



Australia

Market changes

Australia's banking and financial market was obviously affected by the global financial crisis, which reduced recruitment activity across the sector. Investment banking suffered more than domestic banks, which fared better than US and European counterparts. In most states residential, commercial and property lending slowed and many institutions instigated short-term hiring freezes.

It would be incorrect however to assume activity ceased altogether. Consistent recruitment occurred, albeit for critical roles and for the replacement of less able incumbents recruited during the previous and acute candidate shortage. The use of temporary assignments also increased as organisations balanced permanent hiring freezes with ongoing workloads.

We anticipate these trends will continue in the coming year as institutions focus on regaining consumer confidence, recapturing market share, and retaining and acquiring customers.

Wealth management recruitment generally continued at previous levels, albeit with a longer quiet period between December 2008 and February 2009. The focus is on recruiting individuals with strong experience and good sales skills.

Changes to recruitment practices

Many organisations report frustration when attempting to recruit via online job boards as they are inundated with irrelevant applicants. Meanwhile candidates are dissatisfied by the lack of application updates, leaving them with a poor impression of the organisation. With quantity outstripping quality, the recruitment process needs to be managed effectively.

Positions in demand

The focus on retaining and increasing market share means business development, sales and in-depth credit/deal structuring experience are in demand. Risk and compliance also feature highly. Collections, customer service and telesales experience is sought at the entry-level.

At the support level, demand is evident for temporary assignments in residential lending, in particular within mortgage processing, credit assessment and documentation. This is to be expected when permanent hiring restrictions remain despite low interest rates, falling property prices and the first homebuyers grant.

Financial planners with good track records, client bases and sales skills remain in demand.

Salary movements

For the most part salaries remained static, with many candidates changing roles for little or no increase.

Geographically, it was Adelaide and Melbourne where salary increases were more likely to occur, although even here increases were limited. In Perth salaries declined as a result of previous unrealistic and unsustainable inflation in response to candidate shortages. This is most obvious for paraplanners and qualified financial planners.

New Zealand

Market changes

Like Australia, the New Zealand market was heavily affected by the global financial crisis. While local trading banks were in a stronger position than those based in the USA, UK and Europe, lending finance companies, in particular those exposed to high-risk lending, were hit hard. A number of New Zealand lending firms closed.

While these firms failed, others restructured to solidify their position until the market improves. Institutions re-evaluated their lending practices with the biggest hit impacting residential lending. Staffing requirements were also reassessed and many employees were redeployed into other areas, or where necessary made redundant.

Candidates are up-skilling, with certificates in Financial Planning and similar disciplines popular.

Changes to recruitment practices

Recruitment processes in larger organisations are lengthy, with candidates finding some online systems frustrating and their applications difficult to follow up. This delay is often a result of organisations recruiting for only critical roles, requiring sign-off from senior executives, or recruiting without the services of a specialist agency.

Positions in demand

The focus is on growth, retention and increasing market share, and as such sales and business development skills are in demand across all product ranges. Wealth management, support staff and financial planners are needed as are

foreign exchange dealers as independent companies compete with banks for commercial and corporate foreign exchange business. High demand remains for collections candidates. NZX qualified investment advisors are needed, with a strong focus on equities experience. Organisations are giving quality candidates with little experience an opportunity if they have gained their NZX qualifications.

Salary movements

While salaries remain fairly flat, with many candidates willing to accept minimal or no increase to secure an opportunity within a stable organisation, there were a few notable pockets of salary increases.

Residential lending saw some notable increases, such as for Auckland mortgage Assessors/Credit Analysts (up 5 percent) and Senior Managers (up 10 percent in Auckland and 7 percent in Christchurch/Wellington).

Notable increases were also noted in superannuation in Christchurch/Wellington (for example in call centre member services of 14 percent) and Funds Management Administration in Auckland (up 13 percent). These increases predominantly arose from the demands created by KiwiSaver.

Advice to Australian and New Zealand candidates

Stay positive – especially if you have been made redundant. Potential employers want staff that can move their business forward, and a negative attitude will not give that impression.

Be prepared to diversify as certain areas of the market will remain slow for the coming six to 12 months, creating an excellent opportunity to up-skill and undertake additional training.

Stay patient, as the recruitment process can be slow. Use the time to research companies, work with your recruiter to target the right organisations and remain proactive. Keep a list of where you send your CV direct and advise your recruiter so double handling is reduced. Be equipped to answer both structured and behavioural interview questions.

Branch Staff	Teller	Customer Service Advisor	Branch Supervisor
	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package
NSW - Sydney (Remuneration Package Range)	40,000 35,000 - 42,000	43,000 40,000 - 45,000	55,000 50,000 - 58,000
VIC - Melbourne (Remuneration Package Range)	37,000 35,000 - 40,000	43,000 40,000 - 45,000	50,000 48,000 - 58,000
QLD - Brisbane and Gold Coast (Remuneration Package Range)	36,000 34,000 - 40,000	42,000 37,000 - 45,000	47,000 43,000 - 50,000
SA - Adelaide (Remuneration Package Range)	36,000 34,000 - 40,000	44,000 40,000 - 48,000	52,000 48,000 - 60,000
WA - Perth (Remuneration Package Range)	38,000 35,000 - 42,000	45,000 43,000 - 48,000	58,000 50,000 - 62,000
ACT - Canberra (Remuneration Package Range)	37,000 35,000 - 40,000	40,000 36,000 - 45,000	43,000 40,000 - 50,000
TAS - Hobart (Remuneration Package Range)	32,000 30,000 - 34,000	35,000 32,000 - 38,000	44,000 42,000 - 48,000
NZ - Auckland (Remuneration Package Range)	34,000 32,000 - 36,000	36,000 34,000 - 40,000	52,000 46,000 - 55,000
NZ - Christchurch / Wellington (Remuneration Package Range)	34,000 30,000 - 35,000	34,000 30,000 - 35,000	52,000 46,000 - 55,000

Branch Staff	Lending Officer	Branch Manager	Regional / District Manager
	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package
NSW - Sydney (Remuneration Package Range)	55,000 50,000 - 60,000	75,000 60,000 - 110,000	130,000 105,000 - 150,000
VIC - Melbourne (Remuneration Package Range)	52,000 48,000 - 60,000	75,000 60,000 - 95,000	130,000 110,000 - 150,000
QLD - Brisbane and Gold Coast (Remuneration Package Range)	50,000 45,000 - 55,000	75,000 65,000 - 90,000	120,000 100,000 - 130,000
SA - Adelaide (Remuneration Package Range)	46,000 44,000 - 50,000	70,000 68,000 - 75,000	100,000 90,000 - 120,000
WA - Perth (Remuneration Package Range)	55,000 50,000 - 60,000	73,000 62,000 - 85,000	130,000 105,000 - 155,000
ACT - Canberra (Remuneration Package Range)	45,000 44,000 - 48,000	65,000 58,000 - 75,000	110,000 80,000 - 120,000
TAS - Hobart (Remuneration Package Range)	42,000 40,000 - 45,000	60,000 58,000 - 70,000	90,000 80,000 - 100,000
NZ - Auckland (Remuneration Package Range)	57,000 45,000 - 65,000	75,000 60,000 - 85,000	105,000 90,000 - 130,000
NZ - Christchurch / Wellington (Remuneration Package Range)	57,000 45,000 - 65,000	80,000 60,000 - 85,000	110,000 90,000 - 130,000

Operations Support	Data Entry Officer	Banking / Operations Officer	Securities Officer	Mortgage Settlements Officer	Collections Officer
	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package
NSW - Sydney (Remuneration Package Range)	38,000 33,000 - 42,000	40,000 38,000 - 42,000	45,000 40,000 - 48,000	46,000 38,000 - 50,000	50,000 46,000 - 55,000
VIC - Melbourne (Remuneration Package Range)	38,000 33,000 - 40,000	40,000 38,000 - 42,000	45,000 40,000 - 48,000	42,000 38,000 - 46,000	46,000 40,000 - 50,000
QLD - Brisbane and Gold Coast (Remuneration Package Range)	33,000 30,000 - 35,000	35,000 32,000 - 40,000	45,000 37,000 - 48,000	42,000 37,000 - 47,000	45,000 33,000 - 55,000
SA - Adelaide (Remuneration Package Range)	40,000 38,000 - 44,000	40,000 38,000 - 44,000	48,000 45,000 - 52,000	47,000 42,000 - 52,000	42,000 40,000 - 48,000
WA - Perth (Remuneration Package Range)	43,000 40,000 - 45,000	45,000 44,000 - 46,000	50,000 45,000 - 52,000	51,000 43,000 - 53,000	49,000 41,000 - 55,000
ACT - Canberra (Remuneration Package Range)	33,000 30,000 - 36,000	35,000 32,000 - 38,000	40,000 38,000 - 42,000	40,000 38,000 - 45,000	42,000 38,000 - 45,000
TAS - Hobart (Remuneration Package Range)	33,000 30,000 - 35,000	35,000 33,000 - 36,000	36,000 34,000 - 38,000	37,000 35,000 - 40,000	38,000 35,000 - 40,000
NZ - Auckland (Remuneration Package Range)	30,000 28,000 - 35,000	33,000 32,000 - 36,000	38,000 35,000 - 42,000	40,000 38,000 - 42,000	42,000 38,000 - 45,000
NZ - Christchurch / Wellington (Remuneration Package Range)	30,000 28,000 - 33,000	32,000 30,000 - 35,000	37,000 34,000 - 40,000	37,000 35,000 - 40,000	38,000 37,000 - 45,000

Operations Support	Team Leader / Supervisor	Manager	Senior Manager	General Manager
	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package
NSW - Sydney (Remuneration Package Range)	60,000 55,000 - 65,000	70,000 65,000 - 85,000	130,000 80,000 - 150,000	160,000 110,000 - 250,000
VIC - Melbourne (Remuneration Package Range)	60,000 55,000 - 65,000	70,000 65,000 - 85,000	110,000 80,000 - 150,000	140,000 110,000 - 230,000
QLD - Brisbane and Gold Coast (Remuneration Package Range)	52,000 45,000 - 65,000	70,000 55,000 - 85,000	90,000 80,000 - 120,000	120,000 105,000 - 200,000
SA - Adelaide (Remuneration Package Range)	56,000 50,000 - 65,000	70,000 65,000 - 80,000	85,000 70,000 - 100,000	110,000 90,000 - 140,000
WA - Perth (Remuneration Package Range)	65,000 58,000 - 68,000	75,000 70,000 - 85,000	90,000 80,000 - 110,000	130,000 110,000 - 150,000
ACT - Canberra (Remuneration Package Range)	42,000 40,000 - 46,000	55,000 40,000 - 65,000	72,000 65,000 - 80,000	110,000 90,000 - 120,000
TAS - Hobart (Remuneration Package Range)	45,000 43,000 - 50,000	55,000 50,000 - 60,000	80,000 70,000 - 85,000	105,000 90,000 - 120,000
NZ - Auckland (Remuneration Package Range)	55,000 45,000 - 65,000	60,000 50,000 - 70,000	70,000 68,000 - 90,000	100,000 90,000 - 110,000
NZ - Christchurch / Wellington (Remuneration Package Range)	55,000 45,000 - 65,000	60,000 45,000 - 70,000	70,000 55,000 - 80,000	80,000 70,000 - 100,000

Residential Lending	Mortgage Assessor / Credit Analyst	Senior Mortgage Assessor / Credit Analyst	Mobile Lending Manager	Senior Manager
	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package
NSW - Sydney (Remuneration Package Range)	55,000 50,000 - 60,000	68,000 60,000 - 70,000	70,000 65,000 - 80,000	110,000 90,000 - 120,000
VIC - Melbourne (Remuneration Package Range)	55,000 48,000 - 60,000	60,000 50,000 - 70,000	70,000 65,000 - 80,000	110,000 85,000 - 120,000
QLD - Brisbane and Gold Coast (Remuneration Package Range)	55,000 45,000 - 60,000	62,000 50,000 - 70,000	70,000 55,000 - 85,000	120,000 100,000 - 140,000
SA - Adelaide (Remuneration Package Range)	47,000 45,000 - 55,000	60,000 55,000 - 65,000	70,000 65,000 - 80,000	90,000 85,000 - 100,000
WA - Perth (Remuneration Package Range)	55,000 52,000 - 57,000	65,000 55,000 - 70,000	70,000 65,000 - 80,000	135,000 120,000 - 140,000
ACT - Canberra (Remuneration Package Range)	45,000 40,000 - 50,000	55,000 45,000 - 65,000	65,000 58,000 - 70,000	70,000 65,000 - 75,000
TAS - Hobart (Remuneration Package Range)	43,000 38,000 - 45,000	52,000 45,000 - 58,000	70,000 65,000 - 80,000	80,000 75,000 - 90,000
NZ - Auckland (Remuneration Package Range)	42,000 40,000 - 50,000	52,000 50,000 - 60,000	60,000 55,000 - 75,000	80,000 70,000 - 95,000
NZ - Christchurch / Wellington (Remuneration Package Range)	40,000 38,000 - 45,000	52,000 45,000 - 60,000	60,000 48,000 - 65,000	80,000 70,000 - 95,000

Corporate & Commercial Lending	Assistant Relationship Manager	Relationship Manager	Senior Relationship Manager
	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package
NSW - Sydney (Remuneration Package Range)	68,000 57,000 - 75,000	100,000 90,000 - 120,000	130,000 110,000 - 150,000
VIC - Melbourne (Remuneration Package Range)	68,000 57,000 - 75,000	100,000 90,000 - 110,000	120,000 110,000 - 130,000
QLD - Brisbane and Gold Coast (Remuneration Package Range)	65,000 55,000 - 75,000	100,000 90,000 - 130,000	120,000 120,000 - 150,000
SA - Adelaide (Remuneration Package Range)	62,000 55,000 - 70,000	80,000 70,000 - 90,000	95,000 80,000 - 105,000
WA - Perth (Remuneration Package Range)	68,000 60,000 - 75,000	110,000 90,000 - 120,000	150,000 120,000 - 180,000
ACT - Canberra (Remuneration Package Range)	55,000 50,000 - 70,000	75,000 60,000 - 85,000	85,000 70,000 - 100,000
TAS - Hobart (Remuneration Package Range)	55,000 50,000 - 60,000	75,000 65,000 - 78,000	85,000 80,000 - 90,000
NZ - Auckland (Remuneration Package Range)	62,000 60,000 - 65,000	75,000 70,000 - 80,000	85,000 72,000 - 90,000
NZ - Christchurch / Wellington (Remuneration Package Range)	60,000 53,000 - 65,000	70,000 65,000 - 75,000	75,000 70,000 - 80,000

Corporate & Commercial Lending	Executive Manager	State Manager	Business Development Manager
	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package
NSW - Sydney (Remuneration Package Range)	165,000 150,000 - 180,000	210,000 180,000 - 240,000	130,000 120,000 - 160,000
VIC - Melbourne (Remuneration Package Range)	160,000 150,000 - 180,000	200,000 150,000 - 220,000	120,000 110,000 - 150,000
QLD - Brisbane and Gold Coast (Remuneration Package Range)	165,000 150,000 - 200,000	220,000 200,000 - 240,000	140,000 120,000 - 155,000
SA - Adelaide (Remuneration Package Range)	100,000 90,000 - 140,000	140,000 100,000 - 160,000	110,000 100,000 - 120,000
WA - Perth (Remuneration Package Range)	165,000 142,000 - 200,000	220,000 195,000 - 240,000	140,000 125,000 - 175,000
ACT - Canberra (Remuneration Package Range)	100,000 90,000 - 140,000	120,000 100,000 - 140,000	90,000 75,000 - 120,000
TAS - Hobart (Remuneration Package Range)	95,000 90,000 - 110,000	130,000 110,000 - 150,000	90,000 75,000 - 120,000
NZ - Auckland (Remuneration Package Range)	100,000 90,000 - 120,000	130,000 120,000 - 150,000	100,000 80,000 - 110,000
NZ - Christchurch / Wellington (Remuneration Package Range)	90,000 80,000 - 95,000	130,000 90,000 - 140,000	90,000 65,000 - 100,000

Asset / Auto Finance / Finance	Settlement Officer	Credit Analyst	Senior Credit Analyst	Business Development Manager	Senior Business Development Manager
	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package
NSW - Sydney (Remuneration Package Range)	49,000 45,000 - 54,000	55,000 50,000 - 60,000	70,000 60,000 - 80,000	115,000 90,000 - 120,000	120,000 110,000 - 130,000
VIC - Melbourne (Remuneration Package Range)	49,000 45,000 - 54,000	55,000 48,000 - 58,000	65,000 60,000 - 75,000	95,000 80,000 - 110,000	120,000 110,000 - 140,000
QLD - Brisbane and Gold Coast (Remuneration Package Range)	44,000 40,000 - 50,000	55,000 50,000 - 60,000	70,000 60,000 - 80,000	105,000 90,000 - 120,000	115,000 100,000 - 130,000
SA - Adelaide (Remuneration Package Range)	44,000 42,000 - 50,000	55,000 50,000 - 60,000	60,000 55,000 - 70,000	90,000 85,000 - 100,000	120,000 90,000 - 125,000
WA - Perth (Remuneration Package Range)	49,000 42,000 - 50,000	60,000 55,000 - 65,000	70,000 65,000 - 75,000	120,000 90,000 - 135,000	130,000 110,000 - 155,000
ACT - Canberra (Remuneration Package Range)	42,000 40,000 - 50,000	50,000 46,000 - 55,000	65,000 63,000 - 67,000	75,000 65,000 - 80,000	110,000 90,000 - 120,000
TAS - Hobart (Remuneration Package Range)	38,000 36,000 - 40,000	45,000 40,000 - 50,000	55,000 50,000 - 65,000	90,000 85,000 - 100,000	100,000 90,000 - 110,000
NZ - Auckland (Remuneration Package Range)	45,000 40,000 - 50,000	53,000 50,000 - 60,000	60,000 55,000 - 75,000	90,000 80,000 - 100,000	100,000 90,000 - 120,000
NZ - Christchurch / Wellington (Remuneration Package Range)	50,000 40,000 - 60,000	55,000 50,000 - 65,000	65,000 60,000 - 80,000	85,000 70,000 - 90,000	90,000 75,000 - 95,000

Rural Lending	Assistant Relationship Manager	Lending / Relationship Manager	Senior / District Relationship Manager
	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package
NSW - Sydney (Remuneration Package Range)	61,000 50,000 - 65,000	90,000 70,000 - 100,000	130,000 110,000 - 150,000
VIC - Melbourne (Remuneration Package Range)	55,000 50,000 - 60,000	85,000 70,000 - 90,000	130,000 110,000 - 145,000
QLD - Brisbane and Gold Coast (Remuneration Package Range)	62,000 55,000 - 70,000	80,000 70,000 - 100,000	140,000 135,000 - 170,000
SA - Adelaide (Remuneration Package Range)	52,000 45,000 - 60,000	75,000 60,000 - 90,000	120,000 95,000 - 140,000
WA - Perth (Remuneration Package Range)	70,000 65,000 - 85,000	100,000 90,000 - 120,000	150,000 130,000 - 175,000
ACT - Canberra (Remuneration Package Range)	52,000 50,000 - 60,000	80,000 75,000 - 85,000	110,000 90,000 - 120,000
TAS - Hobart (Remuneration Package Range)	50,000 45,000 - 55,000	70,000 60,000 - 80,000	100,000 75,000 - 115,000
NZ - Auckland (Remuneration Package Range)	55,000 50,000 - 60,000	85,000 75,000 - 100,000	110,000 90,000 - 120,000
NZ - Christchurch / Wellington (Remuneration Package Range)	50,000 48,000 - 59,000	70,000 60,000 - 95,000	100,000 70,000 - 120,000

Superannuation	Administrator	Senior Administrator	Team Leader	Fund Manager	Manager
	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package
NSW - Sydney (Remuneration Package Range)	50,000 45,000 - 55,000	55,000 50,000 - 60,000	75,000 65,000 - 85,000	130,000 100,000 - 150,000	95,000 85,000 - 100,000
VIC - Melbourne (Remuneration Package Range)	48,000 45,000 - 55,000	55,000 50,000 - 60,000	70,000 65,000 - 80,000	130,000 100,000 - 140,000	90,000 80,000 - 95,000
QLD - Brisbane and Gold Coast (Remuneration Package Range)	45,000 36,000 - 48,000	55,000 45,000 - 60,000	58,000 50,000 - 65,000	120,000 100,000 - 130,000	90,000 71,000 - 100,000
SA - Adelaide (Remuneration Package Range)	42,000 34,000 - 50,000	47,000 42,000 - 50,000	58,000 50,000 - 72,000	110,000 90,000 - 120,000	70,000 60,000 - 90,000
WA - Perth (Remuneration Package Range)	46,000 40,000 - 49,000	55,000 45,000 - 60,000	70,000 65,000 - 75,000	130,000 110,000 - 185,000	98,000 87,000 - 120,000
ACT - Canberra (Remuneration Package Range)	32,000 30,000 - 35,000	42,000 40,000 - 45,000	47,000 45,000 - 50,000	100,000 90,000 - 110,000	50,000 45,000 - 55,000
TAS - Hobart (Remuneration Package Range)	35,000 30,000 - 45,000	42,000 40,000 - 45,000	45,000 42,000 - 50,000	75,000 70,000 - 85,000	60,000 55,000 - 65,000
NZ - Auckland (Remuneration Package Range)	48,000 47,000 - 60,000	50,000 45,000 - 55,000	58,000 50,000 - 65,000	80,000 75,000 - 90,000	80,000 75,000 - 100,000
NZ - Christchurch / Wellington (Remuneration Package Range)	47,000 47,000 - 60,000	50,000 47,000 - 60,000	60,000 50,000 - 65,000	68,000 55,000 - 75,000	65,000 60,000 - 70,000

Superannuation Administration (Defined Benefit)	Fund Administrator	Senior Administrator	Team Leader	Administration Manager	Fund Manager
	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package
NSW - Sydney (Remuneration Package Range)	50,000 45,000 - 55,000	60,000 55,000 - 65,000	75,000 65,000 - 85,000	100,000 90,000 - 110,000	125,000 100,000 - 130,000
VIC - Melbourne (Remuneration Package Range)	50,000 45,000 - 55,000	60,000 55,000 - 65,000	75,000 70,000 - 80,000	90,000 80,000 - 95,000	130,000 100,000 - 140,000
QLD - Brisbane and Gold Coast (Remuneration Package Range)	45,000 40,000 - 50,000	60,000 55,000 - 65,000	70,000 60,000 - 80,000	90,000 80,000 - 100,000	120,000 100,000 - 140,000
SA - Adelaide (Remuneration Package Range)	44,000 40,000 - 50,000	52,000 42,000 - 55,000	55,000 47,000 - 70,000	80,000 70,000 - 85,000	105,000 90,000 - 130,000
WA - Perth (Remuneration Package Range)	43,000 41,000 - 45,000	49,000 45,000 - 55,000	65,000 55,000 - 75,000	98,000 87,000 - 120,000	130,000 120,000 - 185,000
ACT - Canberra (Remuneration Package Range)	43,000 38,000 - 45,000	50,000 48,000 - 52,000	55,000 53,000 - 58,000	80,000 75,000 - 85,000	100,000 90,000 - 120,000
TAS - Hobart (Remuneration Package Range)	38,000 35,000 - 42,000	40,000 38,000 - 42,000	48,000 40,000 - 50,000	75,000 70,000 - 85,000	90,000 80,000 - 100,000
NZ - Auckland (Remuneration Package Range)	40,000 37,000 - 48,000	52,000 48,000 - 58,000	60,000 55,000 - 70,000	85,000 70,000 - 100,000	95,000 85,000 - 105,000
NZ - Christchurch / Wellington (Remuneration Package Range)	40,000 37,000 - 45,000	45,000 38,000 - 50,000	50,000 42,000 - 55,000	55,000 47,000 - 60,000	95,000 85,000 - 105,000

Superannuation Client Services	Call Centre Member Services	Senior Member Services	Senior Member Services Team Leader	Team Leader Call Centre Manager	Call Centre Manager
	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package
NSW - Sydney (Remuneration Package Range)	45,000 40,000 - 50,000	55,000 50,000 - 60,000	75,000 65,000 - 80,000	85,000 75,000 - 90,000	100,000 90,000 - 110,000
VIC - Melbourne (Remuneration Package Range)	45,000 40,000 - 50,000	55,000 50,000 - 55,000	70,000 65,000 - 80,000	75,000 70,000 - 85,000	90,000 80,000 - 95,000
QLD - Brisbane and Gold Coast (Remuneration Package Range)	40,000 35,000 - 42,000	46,000 43,000 - 50,000	72,000 65,000 - 80,000	75,000 65,000 - 85,000	95,000 80,000 - 110,000
SA - Adelaide (Remuneration Package Range)	42,000 40,000 - 48,000	43,000 40,000 - 48,000	55,000 50,000 - 57,000	68,000 65,000 - 87,000	90,000 80,000 - 120,000
WA - Perth (Remuneration Package Range)	44,000 42,000 - 48,000	51,000 50,000 - 60,000	65,000 55,000 - 70,000	80,000 70,000 - 85,000	120,000 100,000 - 150,000
ACT - Canberra (Remuneration Package Range)	35,000 32,000 - 36,000	37,000 35,000 - 38,000	50,000 45,000 - 55,000	60,000 50,000 - 65,000	80,000 70,000 - 85,000
TAS - Hobart (Remuneration Package Range)	34,000 30,000 - 45,000	37,000 35,000 - 38,000	43,000 38,000 - 45,000	48,000 45,000 - 55,000	70,000 65,000 - 80,000
NZ - Auckland (Remuneration Package Range)	40,000 36,000 - 45,000	50,000 46,000 - 55,000	60,000 53,000 - 70,000	60,000 55,000 - 70,000	85,000 70,000 - 100,000
NZ - Christchurch / Wellington (Remuneration Package Range)	40,000 35,000 - 45,000	39,000 35,000 - 42,000	45,000 40,000 - 50,000	60,000 50,000 - 70,000	75,000 65,000 - 90,000

Funds Management	Administrator	Senior Administrator	Manager	Business Development Manager	General Manager
	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package
NSW - Sydney (Remuneration Package Range)	55,000 50,000 - 60,000	65,000 55,000 - 70,000	105,000 85,000 - 120,000	110,000 100,000 - 120,000	155,000 140,000 - 165,000
VIC - Melbourne (Remuneration Package Range)	50,000 45,000 - 50,000	60,000 50,000 - 65,000	90,000 80,000 - 100,000	110,000 90,000 - 120,000	160,000 140,000 - 170,000
QLD - Brisbane and Gold Coast (Remuneration Package Range)	44,000 40,000 - 50,000	55,000 50,000 - 62,000	90,000 80,000 - 100,000	120,000 110,000 - 130,000	155,000 140,000 - 170,000
SA - Adelaide (Remuneration Package Range)	43,000 38,000 - 48,000	48,000 42,000 - 50,000	70,000 55,000 - 75,000	100,000 80,000 - 120,000	130,000 100,000 - 150,000
WA - Perth (Remuneration Package Range)	44,000 38,000 - 45,000	53,000 45,000 - 54,000	85,000 80,000 - 100,000	130,000 120,000 - 150,000	165,000 160,000 - 220,000
ACT - Canberra (Remuneration Package Range)	40,000 38,000 - 42,000	45,000 42,000 - 46,000	75,000 70,000 - 80,000	80,000 75,000 - 85,000	110,000 100,000 - 120,000
TAS - Hobart (Remuneration Package Range)	34,000 30,000 - 45,000	43,000 41,000 - 45,000	65,000 55,000 - 75,000	80,000 75,000 - 85,000	100,000 90,000 - 120,000
NZ - Auckland (Remuneration Package Range)	45,000 40,000 - 50,000	52,000 42,000 - 58,000	85,000 70,000 - 100,000	85,000 75,000 - 95,000	130,000 110,000 - 150,000
NZ - Christchurch / Wellington (Remuneration Package Range)	40,000 35,000 - 45,000	45,000 38,000 - 50,000	60,000 50,000 - 70,000	80,000 65,000 - 90,000	100,000 90,000 - 115,000

Funds Management	Settlements Officer	Senior Settlements Officer	Supervisor	Unit Registry	Unit Pricing
	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package
NSW - Sydney (Remuneration Package Range)	55,000 48,000 - 60,000	60,000 55,000 - 65,000	80,000 65,000 - 85,000	55,000 48,000 - 60,000	55,000 50,000 - 60,000
VIC - Melbourne (Remuneration Package Range)	50,000 45,000 - 55,000	60,000 55,000 - 65,000	70,000 60,000 - 75,000	50,000 45,000 - 55,000	50,000 45,000 - 55,000
QLD - Brisbane and Gold Coast (Remuneration Package Range)	45,000 40,000 - 45,000	50,000 45,000 - 55,000	60,000 50,000 - 65,000	42,000 34,000 - 46,000	50,000 45,000 - 55,000
SA - Adelaide (Remuneration Package Range)	44,000 42,000 - 47,000	47,000 45,000 - 50,000	65,000 50,000 - 70,000	42,000 38,000 - 48,000	50,000 42,000 - 55,000
WA - Perth (Remuneration Package Range)	49,000 44,000 - 50,000	52,000 50,000 - 55,000	55,000 50,000 - 60,000	46,000 41,000 - 49,000	55,000 49,000 - 60,000
ACT - Canberra (Remuneration Package Range)	40,000 34,000 - 42,000	44,000 42,000 - 46,000	47,000 45,000 - 50,000	35,000 34,000 - 40,000	40,000 35,000 - 45,000
TAS - Hobart (Remuneration Package Range)	34,000 33,000 - 35,000	40,000 38,000 - 42,000	47,000 45,000 - 50,000	32,000 30,000 - 34,000	40,000 35,000 - 45,000
NZ - Auckland (Remuneration Package Range)	45,000 40,000 - 48,000	50,000 45,000 - 55,000	58,000 50,000 - 70,000	42,000 38,000 - 48,000	47,000 42,000 - 50,000
NZ - Christchurch / Wellington (Remuneration Package Range)	40,000 35,000 - 45,000	45,000 40,000 - 50,000	48,000 46,000 - 60,000	35,000 34,000 - 40,000	55,000 45,000 - 60,000

Funds Management	Client Services Officer	Senior Client Services Officer	Client Services Supervisor
	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package
NSW - Sydney (Remuneration Package Range)	50,000 45,000 - 52,000	58,000 55,000 - 65,000	68,000 65,000 - 75,000
VIC - Melbourne (Remuneration Package Range)	50,000 45,000 - 55,000	55,000 50,000 - 65,000	70,000 65,000 - 75,000
QLD - Brisbane and Gold Coast (Remuneration Package Range)	40,000 34,000 - 42,000	48,000 42,000 - 55,000	55,000 48,000 - 55,000
SA - Adelaide (Remuneration Package Range)	46,000 40,000 - 50,000	48,000 42,000 - 55,000	55,000 45,000 - 60,000
WA - Perth (Remuneration Package Range)	48,000 45,000 - 52,000	55,000 50,000 - 60,000	60,000 54,000 - 65,000
ACT - Canberra (Remuneration Package Range)	44,000 42,000 - 50,000	49,000 45,000 - 55,000	55,000 50,000 - 60,000
TAS - Hobart (Remuneration Package Range)	38,000 35,000 - 42,000	45,000 42,000 - 48,000	48,000 40,000 - 55,000
NZ - Auckland (Remuneration Package Range)	44,000 40,000 - 48,000	50,000 45,000 - 55,000	60,000 55,000 - 65,000
NZ - Christchurch / Wellington (Remuneration Package Range)	40,000 35,000 - 45,000	48,000 42,000 - 52,000	55,000 50,000 - 60,000

Treasury Operations Money Market / FX / Fixed Interest Settlements / Derivatives / Capital Market	Officer	Senior Officer	Supervisor	Manager	Senior Manager
	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package
NSW - Sydney (Remuneration Package Range)	55,000 45,000 - 60,000	65,000 55,000 - 70,000	70,000 65,000 - 80,000	90,000 80,000 - 100,000	130,000 110,000 - 150,000
VIC - Melbourne (Remuneration Package Range)	55,000 45,000 - 60,000	60,000 55,000 - 65,000	75,000 68,000 - 80,000	90,000 80,000 - 100,000	115,000 100,000 - 130,000
QLD - Brisbane and Gold Coast (Remuneration Package Range)	45,000 38,000 - 45,000	50,000 45,000 - 50,000	60,000 55,000 - 65,000	90,000 75,000 - 105,000	125,000 110,000 - 140,000
SA - Adelaide (Remuneration Package Range)	46,000 40,000 - 50,000	50,000 44,000 - 55,000	60,000 50,000 - 70,000	80,000 65,000 - 90,000	100,000 75,000 - 120,000
WA - Perth (Remuneration Package Range)	45,000 42,000 - 55,000	54,000 49,000 - 55,000	60,000 54,000 - 70,000	87,000 65,000 - 105,000	130,000 110,000 - 150,000
ACT - Canberra (Remuneration Package Range)	45,000 40,000 - 50,000	48,000 44,000 - 55,000	50,000 49,000 - 58,000	70,000 68,000 - 78,000	90,000 80,000 - 95,000
TAS - Hobart (Remuneration Package Range)	35,000 32,000 - 40,000	40,000 38,000 - 47,000	47,000 45,000 - 55,000	65,000 60,000 - 72,000	85,000 75,000 - 95,000
NZ - Auckland (Remuneration Package Range)	47,000 37,000 - 52,000	55,000 45,000 - 60,000	60,000 53,000 - 62,000	65,000 60,000 - 72,000	100,000 80,000 - 125,000
NZ - Christchurch / Wellington (Remuneration Package Range)	50,000 45,000 - 60,000	60,000 50,000 - 65,000	55,000 50,000 - 60,000	65,000 55,000 - 80,000	105,000 90,000 - 115,000

Financial Markets	Settlement Officer	Senior Officer	Supervisor	Manager	Corporate Actions Officer
	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package
NSW - Sydney (Remuneration Package Range)	55,000 45,000 - 60,000	65,000 55,000 - 70,000	70,000 65,000 - 80,000	95,000 80,000 - 120,000	55,000 50,000 - 60,000
VIC - Melbourne (Remuneration Package Range)	50,000 45,000 - 55,000	60,000 60,000 - 65,000	67,000 55,000 - 72,000	90,000 75,000 - 100,000	53,000 48,000 - 60,000
QLD - Brisbane and Gold Coast (Remuneration Package Range)	45,000 40,000 - 45,000	55,000 50,000 - 60,000	65,000 55,000 - 70,000	85,000 70,000 - 100,000	50,000 45,000 - 55,000
SA - Adelaide (Remuneration Package Range)	46,000 40,000 - 50,000	52,000 44,000 - 60,000	62,000 45,000 - 70,000	80,000 50,000 - 90,000	50,000 40,000 - 55,000
WA - Perth (Remuneration Package Range)	49,000 44,000 - 50,000	55,000 50,000 - 60,000	60,000 54,000 - 70,000	85,000 70,000 - 100,000	52,000 45,000 - 55,000
ACT - Canberra (Remuneration Package Range)	36,000 34,000 - 38,000	40,000 38,000 - 47,000	50,000 45,000 - 55,000	75,000 50,000 - 80,000	43,000 38,000 - 45,000
TAS - Hobart (Remuneration Package Range)	35,000 34,000 - 37,000	39,000 38,000 - 45,000	48,000 43,000 - 55,000	60,000 50,000 - 65,000	42,000 38,000 - 45,000
NZ - Auckland (Remuneration Package Range)	45,000 38,000 - 47,000	55,000 45,000 - 60,000	62,000 53,000 - 65,000	72,000 65,000 - 78,000	45,000 40,000 - 48,000
NZ - Christchurch / Wellington (Remuneration Package Range)	45,000 40,000 - 50,000	55,000 50,000 - 60,000	60,000 55,000 - 65,000	70,000 60,000 - 80,000	45,000 40,000 - 50,000

Financial Markets / Margin Lending	Client Services	Support	Business Development
	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package
NSW - Sydney (Remuneration Package Range)	55,000 50,000 - 60,000	50,000 45,000 - 55,000	120,000 80,000 - 130,000
VIC - Melbourne (Remuneration Package Range)	49,000 45,000 - 52,000	45,000 42,000 - 55,000	100,000 75,000 - 120,000
QLD - Brisbane and Gold Coast (Remuneration Package Range)	49,000 45,000 - 50,000	45,000 42,000 - 55,000	100,000 90,000 - 130,000
SA - Adelaide (Remuneration Package Range)	46,000 42,000 - 52,000	45,000 42,000 - 50,000	90,000 70,000 - 100,000
WA - Perth (Remuneration Package Range)	49,000 47,000 - 52,000	45,000 38,000 - 49,000	120,000 90,000 - 140,000
ACT - Canberra (Remuneration Package Range)	40,000 38,000 - 48,000	45,000 38,000 - 46,000	70,000 65,000 - 75,000
TAS - Hobart (Remuneration Package Range)	34,000 33,000 - 35,000	36,000 35,000 - 40,000	70,000 65,000 - 75,000
NZ - Auckland (Remuneration Package Range)	48,000 44,000 - 52,000	40,000 35,000 - 45,000	85,000 80,000 - 90,000
NZ - Christchurch / Wellington (Remuneration Package Range)	45,000 40,000 - 50,000	37,000 35,000 - 45,000	85,000 80,000 - 90,000

Trade Finance	Processing Officer	Senior Processing Officer	Team Leader	Manager
	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package
NSW - Sydney (Remuneration Package Range)	45,000 42,000 - 48,000	50,000 45,000 - 55,000	61,000 55,000 - 65,000	110,000 80,000 - 120,000
VIC - Melbourne (Remuneration Package Range)	45,000 40,000 - 47,000	50,000 45,000 - 55,000	60,000 50,000 - 65,000	110,000 80,000 - 120,000
QLD - Brisbane and Gold Coast (Remuneration Package Range)	42,000 37,000 - 45,000	53,000 48,000 - 58,000	61,000 48,000 - 65,000	92,000 75,000 - 110,000
SA - Adelaide (Remuneration Package Range)	40,000 38,000 - 45,000	48,000 42,000 - 52,000	60,000 48,000 - 62,000	72,000 60,000 - 80,000
WA - Perth (Remuneration Package Range)	49,000 43,000 - 52,000	55,000 50,000 - 60,000	60,000 55,000 - 65,000	110,000 80,000 - 120,000
ACT - Canberra (Remuneration Package Range)	35,000 33,000 - 39,000	40,000 38,000 - 45,000	48,000 45,000 - 50,000	70,000 65,000 - 75,000
TAS - Hobart (Remuneration Package Range)	33,000 30,000 - 34,000	38,000 35,000 - 40,000	44,000 42,000 - 45,000	65,000 60,000 - 75,000
NZ - Auckland (Remuneration Package Range)	35,000 33,000 - 39,000	40,000 38,000 - 45,000	50,000 40,000 - 58,000	70,000 65,000 - 75,000
NZ - Christchurch / Wellington (Remuneration Package Range)	34,000 30,000 - 38,000	38,000 35,000 - 42,000	50,000 40,000 - 58,000	65,000 60,000 - 75,000

Financial Planning	Para Planner	Senior Para Planner (Qualified)	Associate Financial Planner	Financial Planner (Qualified)	Client Services
	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package
NSW - Sydney (Remuneration Package Range)	60,000 55,000 - 65,000	75,000 65,000 - 90,000	65,000 55,000 - 75,000	100,000 80,000 - 120,000	50,000 45,000 - 55,000
VIC - Melbourne (Remuneration Package Range)	55,000 50,000 - 65,000	70,000 55,000 - 90,000	60,000 50,000 - 70,000	90,000 70,000 - 110,000	50,000 45,000 - 55,000
QLD - Brisbane and Gold Coast (Remuneration Package Range)	65,000 50,000 - 70,000	85,000 70,000 - 90,000	60,000 55,000 - 65,000	85,000 70,000 - 100,000	49,000 40,000 - 50,000
SA - Adelaide (Remuneration Package Range)	55,000 48,000 - 65,000	65,000 55,000 - 85,000	60,000 50,000 - 70,000	90,000 80,000 - 120,000	49,000 38,000 - 52,000
WA - Perth (Remuneration Package Range)	65,000 60,000 - 70,000	85,000 75,000 - 105,000	65,000 54,000 - 70,000	100,000 98,000 - 120,000	49,000 41,000 - 55,000
ACT - Canberra (Remuneration Package Range)	55,000 40,000 - 60,000	65,000 55,000 - 75,000	65,000 60,000 - 80,000	90,000 70,000 - 120,000	45,000 40,000 - 55,000
TAS - Hobart (Remuneration Package Range)	50,000 45,000 - 55,000	60,000 50,000 - 70,000	60,000 50,000 - 70,000	70,000 55,000 - 105,000	50,000 45,000 - 55,000
NZ - Auckland (Remuneration Package Range)	50,000 43,000 - 60,000	65,000 55,000 - 75,000	65,000 60,000 - 75,000	90,000 80,000 - 100,000	60,000 55,000 - 65,000
NZ - Christchurch / Wellington (Remuneration Package Range)	47,000 43,000 - 60,000	58,000 53,000 - 68,000	63,000 60,000 - 70,000	95,000 80,000 - 110,000	60,000 55,000 - 65,000

Financial Planning	Financial Planner (Qualified - Banking Ind.)	Practice Development Manager	Dealership Manager	Adviser Assistant	Manager
	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package	Average Remuneration Package	
NSW - Sydney (Remuneration Package Range)	100,000 80,000 - 120,000	140,000 110,000 - 170,000	190,000 160,000 - 210,000	55,000 50,000 - 60,000	
VIC - Melbourne (Remuneration Package Range)	90,000 80,000 - 120,000	130,000 110,000 - 170,000	180,000 130,000 - 200,000	45,000 40,000 - 55,000	
QLD - Brisbane and Gold Coast (Remuneration Package Range)	90,000 70,000 - 120,000	120,000 90,000 - 140,000	125,000 120,000 - 130,000	43,000 35,000 - 55,000	
SA - Adelaide (Remuneration Package Range)	80,000 65,000 - 120,000	120,000 90,000 - 150,000	130,000 90,000 - 150,000	46,000 42,000 - 55,000	
WA - Perth (Remuneration Package Range)	95,000 76,000 - 120,000	130,000 110,000 - 155,000	200,000 180,000 - 240,000	49,000 41,000 - 55,000	
ACT - Canberra (Remuneration Package Range)	85,000 75,000 - 120,000	90,000 80,000 - 110,000	110,000 90,000 - 130,000	48,000 40,000 - 50,000	
TAS - Hobart (Remuneration Package Range)	70,000 55,000 - 105,000	90,000 85,000 - 95,000	95,000 80,000 - 110,000	43,000 40,000 - 45,000	
NZ - Auckland (Remuneration Package Range)	85,000 80,000 - 100,000	90,000 85,000 - 110,000	140,000 110,000 - 160,000	50,000 45,000 - 55,000	
NZ - Christchurch / Wellington (Remuneration Package Range)	85,000 80,000 - 100,000	85,000 80,000 - 100,000	140,000 110,000 - 160,000	50,000 45,000 - 55,000	

Typical Benefits

- Education Costs
- Performance based bonuses
- Financial Planner (Qualified) salaries are exclusive of a bonus

- All Salaries are representative of the total package value
- Australian salaries include Superannuation
- New Zealand Salaries exclude Superannuation
- New Zealand Salaries are represented in New Zealand Dollars