



EMPLOYMENT MARKET OVERVIEW

The white-collar employment market is beginning to stabilise but this is not translating into new job creation. Our annual employment survey, which this year includes responses from over 400 senior managers from Australia's corporate sector, reveals 51% of respondents believe their headcount will not be reduced further over the next 12 months. This suggests employment levels are stabilising after the sharp cuts that occurred in sectors such as financial services during the second half of 2008.

While this is an encouraging sign it points to employment market stabilisation rather than recovery. For a recovery to occur new jobs must be created and only 16% of respondents believe this will happen over the year ahead. Business confidence levels are still too low for employers to invest in new job creation. Only 49% of respondents predict improved conditions by the end of 2009, with 27% forecasting no improvement and 24% still unsure.

The permanent recruitment market has been most heavily impacted by the fall in business confidence. Contracting has proved

more resilient, particularly in the professions where permanent employment has been hardest hit by the economic downturn. We are starting to see an increase in contract roles within financial services in Australia and more broadly across the UK and US markets. These are encouraging signs because in previous downturns the sectors that led us out of the downturn were the ones to lead us out.

Events over the last 12 months have temporarily obscured the skills shortage but employers still recognise the importance of staff retention. To avoid staff cuts many companies have pursued alternative strategies of payroll cost reduction. Our employment survey reveals 35% of companies have frozen salaries, 18% have implemented forced paid leave and 9% have reduced working hours.

The focus of staff retention strategies must change to reflect the economic downturn. In contrast to previous years in which financial incentives rated highly, employees are now looking for leadership and direction during uncertain times. Of our survey respondents, 51% rated leadership as the

most effective staff engagement strategy in the current environment, followed by transparent communication at 31%.

Our advice to employers is that staff retention is even more important during a downturn. Companies should not operate on the assumption that the skills lost will be readily available when they are required again. Commercial and business development capabilities, as well as sales and marketing functions, need to be established ahead of the next market upturn. Our experience of previous downturns shows the companies that continue to invest in these business critical functions gain market share in the first stage of the upturn.

Hiring activity will remain cautionary for the second half of 2009 and this will be reflected in reduced salary pressure. Permanent salaries are remaining constant but we anticipate any increases to be 1% - 3% with bonus components typically being reduced. Contracting rates are proving to be more resilient and will increase before permanent salaries when market conditions improve.

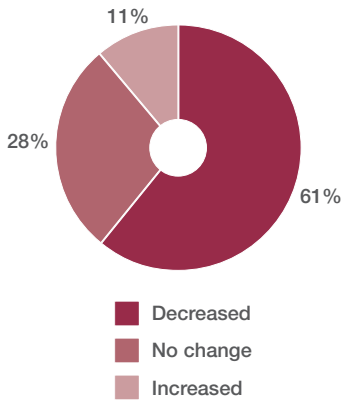
SECTOR TRENDS – SALES

- There is still consistent demand in the current market for entry level sales professionals in product related roles within Consumer Goods, Healthcare and Industrial sectors such as logistics, transport and raw materials. Candidates who are genuine business developers and have strong commercial knowledge are most sought after for business development roles.
- We are seeing a change to the traditional sales structure, with an increase in contracting opportunities. This is due to employers adapting to the current market challenges by using contingent labour to assess new markets, and before committing to full-time positions.
- Permanent salary levels are not falling but they have stabilised for the first time in three years with the exception of executive sales professionals who are being flexible on salary expectations because of limited opportunities at the senior end. For example, there are many individuals considering a base salary of \$160k to \$180k in comparison to \$200k to \$220k in 2007 and 2008.
- Sales professionals have demonstrated greater mobility than ever before to secure the right employment opportunity at the right salary level. This has led to greater interstate movement than in the previous two to three year period.
- Despite an increase in the total volume of sales candidates at all levels, the underlying supply of strong sales professionals with business development capabilities and track records remains very tight, as the economic uncertainty impacts individual decision making around a career move in 2009.

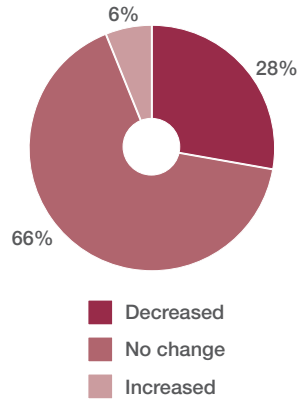


MARKET RESEARCH RESULTS

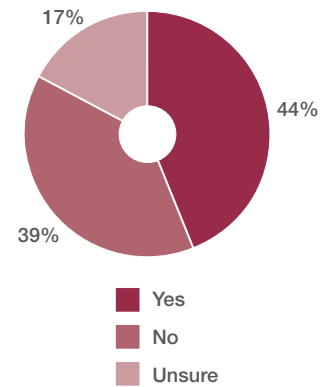
Over the last six months, how has your headcount been impacted by the global economic downturn?



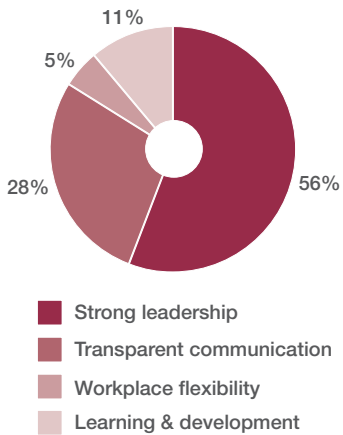
In the next 12 months, how do you see your headcount being impacted?



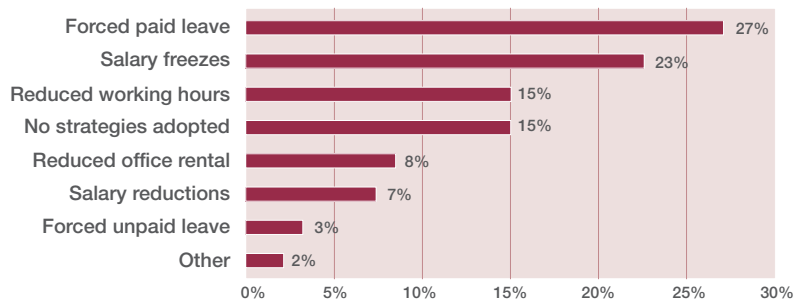
Do you anticipate business conditions will start to improve by the end of 2009?



What employee engagement strategies are proving most effective in the current environment?



What strategies has your organisation implemented to avoid job cuts?





SALARY TABLES

CONSUMER GOODS

State	NSW				VIC			
Size of Company	Sml/Med	Sml/Med	Large	Large	Sml/Med	Sml/Med	Large	Large
Salary	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE
ROLE								
Category Executive/Analyst	50-60	60-80	60-70	70-85	50-60	60-75	50-60	60-75
Category Manager	85-105	105-125	95-115	115-135	85-115	100-135	95-125	115-145
Territory Manager/Sales Representative	50-70	80-95	50-70	75-95	40-60	75-90	50-60	75-95
Key Account Manager	60-95	85-125	80-95	105-125	60-75	85-105	60-75	95-115
National Account Manager (4 years)	85-125	115-145	105-135	135-160	75-90	95-125	90-125	125-145
State Manager (7 years)	105-125	125-165	125-150	150-185	75-95	105-125	85-115	125-145
National Sales Manager	135-165	155+	145-185	150-230	115-135	155+	115-155	165+
Sales Director†	165+	210+	210-310	250-365	135+	150+	160-210	210+

State	QLD				WA			
Size of Company	Sml/Med	Sml/Med	Large	Large	Sml/Med	Sml/Med	Large	Large
Salary	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE
ROLE								
Category Executive/Analyst	50-60	60-75	50-60	50-70	50-55	55-80	55-65	65-80
Category Manager	85-115	100-135	95-125	115-135	80-100	100-120	90-110	100-125
Territory Manager/Sales Representative	40-60	75-90	50-65	75-95	50-65	75-90	55-70	70-90
Key Account Manager	60-75	85-105	60-75	95-115	60-90	80-120	75-90	100-120
National Account Manager (4 years)	75-90	95-125	90-125	125-145	80-120	110-140	100-130	130-160
State Manager (7 years)	75-95	105-125	85-115	125-145	100-120	120-160	130-160	150-180
National Sales Manager	115-135	150+	115-150+	160+	130-160	150+	140-180	150-220
Sales Director†	135+	155+	165-210	210+	160+	200+	200-300	250-350

FINANCIAL SERVICES

State	NSW				VIC			
Size of Company	Sml/Med	Sml/Med	Large	Large	Sml/Med	Sml/Med	Large	Large
Salary	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE
ROLE								
Financial Planner	45-70	105-155	60-80	155-210	50-60	125-155	60-80	135-210
Mortgage Lender	55-65	105-155	60-80	115-160	55-65	105-155	60-80	125-165
Business Development Manager	85-105	125-155	95-115	155-210	85-105	125-155	90-105	145-210
National Sales Manager	115-155	165-185	150-180	210-255	115-155	165-185	150-180	210-280
Head of Distribution	110-155	155-190	145-185	210-240	115-155	155-190	145-185	210-240

State	QLD				WA			
Size of Company	Sml/Med	Sml/Med	Large	Large	Sml/Med	Sml/Med	Large	Large
Salary	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE
ROLE								
Financial Planner	40-50	115-135	50-70	120-190	45-65	100-150+	55-75	150-200+
Mortgage Lender	50-55	95-135	50-70	115-145	50-60	100-150+	55-75	110-160+
Business Development Manager	75-95	115-135	80-95	130-190	80-100	120-150+	90-120	150-200+
National Sales Manager	105-140	145-165	135-160	190-230	110-150	160-180	145-175	200-250+
Head of Distribution	105-140	140-170	130-165	190-215	105-150	150-185	140-180	200-230+

Please note:

- Salaries are based on the TCE – Total Cost of Employment, including base salary, superannuation, car etc. excluding any ‘at-risk’ component unless otherwise stated.
- Small to medium companies are defined as having a turnover of less than \$250 million. Large companies are defined as having a turnover of more than \$250 million.
- OTE – On Target Earnings refers to the expected earning capacity of the employee, based upon achievement of KPIs. This includes base salary, superannuation, car and bonus/incentive schemes.
- For management roles, salary differentials are dependent upon the size of teams and staffing responsibilities.
- Years of experience are used as a guide only and may vary between organisations.

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



SALES SALARY & EMPLOYMENT FORECAST

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SALES

IT&T

State	NSW				VIC			
Size of Company	Sml/Med	Sml/Med	Large	Large	Sml/Med	Sml/Med	Large	Large
Salary	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE
ROLE								
Sales Executive/Account Manager	60-70	85-105	70-80	105-125	50-55	75-95	40-60	90-100
Pre Sales Manager	95-105	115-130	105-115	130-145	70-95	105-125	95-115	135-170
Senior Account Manager (5 years)	85-105	115-145	95-115	145-185	75-95	125-155	75-105	135-160
Channel Manager	90-100	125-145	100-115	145-185	70-90	105-125	75-95	125-155
Technical Sales Manager	85-95	115-135	95-115	135-145	80-90	110-130	90-110	130-140
Business Development Manager	90-115	135-175	90-135	150-210	75-105	135-150	85-125	150-210
National Sales Manager	115-135	150-180	150-175	185-210	105-135	155+	125-165	185+
Sales Director†	150-170	230+	190-240	250+	125-165	210+	160-210	250+

State	QLD				WA			
Size of Company	Sml/Med	Sml/Med	Large	Large	Sml/Med	Sml/Med	Large	Large
Salary	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE
ROLE								
Sales Executive/Account Manager	45-55	75-95	40-60	90-100	55-65	80-100	65-75	100-120
Pre Sales Manager	70-95	105-125	95-115	135-150	80-100	100-120	90-110	125-135
Senior Account Manager (5 years)	75-95	125-155	75-105	135-160	80-100	110-140	90-110	140-180
Channel Manager	70-90	105-125	75-95	125-155	85-95	120-140	90-110	130-170
Technical Sales Manager	80-90	110-130	90-110	130-145	80-100	110-130	90-110	120-140
Business Development Manager	75-105	135-150	85-125	150-210	85-110	130-170	85-130	150-200+
National Sales Manager	105-135	155+	125-165	185+	110-130	140-170	150-170	180-200+
Sales Director†	125-160	210+	160-210	250+	125-160	210+	160-210	250+

B2B

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
ROLE								
Internal Sales Representative	50-55	50-60	50-55	50-60	50-55	50-60	45-55	50-60
Sales Representative	55-70	60-75	60-70	60-75	60-70	60-75	55-70	65-85
Account Manager	75-95	85-95	75-85	75-85	75-85	75-85	70-90	80-90
Business Development Manager	95-105	105-135	85-100	95-115	85-100	95-115	90-110	100-130
Channel Manager	85-95	95-105	80-85	85-95	80-85	85-95	80-90	90-100
Customer Assistance Manager	95-105	105-125	85-95	95-105	85-95	95-105	80-100	100-120
State Manager	105-135	115-145	85-105	115-125	85-105	115-125	100-130	110-150
National Sales Manager	125-160	150-210	105-125	135-150	105-125	135-150	100-150	150-200

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- Years of experience are used as a guide only and may vary between organisations.



MEDIA & ENTERTAINMENT

State	NSW				VIC			
Size of Company	Sml/Med	Sml/Med	Large	Large	Sml/Med	Sml/Med	Large	Large
Salary	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE
ROLE								
Sales Coordinator	40-50	N/A	45-50	N/A	35-45	N/A	40-50	N/A
Sales Analyst	50-60	N/A	50-60	N/A	50-60	N/A	50-60	N/A
Distribution/Circulation Analyst (0-1 1/2 years)	45-55	N/A	50-60	N/A	40-50	N/A	50-60	N/A
Distribution/Circulation Analyst (1 1/2 yrs-3 yrs)	50-60	N/A	60-70	N/A	50-60	N/A	55-65	N/A
Sales Executive (1 1/2 years)	50-60	75-85	50-60	80-90	40-50	80-85	50-60	80-100
Account Manager (3 years)	60-75	95-115	75-85	115-125	45-55	60-70	50-60	70-80
Account Manager (3+ years)	75-85	115-135	85-105	125-145	50-60	95-105	60-70	95-115
Business Development Executive (3 years)	50-70	85-95	60-75	85-105	50-60	80-90	60-75	85-100
Business Development Manager	70-80	90-115	80-100	115-145	60-70	95-125	75-85	105-135
National Key Account Manager	90-100	125-135	100-115	135-155	80-90	105-115	80-95	105-135
State Sales Manager	85-105	125-145	90-105	145-155	85-95	105-125	90-105	125-145
National Sales Manager (Small team)	105-125	145-165	125-145	185-220	95-105	125-145	105-125	155+
National Sales Manager (Large team)	125-155	185-220	155-185	220-240	110-150	160-210	120-175	175-220
Sales Director†	160-180	230-250	210-240	310-360	125-145	165+	135+	185+

State	QLD				WA			
Size of Company	Sml/Med	Sml/Med	Large	Large	Sml/Med	Sml/Med	Large	Large
Salary	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE	\$'000 Base	\$'000 OTE
ROLE								
Sales Coordinator	30-65	N/A	35-45	N/A	40-45	N/A	45-50	N/A
Sales Analyst	40-50	N/A	50-55	N/A	45-55	N/A	50-60	N/A
Distribution/Circulation Analyst (0-1 1/2 years)	35-40	N/A	40-50	N/A	45-50	N/A	50-60	N/A
Distribution/Circulation Analyst (1 1/2 yrs-3 yrs)	45-50	N/A	50-55	N/A	50-60	N/A	55-65	N/A
Sales Executive (1 1/2 years)	35-45	70-75	45-50	75-90	50-55	70-80	50-60	75-85
Account Manager (3 years)	40-50	55-65	45-50	60-70	60-70	90-110	70-80	110-120
Account Manager (3+ years)	45-50	85-95	55-60	85-105	70-80	110-130	80-100	120-140
Business Development Executive (3 years)	50-55	70-80	55-60	75-90	50-65	80-90	55-70	80-100
Business Development Manager	55-60	85-115	65-75	95-125	70-80	85-110	85-110	110-150
National Key Account Manager	70-80	95-115	75-85	95-125	85-95	120-130	95-110	120-150
State Sales Manager	75-85	95-115	79-95	115-130	80-100	120-140	85-100	140-150
National Sales Manager (Small team)	85-95	115-130	95-115	135-160	100-120	130-150	120-140	160-200
National Sales Manager (Large team)	95-110	130-180	110-125	140-190	100-140	150-170	130-160	180-220
Sales Director†	115+	145+	125	165+	160-180	220-250	200-230	250-300

HEALTHCARE

State	All	All
Size of Company	Sml/Med	Large
Salary	\$'000 Base	\$'000 Base
ROLE		
GP Sales Representative	50-60	50-65
Hospital Specialist Representative	60-75	65-90
Territory Manager/Sales Representative	50-70	60-80
Product Specialist	55-80	65-100
Clinical Specialist	55-75	65-90
Regional Manager	80-100	90-110
State Manager	100-130	110-150
National Sales Manager	125-165	150-200
Sales Director †	165+	200+

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- Years of experience are used as a guide only and may vary between organisations.
- The roles marked N/A are not common for On Target Earnings.

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



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