



**AUSTRALIA**

# ADELAIDE

## ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

Our Adelaide banking & financial services division recruits for permanent and contract positions across all disciplines of financial services, including consumer and business banking, operational risk management and compliance, treasury, project management and wealth management.

### Market Overview

Candidates continued to hold the balance of power within the broader financial services market during 2007. Many candidates had a choice of roles and the power to negotiate higher salaries; these factors combined to elongate the recruitment process and signified the shift in the market. Specific, targeted search exercises have to a large degree superseded the more traditional advertised selection strategy method as the main recruitment method in this sector.

Employers had to react faster to secure candidates, and in some cases, took on headcount surplus to their current requirements in order to secure high calibre candidates. Business development and relationship managers within commercial and business banking, along with those candidates prepared to relocate to regional South Australian locations remained highly sought-after. Demand outstripped supply in 2007 by quite a margin, particularly for organisations that required new business developers, including all of the SME, middle market and institutional sectors. The major banks adopted a more proactive approach to retain performing staff, and the acceptance of counter offers by candidates became increasingly prevalent, further intensifying the candidate shortage.

Within the retail/consumer lending space, demand in 2007 was high for experienced mortgage lenders as banks and brokerage firms competed for the same business. With banks looking to increase their market share, experienced branch managers were held in the highest regard. Indicators show that there was also an upturn in the high net worth area of consumer banking due to the property boom in South Australia. In 2008, we should continue to witness increased investment into local branches, as we see a return to more traditional retail banking and a step away from large call centres.

Demand for qualified financial planners and para-planners remained constant throughout the year. There was a severe shortage of experienced and qualified para-planners, with salaries driven to new highs, predominantly within the second-tier chartered firms of wealth management businesses. Many of the major banks centralised their para-planning facilities into the major centres of Sydney and Melbourne, lessening the availability of roles at this level in the South Australian market.

# ADELAIDE

## ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2007	2008
<b>Banking</b>		
Relationship Manager - Institutional	\$120k+	<b>\$125k+</b>
Operations Manager (6+ yrs' exp)	\$95k+	<b>\$110k+</b>
Relationship Manager - Corporate	\$75k+	<b>\$80k+</b>
Operations Manager (3 - 5 yrs' exp)	\$70 - 75k	<b>\$80 - 85k</b>
Relationship Manager - SME	\$65k+	<b>\$75k+</b>
Credit Risk Analyst (6+ yrs' exp)	\$60k+	<b>\$75k+</b>
Credit Risk Analyst (3 - 5 yrs' exp)	\$55 - 60k	<b>\$70 - 80k</b>
Financial Markets - Analyst	\$50 - 60k	<b>\$60 - 70k</b>
Credit Risk Analyst (0 - 2 yrs' exp)	\$50 - 55k	<b>\$60 - 65k</b>
<b>Business Banking</b>		
Relationship Manager - Institutional	\$120k+	<b>\$125k+</b>
Treasury Manager	\$90k+	<b>\$105k+</b>
Manager Trade Finance	\$90k+	<b>\$100k+</b>
Business Development Manager - Wealth Management	\$80k+	<b>\$85k+</b>
Financial Planner (3 - 5 yrs' exp)	\$75k+	<b>\$85k+</b>
Relationship Manager - Corporate	\$75k+	<b>\$75k+</b>
Financial Planner (0 - 2 yrs' exp)	\$65k+	<b>\$75k+</b>
Relationship Manager - SME	\$65k+	<b>\$75k+</b>
Credit Risk Analyst (6+ yrs' exp)	\$60k+	<b>\$75k+</b>
Credit Risk Analyst (3 - 5 yrs' exp)	\$55 - 60k	<b>\$70 - 80k</b>
Equity Research Analyst (3 - 5 yrs' exp)	\$60k+	<b>\$65k+</b>
Para - Planner - DFP Qualified	\$50 - 60k+	<b>\$65 - 75k</b>
<b>Financial Services</b>		
Portfolio Funds Manager	\$85k+	<b>\$90k+</b>
Financial Planner (6+ yrs' exp)	\$80k+	<b>\$90k+</b>
Financial Planner (3 - 5 yrs' exp)	\$75k+	<b>\$85k+</b>
Financial Planner (0 - 2 yrs' exp)	\$65k+	<b>\$75k+</b>
Trainee Dealer (0 - 2 yrs' exp)	\$70 - 80k+	<b>\$70 - 80k</b>
Portfolio Funds Administrator	\$55k+	<b>\$60k+</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# ADELAIDE

## ACCOUNTING & FINANCE COMMERCE & INDUSTRY

Our Adelaide accounting & finance, commerce & industry division recruits for permanent and contract roles in financial, management, project, system and analytical reporting, as well as senior executive roles and strategic positions within commerce and professional services.

### Market Overview

With the candidate shortage once again evident throughout 2007, the Adelaide market continued to experience a lack of high calibre candidates actively seeking new opportunities. Strong candidates were presented with multiple offers - this was particularly evident in mining and defence, where predictably, demand was at its highest. To combat the skills shortage, our extensive interstate and international networks were used successfully to source individuals either returning or moving to Adelaide for lifestyle and/or career opportunities.

In 2007, specific skills that were sought-after included tax across the board, particularly IFRS, while CA/CPA qualified accountants and those at the \$60-80k salary level continued to be in short supply.

As the accounting market continues to tighten, a greater emphasis will be placed on partnerships with our clients to enhance our ability to introduce candidates in the absence of a specified role. Candidates will move in a more 'silent' market where roles are not necessarily advertised; organisations will need to develop strategies to access this market and these potential employees. In 2008, we expect this trend to become increasingly evident in the accounting space along with any high demand, low supply recruitment area.

With a buoyant Australian economy, we anticipate hiring activity in Adelaide to remain at similar levels in 2008. Companies will continue to replace key roles on a permanent basis, and with the continued growth in the mining and resources sector, the candidate scarcity shows no sign of abating.

# ADELAIDE

## ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2007	2008	2007	2008
	Chief Financial Officer	\$150k+	<b>\$150k+</b>	
Group Financial Controller	\$150k+	<b>\$150k+</b>		
Financial Controller - Large Organisation	\$150k+	<b>\$150k+</b>		
Financial Controller - Small/Medium Organisation	\$100k+	<b>\$100k+</b>		
Group Management Accountant	\$100k+	<b>\$100k+</b>		
Tax Manager	\$95k+	<b>\$100k+</b>		
Financial Accountant (6+ yrs' exp)	\$90k+	<b>\$100k+</b>	\$50 - 55	<b>\$50 - 60</b>
Financial Analyst (6+ yrs' exp)	\$85k+	<b>\$90k+</b>	\$45 - 50	<b>\$50 - 55</b>
Group Accountant	\$90k+	<b>\$90k+</b>	\$40 - 50	<b>\$45 - 55</b>
Systems Accountant (6+ yrs' exp)	\$85k+	<b>\$90k+</b>	\$40 - 50	<b>\$45 - 55</b>
Audit Manager	\$75k+	<b>\$90k+</b>	\$30 - 40	<b>\$40 - 45</b>
Finance Manager (2 - 5 yrs' exp)	\$80k+	<b>\$90k+</b>		
Commercial Manager	\$80k+	<b>\$90k+</b>		
Tax Accountant (6+ yrs' exp)	\$85k+	<b>\$85k+</b>	\$40 - 50	<b>\$45 - 55</b>
Management Accountant (6+ yrs' exp)	\$80k+	<b>\$85k+</b>	\$45 - 55	<b>\$45 - 55</b>
Business Analyst (6+ yrs' exp)	\$80k+	<b>\$85k+</b>	\$40 - 50	<b>\$45 - 50</b>
Management Accountant (3 - 5 yrs' exp)	\$75k+	<b>\$80k+</b>	\$40 - 50	<b>\$45 - 55</b>
Financial Accountant (3 - 5 yrs' exp)	\$70k+	<b>\$75k+</b>	\$35 - 45	<b>\$40 - 50</b>
Company Accountant	\$75k+	<b>\$75k+</b>	\$35 - 45	<b>\$35 - 45</b>
Systems Accountant (3 - 5 yrs' exp)	\$75k+	<b>\$75k+</b>	\$30 - 40	<b>\$35 - 45</b>
Tax Accountant (3 - 5 yrs' exp)	\$75k+	<b>\$75k+</b>	\$30 - 40	<b>\$35 - 45</b>
Business Analyst (3 - 5 yrs' exp)	\$65k+	<b>\$70k+</b>	\$35 - 45	<b>\$35 - 45</b>
Financial Analyst (3 - 5 yrs' exp)	\$65k+	<b>\$70k+</b>	\$30 - 40	<b>\$35 - 40</b>
Cost Accountant (2 - 5 yrs' exp)	\$60 - 70k	<b>\$60 - 80k</b>	\$45 - 55	<b>\$40 - 55</b>
Assistant Accountant - CA/CPA (0 - 2 yrs' exp)	\$55k+	<b>\$60k+</b>	\$25 - 30	<b>\$30 - 33</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# ADELAIDE

## ENGINEERING & OPERATIONS

Our engineering & operations division in Adelaide specialises in the recruitment of permanent and contract engineering, design and construction staff. Developing close partnerships with consultants, contractors, operators and utilities clients, we specialise in the following sectors:

- Building and infrastructure
- Defence
- Environmental
- Industry
- Manufacturing
- Mining
- Oil & gas
- Power
- Utilities and telecommunications
- Water

### Market Overview

South Australia's mining and subsequent building and infrastructure boom led to considerable growth across most engineering sectors. Much publicised mining projects are set to continue utilising a significant number of engineering professionals in 2008 and demand is expected to steadily increase into 2009 and beyond.

As in previous years, 2007 saw employers take on a steady stream of graduates into their development programmes, in addition to looking interstate and overseas for quality candidates. Engineering graduate salaries in Adelaide continued to exceed the expectations of new engineers, often surpassing similar offers available interstate.

Candidates in highest demand in 2007 were those with consultancy or contractor backgrounds. As a result of the candidate shortage, employers were increasingly willing to consider lower-level engineers with transferable skills from other industry sectors.

Salaries across all engineering disciplines experienced unprecedented growth, which continued to increase the pressure on already tight project budgets. Importantly however, employers recognised the need to react in a timely fashion to secure top candidates. Offering flexible and attractive employment conditions has become more crucial than ever before and organisations have continued to improve their own internal conditions to attract and retain the best staff.

Employers that continued to rely on advertising their own vacancies experienced poor results in terms of the overall quality and relevance of applications received and subsequent time wasted. To attract the best talent in this candidate short market, the most successful employers are those who use a multi-targeted approach to their recruitment strategy. Robert Walters' consultants are dedicated to providing effective attraction strategies and targeted candidate searches, including access to our pool of international candidates.

# ADELAIDE

## ENGINEERING & OPERATIONS

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2007	2008
<b>Building Services/Infrastructure</b>		
Engineering Manager	\$120k+	\$130k+
Construction Manager	\$100k+	\$125k+
Project Manager	\$95k+	\$100k+
Transport Engineer	\$60 - 80k	\$75 - 100k
Senior Engineer	\$60 - 80k	\$65 - 90k
Project Engineer	\$50 - 90k	\$60 - 90k
Environmental Scientist	\$50 - 100k	\$50 - 100k
Design Engineer	\$40 - 60k	\$45 - 65k
Design Drafter	\$35 - 55k	\$35 - 55k
<b>Heavy Industry (Oil/Gas/Mining/Power)</b>		
Engineering Manager	\$140k+	\$150k+
Construction Manager	\$120k+	\$150k+
Project Manager	\$110 - 140k	\$120 - 150k
Mining Engineer	\$80 - 110k	\$100k+
HSE Manager	\$90 - 150k	\$90 - 150k
Metallurgist	\$75 - 125k	\$85 - 165k
Project Engineer	\$80 - 130k	\$85 - 130k
Senior Engineer	\$80 - 130k	\$80 - 130k
Design Engineer	\$55 - 80k	\$55 - 80k
Design Drafter	\$50 - 100k	\$50 - 100k
<b>Project Controls</b>		
Project Controls Manager	\$110 - 140k	\$120 - 165k
Quality Manager	\$110 - 140k	\$120 - 165k
Planner/Scheduler	\$85 - 125k	\$90 - 140k
Estimator	\$85 - 125k	\$85 - 140k
Contracts Administrator	\$65 - 100k	\$65 - 120k

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# ADELAIDE

## SALES & MARKETING

Our specialist sales & marketing division is highly recognised in the Adelaide market and recruits across a broad range of industry sectors and occupational areas, including:

- Consumer/FMCG
- Engineering
- Financial services
- Healthcare
- Industrial products
- Information technology
- Manufacturing
- Professional services
- Telecommunications
- Utilities

### Market Overview

In 2007, the South Australian market stabilised after a slow start to the year. The demand for sales and marketing professionals across IT&T was steady, with expectations that the industry will continue to expand in 2008 and result in a high demand for candidates in an already candidate short market. Many of the larger IT&T organisations have sales and marketing departments in South Australia, however senior decision-makers are often located interstate. As a result, roles at this level become available infrequently due to low turnover and stability of staff.

Other industry sectors including professional services, utilities and financial services, saw an increase in demand for candidates, however they were hampered in their recruitment by a higher incidence of counter offers. Some industries, predominantly IT&T, were embracing sign-on bonuses as a means to attract the best candidates.

The market overall continued to be candidate driven, particularly for high calibre professionals. This was offset to some extent by an increase in the number of highly skilled migrants with sales backgrounds entering the market in 2007. Moving forward into 2008, we will continue to encourage organisations to focus on the behavioural competence of candidates and their transferable skills and aptitudes, rather than relying solely on industry experience which can be acquired over time. Increasingly, organisations are becoming more open to accepting candidates with transferable skills from other industry backgrounds. Our fully integrated and innovative recruitment solutions will become even more important in allowing our clients direct access to highly sought-after and skilled sales and marketing professionals.

# ADELAIDE

## SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2007	2008
Sales Director (4+ yrs' exp)	\$80 - 150k	<b>\$100 - 170k</b>
Sales Manager	\$80 - 150k	<b>\$90 - 160k</b>
State Sales Manager (3+ yrs' exp)	\$80 - 150k	<b>\$90 - 160k</b>
Account Manager (4 - 5 yrs' exp)	\$100 - 140k	<b>\$90 - 150k</b>
Account Director	\$90 - 140k	<b>\$90 - 140k</b>
Marketing Director	\$80 - 150k	<b>\$85 - 155k</b>
Sales Executive (4 - 5 yrs' exp)	\$80 - 140k	<b>\$85 - 145k</b>
National Retail Manager (0 - 3 yrs' exp)	\$80 - 140k	<b>\$85 - 145k</b>
Sales and Marketing Manager	\$65 - 150k	<b>\$80 - 160k</b>
Business Development Manager (4 - 5 yrs' exp)	\$75 - 120k	<b>\$80 - 130k</b>
Product/Brand Manager (4 - 5 yrs' exp)	\$75 - 100k	<b>\$75 - 100k</b>
Marketing Manager	\$60 - 120k	<b>\$70 - 130k</b>
Sales Executive (2 - 3 yrs' exp)	\$65 - 120k	<b>\$70 - 125k</b>
Product/Brand Manager (2 - 3 yrs' exp)	\$65 - 80k	<b>\$70 - 85k</b>
Direct Marketing Manager (3+ yrs' exp)	\$65 - 100k	<b>\$65 - 100k</b>
Account Manager (2 - 3 yrs' exp)	\$50 - 100k	<b>\$60 - 120k</b>
Marketing Executive	\$45 - 100k	<b>\$60 - 120k</b>
Business Development Manager (2 - 3 yrs' exp)	\$60 - 90k	<b>\$60 - 100k</b>
Marketing Communications Manager	\$55 - 80k	<b>\$60 - 85k</b>
Sponsorship and Events Manager (0 - 3 yrs' exp)	\$55 - 80k	<b>\$60 - 85k</b>
State Retail Manager (0 - 3 yrs' exp)	\$45 - 80k	<b>\$55 - 90k</b>
Relationship Manager (2+ yrs' exp)	\$50 - 75k	<b>\$55 - 80k</b>
Fundraising Manager (0 - 3 yrs' exp)	\$45 - 80k	<b>\$50 - 85k</b>
Marketing Assistant (0 - 3 yrs' exp)	\$40 - 60k	<b>\$45 - 65k</b>
Marketing Coordinator (0 - 3 yrs' exp)	\$40 - 60k	<b>\$45 - 65k</b>
Media Sales (0 - 3 yrs' exp)	\$40 - 100k	<b>\$40 - 100k</b>
Telemarketer (0 - 3 yrs' exp)	\$35 - 50k	<b>\$40 - 55k</b>
Market Researcher (1 - 3 yrs' exp)	\$35 - 40k	<b>\$40 - 45k</b>

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# ADELAIDE

## SECRETARIAL & BUSINESS SUPPORT

Our Adelaide secretarial & business support division recruits both temporary and permanent staff across many disciplines. Our team works across various sectors and organisations including accounting and legal firms, IT, retail, education, utilities, consulting, insurance, real estate, superannuation, banking and manufacturing. We provide a wide range of administration staff including junior administrators, personal and executive assistants, receptionists, data entry operators, office administrators, office managers, legal secretaries, law clerks, paralegals, call centre staff team leaders, HR administrators and managers, as well as various other operational roles.

### Market Overview

The Adelaide market remained strong in 2007 with continued growth across all sectors. Demand remained high for exceptional administration staff in commercial entities and due to the wide-spread shortage of candidates, timeframes for recruitment shortened dramatically. Significant swings in salary levels have appeared within the personal assistant/executive assistant market, with average salaries increasing by 15%.

Across the market, retention of staff remains a key focus for organisations. Although an increase in salary is the most common approach taken in an effort to retain staff, companies are now focusing on offering staff incentives and lifestyle benefits to both attract and retain their workforce. Benefits such as bonus structures, higher superannuation, onsite gyms and crèches as well as shorter and more flexible working hours were some of the most common elements offered by organisations in an effort to improve staff retention. This trend is set to continue into 2008 and organisations will have to become more innovative in their offerings as these benefits become the norm, not the exception.

# ADELAIDE

## SECRETARIAL & BUSINESS SUPPORT

### ROLE

### PERMANENT SALARY PER ANNUM \$AUS

### CONTRACT RATE PER HOUR \$AUS

	2007	2008	2007	2008
Payroll Supervisor	\$45 - 70k	<b>\$50 - 65k</b>	\$21 - 25	<b>\$23 - 27</b>
Underwriter	\$45 - 80k	<b>\$45 - 70k</b>	\$18 - 23	<b>\$20 - 25</b>
Executive Assistant	\$43 - 55k	<b>\$45 - 65k</b>	\$21 - 26	<b>\$23 - 30</b>
Personal Assistant	\$39 - 50k	<b>\$45 - 65k</b>	\$19 - 20	<b>\$23 - 30</b>
Office Manager	\$45 - 60k	<b>\$45 - 60k</b>	\$22 - 30	<b>\$22 - 30</b>
Bookkeeper	\$38 - 48k	<b>\$45 - 50k</b>	\$19 - 30	<b>\$20 - 30</b>
Credit Controller	\$39 - 70k	<b>\$40 - 70k</b>	\$22 - 32	<b>\$25 - 35</b>
Legal Secretary	\$36 - 50k	<b>\$40 - 55k</b>	\$20 - 24	<b>\$22 - 26</b>
Paralegal	\$38 - 50k	<b>\$40 - 55k</b>	\$20 - 24	<b>\$20 - 26</b>
Secretary	\$35 - 40k	<b>\$40 - 50k</b>	\$18 - 20	<b>\$19 - 23</b>
Accounts Payable/Receivable	\$33 - 44k	<b>\$38 - 48k</b>	\$18 - 22	<b>\$20 - 23</b>
Superannuation Fund Administrator	\$33 - 37k	<b>\$38 - 45k</b>	\$18 - 20	<b>\$19 - 23</b>
Mortgage Processing Officer/Settlements Officer	\$33 - 38k	<b>\$38 - 45k</b>	\$18 - 20	<b>\$19 - 22</b>
Payroll Officer	\$35 - 45k	<b>\$35 - 45k</b>	\$18 - 22	<b>\$19 - 23</b>
Data Entry Operator	\$29 - 34k	<b>\$35 - 38k</b>	\$18 - 19	<b>\$19 - 20</b>
Receptionist	\$32 - 38k	<b>\$32 - 40k</b>	\$18 - 19	<b>\$19 - 22</b>
<b>Call Centre</b>				
Call Centre Manager	\$70 - 150k	<b>\$70 - 150k</b>	\$41 - 72	<b>\$45 - 80</b>
Outbound Sales Team Leader	\$47 - 58k	<b>\$65 - 80k</b>	\$23 - 35	<b>\$26 - 38</b>
Inbound Sales Team Leader	\$43 - 47k	<b>\$60 - 75k</b>	\$22 - 32	<b>\$25 - 35</b>
Customer Service Team Leader	\$43 - 47k	<b>\$50 - 70k</b>	\$20 - 25	<b>\$25 - 30</b>
Outbound Sales Representative	\$35 - 45k	<b>\$45 - 55k</b>	\$20 - 24	<b>\$22 - 26</b>
Customer Service Representative	\$40 - 47k	<b>\$42 - 48k</b>	\$19 - 23	<b>\$20 - 24</b>
Inbound Sales Representative	\$28 - 38k	<b>\$42 - 48k</b>	\$18 - 22	<b>\$20 - 24</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# BRISBANE

## ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

The banking & financial services division in Brisbane continues to focus on all levels of permanent and temporary recruitment across Queensland metropolitan and regional centres. We cover all facets of banking, superannuation, wealth management and insurance with an emphasis on the major areas of front office and operational staff.

### Market Overview

The market in 2007 was buoyant across all areas and there was a consistent drive from clients for staff in lending, credit analysis, insurance claims, risk management, compliance and relationship management. The market developed in a number of areas, with demand from the main local players, new start-ups and international organisations driving further staff shortages. Throughout 2007, companies broadened their search for qualified candidates to both the national and international markets and further developed their attraction strategies.

A major growth area in Queensland across the three areas of banking, superannuation and insurance has been risk and compliance. An increase in the activities of regulators resulted in a greater focus on growing and developing these areas. This pattern is expected to continue into 2008, predominantly driven by the pending Anti-Money Laundering legislation and the anticipated impact on the way financial services organisations operate.

In 2007 we saw many of the major banks continue to grow their footprint in the Queensland market as well as an increase in competition as the challenger brands continued to focus on mergers and acquisitions within the industry. Following on from 2007, we expect the growth in consumer banking to continue to drive competition as organisations look for new customers as well as potential employees in 2008. We also witnessed a change in the way banks dealt with their business and commercial

clients through the development of a localised approach. In most cases this led to a migration of staff from the central business district to various business banking hubs in key growth areas. This combination of growth resulted in the strengthening of operational support areas such as loan processing and credit analysis.

The superannuation industry continued to grow and develop its presence with an increase in the number of industry super funds looking for a share of the market. Though the larger and more established players continued their development, there were also signs of the emergence of smaller industry specific super funds making their way into the market. The need for PS146 qualified superannuation specialists continued to grow as clients looked to strengthen their ability to service new and existing clients.

The structure of Queensland's growing insurance industry continued to change throughout 2007 with a variety of mergers and acquisitions changing the shape of the market. Despite this, we saw an increase in the need for experienced underwriters and claims staff. As we move into 2008, we expect to see graduates shift their focus outside of insurance into some of the more publicised areas of financial services.

# BRISBANE

## ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2007	2008	2007	2008
<b>Financial Services</b>				
Compliance Manager	\$80 - 100k	<b>\$85 - 120k</b>	\$40 - 50	<b>\$42 - 60</b>
Risk Manager	\$80 - 100k	<b>\$85 - 120k</b>	\$40 - 50	<b>\$42 - 60</b>
Portfolio Funds Manager	\$75 - 120k	<b>\$80 - 130k</b>	\$32 - 60	<b>\$40 - 65</b>
Insurance Team Leader	\$60 - 85k	<b>\$60 - 90k</b>	\$30 - 42	<b>\$30 - 45</b>
Compliance Officer	\$50 - 70k	<b>\$50 - 80k</b>	\$20 - 35	<b>\$25 - 40</b>
Risk Officer	\$50 - 70k	<b>\$50 - 80k</b>	\$20 - 35	<b>\$25 - 40</b>
Client Services Officer	\$42 - 47k	<b>\$45 - 50k</b>	\$21 - 24	<b>\$22 - 25</b>
Insurance Claims	\$38 - 65k	<b>\$40 - 70k</b>	\$19 - 32	<b>\$20 - 35</b>
<b>Operations</b>				
Head of Operations	\$140 - 170k	<b>\$110 - 200k</b>	\$70 - 85	<b>\$55 - 100</b>
Treasury Manager	\$50 - 90k	<b>\$80 - 120k</b>	\$25 - 45	<b>\$40 - 60</b>
Operations Manager	\$60 - 90k	<b>\$80 - 110k</b>	\$30 - 45	<b>\$40 - 55</b>
Operations Supervisor	\$45 - 60k	<b>\$60 - 85k</b>	\$24 - 30	<b>\$30 - 43</b>
Operations Officer	\$35 - 45k	<b>\$38 - 60k</b>	\$17 - 23	<b>\$19 - 30</b>
<b>Banking</b>				
Credit Risk Manager	\$55 - 85k	<b>\$80 - 110k</b>	\$30 - 45	<b>\$40 - 55</b>
Operations Manager	\$70 - 100k	<b>\$80 - 100k</b>	\$35 - 55	<b>\$40 - 50</b>
Senior Financial Planner	\$68 - 90k	<b>\$75 - 110k</b>	\$35 - 50	<b>\$32 - 55</b>
Relationship Manager - Consumer	\$55 - 80k	<b>\$60 - 90k</b>	\$27 - 40	<b>\$30 - 45</b>
Junior Financial Planner	\$55 - 75k	<b>\$60 - 80k</b>	\$28 - 38	<b>\$30 - 40</b>
Credit Risk Analyst	\$47 - 57k	<b>\$60 - 80k</b>	\$23 - 29	<b>\$30 - 40</b>
Para - Planner	\$50 - 70k	<b>\$50 - 75k</b>	\$25 - 35	<b>\$25 - 40</b>
Settlements Clerk	\$36 - 44k	<b>\$40 - 50k</b>	\$18 - 22	<b>\$20 - 25</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# BRISBANE

## ACCOUNTING & FINANCE COMMERCE & INDUSTRY

Our Brisbane accounting & finance, commerce & industry division specialises in the recruitment of executive and accounting support professionals on a temporary, contract and permanent basis. Our consultants are industry specialists offering credibility through their detailed understanding of both the client and candidate markets. We offer tailored recruitment solutions to a range of blue-chip organisations across a broad base of industry sectors including the energy, construction, property, engineering and government sectors.

### Market Overview

With unemployment rates remaining the lowest we have seen in almost 30 years, the accounting and finance market remained extremely competitive. The Queensland economy continued to be driven by the global resources boom, with some of Australia's most prestigious infrastructure projects taking place in Brisbane. 2007 was characterised by a notable shortage of top quality candidates at both the accounting support and newly qualified level. We also saw a considerable rise in the number of part-time opportunities available and an increasing number of companies beginning to offer more flexible working arrangements, acknowledging the needs of those candidates studying towards further education or those looking to return to the workplace after a period of absence. Organisations also recognised the importance of contract staff, evidenced by a recent increase in the number of temporary to permanent opportunities.

Throughout 2007 demand continued to exceed the supply of candidates within the 2-5 years' PQE level. The market is extremely competitive at the \$120k+ level with the talent pool of available candidates increasing as more candidates returned from working overseas or moving interstate, often with considerable experience in a number of the world's leading organisations. Clients have also started to consider candidates with

experience and qualifications from overseas, whereas traditionally local experience was considered to be of greater importance.

As seen in recent years, a strong permanent employment market coupled with candidate scarcity has continued to push contract rates upwards and the onus was on recruitment consultants to control the recruitment process and manage expectations more than ever before. In 2008, the most effective method of contending with shortages will be to continue working closely with candidates, keeping them up-to-date with the status of their applications, and offering them constructive feedback on their career aspirations. From a client perspective, speed will continue to be imperative and those who move fastest will ultimately achieve the best outcome. We have continued to focus on innovative means of sourcing candidates and found that more and more candidates are being attracted to the Robert Walters brand as opposed to direct online job advertisements.

### Commerce

Continued investment in infrastructure, construction and property and the concentrated presence of head offices from mining and resources companies in Brisbane, meant there was continued need for skilled accounting professionals in 2007. This was at the support and senior level and those with intimate knowledge of market indicators and trends were in highest demand. Specialist roles requiring candidates with internal audit, Sarbanes-Oxley, US GAAP and/or IFRS exposure were also more prevalent as legislative compliance became increasingly complex and regulated. At the accounting support level, the market for skilled assistant accountants, payroll officers, accounts payable officers and accounts receivable officers was extremely tight and good candidates were hotly contested, with most candidates continuing to receive multiple offers. Business and financial analysis

positions clearly emerged as favourable career choices with most candidates believing them to be the fastest route to a more commercial role within an organisation, once again highlighting the difficulty in finding candidates for the more traditional roles of financial accounting and audit.

### Public Sector

Statistics suggest that over one in ten Queensland vacancies was accounted for by the public sector in 2007. Whilst it still remains a buoyant time for candidates seeking a new role, this buoyancy further exacerbated the shortage of available candidates with the right skills. Demand continued for finance staff with SAP experience and these candidates tended to be placed within extremely short timeframes. Other trends included an increase in demand for policy professionals, analysts and project managers as the traditional public administration model was replaced by a strategic management drive. Following on from 2007 we expect to see permanent recruitment activity within the sector increase, in particular the temporary to permanent recruitment of many contractors, as many departments try to stabilise teams and reduce recruitment costs. Working within the public sector has emerged as a more favourable option for many candidates who recognise the attractiveness and benefits available - including higher superannuation contributions, flexible working arrangements and a greater focus on work-life balance.

Changes within the energy sector, local council amalgamations, state government departmental changes and SAP project upgrade delays all impacted recruitment towards the latter half of 2007, however as teams stabilise and plans get back on track, the recruitment market for both contract and permanent is expected to flourish throughout 2008.

# BRISBANE

## ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2007	2008	2007	2008
	Chief Financial Officer	\$150 - 400k	<b>\$180 - 450k</b>	\$75 - 200
Tax Manager	\$100 - 140k	<b>\$120 - 200k</b>	\$45 - 70	<b>\$60 - 90</b>
Commercial/Planning Manager	\$120 - 180k	<b>\$120 - 180k</b>	\$60 - 90	<b>\$55 - 85</b>
Financial Controller	\$100 - 250k	<b>\$100 - 250k</b>	\$45 - 100	<b>\$55 - 100</b>
Systems Accountant	\$45 - 120k	<b>\$80 - 120k</b>	\$30 - 45	<b>\$40 - 60</b>
Senior Management Accountant	\$60 - 90k	<b>\$75 - 120k</b>	\$30 - 60	<b>\$40 - 70</b>
Financial Accountant - Senior	\$60 - 85k	<b>\$75 - 120k</b>	\$30 - 43	<b>\$35 - 60</b>
Senior Business/Financial Analyst	\$45 - 75k	<b>\$75 - 110k</b>	\$30 - 45	<b>\$45 - 65</b>
Pricing Analyst	\$70 - 90k	<b>\$75 - 95k</b>	\$35 - 45	<b>\$35 - 45</b>
Tax Accountant	\$40 - 45k	<b>\$70 - 140k</b>	\$20 - 25	<b>\$40 - 75</b>
Finance Manager	\$60 - 140k	<b>\$70 - 140k</b>	\$35 - 75	<b>\$35 - 75</b>
Group Accountant	\$60 - 100k	<b>\$70 - 120k</b>	\$35 - 50	<b>\$40 - 70</b>
Audit Manager	\$70 - 120k	<b>\$70 - 120k</b>	\$40 - 55	<b>\$40 - 60</b>
Treasury Accountant	\$65 - 90k	<b>\$65 - 150k</b>	\$30 - 50	<b>\$40 - 65</b>
Cost Accountant	\$40 - 80k	<b>\$65 - 90k</b>	\$25 - 40	<b>\$40 - 55</b>
Credit Manager	\$55 - 90k	<b>\$60 - 90k</b>	\$27 - 40	<b>\$35 - 45</b>
Payroll Manager	\$60 - 80k	<b>\$60 - 80k</b>	\$25 - 35	<b>\$30 - 40</b>
Junior Management Accountant	\$45 - 60k	<b>\$50 - 75k</b>	\$22 - 30	<b>\$25 - 35</b>
Audit Officer	\$35 - 70k	<b>\$50 - 70k</b>	\$20 - 22	<b>\$35 - 50</b>
Financial Accountant	\$45 - 60k	<b>\$50 - 70k</b>	\$22 - 30	<b>\$30 - 40</b>
Assistant Accountant - CA/CPA (2+ yrs' exp)	\$55 - 65k	<b>\$50 - 65k</b>	\$28 - 35	<b>\$30 - 40</b>
Junior Business/Financial Analyst	\$40 - 45k	<b>\$45 - 65k</b>	\$22 - 30	<b>\$30 - 40</b>
Accounts Payable/Receivable Manager	\$47 - 60k	<b>\$45 - 65k</b>	\$24 - 30	<b>\$25 - 35</b>
Assistant Accountant - CA/CPA (0 - 2 yrs' exp)	\$40 - 45k	<b>\$45 - 55k</b>	\$20 - 24	<b>\$25 - 35</b>
Accounts Payable/Receivable Officer	\$30 - 50k	<b>\$40 - 63k</b>	\$20 - 25	<b>\$20 - 28</b>
Bookkeeper	\$28 - 50k	<b>\$40 - 55k</b>	\$20 - 30	<b>\$25 - 35</b>
Credit Controller	\$40 - 55k	<b>\$40 - 55k</b>	\$20 - 23	<b>\$25 - 30</b>
Payroll Officer	\$40 - 50k	<b>\$40 - 55k</b>	\$20 - 27	<b>\$20 - 30</b>
Graduate Accountant	\$35 - 40k	<b>\$40 - 55k</b>	\$18 - 20	<b>\$20 - 28</b>
Billings Analyst	\$28 - 45k	<b>\$35 - 45k</b>	\$20 - 25	<b>\$25 - 35</b>
Accounts Assistant	\$28 - 45k	<b>\$30 - 45k</b>	\$20 - 25	<b>\$20 - 25</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# BRISBANE

## ENGINEERING & OPERATIONS

The engineering & operations division of our Brisbane office employs a range of industry specialists servicing a diverse selection of industries throughout Queensland. The team includes experts in mining, design, construction, geology, infrastructure, power and manufacturing; regularly providing advice and developing recruitment strategies specific to individual positions and clients. We specialise in finding high quality professionals and are committed to partnering with employers of choice within the sector to achieve favourable outcomes for all concerned.

### Market Overview

The Australian engineering sector continued to experience record growth in 2007 compounding the already high demand for engineering talent across many sectors. Brisbane in particular saw impressive infrastructure, building and mining growth. On top of the increase in local demand, Brisbane and North Queensland increasingly became the central point for a number of large projects throughout South East Asia and the Pacific. Many projects and operations directly offer FIFO rosters from Queensland and have established project offices in Brisbane and other regional centres.

This combination of factors further stretched the already short supply of quality engineering talent. The laws of supply and demand inevitably resulted in further increases in salaries across all sectors. In addition we saw companies become increasingly innovative in their retention and salary packaging arrangements.

Fortunately, Queensland continued to have a strong and positive reputation throughout Australia and the world as a desirable place to live and work. Following on from 2007 we expect to see a distinct rise in the placement and sponsorship of international candidates with many employers increasingly receptive to such arrangements. Similarly the boom itself is continuing to help attract international talent to Queensland, as many high quality candidates who are committed to furthering their careers see Queensland as a golden opportunity to gain valuable experience on large and complex projects.

Whilst the overall skill shortage in 2007 was well documented, there were a number of high profile organisations who adapted their recruitment and retention strategies to ensure they remained front of mind for potential candidates. Those adopting such strategies clearly benefited from the results and this is set to continue in 2008.

# BRISBANE

## ENGINEERING & OPERATIONS

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2007	2008
<b>Infrastructure</b>		
Project Manager	\$140 - 180k	<b>\$160 - 250k</b>
Structural Engineer	\$80 - 100k	<b>\$100 - 150k</b>
Project Engineer	\$80 - 100k	<b>\$90 - 160k</b>
Civil Engineer	\$80 - 100k	<b>\$90 - 150k</b>
Transport Engineer	\$60 - 80k	<b>\$90 - 120k</b>
Traffic Engineer	\$60 - 80k	<b>\$90 - 120k</b>
Design Drafters	\$55 - 80k	<b>\$60 - 90k</b>
<b>Construction</b>		
Construction Manager	\$160 - 200k	<b>\$180 - 250k</b>
Project Manager	\$130 - 160k	<b>\$160 - 230k</b>
Site Manager	\$110 - 130k	<b>\$140 - 200k</b>
Contract Manager	\$100 - 120k	<b>\$110 - 140k</b>
Estimator	\$80 - 110k	<b>\$100 - 140k</b>
General Foreman	\$90 - 110k	<b>\$100 - 130k</b>
Project Engineer	\$90 - 110k	<b>\$100 - 130k</b>
Site Engineer	\$70 - 90k	<b>\$100 - 130k</b>
Contract Administrator	\$80 - 110k	<b>\$80 - 120k</b>
<b>Mining &amp; Resources</b>		
Maintenance Manager	\$130 - 160k	<b>\$150 - 200k</b>
Mine Superintendent	\$110 - 130k	<b>\$120 - 170k</b>
Procurement Manager	\$110 - 130k	<b>\$120 - 160k</b>
Planning Engineer	\$110 - 130k	<b>\$110 - 160k</b>
Mining Engineer	\$100 - 140k	<b>\$110 - 140k</b>
Metallurgy Engineer	\$80 - 90k	<b>\$90 - 120k</b>
<b>Power &amp; Energy</b>		
Project Manager	\$120 - 140k	<b>\$150 - 200k</b>
Project Controls	\$110 - 130k	<b>\$110 - 140k</b>
Power Systems Engineer	\$110 - 130k	<b>\$110 - 130k</b>
Project Engineer	\$100 - 110k	<b>\$100 - 130k</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# BRISBANE

## GENERAL MANAGEMENT

The general management division of our Brisbane operation recruits up to and including CEO level for both SME and blue-chip corporate clients. Our extensive national and international network allows us the opportunity to build powerful relationships at a senior executive level, providing our clients access to a large pool of suitably qualified professionals across a broad range of disciplines, from corporate communications through to finance and IT.

### Market Overview

The mood of the Queensland job market is set to remain buoyant throughout 2008 with no significant shift in market drivers from 2007. Unemployment remained at an all time low, the focus on infrastructure continued and the resources sector remained in an integral position to drive the ongoing growth of the Queensland economy.

At the senior executive level, opportunities remained steady but with a strong local candidate pool and a consistent flow of candidates from interstate, all potential positions were hotly contested with an extremely high calibre of response. Following on from 2007, opportunities will be spread across all industry sectors, with significant opportunity within the public sector as the Premier seeks to stamp her authority on the economic direction of Queensland and drive accountability and improved performance within the state government arena.

Infrastructure remained a huge area of growth within the Queensland market in 2007, offering extremely attractive salary packages and some of the most exciting infrastructure projects in Australia. Banking and financial services also remained a steady performer at the executive end of the market during 2007, with remuneration packages on a par with Melbourne and Sydney. This is set to continue throughout 2008 with impending changes in legislation within the banking sector and a continued need for specialist professional staff in that space.

The market looks set to maintain its steady growth trajectory throughout 2008 with Queensland looking to outperform national trends for employment and economic growth.

# BRISBANE

## GENERAL MANAGEMENT

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2007	2008
Chief Executive Officer (Corporate)	\$300k+	<b>\$300k+</b>
Chief Operating Officer (Corporate)	\$250k+	<b>\$250k+</b>
Finance Director (Corporate)	\$250k+	<b>\$250k+</b>
Chief Executive Officer (SME)	\$200k+	<b>\$250k+</b>
General Manager/Managing Director	\$170k+	<b>\$180k+</b>
Chief Operating Officer (SME)	\$150k+	<b>\$180k+</b>
Finance Director (SME)	\$150k+	<b>\$180k+</b>
Marketing Director	\$160k+	<b>\$150k+</b>
Corporate Communications Manager	\$160k+	<b>\$150k+</b>
HR Director	\$150k+	<b>\$150k+</b>
Chief Information Officer	\$150k+	<b>\$150k+</b>
State Manager	\$125k+	<b>\$150k+</b>
Sales Director	\$130k+	<b>\$140k+</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# BRISBANE

## HUMAN RESOURCES

Our human resources division grew significantly during 2007 and now has a dedicated team in place to recruit for temporary and permanent positions across all major industry sectors. Focusing on both generalist and specialist roles across a range of salary levels from support to executive level, we service multinational corporates and SME organisations, with candidates drawn from local and international markets.

Our recruitment consultants use their industry knowledge combined with a consultative approach to develop a thorough understanding of our clients' needs and requirements. Using proven screening techniques, we are able to successfully match our candidates' expectations with our clients' temporary and permanent requirements.

### Market Overview

The strong growth that characterised the 2007 HR recruitment market is set to continue throughout 2008. The demand for HR professionals was consistently high across all heavy industry sectors, with organisations hiring across both generalist and specialist functions. The market in 2007 was driven by the national and international engineering, mining, construction and manufacturing giants, who continued to attract top talent due to the career development opportunities and appealing remuneration packages they provided.

To compete in the war for talent, smaller privately-owned companies became more sophisticated in the way they engaged with employees throughout 2007. Organisations across all industry sectors introduced reward programmes and bi-annual salary reviews for exceptional performance and many are recognising their employees with an annual bonus. As well as financial incentives, employers are developing comprehensive training programmes, allowing employees to work from home where appropriate or permitting greater flexibility in the hours that employees work. To support these changes in reward and recognition strategies, some of the largest growth areas in 2007 were in specialist areas such as remuneration and benefits, learning and development, training and recruitment. This growth prompted a corresponding shift in both permanent salaries and temporary rates in these areas.

The outlook for growth within the HR field continues to be positive across all industries with companies now acknowledging that incorporating HR within the larger business plan can make a significant contribution to profitability. In view of this, we have no doubt that demand for tertiary qualified and experienced HR professionals and their associated salaries will continue to climb in 2008.

# BRISBANE

## HUMAN RESOURCES

### ROLE

### PERMANENT SALARY PER ANNUM \$AUS

### CONTRACT RATE PER HOUR \$AUS

	2007	2008	2007	2008
HR Director	\$150k+	<b>\$150k+</b>	\$75+	<b>\$96+</b>
National HR Manager	\$110k+	<b>\$150k+</b>	\$70+	<b>\$76+</b>
HR Manager	\$80 - 120k	<b>\$130k+</b>	\$45 - 65	<b>\$66+</b>
OH&S Manager	\$80 - 110k	<b>\$130k+</b>	\$43 - 60	<b>\$76+</b>
Organisational Development Manager	\$115k	<b>\$127k+</b>	\$60+	<b>\$65+</b>
Change Manager	\$109k	<b>\$120k+</b>	\$55+	<b>\$66+</b>
Learning & Development Manager	\$100k+	<b>\$120k+</b>	\$52+	<b>\$61+</b>
Remuneration & Benefits Consultant	\$100 - 120k	<b>\$110 - 130k</b>	\$55 - 65	<b>\$56 - 66</b>
Industrial/Employee Relations Manager	\$90 - 130k	<b>\$98 - 130k</b>	\$50 - 70	<b>\$50 - 70</b>
Senior HR Advisor	\$75 - 90k	<b>\$95 - 103k</b>	\$45 - 55	<b>\$48 - 55</b>
HR Advisor (5 yrs'+ exp)	\$65 - 80k	<b>\$87 - 98k</b>	\$35 - 45	<b>\$44 - 49</b>
Organisational Development Officer	\$68 - 83k	<b>\$76 - 92k</b>	\$35 - 42	<b>\$39 - 47</b>
Recruitment Manager	\$65 - 90k	<b>\$75 - 104k</b>	\$35 - 48	<b>\$47 - 53</b>
International Mobility Specialist	\$63 - 78k	<b>\$70 - 87k</b>	\$34 - 39	<b>\$36 - 44</b>
Industrial/Employee Relations Officer	\$65 - 80k	<b>\$65 - 86k</b>	\$35 - 45	<b>\$40 - 45</b>
OH&S Officer	\$50 - 60k	<b>\$65 - 81k</b>	\$30 - 35	<b>\$35 - 41</b>
Learning & Development Officer	\$55 - 65k	<b>\$65 - 76k</b>	\$28 - 35	<b>\$33 - 39</b>
HR Officer	\$45 - 50k	<b>\$65 - 71k</b>	\$25 - 28	<b>\$32 - 36</b>
Workforce Planning Consultant	\$59 - 63k	<b>\$65 - 70k</b>	\$30 - 33	<b>\$33 - 36</b>
HR Advisor (1 - 3 yrs' exp)	\$50 - 65k	<b>\$60 - 77k</b>	\$25 - 33	<b>\$35 - 39</b>
Recruitment Officer	\$50 - 70k	<b>\$54 - 75k</b>	\$25 - 35	<b>\$27 - 38</b>
HR Graduate	\$40 - 45k	<b>\$54 - 60k</b>	\$20 - 23	<b>\$26 - 30</b>
HR Coordinator	\$40 - 45k	<b>\$49 - 57k</b>	\$22 - 25	<b>\$24 - 28</b>
HR Administrator	\$35 - 40k	<b>\$43 - 50k</b>	\$20 - 22	<b>\$22 - 25</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses/site allowances unless otherwise specified.

# BRISBANE

## INFORMATION TECHNOLOGY

Our information technology division provides value-added recruitment solutions across the IT sector, from senior level appointments including chief information officers, specialist consultants and project directors through to technical infrastructure and software development positions at a support level. With a team of highly experienced, locally based consultants, we are well positioned to offer recruitment solutions on both a permanent and contract basis.

### Market Overview

The buoyant market conditions of 2006 continued throughout most of 2007, with all signs pointing towards 2008 witnessing an even greater increase in demand for skilled IT resources. The resulting shortages and the upward pressure this placed on both contract and permanent rates of pay, saw the market react (with varying degrees of success) to try to stabilise the cost to their business and their workforce.

2007 saw an increased trend for employers hiring permanent staff in preference to contractors. However the contracting market remained strong and rates for IT professionals in 2007 continued to spiral upwards. These high rates, combined with the perception that the usual risks or instability associated with contracting no longer apply in the current market, make contracting a very appealing choice for many candidates. As a result, throughout 2007, we have seen candidates hesitant to settle for lower paying, stable roles, preferring to contract instead. This proved particularly difficult for public sector organisations who were forced to offer fixed term contracts as a pro-rata percentage of a standard salary.

Overall, the general candidate shortage altered the balance of power between employers and potential employees and subsequently there has been a shift in the format of the standard interview with potential employees

now effectively interviewing their potential employers. As a result, employers who fail to sell the company and/or the project to candidates in interviews often miss out on top talent. With no reduction in demand for IT professionals in sight, employers and their recruitment partners need to evolve their recruitment methods to ensure that they are able to compete for the limited supply of quality candidates available.

The continuing candidate shortage in the Brisbane IT market has seen the need for clients to consider further flexibility and 'out of the box' solutions including relocation, international search and retained search (head-hunt) assignments across all levels. Print advertising solutions have also proven to be an effective way of targeting the talented, but passive, job seeker market in 2007.

Throughout 2007 there has been an increase in the number of senior level opportunities in the Brisbane market. A combination of newly created positions and the resulting movement from people taking up these roles saw record numbers of senior (\$140k+) opportunities available, a sector that previously did not offer many opportunities. As a result, Brisbane is starting to become a more attractive prospect for interstate candidates, particularly those in Sydney and Melbourne where salary has always been a significant stumbling block when considering working in Brisbane. This increase at the senior end of the market made it the exception to the rest of the market in that permanent opportunities became more attractive to traditionally contract focused candidates.

# BRISBANE

## INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2007	2008	2007	2008
	Chief Information Officer/IT Manager/IT Director	\$80 - 140k+	<b>\$150 - 200k+</b>	\$120 - 150
Project Director/Programme Manager	\$100 - 130k	<b>\$110 - 160k</b>	\$90 - 140	<b>\$100 - 150</b>
Project Manager (5+ yrs' exp)	\$90 - 120k	<b>\$100 - 140k</b>	\$80 - 120	<b>\$90 - 140</b>
Business Analyst (5+ yrs' exp)	\$75 - 95k	<b>\$85 - 110k</b>	\$70 - 105	<b>\$70 - 100</b>
Departmental Manager (Infrastructure Services/Development/Help Desk/Network)	\$70 - 110k	<b>\$80 - 140k</b>	\$50 - 120	<b>\$80 - 110</b>
ERP Specialist	\$80 - 120k	<b>\$80 - 120k</b>	\$80 - 120	<b>\$70 - 125</b>
Project Manager (2 - 5 yrs' exp)	\$75 - 100k	<b>\$80 - 110k</b>	\$65 - 85	<b>\$80 - 100</b>
Consultant/Pre Sales	\$60 - 80k	<b>\$75 - 120k</b>	\$60 - 75	<b>\$70 - 90</b>
Network Designer	\$70 - 90k	<b>\$75 - 95k</b>	\$55 - 75	<b>\$55 - 75</b>
Business Analyst (2 - 5 yrs' exp)	\$65 - 75k	<b>\$70 - 90k</b>	\$55 - 80	<b>\$60 - 80</b>
Analyst Programmer/Developer/Programmer/Software Engineer (5+ yrs' exp)	\$60 - 90k	<b>\$65 - 90k</b>	\$60 - 90	<b>\$60 - 90</b>
Security Specialist (3+ yrs' exp)	\$70 - 90k	<b>\$60 - 95k</b>	\$60 - 90	<b>\$55 - 90</b>
Database Administrator/Designer	\$50 - 85k	<b>\$60 - 95k</b>	\$40 - 80	<b>\$45 - 90</b>
Technical Writer/Editor (6+ yrs' exp)	\$60 - 90k	<b>\$60 - 90k</b>	\$50 - 65	<b>\$50 - 70</b>
Systems Administrator (2 - 5 yrs' exp)	\$65 - 90k	<b>\$60 - 90k</b>	\$50 - 80	<b>\$55 - 85</b>
Tester (2 - 5 yrs' exp)	\$60 - 80k	<b>\$60 - 85k</b>	\$55 - 70	<b>\$55 - 75</b>
Network Engineer	\$50 - 90k	<b>\$55 - 90k</b>	\$40 - 60	<b>\$40 - 60</b>
Project Manager (1 - 2 yrs' exp)	\$55 - 70k	<b>\$55 - 75k</b>	\$55 - 65	<b>\$70 - 85</b>
Level 3 Support	\$50 - 70k	<b>\$55 - 75k</b>	\$40 - 50	<b>\$45 - 60</b>
Business Analyst (1 - 2 yrs' exp)	\$50 - 65k	<b>\$55 - 70k</b>	\$45 - 60	<b>\$50 - 65</b>
Analyst Programmer/Developer/Programmer/Software Engineer (2 - 5 yrs' exp)	\$45 - 70k	<b>\$50 - 75k</b>	\$55 - 70	<b>\$55 - 75</b>
Systems Administrator (1 - 2 yrs' exp)	\$45 - 65k	<b>\$50 - 65k</b>	\$30 - 60	<b>\$30 - 60</b>
Technical Writer/Editor (0 - 3 yrs' exp)	\$45 - 60k	<b>\$45 - 65k</b>	\$40 - 50	<b>\$40 - 50</b>
Tester (1 - 2 yrs' exp)	\$45 - 60k	<b>\$45 - 60k</b>	\$40 - 60	<b>\$35 - 55</b>
Help Desk - Level 2	\$45 - 60k	<b>\$45 - 60k</b>	\$35 - 50	<b>\$35 - 50</b>
Network Support	\$45 - 60k	<b>\$45 - 60k</b>	\$30 - 45	<b>\$30 - 45</b>
Analyst Programmer/Developer/Programmer/Software Engineer (1 - 2 yrs' exp)	\$35 - 60k	<b>\$35 - 60k</b>	\$40 - 60	<b>\$30 - 55</b>
Help Desk - Level 1	\$35 - 50k	<b>\$35 - 45k</b>	\$25 - 35	<b>\$25 - 35</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# BRISBANE

## SALES, MARKETING & COMMUNICATIONS

Our Brisbane sales, marketing & communications division specialises in the recruitment of executive and support, permanent and contract appointments throughout Queensland. Our consultants are industry specialists and have gained credibility and a reputation for quality through their expert understanding of both the client and candidate markets and their proven ability to add value to both. As a multi-faceted division we offer tailored recruitment solutions to meet the needs of both the commercial and public sectors, covering a broad range of industries, including;

- Advertising and media
- Banking and financial services
- Construction, heavy industry and infrastructure
- Education
- Engineering
- FMCG and retail
- Government
- Government owned corporations
- Healthcare and pharmaceuticals
- IT&T
- Leisure and tourism
- Manufacturing, supply chain and logistics
- Mining and resources
- Not for profit
- Oil & gas
- Power and energy
- Professional services and consulting
- Property
- Utilities

### Market Overview

Throughout 2007 we saw exceptional levels of recruitment activity across all industry sectors. As the Queensland economy continued to boom the majority of organisations, both SMEs and larger corporates, looked to capitalise on market share by focusing on hiring new business originators, marketers and communications professionals. In such a competitive and candidate short market where client service, account management, brand integrity and quality of delivery is paramount, the need for high calibre sales, marketing, and communications staff to give organisations the leading edge is critical.

Employers have adjusted to this and become more innovative and proactive in their candidate attraction strategies in an effort to secure and retain the strongest talent. Increased remuneration levels are simply one element to be considered. We witnessed many organisations promoting work-life balance and flexible benefit schemes as important differentiators. In addition, employers showed an increased willingness to look at those candidates with a transferable skill set to widen the pool of available candidates. We expect this trend to continue throughout 2008.

With a growing population, Queensland is fast becoming a destination of choice for many organisations and professionals. Social infrastructure and development continues to be a key focus and as a result it is apparent that 2008 will enjoy both a healthy economy and employment market.

# BRISBANE

## SALES, MARKETING & COMMUNICATIONS

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2007	2008
Marketing Director	\$110 - 220k	<b>\$150 - 250k</b>
Corporate Affairs/Social Responsibility Manager	\$130 - 200k	<b>\$120 - 250k</b>
Government/Indigenous Relations Manager	\$110 - 145k	<b>\$120 - 156k</b>
Stakeholder Engagement Manager	\$115 - 130k	<b>\$119 - 163k</b>
Communications/PR/Community Director/Principal	\$105 - 150k	<b>\$115 - 160k</b>
Investor Relations Manager	\$105 - 150k	<b>\$110 - 165k</b>
Channel Manager	\$75 - 120k	<b>\$110 - 120k</b>
Sales Director	\$110 - 180k	<b>\$105 - 200k</b>
Communications/PR/Community Manager	\$80 - 130k	<b>\$93 - 140k</b>
Account Director	\$90 - 140k	<b>\$90 - 145k</b>
Sales Manager	\$90 - 140k	<b>\$80 - 150k</b>
Brand/Product Manager	\$80 - 110k	<b>\$80 - 128k</b>
Government/Indigenous Relations Executive	\$76 - 90k	<b>\$80 - 93k</b>
Marketing Manager	\$70 - 100k	<b>\$76 - 146k</b>
Corporate Affairs/Social Responsibility Executive	\$85 - 95k	<b>\$76 - 105k</b>
Senior Business Development Manager	\$75 - 120k	<b>\$75 - 170k</b>
Media Relations Manager	\$80 - 110k	<b>\$75 - 110k</b>
Campaign Manager	\$60 - 90k	<b>\$75 - 110k</b>
Senior Communications/PR/Community Executive	\$70 - 85k	<b>\$75 - 100k</b>
Sponsorship and Events Manager	\$70 - 85k	<b>\$75 - 98k</b>
Assistant Brand/Product Manager	\$65 - 90k	<b>\$70 - 104k</b>
Account Manager	\$60 - 115k	<b>\$60 - 120k</b>
Marketing Executive	\$45 - 55k	<b>\$59 - 120k</b>
Sales Executive	\$55 - 90k	<b>\$59 - 100k</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# BRISBANE

## SALES, MARKETING & COMMUNICATIONS

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2007	2008
Communications/PR/Community Executive	\$55 - 75k	<b>\$59 - 80k</b>
Sponsorship and Events Executive	\$55 - 65k	<b>\$56 - 67k</b>
Business Development Manager	\$60 - 80k	<b>\$55 - 92k</b>
Media Relations Executive	\$54 - 90k	<b>\$54 - 90k</b>
Sales/Marketing Analyst	\$50 - 90k	<b>\$50 - 95k</b>
Account Executive	\$45 - 70k	<b>\$50 - 78k</b>
Marketing Assistant/Coordinator	\$40 - 50k	<b>\$45 - 75k</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# BRISBANE

## SECRETARIAL & BUSINESS SUPPORT

Our team of industry specialist recruitment consultants specialise in placing high quality business support professionals across all levels. The secretarial & business support division works in partnership with our clients to successfully source high volume to executive level roles and we offer temporary, contract and permanent solutions to clients across a broad range of industry sectors. With a dedication to providing high quality service to both candidates and clients alike, we have developed a reputation based on our excellent speed of response and consultative approach.

### Market Overview

During the course of 2007 we saw continued demand across all sectors for high calibre, technically advanced business support professionals. The most active sectors were engineering, construction, mining, manufacturing, public sector, banking, insurance and superannuation. The temporary market remained buoyant, with the demand for administrators, receptionists and personal assistants particularly high. Temporary to permanent recruitment also proved a popular and very successful route for many organisations.

Due to the infrastructure boom, the demand for project support staff within the engineering, construction and public sector industries remained high. As a result, organisations were forced to be more flexible with their hiring requirements and many have looked to the temporary workforce to support their short-term requirements, whilst working toward sourcing best-fit permanent solutions. Even with the promise of improved hours and a stronger work-life balance, many permanent project support staff were reluctant to move from the private sector to the public sector, generally due to the greater financial rewards in their current roles.

Throughout 2007 the support market in the banking and professional services sectors remained competitive. Back office operations and client service roles witnessed the largest increase in demand and candidate shortages were most marked for those with more than three years' experience in specialist fields. For this reason, candidates with specialist skills increasingly sought higher overall packages as they realised their worth in the marketplace.

Overall, the majority of salaries offered to support staff across most industry sectors markedly increased throughout 2007. In 2008, to attract industry specific candidates and avoid bidding wars, organisations will need to match and in some instances, exceed candidates' salary expectations.

# BRISBANE

## SECRETARIAL & BUSINESS SUPPORT

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2007	2008	2007	2008
	Contracts Manager	\$100 - 110k	<b>\$110 - 142k</b>	\$50 - 65
Office Manager	\$55 - 70k	<b>\$71 - 82k</b>	\$27 - 35	<b>\$36 - 41</b>
Project Coordinator	\$55 - 65k	<b>\$65 - 80k</b>	\$25 - 32	<b>\$35 - 43</b>
Executive Assistant	\$55 - 65k	<b>\$65 - 76k</b>	\$25 - 30	<b>\$33 - 38</b>
Document Controller	\$55 - 63k	<b>\$60 - 66k</b>	\$27 - 33	<b>\$30 - 34</b>
WP Supervisor	\$40 - 50k	<b>\$59 - 65k</b>	\$25 - 27	<b>\$30 - 33</b>
Project Administrator	\$40 - 48k	<b>\$55 - 65k</b>	\$22 - 25	<b>\$28 - 33</b>
Paralegal	\$45 - 60k	<b>\$54 - 65k</b>	\$23 - 30	<b>\$27 - 33</b>
Personal Assistant	\$45 - 55k	<b>\$54 - 62k</b>	\$22 - 25	<b>\$27 - 33</b>
Contracts Administrator	\$45 - 70k	<b>\$50 - 70k</b>	\$25 - 35	<b>\$27 - 35</b>
Desk Assistant	\$46 - 55k	<b>\$50 - 57k</b>	\$23 - 27	<b>\$25 - 29</b>
WP Operator	\$36 - 45k	<b>\$49 - 54k</b>	\$20 - 24	<b>\$25 - 27</b>
Purchasing Officer	\$43 - 56k	<b>\$46 - 60k</b>	\$23 - 30	<b>\$25 - 32</b>
CS Team Leader	\$45 - 50k	<b>\$44 - 55k</b>	\$25 - 27	<b>\$25 - 28</b>
Team Secretary	\$35 - 45k	<b>\$44 - 53k</b>	\$21 - 24	<b>\$23 - 26</b>
Receptionist	\$32 - 40k	<b>\$38 - 45k</b>	\$18 - 22	<b>\$20 - 23</b>
Switchboard Operator	\$32 - 37k	<b>\$35 - 45k</b>	\$19 - 22	<b>\$19 - 23</b>
CS Representative	\$32 - 38k	<b>\$35 - 42k</b>	\$20 - 22	<b>\$20 - 22</b>
Administration Assistant	\$32 - 38k	<b>\$34 - 44k</b>	\$20 - 23	<b>\$22 - 24</b>
Data Entry Operator	\$29 - 33k	<b>\$33 - 36k</b>	\$18 - 21	<b>\$20 - 22</b>
Junior Secretary	\$20 - 28k	<b>\$27 - 33k</b>	\$9 - 16	<b>\$13 - 17</b>
Office Junior	\$14 - 24k	<b>\$15 - 28k</b>	\$8 - 15	<b>\$9 - 15</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses/site allowances unless otherwise specified.

# MELBOURNE

## ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

Our banking & financial services division recruits at all levels of seniority for permanent, contract and temporary positions within retail, corporate and investment banking, fund management, broking, superannuation and insurance. In 2007 we experienced organic growth, particularly within the wealth management, accounting and general management areas of our business. However, our core business remains the recruitment of senior and mid-level accounting professionals and banking and operations staff.

### Market Overview

In Melbourne, the banking and financial services market is split into three areas; operations, finance and front office. Technology, compliance and a buoyant market changed all three areas significantly during 2007.

With increased automation and regulatory control, combined with Melbourne's high confidence market, most areas of this sector continued to experience major labour shortages. These shortages heightened the importance of transferable skills within the labour market and this encouraged a different perspective when clients sought high achieving talent. Another factor affecting the wealth management and investment sector in particular was the ever-increasing popularity of superannuation and retirement products. This is a characteristic of an ageing population and a growing emphasis on private wealth management.

The financial services sector was largely driven by strong business confidence which has endured for the last four years. The gap between experienced and inexperienced candidates grew and the apparent shortage of staff with applicable skills forced salaries upwards. Whilst compliance related changes continued to impact on the financial services market, the shortage of staff resulted in a large number of counter offers being made - causing an artificial inflation of salaries.

In 2007, the shortage of high calibre personnel caused salaries to rise and created the need for many of our clients to develop strategic initiatives to retain their staff. This is a clear characteristic of a market that is rapidly becoming more competitive.

One of the most effective methods employers utilised to source talent in this candidate short market was to utilise Robert Walters' International Career Management network to gain access to an international pool of talent. The importance of developing a partnership approach with our clients and candidates has never been more important and we see this continuing throughout 2008.

# MELBOURNE

## ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2007	2008	2007	2008
<b>Banking</b>				
Relationship Manager	\$75 - 130k	<b>\$90 - 140k+</b>	\$40 - 60	<b>\$40 - 60</b>
Operations Manager	\$55 - 100k+	<b>\$80 - 110k+</b>	\$35 - 50+	<b>\$40 - 55</b>
Credit Analyst	\$60 - 100k	<b>\$60 - 100k+</b>	\$40 - 50	<b>\$35 - 50</b>
Credit Risk Analyst	\$42 - 100k+	<b>\$55 - 110k+</b>	\$20 - 80+	<b>\$25 - 70+</b>
Operations Clerk	\$35 - 50k	<b>\$40 - 50k</b>	\$20 - 25	<b>\$24 - 26</b>
Settlements Clerk	\$35 - 45k	<b>\$40 - 50k</b>	\$20 - 22	<b>\$22 - 28</b>
Administration Officer	\$35 - 45k	<b>\$40 - 50k</b>	\$18 - 22	<b>\$20 - 22</b>
<b>Business Banking</b>				
Treasury Manager	\$100 - 140k	<b>\$110 - 150k+</b>	\$45 - 60	<b>\$60 - 75</b>
Funds Manager	\$80 - 100k	<b>\$85 - 110k+</b>	\$35 - 45	<b>\$40 - 55+</b>
Compliance Manager	\$75 - 100k	<b>\$75 - 100k</b>	\$40 - 70	<b>\$40 - 75</b>
Credit Risk Analyst	\$40 - 130k+	<b>\$50 - 130k+</b>	\$25 - 60+	<b>\$25 - 75+</b>
Accounts Assistant	\$40 - 55k	<b>\$50 - 60k</b>	\$18 - 25	<b>\$25 - 30</b>
Treasury Settlements	\$45 - 50k	<b>\$50 - 60k</b>	\$22 - 27	<b>\$23 - 30</b>
Margin Lending Officer	\$40 - 80k	<b>\$45 - 80k+</b>	\$20 - 27	<b>\$24 - 30</b>
Corporate Actions	\$42 - 80k	<b>\$45 - 80k</b>	\$20 - 30	<b>\$24 - 35</b>
Para - Planner	\$45 - 75k	<b>\$45 - 75k</b>	\$25 - 40	<b>\$25 - 40</b>
Funds Administration	\$40 - 55k	<b>\$40 - 55k</b>	\$22 - 30	<b>\$24 - 30</b>
<b>Financial Services</b>				
Compliance Officer	\$50 - 65k	<b>\$55 - 80k</b>	\$25 - 30	<b>\$30 - 40</b>
Client Services Officer	\$38 - 48k	<b>\$45 - 60k</b>	\$25 - 35	<b>\$25 - 40</b>
Superannuation Administration	\$40 - 55k	<b>\$43 - 60k</b>	\$22 - 27	<b>\$20 - 30</b>
Insurance Operations	\$38 - 85k	<b>\$40 - 90k</b>	\$22 - 30	<b>\$20 - 45</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# MELBOURNE

## ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2007	2008	2007	2008
<b>Middle Office and Finance</b>				
Financial Controller	\$85k+	<b>\$100k+</b>	\$45+	<b>\$50+</b>
Tax Accountant	\$70 - 90k	<b>\$85 - 120k+</b>	\$35 - 45	<b>\$45 - 55</b>
Financial Accountant - CA/CPA	\$50 - 90k+	<b>\$85 - 110k</b>	\$25 - 45+	<b>\$40 - 50+</b>
Statutory Fund Accountant	\$70 - 90k	<b>\$80 - 100k</b>	\$35 - 45	<b>\$40 - 50</b>
Product Accountant - CA/CPA	\$65 - 85k+	<b>\$75 - 110k+</b>	\$35 - 45+	<b>\$50+</b>
Auditor	\$65 - 95k	<b>\$75 - 100k+</b>	\$35 - 45	<b>\$40 - 50</b>
Business Analyst	\$95k	<b>\$70 - 100k</b>	\$50+	<b>\$55+</b>
Management Accountant - CA/CPA	\$50 - 85k+	<b>\$65 - 110k</b>	\$25 - 45+	<b>\$40+</b>
Internal Auditor - CA/CPA	\$50 - 85k+	<b>\$65 - 90k</b>	\$25 - 45+	<b>\$40+</b>
Fund Accountant - CA/CPA	\$50 - 85k+	<b>\$60 - 100k</b>	\$25 - 45+	<b>\$30 - 50</b>
Financial Accountant - Degree	\$50 - 65k+	<b>\$55 - 70k</b>	\$25 - 40+	<b>\$30 - 40</b>
Assistant Accountant	\$40 - 55k	<b>\$45 - 55k</b>	\$22 - 25	<b>\$25 - 30</b>
Accounts Clerk	\$35 - 45k	<b>\$40 - 50k</b>	\$20 - 22	<b>\$20 - 25</b>
<b>Operations</b>				
Operations Clerk	\$40 - 55k	<b>\$40 - 65k+</b>	\$22 - 30	<b>\$24 - 30</b>
Margin Lending	\$40 - 60k	<b>\$40 - 65k+</b>	\$23 - 35	<b>\$23 - 35</b>
<b>Risk Management</b>				
Credit Risk Analyst	\$55 - 100k+	<b>\$70 - 120k+</b>	\$30 - 50+	<b>\$40 - 55</b>
Quantitative Risk	\$50 - 120k+	<b>\$70 - 120k+</b>	\$25 - 65+	<b>\$35 - 65+</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# MELBOURNE

## ACCOUNTING & FINANCE COMMERCE & INDUSTRY

Our commerce & industry division provides blue-chip corporates, SMEs and public sector/not for profit organisations with the very best in accounting and finance recruitment solutions. Our permanent, contract and temporary teams recruit professionally qualified individuals with prior commercial or chartered accounting experience, as well as part qualified graduates and clerical accounting staff. Qualified roles range from chief financial officer, finance director and financial controller to auditor, financial and commercial analyst and management accountant.

### Market Overview

The Melbourne market continued to experience high levels of demand for suitably skilled staff driven by business confidence which has been evident for the previous four to five years. Acute skills shortages continued across all areas, particularly at the newly qualified to four years' post qualification level. Pressure continued to drive salaries upwards and in order to retain and attract the best talent, employers were reviewing benefits packages on offer and bonus levels in particular. Multiple offers and counter offers for stronger candidates provided a major challenge and added further pressure on salaries.

The highest levels of demand for permanent staff throughout 2007 were for financial/management accounting posts and analytical/commercial analysts and managers. This is a trend we expect to continue in 2008. In general, permanent recruitment processes became more streamlined in 2007 as many companies sought to make swift, yet robust hiring decisions to secure the best talent. Those organisations with a slow recruitment process relying on many separate interview and testing processes have lost preferred candidates as they secure alternative positions.

The contract market experienced even more acute skills shortages given the lack of candidates immediately available or on short notice periods. Demand for contract staff remained high across all areas. In particular, 2007 saw increased recruitment activity for analytical and commercial managerial positions.

Organisations were increasingly turning to overseas markets to ease pressure and take advantage of lower salary expectations from candidates looking to gain local accounting experience.

As with 2007, we expect to experience significant skill shortages across all sectors and at all levels of experience in 2008. Those organisations that are able to offer competitive packages, well defined career paths and an efficiently aligned and thorough recruitment process will continue to secure the best talent in the market.

# MELBOURNE

## ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2007	2008	2007	2008
	Chief Financial Officer	\$150 - 250k+	<b>\$150 - 250k+</b>	\$80 - 125+
Tax Manager	\$120 - 200k+	<b>\$120 - 200k+</b>	\$50 - 100+	<b>\$60 - 100+</b>
Commercial Manager	\$100 - 150k+	<b>\$120 - 170k+</b>	\$50 - 75+	<b>\$60 - 85+</b>
Audit Manager	\$100 - 160k+	<b>\$100 - 170k+</b>	\$50 - 80+	<b>\$50 - 85+</b>
Financial Controller/Finance Manager	\$80 - 140k+	<b>\$100 - 155k+</b>	\$40 - 70+	<b>\$50 - 75+</b>
Treasury	\$85 - 125k+	<b>\$90 - 130k+</b>	\$45 - 60+	<b>\$45 - 65+</b>
Financial Analyst	\$75 - 100k+	<b>\$85 - 110k+</b>	\$35 - 50+	<b>\$42 - 55+</b>
Business Analyst	\$75 - 100k+	<b>\$80 - 110k+</b>	\$35 - 50+	<b>\$40 - 55+</b>
Pricing Analyst	\$75 - 90k+	<b>\$80 - 100k+</b>	\$35 - 45+	<b>\$40 - 50+</b>
Payroll Manager	\$80 - 90k+	<b>\$80 - 95k+</b>	\$40 - 45+	<b>\$40 - 47+</b>
Systems Accountant	\$70 - 90k+	<b>\$75 - 95k+</b>	\$35 - 45+	<b>\$37 - 47+</b>
Cost Accountant	\$70 - 90k+	<b>\$75 - 95k+</b>	\$30 - 40+	<b>\$35 - 45+</b>
Auditor/Internal Auditor	\$65 - 100k+	<b>\$70 - 120k+</b>	\$30 - 50+	<b>\$35 - 60+</b>
Financial Accountant	\$60 - 90k+	<b>\$70 - 100k+</b>	\$30 - 45+	<b>\$36 - 50+</b>
Management Accountant	\$60 - 90k+	<b>\$70 - 100k+</b>	\$30 - 45+	<b>\$35 - 50+</b>
Tax Accountant	\$60 - 90k+	<b>\$70 - 100k+</b>	\$35 - 45+	<b>\$35 - 50+</b>
Newly Qualified Accountant	\$65 - 70k+	<b>\$70 - 75k+</b>	\$32 - 35+	<b>\$35 - 37+</b>
Credit Manager	\$60 - 90k+	<b>\$65 - 95k+</b>	\$30 - 45+	<b>\$32 - 47+</b>
Assistant Accountant	\$45 - 60k+	<b>\$50 - 65k+</b>	\$25 - 30+	<b>\$25 - 32+</b>
Bookkeeper	\$45 - 65k+	<b>\$50 - 65k+</b>	\$25 - 30+	<b>\$25 - 32+</b>
Payroll Clerk	\$50 - 55k+	<b>\$50 - 65k+</b>	\$25 - 28+	<b>\$25 - 32+</b>
Credit Controller	\$45 - 60k+	<b>\$50 - 65k+</b>	\$20 - 30+	<b>\$25 - 32+</b>
Accounts Payable/Receivable	\$35 - 45k+	<b>\$42 - 50k+</b>	\$20 - 22+	<b>\$21 - 25+</b>
Graduate Accountant	\$40 - 50k+	<b>\$40 - 50k+</b>	\$20 - 25+	<b>\$20 - 25+</b>
Accounts Assistant	\$38 - 45k+	<b>\$40 - 48k+</b>	\$20 - 24+	<b>\$20 - 25+</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# MELBOURNE

## CALL CENTRE & CUSTOMER SERVICE

The Melbourne call centre & customer service division has the capability of fulfilling permanent, contract and temporary needs and has been in operation for over five years. With this experience, the division benefits from a solid understanding of the needs of both candidates and clients across many disciplines.

We adjust our recruitment style depending on our individual clients' needs and are able to fill single positions or bulk recruitment requirements. We have assessment centre tools that can be adapted to suit individual requirements, however in such a tight candidate market, one-on-one recruitment often assists in the retention of staff by ensuring buy-in from the candidate from the offset.

We work across many industries including banking, financial services, retail, telecommunications, health/medical/ pharmaceuticals, IT, transport and distributors and outsourced call centres.

### Market Overview

The Melbourne market for customer service and call centre staff continued to experience growth in 2007 and we envisage this will continue throughout 2008. The promising change that occurred in 2007 was the organic growth within most call centres, allowing customer service professionals opportunities for promotion and stability. We also saw an increasing requirement for staff in the professional services space and due to market demand we have increased our service offering to include the recruitment of call centre and customer service professionals in the sectors of retail, engineering and FMCG.

There was a positive and continuing change in the perception of call centre and customer service professionals from both within the industry, and externally. No longer are these roles seen as merely a stop-gap job, but rather the beginning of a strong and successful career.

The market is now introducing a preliminary level of team leader to act as the step between an operator and an experienced managerial level position. This role takes away the responsibility of quality assurance, analysis and performance management, with a core focus on staff motivation and driving the daily KPIs.

With an increasing number of players in the customer service market, salaries became more and more competitive with the major organisations leveraging their brand, status and accredited awards to sell the company and the role to potential candidates. The opportunities for skilled customer service professionals look extremely positive in 2008.

# MELBOURNE

## CALL CENTRE & CUSTOMER SERVICE

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2007	2008	2007	2008
	Call Centre Manager (5+ yrs' exp)	\$80 - 130k	<b>\$95 - 135k</b>	\$40 - 50
Call Centre Manager (2 - 4 yrs' exp)	\$70 - 120k	<b>\$75 - 125k</b>	\$35 - 40	<b>\$40 - 50</b>
Call Centre Manager (0 - 2 yrs' exp)	\$65 - 75k	<b>\$70 - 80k</b>	\$35 - 40	<b>\$38 - 45</b>
Workforce Analyst/Planner/Manager	\$51 - 65k	<b>\$55 - 70k</b>	\$30 - 45	<b>\$30 - 45</b>
Call Centre Trainer	\$45 - 55k	<b>\$55 - 60k</b>	\$20 - 30	<b>\$23 - 33</b>
Customer Service Team Leader	\$45 - 60k	<b>\$50 - 70k</b>	\$25 - 35	<b>\$26 - 40</b>
Inbound Sales Team Leader	\$38 - 45k	<b>\$45 - 65k</b>	\$18.5 - 20	<b>\$26 - 35</b>
Outbound Sales Team Leader	\$45 - 65k	<b>\$45 - 65k</b>	\$20 - 30	<b>\$26 - 35</b>
Telesales Team Leader	\$45 - 65k	<b>\$45 - 65k</b>	\$20 - 30	<b>\$26 - 35</b>
Outbound Sales Representative	\$40 - 45k	<b>\$42 - 47k</b>	\$19 - 28	<b>\$21 - 28</b>
Telesales	\$40 - 45k	<b>\$42 - 47k</b>	\$19 - 28	<b>\$21 - 28</b>
Customer Service Representative (2 - 4 yrs' exp)	\$38 - 45k	<b>\$40 - 50k</b>	\$18.5 - 20	<b>\$20.5 - 24</b>
Inbound Sales Representative	\$35 - 42k	<b>\$39 - 45k</b>	\$18.5 - 20	<b>\$21 - 24</b>
Customer Service Representative (0 - 2 yrs' exp)	\$35 - 42k	<b>\$39 - 45k</b>	\$18.5 - 20	<b>\$20.5 - 22</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# MELBOURNE

## HUMAN RESOURCES

Our Melbourne human resources division recruits for both permanent and contract roles across all areas of human resource management and learning and development. Our client base is diverse and covers all industries from small to medium sized companies to large ASX listed organisations.

### Market Overview

The HR market has been very buoyant throughout 2007, with high activity across the state from HR administrators through to HR director level. Overall the market was busier than 2006 and we expect increased activity levels to continue and reach an all time high throughout 2008, with demand peaking in July through to September.

The strong economy in 2007 combined with the diminishing talent pool to drive salaries higher. This is true across the whole HR sector but in particular at HR consultant level, especially those with 3 - 5 years' experience. One of the key trends we saw in 2007 was a move within the learning and development space for professionals with instructional design and delivery skills, once again pushing remuneration for these candidates higher. Our clients noted that working with a professional recruitment consultancy helped them fill positions in a candidate short market. This was especially apparent with HR contract roles.

In a candidate short marketplace where unemployment was at an all time low, we found there was a real need for more expertise in the HR arena. The requirements and demands on HR staff are changing and with new and more complex legislation coming into play, more emphasis and importance is being placed on the HR discipline.

We expect the HR sector to remain very strong in 2008 with most companies integrating HR policies into their core values. With the candidate shortage intensifying, companies focused even more on retention strategies and recognised the need for strong HR policies and teams to ensure effectiveness.

### ROLE

### PERMANENT SALARY PER ANNUM \$AUS

	2007	2008
HR Director	\$150k+	<b>\$180k+</b>
HR Manager	\$90 - 120k	<b>\$100 - 150k</b>
Remuneration & Benefits Manager	\$90 - 120k	<b>\$100 - 130k</b>
Occupational Health & Safety Manager	\$90 - 110k	<b>\$95 - 115k</b>
Learning (Training) & Development Manager	\$80 - 120k	<b>\$90 - 130k</b>
Industrial/Employee Relations Manager	\$80 - 120k	<b>\$85 - 125k</b>
Recruitment Manager	\$70 - 90k	<b>\$75 - 100k</b>
HR Advisor	\$60 - 80k	<b>\$75 - 85k</b>
HR Consultant	\$55 - 65k	<b>\$75 - 85k</b>
Remuneration & Benefits Officer	\$55 - 75k	<b>\$65 - 80k</b>
OH&S Officer	\$55 - 75k	<b>\$60 - 80k</b>
Industrial/Employee Relations Officer	\$55 - 65k	<b>\$60 - 80k</b>
Recruitment Officer	\$55 - 65k	<b>\$60 - 75k</b>
Learning (Training) & Development Coordinator	\$55 - 65k	<b>\$60 - 70k</b>
HR Administrator	\$55k	<b>\$55 - 60k</b>
HR Coordinator	\$45 - 55k	<b>\$45 - 55k</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# MELBOURNE

## INFORMATION TECHNOLOGY

Our Melbourne information technology division operates within a diverse industry range from telecommunications to government/not for profit and the banking and finance sectors. We partner with many blue-chip companies as long standing preferred suppliers in addition to a number of small to medium enterprises. We recruit for a wide range of professional IT staff in both operational and strategic positions from helpdesk through to high level programme management and IT director roles.

Our dedicated consultants are service delivery focused, recruiting contract and permanent roles tailored to meet our clients' requirements and ensure the best-fit for our candidates.

### Market Overview

In 2007, Melbourne experienced a buoyant IT market as a number of large transformation projects had a major impact - increasing skill shortages and market rates. These increasing market rates had a big effect on small to medium sized organisations and their ability to compete for quality candidates. The rules of supply and demand had an influence on all areas of the market. In 2007 we also witnessed significant demand in the testing area which levelled out as the year progressed. We also saw an increased need for project managers, release/change managers, business analysts and project coordination/administration roles, as projects reached critical stages.

Candidate shortages remained a major concern for businesses and it became common for available IT professionals to be presented with a number of offers. Organisations had to work hard to differentiate themselves from their competitors by offering variables such as longer and more secure contracts, better working conditions, annual bonus schemes and improved benefits, including increased superannuation, health insurance and parking facilities.

Overall there remains a major shortage of IT professionals and many overseas candidates are finding roles in the Melbourne market. We expect that 2008 will see a continuation of the buoyant market and demand for skilled J2EE, e-commerce, migration/integration and business objects/intelligence experts, as well as candidates experienced in the field of 2G/3G and wireless technologies.

# MELBOURNE

## INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER DAY \$AUS	
	2007	2008	2007	2008
	CIO/IT Director	\$140 - 250k	<b>\$150 - 250k</b>	\$800 - 1000
Programme Manager	\$130 - 180k	<b>\$150 - 220k</b>	\$800 - 1000	<b>\$800 - 1400</b>
Architect - Solutions & Technical	\$100 - 150k	<b>\$120 - 200k</b>	\$550 - 850	<b>\$600 - 1100</b>
Test Lead/Manager	\$90 - 120k	<b>\$110 - 150k</b>	\$750 - 850	<b>\$650 - 1000</b>
Storage Specialist	\$90 - 140k	<b>\$100 - 150k</b>	\$500 - 700	<b>\$550 - 750</b>
Change Manager	\$100 - 120k	<b>\$100 - 140k</b>	\$400 - 600	<b>\$600 - 800</b>
Release Manager	\$100 - 120k	<b>\$100 - 140k</b>	\$400 - 600	<b>\$600 - 800</b>
QA Manager/Consultant	\$75 - 100k	<b>\$90 - 150k</b>	\$400 - 500	<b>\$500 - 800</b>
Business Consultant	\$80 - 120k	<b>\$90 - 130k</b>	\$500 - 800	<b>\$600 - 900</b>
Systems Administrator	\$55 - 115k	<b>\$75 - 130k</b>	\$400 - 500	<b>\$400 - 650</b>
Project Manager	\$70 - 150k	<b>\$70 - 180k</b>	\$500 - 900	<b>\$500 - 1200</b>
Database Administrator	\$60 - 130k	<b>\$70 - 150k</b>	\$400 - 600	<b>\$500 - 800</b>
Business Analyst	\$60 - 110k	<b>\$70 - 150k</b>	\$450 - 650	<b>\$450 - 800</b>
Analyst Programmer/Developer	\$60 - 120k	<b>\$70 - 140k</b>	\$380 - 550	<b>\$400 - 800</b>
Security Specialist	\$65 - 120k	<b>\$65 - 150k</b>	\$400 - 700	<b>\$400 - 800</b>
Tester	\$60 - 110k	<b>\$60 - 130k</b>	\$350 - 650	<b>\$400 - 800</b>
Technical Writer/Process Writer	\$50 - 95k	<b>\$60 - 100k</b>	\$350 - 600	<b>\$400 - 750</b>
Web Developer	\$50 - 90k	<b>\$60 - 100k</b>	\$300 - 400	<b>\$350 - 550</b>
Network Engineer	\$60 - 125k	<b>\$50 - 130k</b>	\$350 - 500	<b>\$300 - 700</b>
Desktop/Application Support	\$45 - 85k	<b>\$50 - 85k</b>	\$180 - 500	<b>\$190 - 500</b>
Project Administrator/Coordinator	\$40 - 80k	<b>\$45 - 90k</b>	\$250 - 500	<b>\$250 - 600</b>
Helpdesk Level 1 & 2	\$45 - 85k	<b>\$45 - 85k</b>	\$180 - 500	<b>\$190 - 500</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# MELBOURNE

## LEGAL

Our Melbourne legal division recruits lawyers into both private practice and in-house functions for both permanent and fixed-term appointments. Our clients consist of a range of top-tier legal firms and smaller boutique firms and are predominantly situated within the government, financial and private sectors.

Our legal team is continually engaging new strategies to identify top candidates and our ability to access professionals internationally enables our clients to connect with additional scarce professionals. Strategic advertising in appropriate mediums combined with head-hunting also continues to widen the candidate pool.

### Market Overview

#### Private Practice

Private practice recruitment was particularly buoyant in 2007. Areas with strong demand included construction, property, information and technology, mergers and acquisitions and banking and finance.

The average increase in salaries was 10-14% in the Melbourne market, with firms rewarding top performers with even higher increases.

Typically, there is a lull in demand for lawyers during article clerk recruitment at the beginning of any year, however there is a heightened level of recruitment activity towards the end of financial year with partners budgeting headcount for the following financial year. We expect this to once again be true in 2008.

Private practice experienced a talent shortage throughout Australia in 2007 with many junior to mid level lawyers continuing to seek opportunities abroad, predominantly in London, Dubai and the USA. This was amplified by another proportion electing to move in-house for lifestyle reasons.

In the candidate short market, firms have introduced sign-on bonuses, performance bonuses and other incentive programmes to lure candidates at both junior and senior levels. Firms have been extending leaves of absence for employees abroad and providing more opportunities for lawyers to work on a contractual basis to cushion the candidate shortage which is being experienced nationally.

#### In-House

As with private practice, in-house recruitment increased significantly in 2007. This was most prevalent in Sydney and Melbourne where the bulk of Australia's corporate headquarters are located.

We noted in 2007 that increasingly, many lawyers chose not to pursue a career as a partner. Rather, they opted for jobs which provide greater work-life balance at small firms, in-house or even overseas and we expect this to continue in 2008.

Outsourcing of legal work to panel law firms was less prevalent in 2007 with companies preferring to expand their own legal teams. We expect this to continue throughout 2008 and add further pressure to the talent shortage.

Salary levels at the senior legal counsel and general counsel level remained relatively constant given the strong demand for these roles.

Particular demand for in-house lawyers was evident in the banking and financial sector. Operational compliance also remained a key area of growth in 2007 and this is set to continue.

# MELBOURNE

## LEGAL

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2007	2008
<b>Top - Tier Firm</b>		
6+ yrs' PQE	\$115k+	<b>\$155k+</b>
5 yrs' PQE	\$98 - 120k	<b>\$135k+</b>
4 yrs' PQE	\$85 - 98k	<b>\$120k+</b>
3 yrs' PQE	\$74 - 90k	<b>\$95k+</b>
2 yrs' PQE	\$65 - 80k	<b>\$90k+</b>
1 yr PQE	\$56 - 67k	<b>\$75k+</b>
<b>Mid - Tier Firm</b>		
6+ yrs' PQE	\$99k+	<b>\$135k+</b>
5 yrs' PQE	\$88 - 105k	<b>\$120k+</b>
4 yrs' PQE	\$79 - 93k	<b>\$105k+</b>
3 yrs' PQE	\$68 - 85k	<b>\$95k+</b>
2 yrs' PQE	\$58 - 78k	<b>\$85k+</b>
1 yr PQE	\$52 - 60k	<b>\$70k+</b>
<b>Small Firm</b>		
6+ yrs' PQE	\$88k+	<b>\$105k+</b>
5 yrs' PQE	\$85 - 105k	<b>\$90 - 115k</b>
4 yrs' PQE	\$73 - 92k	<b>\$80 - 95k</b>
3 yrs' PQE	\$51 - 75k	<b>\$75k+</b>
2 yrs' PQE	\$42 - 64k	<b>\$65k+</b>
1 yr PQE	\$38 - 53k	<b>\$50k+</b>
<b>In - House Counsel</b>		
Head of Legal	\$155k+	<b>\$165k+</b>
Deputy Counsel	\$135k+	<b>\$150k+</b>
6+ yrs' PQE	\$98 - 125k	<b>\$115 - 155k+</b>
5 yrs' PQE	\$92 - 110k	<b>\$95 - 135k+</b>
4 yrs' PQE	\$73 - 96k	<b>\$90 - 120k+</b>
3 yrs' PQE	\$65 - 75k	<b>\$85 - 100k+</b>
2 yrs' PQE	\$58 - 66k	<b>\$70 - 85k+</b>
1 yr PQE	\$54 - 60k	<b>\$55 - 75k+</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# MELBOURNE

## SALES & MARKETING

Our Melbourne sales & marketing division offers tailored recruitment solutions to all sales and marketing related positions within the following industries:

- Banking and financial services
- B2B services
- FMCG and fashion
- IT&T
- Pharmaceutical
- Print and publishing
- Professional services
- Technical sales
- Travel and tourism

Our core focus is in the IT&T, banking and financial services sectors and our team specialises in both permanent and contract recruitment. Roles vary from sales executives and marketing coordinators through to senior management level, with salaries ranging from \$60-220k. Typically our candidates have a minimum of two years' experience in a business to business or business to consumer sales and marketing environment.

### Market Overview

2007 saw a consistent rise in the number of sales and marketing appointments across most industry sectors. As forecasted in 2006 the ICT space was once again particularly active and with more emphasis placed on advancing technologies, there was a continual need for technical sales personnel across data and voice solutions, unified communications, IP convergence and mobility. Recruitment activity was stronger in the second half of 2007 and this is expected to continue throughout 2008.

The banking and financial services sectors continued to grow across areas such as IT and equipment leasing, online payment solutions and financial products sold through third party relationship managers. It is clear through strong economic growth that this will continue throughout 2008.

The availability of marketing positions has notably increased, especially within the ICT and finance industries. Positions are becoming more specialised, requiring additional strong candidates to fulfil this trend. Within the technology space there was a major demand for product, brand and marketing managers. 2007 also saw a sharp rise in salary expectations at the marketing coordinator level due to a shortage of these candidates. We expect this growth to continue in 2008, with demand at the senior level certainly outweighing supply.

The candidate shortfall of the last two years is now even more prevalent, with skilled labour becoming increasingly difficult to source. Australia's economy continued to grow and the majority of organisations sought to capitalise on this by focusing on new business generators and customer acquisitions. A major proportion of roles recruited in 2007 were sales roles and supporting marketing positions.

As a result of the diminishing availability of top sales and marketing talent, organisations increasingly had to look outside of their chosen vertical markets or areas of expertise. Employers are now looking at core skills and the ability to transfer those skills to new industries of similar standings. The biggest moves have been from finance to telecommunications and vice versa, with organisations typically having similar compliance responsibilities.

Organisations continued to consider a broader interview process, incorporating psychometric testing tools and personality profiling to evaluate candidates' long-term fit for roles, as well as more rigorous interview techniques such as competence based interview assessments. In addition to this, organisations offered increased training and development plans to attract and retain staff. Candidates were also more likely to be faced

with multiple offers or counter offers in 2007 than in previous years.

Salaries rose substantially across the majority of sectors and roles. The most noticeable change has been at the lower end with increases of up to 30% whilst at the upper end companies moved to offer additional incentives for overachievers. A median increase of 10-15% was seen overall with a similar level expected again in 2008. Technical sales and marketing positions, especially in the ICT space jumped substantially with the pronounced shortage of skilled candidates.

We have also seen a further increase in the number of interstate and international candidate placements, where local candidates were in short supply. Our fully integrated and innovative recruitment solutions offer our clients direct access to hard to find, highly skilled candidates in what has become an increasingly candidate short market.

# MELBOURNE

## SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2007	2008
Sales Director	\$140 - 280k	<b>\$140 - 280k</b>
State Sales Manager	\$140 - 220k	<b>\$140 - 220k</b>
Marketing Director	\$100 - 200k	<b>\$130 - 250k</b>
Sales and Marketing Manager (2 - 5 yrs' exp)	\$100 - 160k	<b>\$100 - 200k</b>
Account Director	\$100 - 180k	<b>\$100 - 180k</b>
Sales Manager (2 - 5 yrs' exp)	\$100 - 160k	<b>\$100 - 180k</b>
Marketing Manager (2 - 5 yrs' exp)	\$90 - 140k	<b>\$90 - 150k</b>
Marketing Communications Manager	\$80 - 130k	<b>\$90 - 140k</b>
Segment Manager (2 - 5 yrs' exp)	\$80 - 130k	<b>\$90 - 140k</b>
Product/Brand Manager (2 - 5 yrs' exp)	\$60 - 140k	<b>\$80 - 140k</b>
Channel Manager	\$80 - 120k	<b>\$80 - 130k</b>
Direct Marketing Manager	\$70 - 120k	<b>\$80 - 130k</b>
Advertising Account Manager	\$70 - 100k	<b>\$70 - 110k</b>
Marketing Executive (2 - 5 yrs' exp)	\$60 - 110k	<b>\$70 - 110k</b>
Campaign Manager	\$60 - 80k	<b>\$70 - 100k</b>
Product Specialist	\$70 - 90k	<b>\$70 - 90k</b>
Communications Executive	\$60 - 100k	<b>\$65 - 100k</b>
Marketing Communications Executive	\$60 - 80k	<b>\$65 - 90k</b>
Relationship Manager	\$80 - 140k	<b>\$60 - 140k</b>
Business Development Manager (2 - 5 yrs' exp)	\$60 - 130k	<b>\$60 - 130k</b>
Account Manager (2 - 5 yrs' exp)	\$60 - 130k	<b>\$60 - 130k</b>
Sales Executive (2 - 5 yrs' exp)	\$60 - 120k	<b>\$60 - 120k</b>
Sales/Market Analyst	\$60 - 90k	<b>\$60 - 100k</b>
Assistant Product/Brand Manager	\$50 - 80k	<b>\$60 - 80k</b>
Marketing Coordinator	\$40 - 55k	<b>\$55 - 80k</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# MELBOURNE

## SECRETARIAL & BUSINESS SUPPORT

Our Melbourne secretarial & business support division enjoyed steady growth throughout 2007. Expanding staff numbers within both the permanent and temporary recruitment divisions has given us the ability to work across a wider variety of disciplines, whilst continuing to be experts in the fields each individual recruits. This expansion has allowed us to service varying sectors including the retail, FMCG, engineering, business consulting, insurance and superannuation industries. We are also continuing to grow our professional services team that works with retail and investment banks, legal and accounting firms and IT and utility companies.

We recruit a variety of administrative staff including corporate receptionists, switchboard operators, junior administrators, team assistants, personal and executive assistants, legal secretaries, office managers, desktop publishers, WPOs and data entry operators.

### Market Overview

2007 saw a continued candidate shortage across many disciplines. To keep up with the changing market, we implemented strategies to work together across comparable industries to encourage stronger networking. Continuing relationships with all placed candidates, in addition to our International Career Management system and strong database, gave us the tools needed to combat the candidate shortage.

In 2007, we noticed a strong trend emerging for mixing permanent, temporary and contract candidates to fulfill clients' needs. Beginning in a temporary capacity means jobs were filled quicker and gave both the client and the candidate the opportunity to 'try before they buy' prior to making the candidate a permanent employee.

To smooth the process of mixing candidates for our clients' roles, we ensure that both a temporary/contract and permanent consultant meet all candidates and clients. This strategy allows the client and candidate to have met with more than one contact within Robert Walters which facilitates the process of meeting their requirements in the future.

With the business focusing on candidate sharing, clients can be confident that when they use Robert Walters they get the best candidate available from the team - not just the best candidate available from one consultant. This creates a larger pool of candidates giving the client a greater choice.

# MELBOURNE

## SECRETARIAL & BUSINESS SUPPORT

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2007	2008	2007	2008
	Executive Assistant - Investment Banking	\$55 - 70k	<b>\$60 - 75k</b>	\$27 - 35
Executive Assistant	\$55 - 65k	<b>\$60 - 73k</b>	\$27 - 35	<b>\$29 - 35</b>
Office Manager	\$50 - 60k	<b>\$55 - 70k</b>	\$25 - 30	<b>\$28 - 33</b>
WP Supervisor	\$45 - 55k	<b>\$55 - 65k</b>	\$21 - 25	<b>\$27 - 32</b>
Personal Assistant	\$50 - 60k	<b>\$55 - 65k</b>	\$24 - 28	<b>\$27 - 31</b>
Legal Secretary	\$45 - 55k	<b>\$50 - 60k</b>	\$23 - 25	<b>\$26 - 30</b>
WP Operator	\$45 - 50k	<b>\$50 - 58k</b>	\$19 - 21	<b>\$24 - 27</b>
Senior Secretary	\$45 - 50k	<b>\$50 - 55k</b>	\$25 - 27	<b>\$26 - 28</b>
Marketing Assistant	\$45 - 55k	<b>\$48 - 55k</b>	\$23 - 25	<b>\$25 - 27</b>
Team Secretary	\$45 - 50k	<b>\$48 - 55k</b>	\$21 - 25	<b>\$24 - 28</b>
Switchboard Operator	\$40 - 45k	<b>\$45 - 50k</b>	\$19 - 21	<b>\$23 - 25</b>
Research Assistant	\$40 - 45k	<b>\$43 - 50k</b>	\$19 - 21	<b>\$23 - 25</b>
Receptionist	\$40 - 45k	<b>\$43 - 50k</b>	\$19 - 21	<b>\$23 - 25</b>
Junior Secretary	\$40 - 45k	<b>\$42 - 50k</b>	\$18 - 20	<b>\$23 - 26</b>
Administration Assistant	\$38 - 42k	<b>\$40 - 45k</b>	\$19 - 22	<b>\$21 - 24</b>
Data Entry Operator	\$38 - 40k	<b>\$40 - 45k</b>	\$19 - 21	<b>\$21 - 24</b>
Office Junior	\$35 - 38k	<b>\$38 - 43k</b>	\$19 - 20	<b>\$22 - 24</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# PERTH

## ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

The banking & financial services division in Perth enjoys long standing partnerships with leading financial institutions in the region, operating in the institutional, commercial and retail segments including wealth, superannuation, funds management, insurance and broking. We recruit across front and back office disciplines on a permanent and contract basis at all levels of seniority from executive to entry level.

### Market Overview

The unbridled strength of the regional economy, fuelled by demand for energy and resources has continued to drive growth and create a multitude of opportunities within the banking and financial services sector. Primary indicators suggest that Western Australia is experiencing an extraordinary economic cycle. As a result the major financial institutions adopted aggressive growth strategies and new entrants have recognised the state's potential and are entering the market successfully through organic growth and strategic acquisition.

There was a significant level of activity within the institutional segment with a large number of IPOs and increased demand for project and structured finance. Opportunities for individuals with blue-chip backgrounds and first class academics at director, associate director and senior/project analyst level also increased and demand will be likely to continue in 2008.

Growth created both standard and new opportunities within traditional corporate and business banking divisions where there is a real appetite for individuals with an established network and proven business development skills, however strong relationship managers with portfolio retention skills were also sought-after. Technical credit analysis roles and support functions also strengthened to accommodate this growth.

The wealth and funds management sectors were extremely buoyant throughout 2007 with unprecedented salaries and bonus structures being offered to experienced business development managers, advisors, private bankers and para-planners. A vast range of career development roles were available within top-tier financial institutions, boutiques and credit unions.

The regional broking firms enjoyed another strong year of performance, underpinned by significant capital raising and strong commodity prices. Demand for private client advisors, dealers' assistants and back office support all increased in 2007. In addition, many broking firms established funds and developed 'non-vanilla' products that required analysts and supporting administration staff.

# PERTH

## ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2007	2008
<b>Banking</b>		
Business Development Manager - Institutional	\$150k+	<b>\$150k+</b>
Relationship Manager - Institutional	\$110 - 140k	<b>\$140 - 180k</b>
Business Development Manager - Middle Markets	\$130k+	<b>\$130k+</b>
Business Development Manager - SME	\$100k+	<b>\$100k+</b>
Relationship Manager - Middle Markets	\$90 - 120k	<b>\$90 - 130k</b>
Credit Risk Analyst (3 - 5 yrs' exp)	\$80 - 100k	<b>\$80 - 100k</b>
Relationship Manager - SME	\$70 - 90k	<b>\$70 - 95k</b>
Credit Risk Analyst (0 - 2 yrs' exp)	\$65 - 80k	<b>\$65 - 85k</b>
Business Banker - Branch Based	\$50 - 65k	<b>\$50 - 70k</b>
Lending Settlements (0 - 2 yrs' exp)	\$39 - 44k	<b>\$43 - 57k</b>
Lending Support	\$38 - 52k	<b>\$40 - 46k</b>
<b>Wealth</b>		
Practice Manager	\$90 - 130k	<b>\$110 - 140k</b>
Business Development Manager - Wealth Management	\$90 - 110k	<b>\$110 - 140k</b>
Financial Planner (6+ yrs' exp)	\$80 - 120k	<b>\$90 - 140k</b>
Para - Planner - DFP Qualified	\$50 - 75k	<b>\$70 - 100k</b>
Financial Planner (3 - 5 yrs' exp)	\$55 - 80k	<b>\$70 - 90k</b>
Financial Planner (0 - 2 yrs' exp)	\$50 - 65k	<b>\$55 - 70k</b>
Para - Planner - Studying	\$40 - 50k	<b>\$50 - 70k</b>
<b>Funds and Superannuation</b>		
Compliance Officer (3 - 5 yrs' exp)	\$60 - 85k	<b>\$65 - 90k</b>
Compliance Officer (0 - 3 yrs' exp)	\$45 - 60k	<b>\$45 - 60k</b>
Superannuation Administrator	\$40 - 52k	<b>\$45 - 55k</b>
Superannuation Client Services	\$38 - 44k	<b>\$43 - 50k</b>
<b>Insurance</b>		
Account Manager	\$60 - 75k	<b>\$60 - 80k</b>
Insurance Underwriter (3 - 5 yrs' exp)	\$60 - 70k	<b>\$60 - 75k</b>
Insurance Claims Manager	\$50 - 70k	<b>\$55 - 70k</b>
Account Executive	\$48 - 60k	<b>\$50 - 65k</b>
Insurance Underwriter (0 - 3 yrs' exp)	\$45 - 55k	<b>\$45 - 60k</b>
Insurance Claims Processing	\$40 - 60k	<b>\$45 - 60k</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# PERTH

## ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2007	2008
<b>Investment Banking and Broking</b>		
Corporate Finance Director (6+ yrs' exp)	\$150k+	<b>\$150k+</b>
Corporate Finance Manager (3 - 5 yrs' exp)	\$80 - 110k	<b>\$90 - 130k</b>
Equity Research Analyst (2 - 4 yrs' exp)	\$65 - 90k	<b>\$70 - 95k</b>
Corporate Finance Analyst (0 - 2 yrs' exp)	\$65 - 85k	<b>\$55 - 75k</b>
Trainee Private Client Adviser (0 - 2 yrs' exp)	\$50 - 60k	<b>\$50 - 60k</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# PERTH

## ACCOUNTING & FINANCE COMMERCE & INDUSTRY

The Perth accounting & finance division specialises in the placement of both permanent and contract staff across a variety of sectors and maintains close client relationships with the region's key employers. Recruiting at all levels from accounts clerical to senior executive, we adopt a variety of recruitment techniques that can be tailored to your specific requirements, including both media advertising and direct search.

### Market Overview

The strength of the Western Australian economy once again underpinned demand for accounting professionals in metropolitan Perth and regional locations. Volatility across international financial markets led to a slight cooling in demand, however the availability of talent remained tight throughout 2007 where we witnessed a shift from 'buy' to 'build' as many employers implemented strategies to increase knowledge retention. This led to rising salaries at all levels, together with the introduction of innovative incentive packages incorporating cash bonuses and employee share schemes. The demand for professionally qualified contractors was unprecedented and continued to drive up contract rates significantly with completion bonuses becoming more prevalent.

### Resources

With demand from China fuelling high commodity prices, the resources sector remains the key employment driver in Western Australia. 2007 saw billions of dollars in capital spend committed over the coming years to new mining, oil and gas infrastructure projects. When combined with existing expenditure development, activity has kept the demand for accounting staff high - although instability resulting from the sub-prime issue resulted in some small cap explorers struggling to raise capital when projects were assessed as marginal. Consolidation within the resources sector may impact demand in 2008.

### Commerce and Industry

Based on the underlying strength of the economy, demand has remained high for professional staff from junior clerical level up to five years' PQE. Some employers found it difficult to attract and retain talent given the steep increase in salaries driven by the buoyant resources sector, however there was a resurgence in the use of media advertising to source suitably talented candidates. The need to execute a swift selection process and structure competitive salaries was essential to compete in the war for talent.

### Public Practice

Public practice firms continued to seek highly skilled accountants at all levels to support the increased demand for services. Salaries continued to rise and were close to matching those offered in the commerce industry. Practice firms provided structured career development for employees, additional training and international secondments for their most prized staff and it was not uncommon to negotiate sign-on bonuses.

# PERTH

## ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2007	2008	2007	2008
	Group Financial Controller - CA/CPA (6+ yrs' exp)	\$120 - 150k	<b>\$150 - 190k</b>	\$70 - 95
Tax Manager	\$100 - 150k	<b>\$125 - 180k</b>	\$60 - 90	<b>\$65 - 100</b>
Business/Financial Analyst - CA/CPA (6+ yrs' exp)	\$90 - 140k	<b>\$115 - 155k</b>	\$55 - 65	<b>\$60 - 70</b>
Financial Controller - CA/CPA	\$90 - 130k	<b>\$110 - 170k</b>	\$55 - 75	<b>\$60 - 85</b>
Financial Accountant - CA/CPA (6+ yrs' exp)	\$90 - 110k	<b>\$110 - 140k</b>	\$55 - 65	<b>\$60 - 70</b>
Management Accountant - CA/CPA (6+ yrs' exp)	\$90 - 110k	<b>\$100 - 135k</b>	\$55 - 65	<b>\$60 - 70</b>
Group Accountant - CA/CPA	\$75 - 90k	<b>\$90 - 140k</b>	\$50 - 60	<b>\$55 - 65</b>
Management Accountant - CA/CPA (3 - 5 yrs' exp)	\$75 - 90k	<b>\$85 - 100k</b>	\$45 - 55	<b>\$50 - 60</b>
Financial Accountant - CA/CPA (3 - 5 yrs' exp)	\$75 - 90k	<b>\$80 - 135k</b>	\$45 - 55	<b>\$50 - 60</b>
Business/Financial Analyst - CA/CPA (3 - 5 yrs' exp)	\$75 - 90k	<b>\$80 - 110k</b>	\$45 - 55	<b>\$50 - 60</b>
Tax Accountant - CA/CPA (3 - 5 yrs' exp)	\$60 - 80k	<b>\$70 - 120k</b>	\$50 - 60	<b>\$55 - 65</b>
Assistant Accountant - CA/CPA (3 - 5 yrs' exp)	\$55 - 75k	<b>\$60 - 85k</b>	\$30 - 40	<b>\$35 - 45</b>
Financial Accountant - CA/CPA (0 - 2 yrs' exp)	\$55 - 75k	<b>\$60 - 80k</b>	\$30 - 45	<b>\$35 - 45</b>
Business/Financial Analyst - CA/CPA (0 - 2 yrs' exp)	\$55 - 75k	<b>\$60 - 75k</b>	\$30 - 40	<b>\$35 - 45</b>
Accounts Payable/Receivable (2+ yrs' exp)	\$45 - 60k	<b>\$55 - 70k</b>	\$25 - 30	<b>\$27 - 33</b>
Management Accountant - CA/CPA (0 - 2 yrs' exp)	\$50 - 75k	<b>\$50 - 75k</b>	\$30 - 40	<b>\$35 - 45</b>
Payroll Clerk	\$45 - 65k	<b>\$50 - 70k</b>	\$25 - 35	<b>\$30 - 40</b>
Accounts Assistant (2+ yrs' exp)	\$45 - 55k	<b>\$50 - 60k</b>	\$25 - 30	<b>\$30 - 35</b>
Assistant Accountant - Degree (0 - 2 yrs' exp)	\$40 - 55k	<b>\$50 - 60k</b>	\$25 - 30	<b>\$28 - 34</b>
Tax Accountant - Degree (0 - 2 yrs' exp)	\$40 - 60k	<b>\$48 - 65k</b>	\$25 - 35	<b>\$28 - 38</b>
Accounts Assistant (0 - 2 yrs' exp)	\$40 - 45k	<b>\$48 - 55k</b>	\$20 - 25	<b>\$25 - 30</b>
Accounts Payable/Receivable - Junior (0 - 2 yrs' exp)	\$38 - 43k	<b>\$46 - 60k</b>	\$20 - 25	<b>\$24 - 27</b>
Bookkeeper	\$40 - 60k	<b>\$45 - 65k</b>	\$25 - 35	<b>\$28 - 38</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# PERTH

## GENERAL MANAGEMENT & SENIOR EXECUTIVE

Robert Walters general management & senior executive division in Perth undertakes full-process executive search and selection assignments including roles at chief executive officer, managing director and regional or general management levels. Other functional and senior commercial recruitment is undertaken across sales and marketing, information technology, human resources, supply chain and operations. Western Australia is primarily a resources, energy and mining services economy, while other key sectors include engineering and construction, banking and financial services, IT, manufacturing and telecommunications.

### Market Overview

2007 was another exceptional year across the state economy and as in recent years enjoyed a continued period of strong economic growth underpinned by a powerful resources and energy sector. This enabled the state to outperform national growth rates. Continued strength in commodity prices along with unprecedented export demand from China and other pan-Asia regional markets, including the fast emerging market of India, also fuelled commercial tenancy rates and residential property prices, which by the end of 2007 reached levels comparable to Sydney for the first time in history.

The continuing commencement and progression of major resources and energy development projects working through construction and commissioning phases perpetuated the sustained growth of the engineering, construction and technical services sectors over the past three to four years. Much of the industry generated analyses and media reviews indicate this cycle is expected to continue, albeit at a slightly more conservative level over the medium-term.

We continued to see senior executives returning to Perth to live and carry on with their professional careers. This created additional demand and competition for senior executive opportunities. Western Australia's unique lifestyle options were cited as the rationale behind this movement.

Opportunities continued to emerge across the resource and energy sector, primarily for permanent roles, although we have seen more interest in senior executive contracting or interim assignments, including marketing and HR. Banking and financial services continued to show strong growth, particularly for senior relationship managers across business and corporate banking divisions and especially for executives with strong new business development and origination track records. The wealth segment had a real appetite for senior business writers across financial planning and private bank divisions. Senior IT sector roles were predominantly in the high-end business solutions sales space with senior programme/project management roles in particular demand.

Western Australian business has a strong entrepreneurial influence with many small to medium sized businesses able to compete effectively with much larger national and international companies. Remuneration levels have traditionally been relatively lower compared to counterparts in the eastern states, however this variance narrowed and in some areas disappeared during 2007. It should be noted that many senior executive roles in the larger national and international organisations continued to attract internal candidates from interstate, as Western Australia is seen as a good developmental market for high performance managers to gain a broader base of commercial experience for future appointments.

# PERTH

## GENERAL MANAGEMENT & SENIOR EXECUTIVE

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2007	2008
Chief Executive Officer	\$250k+	<b>\$250k+</b>
Managing Director	\$200k+	<b>\$200k+</b>
CFO/Finance Director	\$180 - 250k	<b>\$180 - 280k</b>
Programme Director	\$180k+	<b>\$180k+</b>
HR Director	\$150 - 200k	<b>\$150k+</b>
Chief Executive Officer (Not For Profit)	\$150k+	<b>\$150k+</b>
Project Manager	\$150k+	<b>\$150k+</b>
General Manager	\$140k+	<b>\$150k+</b>
Marketing Director	\$140k+	<b>\$150k+</b>
Divisional Manager	\$130 - 160k	<b>\$140 - 180k</b>
Regional Manager	\$130 - 160k	<b>\$140k+</b>
Sales Director	\$120k+	<b>\$140k+</b>
HR Manager	\$120 - 160k	<b>\$120k+</b>
Strategic Consultant	\$120k+	<b>\$120k+</b>
Marketing Manager	\$100k+	<b>\$120k+</b>
Operations Manager	\$100 - 140k	<b>\$120k+</b>
State Manager	\$100 - 150k	<b>\$100k+</b>
Sales Manager	\$90k+	<b>\$100k+</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# PERTH

## INFORMATION TECHNOLOGY

The Perth information technology division offers a specialised and tailored approach with divisions providing contract and permanent employment services across a range of skill sets and industry sectors. The team focuses on candidates with a minimum of two years' commercial experience through to senior IT executive positions. With the Western Australian economy experiencing positive market conditions, some exceptional opportunities and challenges are now being presented to IT professionals. Key industry sectors are mining and resources, professional services and government which are supported by financial services, education, health, telecommunications and an emerging research and development sector.

### Market Overview

During 2007 the Western Australian market continued to enjoy very positive market conditions. Based on this demand and industry forecasts, we predict employment opportunities in the Perth IT sector to increase by approximately 10% in 2008.

In 2006 and 2007 several new projects commenced with many others in the pilot phase in the government and commercial sectors, particularly in resources. This resulted in a significant increase in demand for quality IT professionals. Projects were predominantly focused on applications (Java, Microsoft Sharepoint, Oracle), infrastructure (business continuity, security/risk, ITIL), and consulting (business process improvement, consolidation).

Candidate remuneration packages increased on average from 5-20% in 2007. Whilst we expect a further increase in 2008, it is likely to be within the range of 5-15%. The increase in remuneration packages in 2007 can be attributed to factors including market and labour economics in addition to the increased cost of living in Western Australia, particularly the cost of housing. Perth will continue to offer

a range of rewarding projects in 2008 with established and new employers continuing to take advantage of Western Australia's growing economy and its rating as one of the world's best places to live and work.

### Applications

Candidates with particular skills in development will continue to enjoy favourable contract and permanent employment options. Particular skills in demand will continue to be those professionals with a service orientated architecture approach that can help an organisation better leverage competitive advantage from technology investments. Candidates with expertise in Microsoft (C# and Sharepoint) Oracle (particularly e-business) and Java in addition to knowledge of integration and workflow will continue to be in particularly high demand.

### Infrastructure

Candidates with a focus on networks and infrastructure will also enjoy a positive employment outlook for 2008. Particular skills in demand will focus on disaster recovery, business continuity, security, WAN and VOIP. Cisco technologies still have a major market share in Perth and professionals with skills from this vendor will benefit from a broad range of opportunities.

### Consulting

Candidates with strengths in project management, management consulting and business analysis will continue to enjoy a positive employment outlook in both contract and permanent employment. Strong project managers (with relevant certifications) are particularly difficult to find, as are business analysts with a sound knowledge of business process engineering.

# PERTH

## INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2007	2008	2007	2008
Chief Information Officer/Technology Officer (10+ yrs' exp)	\$160 - 250k+	<b>\$160k+</b>	\$110 - 180+	<b>\$120+</b>
State Sales Manager/Director - Team 15+ (8+ yrs' exp)	\$150 - 200k OTE+	<b>\$150 - 230k OTE+</b>		
IT Director (10+ yrs' exp)	\$125 - 175k	<b>\$140k+</b>	\$100 - 150	<b>\$110+</b>
Manager - MIS (10+ yrs' exp)	\$120 - 180k	<b>\$130k+</b>	\$100 - 150	<b>\$100+</b>
Programme Manager (8+ yrs' exp)	\$110 - 185k	<b>\$130k+</b>	\$110 - 175	<b>\$130+</b>
Change Management Consultant (10+ yrs' exp)	\$90 - 125k	<b>\$120k+</b>	\$65 - 120	<b>\$95+</b>
Manager - Infrastructure Services (8+ yrs' exp)	\$100 - 160k	<b>\$110k+</b>	\$100 - 130	<b>\$100+</b>
Project Director (8+ yrs' exp)	\$90 - 175k	<b>\$110k+</b>	\$100 - 165	<b>\$100+</b>
Manager - Knowledge Management (7+ yrs' exp)	\$90 - 145k	<b>\$110k+</b>	\$90 - 120	<b>\$100+</b>
Senior Solutions BDM - IT&T (8+ yrs' exp)	\$80 - 200k OTE+	<b>\$100 - 200k OTE+</b>		
Project Manager (5+ yrs' exp)	\$70 - 130k	<b>\$100 - 170k</b>	\$60 - 80	<b>\$75 - 130</b>
Manager - Development (7+ yrs' exp)	\$85 - 125k	<b>\$100k+</b>	\$100 - 150	<b>\$100+</b>
Manager - IT (8+ yrs' exp)	\$95 - 160k	<b>\$100k+</b>	\$85 - 165	<b>\$90+</b>
Manager - Data Centre (7+ yrs' exp)	\$85 - 125k	<b>\$100k+</b>	\$70 - 95	<b>\$80+</b>
Technical Architect (8+ yrs' exp)	\$80 - 140k	<b>\$100k+</b>	\$65 - 120	<b>\$80+</b>
Manager - Help Desk (7+ yrs' exp)	\$75 - 95k	<b>\$95 - 120k</b>	\$60 - 95	<b>\$70 - 100</b>
Senior Consultant (5+ yrs' exp)	\$90 - 250k	<b>\$90 - 200k</b>	\$85 - 150	<b>\$80 - 150</b>
ERP Consultant Functional (5+ yrs' exp)	\$75 - 135k	<b>\$90 - 150k</b>	\$70 - 100	<b>\$80 - 140</b>
Manager - Testing - Applications & Infrastructure (5+ yrs' exp)	\$75 - 95k	<b>\$90 - 130k</b>	\$55 - 85	<b>\$75 - 110</b>
Solution Architect - Applications (8+ yrs' exp)	\$70 - 130k	<b>\$90k+</b>	\$60 - 110	<b>\$75+</b>
ERP Consultant Technical (5+ yrs' exp)	\$70 - 120k	<b>\$80 - 140k</b>	\$65 - 115	<b>\$80 - 140</b>
WAN/Communications Engineer (5+ yrs' exp)	\$65 - 115k	<b>\$80 - 130k</b>	\$60 - 100	<b>\$70 - 120</b>
Database Administrator - Oracle (5+ yrs' exp)	\$60 - 110k	<b>\$80 - 120k</b>	\$65 - 125	<b>\$70 - 130</b>
Security Specialist (3+ yrs' exp)	\$75 - 150k	<b>\$75 - 180k</b>	\$65 - 130	<b>\$65 - 130</b>
Software Engineer - Java, OO, C++, Delphi (5+ yrs' exp)	\$60 - 90k+	<b>\$75 - 130k</b>	\$55 - 75	<b>\$60 - 90</b>
Business Analyst (5+ yrs' exp)	\$60 - 85k	<b>\$75 - 120k</b>	\$60 - 90	<b>\$75 - 110</b>
Database Administrator - SQL Server, Sybase, DB2 (5+ yrs' exp)	\$65 - 120k+	<b>\$75 - 120k</b>	\$65 - 100	<b>\$70 - 110</b>
IT Business Development (5+ yrs' exp)	\$50 - 150k OTE+	<b>\$70 - 200k OTE+</b>		
Analyst Programmer - Database (5+ yrs' exp)	\$45 - 70k	<b>\$70 - 100k</b>	\$40 - 65	<b>\$60 - 90</b>
Analyst Programmer - VB, ASP, WEB, NET (5+ yrs' exp)	\$60 - 90k	<b>\$70 - 100k</b>	\$40 - 70	<b>\$60 - 80</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

## PERTH

## INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2007	2008	2007	2008
Quality Analyst (QA) (5+ yrs' exp)	\$50 - 70k	<b>\$70 - 100k</b>	\$40 - 60	<b>\$50 - 90</b>
Technical Writer/Editor (5+ yrs' exp)	\$50 - 75k	<b>\$70 - 100k</b>	\$40 - 65	<b>\$50 - 85</b>
Project Manager (0 - 5 yrs' exp)	\$55 - 85k	<b>\$65 - 120k</b>	\$50 - 75	<b>\$50 - 85</b>
Consultant (0 - 5 yrs' exp)	\$50 - 95k	<b>\$55 - 100k</b>	\$40 - 85	<b>\$50 - 90</b>
Technical Software Architect (3 - 5 yrs' exp)	\$55 - 85k	<b>\$55 - 100k</b>	\$45 - 65	<b>\$50 - 75</b>
Business Analyst (0 - 5 yrs' exp)	\$40 - 75k	<b>\$55 - 95k</b>	\$40 - 70	<b>\$50 - 90</b>
Tester (3 - 5 yrs' exp)	\$45 - 75k+	<b>\$55 - 90k</b>	\$25 - 55	<b>\$50 - 80</b>
LAN Support/Administration (level 3/4) (0 - 5 yrs' exp)	\$55 - 70k	<b>\$55 - 80k</b>	\$35 - 60	<b>\$45 - 70</b>
IT Account Manager Corporate & Account Manager (3 - 6 yrs' exp)	\$45 - 60k	<b>\$55 - 80k</b>		
IT Business Development (0 - 5 yrs' exp)	\$40 - 110k OTE+	<b>\$50 - 130k OTE+</b>		
Systems Administrator - Unix, NT, Novell (5+ yrs' exp)	\$55 - 75k	<b>\$50 - 90k</b>	\$40 - 65	<b>\$70 - 100</b>
Database Administrator - Oracle (0 - 5 yrs' exp)	\$50 - 65k	<b>\$50 - 90k</b>	\$55 - 70	<b>\$55 - 80</b>
Software Engineer - Java, OO, C++, Delphi (0 - 5 yrs' exp)	\$40 - 75k+	<b>\$50 - 90k</b>	\$35 - 65	<b>\$40 - 75</b>
Hardware Engineer (3 - 6 yrs' exp)	\$30 - 55k	<b>\$50 - 80k</b>	\$30 - 40	<b>\$40 - 60</b>
WAN/Communications Engineer (0 - 5 yrs' exp)	\$35 - 70k	<b>\$45 - 90k</b>	\$35 - 65	<b>\$40 - 80</b>
Database Administrator - SQL Server, Sybase, DB2 (0 - 5 yrs' exp)	\$45 - 65k	<b>\$45 - 85k</b>	\$40 - 70	<b>\$40 - 80</b>
Systems Administrator - Unix, NT, Novell (0 - 5 yrs' exp)	\$35 - 60k	<b>\$45 - 85k</b>	\$30 - 50	<b>\$40 - 75</b>
Analyst Programmer - Database (0 - 5 yrs' exp)	\$35 - 65k	<b>\$45 - 80k</b>	\$35 - 55	<b>\$40 - 70</b>
Web Graphic Design/Developer (3+ yrs' exp)	\$40 - 65k+	<b>\$45 - 80k</b>	\$30 - 45	<b>\$40 - 65</b>
Analyst Programmer - VB, ASP, WEB (0 - 5 yrs' exp)	\$35 - 65k	<b>\$45 - 80k</b>	\$30 - 65	<b>\$35 - 65</b>
Tester (1 - 3 yrs' exp)	\$35 - 50k+	<b>\$45 - 75k</b>	\$25 - 35	<b>\$40 - 60</b>
Technical Writer/Editor (0 - 5 yrs' exp)	\$35 - 55k+	<b>\$45 - 75k</b>	\$20 - 40	<b>\$30 - 65</b>
Security Specialist (1 - 3 yrs' exp)	\$40 - 60k	<b>\$45 - 70k</b>	\$25 - 50	<b>\$30 - 70</b>
Hardware Engineer (1 - 3 yrs' exp)	\$25 - 45k	<b>\$45 - 65k</b>	\$20 - 30	<b>\$30 - 50</b>
Help Desk/PC Support/Apps Support (0 - 5 yrs' exp)	\$30 - 50k	<b>\$40 - 70k</b>	\$20 - 40	<b>\$30 - 50</b>

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# PERTH

## SECRETARIAL & BUSINESS SUPPORT

Robert Walters' secretarial & business support division provides temporary and permanent recruitment solutions to a range of organisations across Western Australia. Our portfolio of clients include companies from the mining, oil & gas, financial services, IT, engineering and construction sectors. Providing a tailored and professional service, Robert Walters specialises in sourcing career orientated support professionals for team support, office management, project support, and personal and executive assistant roles. We pride ourselves on a thorough and uniquely consultative approach to meet the diverse needs of clients by delivering consistently high quality candidates.

### Market Overview

The demand for high calibre, reliable support candidates increased and will continue to do so in this buoyant economic cycle. This can be attributed to demographics, a strong economy and the widening gap between the demand for talent and the human resources available. There is an unprecedented demand for these skills and the requisite experience at this level, which is driven by clients recognising the importance of reliable, technically sound and committed individuals. A new trend has emerged as employers seek to secure the 'next level' support professional; targeting commercially focused staff with the ability to add real value in a support capacity.

With such acute shortages of experienced professionals, many employers are achieving success by sourcing candidates with transferable skills from other sectors such as retail, industrial and call centre backgrounds.

We expect candidate availability to tighten further in 2008 and result in upward pressure on salaries, particularly for those candidates that possess strong experience gained in market leading and blue-chip employers. In addition, we have witnessed an increasing trend in this market of incentives being offered to secure strong candidates. In some cases these can be quite lucrative, particularly for those in the resources sector and can include such components as stock and/or options and car spaces.

### ROLE

#### PERMANENT SALARY PER ANNUM \$AUS

#### CONTRACT RATE PER HOUR \$AUS

	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2007	2008	2007	2008
Executive Assistant	\$60 - 85k	<b>\$65 - 90k</b>	\$30 - 45	<b>\$30 - 55</b>
Project Secretary	\$55 - 75k	<b>\$60 - 85k</b>	\$30 - 45	<b>\$30 - 50</b>
Senior Secretary	\$55 - 60k	<b>\$60 - 85k</b>	\$25 - 35	<b>\$25 - 45</b>
Personal Assistant	\$55 - 75k	<b>\$55 - 80k</b>	\$25 - 35	<b>\$25 - 40</b>
Office Manager	\$50 - 75k	<b>\$50 - 80k</b>	\$25 - 45	<b>\$25 - 50</b>
Marketing Assistant	\$45 - 60k	<b>\$45 - 65k</b>	\$25 - 30	<b>\$25 - 35</b>
Events Coordinator	\$40 - 60k	<b>\$45 - 65k</b>	\$20 - 35	<b>\$22 - 35</b>
Legal Secretary	\$45 - 65k	<b>\$45 - 65k</b>	\$20 - 35	<b>\$20 - 40</b>
Team Secretary	\$40 - 55k	<b>\$40 - 60k</b>	\$20 - 30	<b>\$20 - 30</b>
Junior Secretary	\$40 - 50k	<b>\$40 - 55k</b>	\$20 - 26	<b>\$20 - 30</b>
Receptionist	\$30 - 50k	<b>\$35 - 55k</b>	\$20 - 28	<b>\$20 - 30</b>
Administration Assistant	\$30 - 40k	<b>\$35 - 45k</b>	\$18 - 22	<b>\$18 - 25</b>
Data Entry Operator	\$30 - 42k	<b>\$35 - 45k</b>	\$18 - 20	<b>\$18 - 25</b>
Office Junior	\$30 - 35k	<b>\$30 - 40k</b>	\$15 - 20	<b>\$20 - 25</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# SYDNEY

## ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

### Banking Finance / Accounting

The banking finance / accounting team recruits across a wide range of accounting disciplines offering both temporary and permanent recruitment solutions. At the junior end we cover a myriad of accounts clerical positions from accounts payable to assistant accountant level and at the senior end we recruit for all positions requiring accountants at the qualified level and above. In addition to these core business positions we also service specialised finance areas such as fund accounting, performance analysis, product accounting, treasury and business analysis.

### Market Overview

2007 was another strong year for the financial services sector. Once again we experienced large increases in demand across the board for experienced talent. This demand vastly outstripped supply and resulted in employers adopting far more innovative recruitment and retention strategies. We anticipate 2008 to continue in the same direction, however there are concerns of a potential slow down as a result of the well publicised sub-prime mortgage problems and resultant credit crunch. Volatility in world markets, combined with a downturn in appetite for major deal flow could lead to a knock-on effect on hiring strategies and growth of middle office and support functions.

### Permanent

In 2007, permanent salaries did not increase at the same extreme rate we experienced in 2006, however the senior end of the financial services market did experience larger increases, in some instances approaching rates of up to 35-45%. This was caused largely by increased pressure on senior talent to accept executive positions throughout Asia as expansion continued in that region. We expect salaries to increase during 2008 as the sourcing of local experienced talent remains tight; however we also anticipate that clients will be more aggressive when recruiting talent

from offshore, potentially offering to buy-out bonus elements and offer relocation packages to those candidates in short supply.

### Contract and Temporary

Throughout 2007 we saw an increase in contracting rates between 10-15%, due predominantly to supply and demand. Newly qualified accountants from overseas in particular were rewarded generously for short-term contracts.

We predict that 2008 will continue to be a strong year for job hunters both locally and offshore with excellent long-term opportunities for those wishing to commit to organisations for extended periods, providing the extent of the volatility experienced in global markets in 2007 does not increase during 2008.

Key hiring areas:

- Business analysis
- Financial accounting
- Fund accounting
- Product control
- Property accounting

### Banking Operations

The Sydney banking operations division recruits for back office roles at all levels across the entire financial services sector. These roles provide the infrastructure to sales, trading and investment activities and are becoming increasingly high profile each year as institutions begin winning business based on their operational and process efficiency.

### Market Overview

With market, legal and regulatory requirements constantly changing, our banking operations recruitment consultants have had to anticipate and respond to these changes. In 2007, salaries again outstripped inflation within the operations space. This was driven by exponential growth in investment activity and a shortage of skilled candidates, much like

most markets. We do not predict this situation easing in 2008 as Sydney becomes a bigger financial hub, despite some major players having moved portions of their operations offshore in recent times. Again the market is being supported by international talent and this is a key area of focus for Robert Walters and one in which we have invested heavily.

Although shortages were prevalent across the entire operations space, there were some product groups with more obvious gaps. The areas we saw the highest demand was in OTC derivatives - particularly documentation, fixed income and corporate actions. It became increasingly common for candidates with these skill sets to secure roles prior to arriving in Sydney from overseas.

We expect to see another year of growth in 2008, with businesses having the ability to create interesting and engaging roles in this ever evolving market.

# SYDNEY

## ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2007	2008	2007	2008
<b>Banking &amp; Finance</b>				
Operations Manager (6+ yrs' exp)	\$150k+	<b>\$165k</b>	\$55+	<b>\$70+</b>
Operations Manager (3 - 5 yrs' exp)	\$95 - 150k	<b>\$99 - 155k</b>	\$40+	<b>\$49+</b>
Lending Settlements Clerk (0 - 4 yrs' exp)	\$50 - 65k	<b>\$55 - 70k</b>	\$22 - 35	<b>\$22 - 30</b>
Lending Support (0 - 2 yrs' exp)	\$42 - 53k	<b>\$44 - 60k</b>	\$22 - 27	<b>\$22 - 28</b>
<b>Financial Services</b>				
Portfolio Funds Manager (3 - 5 yrs' exp)	\$80 - 130k	<b>\$88 - 140k</b>	\$30 - 40	<b>\$43+</b>
Settlements Officer - Stockbroking (6+ yrs' exp)	\$75 - 90k	<b>\$77 - 99k</b>	\$25 - 37	<b>\$32 - 42</b>
Settlements Officer - Funds (3 - 5 yrs' exp)	\$60 - 80k	<b>\$66 - 88k</b>	\$28 - 35	<b>\$30 - 38</b>
Client Services Officer (3 - 5 yrs' exp)	\$60 - 80k	<b>\$66 - 88k</b>	\$27 - 35	<b>\$27 - 41</b>
Investment Administration (0 - 2 yrs' exp)	\$42 - 55k	<b>\$46 - 60k</b>	\$21 - 28	<b>\$22 - 29</b>
Portfolio Funds Administrator (0 - 2 yrs' exp)	\$42 - 55k	<b>\$46 - 60k</b>	\$21 - 28	<b>\$22 - 29</b>
Superannuation Client Services (0 - 2 yrs' exp)	\$45 - 55k	<b>\$46 - 60k</b>	\$21 - 28	<b>\$22 - 29</b>
Superannuation Administration (0 - 2 yrs' exp)	\$45 - 55k	<b>\$46 - 60k</b>	\$19 - 28	<b>\$20 - 27</b>
<b>Middle Office &amp; Finance</b>				
Finance Manager	\$130k+	<b>\$145k+</b>	\$55 - 82	<b>\$75+</b>
Financial Accountant - CA/CPA (6+ yrs' exp)	\$100k+	<b>\$125k+</b>	\$55 - 71	<b>\$65 - 81</b>
Product Accountant/Controller - CA/CPA (6+ yrs' exp)	\$105k+	<b>\$125k+</b>	\$65+	<b>\$70+</b>
Tax Accountant (6+ yrs' exp)	\$115k+	<b>\$125k+</b>	\$55+	<b>\$60+</b>
Business Analyst - CA/CPA (6+ yrs' exp)	\$120k+	<b>\$120k+</b>	\$65 - 110+	<b>\$65 - 110+</b>
Management Accountant - CA/CPA (6+ yrs' exp)	\$100k+	<b>\$120k+</b>	\$60 - 74	<b>\$70 - 81</b>
Fund Accountant - CA/CPA (6+ yrs' exp)	\$100k+	<b>\$120k+</b>	\$49 - 65	<b>\$60 - 70</b>
Business Analyst - CA/CPA (3 - 5 yrs' exp)	\$85 - 120k	<b>\$85 - 120k</b>	\$49 - 65	<b>\$55 - 65</b>
Financial Accountant - CA/CPA (3 - 5 yrs' exp)	\$70 - 100k	<b>\$80 - 125k</b>	\$38 - 55	<b>\$55 - 60</b>
Management Accountant - CA/CPA (3 - 5 yrs' exp)	\$80 - 110k	<b>\$80 - 120k</b>	\$44 - 60	<b>\$55 - 66</b>
Tax Accountant (3 - 5 yrs' exp)	\$70 - 115k	<b>\$80 - 120k</b>	\$33 - 55	<b>\$44 - 55</b>
Product Accountant/Controller - CA/CPA (3 - 5 yrs' exp)	\$70 - 105k	<b>\$70 - 125k</b>	\$44 - 65	<b>\$55 - 65</b>
Fund Accountant - CA/CPA (3 - 5 yrs' exp)	\$65 - 100k	<b>\$65 - 120k</b>	\$38 - 49	<b>\$49 - 59</b>
Tax Accountant (0 - 2 yrs' exp)	\$50 - 70k	<b>\$50 - 80k</b>	\$25 - 33	<b>\$27 - 35</b>
Product Accountant/Controller - CA/CPA (0 - 2 yrs' exp)	\$50 - 75k	<b>\$50 - 75k</b>	\$38 - 49	<b>\$38 - 44</b>
Management Accountant - CA/CPA (0 - 2 yrs' exp)	\$50 - 70k	<b>\$50 - 75k</b>	\$33 - 44	<b>\$32 - 38</b>
Financial Accountant - CA/CPA (0 - 2 yrs' exp)	\$55 - 75k	<b>\$55 - 75k</b>	\$30 - 38	<b>\$32 - 44</b>
Business Analyst - CA/CPA (0 - 2 yrs' exp)	\$55 - 85k	<b>\$55 - 85k</b>	\$33 - 44	<b>\$30 - 45</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# SYDNEY

## ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2007	2008	2007	2008
Assistant Accountant	\$42 - 60k	<b>\$45 - 65k</b>	\$29 - 33	<b>\$27 - 36</b>
Fund Accountant - CA/CPA (0 - 2 yrs' exp)	\$45 - 60k	<b>\$45 - 65k</b>	\$27 - 38	<b>\$27 - 35</b>
Accounts Clerk	\$42 - 55k	<b>\$45 - 50k</b>	\$24 - 27	<b>\$20 - 27</b>
<b>Operations</b>				
Head of Operations	\$160k+	<b>\$165k+</b>	\$75+	<b>\$80+</b>
Equities Operations Manager (6+ yrs' exp)	\$100k+	<b>\$130k+</b>	\$40+	<b>\$55+</b>
Fixed Income Operations Manager (6+ yrs' exp)	\$90 - 150k	<b>\$100 - 170k</b>	\$40+	<b>\$55+</b>
FX Operations Manager (6+ yrs' exp)	\$90 - 150k	<b>\$100 - 165k</b>	\$40+	<b>\$45+</b>
Derivatives Operations Manager (3 - 5 yrs' exp)	\$90 - 130k	<b>\$95 - 145k</b>	\$30 - 45	<b>\$40 - 70</b>
Corporate Actions Manager (3 - 5 yrs' exp)	\$80 - 110k	<b>\$85 - 120k</b>	\$30 - 40	<b>\$45 - 65</b>
Equities Supervisor (3 - 5 yrs' exp)	\$70 - 90k	<b>\$75 - 100k</b>	\$30 - 40	<b>\$38 - 48</b>
Fixed Income Supervisor (3 - 5 yrs' exp)	\$65 - 90k	<b>\$75 - 100k</b>	\$30 - 40	<b>\$38 - 45</b>
Fund Administrator - Custody Senior (3 - 5 yrs' exp)	\$60 - 80k	<b>\$66 - 90k</b>	\$25 - 35	<b>\$25 - 38</b>
Derivatives Supervisor	\$60 - 90k	<b>\$65 - 100k</b>	\$35+	<b>\$38 - 49</b>
FX Supervisor (3 - 5 yrs' exp)	\$60 - 90k	<b>\$65 - 100k</b>	\$28 - 32	<b>\$30 - 40</b>
Senior Derivates Clerk (3 - 5 yrs' exp)	\$55 - 80k	<b>\$65 - 90k</b>	\$30 - 35	<b>\$30 - 38</b>
Senior Equities Clerk (3 - 5 yrs' exp)	\$55 - 80k	<b>\$65 - 90k</b>	\$25 - 35	<b>\$30 - 38</b>
Senior Fixed Income Clerk (3 - 5 yrs' exp)	\$55 - 80k	<b>\$65 - 90k</b>	\$25 - 35	<b>\$30 - 38</b>
Senior Margin Lending (3 - 5 yrs' exp)	\$55 - 75k	<b>\$65 - 80k</b>	\$25 - 35	<b>\$27 - 35</b>
Corporate Actions Clerk (0 - 2 yrs' exp)	\$42 - 55k	<b>\$55 - 70k</b>	\$22 - 25	<b>\$22 - 38</b>
Derivatives Documentation Clerk (0 - 2 yrs' exp)	\$45 - 55k	<b>\$50 - 60k</b>	\$22 - 30	<b>\$22 - 38</b>
Equities Clerk (0 - 2 yrs' exp)	\$42 - 55k	<b>\$50 - 60k</b>	\$22 - 27	<b>\$22 - 32</b>
Fixed Income Clerk (0 - 2 yrs' exp)	\$42 - 55k	<b>\$50 - 60k</b>	\$22 - 27	<b>\$22 - 32</b>
Fund Administrator - Fund Management (0 - 2 yrs' exp)	\$45 - 55k	<b>\$50 - 60k</b>	\$20 - 27	<b>\$22 - 28</b>
Margin Lending (0 - 2 yrs' exp)	\$40 - 55k	<b>\$46 - 60k</b>	\$20 - 26	<b>\$20 - 28</b>
Junior Settlements Clerk - Degree (0 - 2 yrs' exp)	\$42 - 55k	<b>\$46 - 60k</b>	\$20 - 26	<b>\$22 - 27</b>
Fund Administrator - Custody (0 - 2 yrs' exp)	\$45 - 55k	<b>\$45 - 60k</b>	\$20 - 28	<b>\$22 - 30</b>
FX Clerk (0 - 2 yrs' exp)	\$42 - 55k	<b>\$45 - 60k</b>	\$20 - 26	<b>\$22 - 27</b>
Junior Settlements Clerk - HSC (0 - 2 yrs' exp)	\$35 - 50k	<b>\$38 - 55k</b>	\$20 - 24	<b>\$22 - 24</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# SYDNEY

## ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2007	2008	2007	2008
<b>Business Banking</b>				
Operations Manager (6+ yrs' exp)	\$150k+	<b>\$165k+</b>	\$60+	<b>\$60+</b>
Operations Manager (3 - 5 yrs' exp)	\$90 - 150k	<b>\$110 - 165k</b>	\$50+	<b>\$50+</b>
Treasury Manager (5+ yrs' exp)	\$85 - 140k	<b>\$100 - 165k</b>	\$45 - 75	<b>\$45 - 75</b>
Manager Trade Finance	\$85 - 150k	<b>\$100 - 165k</b>	\$45+	<b>\$45+</b>
Operations Manager (0 - 2 yrs' exp)	\$80 - 120k	<b>\$85 - 130k</b>	\$40 - 55	<b>\$40 - 55</b>
Corporate Actions (3 - 5 yrs' exp)	\$60 - 85k	<b>\$70 - 100k</b>	\$25 - 30	<b>\$30 - 43</b>
Settlements (3 - 5 yrs' exp)	\$55 - 75k	<b>\$65 - 90k</b>	\$27 - 35	<b>\$27 - 35</b>
Fund Accountant (3 - 5 yrs' exp)	\$60 - 75k	<b>\$65 - 85k</b>	\$30 - 40	<b>\$30 - 45</b>
Treasury Settlements (3 - 5 yrs' exp)	\$60 - 75k	<b>\$65 - 85k</b>	\$29 - 35	<b>\$29 - 35</b>
Margin Lending Officer (3 - 5 yrs' exp)	\$55 - 70k	<b>\$60 - 80k</b>	\$25 - 30	<b>\$27 - 35</b>
Confirmations (3 - 5 yrs' exp)	\$55 - 70k	<b>\$60 - 80k</b>	\$22 - 32	<b>\$22 - 32</b>
Corporate Actions (0 - 2 yrs' exp)	\$45 - 60k	<b>\$55 - 65k</b>	\$20 - 25	<b>\$22 - 27</b>
Fund Accountant (0 - 2 yrs' exp)	\$50 - 60k	<b>\$50 - 60k</b>	\$20 - 30	<b>\$22 - 32</b>
Settlements (0 - 2 yrs' exp)	\$42 - 55k	<b>\$50 - 60k</b>	\$20 - 27	<b>\$22 - 27</b>
Margin Lending Officer (0 - 2 yrs' exp)	\$45 - 55k	<b>\$50 - 60k</b>	\$20 - 25	<b>\$22 - 27</b>
Confirmations (0 - 2 yrs' exp)	\$47 - 53k	<b>\$50 - 60k</b>	\$20 - 25	<b>\$22 - 27</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# SYDNEY

## ACCOUNTING & FINANCE COMMERCE & INDUSTRY

Our Sydney commerce & industry division recruits accounting professionals at all levels into a broad base of industries that sit outside of banking and financial services. Our consultants are industry specialists, offering credibility through their detailed understanding of both the client and candidate markets within their respective industries. Alongside the raft of traditional financially biased roles, the team also recruits for development, strategy, planning, pricing and broader business management roles. Our client base ranges in size from large multinationals and non-quoted organisations through to owner-managed businesses.

### Market Overview Permanent

2007 saw a continued rise in demand for permanent accountancy staff. The demand for 'vanilla' financial and management accountants again outstripped supply. Candidates with a strong technical focus and experience in AIFRS, IFRS, or US GAAP remained a premium commodity. Management accountants who have experience in highly operational business facing roles continued to command a premium in the market, along with experts in tax, treasury and audit. The most significant trend has been the focus on acquiring professionals whose communication skills were equally as strong as their technical competence. Indeed many organisations, regardless of size, have paid upwards of 20% more for candidates that had the required level of communication skills.

The market in general remained candidate short and we saw a far greater number of clients revise their hiring policy to allow them to accept candidates from overseas who possessed the most sought-after traits.

At the part qualified and newly qualified end of the market, the competition to acquire talent increased. We saw companies focus more and more on introducing increasingly

competitive remuneration packages, as well as structured training and development programmes to ensure they enticed and retained the top talent within their organisation. As in previous years, candidates looking to make their first move out of practice were in particularly high demand and commercial businesses were still competing aggressively to ensure they were able to secure these professionals.

### Contract and Temporary

The contracting market within commercial finance generally saw the trends of the previous two years persisting and these look set to continue well into 2008.

The shortage of qualified accountants with 2-4 years' commercial experience created the biggest challenge. Changing attitudes caused by this shortage saw hiring managers increasingly taking on candidates straight out of chartered firms, with a high level of success. While hands-on commercial accounting experience may be lacking these candidates proved themselves more than capable of picking up processes and systems quickly and adding value over a short period of time. We also saw an increasing number of candidates transferring from financial services into commercial finance without the assumed transition complications of previous years.

Whilst qualified accountants remained in high demand, strategic structural changes in leading blue-chip organisations (particularly within the telecommunications, property and FMCG industries) led to an increased requirement for business/commercial/finance analysts of varying levels of seniority. Furthermore, we witnessed organisations continuing to focus on specific skill sets: IFRS, Sarbanes-Oxley and internal audit remained the most difficult roles to fill.

At the other end of the market, the demand for experienced clerical accounts staff

increased, slowly replacing the model of multiple junior heads at lower salary levels. This was linked to an increased emphasis on succession planning, along with a simultaneous drive to reduce overall cost within finance departments. The trend of outsourcing shared service centres by large multinationals continued, resulting in a significant rise in the volume of candidates at this level but not necessarily the quality.

At the executive level the surplus of candidates continued, with the specifics of employer demands on required industry background proving to be the most common grounds for rejection.

Generally, the market remained short of high quality candidates. Candidates therefore had an increased awareness of their value, resulting in an uplift in rates and increasing incidences of multiple and counter offers. Overseas candidates on working holiday visas continued to pour in to offset this shortage and we anticipate this will continue throughout 2008. Finally, we saw a shift in attitudes towards what is considered an acceptable commitment to a permanent position in terms of time, with average tenures now shorter than in previous years. This, combined with rising salary expectations and a renewed focus on work-life balance resulted in an increasing number of candidates viewing contract and 'temp to perm' as more attractive propositions.

# SYDNEY

## ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2007	2008	2007	2008
	Group Finance Director	\$220k+	<b>\$250k+</b>	\$80 - 125
Chief Financial Officer	\$180k+	<b>\$220k+</b>	\$80 - 120	<b>\$80 - 125</b>
Group Financial Controller - Large Organisation	\$165k+	<b>\$175k+</b>	\$60 - 75	<b>\$65 - 80</b>
Group Financial Controller - Small/Medium Organisation	\$130k+	<b>\$150k+</b>	\$50 - 65	<b>\$55 - 70</b>
Audit Manager	\$130 - 150k	<b>\$140 - 160k</b>	\$65 - 75	<b>\$70 - 80</b>
Tax Manager	\$130k+	<b>\$130k+</b>	\$60 - 80	<b>\$60 - 80</b>
Finance Manager (3 - 5 yrs' exp)	\$130 - 140k	<b>\$130 - 150k</b>	\$55 - 60	<b>\$55 - 65</b>
Commercial/Planning Manager	\$110 - 130k	<b>\$120 - 200k</b>	\$50 - 65	<b>\$55 - 65</b>
Finance Manager (0 - 2 yrs' exp)	\$110 - 130k	<b>\$110 - 130k</b>	\$45 - 55	<b>\$50 - 60</b>
Financial Accountant (3 - 5 yrs' exp)	\$85 - 100k	<b>\$90 - 110k</b>	\$45 - 50	<b>\$45 - 55</b>
Management Accountant (3 - 5 yrs' exp)	\$80 - 110k	<b>\$90 - 110k</b>	\$40 - 50	<b>\$45 - 55</b>
Payroll Manager	\$80 - 130k	<b>\$80 - 130k</b>	\$30 - 40	<b>\$40 - 55</b>
Company/Corporate/Group Accountant	\$65 - 130k	<b>\$80 - 120k</b>	\$40 - 55	<b>\$45 - 55</b>
Credit Manager	\$75 - 100k	<b>\$75 - 110k</b>	\$35 - 45	<b>\$35 - 45</b>
Systems Accountant (0 - 4 yrs' exp)	\$65 - 110k	<b>\$70 - 120k</b>	\$30 - 50	<b>\$40 - 55</b>
Pricing Analyst	\$70 - 100k	<b>\$70 - 110k</b>	\$35 - 45	<b>\$35 - 50</b>
Business/Financial/Commercial Analyst (3 - 5 yrs' exp)	\$60 - 90k	<b>\$70 - 100k</b>	\$40 - 50	<b>\$45 - 55</b>
Treasury Accountant	\$70 - 100k	<b>\$70 - 100k</b>	\$35 - 50	<b>\$40 - 50</b>
Management Accountant (0 - 2 yrs' exp)	\$70 - 80k	<b>\$70 - 90k</b>	\$35 - 40	<b>\$40 - 45</b>
Financial Accountant (0 - 2 yrs' exp)	\$70 - 85k	<b>\$70 - 90k</b>	\$35 - 45	<b>\$35 - 45</b>
Tax Accountant (0 - 4 yrs' exp)	\$60 - 90k	<b>\$60 - 100k</b>	\$35 - 55	<b>\$40 - 60</b>
Auditor (2 - 4 yrs' exp)	\$50 - 90k	<b>\$60 - 95k</b>	\$35 - 45	<b>\$45 - 60</b>
Payroll Officer (3+ yrs' exp)	\$55 - 65k	<b>\$60 - 70k</b>	\$23 - 27	<b>\$25 - 30</b>
Assistant Accountant - CA/CPA (3 - 5 yrs' exp)	\$55 - 65k	<b>\$55 - 70k</b>	\$25 - 30	<b>\$28 - 35</b>
Cost Accountant (0 - 4 yrs' exp)	\$45 - 95k	<b>\$50 - 100k</b>	\$25 - 45	<b>\$30 - 50</b>
Business/Financial/Commercial Analyst (0 - 2 yrs' exp)	\$50 - 65k	<b>\$50 - 70k</b>	\$25 - 40	<b>\$35 - 45</b>
Bookkeeper (0 - 4 yrs' exp)	\$45 - 65k	<b>\$50 - 65k</b>	\$30 - 35	<b>\$30 - 35</b>
Billings Analyst (0 - 4 yrs' exp)	\$50 - 65k	<b>\$50 - 65k</b>	\$20 - 27	<b>\$22 - 30</b>
Payroll Officer (0 - 2 yrs' exp)	\$45 - 55k	<b>\$50 - 60k</b>	\$20 - 25	<b>\$20 - 25</b>
Accounts Payable/Receivable - Junior (0 - 4 yrs' exp)	\$45 - 65k	<b>\$45 - 65k</b>	\$20 - 25	<b>\$20 - 25</b>
Credit Controller	\$45 - 55k	<b>\$45 - 60k</b>	\$20 - 25	<b>\$23 - 27</b>
Assistant Accountant - CA/CPA (0 - 2 yrs' exp)	\$45 - 55k	<b>\$45 - 55k</b>	\$22 - 25	<b>\$23 - 28</b>
Accounts Assistant (0 - 4 yrs' exp)	\$40 - 55k	<b>\$40 - 55k</b>	\$20 - 25	<b>\$20 - 25</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# SYDNEY

## ACCOUNTING & FINANCE RISK MANAGEMENT, COMPLIANCE & AUDIT

The Sydney risk management, compliance & audit division recruits for those professions geared to addressing the regulatory, market and operational risks that affect the capital, performance and reputation of a financial institution. We recruit permanent staff at all levels across operational, market and credit risk, internal audit and compliance.

### Market Overview

On a macro level the market for risk management, audit and compliance professionals in 2007 was characterised by a lack of suitably qualified candidates. This was seen at all levels, from analyst and manager through to director and head of department roles. The lack of candidates was also consistent in all areas of financial services from investment and retail banking, to asset management and insurance.

A number of factors contributed to the lack of supply. The strong domestic economy helped keep unemployment low, and growth in financial services generally created numerous new roles within risk management. Talented professionals based in Australia were attracted to well paid opportunities globally, especially in London, Asia and Dubai. Organisations also found their risk management practices under greater scrutiny throughout 2007 as regulatory requirements continued to increase. This combined with new changes in the local and global regulatory environment created additional roles in the market, in order to meet the increasing regulatory demands on organisations.

The candidate shortage had key implications for recruitment in 2007 and there was consistent inflationary pressure on salaries at all levels. Employers rewarded high performing staff with above inflationary pay rises and bonuses and hiring managers often had to pay a reasonable premium to attract well qualified candidates. There were many examples of strong performers being counter offered by current employers with increased salaries and/or responsibilities after their resignation. Hiring organisations had to be increasingly inventive to attract and find new hires, with many coming from offshore. At the junior level, organisations were more amenable to recruiting from different backgrounds.

Certain organisations, especially prudential regulators, proved a key hunting ground for financial services companies which often had the capacity to offer significant salary increases. Capable international candidates who were keen to work in Australia also benefited from the skills shortage as an increasing number of organisations were prepared to offer sponsorships.

We expect the market will remain short of candidates in 2008 for those looking to hire within risk, compliance and audit. As a reflection of this, salaries will continue to rise and our clients will need to focus heavily on retention strategies to attract and retain high calibre staff.

# SYDNEY

## ACCOUNTING & FINANCE RISK MANAGEMENT, COMPLIANCE & AUDIT

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2007	2008
Head of Internal Audit - CA/CPA (10+ yrs' exp)	\$190k+	<b>\$200k+</b>
Quantitative Risk (6+ yrs' exp)	\$120k+	<b>\$135k+</b>
Market Risk - Degree (6+ yrs' exp)	\$120k+	<b>\$135k+</b>
Operational Risk Manager (6+ yrs' exp)	\$120k+	<b>\$130k+</b>
Compliance - Degree (6+ yrs' exp)	\$120k+	<b>\$125k+</b>
Internal Audit - CA/CPA (6 - 10 yrs' exp)	\$120 - 160k	<b>\$120 - 180k</b>
Credit Risk Analyst (5+ yrs' exp)	\$110k+	<b>\$120k+</b>
Quantitative Risk (3 - 5 yrs' exp)	\$70 - 110k	<b>\$85 - 130k</b>
Market Risk - Degree (3 - 5 yrs' exp)	\$65 - 110k	<b>\$85 - 130k</b>
Credit Risk Analyst (3 - 5 yrs' exp)	\$70 - 100k	<b>\$75 - 120k</b>
Operational Risk Manager (3 - 5 yrs' exp)	\$70 - 110k	<b>\$75 - 120k</b>
Compliance - Degree (3 - 5 yrs' exp)	\$70 - 110k	<b>\$75 - 120k</b>
Internal Audit - CA/CPA (3 - 5 yrs' exp)	\$80 - 120k	<b>\$75 - 110k</b>
Compliance - Degree (0 - 2 yrs' exp)	\$50 - 70k	<b>\$55 - 75k</b>
Operational Risk Manager (0 - 2 yrs' exp)	\$50 - 70k	<b>\$55 - 75k</b>
Credit Risk Analyst (0 - 2 yrs' exp)	\$50 - 65k	<b>\$55 - 75k</b>
Market Risk - Degree (0 - 2 yrs' exp)	\$50 - 70k	<b>\$55 - 80k</b>
Internal Audit - CA/CPA (0 - 2 yrs' exp)	\$60 - 80k	<b>\$50 - 70k</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# SYDNEY

## INFORMATION TECHNOLOGY

Our Sydney information technology division supplies permanent and contract staff to organisations in the banking and finance and telecommunications industries, in addition to other commercial sectors. We recruit a wide range of professionals in operational and strategic positions and work closely with our clients to ensure a full understanding of both their business and their recruitment needs.

### Market Overview

In 2007, the demand for IT professionals continued to be strong in both the contract and permanent markets. There were major skill shortages in areas such as development and solutions architecture, database administration and mid to senior level testing. Demand for project managers and technical support staff was high, however these markets enjoyed a reasonable applicant to vacancy ratio.

We saw a slight dip in demand in quarter three as some banks put a hold on recruitment whilst assessing the initial impact of the sub-prime crisis in the US. The impact was slight, mainly because of overall high levels of demand.

Clients in this sector are quietly confident about a steady demand for 2008, with few expecting to see decreases to their headcounts. The demand for superannuation experience, particularly for developers and testers, eased as many of the projects implemented to ensure compliance to the federal budget changes came to an end in quarters two and three. With the change in federal government towards the end of 2007, it is likely that further changes to compliance requirements will be implemented, once again leading to an increase in demand in 2008.

Sydney continues to be a magnet for skilled migrants. Due to a tightening of the regulations for the 457 visa, we saw an increase in the red tape applied to visa applications. The visa process has now lengthened considerably, further intensifying the shortage of contractors in the market. We therefore expect to see considerable pressure on contract rates in 2008.

Overall, we expect demand for IT professionals to continue to remain strong throughout 2008, even if there is a slowdown in the US economy. There is an inherent skills shortage that is being exacerbated by a lack of Australian graduates entering the industry and the increased difficulties facing highly sought-after professionals choosing Australia as a work destination. However, we may see an increase in skilled Australians returning from time spent working overseas, particularly the US, as demand for skills there weakens.

# SYDNEY

## INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2007	2008	2007	2008
	IT Graduate (Newly Qualified)	\$40 - 55k	<b>\$40 - 55k</b>	\$20 - 27
<b>Support</b>				
3rd Level Support/Application Support	\$75 - 95k	<b>\$75 - 100k</b>	\$30 - 60	<b>\$32 - 62</b>
2nd Level Support	\$55 - 75k	<b>\$55 - 75k</b>	\$25 - 30	<b>\$27 - 32</b>
1st Level Support	\$40 - 55k	<b>\$40 - 55k</b>	\$20 - 25	<b>\$20 - 27</b>
<b>Network/Infrastructure</b>				
Manager - Infrastructure	\$120 - 160k	<b>\$120 - 160k</b>	\$75 - 110	<b>\$75 - 115</b>
Database Administrator (6+ yrs' exp)	\$110 - 130k	<b>\$110 - 150k</b>	\$60 - 100	<b>\$65 - 110</b>
Network Engineer - CCIE	\$90 - 100k	<b>\$100 - 150k</b>	\$70 - 100	<b>\$80 - 115</b>
Systems Administrator - Unix, Windows (3 - 6 yrs' exp)	\$80 - 120k	<b>\$90 - 140k</b>	\$60 - 90	<b>\$60 - 110</b>
Database Administrator (2 - 5 yrs' exp)	\$75 - 110k	<b>\$75 - 125k</b>	\$40 - 60	<b>\$40 - 65</b>
Network Engineer - CCNP	\$70 - 90k	<b>\$75 - 100k</b>	\$40 - 70	<b>\$45 - 80</b>
Systems Administrator - Unix, Windows (1 - 3 yrs' exp)	\$60 - 80k	<b>\$55 - 90k</b>	\$40 - 60	<b>\$40 - 60</b>
Network Engineer - CCNA	\$50 - 70k	<b>\$55 - 75k</b>	\$25 - 40	<b>\$30 - 45</b>
<b>Testing</b>				
Test Manager	\$110 - 140k	<b>\$115 - 150k</b>	\$75 - 105	<b>\$80 - 110</b>
Senior Tester	\$85 - 110k	<b>\$85 - 115k</b>	\$50 - 80	<b>\$55 - 90</b>
Tester	\$60 - 85k	<b>\$60 - 85k</b>	\$30 - 50	<b>\$35 - 55</b>
<b>Development</b>				
Solution/Technical Architect	\$125 - 180k	<b>\$135 - 200k</b>	\$70 - 110	<b>\$80 - 120</b>
Development Manager	\$130 - 175k	<b>\$130 - 180k</b>	\$70 - 100	<b>\$70 - 110</b>
Senior Analyst Programmer (Java, J2EE, .NET, C++)	\$85 - 115k	<b>\$95 - 135k</b>	\$60 - 100	<b>\$70 - 110</b>
Analyst Programmer (Java, J2EE, .NET, C++)	\$65 - 85k	<b>\$65 - 95k</b>	\$40 - 60	<b>\$40 - 70</b>
Web Developer (html, php, javascript)	\$50 - 80k	<b>\$55 - 95k</b>	\$30 - 50	<b>\$35 - 60</b>
<b>ERP</b>				
ERP Consultant Functional	\$90 - 140k	<b>\$90 - 160k</b>	\$75 - 125	<b>\$80 - 125</b>
ERP Consultant Technical	\$85 - 125k	<b>\$80 - 130k</b>	\$60 - 100	<b>\$60 - 100</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# SYDNEY

## INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2007	2008	2007	2008
<b>Business Analysis</b>				
Business Analyst (4+ yrs' exp)	\$80 - 105k	<b>\$100 - 135k</b>	\$60 - 90	<b>\$75 - 100</b>
Technical Writer	\$60 - 75k	<b>\$65 - 100k</b>	\$40 - 70	<b>\$50 - 80</b>
Business Analyst (1 - 4 yrs' exp)	\$55 - 80k	<b>\$65 - 100k</b>	\$40 - 60	<b>\$50 - 75</b>
<b>Project Management</b>				
Programme Manager	\$140 - 220k	<b>\$155 - 220k</b>	\$90 - 150	<b>\$115 - 150</b>
Project Manager (5+ yrs' exp)	\$110 - 150k	<b>\$130 - 155k</b>	\$75 - 100	<b>\$80 - 115</b>
Project Manager (1 - 4 yrs' exp)	\$80 - 110k	<b>\$90 - 130k</b>	\$50 - 75	<b>\$60 - 80</b>
Project Coordinator	\$55 - 80k	<b>\$65 - 110k</b>	\$30 - 65	<b>\$40 - 70</b>
<b>Executive</b>				
Chief Information Officer/Chief Technology Officer	\$190 - 300k	<b>\$200 - 400k</b>	\$125 - 175	<b>\$125 - 225</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# SYDNEY

## LEGAL

Our Sydney legal division recruits legal professionals at all levels on both a permanent and contract basis. Our client base includes top-tier, mid-tier and boutique law firms, financial services organisations and blue-chip commercial organisations.

### Market Overview

Steady economic growth, low unemployment and an increase in the number of opportunities abroad resulted in a very buoyant market for Sydney based legal professionals in 2007. Demand has exceeded supply at all levels resulting in strong competition for the best candidates and consistent inflationary pressure on salaries.

### Financial Services

The banking and financial services sector experienced a strong year in 2007. In-house legal teams grew consistently as financial organisations largely moved away from outsourcing. The number of new products brought to market increased, along with the level of investment generally, which resulted in the need for additional lawyers at all levels.

Investment banks were successful in attracting a steady flow of candidates, with more lawyers looking to work closely with the business and seeking a salary structure that includes a significant bonus element.

Strong demand from abroad resulted in a further skills shortage. European based banks remained an attractive destination, offering career progression opportunities and substantial salary increases. Mid-level lawyers with 2-5 years' PQE have been in high demand, resulting in severe shortages and significant wage pressure in Australia. To overcome this shortage, offshore candidates have been highly targeted and in some cases our clients have been open to hiring high calibre junior candidates that in the long-term can develop into the role.

### Private Practice

In private practice, the 2-5 years' PQE level experienced a considerable skills shortage. A key factor in this was the increase in the number of lawyers leaving Australia for opportunities abroad. The UK, Asia, US and the Middle East, particularly Dubai, were all destinations of choice.

The continued flow of lawyers leaving practice to go in-house has increased the skill shortage, with candidates drawn to the increased salaries and variety offered in these positions.

Top and mid-tier firms have offered attractive relocation packages and competitive salaries in an effort to attract quality candidates. In 2007, the outflow of candidates far outweighed the number of returning Australians and individuals looking to relocate to Australia.

We expect 2008 to remain buoyant for legal professionals working within private practice and in-house functions. Salaries will continue to rise above inflation and we advise employers to focus on implementing strategies in order to retain performing staff members. Hiring organisations are likely to face intense competition for high calibre legal professionals both domestically and abroad.

# SYDNEY

## LEGAL FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2007	2008
<b>Investment Banking</b>		
10+ yrs' PQE	\$175k+	<b>\$180k+</b>
5 - 10 yrs' PQE	\$130 - 215k	<b>\$140 - 220k</b>
2 - 5 yrs' PQE	\$85 - 140k	<b>\$90 - 150k</b>
0 - 2 yrs' PQE	\$75 - 95k	<b>\$75 - 100k</b>
<b>Funds Management</b>		
10+ yrs' PQE	\$150k+	<b>\$160k+</b>
5 - 10 yrs' PQE	\$130 - 215k	<b>\$135 - 220k</b>
2 - 5 yrs' PQE	\$85 - 140k	<b>\$90 - 150k</b>
0 - 2 yrs' PQE	\$65 - 90k	<b>\$65 - 90k</b>
<b>Retail Banking</b>		
10+ yrs' PQE	\$150k+	<b>\$150k+</b>
5 - 10 yrs' PQE	\$110 - 180k	<b>\$120 - 200k</b>
2 - 5 yrs' PQE	\$80 - 135k	<b>\$85 - 140k</b>
0 - 2 yrs' PQE	\$55 - 85k	<b>\$60 - 92k</b>
<b>Insurance</b>		
10+ yrs' PQE	\$120 - 215k	<b>\$130k+</b>
5 - 10 yrs' PQE	\$110 - 180k	<b>\$115 - 185k</b>
2 - 5 yrs' PQE	\$70 - 130k	<b>\$72 - 135k</b>
0 - 2 yrs' PQE	\$55 - 80k	<b>\$60 - 85k</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# SYDNEY

## LEGAL PRIVATE PRACTICE

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2007	2008
<b>Top - Tier Firms</b>		
Special Counsel	\$155k	<b>\$160k+</b>
5 - 10 yrs' PQE	\$120 - 220k+	<b>\$125 - 240k</b>
5 yrs' PQE	\$100 - 150k+	<b>\$110 - 160k</b>
4 yrs' PQE	\$85 - 130k	<b>\$90 - 135k</b>
3 yrs' PQE	\$75 - 115k	<b>\$80 - 120k</b>
2 yrs' PQE	\$70 - 90k	<b>\$75 - 95k</b>
1 yr PQE	\$60 - 80k	<b>\$70 - 82k</b>
<b>Mid - Tier Firms</b>		
Special Counsel	\$140k+	<b>\$145k+</b>
5 - 10yrs' PQE	\$100 - 150k	<b>\$105 - 160k+</b>
5 yrs' PQE	\$90 - 130k	<b>\$90 - 140k</b>
4 yrs' PQE	\$75 - 125k	<b>\$80 - 130k</b>
3 yrs' PQE	\$70 - 115k	<b>\$70 - 115k</b>
2 yrs' PQE	\$60 - 80k	<b>\$60 - 85k</b>
1 yr PQE	\$50 - 75k	<b>\$50 - 80k</b>
<b>Small Firms</b>		
5 - 10yrs' PQE	\$90k+	<b>\$95k+</b>
5 yrs' PQE	\$80 - 120k	<b>\$80 - 120k</b>
4 yrs' PQE	\$75 - 110k	<b>\$75 - 115k</b>
3 yrs' PQE	\$65 - 100k	<b>\$65 - 105k</b>
2 yrs' PQE	\$55 - 80k	<b>\$55 - 82k</b>
1 yr PQE	\$50 - 70k	<b>\$50 - 75k</b>

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# SYDNEY

## SALES & MARKETING

Our specialist sales & marketing division in Sydney supplies permanent and contract staff to a range of vertical markets including IT&T, banking and financial services, FMCG, media (online and press), entertainment and professional services. Our recruitment expertise covers all aspects of sales from business development to account and relationship management through to sales director level, along with every aspect of the marketing mix up to marketing director level.

### Market Overview

Demand in the employment market for sales and marketing professionals again increased in 2007 and reached unprecedented levels of activity across all of our key vertical markets, as the shortage of highly qualified and skilled sales people and marketers intensified.

This sustained competition for candidates and the war for talent has been constant as businesses capitalised on continued strong economic conditions, increased confidence and impressive growth plans.

Sales and marketing led the way with increased levels of activity. IT&T continued to benefit from increased spend and higher budgets from the corporate sector, with the larger brands looking to capitalise in this market. Traditional print and publishing organisations have also positioned themselves as multi-faceted media entities, as they build on their press component with growth in the digital space as well as radio. This renewed focus has ensured that sales channels need to be developed and new products brought to market with the obvious need for additional employees.

Clients will need to become more innovative in selling their business to prospective candidates in light of culture, work-life balance, competitive salaries and career progression. The interview process will also have to be continually refined and improved to take into account the speed of the market and increased demand.

In 2008, forecasts indicate that economic conditions, which have fuelled recent growth across all major sales and marketing verticals, may be slowed by external issues including the credit crunch and volatility in world markets. However, indications are that demand will largely remain high, the candidate market will still be tight and those companies with an efficient and impressive recruitment process that apply lateral thinking to their hiring will surpass their competition in the acquisition of talent.

# SYDNEY

## SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2007	2008	2007	2008
	Sales Director	\$150 - 250k	<b>\$150 - 250k</b>	
Sales and Marketing Director	\$130 - 250k	<b>\$150 - 250k</b>		
Marketing Director	\$140 - 200k	<b>\$150 - 220k+</b>	\$100+	<b>\$75 - 110</b>
Marketing Manager (4 - 5 yrs' exp)	\$130 - 180k	<b>\$120 - 170k</b>	\$70 - 90	<b>\$70 - 90</b>
Public Relations Manager	\$100 - 130k	<b>\$110 - 140k</b>	\$50 - 60	<b>\$50 - 70</b>
Sales Manager	\$100 - 150k+	<b>\$100 - 150k</b>		
State Sales Manager	\$100 - 140k	<b>\$100 - 140k</b>		
Corporate Affairs Manager	\$90 - 120k	<b>\$100 - 140k</b>	\$40 - 60	<b>\$45 - 70</b>
Marketing Manager (2 - 3 yrs' exp)	\$100 - 130k	<b>\$100 - 130k</b>	\$50 - 70	<b>\$50 - 70</b>
Segment Manager	\$80 - 150k	<b>\$90 - 150k</b>	\$40 - 70	<b>\$45 - 75</b>
Account Director	\$80 - 130k	<b>\$90 - 140k</b>		
Direct Marketing Manager	\$90 - 130k	<b>\$90 - 130k</b>	\$50 - 70	<b>\$50 - 70</b>
Media Relations Manager	\$90 - 120k	<b>\$90 - 130k</b>	\$45 - 70	<b>\$45 - 70</b>
Marketing Communications Manager (4 - 5 yrs' exp)	\$80 - 120k	<b>\$90 - 130k</b>	\$40 - 60	<b>\$45 - 65</b>
Campaign Manager	\$90 - 110k	<b>\$90 - 120k</b>	\$40 - 55	<b>\$40 - 60</b>
Channel Manager	\$80 - 140k	<b>\$85 - 140k</b>		
Trade Marketing Manager	\$75 - 100k	<b>\$85 - 130k</b>	\$35 - 50	<b>\$40 - 70</b>
Account Manager (4 - 5 yrs' exp)	\$80 - 120k	<b>\$85 - 120k</b>		
Brand Manager (2 - 3 yrs' exp)	\$70 - 100k	<b>\$75 - 100k</b>	\$40 - 50	<b>\$40 - 55</b>
National Retail Manager	\$70 - 90k	<b>\$75 - 100k</b>		
Business Development Manager	\$70 - 120k	<b>\$70 - 125k</b>		
Sponsorship and Events Manager	\$65 - 90k	<b>\$70 - 100k</b>	\$30 - 50	<b>\$35 - 55</b>
Sales Executive	\$65 - 100k	<b>\$65 - 100k</b>		
Account Manager (2 - 3 yrs' exp)	\$60 - 90k	<b>\$65 - 95k</b>		
Product Manager	\$60 - 80k	<b>\$65 - 90k</b>	\$35 - 45	<b>\$35 - 50</b>
Market Researcher	\$55 - 80k	<b>\$60 - 90k</b>	\$25 - 40	<b>\$30 - 45</b>
Assistant Product/Brand Manager	\$55 - 80k	<b>\$60 - 85k</b>	\$30 - 40	<b>\$30 - 45</b>
Market Analyst	\$55 - 80k	<b>\$60 - 85k</b>	\$25 - 40	<b>\$30 - 45</b>
Marketing Communications Manager (2 - 3 yrs' exp)	\$55 - 75k	<b>\$60 - 80k</b>	\$30 - 40	<b>\$30 - 45</b>
Marketing Executive (2 + yrs' exp)	\$55 - 80k	<b>\$55 - 75k</b>	\$30 - 55	<b>\$30 - 45</b>
Communications Executive	\$50 - 70k	<b>\$55 - 75k</b>	\$30 - 40	<b>\$30 - 40</b>
Marketing Assistant/Coordinator	\$45 - 65k	<b>\$45 - 60k</b>	\$25 - 35	<b>\$25 - 35</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# SYDNEY

## SECRETARIAL & BUSINESS SUPPORT

Our secretarial & business support division specialises in the provision of quality temporary and permanent staff to a variety of premium organisations across a wide range of industries. The model and methodology adopted focuses on a consultative service, with delivery based upon integrity, honesty and quality.

Our team comprises high calibre consultants with strong recruitment and industry experience. The secretarial & business support division prides itself on delivering a true consulting model which provides effective business solutions to business staffing needs.

### Market Overview

During 2007 the secretarial & business support division saw consistent growth in both temporary and permanent recruitment across all industries from banking and finance and construction through to FMCG and IT.

Due to continued low unemployment and the scarcity of experienced candidates, companies that in the past recruited their own staff, have acknowledged the benefits of utilising a specialist recruitment consultancy to source quality candidates for both permanent and temporary vacancies. Organisations have commented that despite the fees incurred, the overall cost and time spent recruiting vacancies is significantly reduced when working with a recruitment consultancy.

Often receiving several job offers, top-tier candidates were increasingly able to pick and choose where they would like to work. Organisations who worked together with our consultants to condense the interview process and communicate feedback in a timely manner ensured that candidates were not lost to competitors due to a lengthy recruitment process.

Employers also realised that in order to be competitive in this market, they need to offer more than just an attractive salary package. Candidates are now basing their decision to join a company not only on remuneration but also on other variables, such as the opportunity to progress within an organisation, flexible working hours, wellness programmes and the opportunity to achieve a work-life balance. HR departments have recognised the importance of focusing on the development of such programmes to appeal to potential employees, as well as to retain their current staff. These initiatives, in addition to career progression programmes, ongoing training and development opportunities and team building activities, are now becoming the norm rather than the exception.

The demand for temporary staff continued to grow across the board, from single days to long-term contracts. As predicted in early 2007, many organisations chose to take on long-term contractors in order to trial candidates on a temporary basis prior to making a permanent offer. This 'temp to perm' option is now common practice; temporary recruitment is now no longer based on simply filling sick days and holiday coverage. These trends in the temporary market are set to continue in 2008.

# SYDNEY

## SECRETARIAL & BUSINESS SUPPORT

### ROLE

### PERMANENT SALARY PER ANNUM \$AUS

### CONTRACT RATE PER HOUR \$AUS

	2007	2008	2007	2008
Executive Assistant	\$60 - 80k	<b>\$65 - 90k</b>	\$28 - 35	<b>\$28 - 35</b>
Legal Secretary	\$55 - 65k	<b>\$60 - 70k</b>	\$28 - 30	<b>\$29 - 33</b>
Personal Assistant	\$50 - 65k	<b>\$55 - 70k</b>	\$25 - 29	<b>\$26 - 31</b>
Office Manager	\$45 - 80k	<b>\$50 - 80k</b>	\$29 - 37	<b>\$29 - 37</b>
Events Coordinator	\$45 - 60k	<b>\$50 - 65k</b>	\$24 - 29	<b>\$25 - 29</b>
Senior Secretary	\$45 - 60k	<b>\$50 - 60k</b>	\$25 - 29	<b>\$26 - 30</b>
Desk Assistant	\$45 - 55k	<b>\$50 - 60k</b>	\$25 - 28	<b>\$26 - 29</b>
Research Assistant	\$45 - 55k	<b>\$50 - 55k</b>	\$25 - 30	<b>\$26 - 30</b>
Marketing Assistant	\$45 - 55k	<b>\$50 - 55k</b>	\$24 - 29	<b>\$25 - 29</b>
Team Secretary	\$45 - 50k	<b>\$50 - 55k</b>	\$23 - 28	<b>\$24 - 28</b>
WP Operator	\$40 - 45k	<b>\$45 - 55k</b>	\$21 - 25	<b>\$23 - 26</b>
Administration Assistant	\$45 - 55k	<b>\$45 - 55k</b>	\$20 - 28	<b>\$22 - 28</b>
Junior Secretary	\$40 - 50k	<b>\$43 - 50k</b>	\$22 - 24	<b>\$22 - 24</b>
Receptionist	\$40 - 50k	<b>\$40 - 55k</b>	\$19 - 23	<b>\$19 - 23</b>
Switchboard Operator	\$35 - 45k	<b>\$40 - 50k</b>	\$19 - 23	<b>\$21 - 23</b>
Data Entry Operator	\$35 - 40k	<b>\$38 - 43k</b>	\$19 - 21	<b>\$19 - 22</b>
Office Junior	\$30 - 35k	<b>\$30 - 35k</b>	\$19 - 21	<b>\$19 - 21</b>

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

# SYDNEY

## SUPPLY CHAIN & PROCUREMENT

The Sydney supply chain & procurement division secures career opportunities for permanent and temporary professionals across a broad array of industries. Operating within both the financial services and broader commercial sectors, we work with organisations from large blue-chips to SMEs. Our capabilities enable us to place candidates in roles at analyst level through to senior level directors.

### Market Overview

In 2007, we saw a continued focus on procurement as a key discipline within businesses as well as a significant increase in the number of businesses that sought to create a dedicated procurement team as part of their ongoing effort to realise efficiencies. The surge in demand for professionals with these specialist skill sets brought about a competitive environment where candidates found themselves holding a significant amount of power.

This rise in demand has created some real salary spikes, resulting in substantial movement within the industry. Financial services organisations benefited from this shift with the key draw factors being brand, size of opportunity and remuneration, particularly for analysts, procurement managers, commercial managers and strategic sourcing professionals. Other sectors that continued to grow their procurement functions included pharmaceutical, FMCG, telecommunications and IT. As the competition increased to acquire the right talent throughout 2007, there was a marked shift towards the emphasis placed on implementing retention strategies.

We saw a steady increase in the number of greenfield operations where businesses set up dedicated procurement and/or supply chain functions for the first time. Combined with the growth trend in already established areas we foresee a continued shortage of candidates in 2008.

In response to this anticipated shortage we have consulted with our client base and are leveraging extensively from our overseas network, sourcing talent from the USA, UK, Europe and South East Asia. In the latter half of 2007, we saw some genuine successes through utilising our international pipeline. We anticipate that this initiative will play a pivotal role in helping to alleviate the candidate shortage in 2008.

# SYDNEY

## SUPPLY CHAIN & PROCUREMENT

ROLE	PERMANENT SALARY PER ANNUM \$AUS COMMERCE*		FINANCIAL SERVICES**	
	2007	2008	2007	2008
<b>Supply Chain/Logistics</b>				
Operations Director	\$160 - 200k	<b>\$150 - 300k</b>	\$160 - 200k+	<b>\$180 - 300k</b>
National Manager	\$150k+	<b>\$150k+</b>		
Operations Manager	\$130 - 160k	<b>\$130 - 180k</b>	\$130 - 160k	<b>\$150 - 180k</b>
Supply Chain Manager	\$110 - 130k	<b>\$110 - 140k</b>	\$110 - 130k	<b>\$110 - 150k</b>
Supply Chain Analyst	\$90 - 110k	<b>\$90 - 110k</b>	\$80 - 100k	<b>\$80 - 100k</b>
Distribution Manager	\$80 - 90k	<b>\$80 - 110k</b>		
Production Manager	\$80 - 100k	<b>\$80 - 100k</b>		
Transport Manager	\$80 - 90k	<b>\$80 - 90k</b>		
Contract Manager	\$75 - 85k	<b>\$75 - 90k</b>		
Fleet Manager	\$70 - 85k	<b>\$70 - 90k</b>		
Depot Manager	\$70 - 80k	<b>\$70 - 85k</b>		
Warehouse Manager	\$60 - 80k	<b>\$65 - 90k</b>		
Supply Chain Coordinator	\$70 - 80k	<b>\$60 - 90k</b>		
Inventory Analyst	\$65 - 75k	<b>\$60 - 90k</b>		
Import/Export Clerk	\$45 - 60k	<b>\$45 - 60k</b>		
Dispatch Administrator	\$45 - 55k	<b>\$45 - 55k</b>		
<b>Procurement</b>				
Procurement Director	\$200k+	<b>\$200k+</b>	\$200k+	<b>\$200k+</b>
Strategic Sourcing Manager	\$110 - 140k	<b>\$120 - 180k</b>	\$120 - 150k	<b>\$130 - 200k</b>
Procurement Specialist	\$90 - 100k	<b>\$90 - 120k</b>	\$95 - 110k	<b>\$95 - 130k</b>
Category Manager	\$80 - 105k	<b>\$80 - 120k</b>	\$90 - 110k	<b>\$90 - 140k</b>
Purchasing Manager	\$80 - 100k	<b>\$80 - 120k</b>	\$85 - 110k	<b>\$90 - 130k</b>
Purchasing Analyst	\$70 - 85k	<b>\$70 - 85k</b>	\$75 - 90k	<b>\$75 - 90k</b>
Purchasing Officer	\$55 - 70k	<b>\$55 - 70k</b>	\$55 - 70k	<b>\$60 - 70k</b>
*Commerce includes FMCG, retail, IT, pharmaceutical and manufacturing industries.				
**Financial Services also includes procurement and supply chain consultancies.				
NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.				