

FINANCE 08/09

Salary

SALARY & EMPLOYMENT FORECAST

Michael Page
INTERNATIONAL

WELCOME

Welcome to the 2008/2009 Michael Page International Finance Salary & Employment Forecast.

Michael Page International is a world-leading specialist recruitment consultancy. Growing entirely organically, rather than by mergers or acquisitions, we now have over 5,000 people in 149 offices in 25 countries worldwide. Coming from all industry sectors, our clients range from market-leading multi-nationals to small and medium sized enterprises.

Our consistent organic growth strategy of investment through cycles is driving our growth in the specialist recruitment market in Australia. In just 23 years, we have grown to become one of the best-known and most respected recruitment consultancies and are proud to set the standard within our profession for specialist service, with a personal touch.

This year, the format of our Salary Survey has changed to reflect our growing business in Australia and make it easier for employers and candidates to stay abreast of current employment market and salary trends.

While a number of current industry surveys provide qualitative insight on hiring intentions and salary levels, the Michael Page International Salary & Employment Forecast combines both quantitative and qualitative research derived from our national survey of employers and job seekers and our extensive involvement in the professional labour market.

The national survey, completed by approximately 1,500 employers and 5,500 employees, covers a range of issues and trends relevant to today's corporate sector and establishes the Salary & Employment Forecast as a highly reputable report, based on in-depth national research.

The Finance Salary & Employment Forecast provides employers and candidates with useful insights into the hiring expectations, recruitment challenges and wage forecasts of key hiring managers in the finance profession over the coming year. You can also view the Salary & Employment Forecasts for the following key professions on our website:

- Financial Services
- Legal
- Marketing
- Sales
- Technology
- Human Resources
- Engineering & Manufacturing
- Procurement & Supply Chain
- Property & Construction
- Mining & Resources

I wish to thank everyone who contributed to this year's Salary & Employment Forecast and trust you find the new report helpful and informative. We welcome your feedback and encourage you to contact us for further information or market specific advice at www.michaelpage.com.au/contact-us.



Phillip Guest
Managing Director, Australia

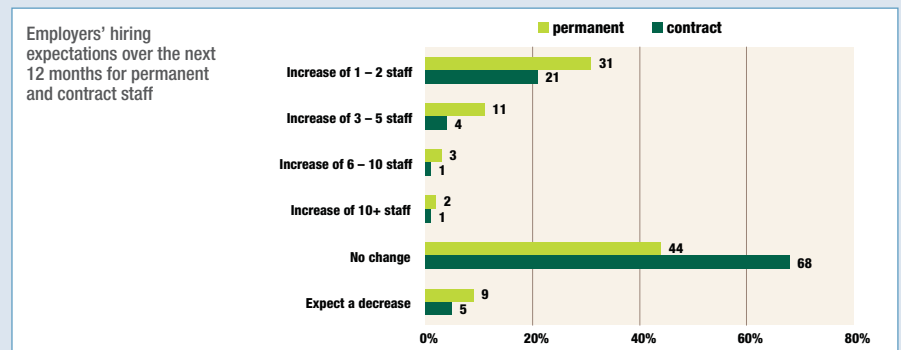
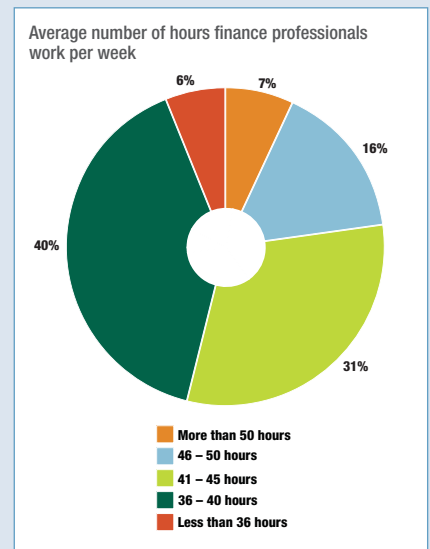
MARKET OVERVIEW

Predictions of slower global growth have not yet translated into a slowdown in recruitment activity across accounting and finance. The skills shortage has escalated over the last five years to critical levels and even a dampening in employment growth would not significantly reduce opportunities for finance professionals still in high demand.

All states across Australia are seeing shortages in the supply of accountants, with Western Australia and Queensland experiencing the greatest demand due to continued resources, mining and construction activity. Our survey results indicate that over 50% of employers plan to increase permanent headcount over the next 12 months.

The disparity between the number of people choosing to study accounting and the level of demand from employers is a major issue facing the industry. With the requirement for professionals increasing steadily over the next few years, more needs to be done to boost student numbers and promote accounting as an attractive career choice. Creating new pathways into the profession for people from non-accounting backgrounds is one approach which could help address the skills gap.

The global shortage of experienced accountants is making it increasingly difficult for Australian employers to retain talent. Younger accountants tend to be the most mobile and quality candidates with three to five year's experience are accepting positions in the UK and Asia, leaving our own markets desperate for mid-level professionals. The challenge for employers is to better educate staff on the career advantages of staying in Australia and meet their needs in terms of international secondments, to avoid losing them to competitors overseas.



SKILLS IN DEMAND

It is a buoyant employment market for accountants across all sectors with accounting one of the most impacted professions by the skills shortage. There is a lack of skilled candidates at the \$70,000 to \$120,000 salary level and the market for qualified professionals with four to eight year's experience is very active.

We are seeing strongest growth in the commerce sector with shortages most prevalent at the junior and mid-levels. Companies in Queensland are hiring finance and accounting staff to support growth due to continued investment in infrastructure, construction and property in Brisbane. Victoria and New South Wales also continue to experience high levels of demand.

Nationally, there is strong demand for statutory accountants, financial accountants, internal auditors and tax accountants due

to the growing complexity of tax laws and accounting reporting standards. As a result, candidates in these fields are able to negotiate higher salaries and benefits.

We are witnessing a growing trend in which contract staff are moving into permanent positions due to the number and quality of permanent roles on offer. As a result,

there is a limited supply of candidates for contract employment. Many organisations are employing professionals from overseas who are in Australia on working holiday visas to fill positions on a contract basis.

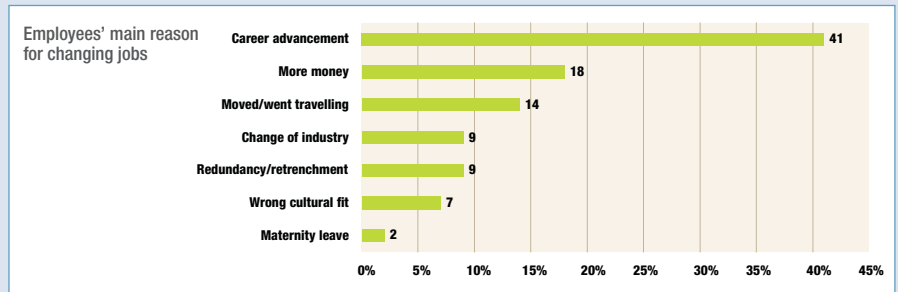
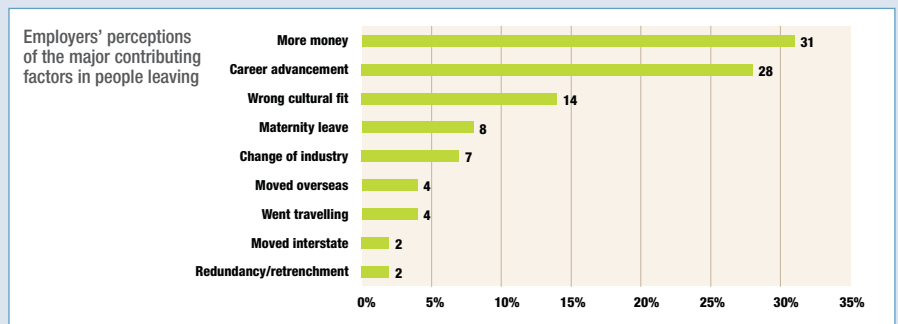


RECRUITMENT CHALLENGES

Although the overall mix of demand may change, we do not see any lessening of opportunities for accountants in Australia. Consequently, employers will need to be more aggressive in their recruitment strategies to attract and retain talent. With declining numbers of accounting graduates and the ageing workforce, it is important for employers to look at flexible work practices and initiatives aimed at boosting labour force participation rates.

The mature-age market is still relatively untapped and many employees at retirement age are willing to remain in the workforce for longer on a part-time or semi-retirement basis. Our survey results show that 69% of employers think the ageing workforce will have a moderate or significant impact on their organisation over the next three to five years. Given the significant shortage of accountants, organisations need to understand, communicate and champion the benefits of flexible work practices as a real solution to retaining mature-age workers.

In terms of attraction, organisations will be judged on their ability to sell the position and their organisation, as candidates are likely to be interviewed for multiple jobs. Employers will need to move quickly to secure talent ahead of competitors and we encourage companies to be flexible in terms of skill sets and experience to broaden the candidate pool. Given



that accounting skills are transferable across the globe, it is also important to consider candidates from overseas to address the domestic skills shortage.

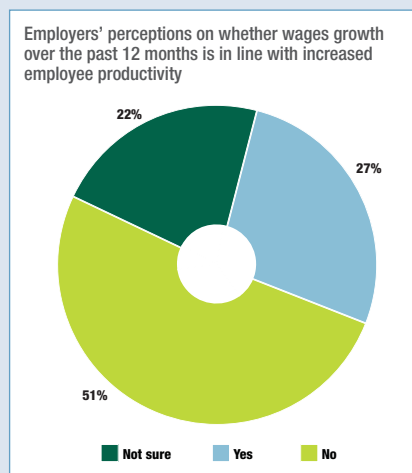
With regards to retention, 90% of employers surveyed see staff retention as an important focus for the year ahead. Today's accountants are looking for a new challenge or opportunity every 12–18 months and will change jobs if there is uncertainty over their

career path or a lack of interest in their career development preferences. Consequently, employers need to invest in career development to avoid unnecessary staff turnover and the loss of valuable resources.

WAGES INFLATION

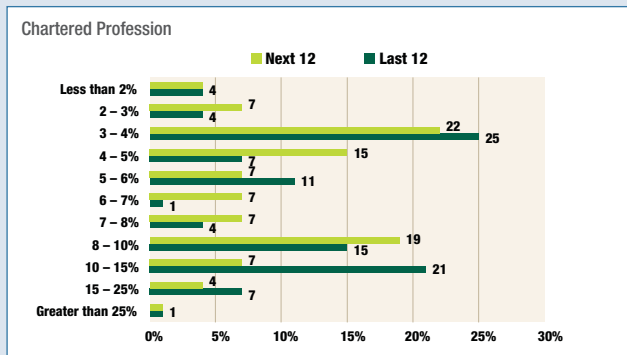
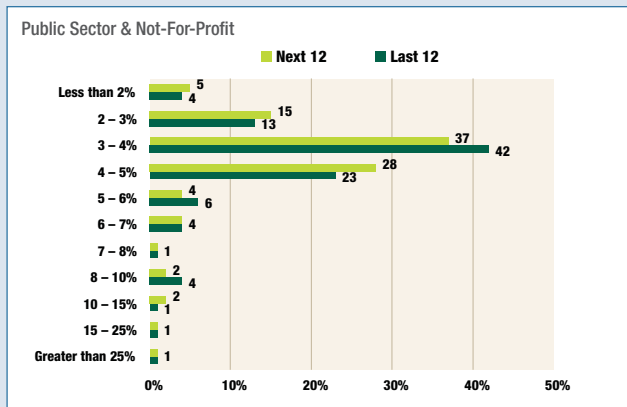
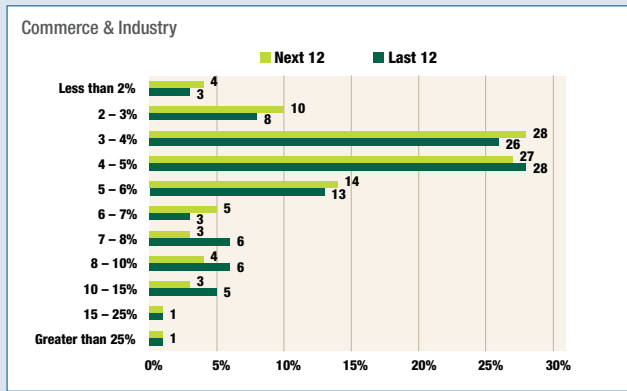
We expect salaries in the accounting and finance profession to continue to rise, albeit at a slower pace, over the next 12 months due to the ongoing skills shortage. The salary gap between states has narrowed significantly and accountants can now command comparable salaries nationally.

We predict salary increases of 3–6% for professionals remaining in the same job, with increases of up to 10% for candidates changing jobs in the coming year. Bonuses continue to be paid in addition to salary based on individual and company performance. As a guide, accountants earning under \$100,000 per year can expect bonuses of up to 10%, with up to 20% for those earning between \$100,000 and \$200,000 per year.



EMPLOYER SALARY PREDICTIONS

Percentage increase next 12 months VS last 12 months



SALARY TABLES
COMMERCE & INDUSTRY

State	NSW	NSW	VIC	VIC	WA	WA	QLD	QLD
Size of Company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ACCOUNTS CLERK, ACCOUNTS PAYABLE & ACCOUNTS RECEIVABLE								
0-1 year	40-50	45-55	35-40	35-45	35-50	40-50	45-50	45-50
1-2 years	45-55	45-55	35-45	40-50	40-50	45-55	45-50	45-50
2-5 years	50-70	55-80	45-55	50-60	50-60	52-60	45-50	45-55
ASSISTANT ACCOUNTANT								
0-2 years	50-60	55-65	45-55	55-65	45-50	45-55	45-50	45-55
2 years+	55-70	60-75	55-65	60-70	50-60	55-65	50-55	55-65
PAYROLL								
Payroll Officer	45-55	50-65	55-60	60-65	47-55	49-60	45-55	50-60
Payroll Supervisor	60-75	65-80	65-70	70-90	55-65	65-75	55-70	65-80
Payroll Manager	65-90	85-100	70-90	80-100	70-90	85-95	65-90	80-100
National Payroll Manager	85-110	100-150	85-110	110-130	85-115	100-140	85-110	100-140
INTERNAL AUDIT								
1-3 years	50-70	50-70	50-65	50-75	50-65	55-70	50-60	50-70
3-5 years	65-90	70-95	60-90	70-95	70-85	75-95	55-85	65-90
5-7 years	90-120	95-140	90-120	90-140	90-110	100-120	80-100	90-110
Manager	110-130	120-160	110-140	120-160	115-135	120-150	110-130	110-140
Head	N/A	180+	N/A	150+	N/A	160+	N/A	140+
TAX ADVISORY & COMPLIANCE								
1-3 years	45-65	45-70	50-65	55-75	50-70	55-80	44-70	45-75
3-5 years	60-100	75-105	65-90	75-95	70-90	80-100	65-95	70-110
5-7 years	110-150	110-160	90-120	100-140	90-110	100-125	85-115	95-130
Manager	130+	150+	120+	140+	110+	150+	110+	140+
Head	N/A	200+	N/A	180+	N/A	200+	N/A	150+
QUALIFIED FINANCIAL & CORPORATE ACCOUNTANT								
3-5 years	75-90	80-100	65-85	75-95	70-95	80-100	75-85	75-95
5-7 years	95-125	110-140	80-100	100-120	85-115	95-125	80-110	85-120
7 years+	110-130	130-150	90-110	120-140	100-130	110-140	90-130	110-130
QUALIFIED MANAGEMENT ACCOUNTANT & BUSINESS ANALYST								
3-5 years	75-90	85-105	70-85	70-100	70-90	80-100	75-95	80-100
5-7 years	85-120	90-130	80-100	90-120	85-115	95-125	80-100	90-120
7 years+	110-130	130-150	85-110	110-140	100-130	110-140	95-115	110-130
Manager	140+	160+	110+	130+	130+	140+	110+	130+
QUALIFIED SYSTEMS ACCOUNTANT								
3-5 years	75-90	85-105	65-80	70-90	70-85	75-95	75-90	80-95
5-7 years	85-120	90-130	70-90	85-110	80-100	90-105	85-105	85-115
7 years+	110-130	130-150	95-120	110-130	90-110	95-120	95-115	105-130
Manager	140+	160+	110+	120+	100+	120+	110+	130+
SENIOR MANAGEMENT								
Group Accountant	90-125	105-145	90-110	100-140	100-120	110-130	90-120	100-130
Finance Manager	100-140	130-175	90-120	100-140	90-130	120-150	100-120	100-140
Financial Controller	140-180	150-220	100-150	130-180	120-170	150-210	100-140	120-160
Company Secretary†	150+	150+	150+	150+	150+	170+	150+	150+
Finance Director/CFO†	200+	250+	150+	200+	160+	220+	150+	200+

Please note:

- Market rates are becoming much less homogeneous; while we have taken great care, these salary ranges can only be approximate guides. Since there are often specific circumstances relating to individual companies, please call us for additional information.
- These figures are generally the total remuneration (ie. cash, statutory superannuation component and benefits), excluding bonus/incentive schemes.
- In all categories the CA/CPA qualifications will lead to a premium in salaries earned (for example the salaries at the higher level in each band are likely to be earned).
- Small to medium companies are defined as having a turnover of less than \$100 million. Large companies are defined as having a turnover of more than \$100 million.
- Bonus/incentive schemes/stock options are becoming more common through the different levels of management and are not included in these figures.
- Roles marked N/A are not common in small to medium companies.

† Salaries at this level can vary widely depending on the individual's background and experience and the scope of the role. Please contact our Executive Search team for specific advice regarding salaries at the executive level.

PUBLIC SECTOR & NOT-FOR-PROFIT

State	NSW	NSW
Size of Company	Sml/Med	Large
Salary	\$'000	\$'000
ACCOUNTS CLERK, ACCOUNTS PAYABLE & ACCOUNTS RECEIVABLE		
0-1 year	38-45	42-50
1-2 years	45-55	50-60
Supervisor/Manager	55-70	60-80
ASSISTANT ACCOUNTANT		
0-2 years	48-58	52-65
2 years+	55-65	60-68
PAYROLL		
Payroll Officer	50-60	55-70
Payroll Supervisor	60-70	70-80
Payroll Manager	70-90	80-130
INTERNAL AUDIT		
1-3 years	45-70	50-70
3-5 years	65-90	70-95
5-7 years	90-120	95-140
Manager	110-130	120-160
Head	N/A	180+
IT AUDIT		
1-3 years	45-70	50-70
3-5 years	65-90	70-95
5-7 years	90-120	95-140
Manager	110-130	120-160
Head	N/A	180+
TAX ADVISORY AND COMPLIANCE		
1-3 years	45-65	45-70
3-5 years	60-100	75-105
5-7 years	110-150	110-160+
Manager	130+	150+
Head	N/A	200+
QUALIFIED FINANCIAL & CORPORATE ACCOUNTANT		
3-5 years	75-90	85-100
5-7 years	85-110	95-120
7 years+	105+	120+
Manager	130+	150+
QUALIFIED MANAGEMENT ACCOUNTANT & BUSINESS ANALYST		
3-5 years	80-95	85-105
5-7 years	100-120	105-125
7 years+	110-130	115-135
Manager	130+	150+
QUALIFIED SYSTEMS ACCOUNTANT		
3-5 years	65-80	75-90
5-7 years	80-100	85-105
7 years+	100+	125+
Manager	N/A	140+
SENIOR MANAGEMENT		
Group Accountant	75-90	85-110
Finance Manager	90-115	105-130
Financial Controller	110-140	120-160
Company Secretary†	110+	130+
Finance Director/CFO†	130+	150+

Please note:

- Market rates are becoming much less homogeneous; while we have taken great care, these salary ranges can only be approximate guides. Since there are often specific circumstances relating to individual companies, please call us for additional information.
- These figures are generally the total remuneration (ie. cash, statutory superannuation component and benefits such as Public Benevolent Institution Salary packaging), excluding bonus/incentive schemes.
- In all categories the CA/CPA qualifications will lead to a premium in salaries earned (for example the salaries at the higher level in each band are likely to be earned).
- Small to medium companies are defined as having a turnover of less than \$100 million. Large companies are defined as having a turnover of more than \$100 million.
- Bonus and incentive schemes are becoming more common through the different levels of management and are not included in these figures.
- Roles marked N/A are not common in small to medium companies.

† Salaries at this level can vary widely depending on the individual's background and experience and the scope of the role. Please contact our Executive Search team for specific advice regarding salaries at the executive level.

CHARTERED PROFESSION

State		NSW	VIC	WA	QLD
Salary		\$'000	\$'000	\$'000	\$'000
	Experience				
BUSINESS SERVICES					
Cadet/Trainee	0–1 year	30–35	30–35	30–35	30–35
Undergraduate	1–2 years	30–40	30–35	30–35	30–35
Undergraduate	2–4 years	30–50	30–40	35–40	35–40
Graduate	0–1 year	35–50	40–45	35–45	35–45
Intermediate	1–2 years	40–60	45–55	45–55	40–50
Senior (Part Qualified)	Minimum 2 years	50–65	50–60	55–65	50–60
Senior (Qualified)	Minimum 3 years	55–75	60–75	70–80	60–70
Supervisor/Assistant Manager	Minimum 4 years	70–90	70–90	85–95	70–85
Manager	Minimum 5 years	80–125	85–120	90–110	80–110
Senior Manager	Minimum 6 years	125+	120+	110+	110+
EXTERNAL/INTERNAL AUDIT					
Graduate	0–1 year	35–50	40–50	35–45	35–45
Intermediate	1–2 years	40–55	45–55	45–55	40–50
Senior (Part-qualified)	Minimum 2 years	50–60	50–60	50–60	50–60
Senior (Qualified)	Minimum 3 years	60–77	60–75	65–80	60–75
Supervisor/Assistant Manager	Minimum 4 years	75–90	75–95	80–90	75–85
Manager	Minimum 5 years	85–125	90–130	90–110	85–110
Senior Manager	Minimum 6 years	125+	120+	110+	110+
IT AUDIT/ COMPUTER ASSURANCE					
Graduate	0–1 year	40–50	40–50	35–45	35–45
Consultant	1–2 years	45–54	43–50	45–50	40–50
Senior (Part-qualified)	Minimum 2 years	50–70	50–60	50–60	50–60
Senior (Qualified)	Minimum 3 years	65–80	60–75	60–75	60–75
Supervisor/Assistant Manager	Minimum 4 years	75–90	65–80	75–90	75–85
Manager	Minimum 5 years	85–125	80–125	90–110	85–110
Senior Manager	Minimum 6 years	125+	120+	110+	110+
TAX					
Graduate	0–1 year	40–50	40–50	35–45	35–45
Consultant	1–2 years	50–60	45–55	45–60	40–55
Senior Consultant	2–4 years	55–80	55–75	60–80	55–70
Supervisor/Assistant Manager	4–5 years	75–90	75–90	75–90	70–85
Manager	Minimum 5 years	90–125	90–130	90–110	85–110
Senior Manager	Minimum 6 years	125+	125+	120+	110+
CORPORATE FINANCE					
Graduate	0–1 year	45–55	40–50	40–50	35–45
Consultant	1–2 years	50–70	50–60	50–65	45–55
Senior Consultant	2–4 years	65–80	60–75	65–80	55–70
Supervisor/Assistant Manager	4–5 years	75–100	75–95	80–95	70–85
Manager	Minimum 5 years	90–130	90–130	95–120	85–120
Senior Manager	Minimum 6 years	130+	125+	120+	120+
CORPORATE RECOVERY/ INSOLVENCY					
Graduate	0–1 year	40–50	40–46	35–45	35–45
Intermediate	1–2 years	40–54	45–50	40–50	40–50
Senior (Part Qualified)	2–3 years	55–70	50–60	50–60	50–60
Senior (Qualified)	3–4 years	65–80	60–75	60–75	60–70
Supervisor/Assistant Manager	4–5 years	75–95	70–90	75–90	70–85
Manager	Minimum 5 years	85–125	85–115	90–110	85–110
Senior Manager	Minimum 6 years	125+	115+	110+	110+

Please note:

1. Market rates are becoming much less homogeneous; while we have taken great care, these salary ranges can only be approximate guides. Since there are often specific circumstances relating to individual companies, please call us for additional information.
2. These figures are generally the total remuneration (ie. cash, statutory superannuation component and benefits), excluding bonus/incentive schemes.
3. In all categories the CA/CPA qualifications will lead to a premium in salaries earned (for example the salaries at the higher level in each band are likely to be earned).
4. Small to medium companies are defined as having a turnover of less than \$100 million. Large companies are defined as having a turnover of more than \$100 million.
5. Bonus/incentive schemes/stock options are becoming more common through the different levels of management and are not included in these figures.

Salary

SALARY & EMPLOYMENT FORECAST

SYDNEY

t +612 8292 2000 f +612 8292 2001

PARRAMATTA

t +612 8836 0700 f +612 8836 0701

CHATSWOOD

t +612 8292 2500 f +612 8292 2501

MELBOURNE

t +613 9607 5600 f +613 9607 5666

WHEELERS HILL

t +613 8562 5400 f +613 8562 5499

BRISBANE

t +617 3414 6100 f +617 3414 6101

PERTH

t +618 9215 9500 f +618 9215 9599

e enquiry@michaelpage.com.au