

AUSTRALIA 2014/15

SALARY & EMPLOYMENT

FORECAST

Michael Page

Welcome	3
Market Overview	4
Construction	13
Digital	23
Engineering	33
Finance	44
Financial Services	64
Hospitality & Leisure	78
Human Resources	88
Legal	98
Manufacturing	108
Marketing	118
Mining & Resources	136
Oil & Gas	147
Procurement	156
Property	164
Retail	173
Sales	192
Supply Chain & Logistics	205
Technology	214
Contact Us	232



Welcome to the 2014/15 *Michael Page Salary & Employment Forecast* report. Consistent with previous years, this report provides senior executives and professionals with useful insights into salary forecasts and expectations, hiring intentions and recruitment challenges over the next 12 months.

Our national annual salary survey, completed by 2,200 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, market-leading report, based on in-depth national research. Whilst there are a number of current industry surveys that provide qualitative insight on hiring intentions and salary levels, the *Michael Page Salary & Employment Forecast* combines quantitative and qualitative research with our extensive involvement in the senior executive and professional employment market. Our clients come from all major industry sectors and range from market-leading multinationals to small and medium-sized enterprises.

Consistent with our specialist approach to recruitment, where we have dedicated teams of specialists servicing each discipline, market or industry sector, the report provides detailed salary guides for each discipline and industry. Salary tables divide job types by 'years of experience' or 'size of organisation' to show accurate and concise salary ranges.

The results of our online survey to employers are represented visually through the use of infographics. The market observations that accompany these are based on the extensive knowledge of our senior leadership team at Michael Page.

The report also features a range of employer insights on everything from workplace benefits and working hours to attraction and retention strategies. It forms part of a suite of salary tools, advice and information

available to the market from Michael Page. Some of the key features on offer include:

- A Salary Centre to help you stay up-to-date with the latest salary rates, job market trends and expert salary advice.
- Salary calculators to help you calculate your salary after tax, or find out the difference a pay rise would make.
- A Salary Appraisal Service, providing a personalised, one-on-one assessment of your current market value.

All of these features can be found at the Michael Page Salary Centre at michaelpage.com.au/salary-centre

I wish to thank everyone who contributed to this year's *Salary & Employment Forecast* and trust you will find it helpful and informative. We welcome your feedback and encourage you to contact us for further information, market-specific advice, or a Salary Appraisal Service at michaelpage.com.au/contact-us

Kind regards,



Simon Meyer
Managing Director, Michael Page
Australia

Introduction

After three years of inconsistent and challenging recruitment conditions the employment market for professionals has started 2014 in a far more consistent pattern. As the year unfolds it looks increasingly likely that these employment market conditions will continue throughout the rest of 2014 and into 2015.

A number of emerging drivers outlined in the Michael Page Australia 2014/15 Salary & Employment Forecast are influencing the professional employment market and starting to shape a fundamental shift in the way the business community will need to manage talent over the next 12 months. With further consistency in the market likely in the second half of 2014 these factors will lead to a likely “switch” in terms of supply and demand of quality candidates across a number of professional markets.

Report details – Some key findings

The Michael Page Australia 2014/15 Salary & Employment Forecast found nearly a third of surveyed employers plan to increase headcount in the next twelve months but emerging conditions could see this figure increase.

Nearly a quarter of survey respondents anticipate a skills shortage in their sector within the year with another 11% uncertain about candidate availability.

Michael Page Australia has identified several important drivers of the professional employment market over the coming year:

- Increasing business confidence and a strengthening economy.
- Overseas competition for Australian executive talent.
- New investment coming into Australia, with companies looking to hire and pay top salaries.
- A greater focus on innovation and e-commerce to achieve business growth.
- A growing restlessness among quality professionals.

Many organisations across the professional employment market are already proactively seeking guidance on navigating the year ahead to ensure they are able to secure the best talent on either a permanent or contracting basis for the most competitive package point if salaries move faster than currently forecasted.

Let's look at some of these drivers in more detail.

Increasing business confidence = greater candidate confidence

On the eve of the new financial year, global ratings agency Moody's described Australia's economic strength as “very high” and its vulnerability to financial risks as “very low”. In line with this view many organisations have now shifted from a defensive business strategy focused on cost control to pushing for a position of growth and future scope across the Australian market.

A period of strong hiring activity in the business services sector confirms this positive outlook. Historically, the business services sector acts as an early indicator of economic growth. For example, the recovery of the UK economy 18 months ago began with a noticeable uplift in activity in the business services sector which has been sustained over time.

Meeting this demand for growth is a professional worker base who are increasingly eager to secure a new opportunity after inconsistent market conditions over the past few years. As jobseekers gain confidence in their ability to attract more than one job offer, they will in turn naturally reassess their worth in the market, and this is a key factor behind the growth in salaries.

The Boardroom picture – C-Suite shuffle leading to increased hiring activity

With increased movement at the C-Suite level for the first time in more than three years, senior management roles and direct report positions below the C-Suite are filtering onto the open market. At the heart of this is a push to hire individuals with change management capability and the capacity to lead transformation. The focus on developing new revenue streams is driving the opportunities for professionals who have this skill set regardless of their functional background.

With a focus on creating additional revenue streams, professionals at the C-Suite level are increasingly looking toward e-commerce as a priority channel, improving the customer service proposition in order to drive loyalty into the future. There is a shift away from set-and-forget digital assets, toward truly useful customer service offerings, including faster delivery and value-add loyalty programs. This is driving the need for innovators in marketing and sales teams, in addition to CRM and supply chain and logistics professionals.

This change in the type of hire in the open market is increasing the demand for the best talent across the professional employment market at all levels. To find the best talent in the market, hiring managers need to utilise a fully integrated recruitment process and take a more flexible approach to developing their search criteria. For example, the job board approach so widely used as the main direct recruitment path is being challenged aggressively by a new product suite with far greater targeting capability through channels such as social media.

On the doorstep of Asia – Regional competition for Australian executive talent

There is also greater competition for executive talent coming from Asian-owned organisations either buying Australian companies or financing new ventures in the domestic market. These overseas-based investors from across the region including Greater China are providing their senior management teams with a great deal of autonomy and scope on remuneration packages to secure the best talent. These fast growing organisations could prove major competitors for established Australian Stock Market listed companies in the same way US and European multinationals continue to do in the local market.

Also worth noting is the small but increasing number of executives from Sydney and Melbourne completing a weekly commute to cities offering more opportunities and legitimate tax savings. Lead examples include Hong Kong and Singapore. Executives from Australia have experience operating in a developed economy and understand the processes and regulations associated with a mature market that are increasingly applicable to emerging markets across Asia, including Greater China. Recruitment decision-makers in the Michael Page network have indicated they will continue to actively look to the Australian talent market to fill these roles.

State by state – NSW leading the charge

Since the mining slowdown, the hottest recruitment activity has moved east, with New South Wales (NSW) leading the charge. Strong public and private sector investment in infrastructure is at the heart of the push behind the NSW market. In turn, NSW Government agencies have been extremely active in the market looking to drive change and improvement in the sector. This is pushing demand for skill sets not necessarily seen in the government space previously. It is also worth noting that both financial services and retail have outperformed versus expectation and continue to demonstrate consistent recruitment demand.

Queensland is also looking buoyant despite the national drop in mining activity. The Sunshine State is now a diverse economy that drives professional employment opportunities across multiple sectors in a similar way to both Sydney and Melbourne. The brightest spot has been the emergence of large corporate structures focused on managing the infrastructure now in place to drive the oil and gas exploration which has come on-line. Equally, the retail market continues to develop particularly at the luxury goods end.

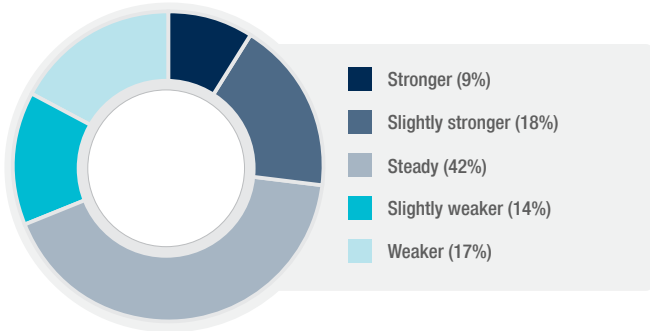
The recruitment outlook in Victoria is more challenging where heavy job losses within the manufacturing sector, particularly the automotive industry, have dented general business confidence as a whole. To a certain degree the performance of the construction sector driven by strong residential/apartment property sales has countered the manufacturing decline. Equally, there are some positive early signs in the 'emerging' private sector through investment into retail, property and social infrastructure sectors – namely, aviation, education and healthcare markets. Dissimilar to NSW, public sector growth is subdued at present in Victoria, potentially affecting the small to medium industries. However in Victoria, sector mobility for professionals seeking a new career opportunity is sometimes difficult to achieve.

In Western Australia (WA), the wide-reaching impact of the mining slowdown continues to be felt across recruitment in this state. In Perth there has been a 40-45 per cent decline since March last year in the availability of roles at the \$100,000-\$300,000 salary range. Despite this, early signs of stabilisation are now appearing however the mid to long term outlook will continue to be challenging as the WA employment market adjusts to the decrease in demand driven by mining and resources.

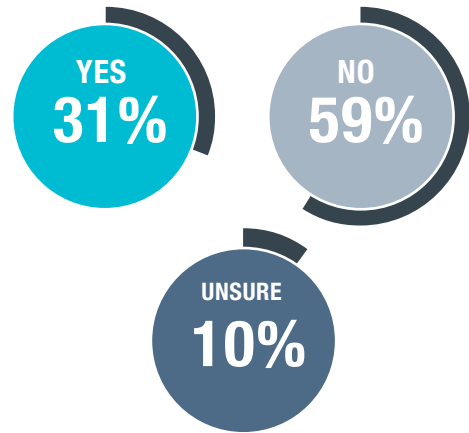
Looking ahead ...

With clear signs that the domestic job market is becoming both more consistent and active, the outlook for the coming 12 months is very positive. As business confidence continues to grow and companies revise their hiring requirements, the demand for quality professionals is likely to grow. From the recruitment perspective, the message to employers is to act now to secure the top talent their business needs to drive innovation and growth or risk being left behind as the war for talent heats up again.

Strength of current hiring activity compared to the last 12 months



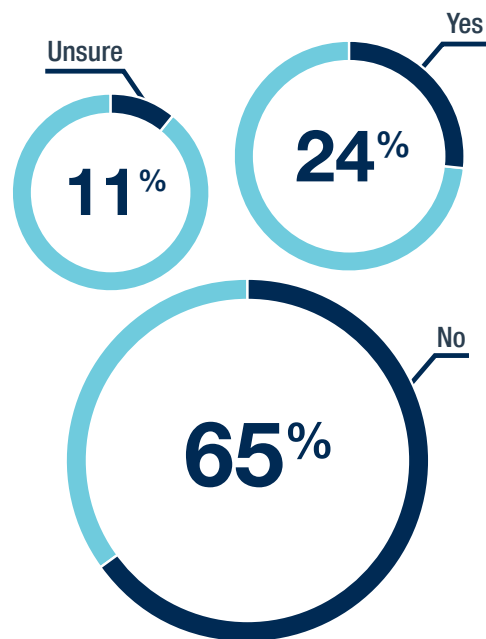
Expecting to increase headcount



Experience level expected to be in highest demand



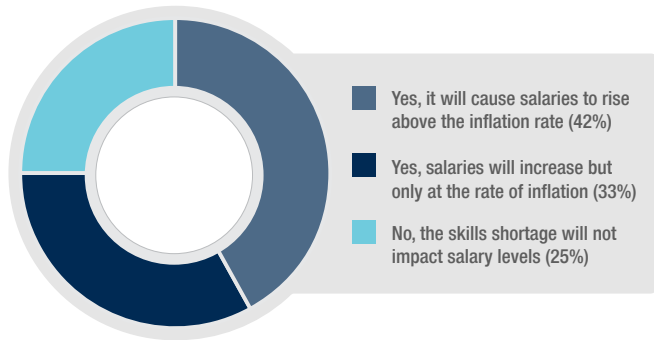
Expectation of a professional skills shortage in the next 12 months



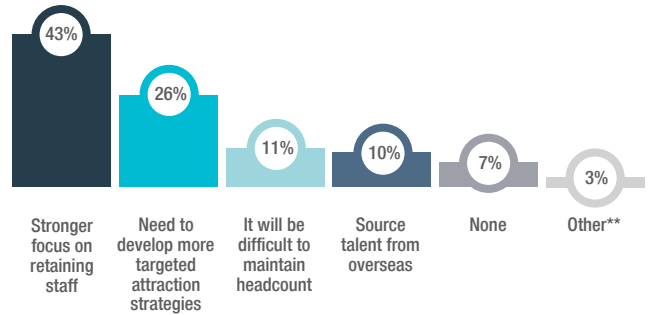
Note: All infographics in this report are based on the views of survey participants. The accompanying market commentary is based on the experience and observations of the Michael Page team.

RECRUITMENT ACTIVITY

Skills shortage placing upwards pressure on salaries

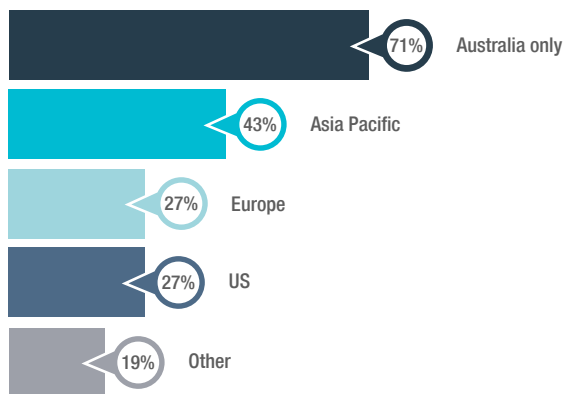


Impact of skills shortage on businesses in Australia over the next 12 months

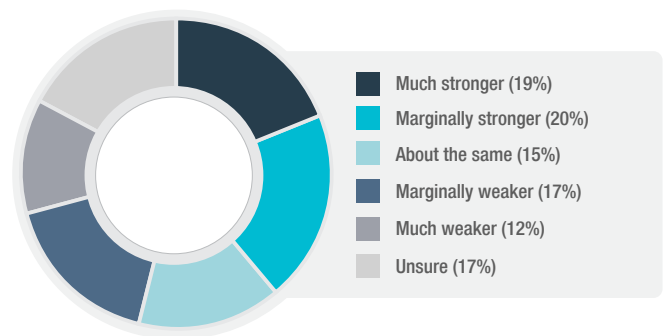


**focus on developing strategies to attract and retain staff, etc.

Regions companies operate in*



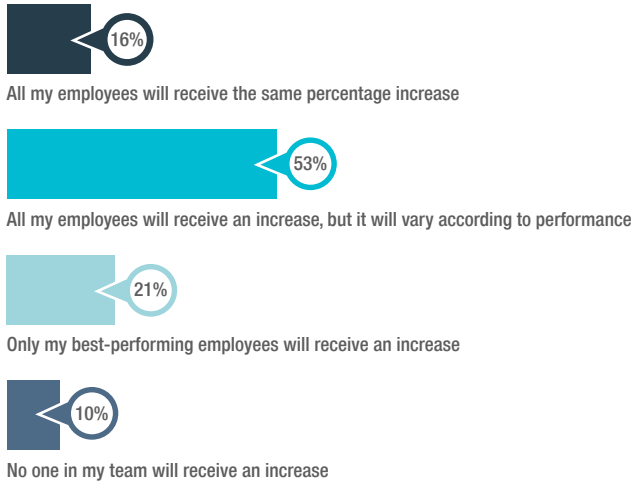
How Australian business is faring in comparison with Asia operations



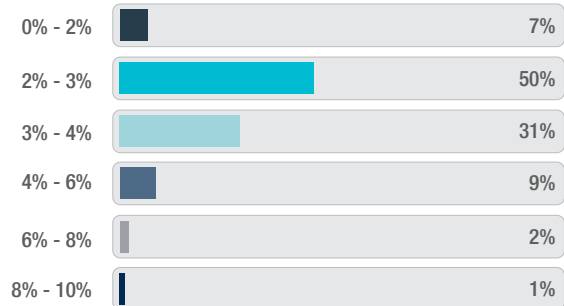
* More than one option could be selected.

SALARY AND REMUNERATION

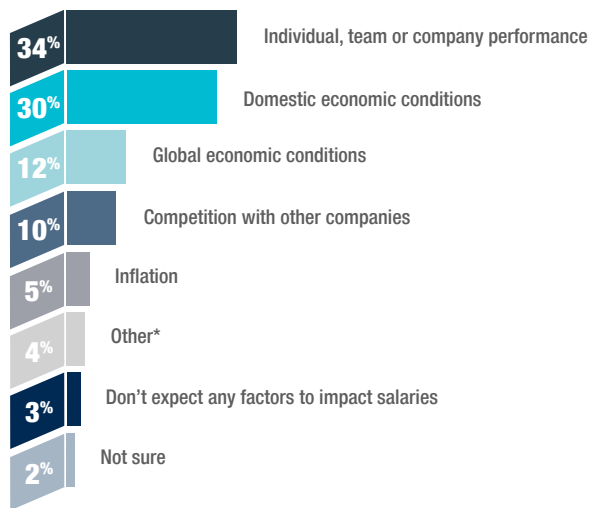
Salary increases over the next 12 months



Average percentage salary increase over the next 12 months

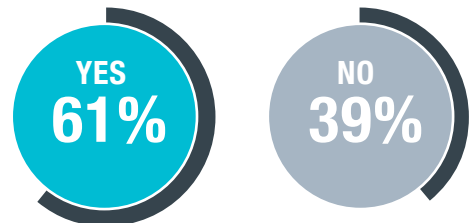


Factor most likely to impact salary levels in the next 12 months



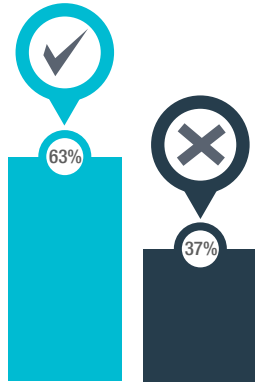
*Government funding, enterprise bargaining arrangements, industry performance, etc.

Flexible salary packaging or fringe benefits offered to employees

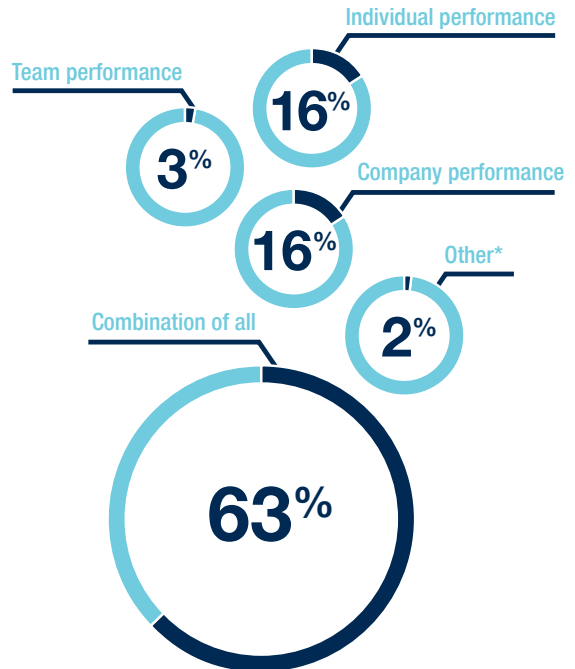


SALARY AND REMUNERATION

Companies providing bonuses as part of the remuneration package

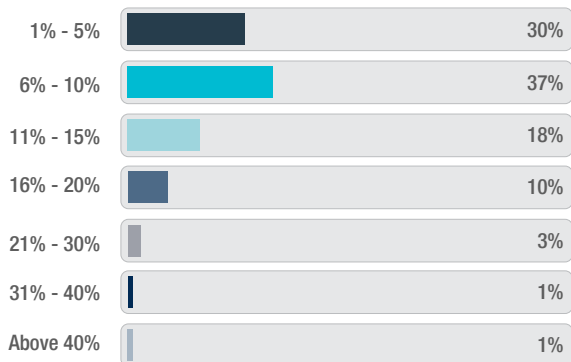


Basis for bonuses over the next 12 months



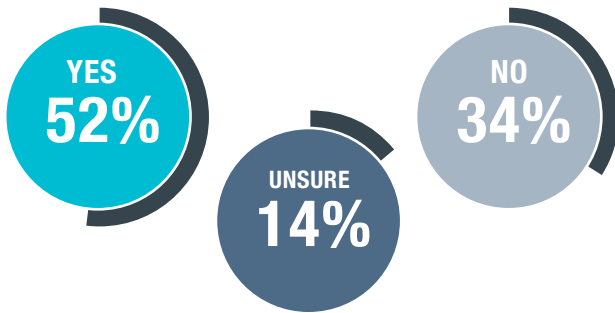
*combination of individual and company performance.

Average percentage bonus of gross salary

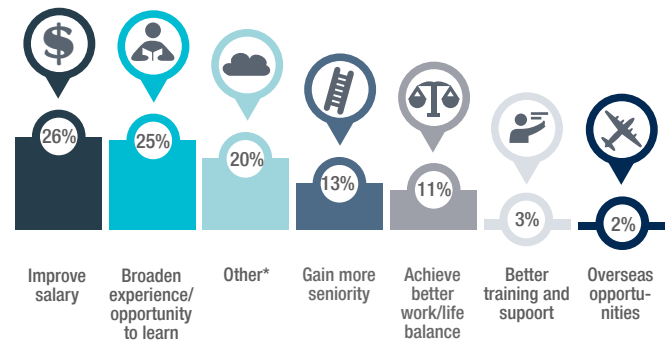


ATTRACTION AND RETENTION

Employer expectations for staff turnover in the next 12 months



Key reason employees are likely to leave



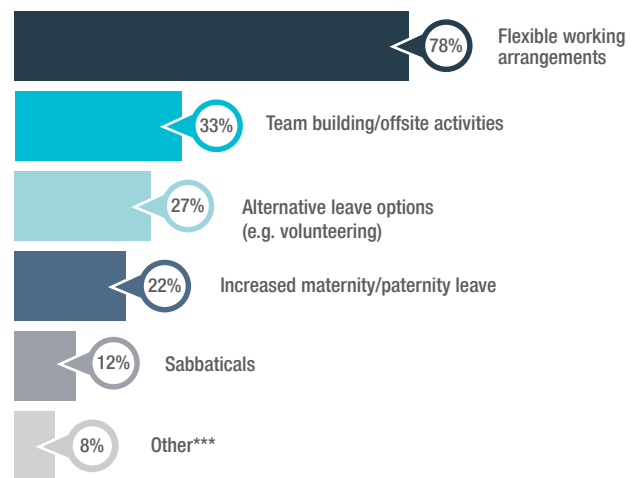
*redundancy, maternity leave, job security, retirement, better work/life balance, etc.

Most popular tools for attraction and retention



**flexible working arrangements, additional annual leave, etc.

Most popular options offered to support employees' work/life balance^

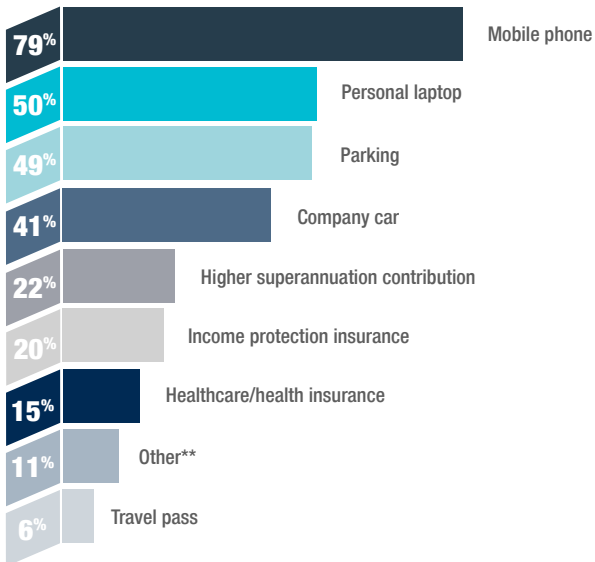


***purchased leave, etc.

^ More than one option could be selected.

ATTRACTION AND RETENTION

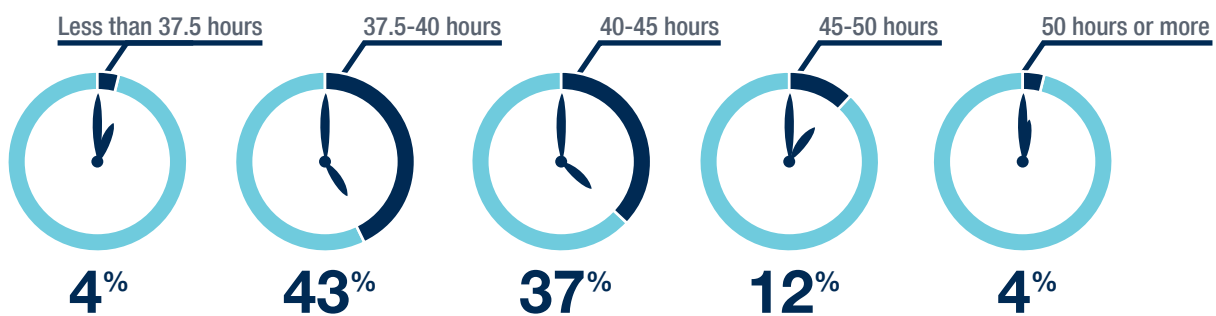
Combination of benefits offered to employees*



**car allowance, salary sacrifice for superannuation and novated leases, etc.

WORKING HOURS

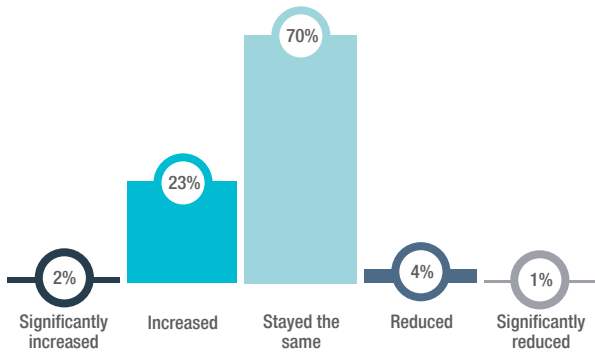
Average weekly working hours



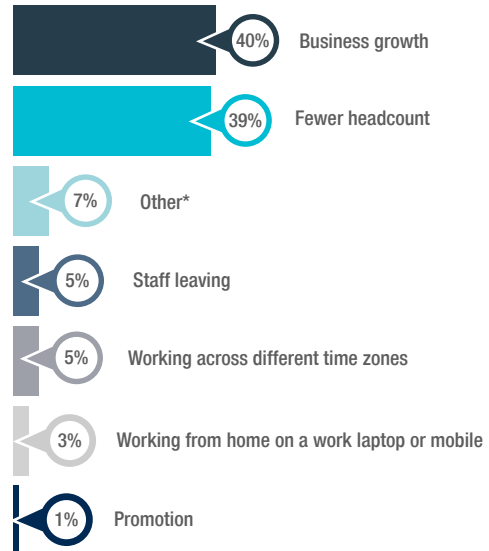
* More than one option could be selected.

WORKING HOURS

Change in average weekly working hours over the last 12 months



Main reason for increased working hours



*business growth not matched by headcount growth, combination of all, etc.

AUSTRALIA 2014 / 15
SALARY & EMPLOYMENT

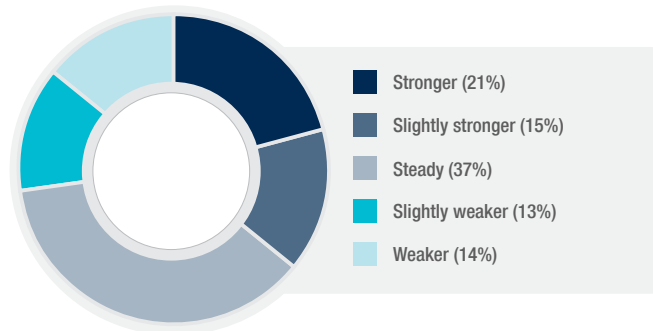
FORECAST

CONSTRUCTION

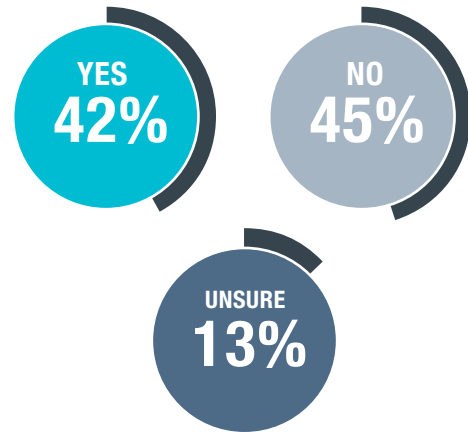


RECRUITMENT ACTIVITY

Strength of current hiring activity compared to the last 12 months



Expecting to increase headcount



Market observations:

- Recruitment activity is currently strong in construction, driven by increased investment in Australian infrastructure from both international and local companies. This is expected to continue over the next 12 months.
- Demand is high for professionals in site management, contracts administration and project management. These roles are essential for efficient delivery throughout the construction life cycle.
- Recruitment in NSW has increased in line with a 10% increase in building approvals over the past 12 months. There are significant construction projects underway in the areas of residential, commercial, retail and industrial which require workers across all areas of planning, design and delivery.
- In WA, the slowdown of the resources industry has brought with it a natural readjustment and a focus on built form construction. There has been an increase in residential and commercial property developments over the past 12 months.
- In VIC, noteworthy construction projects including residential and apartment buildings, centred mostly in the Melbourne CBD have led to increased demand for construction professionals. This development activity can be partially attributed to an ageing population with a preference for inner-city living and a consistent appetite for investment from foreign property investors.
- Although the job market shows signs of improvement, it is in comparison to a relatively low starting point. The past few years have seen significant de-layering and cost cutting for companies to survive.
- In an inconsistent market, professionals with skills in estimating, bid management and project management are in particularly high demand. These workers are essential to being awarded successful tenders and delivering projects on time and to budget.
- The executive recruitment market is strongest in NSW due to a higher volume of approvals on large projects over the past 12 months and the reality that most head offices are located in NSW.
- Executive recruitment is expected to grow stronger over the next 12 months. As companies regain confidence, high-level positions that were previously removed because of de-layering will need to be replaced.

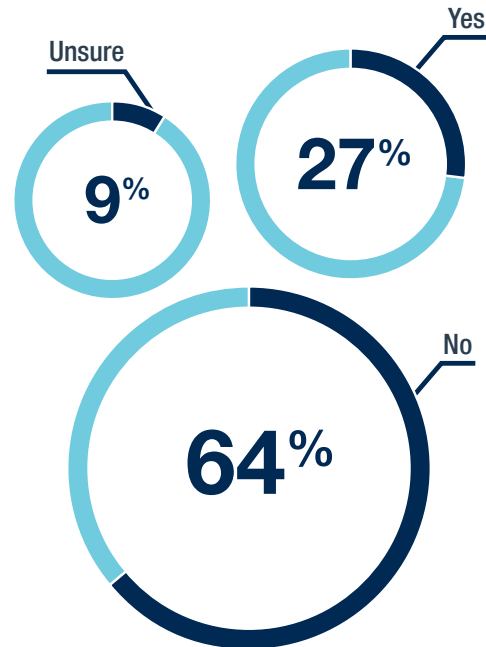
Note: All infographics in this report are based on the views of survey participants. The accompanying market commentary is based on the experience and observations of the Michael Page team.

RECRUITMENT ACTIVITY

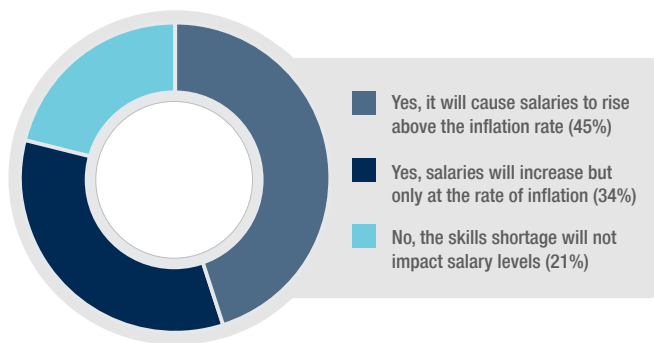
Experience level expected to be in highest demand



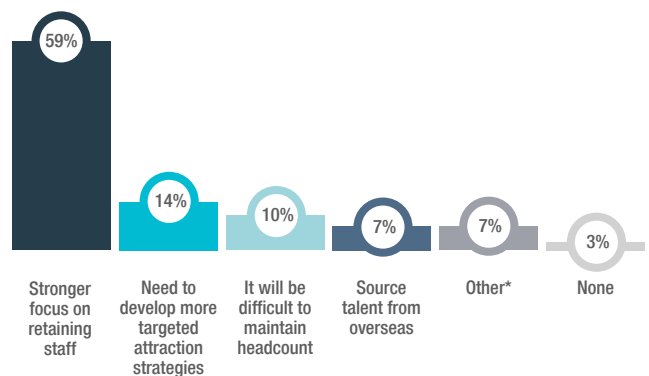
Expectation of a professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries



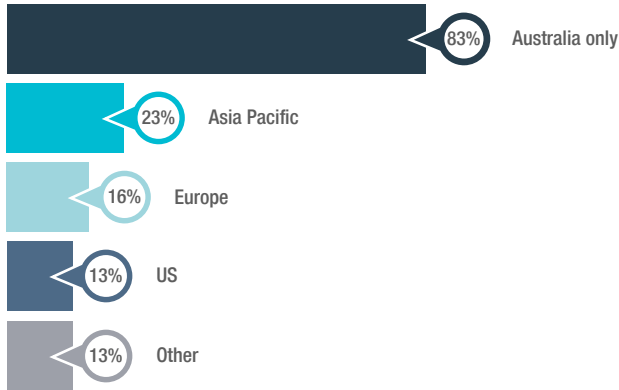
Impact of skills shortage on businesses in Australia over the next 12 months



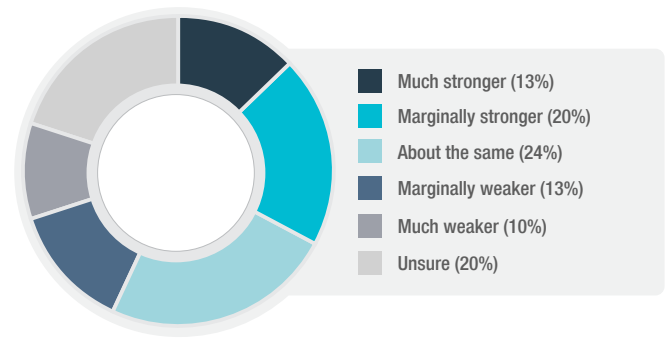
*increasingly difficult to find suitable talent, etc.

RECRUITMENT ACTIVITY

Regions companies operate in*

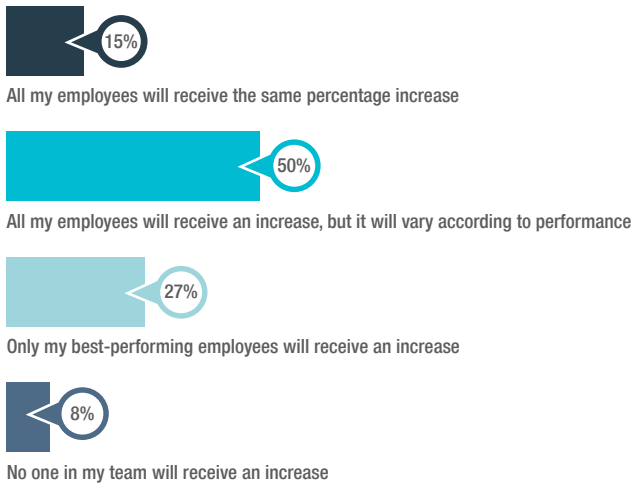


How Australian business is faring in comparison with Asia operations

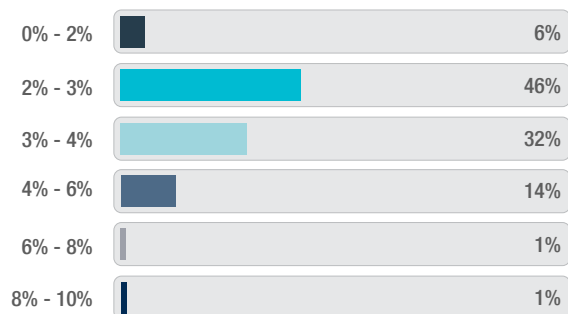


SALARY AND REMUNERATION

Salary increases over the next 12 months



Average percentage salary increase over the next 12 months



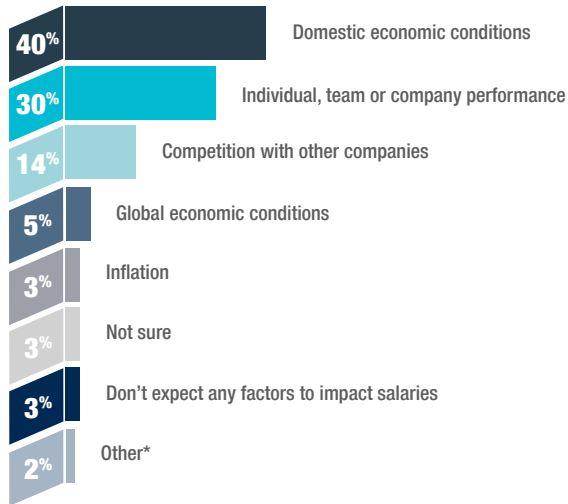
Market observations:

- In the weaker market, companies have become accustomed to doing more with less. This has led to some resistance from employers to raise salary levels, and has kept pay rises to a minimum over the past 12 months.
- Estimating and project management experts are expected to command higher-than-average pay increases over the next 12 months. These professionals are essential to a company's ability to deliver a project at minimal cost – a high priority in an uncertain market.

* More than one option could be selected.

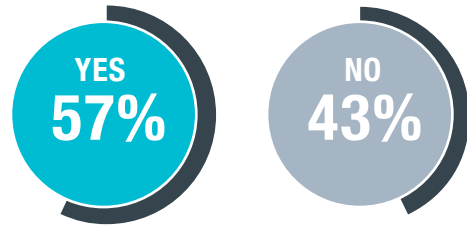
SALARY AND REMUNERATION

Factor most likely to impact salary levels in the next 12 months

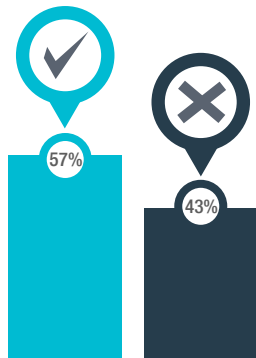


*Market conditions, confidence in projected company revenue, etc.

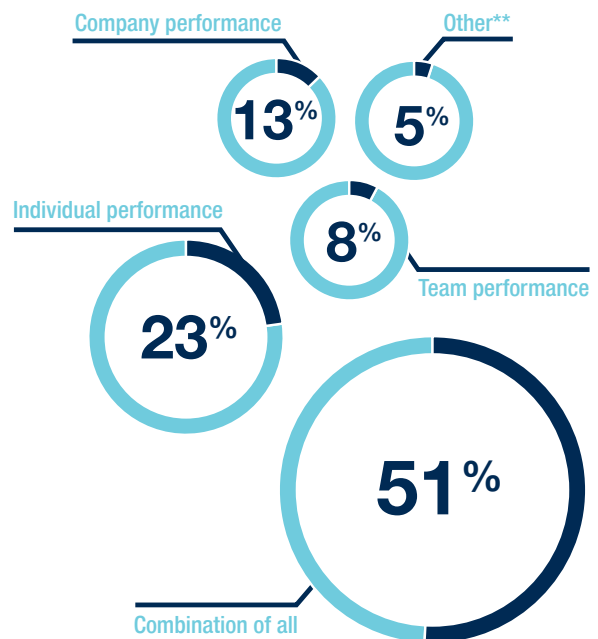
Flexible salary packaging or fringe benefits offered to employees



Companies providing bonuses as part of the remuneration package



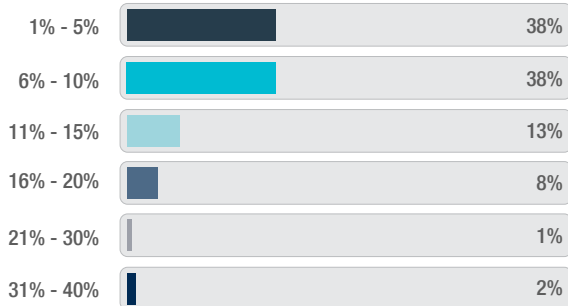
Basis for bonuses over the next 12 months



**Mix of company and individual performance, etc.

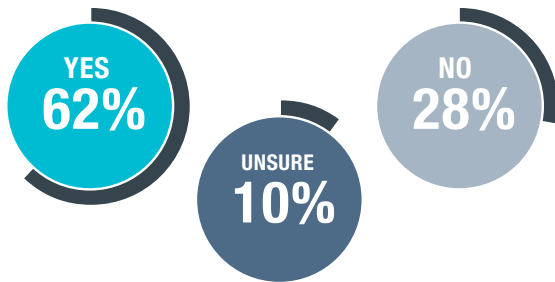
SALARY AND REMUNERATION

Average percentage bonus of gross salary

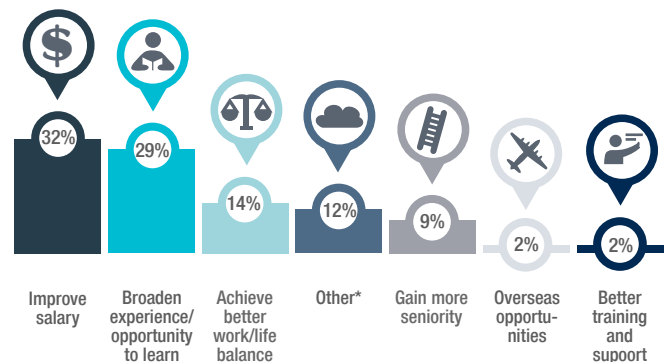


ATTRACTION AND RETENTION

Employer expectations for staff turnover in the next 12 months



Key reason employees are likely to leave



*end of contract/project, change in company culture/direction, etc.

Most popular tools for attraction and retention

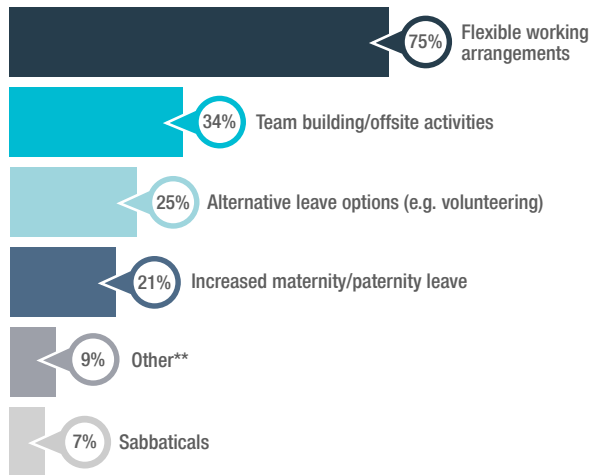


Market observation:

- Many companies offer financial rewards for individuals and teams in line with meeting KPIs and project requirements. In a relatively flat salary market, performance bonuses are key to retaining top talent.

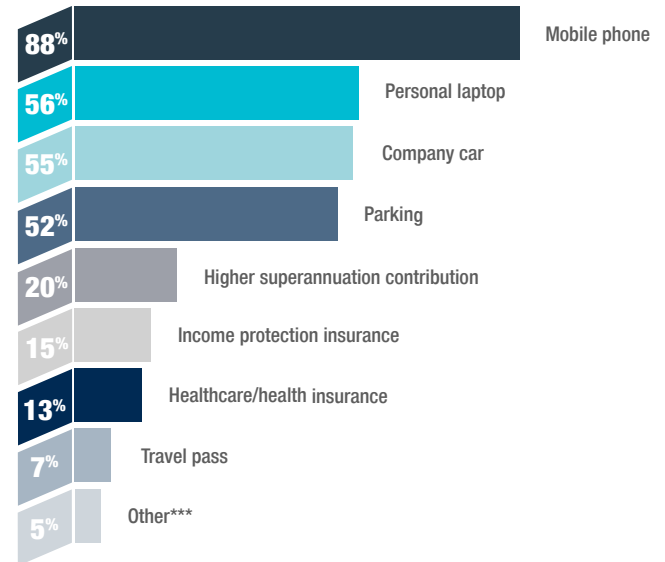
ATTRACTION AND RETENTION

Most popular options offered to support employees' work/life balance*



**restricted overtime, etc.

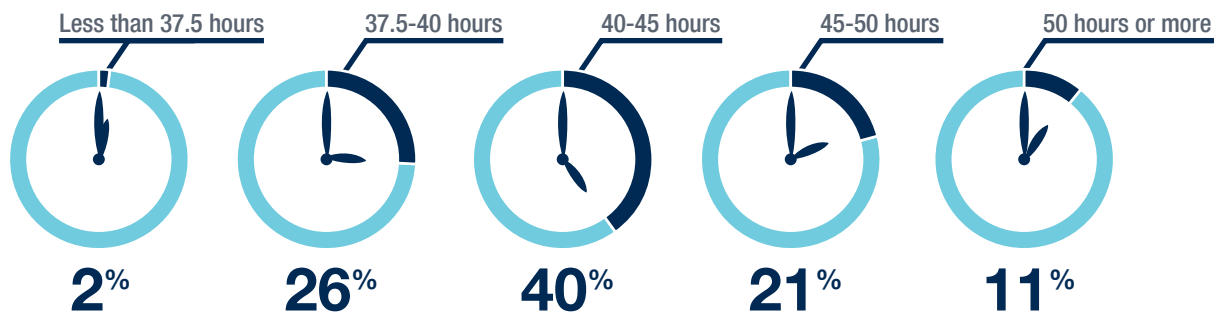
Combination of benefits offered to employees*



***online rewards program, fuel card, gym membership discounts, etc.

WORKING HOURS

Average weekly working hours



* More than one option could be selected.

SALARY TABLES

CONSTRUCTION MANAGEMENT

State	NSW			VIC		
	Tier 1	Tier 2	Tier 3	Tier 1	Tier 2	Tier 3
Experience	Tier 1	Tier 2	Tier 3	Tier 1	Tier 2	Tier 3
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Foreman	90-120	75-100	70-90	88-118	74-98	69-88
Site Manager	140-220	100-150	90-120	137-216	98-147	88-118
Contracts Administrator	100-150	90-120	65-90	98-147	88-118	64-88
Senior Contracts Administrator	120-170	100-130	80-110	118-167	98-127	78-108
Estimating Manager	180-250	140-200	100-150	176-245	137-196	98-147
Health and Safety Manager	140-200	120-150	90-120	137-196	118-147	88-118
Bid Manager/Business Development Manager	150-250	130-200	100-160	147-245	127-196	98-157
Design Manager	150-220	120-180	N/A	147-216	118-176	N/A
Project Manager	150-220	120-180	100-150	147-216	118-176	98-147
Project Director	200-300	160-240	140-200	196-294	157-235	137-196
Construction Manager	250-350	200-300	200+	245-343	196-294	196+
Construction Director	300-400	250-350	250+	294-392	245-343	245+
General Manager	400+	300+	250+	392+	294+	245+

State	QLD			SA		
	Tier 1	Tier 2	Tier 3	Tier 1	Tier 2	Tier 3
Experience	Tier 1	Tier 2	Tier 3	Tier 1	Tier 2	Tier 3
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Foreman	88-118	74-98	69-88	86-114	71-95	67-86
Site Manager	137-216	98-147	88-118	133-209	95-143	86-114
Contracts Administrator	98-147	88-118	64-88	95-143	86-114	62-86
Senior Contracts Administrator	118-167	98-127	78-108	114-162	95-124	76-105
Estimating Manager	176-245	137-196	98-147	171-238	133-190	95-143
Health and Safety Manager	137-196	118-147	88-118	133-190	114-143	86-114
Bid Manager/Business Development Manager	147-245	127-196	98-157	143-238	124-190	95-152
Design Manager	147-216	118-176	N/A	143-209	114-171	N/A
Project Manager	147-216	118-176	98-147	143-209	114-171	95-143
Project Director	196-294	157-235	137-196	190-285	152-228	133-190
Construction Manager	245-343	196-294	196+	238-333	190-285	190+
Construction Director	294-392	245-343	245+	285-380	238-333	238+
General Manager	392+	294+	245+	380+	285+	238+

CONSTRUCTION MANAGEMENT (CONTINUED)

State	WA		
	Tier 1	Tier 2	Tier 3
Experience			
Salary	\$'000	\$'000	\$'000
Foreman	95-126	79-105	74-95
Site Manager	147-231	105-158	95-126
Contracts Administrator	105-158	95-126	68-95
Senior Contracts Administrator	126-179	105-137	84-116
Estimating Manager	189-263	147-210	105-158
Health and Safety Manager	147-210	126-158	95-126
Bid Manager/Business Development Manager	158-263	137-210	105-168
Design Manager	158-231	126-189	N/A
Project Manager	158-231	126-189	105-158
Project Director	210-315	168-252	147-210
Construction Manager	263-368	210-315	210+
Construction Director	315-420	263-368	263+
General Manager	420+	315+	263+

SALARY TABLES

PROJECT MANAGEMENT/DEVELOPMENT

State	NSW			VIC			
	Experience	Tier 1	Tier 2	Tier 3	Tier 1	Tier 2	Tier 3
	Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Assistant Project Manager	60-75	60-70	55-65	59-74	59-69	54-64
	Project Manager	140-200	120-160	100-130	137-196	118-157	98-127
	Senior Project Manager	150-180	120-160	100-130	147-176	118-157	98-127
	Assistant Development Manager	60-85	55-75	55-75	59-83	54-74	54-74
	Development Manager	130-170	110-150	90-120	127-167	108-147	88-118
	Senior Development Manager	160-220	140-180	120-160	157-216	137-176	118-157
	Development Director	240-320	180-250	160-220	235-314	176-245	157-216
	General Manager, Development	300-400	250-300	220-350	294-392	245-294	216-343

State	QLD			SA			
	Experience	Tier 1	Tier 2	Tier 3	Tier 1	Tier 2	Tier 3
	Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Assistant Project Manager	59-74	59-69	54-64	57-71	57-67	52-62
	Project Manager	137-196	118-157	98-127	133-190	114-152	95-124
	Senior Project Manager	147-176	118-157	98-127	143-171	114-152	95-124
	Assistant Development Manager	59-83	54-74	54-74	57-81	52-71	52-71
	Development Manager	127-167	108-147	88-118	124-162	105-143	86-114
	Senior Development Manager	157-216	137-176	118-157	152-209	133-171	114-152
	Development Director	235-314	176-245	157-216	228-304	171-238	152-209
	General Manager, Development	294-392	245-294	216-343	285-380	238-285	209-333

State	WA			
	Experience	Tier 1	Tier 2	Tier 3
	Salary	\$'000	\$'000	\$'000
	Assistant Project Manager	63-79	63-74	58-68
	Project Manager	147-210	126-168	105-137
	Senior Project Manager	158-189	126-168	105-137
	Assistant Development Manager	63-89	58-79	58-79
	Development Manager	137-179	116-158	95-126
	Senior Development Manager	168-231	147-189	126-168
	Development Director	252-336	189-263	168-231
	General Manager, Development	315-420	263-315	231-368

AUSTRALIA 2014 / 15

SALARY & EMPLOYMENT

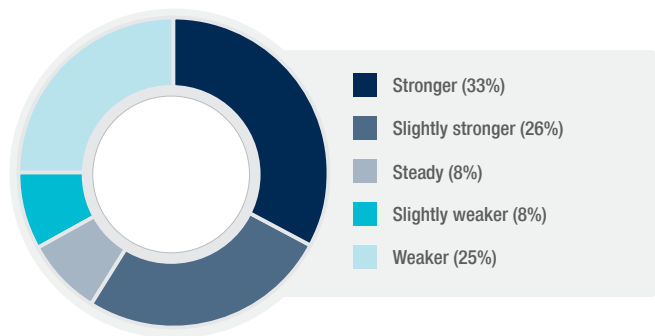
FORECAST

DIGITAL

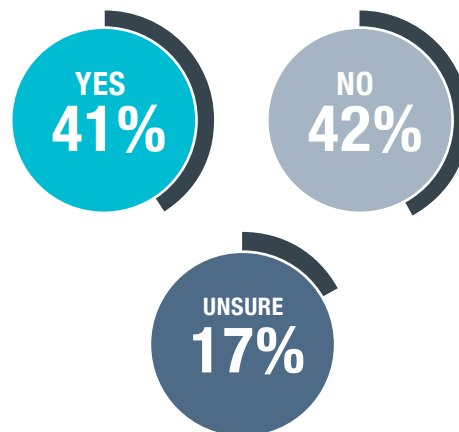


RECRUITMENT ACTIVITY

Strength of current hiring activity compared to the last 12 months



Expecting to increase headcount



Market observations:

- Recruitment in the digital sector has shown sustained strong performance over the past 12 months, as the industry continues to grow rapidly in Australia. Job opportunities are centred in NSW and VIC, because company headquarters, media outlets and agencies are mostly based in Sydney and Melbourne.
- Hiring activity was highest in the areas of financial services, media, travel and tourism, agency and retail, with a strong demand for skilled professionals in the areas of social media, digital marketing, content creation, user experience (UX) and programming.
- Demand for digital talent spans multiple industries, as businesses continue to recognise the need for online representation as a lead-generation and marketing channel.
- The demand for digital professionals in Australia is expected to grow, as most businesses look to grow their online propositions through increased social media presence and development or expansion of ecommerce offerings.
- Content creation has been a major focus for the Australian digital sector over the past 12 months, in line with a global shift toward integrated advertising and soft-sell digital marketing campaigns.
- Executive level recruitment is expected to grow stronger over the coming 12 months as companies require strategic professionals to develop growing teams.

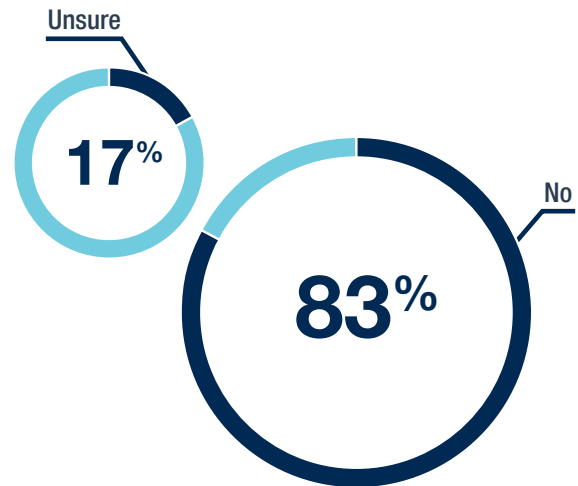
Note: All infographics in this report are based on the views of survey participants. The accompanying market commentary is based on the experience and observations of the Michael Page team.

RECRUITMENT ACTIVITY

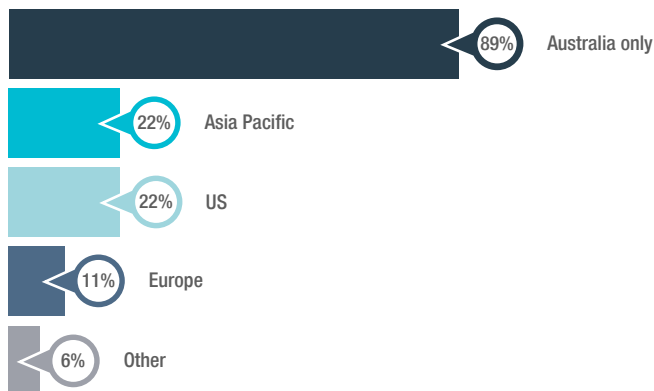
Experience level expected to be in highest demand



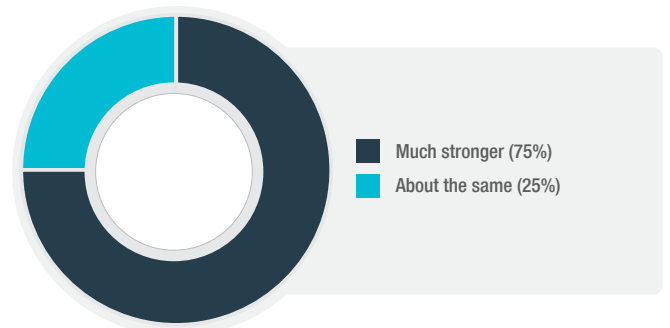
Expectation of a professional skills shortage in the next 12 months



Regions companies operate in*



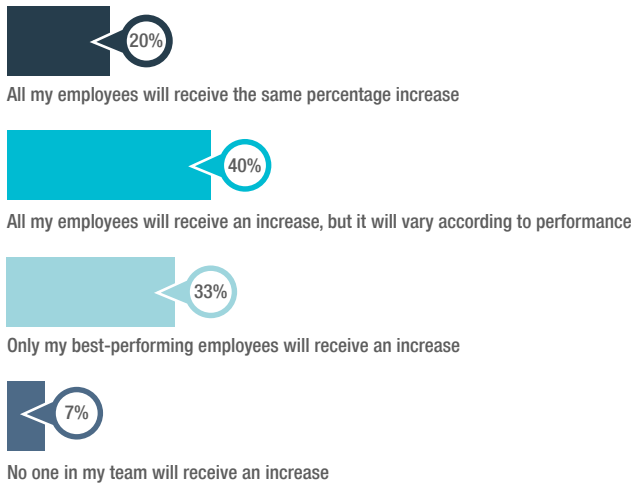
How Australian business is faring in comparison with Asia operations



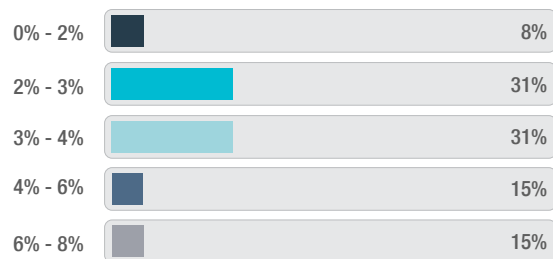
* More than one option could be selected.

SALARY AND REMUNERATION

Salary increases over the next 12 months



Average percentage salary increase over the next 12 months



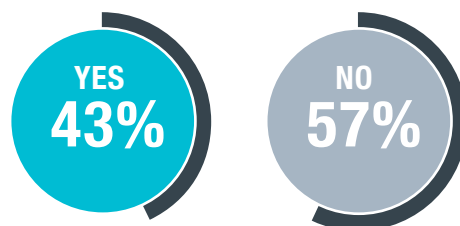
Market observations:

- Highly skilled professionals in areas including UX, analytics and Real-Time Bidding (RTB) have commanded significant salary increases over the past 12 months. This is expected to continue due to a shortage in the market. The majority of digital professionals gain experience on the job, and due to Australia's relatively young digital market, employers have not yet had the time or resources to invest in up-skilling digital employees.
- The skills shortage has caused instability and a flurry of hiring turnover in Australia's digital sector. As a result, professionals who know their worth have become more demanding in their salary expectations when it comes to accepting a new role.

Factor most likely to impact salary levels in the next 12 months

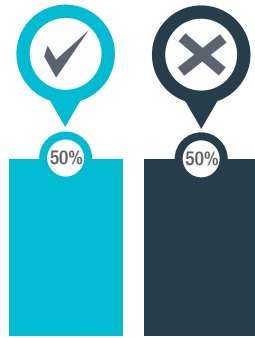


Flexible salary packaging or fringe benefits offered to employees

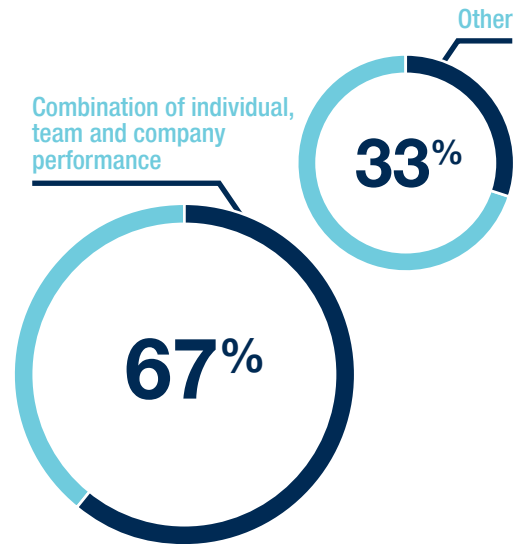


SALARY AND REMUNERATION

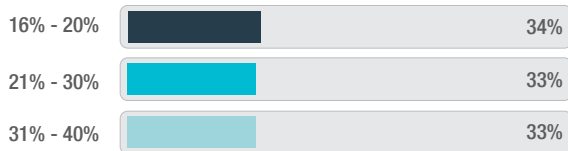
Companies providing bonuses as part of the remuneration package



Basis for bonuses over the next 12 months

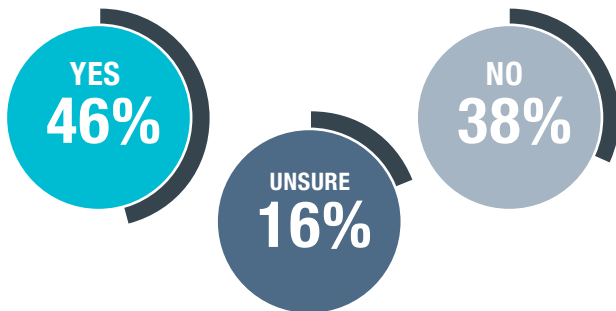


Average percentage bonus of gross salary

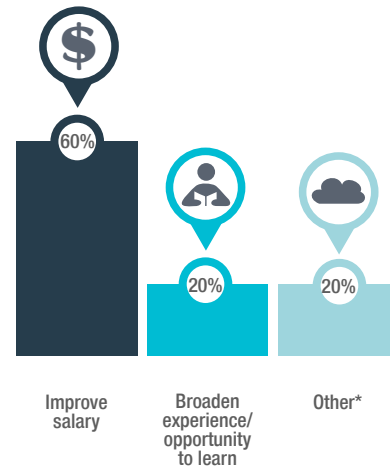


ATTRACTION AND RETENTION

Employer expectations for staff turnover in the next 12 months



Key reason employees are likely to leave

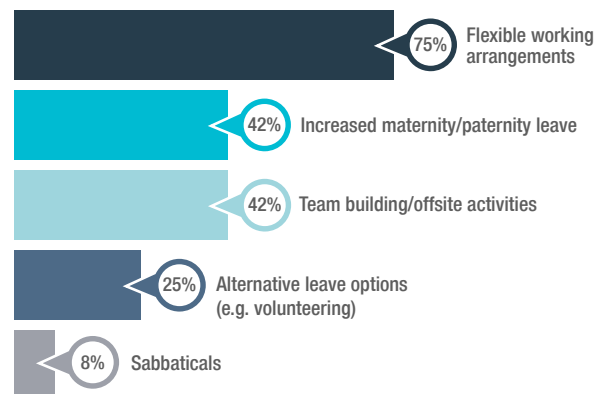


*restructure, etc.

Most popular tools for attraction and retention



Most popular options offered to support employees' work/life balance**



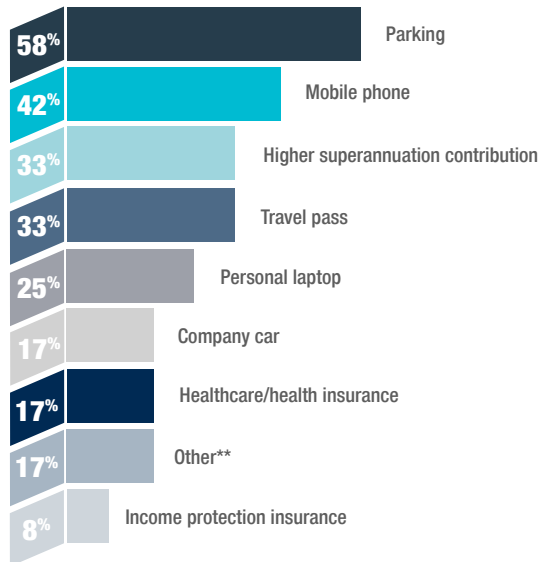
Market observation:

- The digital sector has pioneered innovative attraction and retention strategies, including a sign-on bonus and a loyalty bonus.
- Non-financial strategies are based on accelerated career development and include a focus on learning and development and training.

** More than one option could be selected.

ATTRACTION AND RETENTION

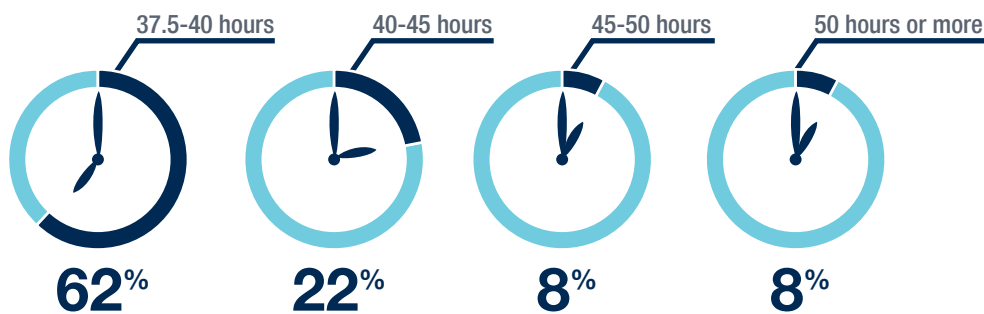
Combination of benefits offered to employees*



**employee assistance program, etc.

WORKING HOURS

Average weekly working hours



* More than one option could be selected.

SALARY TABLES

DIGITAL

State	NSW				VIC			
Experience	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Digital Producer	60-80	75-105	95-135	115-145	60-80	75-105	95-135	115-145
Social Media Executive	50-75	65-80	65-80	65-80	50-75	65-80	65-80	65-80
Social Media Manager	80-95	90-115	115-135	130-150	80-95	90-115	115-135	130-150
User Experience Specialist	75-90	80-105	95-140	125-150	75-90	80-105	95-140	125-150
SEO/SEM Executive	55-65	55-80	75-90	85-110	55-65	55-80	75-90	85-110
SEM/SEO Manager	70-85	80-100	85-115	110-135	70-85	80-100	85-115	110-135
Director/Head of Digital	120-135	140-160	150-200	175-235	120-135	140-160	150-200	175-235
Web Designer	65-75	65-90	80-110	100-130	65-75	65-90	80-110	100-130
Product Manager	70-90	95-115	115-130	120-155	70-90	95-115	115-130	120-155
Web Analytics	70-80	80-115	100-125	120-150	70-80	80-115	100-125	120-150
Content Production	55-70	70-90	90-110	110-130	55-70	70-90	90-110	110-130
Online Manager	60-85	85-110	110-130	130-160	60-85	85-110	110-130	130-160
Digital Acquisition	60-85	85-110	110-130	130-160	60-85	85-110	110-130	130-160
eCommerce Executive	60-80	75-95	80-100	100-115	60-80	75-95	80-100	100-115
eCommerce Management	80-90	85-95	90-125	115-145	80-90	85-95	90-125	115-145
Senior Social Strategist	50-60	65-75	70-90	75-100	50-60	65-75	70-90	75-100
Community Manager	60-75	60-85	90-110	100-130	60-75	60-85	90-110	100-130
Digital Project Manager	100-110	100-115	115-130	130-150	100-110	100-115	115-130	130-150
Digital CRM Manager	100-120	120-150	150-185	175-205	100-120	120-150	150-185	175-205

State	QLD				SA			
Experience	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Digital Producer	58-78	73-102	92-131	112-141	56-74	70-98	88-126	107-135
Social Media Executive	49-73	63-78	63-78	63-78	47-70	60-74	60-74	60-74
Social Media Manager	78-92	87-112	112-131	126-146	74-88	84-107	107-126	121-140
User Experience Specialist	73-87	78-102	92-136	121-146	70-84	74-98	88-130	116-140
SEO/SEM Executive	53-63	53-78	73-87	82-107	51-60	51-74	70-84	79-102
SEM/SEO Manager	68-82	78-97	82-112	107-131	65-79	74-93	79-107	102-126
Director/Head of Digital	116-131	136-155	146-194	170-228	112-126	130-149	140-186	163-219
Web Designer	63-73	63-87	78-107	97-126	60-70	60-84	74-102	93-121
Product Manager	68-87	92-112	112-126	116-150	65-84	88-107	107-121	112-144
Web Analytics	68-78	78-112	97-121	116-146	65-74	74-107	93-116	112-140
Content Production	53-68	68-87	87-107	107-126	51-65	65-84	84-102	102-121
Online Manager	58-82	82-107	107-126	126-155	56-79	79-102	102-121	121-149
Digital Acquisition	58-82	82-107	107-126	126-155	56-79	79-102	102-121	121-149
eCommerce Executive	58-78	73-92	78-97	97-112	56-74	70-88	74-93	93-107
eCommerce Management	78-87	82-92	87-121	112-141	74-84	79-88	84-116	107-135
Senior Social Strategist	49-58	63-73	68-87	73-97	47-56	60-70	65-84	70-93
Community Manager	58-73	58-82	87-107	97-126	56-70	56-79	84-102	93-121
Digital Project Manager	97-107	97-112	112-126	126-146	93-102	93-107	107-121	121-140
Digital CRM Manager	97-116	116-146	146-179	170-199	93-112	112-140	140-172	163-191

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5% (correct as of May 2014), excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 3. Roles marked N/A in this report are not commonly found for the specified years of experience. 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.

SALARY TABLES

DIGITAL (CONTINUED)

State	WA			
	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000	\$'000	\$'000	\$'000
Digital Producer	58-77	72-101	91-130	110-139
Social Media Executive	48-72	62-77	62-77	62-77
Social Media Manager	77-91	86-110	110-130	125-144
User Experience Specialist	72-86	77-101	91-134	120-144
SEO/SEM Executive	53-62	53-77	72-86	82-106
SEM/SEO Manager	67-82	77-96	82-110	106-130
Director/Head of Digital	115-130	134-154	144-192	168-226
Web Designer	62-72	62-86	77-106	96-125
Product Manager	67-86	91-110	110-125	115-149
Web Analytics	67-77	77-110	96-120	115-144
Content Production	53-67	67-86	86-106	106-125
Online Manager	58-82	82-106	106-125	125-154
Digital Acquisition	58-82	82-106	106-125	125-154
eCommerce Executive	58-77	72-91	77-96	96-110
eCommerce Management	77-86	82-91	86-120	110-139
Senior Social Strategist	48-58	62-72	67-86	72-96
Community Manager	58-72	58-82	86-106	96-125
Digital Project Manager	96-106	96-110	110-125	125-144
Digital CRM Manager	96-115	115-144	144-178	168-197

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5% (correct as of May 2014), excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 3. Roles marked N/A in this report are not commonly found for the specified years of experience. 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.

SALARY TABLES

AGENCY

State	NSW				VIC			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
SEO/SEM Executive	60-80	80-110	110-130	130-160	60-80	80-110	110-130	130-160
SEO/SEM Manager	70-90	90-100	100-135	120-145	70-90	90-100	100-135	120-145
SEO/SEM Director	100-110	110-125	120-140	130-160	100-110	110-125	120-140	130-160
Head of Search	80-90	90-95	95-125	105-145	80-90	90-95	95-125	105-145
Affiliates Manager	60-80	80-90	90-120	110-135	60-80	80-90	90-120	110-135
Ad Ops Manager	70-80	75-85	80-95	90-110	70-80	75-85	80-95	90-110

State	QLD				SA			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
SEO/SEM Executive	58-78	78-107	107-126	126-155	56-74	74-102	102-121	121-149
SEO/SEM Manager	68-87	87-97	97-131	116-141	65-84	84-93	93-126	112-135
SEO/SEM Director	97-107	107-121	116-136	126-155	93-102	102-116	112-130	121-149
Head of Search	78-87	87-92	92-121	102-141	74-84	84-88	88-116	98-135
Affiliates Manager	58-78	78-87	87-116	107-131	56-74	74-84	84-112	102-126
Ad Ops Manager	68-78	73-82	78-92	87-107	65-74	70-79	74-88	84-102

State	WA			
	0-3 years	3-5 years	5-7 years	7+ years
	\$'000	\$'000	\$'000	\$'000
SEO/SEM Executive	58-77	77-106	106-125	125-154
SEO/SEM Manager	67-86	86-96	96-130	115-139
SEO/SEM Director	96-106	106-120	115-134	125-154
Head of Search	77-86	86-91	91-120	101-139
Affiliates Manager	58-77	77-86	86-115	106-130
Ad Ops Manager	67-77	72-82	77-91	86-106

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5% (correct as of May 2014), excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 3. Roles marked N/A in this report are not commonly found for the specified years of experience. 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.

AUSTRALIA 2014 / 15

SALARY & EMPLOYMENT

FORECAST

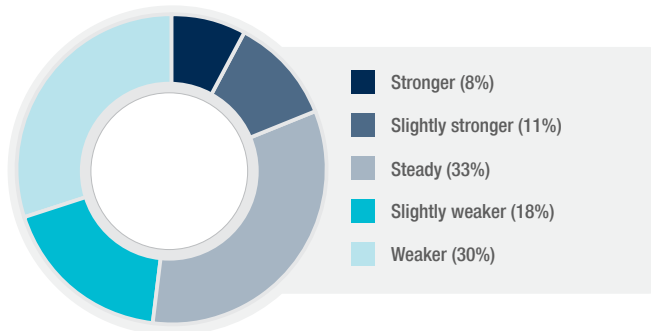
ENGINEERING



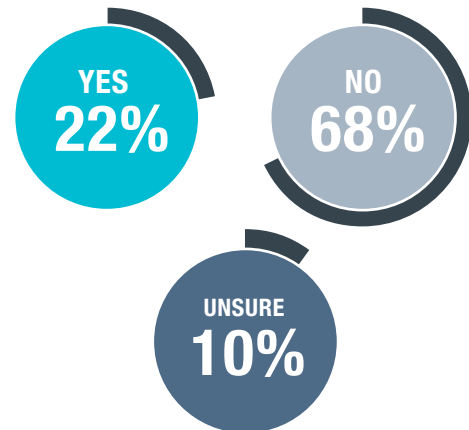
Michael Page
Engineering

RECRUITMENT ACTIVITY

Strength of current hiring activity compared to the last 12 months



Expecting to increase headcount



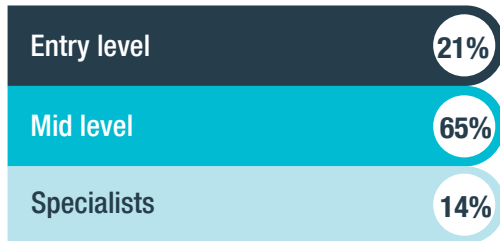
Market observations:

- Within the engineering sector, hiring is currently strongest in the manufacturing sector aligned with food and dairy, and civil and infrastructure, following increased investment at a Federal and State Government level.
- Professionals with project and design management experience are currently in highest demand because these skill sets are vital to overseeing major projects across a number of industry sectors.
- Consistent growth is expected across a number of industries in Australia, which will lead to stronger job opportunities for engineering professionals. Improvements are expected in the areas of consumer goods, food and dairy and agribusiness.
- Much of the engineering industry growth can be attributed to greater overseas investment in Australian food and products including wheat, dairy, oil and seed. Major investments are coming from Greater China, the Middle East and North America, which require engineering professionals at all experience levels and roles within the supply chain and operations sectors.
- On the whole, there are large variations in hiring activity for engineering roles on a state basis due to the diverse economic factors at play.
- In QLD, there is a positive job outlook for engineering roles due to investment in oil and gas, coupled with more equipment manufacturers establishing bases in this state.
- In WA, the decline of the mining and resource sector continues to have a significant impact on hiring activity in the engineering sector.
- In NSW, the market outlook is set to improve over the next 12 months, due to State Government investment in public infrastructure such as roads, rails and ports. This has led to an increased demand for mid to senior engineers to manage these ongoing projects.
- In VIC, the slowdown of the automotive and industrial markets is predicted to negatively impact the engineering job market over the next 12 months.

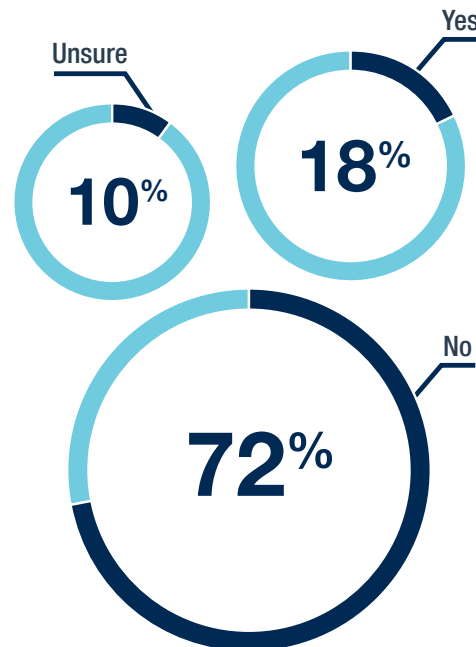
Note: All infographics in this report are based on the views of survey participants. The accompanying market commentary is based on the experience and observations of the Michael Page team.

RECRUITMENT ACTIVITY

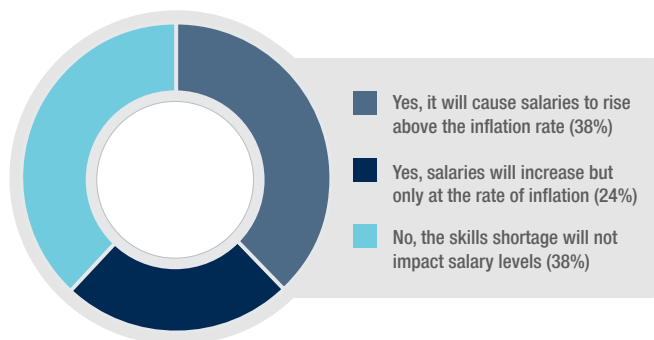
Experience level expected to be in highest demand



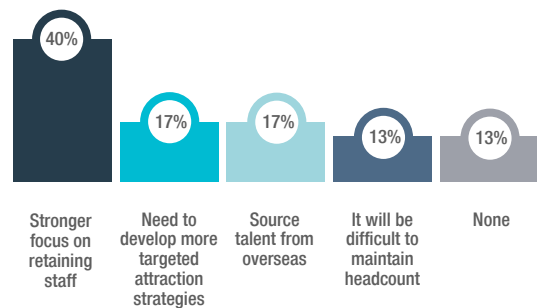
Expectation of a professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries

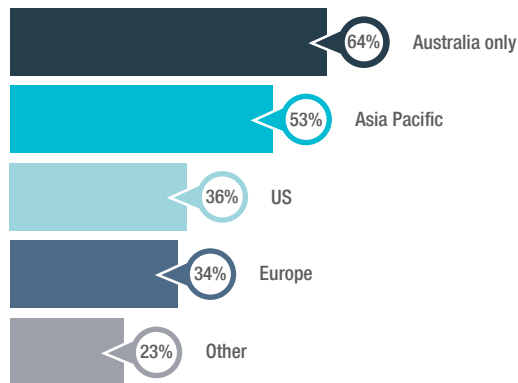


Impact of skills shortage on businesses in Australia over the next 12 months

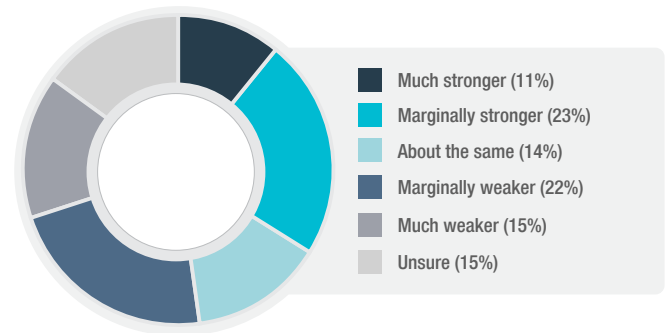


RECRUITMENT ACTIVITY

Regions companies operate in*

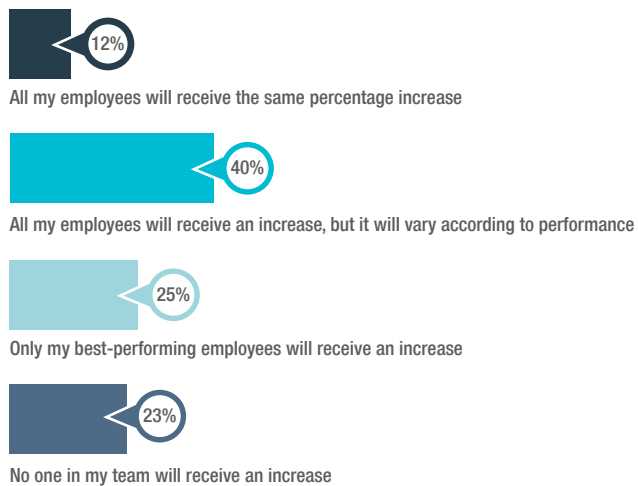


How Australian business is faring in comparison with Asia operations

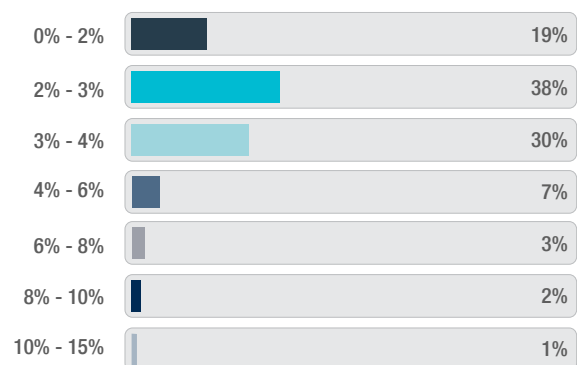


SALARY AND REMUNERATION

Salary increases over the next 12 months



Average percentage salary increase over the next 12 months



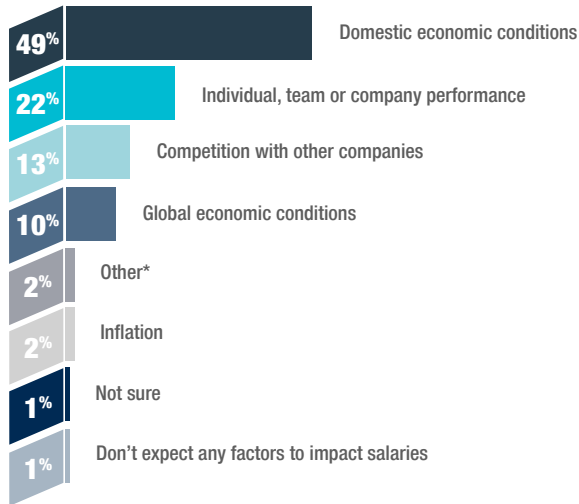
Market observations:

- In general salary increases are fairly flat across all industry sectors.
- Engineering professionals with research and design skills in the fields of food production, pharmaceuticals, and healthcare and biomedical sciences will be able to command higher salaries over the next 12 months.
- Project management specialists working on infrastructure projects are expected to receive higher rates of pay due to the level of demand, especially in NSW.
- The executive job market has been weaker over the past 12 months, as internal restructures have resulted in some high-level roles being removed or consolidated.

* More than one option could be selected.

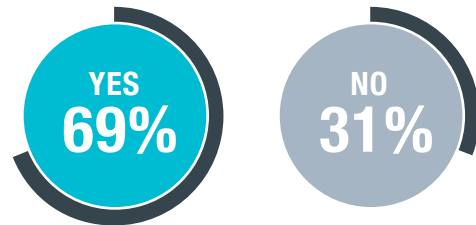
SALARY AND REMUNERATION

Factor most likely to impact salary levels in the next 12 months

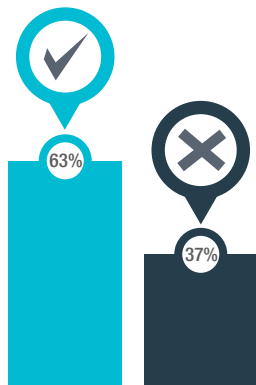


*Government policy, etc.

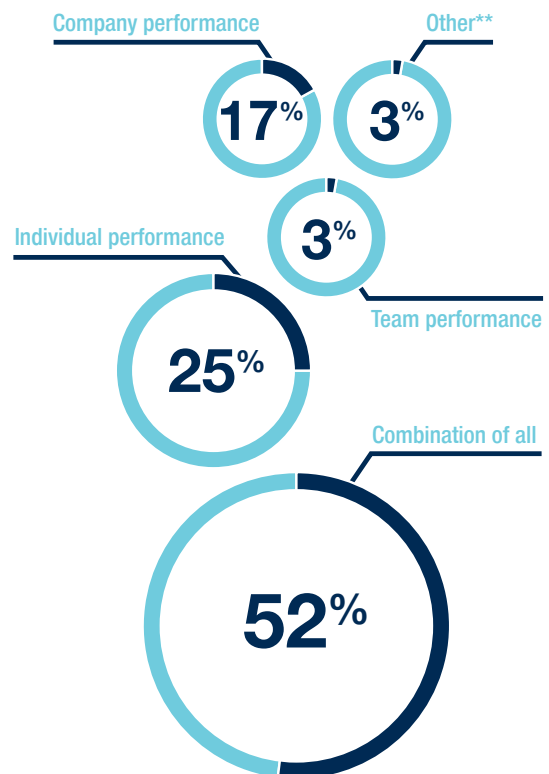
Flexible salary packaging or fringe benefits offered to employees



Companies providing bonuses as part of the remuneration package



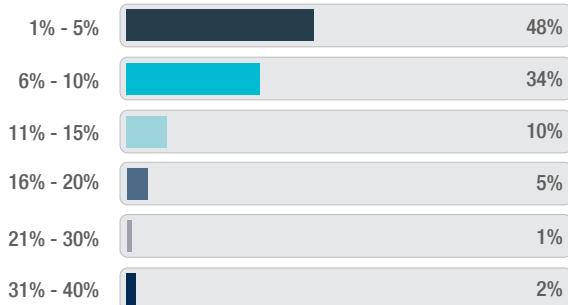
Basis for bonuses over the next 12 months



**combination of individual and company performance

SALARY AND REMUNERATION

Average percentage bonus of gross salary

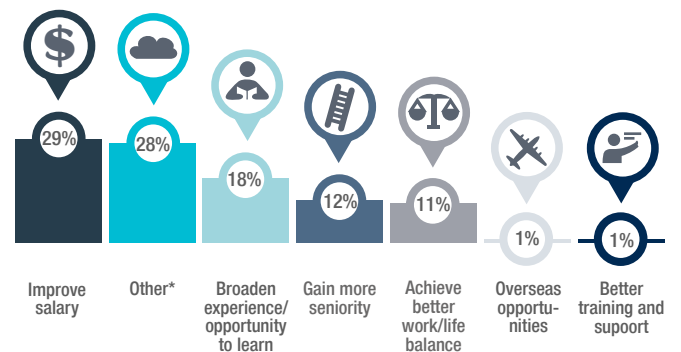


ATTRACTION AND RETENTION

Employer expectations for staff turnover in the next 12 months



Key reason employees are likely to leave



*redundancy, restructure, job security, etc.

Most popular tools for attraction and retention



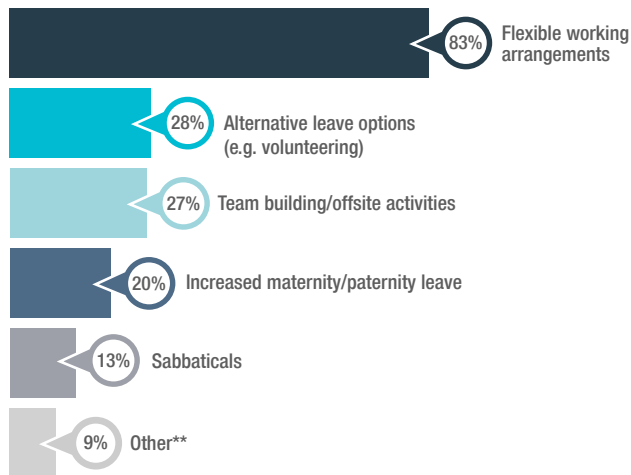
**ability to offer unique, challenging work, etc.

Market observations:

- Over the past 12 months, companies have started to implement innovative attraction strategies. With increased global investment, companies are beginning to offer more international redeployment opportunities by building strong regional talent maps.
- Online recruitment strategies have become more prominent in line with an increasingly global market. Oil and gas companies in North America, the Middle East or North Africa, for example, can now target engineering professionals with strong technical skills who are based in markets with less job opportunities.

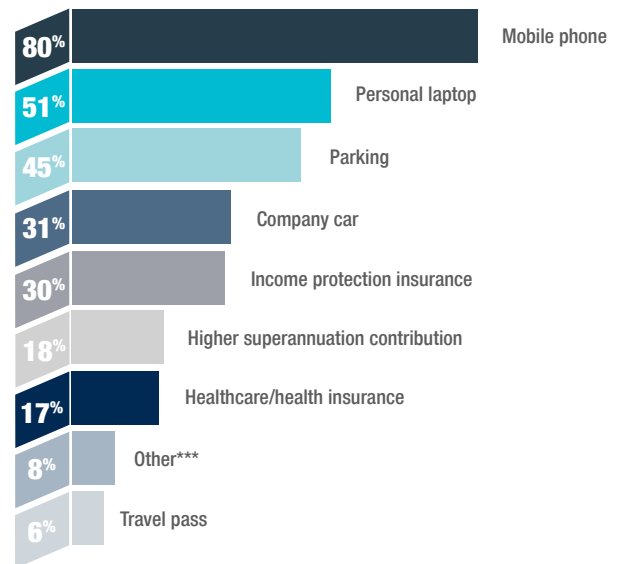
ATTRACTION AND RETENTION

Most popular options offered to support employees' work/life balance*



**purchased leave, 9-day fortnight, leave early on Fridays, etc.

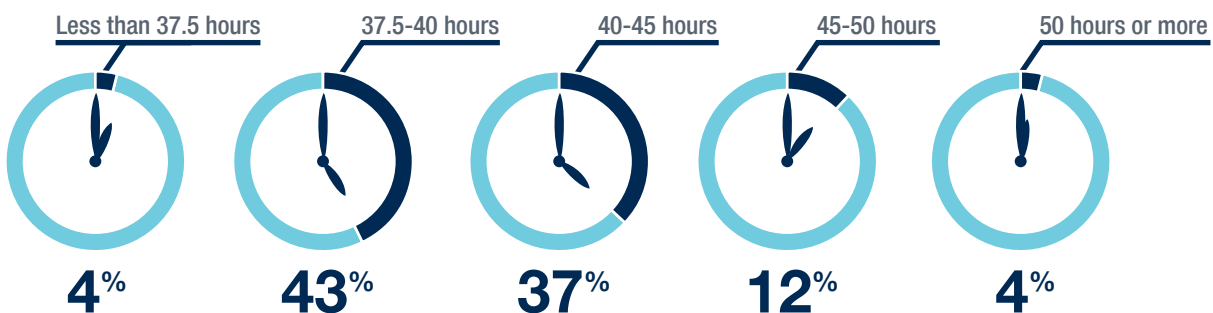
Combination of benefits offered to employees*



***travel benefits, insurance benefits, etc.

WORKING HOURS

Average weekly working hours



* More than one option could be selected.

SALARY TABLES

EQUIPMENT

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Graduate Engineer	50-65	55-75	50-65	55-75	52-67	57-77
Quality Engineer	60-90	80-110	60-90	80-110	62-93	82-113
Design Engineer	65-90	80-110	65-90	80-110	67-93	82-113
Shift Supervisor	65-90	80-110	65-90	80-110	67-93	82-113
Structural Engineer	70-100	80-120	70-100	80-120	72-103	82-124
Project Engineer	70-100	90-130	70-100	90-130	72-103	93-134
Health and Safety Manager	80-120	100-150	80-120	100-150	82-124	103-155
Electrical Engineer	80-120	100-140	80-120	100-140	82-124	103-144
Process Improvement	80-110	100-140	80-110	100-140	82-113	103-144
Quality Manager	90-120	110-150	90-120	110-150	93-124	113-155
Reliability Engineer	90-120	110-140	90-120	110-140	93-124	113-144
Maintenance Manager	90-120	110-140	90-120	110-140	93-124	113-144
Plant Manager	120-150	140+	120-150	140+	124-155	144+
Reliability Manager	100-130	120+	100-130	120+	103-134	124+
Operations Manager	120-160	150+	120-160	150+	124-165	155+
Senior Design Engineer	90-120	100-130	90-120	100-130	93-124	103-134
Lead/Principal Engineer	100-130	130-180	100-130	130-180	103-134	134-185
Chief Engineer	130-180	150+	130-180	150+	134-185	155+
Engineering Manager	130-180	150+	130-180	150+	134-185	155+
Operations Director	200+	200+	200+	200+	206+	206+

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Graduate Engineer	48-62	52-71	53-69	58-80
Quality Engineer	57-86	76-105	64-95	85-117
Design Engineer	62-86	76-105	69-95	85-117
Shift Supervisor	62-86	76-105	69-95	85-117
Structural Engineer	67-95	76-114	74-106	85-127
Project Engineer	67-95	86-124	74-106	95-138
Health and Safety Manager	76-114	95-143	85-127	106-159
Electrical Engineer	76-114	95-133	85-127	106-148
Process Improvement	76-105	95-133	85-117	106-148
Quality Manager	86-114	105-143	95-127	117-159
Reliability Engineer	86-114	105-133	95-127	117-148
Maintenance Manager	86-114	105-133	95-127	117-148
Plant Manager	114-143	133+	127-159	148+
Reliability Manager	95-124	114+	106-138	127+
Operations Manager	114-152	143+	127-170	159+
Senior Design Engineer	86-114	95-124	95-127	106-138
Lead/Principal Engineer	95-124	124-171	106-138	138-191
Chief Engineer	124-171	143+	138-191	159+
Engineering Manager	124-171	143+	138-191	159+
Operations Director	190+	190+	212+	212+

Please note:

1. Salaries indicated are in Australian dollars and based on annual basic salary, including superannuation at 9.5%, 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.

SALARY TABLES

PACKAGING

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Graduate Engineer	55-75	65-85	55-75	65-85	57-77	67-88
Design Engineer	70-90	90-120	70-90	90-120	72-93	93-124
Risk Engineer	70-90	90-120	70-90	90-120	72-93	93-124
Process Improvement	90-120	120-160	90-120	120-160	93-124	124-165
Risk Manager	100-130	120-180	100-130	120-180	103-134	124-185
Senior Design Engineer	90-130	120-150	90-130	120-150	93-134	124-155
Lead/Principal Engineer	100-130	130-180	100-130	130-180	103-134	134-185
Chief Engineer	130-180	150+	130-180	150+	134-185	155+
Engineering Manager	130-180	150+	130-180	150+	134-185	155+

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Graduate Engineer	52-71	62-81	58-80	69-90
Design Engineer	67-86	86-114	74-95	95-127
Risk Engineer	67-86	86-114	74-95	95-127
Process Improvement	86-114	114-152	95-127	127-170
Risk Manager	95-124	114-171	106-138	127-191
Senior Design Engineer	86-124	114-143	95-138	127-159
Lead/Principal Engineer	95-124	124-171	106-138	138-191
Chief Engineer	124-171	143+	138-191	159+
Engineering Manager	124-171	143+	138-191	159+

Please note:

1. Salaries indicated are in Australian dollars and based on annual basic salary, including superannuation at 9.5%, 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.

SALARY TABLES

UTILITIES

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Graduate Engineer	55-75	65-85	55-75	65-85	57-77	67-88
Quality Engineer	70-90	90-120	70-90	90-120	72-93	93-124
Structural Engineer	70-90	90-120	70-90	90-120	72-93	93-124
Quality Manager	90-120	120-160	90-120	120-160	93-124	124-165
Health and Safety Manager	100-130	120-180	100-130	120-180	103-134	124-185
Reliability Engineer	90-130	120-150	90-130	120-150	93-134	124-155
Maintenance Manager	100-130	130-180	100-130	130-180	103-134	134-185
Engineering Manager	130-180	150+	130-180	150+	134-185	155+
Operations Manager	130-180	150+	130-180	150+	134-185	155+
Operations Director	200-250	250-300	200-250	250-300	206-258	258-309

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Graduate Engineer	52-71	62-81	58-80	69-90
Quality Engineer	67-86	86-114	74-95	95-127
Structural Engineer	67-86	86-114	74-95	95-127
Quality Manager	86-114	114-152	95-127	127-170
Health and Safety Manager	95-124	114-171	106-138	127-191
Reliability Engineer	86-124	114-143	95-138	127-159
Maintenance Manager	95-124	124-171	106-138	138-191
Engineering Manager	124-171	143+	138-191	159+
Operations Manager	124-171	143+	138-191	159+
Operations Director	190-238	238-285	212-265	265-318

Please note:

1. Salaries indicated are in Australian dollars and based on annual basic salary, including superannuation at 9.5%, 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.

SALARY TABLES

OIL & GAS

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Graduate Engineer	60-75	60-85	60-75	60-85	62-77	62-88
Quality Engineer	80-100	90-120	80-100	90-120	82-103	93-124
Quality Manager	80-100	100-150	80-100	100-150	82-103	103-155
Structural Engineer	80-100	100-120	80-100	100-120	82-103	103-124
Electrical Engineer	80-100	100-150	80-100	100-150	82-103	103-155
Health and Safety Manager	80-120	120+	80-120	120+	82-124	124+
Reliability Engineer	100-130	120-150	100-130	120-150	103-134	124-155
Maintenance Manager	100-150	130-180	100-150	130-180	103-155	134-185
Engineering Manager	140-180	160-220	140-180	160-220	144-185	165-227
Operations Manager	180-250	200+	180-250	200+	185-258	206+
Operations Director	250+	300+	250+	300+	258+	309+

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Graduate Engineer	57-71	57-81	64-80	64-90
Quality Engineer	76-95	86-114	85-106	95-127
Quality Manager	76-95	95-143	85-106	106-159
Structural Engineer	76-95	95-114	85-106	106-127
Electrical Engineer	76-95	95-143	85-106	106-159
Health and Safety Manager	76-114	114+	85-127	127+
Reliability Engineer	95-124	114-143	106-138	127-159
Maintenance Manager	95-143	124-171	106-159	138-191
Engineering Manager	133-171	152-209	148-191	170-233
Operations Manager	171-238	190+	191-265	212+
Operations Director	238+	285+	265+	318+

Please note:

1. Salaries indicated are in Australian dollars and based on annual basic salary, including superannuation at 9.5%, 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.

AUSTRALIA 2014 / 15
SALARY & EMPLOYMENT

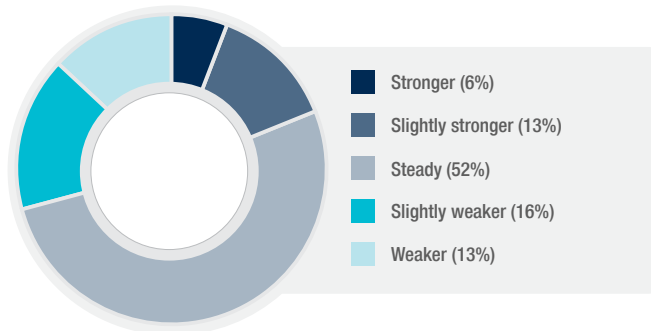
FORECAST

FINANCE

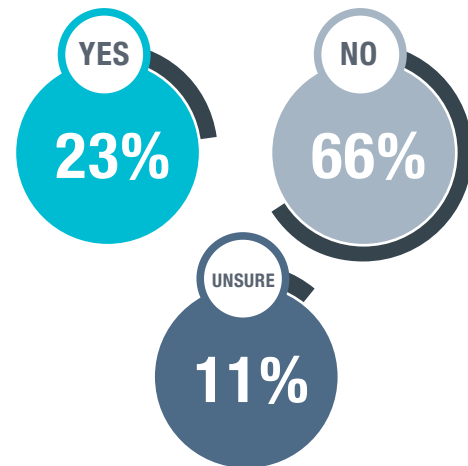


RECRUITMENT ACTIVITY

Strength of current hiring activity compared to the last 12 months



Expecting to increase headcount



Market observations:

- Hiring activity is expected to grow stronger over the next 12 months as a result of the increased stability of overseas markets, particularly US and Europe. As businesses grow more confident, so too will workers, which will lead to a more competitive hiring market. Employers will look to immediately replace departures, as teams across most industry areas are currently operating with a lowered headcount.
- The current driving force behind finance recruitment is the need to further improve business operations. Over the past five years, many efficiencies have already been implemented, such as off-shoring operations and restructuring headcount. It is now becoming imperative for organisations to think more deeply and broadly about business operations to achieve greater efficiencies. This has seen a rise in strategic finance roles such as project management and business and financial analysis.
- The stability of the Australian dollar has increased the competitiveness of our exports, creating greater confidence in industries including manufacturing and consumer goods. This is likely to present more job opportunities for finance professionals over the next 12 months.
- Finance professionals are currently in highest demand in the areas of consumer goods, pharmaceuticals, medical devices and retail (business and consumer service).
- NSW is currently experiencing the highest levels of recruitment activity for finance professionals. This can be attributed to the greater mix of company types in the state, including multinational corporations and local enterprises, as well as significant State Government investment in local infrastructure, business transformation and public services.
- In NSW, increasing demand for highly skilled candidates has created a competitive job market.
- In VIC, domestic business currently accounts for a large part of the market, with a heavy focus on industrial and manufacturing. This has opened up more job opportunities for finance support roles.
- There is a noticeable shift toward not-for-profit organisations by some professionals looking for greater personal satisfaction and reward in their work. This is currently supported by a strong not-for-profit market. Government policy roles across healthcare, aged care and disability care are also in tight competition.
- Businesses are currently looking to increase efficiencies to add value to their propositions. This has resulted in demand for roles that add additional value and present interesting business partnerships such as Financial Analysts, Commercial Finance Managers, Financial Planning & Analysis Managers and decision support finance.
- Interim management roles are also strong, as business confidence increases. This is expected to continue over the next 12 months.

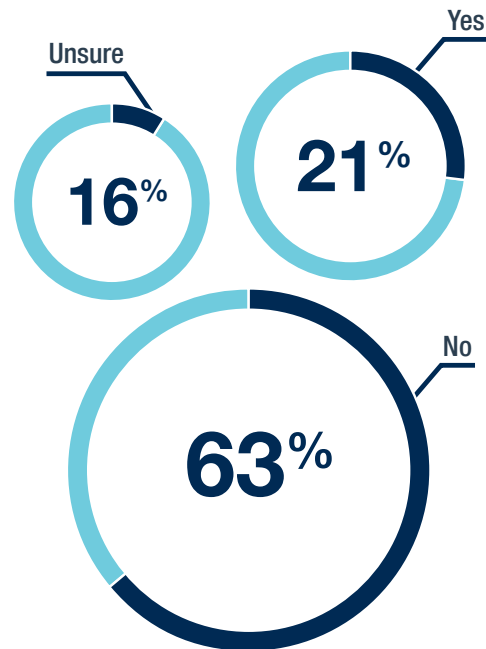
Note: All infographics in this report are based on the views of survey participants. The accompanying market commentary is based on the experience and observations of the Michael Page team.

RECRUITMENT ACTIVITY

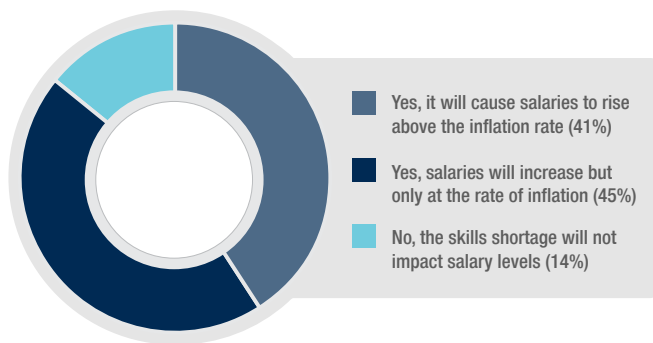
Experience level expected to be in highest demand



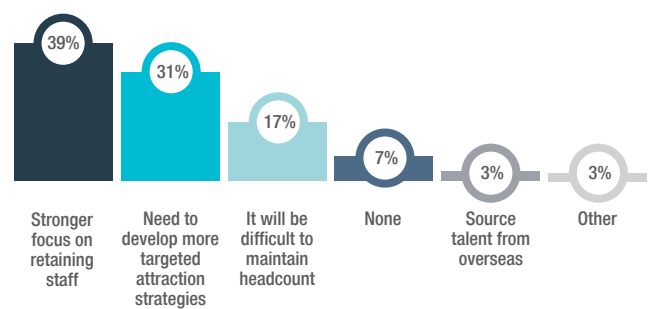
Expectation of a professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries

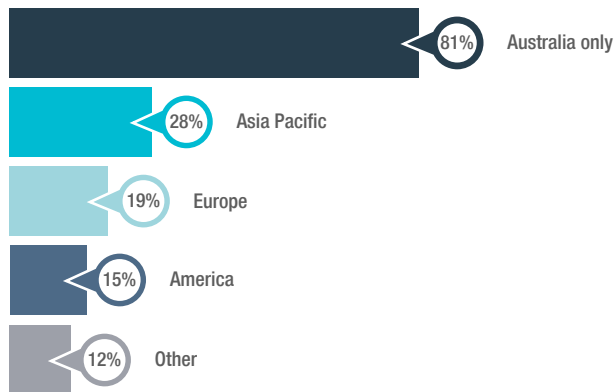


Impact of skills shortage on businesses in Australia over the next 12 months

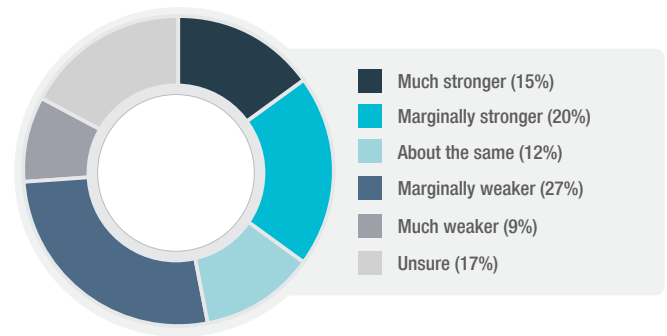


RECRUITMENT ACTIVITY

Regions companies operate in*

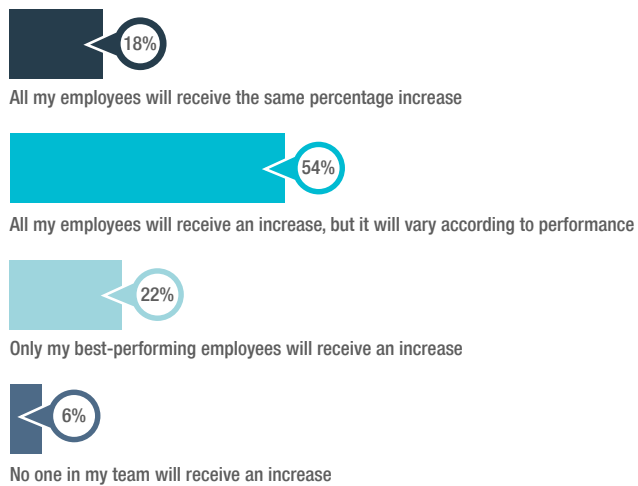


How Australian business is faring in comparison with Asia operations

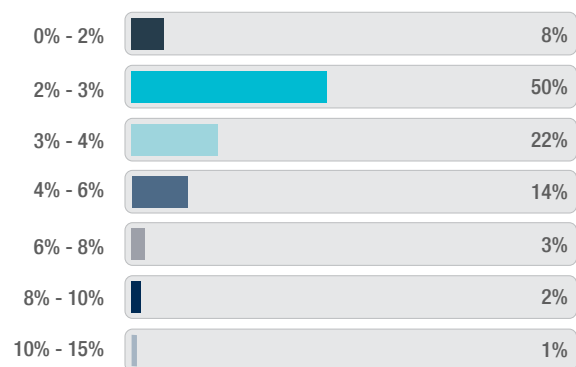


SALARY AND REMUNERATION

Salary increases over the next 12 months



Average percentage salary increase over the next 12 months



Market observations:

- Salary and remuneration increases have commonly been around 3% over the past 12 months. This is higher compared to previous years, where no rises were recorded due to a flat finance recruitment market.
- The competitive job market in NSW has driven salaries up slightly over the past 12 months in that state.
- Professionals with project management or niche systems implementation skills will be able to command above-average salary increases over the next 12 months, due to a predicted skills shortage in these areas.
- Legislation changes are predicted to increase the need for internal auditors over the next 12 months, resulting in higher salary increases for these specialists.

* More than one option could be selected.

SALARY AND REMUNERATION

Factor most likely to impact salary levels in the next 12 months

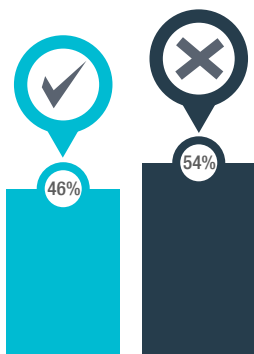


*CPI, award, Government funding, etc.

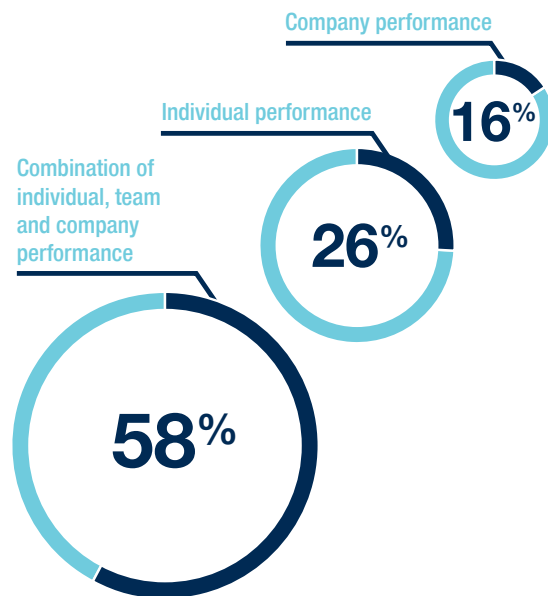
Flexible salary packaging or fringe benefits offered to employees



Companies providing bonuses as part of the remuneration package

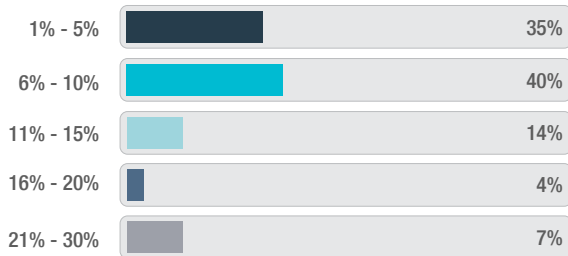


Basis for bonuses over the next 12 months



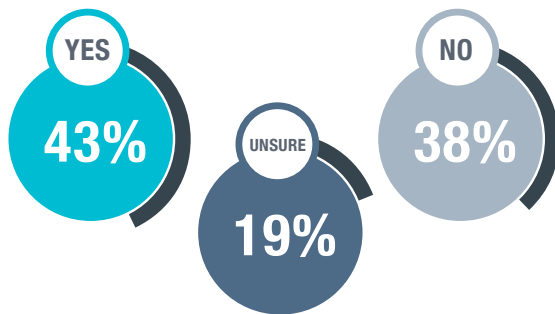
SALARY AND REMUNERATION

Average percentage bonus of gross salary

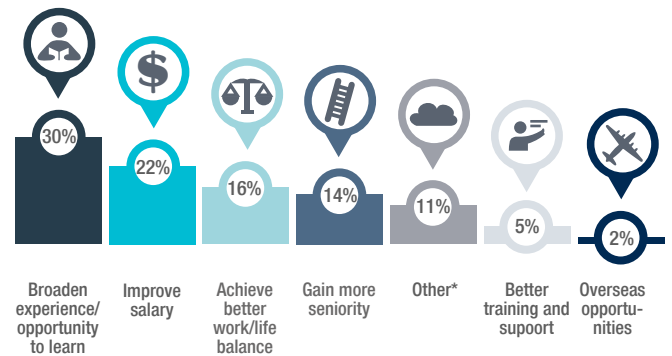


ATTRACTION AND RETENTION

Employer expectations for staff turnover in the next 12 months



Key reasons employees are likely to leave



*company culture, redundancies, better location, etc.

Most popular tools for attraction and retention

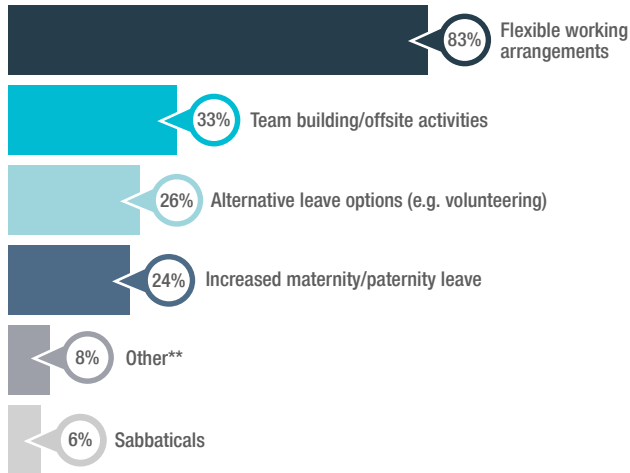


Market observation:

- Junior and mid-level professionals are seeking mainly financial benefits from their work, while senior to executive level workers with established careers have expressed a desire for a mix of financial and non-financial benefits, with a focus on work/life balance and job security.

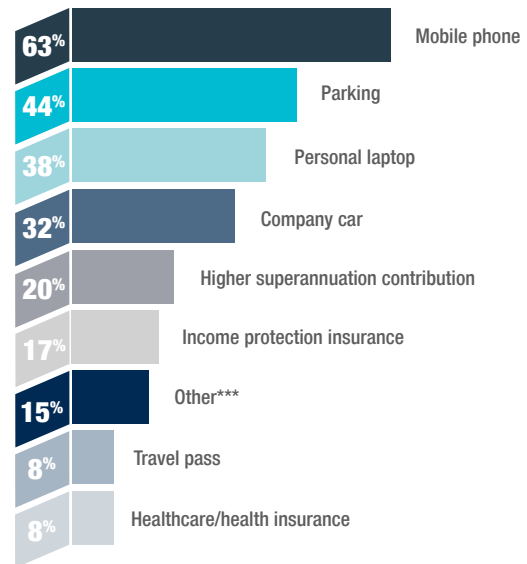
ATTRACTION AND RETENTION

Most popular options offered to support employees' work/life balance*



**purchased annual leave, etc.

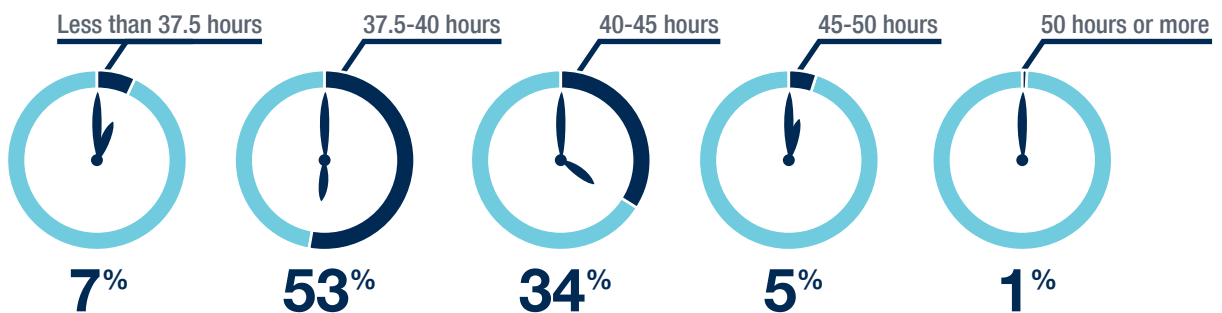
Combination of benefits offered to employees*



***salary packaging, discount on health insurance, etc.

WORKING HOURS

Average weekly working hours



* More than one option could be selected.

COMMERCE & INDUSTRY - SENIOR MANAGEMENT

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Commercial Manager	135-175	165+	128-166	157+	122-158	149+
Finance Manager	135-175	165+	128-166	157+	122-158	149+
Financial Controller	155+	185+	147+	176+	140+	167+
Finance Director/Chief Financial Officer	195+	285+	185+	271+	176+	257+

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Commercial Manager	115-49	140+	128-166	157+
Finance Manager	115-149	140+	128-166	157+
Financial Controller	132+	157+	147+	176+
Finance Director/Chief Financial Officer	166+	242+	185+	271+

COMMERCE & INDUSTRY - QUALIFIED FINANCIAL & CORPORATE ACCOUNTANTS

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Accountant	80-105	90-115	76-100	86-109	72-95	81-104
Senior Financial Accountant	90-125	100-135	86-119	95-128	81-113	90-122
Group Accountant	105-135	115-155	100-128	109-147	95-122	104-140

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Financial Accountant	68-89	77-98	76-100	86-109
Senior Financial Accountant	77-106	85-115	86-119	95-128
Group Accountant	89-115	98-132	100-128	109-147

Please note:

1. Salaries indicated are in Australian dollars and based on annual basic salary, including superannuation at 9.25% (correct as of May 2014), 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.

SALARY TABLES

COMMERCE & INDUSTRY- QUALIFIED SYSTEMS ACCOUNTANTS

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Systems Accountant	90-115	100-135	86-109	95-128	81-104	90-122
Systems Manager	105-125	115-145	100-119	109-138	95-113	104-131

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Systems Accountant	77-98	85-115	86-109	95-128
Systems Manager	89-106	98-123	100-119	109-138

COMMERCE & INDUSTRY - TREASURY

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Treasury Accountant	70-90	75-105	67-86	71-100	63-81	68-95
Treasury Manager	105-135	125-165	100-128	119-157	95-122	113-149
Treasurer	155+	185+	147+	176+	140+	167+

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Treasury Accountant	60-77	64-89	67-86	71-100
Treasury Manager	89-115	106-140	100-128	119-157
Treasurer	132+	157+	147+	176+

Please note:

1. Salaries indicated are in Australian dollars and based on annual basic salary, including superannuation at 9.25% (correct as of May 2014), 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.

COMMERCE & INDUSTRY - TAX ADVISORY & COMPLIANCE

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Tax Accountant	70-105	80-105	67-100	76-100	63-95	72-95
Tax Manager	105-135	125-165	100-128	119-157	95-122	113-149
Tax Director	155+	185+	147+	176+	140+	167+

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Tax Accountant	60-89	68-89	67-100	76-100
Tax Manager	89-115	106-140	100-128	119-157
Tax Director	132+	157+	147+	176+

COMMERCE & INDUSTRY - INTERNAL AUDIT

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Internal Auditor	70-90	75-105	67-86	71-100	63-81	68-95
Internal Audit Manager	90-125	105-145	86-119	100-138	81-113	95-131
Internal Audit Director	125+	155+	119+	147+	113+	140+

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Internal Auditor	60-77	64-89	67-86	71-100
Internal Audit Manager	77-106	89-123	86-119	100-138
Internal Audit Director	106+	132+	119+	147+

Please note:

1. Salaries indicated are in Australian dollars and based on annual basic salary, including superannuation at 9.25% (correct as of May 2014), 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.

SALARY TABLES

PUBLIC & NOT-FOR-PROFIT - SENIOR MANAGEMENT

State	NSW		VIC		QLD	
Size of company	Sm/Med	Large	Sm/Med	Large	Sm/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Commercial Manager	125-155	155+	119-147	147+	113-140	140+
Finance Manager	105-135	125-165	100-128	119-157	95-122	113-149
Financial Controller	135-165	145-185	128-157	138-176	122-149	131-167
Finance Director/CFO	165+	185+	157+	176+	149+	167+

State	SA		WA	
Size of company	Sm/Med	Large	Sm/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Commercial Manager	106-132	132+	119-147	147+
Finance Manager	89-115	106-140	100-128	119-157
Financial Controller	115-140	123-157	128-157	138-176
Finance Director/CFO	140+	157+	157+	176+

PUBLIC & NOT-FOR-PROFIT - QUALIFIED MANAGEMENT ACCOUNTANTS & BUSINESS ANALYSTS

State	NSW		VIC		QLD	
Size of company	Sm/Med	Large	Sm/Med	Large	Sm/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Management Accountant	75-95	85-115	71-90	81-109	68-86	77-104
Senior Management Accountant	85-115	90-125	81-109	86-119	77-104	81-113
Business/Financial Analyst	90-115	90-125	86-109	86-119	81-104	81-113

State	SA		WA	
Size of company	Sm/Med	Large	Sm/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Management Accountant	64-81	72-98	71-90	81-109
Senior Management Accountant	72-98	77-106	81-109	86-119
Business/Financial Analyst	77-98	77-106	86-109	86-119

Please note:

1. Salaries indicated are in Australian dollars and based on annual basic salary, including superannuation at 9.25% (correct as of May 2014), 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.

PUBLIC & NOT-FOR-PROFIT - QUALIFIED FINANCIAL & CORPORATE ACCOUNTANTS

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Accountant	75-95	75-105	71-90	71-100	68-86	68-95
Senior Financial Accountant	85-115	85-125	81-109	81-119	77-104	77-113
Group Accountant	100-125	100-135	95-119	95-128	90-113	90-122

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Financial Accountant	64-81	64-89	71-90	71-100
Senior Financial Accountant	72-98	72-106	81-109	81-119
Group Accountant	85-106	85-115	95-119	95-128

PUBLIC & NOT-FOR-PROFIT - QUALIFIED SYSTEMS ACCOUNTANTS

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Systems Accountant	85-105	90-115	81-100	86-109	77-95	81-104
Systems Manager	100-125	100-135	95-119	95-128	90-113	90-122

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Systems Accountant	72-89	77-98	81-100	86-109
Systems Manager	85-106	85-115	95-119	95-128

Please note:

1. Salaries indicated are in Australian dollars and based on annual basic salary, including superannuation at 9.25% (correct as of May 2014), 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.

SALARY TABLES

PUBLIC & NOT-FOR-PROFIT - TREASURY

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Treasury Accountant	70-100	80-125	67-95	76-119	63-90	72-113
Treasury Manager	95-125	100-155	90-119	95-147	86-113	90-140
Treasurer	125+	155+	119+	147+	113+	140+

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Treasury Accountant	60-85	68-106	67-95	76-119
Treasury Manager	81-106	85-132	90-119	95-147
Treasurer	106+	132+	119+	147+

PUBLIC & NOT-FOR-PROFIT - TAX ADVISORY & COMPLIANCE

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Tax Accountant	70-100	75-115	67-95	71-109	63-90	68-104
Tax Manager	100-125	115-155	95-119	109-147	90-113	104-140
Tax Director	125+	155+	119+	147+	113+	140+

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Tax Accountant	60-85	64-98	67-95	71-109
Tax Manager	85-106	98-132	95-119	109-147
Tax Director	106+	132+	119+	147+

Please note:

1. Salaries indicated are in Australian dollars and based on annual basic salary, including superannuation at 9.25% (correct as of May 2014), 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.

SALARY TABLES

PUBLIC & NOT-FOR-PROFIT - INTERNAL AUDIT

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Internal Auditor	70-95	75-105	67-90	71-100	63-86	68-95
Internal Audit Manager	85-115	90-145	81-109	86-138	77-104	81-131
Internal Audit Director	125+	155+	119+	147+	113+	140+

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Internal Auditor	60-81	64-89	67-90	71-100
Internal Audit Manager	72-98	77-123	81-109	86-138
Internal Audit Director	106+	132+	119+	147+

PROFESSION - BUSINESS SERVICES

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Graduate	55-60	55-65	52-57	52-62	50-54	50-59
Intermediate	58-65	60-68	55-62	57-65	52-59	54-61
Senior-Part Qualified	60-70	63-75	57-67	60-71	54-63	57-68
Senior-Qualified	72-88	74-92	68-84	70-87	65-79	67-83
Assistant Manager	90-100	95-105	86-95	90-100	81-90	86-95
Manager	105-120	105-125	100-114	100-119	95-108	95-113
Senior Manager	125+	135+	119+	128+	113+	122+

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Graduate	47-51	47-55	52-57	52-62
Intermediate	49-55	51-58	55-62	57-65
Senior-Part Qualified	51-60	54-64	57-67	60-71
Senior-Qualified	61-75	63-78	68-84	70-87
Assistant Manager	77-85	81-89	86-95	90-100
Manager	89-102	89-106	100-114	100-119
Senior Manager	106+	115+	119+	128+

Please note:

1. Salaries indicated are in Australian dollars and based on annual basic salary, including superannuation at 9.25% (correct as of May 2014), 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.

PROFESSION - EXTERNAL/INTERNAL AUDIT

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Graduate	55-60	55-65	52-57	52-62	50-54	50-59
Intermediate	58-65	60-68	55-62	57-65	52-59	54-61
Audit Senior-Part Qualified	60-70	63-75	57-67	60-71	54-63	57-68
Audit Senior-Qualified	72-88	74-92	68-84	70-87	65-79	67-83
Supervisor/Assistant Manager	90-105	95-105	86-100	90-100	81-95	86-95
Manager	105-120	105-125	100-114	100-119	95-108	95-113
Senior Manager	125+	135+	119+	128+	113+	122+

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Graduate	47-51	47-55	52-57	52-62
Intermediate	49-55	51-58	55-62	57-65
Audit Senior-Part Qualified	51-60	54-64	57-67	60-71
Audit Senior-Qualified	61-75	63-78	68-84	70-87
Supervisor/Assistant Manager	77-89	81-89	86-100	90-100
Manager	89-102	89-106	100-114	100-119
Senior Manager	106+	115+	119+	128+

PROFESSION - IT AUDIT/COMPUTER ASSURANCE

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Graduate	55-55	55-65	52-52	52-62	50-50	50-59
Intermediate	58-65	60-68	55-62	57-65	52-59	54-61
Senior-Part Qualified	60-70	63-75	57-67	60-71	54-63	57-68
Senior-Qualified	72-88	74-92	68-84	70-87	65-79	67-83
Supervisor/Assistant Manager	90-105	95-105	86-100	90-100	81-95	86-95
Manager	105-120	105-125	100-114	100-119	95-108	95-113
Senior Manager	125+	135+	119+	128+	113+	122+

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Graduate	47-47	47-55	52-52	52-62
Intermediate	49-55	51-58	55-62	57-65
Senior-Part Qualified	51-60	54-64	57-67	60-71
Senior-Qualified	61-75	63-78	68-84	70-87
Supervisor/Assistant Manager	77-89	81-89	86-100	90-100
Manager	89-102	89-106	100-114	100-119
Senior Manager	106+	115+	119+	128+

Please note:

1. Salaries indicated are in Australian dollars and based on annual basic salary, including superannuation at 9.25% (correct as of May 2014), 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.

SALARY TABLES

PROFESSION - TAX

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Graduate	54-63	54-63	51-60	51-60	49-57	49-57
Consultant	63-80	63-80	60-76	60-76	57-72	57-72
Senior Consultant	78-91	78-91	74-86	74-86	70-82	70-82
Supervisor/Assistant Manager	80-100	87-104	76-95	83-99	72-90	78-94
Manager	100-115	105-135	95-109	100-128	90-104	95-122
Senior Manager	105-125	135+	100-119	128+	95-113	122+

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Graduate	46-54	46-54	51-60	51-60
Consultant	54-68	54-68	60-76	60-76
Senior Consultant	66-77	66-77	74-86	74-86
Supervisor/Assistant Manager	68-85	74-88	76-95	83-99
Manager	85-98	89-115	95-109	100-128
Senior Manager	89-106	115+	100-119	128+

PROFESSION - CORPORATE FINANCE

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Graduate	58-64	58-64	55-61	55-61	52-58	52-58
Intermediate	61-79	61-79	58-75	58-75	55-71	55-71
Senior	78-93	78-93	74-88	74-88	70-84	70-84
Supervisor/Assistant Manager	91-109	91-109	86-104	86-104	82-98	82-98
Manager	105-142	105-146	100-135	100-139	95-128	95-131
Senior Manager	142+	146+	135+	139+	128+	131+

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Graduate	49-54	49-54	55-61	55-61
Intermediate	52-67	52-67	58-75	58-75
Senior	66-79	66-79	74-88	74-88
Supervisor/Assistant Manager	77-93	77-93	86-104	86-104
Manager	89-121	89-124	100-135	100-139
Senior Manager	121+	124+	135+	139+

Please note:

1. Salaries indicated are in Australian dollars and based on annual basic salary, including superannuation at 9.25% (correct as of May 2014), 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.

PROFESSION - CORPORATE RECOVERY/INSOLVENCY

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Graduate	55-60	55-65	52-57	52-62	50-54	50-59
Intermediate	58-65	60-68	55-62	57-65	52-59	54-61
Senior-Part Qualified	60-70	63-76	57-67	60-72	54-63	57-68
Senior-Qualified	72-88	74-92	68-84	70-87	65-79	67-83
Supervisor/Assistant Manager	90-105	95-105	86-100	90-100	81-95	86-95
Manager	100-130	100-125	95-124	95-119	90-117	90-113
Senior Manager	130+	135+	124+	128+	117+	122+

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Graduate	47-51	47-55	52-57	52-62
Intermediate	49-55	51-58	55-62	57-65
Senior-Part Qualified	51-60	54-65	57-67	60-72
Senior-Qualified	61-75	63-78	68-84	70-87
Supervisor/Assistant Manager	77-89	81-89	86-100	90-100
Manager	85-111	85-106	95-124	95-119
Senior Manager	111+	115+	124+	128+

Please note:

1. Salaries indicated are in Australian dollars and based on annual basic salary, including superannuation at 9.25% (correct as of May 2014), 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.

SALARY TABLES

ACCOUNTS CLERK/ACCOUNTS ASSISTANT*

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Accounts Officer	45-50	45-55	45-50	45-55	43-48	43-52
Senior Accounts Officer	50-60	55-70	50-60	55-70	48-57	52-67

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Accounts Officer	41-45	41-50	45-50	45-55
Senior Accounts Officer	45-54	50-63	50-60	55-70

ACCOUNTS PAYABLE*

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Accounts Payable Officer	45-55	50-65	45-55	50-65	43-52	48-62
Accounts Payable Supervisor	55-70	60-90	55-70	60-90	52-67	57-86
Accounts Payable Manager	70-85	80-120	70-85	80-120	67-81	76-114
National Accounts Payable Manager	90-110	100-150	90-110	100-150	86-105	95-143

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Accounts Payable Officer	41-50	45-59	45-55	50-65
Accounts Payable Supervisor	50-63	54-81	55-70	60-90
Accounts Payable Manager	63-77	72-108	70-85	80-120
National Accounts Payable Manager	81-99	90-135	90-110	100-150

Please note:

1. Salaries indicated are in Australian dollars and based on annual basic salary, including superannuation at 9.25% (correct as of May 2014), 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.

* For more information please visit Page Personnel at pagepersonnel.com.au/salarycentre

SALARY TABLES

ACCOUNTS RECEIVABLE/CREDIT*

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Accounts Receivable Officer	45-55	50-70	45-55	50-70	43-52	48-67
Accounts Receivable Supervisor	55-70	60-90	55-70	60-90	52-67	57-86
Accounts Receivable Manager	70-85	90-130	70-85	90-130	67-81	86-124
National Accounts Receivable Manager	90-110	100-150	90-110	100-150	86-105	95-143
Credit Officer	55-70	55-75	55-70	55-75	52-67	52-71
Credit Supervisor	60-75	65-85	60-75	65-85	57-71	62-81
Credit Manager	75-95	90-140	75-95	90-140	71-90	86-133
National Credit Manager	90-125	120-180	90-125	120-180	86-119	114-171

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Accounts Receivable Officer	41-50	45-63	45-55	50-70
Accounts Receivable Supervisor	50-63	54-81	55-70	60-90
Accounts Receivable Manager	63-77	81-117	70-85	90-130
National Accounts Receivable Manager	81-99	90-135	90-110	100-150
Credit Officer	50-63	50-68	55-70	55-75
Credit Supervisor	54-68	59-77	60-75	65-85
Credit Manager	68-86	81-126	75-95	90-140
National Credit Manager	81-113	108-162	90-125	120-180

PAYROLL*

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Payroll Officer	55-75	60-80	55-75	60-80	52-71	57-76
Payroll Supervisor	75-85	80-95	75-85	80-95	71-81	76-90
Payroll Manager	80-100	90-130	80-100	90-130	76-95	86-124
National Payroll Manager	90-130	110-180	90-130	110-180	86-124	105-171

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Payroll Officer	50-68	54-72	55-75	60-80
Payroll Supervisor	68-77	72-86	75-85	80-95
Payroll Manager	72-90	81-117	80-100	90-130
National Payroll Manager	81-117	99-162	90-130	110-180

Please note:

1. Salaries indicated are in Australian dollars and based on annual basic salary, including superannuation at 9.25% (correct as of May 2014), 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.

* For more information please visit Page Personnel at pagepersonnel.com.au/salarycentre

SALARY TABLES

SHARED SERVICES*

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Shared Service Centre Manager	N/A	100-140	N/A	100-140	N/A	95-133
Shared Service Centre Director	N/A	150-300	N/A	150-300	N/A	143-285

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Shared Service Centre Manager	N/A	90-126	N/A	100-140
Shared Service Centre Director	N/A	135-270	N/A	150-300

Please note:

1. Salaries indicated are in Australian dollars and based on annual basic salary, including superannuation at 9.25% (correct as of May 2014), 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.

* For more information please visit Page Personnel at pagepersonnel.com.au/salarycentre

AUSTRALIA 2014 / 15

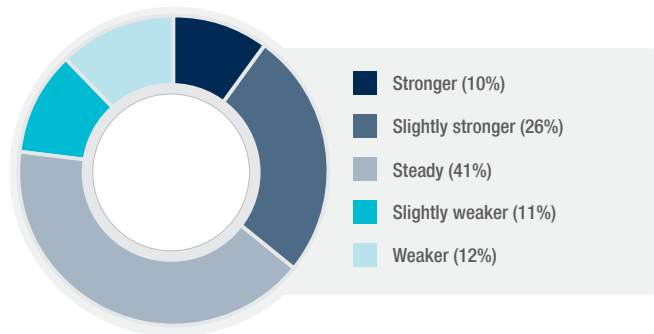
SALARY & EMPLOYMENT

FORECAST

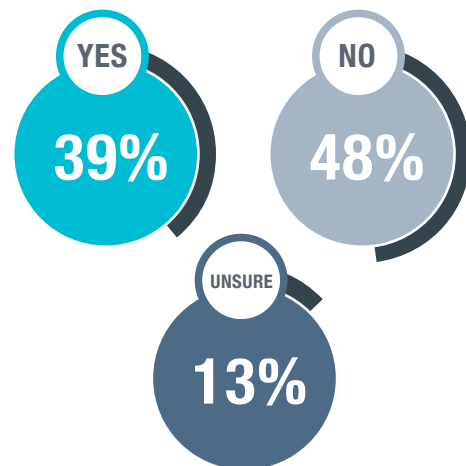
FINANCIAL SERVICES

RECRUITMENT ACTIVITY

Strength of current hiring activity compared to the last 12 months



Expecting to increase headcount



Market observations:

- Hiring activity in the financial services sector is currently improving, as increased business and consumer confidence in Australia is driving more business activity and consumer lending. Permanent headcount is expected to grow in all markets over the coming 12 months.
- NSW is experiencing the highest levels of recruitment activity, as the majority of overseas investment banks have their headquarters in Sydney, as do a greater mix of financial institutions across consumer and investment banking, insurance, funds management, corporate finance and superannuation.
- Hiring activity is expected to continue to improve over the coming 12 months, as overseas markets have stabilised, making banking institutions less risk-adverse. Other factors expected to contribute to a strengthening job market are increasing house prices in Australia – which in turn increases mortgage lending – and the stability of the national economy, which in turn will drive corporate mergers and acquisitions.
- Hiring activity is strongest within wealth management and superannuation, as well as business banking and risk management.
- Roles currently in high demand include financial planners and advisors, business banking, and credit managers and business partnering accountants, as these skills are essential for managing business growth. Demand is expected to remain high for these roles over the next 12 months.
- Internal audit and operational risk assessors are also in high demand due to changes in government legislation, and domestic and international banking standards, driving the need for closer scrutiny and compliance in operation and business risk.
- There is an increased demand and upturn in superannuation and banking activity due to Australia's legislation and commitment to build personal wealth through superannuation.
- The number of overseas workers returning to Australia has decreased over the past 12 months, as improvement in overseas markets have created stability within overseas banking sectors. The complexity of overseas institutions and markets provides for more diverse career options as well as higher offshore remuneration packages.
- Due to increasing business confidence, the executive job market is expected to grow over the next 12 months.

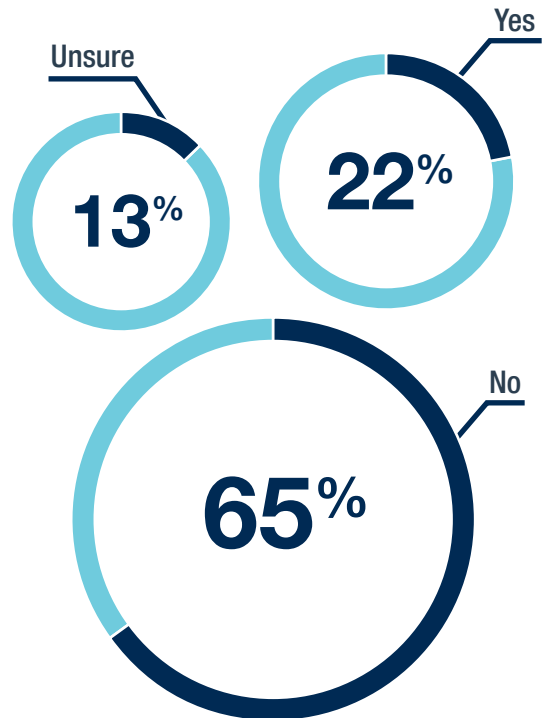
Note: All infographics in this report are based on the views of survey participants. The accompanying market commentary is based on the experience and observations of the Michael Page team.

RECRUITMENT ACTIVITY

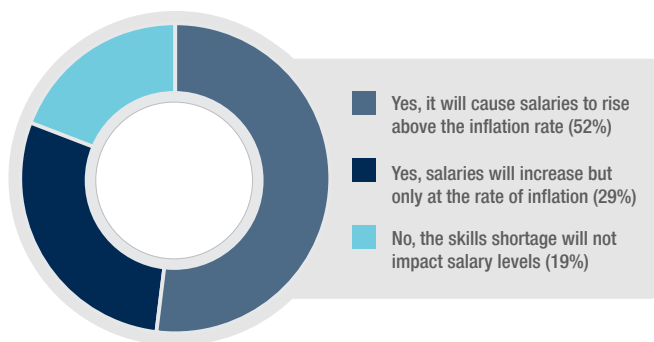
Experience level expected to be in highest demand



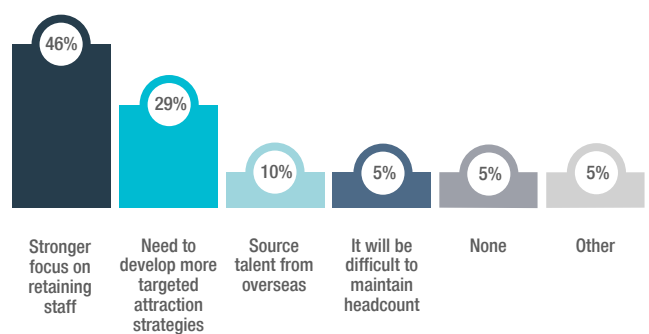
Expectation of a professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries

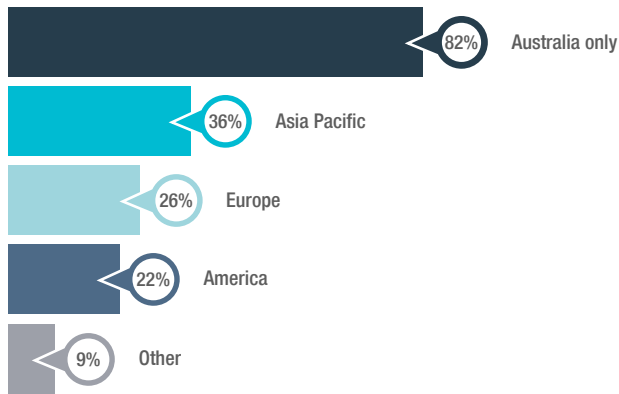


Impact of skills shortage on businesses in Australia over the next 12 months

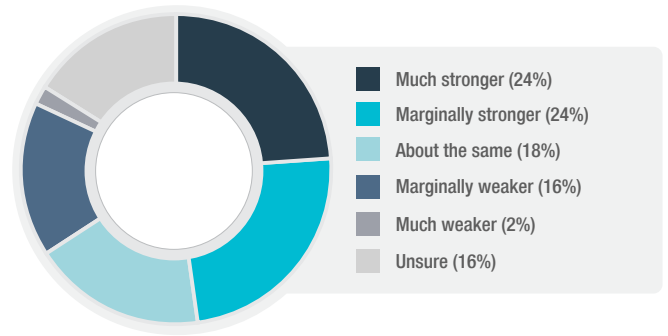


RECRUITMENT ACTIVITY

Regions companies operate in*

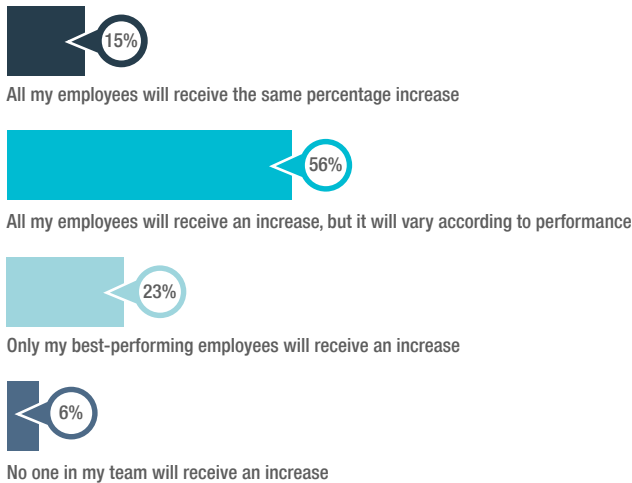


How Australian business is faring in comparison with Asia operations

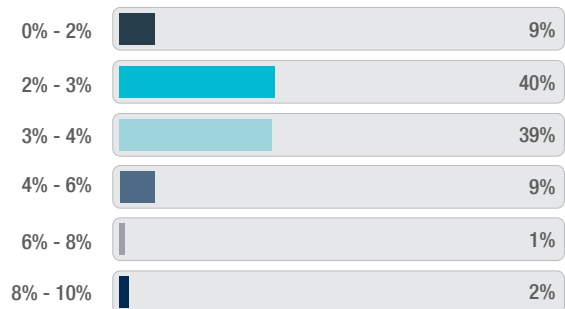


SALARY AND REMUNERATION

Salary increases over the next 12 months



Average percentage salary increase over the next 12 months



Market observation:

- Salary and remuneration increases have mostly been in the 3-5% range. Salaries are currently higher than they were 12 months ago, and are expected to increase further over the coming 12 months.

* More than one option could be selected.

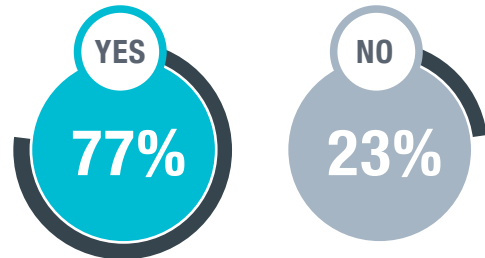
SALARY AND REMUNERATION

Factor most likely to impact salary levels in the next 12 months

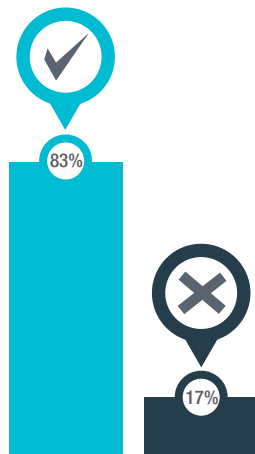


*industry performance, enterprise agreement, etc.

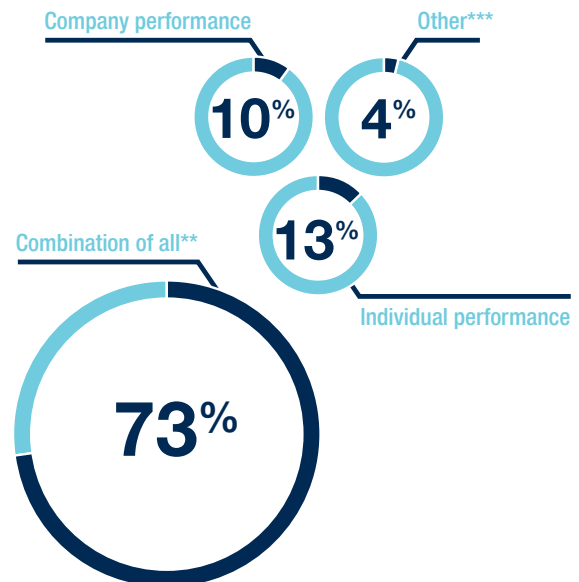
Flexible salary packaging or fringe benefits offered to employees



Companies providing bonus as part of the remuneration package



Basis for bonuses over the next 12 months

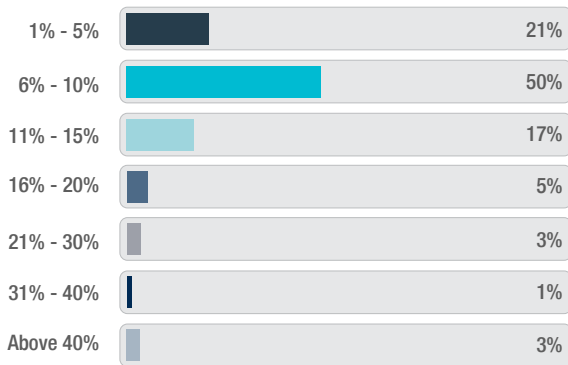


**individual, team and company performance.

***combination of individual and company performance.

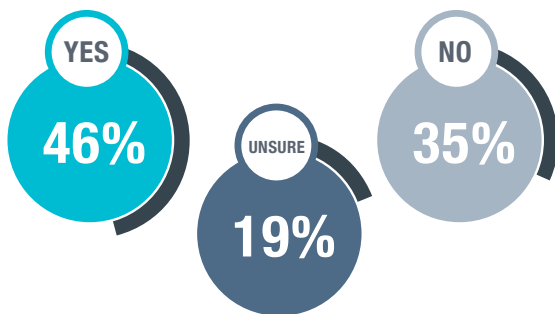
SALARY AND REMUNERATION

Average percentage bonus of gross salary

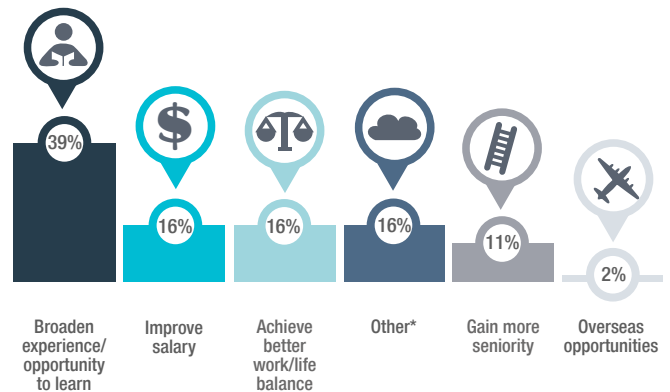


ATTRACTION AND RETENTION

Employer expectations for staff turnover in the next 12 months



Key reasons employees are likely to leave



*project completed, redundancies, natural attrition, etc.

Most popular tools for attraction and retention

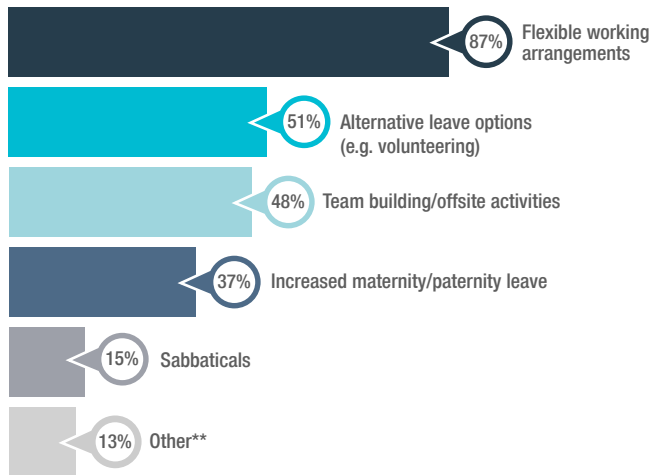


Market observation:

- Finance professionals in consumer banking are, for the most part, placing value on a mix of financial and non-financial rewards when negotiating a new package, whereas investment banking professionals prefer financial rewards.

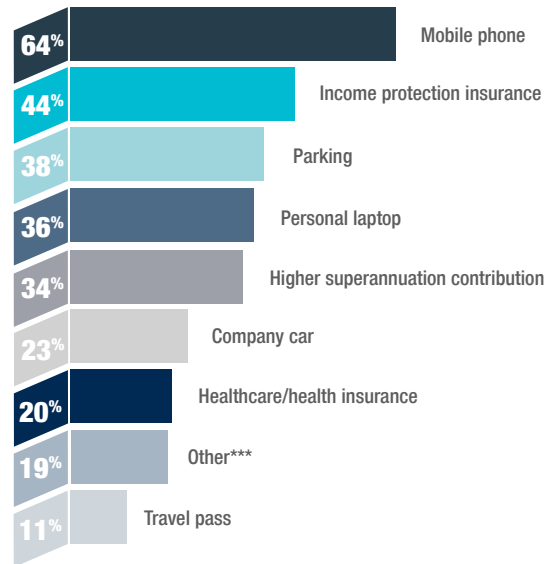
ATTRACTION AND RETENTION

Most popular options offered to support employees' work/life balance*



**on-site gym, study leave, emergency services leave, purchased leave, working from home, etc.

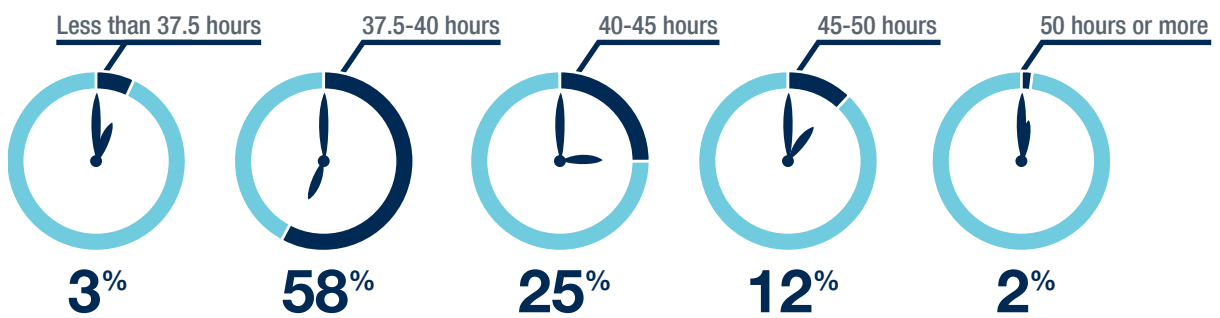
Combination of benefits offered to employees*



***work uniforms/clothing allowance, social activities, enhanced annual/long service leave benefits, etc.

WORKING HOURS

Average weekly working hours



* More than one option could be selected.

SALARY TABLES

BANKING & FINANCIAL SERVICES - FINANCIAL MANAGEMENT ACCOUNTING

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Graduate	45-50	50-60	44-49	49-58	41-45	45-54
Assistant Accountant	50-55	55-60	49-53	53-58	45-50	50-54
Part Qualified CA/CPA	65-75	70-80	63-73	68-78	59-68	63-72
Newly Qualified CA/CPA	80-100	85-110	78-97	82-107	72-90	77-99
CA/CPA	110-130	113-155	107-126	110-150	99-117	102-140
Financial Controller	140-160	150-180	136-155	146-175	126-144	135-162
CFO/Head of Finance/Finance Director	180-250	300+	175-243	291+	162-225	270+

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Graduate	41-45	45-54	41-46	46-55
Assistant Accountant	45-50	50-54	46-51	51-55
Part Qualified CA/CPA	59-68	63-72	60-69	64-74
Newly Qualified CA/CPA	72-90	77-99	74-92	78-101
CA/CPA	99-117	102-140	101-120	104-143
Financial Controller	126-144	135-162	129-147	138-166
CFO/Head of Finance/Finance Director	162-225	270+	166-230	276+

BANKING & FINANCIAL SERVICES - FUND ACCOUNTING

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Fund Accountant	70-90	80-100	68-87	78-97	63-81	72-90
Manager	100-120	120-150	97-116	116-146	90-108	108-135
Senior Manager	120-150	140-170	116-146	136-165	108-135	126-153

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Fund Accountant	63-81	72-90	64-83	74-92
Manager	90-108	108-135	92-110	110-138
Senior Manager	108-135	126-153	110-138	129-156

Please note:

1. Salaries indicated are in Australian dollars and based on annual basic salary, including superannuation at 9.25% (correct as of May 2014), 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.

SALARY TABLES

BANKING & FINANCIAL SERVICES - PRODUCT CONTROL

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Product Controller	90-110	90-140	87-107	87-136	81-99	81-126
Senior Product Controller	100-130	120-150	97-126	116-146	90-117	108-135
Manager	120-150	140-180	116-146	136-175	108-135	126-162
Head of Product Control	150-180	180+	146-175	175+	135-162	162+

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Product Controller	81-99	81-126	83-101	83-129
Senior Product Controller	90-117	108-135	92-120	110-138
Manager	108-135	126-162	110-138	129-166
Head of Product Control	135-162	162+	138-166	166+

BANKING & FINANCIAL SERVICES - INTERNAL AUDIT

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Auditor	80-100	100-130	78-97	97-126	72-90	90-117
Senior Auditor	90-110	100-140	87-107	97-136	81-99	90-126
Manager	110-140	130-160	107-136	126-155	99-126	117-144
Senior Manager	140-170	150-180	136-165	146-175	126-153	135-162
Head of Audit	180-220	190-250	175-213	184-243	162-198	171-225

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Auditor	72-90	90-117	74-92	92-120
Senior Auditor	81-99	90-126	83-101	92-129
Manager	99-126	117-144	101-129	120-147
Senior Manager	126-153	135-162	129-156	138-166
Head of Audit	162-198	171-225	166-202	175-230

Please note:

1. Salaries indicated are in Australian dollars and based on annual basic salary, including superannuation at 9.25% (correct as of May 2014), 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.

SALARY TABLES

BANKING & FINANCIAL SERVICES - TAX

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Tax Accountant	80-100	90-120	78-97	87-116	72-90	81-108
Senior Tax Accountant	90-110	100-130	87-107	97-126	81-99	90-117
Tax Manager	110-150	130-170	107-146	126-165	99-135	117-153
Head of Tax	170-200	220+	165-194	213+	153-180	198+

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Tax Accountant	72-90	81-108	74-92	83-110
Senior Tax Accountant	81-99	90-117	83-101	92-120
Tax Manager	99-135	117-153	101-138	120-156
Head of Tax	153-180	198+	156-184	202+

BANKING & FINANCIAL SERVICES - FUNDS ADMINISTRATION

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Fund Administrator	45-50	50-65	44-49	49-63	41-45	45-59
Unit Pricing/Analyst	45-50	55-65	44-49	53-63	41-45	50-59
Account Manager/Team Leader	70-85	80-90	68-82	78-87	63-77	72-81
Senior Account Manager/Manager	80-85	85-100	78-82	82-97	72-77	77-90
Client Service Manager	90-110	100-130	87-107	97-126	81-99	90-117

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Fund Administrator	41-45	45-59	41-46	46-60
Unit Pricing/Analyst	41-45	50-59	41-46	51-60
Account Manager/Team Leader	63-77	72-81	64-78	74-83
Senior Account Manager/Manager	72-77	77-90	74-78	78-92
Client Service Manager	81-99	90-117	83-101	92-120

Please note:

1. Salaries indicated are in Australian dollars and based on annual basic salary, including superannuation at 9.25% (correct as of May 2014), 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.

SALARY TABLES

BANKING & FINANCIAL SERVICES - CORPORATE ACTIONS

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Junior	45-50	45-50	44-49	44-49	41-45	41-45
Senior	50-55	50-55	49-53	49-53	45-50	45-50
Supervisor	60-65	60-70	58-63	58-68	54-59	54-63
Manager	80-90	90-100	78-87	87-97	72-81	81-90

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Junior	41-45	41-45	41-46	41-46
Senior	45-50	45-50	46-51	46-51
Supervisor	54-59	54-63	55-60	55-64
Manager	72-81	81-90	74-83	83-92

BANKING & FINANCIAL SERVICES - OPERATIONS

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Entry Level (0-1 year)	45-50	45-50	44-49	44-49	41-45	41-45
Junior (1-2 years)	50-55	50-55	49-53	49-53	45-50	45-50
Senior (2-3 years)	55-60	55-60	53-58	53-58	50-54	50-54
Supervisor	60-70	70-80	58-68	68-78	54-63	63-72
Manager	80-100	90-120	78-97	87-116	72-90	81-108
Senior Manager/Head of Operations	120-150	150-200	116-146	146-194	108-135	135-180
ISDA Confirmations	80-90	90-100	78-87	87-97	72-81	81-90
Trade Support	40-55	55-65	39-53	53-63	36-50	50-59
Operational Risk	70-90	120-180	68-87	116-175	63-81	108-162

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Entry Level (0-1 year)	41-45	41-45	41-46	41-46
Junior (1-2 years)	45-50	45-50	46-51	46-51
Senior (2-3 years)	50-54	50-54	51-55	51-55
Supervisor	54-63	63-72	55-64	64-74
Manager	72-90	81-108	74-92	83-110
Senior Manager/Head of Operations	108-135	135-180	110-138	138-184
ISDA Confirmations	72-81	81-90	74-83	83-92
Trade Support	36-50	50-59	37-51	51-60
Operational Risk	63-81	108-162	64-83	110-166

Please note:

1. Salaries indicated are in Australian dollars and based on annual basic salary, including superannuation at 9.25% (correct as of May 2014), 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.

SALARY TABLES

BANKING & FINANCIAL SERVICES - FINANCIAL PLANNING

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Paraplanner	60-80	70-90	58-78	68-87	54-72	63-81
Financial Planner	65-85	70-95	63-82	68-92	59-77	63-86
Senior Financial Planner	90-130	100-140	87-126	97-136	81-117	90-126
Practice Manager	120-150	150-180	116-146	146-175	108-135	135-162

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Paraplanner	54-72	63-81	55-74	64-83
Financial Planner	59-77	63-86	60-78	64-87
Senior Financial Planner	81-117	90-126	83-120	92-129
Practice Manager	108-135	135-162	110-138	138-166

CREDIT RISK - CORPORATE/INSTITUTIONAL BANKING

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Credit Analyst	70-90	90-120	68-87	87-116	63-81	81-108
Senior Credit Analyst (3-7 years)	90-120	110-130	87-116	107-126	81-108	99-117
Associate Director Credit (8+ years)	130-160	160-200	126-155	155-194	117-144	144-180
Director	170-190	200+	165-184	194+	153-171	180+

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Credit Analyst	63-81	81-108	64-83	83-110
Senior Credit Analyst (3-7 years)	81-108	99-117	83-110	101-120
Associate Director Credit (8+ years)	117-144	144-180	120-147	147-184
Director	153-171	180+	156-175	184+

Please note:

1. Salaries indicated are in Australian dollars and based on annual basic salary, including superannuation at 9.25% (correct as of May 2014), 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.

SALARY TABLES

CREDIT RISK - BUSINESS BANKING

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Credit Analyst	70-90	90-110	68-87	87-107	63-81	81-99
Credit Manager	100-120	120-160	97-116	116-155	90-108	108-144

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Credit Analyst	63-81	81-99	64-83	83-101
Credit Manager	90-108	108-144	92-110	110-147

CORPORATE FINANCE/ADVISORY - PROJECT FINANCE/ADVISORY

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Analyst/Executive (1-3 years)	80-100	90-120	78-97	87-116	72-90	81-108
Manager (3-6 years)	100-140	120-160	97-136	116-155	90-126	108-144
Associate Director (6+ years)	140-170	180-220	136-165	175-213	126-153	162-198
Director	170-250	250+	165-243	243+	153-225	225+

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Analyst/Executive (1-3 years)	72-90	81-108	74-92	83-110
Manager (3-6 years)	90-126	108-144	92-129	110-147
Associate Director (6+ years)	126-153	162-198	129-156	166-202
Director	153-225	225+	156-230	230+

CORPORATE FINANCE/ADVISORY - INVESTMENT BANKING

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Analyst/Executive (1-3 years)	80-100	90-120	78-97	87-116	72-90	81-108
Associate/Manager (3-8 years)	100-140	120-160	97-136	116-155	90-126	108-144
Associate Director (8+ years)	140-170	180-220	136-165	175-213	126-153	162-198
Director	170-250	250+	165-243	243+	153-225	225+

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Analyst/Executive (1-3 years)	72-90	81-108	74-92	83-110
Associate/Manager (3-8 years)	90-126	108-144	92-129	110-147
Associate Director (8+ years)	126-153	162-198	129-156	166-202
Director	153-225	225+	156-230	230+

Please note:

1. Salaries indicated are in Australian dollars and based on annual basic salary, including superannuation at 9.25% (correct as of May 2014), 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.

SALARY TABLES

EQUITY RESEARCH/CAPITAL MARKETS - EQUITIES RESEARCH

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assistant Analyst	60-70	70-90	58-68	68-87	54-63	63-81
Analyst	70-90	90-110	68-87	87-107	63-81	81-99
Senior Analyst/Lead Analyst	90-110	100-130	87-107	97-126	81-99	90-117

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Assistant Analyst	54-63	63-81	55-64	64-83
Analyst	63-81	81-99	64-83	83-101
Senior Analyst/Lead Analyst	81-99	90-117	83-101	92-120

EQUITY RESEARCH/CAPITAL MARKETS - EQUITY CAPITAL MARKETS

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Analyst	70-80	90-110	68-78	87-107	63-72	81-99
Manager	90-110	130-160	87-107	126-155	81-99	117-144
Associate Director	150-180	180-220	146-175	175-213	135-162	162-198
Director	200+	250+	194+	243+	180+	225+

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Analyst	63-72	81-99	64-74	83-101
Manager	81-99	117-144	83-101	120-147
Associate Director	135-162	162-198	138-166	166-202
Director	180+	225+	184+	230+

Please note:

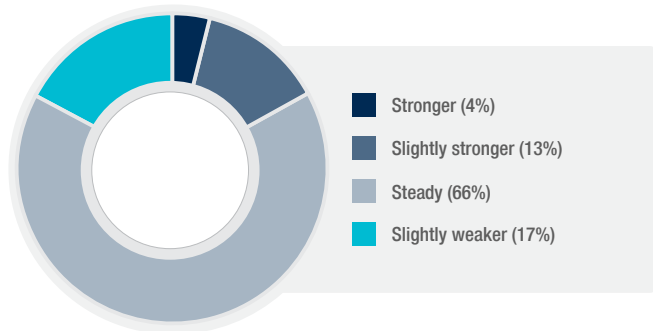
1. Salaries indicated are in Australian dollars and based on annual basic salary, including superannuation at 9.25% (correct as of May 2014), excluding bonus/incentive schemes. 2. Small to medium companies are defined as having a turnover of less than \$100 million. Large companies are defined as having 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.

AUSTRALIA 2014 / 15
SALARY & EMPLOYMENT
FORECAST

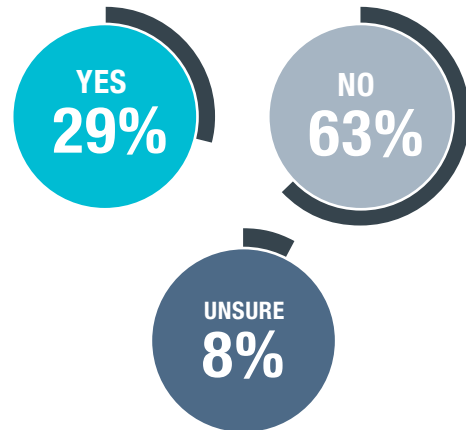
HOSPITALITY & LEISURE

RECRUITMENT ACTIVITY

Strength of current hiring activity compared to the last 12 months



Expecting to increase headcount



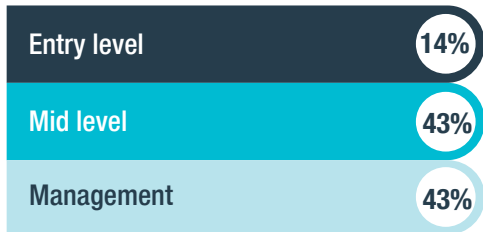
Market observations:

- Continual consumer spending in the hospitality and leisure sector has kept profit levels steady, and allowed companies to invest, grow and expand over the past 12 months. This has kept recruitment activity fairly stable across the sector.
- NSW and VIC are currently experiencing the highest levels of recruitment activity across the hospitality and leisure sector due to high population density and the volume of hospitality and leisure venues across these states.
- Hiring activity is currently strongest within quick service restaurants (QSR), contract catering and entertainment due to significant investment in these areas by both local and multinational companies looking to expand to a nationwide operation or increase their foothold.
- The job types currently in high demand are management positions, including Store, Area, Regional and General Managers, along with Food and Beverage Directors. These positions are in high demand as they play a key role in the success of newly established venues.
- The executive market has seen a stronger performance over the past 12 months, in line with the expansion of QSRs and contract catering companies. This has been most evident in NSW and VIC, as the majority of venues and head offices are located in these states.
- As consumers become more sophisticated around food and beverage products, additional pressure is being placed on companies to remain competitive and relevant in line with international food and beverage concepts and trends. This has resulted in higher demand for professionals with international experience, particularly from North America and South East Asia.
- With a large volume of franchise and account-management portfolios across the QSR and contract catering areas, more emphasis is now being placed on leadership skills to influence, motivate and coach teams and wider stakeholder groups.

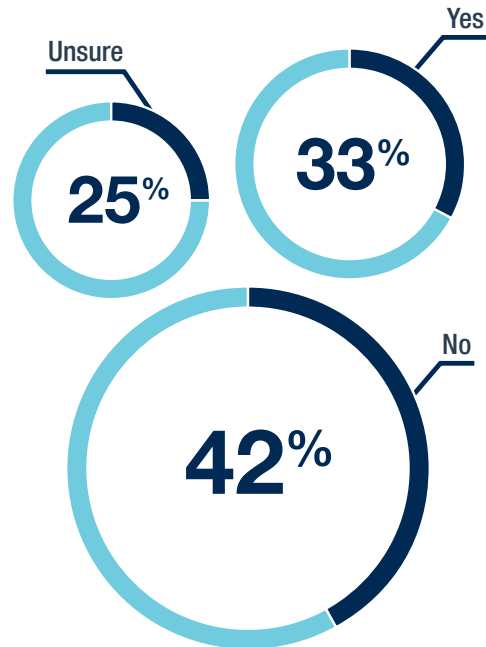
Note: All infographics in this report are based on the views of survey participants. The accompanying market commentary is based on the experience and observations of the Michael Page team.

RECRUITMENT ACTIVITY

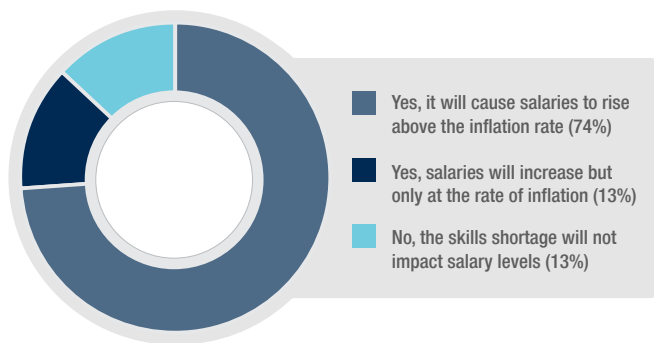
Experience level expected to be in highest demand



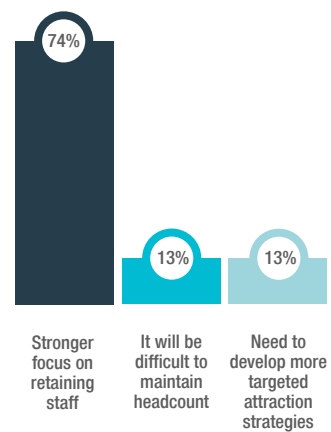
Expectation of a professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries

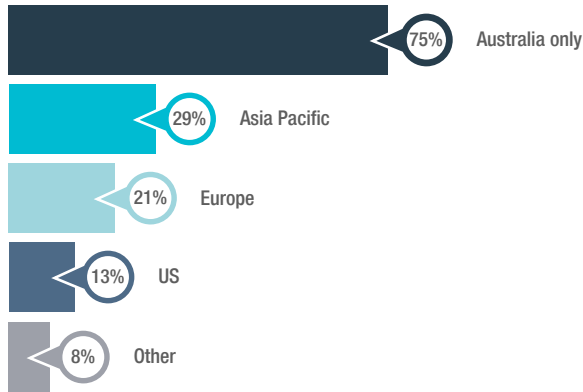


Impact of skills shortage on businesses in Australia over the next 12 months

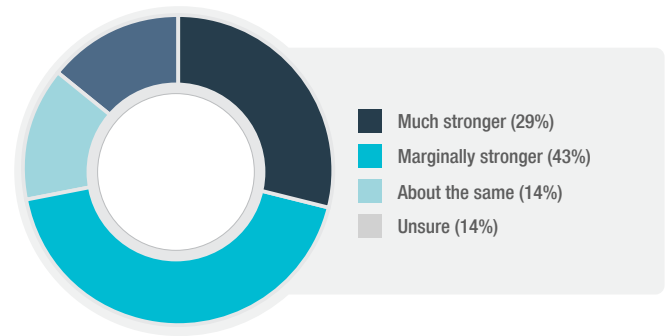


RECRUITMENT ACTIVITY

Regions companies operate in*

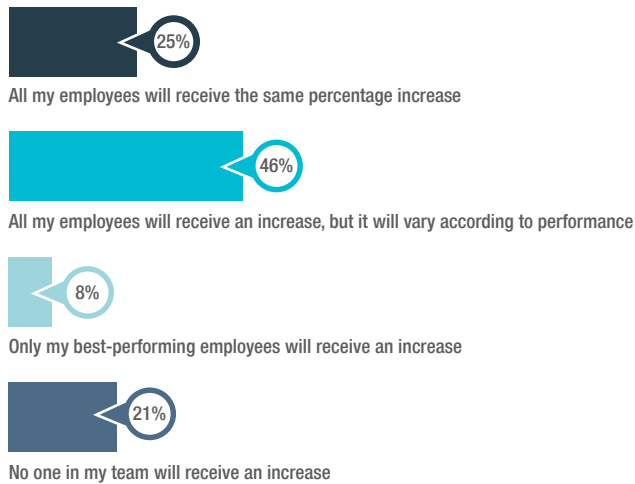


How Australian business is faring in comparison with Asia operations

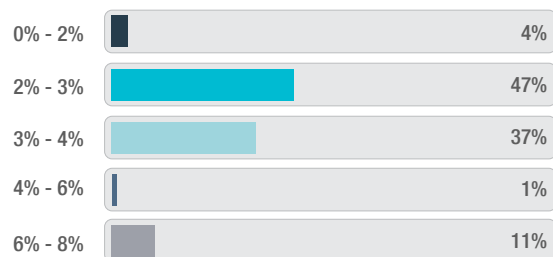


SALARY AND REMUNERATION

Salary increases over the next 12 months



Average percentage salary increase over the next 12 months



Market observations:

- Salaries have remained steady over the past 12 months, with no notable increases across job types or functions.
- Geographical differences in salary are still evident, with higher living costs in VIC and NSW placing upwards pressure on pay rates.

* More than one option could be selected.

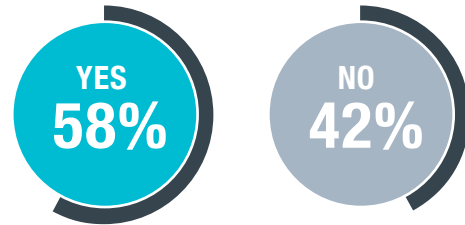
SALARY AND REMUNERATION

Factor most likely to impact salary levels in the next 12 months

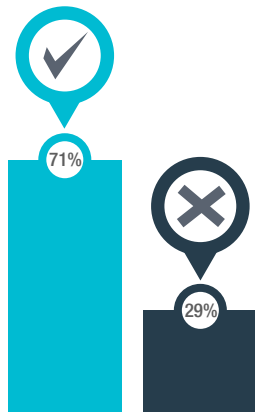


*Government funding, etc.

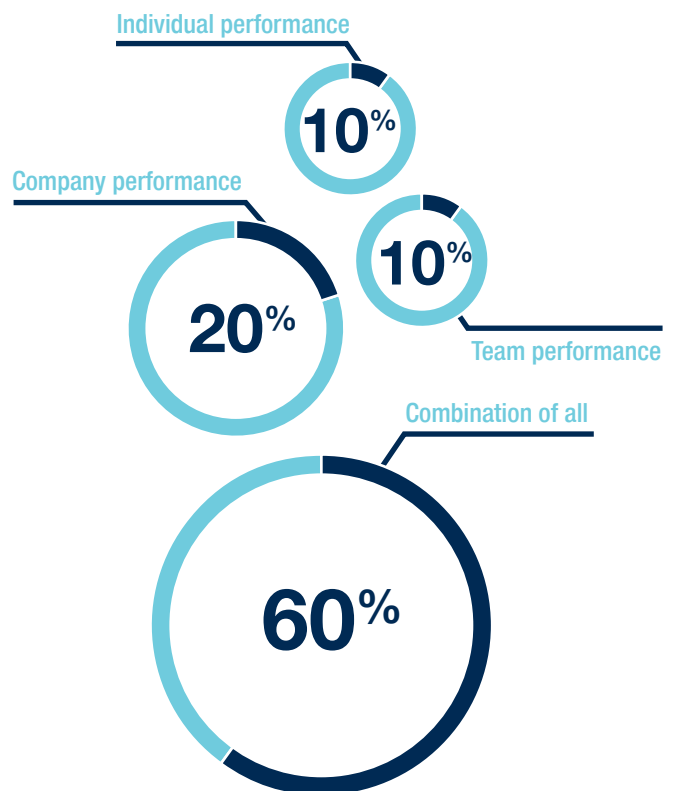
Flexible salary packaging or fringe benefits offered to employees



Companies providing bonuses as part of the remuneration package

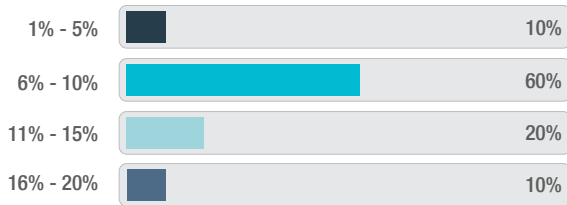


Basis for bonuses over the next 12 months



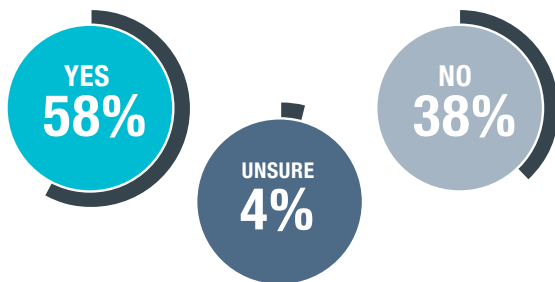
SALARY AND REMUNERATION

Average percentage bonus of gross salary

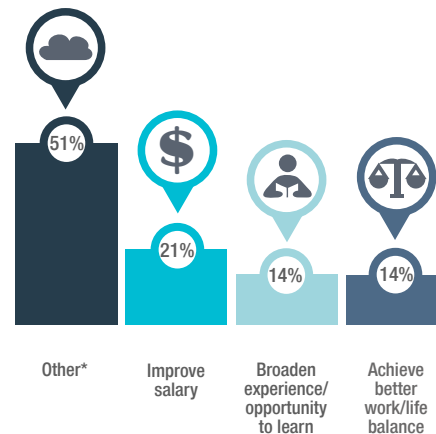


ATTRACTION AND RETENTION

Employer expectations for staff turnover in the next 12 months



Key reason employees are likely to leave



*combination of all, gain more seniority, training, achieve work/life balance, significant change to business structure/conditions, etc.

Most popular tools for attraction and retention

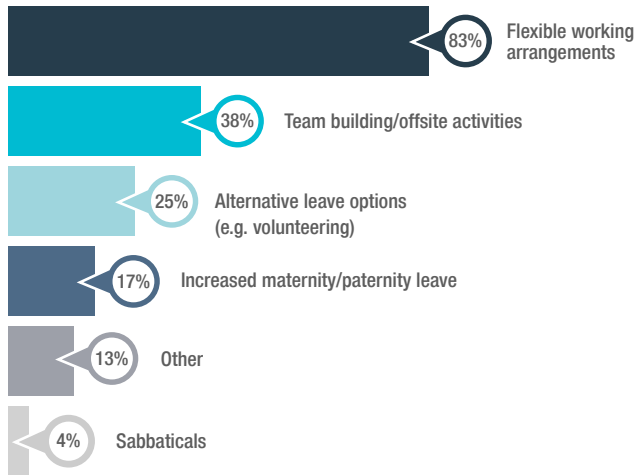


Market observation:

- For the most part, professionals in the hospitality and leisure sector prefer financial rewards. This has led to some companies offering financial incentives by way of profit share, in some cases even for employees at store manager-level, a model which has proven successful in a handful of more traditional retail companies in Australia.

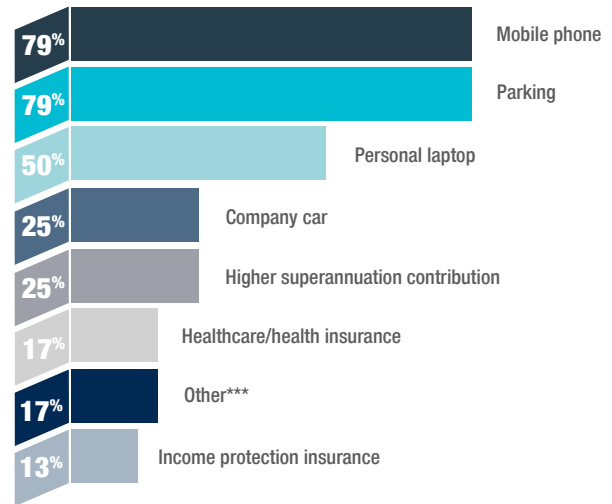
ATTRACTION AND RETENTION

Most popular options offered to support employees' work/life balance*



**none, etc.

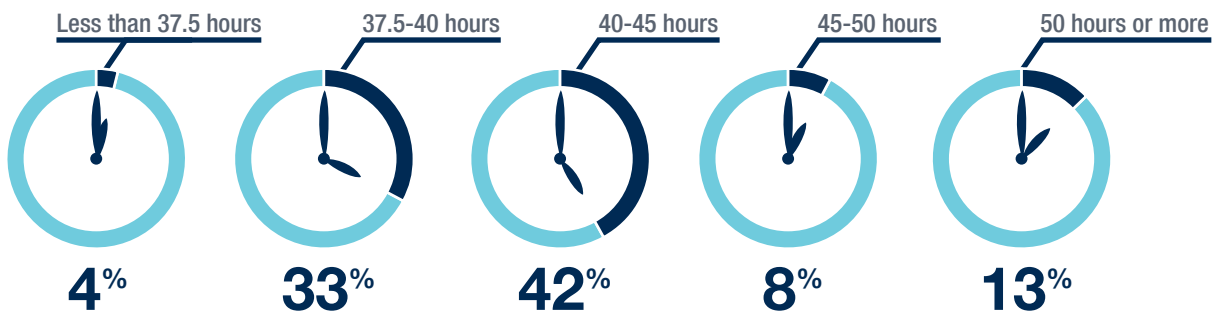
Combination of benefits offered to employees*



***travel pass, etc.

WORKING HOURS

Average weekly working hours



* More than one option could be selected.

SALARY TABLES

FOOD SERVICE - CONTRACT CATERING

State	NSW				VIC			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Site Manager	72-77	77-82	85-95	95-100	71-76	76-81	84-94	94-99
Executive Chef	92-105	105-112	115-125	130-145	91-104	104-111	114-124	129-144
Operations Manager	83-90	85-93	95-105	100-110	82-89	84-92	94-104	99-109
State Operations Manager	110-120	120-130	130-140	140-150	109-119	119-129	129-139	139-149
National Operations Manager	160-185	180-195	200-210	220-250	158-183	178-193	198-208	218-248
General Manager	210-260	220-250	250-280	260-300	208-257	218-248	248-277	257-297
COO	300-350	330-360	350-375	370-390	297-347	327-356	347-371	366-386
MD/CEO	400-420	420-440	450-475	480+	396-416	416-436	446-470	475+

State	QLD				SA			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Site Manager	71-75	75-80	83-93	93-98	68-73	73-78	81-90	90-95
Executive Chef	90-103	103-110	113-123	127-142	87-100	100-106	109-119	124-138
Operations Manager	81-88	83-91	93-103	98-108	79-86	81-88	90-100	95-105
State Operations Manager	108-118	118-127	127-137	137-147	105-114	114-124	124-133	133-143
National Operations Manager	157-181	176-191	196-206	216-245	152-176	171-185	190-200	209-238
General Manager	206-255	216-245	245-274	255-294	200-247	209-238	238-266	247-285
COO	294-343	323-353	343-368	363-382	285-333	314-342	333-356	352-371
MD/CEO	392-412	412-431	441-466	470+	380-399	399-418	428-451	456+

State	WA			
	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000	\$'000	\$'000	\$'000
Site Manager	73-79	79-84	87-97	97-102
Executive Chef	94-107	107-114	117-128	133-148
Operations Manager	85-92	87-95	97-107	102-112
State Operations Manager	112-122	122-133	133-143	143-153
National Operations Manager	163-189	184-199	204-214	224-255
General Manager	214-265	224-255	255-286	265-306
COO	306-357	337-367	357-383	377-398
MD/CEO	408-428	428-449	459-485	490+

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 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.

SALARY TABLES

FOOD SERVICE - QSR/CASUAL DINING

State	NSW				VIC				
	Experience	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Store/Restaurant Manager	60-65	65-70	70-75	80-85	59-64	64-69	69-74	79-84	
Area Manager	75-85	85-95	92-105	105-120	74-84	84-94	91-104	104-119	
State Operations Manager	112-125	120-135	135-150	140-165	111-124	119-134	134-149	139-163	
National Operations Manager	155-170	160-180	170-190	180-210	153-168	158-178	168-188	178-208	
COO	220-240	240-260	260-290	300+	218-238	238-257	257-287	297+	
MD/CEO	320-340	340-360	360-390	400+	317-337	337-356	356-386	396+	

State	QLD				SA				
	Experience	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Store/Restaurant Manager	59-64	64-69	69-74	78-83	57-62	62-67	67-71	76-81	
Area Manager	74-83	83-93	90-103	103-118	71-81	81-90	87-100	100-114	
State Operations Manager	110-123	118-132	132-147	137-162	106-119	114-128	128-143	133-157	
National Operations Manager	152-167	157-176	167-186	176-206	147-162	152-171	162-181	171-200	
COO	216-235	235-255	255-284	294+	209-228	228-247	247-276	285+	
MD/CEO	314-333	333-353	353-382	392+	304-323	323-342	342-371	380+	

State	WA				
	Experience	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000
Store/Restaurant Manager	61-66	66-71	71-77	82-87	
Area Manager	77-87	87-97	94-107	107-122	
State Operations Manager	114-128	122-138	138-153	143-168	
National Operations Manager	158-173	163-184	173-194	184-214	
COO	224-245	245-265	265-296	306+	
MD/CEO	326-347	347-367	367-398	408+	

ENTERTAINMENT - LEISURE

State	NSW				VIC				
	Experience	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Venue Manager	62-73	73-82	85-95	95-110	61-72	72-81	84-94	94-109	
Regional Manager	110-120	120-130	135-145	140-165	109-119	119-129	134-144	139-163	
Food & Beverage Manager	70-75	75-80	90-100	100-110	69-74	74-79	89-99	99-109	
Food & Beverage Director	120-130	130-140	150-165	165-180	119-129	129-139	149-163	163-178	
General Manager	170-190	190-210	210-240	240-260	168-188	188-208	208-238	238-257	
COO	250-270	270-290	290-320	330+	248-267	267-287	287-317	327+	
CEO	330-350	350-400	400-450	450+	327-347	347-396	396-446	446+	

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 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.

SALARY TABLES

ENTERTAINMENT - LEISURE (CONTINUED)

State	QLD				SA			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Venue Manager	61-72	72-80	83-93	93-108	59-69	69-78	81-90	90-105
Regional Manager	108-118	118-127	132-142	137-162	105-114	114-124	128-138	133-157
Food & Beverage Manager	69-74	74-78	88-98	98-108	67-71	71-76	86-95	95-105
Food & Beverage Director	118-127	127-137	147-162	162-176	114-124	124-133	143-157	157-171
General Manager	167-186	186-206	206-235	235-255	162-181	181-200	200-228	228-247
COO	245-265	265-284	284-314	323+	238-257	257-276	276-304	314+
CEO	323-343	343-392	392-441	441+	314-333	333-380	380-428	428+

State	WA			
	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000	\$'000	\$'000	\$'000
Venue Manager	63-74	74-84	87-97	97-112
Regional Manager	112-122	122-133	138-148	143-168
Food & Beverage Manager	71-77	77-82	92-102	102-112
Food & Beverage Director	122-133	133-143	153-168	168-184
General Manager	173-194	194-214	214-245	245-265
COO	255-275	275-296	296-326	337+
CEO	337-357	357-408	408-459	459+

EVENTS - EVENT MANAGEMENT

State	NSW				VIC			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Events Manager	70-75	75-80	80-90	85-95	69-74	74-79	79-89	84-94
Operations Manager	90-95	95-100	100-115	105-120	89-94	94-99	99-114	104-119
General Manager Operations	110-120	120-130	130-145	140-165	109-119	119-129	129-144	139-163

State	QLD				SA			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Events Manager	69-74	74-78	78-88	83-93	67-71	71-76	76-86	81-90
Operations Manager	88-93	93-98	98-113	103-118	86-90	90-95	95-109	100-114
General Manager Operations	108-118	118-127	127-142	137-162	105-114	114-124	124-138	133-157

State	WA			
	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000	\$'000	\$'000	\$'000
Events Manager	71-77	77-82	82-92	87-97
Operations Manager	92-97	97-102	102-117	107-122
General Manager Operations	112-122	122-133	133-148	143-168

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 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.

AUSTRALIA 2014 / 15
SALARY & EMPLOYMENT

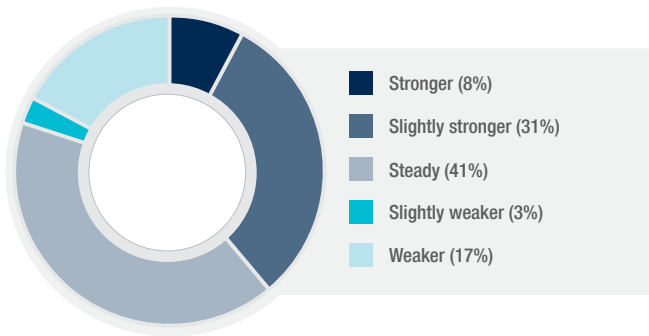
FORECAST

HUMAN RESOURCES

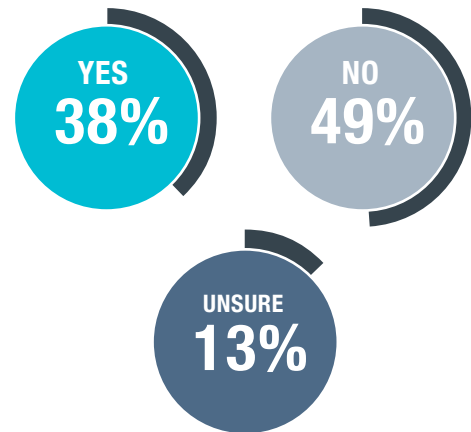


RECRUITMENT ACTIVITY

Strength of current hiring activity compared to the last 12 months



Expecting to increase headcount



Market observations:

- The first quarter of 2014 presented more job opportunities for HR professionals compared to the final months of last year. This is expected to improve over the next 12 months as the business community gains more hiring confidence in line with the stable economic conditions in the US and Europe.
- Positive predictions for hiring in HR come in the wake of organisational change seen over the past few years. Many companies have undergone restructures during this time, and now require HR professionals to implement new plans and processes.
- Stability in Federal politics has increased companies' confidence when it comes to making new hires as many are now looking at their longer-term strategy and considering future investment and growth.
- In VIC and NSW, the job market remains competitive and more jobs are becoming available for HR professionals. This market growth is expected to continue over the next 12 months.
- In WA and QLD, there are currently fewer job opportunities for HR professionals due to the downturn in the resources sector.
- HR hiring activity has been strongest in the areas of banking and finance, IT, retail and government. Hiring for HR professionals in retail is strong as a result of global retailers opening locations in Australia. HR hiring within government is predominantly confined to temporary roles.
- There has been a strong demand for HR professionals within Government, especially with temporary positions in the project and change-management space.
- Generalist HR professionals as well as learning and development specialists and professionals with a background in recruitment are currently in highest demand.
- Large organisations are beginning to create internal recruitment teams, while learning and development is also a growth area.
- Specialists in remuneration are also in high demand, as organisations look to retain their best workers with financial reward while also remaining competitive.
- The executive job market has been strengthening over the past 12 months, and is expected to further improve as business confidence continues to grow.
- Over the past 12 months, there has been a trend towards recruiting HR professionals on a contract or temporary basis.

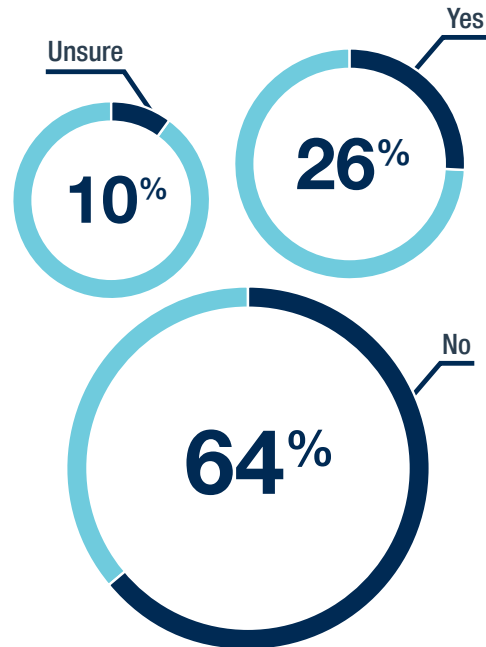
Note: All infographics in this report are based on the views of survey participants. The accompanying market commentary is based on the experience and observations of the Michael Page team.

RECRUITMENT ACTIVITY

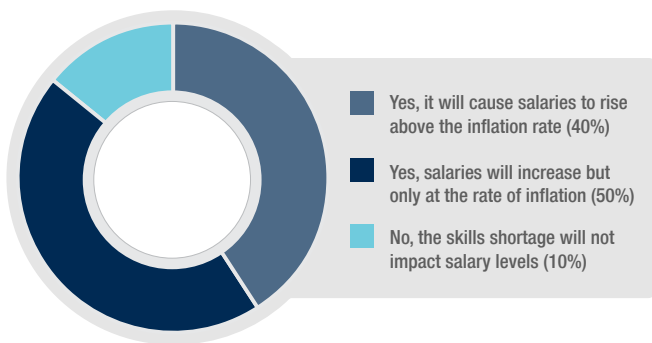
Experience level expected to be in highest demand



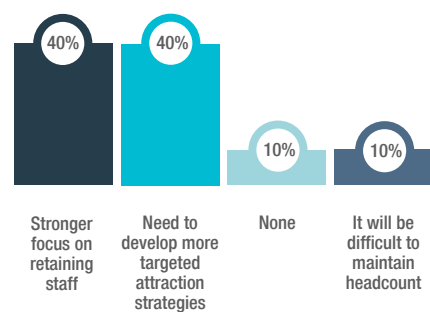
Expectation of a professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries

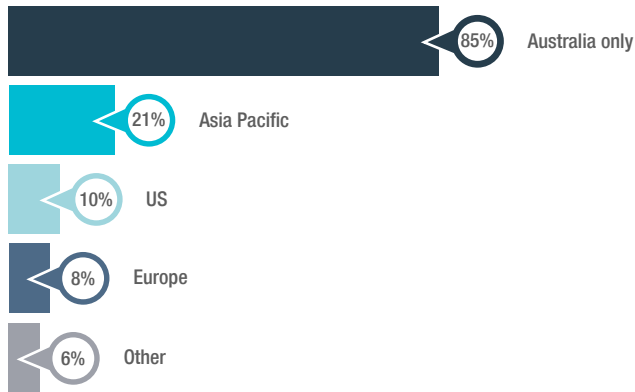


Impact of skills shortage on businesses in Australia over the next 12 months

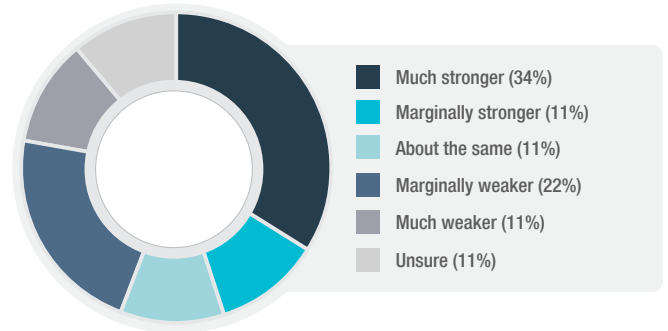


RECRUITMENT ACTIVITY

Regions companies operate in*



How Australian business is faring in comparison with Asia operations

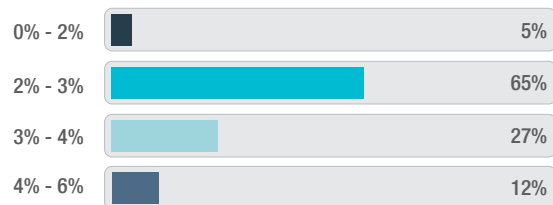


SALARY AND REMUNERATION

Salary increases over the next 12 months



Average percentage salary increase over the next 12 months



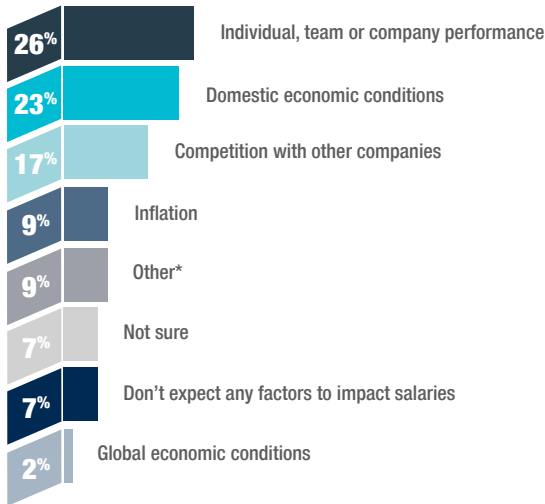
Market observations:

- Salary increases have been 3% on average over the past 12 months.
- HR professionals with a background in change management or remuneration and benefits will be able to command higher pay increases over the next 12 months, as there is currently a skills shortage in these areas.

* More than one option could be selected.

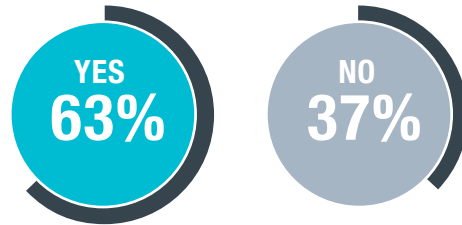
SALARY AND REMUNERATION

Factor most likely to impact salary levels in the next 12 months

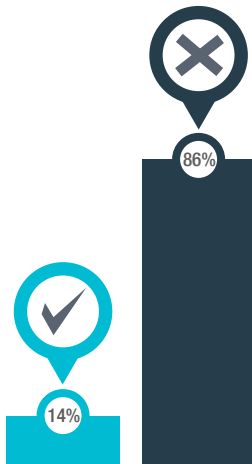


*EBA negotiations, mergers and acquisitions, etc.

Flexible salary packaging or fringe benefits offered to employees



Companies providing bonuses as part of the remuneration package



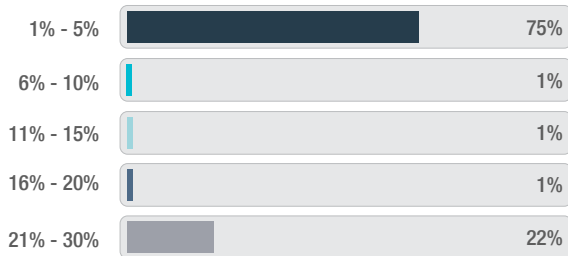
Basis for bonuses over the next 12 months

Combination of individual, team and company performance



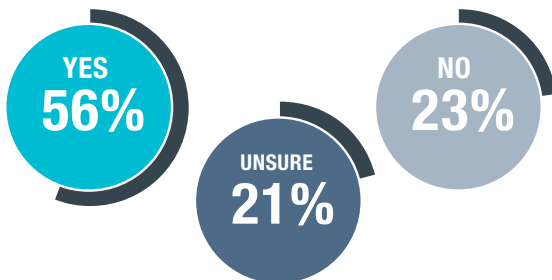
SALARY AND REMUNERATION

Average percentage bonus of gross salary

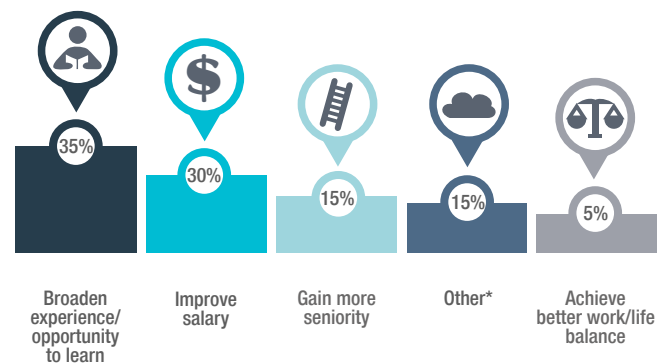


ATTRACTION AND RETENTION

Employer expectations for staff turnover in the next 12 months



Key reason employees are likely to leave



*maternity leave cover, mergers and joint ventures, changed conditions, etc.

Most popular tools for attraction and retention

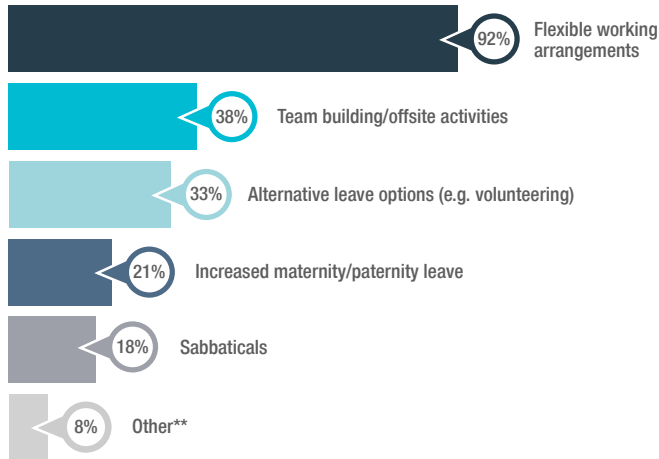


Market observations:

- Non-financial rewards continue to be a major retention strategy, with work/life balance key to professionals staying in their current role. Four-day working weeks have become more common over the past 12 months.

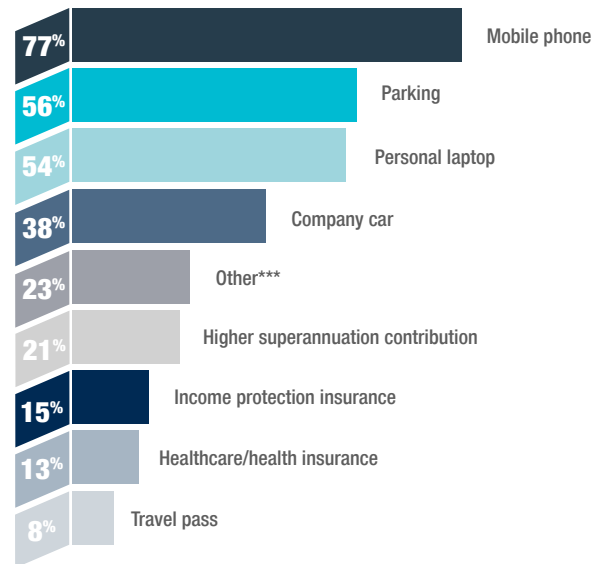
ATTRACTION AND RETENTION

Most popular options offered to support employees' work/life balance*



**increased annual leave, employee assistance program, etc.

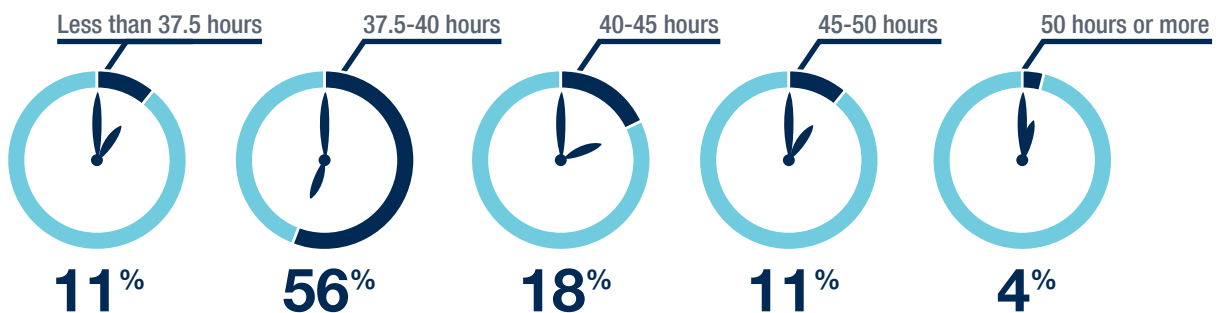
Combination of benefits offered to employees*



***iPads, salary packaging, salary sacrifice, on-site canteen, etc.

WORKING HOURS

Average weekly working hours



* More than one option could be selected.

SALARY TABLES

GENERALIST HR

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
HR Graduate	45-55	48-58	43-52	46-55	44-53	47-56
HR Coordinator/HR Admin/L&D Coordinator	58-68	63-74	55-65	60-70	56-66	61-72
HR Advisor	68-84	79-105	65-80	75-100	66-81	77-102
HR Consultant/Business Partner	79-105	105-158	75-100	100-150	77-102	102-153
HR Manager	90-131	131-184	86-124	124-175	87-127	127-178
HR Director	158-220	210+	150-209	200+	153-213	204+

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
HR Graduate	41-50	43-52	44-53	47-56
HR Coordinator/HR Admin/L&D Coordinator	52-61	57-67	56-66	61-72
HR Advisor	61-76	71-95	66-81	77-102
HR Consultant/Business Partner	71-95	95-142	77-102	102-153
HR Manager	81-118	118-166	87-127	127-178
HR Director	142-198	189+	153-213	204+

LEARNING & DEVELOPMENT

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
L&D Coordinator	53-68	63-74	50-65	60-70	51-66	61-72
Trainer/Facilitator	63-74	68-84	60-70	65-80	61-72	66-81
L&D Consultant	74-89	79-95	70-85	75-90	72-86	77-92
L&D Instructional Designer	79-95	89-105	75-90	85-100	77-92	86-102
L&D Manager	105-126	126-158	100-120	120-150	102-122	122-153
Head of Learning & Development	138-185	175+	131-176	166+	134-179	170+

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
L&D Coordinator	48-61	57-67	51-66	61-72
Trainer/Facilitator	57-67	61-76	61-72	66-81
L&D Consultant	67-80	71-86	72-86	77-92
L&D Instructional Designer	71-86	80-95	77-92	86-102
L&D Manager	95-113	113-142	102-122	122-153
Head of Learning & Development	124-167	158+	134-179	170+

Please note:

1. Salaries indicated are in Australian dollars and based on annual basic salary, including superannuation at 9.5%, 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.

SALARY TABLES

COMPENSATION & BENEFITS

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Remuneration & Benefits Advisor/Consultant	84-105	105-131	80-100	100-124	81-102	102-127
Remuneration & Benefits Manager	126-158	137-189	120-150	130-180	122-153	133-183
Head of Remuneration & Benefits	155-195	195+	147-185	185+	150-189	189+

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Remuneration & Benefits Advisor/Consultant	76-95	95-118	81-102	102-127
Remuneration & Benefits Manager	113-142	123-170	122-153	133-183
Head of Remuneration & Benefits	140-176	176+	150-189	189+

EMPLOYEE RELATIONS

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ER/IR Advisor	74-94	84-105	70-89	80-100	72-91	81-102
ER/IR Manager	120-158	158-210	114-150	150-200	116-153	153-204

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
ER/IR Advisor	67-85	76-95	72-91	81-102
ER/IR Manager	108-142	142-189	116-153	153-204

RECRUITMENT

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Internal Recruitment	63-84	84-105	60-80	80-100	61-81	81-102
Internal Recruitment Manager	84-126	131-184	80-120	124-175	81-122	127-178

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Internal Recruitment	57-76	76-95	61-81	81-102
Internal Recruitment Manager	76-113	118-166	81-122	127-178

Please note:

1. Salaries indicated are in Australian dollars and based on annual basic salary, including superannuation at 9.5%, 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.

SALARY TABLES

OH&S

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
OH&S Consultant	68–84	79–100	65–80	75–95	66–81	77–97
OH&S Manager	84–116	131–184	80–110	124–175	81–113	127–178

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
OH&S Consultant	61–76	71–90	66–81	77–97
OH&S Manager	76–104	118–166	81–113	127–178

HRIS

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
HRIS Specialist	79–95	84–116	75–90	80–110	77–92	81–113
HRIS Manager	118–171	139–208	112–162	132–198	114–166	135–202

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
HRIS Specialist	71–86	76–104	77–92	81–113
HRIS Manager	106–154	125–187	114–166	135–202

Please note:

1. Salaries indicated are in Australian dollars and based on annual basic salary, including superannuation at 9.5%, 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.

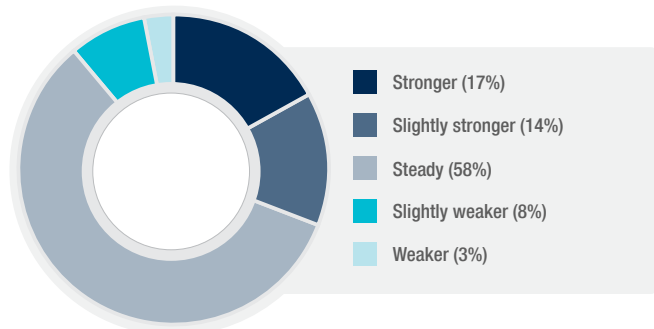
AUSTRALIA 2014 / 15
SALARY & EMPLOYMENT
FORECAST

LEGAL

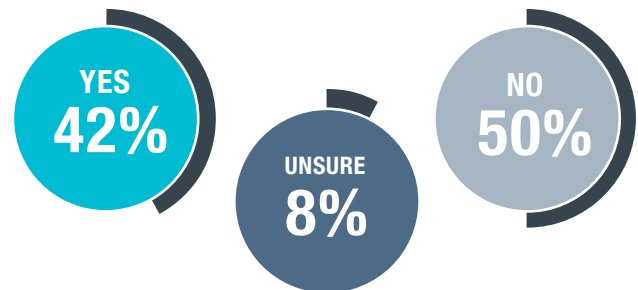


RECRUITMENT ACTIVITY

Strength of current hiring activity compared to the last 12 months



Expecting to increase headcount



Market observations (private practice):

- The past few years have brought considerable changes to Australia's private practice market, with a high concentration of mergers and acquisition activity.
- Private practice firms are driven by the economy, and are expected to regain some hiring confidence in line with a more positive outlook from the UK and US.
- Private practice law firms are currently focused on maximising profitability, and as such will be reluctant to increase headcount without a strong business case.
- Hiring activity is currently being seen at a senior level, with a strong demand for Partners. There is currently less opportunity for mid-level professionals in private practice but they are in strong demand for in-house legal teams in the corporate sector.
- Firms are currently placing emphasis on acquiring Partners with a loyal client base to increase business activity.
- There are currently minimal opportunities for lawyers to progress to Partner in their current firm as the market has not grown fast enough to accommodate these promotions.
- Changes at an organisational level have resulted in many top-tier law professionals moving to smaller firms, and the introduction of more global brands has led to a rise in competition for new clients between firms.
- There is a strong requirement for senior legal professionals in private practice to have business development and revenue growth skills, as firms look to increase profits.
- Firms have considerably reduced graduate programs, which has seen increasing numbers of junior legal professionals looking for work outside of the legal industry.

Market observations (in-house):

- Overall hiring has been weak for in-house law professionals, with the majority of hiring occurring in NSW and VIC. WA and QLD have seen less hiring activity for in-house law professionals due to the downturn in the resources sector.
- Hiring is not expected to increase markedly over the next 12 months. Over the past year, companies with large legal teams have been focused on efficiency and cost control, which has seen a number of restructures and job cuts. Many companies remain conservative about expanding their in-house legal teams.
- The majority of hiring for in-house law professionals is within the digital, construction and financial services sector. Hiring in digital is being driven by the growth of online business in Australia. Similarly, there is currently a high number of construction projects underway, especially in VIC and NSW. Financial services companies are currently looking to take advantage of a more stable market to replace some jobs that were lost in restructures over the past 18 months.
- Any new hires will likely be as a result of changes to employment law, and developments around information technology and intellectual property. As more businesses develop their online presence, the requirement to protect intellectual property increases and companies require legal guidance in this growing area.
- Lawyers with experience in the areas of litigation, workplace and employee relations, and compliance are currently in high demand for in-house legal teams. Compliance is a focus as organisations look to improve their systems and minimise risk, while workplace and employee relations skills are required to navigate changes to employment laws.
- There has been minimal change to the executive job market over the past 12 months, as most senior professionals who accepted a new role made a lateral career move. There has been less opportunity for promotion.

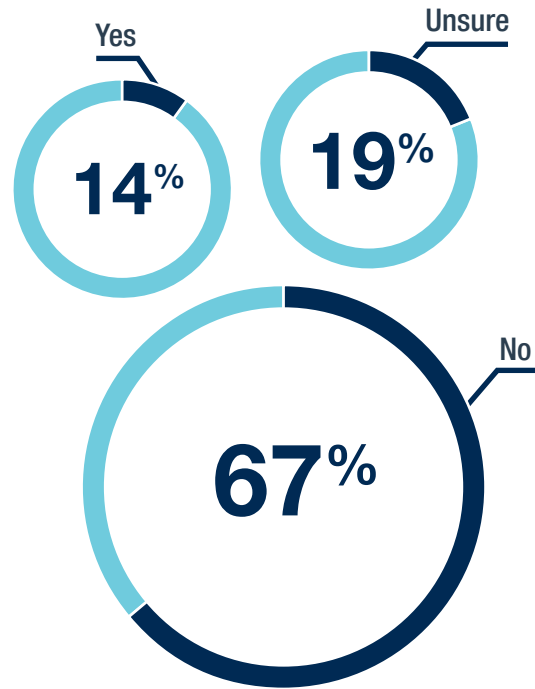
Note: All infographics in this report are based on the views of survey participants. The accompanying market commentary is based on the experience and observations of the Michael Page team.

RECRUITMENT ACTIVITY

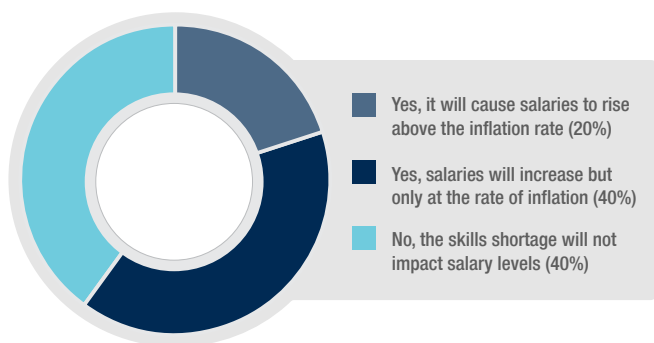
Experience level expected to be in highest demand



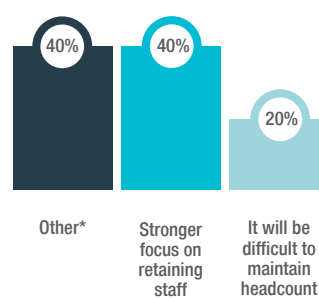
Expectation of a professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries



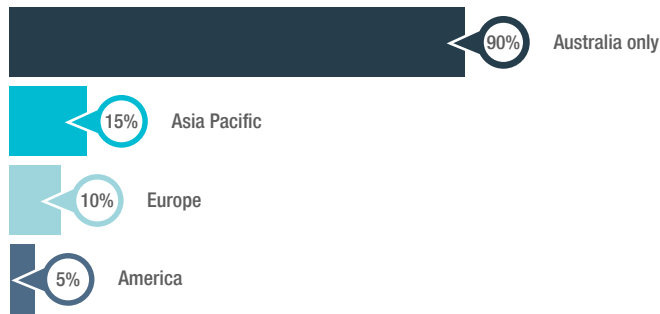
Impact of skills shortage on businesses in Australia over the next 12 months



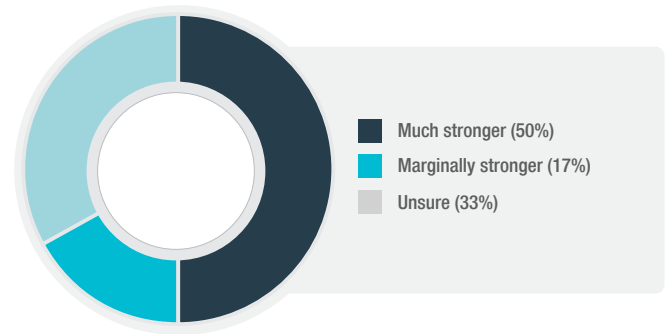
*focus on hiring people with potential and growing them into roles, etc.

RECRUITMENT ACTIVITY

Regions companies operate in*

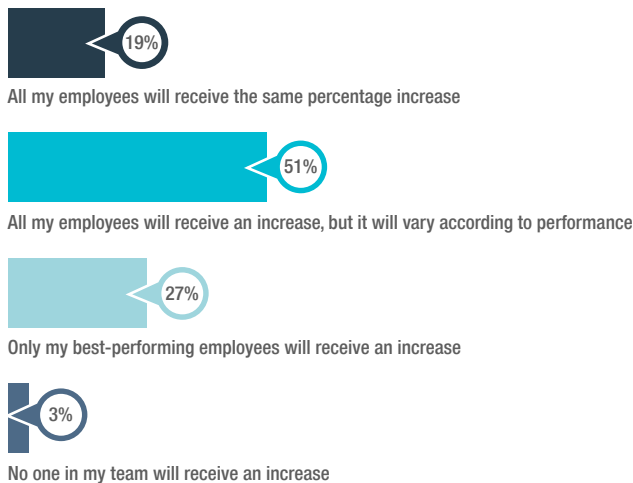


How Australian business is faring in comparison with Asia operations

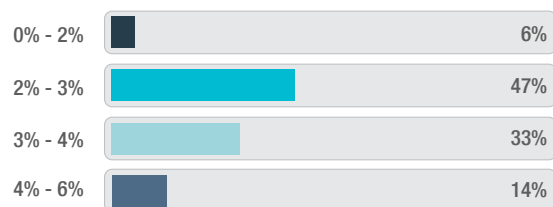


SALARY AND REMUNERATION

Salary increases over the next 12 months



Average percentage salary increase over the next 12 months



Market observation:

- Average salary rises in the legal industry are currently between 2-4%. In private practice, there has been a shift from a traditional automated salary increase to a merit-based system. Top performers may receive a bonus or a more significant salary increase which is driven by performance. The trend to merit-driven increases is expected to become more popular over the next 12 months. Corporate legal teams are experiencing little pay increase due to economic uncertainty.

* More than one option could be selected.

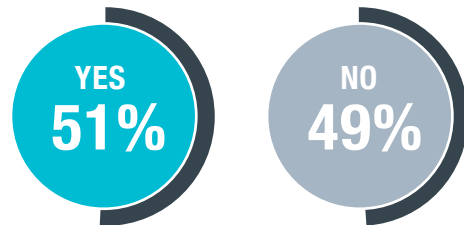
SALARY AND REMUNERATION

Factor most likely to impact salary levels in the next 12 months

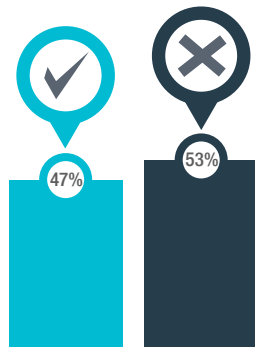


*Government policy, EBA, etc.

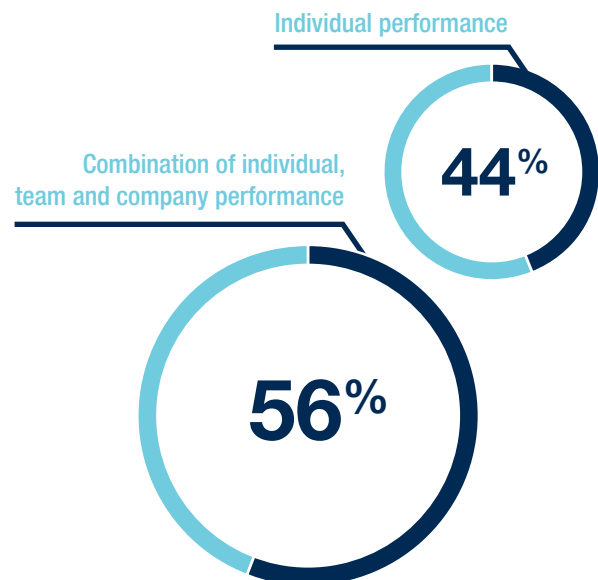
Flexible salary packaging or fringe benefits offered to employees



Companies providing bonuses as part of the remuneration package

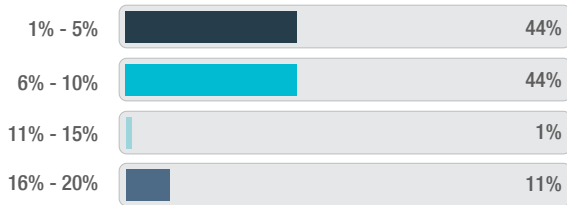


Basis for bonuses over the next 12 months



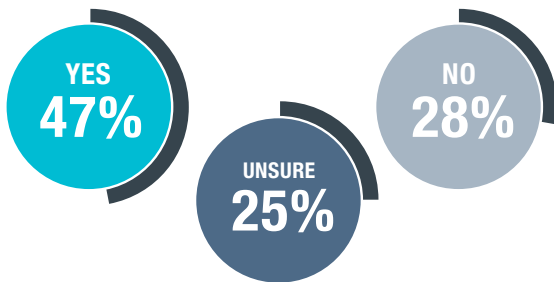
SALARY AND REMUNERATION

Average percentage bonus of gross salary

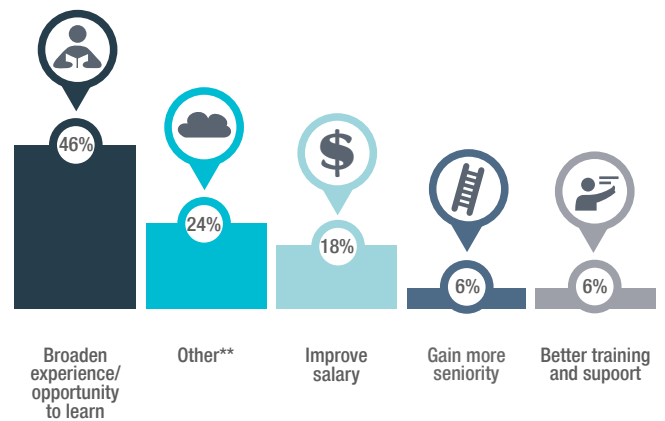


ATTRACTION AND RETENTION

Employer expectations for staff turnover in the next 12 months



Key reason employees are likely to leave



**combination of all, company culture, maternity leave, etc.

Most popular tools for attraction and retention

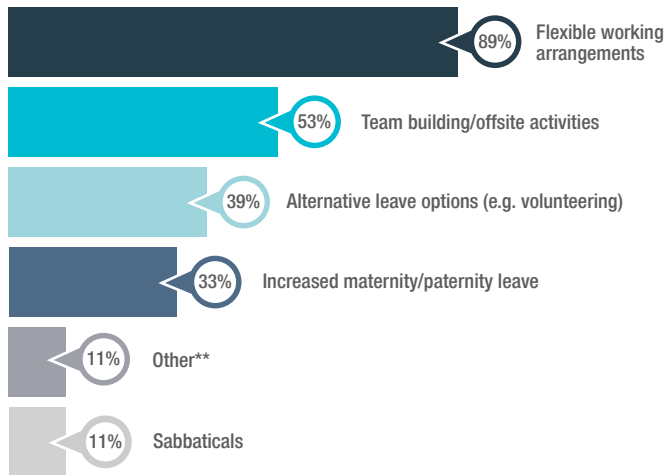


Market observation:

- Flexible attraction and retention strategies have started to emerge for legal professionals in both private practice and in-house corporate roles. In private practice, the focus is on financial rewards, with bonuses allocated only to high performers. In corporate legal teams, work/life balance schemes and career development opportunities are key to retaining employees.

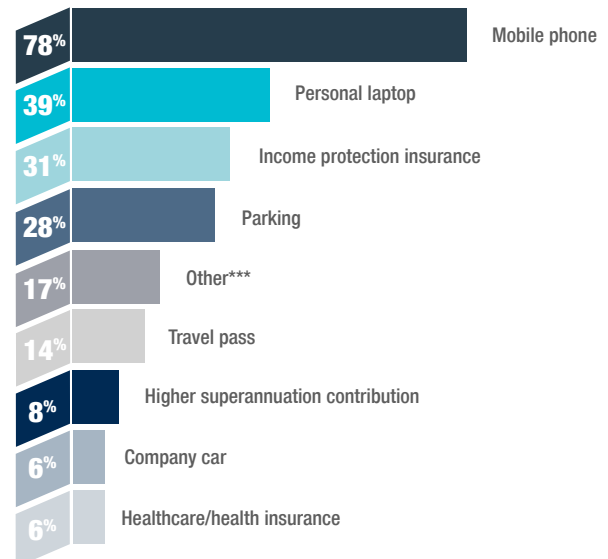
ATTRACTION AND RETENTION

Most popular options offered to support employees' work/life balance*



**monthly RDOs, purchased leave, working from home, etc.

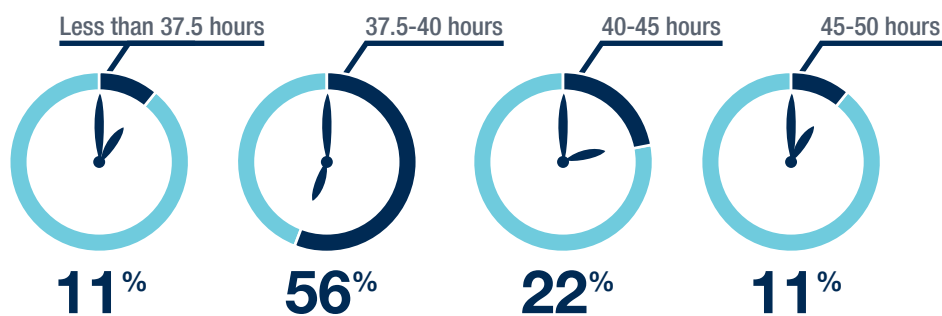
Combination of benefits offered to employees*



***flu shots, employee assistance program, fruit, drinks, paid charity run, bootcamp, yoga, etc.

WORKING HOURS

Average weekly working hours



* More than one option could be selected.

SALARY TABLES

PRIVATE PRACTICE

State	NSW				VIC			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
	Salary	Salary	Salary	Salary	Salary	Salary	Salary	Salary
Lawyer-Top Tier	84-126	126-158	158-184	184-294	80-120	120-150	150-175	175-279
Lawyer-Mid Tier	74-95	95-137	137-168	168-263	70-90	90-130	130-160	160-250
Lawyer-Boutique	63-105	105-126	126-158	158-210	60-100	100-120	120-150	150-200

State	QLD				SA			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
	Salary	Salary	Salary	Salary	Salary	Salary	Salary	Salary
Lawyer-Top Tier	76-113	113-142	142-166	166-265	76-113	113-142	142-166	166-265
Lawyer-Mid Tier	67-86	86-123	123-151	151-237	67-86	86-123	123-151	151-237
Lawyer-Boutique	57-95	95-113	113-142	142-189	57-95	95-113	113-142	142-189

State	WA			
	0-3 years	3-5 years	5-7 years	7+ years
	Salary	Salary	Salary	Salary
Lawyer-Top Tier	80-120	120-150	150-175	175-279
Lawyer-Mid Tier	70-90	90-130	130-160	160-250
Lawyer-Boutique	60-100	100-120	120-150	150-200

IN HOUSE - GENERAL COUNSEL - LEGAL COUNSEL

State	NSW				VIC			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
	Salary	Salary	Salary	Salary	Salary	Salary	Salary	Salary
General Counsel-ASX 100	263-294	284-315	305-336	325+	250-279	270-299	290-319	309+
General Counsel-Mid Cap	220-252	242-273	263-315	295+	209-239	230-259	250-299	280+
General Counsel-SME	189-220	210-242	231-263	240+	180-209	200-230	219-250	228+

State	QLD				SA			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
	Salary	Salary	Salary	Salary	Salary	Salary	Salary	Salary
General Counsel-ASX 100	237-265	256-284	275-302	293+	237-265	256-284	275-302	293+
General Counsel-Mid Cap	198-227	218-246	237-284	266+	198-227	218-246	237-284	266+
General Counsel-SME	170-198	189-218	208-237	216+	170-198	189-218	208-237	216+

State	WA			
	0-3 years	3-5 years	5-7 years	7+ years
	Salary	Salary	Salary	Salary
General Counsel-ASX 100	250-279	270-299	290-319	309+
General Counsel-Mid Cap	209-239	230-259	250-299	280+
General Counsel-SME	180-209	200-230	219-250	228+

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 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.

SALARY TABLES

IN HOUSE - COMMERCE AND INDUSTRY - LEGAL COUNSEL

State	NSW				VIC			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000							
Lawyer-IT/Telcos	84-126	116-179	179-242	210-284	80-120	110-170	170-230	200-270
Lawyer-Retail/FMCG	74-116	116-168	168-231	200-263	70-110	110-160	160-219	190-250
Lawyer-Manufacturing/Industrial	84-126	116-168	168-221	200-252	80-120	110-160	160-210	190-239
Lawyer-Energy/Resources	95-137	121-189	179-252	221-305	90-130	115-180	170-239	210-290
Lawyer-Property/Construction	95-137	121-184	179-242	231-284	90-130	115-175	170-230	219-270
Lawyer-Public Sector	74-110	95-147	147-189	179-231	70-105	90-140	140-180	170-219
Lawyer-Financial Services	95-131	121-179	158-247	215-315	90-124	115-170	150-235	204-299

State	QLD				SA			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000							
Lawyer-IT/Telcos	76-113	104-161	161-218	189-256	76-113	104-161	161-218	189-256
Lawyer-Retail/FMCG	67-104	104-151	151-208	180-237	67-104	104-151	151-208	180-237
Lawyer-Manufacturing/Industrial	76-113	104-151	151-199	180-227	76-113	104-151	151-199	180-227
Lawyer-Energy/Resources	86-123	109-170	161-227	199-275	86-123	109-170	161-227	199-275
Lawyer-Property/Construction	86-123	109-166	161-218	208-256	86-123	109-166	161-218	208-256
Lawyer-Public Sector	67-99	86-132	132-170	161-208	67-99	86-132	132-170	161-208
Lawyer-Financial Services	86-118	109-161	142-222	194-284	86-118	109-161	142-222	194-284

State	WA			
	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000			
Lawyer-IT/Telcos	80-120	110-170	170-230	200-270
Lawyer-Retail/FMCG	70-110	110-160	160-219	190-250
Lawyer-Manufacturing/Industrial	80-120	110-160	160-210	190-239
Lawyer-Energy/Resources	90-130	115-180	170-239	210-290
Lawyer-Property/Construction	90-130	115-175	170-230	219-270
Lawyer-Public Sector	70-105	90-140	140-180	170-219
Lawyer-Financial Services	90-124	115-170	150-235	204-299

COMPANY SECRETARY

State	NSW				VIC			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000							
Company Secretary-ASX 100	105-142	142-163	168-263	273-410	100-135	135-155	160-250	259-390
Company Secretary Mid Cap	100-126	126-158	158-200	200-273	95-120	120-150	150-190	190-259
Company Secretary SME	90-116	116-137	137-168	168-220	86-110	110-130	130-160	160-209

State	QLD				SA			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000							
Company Secretary-ASX 100	95-128	128-147	151-237	246-369	95-128	128-147	151-237	246-369
Company Secretary Mid Cap	90-113	113-142	142-180	180-246	90-113	113-142	142-180	180-246
Company Secretary SME	81-104	104-123	123-151	151-198	81-104	104-123	123-151	151-198

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 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.

SALARY TABLES

COMPANY SECRETARY (CONTINUED)

State	WA			
Experience	0–3 years	3–5 years	5–7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000
Company Secretary–ASX 100	100–135	135–155	160–250	259–390
Company Secretary Mid Cap	95–120	120–150	150–190	190–259
Company Secretary SME	86–110	110–130	130–160	160–209

COMPLIANCE

State	NSW				VIC			
Experience	0–3 years	3–5 years	5–7 years	7+ years	0–3 years	3–5 years	5–7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Head of Compliance–ASX 100	168–194	200–231	220–263	263–378	160–184	190–219	209–250	250–359
Head of Compliance–Mid Cap	158–184	179–210	215–257	231–336	150–175	170–200	204–244	219–319
Head of Compliance–SME	147–168	158–194	184–215	205–320	140–160	150–184	175–204	195–304
Compliance Manager–ASX 100	74–110	110–163	157–173	179–200	70–105	105–155	149–164	170–190
Compliance Manager–Mid Cap	68–105	105–147	137–158	152–179	65–100	100–140	130–150	144–170
Compliance Manager–SME	68–100	90–126	131–152	147–163	65–95	86–120	124–144	140–155

State	QLD				SA			
Experience	0–3 years	3–5 years	5–7 years	7+ years	0–3 years	3–5 years	5–7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Head of Compliance–ASX 100	151–175	180–208	198–237	237–340	151–175	180–208	198–237	237–340
Head of Compliance–Mid Cap	142–166	161–189	194–231	208–302	142–166	161–189	194–231	208–302
Head of Compliance–SME	132–151	142–175	166–194	185–288	132–151	142–175	166–194	185–288
Compliance Manager–ASX 100	67–99	99–147	141–156	161–180	67–99	99–147	141–156	161–180
Compliance Manager–Mid Cap	61–95	95–132	123–142	137–161	61–95	95–132	123–142	137–161
Compliance Manager–SME	61–90	81–113	118–137	132–147	61–90	81–113	118–137	132–147

State	WA			
Experience	0–3 years	3–5 years	5–7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000
Head of Compliance–ASX 100	160–184	190–219	209–250	250–359
Head of Compliance–Mid Cap	150–175	170–200	204–244	219–319
Head of Compliance–SME	140–160	150–184	175–204	195–304
Compliance Manager–ASX 100	70–105	105–155	149–164	170–190
Compliance Manager–Mid Cap	65–100	100–140	130–150	144–170
Compliance Manager–SME	65–95	86–120	124–144	140–155

Please note:

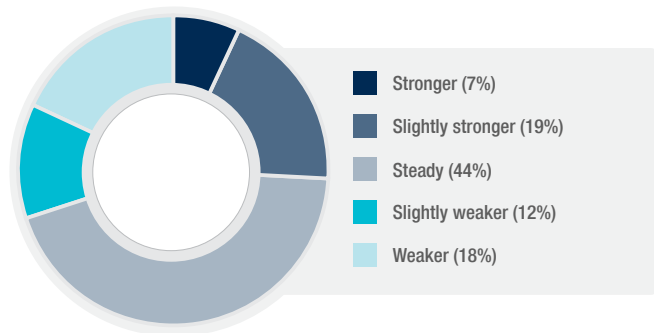
1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 3. Market rates are becoming much less uniform. While we have taken great care, these salary ranges can only be approximate guides, as there are often specific circumstances relating to individual companies. Please call us for additional information.

AUSTRALIA 2014 / 15
SALARY & EMPLOYMENT
FORECAST

MANUFACTURING

RECRUITMENT ACTIVITY

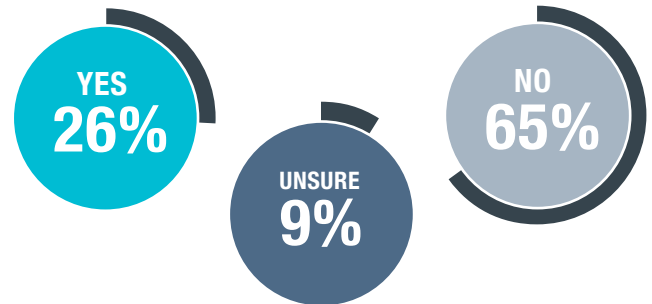
Strength of current hiring activity compared to the last 12 months



Market observations:

- The past decade has seen notable declines in Australia's manufacturing industry, caused in part by offshoring of major automotive and industrial manufacturing businesses. Though there have been increases in areas such as healthcare, biomedical and dairy, it has not been enough to reverse the trend.
- On the whole, permanent headcount has decreased over the past 12 months, with the largest losses seen in NSW and VIC.
- In VIC, the past few years have been challenging as a number of businesses, especially in automotive and equipment manufacturing, moved their operations offshore. However over the past 12 months, rising demand for consumer food and dairy has restored some confidence to local business.
- Hiring in the manufacturing sector is currently experiencing large geographical variations, with NSW and VIC seeing the highest levels of activity as the majority of business centres are located in these states.
- Likewise, NSW consumer food and dairy industries continue to perform strongly, with ongoing investment into regional plants.
- QLD and WA currently lack the large-scale manufacturing facilities required to compete with NSW and VIC from a supply and demand perspective.
- Consumer, food and dairy manufacturing, in particular, is expected to grow over the next 12 months, as global investment into the local industry expands and population growth drives the need for more innovation and efficiency.
- Despite the growth of the consumer sector and the food and dairy industry, hiring activity is expected to remain flat because these gains will be offset by higher labour, employment and equipment costs. This is expected to prevent employers from increasing headcount significantly.
- Outside of consumer, food and dairy, the highest levels of hiring activity are currently occurring in biomedical, pharmaceutical and niche healthcare manufacturing sectors.
- Professionals in the areas of site management, production management and operations management are currently in high demand. Companies need these roles to support the day-to-day efficiency and delivery of product manufacturing through to distribution to encourage business growth.
- There is currently a high requirement for specialists in project management, research and design, and environmental health and safety to drive key projects. Over the next 12 months, skill shortages in these areas are likely to emerge.
- The demand for mid to senior executive level positions is currently strong, and is expected to remain constant over the next 12 months, with a high requirement for Site and Operations Managers in consumer industries.
- Companies in Australia are more often looking to appoint professionals with experience working overseas in market-leading countries to improve efficiencies and implement best-practice processes. For example, professionals with healthcare and biomedical experience gained in Europe or professionals who have worked in New Zealand's dairy market are highly favoured by employers.

Expecting to increase headcount



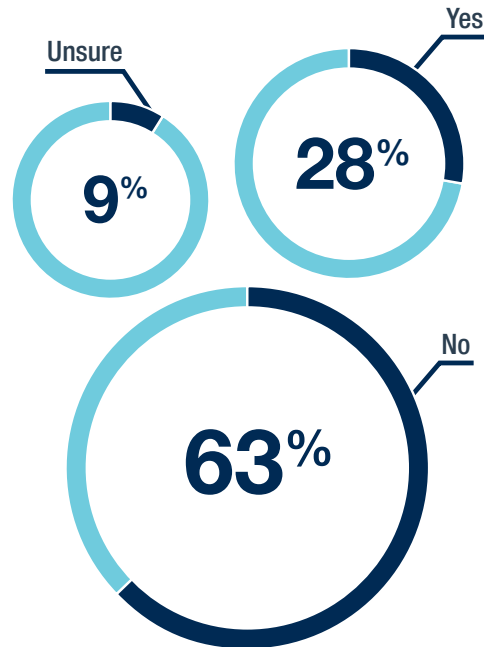
Note: All infographics in this report are based on the views of survey participants. The accompanying market commentary is based on the experience and observations of the Michael Page team.

RECRUITMENT ACTIVITY

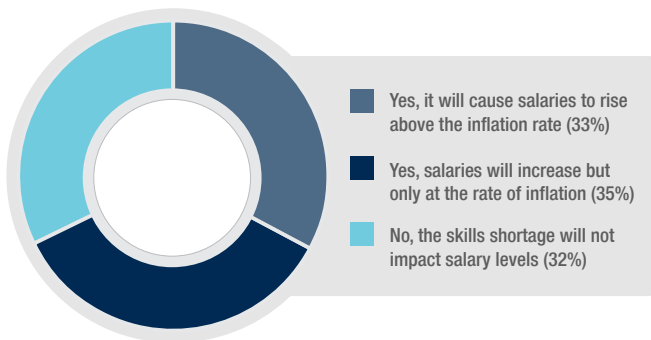
Experience level expected to be in highest demand



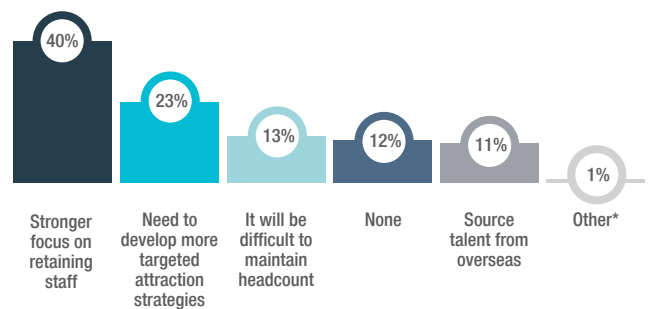
Expectation of a professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries



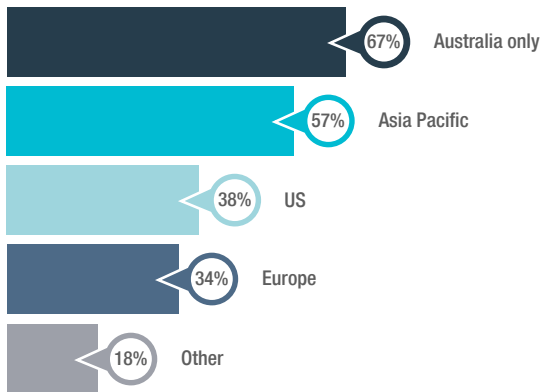
Impact of skills shortage on businesses in Australia over the next 12 months



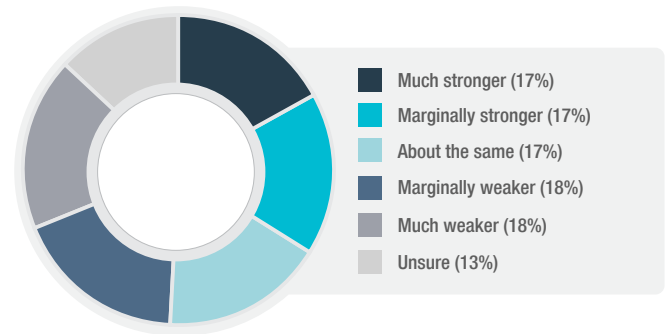
*focus on both attraction and retention, etc.

RECRUITMENT ACTIVITY

Regions companies operate in*

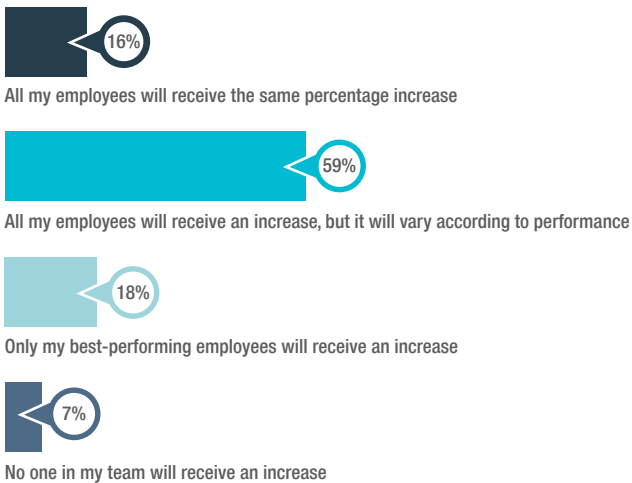


How Australian business is faring in comparison with Asia operations

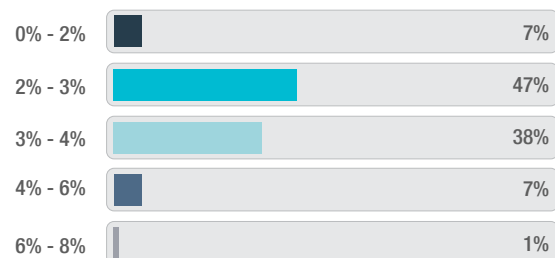


SALARY AND REMUNERATION

Salary increases over the next 12 months



Average percentage salary increase over the next 12 months



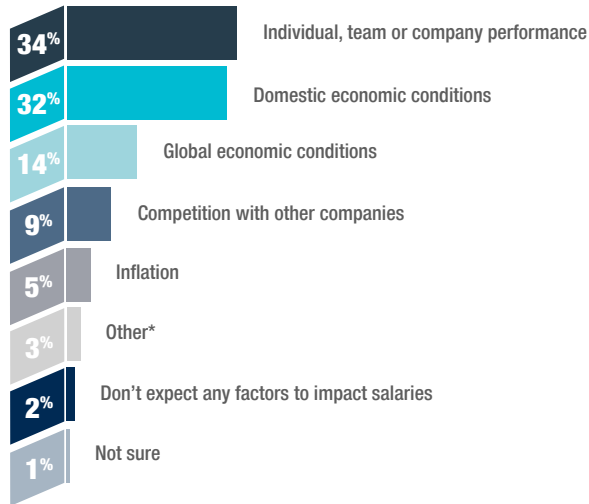
Market observation:

- There has been limited salary variation between states and sectors for manufacturing professionals over the past 12 months, with no notable salary increases.

* More than one option could be selected.

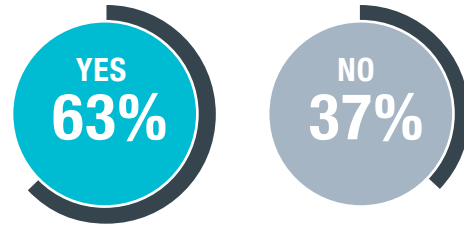
SALARY AND REMUNERATION

Factor most likely to impact salary levels in the next 12 months

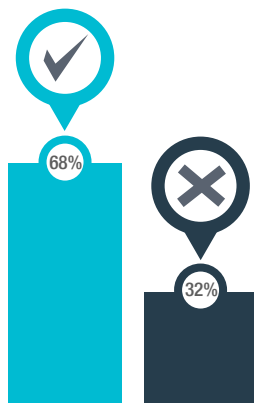


*EBA, CPI, all of the above, etc.

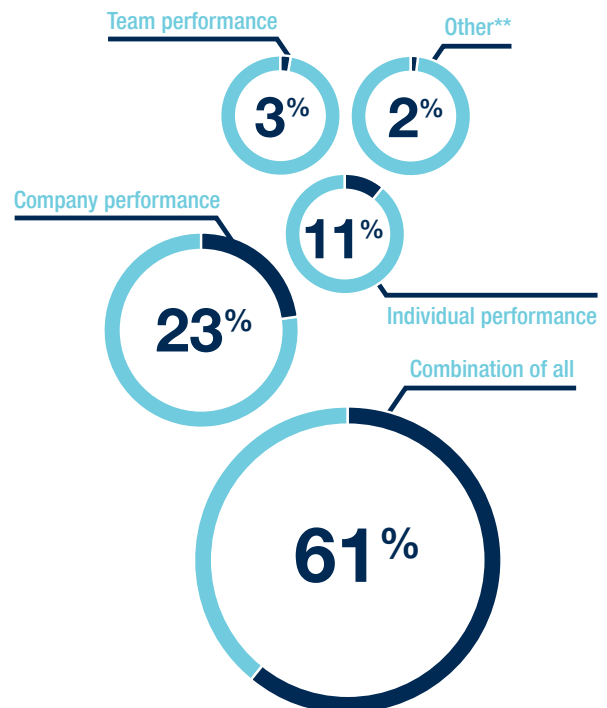
Flexible salary packaging or fringe benefits offered to employees



Companies providing bonuses as part of the remuneration package



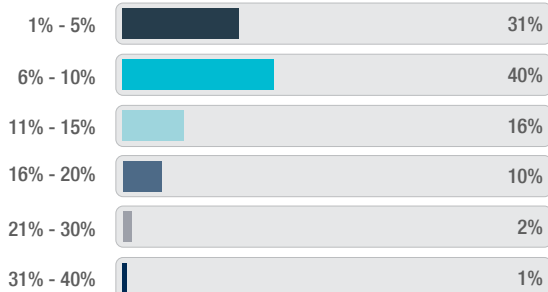
Basis for bonuses over the next 12 months



**combination of individual and company performance, etc.

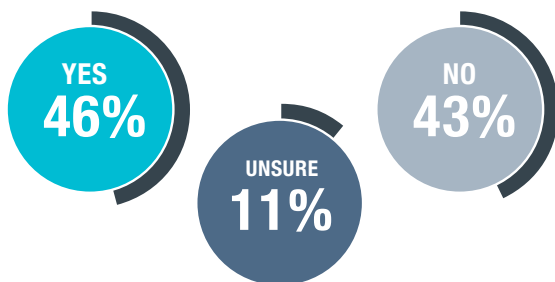
SALARY AND REMUNERATION

Average percentage bonus of gross salary

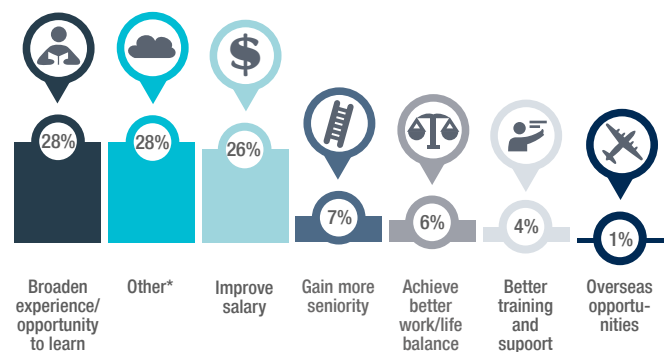


ATTRACTION AND RETENTION

Employer expectations for staff turnover in the next 12 months



Key reason employees are likely to leave



*retirement, redundancy, etc.

Most popular tools for attraction and retention

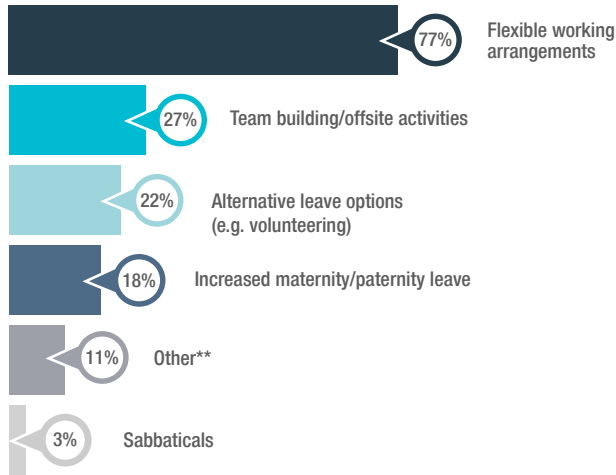


Market observations:

- Increasing brand awareness is a key focus for companies looking to attract talented workers. Professionals are beginning to conduct more research into preferred companies in order to undertake targeted job searches. Some organisations, especially larger FMCG businesses, have responded to this demand by boosting in-house recruitment teams.
- Professional development is a key retention strategy in the manufacturing industry. Companies that offer development plans will be in a better position to retain key workers.
- In an unsteady market, jobseekers are attracted to companies they perceive to have lower levels of overall risk.

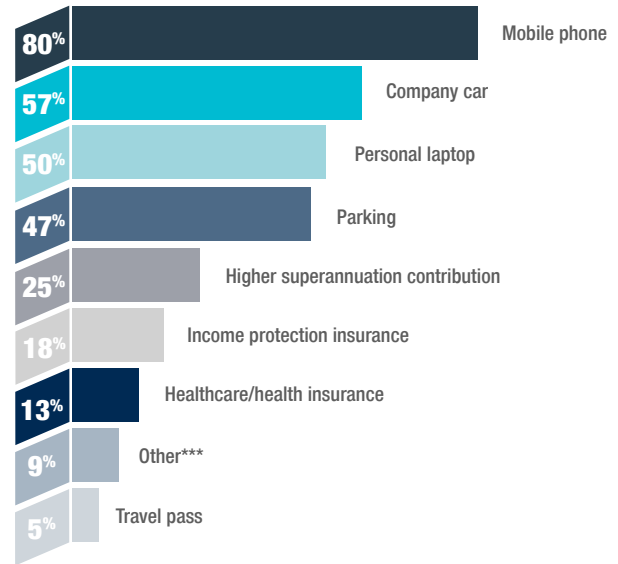
ATTRACTION AND RETENTION

Most popular options offered to support employees' work/life balance*



**none of the above, etc.

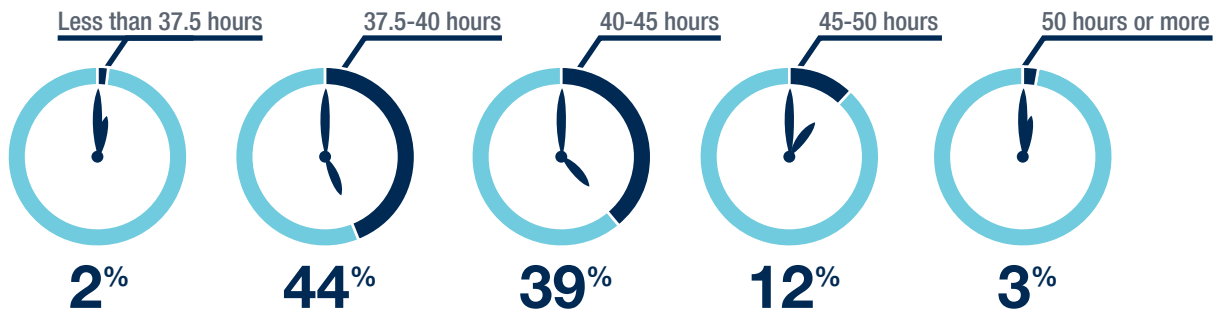
Combination of benefits offered to employees*



***car allowance, life insurance and superannuation fees, etc.

WORKING HOURS

Average weekly working hours



* More than one option could be selected.

SALARY TABLES

FOOD/NON FOOD

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Graduate Engineer	50-60	55-70	50-60	55-70	50-60	55-70
Quality Engineer	55-90	65-105	55-90	65-105	55-90	65-105
Chemical/Mechanical/Electrical Engineer	70-100	75-115	70-100	75-115	70-100	75-115
Packaging Engineer	70-100	90-120	70-100	90-120	70-100	90-120
Shift Supervisor	70-90	90-120	70-90	90-120	70-90	90-120
Project Engineer	70-100	85-120	70-100	85-120	70-100	85-120
Lean Specialist	90-120	100-130	90-120	100-130	90-120	100-130
Process Engineer	75-100	75-110	75-100	75-110	75-100	75-110
Production Engineer	80-110	90-130	80-110	90-130	80-110	90-130
Quality Manager	90-120	100-150	90-120	100-150	90-120	100-150
Reliability Engineer	80-110	100-130	80-110	100-130	80-110	100-130
Maintenance Manager	90-120	100-130	90-120	100-130	90-120	100-130
Reliability Manager	90-120	100-140	90-120	100-140	90-120	100-140
Production Manager	100-130	110-150	100-130	110-150	100-130	110-150
Engineering Manager	110-150	150-200	110-150	150-200	110-150	150-200
Operations Manager	110-150	140-200	110-150	140-200	110-150	140-200
Plant Manager	140-180	170-220	140-180	170-220	140-180	170-220
Operations Director	200+	200-300	200+	200-300	200+	200-300

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Graduate Engineer	48-57	52-67	53-63	58-74
Quality Engineer	52-86	62-100	58-95	68-110
Chemical/Mechanical/Electrical Engineer	67-95	71-109	74-105	79-121
Packaging Engineer	67-95	86-114	74-105	95-126
Shift Supervisor	67-86	86-114	74-95	95-126
Project Engineer	67-95	81-114	74-105	89-126
Lean Specialist	86-114	95-124	95-126	105-137
Process Engineer	71-95	71-105	79-105	79-116
Production Engineer	76-105	86-124	84-116	95-137
Quality Manager	86-114	95-143	95-126	105-158
Reliability Engineer	76-105	95-124	84-116	105-137
Maintenance Manager	86-114	95-124	95-126	105-137
Reliability Manager	86-114	95-133	95-126	105-147
Production Manager	95-124	105-143	105-137	116-158
Engineering Manager	105-143	143-190	116-158	158-210
Operations Manager	105-143	133-190	116-158	147-210
Plant Manager	133-171	162-209	147-189	179-231
Operations Director	190+	190-285	210+	210-315

Please note:

1. Salaries indicated are in Australian dollars and based on annual basic salary, including superannuation at 9.5%, 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. Roles marked N/A in this report are not commonly found in the area specified. 5. 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.

SALARY TABLES

PACKAGING

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Graduate Engineer	50-60	55-70	50-60	55-70	50-60	55-70
Chemical/Mechanical/Electrical Engineer	55-90	65-105	55-90	65-105	55-90	65-105
Shift Supervisor	70-100	75-115	70-100	75-115	70-100	75-115
Quality Engineer	70-100	90-120	70-100	90-120	70-100	90-120
Packaging Engineer	70-90	90-120	70-90	90-120	70-90	90-120
Project Engineer	70-100	85-120	70-100	85-120	70-100	85-120
Production Engineer	90-120	100-130	90-120	100-130	90-120	100-130
Process Engineer	75-100	75-110	75-100	75-110	75-100	75-110
Lean Specialist	80-110	90-130	80-110	90-130	80-110	90-130
Reliability Engineer	90-120	100-150	90-120	100-150	90-120	100-150
Quality Manager	80-110	100-130	80-110	100-130	80-110	100-130
Maintenance Manager	90-120	100-130	90-120	100-130	90-120	100-130
Reliability Manager	120-140	120-150	120-140	120-150	120-140	120-150
Production Manager	100-130	110-150	100-130	110-150	100-130	110-150
Engineering Manager	110-150	150-200	110-150	150-200	110-150	150-200
Plant Manager	110-150	140-200	110-150	140-200	110-150	140-200
Operations Manager	140-180	170-220	140-180	170-220	140-180	170-220
Operations Director	200+	200-300	200+	200-300	200+	200-300

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Graduate Engineer	48-57	52-67	53-63	58-74
Chemical/Mechanical/Electrical Engineer	52-86	62-100	58-95	68-110
Shift Supervisor	67-95	71-109	74-105	79-121
Quality Engineer	67-95	86-114	74-105	95-126
Packaging Engineer	67-86	86-114	74-95	95-126
Project Engineer	67-95	81-114	74-105	89-126
Production Engineer	86-114	95-124	95-126	105-137
Process Engineer	71-95	71-105	79-105	79-116
Lean Specialist	76-105	86-124	84-116	95-137
Reliability Engineer	86-114	95-143	95-126	105-158
Quality Manager	76-105	95-124	84-116	105-137
Maintenance Manager	86-114	95-124	95-126	105-137
Reliability Manager	114-133	114-143	126-147	126-158
Production Manager	95-124	105-143	105-137	116-158
Engineering Manager	105-143	143-190	116-158	158-210
Plant Manager	105-143	133-190	116-158	147-210
Operations Manager	133-171	162-209	147-189	179-231
Operations Director	190+	190-285	210+	210-315

Please note:

1. Salaries indicated are in Australian dollars and based on annual basic salary, including superannuation at 9.5%, 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. Roles marked N/A in this report are not commonly found in the area specified. 5. 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.

SALARY TABLES

PHARMACEUTICAL/MEDICAL

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Graduate Engineer	50-60	55-70	50-60	55-70	50-60	55-70
Shift Supervisor	70-100	75-115	70-100	75-115	70-100	75-115
Quality Engineer	70-100	75-115	70-100	75-115	70-100	75-115
Project Engineer	70-100	90-120	70-100	90-120	70-100	90-120
Chemical/Mechanical/Electrical Engineer	55-90	65-105	55-90	65-105	55-90	65-105
Production Engineer	90-120	100-130	90-120	100-130	90-120	100-130
Process Engineer	75-100	75-110	75-100	75-110	75-100	75-110
Lean Specialist	80-110	90-130	80-110	90-130	80-110	90-130
Quality Manager	80-110	100-130	80-110	100-130	80-110	100-130
Reliability Engineer	90-120	100-150	90-120	100-150	90-120	100-150
Reliability Manager	120-140	120-150	120-140	120-150	120-140	120-150
Production Manager	100-130	110-150	100-130	110-150	100-130	110-150
Engineering Manager	110-150	150-200	110-150	150-200	110-150	150-200
Plant Manager	110-150	140-200	110-150	140-200	110-150	140-200
Operations Manager	140-180	170-220	140-180	170-220	140-180	170-220
Operations Director	200+	200-300	200+	200-300	200+	200-300

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Graduate Engineer	48-57	52-67	53-63	58-74
Shift Supervisor	67-95	71-109	74-105	79-121
Quality Engineer	67-95	71-109	74-105	79-121
Project Engineer	67-95	86-114	74-105	95-126
Chemical/Mechanical/Electrical Engineer	52-86	62-100	58-95	68-110
Production Engineer	86-114	95-124	95-126	105-137
Process Engineer	71-95	71-105	79-105	79-116
Lean Specialist	76-105	86-124	84-116	95-137
Quality Manager	76-105	95-124	84-116	105-137
Reliability Engineer	86-114	95-143	95-126	105-158
Reliability Manager	114-133	114-143	126-147	126-158
Production Manager	95-124	105-143	105-137	116-158
Engineering Manager	105-143	143-190	116-158	158-210
Plant Manager	105-143	133-190	116-158	147-210
Operations Manager	133-171	162-209	147-189	179-231
Operations Director	190+	190-285	210+	210-315

Please note:

1. Salaries indicated are in Australian dollars and based on annual basic salary, including superannuation at 9.5%, 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.** Roles marked N/A in this report are not commonly found in the area specified. **5.** 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.

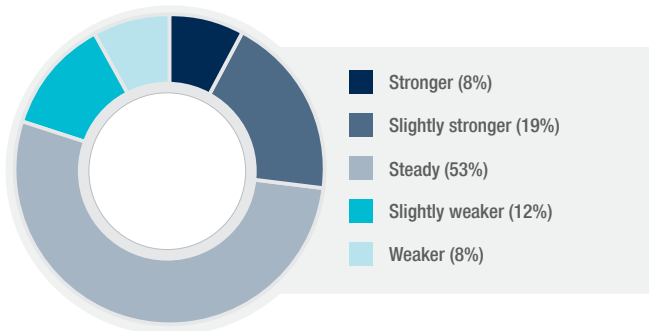
AUSTRALIA 2014 / 15
SALARY & EMPLOYMENT

FORECAST

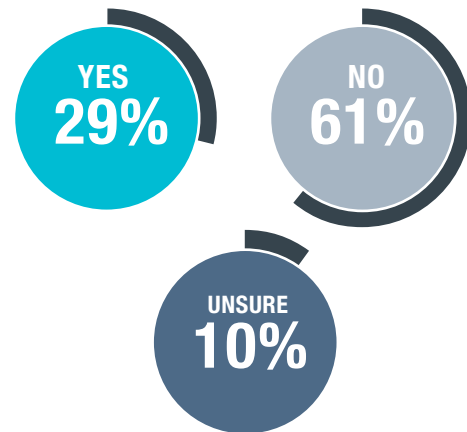
MARKETING

RECRUITMENT ACTIVITY

Strength of current hiring activity compared to the last 12 months



Expecting to increase headcount



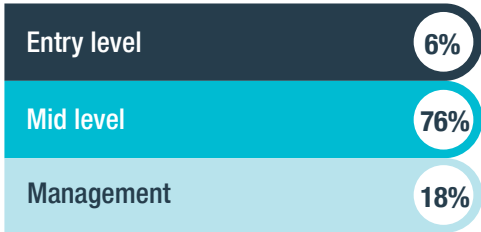
Market observations:

- Hiring for marketing talent is currently strong, despite a drop in permanent headcount for this skill set over the last 12 months. This is expected to stabilise in the coming year, as businesses remain conservative on increasing headcount.
- The majority of jobs available for marketing professionals are replacement roles rather than newly created positions. Companies are looking to consolidate teams and backfill roles that have been vacant as a result of recent hiring freezes. There is minimal growth in the industry.
- Hiring of marketing professionals is strongest in the service industry (including finance, banking and IT&T), consumer and FMCG as well as government and non-profit. These areas have been conservative for some time, and employers are taking advantage of a more stable economic market to rebuild their teams.
- Government departments are currently investing more heavily in their communications team, in preparation for upcoming general State elections and post-budget activity.
- Non-profit organisations are investing in fundraising professionals to diversify income streams. Charities are becoming more commercially focused and are looking for talent outside of the charity sector, diversifying their candidate search.
- The competitive marketplace has led to many organisations placing more value on marketing activity and brand positioning. Professionals with analytics skills are in high demand, as these roles assist companies to better understand and target customers – a major focus within marketing over the past 12 months.
- There is still a heavy focus on marketing teams proving return on investment to justify headcount, which has seen the industry become more data-driven over the past few years.
- Customer acquisition and retention is a major priority in an uncertain economic market and this has led to increasing requirement for specialist professionals in those fields. Likewise, marketing and brand management skills are in high demand by employers.
- There is currently also a strong requirement for professionals with experience in communications, as companies seek to refine both internal and external brand messages. Internal communications continue to play a vital role in staff engagement in the wake of hiring freezes and restructures.
- In the past 12 months, the number of marketing professionals returning from overseas has increased by 10–20%. However, this is being measured from a relatively low base, as the past few years have seen fewer professionals returning.

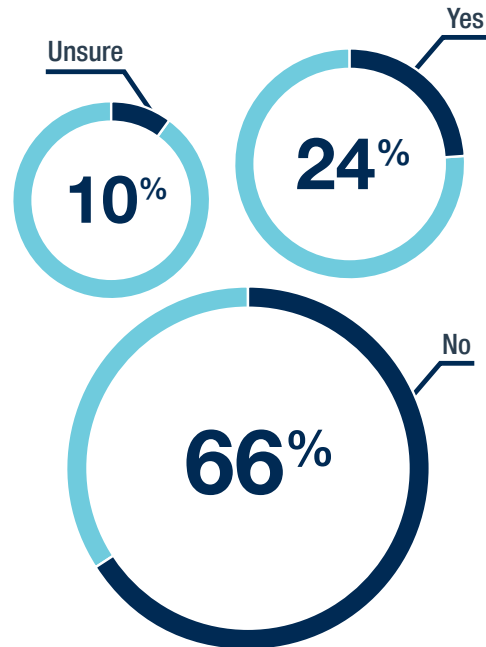
Note: All infographics in this report are based on the views of survey participants. The accompanying market commentary is based on the experience and observations of the Michael Page team.

RECRUITMENT ACTIVITY

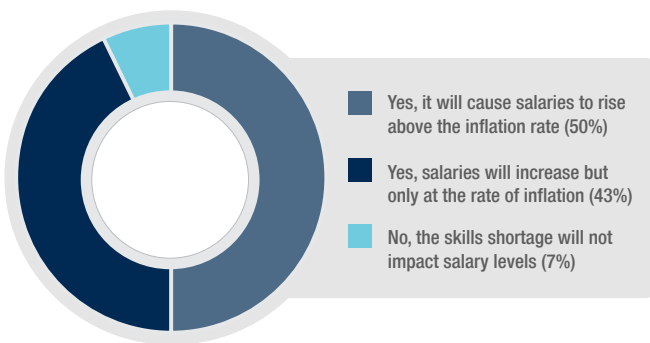
Experience level expected to be in highest demand



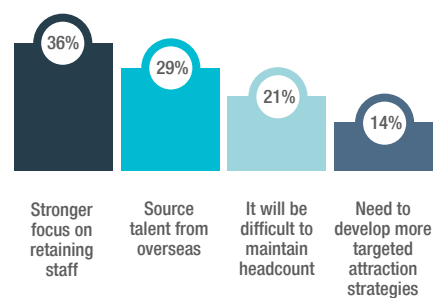
Expectation of a professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries

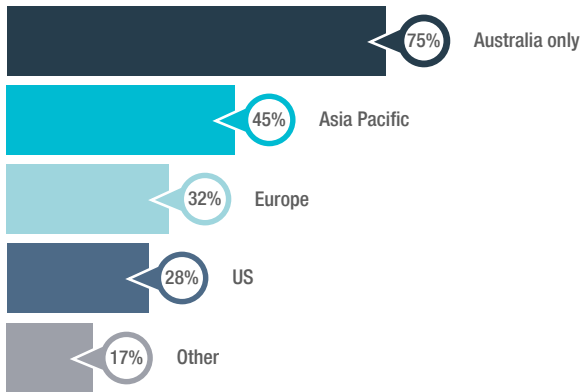


Impact of skills shortage on businesses in Australia over the next 12 months

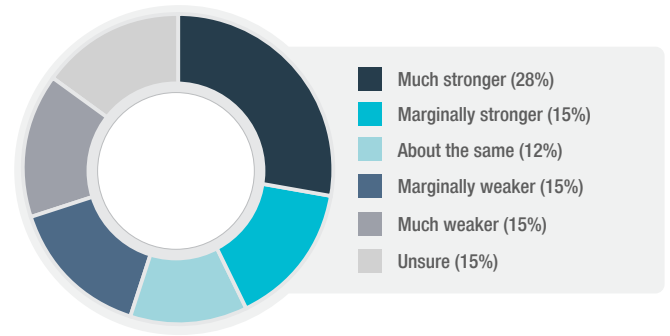


RECRUITMENT ACTIVITY

Regions companies operate in*

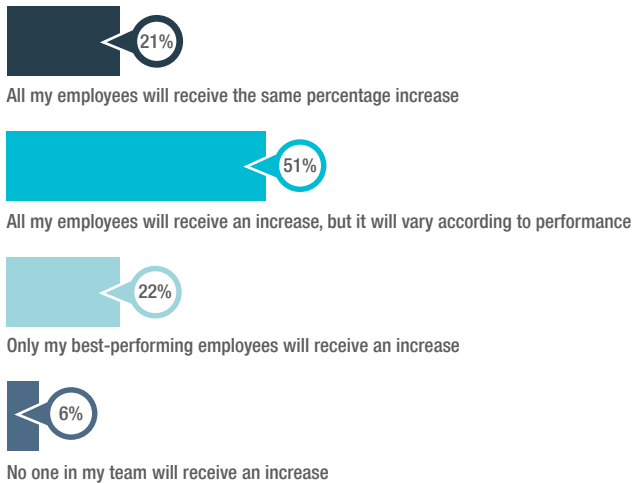


How Australian business is faring in comparison with Asia operations

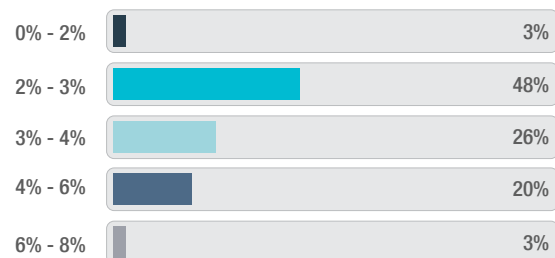


SALARY AND REMUNERATION

Salary increases over the next 12 months



Average percentage salary increase over the next 12 months



Market observations:

- Salary and remuneration rates have remained consistent over the past 12 months, and there is no discernible difference between states.
- Professionals with both digital and marketing experience will be able to command above-average salary increases over the next 12 months. Companies are willing to invest in these skills to strengthen their digital proposition.

* More than one option could be selected.

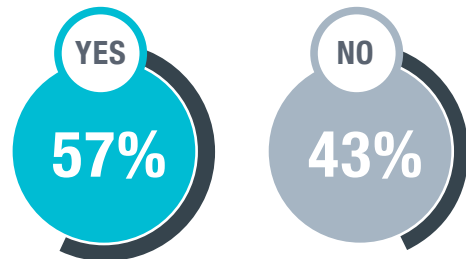
SALARY AND REMUNERATION

Factor most likely to impact salary levels in the next 12 months

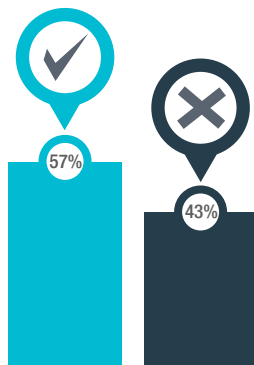


*Government funding, etc.

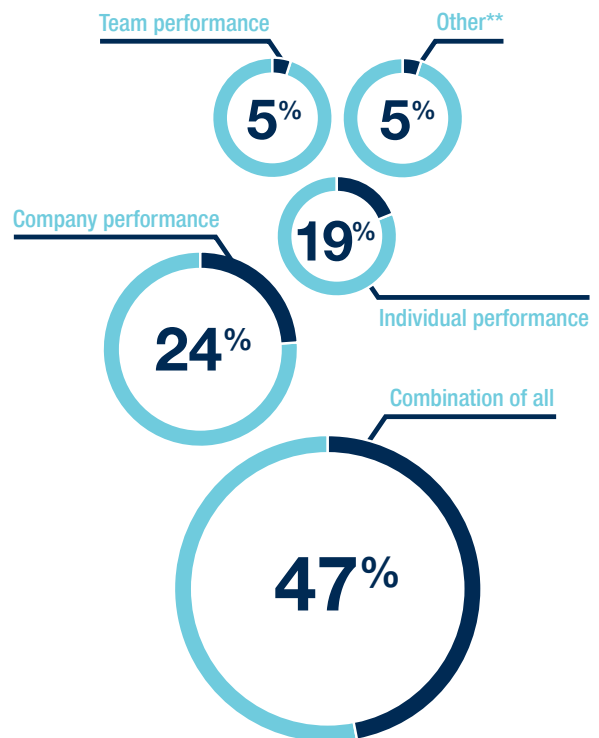
Flexible salary packaging or fringe benefits offered to employees



Companies providing bonuses as part of the remuneration package



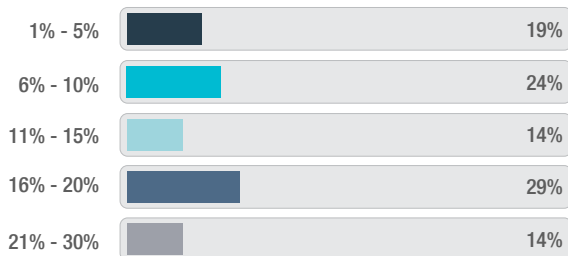
Basis for bonuses over the next 12 months



**combination of individual and team performance, etc.

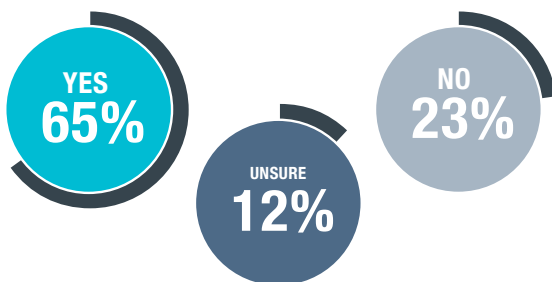
SALARY AND REMUNERATION

Average percentage bonus of gross salary

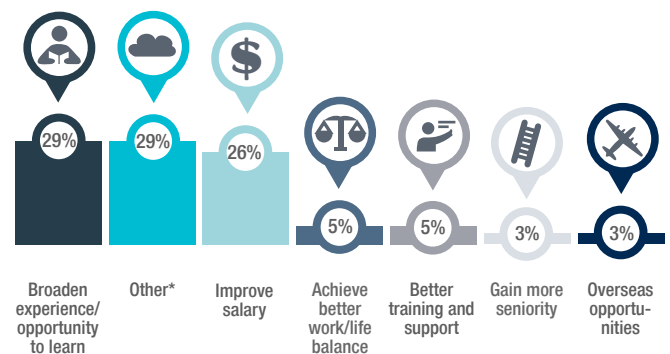


ATTRACTION AND RETENTION

Employer expectations for staff turnover in the next 12 months



Key reasons employees are likely to leave



*contracts will not be renewed, pressure to perform, poor performance, etc.

Most popular tools for attraction and retention



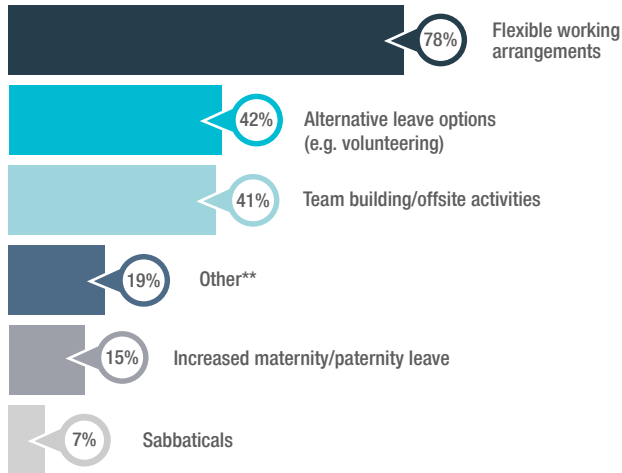
***challenging and rewarding roles, etc.

Market observation:

- A sign-on bonus is a popular attraction strategy to secure talented professionals. Retention strategies include offering a loyalty bonus based on length of employment and accelerated career progression opportunities.

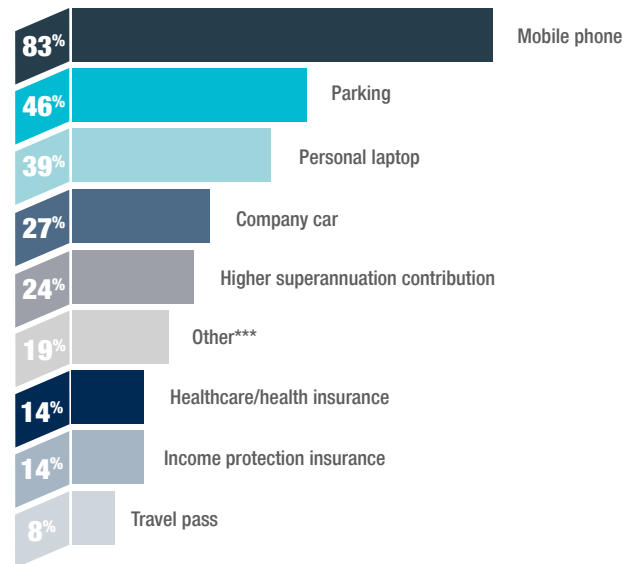
ATTRACTION AND RETENTION

Most popular options offered to support employees' work/life balance*



**health and wellbeing opportunities, purchased leave, etc.

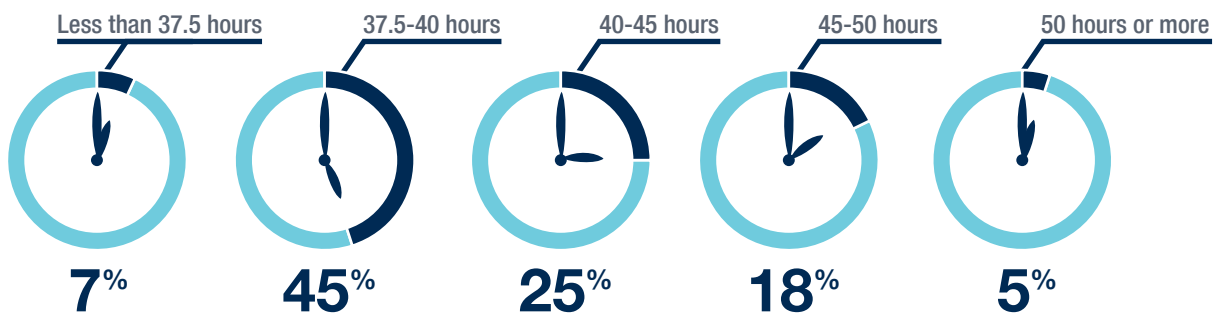
Combination of benefits offered to employees*



***education/tuition fee packaging, wellness program/gym, salary sacrifice, etc.

WORKING HOURS

Average weekly working hours



* More than one option could be selected.

SALARY TABLES

CONSUMER GOODS

State	NSW				VIC				
	Experience	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
	Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Marketing Assistant	52-68	55-68	60-70	70-80	51-67	54-67	59-69	69-79
	Assistant Brand Manager	65-78	68-80	70-82	75-85	64-77	67-79	69-81	74-84
	Brand Manager	85-135	115-140	115-145	115-145	84-134	114-139	114-144	114-144
	Senior Brand Manager	105-162	128-165	128-168	130-170	104-160	127-163	127-166	129-168
	Market Research/Insights Manager	112-157	145-165	145-170	150-170	111-155	144-163	144-168	149-168
	Innovation Manager	123-163	152-165	155-170	160-170	122-161	150-163	153-168	158-168
	Senior Marketing Manager	142-162	148-168	155-175	155-180	141-160	147-166	153-173	153-178
	Marketing Director	185-255	225-255	255-275	260-285	183-252	223-252	252-272	257-282

State	QLD				SA				
	Experience	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
	Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Marketing Assistant	48-63	51-63	56-65	65-74	47-61	50-61	5-63	63-72
	Assistant Brand Manager	60-73	63-74	65-76	70-79	59-70	61-72	63-74	68-77
	Brand Manager	79-126	107-130	107-135	107-135	77-122	104-126	104-131	104-131
	Senior Brand Manager	98-151	119-153	119-156	121-158	95-146	115-149	115-151	117-153
	Market Research/Insights Manager	104-146	135-153	135-158	140-158	101-141	131-149	131-153	135-153
	Innovation Manager	114-152	141-153	144-158	149-158	111-147	137-149	140-153	144-153
	Senior Marketing Manager	132-151	138-156	144-163	144-167	128-146	133-151	140-158	140-162
	Marketing Director	172-237	209-237	237-256	242-265	167-230	203-230	230-248	234-257

State	WA				
	Experience	0-3 years	3-5 years	5-7 years	7+ years
	Salary	\$'000	\$'000	\$'000	\$'000
	Marketing Assistant	53-69	56-69	61-71	71-82
	Assistant Brand Manager	66-80	69-82	71-84	77-87
	Brand Manager	87-138	117-143	117-148	117-148
	Senior Brand Manager	107-165	131-168	131-171	133-173
	Market Research/Insights Manager	114-160	148-168	148-173	153-173
	Innovation Manager	125-166	155-168	158-173	163-173
	Senior Marketing Manager	145-165	151-171	158-179	158-184
	Marketing Director	189-260	230-260	260-281	265-291

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 3. Roles marked N/A in this report are not commonly found for the specified years of experience. 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.

FINANCIAL SERVICES

State	NSW				VIC			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Market Analyst	58-68	70-90	100-110	110-125	57-67	69-89	99-109	109-124
Marketing Assistant	52-67	63-73	70-85	75-90	51-66	62-72	69-84	74-89
Marketing Executive	60-70	65-80	75-85	70-95	59-69	64-79	74-84	69-94
Campaign Manager	70-90	90-110	95-120	105-120	69-89	89-109	94-119	104-119
Assistant Product Manager	75-85	80-90	85-100	90-110	74-84	79-89	84-99	89-109
Senior Market Analyst	85-95	90-110	95-125	124-145	84-94	89-109	94-124	123-144
Marketing Manager	95-115	100-120	110-130	130-155	94-114	99-119	109-129	129-153
Direct Marketing Manager	95-115	100-120	110-130	130-145	94-114	99-119	109-129	129-144
Communications Manager	95-115	100-120	110-130	130-145	94-114	99-119	109-129	129-144
Research Manager	95-110	110-125	125-135	130-140	94-109	109-124	124-134	129-139
Product Manager	95-120	100-120	110-140	130-160	94-119	99-119	109-139	129-158
Senior Product Manager	125-140	125-150	140-165	160-180	124-139	124-149	139-163	158-178
Senior Marketing Manager	125-145	140-155	145-170	150-185	124-144	139-153	144-168	149-183
Head of Marketing	150-170	160-180	170-190	180-210	149-168	158-178	168-188	178-208

State	QLD				SA			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Market Analyst	54-63	65-84	93-102	116+	52-61	63-81	90-99	113+
Marketing Assistant	48-62	59-68	65-79	70-84	47-60	57-66	63-77	68-81
Marketing Executive	56-65	60-74	70-79	65-88	54-63	59-72	68-77	63-86
Campaign Manager	65-84	84-102	88-112	98-112	63-81	81-99	86-108	95-108
Assistant Product Manager	70-79	74-84	79-93	84-102	68-77	72-81	77-90	81-99
Senior Market Analyst	79-88	84-102	88-116	116+	77-86	81-99	86-113	113+
Marketing Manager	88-107	93-112	102-121	121+	86-104	90-108	99-117	117+
Direct Marketing Manager	88-107	93-112	102-121	121+	86-104	90-108	99-117	117+
Communications Manager	88-107	93-112	102-121	121+	86-104	90-108	99-117	117+
Research Manager	88-102	102-116	116-126	121+	86-99	99-113	113-122	117+
Product Manager	88-112	93-112	102-130	121+	86-108	90-108	99-126	117+
Senior Product Manager	116-130	116-140	140-149	149+	113-126	113-135	135-144	144+
Senior Marketing Manager	116-135	130-144	135-153	140+	113-131	126-140	131-149	135+
Head of Marketing	140-158	149-167	158-172	167+	135-153	144-162	153-167	162+

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 3. Roles marked N/A in this report are not commonly found for the specified years of experience. 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.

SALARY TABLES

FINANCIAL SERVICES (CONTINUED)

State	WA			
	0-3 years	3-5 years	5-7 years	7+ years
	Experience	Experience	Experience	Experience
Salary	\$'000	\$'000	\$'000	\$'000
Market Analyst	59-69	71-92	102-112	128+
Marketing Assistant	53-68	64-74	71-87	77-92
Marketing Executive	61-71	66-82	77-87	71-97
Campaign Manager	71-92	92-112	97-122	107-122
Assistant Product Manager	77-87	82-92	87-102	92-112
Senior Market Analyst	87-97	92-112	97-128	128+
Marketing Manager	97-117	102-122	112-133	133+
Direct Marketing Manager	97-117	102-122	112-133	133+
Communications Manager	97-117	102-122	112-133	133+
Research Manager	97-112	112-128	128-138	133+
Product Manager	97-122	102-122	112-143	133+
Senior Product Manager	128-143	128-153	153-163	163+
Senior Marketing Manager	128-148	143-158	148-168	153+
Head of Marketing	153-173	163-184	173-189	184+

MEDIA & ENTERTAINMENT

State	NSW				VIC			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
	Experience	Experience	Experience	Experience	Experience	Experience	Experience	Experience
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Marketing Assistant	45-60	55-65	55-65	55-65	45-59	54-64	54-64	54-64
Marketing Executive	50-65	60-70	60-70	60-70	50-64	59-69	59-69	59-69
Assistant Product Manager	55-65	60-70	60-70	60-70	54-64	59-69	59-69	59-69
PR Manager	70-90	70-100	80-110	100-120	69-89	69-99	79-109	99-119
Sponsorship Manager	65-90	70-100	75-110	100-120	64-89	69-99	74-109	99-119
Product Manager	75-95	80-100	90-105	90-110	74-94	79-99	89-104	89-109
Web/Internet Manager	80-95	85-110	90-125	105-130	79-94	84-109	89-124	104-129
Communications Manager	85-100	85-110	90-120	110-140	84-99	84-109	89-119	109-139
Marketing Director	145-160	155-180	165-190	205-245	144-158	153-178	163-188	203-243

State	QLD				SA			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
	Experience	Experience	Experience	Experience	Experience	Experience	Experience	Experience
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Marketing Assistant	42-56	51-60	51-60	51-60	41-54	50-59	50-59	50-59
Marketing Executive	47-60	56-65	56-65	56-65	45-59	54-63	54-63	54-63
Assistant Product Manager	51-60	56-65	56-65	56-65	50-59	54-63	54-63	54-63
PR Manager	65-84	65-93	74-102	93-112	63-81	63-90	72-99	90-108
Sponsorship Manager	60-84	65-93	70-102	93-112	59-81	63-90	68-99	90-108
Product Manager	70-88	74-93	84-98	84-98	68-86	72-90	81-95	81-95
Web/Internet Manager	74-88	79-102	84-112	93-112	72-86	77-99	81-108	90-108
Communications Manager	79-93	79-102	84-112	102-130	77-90	77-99	81-108	99-126
Marketing Director	135-149	144-167	153-177	149-186	131-144	140-162	149-171	144-180

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 3. Roles marked N/A in this report are not commonly found for the specified years of experience. 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.

SALARY TABLES

MEDIA & ENTERTAINMENT (CONTINUED)

State	WA				
	Experience	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000
Marketing Assistant	46-61	56-66	56-66	56-66	
Marketing Executive	51-66	61-71	61-71	61-71	
Assistant Product Manager	56-66	61-71	61-71	61-71	
PR Manager	71-92	71-102	82-112	102-122	
Sponsorship Manager	66-92	71-102	77-112	102-122	
Product Manager	77-97	82-102	92-107	92-107	
Web/Internet Manager	82-97	87-112	92-122	102-122	
Communications Manager	87-102	87-112	92-122	112-143	
Marketing Director	148-163	158-184	168-194	163-204	

IT&T

State	NSW				VIC				
	Experience	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Marketing Assistant	45-60	55-65	55-65	55-65	45-59	54-64	54-64	54-64	
Marketing Executive	55-65	65-75	70-90	70-90	54-64	64-74	69-89	69-89	
Marketing Communications Specialist	55-65	65-75	70-90	70-90	54-64	64-74	69-89	69-89	
Marketing Analyst	65-75	70-90	80-100	85-110	64-74	69-89	79-99	84-109	
CRM Analyst	65-75	70-90	80-105	85-120	64-74	69-89	79-104	84-119	
Channel Marketing Manager	90-110	95-120	105-135	110-140	89-109	94-119	104-134	109-139	
Direct Marketing Manager	90-110	95-120	105-135	110-140	89-109	94-119	104-134	109-139	
Communications Manager	90-110	95-120	105-135	110-145	89-109	94-119	104-134	109-144	
Assistant Product Manager	70-85	80-95	85-95	90-105	69-84	79-94	84-94	89-104	
Product Manager	90-100	95-120	110-140	115-145	89-99	94-119	109-139	114-144	
Senior Product Manager	110-130	120-140	130-160	135-165	109-129	119-139	129-158	134-163	
Research Manager	100-110	110-120	115-125	120-135	99-109	109-119	114-124	119-134	
Senior Marketing Manager	115-130	125-140	130-160	145-175	114-129	124-139	129-158	144-173	
Marketing Director	140-155	150-170	175-195	200-255	139-153	149-168	173-193	198-252	

State	QLD				SA				
	Experience	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Marketing Assistant	42-56	51-60	51-60	51-60	41-54	50-59	50-59	50-59	
Marketing Executive	51-60	60-70	65-84	65-84	50-59	59-68	63-81	63-81	
Marketing Communications Specialist	51-60	60-70	65-84	65-84	50-59	59-68	63-81	63-81	
Marketing Analyst	60-70	65-84	74-93	79-102	59-68	63-81	72-90	77-99	
CRM Analyst	60-70	65-84	74-93	79-102	59-68	63-81	72-90	77-99	
Channel Marketing Manager	84-102	88-112	98-126	102-130	81-99	86-108	95-122	99-126	
Direct Marketing Manager	84-102	88-112	98-126	102-130	81-99	86-108	95-122	99-126	
Communications Manager	84-102	88-112	98-126	102-135	81-99	86-108	95-122	99-131	
Assistant Product Manager	65-79	74-88	79-88	84-98	63-77	72-86	77-86	81-95	
Product Manager	84-93	88-112	102-130	107-135	81-90	86-108	99-126	104-131	
Senior Product Manager	102-121	112-130	121-149	126-153	99-117	108-126	117-144	122-149	
Research Manager	93-102	102-112	107-116	112-126	90-99	99-108	104-113	108-122	
Senior Marketing Manager	107-121	116-130	121-149	135-163	104-117	113-126	117-144	131-158	
Marketing Director	130-144	140-158	149-158	158+	126-140	135-153	144-153	153+	

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 3. Roles marked N/A in this report are not commonly found for the specified years of experience. 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.

SALARY TABLES

IT&T (CONTINUED)

State	WA			
	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000	\$'000	\$'000	\$'000
Marketing Assistant	46-61	56-66	56-66	56-66
Marketing Executive	56-66	66-77	71-92	71-92
Marketing Communications Specialist	56-66	66-77	71-92	71-92
Marketing Analyst	66-77	71-92	82-102	87-112
CRM Analyst	66-77	71-92	82-102	87-112
Channel Marketing Manager	92-112	97-122	107-138	112-143
Direct Marketing Manager	92-112	97-122	107-138	112-143
Communications Manager	92-112	97-122	107-138	112-148
Assistant Product Manager	71-87	82-97	87-97	92-107
Product Manager	92-102	97-122	112-143	117-148
Senior Product Manager	112-133	122-143	133-163	138-168
Research Manager	102-112	112-122	117-128	122-138
Senior Marketing Manager	117-133	128-143	133-163	148-179
Marketing Director	143-158	153-173	163-173	173+

PROFESSIONAL SERVICES

State	NSW				VIC			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Business Development Coordinator	45-55	55-70	70-80	70-80	45-54	54-69	69-79	69-79
Marketing Assistant	45-55	55-65	55-65	55-65	45-54	54-64	54-64	54-64
Events Coordinator	50-60	60-80	65-80	70-85	50-59	59-79	64-79	69-84
Bids & Tenders Executive	55-65	65-80	65-80	70-85	54-64	64-79	64-79	69-84
Marketing Executive	60-75	65-80	65-80	70-85	59-74	64-79	64-79	69-84
Bids & Tenders Manager	75-95	80-100	100-120	120-130	74-94	79-99	99-119	119-129
Web/Internet Manager	75-90	75-95	90-120	120-140	74-89	74-94	89-119	119-139
PR/Media Manager	75-90	80-100	100-130	130-140	74-89	79-99	99-129	129-139
Communications Manager	80-100	85-105	105-135	130-145	79-99	84-104	104-134	129-144
Business Development Manager	75-90	75-95	95-130	130-150	74-89	74-94	94-129	129-149
Marketing Director	140-165	155-175	160-180	175-210	139-163	153-173	158-178	173-208
Business Development Director	110-130	130-150	150-160	160-190	109-129	129-149	149-158	158-188

State	QLD				SA			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Business Development Coordinator	42-51	51-65	65-74	65-74	41-50	50-63	63-72	63-72
Marketing Assistant	42-51	51-60	51-60	51-60	41-50	50-59	50-59	50-59
Events Coordinator	47-56	56-74	60-74	65-79	45-54	54-72	59-72	63-77
Bids & Tenders Executive	51-60	60-74	60-74	65-79	50-59	59-72	59-72	63-77
Marketing Executive	56-70	60-74	60-74	65-79	54-68	59-72	59-72	63-77
Bids & Tenders Manager	70-88	74-93	93-112	112+	68-86	72-90	90-108	108+
Web/Internet Manager	70-84	70-88	84-112	112+	68-81	68-86	81-108	108+
PR/Media Manager	70-84	74-93	93-121	121+	68-81	72-90	90-117	117+
Communications Manager	74-93	79-98	98-126	121+	72-90	77-95	95-122	117+
Business Development Manager	70-84	70-88	88-121	121+	68-81	68-86	86-117	117+
Marketing Director	102-126	126-144	144-158	149+	99-122	122-140	140-153	144+
Business Development Director	93-121	121-140	140-149	149+	90-117	117-135	135-144	144+

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 3. Roles marked N/A in this report are not commonly found for the specified years of experience. 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.

SALARY TABLES

PROFESSIONAL SERVICES (CONTINUED)

State	WA			
	0-3 years	3-5 years	5-7 years	7+ years
Experience				
Salary	\$'000	\$'000	\$'000	\$'000
Business Development Coordinator	46-56	56-71	71-82	71-82
Marketing Assistant	46-56	56-66	56-66	56-66
Events Coordinator	51-61	61-82	66-82	71-87
Bids & Tenders Executive	56-66	66-82	66-82	71-87
Marketing Executive	61-77	66-82	66-82	71-87
Bids & Tenders Manager	77-97	82-102	102-122	122+
Web/Internet Manager	77-92	77-97	92-122	122+
PR/Media Manager	77-92	82-102	102-133	133+
Communications Manager	82-102	87-107	107-138	133+
Business Development Manager	77-92	77-97	97-133	133+
Marketing Director	112-138	138-158	158-173	163+
Business Development Director	102-133	133-153	153-163	163+

B2B, INDUSTRIAL & TECHNICAL

State	NSW				VIC			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Experience								
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Marketing Coordinator	55-60	60-65	65-70	65-75	54-59	59-64	64-69	64-74
Product Manager	75-80	80-85	85-90	90-105	74-79	79-84	84-89	89-104
Brand Manager	75-80	80-85	85-90	90-110	74-79	79-84	84-89	89-109
Marketing Communications Manager	80-90	90-100	100-110	110-120	79-89	89-99	99-109	109-119
Marketing Manager	90-115	110-130	140-155	150-165	89-114	109-129	139-153	149-163
Marketing Director	140-160	145-170	155-180	165-210	139-158	144-168	153-178	163-208

State	QLD				SA			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Experience								
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Marketing Coordinator	51-56	56-60	60-65	60-70	50-54	54-59	59-63	59-68
Product Manager	70-74	74-79	79-84	84+	68-72	72-77	77-81	81+
Brand Manager	70-74	74-79	79-84	84+	68-72	72-77	77-81	81+
Marketing Communications Manager	74-84	84-93	93-102	102+	72-81	81-90	90-99	99+
Marketing Manager	84-107	102-121	130-144	140+	81-104	99-117	126-140	135+
Marketing Director	112-130	130-144	130-153	N/A	108-126	126-140	126-149	N/A

State	WA			
	0-3 years	3-5 years	5-7 years	7+ years
Experience				
Salary	\$'000	\$'000	\$'000	\$'000
Marketing Coordinator	56-61	61-66	66-71	66-77
Product Manager	77-82	82-87	87-92	92+
Brand Manager	77-82	82-87	87-92	92+
Marketing Communications Manager	82-92	92-102	102-112	112+
Marketing Manager	92-117	112-133	143-158	153+
Marketing Director	122-143	143-158	143-168	N/A

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 3. Roles marked N/A in this report are not commonly found for the specified years of experience. 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.

SALARY TABLES

HEALTHCARE

State	NSW				VIC			
Experience	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Marketing Assistant	60-65	65-70	65-70	65-70	59-64	64-69	64-69	64-69
Assistant Product Manager	65-70	70-75	75-80	75-80	64-69	69-74	74-79	74-79
Product Manager	75-85	80-85	85-95	90-100	74-84	79-84	84-94	89-99
Senior Product Manager/Group Product Manager	90-100	110-120	125-155	150-190	89-99	109-119	124-153	149-188
Business Unit Manager/Marketing Manager	120-130	135-155	155-180	180-210	119-129	134-153	153-178	178-208

State	QLD				SA			
Experience	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Marketing Assistant	56-60	60-65	60-65	60-65	54-59	59-63	59-63	59-63
Assistant Product Manager	60-65	65-70	70-74	70-74	59-63	63-68	68-72	68-72
Product Manager	70-79	74-79	79-88	84-93	68-77	72-77	77-86	81-90
Senior Product Manager/Group Product Manager	84-93	102-112	116-144	140-177	81-90	99-108	113-140	135-171
Business Unit Manager/Marketing Manager	112-121	126-144	144-167	167-195	108-117	122-140	140-162	162-189

State	WA			
Experience	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000
Marketing Assistant	61-66	66-71	66-71	66-71
Assistant Product Manager	66-71	71-77	77-82	77-82
Product Manager	77-87	82-87	87-97	92-102
Senior Product Manager/Group Product Manager	92-102	112-122	128-158	153-194
Business Unit Manager/Marketing Manager	122-133	138-158	158-184	184-214

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 3. Roles marked N/A in this report are not commonly found for the specified years of experience. 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.

SALARY TABLES

RETAIL

State	NSW				VIC			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000							
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Marketing Assistant/Coordinator	50-60	50-60	55-65	55-65	50-59	50-59	54-64	54-64
Marketing Executive	55-75	55-75	55-80	55-80	54-74	54-74	54-79	54-79
LAM Executive	60-65	65-75	75-90	90-110	59-64	64-74	74-89	89-109
Advertising Manager	65-75	75-90	90-105	105-150	64-74	74-89	89-104	104-149
Marketing Manager	90-125	100-125	120-150	140-165	89-124	99-124	119-149	139-163
Head of Marketing/Marketing Director	140-200	160-210	200-235	220-250	139-198	158-208	198-233	218-248
PR Manager	60-70	70-80	80-100	100-120	59-69	69-79	79-99	99-119
Corporate Affairs Manager	70-80	80-100	100-120	120-180	69-79	79-99	99-119	119-178
Loyalty/CRM Manager	70-80	80-100	100-110	110-130	69-79	79-99	99-109	109-129
Graphic Designer	50-65	65-70	70-85	85-110	50-64	64-69	69-84	84-109
Online Content Manager	80-90	90-105	105-115	115-125	79-89	89-104	104-114	114-124
eCommerce Manager	95-125	115-135	140-160	160-190	94-124	114-134	139-158	158-188

State	QLD				SA			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000							
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Marketing Assistant/Coordinator	47-56	47-56	51-60	51-60	45-54	45-54	50-59	50-59
Marketing Executive	51-70	51-70	51-74	51-74	50-68	50-68	50-72	50-72
LAM Executive	56-60	60-70	70-84	84+	54-59	59-68	68-81	81+
Advertising Manager	60-70	70-84	84-98	98-140	59-68	68-81	81-95	95-135
Marketing Manager	84-116	93-116	112-140	130-153	81-113	90-113	108-135	126-149
Head of Marketing/Marketing Director	130-186	149-195	186-219	205-233	126-180	144-189	180-212	198-225
PR Manager	56-65	65-74	74-93	93-112	54-63	63-72	72-90	90-108
Corporate Affairs Manager	65-74	74-93	93-112	112-167	63-72	72-90	90-108	108-162
Loyalty/CRM Manager	65-74	74-93	93-102	102-121	63-72	72-90	90-99	99-117
Graphic Designer	47-60	60-65	65-79	79+	45-59	59-63	63-77	77+
Online Content Manager	74-84	84-98	98-107	107-116	72-81	81-95	95-104	104-113
eCommerce Manager	88-116	107-126	130-149	149-177	86-113	104-122	126-144	144-171

State	WA			
	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000			
Salary	\$'000	\$'000	\$'000	\$'000
Marketing Assistant/Coordinator	51-61	51-61	56-66	56-66
Marketing Executive	56-77	56-77	56-82	56-82
LAM Executive	61-66	66-77	77-92	92+
Advertising Manager	66-77	77-92	92-107	107-153
Marketing Manager	92-128	102-128	122-153	143-168
Head of Marketing/Marketing Director	143-204	163-214	204-240	224-255
PR Manager	61-71	71-82	82-102	102-122
Corporate Affairs Manager	71-82	82-102	102-122	122-184
Loyalty/CRM Manager	71-82	82-102	102-112	112-133
Graphic Designer	51-66	66-71	71-87	87+
Online Content Manager	82-92	92-107	107-117	117-128
eCommerce Manager	97-128	117-138	143-163	163-194

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 3. Roles marked N/A in this report are not commonly found for the specified years of experience. 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.

SALARY TABLES

PUBLIC SECTOR

State	NSW				VIC			
Experience	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Marketing Assistant	45-53	50-60	55-65	55-65	45-52	50-59	54-64	54-64
Marketing Coordinator	50-65	60-70	60-70	60-70	50-64	59-69	59-69	59-69
Events Manager	66-80	75-100	80-110	90-120	65-79	74-99	79-109	89-119
Copywriter	60-75	65-90	75-95	100-110	59-74	64-89	74-94	99-109
Database Manager	68-80	80-100	100-115	115-135	67-79	79-99	99-114	114-134
Public/Corporate Affairs Manager	80-95	95-125	120-130	130-140	79-94	94-124	119-129	129-139
Sponsorship/Fundraising Manager	85-95	90-120	115-130	130-145	84-94	89-119	114-129	129-144
Marketing Communications Manager	90-105	110-115	120-130	135-155	89-104	109-114	119-129	134-153
Senior Marketing Manager	100-115	110-125	125-145	130-155	99-114	109-124	124-144	129-153
Marketing Director	110-130	120-150	140-160	140-165	109-129	119-149	139-158	139-163

State	QLD				SA			
Experience	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Marketing Assistant	42-49	47-56	51-60	51-60	41-48	45-54	50-59	50-59
Marketing Coordinator	47-60	56-65	56-65	56-65	45-59	54-63	54-63	54-63
Events Manager	61-74	70-93	74-102	84-112	59-72	68-90	72-99	81-108
Copywriter	56-70	60-84	74-93	93+	54-68	59-81	72-90	90+
Database Manager	63-74	74-93	93-107	107-126	61-72	72-90	90-104	104-122
Public/Corporate Affairs Manager	74-88	88-116	116-121	121+	72-86	86-113	113-117	117+
Sponsorship/Fundraising Manager	79-88	84-112	107-121	121+	77-86	81-108	104-117	117+
Marketing Communications Manager	84-98	102-107	112-121	107-126	81-95	99-104	108-117	104-122
Senior Marketing Manager	93-107	102-116	116-135	121-144	90-104	99-113	113-131	117-140
Marketing Director	102-121	112-140	130-149	130-153	99-117	108-135	126-144	126-149

State	WA			
Experience	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000
Marketing Assistant	46-54	51-61	56-66	56-66
Marketing Coordinator	51-66	61-71	61-71	61-71
Events Manager	67-82	77-102	82-112	92-122
Copywriter	61-77	66-92	82-102	102+
Database Manager	69-82	82-102	102-117	117-138
Public/Corporate Affairs Manager	82-97	97-128	128-133	133+
Sponsorship/Fundraising Manager	87-97	92-122	117-133	133+
Marketing Communications Manager	92-107	112-117	122-133	117-138
Senior Marketing Manager	102-117	112-128	128-148	133-158
Marketing Director	112-133	122-153	143-163	143-168

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 3. Roles marked N/A in this report are not commonly found for the specified years of experience. 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.

SALARY TABLES

PUBLIC SECTOR/COMMUNICATIONS & PUBLIC AFFAIRS

State	NSW				VIC			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000				\$'000			
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Marketing/Communications Assistant	48-50	50-55	55-60	60-70	48-50	50-54	54-59	59-69
Marketing/Communications Coordinator	50-55	55-65	65-67	67-70	50-54	54-64	64-66	66-69
Public/Corporate Affairs Manager	55-60	60-70	70-75	75-80	54-59	59-69	69-74	74-79
Internal Communications Manager	55-60	60-70	70-75	75-85	54-59	59-69	69-74	74-84
PR/Media Manager	65-70	70-80	80-95	95-105	64-69	69-79	79-94	94-104
External Communications/Marketing Manager	65-70	70-80	80-95	95-110	64-69	69-79	79-94	94-109
Senior Manager	90-100	100-110	110-130	130-140	89-99	99-109	109-129	129-139
Director	140-150	155-165	170-190	180-220	139-149	153-163	168-188	178-218

State	QLD				SA			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000				\$'000			
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Marketing/Communications Assistant	45-47	47-51	51-56	56+	43-45	45-50	50-54	54+
Marketing/Communications Coordinator	47-51	51-60	60-62	62-65	45-50	50-59	59-60	60-63
Public/Corporate Affairs Manager	51-56	56-65	65-70	70+	50-54	54-63	63-68	68+
Internal Communications Manager	51-56	56-65	65-70	70+	50-54	54-63	63-68	68+
PR/Media Manager	60-65	65-74	74-88	88+	59-63	63-72	72-86	86+
External Communications/Marketing Manager	60-65	65-74	74-88	88+	59-63	63-72	72-86	86+
Senior Manager	84-93	93-102	102-121	121+	81-90	90-99	99-117	117+
Director	121-140	140-149	149-167	167+	117-135	135-144	144-162	162+

State	WA			
	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000			
Salary	\$'000	\$'000	\$'000	\$'000
Marketing/Communications Assistant	49-51	51-56	56-61	61+
Marketing/Communications Coordinator	51-56	56-66	66-68	68-71
Public/Corporate Affairs Manager	56-61	61-71	71-77	77+
Internal Communications Manager	56-61	61-71	71-77	77+
PR/Media Manager	66-71	71-82	82-97	97+
External Communications/Marketing Manager	66-71	71-82	82-97	97+
Senior Manager	92-102	102-112	112-133	133+
Director	133-153	153-163	163-184	184+

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 3. Roles marked N/A in this report are not commonly found for the specified years of experience. 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.

SALARY TABLES

NOT-FOR-PROFIT/CHARITIES

State	NSW				VIC			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Marketing/Communications Assistant	45-50	50-55	55-60	55-60	45-50	50-54	54-59	54-59
Marketing/Communications Coordinator	50-55	55-65	65-70	70-75	50-54	54-64	64-69	69-74
Events Manager	60-65	65-70	70-75	75-80	59-64	64-69	69-74	74-79
PR/Media Manager	70-75	75-80	80-90	90-95	69-74	74-79	79-89	89-94
Marketing/Communications Manager	70-75	75-80	80-90	90-100	69-74	74-79	79-89	89-99
Fundraising Manager	70-75	75-80	80-90	90-105	69-74	74-79	79-89	89-104
Partnership/Corporate Fundraising	70-75	75-80	80-90	90-105	69-74	74-79	79-89	89-104
Individual Giving/DM	60-65	65-75	75-80	80-100	59-64	64-74	74-79	79-99
Corporate Affairs Manager	70-75	75-85	85-90	90-110	69-74	74-84	84-89	89-109
Senior Fundraising/Marketing Manager	80-90	90-95	95-100	100-130	79-89	89-94	94-99	99-129
Director of Marketing/Communications/Fundraising	110-125	115-135	130-155	140-175	109-124	114-134	129-153	139-173

State	QLD				SA			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Marketing/Communications Assistant	42-47	47-51	51-56	51-56	41-45	45-50	50-54	50-54
Marketing/Communications Coordinator	47-51	51-60	60-65	65+	45-50	50-59	59-63	63+
Events Manager	56-60	60-65	65-70	70+	54-59	59-63	63-68	68+
PR/Media Manager	65-70	70-74	74-84	84+	63-68	68-72	72-81	81+
Marketing/Communications Manager	65-70	70-74	74-84	84+	63-68	68-72	72-81	81+
Fundraising Manager	65-70	70-74	74-84	84+	63-68	68-72	72-81	81+
Partnership/Corporate Fundraising	65-70	70-74	74-84	84+	63-68	68-72	72-81	81+
Individual Giving/DM	56-60	60-70	70-74	74+	54-59	59-68	68-72	72+
Corporate Affairs Manager	65-70	70-79	79-84	84+	63-68	68-77	77-81	81+
Senior Fundraising/Marketing Manager	74-84	84-88	88-93	93+	72-81	81-86	86-90	90+
Director of Marketing/Communications/Fundraising	65-74	74-84	84-102	102+	63-72	72-81	81-99	99+

State	QLD			
	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000	\$'000	\$'000	\$'000
Marketing/Communications Assistant	46-51	51-56	56-61	56-61
Marketing/Communications Coordinator	51-56	56-66	66-71	71+
Events Manager	61-66	66-71	71-77	77+
PR/Media Manager	71-77	77-82	82-92	92+
Marketing/Communications Manager	71-77	77-82	82-92	92+
Fundraising Manager	71-77	77-82	82-92	92+
Partnership/Corporate Fundraising	71-77	77-82	82-92	92+
Individual Giving/DM	61-66	66-77	77-82	82+
Corporate Affairs Manager	71-77	77-87	87-92	92+
Senior Fundraising/Marketing Manager	82-92	92-97	97-102	102+
Director of Marketing/Communications/Fundraising	71-82	82-92	92-112	112+

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 3. Roles marked N/A in this report are not commonly found for the specified years of experience. 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.

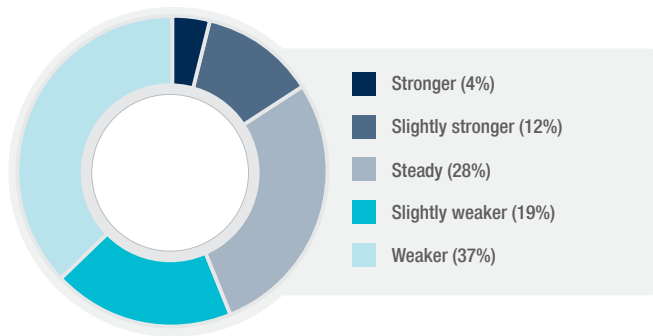
AUSTRALIA 2014 / 15
SALARY & EMPLOYMENT
FORECAST

MINING & RESOURCES

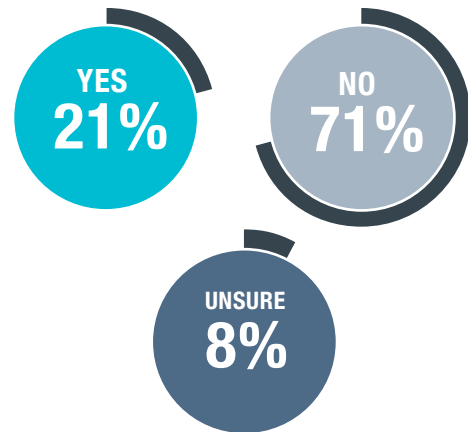


RECRUITMENT ACTIVITY

Strength of current hiring activity compared to the last 12 months



Expecting to increase headcount



Market observations:

- Over the past 12 months permanent headcount of mining and resources professionals has decreased as businesses focused on reducing costs.
- Lower commodity prices and a lack of investment into local resources have resulted in fewer new projects being developed in Australia's mining sector. This has seen reduced demand for a range of mining and resources professionals over the past 12 months. However, reduced headcount has stretched some teams beyond their limits, which has resulted in some re-hiring and new hires over the past few months.
- The trend to re-hire and replace positions lost in restructures is expected to continue over the next 12 months. The overall result of reductions coupled with re-hires is expected to keep headcount fairly stable.
- There is currently a strong focus on up-skilling professionals and increasing the efficiency of processes to ensure maximum, high-quality output within an uncertain economic environment. Many businesses are looking to ensure they have a quality skill base across their production teams to ensure readiness when the commodities market picks up.
- There is currently a lack of job opportunities for engineering and specialist consultants, due to minimal large-scale developments and expansion plans. This is expected to continue over the next 12 months.
- The roles most likely to be hired in the current economic environment include Mining Engineers with a production focus, Maintenance and Reliability Engineers, and Electrical Engineers, as companies seek to reduce production costs and maintain existing assets rather than invest in new equipment.
- Hiring is currently strongest in owner-operated mines, mining contractors and original equipment manufacturers.
- In NSW, there is currently a shortage of Senior Mining Engineers qualified with Statutory Tickets. These professionals are more likely to be retained by existing employers because they are low-cost, high-return employees .
- There has been a significant decrease in Australian workers returning home from overseas over the past year. It is estimated that numbers have dropped by 30% as many professionals seek work offshore rather than returning to Australia in difficult economic times.
- There have been no notable changes in the executive job market over the past 12 months.

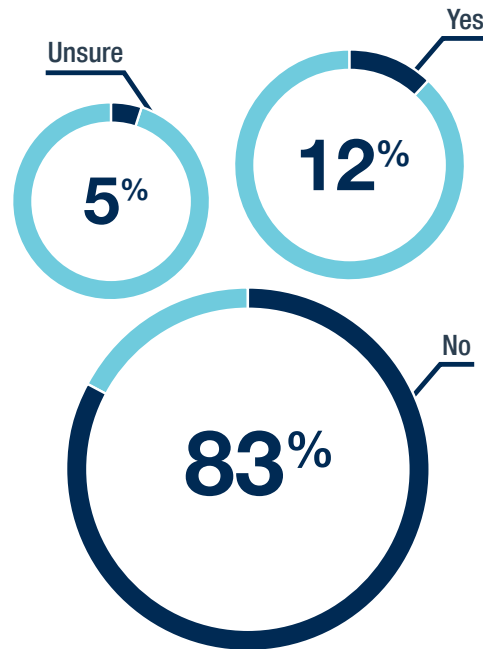
Note: All infographics in this report are based on the views of survey participants. The accompanying market commentary is based on the experience and observations of the Michael Page team.

RECRUITMENT ACTIVITY

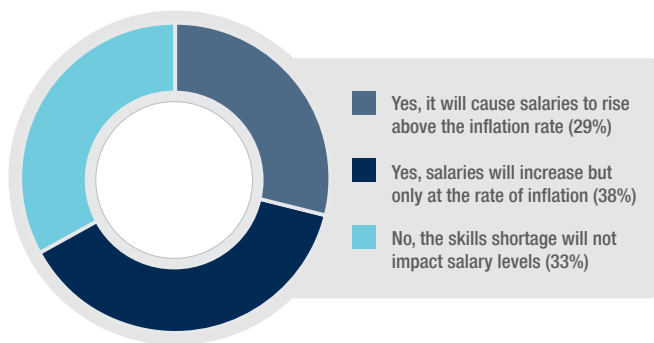
Experience level expected to be in highest demand



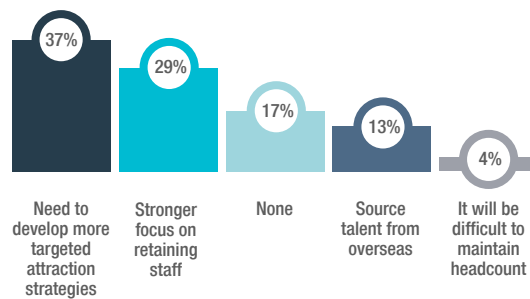
Expectation of a professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries

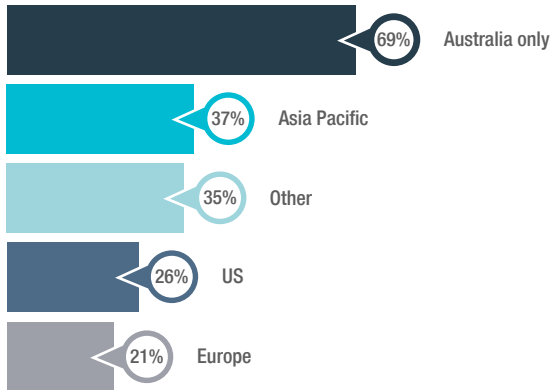


Impact of skills shortage on businesses in Australia over the next 12 months

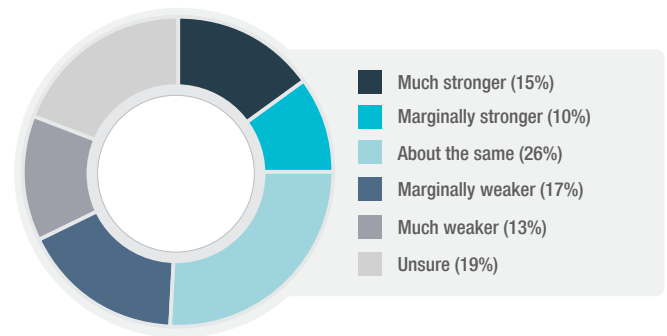


RECRUITMENT ACTIVITY

Regions companies operate in*

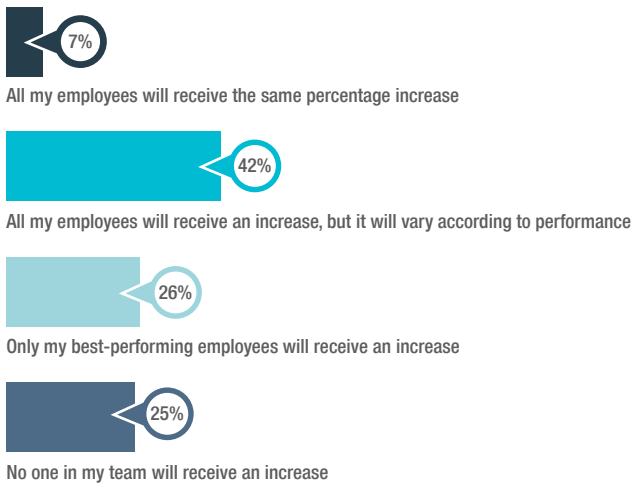


How Australian business is faring in comparison with Asia operations

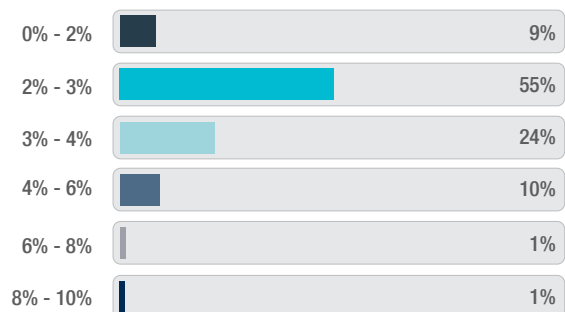


SALARY AND REMUNERATION

Salary increases over the next 12 months



Average percentage salary increase over the next 12 months



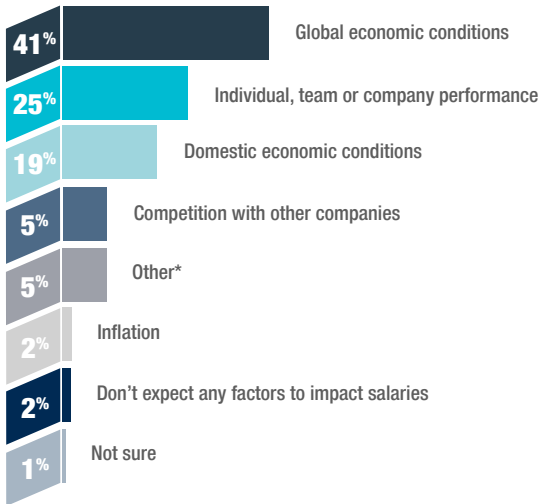
Market observations:

- Most organisations have not awarded salary increases over the past 12 months. In some areas, salary cuts of between 5-15% have been implemented. This is particularly evident within engineering consultancy businesses and those with a heavy contractor or labour-hire workforce.
- Significant salary increases are not expected for mining professionals over the next 12 months. Any pay rises will be minimal and will be consistent throughout the organisation.

* More than one option could be selected.

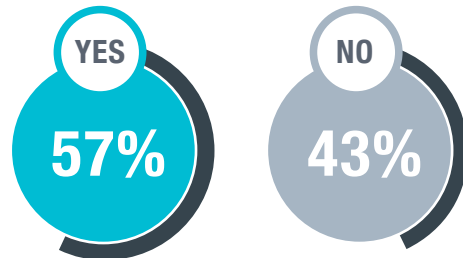
SALARY AND REMUNERATION

Factor most likely to impact salary levels in the next 12 months

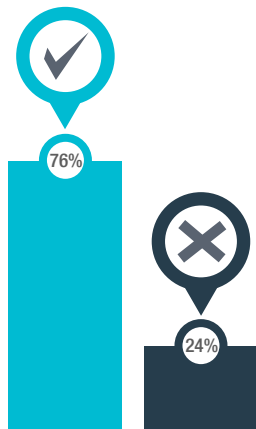


*commodity prices/demand for key commodities, investment in mining and exploration, etc.

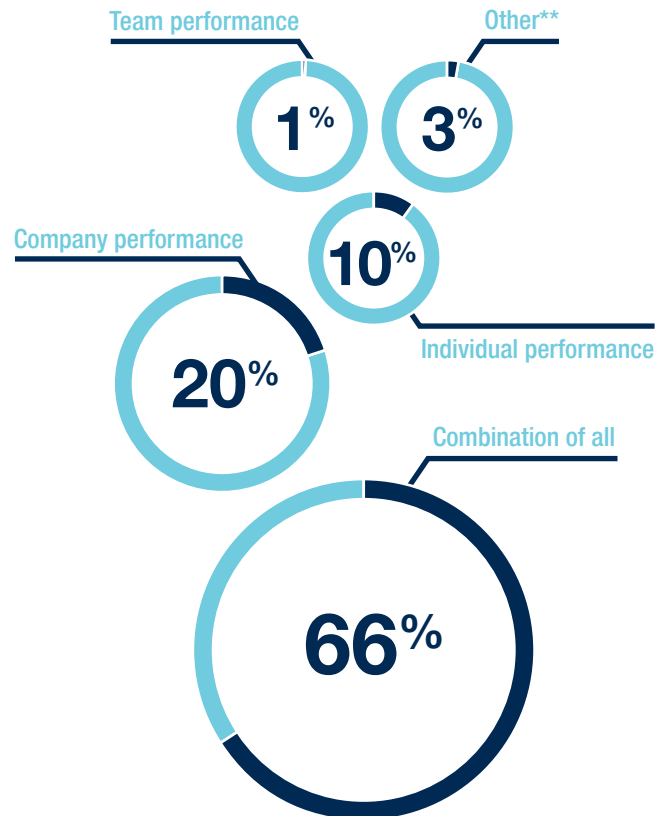
Flexible salary packaging or fringe benefits offered to employees



Companies providing bonuses as part of the remuneration package



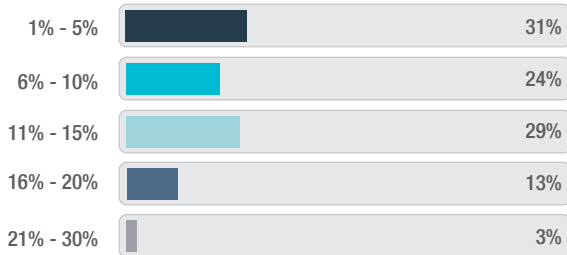
Basis for bonuses over the next 12 months



**unsure if bonuses will be offered, etc.

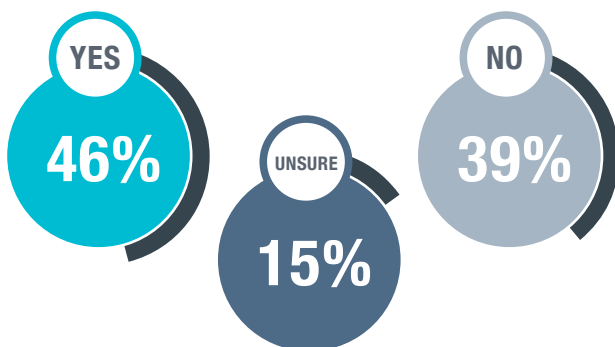
SALARY AND REMUNERATION

Average percentage bonus of gross salary

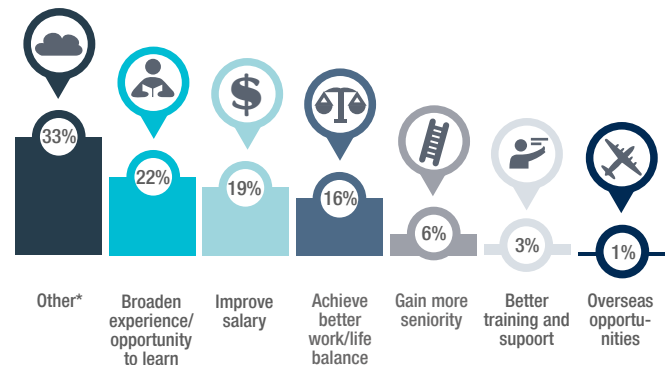


ATTRACTION AND RETENTION

Employer expectations for staff turnover in the next 12 months



Key reason employees are likely to leave



*job stability, more challenging role, lack of opportunities due to company performance, etc.

Most popular tools for attraction and retention



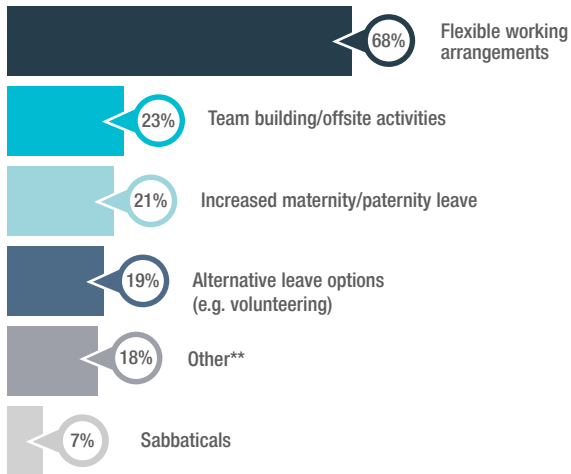
**diversity policies, etc.

Market observations:

- In an uncertain job market, job security has emerged as a key concern of jobseekers over the past 12 months. Workers are willing to be flexible when it comes to salary in return for secure employment.
- Professionals who have retained their position in recent restructures can demand more financial rewards to entice them away from their current role.
- Work/life balance is a key focus for professionals in the mining and resources sector.

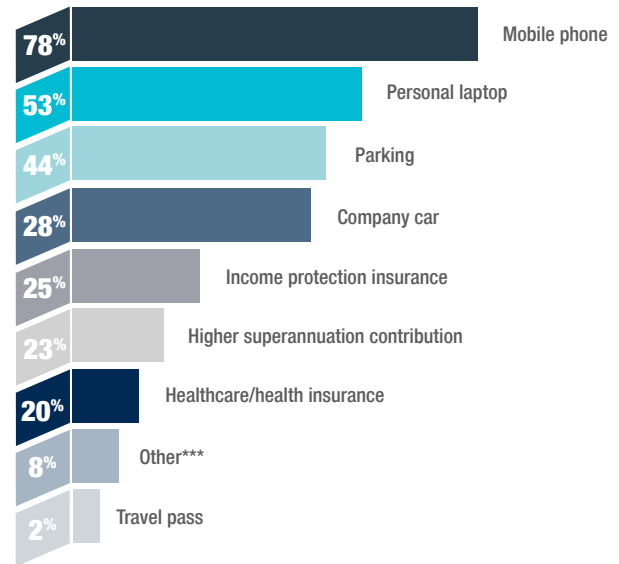
ATTRACTION AND RETENTION

Most popular options offered to support employees' work/life balance*



**RDO, none of the above, etc.

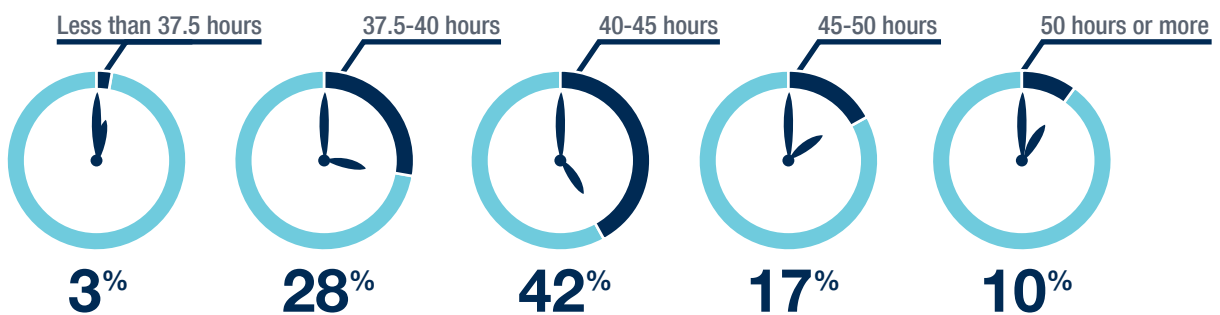
Combination of benefits offered to employees*



***company housing, site allowances, gym membership, 7-year long service leave, etc.

WORKING HOURS

Average weekly working hours



* More than one option could be selected.

SALARY TABLES

DESIGN & CONSULTING

State	WA		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Graduate Engineer	60-80	70-90	55-73	64-82	58-77	67-86
Design Engineer (all disciplines)	70-100	90-120	64-91	82-109	67-96	86-115
Drafter/Designer	80-110	100-140	73-100	91-127	77-106	96-134
Lead Engineer	170-210	180-230	155-191	164-209	163-202	173-221
Principal Engineer	180-220	210-240	164-200	191-218	173-211	202-230
Engineering Manager	210-250	240-280	191-228	218-255	202-240	230-269

State	SA		NSW	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Graduate Engineer	54-72	63-81	55-73	64-82
Design Engineer (all disciplines)	63-90	81-108	64-91	82-109
Drafter/Designer	72-99	90-126	73-100	91-127
Lead Engineer	153-189	162-207	155-191	164-209
Principal Engineer	162-198	189-216	164-200	191-218
Engineering Manager	189-225	216-252	191-228	218-255

PROJECT MANAGEMENT & CONSTRUCTION

State	WA		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Estimator	80-110	90-130	73-100	82-118	77-106	86-125
Planner	80-110	90-130	73-100	82-118	77-106	86-125
Site Supervisors	110-140	130-160	100-127	118-146	106-134	125-154
Project Engineer	70-130	90-150	64-118	82-137	67-125	86-144
Senior Project Engineer	120-160	140-190	109-146	127-173	115-154	134-182
HSE Advisor	100-140	120-160	91-127	109-146	96-134	115-154
HSE Manager	140-200	180-240	127-182	164-218	134-192	173-230
Environmental Engineer	90-140	130-170	82-127	118-155	86-134	125-163
Environmental Manager	140-190	170-240	127-173	155-218	134-182	163-230
QA/QC Supervisor	110-170	140-190	100-155	127-173	106-163	134-182
QA/QC Manager	130-190	160-210	118-173	146-191	125-182	154-202
Senior Estimator	120-150	130-180	109-137	118-164	115-144	125-173
Lead Estimator	150-200	200-250	137-182	182-228	144-192	192-240
Cost Engineer	80-100	90-120	73-91	82-109	77-96	86-115
Senior Cost Engineer	120-140	130-160	109-127	118-146	115-134	125-154
Lead Cost Engineer	150-180	150-220	137-164	137-200	144-173	144-211
Senior Planner	110-150	120-170	100-137	109-155	106-144	115-163
Lead Planner	150-200	200-260	137-182	182-237	144-192	192-250
Construction Superintendent	150-180	170-220	137-164	155-200	144-173	163-211
Construction Manager	160-220	210-270	146-200	191-246	154-211	202-259
Project Manager	150-220	210-280	137-200	191-255	144-211	202-269
Project Controls Manager	160-240	210-280	146-218	191-255	154-230	202-269
Project Director	200-270	240-310	182-246	218-282	192-259	230-298

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, 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.

SALARY TABLES

PROJECT MANAGEMENT & CONSTRUCTION (CONTINUED)

State	SA		NSW	
	Size of company	Salary	Size of company	Salary
	Sml/Med	Large	Sml/Med	Large
	\$'000	\$'000	\$'000	\$'000
Estimator	72-99	81-117	73-100	82-118
Planner	72-99	81-117	73-100	82-118
Site Supervisors	99-126	117-144	100-127	118-146
Project Engineer	63-117	81-135	64-118	82-137
Senior Project Engineer	108-144	126-171	109-146	127-173
HSE Advisor	90-126	108-144	91-127	109-146
HSE Manager	126-180	162-216	127-182	164-218
Environmental Engineer	81-126	117-153	82-127	118-155
Environmental Manager	126-171	153-216	127-173	155-218
QA/QC Supervisor	99-153	126-171	100-155	127-173
QA/QC Manager	117-171	144-189	118-173	146-191
Senior Estimator	108-135	117-162	109-137	118-164
Lead Estimator	135-180	180-225	137-182	182-228
Cost Engineer	72-90	81-108	73-91	82-109
Senior Cost Engineer	108-126	117-144	109-127	118-146
Lead Cost Engineer	135-162	135-198	137-164	137-200
Senior Planner	99-135	108-153	100-137	109-155
Lead Planner	135-180	180-234	137-182	182-237
Construction Superintendent	135-162	153-198	137-164	155-200
Construction Manager	144-198	189-243	146-200	191-246
Project Manager	135-198	189-252	137-200	191-255
Project Controls Manager	144-216	189-252	146-218	191-255
Project Director	180-243	216-279	182-246	218-282

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, 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.

SALARY TABLES

OPERATIONS

State	WA		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Project Engineer	90-130	110-150	82-118	100-137	86-125	106-144
Senior Project Engineer	120-160	140-190	109-146	127-173	115-154	134-182
Project Manager	160-200	180-240	146-182	164-218	154-192	173-230
HSE Advisor	100 - 150	130 - 180	91-137	118-164	96-144	125-173
HSE Manager	140 - 200	180 - 240	127-182	164-218	134-192	173-230
Maintenance Planner	90-120	100-140	82-109	91-127	86-115	96-134
Maintenance/Reliability Engineer	140-170	160-200	127-155	146-182	134-163	154-192
Maintenance/Planning Superintendent	150-180	170-220	137-164	155-200	144-173	163-211
Survey Manager	160-180	180-220	146-164	164-200	154-173	173-211
Exploration Manager	150-180	170-220	137-164	155-200	144-173	163-211
Process Engineer/Metallurgist	90-130	100-160	82-118	91-146	86-125	96-154
Process Manager/Metallurgist	160-210	190-230	146-191	173-209	154-202	182-221
Geology Manager	150-200	170-230	137-182	155-209	144-192	163-221
Projects Superintendent	170-200	180-220	155-182	164-200	163-192	173-211
Maintenance Manager	170-220	210-270	155-200	191-246	163-211	202-259
General Manager	180-240	220-300	164-218	200-273	173-230	211-288
Operations Manager	170-210	200-290	155-191	182-264	163-202	192-278
Technical Services Manager	180-200	190-250	164-182	173-228	173-192	182-240
Engineering Manager	180-240	210-290	164-218	191-264	173-230	202-278
Resource Geologist	100-140	120-160	91-127	109-146	96-134	115-154
Mine Geologist	90-140	130-160	82-127	118-146	86-134	125-154
Mine Surveyor	110-150	140-170	100-137	127-155	106-144	134-163
Mine Planning Engineer	110-170	150-190	100-155	137-173	106-163	144-182
Mine Production Engineer	110-170	150-200	100-155	137-182	106-163	144-192
Mine Superintendent	180-200	180-240	164-182	164-218	173-192	173-230
Mine Manager	200-240	220-250	182-218	200-228	192-230	211-240

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, 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.

SALARY TABLES

OPERATIONS

State	SA		NSW	
	Size of company	Salary	Size of company	Salary
	Sml/Med	Large	Sml/Med	Large
	\$'000	\$'000	\$'000	\$'000
Project Engineer	81-117	99-135	82-118	100-137
Senior Project Engineer	108-144	126-171	109-146	127-173
Project Manager	144-180	162-216	146-182	164-218
HSE Advisor	90-135	117-162	91-137	118-164
HSE Manager	126-180	162-216	127-182	164-218
Maintenance Planner	81-108	90-126	82-109	91-127
Maintenance/Reliability Engineer	126-153	144-180	127-155	146-182
Maintenance/Planning Superintendent	135-162	153-198	137-164	155-200
Survey Manager	144-162	162-198	146-164	164-200
Exploration Manager	135-162	153-198	137-164	155-200
Process Engineer /Metallurgist	81-117	90-144	82-118	91-146
Process Manager /Metallurgist	144-189	171-207	146-191	173-209
Geology Manager	135-180	153-207	137-182	155-209
Projects Superintendent	153-180	162-198	155-182	164-200
Maintenance Manager	153-198	189-243	155-200	191-246
General Manager	162-216	198-270	164-218	200-273
Operations Manager	153-189	180-261	155-191	182-264
Technical Services Manager	162-180	171-225	164-182	173-228
Engineering Manager	162-216	189-261	164-218	191-264
Resource Geologist	90-126	108-144	91-127	109-146
Mine Geologist	81-126	117-144	82-127	118-146
Mine Surveyor	99-135	126-153	100-137	127-155
Mine Planning Engineer	99-153	135-171	100-155	137-173
Mine Production Engineer	99-153	135-180	100-155	137-182
Mine Superintendent	162-180	162-216	164-182	164-218
Mine Manager	180-216	198-225	182-218	200-228

Please note:

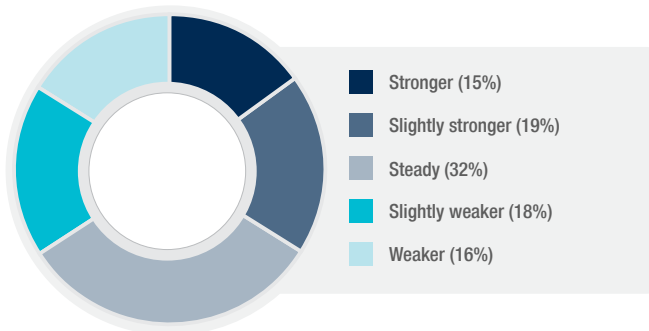
1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. 2. Small to medium companies are defined as having a turnover of less than \$100 million. Large companies are defined as having a turnover of more 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.

AUSTRALIA 2014 / 15
SALARY & EMPLOYMENT
FORECAST

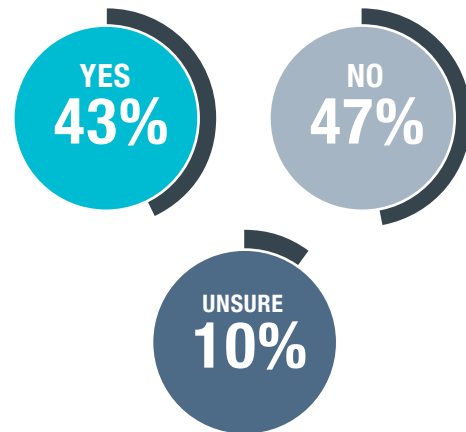
OIL & GAS

RECRUITMENT ACTIVITY

Strength of current hiring activity compared to the last 12 months



Expecting to increase headcount



Market observations:

- Overall hiring activity in the oil and gas sector has continued to decline in most Australian states. WA and QLD have the highest levels of recruitment activity, due to the discovery and development of conventional and unconventional assets within the region, coupled with increased levels of energy consumption across the Asia Pacific market.
- Development of Coal Seam Gas (CSG) projects in QLD has created many job opportunities for oil and gas professionals in the region. However, the large number of projects currently underway has resulted in a competitive recruitment market, with companies under pressure to attract and secure experienced professionals.
- Hiring in the oil and gas sector is expected to strengthen over the next 12 months, as an unprecedented volume of capital investment projects are about to start-up during this time frame.
- As capital investment projects move toward implementation stage, companies are looking to build their operational and asset-management teams to meet production start-up deadlines. In addition, the service providers and equipment suppliers are building resources to capitalise on what is projected to be a sustainable and profitable market over the next few years. This has also driven recruitment activity in sales, engineering and project delivery, contracts administration, quality and after-market service.
- Industry experts are currently predicting growth in Australia's oil and gas workforce. A recent market research report from Deloitte predicts an increase from 39,000 to 45,000 people in 2014, followed by an additional 5,000 in 2015, and 6,000 in 2016. This will primarily be achieved through the delivery of phased local and international

recruitment campaigns and the implementation of training and competency programs to up-skill individuals transferring from other heavy industries.

- Hiring is currently strongest in the areas of strategy and management consulting, well site services (including drilling and completions, and well intervention), maintenance and integrity management services and marine transport and logistics. Companies require highly skilled professionals in these positions to prepare for the predicted growth of the oil and gas sector.
- There is currently a high level of job opportunities for engineers who specialise in start-up and commissioning, asset integrity, and maintenance and reliability. Production management professionals and technicians are also in high demand. This is expected to continue over the next 12 months as construction phases of major projects near completion.
- The Australian oil and operating market is immature compared with more established regions such as the Middle East, US and the UK. This has resulted in a shortage of local oil and gas professionals with a track record in the operation and management of producing assets. Skills in particularly high demand include, petroleum and reservoir engineering (including integrated production management and flow assurance), asset integrity engineering, operational advising, competency assurance training, and understanding of supply chain and logistics processes.

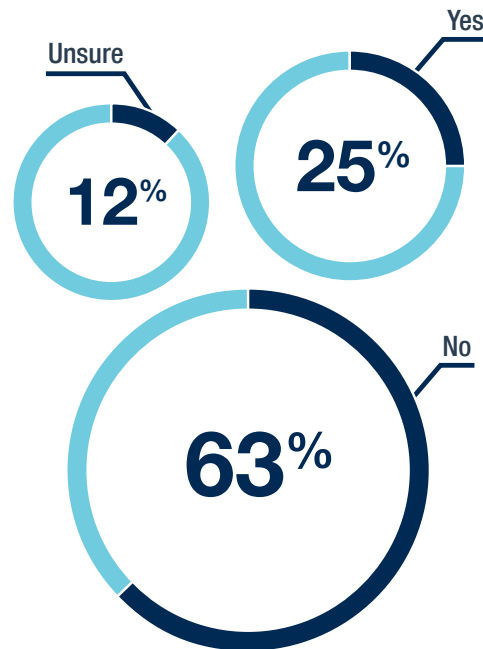
Note: All infographics in this report are based on the views of survey participants. The accompanying market commentary is based on the experience and observations of the Michael Page team.

RECRUITMENT ACTIVITY

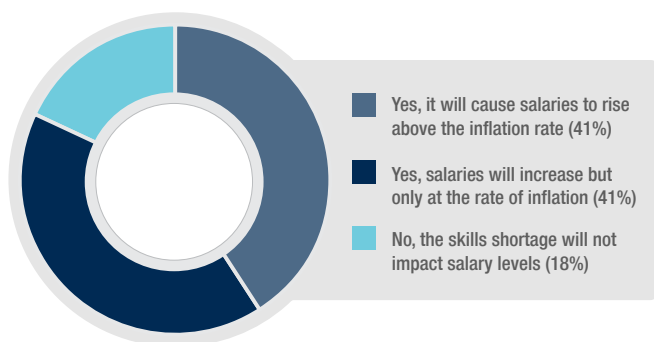
Experience level expected to be in highest demand



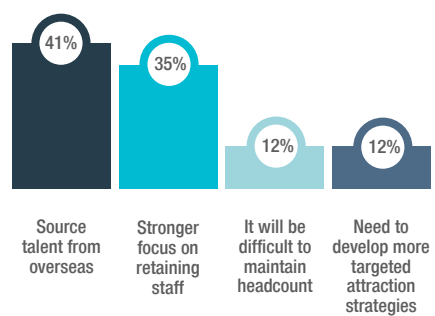
Expectation of a professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries

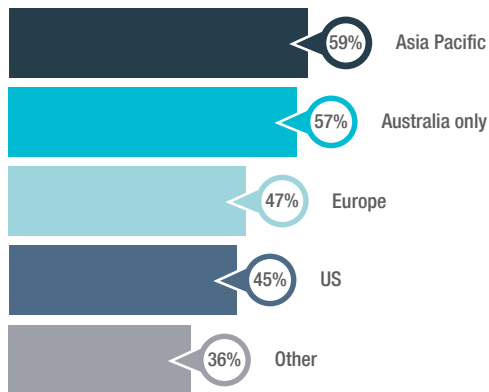


Impact of skills shortage on businesses in Australia over the next 12 months

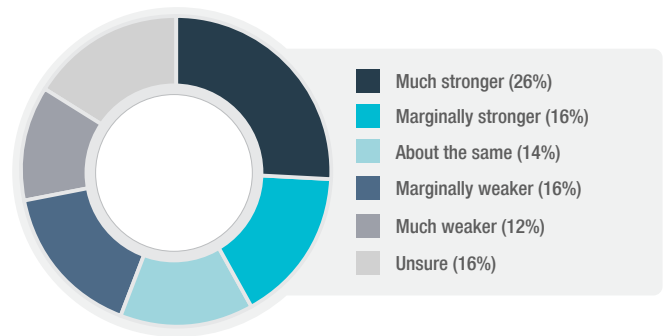


RECRUITMENT ACTIVITY

Regions companies operate in*

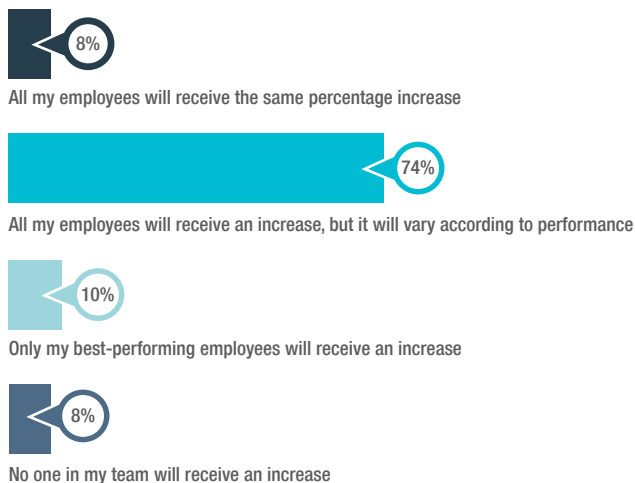


How Australian business is faring in comparison with Asia operations

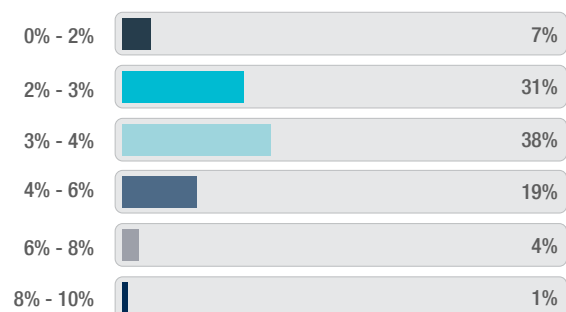


SALARY AND REMUNERATION

Salary increases over the next 12 months



Average percentage salary increase over the next 12 months



Market observations:

- Salary levels in the oil and gas sector are currently stable.
- Professionals with experience maintaining and operating onshore/offshore assets are currently able to command higher salaries as companies are eager to secure these skills.
- Salaries in WA have typically been higher than other states in Australia over the past 12 months, due to higher living costs.

- Higher-than-average salary increases are expected for a number of professionals over the next 12 months, particularly in the areas of operations and production management, operational support engineering roles and maintenance and turnaround management. Salary increases in these areas come as a result of high demand for these skill sets, coupled with remote locations and fly-in fly-out (FIFO) positions, which typically offer more lucrative packages.

* More than one option could be selected.

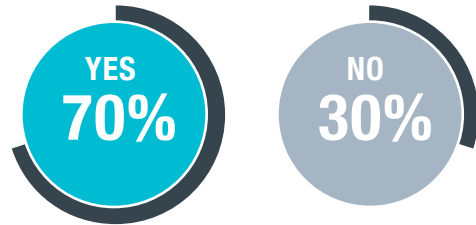
SALARY AND REMUNERATION

Factor most likely to impact salary levels in the next 12 months

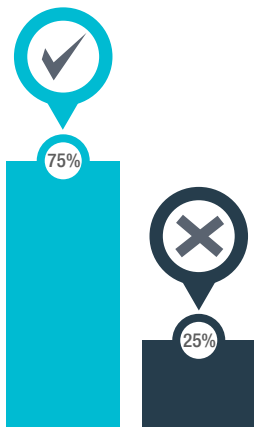


*Government policy and regulation, etc.

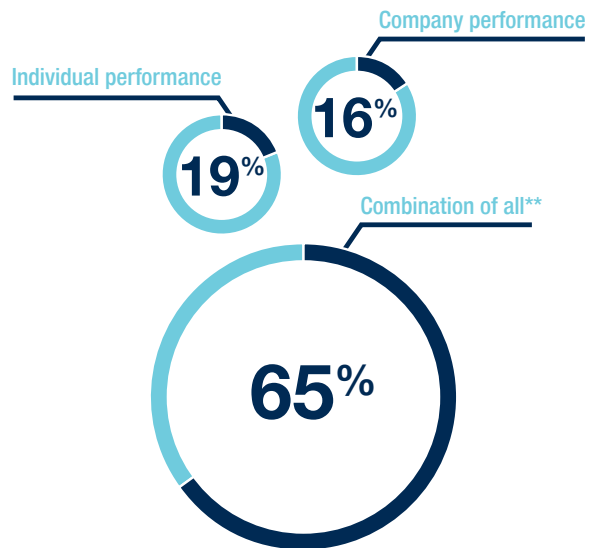
Flexible salary packaging or fringe benefits offered to employees



Companies providing bonus as part of the remuneration package



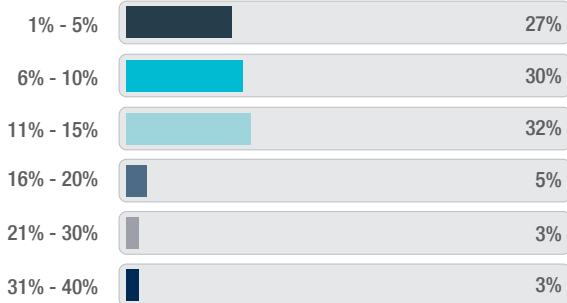
Basis for bonuses over the next 12 months



**individual, team and company performance.

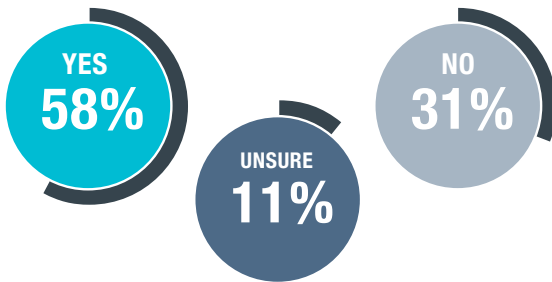
SALARY AND REMUNERATION

Average percentage bonus of gross salary

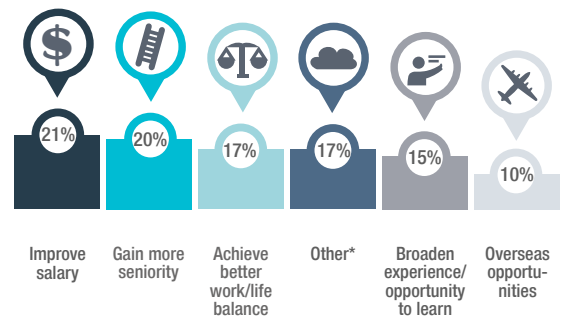


ATTRACTION AND RETENTION

Employer expectations for staff turnover in the next 12 months



Key reason employees are likely to leave



*redundancy, etc.

Most popular tools for attraction and retention



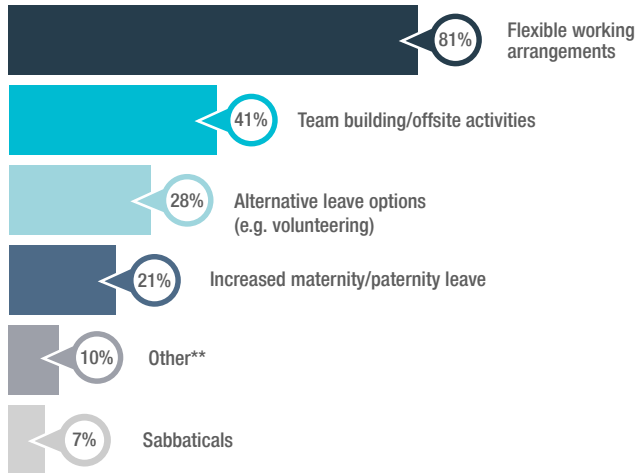
**top-band remuneration packages, etc.

Market observations:

- Attraction and retention strategies in the oil and gas sector include both financial and non-financial rewards.
- Financial rewards being offered to oil and gas professionals are currently centred around short and long-term incentive schemes, including share options and bonuses based on company and personal performance. Additional compensation is commonly provided to workers in hardship locations in the form of site uplifts.
- Non-financial rewards include more flexible and attractive FIFO rosters, defined training and development plans that include succession planning, international job opportunities and the opportunity to gain experience working with advanced technologies.

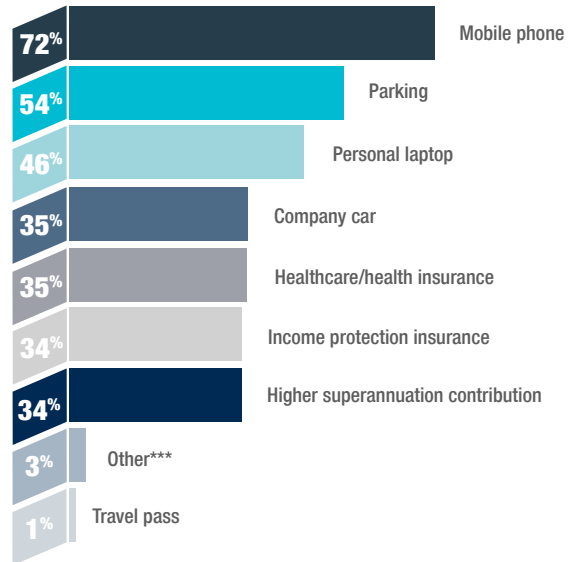
ATTRACTION AND RETENTION

Most popular options offered to support employees' work-life balance*



**RDO, purchased leave, balanced shifts/roster

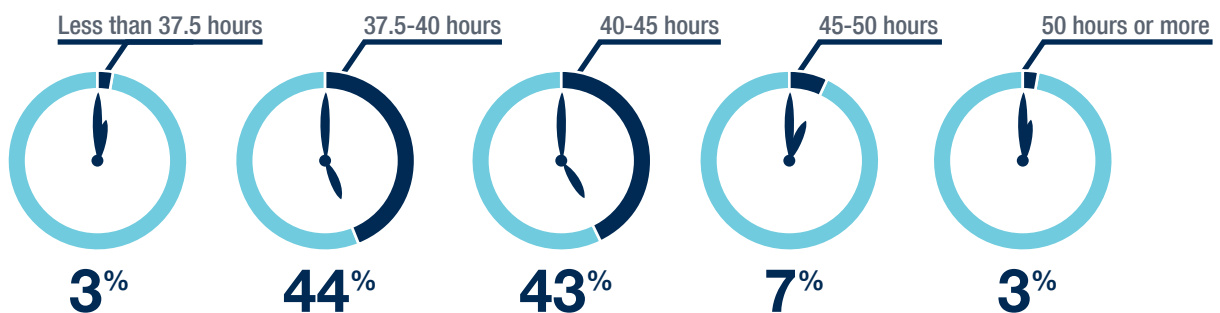
Combination of benefits offered to employees*



***salary sacrifice within ATO guidelines, etc.

WORKING HOURS

Average weekly working hours



* More than one option could be selected.

SALARY TABLES

EXPLORATION & DEVELOPMENT

State	WA		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Mud Logger	60–110	80–120	58–106	77–115
Geologist/Geophysicist	80–130	110–160	77–125	106–154
Petroleum/Reservoir Engineer	90–160	120–180	86–154	115–173
Senior Petroleum/Reservoir Engineer	120–180	150–220	115–173	144–211
Senior Geologist/Geophysicist	130–190	150–220	125–182	144–211
Exploration Manager	180–230	220–300	173–221	211–288
New Venture Manager	240–350	250–400	230–336	240–384

DRILLING

State	WA		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
MWD/LWD	90–120	110–140	86–115	106–134
Directional Driller	120–150	150–170	115–144	144–163
Drilling Engineer	140–180	150–200	134–173	144–192
Senior Drilling Engineer	200–240	250–300	192–230	240–288
Drilling Superintendent	240–280	280–320	230–269	269–307
Drilling Manager	250–300	300–350	240–288	288–336

SUBSEA & ENGINEERING

State	WA		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Field Engineer	90–130	110–160	86–125	106–154
Subsea Systems Engineer	90–150	130–170	86–144	125–163
Senior Subsea Systems Engineer	120–200	200–300	115–192	192–288
Subsea Pipeline Engineer	140–160	150–180	134–154	144–173
Senior Subsea Pipeline Engineer	150–190	180–230	144–182	173–221
Subsea Project Engineer	140–180	150–190	134–173	144–182
SURF Engineer	120–140	130–160	115–134	125–154
Senior SURF Engineer	160–180	180–200	154–173	173–192
Subsea Construction/Fabrication Manager	180–200	190–220	173–192	182–211
Engineering Manager	250–300	250–330	240–288	240–317

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, 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.

SALARY TABLES

OPERATIONS & ASSET MANAGEMENT

State	WA		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Maintenance Specialist/Planner	110–160	140–180	106–154	134–173
Field Supervisor	110–130	120–160	106–125	115–154
OIM/Rig Manager	150–200	180–260	144–192	173–250
Shutdown/Turnaround Manager	160–200	180–240	154–192	173–230
Operations Manager	170–210	200–250	163–202	192–240
Operations Advisor	160–180	190–230	154–173	182–221
Asset Integrity Engineer	100–130	120–200	96–125	115–192
Reliability/Maintenance Engineer	100–160	130–190	96–154	125–182
Reliability/Maintenance Manager	180–220	190–260	173–211	182–250
Asset Manager	200–260	220–330	192–250	211–317

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, 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.

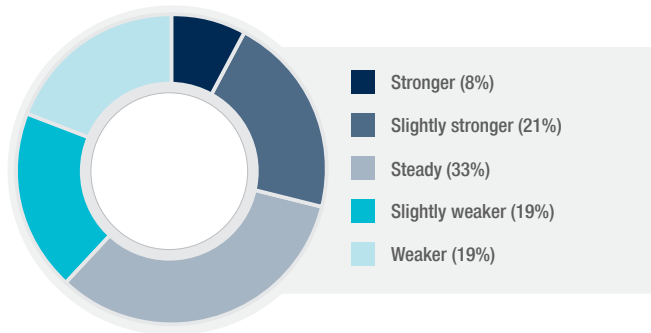
AUSTRALIA 2014 / 15
SALARY & EMPLOYMENT

FORECAST

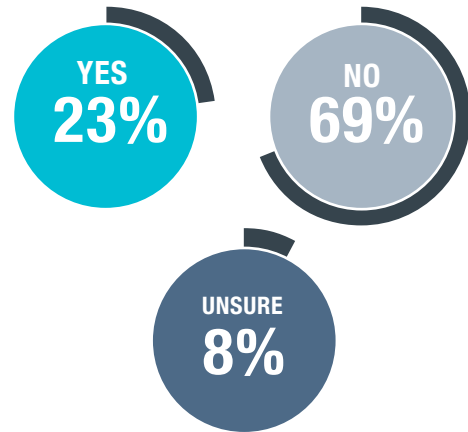
PROCUREMENT

RECRUITMENT ACTIVITY

Strength of current hiring activity compared to the last 12 months



Expecting to increase headcount



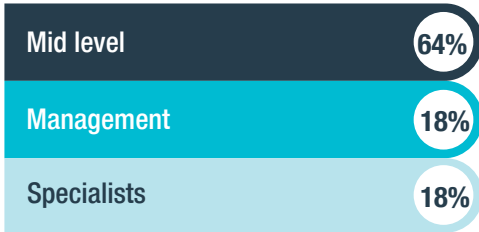
Market observations:

- Over the past five years, there has been increased recognition of the procurement function across a number of industries. This has started to create more job opportunities for procurement professionals.
- Hiring activity in the first few months of 2014 has been fairly strong as more organisations look to increase their procurement function.
- The majority of job opportunities for procurement professionals are currently available in VIC because most head offices are based in Melbourne.
- Hiring is currently strongest within financial services, State Government and construction, as there is significant investment into improving procurement processes in these industries.
- Category Managers, Procurement Managers and Procurement Analysts are in high demand, as these roles are needed to add weight to procurement teams in the abovementioned industries. Analysts have become key as companies remain in a cost-control mode of operation and these professionals can decrease spending, while Category Managers are sought-after for their specialist skills. Demand is expected to continue for these professionals over the next 12 months.
- As the procurement function becomes more visible across organisations, professionals with effective stakeholder management skills are needed to communicate progress to various internal departments. Those with high business acumen will be in good stead to take advantage of growth in the sector.
- The executive-level procurement job market has been weaker over the last 12 months, but is expected to increase in the coming year as the procurement function gains more presence in a number of industries.

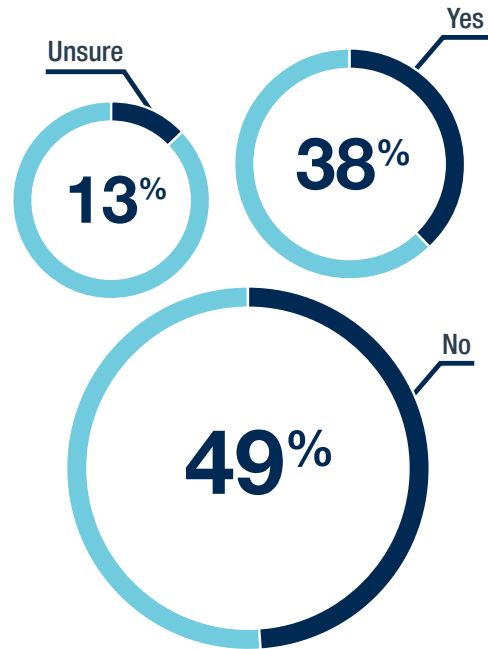
Note: All infographics in this report are based on the views of survey participants. The accompanying market commentary is based on the experience and observations of the Michael Page team.

RECRUITMENT ACTIVITY

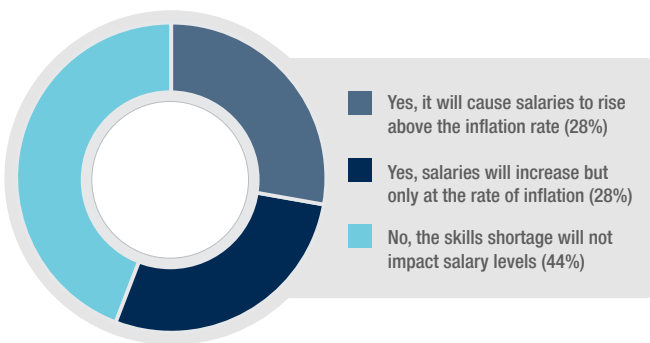
Experience level expected to be in highest demand



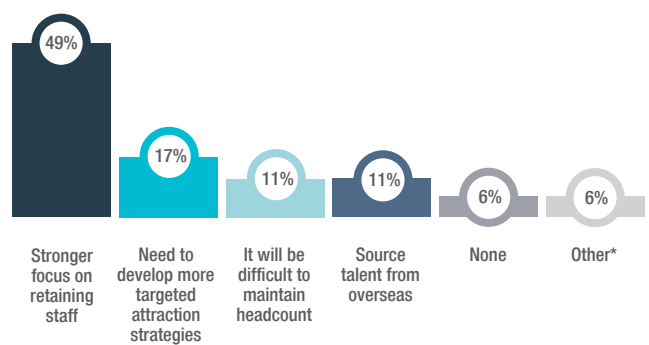
Expectation of a professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries



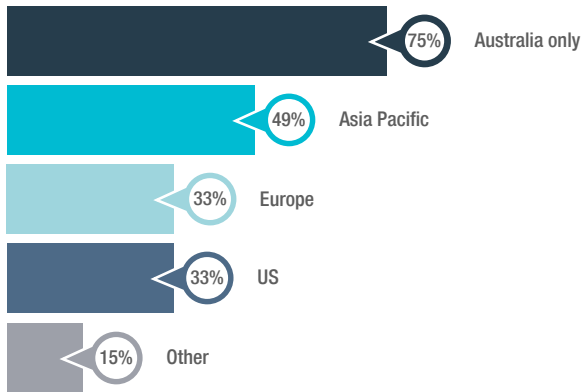
Impact of skills shortage on businesses in Australia over the next 12 months



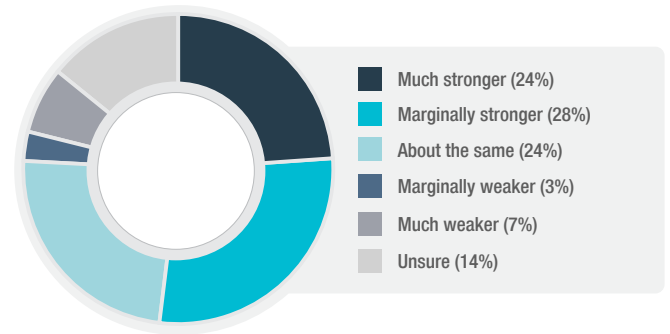
*more time to recruit the right people

RECRUITMENT ACTIVITY

Regions companies operate in*



How Australian business is faring in comparison with Asia operations

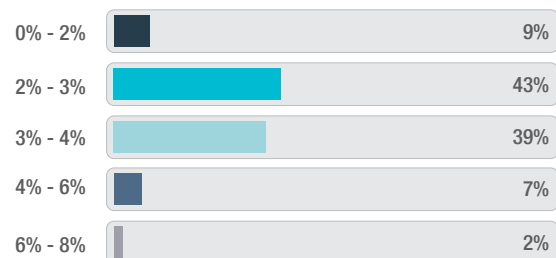


SALARY AND REMUNERATION

Salary increases over the next 12 months



Average percentage salary increase over the next 12 months



Market observations:

- Salaries for procurement professionals have increased by 3% on average over the past 12 months, in line with CPI.
- Analysts and Category Specialists will be in a good position to negotiate above-average salary increases over the next 12 months, as these roles are in high demand with employers.

* More than one option could be selected.

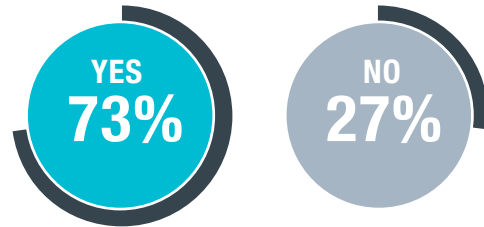
SALARY AND REMUNERATION

Factor most likely to impact salary levels in the next 12 months

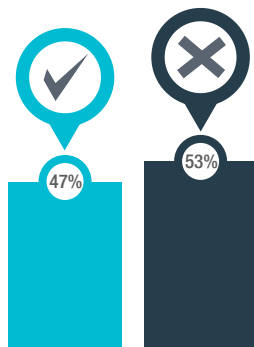


*Government policy, award negotiations, legislation, etc.

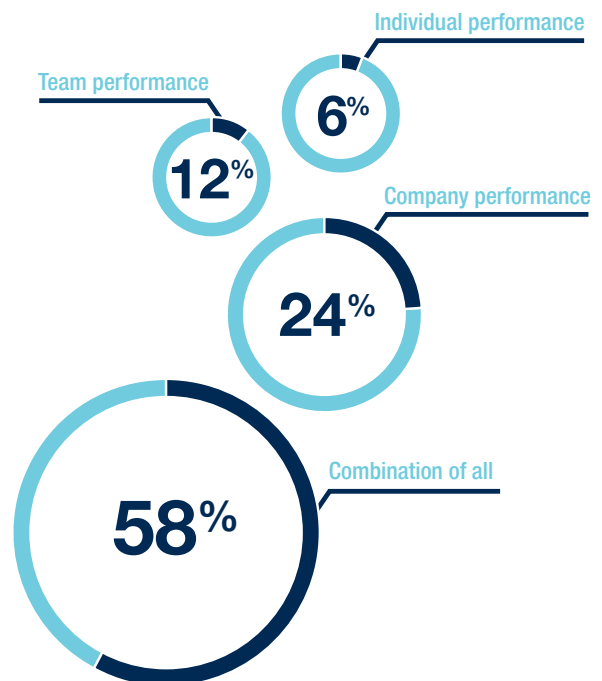
Flexible salary packaging or fringe benefits offered to employees



Companies providing bonuses as part of the remuneration package

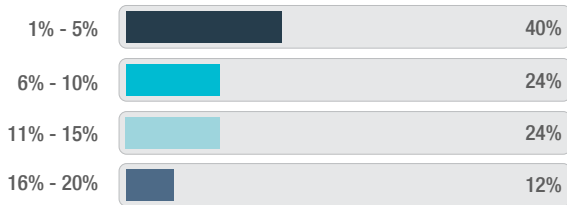


Basis for bonuses over the next 12 months



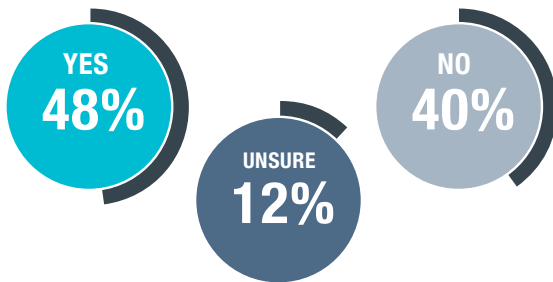
SALARY AND REMUNERATION

Average percentage bonus of gross salary

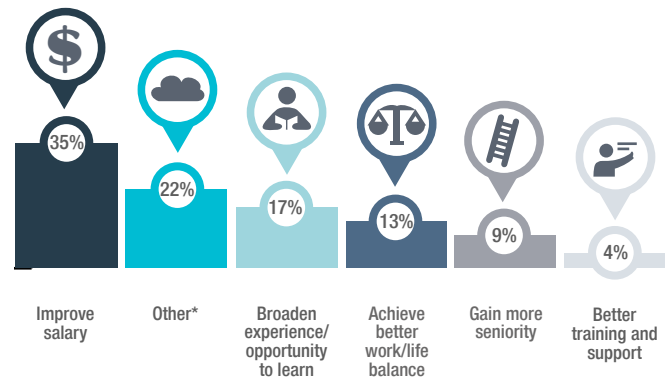


ATTRACTION AND RETENTION

Employer expectations for staff turnover in the next 12 months



Key reason employees are likely to leave



*low level of project work, dissatisfaction with management, retirement, etc.

Most popular tools for attraction and retention



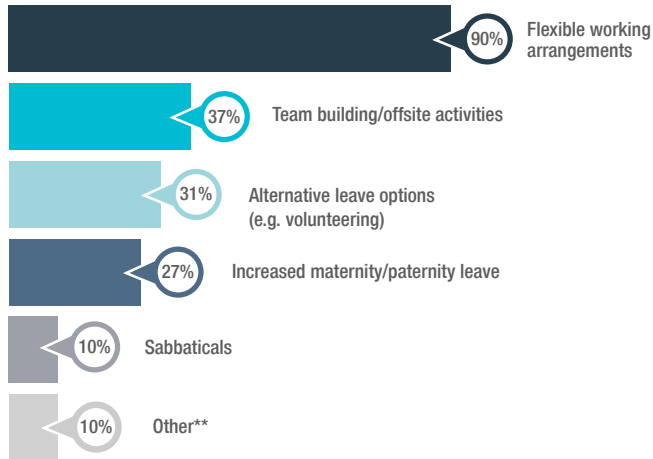
**additional annual leave, security of tenure, etc.

Market observation:

- Professional development opportunities are becoming a key strategy for the retention of talented workers, as procurement professionals increasingly look at widening their skill sets across various roles and industries.

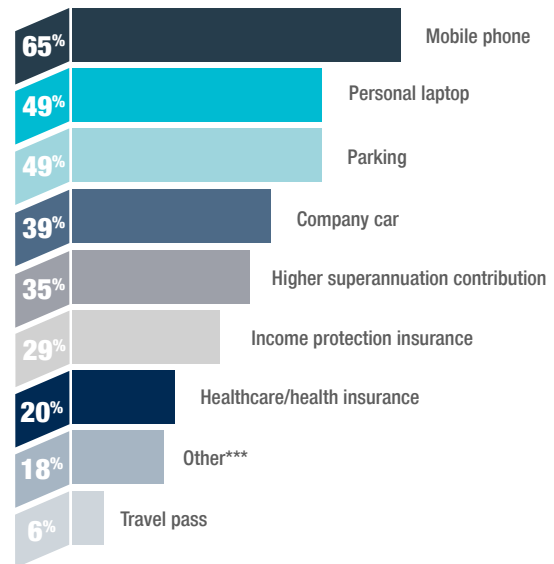
ATTRACTION AND RETENTION

Most popular options offered to support employees' work/life balance*



**restricted overtime, etc.

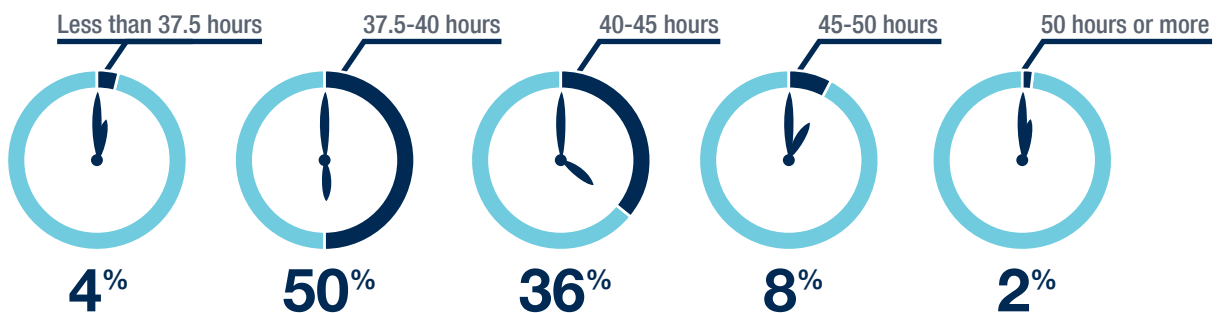
Combination of benefits offered to employees*



***higher level of tax-free income, salary packaging, etc.

WORKING HOURS

Average weekly working hours



* More than one option could be selected.

SALARY TABLES

PROCUREMENT

State	NSW		VIC		QLD	
Experience	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Purchasing/Procurement Officer	55-75	60-85	53-73	58-82	51-69	55-78
Procurement Coordinator	65-95	70-110	63-92	68-107	60-87	64-101
Procurement Specialist	70-90	75-110	68-87	73-107	64-83	69-101
Strategic Sourcing/Procurement Analyst	75-90	80-110	73-87	78-107	69-83	74-101
Procurement Manager	105-140	135-175	102-136	131-170	97-129	124-161
Procure to Pay/e-Procurement	110-150	150-200	107-146	146-194	101-138	138-184
Contracts Administrator	60-80	75-105	58-78	73-102	55-74	69-97
Senior Contracts Administrator	80-110	100-135	78-107	97-131	74-101	92-124
Buyer	65-90	80-100	63-87	78-97	60-83	74-92
Senior Buyer	85-100	90-120	82-97	87-116	78-92	83-110
Purchasing Manager	85-120	100-140	82-116	97-136	78-110	92-129
Commercial/Contracts Manager	110-135	135-185	107-131	131-179	101-124	124-170
Vendor/Supplier Relationship Manager	120-150	150-180	116-146	130-170	110-138	138-166
Strategic Sourcing Leader/Manager	125-145	150-200	121-141	146-194	115-133	138-184
Junior Category/Commodity Manager	85-105	95-120	82-102	80-110	78-97	87-110
Category/Commodity Manager	110-130	120-155	107-126	116-150	101-120	110-143
Senior Category/Commodity Manager	135-150	145-185	131-146	141-179	124-138	133-170
GM/Head of Procurement	170-200	200-300	165-194	194-291	156-184	184-276
CPO/Director	220-250	250-450	213-243	243-437	202-230	230-414

State	SA		WA	
Experience	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Purchasing/Procurement Officer	51-69	55-78	58-79	63-89
Procurement Coordinator	60-87	64-101	68-100	74-116
Procurement Specialist	64-83	69-101	74-95	79-116
Strategic Sourcing/Procurement Analyst	69-83	74-101	79-95	84-116
Procurement Manager	97-129	124-161	110-147	142-184
Procure to Pay/e-Procurement	101-138	138-184	116-158	158-210
Contracts Administrator	55-74	69-97	63-84	79-110
Senior Contracts Administrator	74-101	92-124	84-116	105-142
Buyer	60-83	74-92	68-95	84-105
Senior Buyer	78-92	83-110	89-105	95-126
Purchasing Manager	78-110	92-129	89-126	105-147
Commercial/Contracts Manager	101-124	124-170	116-142	142-194
Vendor/Supplier Relationship Manager	110-138	138-166	126-158	158-189
Strategic Sourcing Leader/Manager	115-133	138-184	131-152	158-210
Junior Category/Commodity Manager	78-97	87-110	89-110	100-126
Category/Commodity Manager	101-120	110-143	116-137	126-163
Senior Category/Commodity Manager	124-138	133-170	142-158	152-194
GM/Head of Procurement	156-184	184-276	179-210	210-315
CPO/Director	202-230	230-414	231-263	263-473

Please note:

1. Salaries indicated are in Australian dollars and based on annual basic salary, including superannuation at 9.5%, 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.

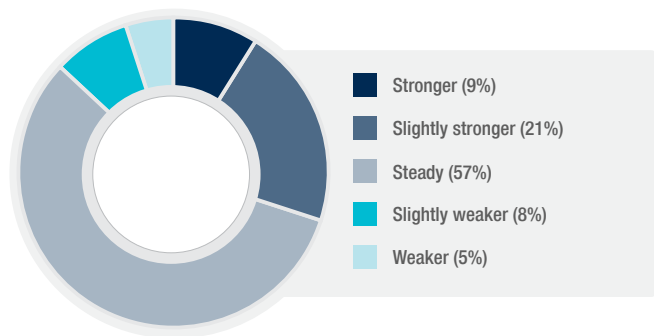
AUSTRALIA 2014/15
SALARY & EMPLOYMENT
FORECAST

PROPERTY

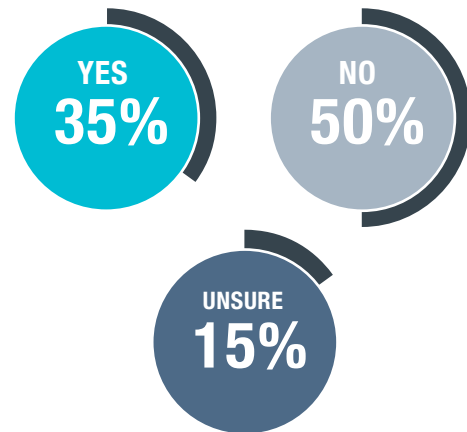


RECRUITMENT ACTIVITY

Strength of current hiring activity compared to the last 12 months



Expecting to increase headcount



Market observations:

- Hiring activity in the property sector is currently highest in NSW due to a high level of investment from global corporations, as well as local and State Government. This is coupled with job opportunities in real estate institutions that are headquartered in NSW.
- In VIC, there is currently increased hiring activity in the real estate sector, with investment in the areas of retail, residential, commercial and industrial property.
- The past five years have been challenging for the property sector, but hiring is expected to gain momentum over the next 12 months in line with rising demand for property projects and increasing business confidence.
- Overall, hiring activity is currently strongest in the areas of residential apartments, industrial and retail. This is due to increased investment in construction projects as companies gain confidence in the wake of improving global business conditions.
- Development Managers, Property and Asset Managers and Project Managers are currently in high demand. These professionals are required to drive projects through all stages from feasibility and design, financial investment and project approvals, right through to completion.
- Professionals with experience in off-plan selling and marketing residential land and apartments are in particularly high demand in both NSW and VIC, due to the volume of residential projects currently underway there.
- Project managers with experience in overseas markets are also highly sought-after, especially if they can demonstrate an understanding of development/feasibility processes and project delivery in more developed markets.
- There has been a 10–15% decrease in the number of property professionals returning to Australia from overseas. Many prefer to remain in more stable markets such as the UK, Europe and Asia where more job and development opportunities are available.
- Permanent headcount in the property sector is expected to increase marginally over the next 12 months. In NSW, a number of opportunities is expected in head office roles in the areas of corporate real estate and banking and funds management.

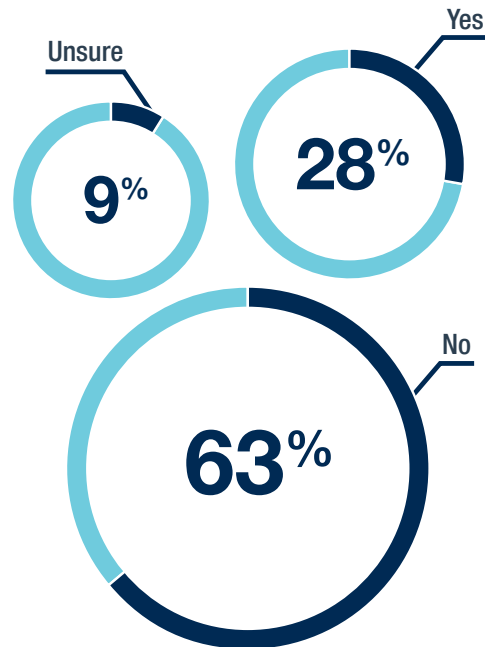
Note: All infographics in this report are based on the views of survey participants. The accompanying market commentary is based on the experience and observations of the Michael Page team.

RECRUITMENT ACTIVITY

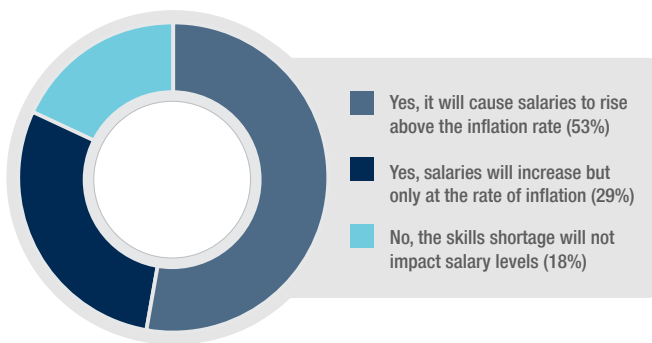
Experience level expected to be in highest demand



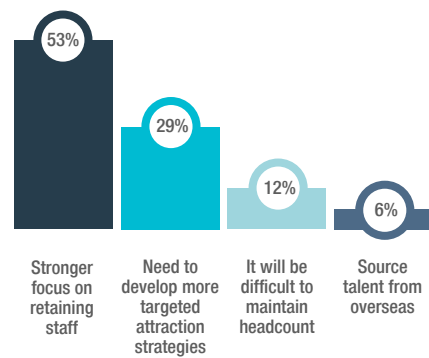
Expectation of a professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries

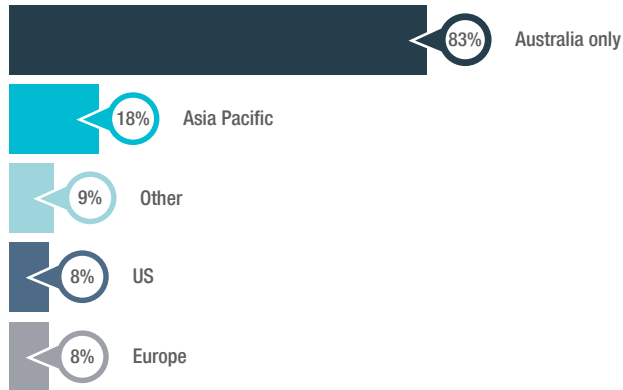


Impact of skills shortage on businesses in Australia over the next 12 months

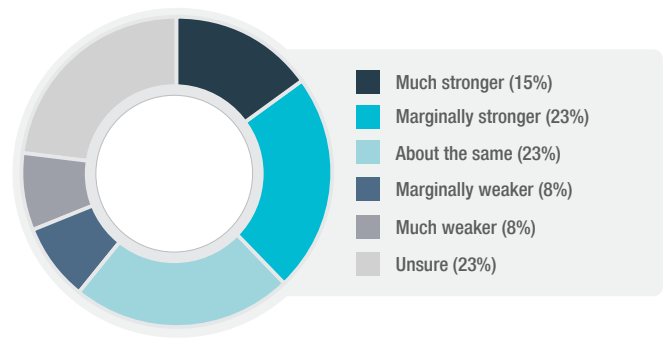


RECRUITMENT ACTIVITY

Regions companies operate in*

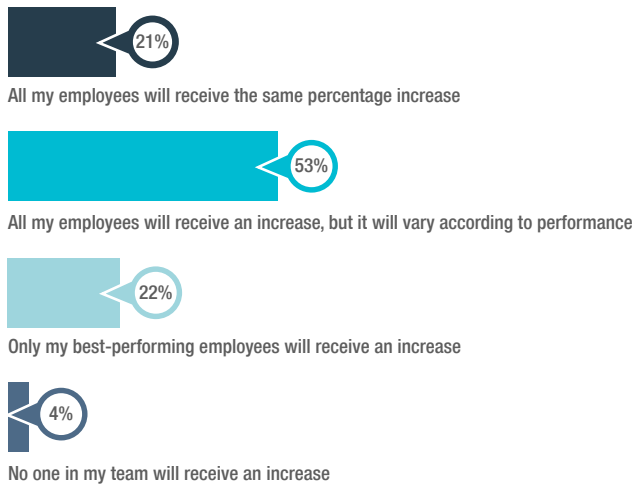


How Australian business is faring in comparison with Asia operations

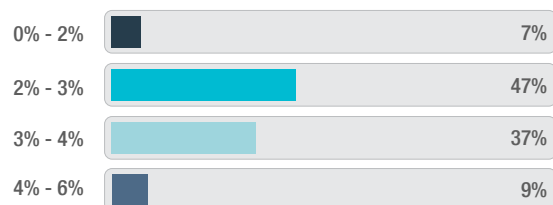


SALARY AND REMUNERATION

Salary increases over the next 12 months



Average percentage salary increase over the next 12 months



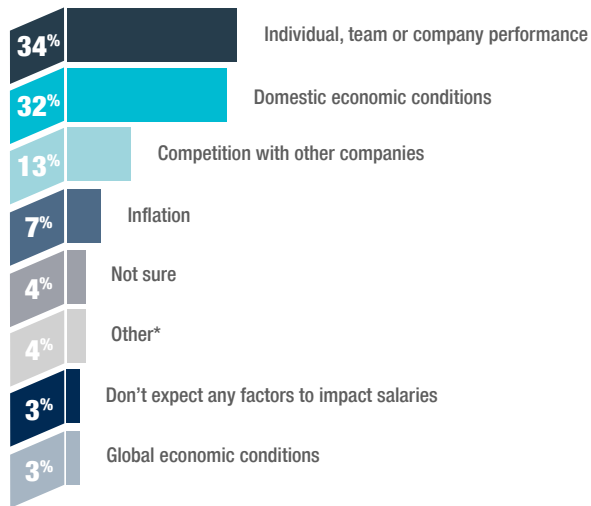
Market observation:

- There have been no notable salary increases in the property sector over the past 12 months.

* More than one option could be selected.

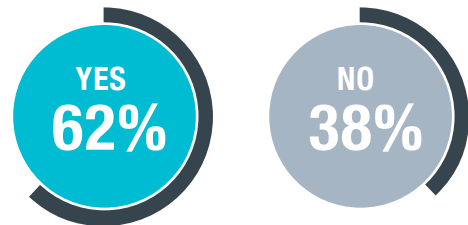
SALARY AND REMUNERATION

Factor most likely to impact salary levels in the next 12 months

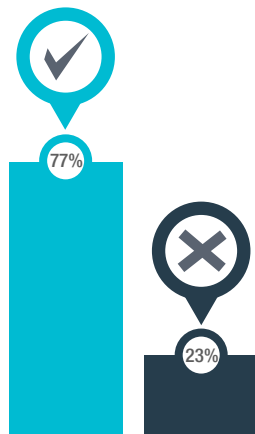


*Government Policy, tightening commercial property leasing market, etc.

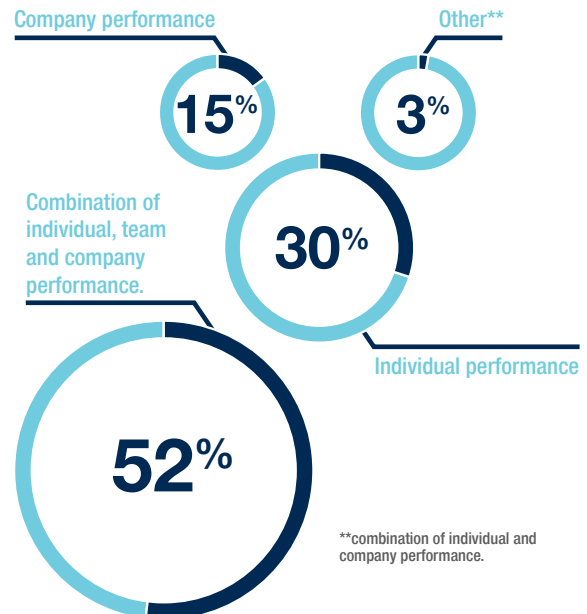
Flexible salary packaging or fringe benefits offered to employees



Companies providing bonus as part of the remuneration package

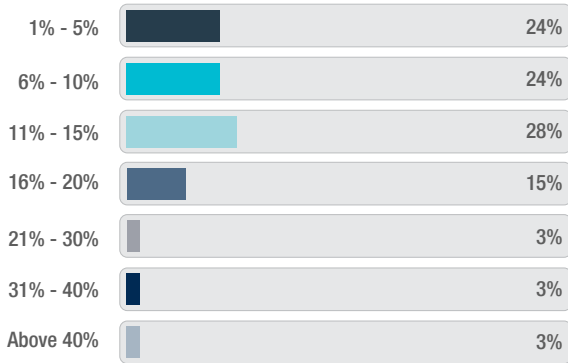


Basis for bonuses over the next 12 months



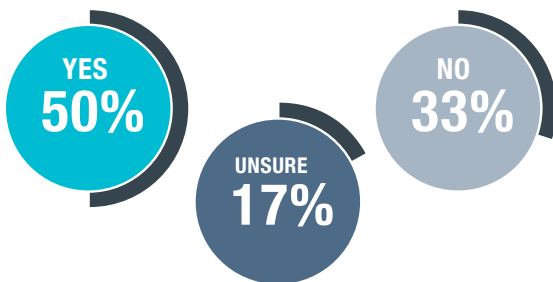
SALARY AND REMUNERATION

Average percentage bonus of gross salary

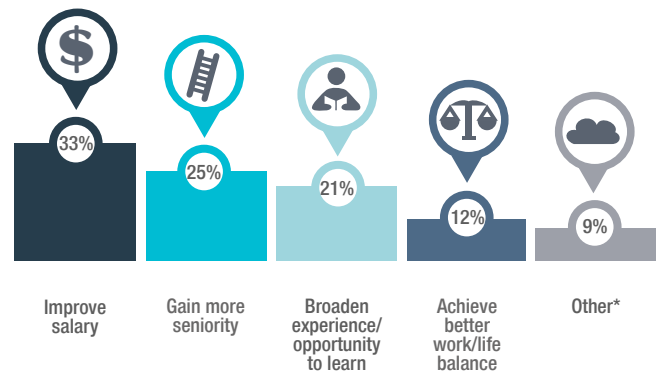


ATTRACTION AND RETENTION

Employer expectations for staff turnover in the next 12 months



Key reason employees are likely to leave



*job security, poor performance, etc.

Most popular tools for attraction and retention

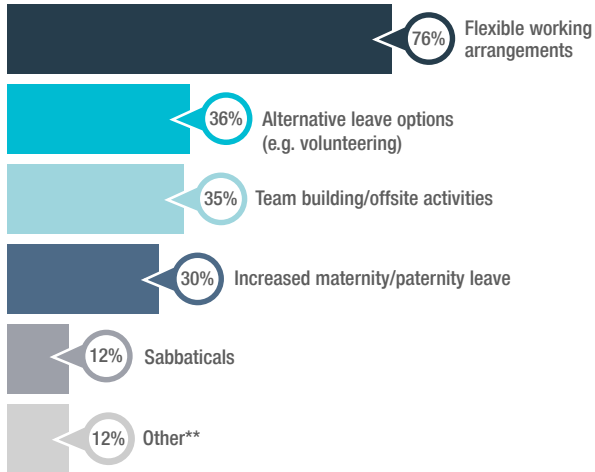


Market observation:

- It is predicted that as market confidence grows, employers will need to explain how their long-term business strategies will guarantee job security to retain their staff.

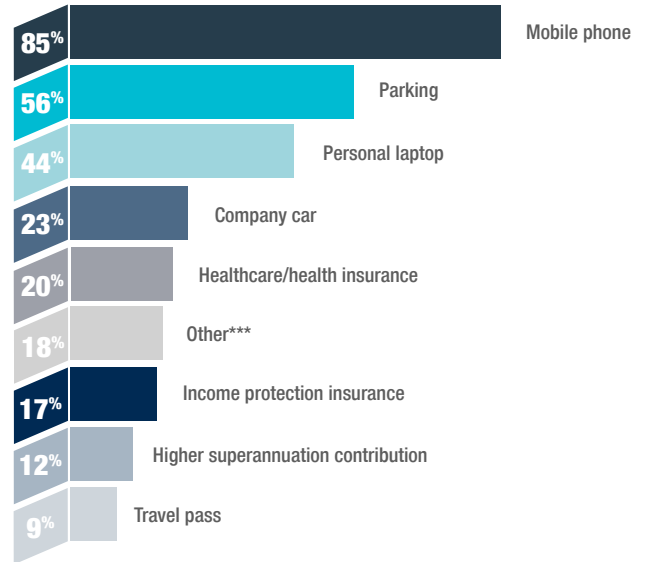
ATTRACTION AND RETENTION

Most popular options offered to support employees' work-life balance*



**working from home, time in lieu, birthday leave, child-friendly room in the office, wedding leave, etc.

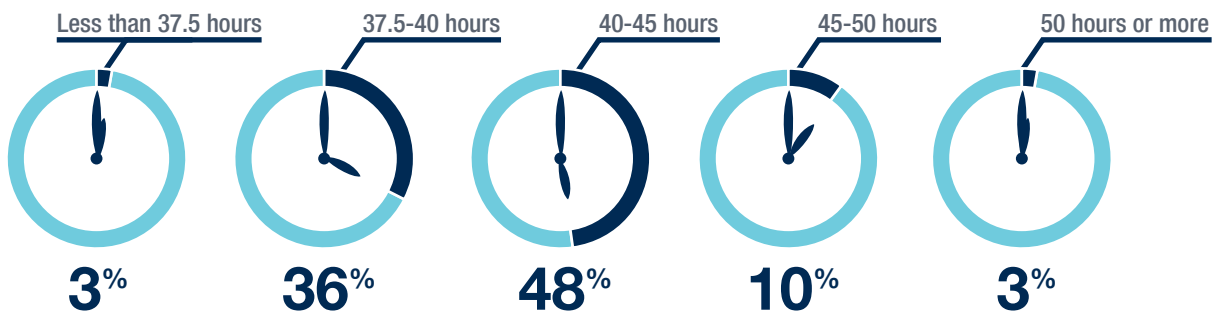
Combination of benefits offered to employees*



***education assistance, car allowance, life insurance, salary packaging, extra leave after 5 years of service, etc.

WORKING HOURS

Average weekly working hours



* More than one option could be selected.

SALARY TABLES

REAL ESTATE/PROPERTY - CORPORATE REAL ESTATE

State	NSW				VIC			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000				\$'000			
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Leasing Executive	55-75	65-85	85-100	90-110	54-74	64-83	83-98	88-108
Leasing Manager	80-90	90-110	110-130	130+	78-88	88-108	108-127	127+
Leasing Director	100-120	120-150	140-180	160+	98-118	118-147	137-176	157+
Valuations Manager	65-85	80-110	85-120	100+	64-83	78-108	83-118	98+
Head of Valuations	80-100	90-120	100-130	130+	78-98	88-118	98-127	127+
Property Manager	60-80	75-100	90-130	130+	59-78	74-98	88-127	127+
Senior Property Manager	75-100	90-120	100-140	140+	74-98	88-118	98-137	137+
Asset Manager	80-100	100-120	120-160	160+	78-98	98-118	118-157	157+
Head of Asset Management	120-150	140-180	180-250	250+	118-147	137-176	176-245	245+
Facilities Executive	55-75	70-90	90-110	100+	54-74	69-88	88-108	98+
Facilities Manager	70-90	80-110	100-130	120-150	69-88	78-108	98-127	118-147
Head of Facilities	100-120	110-140	130-160	160+	98-118	108-137	127-157	157+

State	QLD				SA			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000				\$'000			
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Leasing Executive	54-74	64-83	83-98	88-108	52-71	62-81	81-95	86-105
Leasing Manager	78-88	88-108	108-127	127+	76-86	86-105	105-124	124+
Leasing Director	98-118	118-147	137-176	157+	95-114	114-143	133-171	152+
Valuations Manager	64-83	78-108	83-118	98+	62-81	76-105	81-114	95+
Head of Valuations	78-98	88-118	98-127	127+	76-95	86-114	95-124	124+
Property Manager	59-78	74-98	88-127	127+	57-76	71-95	86-124	124+
Senior Property Manager	74-98	88-118	98-137	137+	71-95	86-114	95-133	133+
Asset Manager	78-98	98-118	118-157	157+	76-95	95-114	114-152	152+
Head of Asset Management	118-147	137-176	176-245	245+	114-143	133-171	171-238	238+
Facilities Executive	54-74	69-88	88-108	98+	52-71	67-86	86-105	95+
Facilities Manager	69-88	78-108	98-127	118-147	67-86	76-105	95-124	114-143
Head of Facilities	98-118	108-137	127-157	157+	95-114	105-133	124-152	152+

State	WA			
	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000			
Salary	\$'000	\$'000	\$'000	\$'000
Leasing Executive	58-79	68-89	89-105	95-116
Leasing Manager	84-95	95-116	116-137	137+
Leasing Director	105-126	126-158	147-189	168+
Valuations Manager	68-89	84-116	89-126	105+
Head of Valuations	84-105	95-126	105-137	137+
Property Manager	63-84	79-105	95-137	137+
Senior Property Manager	79-105	95-126	105-147	147+
Asset Manager	84-105	105-126	126-168	168+
Head of Asset Management	126-158	147-189	189-263	263+
Facilities Executive	58-79	74-95	95-116	105+
Facilities Manager	74-95	84-116	105-137	126-158
Head of Facilities	105-126	116-147	137-168	168+

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 3. Roles marked N/A in this report are not commonly found for the specified years of experience. 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.

SALARY TABLES

REAL ESTATE/PROPERTY - REAL ESTATE INVESTMENT TRUST (REIT)

State	NSW				VIC			
Experience	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Leasing Manager	70-90	80-110	100-130	140+	69-88	78-108	98-127	137+
Leasing Director	120-160	140-180	200-250	250+	118-157	137-176	196-245	245+
Asset Manager	120-150	140-180	180-250	250+	118-147	137-176	176-245	245+
Fund Manager	140-180	180-220	220-300	300+	137-176	176-216	216-294	294+
Development Manager	90-120	110-150	150-200	180+	88-118	108-147	147-196	176+
Development Director	140-180	180-220	220-280	260+	137-176	176-216	216-274	255+

State	QLD				SA			
Experience	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Leasing Manager	69-88	78-108	98-127	137+	67-86	76-105	95-124	133+
Leasing Director	118-157	137-176	196-245	245+	114-152	133-171	190-238	238+
Asset Manager	118-147	137-176	176-245	245+	114-143	133-171	171-238	238+
Fund Manager	137-176	176-216	216-294	294+	133-171	171-209	209-285	285+
Development Manager	88-118	108-147	147-196	176+	86-114	105-143	143-190	171+
Development Director	137-176	176-216	216-274	255+	133-171	171-209	209-266	247+

State	WA			
Experience	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000
Leasing Manager	74-95	84-116	105-137	147+
Leasing Director	126-168	147-189	210-263	263+
Asset Manager	126-158	147-189	189-263	263+
Fund Manager	147-189	189-231	231-315	315+
Development Manager	95-126	116-158	158-210	189+
Development Director	147-189	189-231	231-294	273+

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 3. Roles marked N/A in this report are not commonly found for the specified years of experience. 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.

AUSTRALIA 2014 / 15
SALARY & EMPLOYMENT
FORECAST

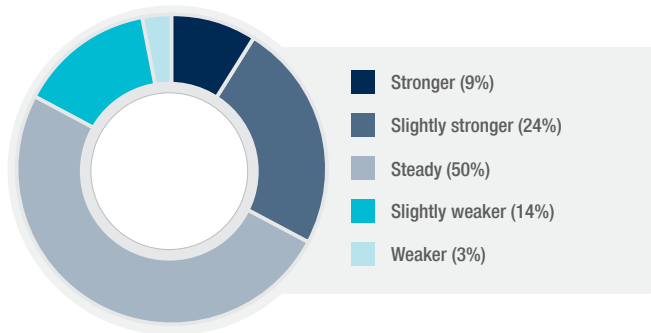
RETAIL

ENCYCONSTRUCTIONDIGITALENGINEERINGFINANCIALSERVICESHOSPITALITY&LEISURE
MANRESOURCESLEGALMANUFACTURINGMARKETINGMINING&RESOURCESOIL&GASPROCUREMENT
PROPERTYRETAILSALESSUPPLYCHAIN&LOGISTICSTECHNOLOGYAGENCYCONSTRUCTIONDIGITALENGINEERINGFINANCE
ENGINEERINGFINANCEFINANCIALSERVICESHOSPITALITY&LEISUREHUMANRESOURCESLEGALMANUFACTURINGMARKETING
FACTURINGMARKETINGMINING&RESOURCESOIL&GASPROCUREMENTPROPERTYRETAILSALESSUPPLYCHAIN&LOGISTICSTE
PLYCHAIN&LOGISTICSTECHNOLOGYAGENCYCONSTRUCTIONDIGITALENGINEERINGFINANCEFINANCIALSERVICESHOSPITALITY
IALSERVICESHOSPITALITY&LEISUREHUMANRESOURCESLEGALMANUFACTURINGMARKETINGMINING&RESOURCESOIL&GAS
G&RESOURCESOIL&GASPROCUREMENTPROPERTYRETAILSALESSUPPLYCHAIN&LOGISTICSTECHNOLOGYAGENCYCONSTRUC
LOGYAGENCYCONSTRUCTIONDIGITALENGINEERINGFINANCEFINANCIALSERVICESHOSPITALITY&LEISUREHUMANRESOURC
EISUREHUMANRESOURCESLEGALMANUFACTURINGMARKETINGMINING&RESOURCESOIL&GASPROCUREMENTPROPERTYRE
CUREMENTPROPERTYRETAILSALESSUPPLYCHAIN&LOGISTICSTECHNOLOGYAGENCYCONSTRUCTIONDIGITALENGINEERING
NDIGITALENGINEERINGFINANCEFINANCIALSERVICESHOSPITALITY&LEISUREHUMANRESOURCESLEGALMANUFACTURING
ALMANUFACTURINGMARKETINGMINING&RESOURCESOIL&GASPROCUREMENTPROPERTYRETAILSALESSUPPLYCHAIN&LOGIS
N&RESOURCESOIL&GASPROCUREMENTPROPERTYRETAILSALESSUPPLYCHAIN&LOGISTICSTECHNOLOGYAGENCYCONSTRUC

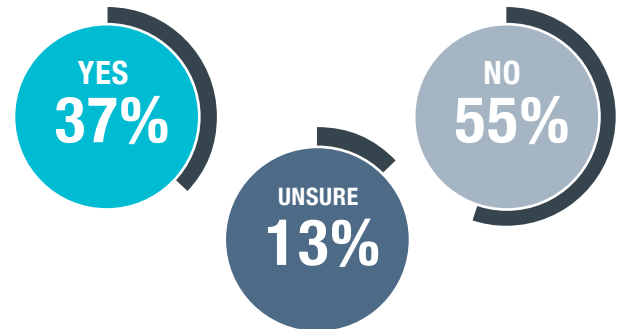


RECRUITMENT ACTIVITY

Strength of current hiring activity compared to the last 12 months



Expecting to increase headcount



Market observations:

- Permanent headcount has increased across the retail sector over the past 12 months. This is in part due to the continuation of overseas fashion brands entering the Australian market and hiring local talent.
- Hiring is expected to remain consistent over the next 12 months. Consumer confidence is returning, but organisations remain cautious when it comes to making new hires due to Australia's economic uncertainty.
- NSW has seen more job opportunities for senior operational executives, while QLD has experienced increased activity in the mid-level roles.
- Hiring is currently strongest in the areas of fashion operations, fashion planning and food retail operations. The entry of overseas fashion brands into Australia's retail industry has created more jobs for local talent. In terms of food retail, the sector continues to be dominated by a few big names, and as such, companies are placing more focus on structural change and process improvement to remain competitive.
- There is currently a strong demand for Area and Regional Managers (across a number of areas including fashion and food) and National Operations Managers in QSR and food franchises. There is a healthy volume of management roles available as retail businesses expand to more locations.
- Australia's retail industry is experiencing a shortage of Merchandise Planners. This has resulted in companies looking to international jobseekers to fill these positions.
- Jobseekers with leadership skills, strategic and conceptual vision, and an ability to drive top-line sales growth will be viewed favourably by employers in the retail sector over the next 12 months. In an expanding market, companies are highly motivated to outperform competitors, and they require the right talent to do so.

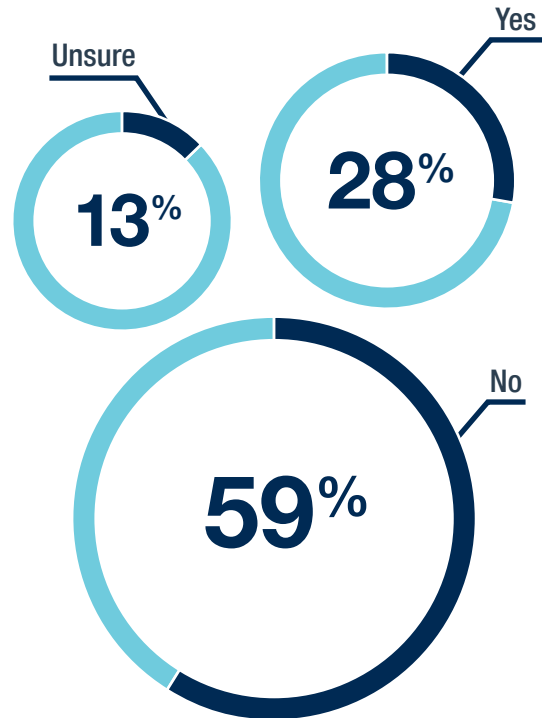
Note: All infographics in this report are based on the views of survey participants. The accompanying market commentary is based on the experience and observations of the Michael Page team.

RECRUITMENT ACTIVITY

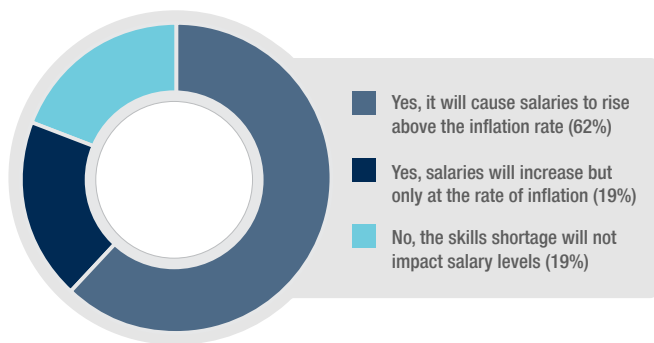
Experience level expected to be in highest demand



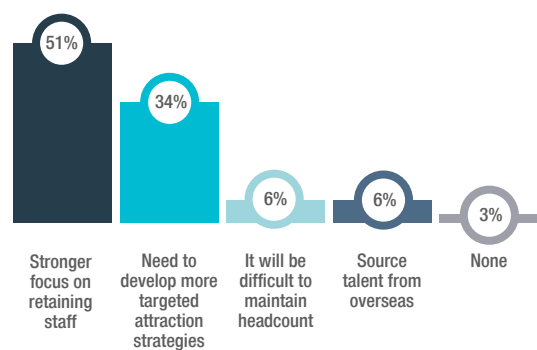
Expectation of a professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries

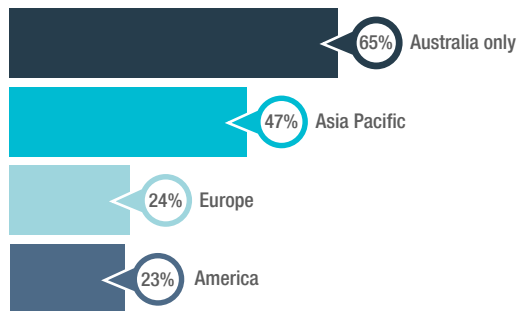


Impact of skills shortage on businesses in Australia over the next 12 months

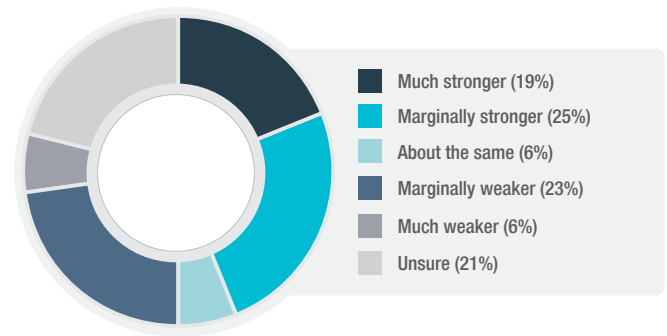


RECRUITMENT ACTIVITY

Regions companies operate in*

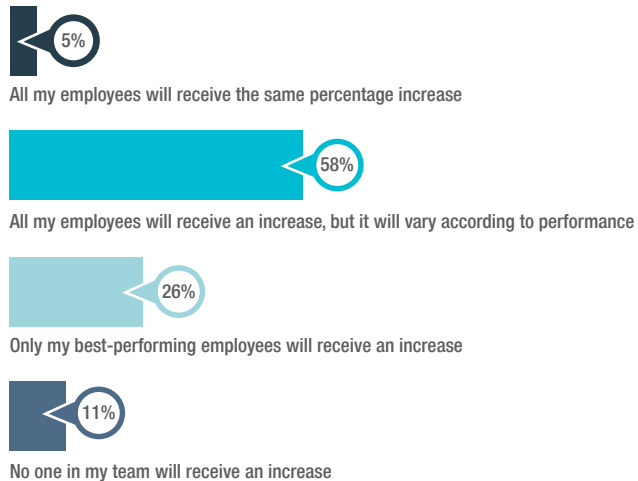


How Australian business is faring in comparison with Asia operations



SALARY AND REMUNERATION

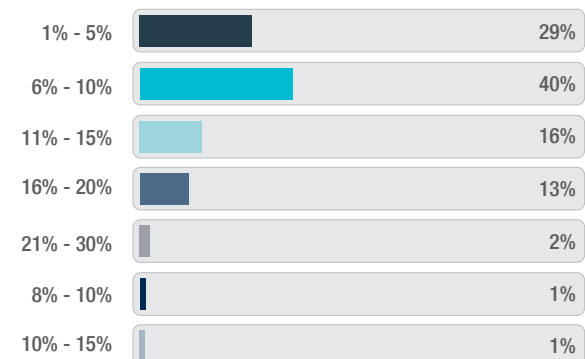
Salary increases over the next 12 months



Market observations:

- Salaries within the fashion retail sector have remained relatively consistent over the past 12 months. This is expected to continue over the coming year.
- In the food retail sector, competition to retain talented workers has placed upward pressure on salaries.

Average percentage salary increase over the next 12 months



- Salaries have increased more in NSW, as compared to the other states. This is due to a higher cost of living in the state.
- Merchandise Planners will be able to command above-average increases, due to a shortage of their specific skills. Likewise, professionals in executive roles are expected to be rewarded with higher salaries as companies look to retain these workers.

* More than one option could be selected.

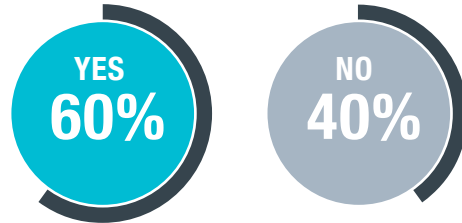
SALARY AND REMUNERATION

Factor most likely to impact salary levels in the next 12 months

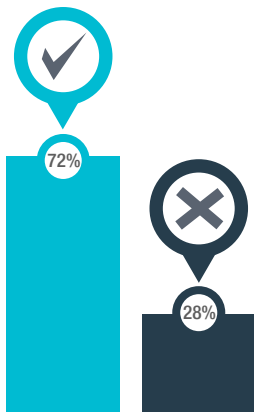


*CPI, Government policy, etc.

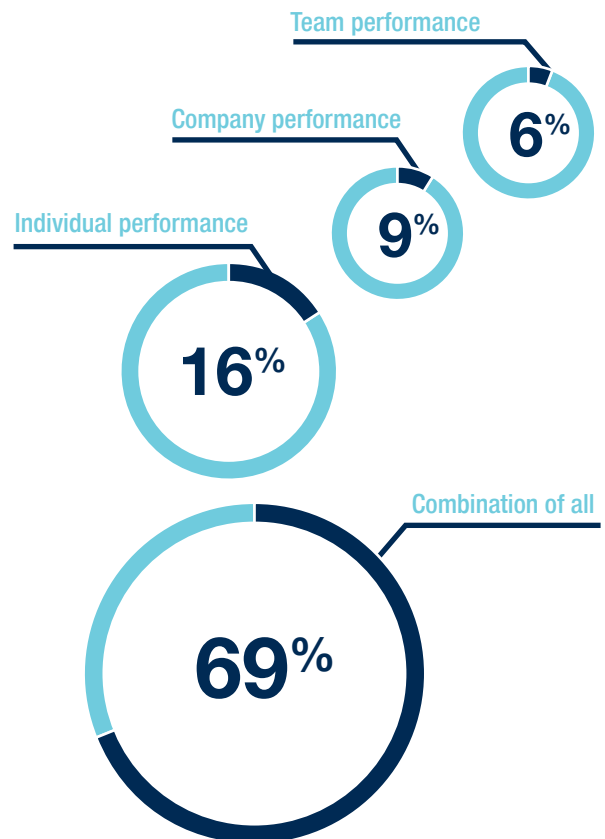
Flexible salary packaging or fringe benefits offered to employees



Companies providing bonuses as part of the remuneration package

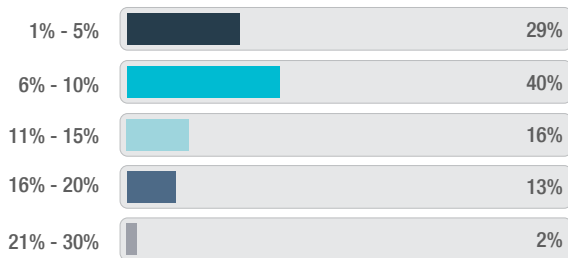


Basis for bonuses over the next 12 months



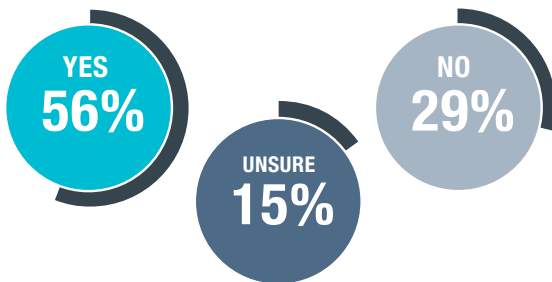
SALARY AND REMUNERATION

Average percentage bonus of gross salary

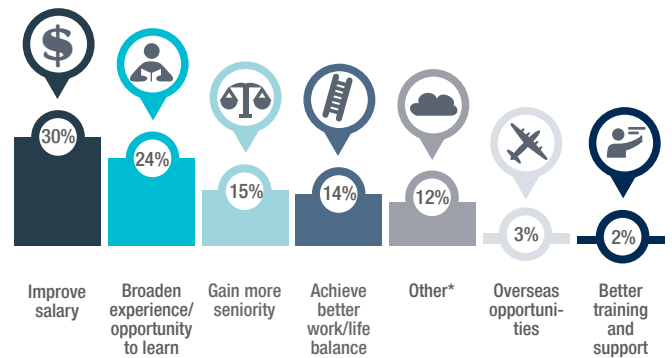


ATTRACTION AND RETENTION

Employer expectations for staff turnover in the next 12 months



Key reasons employees are likely to leave



*family commitments, unhappy in current environment, maternity leave, etc.

Most popular tools for attraction and retention



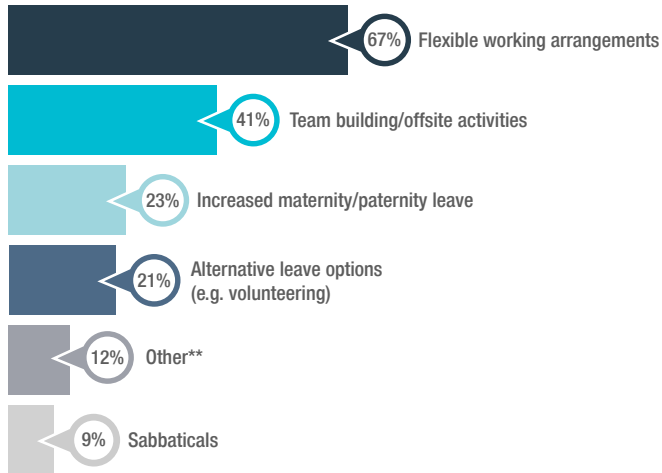
**innovation opportunities, etc.

Market observation:

- A competitive hiring market for retail professionals has seen a rise in financial rewards offered as an attraction and retention strategy, particularly for executive level roles. This is a shift away from training and development, which has been a key focus over the past five years.

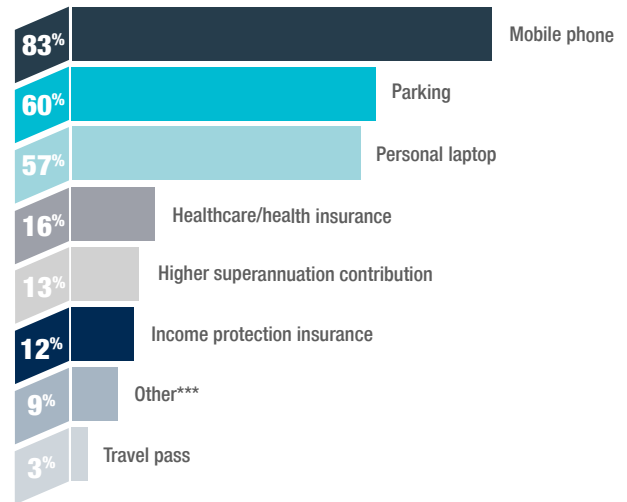
ATTRACTION AND RETENTION

Most popular options offered to support employees' work-life balance*



**more flexibility in shift work hours, etc.

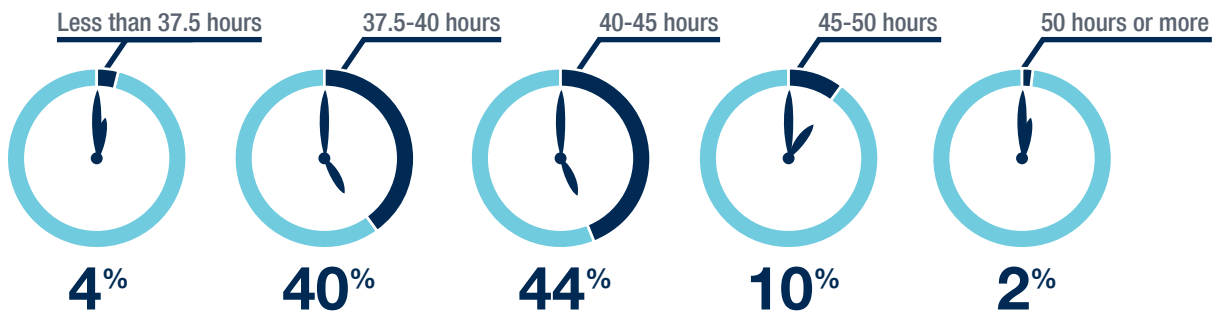
Combination of benefits offered to employees*



***industry benefits, car allowance, etc.

WORKING HOURS

Average weekly working hours



* More than one option could be selected.

SALARY TABLES

GENERAL MANAGER - EXECUTIVE

State	NSW				VIC			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Planning – All Sectors	265-285	280-300	300-330	350-430	262-282	277-297	297-327	347-426
Buying – Food	285-290	290-315	330-350	350-420	282-287	287-312	327-347	347-416
Buying – Apparel	250-275	275-300	300-360	410-560	248-272	272-297	297-356	406-554
Buying – Non-Food	260-285	285-310	310-360	410-560	257-282	282-307	307-356	406-554
Operations – Food	250-275	275-300	300-350	410-570	248-272	272-297	297-347	406-564
Operations – Apparel	250-275	275-300	300-350	405-565	248-272	272-297	297-347	401-559
Operations – Non-Food	250-275	275-300	300-350	405-570	248-272	272-297	297-347	401-564

State	QLD				SA			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Planning – All Sectors	254-274	269-288	288-317	336-413	252-271	266-285	285-314	333-409
Buying – Food	274-278	278-302	317-336	336-403	271-276	276-299	314-333	333-399
Buying – Apparel	240-264	264-288	288-346	394-538	238-261	261-285	285-342	390-532
Buying – Non-Food	250-274	274-298	298-346	394-538	247-271	271-295	295-342	390-532
Operations – Food	240-264	264-288	288-336	394-547	238-261	261-285	285-333	390-542
Operations – Apparel	240-264	264-288	288-336	389-542	238-261	261-285	285-333	385-537
Operations – Non-Food	240-264	264-288	288-336	389-547	238-261	261-285	285-333	385-542

State	WA			
	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000	\$'000	\$'000	\$'000
Planning – All Sectors	268-288	283-303	303-333	354-434
Buying – Food	288-293	293-318	333-354	354-424
Buying – Apparel	253-278	278-303	303-364	414-566
Buying – Non-Food	263-288	288-313	313-364	414-566
Operations – Food	253-278	278-303	303-354	414-576
Operations – Apparel	253-278	278-303	303-354	409-571
Operations – Non-Food	253-278	278-303	303-354	409-576

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.25% (correct as of May 2014), excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 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.

SALARY TABLES

RETAIL OPERATIONS - FOOD SERVICES

State	NSW				VIC				
	Experience	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Store Manager < \$1 million annual sales	55-65	60-65	65-75	70-90	54-64	59-64	64-74	69-89	
Store Manager \$1-2.5 million annual sales	55-65	65-70	70-80	75-90	54-64	64-69	69-79	74-89	
Store Manager \$2-5.5 million annual sales	65-65	65-70	70-75	70-100	64-64	64-69	69-74	69-99	
Store Manager \$5-10 million annual sales	70-75	70-80	70-85	85-110	69-74	69-79	69-84	84-109	
Store Manager > \$10 million annual sales	80-85	80-90	85-95	95-120	79-84	79-89	84-94	94-119	
Multi Site Manager < 9 stores	80-80	85-85	85-90	95-120	79-79	84-84	84-89	94-119	
Multi Site Manager > 9 stores	90-95	90-100	100-110	110-125	89-94	89-99	99-109	109-124	
State Manager < 20 stores	120-130	130-135	130-145	135-160	119-129	129-134	129-144	134-158	
State Manager > 20 stores	130-140	130-150	140-165	155-185	129-139	129-149	139-163	153-183	
National Manager < 80 stores	150-160	150-170	150-180	170-210	149-158	149-168	149-178	168-208	
National Manager > 80 stores	180-200	180-210	180-220	190-260	178-198	178-208	178-218	188-257	

State	QLD				SA				
	Experience	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Store Manager < \$1 million annual sales	53-62	58-62	62-72	67-86	52-62	57-62	62-71	67-86	
Store Manager \$1-2.5 million annual sales	53-62	62-67	67-77	72-86	52-62	62-67	67-76	71-86	
Store Manager \$2-5.5 million annual sales	62-62	62-67	67-72	67-96	62-62	62-67	67-71	67-95	
Store Manager \$5-10 million annual sales	67-72	67-77	67-82	82-106	67-71	67-76	67-81	81-105	
Store Manager > \$10 million annual sales	77-82	77-86	82-91	91-115	76-81	76-86	81-90	90-114	
Multi Site Manager < 9 stores	77-77	82-82	82-86	91-115	76-76	81-81	81-86	90-114	
Multi Site Manager > 9 stores	86-91	86-96	96-106	106-120	86-90	86-95	95-105	105-119	
State Manager < 20 stores	115-125	125-130	125-139	130-154	114-124	124-128	124-138	128-152	
State Manager > 20 stores	125-134	125-144	134-158	149-178	124-133	124-143	133-157	147-176	
National Manager < 80 stores	144-154	144-163	144-173	163-202	143-152	143-162	143-171	162-200	
National Manager > 80 stores	173-192	173-202	173-211	182-250	171-190	171-200	171-209	181-247	

State	QLD				
	Experience	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000
Store Manager < \$1 million annual sales	56-66	61-66	66-76	71-91	
Store Manager \$1-2.5 million annual sales	56-66	66-71	71-81	76-91	
Store Manager \$2-5.5 million annual sales	66-66	66-71	71-76	71-101	
Store Manager \$5-10 million annual sales	71-76	71-81	71-86	86-111	
Store Manager > \$10 million annual sales	81-86	81-91	86-96	96-121	
Multi Site Manager < 9 stores	81-81	86-86	86-91	96-121	
Multi Site Manager > 9 stores	91-96	91-101	101-111	111-126	
State Manager < 20 stores	121-131	131-136	131-146	136-162	
State Manager > 20 stores	131-141	131-152	141-167	157-187	
National Manager < 80 stores	152-162	152-172	152-182	172-212	
National Manager > 80 stores	182-202	182-212	182-222	192-263	

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.25% (correct as of May 2014), excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 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.

SALARY TABLES

RETAIL OPERATIONS - IT&T

State	NSW				VIC			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Experience								
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Store Manager < \$1 million annual sales	55-65	65-70	70-75	75-85	54-64	64-69	69-74	74-84
Store Manager \$1-5 million annual sales	60-70	65-80	80-90	95-105	59-69	64-79	79-89	94-104
Store Manager \$5-20 million annual sales	65-75	70-80	80-95	95-105	64-74	69-79	79-94	94-104
Store Manager \$20-30 million annual sales	75-90	85-90	90-95	110-125	74-89	84-89	89-94	109-124
Store Manager > \$30 million annual sales	90-120	100-130	100-150	135-165	89-119	99-129	99-149	134-163
Multi Site Manager < 9 stores	75-110	75-115	85-120	90-130	74-109	74-114	84-119	89-129
Multi Site Manager > 9 stores	100-110	100-110	100-125	110-130	99-109	99-109	99-124	109-129
State Manager < 20 stores	120-135	125-140	130-140	140-175	119-134	124-139	129-139	139-173
State Manager > 20 stores	160-170	170-180	180-195	195-260	158-168	168-178	178-193	193-257
National Manager < 80 stores	145-155	155-170	155-170	165-195	144-153	153-168	153-168	163-193
National Manager > 80 stores	165-175	175-190	190-230	230-275	163-173	173-188	188-228	228-272

State	QLD				SA			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Experience								
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Store Manager < \$1 million annual sales	53-62	62-67	67-72	72-82	52-62	62-67	67-71	71-81
Store Manager \$1-5 million annual sales	58-67	62-77	77-86	91-101	57-67	62-76	76-86	90-100
Store Manager \$5-20 million annual sales	62-72	67-77	77-91	91-101	62-71	67-76	76-90	90-100
Store Manager \$20-30 million annual sales	72-86	82-86	86-91	106-120	71-86	81-86	86-90	105-119
Store Manager > \$30 million annual sales	86-115	96-125	96-144	130-158	86-114	95-124	95-143	128-157
Multi Site Manager < 9 stores	72-106	72-110	82-115	86-125	71-105	71-109	81-114	86-124
Multi Site Manager > 9 stores	96-106	96-106	96-120	106-125	95-105	95-105	95-119	105-124
State Manager < 20 stores	115-130	120-134	125-134	134-168	114-128	119-133	124-133	133-166
State Manager > 20 stores	154-163	163-173	173-187	187-250	152-162	162-171	171-185	185-247
National Manager < 80 stores	139-149	149-163	149-163	158-187	138-147	147-162	147-162	157-185
National Manager > 80 stores	158-168	168-182	182-221	221-264	157-166	166-181	181-219	219-261

State	QLD			
	0-3 years	3-5 years	5-7 years	7+ years
Experience				
Salary	\$'000	\$'000	\$'000	\$'000
Store Manager < \$1 million annual sales	56-66	66-71	71-76	76-86
Store Manager \$1-5 million annual sales	61-71	66-81	81-91	96-106
Store Manager \$5-20 million annual sales	66-76	71-81	81-96	96-106
Store Manager \$20-30 million annual sales	76-91	86-91	91-96	111-126
Store Manager > \$30 million annual sales	91-121	101-131	101-152	136-167
Multi Site Manager < 9 stores	76-111	76-116	86-121	91-131
Multi Site Manager > 9 stores	101-111	101-111	101-126	111-131
State Manager < 20 stores	121-136	126-141	131-141	141-177
State Manager > 20 stores	162-172	172-182	182-197	197-263
National Manager < 80 stores	146-157	157-172	157-172	167-197
National Manager > 80 stores	167-177	177-192	192-232	232-278

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.25% (correct as of May 2014), excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 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.

SALARY TABLES

RETAIL OPERATIONS - ELECTRICAL, FURNITURE, HOMEWARES, NON-FOOD

State	NSW				VIC			
Experience	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Store Manager < \$1 million annual sales	45-50	45-50	45-55	55-70	45-50	45-50	45-54	54-69
Store Manager \$1-5 million annual sales	55-60	55-65	60-65	60-75	54-59	54-64	59-64	59-74
Store Manager \$5-20 million annual sales	60-70	65-75	75-75	75-90	59-69	64-74	74-74	74-89
Store Manager \$20-30 million annual sales	80-90	85-95	90-110	110-120	79-89	84-94	89-109	109-119
Store Manager > \$30 million annual sales	95-100	100-105	120-135	130-140	94-99	99-104	119-134	129-139
Multi Site Manager < 9 stores	75-80	75-85	80-90	80-100	74-79	74-84	79-89	79-99
Multi Site Manager > 9 stores	85-95	85-100	105-120	115-135	84-94	84-99	104-119	114-134
State Manager < 20 stores	115-135	120-145	140-165	150-185	114-134	119-144	139-163	149-183
State Manager > 20 stores	150-155	150-175	170-185	175-220	149-153	149-173	168-183	173-218
National Manager < 80 stores	150-175	175-195	185-195	195-210	149-173	173-193	183-193	193-208
National Manager > 80 stores	165-175	180-200	200-225	215-275	163-173	178-198	198-223	213-272

State	QLD				SA			
Experience	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Store Manager < \$1 million annual sales	43-48	43-48	43-53	53-67	43-48	43-48	43-52	52-67
Store Manager \$1-5 million annual sales	53-58	53-62	58-62	58-72	52-57	52-62	57-62	57-71
Store Manager \$5-20 million annual sales	58-67	62-72	72-72	72-86	57-67	62-71	71-71	71-86
Store Manager \$20-30 million annual sales	77-86	82-91	86-106	106-115	76-86	81-90	86-105	105-114
Store Manager > \$30 million annual sales	91-96	96-101	115-130	125-134	90-95	95-100	114-128	124-133
Multi Site Manager < 9 stores	72-77	72-82	77-86	77-96	71-76	71-81	76-86	76-95
Multi Site Manager > 9 stores	82-91	82-96	101-115	110-130	81-90	81-95	100-114	109-128
State Manager < 20 stores	110-130	115-139	134-158	144-178	109-128	114-138	133-157	143-176
State Manager > 20 stores	144-149	144-168	163-178	168-211	143-147	143-166	162-176	166-209
National Manager < 80 stores	144-168	168-187	178-187	187-202	143-166	166-185	176-185	185-200
National Manager > 80 stores	158-168	173-192	192-216	206-264	157-166	171-190	190-214	204-261

State	WA			
Experience	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000
Store Manager < \$1 million annual sales	45-51	45-51	45-56	56-71
Store Manager \$1-5 million annual sales	56-61	56-66	61-66	61-76
Store Manager \$5-20 million annual sales	61-71	66-76	76-76	76-91
Store Manager \$20-30 million annual sales	81-91	86-96	91-111	111-121
Store Manager > \$30 million annual sales	96-101	101-106	121-136	131-141
Multi Site Manager < 9 stores	76-81	76-86	81-91	81-101
Multi Site Manager > 9 stores	86-96	86-101	106-121	116-136
State Manager < 20 stores	116-136	121-146	141-167	152-187
State Manager > 20 stores	152-157	152-177	172-187	177-222
National Manager < 80 stores	152-177	177-197	187-197	197-212
National Manager > 80 stores	167-177	182-202	202-227	217-278

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.25% (correct as of May 2014), excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 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.

SALARY TABLES

RETAIL OPERATIONS - FRANCHISE FOOD AND NON-FOOD

State	NSW				VIC			
Experience	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Franchise Business Consultant	60-65	60-65	75-85	75-90	59-64	59-64	74-84	74-89
Franchise Area Manager	70-80	75-85	85-100	90-110	69-79	74-84	84-99	89-109
National Franchise Manager	145-155	150-165	165-195	180-220	144-153	149-163	163-193	178-218

State	QLD				SA			
Experience	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Franchise Business Consultant	58-62	58-62	72-82	72-86	57-62	57-62	71-81	71-86
Franchise Area Manager	67-77	72-82	82-96	86-106	67-76	71-81	81-95	86-105
National Franchise Manager	139-149	144-158	158-187	173-211	138-147	143-157	157-185	171-209

State	WA			
Experience	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000
Franchise Business Consultant	61-66	61-66	76-86	76-91
Franchise Area Manager	71-81	76-86	86-101	91-111
National Franchise Manager	146-157	152-167	167-197	182-222

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.25% (correct as of May 2014), excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 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.

SALARY TABLES

RETAIL OPERATIONS - FASHION

State	NSW				VIC				
	Experience	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Store Manager < \$1 million annual sales	50-55	50-55	50-55	50-55	50-54	50-54	50-54	50-54	50-54
Store Manager \$1-5 million annual sales	50-55	50-55	55-60	60-65	50-54	50-54	54-59	59-64	59-64
Store Manager \$5-20 million annual sales	52-60	52-55	55-58	58-65	51-59	51-54	54-57	57-64	57-64
Store Manager \$20-30 million annual sales	55-60	60-65	65-70	70-80	54-59	59-64	64-69	69-79	69-79
Store Manager > \$30 million annual sales	80-85	75-90	85-85	90-105	79-84	74-89	84-84	89-104	89-104
Multi Site Manager < 9 stores	65-70	65-80	75-85	80-105	64-69	64-79	74-84	79-104	79-104
Multi Site Manager > 9 stores	70-75	75-80	90-105	100-125	69-74	74-79	89-104	99-124	99-124
State Manager < 20 stores	80-90	90-100	100-115	115-125	79-89	89-99	99-114	114-124	114-124
State Manager > 20 stores	105-115	110-120	120-130	140-185	104-114	109-119	119-129	139-183	139-183
National Manager < 80 stores	115-130	125-140	135-145	140-165	114-129	124-139	134-144	139-163	139-163
National Manager > 80 stores	140-160	160-180	180-200	200-245	139-158	158-178	178-198	198-243	198-243

State	NSW				VIC				
	Experience	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Store Manager < \$1 million annual sales	48-53	48-53	48-53	48-53	48-52	48-52	48-52	48-52	48-52
Store Manager \$1-5 million annual sales	48-53	48-53	53-58	58-62	48-52	48-52	52-57	57-62	57-62
Store Manager \$5-20 million annual sales	50-58	50-53	53-56	56-62	49-57	49-52	52-55	55-62	55-62
Store Manager \$20-30 million annual sales	53-58	58-62	62-67	67-77	52-57	57-62	62-67	67-76	67-76
Store Manager > \$30 million annual sales	77-82	72-86	82-82	86-101	76-81	71-86	81-81	86-100	86-100
Multi Site Manager < 9 stores	62-67	62-77	72-82	77-101	62-67	62-76	71-81	76-100	76-100
Multi Site Manager > 9 stores	67-72	72-77	86-101	96-120	67-71	71-76	86-100	95-119	95-119
State Manager < 20 stores	77-86	86-96	96-110	110-120	76-86	86-95	95-109	109-119	109-119
State Manager > 20 stores	101-110	106-115	115-125	134-178	100-109	105-114	114-124	133-176	133-176
National Manager < 80 stores	110-125	120-134	130-139	134-158	109-124	119-133	128-138	133-157	133-157
National Manager > 80 stores	134-154	154-173	173-192	192-235	133-152	152-171	171-190	190-233	190-233

State	NSW			
	Experience	0-3 years	3-5 years	5-7 years
Salary	\$'000	\$'000	\$'000	\$'000
Store Manager < \$1 million annual sales	51-56	51-56	5-56	51-56
Store Manager \$1-5 million annual sales	51-56	51-56	56-61	61-66
Store Manager \$5-20 million annual sales	53-61	53-56	56-59	59-66
Store Manager \$20-30 million annual sales	56-61	61-66	66-71	71-81
Store Manager > \$30 million annual sales	81-86	76-91	86-86	91-106
Multi Site Manager < 9 stores	66-71	66-81	76-86	81-106
Multi Site Manager > 9 stores	71-76	76-81	91-106	101-126
State Manager < 20 stores	81-91	91-101	101-116	116-126
State Manager > 20 stores	106-116	111-121	121-131	141-187
National Manager < 80 stores	116-131	126-141	136-146	141-167
National Manager > 80 stores	141-162	162-182	182-202	202-247

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.25% (correct as of May 2014), excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 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.

SALARY TABLES

RETAIL OPERATIONS - FOOD MULTIPLES

State	NSW				VIC			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Experience								
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Store Manager < \$15 million annual sales	45-55	50-60	55-65	60-70	45-54	50-59	54-64	59-69
Store Manager > \$15 million annual sales	80-100	90-120	100-135	120-150	80-100	90-120	100-135	120-150
Regional Manager < 15 stores	120-150	130-160	140-160	150-200	119-149	129-158	139-158	149-198
Regional Manager > 15 stores	140-150	150-160	175-195	190-240	139-149	149-158	173-193	188-238
State General Manager < 80 stores	160-180	160-190	160-200	175-230	158-178	158-188	158-198	173-228
State General Manager > 80 stores	160-180	160-190	160-200	185-270	158-178	158-188	158-198	183-267

State	QLD				SA			
	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Experience								
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Store Manager < \$15 million annual sales	43-53	48-58	53-62	58-67	43-52	48-57	52-62	57-67
Store Manager > \$15 million annual sales	80-100	90-120	100-135	120-150	80-100	90-120	100-135	120-150
Regional Manager < 15 stores	115-144	125-154	134-154	144-192	114-143	124-152	133-152	143-190
Regional Manager > 15 stores	134-144	144-154	168-187	182-230	133-143	143-152	166-185	181-228
State General Manager < 80 stores	154-173	154-182	154-192	168-221	152-171	152-181	152-190	166-219
State General Manager > 80 stores	154-173	154-182	154-192	178-259	152-171	152-181	152-190	176-257

State	WA			
	0-3 years	3-5 years	5-7 years	7+ years
Experience				
Salary	\$'000	\$'000	\$'000	\$'000
Store Manager < \$15 million annual sales	45-56	51-61	56-66	61-71
Store Manager > \$15 million annual sales	80-100	90-120	100-135	120-150
Regional Manager < 15 stores	121-152	131-162	141-162	152-202
Regional Manager > 15 stores	141-152	152-162	177-197	192-242
State General Manager < 80 stores	162-182	162-192	162-202	177-232
State General Manager > 80 stores	162-182	162-192	162-202	187-273

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.25% (correct as of May 2014), excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 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.

SALARY TABLES

BUYING & MERCHANDISING - FASHION, ACCESSORIES

State	NSW				VIC				
	Experience	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Buying Assistant	50-55	50-60	55-65	55-65	50-54	50-59	54-64	54-64	
Assistant Buyer	50-55	55-65	65-65	65-70	50-54	54-64	64-64	64-69	
Allocation Analyst	40-45	45-55	45-55	50-55	40-45	45-54	45-54	50-54	
Product Coordinator	45-55	45-55	50-60	55-65	45-54	45-54	50-59	54-64	
Product Developer	55-65	65-80	80-100	100-125	54-64	64-79	79-99	99-124	
Product Development Manager	110-120	120-130	130-140	140-150	109-119	119-129	129-139	139-149	
Assistant Designer	45-55	45-55	50-60	55-65	45-54	45-54	50-59	54-64	
Designer	60-70	70-80	80-90	100-135	59-69	69-79	79-89	99-134	
Senior Designer	90-100	100-115	115-125	125-140	89-99	99-114	114-124	124-139	
Head of Design	120-130	130-140	140-150	150-175	119-129	129-139	139-149	149-173	
Merchandise Planning Assistant	45-50	50-55	50-55	50-55	45-50	50-54	50-54	50-54	
Assistant Merchandise Planner	50-55	55-60	60-70	65-75	50-54	54-59	59-69	64-74	
Merchandise Planner	80-95	85-105	90-120	110-145	79-94	84-104	89-119	109-144	
Senior Merchandise Planner	95-110	110-120	125-140	130-160	94-109	109-119	124-139	129-158	
Merchandise Planning Manager	135-145	140-160	150-175	170-200	134-144	139-158	149-173	168-198	
Junior Buyer	70-80	80-90	85-95	90-95	69-79	79-89	84-94	89-94	
Buyer	80-90	90-100	100-110	110-130	79-89	89-99	99-109	109-129	
Senior Buyer	110-120	120-130	130-140	140-160	109-119	119-129	129-139	139-158	
Buying Manager	140-150	150-160	160-170	175-195	139-149	149-158	158-168	173-193	

State	QLD				SA				
	Experience	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Buying Assistant	48-53	48-58	53-62	53-62	48-52	48-57	52-62	52-62	
Assistant Buyer	48-53	53-62	62-62	62-67	48-52	52-62	62-62	62-67	
Allocation Analyst	38-43	43-53	43-53	48-53	38-43	43-52	43-52	48-52	
Product Coordinator	43-53	43-53	48-58	53-62	43-52	43-52	48-57	52-62	
Product Developer	53-62	62-77	77-96	96-120	52-62	62-76	76-95	95-119	
Product Development Manager	106-115	115-125	125-134	134-144	105-114	114-124	124-133	133-143	
Assistant Designer	43-53	43-53	48-58	53-62	43-52	43-52	48-57	52-62	
Designer	58-67	67-77	77-86	96-130	57-67	67-76	76-86	95-128	
Senior Designer	86-96	96-110	110-120	120-134	86-95	95-109	109-119	119-133	
Head of Design	115-125	125-134	134-144	144-168	114-124	124-133	133-143	143-166	
Merchandise Planning Assistant	43-48	48-53	48-53	48-53	43-48	48-52	48-52	48-52	
Assistant Merchandise Planner	48-53	53-58	58-67	62-72	48-52	52-57	57-67	62-71	
Merchandise Planner	77-91	82-101	86-115	106-139	76-90	81-100	86-114	105-138	
Senior Merchandise Planner	91-106	106-115	120-134	125-154	90-105	105-114	119-133	124-152	
Merchandise Planning Manager	130-139	134-154	144-168	163-192	128-138	133-152	143-166	162-190	
Junior Buyer	67-77	77-86	82-91	86-91	67-76	76-86	81-90	86-90	
Buyer	77-86	86-96	96-106	106-125	76-86	86-95	95-105	105-124	
Senior Buyer	106-115	115-125	125-134	134-154	105-114	114-124	124-133	133-152	
Buying Manager	134-144	144-154	154-163	168-187	133-143	143-152	152-162	166-185	

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.25% (correct as of May 2014), excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 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.

SALARY TABLES

BUYING & MERCHANDISING -
FASHION, ACCESSORIES (CONTINUED)

State	WA			
	0-3 years	3-5 years	5-7 years	7+ years
Experience	\$'000	\$'000	\$'000	\$'000
Buying Assistant	51-56	51-61	56-66	56-66
Assistant Buyer	51-56	56-66	66-66	66-71
Allocation Analyst	40-45	45-56	45-56	51-56
Product Coordinator	45-56	45-56	51-61	56-66
Product Developer	56-66	66-81	81-101	101-126
Product Development Manager	111-121	121-131	131-141	141-152
Assistant Designer	45-56	45-56	51-61	56-66
Designer	61-71	71-81	81-91	101-136
Senior Designer	91-101	101-116	116-126	126-141
Head of Design	121-131	131-141	141-152	152-177
Merchandise Planning Assistant	45-51	51-56	51-56	51-56
Assistant Merchandise Planner	51-56	56-61	61-71	66-76
Merchandise Planner	81-96	86-106	91-121	111-146
Senior Merchandise Planner	96-111	111-121	126-141	131-162
Merchandise Planning Manager	136-146	141-162	152-177	172-202
Junior Buyer	71-81	81-91	86-96	91-96
Buyer	81-91	91-101	101-111	111-131
Senior Buyer	111-121	121-131	131-141	141-162
Buying Manager	141-152	152-162	162-172	177-197

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.25% (correct as of May 2014), excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 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.

SALARY TABLES

BUYING & MERCHANDISING - FOOD MULTIPLES

State	NSW				VIC			
Experience	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assistant Buyer	50-55	55-65	65-70	70-75	50-54	54-64	64-69	69-74
Buyer	80-90	90-100	100-110	110-125	79-89	89-99	99-109	109-124
Senior Buyer	110-120	120-130	130-140	140-165	109-119	119-129	129-139	139-163
Assistant Replenishment Planner	50-55	55-60	60-70	75-80	50-54	54-59	59-69	74-79
Replenishment Planner	70-80	80-90	90-110	110-125	69-79	79-89	89-109	109-124
Space Planner	80-90	100-120	120-130	130-145	79-89	99-119	119-129	129-144
Senior Replenishment Planner	90-100	100-120	120-130	130-150	89-99	99-119	119-129	129-149
Merchandise Manager	120-130	130-140	140-150	150-170	119-129	129-139	139-149	149-168

State	QLD				SA			
Experience	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assistant Buyer	48-53	53-62	62-67	67-72	48-52	52-62	62-67	67-71
Buyer	77-86	86-96	96-106	106-120	76-86	86-95	95-105	105-119
Senior Buyer	106-115	115-125	125-134	134-158	105-114	114-124	124-133	133-157
Assistant Replenishment Planner	48-53	53-58	58-67	72-77	48-52	52-57	57-67	71-76
Replenishment Planner	67-77	77-86	86-106	106-120	67-76	76-86	86-105	105-119
Space Planner	77-86	96-115	115-125	125-139	76-86	95-114	114-124	124-138
Senior Replenishment Planner	86-96	96-115	115-125	125-144	86-95	95-114	114-124	124-143
Merchandise Manager	115-125	125-134	134-144	144-163	114-124	124-133	133-143	143-162

State	WA			
Experience	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000
Assistant Buyer	51-56	56-66	66-71	71-76
Buyer	81-91	91-101	101-111	111-126
Senior Buyer	111-121	121-131	131-141	141-167
Assistant Replenishment Planner	51-56	56-61	61-71	76-81
Replenishment Planner	71-81	81-91	91-111	111-126
Space Planner	81-91	101-121	121-131	131-146
Senior Replenishment Planner	91-101	101-121	121-131	131-152
Merchandise Manager	121-131	131-141	141-152	152-172

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.25% (correct as of May 2014), excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 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.

SALARY TABLES

BUYING & MERCHANDISING - GENERAL MERCHANDISE

State	NSW				VIC				
	Experience	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Allocation Analyst	45-50	45-55	55-60	55-70	45-50	45-54	54-59	54-69	
Merchandise Planning Assistant	50-60	60-70	65-75	65-85	50-59	59-69	64-74	64-84	
Merchandise Planner	80-90	90-100	100-120	120-145	79-89	89-99	99-119	119-144	
Assistant Buyer	50-55	55-65	65-75	65-75	50-54	54-64	64-74	64-84	
Buyer	80-90	90-100	100-110	110-150	79-89	89-99	99-109	109-149	
Senior Buyer	110-120	120-130	130-140	140-180	109-119	119-129	129-139	139-178	
Senior Merchandise Planner	110-125	120-140	130-145	145-170	109-124	119-139	129-144	144-168	
Merchandise Manager	130-140	140-160	150-170	170-210	129-139	139-158	149-168	168-208	
Merchandise Planning Manager	140-150	150-160	165-180	175-200	139-149	149-158	163-178	173-198	

State	QLD				SA				
	Experience	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Allocation Analyst	43-48	43-53	53-58	53-67	43-48	43-52	52-57	52-67	
Merchandise Planning Assistant	48-58	58-67	62-72	62-82	48-57	57-67	62-71	62-81	
Merchandise Planner	77-86	86-96	96-115	115-139	76-86	86-95	95-114	114-138	
Assistant Buyer	48-53	53-62	62-72	62-72	48-52	52-62	62-71	62-71	
Buyer	77-86	86-96	96-106	106-144	76-86	86-95	95-105	105-143	
Senior Buyer	106-115	115-125	125-134	134-173	105-114	114-124	124-133	133-171	
Senior Merchandise Planner	106-120	115-134	125-139	139-163	105-119	114-133	124-138	138-162	
Merchandise Manager	125-134	134-154	144-163	163-202	124-133	133-152	143-162	162-200	
Merchandise Planning Manager	134-144	144-154	158-173	168-192	133-143	143-152	157-171	166-190	

State	WA				
	Experience	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000
Allocation Analyst	45-51	45-56	56-61	56-71	
Merchandise Planning Assistant	51-61	61-71	66-76	66-86	
Merchandise Planner	81-91	91-101	101-121	121-146	
Assistant Buyer	51-56	56-66	66-76	66-76	
Buyer	81-91	91-101	101-111	111-152	
Senior Buyer	111-121	121-131	131-141	141-182	
Senior Merchandise Planner	111-126	121-141	131-146	146-172	
Merchandise Manager	131-141	141-162	152-172	172-212	
Merchandise Planning Manager	141-152	152-162	167-182	177-202	

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.25% (correct as of May 2014), excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 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.

SALARY TABLES

RETAIL OPERATIONS - HEALTH & BEAUTY

State	NSW				VIC			
Experience	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Store Manager < \$1 million annual sales	45-50	45-55	55-60	55-70	45-50	45-54	54-59	54-69
Store Manager \$1-5 million annual sales	50-55	52-60	55-65	60-75	50-54	51-59	54-64	59-74
Store Manager \$5-20 million annual sales	60-70	65-75	70-80	75-90	59-69	64-74	69-79	74-89
Store Manager \$20-30 million annual sales	80-90	90-100	100-120	120-145	79-89	89-99	99-119	119-144
Store Manager > \$30 million annual sales	80-90	95-110	100-125	130-150	79-89	94-109	99-124	129-149
Multi Site Manager < 9 stores	80-90	90-100	100-120	120-145	79-89	89-99	99-119	119-144
Multi Site Manager > 9 stores	90-100	90-100	105-120	130-160	89-99	89-99	104-119	129-158
State Manager < 20 stores	80-90	85-95	90-100	105-110	79-89	84-94	89-99	104-109
State Manager > 20 stores	85-95	90-100	100-110	110-145	84-94	89-99	99-109	109-144

State	QLD				SA			
Experience	0-3 years	3-5 years	5-7 years	7+ years	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Store Manager < \$1 million annual sales	43-48	43-53	53-58	53-67	43-48	43-52	52-57	52-67
Store Manager \$1-5 million annual sales	48-53	50-58	53-62	58-72	48-52	49-57	52-62	57-71
Store Manager \$5-20 million annual sales	58-67	62-72	67-77	72-86	57-67	62-71	67-76	71-86
Store Manager \$20-30 million annual sales	77-86	86-96	96-115	115-139	76-86	86-95	95-114	114-138
Store Manager > \$30 million annual sales	77-86	91-106	96-120	125-144	76-86	90-105	95-119	124-143
Multi Site Manager < 9 stores	77-86	86-96	96-115	115-139	76-86	86-95	95-114	114-138
Multi Site Manager > 9 stores	86-96	86-96	101-115	125-154	86-95	86-95	100-114	124-152
State Manager < 20 stores	77-86	82-91	86-96	101-106	76-86	81-90	86-95	100-105
State Manager > 20 stores	82-91	86-96	96-106	106-139	81-90	86-95	95-105	105-138

State	WA			
Experience	0-3 years	3-5 years	5-7 years	7+ years
Salary	\$'000	\$'000	\$'000	\$'000
Store Manager < \$1 million annual sales	45-51	45-56	56-61	56-71
Store Manager \$1-5 million annual sales	51-56	53-61	56-66	61-76
Store Manager \$5-20 million annual sales	61-71	66-76	71-81	76-91
Store Manager \$20-30 million annual sales	81-91	91-101	101-121	121-146
Store Manager > \$30 million annual sales	81-91	96-111	101-126	131-152
Multi Site Manager < 9 stores	81-91	91-101	101-121	121-146
Multi Site Manager > 9 stores	91-101	91-101	106-121	131-162
State Manager < 20 stores	81-91	86-96	91-101	106-111
State Manager > 20 stores	86-96	91-101	101-111	111-146

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.25% (correct as of May 2014), excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 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.

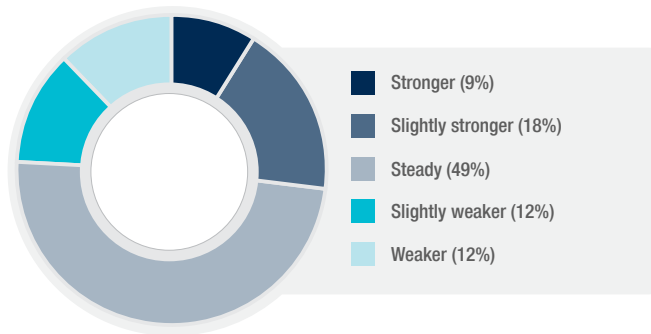
AUSTRALIA 2014 / 15
SALARY & EMPLOYMENT

FORECAST

SALES

RECRUITMENT ACTIVITY

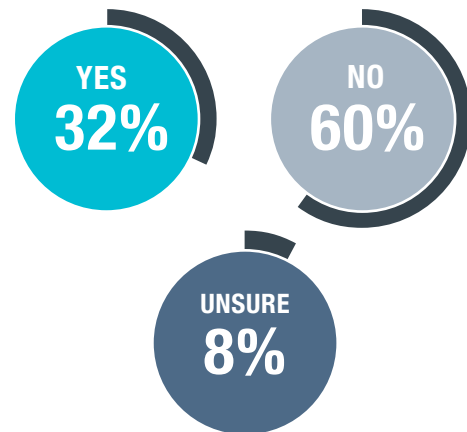
Strength of current hiring activity compared to the last 12 months



Market observations:

- Overall headcount in sales has remained steady over the past 12 months, with slight job growth expected over the next year as employer confidence increases in line with improving global economic conditions.
- The majority of job opportunities for sales professionals are in VIC and NSW due to proximity to head offices, however, hiring activity is currently strongest in VIC.
- The highest levels of job opportunities are currently being seen in the areas of FMCG, business services and healthcare. The majority of growth in FMCG is occurring in smaller organisations, while business services are looking to hire sales professionals to support new product lines. The healthcare sector has shown consistent hiring levels and strength in the face of difficult economic conditions, as these products and services are in wide demand.

Expecting to increase headcount



- A strong drive to grow business is increasing demand for Business Development Managers in the business services sector, Territory Representatives in the medical device space and National Account Managers in FMCG companies. Demand for professionals in these positions is expected to continue over the next 12 months.
- Sales professionals with a strong technical background and skills in the areas of business development and solution selling are currently in high demand. As hiring increases in sales over the next few years, a skills shortage may occur in these areas.
- Slight improvements are expected in the executive job market, in line with increased headcount across sales over the next 12 months.

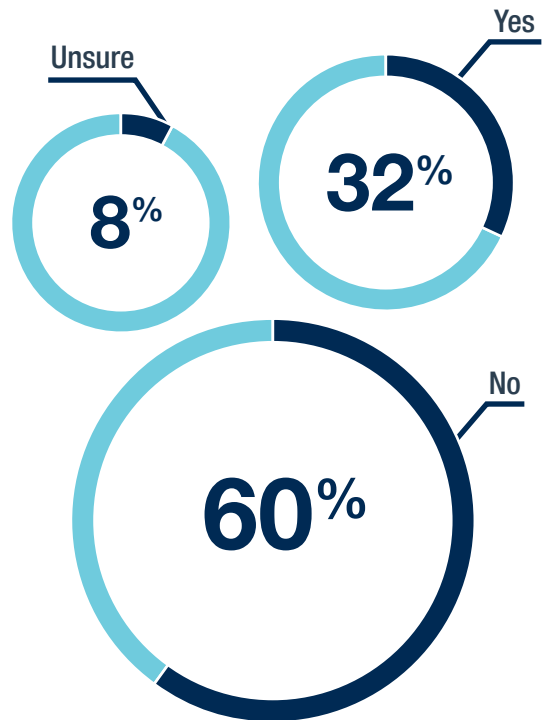
Note: All infographics in this report are based on the views of survey participants. The accompanying market commentary is based on the experience and observations of the Michael Page team.

RECRUITMENT ACTIVITY

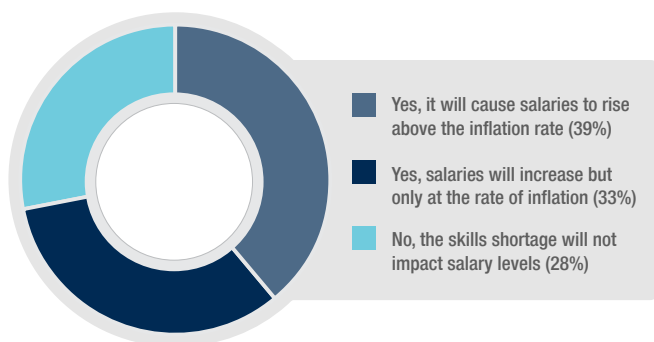
Experience level expected to be in highest demand



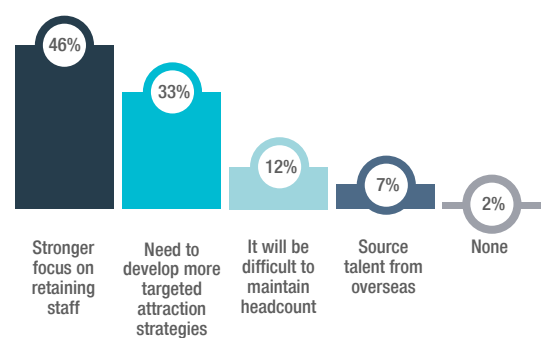
Expectation of a professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries

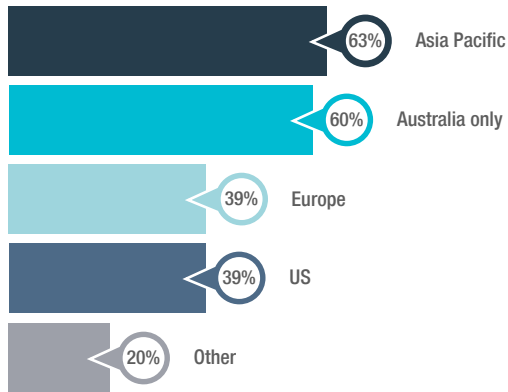


Impact of skills shortage on businesses in Australia over the next 12 months

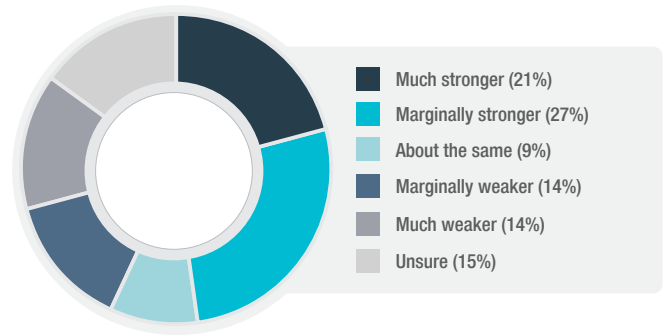


RECRUITMENT ACTIVITY

Regions companies operate in*

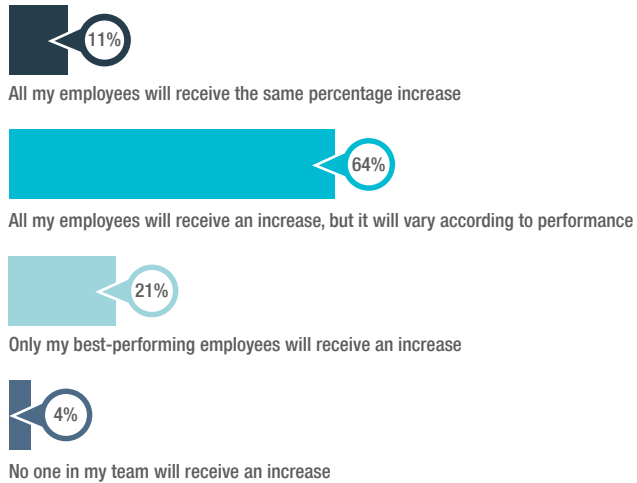


How Australian business is faring in comparison with Asia operations

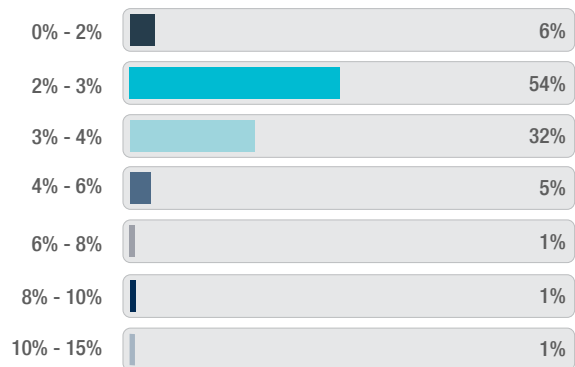


SALARY AND REMUNERATION

Salary increases over the next 12 months



Average percentage salary increase over the next 12 months



Market observations:

- There have been only minimal shifts in salary levels over the past 12 months, with salaries expected to remain stable.
- Business Development Managers will be able to command above-average salary increases, as these professionals directly contribute to growing business profits and are therefore in high demand.

* More than one option could be selected.

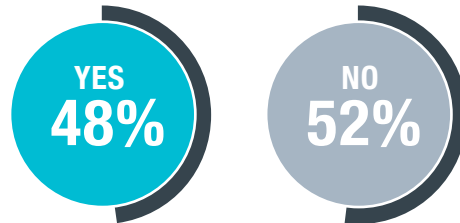
SALARY AND REMUNERATION

Factor most likely to impact salary levels in the next 12 months

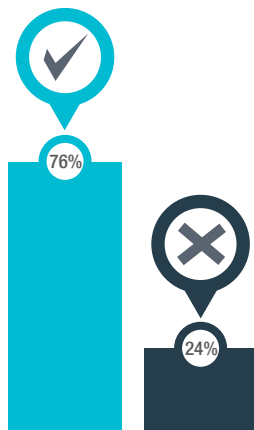


*Government policy, ongoing downturn in the mining sector, new award agreement, etc.

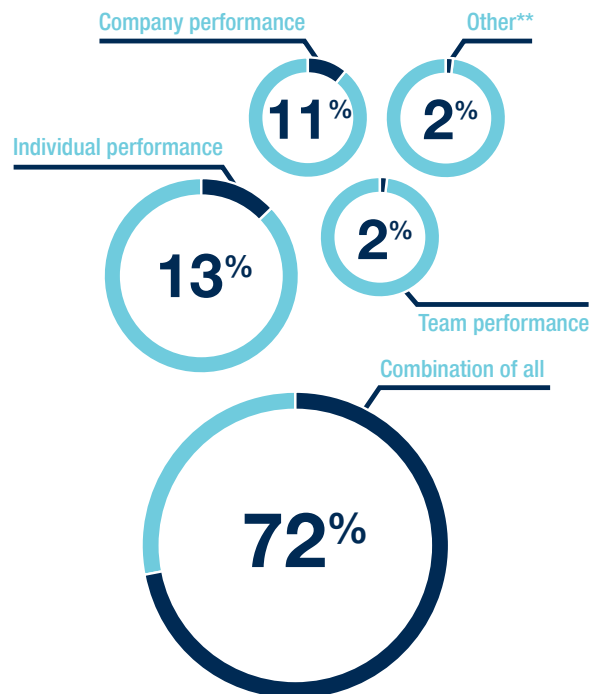
Flexible salary packaging or fringe benefits offered to employees



Companies providing bonuses as part of the remuneration package



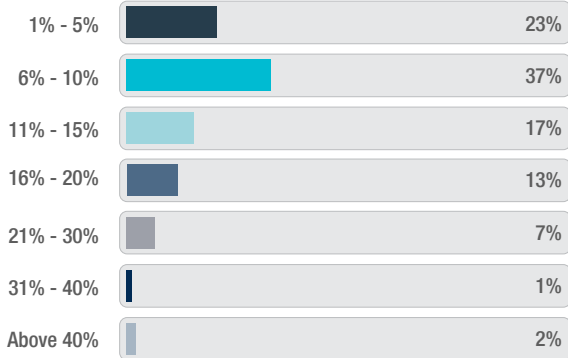
Basis for bonuses over the next 12 months



**combination of individual and team performance.

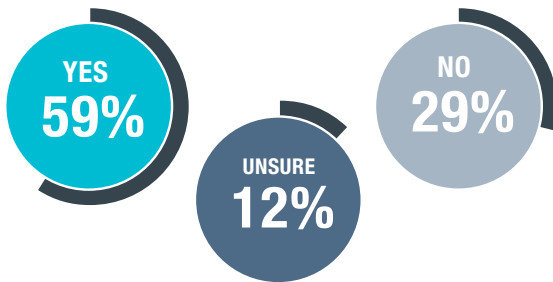
SALARY AND REMUNERATION

Average percentage bonus of gross salary

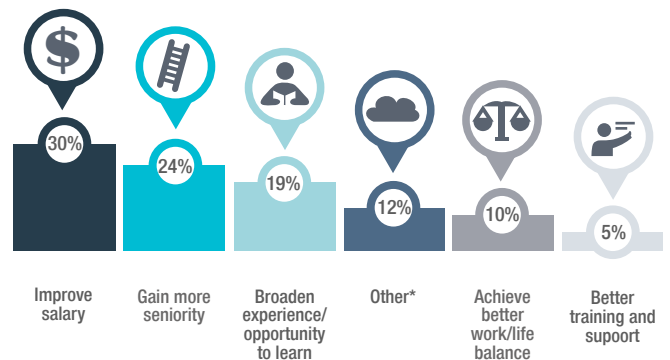


ATTRACTION AND RETENTION

Employer expectations for staff turnover in the next 12 months



Key reason employees are likely to leave



*staffing requirements aligned with changes in strategy, workload increased as less resources due to restructuring, etc.

Most popular tools for attraction and retention



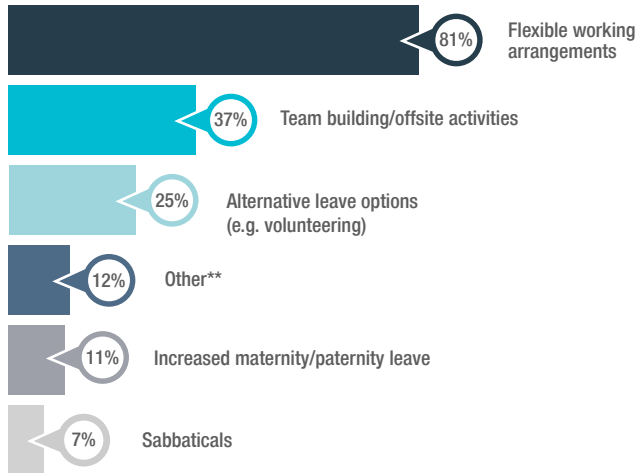
**long-term stability, etc.

Market observation:

- Financial rewards remain a key retention strategy for sales, alongside career development opportunities.

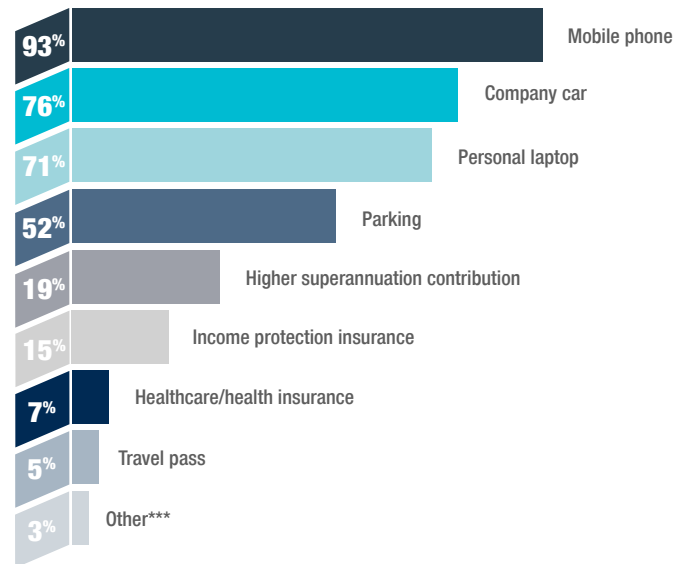
ATTRACTION AND RETENTION

Most popular options offered to support employees' work/life balance*



**none of the above, "me" days, 10 health days per year, etc.

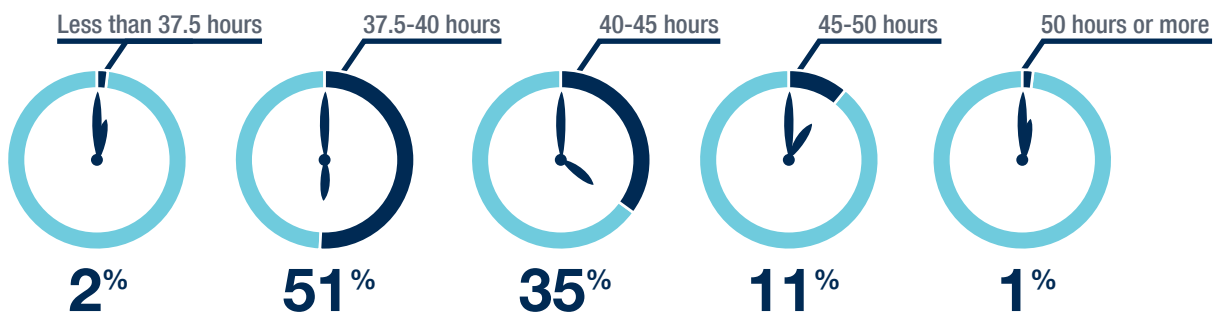
Combination of benefits offered to employees*



***gym, concert tickets, etc.

WORKING HOURS

Average weekly working hours



* More than one option could be selected.

SALARY TABLES

HEALTHCARE

State	NSW/VIC/WA			
	Sml/Med		Large	
Size of company				
Salary	\$'000 BASE	\$'000 OTE	\$'000 BASE	\$'000 OTE
GP Sales Representative	50-65	55-70	55-75	60-85
Hospital Specialist Representative	50-65	55-70	55-75	60-85
Territory Manager/Sales Representative	50-65	55-70	55-75	60-85
Product Specialist	70-85	80-95	80-95	90-105
Clinical Specialist	70-85	80-95	80-95	90-105
Regional Manager	110-140	130-170	120-150	145-180
State Manager	140-170	170-200	150-180	180-210
National Sales Manager	160-190	190-230	180-210	225-255
Sales Director	200-250	240-290	250+	290+

State	QLD/SA			
	Sml/Med		Large	
Size of company				
Salary	\$'000 BASE	\$'000 OTE	\$'000 BASE	\$'000 OTE
GP Sales Representative	49-64	54-69	54-74	59-83
Hospital Specialist Representative	49-64	54-69	54-74	59-83
Territory Manager/Sales Representative	49-64	54-69	54-74	59-83
Product Specialist	69-83	78-93	78-93	88-103
Clinical Specialist	69-83	78-93	78-93	88-103
Regional Manager	108-137	127-167	118-147	142-176
State Manager	137-167	167-196	147-176	176-206
National Sales Manager	157-186	186-225	176-206	221-250
Sales Director	196-245	235-284	245+	284+

CONSUMER GOODS

State	NSW/VIC/WA			
	Sml/Med		Large	
Size of company				
Salary	\$'000 BASE	\$'000 OTE	\$'000 BASE	\$'000 OTE
Category Executive/Analyst	50-65	55-75	60-75	65-90
Category Manager	80-110	90-120	100-140	110-155
Territory Manager/Sales Representative	50-70	55-80	55-80	60-90
National Account Executive	70-85	80-100	80-100	90-110
Key Account Manager	70-90	80-100	80-110	90-120
National Account Manager-4 years	110-150	120-165	120-160	165-180
State Manager-7 years	130-160	155-190	150-180	180-210
National Business Manager	150-180	180-210	170-200	200-240
National Sales Manager	170-200	200-240	190-220	230-270
Head of Category	170-200	200-240	190-220	230-270
Sales Director	200-250	240-300	250+	300+

Please note:

1. OTE (On Target Earnings) refers to the expected earning capacity of the employees, based upon achievement of KPI's. This is in Australian dollars, and includes base salary, superannuation of 9.5%, car allowance and 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.

SALARY TABLES

CONSUMER GOODS (CONTINUED)

State	QLD/SA			
	Sm/Med		Large	
Size of company				
Salary	\$'000 BASE	\$'000 OTE	\$'000 BASE	\$'000 OTE
Category Executive/Analyst	49-64	54-74	59-74	64-88
Category Manager	78-108	88-118	98-137	108-152
Territory Manager/Sales Representative	49-69	54-78	54-78	59-88
National Account Executive	69-83	78-98	78-98	88-108
Key Account Manager	69-88	78-98	78-108	88-118
National Account Manager-4 years	108-147	118-162	118-157	162-176
State Manager-7 years	127-157	152-186	147-176	176-206
National Business Manager	147-176	176-206	167-196	196-235
National Sales Manager	167-196	196-235	186-216	225-265
Head of Category	167-196	196-235	186-216	225-265
Sales Director	196-245	235-294	245+	294+

IT&T

State	NSW/VIC/WA			
	Sm/Med		Large	
Size of company				
Salary	\$'000 BASE	\$'000 OTE	\$'000 BASE	\$'000 OTE
Sales Executive/Account Manager	60-80	80-110	65-85	90-120
Pre Sales	60-75	80-100	65-85	90-120
Senior Account Manager-5 years	90-120	120-155	100-140	130-170
Channel Manager	110-150	140-190	120-160	150-210
Technical Sales Manager	100-130	130-170	110-150	140-200
Business Development Manager	100-150	130-200	120-160	150-210
National Sales Manager	150-180	180-230	170-200	220-260
Sales Director	180-240	230-310	240+	310+

State	QLD/SA			
	Sm/Med		Large	
Size of company				
Salary	\$'000 BASE	\$'000 OTE	\$'000 BASE	\$'000 OTE
Sales Executive/Account Manager	59-78	78-108	64-83	88-118
Pre Sales	59-74	78-98	64-83	88-118
Senior Account Manager-5 years	88-118	118-152	98-137	127-167
Channel Manager	108-147	137-186	118-157	147-206
Technical Sales Manager	98-127	127-167	108-147	137-196
Business Development Manager	98-147	127-196	118-157	147-206
National Sales Manager	147-176	176-225	167-196	216-255
Sales Director	176-235	225-304	235+	304+

Please note:

1. OTE (On Target Earnings) refers to the expected earning capacity of the employees, based upon achievement of KPI's. This is in Australian dollars, and includes base salary, superannuation of 9.5%, car allowance and 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.

SALARY TABLES

B2B

State	NSW/VIC/WA			
Size of company	Sml/Med		Large	
Salary	\$'000 BASE	\$'000 OTE	\$'000 BASE	\$'000 OTE
Internal Sales Representative	55-75	65-90	60-80	70-95
Sales Representative	65-85	80-100	70-90	85-110
Account Manager	75-90	90-110	80-110	95-130
Business Development Manager	75-100	90-120	80-120	95-130
State Manager	110-150	130-180	120-160	140-190
National Sales Manager	150-180	180-210	170-190	200-230
Sales Director	180-240	210-290	250+	300+

State	QLD/SA			
Size of company	Sml/Med		Large	
Salary	\$'000 BASE	\$'000 OTE	\$'000 BASE	\$'000 OTE
Internal Sales Representative	54-74	64-88	59-78	69-93
Sales Representative	64-83	78-98	69-88	83-108
Account Manager	74-88	88-108	78-108	93-127
Business Development Manager	74-98	88-118	78-118	93-127
State Manager	108-147	127-176	118-157	137-186
National Sales Manager	147-176	176-206	167-186	196-225
Sales Director	176-235	206-284	245+	294+

MEDIA & ENTERTAINMENT

State	NSW/VIC/WA			
Size of company	Sml/Med		Large	
Salary	\$'000 BASE	\$'000 OTE	\$'000 BASE	\$'000 OTE
Sales Analyst	50-70	55-80	60-80	65-90
Sales Executive	55-75	60-85	60-80	65-85
Account Manager	70-90	80-100	80-100	90-110
Business Development Executive	55-75	65-90	60-80	75-100
Business Development Manager	70-90	85-110	80-100	100-120
Senior Account Manager-5 years	100-120	120-140	110-130	130-160
State Sales Manager	110-140	130-160	120-160	140-190
National Sales Manager	140-170	160-200	150-180	180-210
Sales Director	170-200	200-240	220+	260+

Please note:

1. OTE (On Target Earnings) refers to the expected earning capacity of the employees, based upon achievement of KPI's. This is in Australian dollars, and includes base salary, superannuation of 9.5%, car allowance and 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.

SALARY TABLES

MEDIA & ENTERTAINMENT (CONTINUED)

State	NSW/VIC/WA			
	Sml/Med		Large	
Size of company				
Salary	\$'000 BASE	\$'000 OTE	\$'000 BASE	\$'000 OTE
Sales Analyst	49-69	54-78	59-78	64-88
Sales Executive	54-74	59-83	59-78	64-83
Account Manager	69-88	78-98	78-98	88-108
Business Development Executive	54-74	64-88	59-78	74-98
Business Development Manager	69-88	83-108	78-98	98-118
Senior Account Manager-5 years	98-118	118-137	108-127	127-157
State Sales Manager	108-137	127-157	118-157	137-186
National Sales Manager	137-167	157-196	147-176	176-206
Sales Director	167-196	196-235	216+	255+

FINANCIAL SERVICES

State	NSW/VIC/WA			
	Sml/Med		Large	
Size of company				
Salary	\$'000 BASE	\$'000 OTE	\$'000 BASE	\$'000 OTE
Internal Sales Representative	60-85	75-100	65-90	80-110
Relationship Manager	75-95	90-120	90-120	110-150
Business Development Manager	75-95	90-120	90-120	110-150
National Sales Manager	150-180	180-220	170-200	200-240
Head of Distribution	150-180	180-220	170-200	200-240
Sales Director	190-220	230-260	240+	290+

State	QLD/SA			
	Sml/Med		Large	
Size of company				
Salary	\$'000 BASE	\$'000 OTE	\$'000 BASE	\$'000 OTE
Internal Sales Representative	59-83	74-98	64-88	78-108
Relationship Manager	74-93	88-118	88-118	108-147
Business Development Manager	74-93	88-118	88-118	108-147
National Sales Manager	147-176	176-216	167-196	196-235
Head of Distribution	147-176	176-216	167-196	196-235
Sales Director	186-216	225-255	235+	284+

Please note:

1. OTE (On Target Earnings) refers to the expected earning capacity of the employees, based upon achievement of KPI's. This is in Australian dollars, and includes base salary, superannuation of 9.5%, car allowance and 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.

INDUSTRIAL & TECHNICAL

State	NSW/VIC/WA			
Size of company	Sml/Med		Large	
Salary	\$'000 BASE	\$'000 OTE	\$'000 BASE	\$'000 OTE
Territory Manager/Sales Representative	55-75	65-90	60-80	75-100
Key Account Manager	70-90	85-110	90-110	110-135
Senior Account Manager-5 years	90-110	110-135	100-130	120-160
National Account Manager-4 years	100-130	120-160	110-150	135-180
Regional Manager	120-150	140-180	130-160	155-190
State Sales Manager	140-170	170-200	150-180	180-220
National Sales Manager	150-180	180-220	170-200	200-240
Sales Director	190-220	230-260	240+	290+

State	QLD/SA			
Size of company	Sml/Med		Large	
Salary	\$'000 BASE	\$'000 OTE	\$'000 BASE	\$'000 OTE
Territory Manager/Sales Representative	54-74	64-88	59-78	74-98
Key Account Manager	69-88	83-108	88-108	108-132
Senior Account Manager-5 years	88-108	108-132	98-127	118-157
National Account Manager-4 years	98-127	118-157	108-147	132-176
Regional Manager	118-147	137-176	127-157	152-186
State Sales Manager	137-167	167-196	147-176	176-216
National Sales Manager	147-176	176-216	167-196	196-235
Sales Director	186-216	225-255	235+	284+

Please note:

1. OTE (On Target Earnings) refers to the expected earning capacity of the employees, based upon achievement of KPI's. This is in Australian dollars, and includes base salary, superannuation of 9.5%, car allowance and 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.

CONTACT US

Sydney - CBD

Level 32, Grosvenor Place
225 George Street
Sydney NSW 2000
Tel + 61 2 8292 2000
Fax + 61 2 8292 2001
enquiries@michaelpage.com.au

Sydney - North Shore

Level 6, Tower B, Zenith Centre
821 Pacific Highway
Chatswood NSW 2067
Tel + 61 2 8292 2500
Fax + 61 2 8292 2501
enquiries@michaelpage.com.au

Sydney - West

Level 4
110 George Street
Parramatta NSW 2150
Tel + 61 2 8836 0700
Fax + 61 2 8836 0701
enquiries@michaelpage.com.au

Melbourne - CBD

Level 19
600 Bourke Street
Melbourne VIC 3000
Tel + 61 3 9607 5600
Fax + 61 3 9607 5666
enquiries@michaelpage.com.au

www.michaelpage.com.au

Melbourne - South East

Suite 10, Level 2
622 Ferntree Gully Road
Wheelers Hill VIC 3150
Tel + 61 3 8562 5400
Fax + 61 3 8562 5499
enquiries@michaelpage.com.au

Brisbane

Level 5
100 Creek Street
Brisbane QLD 4000
Tel + 61 7 3414 6100
Fax + 61 7 3414 6101
enquiries@michaelpage.com.au

Perth

Level 6, Westralia Plaza
167 St Georges Terrace
Perth WA 6000
Tel + 61 8 9215 9500
Fax + 61 8 9215 9599
enquiries@michaelpage.com.au

.....
PageExecutive

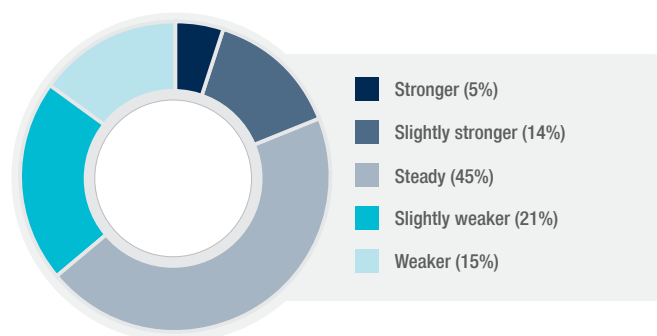
MichaelPage

PagePersonnel
.....

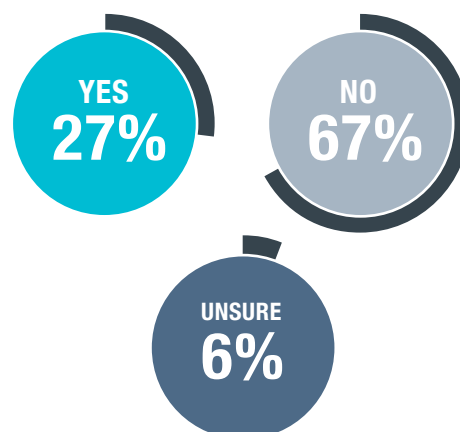
Part of the
PageGroup

RECRUITMENT ACTIVITY

Strength of current hiring activity compared to the last 12 months



Expecting to increase headcount



Market observations:

- Hiring activity in the supply chain and logistics sector is currently focused on replacement rather than headcount growth. Current levels of growth in the sector does not justify increasing the number of staff.
- The majority of hiring is occurring in the areas of third-party logistics (3PL), retail and consumer. Much of this can be attributed to the major grocery chains, which are currently focused on cost minimisation, improving efficiencies and developing new value-add channels for suppliers. There has been increased adoption of the 3PL business model, as these companies seek to implement innovative distribution methods.
- Companies are placing increasing focus on business-critical positions such as Demand and Supply Planners, Logistics and 3PL Contract Managers and Distribution Managers as these professionals hold the skills and knowledge required to implement and manage new business processes.
- Growth of Australia's e-commerce sector is driving a shift from predominantly B2B to B2C supply chain and logistics procedures. As this trend continues, more businesses will begin to look at restructuring their existing supply chain and logistic departments and increasing efficiencies in their relationships with 3PL providers.
- Hiring managers are demonstrating little flexibility on key selection criteria when appointing new team members, as organisations are looking to increase efficiencies and require highly skilled professionals to support these changes. Key skills in demand are S&OP (Sales and Operations Planning), IR negotiations and change management and specific ERP/MRP systems experience.

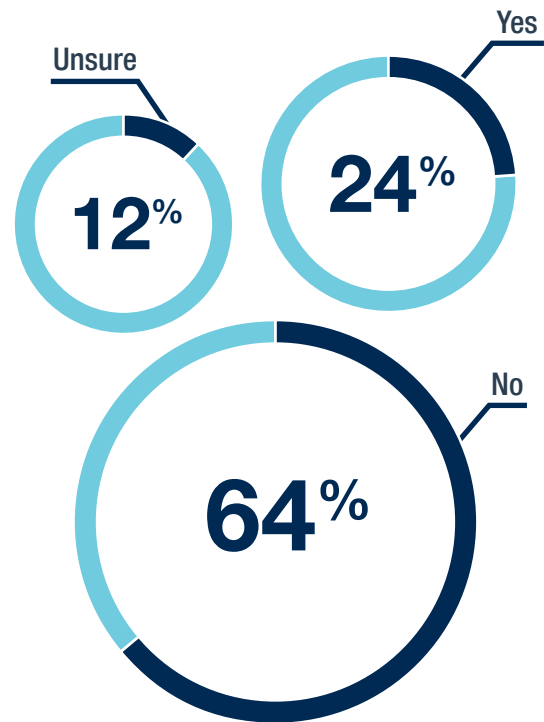
Note: All infographics in this report are based on the views of survey participants. The accompanying market commentary is based on the experience and observations of the Michael Page team.

RECRUITMENT ACTIVITY

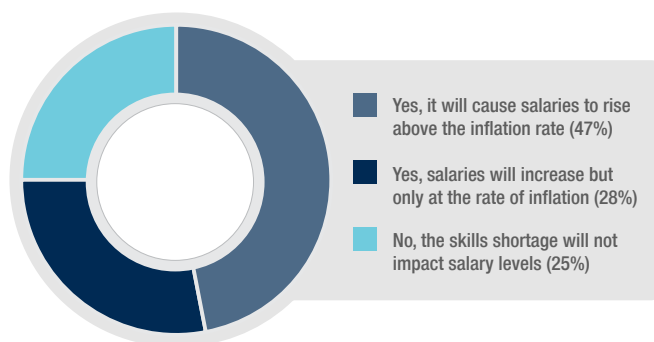
Experience level expected to be in highest demand



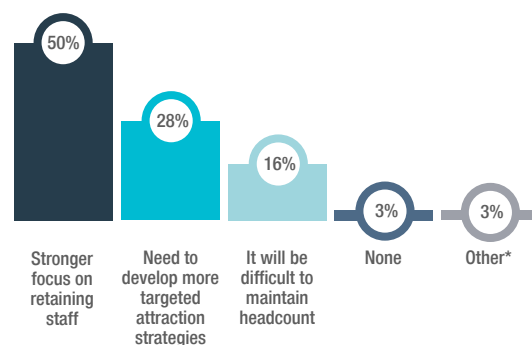
Expectation of a professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries



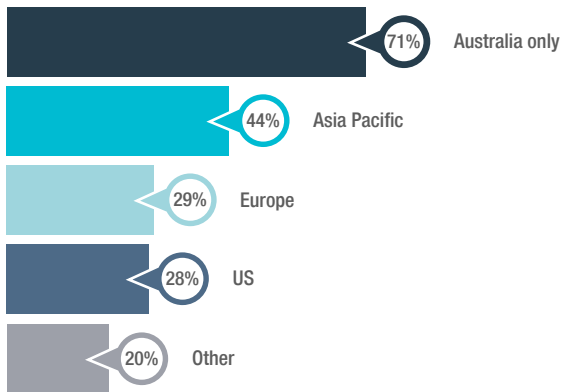
Impact of skills shortage on businesses in Australia over the next 12 months



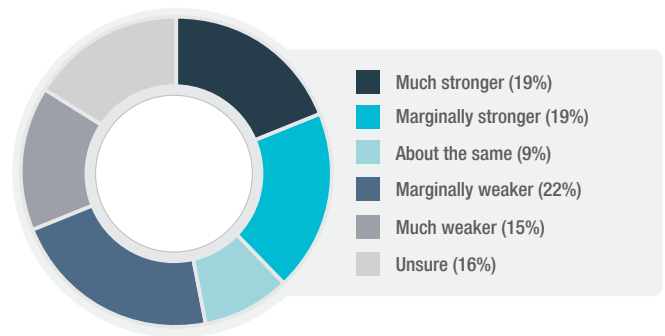
*management will work harder to fill gaps, etc.

RECRUITMENT ACTIVITY

Regions companies operate in*

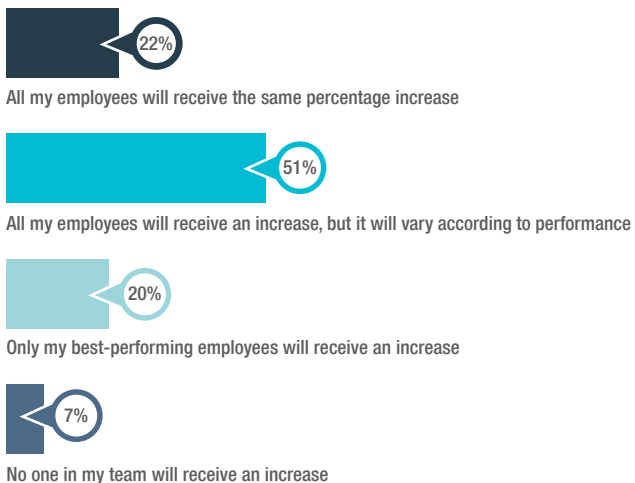


How Australian business is faring in comparison with Asia operations

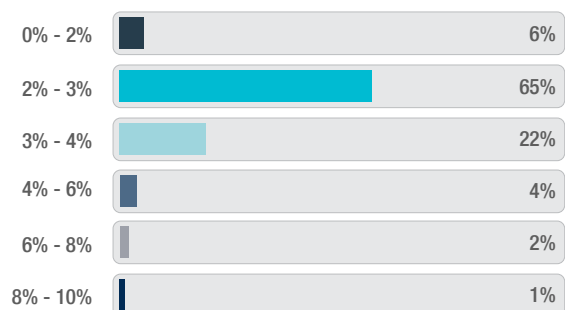


SALARY AND REMUNERATION

Salary increases over the next 12 months



Average percentage salary increase over the next 12 months



Market observations:

- Vendor Replenishment Planners are able to command higher-than-average salary increases, as this is a vital position for businesses, but not particularly attractive to professionals in their long-term career development. Companies are willing to offer higher salaries to attract workers with experience in the area.
- Overall, there have been no notable salary increases for supply chain and logistics professionals over the past 12 months.

* More than one option could be selected.

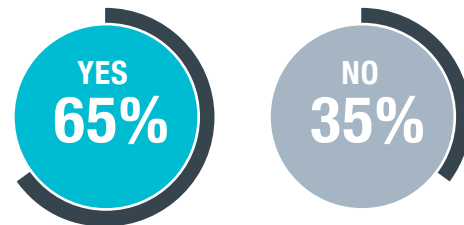
SALARY AND REMUNERATION

Factor most likely to impact salary levels in the next 12 months

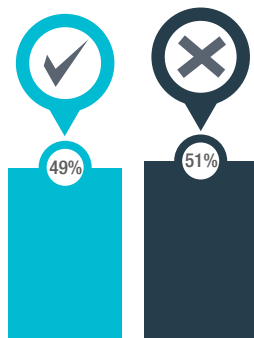


*Government policy and employment agreements, Industrial Relations Agreement, Enterprise Bargaining, etc.

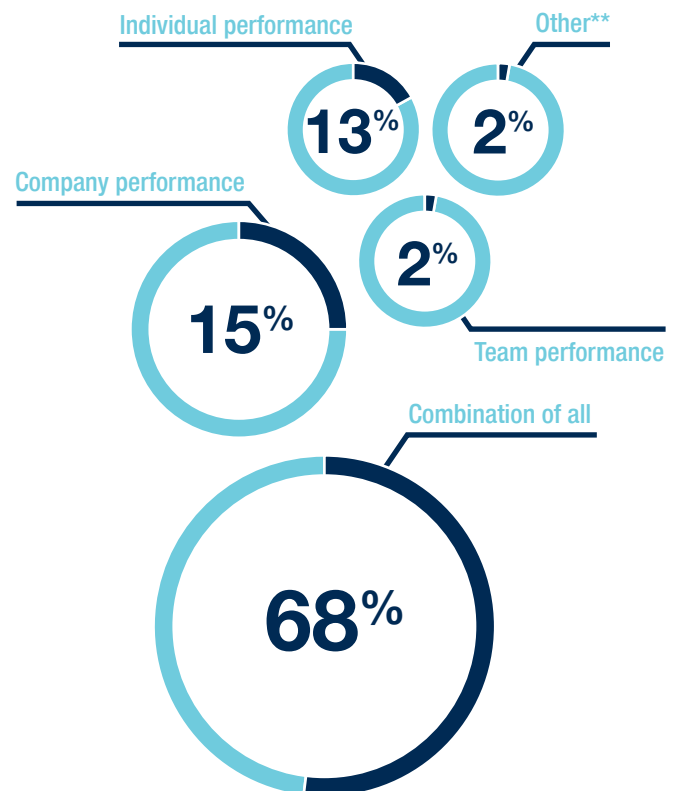
Flexible salary packaging or fringe benefits offered to employees



Companies providing bonuses as part of the remuneration package



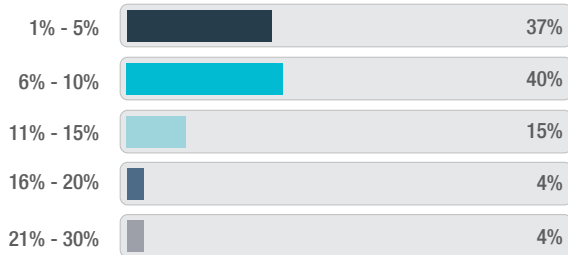
Basis for bonuses over the next 12 months



**combination of individual and company performance, etc.

SALARY AND REMUNERATION

Average percentage bonus of gross salary

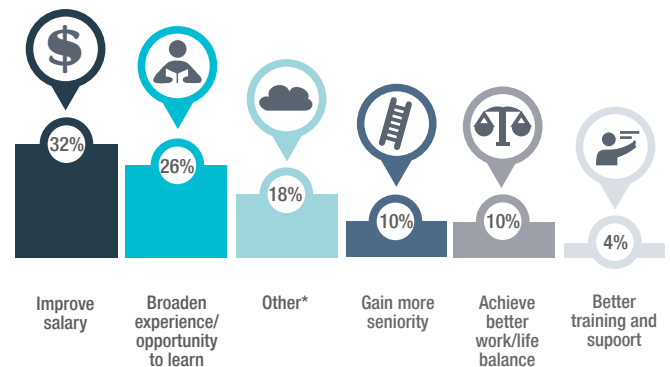


ATTRACTION AND RETENTION

Employer expectations for staff turnover in the next 12 months



Key reason employees are likely to leave



*change, retirement, redundancy, division restructure, maternity leave, etc.

Most popular tools for attraction and retention



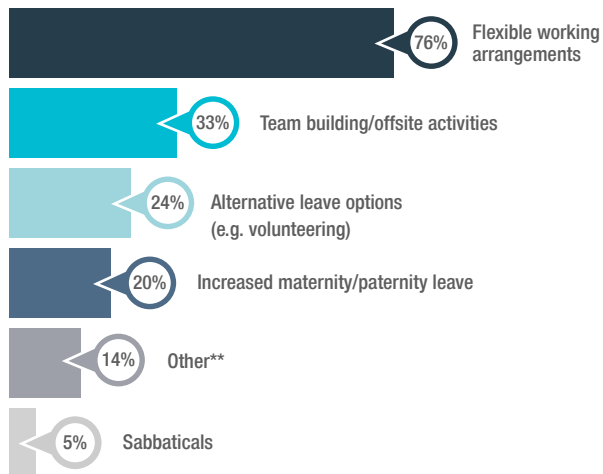
**flexible remuneration structure/salary sacrificed mortgage, strong brand, job security, etc.

Market observation:

- Non-financial rewards are currently a focus for retaining employees, with many companies offering career development and work/life balance. Some professionals are able to negotiate work-from-home conditions, and companies are offering their workers the opportunity to gain experience in a variety of internal departments.

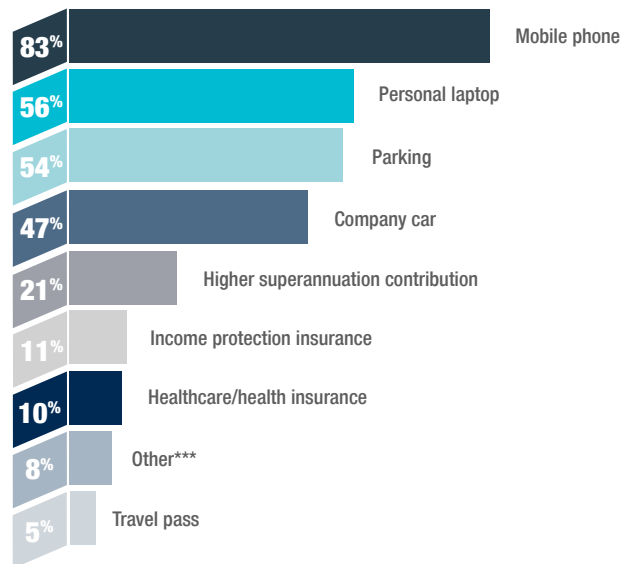
ATTRACTION AND RETENTION

Most popular options offered to support employees' work-life balance*



**gym membership, casual Friday, reasonable working hours, etc.

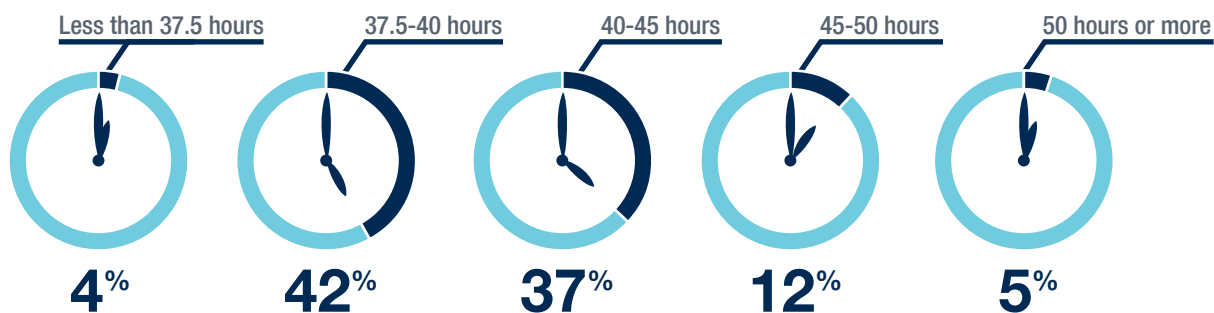
Combination of benefits offered to employees*



***novated lease, corporate rates for private health insurance, more salary sacrificing options-e.g. rent, mortgage, meals, etc.

WORKING HOURS

Average weekly working hours



* More than one option could be selected.

SALARY TABLES

PLANNING, SCHEDULING & BUYING

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Purchasing Officer	60-75	60-85	58-73	58-82	55-69	55-78
Purchasing Manager	85-120	100-140	82-116	97-136	78-110	92-129
Production Planner/Scheduler	60-80	75-90	58-78	73-87	55-74	69-83
Supply Chain Coordinator/Analyst	65-85	70-90	63-82	68-87	60-78	64-83
Vendor Replenishment Planner	75-90	80-120	73-87	78-116	69-83	74-110
Planner Buyer	70-85	75-100	68-82	73-97	64-78	69-92
Demand Planner	75-90	85-110	73-87	82-107	69-83	78-101
Supply Planner	75-90	85-110	73-87	82-107	69-83	78-101
S&OP Analyst	75-85	85-100	73-82	82-97	69-78	78-92
S&OP Demand/Supply Planning Manager	100-130	130-180	97-126	126-175	92-120	120-166
Replenishment Manager	75-95	95-125	73-92	92-121	69-87	87-115
Supply Chain Manager	90-140	140-200	87-136	136-194	83-129	129-184
Operations Manager	95-140	130-180	92-136	126-175	87-129	120-166
Materials Manager	100-140	110-150	97-136	107-146	92-129	101-138
Supply Chain Development Manager	110-150	130-200	107-146	126-194	101-138	120-184
Supply Chain Director/GM	150-200	200-280	146-194	194-272	138-184	184-258

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Purchasing Officer	55-69	55-78	63-79	63-89
Purchasing Manager	78-110	92-129	89-126	105-147
Production Planner/Scheduler	55-74	69-83	63-84	79-95
Supply Chain Coordinator/Analyst	60-78	64-83	68-89	74-95
Vendor Replenishment Planner	69-83	74-110	79-95	84-126
Planner Buyer	64-78	69-92	74-89	79-105
Demand Planner	69-83	78-101	79-95	89-116
Supply Planner	69-83	78-101	79-95	89-116
S&OP Analyst	69-78	78-92	79-89	89-105
S&OP Demand/Supply Planning Manager	92-120	120-166	105-137	137-189
Replenishment Manager	69-87	87-115	79-100	100-131
Supply Chain Manager	83-129	129-184	95-147	147-210
Operations Manager	87-129	120-166	100-147	137-189
Materials Manager	92-129	101-138	105-147	116-158
Supply Chain Development Manager	101-138	120-184	116-158	137-210
Supply Chain Director/GM	138-184	184-258	158-210	210-294

Please note:

1. Salaries indicated are in Australian dollars and based on annual basic salary, including superannuation at 9.5%, 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.

SALARY TABLES

LOGISTICS & TRANSPORT

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Customer Service/Shipping/Import/Export Officer	50-65	55-75	49-63	53-73	46-60	51-69
Transport Planner	55-75	70-90	53-73	68-87	51-69	64-83
Logistics/Inventory Coordinator	55-75	60-90	53-73	58-87	51-69	55-83
Logistics/Inventory Analyst	60-75	75-95	58-73	73-92	55-69	69-87
Warehouse Supervisor/Leading Hand	60-80	65-85	58-78	63-82	55-74	60-78
Inventory Planner/Controller	60-75	75-90	58-73	73-87	55-69	69-83
Inventory Manager	75-100	90-120	73-97	87-116	69-92	83-110
Import/Export/Shipping Manager	55-75	70-90	53-73	68-87	51-69	64-83
Warehouse Manager	75-110	100-130	73-107	97-126	69-101	92-120
DC Manager	100-120	110-160	97-116	107-155	92-110	101-147
Warehouse/DC Shift Manager AM	70-95	85-115	68-92	82-112	64-87	78-106
Warehousing/DC Shift Manager PM	80-100	95-125	78-97	92-121	74-92	87-115
Transport/Distribution/Logistics/3PL Manager	100-120	110-145	97-116	107-141	92-110	101-133
Network Design/Optimisation Manager	120-140	130-180	116-136	126-175	110-129	120-166

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Customer Service/Shipping/Import/Export Officer	46-60	51-69	53-68	58-79
Transport Planner	51-69	64-83	58-79	74-95
Logistics/Inventory Coordinator	51-69	55-83	58-79	63-95
Logistics/Inventory Analyst	55-69	69-87	63-79	79-100
Warehouse Supervisor/Leading Hand	55-74	60-78	63-84	68-89
Inventory Planner/Controller	55-69	69-83	63-79	79-95
Inventory Manager	69-92	83-110	79-105	95-126
Import/Export/Shipping Manager	51-69	64-83	58-79	74-95
Warehouse Manager	69-101	92-120	79-116	105-137
DC Manager	92-110	101-147	105-126	116-168
Warehouse/DC Shift Manager AM	64-87	78-106	74-100	89-121
Warehousing/DC Shift Manager PM	74-92	87-115	84-105	100-131
Transport/Distribution/Logistics/3PL Manager	92-110	101-133	105-126	116-152
Network Design/Optimisation Manager	110-129	120-166	126-147	137-189

Please note:

1. Salaries indicated are in Australian dollars and based on annual basic salary, including superannuation at 9.5%, 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.

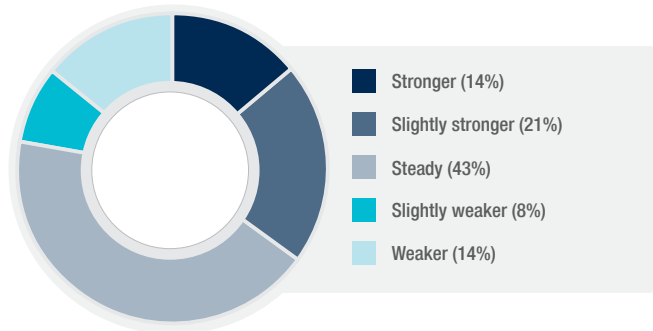
AUSTRALIA 2014 / 15
SALARY & EMPLOYMENT
FORECAST

TECHNOLOGY

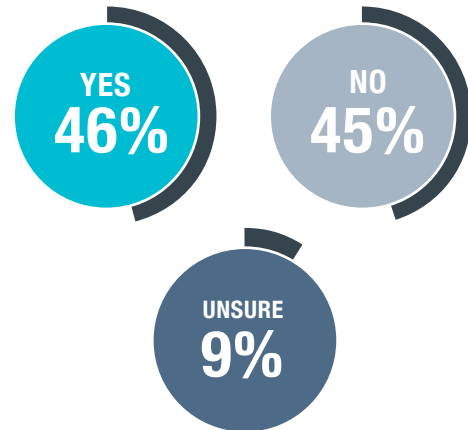


RECRUITMENT ACTIVITY

Strength of current hiring activity compared to the last 12 months



Expecting to increase headcount



Market observations:

- Overall headcount in the technology sector has remained flat over the past 12 months. More organisations continued to adopt cloud services and outsourcing practices. This continued trend is predicted to reduce the number of people employed in the local technology sector. Company restructures have further reshaped the size of IT teams.
- Contract workers are in high demand on a project basis as companies seek to streamline, standardise and transform their processes. Contract workers are also a popular solution for risk-averse companies concerned about increasing permanent headcount in a flat economic environment.
- The majority of hiring for IT professionals is currently occurring in the healthcare, services, retail and resources sectors as companies continue to implement strategies in the areas of cloud computing, mobile, big data and social.
- The senior job market in the technology sector is currently highly competitive as executive-level roles are in short supply.
- A number of ICT projects are in the pipeline from both a State Government and corporate perspective. This is expected to result in career opportunities for technology professionals.
- Mobile and tablet applications remain a priority for many companies, in line with a shift toward consumer solutions. This is presenting job opportunities for Mobile Developers.
- When making new hires, employers are showing a preference for professionals with additional non-IT skills, such as business acumen and commercial knowledge. The ability to align technological innovation with business strategy is highly regarded.
- Big data remains a key investment area for the technology industry, as businesses navigate methods of utilising data volumes in meaningful ways. This is leading to career opportunities for technology professionals with an analytical skill-set.
- As an increasing number of employees conduct their work on personal devices, companies will need to implement additional security processes. This is presenting opportunities for specialist IT professionals.

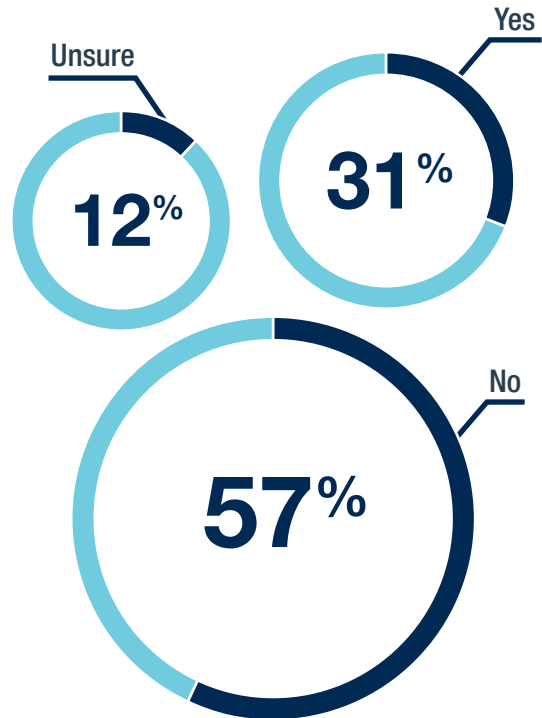
Note: All infographics in this report are based on the views of survey participants. The accompanying market commentary is based on the experience and observations of the Michael Page team.

RECRUITMENT ACTIVITY

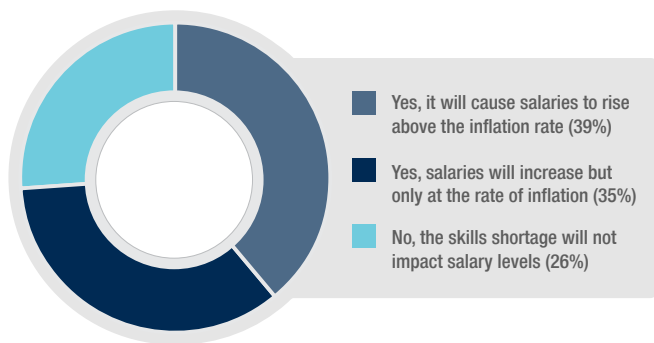
Experience level expected to be in highest demand



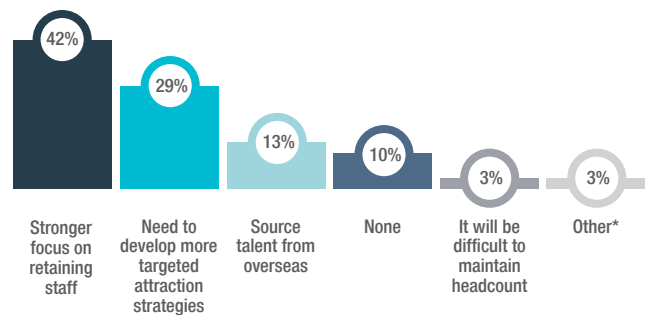
Expectation of a professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries



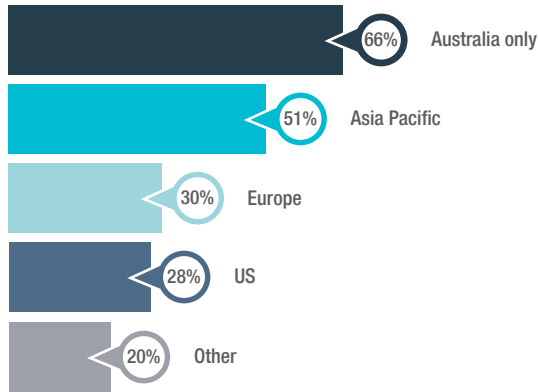
Impact of skills shortage on businesses in Australia over the next 12 months



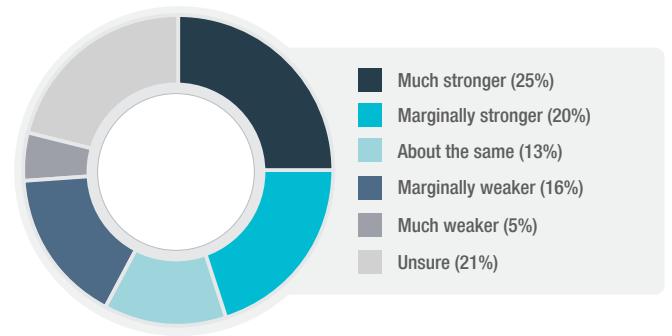
*provide training to up-skill staff, etc.

RECRUITMENT ACTIVITY

Regions companies operate in*

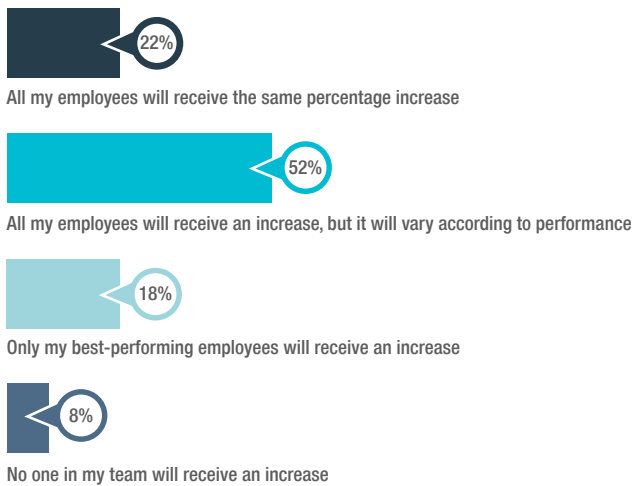


How Australian business is faring in comparison with Asia operations

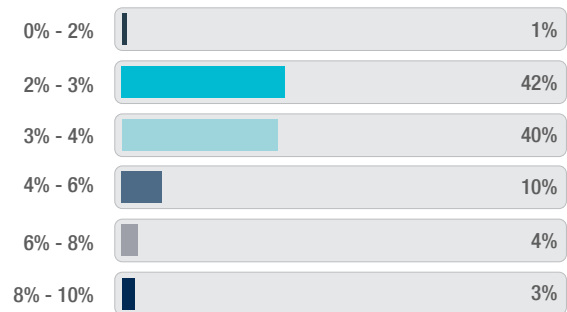


SALARY AND REMUNERATION

Salary increases over the next 12 months



Average percentage salary increase over the next 12 months



Market observation:

- Overall salaries in the technology sector have not increased over the past 12 months, as many companies remain in a cost-cutting mode of operation.

* More than one option could be selected.

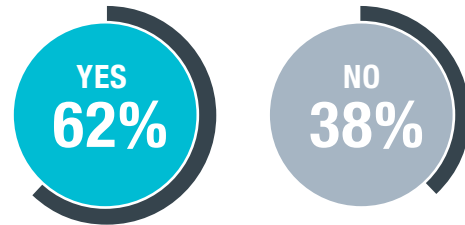
SALARY AND REMUNERATION

Factor most likely to impact salary levels in the next 12 months

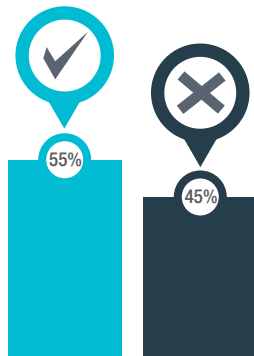


*Government funding, Enterprise Agreement, award, CPI, etc.

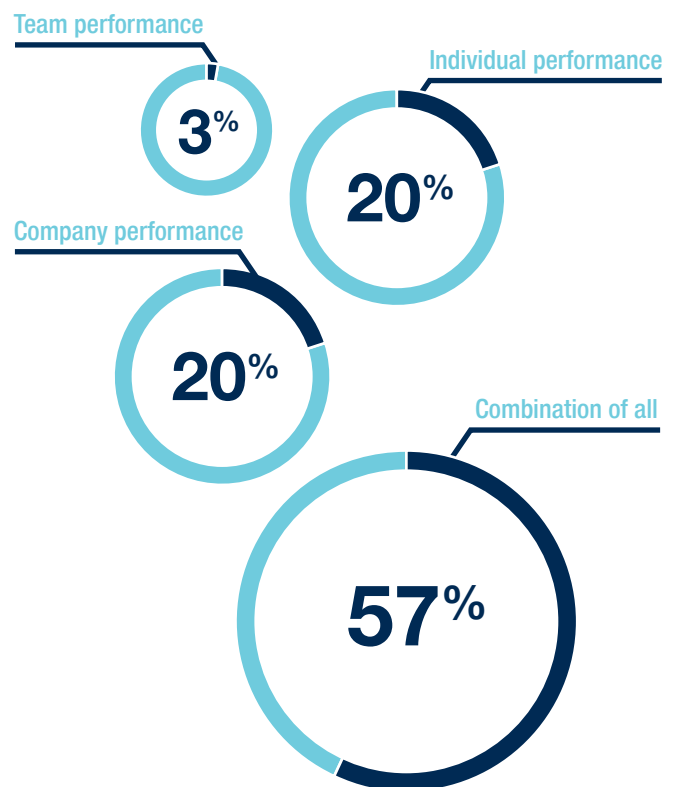
Flexible salary packaging or fringe benefits offered to employees



Companies providing bonuses as part of the remuneration package

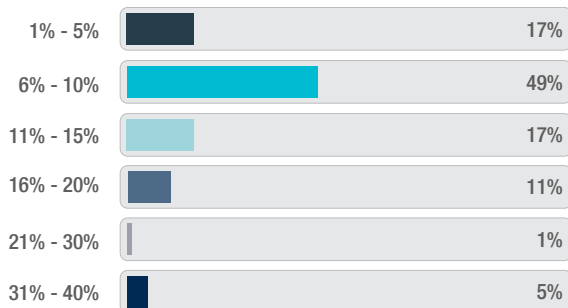


Basis for bonuses over the next 12 months



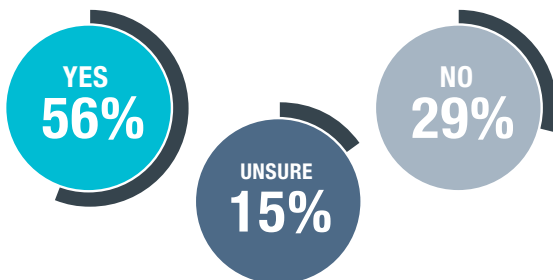
SALARY AND REMUNERATION

Average percentage bonus of gross salary

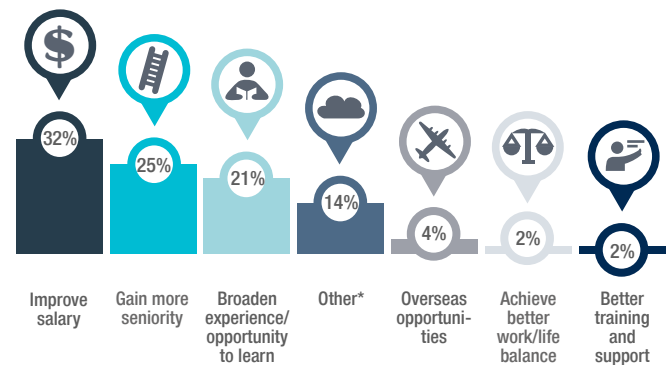


ATTRACTION AND RETENTION

Employer expectations for staff turnover in the next 12 months



Key reason employees are likely to leave



*end of project, retirement, cost cutting, change, etc.

Most popular tools for attraction and retention



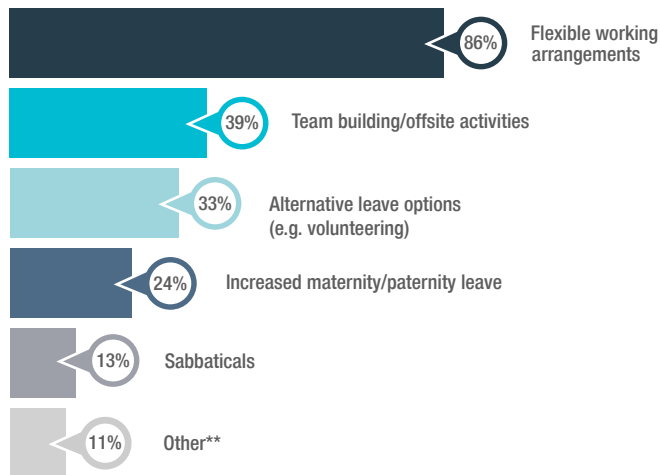
**longer-term contracts, etc.

Market observations:

- Career development remains a key retention strategy as employees place added emphasis on further education to advance their careers.
- Clear induction programs and structured career progression is currently operating as a successful retention model in many companies.
- Employers continue to offer incentivised referral programs. Some companies have increased the monetary benefits for successful referrals.

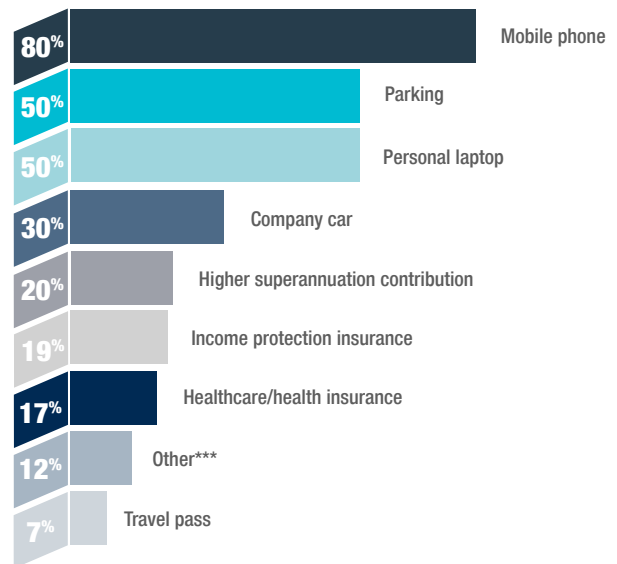
ATTRACTION AND RETENTION

Most popular options offered to support employees' work-life balance*



**office snacks, 'free lunch Tuesdays', sponsored sports, study leave, etc.

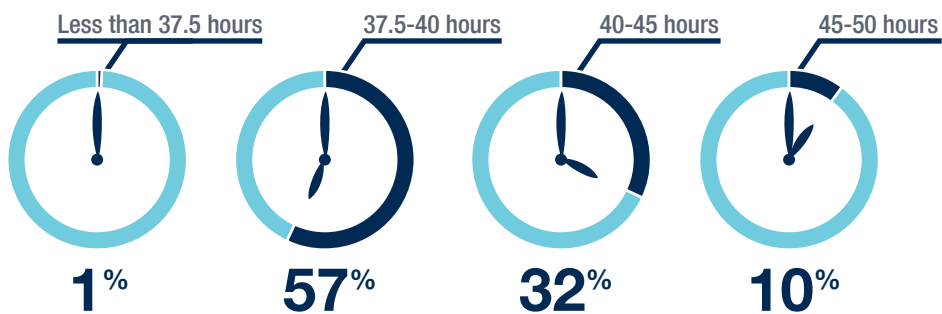
Combination of benefits offered to employees*



***employee share purchase scheme, equity as part of package-eg; e-Tag, corporate gym membership, etc.

WORKING HOURS

Average weekly working hours



* More than one option could be selected.

SALARY TABLES

LEADERSHIP

State	NSW			VIC		
Size of company	Small	Medium	Large	Small	Medium	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
CIO/IT Director	150-180	180-250	350+	150-180	180-250	350+
CTO	N/A	180-220	300+	N/A	180-220	300+
Head of IT	N/A	150-180	200+	N/A	150-180	200+
Head of Infrastructure	N/A	150-180	200+	N/A	150-180	200+
Head of Applications	N/A	150-180	200+	N/A	150-180	200+
IT Manager	120-130	130-150	150 +	120-130	130-150	150 +
Operations Manager	120-130	130-150	150 +	120-130	130-150	150 +

State	QLD			SA		
Size of company	Small	Medium	Large	Small	Medium	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
CIO/IT Director	140-180	180-240	240+	140-180	180-240	240+
CTO	N/A	160-200	200+	N/A	160-200	200+
Head of IT	N/A	140-180	180+	N/A	140-180	180+
Head of Infrastructure	N/A	140-160	160+	N/A	140-160	160+
Head of Applications	N/A	140-160	160+	N/A	140-160	160+
IT Manager	120-140	140-160	160+	120-140	140-160	160+
Operations Manager	120-140	130-150	150+	120-140	130-150	150+

State	WA		
Size of company	Small	Medium	Large
Salary	\$'000	\$'000	\$'000
CIO/IT Director	140-180	180-250	250+
CTO	N/A	160-200	200+
Head of IT	N/A	150-170	170-190
Head of Infrastructure	N/A	140-160	160-180
Head of Applications	N/A	140-160	160-180
IT Manager	100-120	120-140	140-160
Operations Manager	120-140	130-150	150+

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, 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. Roles marked N/A in this report are not commonly found for the specified years of experience. 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.

SALARY TABLES

ARCHITECTURE

State	NSW			VIC		
Size of company	Small	Medium	Large	Small	Medium	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Enterprise Architect	180-200	180-220	220+	130-140	180-200	220+
Solutions Architect	150-170	160-180	180+	120-130	160-180	180+
Network Architect	160-170	160-180	180+	120-130	160-180	180+
Security Architect	160-180	160-180	180+	120-130	160-180	180+
Information Management Architect	140-160	160-180	180+	140-160	160-180	180+

State	QLD			SA		
Size of company	Small	Medium	Large	Small	Medium	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Enterprise Architect	130-140	140-160	160+	130-140	140-160	160+
Solutions Architect	120-130	130-150	150+	120-130	130-150	150+
Network Architect	120-130	130-150	150+	120-130	130-150	150+
Security Architect	120-130	130-150	150+	120-130	130-150	150+
Information Management Architect	130-140	140-160	160+	130-140	140-160	160+

State	WA		
Size of company	Small	Medium	Large
Salary	\$'000	\$'000	\$'000
Enterprise Architect	150-160	160-180	180-220
Solutions Architect	120-140	140-160	160-180
Network Architect	120-140	140-160	160-180
Security Architect	120-130	130-150	150+
Information Management Architect	120-130	130-150	150+

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, 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. Roles marked N/A in this report are not commonly found for the specified years of experience. 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.

SALARY TABLES

CONSULTING

State	NSW			VIC		
Experience	Junior	Intermediate	Senior	Junior	Intermediate	Senior
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Practice Manager	N/A	140-180	180+	N/A	140-180	180+
Consultant	75-90	90-120	120+	75-90	90-120	120+
Pre-sales/Post-sales	75-90	90-120	120+	75-90	90-120	120+

State	QLD			SA		
Experience	Junior	Intermediate	Senior	Junior	Intermediate	Senior
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Practice Manager	120-140	140-180	180+	120-140	140-180	180+
Consultant	90-100	100-120	120+	90-100	100-120	120+
Pre-sales/Post-sales	70-85	85-115	115+	70-85	85-115	115+

State	WA		
Experience	Junior	Intermediate	Senior
Salary	\$'000	\$'000	\$'000
Practice Manager	120-140	140-180	180+
Consultant	75-90	90-120	120+
Pre-sales/Post-sales	75-90	90-120	120+

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 3. Roles marked N/A in this report are not commonly found for the specified years of experience. 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.

SALARY TABLES

PROJECT SERVICES

State	NSW			VIC		
Experience	Junior	Intermediate	Senior	Junior	Intermediate	Senior
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Programme Manager/Director	N/A	160-180	180+	N/A	160-180	180+
Portfolio Manager	N/A	160-180	180+	N/A	160-180	180+
Head of PMO	N/A	170-190	190+	N/A	170-190	190+
Project Manager	120-140	140-160	160+	120-140	140-160	160+
Change Manager	130-150	150-170	170+	115-125	150-170	170+
Project Scheduler	90-120	120-150	150+	75-90	120-150	150+
Project/PMO Co-ordinator	70-90	90-100	100+	75-90	90-100	100+
Business Analyst	80-100	100-130	130+	75-100	100-110	130+
Technical Business Analyst	80-100	100-130	130+	75-90	110-120	130+
Business Systems Analyst	70-80	80+	N/A	70-80	80+	N/A
Process Analyst	70-80	80+	N/A	70-80	80+	N/A
Technical Writer	90-100	100-120	120+	90-100	100-120	120+
Trainer	85-100	100-110	110+	65-90	100-110	110+

State	QLD			SA		
Experience	Junior	Intermediate	Senior	Junior	Intermediate	Senior
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Programme Manager/Director	120-130	130-150	150+	120-130	130-150	150+
Portfolio Manager	120-130	130-150	150+	120-130	130-150	150+
Head of PMO	130-150	150-170	170+	130-150	150-170	170+
Project Manager	100-115	115-130	130+	100-115	115-130	130+
Change Manager	115-130	130-145	145+	115-130	130-145	145+
Project Scheduler	70-90	90-100	100+	70-90	90-100	100+
Project/PMO Co-ordinator	70-90	90-100	100+	70-90	90-100	100+
Business Analyst	75-95	95-115	115+	75-95	95-115	115+
Technical Business Analyst	75-95	95-115	115+	75-95	95-115	115+
Business Systems Analyst	80-95	95-120	N/A	80-95	95-120	N/A
Process Analyst	70-80	80-90	N/A	70-80	80-90	N/A
Technical Writer	80-90	90-100	100+	80-90	90-100	100+
Trainer	75-85	85-100	100+	75-85	85-100	100+

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 3. Roles marked N/A in this report are not commonly found for the specified years of experience. 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.

SALARY TABLES

PROJECT SERVICES (CONTINUED)

State	WA		
Experience	Junior	Intermediate	Senior
Salary	\$'000	\$'000	\$'000
Programme Manager/Director	N/A	160-180	180-220
Portfolio Manager	N/A	160-180	180+
Head of PMO	N/A	160-180	180-200
Project Manager	110-120	120-130	130-150
Change Manager	110-120	120-130	130-150
Project Scheduler	70-90	90-100	100-110
Project/PMO Co-ordinator	70-90	90-100	100-120
Business Analyst	85-100	100-110	110-120
Technical Business Analyst	85-100	100-110	110-120
Business Systems Analyst	80-95	95-120	N/A
Process Analyst	N/A	80-90	N/A
Technical Writer	80-90	90-100	100-120
Trainer	65-90	100-110	110+

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 3. Roles marked N/A in this report are not commonly found for the specified years of experience. 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.

SALARY TABLES

APPLICATIONS

State	NSW			VIC		
Experience	Junior	Intermediate	Senior	Junior	Intermediate	Senior
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Business Systems/Applications Manager	120-130	130-150	150+	110-125	130-150	160+
Applications Team Lead	90-100	100-110	110+	80-90	90-110	110+
Applications Support	65-90	90-110	110+	55-60	65-80	80+

State	QLD			SA		
Experience	Junior	Intermediate	Senior	Junior	Intermediate	Senior
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Business Systems/Applications Manager	110-125	125-135	135+	110-125	125-135	135+
Applications Team Lead	80-85	85-90	90-95	80-85	85-90	90-95
Applications Support	60-70	70-80	80-90	60-70	70-80	80-90

State	WA		
Experience	Junior	Intermediate	Senior
Salary	\$'000	\$'000	\$'000
Business Systems/Applications Manager	110-130	130-140	140-150
Applications Team Lead	90-100	100-110	110+
Applications Support	65-80	80-100	100-130

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 3. Roles marked N/A in this report are not commonly found for the specified years of experience. 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.

SALARY TABLES

SOFTWARE DEVELOPMENT

State	NSW			VIC		
Experience	Junior	Intermediate	Senior	Junior	Intermediate	Senior
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Development Team Lead	90-100	100-120	120+	80-90	90-110	120+
Developer/Programmer	80-100	100-120	120+	80-100	100-120	120+
Web Developer	60-80	80-100	100+	60-80	80-100	100+
Analyst Programmer	80-90	90-120	120+	80-90	90-120	120+

State	QLD			SA		
Experience	Junior	Intermediate	Senior	Junior	Intermediate	Senior
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Development Team Lead	80-90	90-115	115+	80-90	90-115	115+
Developer/Programmer	60-75	75-100	100+	60-75	75-100	100+
Web Developer	60-75	75-100	100+	60-75	75-100	100+
Analyst Programmer	75-85	85-110	110+	75-85	85-110	110+

State	WA		
Experience	Junior	Intermediate	Senior
Salary	\$'000	\$'000	\$'000
Development Team Lead	80-90	90-110	110-120
Developer/Programmer	60-80	80-100	100-120
Web Developer	60-80	80-100	100-120
Analyst Programmer	70-90	90-110	110-130

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 3. Roles marked N/A in this report are not commonly found for the specified years of experience. 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.

SALARY TABLES

TESTING

State	NSW			VIC		
Experience	Junior	Intermediate	Senior	Junior	Intermediate	Senior
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Test Manager	100-120	120-130	130+	100-115	115-130	130-145
QA Manager	90-100	100-110	110+	115-125	125-140	140-155
Test Lead	90-100	90-120	120+	70-85	85-100	100-115
Test Analyst (Automation)	50-70	70-100	100+	60-75	75-90	90-105
Test Analyst	60-80	80-120	120+	55-70	70-85	85-100

State	QLD			SA		
Experience	Junior	Intermediate	Senior	Junior	Intermediate	Senior
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Test Manager	100-115	115-130	130-145	100-115	115-130	130-145
QA Manager	115-125	125-140	140-155	115-125	125-140	140-155
Test Lead	70-85	85-100	100-115	70-85	85-100	100-115
Test Analyst (Automation)	60-75	75-90	90-105	60-75	75-90	90-105
Test Analyst	55-70	70-85	85-100	55-70	70-85	85-100

State	WA		
Experience	Junior	Intermediate	Senior
Salary	\$'000	\$'000	\$'000
Test Manager	100-120	110-120	120-140
QA Manager	90-100	120-130	130-150
Test Lead	80-90	90-100	100-120
Test Analyst (Automation)	60-75	75-90	90-105
Test Analyst	55-70	70-85	85-100

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 3. Roles marked N/A in this report are not commonly found for the specified years of experience. 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.

SALARY TABLES

BUSINESS INTELLIGENCE/DATA WAREHOUSE

State	NSW			VIC		
Experience	Junior	Intermediate	Senior	Junior	Intermediate	Senior
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
BI/DW Manager	120-130	130-150	150+	120-130	130-150	150+
Business Intelligence Developer	80-100	100-130	130+	80-100	100-130	130+
Business Intelligence Analyst	60-80	80-100	100+	60-80	80-100	100+
Database Developer	80-100	100-130	130+	80-100	100-130	130+
Database Administrator	60-80	80-100	100+	60-80	80-100	100+
Data Analyst	60-70	70-80	80+	60-70	70-80	80+

State	QLD			SA		
Experience	Junior	Intermediate	Senior	Junior	Intermediate	Senior
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
BI/DW Manager	100-110	110-120	120-150	100-110	110-120	120-150
Business Intelligence Developer	75-85	85-105	105-120	75-85	85-105	105-120
Business Intelligence Analyst	70-80	80-90	90-110	70-80	80-90	90-110
Database Developer	65-75	75-100	100+	65-75	75-100	100+
Database Administrator	60-75	70-85	85-100	60-75	70-85	85-100
Data Analyst	55-65	65-75	75-85	55-65	65-75	75-85

State	WA		
Experience	Junior	Intermediate	Senior
Salary	\$'000	\$'000	\$'000
BI/DW Manager	100-110	110-120	120-150
Business Intelligence Developer	80-90	90-110	110-130
Business Intelligence Analyst	70-80	80-90	90-110
Database Developer	70-85	85-100	100-120
Database Administrator	75-85	85-100	100-120
Data Analyst	60-70	70-80	80-90

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 3. Roles marked N/A in this report are not commonly found for the specified years of experience. 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.

SALARY TABLES

NETWORKS/INFRASTRUCTURE

State	NSW			VIC		
Experience	Junior	Intermediate	Senior	Junior	Intermediate	Senior
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Infrastructure Manager	100-120	120-140	140+	100-120	120-130	130-150
Networks Manager	100-120	120-140	140+	100-120	120-130	130-150
Security Manager	100-120	120-140	140+	100-120	120-130	130-150
Systems Engineer	75-90	90-130	130+	80-90	90-100	100-110
System Administrator	70-80	80-110	110+	70-80	80-90	90-100
Network/Security Engineer	75-90	90-130	130+	80-90	90-100	100-110
Network/Security Administrator	75-85	85-115	115+	70-75	75-85	85-100

State	QLD			SA		
Experience	Junior	Intermediate	Senior	Junior	Intermediate	Senior
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Infrastructure Manager	100-120	120-130	130-150	100-120	120-130	130-150
Networks Manager	100-120	120-130	130-150	100-120	120-130	130-150
Security Manager	100-120	120-130	130-150	100-120	120-130	130-150
Systems Engineer	80-90	90-100	100-110	80-90	90-100	100-110
System Administrator	70-80	80-90	90-100	70-80	80-90	90-100
Network/Security Engineer	80-90	90-100	100-110	80-90	90-100	100-110
Network/Security Administrator	70-75	75-85	85-100	70-75	75-85	85-100

State	WA		
Experience	Junior	Intermediate	Senior
Salary	\$'000	\$'000	\$'000
Infrastructure Manager	90-100	100-120	120-150
Networks Manager	90-110	110-130	130-150
Security Manager	120-130	130-150	150-160
Systems Engineer	80-90	90-110	110-120
System Administrator	65-70	70-80	80-90
Network/Security Engineer	75-90	90-110	110-120
Network/Security Administrator	65-70	70-80	80-90

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 3. Roles marked N/A in this report are not commonly found for the specified years of experience. 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.

SALARY TABLES

SERVICE DELIVERY

State	NSW			VIC		
Experience	Junior	Intermediate	Senior	Junior	Intermediate	Senior
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Service Delivery Manager	100-110	110-120	120+	100-110	110-120	120+
Help Desk Manager	90-100	100-110	110+	90-100	100-110	110+
Helpdesk Team Leader	80-90	90-100	100+	80-90	90-100	100+
Service Desk/Desktop Support Analyst	55-65	65-70	70+	55-65	65-70	70+
Helpdesk Analyst	45-55	55-60	60+	45-55	55-60	60+

State	QLD			SA		
Experience	Junior	Intermediate	Senior	Junior	Intermediate	Senior
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Service Delivery Manager	90-100	100-110	110-130	90-100	100-110	110-130
Help Desk Manager	85-90	90-95	95-110	85-90	90-95	95-110
Helpdesk Team Leader	70-75	75-80	80-90	70-75	75-80	80-90
Service Desk/Desktop Support Analyst	55-60	60-65	65-70	55-60	60-65	65-70
Helpdesk Analyst	45-50	50-55	55-60	45-50	50-55	55-60

State	WA		
Experience	Junior	Intermediate	Senior
Salary	\$'000	\$'000	\$'000
Service Delivery Manager	90-110	110-120	120-140
Help Desk Manager	80-90	90-100	100-110
Helpdesk Team Leader	65-75	75-85	85-95
Service Desk/Desktop Support Analyst	55-65	65-70	70+
Helpdesk Analyst	40-50	45-55	55-65

Please note:

1. Salaries indicated are in Australian dollars and based on an annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. 2. Experience refers to 'total years experience' in the stated role. 3. Roles marked N/A in this report are not commonly found for the specified years of experience. 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.

CONTACT US

Sydney - CBD

Level 32, Grosvenor Place
225 George Street
Sydney NSW 2000
Tel + 61 2 8292 2000
Fax + 61 2 8292 2001
enquiries@michaelpage.com.au

Sydney - North Shore

Level 6, Tower B, Zenith Centre
821 Pacific Highway
Chatswood NSW 2067
Tel + 61 2 8292 2500
Fax + 61 2 8292 2501
enquiries@michaelpage.com.au

Sydney - West

Level 4
110 George Street
Parramatta NSW 2150
Tel + 61 2 8836 0700
Fax + 61 2 8836 0701
enquiries@michaelpage.com.au

Melbourne - CBD

Level 19
600 Bourke Street
Melbourne VIC 3000
Tel + 61 3 9607 5600
Fax + 61 3 9607 5666
enquiries@michaelpage.com.au

www.michaelpage.com.au

Melbourne - South East

Suite 10, Level 2
622 Ferntree Gully Road
Wheelers Hill VIC 3150
Tel + 61 3 8562 5400
Fax + 61 3 8562 5499
enquiries@michaelpage.com.au

Brisbane

Level 5
100 Creek Street
Brisbane QLD 4000
Tel + 61 7 3414 6100
Fax + 61 7 3414 6101
enquiries@michaelpage.com.au

Perth

Level 6, Westralia Plaza
167 St Georges Terrace
Perth WA 6000
Tel + 61 8 9215 9500
Fax + 61 8 9215 9599
enquiries@michaelpage.com.au

.....
PageExecutive

MichaelPage

PagePersonnel
.....

Part of the
PageGroup