

Michael Page International

Salary & Employment Forecast

Opinions you can count on. **Information you can trust.**

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**Worldwide
leaders in
specialist
recruitment.**

Welcome

Welcome to the 2011/2012 Michael Page International Salary & Employment Forecast.

Michael Page International is a worldwide leader in specialist recruitment. Through our belief in organic growth, rather than by mergers or acquisitions, we have built a truly global business with over 4,500 people in 148 offices across 32 countries worldwide. We have evolved to become one of the best known and most respected recruitment consultancies in the world and are proud to set the standard within our profession for specialist service with a personal touch.

Coming from all major industry sectors, our clients range from market leading multinationals to small and medium sized enterprises.

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

Our national annual survey, completed by more than 1,400 employers this year, 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 Salary & Employment Forecast provides employers and job seekers with useful insights into the hiring expectations, recruitment challenges and wage forecasts of hiring managers over the coming year, and covers 13 key areas of specialisation as detailed below:

- Finance
- Financial Services
- Legal
- Marketing
- Sales
- Retail
- 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 will 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.

Kind regards,



Phillip Guest
Regional Managing Director,
Australia & New Zealand



Market Outlook

The white collar employment market in Australia, which proved resilient by global standards during the financial crisis, continues to perform strongly with consistent hiring demand across professional occupation groups.

On a national level, recruitment activity is being influenced by the resources boom and the resulting two-speed economy. In Western Australia and Queensland, there are severe skills shortages in the mining sector for skilled professionals like engineers, geologists and operations managers.

The extent of hiring activity in New South Wales and Victoria is positive, although not as buoyant in comparison with Western Australia and Queensland. With less direct benefit from the resources boom, companies in these states are more exposed to the risks of subdued consumer spending, the strong Australian dollar and potential for further interest rate rises over the coming year.

While these challenges will influence the pace of recruitment activity, the outlook for professional workers will remain positive on balance. Indeed, the broader jobs growth occurring in sectors like finance and professional services has played a crucial role in the economy's employment growth since the global financial crisis.

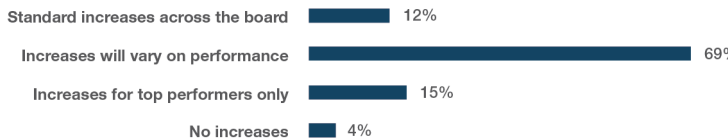
With respect to the professional employment market, the demand for skills is already exceeding supply in sectors like mining and resources. The resulting professional skills shortages are making it more difficult for employers to attract and retain the best talent in the market. Our annual employment survey, which this year includes responses from over 1,400 senior managers from Australia's corporate sector, reveals that 53% believe their business will be impacted by professional skills shortages in the next 12 months.

Most companies are reviewing salary levels as part of their retention strategy and the vast

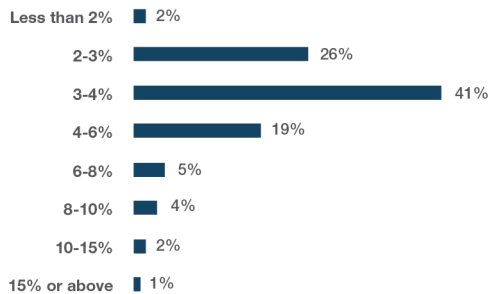
majority will be giving their employees pay increases over the next 12 months. However, some 69% of companies will vary the increase according to performance rather than offering a standard raise across the board. In relation to bonus payments, 72% of employers surveyed said bonuses would be awarded on a combined review of individual, team and company performance.

Given the low rate of unemployment and consistent demand for professionals, employers will be challenged over the coming year with respect to staff attraction and retention. The salaries and bonuses on offer will have to be competitive and companies will need to provide opportunities for career growth that are backed up with the required professional development and training. In sectors like mining and resources, where the supply of professionals falls well short of demand, companies will look increasingly to global markets in order to recruit the skills which are in short supply domestically.

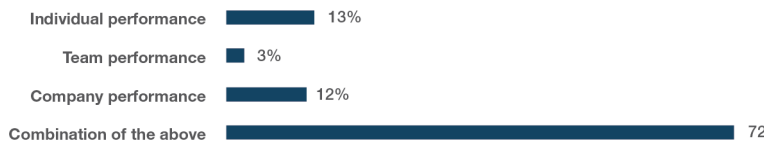
Salary increases over the next 12 months



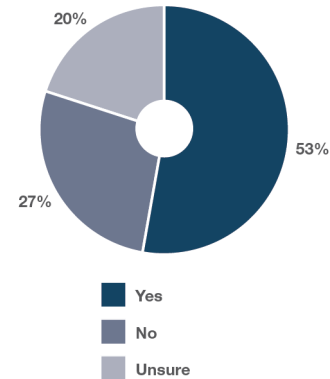
Average percentage salary increases



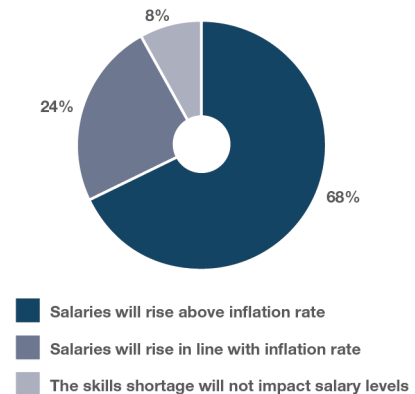
Basis for bonuses over the next 12 months



Professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries



Engineering & Manufacturing

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Salary & Employment Forecast

Engineering & Manufacturing

Improved economic conditions and increased consumer demand in 2010 is fuelling employment opportunities for manufacturing professionals this year. The requirement for engineering professionals is also rising as businesses invest in new products and projects across the market.

There is high demand for manufacturing professionals including Operations Managers, Production Managers and Shift Managers to facilitate the production of goods in the consumer sector and encourage high levels of team productivity. There is also a strong requirement for Electrical and Mechanical Engineers with experience in large scale

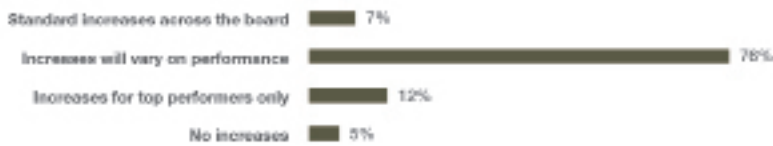
projects to support new investments in the telecommunications sector.

With the demand for skills exceeding the supply of engineering and manufacturing professionals, employers will be increasing salaries to retain top talent. Average salary increases of 3-4% will be awarded to manufacturing operations professionals, based on performance. For engineering professionals with experience in the mining, resources, oil and gas sectors, higher increases will be awarded on base salaries. Half of the employers surveyed in the engineering and manufacturing sectors will be awarding bonuses in the next 12 months as a retention

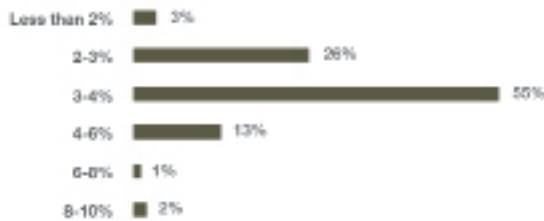
strategy for top performers. The vast majority (75%) of bonuses will be awarded based on a combination of individual, team and company performance. Only 9% of bonus payments will be made solely on the basis of individual performance.

If market conditions continue to improve, it is expected that hiring activity will steadily increase in the engineering and manufacturing sectors. There will be continual demand for skilled professionals that can drive business development in the booming economy, including Project Engineers, Continuous Improvement Managers and Six Sigma experts.

Salary increases over the next 12 months



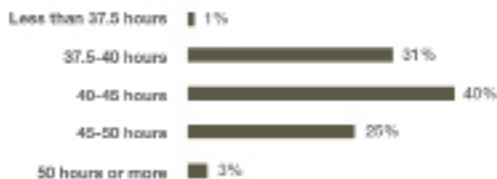
Average percentage salary increases



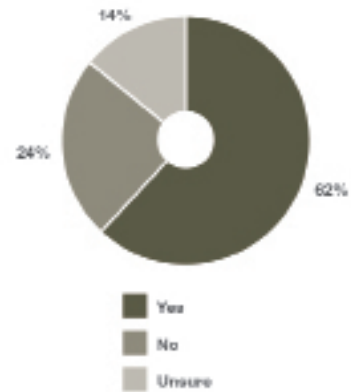
Basis for bonuses over the next 12 months



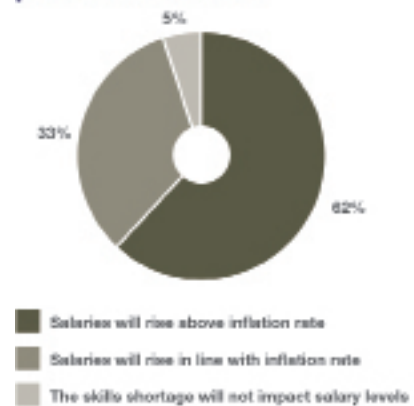
Average weekly working hours



Professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries



Engineering & Manufacturing

MANUFACTURING

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000		\$'000		\$'000	
ENGINEERING						
Graduate Engineer	50–60	55–65	40–50	40–60	40–50	45–55
Chemical/Mechanical/Electrical Engineer	70–105	75–115	50–95	70–110	55–80	70–110
Quality Engineer	55–90	65–105	60–80	70–105	55–80	75–100
Quality Manager	90–125	95–140	85–125	115–140	95–115	100–135
Lean Manufacturing Specialist	80–115	105–145	80–115	95–145	80–115	115–145
Project Engineer	70–105	80–125	65–80	70–105	70–95	80–115
Process Engineer	80–105	95–125	60–80	70–125	70–95	95–130
Packaging Engineer	80–115	85–125	80–100	80–125	80–105	95–125
Reliability Engineer	95–115	105–135	60–70	75–105	60–80	70–105
Engineering Manager	110–140	125–180	105–135	125–175	105–125	125–170
OPERATIONS						
Shift Supervisor	70–95	90–120	60–80	90–115	60–80	95–110
Production Engineer	80–105	95–115	70–90	80–115	70–80	80–115
Production Manager	100–130	115–135	80–125	105–130	80–100	115–145
Maintenance Manager	95–120	105–140	80–105	95–135	80–105	90–130
Reliability Manager	95–120	105–135	85–105	95–135	80–105	90–130
Plant Manager	93–113	134–175	93–129	124–175	93–129	124–165
Operations Manager	110–135	135–180	95–125	125–175	80–105	115–185
Operations Director	N/A	180–280	N/A	175–250	N/A	155–230

PROFESSIONAL SERVICES

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000		\$'000		\$'000	
DESIGN & CONSULTING						
Graduate Engineer	50–60	55–65	45–55	50–60	45–55	50–60
Design Engineer	65–90	80–115	60–80	60–115	60–80	70–105
Risk Engineer	70–90	80–125	70–80	75–115	70–95	80–120
Risk Manager	95–115	105–145	80–115	110–155	80–115	105–145
Process Improvement	80–115	125–175	80–115	100–165	70–115	105–145
Senior Design Engineer	115–135	125–145	110–125	115–155	110–125	115–145
Lead/Principal Engineer	125–165	155–185	125–165	155–185	125–135	144–155
Chief Engineer	125–175	165–180	120–170	155–170	125–145	145–165
Engineering Manager	145–185	165–220	155–185	175–205	135–145	155–175

Please note:

1. Salaries indicated are based on annual basic salary, excluding bonus/incentive schemes. 2. 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. 3. Consulting salaries in WA are largely influenced by pay rates in the resources sector and correlate strongly to salaries in this industry. The majority of work done in consulting engineering in WA is within the mining sector, hence please refer to our Mining & Resources Salary & Employment Forecast. 4. Market rates are becoming much less uniform. While we have taken great care, these salary ranges can only be approximate guides, as there are often specific circumstances relating to individual companies. Please call us for additional information. 5. Roles marked N/A in this report are not commonly found in the area specified.

Finance

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Finance

Over the last 12 months, the strengthening economy has driven increased business activity in the finance sector. This positive growth is fuelling employment opportunities for accounting and audit professionals who are required to assist the revenue generating teams within businesses.

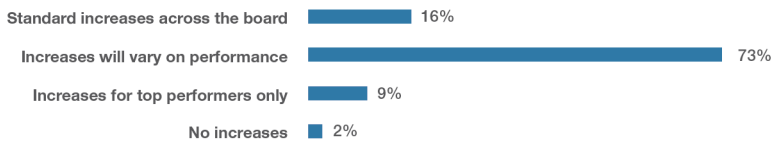
The highest demand is for Cost Accountants and Internal Auditors as companies increase their focus on revenue generation and cost efficiencies. We are also seeing a demand for Operational Accountants in the mining sector who can manage the requirements of joint venture agreements. Other areas of demand include CA or CPA qualified finance

professionals with three years of experience in large firms.

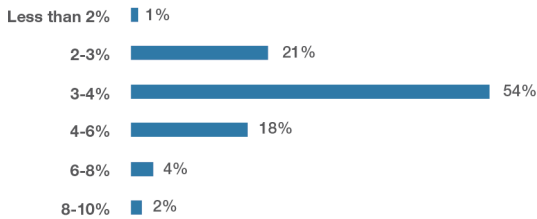
With the demand for finance skills exceeding supply, employers will be increasing salaries to attract and retain top talent. Average salary increases of 3–4% can be expected in an effort to retain talent. For professionals with skills in most demand, including tax and statutory reporting, as well as tax and project accounting, higher increases of up to 10% are anticipated. Above average salary increases will also be awarded to finance professionals with experience in the mining and resources sector to attract talent for growing sector activity in Western Australia.

Hiring activity will increase steadily across the finance sector over the next 12 months. Many companies will be in a position to increase their headcount when budgets are determined. There will be increased demand for mid-level finance operations professionals as companies look to re-establish the positions lost after the economic downturn. Employment opportunities will also increase for finance professionals in the mining and resources sectors as the demand for Australian commodities from China and India continues this year.

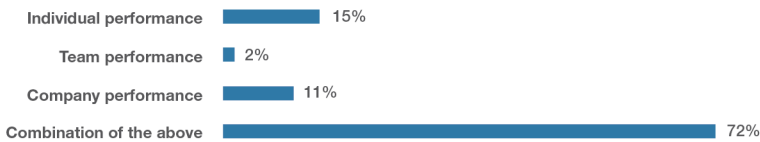
Salary increases over the next 12 months



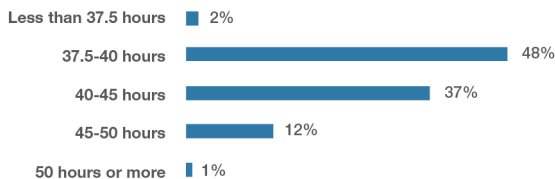
Average percentage salary increases



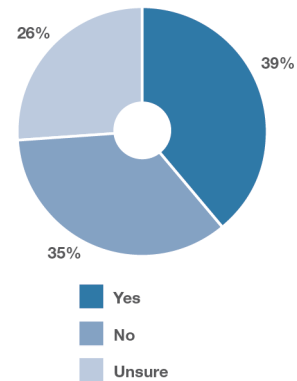
Basis for bonuses over the next 12 months



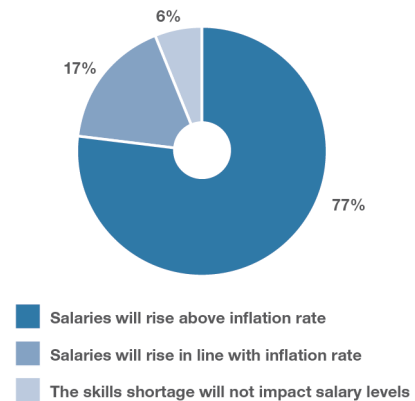
Average weekly working hours



Professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries



Finance

PUBLIC & NOT-FOR-PROFIT

State	All	
Size of Company	Sml/Med	Large
Salary	\$'000	\$'000
ACCOUNTS CLERK, ACCOUNTS PAYABLE & ACCOUNTS RECEIVABLE		
0–1 Year	41–49	46–55
1–2 Years	49–60	55–66
Supervisor/Manager	60–76	66–88
ASSISTANT ACCOUNTANT		
0–2 Years	53–63	57–71
2+ Years	60–71	66–74
PAYROLL		
Payroll Officer	55–66	60–76
Payroll Supervisor	66–76	76–88
Payroll Manager	76–98	88–142
INTERNAL AUDIT		
1–3 Years	49–76	55–76
3–5 Years	71–98	75–105
5–7 Years	95–125	95–140
Manager	115–140	125–170
Head	N/A	N/A
IT AUDIT		
1–3 Years	49–76	55–76
3–5 Years	71–98	76–104
5–7 Years	95–130	100–140
Manager	120+	130+
Head	N/A	N/A
TAX ADVISORY & COMPLIANCE		
1–3 Years	50–70	55–75
3–5 Years	68–90	78–95
5–7 Years	85–130	95–140
Manager	110+	120+
Head	N/A	N/A
QUALIFIED FINANCIAL & CORPORATE ACCOUNTANT		
3–5 Years	68–85	75–100
5–7 Years	80–100	95–120
7+ Years	90–120	120–150
QUALIFIED MANAGEMENT ACCOUNTANT & BUSINESS ANALYST		
3–5 Years	72–85	75–90
5–7 Years	80–100	90–120
7+ Years	90–115	110–145
Manager	105+	130+
QUALIFIED SYSTEMS ACCOUNTANT		
3–5 Years	68–82	72–90
5–7 Years	75–100	85–115
7+ Years	95–120	110–135
Manager	N/A	125+
SENIOR MANAGEMENT		
Group Accountant	82–98	93–121
Finance Manager	98–126	114–142
Financial Controller	110–155	131–175
Company Secretary	155+	160+
Finance Director/CFO	155+	180+

Please note:

1. Salaries indicated are based on an annual basic salary, excluding bonus/incentive schemes/stock options. 2. 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. 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. Market rates are becoming much less uniform. While we have taken great care, these salary ranges can only be approximate guides, as there are often specific circumstances relating to individual companies. Please call us for additional information. 5. Roles marked N/A in this report are not commonly found in the area specified.

Finance

PROFESSION

State		NSW	VIC	QLD	WA
Salary		\$'000	\$'000	\$'000	\$'000
BUSINESS SERVICES		Experience			
Cadet/Trainee	0-1 Year	30-38	29-36	28-35	28-35
Undergraduate	1-2 Years	33-38	31-36	30-35	30-35
Undergraduate	2-4 Years	33-43	31-41	30-40	35-45
Graduate	0-1 Year	42-48	40-46	39-45	42-50
Intermediate	1-2 Years	47-60	45-57	44-55	51-59
Senior (Part Qualified)	2-3 Years	55-65	52-62	50-60	57-68
Senior (Qualified)	3-4 Years	65-81	62-77	60-75	65-80
Supervisor/Assistant Manager	4-5 Years	76-98	72-93	70-90	75-98
Manager	5-6 Years	92-130	88-124	84-119	89-120
Senior Manager	6+ Years	130+	124+	119+	120+
EXTERNAL/INTERNAL AUDIT					
Graduate	0-1 Year	45-52	43-49	42-48	45-52
Intermediate	1-2 Years	48-60	46-57	45-55	55-63
Senior (Part Qualified)	2-3 Years	55-68	52-65	50-63	60-70
Senior (Qualified)	3-4 Years	65-81	62-77	60-75	68-80
Supervisor/Assistant Manager	4-5 Years	81-103	77-98	75-95	80-100
Manager	5-6 Years	98-141	93-134	90-130	95-130
Senior Manager	6+ Years	130+	124+	119+	120+
IT AUDIT/ COMPUTER ASSURANCE					
Graduate	0-1 Year	43-52	41-49	40-48	45-52
Consultant	1-2 Years	46-55	44-52	43-50	55-63
Senior (Part Qualified)	2-3 Years	55-65	52-62	50-60	49-65
Senior (Qualified)	3-4 Years	65-81	62-77	60-75	65-76
Supervisor/Assistant Manager	4-5 Years	70-87	67-82	65-80	67-84
Manager	5-6 Years	87-135	82-129	80-125	78-125
Senior Manager	6+ Years	130+	120+	125+	120+
TAX					
Graduate	0-1 Year	47-55	45-52	43-50	45-52
Consultant	1-2 Years	52-63	50-60	48-58	50-59
Senior Consultant	2-4 Years	63-81	60-77	58-75	57-85
Supervisor/Assistant Manager	4-5 Years	84-98	80-93	76-90	78-95
Manager	5-6 Years	98-141	93-134	90-130	90-125
Senior Manager	6+ Years	135+	129+	125+	128+
CORPORATE FINANCE					
Graduate	0-1 Year	47-60	45-55	44-54	45-55
Consultant	1-2 Years	58-68	55-65	53-63	53-62
Senior Consultant	2-4 Years	68-85	65-85	63-80	63-82
Supervisor/Assistant Manager	4-5 Years	85-110	82-105	79-95	80-100
Manager	5-6 Years	98-150	93-145	90-135	95-145
Senior Manager	6+ Years	145+	130+	125+	130+
CORPORATE RECOVERY/INSOLVENCY					
Graduate	0-1 Year	45-49	43-47	42-46	45-50
Intermediate	1-2 Years	48-55	46-52	45-50	47-57
Senior (Part Qualified)	2-3 Years	55-65	52-62	50-60	50-62
Senior (Qualified)	3-4 Years	65-81	62-77	60-75	59-80
Supervisor/Assistant Manager	4-5 Years	76-98	72-93	70-90	70-92
Manager	5-6 Years	92-125	88-118	84-115	90-120
Senior Manager	6+ Years	125+	118+	115+	120+

Please note:

1. Salaries indicated are based on an annual basic salary, excluding bonus/incentive schemes/stock options. 2. 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. 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. Market rates are becoming much less uniform. While we have taken great care, these salary ranges can only be approximate guides, as there are often specific circumstances relating to individual companies. Please call us for additional information. 5. Roles marked N/A in this report are not commonly found in the area specified.

Finance

COMMERCE & INDUSTRY

State	NSW		VIC		QLD		WA	
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 ASSISTANT								
Junior	41-52	46-57	41-52	46-57	41-46	41-52	40-55	45-58
Senior	46-57	52-62	46-57	52-62	46-57	52-59	50-58	55-65
ACCOUNTS PAYABLE								
Accounts Payable Officer	39-52	41-57	44-55	46-62	41-46	46-57	40-55	46-57
Supervisor	46-62	57-77	55-67	57-77	52-62	57-77	57-65	58-80
Manager	62-77	71-120	62-82	77-113	62-72	62-88	60-68	70-95
ACCOUNTS RECEIVABLE/CREDIT								
Accounts Receivable Officer	39-46	41-52	40-48	44-57	41-52	46-57	40-55	42-58
Credit Officer	46-57	49-65	42-57	49-62	41-52	46-57	41-57	46-65
Supervisor	52-67	57-72	60-70	65-77	52-67	62-72	55-67	65-75
Manager	67-82	72-110	67-90	77-103	62-77	67-98	62-82	72-100
National Credit/AR Manager	72-113	93-148	72-113	93-155	72-108	93-144	70-115	95-135
PAYROLL								
Payroll Officer	41-57	48-67	44-57	57-67	46-57	46-62	45-60	52-70
Supervisor	57-72	62-82	57-72	62-85	52-72	62-77	58-75	65-85
Manager	62-93	72-124	62-93	77-124	67-88	72-124	70-90	80-110
National Payroll Manager	88-113	103-155	88-113	103-165	82-113	98-155	82-115	100-130
INTERNAL AUDIT								
1-3 Years	58-70	58-81	55-67	55-77	53-65	53-75	55-65	50-65
3-5 Years	68-100	79-110	65-95	75-105	63-92	73-102	60-75	70-100
5-7 Years	100-131	100-152	95-125	95-145	92-120	92-140	100-120	100-150
Manager	120-156	130-180	115-150	125-170	111-145	120-165	110-130	120-180
Head	N/A	165+	N/A	155+	N/A	150+	N/A	150+
TAX ADVISORY & COMPLIANCE								
1-3 Years	58-73	63-84	55-70	60-80	53-68	58-78	50-70	55-75
3-5 Years	73-100	84-105	70-95	80-100	68-92	78-97	75-90	80-110
5-7 Years	100-142	110-152	90-135	100-145	92-131	102-141	90-130	98-150
Manager	119+	130+	115+	125+	110+	120+	115+	125+
Head	N/A	196+	N/A	185+	N/A	180+	N/A	180+
QUALIFIED FINANCIAL & CORPORATE ACCOUNTANTS								
3-5 Years	73-94	84-105	70-90	80-100	68-86	78-97	70-90	80-100
5-7 Years	90-110	110-135	85-105	100-130	82-101	102-120	80-110	100-130
7+ Years	100-140	130-160	95-120	125-150	91-116	120-145	95-120	125-150
QUALIFIED MANAGEMENT ACCOUNTANTS & BUSINESS ANALYSTS								
3-5 Years	79-94	79-110	75-90	75-105	73-86	73-102	70-85	70-100
5-7 Years	89-109	100-131	85-105	95-125	82-100	92-120	80-100	90-120
7+ Years	94-125	121-157	90-119	115-150	86-116	112-146	90-120	120-150
Manager	108+	140+	105+	135+	100+	125+	110+	130+
QUALIFIED SYSTEMS ACCOUNTANTS								
3-5 Years	73-89	79-100	70-84	75-95	68-82	73-92	68-82	75-95
5-7 Years	78-105	94-126	80-100	90-120	72-97	86-117	80-95	85-110
7+ Years	105-135	110-140	100-125	115-140	95-120	110-135	100-125	100-145
Manager	108+	118+	105+	125+	103+	120+	110+	150+
SENIOR MANAGEMENT								
Group Accountant	100-131	110-152	95-125	105-145	92-120	102-141	90-120	105-155
Finance Manager	100-142	115-155	95-140	105-150	92-131	102-141	100-135	120-180
Financial Controller	115-168	142-200	110-160	135-195	101-155	131-185	110-160	145-220
Company Secretary	165+	165+	160+	160+	150+	150+	160+	160+
Finance Director/Chief Financial Officer	165+	220+	160+	200+	150+	200+	160+	220+

Please note:

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Financial Services

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Information you can trust.

Financial Services

Over the last 12 months global economic conditions have strengthened, which has increased business activity in the financial services sector. This positive growth is fuelling employment opportunities for skilled and talented professionals.

With improved confidence within global markets, international banks with a presence in Australia have had an increased remit to hire. It is important to note however that a number of the investment banks at this point are top heavy, translating to complexities in succession planning. Whilst there has not been a significant lift in the volume and scale of merger, acquisition or IPO transactions in the market, the appetite for experienced

investment banking professionals at the Analyst or Associate level with corporate finance or project finance experience is notable.

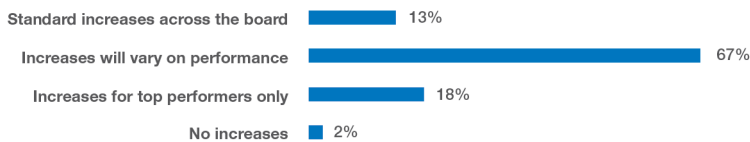
The retail banks have been vocal about their aggressive growth plans within the wealth management space, which is leading to demand for experienced Advisors, Financial Planners and key support functions in this area. In addition, investment projects have been reinstated presenting opportunities for high quality contractors with experience in process re-engineering and project management.

From a supply perspective, positive economic conditions have led to a valuable stream of Australians returning to Sydney and Melbourne

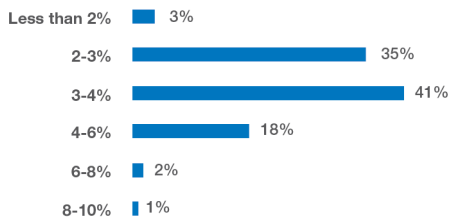
from the financial services hubs of Hong Kong, London and Singapore. The scale and depth of their experience has typically resulted in them seamlessly transitioning into employment within the local market.

With the demand for skilled financial services professionals expected to exceed supply shortly, employers are increasing salaries to attract and retain top talent. Average salary increases of 3–4% will be awarded to retain staff, with higher increases expected for top performers. Above standard increases will be awarded to attract financial services professionals with skills in higher demand.

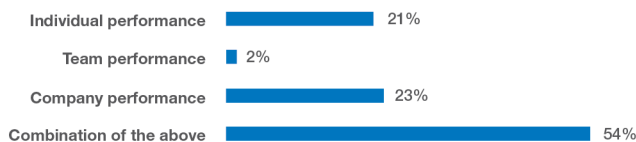
Salary increases over the next 12 months



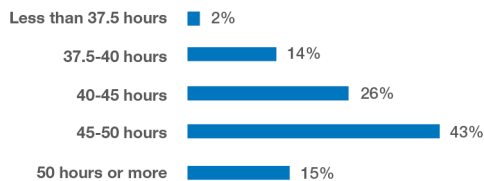
Average percentage salary increases



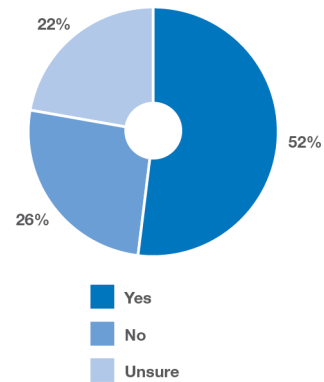
Basis for bonuses over the next 12 months



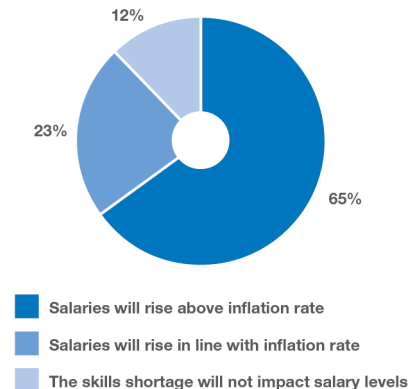
Average weekly working hours



Professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries



Financial Services

BANKING & FINANCIAL SERVICES

State	NSW	VIC	QLD	WA
Salary	\$'000	\$'000	\$'000	\$'000
FINANCIAL/MANAGEMENT ACCOUNTING				
Graduate	47–55	45–52	44–52	45–52
Assistant Accountant (Graduate 1–2 Years)	47–65	45–62	44–60	45–62
Part Qualified CA/CPA	55–75	50–70	55–70	55–70
Newly Qualified CA/CPA	82–93	77–88	75–86	77–91
CA/CPA qualification (3–5 Years)	102–120	95–115	95–115	97–115
CA/CPA qualification (5–9 Years)	120–150	115–141	113–140	115–150
FINANCIAL CONTROLLER				
Small Financial Institution	150–180	140–175	140–170	150–180
Large Financial Institution	150–200+	140–200+	140–200+	150–200+
CFO/HEAD OF FINANCE/FINANCE DIRECTOR				
Small Financial Institution	180–250+	160–220+	150–200+	160–210+
Large Financial Institution	220–300+	180–300+	200+	220+
FUND ACCOUNTING				
Graduate Fund Accountant	47–55	45–52	44–52	45–52
Fund Accountant (1–2 Years)	50–65	50–65	45–55	45–55
Fund Accountant (2–4 Years)	65–90	65–90	55–80	55–80
Manager	90–130	90–120	80–120	80–120
Senior Manager	120–160	115–150	120–150	120–150
PRODUCT CONTROL				
Product Controller	80–95	70–85	70–100	70–100
Senior Product Controller	90–120	80–115	80–110	80–110
Manager	140–180	120–170	110–165	120–170
Head of Product Control	200+	180+	150+	160+
INTERNAL AUDIT				
Auditor (1–3 Years)	60–85	60–85	45–70	50–75
Senior Auditor (4–5 Years)	90–110	90–110	70–100	70–110
Manager	110–150	110–130	100–120	110–130
Senior Manager	150–180	130–170	130–150	130–160
Head of Audit	200+	170+	150+	160+
TAX				
Tax Accountant (1–3 Years)	60–85	50–85	50–75	50–75
Senior Tax Accountant (4–5 Years)	85–120	85–110	75–110	80–120
Tax Manager (5+ Years)	120–160	110–160	110–150	110–150
Head of Tax	200+	200+	180+	200+
FUNDS ADMINISTRATION				
Funds Administrator (0–2 Years)	50–60	48–55	40–55	40–55
Unit Pricing/Analyst	55–75	55–65	55–65	52–65
Account Manager/Team Leader	65–80	60–75	60–75	60–78
Senior Account Manager/Manager	80–100	70–100	70–95	70–95
Client Service Manager	80–130	80–115	75–110	75–115
CORPORATE ACTIONS				
Junior (1–2 Years)	55–65	50–60	50–58	50–55
Senior	70–85	68–80	65–75	65–80
Supervisor	85–95	80–90	80–90	80–90
Manager	95–120	87–115	80–105	82–107

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Financial Services

BANKING & FINANCIAL SERVICES

State	NSW	VIC	QLD	WA
Salary	\$'000	\$'000	\$'000	\$'000
OPERATIONS				
Entry Level (0–1 Year)	45–55	40–50	40–50	40–50
Junior (1–2 Years)	55–65	40–50	40–50	40–50
Senior (2–3 Years)	75–85	55–65	50–60	55–65
Supervisor	80–95	65–80	60–70	60–70
Manager	95–120	70–120	70–100	70–100
Senior Manager/Head of Operations	140–200	110–180+	100–150+	100–150
ISDA Confirmations	45–65	45–65	45–60	45–62
Trade Support	60–90	55–70	55–68	55–65
Operational Risk	85–150+	85–150	85–140	85–140
FINANCIAL PLANNING				
Paraplanner	66–72	66–70	60–66	60–66
Financial Planner	68–75	68–71	63–66	58–65
Senior Financial Planner	95–103	93–99	87–93	81–87
Practice Manager	155–170	153–170	142–163	135–153

FRONT OFFICE - CREDIT RISK

State	All
Salary	\$'000
CORPORATE/INSTITUTIONAL BANKING	
Credit Analyst (1–3 Years)	70–105
Senior Credit Analyst (3–7 Years)	120–155
Associate Director Credit (8+ Years)	155+
Director	220+
BUSINESS BANKING	
Credit Analyst	70–95
Credit Manager	100+

FRONT OFFICE - RELATIONSHIP MANAGEMENT/BUSINESS DEVELOPMENT

State	All
Salary	\$'000
CORPORATE/INSTITUTIONAL BANKING	
Manager/Associate Director	125–180
Director	200+
BUSINESS BANKING	
Relationship Manager (1–5 Years)	85–135
Senior Relationship Manager (5+ Years)	135+

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Financial Services

FRONT OFFICE - CORPORATE FINANCE/ADVISORY

State	All
Salary	\$'000
PROJECT FINANCE/ADVISORY	
Analyst/Executive (1–3 Years)	85–115
Manager (3–6 Years)	115–170
Associate Director (6+ Years)	170–220
Director	230+
INVESTMENT BANKING	
Analyst/Executive (1–3 Years)	85–135
Associate/Manager (3–8 Years)	125–155
Associate Director (8+ Years)	155–220
Director	250+

FRONT OFFICE - EQUITY RESEARCH/CAPITAL MARKETS

State	All
Salary	\$'000
EQUITIES RESEARCH	
Assistant Analyst	85–145
Analyst	145–200
Senior Analyst/Lead Analyst	200+
EQUITY CAPITAL MARKETS	
Analyst	85–115
Manager	115–150
Associate Director	150–190
Director	220+

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Human Resources

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Michael Page International

Salary & Employment Forecast

Human Resources

Strong business growth over the last 12 months is fuelling rising demand for human resource professionals. As more companies increase their headcount, the demand for skilled professionals is rising to help support recruitment activity and manage internal talent retention.

We are seeing the highest demand for senior human resources professionals with skills in change management and organisational management, training and development, and business partnering. These professionals are required to manage team restructures as employers expand their revenue generating capacities and encourage team productivity in an improving market. There is also a demand

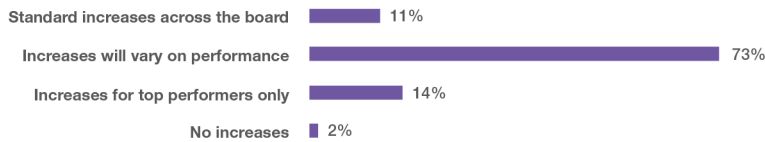
for Human Resource Officers/Coordinators, OH&S Consultants and Internal Recruitment roles at the junior to mid-level. These professionals are required to coordinate talent management programs and develop internal staff, as talent retention becomes a major focus for employers.

As more companies look to rebuild their human resources functions, employers will be increasing salaries in an effort to attract and retain highly skilled professionals. Average salary increases of 3–4% can be expected in an effort to retain staff, with counter offers also becoming more common. To attract professionals with skills in highest demand,

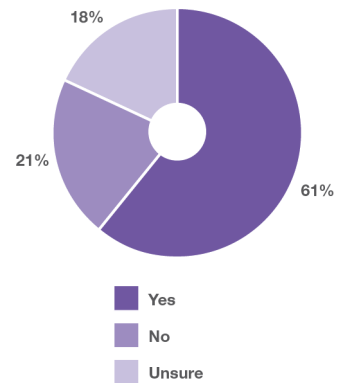
including organisational development, training and development and business partnering, increases of up to 10% will be offered.

If companies continue to recruit heavily over the next 12 months, they will need to expand their human resources capabilities in order to manage the hiring process. This will drive demand for professionals in areas such as internal recruitment. As the demand for specialist skill sets increases, retention will continue to be a key focus for employers. Professionals with skills in areas such as learning and development will be increasingly required to help establish programs to retain top performers.

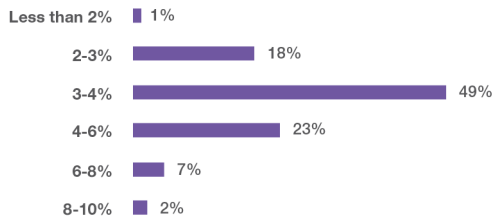
Salary increases over the next 12 months



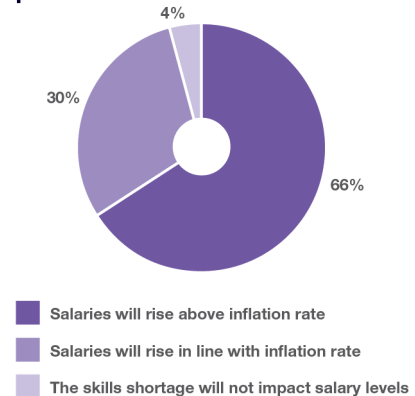
Professional skills shortage in the next 12 months



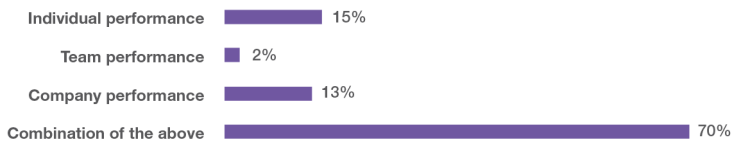
Average percentage salary increases



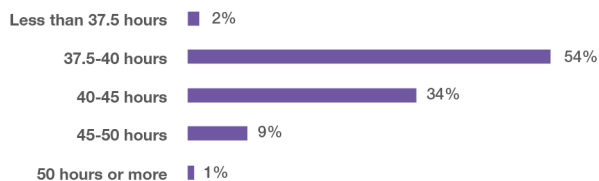
Skills shortage placing upwards pressure on salaries



Basis for bonuses over the next 12 months



Average weekly working hours



Human Resources

State	NSW				VIC			
Experience	1-2 Years		3+ Years		1-2 Years		3+ Years	
Size of Company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
HR Graduate	40-50	45-60	N/A	N/A	40-50	45-60	N/A	N/A
HR Coordinator/HR Admin/L&D Coordinator	50-60	50-60	55-65	60-70	40-55	45-60	55-65	60-70
HR Advisor	65-75	65-80	70-90	75-95	60-75	65-80	70-90	75-95
Trainer/Facilitator	60-75	60-80	70-80	75-90	60-75	60-80	70-80	75-90
L&D Consultant	65-80	75-85	75-90	80-100	60-80	75-85	70-85	75-100
L&D Instructional Designer	70-85	80-110	80-110	90-120	70-85	80-110	80-110	100-150
L&D Manager	80-105	95-125	100-140	125-180	80-105	95-125	100-140	125-200
Remuneration & Benefits Advisor/Consultant	70-90	80-100	80-100	100-150	75-90	85-95	80-100	100-150
Remunerations & Benefits Manager	95-115	120-165	125-165	155+	95-115	120-165	140-185	155+
HR Payroll	55-65	60-70	65-75	70-90	50-60	55-65	55-70	70-90
HR Payroll Manager	70-90	75-100	85-120	120-140	70-90	75-100	85-120	120-140
ER/IR Advisor	75-85	75-90	80-95	80-100	65-75	75-85	70-85	75-100
ER/IR Manager	85-110	90-125	110-140	125-180	70-95	85-110	100-140	130-240
HRIS Specialist	70-90	75-95	80-120	100-150	70-90	75-95	80-120	100-150
Internal Recruitment	55-65	65-80	70-85	70-120	50-60	55-70	70-85	70-120
Internal Recruitment Manager	85-100	95-115	100-135	120-250	85-100	95-115	100-135	120-250
OH&S Consultant	65-75	70-90	75-100	80-110	65-75	65-90	75-100	80-110
OH&S Manager	90-115	100-125	110-135	115-185	90-115	100-125	110-135	105-185
HR Consultant/Business Partner	75-85	85-110	80-100	90-130	65-85	85-110	75-100	90-130
HR Manager	90-125	95-135	90-130	110-160	90-125	100-135	115-155	125-195
HR Director	135-180	150-255	150-250	250+	135-225	185-255	150-250	250+

State	QLD				WA			
Experience	1-2 Years		3+ Years		1-2 Years		3+ Years	
Size of Company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
HR Graduate	40-50	45-60	N/A	N/A	45-55	40-60	N/A	N/A
HR Coordinator/HR Admin/L&D Coordinator	40-55	45-60	55-65	60-70	50-60	55-70	52-62	57-67
HR Advisor	60-75	65-80	70-90	75-95	65-75	60-90	70-100	75-120
Trainer/Facilitator	60-75	60-80	70-80	75-90	55-85	65-90	70-95	75-107
L&D Consultant	60-80	75-85	70-85	75-100	65-85	70-95	75-100	80-115
L&D Instructional Designer	70-85	80-110	80-110	100-150	65-90	75-95	80-105	95-155
L&D Manager	80-105	95-125	100-140	125-200	85-100	105-130	105-147	136-210
Remuneration & Benefits Advisor/Consultant	75-90	85-95	80-100	100-150	65-85	85-95	80-125	90-140
Remunerations & Benefits Manager	95-115	120-165	140-185	155+	95-125	125-180	140-185	160+
HR Payroll	50-60	55-65	55-70	70-90	50-70	55-75	60-85	60-90
HR Payroll Manager	70-90	75-100	85-120	120-140	70-95	75-110	85-130	120-150
ER/IR Advisor	65-75	75-85	70-85	75-100	65-75	75-85	70-85	75-100
ER/IR Manager	70-95	85-110	100-140	130-240	75-110	85-125	100-150	140-250+
HRIS Specialist	70-90	75-95	80-120	100-150	70-90	75-95	80-120	100-150
Internal Recruitment	50-60	55-70	70-85	70-120	50-60	55-70	70-85	70-120
Internal Recruitment Manager	85-100	95-115	100-135	120-250	85-100	95-115	100-135	120-250
OH&S Consultant	65-75	65-90	75-100	80-110	65-75	65-90	75-100	80-110
OH&S Manager	90-115	100-125	110-125	105-185	90-115	100-125	110-135	105-185
HR Consultant/Business Partner	65-85	85-110	75-100	90-130	70-95	85-120	80-115	95-145
HR Manager	90-124	103-134	113-155	124-170	90-124	105-140	115-165	125-180
HR Director	135-225	185-255	150-250	250+	140-225	185-255	150-250	250+

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Legal

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Legal

Strengthening economic conditions over the last 12 months have had a positive impact on the employment market for legal professionals. Opportunities in the sector continue to grow as more international and domestic firms, and large companies expand the size of their in-house teams.

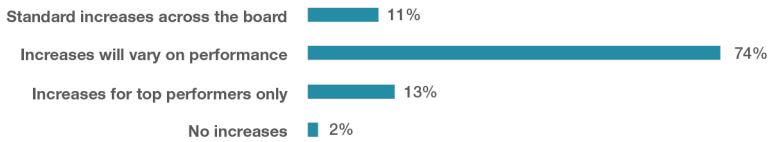
The highest demand is for skilled professionals who can manage business investments in property and construction projects, particularly with growing sector activity in Victoria. There is also a strong requirement for Project Finance Lawyers with sales, leasing and acquisitions experience who are responsible for the management of large scale commercial projects.

Energy and Resources Lawyers are also highly sought after. These professionals are increasingly required to help companies manage in-house legal affairs when commencing new projects. Opportunities in this area are particularly strong in Western Australia and Queensland.

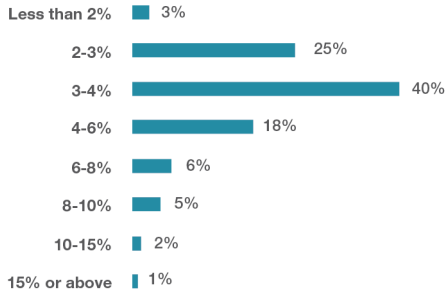
With the demand for skills exceeding the supply of professionals, employers are increasing salaries. Average salary increases of 3–4% will be awarded in an effort to retain staff. For in-house employees with in-demand skills sets, increases of 10–15% can be expected. Above average increases of 4–8% will be awarded to top performers working in law firms.

Hiring activity is expected to continue at a steady pace over the next 12 months across all levels of the legal sector. The highest demand will be for skilled professionals with experience in project management and dispute resolution, particularly as business activity rises in the property and construction sectors. There will also be a continued requirement for in-house senior construction lawyers with strong transactional experience, as well as junior to mid-level professionals with public-private partnership experience. These professionals will be required to manage relationships within the growing construction sector.

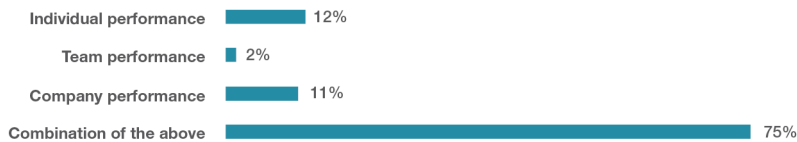
Salary increases over the next 12 months



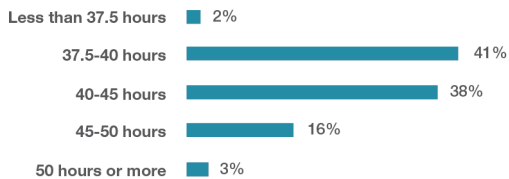
Average percentage salary increases



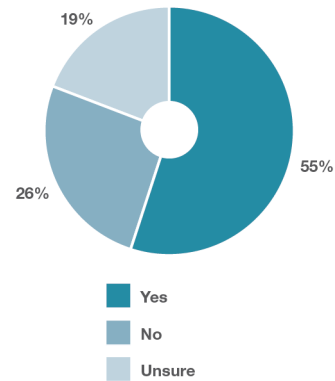
Basis for bonuses over the next 12 months



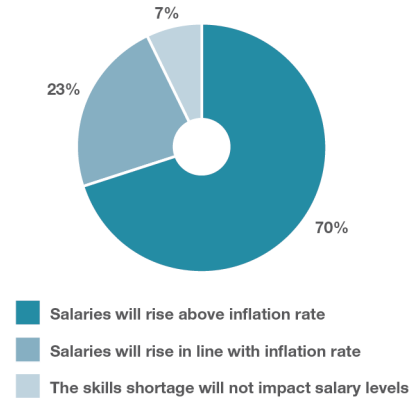
Average weekly working hours



Professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries



Legal

IN HOUSE - BANKING & FINANCIAL SERVICES GENERAL COUNSEL

State	NSW	VIC	NSW	VIC
Size of Company	Sml/Med		Large	
Salary	\$'000	\$'000	\$'000	\$'000
Financial Services	210-320	200-300	280-380+	250-370+
Retail Banking	210-320	200-300	280-400+	270-370+
Institutional Banking	210-320	210-300	280-400+	270-370+
Funds/Investment Management	230-340	220-320	280-410+	260-370+
Financial Markets	230-340	220-320	280-410+	270-380+

LEGAL COUNSEL

State	NSW	VIC	NSW	VIC	NSW	VIC	NSW	VIC
Experience	0-2 Years	0-2 Years	2-5 Years	2-5 Years	5-10 Years	5-10 Years	10+ Years	10+ Years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Services	70-105	65-100	95-150	90-140	130-205	125-200	150-225	140-220
Retail Banking	70-100	65-95	95-160	90-140	130-205	125-200	150-225	140-220
Institutional Banking	75-105	70-100	95-150	90-140	140-210	130-200	160-240	155-230
Funds/Investment Management	80-110	75-105	100-160	95-150	145-225	140-220	170-260	160-250
Financial Markets	85-105	80-100	100-160	95-150	140-230	130-220	170-260	160-250

HEAD OF COMPLIANCE

State	NSW	VIC	NSW	VIC
Size of Company	Sml/Med		Large	
Salary	\$'000	\$'000	\$'000	\$'000
Financial Services	180-240	170-220	240-350	220-320
Retail/Institutional Banking	180-240	170-220	240-350	220-320
Funds/Investment Management	180-240	170-220	240-350	220-320
Financial Markets	190-230	180-220	250-360	230-340
IT&T/Energy	180-220	170-220	220-320	210-310

COMPLIANCE

State	NSW	VIC	NSW	VIC	NSW	VIC	NSW	VIC
Experience	0-2 Years	0-2 Years	2-5 Years	2-5 Years	5-10 Years	5-10 Years	10+ Years	10+ Years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Services	55-105	50-100	85-145	80-135	115-185	110-180	155-220	150-210
Retail/Institutional Banking	55-100	50-95	80-130	75-125	115-180	110-170	155-220	150-210
Funds/Investment Management	60-100	55-110	100-150	95-145	125-190	120-185	165-220	160-215
Financial Markets	60-105	55-100	100-150	95-145	125-200	120-190	165-240	160-230
IT&T/Energy	55-95	50-90	90-135	85-130	115-180	110-170	155-200	150-195

IN HOUSE - COMMERCE, INDUSTRY & PUBLIC SECTOR GENERAL COUNSEL

State	NSW	VIC	NSW	VIC
Size of Company	Sml/Med		Large	
Salary	\$'000	\$'000	\$'000	\$'000
IT/Telcos	200-250+	200-230+	250-350+	250-340+
Retail/FMCG	190-230+	190-230+	240-320+	230-300+
Manufacturing/Industrial	190-230+	190-220+	230-320+	230-300+
Energy/Resources	200-250+	200-230+	270-350+	250-350+
Property/Construction	200-250+	200-240+	270-350+	250-350+
Public Sector	140-180+	140-170+	180-240+	170-220+

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Legal

LEGAL COUNSEL

State	NSW	VIC	NSW	VIC	NSW	VIC	NSW	VIC
Experience	0-2 Years	0-2 Years	2-5 Years	2-5 Years	5-10 Years	5-10 Years	10+ Years	10+ Years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
IT/Telcos	60-100	60-95	90-150	90-160	150-210	150-210	180-250+	180-230+
Retail/FMCG	60-100	60-90	90-140	90-150	140-200	140-210	170-230+	170-220+
Manufacturing/Industrial	60-100	60-95	90-140	90-150	140-190	140-200	170-220+	170-200+
Energy/Resources	70-110	70-100	95-165	90-170	150-220	150-220	190-250+	200-230+
Property/Construction	70-110	70-100	95-165	90-170	150-220	150-220	190-250+	190-240+
Public Sector	50-85	50-70	70-120	70-120	120-160	110-160	140-180+	140-170+

COMPANY SECRETARY

State	All			
Experience	0-2 Years	2-5 Years	5-10 Years	10+ Years
Salary	\$'000	\$'000	\$'000	\$'000
SME	N/A	75-120	120-150+	150+
Mid Cap	N/A	85-130	140-180+	180+
ASX 100	N/A	90-145	150-240+	250+

ASSISTANT COMPANY SECRETARY

State	All			
Experience	0-2 Years	2-5 Years	5-10 Years	10+ Years
Salary	\$'000	\$'000	\$'000	\$'000
SME	50-75	75-100	95-130	120+
Mid Cap	50-85	85-110	100-130	125+
ASX 100	60-90	90-130	120-170	160+

PRIVATE PRACTICE

State	NSW	VIC	NSW	VIC
Tier	Mid Tier	Mid Tier	Top Tier	Top Tier
Salary	\$'000	\$'000	\$'000	\$'000
Graduate Lawyer	55-75	55-70	60-75	60-75
1st Year PQE	70-85	65-80	70-90	70-85
2nd Year PQE	80-90	80-90	85-95	85-95
3rd Year PQE	85-105	85-100	95-115	95-110
4th Year PQE	100-120	95-115	110-130	110-125
5th Year PQE	115-135	110-130	125-160	125-150
5-10 Years PQE	130-220	125-220	150-250	150-250
Special Counsel	190+	190+	210+	200+

BOUTIQUE

State	NSW	VIC
Salary	\$'000	\$'000
Junior	50-75	45-70
Mid-Level	75-105	65-100
Senior Associate	100-155	95-140
Partner	160+	160+

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Marketing

Opinions you can count on.
Information you can trust.

Marketing

Demand for marketing professionals has increased over the last 12 months as businesses look to build their support functions. This positive jobs growth will continue over the year ahead as companies develop their revenue generating capacities and will require marketers to support business expansion.

The strongest demand is for professionals with skills in digital and online channels, such as Online Marketing Executives and Digital Marketing Managers. Businesses are looking to strengthen their traditional marketing methods with online capabilities, particularly across the retail, consumer goods, B2B, media and entertainment sectors. We are also seeing strong demand for product management skills

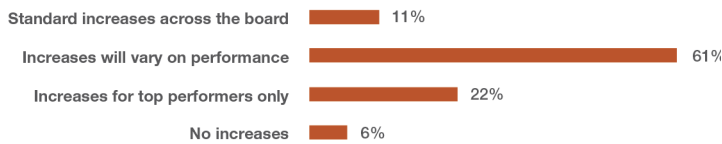
within the IT&T sector as companies bring new products to the consumer market. The demand for brand strategy management professionals with experience across international markets is also growing strongly.

With the limited supply of marketing professionals and increasing demand for specialist skills, more employers are increasing salaries to retain staff. Average increases are expected to be 3-4% on base salaries. For professionals with specialist skills in online, digital and product development, increases of up to 14% will be awarded. Some 67% of employers in the marketing industry will be awarding bonuses in the next 12 months as a retention strategy for top performers. The vast

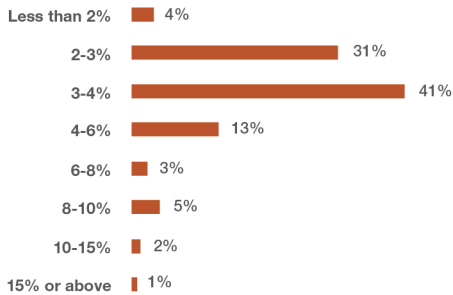
majority (76%) of bonuses will be awarded based on a combination of individual, team and company performance. Only 10% of bonus payments will be made solely on the basis of individual performance.

Over the next 12 months, hiring activity is expected to increase at a steady pace across all marketing sectors. The B2B, retail, media and entertainment sectors will continue to actively recruit marketing professionals in digital and online roles. There will also be consistent demand for brand and product management skills across the B2B sector, specifically for the launch of new pharmaceutical products onto the market, following their patency.

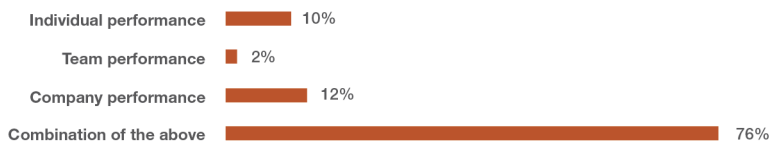
Salary increases over the next 12 months



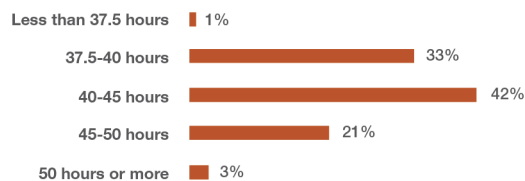
Average percentage salary increases



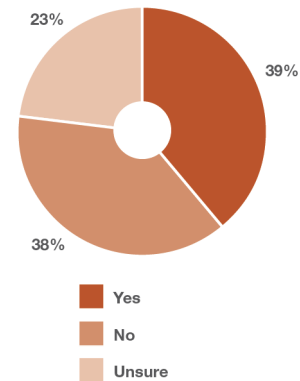
Basis for bonuses over the next 12 months



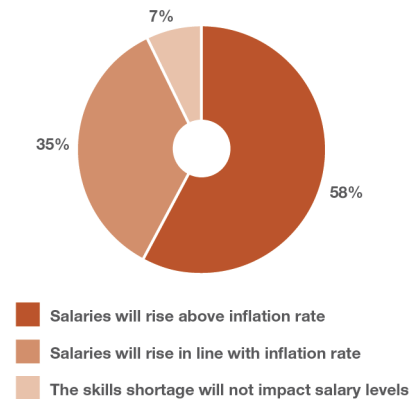
Average weekly working hours



Professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries



Marketing

CONSUMER GOODS

State	NSW		VIC		WA		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
Marketing Assistant	47-58	53-58	45-58	55-60	43-47	46-53	44-48	47-54
Assistant Brand Manager	53-63	63-74	56-68	65-75	53-63	55-74	55-62	55-77
Brand Manager	82-100	110-135	80-95	110-125	68-105	84-105	70-90	85-105
Senior Brand Manager	100-131	135-160	105-130	120-155	105-137	116-147	110-130	120-135
Market Research/Insights Manager	N/A	130-160	N/A	130-160	N/A	120-145	N/A	130-150
Innovation Manager	N/A	130-160	N/A	120-150	N/A	105-126	N/A	110-130
Senior Marketing Manager	126-158	158-189	135-150	158-185	115-150	130-170	110-135	140-175
Marketing Director	190+	250+	179+	242+	168+	189+	175+	195+

FINANCIAL SERVICES

State	NSW		VIC		WA		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
Marketing Assistant	55-65	60-70	55-60	63-70	54-60	60-68	55-62	62-70
Marketing Executive	70-80	58-72	72-83	58-68	68-79	60-70	70-85	55-77
Assistant Product Manager	77-89	89-100	76-90	84-95	63-74	68-89	65-75	70-95
Product Manager	100-110	110-120	82-116	95-150	79-116	95-137	82-110	90-125
Market Analyst	74-95	89-110	67-80	80-110	63-79	74-95	60-75	72-90
Senior Market Analyst	110-126	116-163	95-110	95-155	89-100	89-142	85-100	87-120
Research Manager	110-137	126-163	90-110	105-137	84-105	105-126	84-100	95-120
Senior Product Manager	120-140	145-170	120-140	126-171	105-130	120-140	100-130	125-135
Campaign Manager	105-131	110-137	85-100	100-125	79-100	95-126	77-95	90-120
Marketing Manager	95-110	110-152	88-110	110-150	81-105	119-135	85-100	120-138
Direct Marketing Manager	95-110	110-152	90-111	109-142	79-100	105-137	75-95	100-125
Communications Manager	110-130	110-145	88-126	105-147	92-126	109-147	90-115	105-136
Senior Marketing Manager	137-163	163-205	126-161	150-190	119-150	141-160	125-145	140-165
Head of Marketing	190+	220+	180+	200+	180+	185+	150+	182+

MEDIA & ENTERTAINMENT

State	NSW		VIC		WA		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
Marketing Assistant	50-58	58-68	52-61	58-68	42-47	47-53	43-45	46-52
Marketing Executive	58-68	68-84	58-70	68-79	47-58	58-68	48-56	57-66
Assistant Product Manager	58-74	70-85	62-74	70-82	58-74	63-84	57-70	61-82
Product Manager	74-95	100-126	74-95	90-130	74-89	84-105	73-88	82-101
Web/Internet Manager	74-89	89-116	80-92	89-116	68-89	84-105	65-82	80-103
PR Manager	74-89	95-116	80-92	95-116	63-84	84-105	61-85	87-103
Sponsorship Manager	68-89	84-116	72-100	90-120	63-84	74-95	60-82	73-94
Communications Manager	89-110	116-142	89-115	116-142	84-105	105-137	85-104	103-132
Marketing Director	137-168	158-200	140-175	158-200	105-147	126-168	100-133	130-182

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Marketing

IT&T

State	NSW		VIC		WA		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
Marketing Assistant (3 Years)	44-55	48-60	50-61	55-62	49-58	49-58	47-55	49-57
Marketing Executive (3 Years)	65-80	76-88	55-70	62-74	60-68	63-68	58-66	65-70
Marketing Communications Specialist	65-80	76-88	62-75	65-80	75-79	81-95	72-77	77-90
Assistant Product Manager	70-85	80-90	68-80	63-80	58-68	63-74	55-65	60-71
Product Manager	84-120	105-125	84-124	90-124	79-95	89-105	76-91	85-102
Senior Product Manager	105-137	125-147	105-148	110-155	89-110	95-121	86-102	90-117
Marketing Analyst	65-76	70-90	75-80	80-90	58-74	68-89	55-68	65-88
Research Manager	85-100	95-120	89-100	95-125	79-89	84-100	75-87	82-105
CRM Analyst	80-100	90-116	80-95	90-100	74-95	79-100	72-93	75-90
Channel Marketing Manager	89-116	98-136	95-130	105-135	79-100	95-110	77-101	93-111
Direct Marketing Manager	89-105	100-136	95-130	105-135	79-100	105-137	78-95	101-125
Communications Manager	105-120	110-142	110-145	120-150	89-110	105-126	85-109	100-122
Senior Marketing Manager	116-126	150-175	120-150	150-175	103-121	119-142	100-117	115-140
Marketing Director	150-175	180+	150-175	180+	137-163	158+	135+	160+

PUBLIC SECTOR

State	NSW		VIC		WA		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
Marketing Assistant (1-2 Years)	47-53	47-63	47-53	47-63	43-47	47-58	44-48	48-55
Marketing Coordinator (3-5 Years)	58-68	63-63	58-68	63-79	47-58	58-74	48-55	55-72
Events Manager	68-84	79-105	68-84	79-105	53-68	63-84	50-62	62-75
Copywriter	63-74	63-89	63-74	63-89	58-68	63-79	57-67	62-75
Database Manager	68-79	85-100	68-79	74-100	58-68	63-79	57-65	62-75
Sponsorship/Fundraising Manager	74-95	85-116	74-95	79-116	53-68	68-84	52-66	66-75
Public/Corporate Affairs Manager	84-100	100-137	84-100	100-137	63-84	84-116	62-73	80-99
Marketing Communications Manager	79-100	85-130	79-100	84-126	68-89	81-116	72-85	80-105
Senior Marketing Manager	100-131	130-150	100-131	126-152	84-121	95-126	90-111	96-123
Marketing Director	105-131	150+	130-170	147+	95-121	105-147	101-119	106-125

PROFESSIONAL SERVICES

State	NSW		VIC		WA		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
Marketing Assistant (2+ Years)	50-60	55-65	53-62	58-72	54-58	59-63	52-57	58-61
Marketing Executive (3-5 Years)	60-75	65-80	58-74	66-79	60-68	65-72	61-69	66-75
Bids & Tenders Executive	68-89	74-95	68-89	74-95	68-89	74-95	69-85	73-89
Bids & Tenders Manager	84-116	100-131	84-116	100-131	84-116	100-131	88-110	103-141
Web/Internet Manager	63-74	95-110	70-82	84-100	63-74	84-95	62-73	82-93
Events Coordinator	55-70	60-80	60-72	65-79	58-68	65-79	56-66	67-80
PR/Media Manager	95-116	105-126	95-116	105-126	95-116	105-126	93-114	103-122
Communications Manager	84-105	116-137	88-110	116-137	92-105	116-137	95-107	110-131
Marketing Director	160-200	220+	160-200	220+	140-168	160-200	142-166	158-197
Business Development Coordinator	58-79	63-84	58-79	63-84	60-79	65-84	58-67	67-82
Business Development Manager	95-116	116-137	95-116	116-137	95-116	119-137	91-110	122-135
Business Development Director	160+	200+	160+	200+	160+	200+	160+	200+

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Marketing

B2B, INDUSTRIAL & TECHNICAL

State	NSW		VIC		WA		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
Marketing Assistant (1-2 Years)	55-65	60-70	53-65	65-72	45-47	45-53	45-48	45-51
Marketing Coordinator (3-5 Years)	60-70	65-75	66-75	66-74	50-58	59-63	51-56	60-65
Marketing Communications Manager	95-116	120-150	90-110	120-150	84-105	95-137	83-100	92-120
Marketing Manager	126-163	137-184	126-163	140-175	95-126	116-158	90-110	110-145
Marketing Director	160-190	200+	155-180	200+	126-168	200+	120-160	200+

AGENCY

State	NSW		VIC		WA		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
Account Executive	47-58	50-60	40-50	45-55	43-57	49-57	42-55	48-56
Senior Account Executive	53-63	53-63	50-55	55-62	56-62	60-68	53-61	58-68
Account Manager	68-79	75-90	60-68	60-70	65-77	70-82	66-79	69-85
Senior Account Manager	74-89	85-95	70-80	75-85	70-88	76-88	69-83	75-84
Account Director	95-110	100-120	90-100	90-110	80-108	93-113	78-105	91-110
Group Account Director	105-126	110-131	105-126	130-150	103-124	115-129	105-122	112-125
Client Services Director	105-131	120-140	120-140	170-200	110-129	125-134	109-132	123-135

HEALTHCARE

State	NSW		VIC		WA		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
Marketing Assistant	50-65	47-63	52-62	55-68	46-57	46-62	45-56	45-61
Assistant Product Manager	70-85	80-90	63-79	72-89	62-77	67-82	60-75	66-80
Product Manager	105-131	116-150	85-120	96-136	103-129	113-139	100-127	111-135
Senior Product Manager/ Group Product Manager	147-168	147-180	130-160	190-175	144-165	144-165	142-166	143-166
Business Unit Manager/ Marketing Manager	179-210	190-220	157-180	190-200	175-206	185-206	170-210	183-207

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Mining & Resources

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Michael Page International

Salary & Employment Forecast

Mining & Resources

The volume of job opportunities in the mining and resources sector has risen significantly over the last 12 months, in line with the growing demand for commodities from China. We are seeing particularly strong jobs growth in the key markets of Western Australia and Queensland.

A strong requirement exists for engineers and project services professionals as the demand from China increases for iron ore and precious commodities. There is also growing demand for mining and resources professionals with skills in geology, process and environmental engineering, as well as Mechanical, Civil, Structural and Electrical Engineers. Site

Engineers are also particularly sought after to facilitate site-based mining projects.

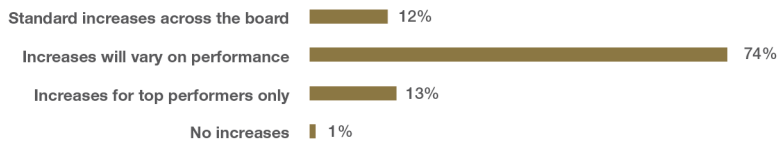
With the demand for skills exceeding the supply of mining and resources professionals, employers are increasing salaries to attract and retain top talent. Most employers will be awarding average salary increases of 4–6% to retain staff. For professionals with skills in highest demand, including site-based engineering and project management experience, higher increases will be awarded to help attract talent.

Over half of the employers surveyed in the mining and resources sectors will be awarding bonuses in the next 12 months as a retention

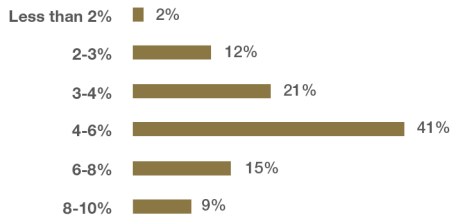
strategy. The vast majority (65%) of bonuses will be awarded based on a combination of individual, team and company performance. Only 9% of bonus payments will be made solely on the basis of individual performance.

Hiring activity will continue to increase over the next 12 months across all levels of the mining and resources sectors. The highest demand will be for engineering consultants, who will be required to deliver projects from the planning to construction stages. There will also be a growing demand for mining professionals with skills in drilling and blasting to assist in the process of developing and expanding mines.

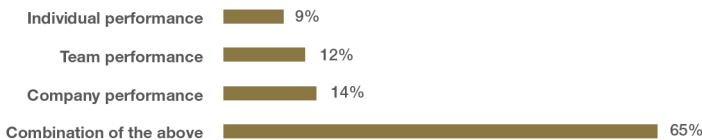
Salary increases over the next 12 months



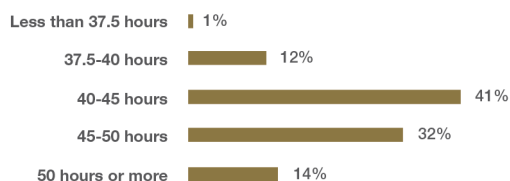
Average percentage salary increases



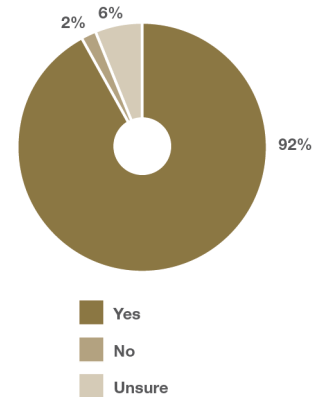
Basis for bonuses over the next 12 months



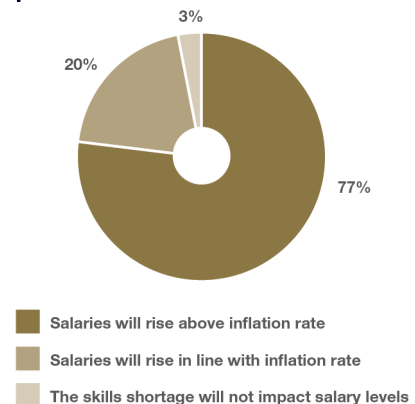
Average weekly working hours



Professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries



Mining & Resources

DESIGN & CONSULTING

State	WA		QLD	
Size of Company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Graduate Engineer	60–72	65–75	55–65	57–72
Design Engineer	85–110	90–120	77–108	98–118
Senior Design Engineer	132–152	142–161	127–139	129–158
Lead Engineer	155–180	170–210	148–165	155–185
Principal Engineer	170–195	188–218	165–196	175–215
Engineering Manager	185–220	210–240	178–195	180–225

PROJECT MANAGEMENT & CONSTRUCTION

State	WA		QLD	
Size of Company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Field/Site Engineer	82–144	103–165	93–134	113–144
Construction Manager	195–222	227–268	175–216	206–247
Project Engineer	90–125	105–138	77–112	98–118
Senior Project Engineer	122–155	135–168	115–139	129–154
Project Manager	165–230	185–247	185–227	206–258
Project Director	N/A	260–380	N/A	248–360
Senior Planning Engineer	144–165	149–170	123–154	134–160
Senior Cost Engineer/Estimator	144–165	149–170	123–154	134–160
Project Controls Manager	165–196	175–240	155–185	175–216
Senior Contracts Engineer	150–175	155–190	123–154	134–160
Contracts Manager	155–180	175–227	155–185	175–216

OPERATIONS & TECHNICAL

State	WA		QLD	
Size of Company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Graduate Engineer	75–85	75–85	62–77	62–82
Process/Metallurgist/Mechanical/Electrical Engineer	77–113	82–124	72–110	82–124
Senior Process/Metallurgist/Mechanical/Electrical Engineer	113–144	124–165	113–144	120–155
Maintenance/Reliability Engineer	110–125	135–165	100–120	130–155
Maintenance Superintendent	120–170	145–190	115–140	135–170
Project Engineer	85–120	110–138	80–110	100–135
Senior Project Engineer	125–165	134–175	118–135	128–168
Projects Superintendent	134–165	144–185	128–162	142–178
Maintenance Manager	135–165	172–215	134–162	165–206
Engineering Manager	150–190	175–250	134–175	165–235
Process/Metallurgy Manager	165–185	185–237	155–185	165–227
Mining Engineer	90–125	100–130	82–113	93–124
Senior Mining Engineer	125–150	130–160	113–144	124–155
Mining Superintendent	150–170	160–195	134–175	155–191
Mine Manager	170–220	180–250	185–206	206–247
Geologist	75–95	82–113	57–88	77–108
Senior Geologist	105–145	130–175	98–118	122–152
Exploration Manager	160–200	180–220	118–149	139–210
Geology Manager	160–200	180–250	160–191	180–221
General Manager	195–260	250–400	221–252	252–380
Operations Manager	258–309	309–361	252–304	304–355
Technical Services Manager	N/A	190–230	N/A	191–232

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Procurement

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Procurement

Over the last 12 months, the focus on procurement professionals has grown as more companies look to increase their investments and implement cost management initiatives. The growing number of employment opportunities for procurement professionals is expected to continue throughout the year.

The highest demand is for Procurement Analysts who are required to develop strong relationships with quality suppliers that support and maintain new business investments.

There is also a demand for Senior Category Managers in the IT&T, property, professional services and maintenance, repair and operational areas. Companies in these sectors

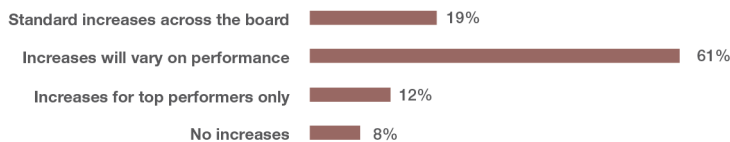
are increasing their focus on improving company expenditure processes through procurement systems and cost analytics.

With the demand for skills exceeding the supply of procurement professionals, employers will be increasing salaries to retain top talent. Average salary increases of 3–4% will be awarded to retain staff. For employees with skills in higher demand such as procurement management and commodity management, above average increases can be expected. Almost half of employers in the procurement sector will be awarding bonuses in the next 12 months as a retention strategy for top performers. The vast majority (86%) of bonuses will be awarded

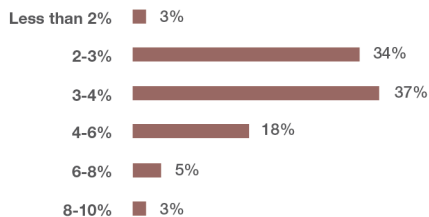
based on a combination of individual, team and company performance. Only 4% of bonus payments will be made solely on the basis of individual performance.

Hiring activity will continue to increase at a steady pace in the coming year for procurement professionals. Employers will continue to hire at the junior to mid-level for category management and procurement analytics. There will also be demand for industry recognised, CIPSA qualified procurement professionals in the IT&T, maintenance, repair and operational areas as business activity in these sectors continues to grow in line with improving market conditions.

Salary increases over the next 12 months



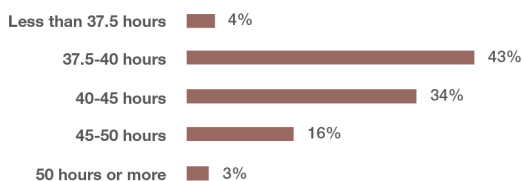
Average percentage salary increases



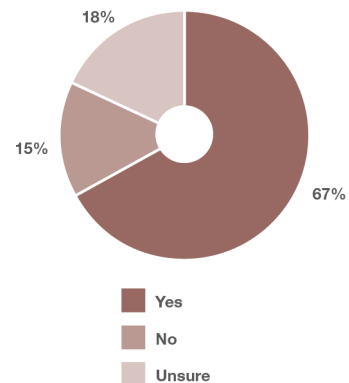
Basis for bonuses over the next 12 months



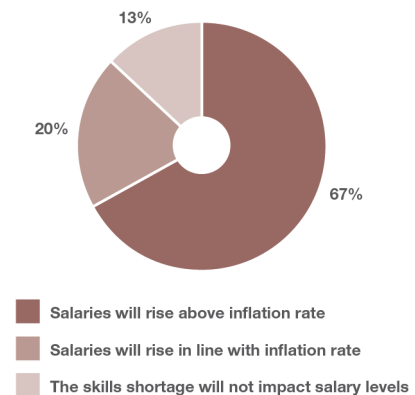
Average weekly working hours



Professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries



Procurement

PROCUREMENT

State	NSW		VIC	
Size of Company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Purchasing/Procurement Officer	50-70	55-80	50-60	60-80
Procurement Coordinator	60-90	65-110	60-80	65-100
Procurement Specialist	65-90	70-110	75-90	80-100
Buyer	60-90	80-100	55-70	65-90
Senior Buyer	80-100	90-120	70-100	90-120
Contracts Administrator	60-80	70-100	80-95	80-100
Senior Contracts Administrator	80-110	100-130	90-110	85-120
Strategic Sourcing/Procurement Analyst	70-90	75-105	65-90	75-105
Procure to Pay/e-Procurement	110-150	110-180	100-135	100-160
Purchasing Manager	85-120	95-140	70-100	90-190
Junior Category/Commodity Manager	85-105	90-110	80-100	85-110
Category/Commodity Manager	110-130	110-150	80-120	110-150
Senior Category/Commodity Manager	135-150	145-180	125-145	140-170
Procurement Manager	100-130	110-160	110-140	120-160
Strategic Sourcing Leader/Manager	110-150	130-200	110-150	190-200
Commercial/Contracts Manager	100-130	120-180	90-110	110-170
Vendor/Supplier Relationship Manager	100-130	130-160	100-110	130-160
GM Procurement	170-200	200-400	150-180	180-350

PROCUREMENT

State	QLD		WA	
Size of Company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Purchasing/Procurement Officer	50-65	55-70	50-65	55-95
Procurement Coordinator	60-80	65-100	70-100	80-110
Procurement Specialist	65-90	70-100	70-95	80-110
Buyer	50-80	60-70	65-80	75-110
Senior Buyer	70-90	90-110	65-75	85-125
Contracts Administrator	55-80	60-95	80-110	100-122
Senior Contracts Administrator	75-100	85-120	95-120	118-145
Strategic Sourcing/Procurement Analyst	55-75	70-95	70-90	95-120
Procure to Pay/e-Procurement	110-150	110-180	110-150	110-170
Purchasing Manager	80-120	80-130	80-110	110-150
Junior Category/Commodity Manager	75-95	80-100	85-100	95-120
Category/Commodity Manager	95-110	100-130	90-120	110-160
Senior Category/Commodity Manager	100-120	120-150	110-135	145-200
Procurement Manager	90-120	100-150	110-140	160-220
Strategic Sourcing Leader/Manager	100-140	120-190	100-150	160-220
Commercial/Contracts Manager	90-110	100-170	110-140	170-230
Vendor/Supplier Relationship Manager	100-110	120-150	100-110	130-160
GM Procurement	160-180	180-300	150-180	220-300

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Property & Construction

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Salary & Employment Forecast

Property & Construction

Recruitment activity strengthened in the property and construction sector over the last 12 months, with skilled professionals continuing to benefit from the positive jobs growth this year. This is a result of increased business confidence in the market, as more companies look to invest in property acquisition and construction projects.

There is a strong demand for skills in property management, facilities management and tenancy representation. Property professionals in these areas will be required to deliver on new residential and commercial projects, particularly in Victoria. There is also demand for Project Managers, Site Managers and

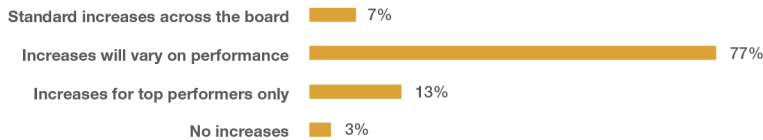
Contract Administrators to facilitate oil and gas projects in the growing Western Australia and Queensland construction sectors.

With the demand for skills exceeding the supply of property and construction professionals, employers are increasing salaries to retain top talent. Average salary increases of 4–6% will be awarded to retain staff. For skills that are in shorter supply, such as commercial property valuation, employers are likely to award higher increases. Half of employers in the property and construction sectors will be awarding bonuses in the next 12 months as a retention strategy for top performers. The vast majority (85%) of bonuses will be awarded based on a

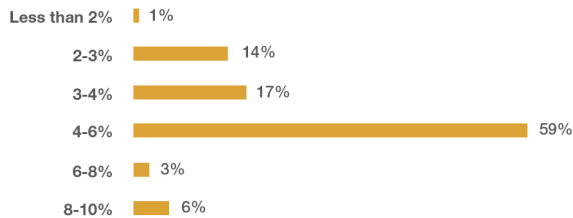
combination of individual, team and company performance. Only 6% of bonus payments will be made solely on the basis of individual performance.

Strong growth in the property and construction market is expected to continue throughout 2011 and into 2012. As more businesses invest in property and construction projects, the demand for professionals with experience in water management will grow, particularly within the infrastructure, mining and resources sectors. Demand is also expected to increase for residential property and commercial construction professionals to manage projects in these areas.

Salary increases over the next 12 months



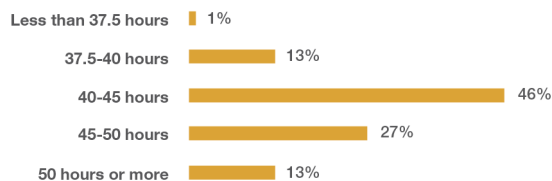
Average percentage salary increases



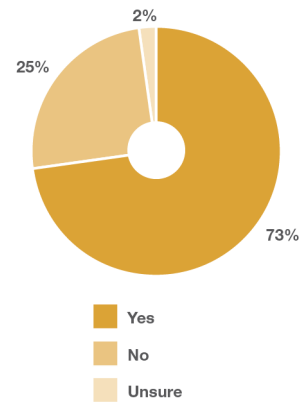
Basis for bonuses over the next 12 months



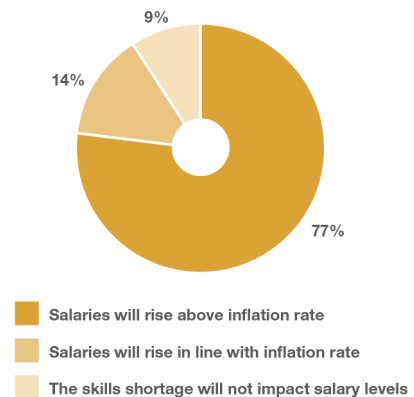
Average weekly working hours



Professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries



Property & Construction

REAL ESTATE/PROPERTY

State	All
Salary	\$'000
Leasing Executive	50–75
Leasing Manager	70–90
Leasing Director	110–180
Valuations Manager	60–100
Head of Valuations	100–150
Property Manager	60–90
Head of Property Management	100–150
Asset Manager	90–150
Head of Asset Management	120–200
Facilities Executive	50–75
Facilities Manager	75–100
Head of Facilities	100–150
Development Manager	90–180
Development Director	180–300
General Manager (State)	200–350
Managing Director	200–350
Regional Managing Director	300–500

CONSTRUCTION

State	All
Salary	\$'000
Contracts Administrator	65–100
Quantity Surveyor	80–130
Site Manager	90–180
Estimating Manager	80–150
Bid Manager/Business Development Manager	150–220
Operations Manager/Construction Manager	150–250
Project Engineer	65–90
Project Manager	90–150
Project Director	160–250
Construction Manager	120–160
Construction Director	160–250
Operations Manager	150+
Operations Director	200+

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Retail

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Retail

The retail market has strengthened over the course of last year and retail professionals are benefiting from high levels of hiring activity. This positive jobs growth will continue as business activity increases in the retail sector, in line with growing consumer confidence.

There is strong demand for professionals with product development and merchandise planning skills to improve sourcing practices and implement stock management strategies. The focus on management and distribution of products to the market is a reflection of rising competition in the retail sector.

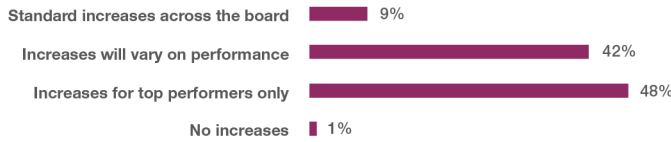
With the requirement for skilled retail professionals exceeding supply, employers

will be increasing salaries to attract and retain top talent. Average salary increases of 3–4% can be expected in an effort to retain staff. To attract retail professionals with skills in most demand, such as merchandise planning, higher increases of 5–10% will be awarded.

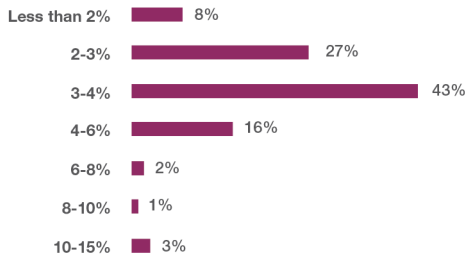
Some 64% of employers in the retail sector will be awarding bonuses in the next 12 months as a retention strategy for top performers. The vast majority (73%) of bonuses will be awarded based on a combination of individual, team and company performance. Only 9% of bonus payments will be made solely on the basis of individual performance.

Over the next 12 months, we anticipate hiring activity to increase at a steady pace across the retail sector as consumer confidence in the market rises. Skills that will be most sought after include planning and buying, as companies aim to control the costs of product distribution. As the requirement for consumer products and services increases, there will be a growing demand for Multi-Site Managers with the ability to lead staff toward increased team productivity. We will also see employers in Australia recruiting Merchandise Planners from overseas markets because of skills shortages locally.

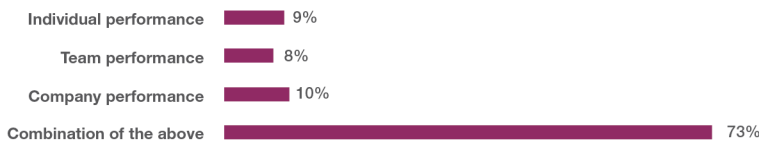
Salary increases over the next 12 months



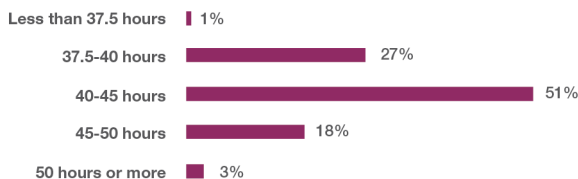
Average percentage salary increases



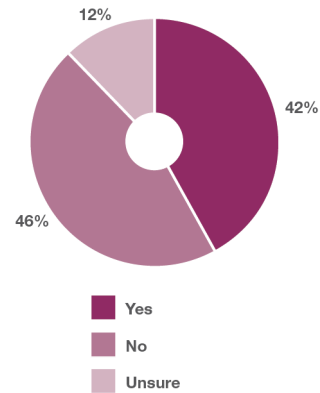
Basis for bonuses over the next 12 months



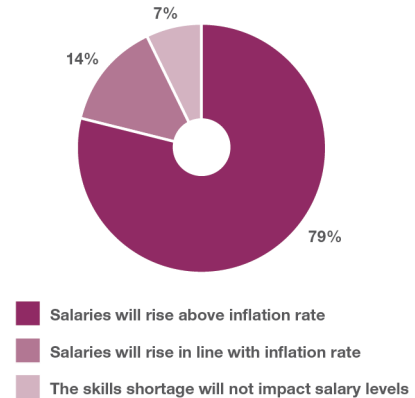
Average weekly working hours



Professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries



Retail

GENERAL MANAGER

State	ALL
Salary	\$'000
Planning - All sectors	250-295
Buying - Food	280-320
Buying - Apparel	250-500
Buying - Non Food	270-350
Operations - Food	250-500
Operations - Apparel	250-350
Operations - Non Food	250-475

RETAIL OPERATIONS

State	NSW	VIC	QLD
Salary	\$'000	\$'000	\$'000
FOOD SERVICES			
Store Manager < \$1 million annual sales	42-50	42-45	32-50
Store Manager \$1-2.5 million annual sales	45-58	45-48	45-53
Store Manager \$2.5-5 million annual sales	58-68	47-65	53-63
Store Manager \$5-10 million annual sales	68-84	65-75	63-74
Store Manager > \$10 million annual sales	74-116	73-105	68-105
Multi-Site Manager < 9 stores	58-79	55-68	53-63
Multi-Site Manager > 9 stores	75-105	75-112	68-95
State Manager < 20 stores	116-152	115-145	105-137
State Manager > 20 stores	142-200	140-95	131-184
National Management < 80 stores	120-150	110-165	120-145
National Management > 80 stores	140-200	155-250	140-190
IT&T			
Store Manager < \$1 million annual sales	50-60	50-60	50-60
Store Manager \$1-2.5 million annual sales	50-58	50-58	50-55
Store Manager \$2.5-5 million annual sales	58-68	55-68	53-63
Store Manager \$5-10 million annual sales	68-84	67-80	63-74
Store Manager > \$10 million annual sales	90-135	90-130	85-125
Multi-Site Manager < 9 stores	70-110	65-100	65-90
Multi-Site Manager > 9 stores	90-125	90-120	85-115
State Manager < 20 stores	121-158	120-150	110-142
State Manager > 20 stores	150-205	150-195	137-189
National Manager < 80 stores	137-168	135-165	126-158
National Manager > 80 stores	158-263	152-250	147-242
ELECTRICAL, FURNITURE, HOMEWARES, NON FOOD			
Store Manager < \$1 million annual sales	42-50	42-50	42-50
Store Manager \$1-2.5 million annual sales	50-60	44-60	40-60
Store Manager \$2.5-5 million annual sales	58-80	55-80	53-80
Store Manager \$5-10 million annual sales	68-95	64-90	63-85
Store Manager > \$10 million annual sales	90-130	90-125	90-125
Multi-Site Manager < 9 stores	65-85	65-85	60-80
Multi-Site Manager > 9 stores	85-115	80-115	75-110
State Manager < 20 stores	116-175	110-160	105-154
State Manager > 20 stores	142-200	145-190	131-184
National Manager < 80 stores	150-204	150-200	135-180
National Manager > 80 stores	158-263	150-250	147-242

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Retail

RETAIL OPERATIONS

State	NSW	VIC	QLD
Salary	\$'000	\$'000	\$'000
FRANCHISE-FOOD AND NON FOOD			
Franchise Area Manager	70-105	62-110	60-95
National Franchise Manager	142-210	120-200	131-184
Franchise Business Consultant	60-75	58-70	58-68
FASHION			
Store Manager < \$1 million annual sales	40-45	40-45	37-45
Store Manager \$1-2.5 million annual sales	45-55	45-55	40-47
Store Manager \$2.5-5 million annual sales	50-60	50-60	48-55
Store Manager \$5-10 million annual sales	55-70	55-70	55-65
Store Manager > \$10 million annual sales	60-90	60-90	60-80
Multi Site Manager < 9 stores	60-85	60-85	60-85
Multi Site Manager > 9 stores	70-90	70-90	70-90
State Manager < 20 stores	80-120	80-120	80-120
State Manager > 20 stores	100-150	100-150	100-130
National Manager < 80 stores	100-150	100-150	90-140
National Manager > 80 stores	140-210	140-210	120-180
FOOD MULTIPLES			
Store Manager < \$35 million annual sales	53-110	53-110	53-95
Store Manager > \$35 million annual sales	110-145	110-145	100-137
Regional Manager < 15 stores	105-230	105-230	100-220
Regional Manager > 15 stores	158-287	158-264	140-230
State General Manager < 80 stores	175-263	160-255	160-255
State General Manager > 80 stores	265+	265+	240+

BUYING & MERCHANDISING

State	NSW	VIC
Salary	\$'000	\$'000
FASHION, ACCESSORIES & HOMEWARES		
Buying Assistant	45-55	46-56
Assistant Buyer	55-68	56-68
Junior Buyer	70-85	72-87
Buyer	80-100	85-110
Senior Buyer	115-155	115-150
Buying Manager	160-230	160-220
General Manager	220-350	220-350
Allocation Analyst	45-60	50-65
Merchandise Planning Assistant	50-60	55-68
Assistant Merchandise Planner	65-75	68-78
Merchandise Planner	80-100	85-112
Senior Merchandise Planner	110-120	115-125
Merchandise Planning Manager	120-160	123-165
Assistant Designer	40-55	42-48
Designer	65-80	57-80
Senior Designer	90-120	78-95
Head of Design	140-160	90-115
Product Coordinator	45-55	46-56
Product Developer	60-80	58-68
Senior Product Developer	90-120	77-95
Product Development Manager	140-160	105-130

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Retail

BUYING & MERCHANDISING

State	NSW	VIC
Salary	\$'000	\$'000
FOOD MULTIPLES		
Assistant Buyer	55–65	58–70
Buyer	70–90	75–100
Senior Buyer	100–160	110–150
Merchandise Manager	140–165	150–165
Assistant Replenishment Planner	50–60	55–65
Replenishment Planner	75–90	78–95
Senior Replenishment Planner	100–120	105–125
Assistant Space Planner	50–60	55–65
Space Planner	75–90	75–95
Senior Space Planner	100–120	100–125
GENERAL MERCHANDISE		
Assistant Buyer	55–65	55–68
Buyer	70–90	80–95
Senior Buyer	100–150	110–150
Merchandise Manager	140–180	145–180
General Manager	200–300	200–300
Allocation Analyst	45–62	48–68
Merchandise Planning Assistant	65–75	65–75
Merchandise Planner	80–100	95–110
Senior Merchandise Planner	110–120	115–125
Merchandise Planning Manager	120–160	125–170
Head of Planning	160+	160+

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Sales

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Sales

Improved business conditions over the last 12 months have strengthened the employment market for sales professionals this year.

Many companies are expanding in an effort to increase their market share and build their revenue, which is driving increased demand for high performing sales professionals.

Strongest demand is being seen for National Account Managers with experience in the grocery area, who are required to explore new opportunities for business development as consumer demand in the market increases. Other highly sought after professionals include Business Developers in the financial services and business services sectors. These professionals are required to deliver integrated

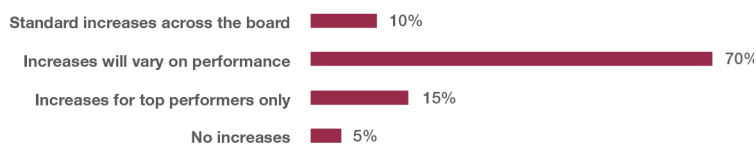
product solutions as companies look to increase their market share and improve company performance. Demand is also high for technical sales specialists with product experience in the mining and resources sector, following the high levels of economic growth in Western Australia and Queensland.

With the demand for skills exceeding the available number of sales professionals, employers will be increasing salaries to attract and retain staff. Average increases of 3-4% will be awarded to retain top performers, as well as bonuses based heavily on personal performance. For highly sought after professionals with sales experience in the FMCG, B2B and financial services

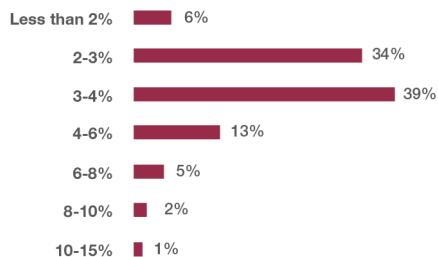
sectors, bonuses will also be incorporated in remuneration packages to attract staff. To retain existing staff with skills in these areas, above average increases of up to 10% can be expected. Higher salary increases will also be awarded to attract professionals in National Account Management and Technical Sales roles within the mining and engineering sectors.

Hiring activity in the sales sector is expected to continue at a steady pace over the next 12 months, as employers expand their revenue generating capacities. With local skills shortages emerging, more employers will be looking to overseas markets to recruit specialist sales professionals.

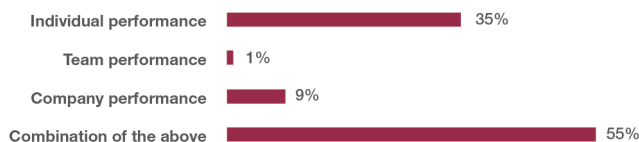
Salary increases over the next 12 months



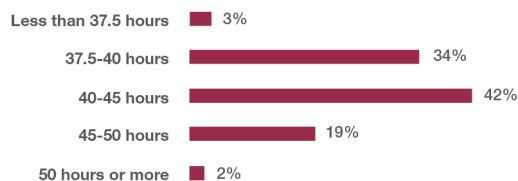
Average percentage salary increases



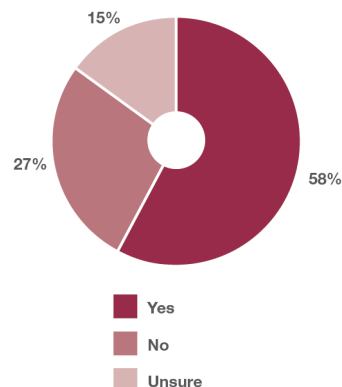
Basis for bonuses over the next 12 months



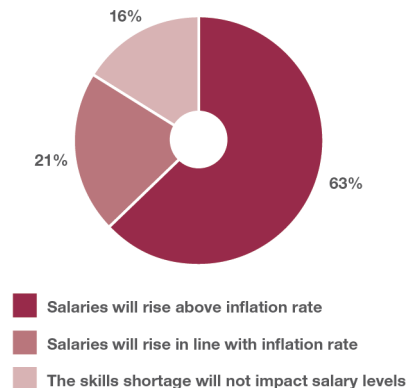
Average weekly working hours



Professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries



Sales

CONSUMER GOODS

State	NSW				VIC			
Size of Company	Sml/Med		Large		Sml/Med		Large	
Salary	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE
Category Executive/Analyst	70-80	90-100	75-85	95-105	70-80	90-100	75-85	95-105
Category Manager	100-110	120-130	100-120	125-135	100-110	120-130	100-120	125-135
Territory Manager/Sales Representative	50-60	80-90	55-70	85-95	50-60	80-90	55-70	85-95
National Account Executive	70-85	100-110	75-90	105-115	70-85	100-110	75-90	105-115
Key Account Manager	75-100	105-130	85-105	110-135	75-100	105-130	85-105	110-135
National Account Manager (4 Years)	100-130	130-160	110-155	135-165	100-130	130-160	110-155	135-165
State Manager (7 Years)	115-140	150-180	130-160	160-190	115-140	150-180	130-160	160-190
National Business Manager	130-150	180-200	160-200	210-230	130-150	180-200	160-200	210-230
National Sales Manager	150-180	210-240	180-220	250-280	150-180	210-240	180-220	250-280
Head of Category	130-150	180-200	160-200	210-230	130-150	180-200	160-200	210-230
Sales Director	200+	300-350	250+	400-500	180+	300-350	168-250+	400-500

State	QLD				WA			
Size of Company	Sml/Med		Large		Sml/Med		Large	
Salary	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE
Category Executive/Analyst	65-75	90-100	75-85	95-105	53-58	90-100	58-68	95-105
Category Manager	90-100	120-130	100-120	125-135	75-105	120-130	85-116	125-135
Territory Manager/Sales Representative	50-60	80-90	55-70	85-95	55-65	80-90	60-70	85-95
National Account Executive	70-85	100-110	70-85	105-115	N/A	100-110	N/A	105-115
Key Account Manager	75-95	105-130	85-100	110-135	71-95	105-130	82-95	110-135
National Account Manager (4 Years)	95-125	130-160	100-140	135-165	87-126	130-160	105-137	135-165
State Manager (7 Years)	110-130	150-180	125-150	160-190	114-120	150-180	120-130	160-190
National Business Manager	120-140	180-200	150-190	210-230	N/A	180-200	N/A	210-230
National Sales Manager	140-170	210-240	170-200	250-280	137-168	210-240	147-189	250-280
Head of Category	120-140	180-200	150-180	210-230	N/A	180-200	N/A	210-230
Sales Director	170+	300-350	173-200+	400-500	168+	300-350	210-315	400-500

B2B, INDUSTRIAL & TECHNICAL

State	NSW				VIC			
Size of Company	Sml/Med		Large		Sml/Med		Large	
Salary	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE
Internal Sales Representative	53-58	62-65	50-55	60-65	53-58	62-65	53-63	60-65
Sales Representative	58-74	90-100	63-79	95-105	63-74	90-100	63-79	95-105
Account Manager	60-70	100-110	70-80	105-115	79-89	100-110	79-89	105-115
Business Development Manager	80-100	140-160	110-142	150-180	89-105	140-160	100-121	150-180
Channel Manager	70-80	110-120	100-110	130-140	84-89	110-120	89-100	130-140
State Manager	85-95	125-140	120-152	170-200	89-110	125-140	121-131	170-200
National Sales Manager	100-120	140-160	150-220	220-290	110-131	140-160	142-158	220-290

Please note:

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Sales

B2B, INDUSTRIAL & TECHNICAL

State	QLD				WA			
Size of Company	Sml/Med		Large		Sml/Med		Large	
Salary	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE
Internal Sales Representative	53-58	62-65	53-63	60-65	49-55	62-65	54-65	60-65
Sales Representative	63-74	90-100	63-79	95-105	59-74	90-100	71-89	95-105
Account Manager	79-89	100-110	79-89	105-115	71-95	100-110	82-95	105-115
Business Development Manager	89-105	140-160	100-121	150-180	87-116	140-160	103-137	150-180
Channel Manager	84-89	110-120	89-100	130-140	84-95	110-120	103-105	130-140
State Manager	89-110	125-140	121-131	170-200	105-137	125-140	116-158	170-200
National Sales Manager	110-131	140-160	142-158	220-290	105-158	140-160	158-210	220-290

MEDIA & ENTERTAINMENT

State	NSW				VIC			
Size of Company	Sml/Med		Large		Sml/Med		Large	
Salary	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE
Sales Analyst	53-63	60-70	53-63	60-70	53-63	60-70	53-63	60-70
Sales Executive	53-63	80-90	53-63	80-90	42-53	80-90	53-63	80-90
Account Manager	65-85	100-120	80-110	115-145	53-63	100-120	63-74	115-145
Business Development Executive	53-74	80-95	63-79	90-100	53-63	80-95	63-79	90-100
Business Development Manager	74-84	100-110	84-105	110-130	63-74	100-110	79-89	110-130
National Key Account Manager	95-105	130-140	105-121	140-155	84-95	130-140	84-100	140-155
State Sales Manager	89-110	130-150	100-125	145-165	89-100	130-150	95-120	145-165
National Sales Manager	110-163	155-230	163-194	200-260	116-158	155-230	126-184	200-260
Sales Director	168-189	240-265	221-252	300-400	131-152	240-265	142+	300-400

State	QLD				WA			
Size of Company	Sml/Med		Large		Sml/Med		Large	
Salary	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE
Sales Analyst	42-53	60-70	53-58	60-70	47-58	60-70	53-63	60-70
Sales Executive	37-47	80-90	47-53	80-90	54-61	80-90	60-68	80-90
Account Manager	47-53	100-120	58-63	115-145	65-80	100-120	71-95	115-145
Business Development Executive	53-58	80-95	58-63	90-100	65-74	80-95	71-82	90-100
Business Development Manager	58-63	100-110	68-79	110-130	76-84	100-110	87-116	110-130
National Key Account Manager	74-84	130-140	79-89	140-155	93-100	130-140	103-116	140-155
State Sales Manager	79-89	130-150	83-100	145-165	84-105	130-150	89-105	145-165
National Sales Manager	100-116	155-230	116-131	200-260	105-147	155-230	137-168	200-260
Sales Director	121+	240-265	131+	300-400	168-189	240-265	210-242	300-400

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Sales

FINANCIAL SERVICES

State	NSW				VIC			
Size of Company	Sml/Med		Large		Sml/Med		Large	
Salary	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE
Financial Planner	60-75	120-140	70-100	130-150	60-75	120-140	70-100	130-150
Mortgage Lender	65-80	130-150	80-110	140-170	65-80	130-150	80-110	140-170
Business Development Manager	80-110	140-170	90-120	150-200	80-110	140-170	90-120	150-200
National Sales Manager	130-160	170-250	150-190	220-300	130-160	170-250	150-190	220-300
Head of Distribution	130-160	170-250	150-190	220-300	130-160	170-250	150-190	220-300

State	QLD				WA			
Size of Company	Sml/Med		Large		Sml/Med		Large	
Salary	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE
Financial Planner	60-75	120-140	70-95	125-145	60-75	120-140	70-95	125-145
Mortgage Lender	60-80	115-145	75-100	135-155	60-80	115-145	75-100	135-155
Business Development Manager	80-110	130-160	90-120	150-190	80-110	130-160	90-120	150-190
National Sales Manager	120-150	160-240	140-180	200-280	120-150	160-240	140-180	200-280
Head of Distribution	127-150	160-240	140-180	200-280	127-150	160-240	140-180	200-280

HEALTHCARE

State	NSW				VIC			
Size of Company	Sml/Med		Large		Sml/Med		Large	
Salary	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE
GP Sales Representative	53-63	85-95	53-68	90-100	53-63	85-95	53-68	90-100
Hospital Specialist Representative	63-79	105-125	68-95	100-120	63-79	105-125	68-95	100-120
Territory Manager/Sales Representative	53-74	105-125	63-84	100-120	53-74	105-125	63-84	100-120
Product Specialist	58-84	115-135	68-105	110-130	58-84	115-135	68-105	110-130
Clinical Specialist	58-79	85-95	68-95	80-90	58-79	85-95	68-95	80-90
Regional Manager	84-105	125-150	95-116	120-145	84-105	125-150	95-116	120-145
State Manager	105-137	160-190	116-158	150-180	105-137	160-190	116-158	150-180
National Sales Manager	131-173	200-250	158-210	200-240	131-173	200-250	158-210	200-240
Sales Director	173+	300-400	210+	250-300	173+	300-400	210+	250-300

State	QLD				WA			
Size of Company	Sml/Med		Large		Sml/Med		Large	
Salary	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE
GP Sales Representative	52-62	85-95	52-67	90-100	55-62	85-95	60-67	90-100
Hospital Specialist Representative	62-77	105-125	67-93	100-120	70-82	105-125	76-93	100-120
Territory Manager/Sales Representative	52-73	105-125	62-82	100-120	52-73	105-125	62-82	100-120
Product Specialist	57-82	115-135	67-103	110-130	65-82	115-135	70-103	110-130
Clinical Specialist	57-77	85-95	67-93	80-90	65-77	85-95	70-93	80-90
Regional Manager	82-103	125-150	93-114	120-145	92-105	125-150	98-119	120-145
State Manager	103-134	160-190	114-155	150-180	109-134	160-190	119-155	150-180
National Sales Manager	128-170	200-250	155-206	200-240	128-170	200-250	155-206	200-240
Sales Director	170+	300-400	206+	250-300	170+	300-400	206+	250-300

Please note:

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Sales

IT&T

State	NSW				VIC			
Size of Company	Sml/Med		Large		Sml/Med		Large	
Salary	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE
Sales Executive/Account Manager	63-75	90-110	74-84	100-110	55-64	90-110	60-82	100-110
Pre Sales	94-107	120-140	110-121	130-150	74-100	120-140	100-121	130-150
Senior Account Manager (5 Years)	89-110	125-150	100-121	140-170	79-110	125-150	85-110	140-170
Channel Manager	95-105	135-155	105-121	140-160	89-100	135-155	95-130	140-160
Technical Sales Manager	89-100	125-150	100-121	140-160	84-95	125-150	95-116	140-160
Business Development Manager	95-121	140-160	99-142	150-180	90-120	140-160	99-131	150-180
National Sales Manager	132-165	200-250	144-184	220-270	130-160	200-250	155-173	220-270
Sales Director	158-200	300-350	175-250	350-500	150-200	300-350	173-250	350-500

State	QLD				WA			
Size of Company	Sml/Med		Large		Sml/Med		Large	
Salary	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE
Sales Executive/Account Manager	53-58	90-110	57-79	100-110	60-68	90-110	71-79	100-110
Pre Sales	74-100	120-140	100-121	130-150	84-105	120-140	95-116	130-150
Senior Account Manager (5 Years)	79-100	125-150	82-110	140-170	89-105	125-150	98-116	140-170
Channel Manager	74-95	135-155	79-100	140-160	93-100	135-155	103-116	140-160
Technical Sales Manager	84-95	125-150	95-116	140-160	93-105	125-150	103-116	140-160
Business Development Manager	79-110	140-160	89-131	150-180	89-116	140-160	98-120	150-180
National Sales Manager	125-142	200-250	131-173	220-270	116-137	200-250	158-179	220-270
Sales Director	140-185	300-350	160-218	350-500	152-173	300-350	194-242	350-500

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Supply Chain

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Michael Page International

Salary & Employment Forecast

Supply Chain

As business conditions continue to improve, more companies are in the position to invest in their supply chain functions, including planning, inventory and product control. Positive growth is increasing employment opportunities for supply chain professionals across all levels this year.

The highest sought after professionals are Demand Planners and Planning Managers who are required to control and improve company stock holding as more businesses focus on cost and cash flow. There is also a demand for Inventory Controllers and Production Planners with skills in enterprise resource planning or materials requirement planning who can

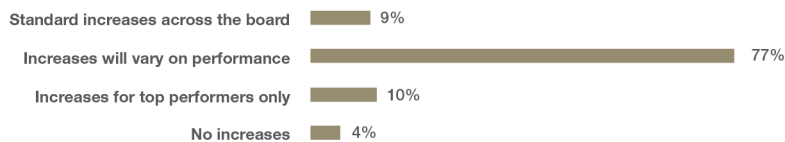
implement cost efficient procedures and waste management processes.

With the demand for skills exceeding the available number of supply chain professionals, employers will be increasing salaries. Average salary increases of 3-4% will be awarded to retain staff. For employees with skills that are highly sought after, such as demand planning and forecasting, as well as sales and operations planning, higher salary increases will be awarded. Some 65% of employers in the supply chain sector will be awarding bonuses in the next 12 months as a retention strategy for top performers. The vast majority (77%) of bonuses will be awarded based on a

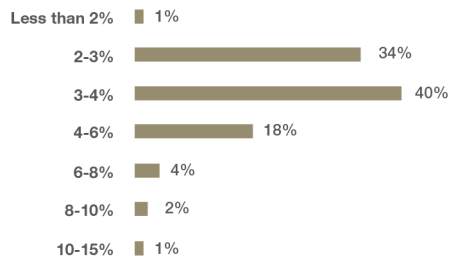
combination of individual, team and company performance. Only 8% of bonus payments will be made solely on the basis of individual performance.

Over the next 12 months, employers will continue to hire junior to mid-level supply chain professionals in demand planning and product control. There will also be a continued requirement for inventory control and planning specialists that can maintain the supply of highly sought after products. As more companies shift toward automated supply chain processes, there is an increasing need for management personnel.

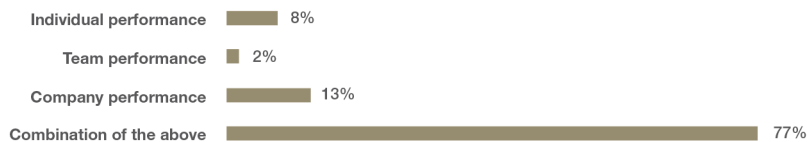
Salary increases over the next 12 months



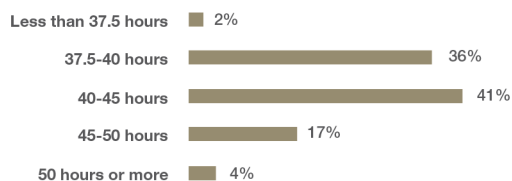
Average percentage salary increases



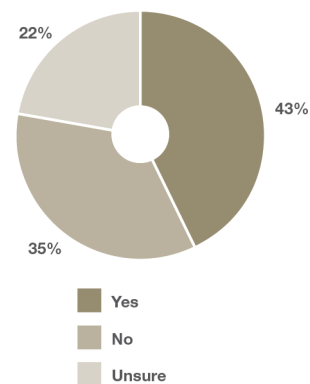
Basis for bonuses over the next 12 months



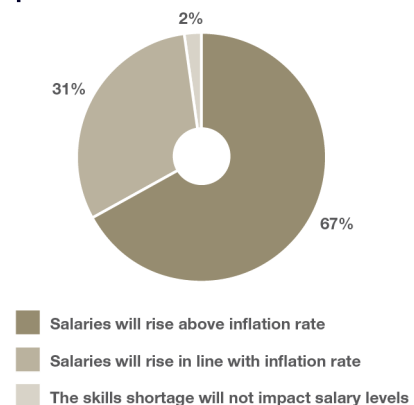
Average weekly working hours



Professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries



Supply Chain

PLANNING/SCHEDULING/BUYING

State	NSW		VIC		QLD		WA	
Size of Company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Production Planner/Scheduler	55-70	55-90	50-70	55-85	45-65	45-75	45-70	60-80
Inventory Planner/Planner Buyer	55-70	75-90	50-70	70-85	50-65	70-85	55-70	65-90
Purchasing Officer	50-70	55-80	50-70	50-75	50-65	55-70	55-80	60-85
Purchasing Manager	85-120	95-140	85-120	95-140	80-120	80-130	80-130	80-140
Demand Planner/Analyst	70-95	75-110	55-80	80-95	65-85	75-95	60-75	80-90
Supply (MRP or Finished Goods) Planner	60-80	60-90	65-85	75-100	60-75	60-85	55-75	65-95
S&OP Analyst	60-75	70-95	75-95	70-105	55-70	65-95	65-85	90-95
Replenishment Manager	75-90	85-120	65-85	75-100	70-90	80-110	65-85	75-100
S&OP Demand/Supply Planning Manager	100-125	130-180	100-125	125-180	85-100	100-145	100-125	120-180

LOGISTICS/DISTRIBUTION

State	NSW		VIC		QLD		WA	
Size of Company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Customer Service Officer	45-65	50-70	45-55	50-60	40-60	45-65	45-55	45-60
Transport Planner	50-70	60-85	50-70	60-80	50-65	55-80	55-65	65-80
Logistics/Supply Chain Coordinator	50-70	55-85	55-80	62-82	50-65	50-80	60-75	70-90
Logistics/Inventory Analyst/Controller	55-70	65-90	50-75	50-95	50-70	60-85	55-75	60-85
Warehouse Supervisor	55-75	60-75	55-70	52-82	50-70	55-70	55-80	60-80
Inventory Manager	70-95	75-100	70-90	70-95	60-85	70-95	75-100	100-120
Import/Export Manager	45-60	50-70	45-60	50-70	45-55	45-65	50-70	60-80
Warehouse Manager	65-100	80-120	60-80	77-124	60-100	75-110	75-100	80-120
DC Manager	100-120	110-160	95-125	113-185	90-110	100-140	110-130	120-155
Transport/Distribution/Logistics Manager	90-110	100-130	75-95	103-149	85-105	80-115	120-140	130-175
Operations Manager	85-140	130-180	85-130	120-170	80-135	110-180	90-145	120-180
Supply Chain Development Manager	110-150	125-200	90-115	103-165	100-150	120-200	110-130	130-160
Supply Chain Manager	85-140	140-200	110-170	155-260	85-140	135-200	130-175	160-220
Supply Chain Director/GM	150-200	200-350	105-155	155-258	150-200	175-250	165-220	215-300

Please note:

1. Salaries indicated are based on annual basic salary, excluding bonus/incentive schemes. 2. 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. 3. Market rates are becoming much less uniform. While we have taken great care, these salary ranges can only be approximate guides, as there are often specific circumstances relating to individual companies. Please call us for additional information. 4. Roles marked N/A in this report are not commonly found in the area specified.

Technology

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Technology

Over the last 12 months, business activity in the technology sector has increased in line with strengthening market conditions. This positive growth is fuelling employment opportunities for technology professionals.

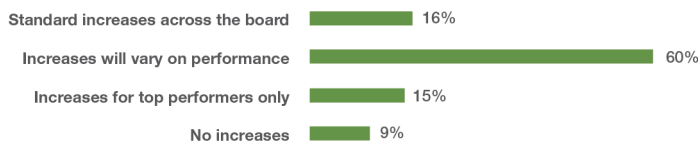
There is a high demand for Project Managers and IT Managers within the banking and finance sector to manage core business data systems. There is also particularly strong demand for Senior Business Analysts in retail banks, insurance companies and superannuation providers to streamline business applications and customer databases. Another area of demand is for .NET Developers within the commerce and industry sector, as

companies shift toward Microsoft platforms to develop web based applications.

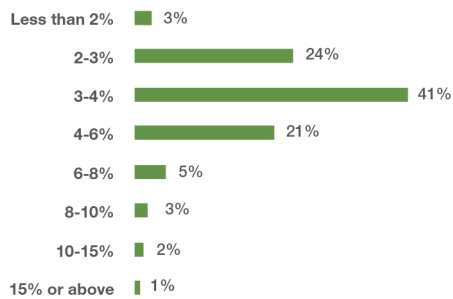
With the demand for skilled technology professionals exceeding supply, employers will be reviewing salaries to attract and retain top talent. Average salary increases of 3–4% will be awarded to retain top talent. For employees with skills in higher demand, including business intelligence reporting and business analysis, increases of up to 10% can be expected. Above average salaries will also be offered to attract professionals with highly sought after skills in .NET and application development, as well as customer resource management.

If the economy continues to strengthen, hiring activity in the technology sector will also increase over the next 12 months. Business growth in the commerce and industry sector will drive demand for experienced Project Managers and Business Analysts to manage new projects and customer data. There will also be a demand for skills in enterprise resource planning and customer resource management, to facilitate standard operating environments in the case of company mergers. In general terms, the requirement for technology professionals across all areas will increase, as projects that require technical support recommence operation after the economic downturn.

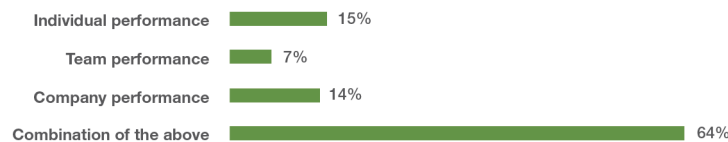
Salary increases over the next 12 months



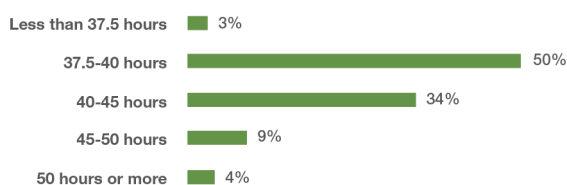
Average percentage salary increases



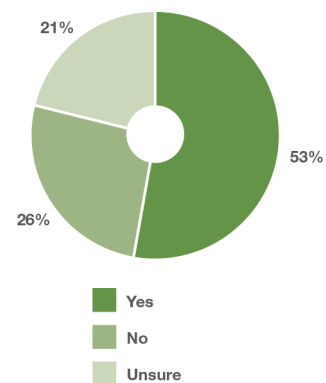
Basis for bonuses over the next 12 months



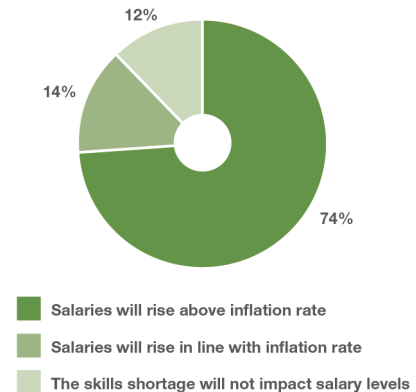
Average weekly working hours



Professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries



Technology

COMMERCE & INDUSTRY

State	NSW		VIC		WA		QLD	
Experience	1-2 Years	3+ Years	1-2 Years	3+ Years	1-2 Years	3+ Years	1-2 Years	3+ Years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
DEVELOPMENT, DESIGN & ARCHITECTURE								
Analyst Programmer – Mainframe	65-85	85-110	65-85	85-110	65-80	80-95	65-85	85-105
Analyst Programmer – Client Server Technologies	65-85	85-120	65-85	85-120	65-85	85-100	65-80	85-105
Analyst Programmer – Web Technologies	60-70	85-110	65-85	85-110	65-80	85-100	60-75	80-105
Lead Analyst Programmer	90-110	100-130	90-100	100-130	95-110	110-120	85-100	100-130
Systems Programmer	70-90	85-120	65-85	85-120	70-85	85-110	70-92	95-121
Systems Analyst	70-80	87-108	70-87	87-108	70-85	85-110	60-73	71-88
Technical Writer	70-80	81-98	70-81	81-98	70-80	80-95	125-150	157-176
Enterprise Architect	120-150	160-180	140-160	160-180	120-140	140-160	117-138	141-166
Architect – Applications, Solutions, Systems, Data	120-140	150-180	120-140	140-170	120-140	140-160	120-150	150-180
Application Development Manager	120-140	140-180	120-140	140-180	120-140	140-160	120-140	140-180
TESTING								
Test Analyst	65-85	85-105	60-80	80-100	60-70	70-90	52-74	76.22-95
Test Team Leader	80-100	100-110	85-98	95-110	70-90	90-120	77-103	100-118
Test Manager	120-130	130-150	120-130	130-150	110-120	120-140	111-127	127-155
QA Manager	120-130	130-150	120-130	130-150	110-120	120-140	120-130	130-150
DATABASE MANAGEMENT								
Data Analyst	65-75	75-100	65-75	75-98	65-75	75-85	65-77	80-120
Database Administrator	75-85	85-110	75-85	85-120	75-85	85-110	60-75	77-98
Business Intelligence Specialist	75-110	110-130	75-98	98-130	80-95	95-120	82-99	110-130
Database Designer	85-100	105-130	85-108	108-130	75-95	95-120	85-100	110-134
Data Warehousing/Modelling Specialist	95-120	120-150	98-120	120-140	95-110	110-125	115-136	137-161
Data Architect	110-130	130-160	108-130	130-160	110-120	120-130	108-130	130-160
INFRASTRUCTURE/NETWORK								
Network Support – 1st/2nd Level	60-80	80-90	52-67	67-77	60-65	65-75	50-64	70-80
Network Engineer	75-90	90-120	75-90	90-120	75-85	85-110	73-98	100-120
Network Architect	110-120	130-150	98-120	120-140	95-110	110-120	95-127	110-140
Communications Engineer – Voice & Data	80-110	120-140	75-90	90-130	90-100	110-120	75-95	95-122
Security Consultant	85-100	110-150	87-103	103-140	80-90	90-120	75-94	97-131
Storage Consultant	70-90	100-120	76-98	98-130	75-90	95-120	89-110	111-133
Network Team Leader	90-110	110-140	98-108	108-130	90-110	110-125	110-140	140-160
Infrastructure/Operations Manager	110-140	140-170	108-130	130-163	110-120	120-140	92-126	130-180
Pre-Sales/Post-Sales	90-110	120-180	98-130	130-180	95-115	115-130	98-130	130-180
PROJECT & GENERAL MANAGEMENT								
Project Coordinator	65-85	74-90	65-85	85-98	65-80	80-95	65-85	77-100
Project Manager	100-110	110-120	98-120	124-140	100-120	120-140	90-117	121-144
Programme Manager	130-140	140-160	135-160	160-180	140-170	170-200	128-148	150-180
Business Analyst	75-95	95-110	75-95	95-110	70-90	90-120	75-100	100-110
Senior Business Analyst	90-110	110-130	90-110	110-125	90-110	120-140	98-107	106-130
Release/Process Consultant	75-90	95-120	75-100	100-120	75-85	90-100	75-100	100-120
Change Manager	110-130	130-160	100-120	125-155	95-110	120-140	100-120	118-150
Client Relationship Manager	120-140	140-160	120-140	140-160	120-140	140-160	137-156	155-191
E-Business Manager	95-110	120-150	95-110	110-150	95-110	110-120	97-132	147-180
IT Manager	110-120	140-175	120-140	140-175	120-140	180-200	155-195	200-300
IT Director/CIO	150-200	200-350	160-200	200-350	180-200	220-370	160-200	200-350

Please note:

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Technology

COMMERCE & INDUSTRY

State	NSW		VIC		WA		QLD	
Experience	1-2 Years	3+ Years	1-2 Years	3+ Years	1-2 Years	3+ Years	1-2 Years	3+ Years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
OPERATIONS								
Operator	50-60	60-65	48-60	60-70	50-60	60-70	48-60	60-70
Operations Team Leader	70-80	90-110	75-100	100-120	75-95	95-115	75-100	100-120
Operations Manager	80-110	110-130	120-130	130-140	120-130	130-145	120-130	130-140
SUPPORT/ADMINISTRATION								
1st Level Helpdesk Analyst	50-55	55-65	45-55	55-58	45-55	55-58	43-52	53-61
2nd Level Desktop Support Analyst	55-65	65-70	55-65	65-70	55-65	65-70	55-65	65-75
3rd Level Support Analyst	65-70	80-90	70-80	80-85	65-70	75-80	62-77	76-85
Systems Administrator	70-85	90-110	70-85	85-110	70-85	85-105	73-82	81-98
Network Administrator	70-85	85-110	70-85	85-110	70-85	85-105	70-85	85-108
ERP Support Analyst	65-75	75-95	65-75	75-100	60-70	70-90	73-88	90-110
Unix Administrator	75-90	90-120	75-90	90-120	70-90	90-110	73-88	80-110
Helpdesk Team Leader	80-90	90-110	80-90	90-110	85-95	95-115	82-101	103-127
Helpdesk Manager	90-110	110-120	90-110	110-130	110-115	120-130	90-110	110-130

BANKING & FINANCE

State	NSW		VIC		WA		QLD	
Experience	1-2 Years	3+ Years	1-2 Years	3+ Years	1-2 Years	3+ Years	1-2 Years	3+ Years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
DEVELOPMENT, DESIGN & ARCHITECTURE								
Analyst Programmer – Mainframe	70-80	80-90	70-75	75-90	70-75	75-90	65-85	85-105
Analyst Programmer – Client Server Technologies	75-85	85-90	70-75	85-100	70-75	85-100	65-80	85-105
Analyst Programmer – Web Technologies	70-80	90-110	70-75	85-100	70-75	85-100	60-75	80-105
Lead Analyst Programmer	95-120	120-135	95-105	100-135	95-105	100-135	85-100	100-130
Systems Analyst	70-90	90-120	70-85	85-115	70-85	85-115	70-92	95-121
Technical Writer	65-85	85-105	60-70	70-90	60-70	70-90	60-73	71-88
Enterprise Architect	140-190	175-200	140-170	170-190	140-170	170-190	125-150	157-176
Architect – Applications, Solutions, Systems, Data	140-160	160-200	130-151	151-184	130-151	151-184	117-138	141-166
Application Development Manager	120-140	150-200	130-150	150-190	130-150	150-190	120-150	150-180
TESTING								
Test Analyst	70-85	85-95	60-75	80-95	60-75	80-95	52-74	76-95
Test Team Leader	85-105	100-120	110-120	120-130	110-120	120-130	77-103	100-118
Test Manager	120-135	135-140	130-150	150-170	130-150	150-170	111-127	127-155
QA Manager	120-135	135-150	108-130	130-150	108-130	130-150	120-130	130-150
DATABASE MANAGEMENT								
Database Administrator	70-90	90-115	65-80	75-110	65-80	75-110	65-77	80-120
Data Analyst	60-80	80-90	60-80	80-90	60-80	80-90	60-75	77-98
Database Designer	85-95	95-120	85-95	95-120	85-95	95-120	82-99	110-130
Data Warehousing/Modelling Specialist	100-120	130-150	85-95	95-120	85-95	95-120	85-100	110-134
Data Architect	130-150	150-180	120-140	140-170	120-140	140-170	115-136	137-161

Please note:

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Technology

BANKING & FINANCE

State	NSW		VIC		WA		QLD	
Experience	1-2 Years	3+ Years	1-2 Years	3+ Years	1-2 Years	3+ Years	1-2 Years	3+ Years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INFRASTRUCTURE/NETWORK								
Network Support – 1st/2nd Level	65-75	80-90	65-75	70-85	65-75	70-85	50-64	70-80
Network Engineer	75-85	85-120	70-85	85-120	70-85	85-120	73-98	100-120
Network Architect	120-140	140-160	108-130	130-150	108-130	130-150	95-127	110-140
Communications Engineer – Voice & Data	85-90	100-130	75-90	90-120	75-90	90-120	75-95	95-122
Security Analyst/Consultant	85-120	120-160	100-130	130-150	100-130	130-150	75-94	97-131
Network Team Leader	90-110	110-140	105-120	110-140	105-120	110-140	89-110	111-133
Network/Infrastructure Manager	110-140	140-180	125-140	140-170	125-140	140-170	110-140	140-160
PROJECT & GENERAL MANAGEMENT								
Project Coordinator	65-80	80-95	65-80	80-95	65-80	80-95	65-85	77-100
Project Manager	120-130	150-180	110-130	130-150	110-130	130-150	90-117	121-144
Programme Manager	136-158	164-208	150-160	160-180	150-160	160-180	128-148	150-180
Business Analyst	80-100	100-120	80-100	100-120	80-100	100-120	75-100	100-110
Senior Business Analyst	100-120	120-140	100-110	110-130	100-110	110-130	98-107	106-130
IT Manager	120-140	150-220	150-180	180-210	150-180	180-210	97-132	147-180
IT Director/CIO	220-250	250-400	200-250	250-350	200-250	250-350	155-195	200-300
SUPPORT/ADMINISTRATION								
1st Level Helpdesk Analyst	50-60	60-70	45-55	50-65	45-55	50-65	43-52	53-61
2nd Level Desktop Support Analyst	55-65	65-70	50-65	60-70	50-65	60-70	55-65	65-75
3rd Level Support Analyst	65-80	80-90	65-80	80-90	65-80	80-90	62-77	76-85
Unix Administrator	60-75	75-100	60-78	75-100	60-78	75-100	73-82	81-98
Network Administrator	60-75	75-100	65-80	80-90	65-80	80-90	70-85	85-108
Helpdesk Team Leader	65-85	100-110	65-80	85-105	65-80	85-105	73-88	90-110
Helpdesk Manager	80-100	110-130	80-96	95-120	80-96	95-120	73-88	80-110
Dealing Room Support	70-85	85-95	70-85	85-95	70-85	85-95	82-101	103-127

IT&T

State	NSW		VIC		WA		QLD	
Experience	1-2 Years	3 Years+	1-2 Years	3 Years+	1-2 Years	3 Years+	1-2 Years	3 Years+
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
DEVELOPMENT, DESIGN & ARCHITECTURE								
Analyst Programmer – Mainframe	65-85	85-105	65-85	85-105	65-85	85-105	65-85	85-105
Analyst Programmer – Client Server Technologies	75-100	100-120	75-85	85-105	75-85	85-105	65-80	85-105
Analyst Programmer – Web Technologies	65-90	90-120	65-80	80-105	65-80	80-105	60-75	80-105
Lead Analyst Programmer	85-110	110-130	85-100	100-130	85-100	100-130	85-100	100-130
Systems Analyst	80-100	90-120	76-98	98-119	76-98	98-119	70-92	95-121
Technical Writer	70-85	80-100	70-81	76-98	70-81	76-98	60-73	71-88
Enterprise Architect	130-150	150-200	140-160	160-180	140-160	160-180	125-150	157-176
Architect – Applications, Solutions, Systems, Data	130-150	150-200	120-140	140-170	120-140	140-170	117-138	141-166
Application Development Manager	120-140	140-200	120-150	150-180	120-150	150-180	120-150	150-180
TESTING								
Test Analyst	65-90	90-100	55-81	76-98	55-81	76-98	52-74	76-95
Test Team Leader	85-105	105-130	90-110	100-120	90-110	100-120	77-103	100-118
Test Manager	120-140	140-150	120-130	130-160	120-130	130-160	111-127	127-155
QA Manager	120-140	140-150	120-130	130-150	120-130	130-150	120-130	130-150

Please note:

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Technology

IT&T

State	NSW		VIC		WA		QLD	
Experience	1-2 Years	3+ Years	1-2 Years	3+ Years	1-2 Years	3+ Years	1-2 Years	3+ Years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
DATABASE MANAGEMENT								
Database Administrator	80-100	100-130	75-85	85-120	75-85	85-120	65-77	80-120
Data Analyst	80-100	100-110	70-85	85-100	70-85	85-100	60-75	77-98
Database Designer	80-110	110-140	85-110	110-130	85-110	110-130	82-99	110-130
Data Warehousing/Modelling Specialist	105-130	130-155	100-120	130-150	100-120	130-150	85-100	110-134
Data Architect	120-140	140-175	120-140	140-170	120-140	140-170	115-136	137-161
INFRASTRUCTURE/NETWORK								
Network Support – 1st/2nd Level	60-70	70-80	60-70	70-80	60-70	70-80	50-64	70-80
Network Engineer	75-100	100-120	75-100	100-120	75-100	100-120	73-98	100-120
Network Architect	120-140	140-175	98-130	110-140	98-130	110-140	95-127	110-140
Communications Engineer – Voice & Data	80-120	120-150	75-95	95-135	75-95	95-135	75-95	95-122
Security Analyst/Consultant	90-120	120-150	80-100	100-135	80-100	100-135	75-94	97-131
Network Team Leader	90-115	115-135	100-110	110-130	100-110	110-130	89-110	111-133
Network/Infrastructure Manager	120-140	140-175	110-140	140-160	110-140	140-160	110-140	140-160
Pre-Sales/Post-Sales	110-140	140-200	100-130	130-180	100-130	130-180	92-126	130-180
PROJECT & GENERAL MANAGEMENT								
Project Coordinator	75-90	90-115	65-85	80-100	65-85	80-100	65-85	77-100
Project Manager	90-140	140-160	115-130	130-150	115-130	130-150	90-117	121-144
Programme Manager	135-165	165-220	140-150	150-180	140-150	150-180	128-148	150-180
Business Analyst	80-100	100-120	75-100	100-110	75-100	100-110	75-100	100-110
Senior Business Analyst	100-120	120-140	100-110	110-120	100-110	110-120	98-107	106-130
Release/Process Consultant	80-110	110-130	75-100	100-120	75-100	100-120	75-100	100-120
Change Manager	105-130	130-150	100-120	110-130	100-120	110-130	100-120	118-150
Client Relationship Manager	130-165	165-220	140-150	150-180	140-150	150-180	137-156	155-191
IT Manager	130-155	155-220	130-160	160-200	130-160	160-200	97-132	147-180
IT Director/CIO	160-220	220-450	180-200	220-350	180-200	220-350	155-195	200-300
SUPPORT/ADMINISTRATION								
1st Level Helpdesk Analyst	50-60	60-65	45-55	55-65	45-55	55-65	43-52	53-61
2nd Level Desktop Support Analyst	55-70	70-90	55-65	65-75	55-65	65-75	55-65	65-75
3rd Level Support Analyst	70-80	80-90	65-80	80-90	65-80	80-90	62-77	76-85
Systems Administrator	70-100	100-120	75-85	85-110	75-85	85-110	73-82	81-98
Network Administrator	70-100	100-130	70-85	85-108	70-85	85-108	70-85	85-108
Unix Administrator	80-105	105-120	75-90	90-110	75-90	90-110	73-88	90-110
Helpdesk Team Leader	70-90	90-110	75-90	80-110	75-90	80-110	73-88	80-110
Helpdesk Manager	110-120	120-120	90-105	105-130	90-105	105-130	82-101	103-127

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