

SALARY SURVEY 2010

ROBERT WALTERS

INTRODUCTION

ROBERT WALTERS IS ONE OF THE WORLD'S LEADING PROFESSIONAL RECRUITMENT CONSULTANCIES, SPECIALISING IN THE PLACEMENT OF PERMANENT, CONTRACT AND TEMPORARY POSITIONS ACROSS ALL LEVELS OF SENIORITY.

With a global network of offices spanning five continents, we are able to meet the demands of clients and candidates whose needs extend beyond local markets, whilst our strong local foundations provide us with unique insights into both industry and culture.

We manage the careers of the highest calibre candidates across the fields of: accounting, finance, banking, information technology, human resources, legal & compliance, sales & marketing, secretarial & support, engineering & operations, general management and supply chain & procurement.

Our unrivalled client base comprises leading blue-chip multinational corporations and major financial services organisations through to SMEs and start up businesses.

This comprehensive global salary survey has been compiled by our dedicated research division and offers an insight into both the recruitment market trends and salaries within each of the geographic markets and disciplines in which we specialise.

For further information about Robert Walters or this survey please see our office listing and contact details at the back of this survey or visit our website at www.robertwalters.com

AUSTRALIA

COUNTRY OVERVIEW

2009 was a difficult year for nearly every employment market globally. Relative to others, it is well publicised that Australia fared comparatively well. However, the pain was still felt very widely in the broad economy and in labour markets in particular. All firms, large and small, reverted to cost-cutting to some degree and the spill over into labour markets was sharply felt. Both temporary and permanent labour markets were heavily affected; wages were at best frozen and often, either directly or indirectly via reduced hours, reversed. Hiring in the first half of 2009 was marginal and restricted to key replacements. Queensland and Western Australia were slower going into the downturn than other states however with some major well publicised resource projects, indicators suggest demand for quality people is already returning in these locations.

The impact since late 2008 of 'marginal' hiring, large scale redundancies and the natural stalling of new projects is leading to pent up demand returning in most sectors and across all locations. This may lead to

increased demand for temporary and contract workers as client business volumes begin to return to previous levels. Employment levels are still remarkably high and consequently, even with the mild recovery predicted for the early part of 2010, organisations will have to be resourceful in selling and marketing themselves to attract top-tier candidates. Likewise, smart organisations will need to quickly address gaps caused by vastly reduced graduate intakes over the past 18 months – not doing so has a significant ricochet effect longer term.

In summary, we anticipate markets in 2010 will continue to improve and demand will return gradually. Organisations need to be alert to the fact that relatively full employment levels locally mean the market is not awash with quality people available at lower cost – it is simply not the case – and those smarter organisations will take a proactive approach to retaining and adding new resources.

ADELAIDE

ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

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

Market Overview

At the end of 2008 and throughout much of 2009, headcount requirements reduced dramatically across major banks, credit unions and smaller financiers as a result of the global financial crisis. Hiring freezes and redundancies occurred across the industry and tasks that had previously been carried out by those who had been made redundant or lost through natural attrition were absorbed into other roles.

Credit functions were cut back within most organisations. Those analysts that remained employed had to ensure that annual reviews were up-to-date and that the legislative and compliance aspects of their role were in order, as opposed to assessing new submissions.

Employees responsible for the development of new business opportunities became increasingly frustrated with the additional work required in order to have a credit submission approved. Banks re-deployed business developers into relationship management roles with responsibility for account maintenance, as opposed to focusing purely on sourcing new clients.

In the third quarter of the year we saw a slight easing of headcount freezes with banks in particular forecasting a return to more favourable conditions in early to mid-2010. Redundancies largely ceased and those roles that had been vacated through resignations began to be backfilled by division heads to favourably position the business for the eventual upturn in market conditions.

The balance of power shifted from candidates to employers throughout the majority of the year and the recruitment process lengthened as companies took longer to receive sign off on additional headcount, reach a shortlist and appoint new recruits. The salary negotiation phase saw companies in a position of power; a stark contrast to conditions in 2007/2008 when candidates had been in short supply.

Outlook for 2010

At the start of 2010, organisations will still be operating with reduced headcount. Caution will be exercised before re-hiring new business developers, with the role's responsibility still likely to fall upon relationship managers in the short-term. We expect consumer and business confidence to slowly gain momentum as the economy strengthens and candidates look to make their next career move as the major banks begin to hire.

ADELAIDE

ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2009	2010
Banking		
Relationship Manager - Institutional	\$135k+	\$130k+
Relationship Manager - Corporate	\$85k+	\$90k+
Financial Markets - Analyst	\$75 - 90k	\$80k+
Credit Risk Analyst (6+ yrs' exp)	\$80k+	\$75k+
Credit Risk Analyst (3 - 5 yrs' exp)	\$75 - 90k	\$70 - 85k
Relationship Manager - SME	\$75k+	\$70k+
Credit Risk Analyst (0 - 2 yrs' exp)	\$65 - 75k	\$65k+
Business Banking		
Relationship Manager - Institutional	\$135k+	\$130k+
Treasury Manager	\$110 - 150k	\$120k+
Credit Risk Analyst (3 - 5 yrs' exp)	\$80k+	\$75k+
Credit Risk Analyst (6+ yrs' exp)	\$80k+	\$70k+
Relationship Manager - Corporate	\$75 - 85k	\$70 - 90k
Relationship Manager - SME	\$70 - 80k	\$65k+
Financial Services		
Portfolio Funds Manager	\$90 - 100k	\$100k+
Financial Planner (6+ yrs' exp)	\$90 - 100k	\$90k+
Financial Planner (3 - 5 yrs' exp)	\$80 - 90k	\$80 - 90k
Trainee Dealer (0 - 2 yrs' exp)	\$75 - 85k	\$70 - 80k
Financial Planner (0 - 2 yrs' exp)	\$70 - 80k	\$65 - 75k
Portfolio Funds Administrator	\$60 - 65k	\$60 - 65k

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

ADELAIDE

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

Our Adelaide commerce & industry division recruits for permanent and contract roles across financial, management, project and system accounting. We place candidates at all levels, from part-qualified CA/CPAs through to CFOs.

Market Overview

In the first quarter of 2009 many businesses implemented cost reduction strategies and recruitment freezes, resulting in significantly reduced headcount across public and corporate finance teams. We saw an increase in the available candidate pool of high calibre, part-qualified and qualified accounting professionals, a contrast to the candidate shortage that dominated the market in 2008.

The cost-cutting measures that were implemented saw many finance teams work longer hours and take on increased workloads. The salary freezes in place across many industries prompted a number of candidates to consider other opportunities, with some prepared to change jobs despite economic conditions.

As companies began to prepare for financial year-end, we saw a slight rise in demand for contractors. Many contractors who were hired mid-year were later offered permanent roles within those businesses in quarters three and four, a clear reflection of the improving market conditions.

Outlook for 2010

It is expected that there will be increased demand for qualified accountants at all levels throughout 2010. Many companies are realising the value of employing talent with strong financial analysis skills and candidates who can demonstrate competencies in this area will be in demand.

As the economic outlook continues to improve, candidates who demonstrated commitment to their employer in 2009 will most likely benefit from the promotion and pay rise opportunities that 2010 will potentially bring.

ROLE

PERMANENT SALARY PER ANNUM \$AUS

CONTRACT RATE PER HOUR \$AUS

	2009	2010	2009	2010
Chief Financial Officer	\$150 - 400k	\$175 - 500k		
Financial Controller - Large Organisation	\$150 - 250k	\$175 - 200k		
Group Financial Controller	\$150 - 250k	\$150 - 250k		
Financial Controller - Small/Medium Organisation	\$110 - 150k	\$130 - 170k		
Tax Manager	\$110k+	\$110k+		
Group Management Accountant	\$100k+	\$110k+		
Commercial Manager	\$100k+	\$110k+		
Finance Manager (2 - 5 yrs' exp)	\$95k+	\$105k+		
Audit Manager	\$95k+	\$100k+	\$40 - 45	\$45 - 60
Financial Analyst (6+ yrs' exp)	\$90k+	\$95k+	\$50 - 55	\$50 - 60
Financial Accountant (6+ yrs' exp)	\$100k+	\$90k+	\$50 - 60	\$50 - 60
Group Accountant	\$90k+	\$90k+	\$45 - 60	\$45 - 60
Systems Accountant (6+ yrs' exp)	\$90k+	\$90k+	\$45 - 55	\$45 - 60
Tax Accountant (6+ yrs' exp)	\$90k+	\$90k+	\$45 - 55	\$50 - 60
Management Accountant (6+ yrs' exp)	\$85k+	\$85k+	\$45 - 55	\$45 - 60
Management Accountant (3 - 5 yrs' exp)	\$80 - 90k	\$70 - 85k	\$45 - 55	\$40 - 50
Financial Accountant (3 - 5 yrs' exp)	\$75 - 85k	\$70 - 85k	\$40 - 55	\$40 - 50
Financial Analyst (3 - 5 yrs' exp)	\$70 - 80k	\$70 - 85k	\$35 - 40	\$40 - 50
Tax Accountant (3 - 5 yrs' exp)	\$75 - 85k	\$65 - 80k	\$35 - 45	\$45 - 60
Cost Accountant (2 - 5 yrs' exp)	\$65 - 75k	\$65 - 75k	\$40 - 55	\$40 - 50
Assistant Accountant - CA/CPA (0 - 2 yrs' exp)	\$60 - 70k	\$45 - 60k	\$30 - 35	\$30 - 35

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

ADELAIDE

SECRETARIAL & BUSINESS SUPPORT

Our Adelaide secretarial & business support division specialises in placing high quality business support professionals across all levels of seniority. We offer temporary, contract and permanent solutions to clients across a broad range of sectors including IT, retail, education, utilities, professional services, insurance, engineering, real estate, banking and manufacturing.

Market Overview

The secretarial and business support market saw a significant number of redundancies in the first half of 2009. Highly experienced candidates found it difficult to obtain permanent employment, with many accepting roles below their level of experience and with lower salaries. Many organisations tried to reduce business costs but avoid redundancies, which resulted in some candidates being faced with the option of taking a salary cut or working reduced hours.

Headcount freezes across many companies led to increased workloads for those employees who remained. This increased the demand for temporary workers as organisations used contract staff to cover peaks in business activity.

Senior candidates were more affected than their junior counterparts, with a significant number retrenched and many office managers and executive assistants replaced with less experienced staff. Demand in areas such as accounts payable and receivable remained consistent, and there was an increase in the demand for experienced credit officers.

The volume of redundancies reduced in the second half of the year as the economy began to show signs of recovery and many businesses looked to solidify their support teams in anticipation of an improved market.

Salary levels did not increase at the same pace as in previous years due to lower demand for staff and an increase in competition for available roles. This trend continued throughout the year, however demand for candidates began to improve towards the end of 2009 and salaries will likely re-adjust to original levels by the end of 2010.

Outlook for 2010

We expect a steady increase in permanent and contract recruitment throughout 2010 as the economy improves. As businesses have the capacity to once again increase headcount in back office support areas, experienced and qualified candidates in the areas of accounts payable, accounts receivable, payroll and general office administration are likely to be the first to benefit from increased job opportunities.

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2009	2010	2009	2010
	Payroll Supervisor	\$55 - 70k	\$53 - 70k	\$26 - 34
Executive Assistant	\$52 - 70k	\$50 - 70k	\$26 - 33	\$25 - 33
Office Manager	\$50 - 70k	\$50 - 70k	\$25 - 33	\$25 - 33
Bookkeeper	\$48 - 55k	\$48 - 56k	\$22 - 30	\$22 - 30
Credit Controller	\$45 - 70k	\$45 - 70k	\$25 - 33	\$25 - 34
Personal Assistant	\$45 - 65k	\$45 - 60k	\$23 - 30	\$24 - 30
Secretary	\$43 - 52k	\$45 - 55k	\$21 - 25	\$22 - 26
Legal Secretary	\$40 - 55k	\$43 - 58k	\$22 - 28	\$22 - 29
Accounts Payable/Receivable	\$40 - 45k	\$43 - 47k	\$20 - 24	\$22 - 26
Payroll Officer	\$38 - 45k	\$40 - 50k	\$20 - 23	\$22 - 25
Receptionist	\$35 - 40k	\$36 - 43k	\$19 - 22	\$20 - 24
Data Entry Operator	\$35 - 40k	\$35 - 41k	\$19 - 21	\$20 - 22

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 focuses on all levels of permanent, contract and temporary recruitment across regional and metropolitan areas. Covering all facets of banking, superannuation, wealth management and insurance, the team specialises in the recruitment of front office, accounting and operational staff.

Market Overview

It would be easy to wrap up the events of late 2008 and 2009 by claiming that the global financial crisis had a negative effect on all areas of the banking and financial services industry. We are all aware of the large scale reductions in staffing, cost-cutting and the winding back of projects and scheduled developments that were seen in all major centres around the world throughout 2009. However, the local market did show some signs of positivity during the year.

The main three sectors of the local industry - namely banking, insurance and superannuation - all experienced staff reductions in 2009. Although cost-cutting activity by the banks was the most publicised, local players in other areas also ran significant streamlining exercises. This was driven by several factors, such as the fallout from financial results of international parent companies, mergers and acquisitions and the amalgamation of services into central hubs in Sydney and Melbourne. These events impacted salary levels, with a levelling out of expectations from both employers and candidates. Whilst specialist roles will always demand a premium, most other areas stayed steady and in some instances, such as back office functions, we saw a reduction in the average salary packages offered.

The competitive nature of the market seen in previous years continued in 2009. Although some institutions backed away from playing an aggressive role, others were keen to seize the opportunity presented to them and

focused on taking advantage of competitors' inactivity in a bid to increase market share. This was true not only for the areas of lending, investment, insurance and superannuation, but also the recruitment market. Organisations looked to internal recruitment teams and online advertising as a way to recruit staff and cut costs. Whilst this method did initially bring success, with the volume of applicants hitting record numbers, specialist roles remained hard to fill. Tax accountants and compliance, claims, audit and underwriting specialists were just a few of the many areas where organisations struggled to find quality applicants.

2009 was the year that the big institutions strengthened their control of the local market and were recognised internationally. Australian regulatory requirements are known to be prudent and led to solid performances from Australian institutions throughout 2009. Whilst the majority of organisations reduced staffing numbers, there were a few that held firm on headcount in anticipation of a return to normality in the lending markets in early 2010.

Outlook for 2010

It is expected that the large players in the industry will look to capitalise on their inherent strength and grow their market share. Small players that reduced their exposure to all markets are expected to focus on key areas of influence and build momentum by securing their position in these areas. Competitors from outside the local market will look to secure their portion of what is seen as a developing market. Big name organisations are already starting to enter the Queensland market and this is expected to drive recruitment further, increasing competition for quality candidates.

The strengthening economy could potentially see the return of a candidate short market. Most clients are already planning for salary increases to at least match the movements in CPI as the majority of salaries stayed level in 2009.

BRISBANE

ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2009	2010	2009	2010
Corporate Services				
Chief Financial Officer	\$150 - 350k	\$150 - 350k	\$75 - 175	\$75 - 175
Financial Controller	\$100 - 200k	\$105 - 250k	\$50 - 100	\$52 - 125
Compliance/Risk Manager	\$80 - 110k	\$85 - 120k	\$40 - 55	\$42 - 60
Tax Manager	\$80 - 110k	\$85 - 120k	\$40 - 55	\$42 - 60
Accountant (Financial, Management, Tax, System)	\$60 - 100k	\$70 - 120k	\$30 - 50	\$35 - 60
Compliance/Risk Officer	\$50 - 70k	\$55 - 80k	\$25 - 35	\$27 - 40
Banking				
Relationship Manager (Institutional)	\$110 - 150k	\$115 - 150k	\$55 - 75	\$57 - 75
Relationship Manager (Corporate)	\$85 - 110k	\$90 - 120k	\$42 - 55	\$45 - 60
Credit Manager	\$80 - 110k	\$85 - 120k	\$40 - 55	\$42 - 60
Relationship Manager (Small Business)	\$60 - 80k	\$65 - 90k	\$30 - 40	\$32 - 45
Mortgage Manager	\$55 - 70k	\$65 - 90k	\$27 - 35	\$32 - 45
Credit Analyst	\$50 - 75k	\$60 - 80k	\$25 - 37	\$30 - 40
Superannuation/Insurance				
Underwriter	\$55 - 90k	\$65 - 110k	\$27 - 45	\$32 - 55
Claims Manager	\$35 - 60k	\$40 - 75k	\$17 - 30	\$20 - 37
Administrator	\$35 - 50k	\$40 - 55k	\$17 - 25	\$20 - 28
Wealth Management				
Senior Financial Planner	\$80 - 120k	\$85 - 125k	\$40 - 60	\$42 - 62
Advisor	\$50 - 70k	\$55 - 75k	\$25 - 35	\$27 - 37
Para Planner	\$40 - 60k	\$45 - 65k	\$20 - 30	\$22 - 33
NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.				

BRISBANE

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

The Brisbane 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 client and candidate markets. We offer tailored recruitment solutions to a range of blue-chip organisations across a broad base of industry sectors including energy, mining, construction and engineering.

Market Overview

2009 proved a challenging time for both businesses and candidates within Brisbane's commercial accounting sector. Rising levels of economic uncertainty on a global scale contributed to the local market adopting a more cautious approach to operational decision making.

Recruitment activity remained relatively low in quarter one, with the supply of candidates dramatically outweighing market demand as businesses focused on measures to keep costs at a minimum. A further indicator of this was the increased demand for insolvency professionals, a true reflection of the strained financial conditions faced by a number of organisations. Payroll and credit focused candidates were also sought-after, owing to the rising levels of transactional work required to support internal resource changes and the need to recover outstanding monies within shorter timeframes.

With organisational efficiency dominating the corporate agenda, there was heightened demand for business analyst candidates throughout the year. Predominantly appointed on a temporary/contract basis, these candidates were brought into commercial organisations to assess processes and procedures and introduce new performance measures to create highly effective operating environments. In the quest for greater efficiency, there was an increase in the number

of ERP implementations and upgrades undertaken by a range of organisations. Such key business projects had a direct impact upon temporary staffing requirements stemming from the need to temporarily back-fill the day-to-day roles of the permanent staff members seconded to these projects.

The second half of 2009 saw an increase in economic confidence. The demand for accounts payable candidates returned to the levels seen before the downturn, as a direct consequence of increased operational activity and a higher volume of invoices that required processing. The requirement for financial accountants also increased, however this trend was uncharacteristically felt at the end of July, after the financial year-end reporting process had begun. Such demand appeared to result from finance teams recognising the difficulty of achieving the strict reporting timeframes with limited headcount.

The effects of the global financial crisis had a noticeable impact upon candidate salary expectations, encouraging an element of rationality to return. Once mainly motivated by the competitiveness of a remuneration package, candidates began to place greater emphasis on organisational stability, career progression and the strength of a company's balance sheet when considering offers of employment. This change in focus saw a re-alignment in some pay band levels at both the accounting support and executive professional levels.

As in previous years, the energy industry continued to play a key role in offering candidates a range of employment opportunities irrespective of wider market conditions. This resulted in the sector becoming one of the more sought-after commercial areas. A consistent supply of positions for junior and qualified level staff was also apparent within the construction and infrastructure space as a direct consequence

of guaranteed funding levels driving projects forward.

Outlook for 2010

With Brisbane now housing many head office functions for some of the key players within the oil and gas industry, it is expected that the local market will benefit from the commencement of multiple LNG and Coal Seam Gas projects during 2010. With the potential to attract multiple high quality candidates from both interstate and overseas, such commercial opportunities could position Brisbane as one of the more attractive employment markets for organisations to operate within.

Following a period during which pay moratoriums prevailed throughout the majority of business sectors, it is anticipated that the 2010 salary review process will be met with great trepidation by employees and employers. It is likely that pay reviews will be a highly significant process in the effective management of staff retention.

BRISBANE

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2009	2010	2009	2010
	Chief Financial Officer	\$150 - 400k	\$155 - 400k	\$76 - 150
Tax Manager	\$120 - 200k	\$125 - 200k	\$60 - 90	\$60 - 90
Commercial/Planning Manager	\$120 - 180k	\$125 - 185k	\$60 - 87	\$65 - 90
Financial Controller	\$100 - 250k	\$105 - 250k	\$55 - 82	\$60 - 85
Finance Manager	\$80 - 140k	\$85 - 140k	\$55 - 76	\$57 - 76
Financial Accountant - Senior	\$80 - 130k	\$85 - 140k	\$50 - 65	\$52 - 68
Tax Accountant	\$80 - 140k	\$85 - 140k	\$45 - 65	\$47 - 68
Senior Business/Financial Analyst	\$80 - 130k	\$85 - 135k	\$55 - 80	\$57 - 84
Systems Accountant	\$80 - 130k	\$85 - 125k	\$45 - 65	\$50 - 70
Senior Management Accountant	\$80 - 130k	\$85 - 125k	\$50 - 65	\$52 - 68
Treasury Accountant	\$75 - 120k	\$80 - 125k	\$40 - 60	\$43 - 63
Credit Manager	\$75 - 110k	\$78 - 110k	\$33 - 52	\$38 - 60
Payroll Manager	\$65 - 100k	\$75 - 110k	\$33 - 50	\$38 - 60
Accounts Payable/Receivable Manager	\$65 - 100k	\$68 - 105k	\$33 - 50	\$38 - 60
Financial Accountant	\$60 - 80k	\$65 - 85k	\$33 - 49	\$35 - 51
Management Accountant	\$60 - 80k	\$65 - 85k	\$33 - 49	\$35 - 51
Business/Financial Analyst	\$55 - 75k	\$60 - 80k	\$45 - 55	\$47 - 58
Assistant Accountant - CA/CPA (2+ yrs' exp)	\$55 - 70k	\$57 - 72k	\$27 - 35	\$28 - 37
Bookkeeper	\$50 - 65k	\$52 - 67k	\$26 - 32	\$28 - 36
Payroll Officer	\$45 - 60k	\$47 - 63k	\$25 - 31	\$25 - 33
Assistant Accountant - CA/CPA (0 - 2 yrs' exp)	\$44 - 60k	\$47 - 63k	\$24 - 30	\$25 - 32
Credit Controller	\$50 - 65k	\$46 - 63k	\$25 - 31	\$26 - 31
Accounts Assistant	\$44 - 55k	\$46 - 55k	\$23 - 27	\$25 - 29
Graduate Accountant	\$44 - 50k	\$46 - 52k	\$23 - 26	\$24 - 28
Accounts Payable/Receivable Officer	\$42 - 53k	\$44 - 56k	\$24 - 27	\$25 - 31

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

BRISBANE

ACCOUNTING & FINANCE PUBLIC SECTOR

Our Brisbane public sector division has been operating since 2003 and specialises in the recruitment of executive and accounting support professionals on a temporary, contract and permanent basis across local, state and federal government departments, government owned corporations, universities, not for profit organisations and statutory authorities. Our dedicated industry specialists focus not only on direct resourcing requirements but also partner with clients by offering consultative services, such as mailbox management and external shortlisting, in addition to participation in government interview panels.

Market Overview

State Government

2009 proved to be a year of unpredictable trends and continuous reform across state government. Following the re-election of the Labor government, a major restructure took place, streamlining state government down to thirteen departments under six cluster groups. During the first six months of the year the focus was on appointing permanent roles where temporary resources had previously been used. This, combined with the injection of federal government stimulus funding in areas such as education, housing and road networks, placed the state government ahead of its commercial counterparts in relation to demand for resources and highlighted the public sector once again as an attractive employer.

In what was almost a direct contrast to the first six months of the year, the release of the 2009/2010 budgets saw a complete turn of trend from a resourcing perspective. The focus shifted almost overnight from strategic appointments to cost reductions, increased efficiencies in processes and reduced contractor numbers, both agency and departmental. These shifts, combined with departmental mergers, saw many staff who had been acting in higher duties return to their former roles with surplus staff retrained

and redeployed throughout departments. In what was a challenging six month period for most managers and team leaders across the state, it appears the tough decisions have now been made and there is confidence that the government will deliver on promises of an improved and more cost effective operation in 2010.

Local Government

Throughout 2009 many local governments in Queensland continued to implement new structures which were the result of amalgamations in the previous year. This, in addition to changes in water distribution structures, guaranteed a year of development and improvement across councils. Contractor numbers remained relatively high, particularly in operational roles, right through until the last quarter of the year when councils were in a position to see the cost benefits of the improvements made over the past 12 months. Throughout the South East corner, councils continued to improve efficiencies in an attempt to provide the best service to their communities while providing the most cost effective corporate functions possible. Reduced headcount and streamlined processes were prevalent throughout 2009, as was long-term strategic planning.

Government Owned Corporations

Government owned corporations throughout Queensland moved towards operational commercialisation. Across all sectors they conducted full organisational reviews and, in most instances, staff numbers remained constant with very few major shifts. With the exception of the utilities sector, there was a notable reduction in recruitment activity throughout the year and the majority of roles recruited were project focused with clearly defined timeframes in mind. Demand for business and project analysts, particularly throughout the latter half of the year, was evident and corporations were well positioned

to secure highly skilled staff at competitive contract rates.

Education

The workforce within the tertiary education sector was relatively stable throughout 2009 with a shift from appointing short-term ongoing contractors to more fixed term arrangements. As a sector that often demonstrates retention levels above the market average, permanent recruitment proved to be both essential and strategic across tertiary education. Rather than only making replacement hires, there was a push to use the opportunity generated by the downturn to recruit high calibre mid-level accounting staff. As a tactical growth plan this exercise proved to be quite effective and positioned many institutions well leading into 2010.

Not for Profit

The majority of not for profit organisations in Queensland fared well throughout the global financial crisis, despite their reliance on donations. Retention levels were consistent throughout the year as staff were less inclined to switch to commercial opportunities in the private sector.

Outlook for 2010

There is no doubt that the trend of transition and process improvement will continue in 2010. With new departments beginning to take shape it is expected that the focus will be on appointing permanent roles and finalising headcount. It is anticipated that in quarter two there will be high demand for contract staff across all areas of the public sector in preparation for year end, particularly in operational roles.

BRISBANE

ACCOUNTING & FINANCE PUBLIC SECTOR

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT SALARY PER HOUR \$AUS	
	2009	2010	2009	2010
	Chief Financial Officer	\$150 - 350k	\$150 - 350k	\$90 - 150
General Manager - Finance	\$120 - 160k	\$125 - 165k	\$60 - 95	\$65 - 100
Risk Manager	\$110 - 170k	\$115 - 175k	\$55 - 75	\$60 - 80
Finance Manager	\$100 - 130k	\$105 - 135k	\$50 - 65	\$55 - 75
Commercial Analyst	\$85 - 120k	\$85 - 120k	\$45 - 65	\$50 - 70
Business Planning Analyst	\$85 - 120k	\$85 - 120k	\$45 - 65	\$45 - 70
Audit Manager	\$80 - 120k	\$85 - 120k	\$40 - 65	\$45 - 65
Tax Manager	\$80 - 120k	\$85 - 120k	\$40 - 65	\$45 - 65
Senior Management Accountant	\$80 - 110k	\$85 - 115k	\$40 - 60	\$40 - 65
Senior Financial Accountant	\$80 - 110k	\$85 - 115k	\$40 - 60	\$40 - 65
Treasury Accountant	\$75 - 120k	\$80 - 120k	\$40 - 60	\$42 - 65
Systems Accountant	\$75 - 105k	\$80 - 110k	\$45 - 55	\$45 - 65
Business Analyst	\$65 - 95k	\$70 - 100k	\$35 - 55	\$35 - 60
Cost Accountant	\$65 - 90k	\$65 - 95k	\$35 - 50	\$35 - 55
Tax Accountant	\$65 - 85k	\$65 - 90k	\$35 - 50	\$35 - 50
Financial Policy Advisor	\$60 - 80k	\$62 - 82k	\$35 - 45	\$35 - 50
Management Accountant	\$60 - 80k	\$60 - 85k	\$30 - 45	\$33 - 50
Financial Accountant	\$55 - 80k	\$60 - 85k	\$30 - 45	\$33 - 50
Assistant Accountant	\$45 - 60k	\$48 - 60k	\$25 - 35	\$27 - 35
Payroll Officer	\$40 - 60k	\$42 - 60k	\$22 - 30	\$22 - 30
Graduate Accountant	\$38 - 55k	\$40 - 50k	\$20 - 27	\$20 - 27
Accounts Assistant	\$40 - 50k	\$40 - 50k	\$22 - 27	\$22 - 27
Credit Control	\$40 - 50k	\$40 - 50k	\$22 - 27	\$22 - 27
Accounts Receivable Officer	\$40 - 50k	\$40 - 50k	\$22 - 27	\$22 - 27
Accounts Payable Officer	\$40 - 50k	\$40 - 50k	\$22 - 27	\$22 - 27

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

BRISBANE

HUMAN RESOURCES & SAFETY

Our human resources & safety division specialises in permanent and contract recruitment across all levels of HR, safety and quality assurance, covering both generalist and specialist roles. With industry specialist consultants recruiting across a range of local SMEs, global corporations and the public sector, we take pride in our consultative approach and focus on building and sustaining long-term relationships with candidates and clients alike.

Market Overview

The first half of 2009 saw the impact of the global financial crisis firmly take effect. We saw significant contraction across all areas of HR, particularly across specialist areas of recruitment, learning and development and talent management. A large number of HR managers were made redundant, leaving many teams with only one member (usually at HR officer level) to deploy redundancies and ensure compliance with workplace legislation.

The global financial crisis led to recruitment freezes, terminated contracts and redundancies. As a result, the market was heavily saturated with HR generalists at all levels, including those with specialist skill sets in recruitment. These candidates had to translate their skills into other areas to remain employed in the tough economic climate. It became common for candidates to accept roles not only below their standard skill set and salary level but also outside of their preferred industry.

Unlike 2008, contractor rates in both HR and safety were comparable to permanent salaries, but often failed to compensate for the benefits associated with a permanent role.

With staffing requirements at an all time low, active employers took advantage of the available talent in the marketplace, offering rates up to 10-15% less than previously paid.

Candidates in highest demand throughout the year were those with experience in quality assurance, workplace health, safety and environment at all levels (particularly within high risk environments) and systems training design and facilitation. Candidates with very specialist skill sets within the fields of industrial law and employee relations were also highly sought-after as a result of legislative changes. These candidates, realising their market worth, typically commanded salary premiums.

Although turnover rates were at an all time low during the year, this was not an indication of an organisations' status as a desirable place to work. Retention once again became an area of focus for firms in quarter four as candidate confidence increased. To support formal retention and attraction strategies, we saw renewed interest in employing HR specialists in areas of learning and development, remuneration and benefits, organisational development and recruitment. We expect to see this trend continuing throughout 2010, with counter offers already becoming more prevalent as the battle to retain key staff re-emerges. At the end of the year, candidates began accepting roles paid at the same, and in some instances a lower salary than that paid by their current employer, citing opportunities for career progression, training, workplace culture and employer branding as motivations to move.

Outlook for 2010

The outlook for 2010 across specialist areas of HR remains positive. Although we do not expect to see the same volume of roles called to market as in 2008, we are seeing the emergence of a number of key trends including a renewed focus on the retention of key talent, succession planning and talent management.

Companies that survived the downturn do not want to lose their best staff to competitors. As a result, we expect remuneration specialists to be in high demand, with increasing importance and value to be placed on total rewards and innovative benefits packages. Whilst total rewards, including long-term incentive schemes and significant bonuses have always been recognised at senior levels, we will see a growing realisation that these same principles need to be applied to employees across all levels of the business.

We expect to see more organisations focusing on talent management, retention and succession planning as a direct reaction to a recovering market. Heightened activity in areas of learning and development, recruitment and talent management are predicted to support the development of comprehensive employee retention strategies. In late 2009 we saw alternative measures used to recruit and retain staff including flexible working hours, improved benefits, transparent career progression and in general, a better working lifestyle. We expect this trend to continue in 2010.

BRISBANE

HUMAN RESOURCES & SAFETY

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2009	2010	2009	2010
Generalist				
HR Director	\$180k+	\$180k+	\$96 - 105	\$96 - 105
National HR Manager	\$150k+	\$150k+	\$76 - 80	\$76 - 80
HR Manager	\$130k+	\$135k+	\$66 - 70	\$72 - 80
HR Advisor (5+ yrs' exp)	\$90 - 100k	\$95 - 100k	\$45 - 49	\$48 - 52
HR Advisor (4 - 5 yrs' exp)	\$75 - 90k	\$80 - 95k	\$39 - 43	\$42 - 46
HR Advisor (1 - 3 yrs' exp)	\$65 - 75k	\$70 - 80k	\$32 - 38	\$36 - 41
HR Officer	\$60 - 65k	\$65 - 70k	\$30 - 32	\$32 - 36
HR Coordinator	\$50 - 56k	\$50 - 56k	\$25 - 30	\$27 - 32
HR Graduate	\$44 - 50k	\$44 - 50k	\$24 - 27	\$24 - 27
HR Administrator	\$43 - 50k	\$43 - 50k	\$23 - 25	\$25 - 27
Specialist				
Industrial/Employee Relations Manager	\$130k+	\$140k+	\$50 - 70	\$80 - 100
Remuneration and Benefits Consultant	\$120 - 150k	\$135 - 160k	\$69 - 79	\$80 - 100
Organisational Development Manager	\$125k+	\$130k+	\$69 - 79	\$80 - 100
Learning and Development Manager	\$120k+	\$130k+	\$69 - 79	\$80 - 100
Change Manager	\$120k+	\$125k+	\$69 - 79	\$80 - 100
Recruitment Manager	\$85 - 100k	\$90 - 120k	\$44 - 50	\$47 - 55
Industrial/Employee Relations Advisor	\$75 - 90k	\$90 - 100k	\$50 - 60	\$55 - 65
Organisational Development Advisor	\$80 - 90k	\$85 - 95k	\$55 - 65	\$60 - 70
Learning & Development Advisor	\$67 - 80k	\$70 - 85k	\$43 - 58	\$48 - 63
Workforce Planning Consultant	\$67 - 75k	\$70 - 80k	\$35 - 38	\$40 - 47
Recruitment Officer	\$60 - 70k	\$65 - 80k	\$30 - 40	\$35 - 45
Safety				
OH&S Manager	\$180 - 200k	\$190 - 230k	\$95+	\$100+
OH&S Consultant	\$130 - 150k	\$140 - 160k	\$75 - 80	\$80 - 90
OH&S Superintendent	\$120k+	\$130k+	\$60 - 65	\$65 - 75
OH&S Coordinator	\$95k+	\$100k+	\$45 - 50	\$50 - 55

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 recruitment services across a variety of industries in the public and private sectors. We recruit across all organisational levels for IT roles in support, development, architecture, projects, networking and infrastructure, in addition to senior IT leadership positions at director level and above. With a dedicated team of highly professional, locally based consultants, we cover contract, temporary and permanent placements across Brisbane, the Gold Coast and regional Queensland.

Market Overview

The IT market experienced a succession of peaks and troughs in job activity throughout 2009, which resulted in varying confidence levels across the marketplace. In the wake of the global financial crisis, many organisations sought to rationalise their workforces and made significant reductions in permanent and temporary staff through the first half of the year. This led to an unusually rich and varied pool of candidates looking for work in Brisbane. Those organisations that were still recruiting were able to take advantage of the talent available, adding considerable strength to their teams at salary rates lower than the previous year. The profile of active candidates changed as more career contractors began valuing the security found in permanent roles. In addition to this, as many contractors faced long periods of unemployment, there was a willingness to accept roles at a more junior level and with a lower salary.

Recruitment activity within the IT space was not as adversely impacted as other business areas. The market reached its lowest point of the year in June and then seemed to enter into a resurgent phase. The end of 2009 saw the demand for candidates strengthen and a return to a skills short environment seems likely in 2010. The number of job applications was down significantly in the final months of 2009, indicating fewer active jobseekers in the market. Many of those

candidates displaced in early 2009 had found new roles by year-end and with the large-scale redundancy programmes mostly completed, employees started to feel a greater sense of security in both their roles and the market leading into 2010.

The public sector went through a significant transformation after the announcement of the MoG changes which resulted in Queensland's government amalgamating 24 departments into just 13. This initially meant a drop in the number of vacant positions as departments started the arduous task of integrating business units. These changes look set to continue to affect the IT market well into 2010 with the push to reduce contractor numbers and increase fixed term employment a key goal. Despite this, government will continue to rely heavily on contractors for project work and we saw a return to longer-term assignments in late 2009 as they retained talent for the duration of projects.

Across the private sector, the overall number of roles decreased, but demand remained consistent throughout the year for software engineers and developers, as well as network support and infrastructure specialists. The web and online space showed signs of promise towards the end of the year, with several large organisations announcing ambitious initiatives to redesign and renovate their web presence. This led to increased demand for web developers, designers and project managers.

Salaries as a whole remained static or decreased, with contract rates in particular being impacted. Permanent salaries held steady, with only a few candidates able to secure salary increases by changing jobs.

Outlook for 2010

The optimism of late 2009 should lead to a more positive year in 2010. Organisations are looking forward to returning to growth mode and have structured plans to strengthen their workforces. Projects that were put on hold for much of 2009 are likely to be approved which will create opportunities for both permanent and temporary professionals.

From a candidate perspective, the year is likely to see an increase in opportunities and career choice, which may lead to further movement in the job market. As the market improves, competition will be increasingly fierce to secure Brisbane's top talent which will encourage organisations to look for ways to increase their attractiveness to candidates. Contractors who opted for permanent roles during the downturn may once again find the allure of increased flexibility and higher rates of pay tempting.

Additionally, those who prioritised job security during the downturn may start to look to improve their salaries through promotion or moves to new organisations or markets. In addition to salary increases, work life balance, superannuation and childcare arrangements will also be key draw cards for employees in 2010. In terms of skills, activity within Brisbane's software engineering community should remain strong with several large initiatives due to move forward in the early part of 2010.

BRISBANE

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2009	2010	2009	2010
Executive				
Chief Information Officer/IT Director	\$160 - 230k	\$160 - 230k	\$130 - 160	\$130 - 160
Project Management				
Project Director/Programme Manager	\$110 - 160k	\$120 - 160k	\$100 - 120	\$120 - 150
Senior Project Manager	\$90 - 110k	\$100 - 120k	\$90 - 100	\$100 - 130
Project Manager	\$70 - 90k	\$80 - 100k	\$80 - 90	\$85 - 105
Project Coordinator/Officer	\$55 - 70k	\$60 - 75k	\$40 - 55	\$40 - 60
Business Analysis				
Senior Business Analyst	\$80 - 100k	\$80 - 120k	\$75 - 90	\$85 - 110
Business Analyst	\$60 - 80k	\$65 - 90k	\$65 - 80	\$70 - 85
Technical Writer	\$60 - 80k	\$60 - 90k	\$50 - 70	\$60 - 95
Development				
Architect - Solutions/Enterprise/Technical	\$90 - 150k	\$100 - 180k	\$95 - 110	\$100 - 140
Software Development Manager	\$100 - 130k	\$100 - 140k	\$75 - 90	\$80 - 95
Software Developer/Engineer	\$50 - 85k	\$50 - 95k	\$50 - 85	\$50 - 90
Web Developer (HTML, PHP, Javascript)	\$45 - 85k	\$50 - 90k	\$45 - 80	\$45 - 90
Network/Infrastructure				
Business Intelligence Consultant	\$90 - 130k	\$90 - 140k	\$80 - 95	\$80 - 100
IT Manager (Infrastructure, Applications, Product)	\$75 - 110k	\$80 - 120k	\$60 - 80	\$65 - 80
Systems Engineer	\$70 - 95k	\$70 - 100k	\$45 - 65	\$50 - 70
Database Administrator	\$60 - 85k	\$60 - 90k	\$50 - 70	\$50 - 85
Network Engineer	\$60 - 80k	\$60 - 90k	\$45 - 65	\$50 - 70
Systems Administrator	\$60 - 75k	\$60 - 85k	\$35 - 50	\$40 - 55
Security Specialist	\$60 - 90k	\$60 - 100k	\$60 - 90	\$60 - 100
Testing				
Test Lead/Manager	\$80 - 110k	\$85 - 120k	\$75 - 90	\$75 - 95
Tester	\$50 - 80k	\$50 - 90k	\$40 - 70	\$45 - 75
Support				
Help Desk Level 1 and 2	\$40 - 60k	\$45 - 65k	\$30 - 40	\$30 - 40

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

BRISBANE

MINING, ENGINEERING & OPERATIONS

The mining, engineering & operations recruitment division employs industry specialists familiar with the individual needs and technical nature of their chosen discipline. The team includes consultants with expertise in mining, engineering, construction, rail, geology, water and the environment. Our consultants are proven experts in sourcing and placing high calibre candidates in a very competitive market.

Market Overview

The first three months of 2009 saw reduced hiring across most organisations. However, we noticed a very deliberate strategy by a number of employers during this time (particularly engineering and EPCM companies) to continue hiring very senior top-tier candidates and/or technical specialists. This resulted in a continued increase in remuneration at this level.

For the remainder of the year we saw a steady increase in demand for many key skills, particularly in the coal, iron ore and gold mining markets. By mid-2009, these commodities were clearly back in the growth and development phase. Similarly, the local construction market began to grow courtesy of the federal government stimulus initiatives and the confirmation that a number of key projects were proceeding.

Towards the end of the year much of the market suffered a skills shortage similar to that seen in 2008, and competition continued to drive remuneration up across a range of skills. Specialists in highest demand were mining engineers, especially at the senior end and those with experience in underground coal. Engineers with rail and signalling experience, senior engineers (especially those across ports, materials handling and oil and gas), estimators, structural engineers, geotechnical engineers, senior operational managers and project managers in coal were also in high demand.

Those who did not fall into a specialist field saw salaries remain static, and in some instances, decrease; redundancies were also evident. This began to change in the second half of 2009 as the economy showed signs of recovery and growth.

Outlook for 2010

2010 looks set to be a promising time for many industries in Australia. Ongoing growth in the coal, iron ore and gold sectors and a number of copper projects will continue to place upward pressure on salaries for skilled mining professionals. Similarly, numerous infrastructure projects are expected to progress including rail in regional Queensland, the Airport Link, government stimulus projects and port expansions. The likely development of LNG in Queensland has the potential to employ thousands of people over the coming years. This will cause competition for top talent as specialists within LNG are in short supply within the Queensland market.

Queensland will continue to be a hub for many international projects, supplying skills and technical expertise to markets (particularly in Asia) that continue to grow. We expect to see upward pressure on salaries especially for mining engineers, estimators, geotechnical engineers and metallurgists. It is likely that due to demand employers will supplement local talent by sourcing internationally.

BRISBANE

MINING, ENGINEERING & OPERATIONS

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2009	2010
Infrastructure		
Project Manager	\$160 - 280k	\$180 - 300k
Project Engineer	\$100 - 170k	\$120 - 170k
Structural Engineer	\$90 - 150k	\$90 - 150k
Civil Engineer	\$90 - 150k	\$90 - 150k
Transport Engineer	\$90 - 130k	\$90 - 130k
Traffic Engineer	\$90 - 120k	\$90 - 120k
Design Drafters	\$70 - 120k	\$75 - 120k
Construction		
Construction Manager	\$180 - 260k	\$180 - 260k
Project Manager	\$160 - 230k	\$160 - 250k
Site Manager	\$140 - 200k	\$140 - 220k
Contract Manager	\$130 - 190k	\$130 - 190k
Estimator	\$110 - 160k	\$120 - 180k
General Foreman	\$110 - 140k	\$110 - 140k
Project Engineer	\$100 - 150k	\$100 - 150k
Site Engineer	\$100 - 150k	\$100 - 150k
Contract Administrator	\$80 - 140k	\$80 - 140k
Mining and Resources		
Project Manager	\$240 - 330k	\$250 - 360k
Technical Services Manager	\$200 - 240k	\$220 - 260k
Principal Mining Engineer	\$160 - 210k	\$200 - 240k
Maintenance Manager	\$160 - 230k	\$190 - 260k
Senior Mining Engineer	\$110 - 150k	\$130 - 170k
Power and Energy		
Project Manager	\$160 - 210k	\$160 - 210k
Project Control	\$110 - 190k	\$110 - 190k
Power Systems Engineer	\$110 - 130k	\$110 - 130k
Project Engineer	\$100 - 130k	\$100 - 130k

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 permanent, contract and temporary senior and support staff across a diverse range of market verticals including banking and financial services, professional services, infrastructure, construction, energy and utilities, mining and resources, ICT, FMCG and government. Assignments vary from graduate level to senior executive management with salaries ranging from circa \$45k to \$200k plus.

Market Overview

In early 2009 we saw a decrease in levels of recruitment activity across all industry sectors as the economy slowed. Most companies, in particular those within the infrastructure and mining sectors, saw growth plans put on hold as they assessed the changing market conditions. It was evident that finding the perfect candidate was a lot more important than in previous years when candidate shortages drove a more lateral approach. As a result, recruitment shifted from a candidate to an employer driven process.

By mid-2009, government owned corporations started to free up their recruitment budgets, as they increased their contract staff and showed an interest in good candidates within the market. Job vacancy numbers were mixed, with some areas of the industry getting busier while others slowed. The areas that experienced increased demand were as a result of seasonal or project/event related factors following the federal and state budget infrastructure plans. Permanent government job vacancies decreased, primarily due to the state elections and the end of financial year.

Towards the end of the year, we saw an improvement in the market. Sales and business development roles accounted for the majority of growth, with many employers focusing on recruiting those candidates with

the ability to sell a product or service to new clients, in preference to those candidates experienced solely in managing existing relationships. As the market started to show some positive signs, bid managers and tender writers were in demand following the roll out of major infrastructure projects. This subsequently had an impact on the communications market as engineering consultancies and construction firms that anticipated successful bids started to meet informally with standout PR, community engagement, stakeholder and government relations candidates.

Salaries did not rise in the first half of the year and on occasion, staff saw their salaries decrease. Redundancies were also experienced when the market was at its worst, however companies began to recruit again towards the end of 2009 as the economy started to show signs of recovery and growth.

Outlook for 2010

We expect to see continuing improvement within the market and anticipate that quarter two will see employers look to increase their recruitment activity to support the execution of the successful projects tendered for in late 2009.

With state government's focus on infrastructure, we anticipate the majority of recruitment in 2010 will come from this industry. Professionals in the areas of community engagement, stakeholder relations and corporate communications will be in highest demand. The LNG market is likely to boom in 2010 as oil and gas projects increase in Queensland. Whilst the market will show signs of improvement, it is likely that employers will become more selective and highly skilled candidates offering loyalty and stability will be sought-after, leading to increased salary levels for those candidates in demand.

BRISBANE

SALES, MARKETING & COMMUNICATIONS

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2009	2010
Sales		
Sales Director/National Sales Manager	\$100 - 200k	\$130 - 190k
Sales Manager	\$80 - 130k	\$100 - 130k
Senior Business Development Manager	\$80 - 120k	\$100 - 120k
Channel Manager	\$80 - 120k	\$80 - 120k
Business Development Manager	\$55 - 80k	\$70 - 100k
Account Manager	\$60 - 120k	\$65 - 100k
Sales/Account Executive	\$55 - 80k	\$55 - 80k
Marketing		
Marketing Director	\$120 - 160k	\$120 - 180k
Marketing Manager	\$90 - 130k	\$100 - 130k
Brand/Product Manager	\$80 - 130k	\$80 - 110k
Sponsorship and Events Manager	\$60 - 85k	\$60 - 85k
Marketing Executive	\$55 - 80k	\$55 - 80k
Marketing Analyst	\$50 - 80k	\$50 - 90k
Marketing Assistant/Coordinator	\$45 - 60k	\$45 - 60k
Communications		
Corporate Affairs/Social Responsibility Manager	\$130 - 200k	\$130 - 200k
Communications/PR/Community Director	\$100 - 170k	\$120 - 180k
Government/Indigenous Relations Manager	\$120 - 150k	\$120 - 150k
Investor Relations Manager	\$110 - 160k	\$110 - 160k
Stakeholder Engagement Manager	\$119 - 140k	\$110 - 140k
Communications/PR/Community Senior Consultant/Executive	\$70 - 110k	\$90 - 125k
Corporate Affairs/Social Responsibility Executive	\$70 - 100k	\$80 - 100k
Media Relations Manager	\$70 - 100k	\$60 - 90k
Communications/PR/Community Consultant	\$45 - 65k	\$55 - 70k
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BRISBANE

SECRETARIAL & BUSINESS SUPPORT

Our team of industry specialist recruitment consultants place high quality business support, contracts and procurement 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 across a broad range of industry sectors. Dedicated to providing a consultative service to both candidates and clients, we have developed a reputation based on speed of response, open communication and ongoing support.

Market Overview

As a result of the global financial crisis, the first half of 2009 saw an increased number of available candidates in the market due to large scale redundancies. Recruitment activity was slow throughout the first half of the year because of internal recruitment freezes and a hesitation to recruit due to market instability. However, amidst the redundancies there were still skill shortages in contracts and procurement in the heavy industry space with those highly sought-after candidates hesitant to move jobs. Recruitment consultants played an integral role in attracting and managing these candidates by offering clear employer value propositions and supporting them through the recruitment process.

Hiring activity for support staff in the banking and financial services field was slow in the first half of the year as restructures took place, and a number of major retail banks moved work off-shore. As the market began to recover in the latter part of the year, both the large retail banks and boutique firms began to recruit in the areas of client services and refocused on service levels to gain a competitive edge. The candidates in highest demand were those with superannuation and industry experience.

The Queensland state election impacted the public sector significantly in June. Recruitment freezes were put in place to allow for departmental mergers, which saw a large number of re-deployees available as the Super Departments were created. As a result, recruitment within the public sector slowed despite being relatively unaffected earlier in the year. Recruitment within higher education remained constant due to increased student enrolments from the domestic and international markets which created demand for industry experienced administrators within education.

Support staff working in construction, mining and engineering saw large scale downsizing as major projects were placed on hold due to the downturn. With the increased number of candidates in the market (especially high level administrators) we saw salary expectations decrease as candidates sought stability over the inflated salaries of 2008. Opportunities were limited with many organisations re-deploying candidates from project to project. Many candidates accepted interstate and regional opportunities in order to remain employed.

Outlook for 2010

It is expected that the market will continue to recover in 2010, following the positive signs seen at the end of 2009. Employers will become more selective and highly skilled candidates offering loyalty and stability will be sought-after as corporate confidence recovers and employers begin to hire. With many infrastructure projects at tender phase, it is expected that by quarter two of 2010 there will be an increase in recruitment activity with numerous organisations looking to staff projects quickly.

BRISBANE

SECRETARIAL & BUSINESS SUPPORT

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2009	2010	2009	2010
	Contracts and Procurement			
Contracts Manager	\$120 - 180k	\$120 - 190k	\$65 - 90	\$70 - 100
Procurement Manager	\$78 - 110k	\$80 - 120k	\$50 - 70	\$50 - 75
Contracts Administrator	\$70 - 87k	\$70 - 98k	\$38 - 60	\$40 - 65
Purchasing Officer	\$55 - 70k	\$60 - 75k	\$28 - 35	\$28 - 35
Procurement Officer	\$59 - 70k	\$59 - 70k	\$30 - 35	\$30 - 38
Business Support				
Project Coordinator	\$65 - 80k	\$65 - 80k	\$36 - 50	\$36 - 50
Executive Assistant	\$60 - 75k	\$60 - 75k	\$33 - 38	\$33 - 38
Document Controller	\$57 - 68k	\$57 - 68k	\$30 - 35	\$30 - 35
Customer Service Team Leader	\$55 - 70k	\$55 - 70k	\$26 - 32	\$26 - 32
Office Manager	\$55 - 65k	\$55 - 65k	\$27 - 35	\$27 - 35
Personal Assistant	\$47 - 60k	\$50 - 65k	\$25 - 33	\$27 - 35
Project Administrator	\$50 - 65k	\$50 - 65k	\$27 - 32	\$27 - 32
Desk Assistant	\$49 - 60k	\$50 - 65k	\$25 - 30	\$26 - 32
Legal Secretary	\$47 - 55k	\$47 - 60k	\$26 - 33	\$26 - 33
WP Operator	\$47 - 55k	\$47 - 55k	\$23 - 30	\$25 - 33
Team Secretary	\$46 - 55k	\$46 - 55k	\$25 - 28	\$25 - 28
Administration Assistant	\$43 - 52k	\$43 - 52k	\$23 - 26	\$23 - 26
Data Entry Operator	\$43 - 47k	\$43 - 47k	\$21 - 23	\$21 - 23
Customer Service Representative	\$41 - 47k	\$41 - 47k	\$22 - 24	\$22 - 24
Receptionist	\$38 - 48k	\$38 - 48k	\$22 - 25	\$22 - 25
Switchboard Operator	\$38 - 46k	\$38 - 46k	\$22 - 25	\$22 - 25
Office Junior	\$35 - 40k	\$35 - 40k	\$21 - 23	\$21 - 23

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.

Market Overview

Recruitment activity varied significantly from the first half of 2009 to the latter half as the effects of the global financial crisis were felt throughout financial services firms. Activity was low in the first half of the year due to uncertainty, however as the year progressed we witnessed growth throughout various parts of the market, which led to demand for resources within front office, investment operations and core accounting roles.

Demand for sales, business development and front office professionals was low in the first half of the year, which had the knock-on effect of reducing demand for candidates within back office and operations roles. These areas picked up again in the latter stages of the year, with recruitment volumes increasing within both the front and back office.

The recruitment activity that did occur in the market was largely driven by a number of projects that focused on transformation agendas, system implementations, off-shoring and organisational change. Candidates with expertise in operational and credit risk, audit remediation and risk reporting were in particular demand due to the increased focus on process and reporting by the regulatory bodies. Many of the candidates who returned from the UK possessed these skills, which gave them an advantage over candidates with local experience.

The level of hiring activity within contract recruitment remained consistent throughout the year, however demand for permanent staff was inconsistent until quarter three when we witnessed an increase in the

requirement for permanent resources across all areas. In addition, recruitment activity was affected by changes in the local market's retail and investment banks, including mergers, acquisitions and joint ventures.

Risk and project specialists commanded a premium salary in 2009. However, the majority of salaries remained largely static until the latter part of the year when they began to rise slightly in response to the improving market.

Outlook for 2010

It is anticipated that recruitment volumes in the Melbourne market will continue to grow in 2010, in conjunction with salaries becoming re-aligned and the overall market continuing to recover. As a result of the local competitor landscape in 2009, we expect to see increased hiring in 2010.

MELBOURNE

ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2009	2010	2009	2010
Banking				
Compliance Manager	\$80 - 150k+	\$90 - 150k+	\$40 - 70	\$40 - 70
Relationship Manager	\$90 - 140k+	\$90 - 140k+	\$40 - 60	\$40 - 60
Operations Manager	\$90 - 130k+	\$90 - 140k+	\$50 - 65	\$50 - 70
Credit Analyst	\$60 - 110k+	\$65 - 110k+	\$35 - 50	\$35 - 50
Credit Risk Analyst	\$55 - 110k+	\$60 - 110k+	\$35 - 60	\$40 - 60
Compliance Officer	\$55 - 80k	\$55 - 80k	\$25 - 35	\$25 - 35
Operations Clerk	\$45 - 55k+	\$45 - 60k+	\$24 - 30	\$25 - 32
Lending Settlements Clerk	\$40 - 50k	\$40 - 55k	\$20 - 25	\$20 - 25
Investment Operations				
Corporate Actions	\$45 - 70k	\$50 - 75k	\$22 - 35	\$25 - 35
Portfolio Administration	\$45 - 60k	\$45 - 65k	\$25 - 30	\$25 - 30
Equity Settlements	\$45 - 55k	\$45 - 55k	\$24 - 30	\$25 - 30
Margin Lending Officer	\$45 - 55k	\$40 - 55k	\$24 - 30	\$22 - 30
Treasury Settlements	\$40 - 55k	\$40 - 55k	\$24 - 30	\$25 - 30
Wealth Management				
Para Planner	\$45 - 80k	\$50 - 85k	\$23 - 35	\$25 - 40
Client Services Officer	\$45 - 60k	\$45 - 65k	\$24 - 30	\$24 - 32
Funds Administration	\$40 - 60k	\$40 - 60k	\$20 - 30	\$20 - 30
Superannuation Administration	\$40 - 60k	\$40 - 60k	\$20 - 30	\$20 - 30
Insurance Operations	\$40 - 60k	\$40 - 60k	\$20 - 30	\$20 - 27

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	
	2009	2010	2009	2010
Middle Office				
Treasury Manager	\$110 - 150k	\$110 - 150k	\$60 - 75	\$60 - 75
Financial Controller	\$100k+	\$100k+	\$50+	\$50+
Internal Auditor - CA/CPA	\$90 - 120k	\$90 - 130k	\$60+	\$60+
Auditor	\$85 - 120k+	\$85 - 125k+	\$50 - 70	\$50 - 75
Tax Accountant	\$85 - 120k+	\$85 - 120k+	\$45 - 55	\$45 - 55
Financial Accountant - CA/CPA	\$85 - 110k	\$80 - 110k	\$40 - 50+	\$40 - 50+
Product Accountant - CA/CPA	\$80 - 110k+	\$80 - 110k	\$50+	\$50+
Management Accountant - CA/CPA	\$70 - 110k+	\$70 - 110k	\$40+	\$40+
Fund Accountant - CA/CPA	\$60 - 100k	\$60 - 95k	\$35+	\$35+
Assistant Accountant	\$45 - 55k	\$50 - 65k	\$25 - 30	\$30 - 35
Accounts Clerk	\$40 - 50k	\$40 - 50k	\$23 - 25	\$23 - 25
Projects				
Project Manager	\$120 - 200k+	\$120 - 200k	\$60 - 100	\$60 - 100
Business Analyst	\$60 - 110k+	\$70 - 110k+	\$40 - 70	\$45 - 70
Risk Management				
Quantitative Risk	\$70 - 120k+	\$75 - 120k+	\$40 - 65+	\$45 - 70+
Credit Risk Analyst	\$70 - 120k+	\$70 - 120k+	\$40 - 55	\$40 - 55

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, public sector and not for profit organisations with specialist accounting and finance recruitment solutions. Our permanent, contract and temporary teams recruit qualified professionals with prior commercial or chartered accounting experience, as well as part-qualified graduates and clerical accounting staff. We recruit a broad range of qualified roles ranging from chief financial officer and financial controller to auditor, financial/commercial analyst and management accountant. The part-qualified roles we recruit range from assistant accountant, analyst and payroll through to accounts payable and receivable roles.

Market Overview

Following very low levels of hiring activity in quarters one and two, permanent recruitment gained steady momentum in the second half of 2009. Organisations were willing to look externally to hire and also to replace staff lost due to attrition. Temporary recruitment was comparatively less affected by the downturn with some companies recruiting on a temporary or contract basis instead of making permanent hires. Despite this, temporary recruitment was still at lower levels than in previous years. Australians returned home from overseas in unprecedented numbers in the first six months of the year, which is traditionally a quiet time, and locally based contractors came back onto the market in significant numbers as contracts were not extended. This oversupply of immediately available candidates suppressed contract rates of pay throughout 2009.

The demand for commercial analytical and managerial professionals was far lower in 2009 compared to previous years but we expect to see an upswing in the need for these candidates in 2010. We saw a clear increase in the demand for market, credit, and operational risk management skills in

2009, particularly within the energy and telecommunications industries as companies sought to increase expertise in this area. When firms had a hiring requirement, some took the opportunity to incorporate additional responsibilities into the vacant role to reduce headcount, which led to increased demand for complementary and multi-disciplinary skills from candidates.

Despite the slow market conditions and the apparent abundance of available candidates, a skills shortage was still evident. Employees were unwilling to move from their roles as they prioritised stability over new career opportunities. However, confidence began to return to the candidate market in the latter half of 2009, with many more permanent candidates returning to the market as the broader economic outlook improved.

Outlook for 2010

We expect the market to continue improving throughout 2010, although we anticipate gradual rather than steep growth curves. There remains a skills shortage within some areas of accounting and finance, including corporate accountants and business analysts with in-depth industry knowledge. As in prior years, employers who avoid drawn-out and ill-defined recruitment processes will continue to attract the most sought-after talent in 2010.

Salary ranges largely remained static in 2009 with only slight adjustments to some salary bandings. Although the market is expected to improve, we predict only minor salary increases in 2010. Short-term incentive payments were far less frequent in 2009 compared to recent years and we expect to see the majority of earning increases in this area in 2010.

MELBOURNE

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2009	2010	2009	2010
	Chief Financial Officer	\$150 - 250k+	\$150 - 250k+	\$80 - 125+
Commercial Manager	\$130 - 170k+	\$130 - 170k+	\$65 - 85+	\$65 - 85+
Tax Manager	\$120 - 200k+	\$120 - 200k+	\$60 - 100+	\$60 - 100+
Financial Controller/Finance Manager	\$110 - 160k+	\$110 - 180k+	\$55 - 80+	\$55 - 90+
Audit Manager	\$100 - 170k+	\$100 - 170k+	\$50 - 85+	\$50 - 85+
Treasury	\$90 - 130k+	\$90 - 130k+	\$45 - 65+	\$45 - 65+
Pricing Analyst	\$80 - 120k+	\$90 - 130k+	\$40 - 60+	\$45 - 65+
Financial Analyst	\$90 - 120k+	\$90 - 120k+	\$45 - 60+	\$45 - 60+
Payroll Manager	\$90 - 100k+	\$90 - 100k+	\$45 - 50+	\$45 - 50+
Business Analyst	\$80 - 110k+	\$80 - 120k+	\$40 - 55+	\$40 - 60+
Systems Accountant	\$75 - 100k+	\$80 - 120k+	\$37 - 50+	\$40 - 60+
Cost Accountant	\$75 - 95k+	\$75 - 100k+	\$35 - 45+	\$35 - 50+
Auditor/Internal Auditor	\$70 - 120k+	\$70 - 120k+	\$35 - 60+	\$35 - 60+
Financial Accountant	\$70 - 100k+	\$70 - 100k+	\$35 - 50+	\$35 - 50+
Management Accountant	\$70 - 100k+	\$70 - 100k+	\$35 - 50+	\$35 - 50+
Tax Accountant	\$70 - 100k+	\$70 - 100k+	\$35 - 50+	\$35 - 50+
Newly-qualified Accountant	\$70 - 75k+	\$70 - 75k+	\$35 - 37+	\$35 - 37+
Credit Manager	\$65 - 95k+	\$65 - 95k+	\$32 - 47+	\$32 - 47+
Payroll Clerk	\$55 - 65k+	\$55 - 65k+	\$27 - 32+	\$27 - 32+
Assistant Accountant	\$50 - 65k+	\$50 - 65k+	\$25 - 32+	\$25 - 32+
Bookkeeper	\$50 - 65k+	\$50 - 65k+	\$25 - 32+	\$25 - 32+
Credit Controller	\$50 - 65k+	\$50 - 65k+	\$25 - 32+	\$25 - 32+
Accounts Payable/Receivable	\$45 - 50k+	\$45 - 50k+	\$22 - 25+	\$22 - 25+
Accounts Assistant	\$45 - 50k+	\$45 - 50k+	\$22 - 25+	\$22 - 25+
Graduate Accountant	\$40 - 50k+	\$40 - 50k+	\$20 - 25+	\$20 - 25+

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

MELBOURNE

INFORMATION TECHNOLOGY

Our information technology division in Melbourne recruits skilled IT staff within the financial services, telecommunications, government and not for profit sectors. We partner with a large number of blue-chip companies as long-standing preferred suppliers in addition to servicing a number of small to medium sized enterprises. We recruit for a wide range of information technology professionals 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 best fit for our candidates.

Market Overview

In 2009, the Melbourne IT market was significantly impacted by both the global financial crisis and the winding down of a large transformation programme at one of Australia's largest employers. Demand for operational candidates was flat throughout the year and the oversupply of candidates was made worse by restructures. However, demand for project focused candidates such as business analysts, project managers and test analysts increased in the second half of the year. This demand was driven by new project initiatives across a number of sectors, the notable exception being telecommunications due to the gradual decline in the number of technology resource requirements.

Permanent salaries fell, particularly in the first half of the year. This was in part due to cost reduction initiatives; however some organisations took advantage of the oversupply of available candidates to secure quality talent at lower salaries.

Contract rates declined 10-20% on average, although demand remained strong for specialist professionals such as

banking project managers, architects with telecommunications experience, business analysts and transformation and change professionals with experience in financial services, utilities and consulting organisations.

Outlook for 2010

We expect the positivity in the market witnessed at the end of 2009 to continue throughout 2010. Project initiatives in the banking, insurance and utilities sectors will drive demand for IT professionals.

The appetite for IT resources within telecommunications will be heavily dependent on whether the National Broadband Network initiative is given the go-ahead.

Salaries will remain fairly static compared to the previous year, with decreases seen across some disciplines including analyst programmers and developers, and database administrators.

MELBOURNE

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER DAY \$AUS	
	2009	2010	2009	2010
	CIO/IT Director	\$150 - 260k	\$140 - 230k	\$900 - 1400
Programme Manager	\$140 - 220k	\$130 - 200k	\$800 - 1500	\$900 - 1300
Architect - Solutions and Technical	\$120 - 200k	\$110 - 180k	\$700 - 1050	\$700 - 1000
Change Manager	\$100 - 140k	\$100 - 140k	\$650 - 850	\$650 - 900
Release Manager	\$100 - 140k	\$100 - 140k	\$650 - 850	\$650 - 850
Storage Specialist	\$95 - 140k	\$95 - 145k	\$550 - 750	\$550 - 750
Test Lead/Manager	\$100 - 145k	\$95 - 140k	\$650 - 950	\$650 - 900
QA Manager/Consultant	\$90 - 140k	\$90 - 140k	\$500 - 800	\$550 - 800
Business Consultant	\$90 - 135k	\$90 - 140k	\$600 - 900	\$650 - 950
Security Specialist	\$70 - 140k	\$90 - 140k	\$450 - 850	\$600 - 900
Project Manager	\$80 - 170k	\$85 - 150k	\$600 - 1200	\$650 - 1000
Systems Administrator	\$75 - 125k	\$75 - 115k	\$400 - 650	\$350 - 600
Business Analyst	\$70 - 135k	\$70 - 130k	\$400 - 800	\$450 - 800
Analyst Programmer/Developer	\$70 - 135k	\$70 - 120k	\$350 - 750	\$350 - 700
Network Engineer	\$55 - 130k	\$65 - 115k	\$400 - 700	\$400 - 700
Database Administrator	\$65 - 135k	\$65 - 110k	\$400 - 700	\$400 - 650
Technical Writer/Process Writer	\$65 - 100k	\$65 - 110k	\$400 - 750	\$400 - 750
Web Developer	\$60 - 120k	\$60 - 110k	\$350 - 550	\$350 - 550
Tester	\$60 - 115k	\$60 - 110k	\$350 - 700	\$350 - 650
Desktop/Application Support	\$55 - 85k	\$55 - 75k	\$200 - 400	\$200 - 400
Project Administrator/Coordinator	\$50 - 80k	\$55 - 75k	\$250 - 600	\$300 - 650
Help Desk Level 1 and 2	\$45 - 75k	\$45 - 70k	\$200 - 450	\$200 - 400

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

MELBOURNE

SALES, MARKETING & COMMUNICATIONS

Our Melbourne sales, marketing & communications team specialises in recruiting temporary, contract and permanent roles across a variety of industries such as banking and financial services, utilities, FMCG and telecommunications. We recruit skilled professionals from sales and marketing executives through to senior managers across all disciplines.

Market Overview

The volume of recruitment activity varied across disciplines throughout 2009 as a result of the global financial crisis. Marketing functions were cut back severely across most companies as many organisations viewed the function as non business-critical. Demand for communications professionals was strong in quarter two as organisations sought to reinforce confidence in their business through clear, positive messaging to both employees and clients. The second quarter also saw an increase in the recruitment of sales professionals as companies focused on increasing revenue.

In contrast to many other sectors, the utilities industry (in particular energy and gas firms) experienced steady growth throughout the year and continued to recruit new marketing and communications professionals.

Despite the effects of the global financial crisis, top-tier candidates with specialist skill sets remained in demand. National sales managers with call centre management experience within the financial services or telecommunications industry were in particular demand as were communications advisors with expertise in community relations and sustainability. In contrast to other areas of marketing, senior level marketing managers with international experience in global FMCGs also continued to be in demand.

Outlook for 2010

As the global economy continues to stabilise, we expect those candidates with niche or industry specific skill sets to command slightly higher salaries in 2010. We anticipate that these candidates will experience an increase in counter-offers as employers try to retain talent. With increased employer confidence, more organisations will look to grow their teams and proactively hire sales, marketing and communications candidates throughout the year.

MELBOURNE

SALES, MARKETING & COMMUNICATIONS

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2009	2010
Sales Director	\$140 - 280k+	\$150 - 280k+
Marketing Director	\$130 - 250k	\$150 - 250k
State Sales Manager	\$140 - 220k+	\$140 - 200k+
Sales and Marketing Manager (2 - 5 yrs' exp)	\$100 - 200k+	\$100 - 200k+
Sales Manager (2 - 5 yrs' exp)	\$100 - 180k+	\$100 - 180k+
Account Director	\$100 - 180k	\$100 - 180k
Marketing Manager (2 - 5 yrs' exp)	\$90 - 150k	\$90 - 150k
Marketing Communications Manager	\$90 - 150k	\$90 - 150k
Segment Manager (2 - 5 yrs' exp)	\$90 - 140k	\$90 - 140k
Product/Brand Manager (2 - 5 yrs' exp)	\$80 - 140k	\$80 - 140k
Channel Manager	\$80 - 130k	\$80 - 130k
Direct Marketing Manager	\$80 - 130k	\$80 - 130k
Campaign Manager	\$70 - 100k	\$70 - 100k
Product Specialist	\$70 - 90k	\$70 - 90k
Relationship Manager	\$60 - 140k+	\$65 - 140k+
Business Development Manager (2 - 5 yrs' exp)	\$65 - 140k+	\$65 - 120k
Advertising Account Manager	\$70 - 110k+	\$65 - 100k
Communications Executive	\$65 - 100k	\$65 - 100k
Marketing Executive (2 - 5 yrs' exp)	\$70 - 110k	\$65 - 90k
Sales/Market Analyst	\$65 - 100k	\$65 - 90k
Account Manager (2 - 5 yrs' exp)	\$60 - 130k+	\$60 - 130k+
Sales Executive (2 - 5 yrs' exp)	\$60 - 120k+	\$60 - 100k
Assistant Product/Brand Manager	\$60 - 80k	\$60 - 80k
Marketing Coordinator	\$55 - 80k	\$55 - 75k

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

MELBOURNE

SECRETARIAL & BUSINESS SUPPORT

The Melbourne secretarial & business support division operates across a broad range of sectors including banking, financial services, retail, education, FMCG, information technology, not for profit, legal and telecommunications. The team recently diversified into new sectors and now recruits for utilities, engineering and construction firms. Our experienced consultants recruit across all levels ranging from senior EAs through to entry-level juniors.

Market Overview

The redundancies and restructures caused by the global financial crisis saw the candidate shortages of 2007 and 2008 come full circle in 2009, with an oversupply of candidates available on the market. Due to a flooded market, salary expectations of candidates fell as they began to rate job stability over compensation and benefits.

Recruitment activity within banking and financial services remained low until the end of quarter three. By quarter four, recruitment freezes started to lift and organisations became more confident, with many recruiting roles that were made redundant six to 12 months earlier.

Throughout the year we saw job descriptions change as organisations attempted to merge roles and decrease headcount. The role of a traditional personal assistant was commonly expanded to become a team assistant, supporting multiple executives or even whole departments.

Organisations appreciated the flexibility of temporary and contract resources during the downturn, particularly to work on specific projects. Temporary-to-permanent placements became appealing to organisations as they offered both flexibility and reduced fixed costs.

Despite the slow recruitment market, we saw continued demand throughout the year for support candidates with international experience, especially from within investment banks in London and New York. These candidates were favoured for their work ethic and global outlook. We also saw an increase in companies investing heavily in tender and submission support staff. Despite the economic downturn, organisations in the construction and engineering sectors recruited solidly in an effort to win lucrative tenders.

Outlook for 2010

Towards the end of 2009, organisations recruited additional staff to prepare for an upturn in economic activity and to relieve overworked employees who had taken on additional duties and responsibilities during the downturn. We expect this trend will continue throughout 2010. Many firms will remain cautious when hiring talent, using these times as an opportunity to change the culture, work ethic and dynamics of their business to position the firm for a stronger future.

We expect to see inactive and passive job seekers become available once again for the right opportunities. The hesitation candidates felt in 2009 will gradually disappear as sentiment in the employment market becomes increasingly positive. Candidates will be attracted by opportunities offering genuine career development, increased salaries and flexible working schedules. By late 2010 we anticipate most areas of the business support market to once again experience a candidate shortage.

MELBOURNE

SECRETARIAL & BUSINESS SUPPORT

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2009	2010	2009	2010
Business Support				
Executive Assistant - Investment Banking	\$60 - 70k	\$65 - 75k	\$28 - 35	\$30 - 37
Executive Assistant	\$60 - 70k	\$60 - 72k	\$28 - 35	\$28 - 37
Office Manager	\$60 - 70k	\$60 - 72k	\$28 - 35	\$28 - 35
Personal Assistant	\$55 - 63k	\$55 - 65k	\$27 - 32	\$27 - 33
WP/Presentations Coordinator	\$50 - 65k	\$55 - 65k	\$26 - 31	\$28 - 35
Legal Secretary/Assistant	\$50 - 60k	\$50 - 65k	\$27 - 32	\$27 - 35
Team Assistant	\$50 - 60k	\$48 - 60k	\$25 - 29	\$26 - 30
Travel Coordinator	\$45 - 55k	\$48 - 60k	\$25 - 29	\$26 - 30
Human Resource Administrator	\$45 - 55k	\$45 - 55k	\$23 - 27	\$23 - 29
Administration Assistant	\$40 - 50k	\$43 - 53k	\$23 - 27	\$24 - 28
Receptionist	\$40 - 50k	\$42 - 50k	\$22 - 24	\$23 - 25
Data Entry Operator	\$39 - 45k	\$40 - 46k	\$22 - 24	\$23 - 25
Office Junior	\$36 - 43k	\$38 - 43k	\$21 - 23	\$21 - 24
Construction and Engineering Support				
Tender Coordinator	\$70 - 80k	\$70 - 85k	\$29 - 38	\$30 - 42
Tender Formatter	\$65 - 70k	\$65 - 75k	\$27 - 36	\$28 - 42
Document Controller	\$55 - 65k	\$55 - 70k	\$27 - 32	\$28 - 34
Project Administrator/Assistant	\$50 - 65k	\$55 - 70k	\$26 - 30	\$26 - 30
Call Centre Support				
Team Leader	\$50 - 65k	\$50 - 65k	\$28 - 32	\$28 - 35
Faults/Dispatch Consultant	\$50 - 55k	\$50 - 55k	\$25 - 27	\$25 - 27
Outbound Customer Service	\$38 - 46k	\$39 - 47k	\$22 - 26	\$22 - 26
Inbound Customer Service	\$38 - 43k	\$39 - 45k	\$22 - 24	\$22 - 24

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 recruits across front, middle and back office on a permanent and temporary basis. We recruit qualified and part-qualified accountants and industry professionals covering banking, wealth, insurance and stockbroking across all levels of seniority from entry to executive level.

Market Overview

The banking and financial services market in Western Australia was not as adversely affected by the global financial crisis as the eastern states of Australia. This was largely because there are only a limited number of corporate service functions based in Perth and the local investment banking market isn't as well developed when compared to the retail and corporate banking sectors.

The first half of 2009 began with a wave of redundancies across back office functions such as finance, compliance and in particular human resources and internal recruitment. Merger and acquisition activity in late 2008 and early 2009 also impacted the local job market, resulting in core infrastructure roles being relocated to head offices on the east coast.

The second half of the year saw increased activity in areas such as insurance, risk, and financial planning as consumers became risk averse and opted to insure their futures. Demand therefore increased for relationship bankers, financial planners and insurance brokers with established networks, due to their ability to grow and strengthen existing portfolios. The demand for assistant brokers was higher than ever, especially for those candidates with RG146 compliance covering either Tier 1 or Tier 2 accreditations within the specialist areas of general insurance, insurance broking, life insurance and financial planning.

At the end of 2009, there was significant demand for qualified and experienced accounting candidates with banking experience returning from the UK. There was limited demand for operational or middle office candidates with settlements, trade support and confirmations experience due to the small number of investment banks, fund managers and stockbrokers in Perth. We do not expect demand to shift significantly in these areas in 2010.

Outlook for 2010

The likely increase in commodity prices throughout 2010 will inevitably drive activity within the recruitment market to higher levels. However, it is unlikely that the high hiring levels experienced in 2007 will be seen. Salary levels for client facing professionals such as relationship and corporate bankers, insurance brokers and financial planners should remain comparable to those based on the east coast. We expect middle to top-end salaries to increase and those at entry to middle level to remain constant due to increased competition at this level.

PERTH

ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2009	2010
Banking		
Relationship Manager - Institutional/Corporate	\$110 - 180k	\$140 - 180k
Operations Manager	\$75 - 105k	\$80 - 110k
Operations Supervisor	\$55 - 75k	\$60 - 80k
Operations Administrator	\$45 - 60k	\$45 - 60k
Corporate Services		
Financial Controller	\$150 - 180k	\$160 - 190k
Finance Manager	\$125 - 145k	\$135 - 155k
Manager - Finance, Management, Tax	\$110 - 130k	\$115 - 135k
Newly-qualified - Finance, Management, Tax	\$70 - 75k	\$77 - 82k
Wealth		
Financial Planner (6+ yrs' exp)	\$85 - 130k	\$110 - 140k
Practice Manager	\$75 - 100k	\$90 - 100k
Financial Planner (3 - 5 yrs' exp)	\$65 - 85k	\$70 - 90k
Para Planner - DFP Qualified	\$60 - 90k	\$60 - 90k
Funds and Superannuation		
Compliance Officer (3 - 5 yrs' exp)	\$65 - 90k	\$70 - 90k
Compliance Officer (0 - 2 yrs' exp)	\$45 - 60k	\$50 - 60k
Fund Administrator	\$45 - 55k	\$50 - 55k
Fund Client Services	\$45 - 50k	\$50 - 60k
Insurance		
Insurance Underwriter (3 - 5 yrs' exp)	\$60 - 75k	\$60 - 75k
Insurance Claims Manager	\$60 - 70k	\$60 - 70k
Account Executive	\$55 - 65k	\$60 - 70k
Insurance Claims Processing	\$45 - 60k	\$45 - 60k
Investment Banking and Broking		
Corporate Finance Director (6+ yrs' exp)	\$180k+	\$200k+
Corporate Finance Manager (3 - 5 yrs' exp)	\$80 - 150k	\$100 - 150k
Equity Research Analyst (2 - 4 yrs' exp)	\$70 - 100k	\$70 - 100k
Corporate Finance Analyst (0 - 2 yrs' exp)	\$60 - 75k	\$60 - 75k

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

PERTH

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

Our commerce & industry division specialises in the provision of permanent and contract accounting staff across a broad range of industries. Recruiting at all levels from qualified and part-qualified accountants through to management staff, we adopt a range of recruitment techniques that can be tailored to meet our clients' specific requirements.

Market Overview

Candidates with traditionally sought-after skills such as CA/CPA qualifications and local industry experience were in abundance at the start of 2009. Employers were therefore able to 'cherry pick' the best candidates available and did not have any difficulty finding talent with the right levels of experience. However, the number of available candidates began to decrease at the end of 2009 as the economy started to improve.

Increased hiring levels were seen in the second half of 2009 due to the end of financial year reporting period, modifications to international financial accounting rules (IAS and IFRS) and the upsurge in commodity prices. This increased activity was particularly prevalent in the contract market.

As in previous years, candidates with experience working in a major accounting firm with between two to five years' industry experience remained in demand. Qualified management accountants and financial controllers with in-depth industry knowledge in resources and engineering were also particularly sought-after.

Sectors that consistently hired skilled candidates throughout the majority of 2009 included property, building and construction, resources and engineering services. Indications suggest that the resources and engineering services sectors will continue to hire well into 2010, with a number of large LNG projects requiring significant volumes of qualified and part-qualified candidates.

Outlook for 2010

It will become increasingly important for organisations to clearly define their recruitment strategies and requirements in 2010 as the pool of available candidates diminishes due to increased hiring. Some candidates who were hesitant about moving roles in 2009 may feel more secure and be more inclined to make a career move in 2010. However, many of these high calibre candidates may remain inactive unless they are targeted through a direct approach or through the use of print and online media.

PERTH

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2009	2010	2009	2010
Group Financial Controller - CA/CPA (6+ yrs' exp)	\$150 - 190k	\$175 - 200k	\$75 - 100	\$80 - 110
Tax Manager	\$125 - 180k	\$150 - 200k	\$65 - 100	\$70 - 110
Financial Controller - CA/CPA	\$120 - 180k	\$140 - 180k	\$60 - 85	\$65 - 85
Business/Financial Analyst - CA/CPA (6+ yrs' exp)	\$120 - 170k	\$140 - 180k	\$60 - 80	\$60 - 85
Financial Accountant - CA/CPA (6+ yrs' exp)	\$100 - 140k	\$120 - 140k	\$55 - 70	\$60 - 70
Management Accountant - CA/CPA (6+ yrs' exp)	\$100 - 135k	\$120 - 140k	\$60 - 70	\$60 - 70
Group Accountant - CA/CPA	\$90 - 140k	\$100 - 140k	\$55 - 65	\$60 - 65
Financial Accountant - CA/CPA (3 - 5 yrs' exp)	\$80 - 135k	\$90 - 135k	\$50 - 60	\$50 - 60
Tax Accountant - CA/CPA (3 - 5 yrs' exp)	\$80 - 130k	\$90 - 130k	\$60 - 70	\$60 - 70
Business/Financial Analyst - CA/CPA (3 - 5 yrs' exp)	\$80 - 110k	\$90 - 120k	\$50 - 60	\$50 - 60
Management Accountant - CA/CPA (3 - 5 yrs' exp)	\$75 - 100k	\$80 - 110k	\$45 - 60	\$45 - 60
Financial Accountant - CA/CPA (0 - 2 yrs' exp)	\$55 - 80k	\$70 - 80k	\$30 - 45	\$30 - 45
Management Accountant - CA/CPA (0 - 2 yrs' exp)	\$50 - 75k	\$70 - 80k	\$35 - 45	\$30 - 45
Assistant Accountant - CA/CPA (3 - 5 yrs' exp)	\$65 - 85k	\$65 - 85k	\$35 - 45	\$35 - 45
Business/Financial Analyst - CA/CPA (0 - 2 yrs' exp)	\$60 - 75k	\$60 - 75k	\$35 - 45	\$35 - 45
Accounts Payable/Receivable (2+ yrs' exp)	\$50 - 70k	\$55 - 70k	\$25 - 35	\$25 - 35
Bookkeeper	\$45 - 70k	\$55 - 70k	\$25 - 40	\$30 - 40
Payroll Clerk	\$45 - 75k	\$50 - 75k	\$25 - 40	\$25 - 35
Accounts Assistant (2+ yrs' exp)	\$50 - 60k	\$50 - 65k	\$30 - 35	\$30 - 35
Tax Accountant - Degree (0 - 2 yrs' exp)	\$48 - 65k	\$50 - 60k	\$25 - 40	\$30 - 40
Assistant Accountant - Degree (0 - 2 yrs' exp)	\$45 - 60k	\$45 - 60k	\$25 - 35	\$25 - 35
Accounts Payable/Receivable - Junior (0 - 2 yrs' exp)	\$45 - 60k	\$45 - 60k	\$25 - 30	\$25 - 30
Accounts Assistant (0 - 2 yrs' exp)	\$45 - 55k	\$45 - 55k	\$25 - 30	\$25 - 30

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

PERTH

INFORMATION TECHNOLOGY

Our information technology division in Perth offers a specialised and tailored approach, providing contract and permanent recruitment 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 executive positions. We work closely with our clients to ensure we understand their business and recruitment needs. Our key industry sectors include professional services, mining and resources, financial services and telecommunications.

Market Overview

At the end of 2008, a large number of companies cut non business-critical project budgets and cost-saving initiatives were put in place. This continued throughout 2009 with a number of market-wide projects cancelled or postponed which had a significant impact on the demand for candidates.

Redundancies became increasingly common throughout 2009 and we saw many contracts terminated. The local resources industry was impacted heavily by the downturn and redundancies in this sector were particularly high amongst project managers and business analysts.

The increase in available candidates in the market, coupled with a reduction in available opportunities, led to increased competition for job seekers. This resulted in a tightening of salaries and contract rates across most roles. The oversupply of candidates was further exacerbated by candidates returning from overseas along with increased interest from expatriates, particularly professionals from New Zealand, the UK and South Africa.

During the downturn, many hiring managers expected the increase of available candidates to lead to an influx of quality applications. However, top-tier talent remained hard to find, especially as employed candidates

put off leaving their current roles due to market uncertainty. Many companies turned to temporary-to-permanent employment contracts throughout the year in preference to hiring permanent staff members. This not only offered flexibility to the employer and the opportunity to trial the employee/employer fit, but also reduced fixed costs.

The second half of 2009 was vastly different to the first and by June we witnessed a noticeable increase in contract requirements. This was not only attributable to the end of the financial year but also to a number of projects that were finally given the green light to proceed as companies reassessed growth plans and received budget sign off. This increased demand for developers (.Net), support staff, administrators (Windows, Unix) and testers. The lift in project requirements at the end of 2009 is likely to continue in 2010.

Outlook for 2010

The IT sector in Western Australia was not impacted as dramatically as many other markets and there are positive signs for a recovery in the IT space throughout 2010. The most discussed topic in the Perth market at the end of 2009 was LNG projects and the impact they will have on the local economy in 2010. In addition to LNG, new project work is being planned across most industry sectors including mining, oil and gas and financial services which will increase the demand for quality IT professionals.

We expect to see an increased demand for senior IT resources, particularly project managers, business analysts, consultants and architects. With cost effectiveness still heavily on the agenda and a strong need to get the most from business operations and projects, there will be an emphasis on business intelligence, business processes and strategic thinkers in 2010.

We anticipate a steady increase in hiring over the first six months of the year, with an even mix of permanent and contract opportunities. It is likely that with the introduction of many new projects in the market, overseas candidates with specialist skill sets will be back in demand.

PERTH

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2009	2010	2009	2010
Executive				
Chief Information Officer	\$160k+	\$160k+		
Manager - Development/Infrastructure	\$100 - 120k	\$100 - 140k	\$90 - 100	\$80 - 100
Sales				
State Sales Manager	\$150 - 230k	\$150 - 230k*		
Business Development Manager (5+ yrs' exp)	\$80 - 200k	\$80 - 200k*		
IT Account Manager	\$65 - 100k	\$65 - 100k*		
Project Management				
Programme Manager	\$140k+	\$140 - 180k	\$130+	\$130 - 160
Change Manager	\$130k+	\$110 - 150k	\$100+	\$100 - 130
Project Manager (5+ yrs' exp)	\$100 - 170k	\$100 - 180k	\$85 - 130	\$90 - 140
Project Manager (1 - 5 yrs' exp)	\$75 - 130k	\$80 - 110k	\$55 - 100	\$70 - 90
Business Analysis				
ERP Consultant Technical/Functional	\$95 - 160k	\$90 - 150k	\$80 - 140	\$80 - 130
Business Analyst (5+ yrs' exp)	\$80 - 120k	\$90 - 140k	\$75 - 110	\$90 - 120
Business Analyst (1 - 5 yrs' exp)	\$65 - 120k	\$70 - 100k	\$50 - 100	\$60 - 90
Infrastructure				
Technical Architect/Consultant	\$100k+	\$90 - 140k	\$80+	\$80 - 110
Network Engineer (5+ yrs' exp)	\$85 - 130k	\$90 - 120k	\$70 - 120	\$70 - 90
Database Administrator	\$70 - 120k	\$70 - 120k	\$60 - 110	\$60 - 100
System Administrator - Unix, Windows (5+ yrs' exp)	\$55 - 100k	\$70 - 90k	\$60 - 90	\$60 - 75
Network Engineer (1 - 5 yrs' exp)	\$50 - 85k	\$50 - 90k	\$45 - 70	\$45 - 70
System Administrator - Unix, Windows (1 - 5 yrs' exp)	\$50 - 100k	\$50 - 75k	\$40 - 80	\$40 - 60
Testing				
Test Manager	\$90 - 130k	\$90 - 130k	\$85 - 100	\$85 - 100
Tester (1 - 5 yrs' exp)	\$50 - 90k	\$50 - 90k	\$40 - 80	\$40 - 70
Development				
Technical Software Architect	\$75 - 130k	\$90 - 140k	\$60 - 90	\$80 - 110
Senior Analyst Programmer - Java, .Net, C++ (5+ yrs' exp)	\$70 - 130k	\$90 - 120k	\$65 - 90	\$65 - 80
Analyst Programmer - Java, .Net, C++ (1 - 5 yrs' exp)	\$50 - 95k	\$50 - 90k	\$40 - 75	\$40 - 65

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

PERTH

SECRETARIAL & BUSINESS SUPPORT

Robert Walters' secretarial & business support division provides temporary, contract and permanent recruitment solutions to a range of organisations across Western Australia. Our portfolio of clients includes companies from the mining, oil and 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 administration, office management, project support and personal/executive assistant roles. We pride ourselves on our thorough and consultative approach that meets the diverse needs of our clients by delivering consistently high quality candidates.

Market Overview

The banking and financial sector was most adversely affected by the global financial crisis. The resources industry was also severely impacted with many major resource projects cancelled or postponed.

Most other sectors were also affected with EAs, PAs, receptionists, project support officers, office managers and administrators considered by many businesses as a dispensable resource. Mass redundancies took place which subsequently saturated the Perth marketplace with candidates looking to secure an administrative/support role.

The one area of the support market which was relatively unaffected was within the legal sector, where demand for experienced legal support staff remained high. It was repeatedly noted that exceptionally high-level, top-tier candidates were in short supply; due in part to candidates' hesitancy to move roles as a result of uncertain market conditions.

Due to the high number of contractors available in the market, hourly rates significantly decreased. This was impacted further by the return of candidates who had

spent time working in London, hoping to find work in Western Australia.

The latter part of 2009 marked a new era of positivity and although many companies were still not in a position to re-recruit roles on a permanent basis, increased demand for temporary and contract staff was notable.

Outlook for 2010

With major projects signed off for 2010 and global players in the marketplace actively looking to increase headcount, 2010 is set to be a far more positive year than the last. We expect to see many businesses re-recruit administrative staff for service projects and as activity and workloads increase across all disciplines and sectors, the need for support staff will do the same.

ROLE

	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2009	2010	2009	2010
Project Secretary	\$60 - 85k	\$60 - 85k	\$30 - 50	\$28 - 50
Senior Secretary	\$60 - 85k	\$60 - 80k	\$25 - 40	\$25 - 40
Executive Assistant	\$55 - 85k	\$55 - 85k	\$30 - 50	\$25 - 45
Office Manager	\$50 - 80k	\$50 - 80k	\$25 - 45	\$25 - 45
Personal Assistant	\$50 - 75k	\$50 - 75k	\$25 - 32	\$25 - 40
Legal Secretary	\$45 - 65k	\$50 - 65k	\$25 - 32	\$25 - 40
Team Secretary	\$40 - 60k	\$40 - 60k	\$25 - 30	\$25 - 30
Events Coordinator	\$40 - 60k	\$40 - 60k	\$22 - 35	\$25 - 35
Marketing Assistant	\$40 - 55k	\$40 - 60k	\$25 - 35	\$24 - 32
Junior Secretary	\$40 - 50k	\$40 - 55k	\$25 - 30	\$25 - 30
Administration Assistant	\$35 - 45k	\$35 - 45k	\$20 - 27	\$20 - 25
Receptionist	\$30 - 45k	\$30 - 45k	\$25 - 30	\$20 - 27
Data Entry Operator	\$30 - 40k	\$30 - 40k	\$20 - 27	\$20 - 27
Office Junior	\$30 - 40k	\$30 - 40k	\$25 - 27	\$25 - 27

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

SYDNEY

ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

The banking & financial services division recruits across a wide range of accounting disciplines, offering permanent and contract recruitment solutions. At the senior end, we cover roles at the qualified CA/CPA level through to senior management and at the junior end, part-qualified levels and below. In addition to these core business positions, we service support functions such as payroll, accounts payable and receivable and specialist finance areas including fund accounting, product control, treasury, business analysis and project management.

Market Overview

2009 was undoubtedly a tumultuous year in the banking and financial services sector. During the first two quarters we witnessed vast employment cuts across almost all organisations as they struggled to survive. The business landscape changed significantly as a number of companies ceased trading, scaled back considerably, merged or were bought.

During the third quarter we began to see the market stabilise and confidence return as the Australian economy started to show signs of a recovery. It became obvious during quarter four that some businesses had reduced staff levels to such an extent that it had become very difficult to service business requirements.

A steady flow of Australians returned from the UK throughout the year, as its employment market lagged in comparison to Australia. Sydney remains the city of choice for those looking to work in financial services in Australia and we predict that we will see a sharp increase in overseas candidates seeking to relocate to Sydney on either working holidays or longer-term visas in 2010.

Organisations with a true domestic presence remained relatively stable in contrast to those with strong international networks. In addition, those that were more risk averse were able to maintain profitability. In the volatile market, many employers sought to maintain a solid and reliable team which created demand for permanent hires and a reduction in contract headcount.

For the first time in over 15 years we saw negligible salary increases across the board and a drastic decrease in bonuses as businesses adopted a new philosophy to manage costs down aggressively. We predict that as the market continues to improve in 2010, salary increases, bonuses and other rewards will revert back to levels seen in the years leading up to 2009.

Outlook for 2010

In 2010, we expect improvements in both permanent and contract salaries. The amplified activity that we experienced in quarters three and four of 2009 should channel an increase in demand for highly skilled candidates. We predict that we will yet again see a distinct shortage of qualified accountants, particularly those with one to five years' post-qualification experience. Employers will need to differentiate themselves as 'employers of choice' in order to attract and retain quality candidates as the market continues to improve.

SYDNEY

ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2009	2010	2009	2010
	Finance Director	\$160 - 200k	\$160 - 190k	\$900 - 1200 p/d
Finance Manager	\$130k+	\$145k+	\$60 - 70+	\$60 - 70+
Financial Controller	\$120 - 160k	\$130 - 160k	\$600 - 800 p/d	\$600 - 800 p/d
Financial Accountant - CA/CPA (6+ yrs' exp)	\$120k+	\$125k+	\$45 - 55	\$55 - 65
Product Accountant/Controller - CA/CPA (6+ yrs' exp)	\$120k+	\$125k+	\$50 - 60	\$60 - 70
Tax Accountant (6+ yrs' exp)	\$120k+	\$125k+	\$55 - 60	\$60 - 65
Business Analyst - CA/CPA (6+ yrs' exp)	\$110k+	\$120k+	\$55 - 75	\$60 - 110+
Management Accountant - CA/CPA (6+ yrs' exp)	\$110k+	\$120k+	\$50 - 60	\$60 - 65
Fund Accountant - CA/CPA (6+ yrs' exp)	\$100k+	\$120k+	\$45 - 55	\$55 - 65
Business Analyst - CA/CPA (3 - 5 yrs' exp)	\$80 - 110k	\$85 - 120k	\$40 - 55	\$55 - 65
Financial Accountant - CA/CPA (3 - 5 yrs' exp)	\$80 - 110k	\$80 - 125k	\$40 - 50	\$50 - 60
Management Accountant - CA/CPA (3 - 5 yrs' exp)	\$80 - 110k	\$80 - 120k	\$40 - 55	\$50 - 60
Tax Accountant (3 - 5 yrs' exp)	\$80 - 110k	\$80 - 120k	\$40 - 50	\$50 - 60
Product Accountant/Controller - CA/CPA (3 - 5 yrs' exp)	\$70 - 120k	\$70 - 125k	\$40 - 50	\$50 - 65
Fund Accountant - CA/CPA (3 - 5 yrs' exp)	\$65 - 100k	\$65 - 120k	\$40 - 50	\$45 - 55
Business Analyst - CA/CPA (0 - 2 yrs' exp)	\$50 - 70k	\$55 - 85k	\$30 - 40	\$30 - 40
Financial Accountant - CA/CPA (0 - 2 yrs' exp)	\$50 - 70k	\$55 - 75k	\$30 - 35	\$30 - 35
Tax Accountant (0 - 2 yrs' exp)	\$50 - 70k	\$50 - 80k	\$25 - 35	\$25 - 35
Product Accountant/Controller - CA/CPA (0 - 2 yrs' exp)	\$45 - 70k	\$50 - 75k	\$35 - 45	\$35 - 45
Management Accountant - CA/CPA (0 - 2 yrs' exp)	\$50 - 65k	\$50 - 75k	\$30 - 40	\$30 - 35
Assistant Accountant	\$45 - 65k	\$45 - 65k	\$25 - 35	\$25 - 35
Fund Accountant - CA/CPA (0 - 2 yrs' exp)	\$45 - 60k	\$45 - 65k	\$30 - 35	\$30 - 35
Accounts Clerk	\$45 - 50k	\$45 - 55k	\$20 - 25	\$20 - 25

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.
p/d = per day.

SYDNEY

ACCOUNTING & FINANCE BANKING OPERATIONS

The Sydney banking operations division specialises in placing experienced temporary, contract and permanent operations candidates from equity, fixed income, foreign exchange, derivatives, funds and financial planning backgrounds at all levels across the entire financial services sector.

Market Overview

In the first two quarters of 2009 we saw cutbacks, cost management and headcount reductions within banking operations functions. In addition, projects were put on hold and off-shoring initiatives gained momentum, with many functions moved to lower cost sites across Asia. These key factors affected all areas of middle and back office functions with no product or function spared.

Early in the year, salaries decreased in the region of 10-20% which was further compounded by zero or minimal bonuses. Some organisations introduced cost-saving initiatives such as reduced working weeks and many new recruits were asked to accept lower salaries. Those firms willing to pay higher salaries found they were able to secure better talent than those that continued to put downward pressure on salaries.

At mid-year, the market began to stabilise and during quarters three and four we saw a significant uplift in operations recruitment. Both temporary and permanent hires increased rapidly. We believe this was a direct consequence of many banks and financial service providers initially cutting headcount to levels that did not allow them to operate effectively. In addition, there were a few key areas of growth. Mergers and the introduction of new systems or products saw project work gather momentum once again. This had a knock-on effect and increased demand for project managers and business analysts.

Due to the changing regulatory requirements in retail banking, we saw hiring activity in this

area recover faster than in investment banking, where off-shoring is commonplace, particularly to locations such as Singapore, Shanghai and India. This was offset by growth in other areas, with fixed income and interest rate products leading the way.

Although permanent salaries reduced significantly in the first half of 2009, the latter stages of the year saw salaries return to levels seen before the downturn. We saw a clear decrease in the turnaround times from interview through to offer, as companies realised the value of engaging quality candidates faster than their competitors. Also of note was the number of companies that conducted speculative hiring in a bid to up-skill their workforce. The balance of power shifted from employer to candidate in terms of demand in late 2009, and we expect that by quarter three 2010 we will again experience severe candidate shortages, most likely within projects and corporate actions.

Outlook for 2010

We predict quarters one and two of 2010 to be particularly busy due to staff turnover as market confidence continues and workers re-enter the job market. Some companies will have to adopt aggressive recruitment strategies to compensate for turnover and the cuts made in 2009. Increased pressure will be placed on securing quality candidates and managing their salary expectations. We expect bonus levels to be proportionately higher than in 2009 and, in some cases, comparable to those paid in 2007 and 2008.

Employee engagement, combined with a company's ability to position itself as an employer of choice, will be key to successful recruitment campaigns. Although economic stimulus and recovery will create increased hiring confidence and newly created roles, we believe a large proportion of the recruitment mandates released in early 2010 will be a direct result of employee turnover.

SYDNEY

ACCOUNTING & FINANCE BANKING OPERATIONS

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2009	2010	2009	2010
	Head of Operations	\$165k+	\$160k+	\$75+
Fixed Income Operations Manager (6+ yrs' exp)	\$110 - 160k	\$120 - 160k+	\$55+	\$50+
Equities Operations Manager (6+ yrs' exp)	\$130k+	\$110 - 150k+	\$55+	\$50+
Manager Trade Finance	\$100 - 165k	\$100 - 150k	\$45+	\$40 - 50
FX Operations Manager (6+ yrs' exp)	\$110 - 160k	\$100 - 140k+	\$45+	\$40 - 50
Corporate Actions Manager (3 - 5 yrs' exp)	\$100 - 140k	\$100 - 140k	\$48 - 65	\$40 - 50
Derivatives Operations Manager (3 - 5 yrs' exp)	\$95 - 145k	\$95 - 135k	\$40 - 70	\$40 - 50
Fixed Income Supervisor (3 - 5 yrs' exp)	\$75 - 100k	\$95 - 135k	\$35 - 48	\$30 - 40
Equities Supervisor (3 - 5 yrs' exp)	\$75 - 100k	\$75 - 100k	\$35 - 48	\$30 - 40
Derivatives Supervisor	\$65 - 100k	\$65 - 95k	\$35 - 48	\$30 - 40
Senior Fixed Income Clerk (3 - 5 yrs' exp)	\$60 - 80k	\$65 - 90k	\$28 - 38	\$25 - 30
Fund Accountant (3 - 5 yrs' exp)	\$65 - 85k	\$65 - 85k	\$30 - 40	\$25 - 30
Senior Derivatives Clerk (3 - 5 yrs' exp)	\$65 - 80k	\$65 - 80k	\$28 - 38	\$25 - 30
FX Supervisor (3 - 5 yrs' exp)	\$65 - 90k	\$60 - 90k	\$30 - 38	\$30 - 40
Senior Equities Clerk (3 - 5 yrs' exp)	\$60 - 80k	\$60 - 80k	\$28 - 38	\$25 - 30
Senior Margin Lending (3 - 5 yrs' exp)	\$60 - 80k	\$60 - 80k	\$25 - 32	\$25 - 30
Client Services Officer (3 - 5 yrs' exp)	\$60 - 80k	\$60 - 80k	\$27 - 41	\$25 - 30
Fund Administrator - Custody Senior (3 - 5 yrs' exp)	\$60 - 80k	\$55 - 75k	\$25 - 32	\$25 - 30
Fund Accountant (0 - 2 yrs' exp)	\$50 - 60k	\$50 - 60k	\$22 - 30	\$22 - 25
Corporate Actions Clerk (0 - 2 yrs' exp)	\$50 - 70k	\$45 - 65k	\$22 - 30	\$22 - 25
Derivatives Documentation Clerk (0 - 2 yrs' exp)	\$45 - 60k	\$45 - 60k	\$22 - 30	\$22 - 25
Equities Clerk (0 - 2 yrs' exp)	\$45 - 60k	\$45 - 60k	\$22 - 30	\$22 - 25
Fixed Income Clerk (0 - 2 yrs' exp)	\$45 - 60k	\$45 - 60k	\$22 - 30	\$22 - 25
FX Clerk (0 - 2 yrs' exp)	\$45 - 60k	\$45 - 55k	\$22 - 26	\$22 - 25
Margin Lending (0 - 2 yrs' exp)	\$40 - 55k	\$40 - 55k	\$22 - 26	\$22 - 25
Junior Settlements Clerk - Degree (0 - 2 yrs' exp)	\$40 - 55k	\$40 - 55k	\$22 - 26	\$22 - 25
Fund Administrator - Custody (0 - 2 yrs' exp)	\$40 - 55k	\$40 - 55k	\$22 - 26	\$22 - 25
Fund Administrator - Fund Management (0 - 2 yrs' exp)	\$40 - 55k	\$40 - 55k	\$22 - 28	\$22 - 25
Fund Client Services (0 - 2 yrs' exp)	\$40 - 55k	\$40 - 55k	\$22 - 29	\$22 - 25
Junior Settlements Clerk - HSC (0 - 2 yrs' exp)	\$35 - 50k	\$35 - 50k	\$22 - 25	\$22 - 25

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 range of industries that sit outside of banking and financial services. Our consultants are finance specialists, offering credibility through their detailed understanding of both the client and candidate markets within their respective fields. Alongside the range of traditional finance based roles, the team also recruits for development, strategy, planning, pricing and broader business management roles. Our clients range in size from large multinationals and non-quoted organisations through to owner managed businesses.

Market Overview

2009 was one of the most challenging and volatile years the employment market has seen since the early 2000s. With the uncertain end to 2008, recruitment activity stalled in anticipation of the impact the downturn would have on employment.

We saw a number of key employment trends emerge throughout 2009, namely: the increase in demand for more commercially sound heads of finance, a cooling in the hiring of corporate reporting, tax and transactional accountants and, towards the end of the year, a push to bring in a level of well prepared commercial analysts to add strength to operational performance and maximise revenue.

Quarter one was the quietest of the four accounting periods in 2009 as a result of the global financial crisis. The ensuing scepticism about how businesses would fare and how this would affect existing staffing levels, let alone additional recruitment, became a key concern. Many blue chips and the larger of the SMEs looked closely at their finance teams and, in places, made changes to ensure a suitable strategy was implemented in light of market conditions.

Quarter two saw hiring within the infrastructure, rail, construction and FMCG sectors take place at a far greater rate than in other areas, attributed largely to the government stimulus packages that created a far more positive sentiment. Project and regional accounting, group planning and commercial analysis functions formed the bulk of the demand in this space.

Hiring activity increased within many of the large corporates in quarter three, however it was not at the levels seen in 2007/2008. There appeared to be a return of confidence to the employment market as businesses started to see an upswing in activity and profitability. As companies began to compete for the top talent in the market, salaries became a more prominent point of discussion for both those in employment and those actively seeking work.

Quarter four was more positive than many would have predicted at the beginning of the year. Positions across mainstream finance (controller, tax, transactions) and the more analytical roles (business analysts, commercial analysts, commercial management) were again being recruited across a wide range of industries and by businesses of all sizes.

The temporary and contract market saw a reduced but steady demand for professionals at the clerical transactional level, however in quarter four we experienced greater than expected activity levels across more senior roles. Heightened optimism, better than expected results and the relaxing of recruitment freezes led to a re-examination of staffing levels. Companies tried to balance the need for providing support to under-resourced finance teams with more strategic and commercially focused hires. As a result of these conflicting staffing requirements, many companies opted for hiring fixed term or ongoing contractors, with the intention of converting these employees to permanent headcount once pressures relaxed.

Candidate shortages proved to be more of a barrier than anticipated, with individuals who would naturally be active in the market choosing to focus their efforts on retaining their current role. Whilst the overall volume of candidates in the market increased significantly in 2009, the number of candidates shortlisted to employers did not increase as finding the mix of skills, fit and industry experience still proved to be a challenge.

Outlook for 2010

With confidence on the rise and increased activity, both from a recruitment perspective and in the broader market, the outlook for 2010 is notably more positive than it was in 2009. We expect pay review periods to be more pertinent for businesses, with many staff seeking increments in remuneration to offset pay freezes and/or diminished or non-existent bonuses in 2009. For the first time in a number of years, pay rises will not be a blanket 5-10% in 2010 but more likely reflect the differing level of performance among industry peers. Inconsistent results among competitor firms will see disparities emerge in remuneration review rates and as such, we expect some attrition to occur within businesses and industries least able to accommodate their employees' expectations.

SYDNEY

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2009	2010	2009	2010
	Group Finance Director	\$270k+	\$280k+	\$80 - 125
Chief Financial Officer	\$230k+	\$250k+	\$80 - 125	\$80 - 140
Group Financial Controller - Large Organisation	\$180k+	\$200k+	\$65 - 80	\$65 - 80
Group Financial Controller - Small/Medium Organisation	\$160k+	\$175k+	\$55 - 70	\$55 - 70
Commercial/Planning Manager	\$150 - 200k	\$150 - 200k	\$55 - 65	\$55 - 65
Finance Manager (3 - 5 yrs' exp)	\$130 - 160k	\$140 - 170k	\$50 - 65	\$55 - 70
Audit Manager	\$130 - 160k	\$130 - 160k	\$65 - 80	\$70 - 85
Tax Manager	\$130k+	\$130k+	\$60 - 80	\$60 - 80
Finance Manager (0 - 2 yrs' exp)	\$110 - 140k	\$110 - 140k	\$50 - 60	\$50 - 60
Company/Corporate/Group Accountant	\$80 - 130k	\$90 - 130k	\$50 - 60	\$48 - 60
Financial Accountant (3 - 5 yrs' exp)	\$90 - 120k	\$90 - 120k	\$45 - 55	\$45 - 55
Management Accountant (3 - 5 yrs' exp)	\$90 - 120k	\$90 - 120k	\$45 - 55	\$48 - 55
Treasury Accountant	\$80 - 120k	\$85 - 120k	\$45 - 55	\$40 - 55
Payroll Manager	\$80 - 130k	\$80 - 130k	\$40 - 55	\$42 - 55
Pricing Analyst	\$70 - 130k	\$80 - 130k	\$40 - 55	\$40 - 55
Credit Manager	\$75 - 110k	\$80 - 120k	\$40 - 55	\$40 - 55
Business/Financial/Commercial Analyst (3 - 5 yrs' exp)	\$70 - 120k	\$80 - 120k	\$50 - 60	\$48 - 60
Systems Accountant (0 - 4 yrs' exp)	\$70 - 120k	\$80 - 120k	\$40 - 55	\$42 - 55
Tax Accountant (0 - 4 yrs' exp)	\$60 - 110k	\$70 - 110k	\$40 - 60	\$45 - 60
Management Accountant (0 - 2 yrs' exp)	\$70 - 90k	\$70 - 90k	\$40 - 45	\$38 - 45
Financial Accountant (0 - 2 yrs' exp)	\$70 - 90k	\$70 - 90k	\$40 - 45	\$38 - 45
Auditor (2 - 4 yrs' exp)	\$60 - 100k	\$65 - 100k	\$45 - 60	\$45 - 60
Cost Accountant (0 - 4 yrs' exp)	\$60 - 90k	\$60 - 95k	\$35 - 50	\$33 - 50
Business/Financial/Commercial Analyst (0 - 2 yrs' exp)	\$60 - 90k	\$60 - 90k	\$35 - 45	\$32 - 45
Payroll Officer (3+ yrs' exp)	\$60 - 70k	\$60 - 70k	\$25 - 30	\$26 - 32
Assistant Accountant - CA/CPA (3 - 5 yrs' exp)	\$55 - 70k	\$55 - 70k	\$28 - 35	\$28 - 35
Bookkeeper (0 - 4 yrs' exp)	\$60 - 70k	\$60 - 70k	\$30 - 35	\$28 - 35
Billings Analyst (0 - 4 yrs' exp)	\$50 - 70k	\$50 - 70k	\$22 - 30	\$22 - 30
Accounts Payable/Receivable - Junior (0 - 4 yrs' exp)	\$45 - 65k	\$45 - 65k	\$22 - 27	\$21 - 25
Payroll Officer (0 - 2 yrs' exp)	\$45 - 60k	\$45 - 65k	\$22 - 26	\$21 - 25
Assistant Accountant - CA/CPA (0 - 2 yrs' exp)	\$45 - 60k	\$45 - 60k	\$23 - 28	\$24 - 30
Credit Controller	\$45 - 60k	\$45 - 60k	\$23 - 27	\$22 - 32
Accounts Assistant (0 - 4 yrs' exp)	\$42 - 55k	\$40 - 60k	\$22 - 26	\$23 - 27

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

SYDNEY

HUMAN RESOURCES

Our human resources division specialises in recruiting professionals at all levels, from graduates to HR directors across a broad range of HR specialisations, including organisational development, change management, training, industrial and employee relations and talent management. With an excellent network of strong HR professionals across Australia and Asia Pacific, we focus on delivering the best HR talent to our clients.

Market Overview

Throughout 2009, HR divisions felt the direct impact of the global financial crisis, with many redundancies across a broad range of industries, from high level HR directors to HR professionals who were initially hired to focus on recruitment. Companies recognised the need to manage costs and as a result many HR teams downsized, leaving remaining staff to cover the workload, thereby placing increased pressure on a vast number of HR departments.

As a result of restructures, we saw an increase in available candidates. This gave companies the opportunity to access those professionals who had not previously been available, at lower salaries than demanded in the past.

HR staff who specialised in recruitment were significantly impacted due to hiring freezes across many firms. Those that were not made redundant were expected to save costs and recruit necessary roles without the use of recruitment partners, which added further pressure to workloads.

We saw continued demand for HR business partners due to an increased need for HR to add strategic value to their client groups. Change management and employee relations professionals were also in demand for their skills in restructuring and employee retention.

Outlook for 2010

Firms will need to adopt innovative techniques to ensure they have the best HR partners working in their businesses. With the expected market changes in 2010, companies will look to invest in their current staff to assist in retention, as well as to attract new talent. We expect that this will create demand for experienced HR professionals with backgrounds in talent management, learning and development and recruitment.

ROLE	PERMANENT SALARY PER ANNUM \$AUS
	2010
Generalist	
HR Director	\$250 - 280k
National HR Manager	\$160 - 170k
HR Manager	\$140 - 160k
HR Advisor (5+ yrs' exp)	\$90 - 120k
HR Advisor (1 - 4 yrs' exp)	\$70 - 80k
HR Officer	\$65 - 70k
HR Coordinator	\$55 - 65k
HR Administrator	\$55 - 65k
HR Graduate	\$45 - 55k
Specialist	
Industrial/Employee Relations Manager	\$160k+
Remuneration & Benefits Consultant	\$135 - 160k
Organisational Development Manager	\$130k+
Change Manager	\$130k+
Learning & Development Manager	\$130k+
Recruitment Manager	\$100 - 150k
Organisational Development Advisor	\$90 - 100k
Industrial/Employee Relations Advisor	\$90 - 120k
Learning & Development Advisor	\$70 - 85k
Workforces Planning Consultant	\$70 - 80k
Recruitment Officer	\$70 - 80k

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.
This is a recently opened division - 2009 salary data is therefore unavailable.

SYDNEY

INFORMATION TECHNOLOGY

The Sydney IT division specialises in recruiting permanent and contract IT positions within three industry groups: commerce, telecommunications, and banking, finance and insurance. In the commerce team, consultants further specialise in technical areas including: Java/J2EE, .NET, ERP/CRM, Oracle, business intelligence, testing and infrastructure.

Market Overview

In 2009, the majority of IT managers saw their budgets cut as employers sought to reduce costs due to the global financial crisis. As a result, most companies reduced the number of planned IT projects, with non-essential projects postponed or cancelled. This led to an increased focus on a smaller number of core projects which were either already underway when the global financial crisis began or were viewed as business-critical to ensure costs were saved or revenue increased.

A reduction in the volume of IT projects led to reduced headcount within many IT departments. Contracts were terminated early and redundancies became commonplace, resulting in a large number of available IT professionals. In general, companies retained their top talent and the majority of redundancies were made amongst those with generic experience. Those still employed found they often had to do more work for the same or less money due to the reduction in team numbers, or were asked to work fewer hours to reduce business costs. This brought about a widespread reduction in contract rates and salaries.

Some of the core projects that were already underway when the global financial crisis began were amongst the largest IT transformation and integration projects of their kind seen in Australia. As such, the majority of activity within the IT recruitment market in New South Wales was driven by a handful of the major players in the

areas of telecommunications, banking and government. These projects and the work they created were key in attracting Australian and New Zealand IT professionals working overseas back to Australia. The lack of opportunities in countries that were hit harder by the downturn and the fall of the British Pound against the Australian Dollar were further contributing factors of the influx of IT professionals in possession of valuable foreign experience.

Despite the increased number of available IT professionals, companies still found it difficult to attract top talent, especially professionals with experience in niche or emerging IT skills such as business intelligence, automated testing, Oracle Fusion, HiPortfolio, BizTalk, SharePoint, unified communications and SAP.

Outlook for 2010

Whilst 2009 was a difficult year, Australia was fortunate as it fared better than many other countries and a recovery is expected in the IT market in 2010. The number of planned projects should result in fewer available candidates and a stabilisation of salary levels. Key areas of focus for 2010 are likely to include the National Broadband Network, Green IT (as Australian businesses prepare for the government's proposed Carbon Pollution Reduction Scheme in 2010), cloud computing, virtualisation, mobile applications and a continued focus on business intelligence.

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2009	2010	2009	2010
Development				
Solution/Technical Architect	\$130 - 190k	\$125 - 180k	\$80 - 120	\$80 - 120
Development Manager	\$110 - 175k	\$110 - 165k	\$70 - 110	\$70 - 100
Senior Analyst Programmer (Java, J2EE, .NET, C++)	\$90 - 135k	\$85 - 125k	\$65 - 105	\$60 - 90
Analyst Programmer (Java, J2EE, .NET, C++)	\$60 - 90k	\$55 - 85k	\$40 - 65	\$40 - 60
Web Developer (html, php, javascript)	\$55 - 90k	\$50 - 90k	\$35 - 60	\$30 - 55
ERP				
ERP Consultant Functional	\$90 - 165k	\$90 - 155k	\$80 - 125	\$75 - 125
ERP Consultant Technical	\$75 - 130k	\$75 - 125k	\$55 - 100	\$55 - 100
Business Intelligence				
Data Architect	\$130 - 175k	\$130 - 170k	\$110 - 125	\$100 - 125
Business Intelligence Consultant - Functional	\$85 - 150k	\$80 - 140k	\$75 - 125	\$75 - 125
Business Intelligence Consultant - Technical	\$75 - 130k	\$75 - 130k	\$75 - 120	\$70 - 115
Support				
3rd Level Support/Application Support	\$70 - 100k	\$65 - 90k	\$32 - 60	\$30 - 55
2nd Level Support	\$55 - 70k	\$50 - 66k	\$27 - 32	\$25 - 30
1st Level Support	\$40 - 55k	\$38 - 54k	\$20 - 27	\$20 - 25
IT Graduate (Newly-qualified)	\$40 - 55k	\$38 - 54k	\$20 - 27	\$18 - 25

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	
	2009	2010	2009	2010
Executive				
Chief Information Officer/Chief Technology Officer	\$200 - 400k	\$200 - 400k	\$125 - 225	\$125 - 225
Project Management				
Programme Manager	\$150 - 220k	\$140 - 190k	\$110 - 150	\$100 - 140
Project Manager (5+ yrs' exp)	\$125 - 155k	\$120 - 145k	\$75 - 115	\$75 - 110
Project Manager (1 - 4 yrs' exp)	\$90 - 125k	\$90 - 120k	\$60 - 75	\$60 - 75
Project Coordinator	\$60 - 100k	\$60 - 95k	\$40 - 70	\$40 - 70
Business Analysis				
Business Analyst (4+ yrs' exp)	\$100 - 135k	\$90 - 135k	\$70 - 100	\$70 - 100
Business Analyst (1 - 4 yrs' exp)	\$60 - 100k	\$60 - 90k	\$45 - 70	\$45 - 70
Network/Infrastructure				
Network Engineer - CCIE	\$100 - 150k	\$100 - 150k	\$75 - 110	\$75 - 105
Database Administrator (6+ yrs' exp)	\$100 - 150k	\$100 - 140k	\$65 - 105	\$65 - 100
Systems Administrator - Unix, Windows (3 - 6 yrs' exp)	\$80 - 140k	\$80 - 130k	\$60 - 105	\$55 - 90
Network Engineer - CCNP	\$70 - 100k	\$70 - 100k	\$45 - 75	\$45 - 75
Database Administrator (2 - 5 yrs' exp)	\$65 - 110k	\$65 - 105k	\$40 - 65	\$40 - 65
Systems Administrator - Unix, Windows (1 - 3 yrs' exp)	\$55 - 90k	\$50 - 85k	\$40 - 60	\$35 - 55
Network Engineer - CCNA	\$50 - 70k	\$50 - 70k	\$30 - 45	\$30 - 45
Testing				
Test Manager	\$105 - 150k	\$105 - 140k	\$75 - 105	\$70 - 100
Senior Tester	\$85 - 115k	\$80 - 110k	\$55 - 90	\$50 - 85
Tester	\$55 - 85k	\$55 - 80k	\$35 - 55	\$32 - 50
NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.				

Our Sydney legal division recruits legal professionals at all levels from junior lawyers to partners and general counsel. Our client base includes top-tier, mid-tier and boutique law firms, financial services organisations and blue-chip commercial organisations.

Market Overview

Activity within the legal recruitment market was very low at the start of 2009, with widespread redundancies evident and expansion plans put on hold. The first two quarters saw a lower number of roles available and increased competition amongst candidates. Many organisations lengthened the approval process for new hires and were more selective in their recruitment decisions. There was an increased flow of candidates from the UK and US and many Australians returned from working overseas, however in some areas, employers gave preference to candidates with up-to-date local jurisdiction experience. Market confidence started to return in the latter half of 2009 and resulted in an increase in demand for legal resources across banking, finance and legal practices.

Private Practice

The beginning of 2009 was characterised by a lower volume of opportunities in the market. Many law firms implemented salary freezes throughout the year and bonus pools were significantly reduced. Certain areas were more adversely affected than others as a result of the downturn, including banking, property and corporate/M&A. Redundancies were evident across the top-tier firms and were more prominent amongst junior employees. In quarter two, there was an increase in demand for lawyers specialising in insurance, back-end construction, commercial litigation, insolvency and workplace relations. Recruitment activity was higher across the mid-tier firms, with these firms taking advantage of the high calibre candidates that were available in the market. In the latter half of 2009 we saw demand across a broader range of roles.

Financial Services

The first quarter of 2009 was similar to the end of 2008, with fewer active roles available and hiring freezes evident. Redundancies were not particularly common, however new opportunities were scarce. Towards the mid-year conditions gradually started to improve with a number of roles arising in certain industry areas. This growth continued into the third and fourth quarters, with an increase in opportunities available at a senior level and roles at the three to six year level. As the market recovered, employers opted for a conservative approach to hiring by demanding industry specific skills. There was little movement in salaries and in line with private practice, bonus pools were limited.

Outlook for 2010

With market sentiment improving, many organisations are openly discussing plans to increase headcount in 2010. The higher number of opportunities available for legal professionals will likely lead to a significant amount of candidate movement and may result in a shift back to a candidate short market.

SYDNEY

LEGAL PRIVATE PRACTICE

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2009	2010
Top-Tier Firms		
7+ yrs' PQE	\$140 - 200k+	\$140 - 200k+
6 yrs' PQE	\$130 - 165k	\$130 - 165k
5 yrs' PQE	\$120 - 150k	\$120 - 150k
4 yrs' PQE	\$100 - 140k	\$100 - 140k
3 yrs' PQE	\$85 - 120k	\$85 - 120k
2 yrs' PQE	\$80 - 95k	\$80 - 95k
1 yr PQE	\$70 - 90k	\$70 - 90k
Mid-Tier Firms		
7+ yrs' PQE	\$140 - 190k+	\$140 - 190k+
6 yrs' PQE	\$110 - 150k	\$110 - 150k
5 yrs' PQE	\$95 - 140k	\$95 - 140k
4 yrs' PQE	\$90 - 130k	\$90 - 130k
3 yrs' PQE	\$80 - 115k	\$80 - 115k
2 yrs' PQE	\$70 - 90k	\$70 - 90k
1 yr PQE	\$60 - 80k	\$60 - 80k
Small Firms		
7+ yrs' PQE	\$100 - 150k+	\$100 - 150k+
6 yrs' PQE	\$90 - 130k	\$90 - 130k
5 yrs' PQE	\$80 - 120k	\$80 - 120k
4 yrs' PQE	\$70 - 105k	\$70 - 105k
3 yrs' PQE	\$60 - 100k	\$60 - 100k
2 yrs' PQE	\$50 - 85k	\$50 - 85k
1 yr PQE	\$45 - 65k	\$45 - 65k

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

SYDNEY

LEGAL FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2009	2010
Investment Banking		
10+ yrs' PQE	\$180k+	\$180k+
5 - 10 yrs' PQE	\$140 - 220k	\$140 - 225k
2 - 5 yrs' PQE	\$90 - 150k	\$90 - 160k
0 - 2 yrs' PQE	\$80 - 100k	\$80 - 105k
Funds Management		
10+ yrs' PQE	\$170k+	\$170k+
5 - 10 yrs' PQE	\$140 - 220k	\$140 - 225k
2 - 5 yrs' PQE	\$90 - 150k	\$90 - 150k
0 - 2 yrs' PQE	\$65 - 100k	\$65 - 100k
Retail Banking		
10+ yrs' PQE	\$160k+	\$160k+
5 - 10 yrs' PQE	\$130 - 210k	\$130 - 210k
2 - 5 yrs' PQE	\$90 - 150k	\$90 - 150k
0 - 2 yrs' PQE	\$65 - 95k	\$65 - 95k
Insurance		
10+ yrs' PQE	\$120k+	\$125k+
5 - 10 yrs' PQE	\$120 - 190k	\$120 - 190k
2 - 5 yrs' PQE	\$75 - 140k	\$75 - 140k
0 - 2 yrs' PQE	\$60 - 90k	\$60 - 90k

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

SYDNEY

RISK MANAGEMENT, COMPLIANCE & AUDIT

Our specialist banking team has over six years of experience recruiting in the Sydney market across the specialist disciplines of risk management, compliance and audit. We have the capability to recruit at all levels of seniority and are well networked across a broad range of financial services firms.

Our clients include all investment banks with a presence in Sydney, the primary Australian domestic banks, major and boutique fund managers, insurance firms and financial product distribution businesses.

We have a proven track record in the search and placement of professionals in:

- Audit
- Compliance
- Operational, credit and market risk
- Niche fields such as quantitative research, regulatory change, Basel II and anti-money laundering (AML)

Market Overview

Like many employment sectors within financial services, risk management and compliance recruitment had a difficult start to 2009. This was a result of several factors, one being the number of corporate collapses as a result of dislocation in international financial markets. This had a direct impact on the actual number of potential hiring organisations in the Sydney market. Another more important cause of reduced job vacancies was a general lack of confidence in the direction and future of banking activity, which quickly resulted in hesitation to hire.

Despite the unsteady start to the year, we saw a dramatic change in sentiment from quarter three onwards, with the risk and compliance market continuing to strengthen throughout.

Key areas of hiring were within new regulatory disciplines such as AML, with numerous requirements for candidates with experience

working in investment banks. We also saw strong demand in the credit risk market, particularly around economic capital management as organisations focused on the strength of their balance sheets. The equity markets continued to require compliance candidates with strong ASX market rules and AFSL licensing experience and we saw several senior opportunities available across the domestic and international investment banks.

Corporate advisory/M&A compliance opportunities slowly returned to the market in the second half of 2009, a sharp contrast to the lack of opportunities in the sector through most of 2008 and early 2009. The internal audit recruitment market also performed well in the latter half of the year with all major domestic banks hiring experienced staff. A number of opportunities also emerged within the international banks.

A steady volume of activity arose from the retail banking markets due to the safety measures implemented by the government in association with guarantees on savings and deposits. The fund and asset management markets were slower to return to growth, a direct reflection of the level of market confidence throughout the year.

Restructures were evident within the regulators in 2009, an example being ASIC assuming responsibility for day-to-day supervision of financial markets compliance. Most financial services firms had to address a range of new regulatory reforms, particularly in response to changes around credit code, unfair contracts and margin lending.

Outlook for 2010

We expect demand for risk and compliance professionals to continue, particularly for those with strong regulatory and risk experience. The grace period for AML implementation is coming to a close, AUSTRAC is taking a firmer stance in relation to enforcement of the legislation and ASIC will look to put measures in place to prevent repeating problems we experienced over the preceding two years. With the associated increase in demand for talent, we predict that salaries will continue to rise, organisations will need to compete for experienced candidates and those candidates with a high level of aptitude in select disciplines will have numerous opportunities to choose from when considering career moves.

SYDNEY

RISK MANAGEMENT, COMPLIANCE & AUDIT

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2009	2010
Head of Internal Audit - CA/CPA (10+ yrs' exp)	\$220 - 260k	\$220 - 260k
Quantitative Risk (6+ yrs' exp)	\$150 - 170k	\$155 - 180k
Market Risk - Degree (6+ yrs' exp)	\$145 - 160k	\$150 - 170k
Compliance - Degree (6+ yrs' exp)	\$140 - 160k	\$140 - 165k
Operational Risk Manager (6+ yrs' exp)	\$140 - 150k	\$140 - 160k
Internal Audit - CA/CPA (6 - 10 yrs' exp)	\$130 - 160k	\$130 - 180k
Credit Risk Analyst (6+ yrs' exp)	\$120 - 130k	\$130 - 150k
Market Risk - Degree (3 - 5 yrs' exp)	\$85 - 120k	\$90 - 140k
Quantitative Risk (3 - 5 yrs' exp)	\$85 - 130k	\$90 - 130k
Credit Risk Analyst (3 - 5 yrs' exp)	\$75 - 120k	\$80 - 120k
Operational Risk Manager (3 - 5 yrs' exp)	\$75 - 120k	\$80 - 120k
Compliance - Degree (3 - 5 yrs' exp)	\$75 - 120k	\$80 - 120k
Internal Audit - CA/CPA (3 - 5 yrs' exp)	\$75 - 110k	\$80 - 120k
Compliance - Degree (0 - 2 yrs' exp)	\$55 - 80k	\$55 - 80k
Operational Risk Manager (0 - 2 yrs' exp)	\$55 - 80k	\$55 - 80k
Credit Risk Analyst (0 - 2 yrs' exp)	\$55 - 80k	\$55 - 80k
Market Risk - Degree (0 - 2 yrs' exp)	\$55 - 80k	\$55 - 80k
Internal Audit - CA/CPA (0 - 2 yrs' exp)	\$50 - 70k	\$55 - 80k

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

SYDNEY

SALES, MARKETING & COMMUNICATIONS

Our specialist sales, marketing & communications division in Sydney places professionals across a range of vertical markets including banking and financial services, IT&T, pharmaceuticals and medical devices, FMCG, building and construction, publishing, media and professional services. Our recruitment expertise covers all aspects of sales from business development and account management roles through to sales director level, along with the full range of marketing and communications roles from coordinator up to director level.

Market Overview

Hiring activity in the recruitment market varied significantly throughout 2009 across all industries. The first half of the year saw low activity levels, which picked up in the second half due to a combination of improving market conditions and the renewed headcount budgets that came into effect in the new financial year.

Recruitment that took place in the first six months of the year was led by an appetite for sales professionals with a particular focus on new business development and senior sales roles. Companies had very specific requirements and demanded candidates with relevant industry experience and existing customer relationships.

The global financial crisis heavily impacted the number of marketing and product roles called to market. When headcount budgets allowed for recruitment, roles such as business development or key account and relationship management were sought - those positions that could immediately add to the bottom line in difficult times. Marketing and product roles were viewed as non business-critical and as a result, we saw the highest number of redundancies across these areas.

The volume of redundancies varied significantly across industries, with financial services and building and construction two of the worst affected areas in the first half of the year. Recruitment freezes were widespread across IT&T, media and publishing. Industries that continued to recruit, albeit to a lesser extent than in previous years, were FMCG and pharmaceutical and medical devices.

The second half of 2009 saw a resurgence in recruitment in both the volume and variety of roles. Hiring activity picked up in the financial services sector and we saw recruitment volumes of sales and marketing roles nearly equal those seen in early 2008.

Salaries remained relatively static throughout the year. In light of economic conditions, candidates were more willing to accept roles at a similar level as opposed to furthering their careers. Senior candidates who had previously been in staff management roles increasingly accepted roles that did not have a team management element.

Outlook for 2010

In the first half of 2010 we anticipate steady recruitment of the marketing and product roles that were cut in 2009, along with increased demand for more senior level candidates. We expect salaries to remain largely unchanged throughout the year.

SYDNEY

SALES, MARKETING & COMMUNICATIONS

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2009	2010
Sales Director	\$150 - 250k	\$150 - 250k
Sales and Marketing Director	\$150 - 250k	\$150 - 250k
Marketing Director	\$150 - 220k	\$150 - 220k
Marketing Manager (4 - 5 yrs' exp)	\$120 - 170k	\$120 - 170k
Sales Manager	\$110 - 170k	\$110 - 170k
Public Relations Manager	\$110 - 150k	\$110 - 150k
State Sales Manager	\$110 - 150k	\$110 - 150k
Corporate Affairs Manager	\$100 - 140k	\$100 - 140k
Marketing Manager (2 - 3 yrs' exp)	\$100 - 130k	\$100 - 130k
Segment Manager	\$90 - 150k	\$90 - 150k
Account Director	\$90 - 140k	\$90 - 140k
Media Relations Manager	\$90 - 140k	\$90 - 140k
Direct Marketing Manager	\$90 - 130k	\$90 - 130k
Marketing Communications Manager (4 - 5 yrs' exp)	\$90 - 130k	\$90 - 130k
Campaign Manager	\$90 - 120k	\$90 - 120k
Channel Manager	\$85 - 140k	\$85 - 140k
Trade Marketing Manager	\$85 - 130k	\$85 - 130k
Account Manager (4 - 5 yrs' exp)	\$85 - 120k	\$85 - 120k
Business Development Manager	\$80 - 140k	\$80 - 140k
National Retail Manager	\$80 - 110k	\$80 - 110k
Brand Manager (2 - 3 yrs' exp)	\$75 - 100k	\$75 - 100k
Product Manager	\$75 - 100k	\$75 - 100k
Sponsorship and Events Manager	\$70 - 100k	\$70 - 100k
Marketing Communications Manager (2 - 3 yrs' exp)	\$70 - 90k	\$70 - 90k
Sales Executive	\$65 - 105k	\$65 - 105k
Account Manager (2 - 3 yrs' exp)	\$65 - 95k	\$65 - 95k
Market Researcher	\$60 - 90k	\$60 - 90k
Assistant Product/Brand Manager	\$60 - 85k	\$60 - 85k
Market Analyst	\$60 - 85k	\$60 - 85k
Marketing Executive (2+ yrs' exp)	\$55 - 75k	\$55 - 75k
Communications Executive	\$55 - 75k	\$55 - 75k
Marketing Assistant/Coordinator	\$45 - 60k	\$45 - 60k

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SYDNEY

SECRETARIAL & BUSINESS SUPPORT

The Robert Walters secretarial & business support division specialises in the provision of quality temporary, contract and permanent staff to a variety of organisations across a wide range of industries. Our approach is consultative, offering advice to both clients and candidates to deliver effective business solutions. The success of our team is based on our high calibre consultants who have strong recruitment and industry experience and pride themselves on integrity, honesty and quality.

Market Overview

As with many professions, secretarial and business support candidates were significantly impacted by the economic downturn. During the first half of 2009, the market was highly employer driven and the number of available candidates outweighed the number of available roles. This came as a result of companies downsizing their administrative staff to cut employment costs and was further compounded by entire teams being made redundant, eliminating the need for support staff. Candidates therefore became more flexible on salary, industry and location. When a recruitment need arose, the initial reaction was for organisations to attempt to recruit the open vacancy themselves. However, many soon realised how time consuming screening through high volumes of resumes could be and re-engaged with specialist recruitment partners to relieve this pressure and source the best talent from the vast candidate pool available.

Recruitment activity slowed across all industry sectors compared to previous years. However, at the end of quarter two we started to see an increase in the volume of roles called to market across all levels of support. The banking and finance industry led the way and recruitment subsequently started to pick up across the majority of sectors.

Strong candidates again started to receive multiple offers and the market became more candidate driven. In quarters three and four hiring activity in other disciplines created an increased need for support staff.

As expected, temporary and contract resources were in higher demand than permanent resources throughout 2009. Contract and temporary-to-permanent recruitment solutions offered flexibility and employers took advantage of this in the uncertain environment to ease workloads and avoid commitment to fixed headcount. The recruitment of senior level executive and personal assistants was put on hold and when companies made hires, approval processes were significantly longer.

Outlook for 2010

We envisage a continual increase in the hiring of support staff in 2010. Recruitment will take place across temporary, contract and permanent roles as headcount freezes continue to be lifted. We also expect the market to become more candidate driven and competition to secure the best candidate to increase. The need to offer a comprehensive package, not just attractive remuneration, will become very important once again as candidates continue to put a focus on career progression, training and development and wellness programmes when considering one job opportunity over another.

SYDNEY

SECRETARIAL & BUSINESS SUPPORT

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2009	2010	2009	2010
	Executive Assistant	\$65 - 95k	\$65 - 95k	\$30 - 35
Office Manager	\$55 - 85k	\$55 - 85k	\$30 - 35	\$30 - 35
Senior Secretary	\$55 - 70k	\$55 - 70k	\$28 - 32	\$28 - 32
Desk Assistant	\$55 - 70k	\$55 - 70k	\$27 - 30	\$28 - 32
Legal Secretary	\$55 - 65k	\$55 - 65k	\$25 - 32	\$25 - 32
Research Assistant	\$55 - 65k	\$55 - 65k	\$26 - 30	\$27 - 30
Personal Assistant	\$50 - 65k	\$50 - 70k	\$26 - 32	\$26 - 32
Events Coordinator	\$50 - 70k	\$50 - 70k	\$25 - 30	\$25 - 30
WP Operator	\$50 - 60k	\$50 - 60k	\$26 - 28	\$26 - 30
Marketing Assistant	\$45 - 55k	\$45 - 55k	\$25 - 30	\$25 - 30
Team Secretary	\$45 - 55k	\$45 - 55k	\$24 - 30	\$25 - 30
Junior Secretary	\$45 - 52k	\$45 - 55k	\$22 - 24	\$22 - 26
Switchboard Operator	\$42 - 50k	\$42 - 50k	\$21 - 23	\$21 - 23
Administration Assistant	\$40 - 55k	\$40 - 55k	\$22 - 26	\$22 - 26
Receptionist	\$35 - 55k	\$35 - 55k	\$19 - 23	\$20 - 23
Data Entry Operator	\$32 - 42k	\$35 - 42k	\$19 - 22	\$20 - 22
Office Junior	\$32 - 40k	\$35 - 42k	\$19 - 20	\$20 - 22

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

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