>120</b> 100 - 150	<b>110</b> 80 - 130
WA	<b>110</b> 90 - 140	<b>110</b> 80 - 130	<b>110</b> 90 - 140	<b>120</b> 80 - 140
QLD	<b>170</b> 100 - 180	<b>120</b> 100 - 140	<b>180</b> 100 - 190	<b>140</b> 100 - 150
VIC	<b>170</b> 100 - 180	<b>115</b> 80 - 130	<b>175</b> 110 - 190	<b>130</b> 100 - 140
ACT	<b>160</b> 90 - 170	<b>140</b> 80 - 150	<b>170</b> 110 - 190	<b>130</b> 100 - 140
SA	<b>145</b> 110 - 160	<b>120</b> 80 - 130	<b>145</b> 110 - 160	<b>120</b> 80 - 130

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

PROCUREMENT/COMMERCIAL	Director	Commercial Manager	Contract Manager	Contract Support
NSW	<b>250</b> 200 - 300	<b>170</b> 140 - 250	<b>160</b> 130 - 200	<b>110</b> 100 - 130
WA	<b>220</b> 180 - 220	<b>165</b> 140 - 250	<b>150</b> 120 - 180	<b>110</b> 100 - 130
QLD	<b>250</b> 200 - 300	<b>170</b> 150 - 190	<b>140</b> 120 - 150	<b>100</b> 90 - 120
VIC	<b>250</b> 200 - 300	<b>170</b> 150 - 200	<b>140</b> 130 - 160	<b>115</b> 90 - 130
ACT	<b>250</b> 220 - 330	<b>255</b> 145 - 255	<b>190</b> 115 - 220	<b>120</b> 100 - 120
SA	<b>240</b> 210 - 300	<b>180</b> 170 - 190	<b>130</b> 120 - 140	<b>100</b> 90 - 110

BIDS/BUSINESS DEVELOPMENT MANAGER	Sales Director	Business Development Manager	Bid Manager
NSW	<b>200</b> 160 - 250	<b>160</b> 140 - 200	<b>140</b> 120 - 160
WA	<b>200</b> 150 - 250	<b>160</b> 140 - 200	<b>140</b> 120 - 160
QLD	<b>220</b> 200 - 250	<b>160</b> 150 - 190	<b>120</b> 100 - 150
VIC	<b>160</b> 140 - 200	<b>160</b> 140 - 200	<b>150</b> 120 - 170
ACT	<b>260</b> 200 - 270	<b>190</b> 150 - 200	<b>140</b> 100 - 150
SA	<b>210</b> 200 - 250	<b>160</b> 150 - 180	<b>140</b> 130 - 150

## NOTES:

- All salaries shown are exclusive of superannuation

