



HAYS Recruiting experts
worldwide

FY 2019/20 SALARY GUIDE INSIGHTS FROM THE EXPERTS

Australia & New Zealand salary and recruitment trends

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THANK YOU

Hays would like to express our gratitude to all those organisations that participated in our online survey and provided such invaluable feedback, which we feel has contributed to making this the most accurate and up to date survey of its kind in Australia and New Zealand. This year's results are based on a survey of more than 5,000 participants.

FEEDBACK

We welcome any feedback or comments regarding this guide whether positive or negative to ensure that it continues to be relevant to Australian and New Zealand organisations across all industries. Please address any suggestions to your local Hays office or to:
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E: salaryguide@hays.com.au

DISCLAIMER

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THE TUG OF WAR OVER SALARIES HEATS UP WHAT'S YOUR GAME PLAN?

Over the past year we've seen skill shortages intensify and the gap between the skills jobseekers possess and those employers want widen.

It's no wonder then that while employers tell us they will continue to add to their headcount in the year ahead, 70% simultaneously acknowledge that skill shortages are likely to impact the effective operation of their business or department, up from 67% last year. At the same time, they tell us that turnover has risen as employees seek salary increases or career progression elsewhere.

In response, 90% of employers will increase their employees' salaries in their next review, up from 87% who did so in their last review. However, the value of those increases will fall, meaning pay rises will be less significant than employees are hoping for.

There are of course exceptions, with many employers offering salary increases to the skills in greatest demand. For all other staff though, salary increases are restrained.

For their part, while our survey data shows that employees are now more resigned to the low salary increase overtures made by their employers – 27% do not expect their employer to offer them an increase, for instance – they're not about to grin and bear it.

The cumulative effect of several years of subdued wage growth has seen an uncompetitive salary become a primary motivator for employees leaving their job. As our survey reveals, in the 2019-20 year ahead, 41% of those who say they'll look for a new job cite an uncompetitive salary as a reason. In addition, over half say a pay rise is their number one career priority this year. Evidently, the aggregate effect is taking its toll.

With employees and employers not on the same page when it comes to the value of salary increases, and employers clearly determined to continue curtailing their salary increase budgets despite widening skill shortages, the resulting tug of war will lead to rising turnover and heightened candidate attraction challenges.

To counter the effect on attraction and retention, employers will need to reinvest in training, offer career development pathways, think beyond staggered start and finish times to offer genuine work-life balance initiatives and give diversity policies more than mere lip service.

In the following pages, we share findings from our survey as well as typical salaries in 25 sectors and industries. We hope these insights keep you informed for the year ahead.

Nick Deligiannis
Managing Director,
Hays Australia & New Zealand



41%

**OF EMPLOYEES WHO PLAN TO LOOK FOR A NEW JOB
THIS YEAR ARE MOTIVATED BY AN UNCOMPETITIVE SALARY**

65%

OF EMPLOYERS INTEND TO INCREASE SALARIES BY 3% OR LESS THIS FINANCIAL YEAR

MORE EMPLOYERS WILL INCREASE SALARIES BUT VALUE DROPS AMID WIDENING EXPECTATION GAP

General findings

For our FY 2019/20 Hays Salary Guide we surveyed more than 3,400 organisations, representing over 4.7 million employees, for their views on salary policy, hiring intentions and recruitment trends. These employers intend to add headcount and are aware of the growing talent shortage, particularly in technical areas. Yet while more plan to increase salaries compared to their previous reviews, the value of those increases will fall. So what has changed?

Outlook

Business activity increased in 68% of organisations over the past year, with 70% expecting it to increase in the next 12 months. Almost half (47%) of employers intend to increase permanent staff levels while 17% will boost temporary and contract staff numbers.

Skill shortages

In a market where employers want to add headcount, skill shortages will remain a critical issue. Indeed, 70% of employers say skill shortages will impact the effective operation of their business or department in either a significant (28%) or minor (42%) way, up from 67% last year.

According to these employers, mid management professionals are the most difficult to recruit, particularly in engineering, technical and IT fields.

Perhaps that's why, in skill short areas, 57% of employers would consider employing or sponsoring a qualified overseas candidate. With the required skills in short supply, it also helps to account for overtime increasing in 31% of organisations over the last 12 months. Of these, 74% said overtime had increased by up to 10% year-on-year. In 57% of cases, these extra hours were unpaid.

Given rising headcount requirements coupled with a shortage of skilled professionals, it's understandable that employers are utilising temporary and contract staff at not only entry (58%) and mid-levels (59%) but also senior (22%) and executive (5%) levels as short-term support or while a permanent employee is sourced.

Salary trends

Our 2019-20 survey data shows that more employees will receive a salary increase this financial year than last. Just 10% of employers do not intend to increase their employees' salaries in their next review, down from 13% who did not award any increases in their last review.

However, while more employers will increase salaries, the value of those increases will fall. In their next review, 65% intend to raise salaries at

the lower level of 3% or less, up from 57% who increased at this lower level in their last review. In addition, while 9% increased salaries by 6% or more in their last review, just 4% plan to do so this year.

The number of employers intending to increase salaries at the mid-level, between 3 and 6%, remains unchanged at 21%.

Advertising and media tops the list of most generous industries, with 15% of employers planning to award salary increases of 6% or more in their next review. This is followed by IT and telecommunications (11%), construction, property and engineering (7%) and professional services (6%).

Salary expectations divide

We also spoke to over 1,600 professionals for their perspective on salary and recruitment trends. As a group, 14% expect an increase of 6% or more, highlighting a clear salary expectation gap at this higher level.

At the other end of the scale though, 27% expect no increase whatsoever. A further 41% expect to receive a salary increase at the lower level of 3% or less.

But while these professionals are resigned to little or no increase from their existing employer, they are prepared to take action to improve their earnings elsewhere. In fact, 57% said a salary increase is their number one career priority this year.

How do they plan to achieve this? Almost one half (46%) will ask their current employer for a pay rise, with a further 26% maybe doing the same. In addition, 41% of the employees who say they are already looking – or planning to look – for a new job in the next 12 months are motivated by an uncompetitive salary.

Benefits

While employers and employees aren't on the same page when it comes to the value of salary increases, it's reassuring to see that they have found common ground in benefits. Flexible work practices are by far the most common benefit offered by employers (83%), ahead of ongoing learning and development (70%) and career progression opportunities (62%).

This aligns with the expectations of employees, who when looking for a new job seek flexible work practices (76%), career progression opportunities (67%) and ongoing learning and development (57%).

MARKET OVERVIEW & TRENDS

RECOMMENDATIONS FOR EMPLOYERS

The skill shortage is leading to renewed focus on attraction – but don't ignore retention

Employers are increasingly aware of the impact of skill shortages and the resulting attraction challenges. 70% of employers believe that skill shortages will impact the effective operation of their business or department, up from 67% last year. In addition, more employers are restructuring to keep up with changing business needs (54% compared to 52% last year). The key driver of these restructures is a change in the required skill sets, further tipping the supply and demand ratio in favour of candidates with the competencies sought. It is therefore understandable that employers need to increase their focus on candidate attraction. However, with 40% of employees already looking – or planning to look – for a new job in the next 12 months, retention needs just as much focus. This becomes even more essential when we consider that only 44% of the professionals we spoke to are 'very satisfied' or 'extremely satisfied' in their current job. Furthermore, only 47% and 54% are 'very satisfied' or 'extremely satisfied' with their current employer and current direct manager respectively.

Flexibility is standard, but think beyond compressed working weeks to stand out

Candidates are placing increased importance on finding a job that offers flexible work practices. 76% said it's the number one benefit they want when looking for a new job, up from 73% last year. It's also the number one benefit 70% currently receive in their existing role. Despite this, just 44% are 'very satisfied' or 'extremely satisfied' with their current level of work-life balance. Therefore, when considering what flexible work practices you can offer, think beyond staggered start and finish times to appeal to a wider range of candidates. For instance, while 75% of employers offer flexible working hours or compressed working weeks, other popular flexible work practices include part-time employment (73%), flex-place, such as working from home or an alternative location (66%), flexible leave options, such as purchased leave (36%), job sharing (26%), career breaks (16%) and phased retirements (14%).

“ The offering of career progression pathways helps you attract highly motivated candidates who are driven and committed to succeed. ”

Revisit development and progression opportunities to fortify against future skill shortages

The number of employers offering ongoing learning and development and career progression opportunities has fallen slightly year-on-year, from 73% and 66% respectively last year to 70% and 62% this year. This downward movement is concerning when skill shortages are intensifying yet employers simultaneously want to add to their team. Often, employers are inflexible in the skills and experience they require in candidates. They want someone who matches every requirement in order to add immediate value. However, by considering candidates with transferable skills who, with minimal coaching, can be trained up into a role, they can more easily plug their talent gaps. Furthermore, these candidates often prove to be committed and loyal, with strong soft skills and an ability to adapt and flex to the inevitable future evolution of job tasks and duties in response to new technology. Meanwhile, the offering of career progression pathways helps you attract and retain highly motivated candidates who are driven and committed to succeed.

Commit to your diversity policy – and hold staff accountable

Just 57% of employers said their organisation has a diversity policy for hiring new staff. Of these, 73% said the people who hire in their organisation generally adhere to it. It is therefore advisable to clearly, regularly and effectively communicate to hiring managers – as well as your entire employee population – that diversity and inclusion is on your organisation's agenda. Design, implement and communicate diversity and inclusion policies, monitor and report on progress, identify and address through training any issues – such as a lack of diversity in a particular team, unfair people practices or career development decisions – and ensure all employees understand the numerous business benefits that diversity and inclusion can bring.

MARKET OVERVIEW & TRENDS

RECOMMENDATIONS FOR EMPLOYEES

Use your accomplishments to negotiate your fair share of the salary increase pool

While it is good news that more employees will receive a pay rise this year, there is a limited budget on the table. With the overall value of pay rises falling, you need to stand out if you are to secure the maximum of the salary kitty on offer. To do this, prepare a list of your recent achievements that exceed your objectives, then list the resulting benefit to the organisation. The aim here is to provide strong evidence to support the value you provide, so focus on outcomes. Use your accomplishments and the value you add to the organisation as the basis of your negotiation. In this way, you'll clearly demonstrate your worth and will be in a stronger negotiating position.

Be proactive to future-proof your skills against automation

The automation of routine, repetitive and often time-consuming job tasks is inevitable as robots continue to join workplaces across the country. But rather than fear that robots are taking over, you can benefit from such efficiency improvements – provided you take the appropriate action. Determine how you could fill the time freed up by the automation of routine tasks in a way that allows you to add greater strategic value to your employer. Look for gaps you can fill and upskill to become an expert in those areas. Be proactive and embrace change. Remember, the more valuable, varied and creative work will remain the domain of people.

No salary increase? Use benefits to bridge the divide

With salary increases restrained but skill shortages and turnover intensifying, employers are utilising benefits to help attract and retain staff. If you have been disappointed by your salary increase, be proactive by continuing the conversation and asking about non-financial rewards. For example, progression, upskilling and development, flexible working, wellness initiatives or additional days off.

“ With the overall value of pay rises falling, you need to stand out if you are to secure the maximum of the salary budget on offer. ”

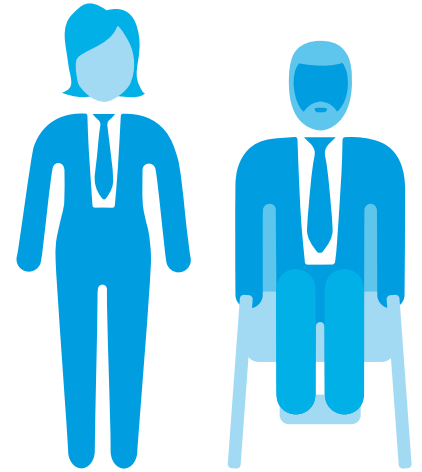


MARKET OVERVIEW & TRENDS

SURVEY HIGHLIGHTS

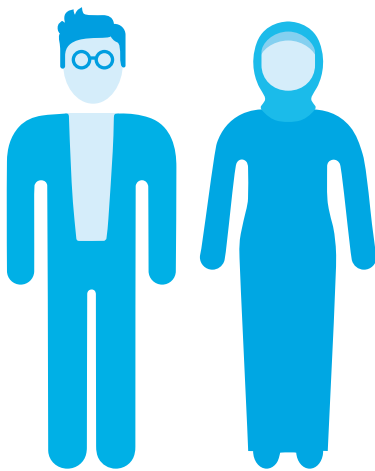
Employers

- 90% intend to increase salaries in the year ahead
- 65% will offer increases of 3% or less
- 92% expect permanent staff levels to increase or remain the same in the coming year
- 70% think skill shortages will impact the effectiveness of their business or department
- 52% say technical skills have the highest impact on the effectiveness of their organisation
- 57% would consider employing or sponsoring a qualified overseas candidate in skill short areas



Employees

- 73% expect a salary increase in the year ahead
- 72% say they will or might ask for a pay rise in their next review
- 57% say a pay rise is their most important career priority in the year ahead
- 40% are currently looking or planning to look for a new job in the next 12 months
- 41% of these say an uncompetitive salary is one reason behind their job search
- 76% say flexible work practices are an important benefit when looking for a new job



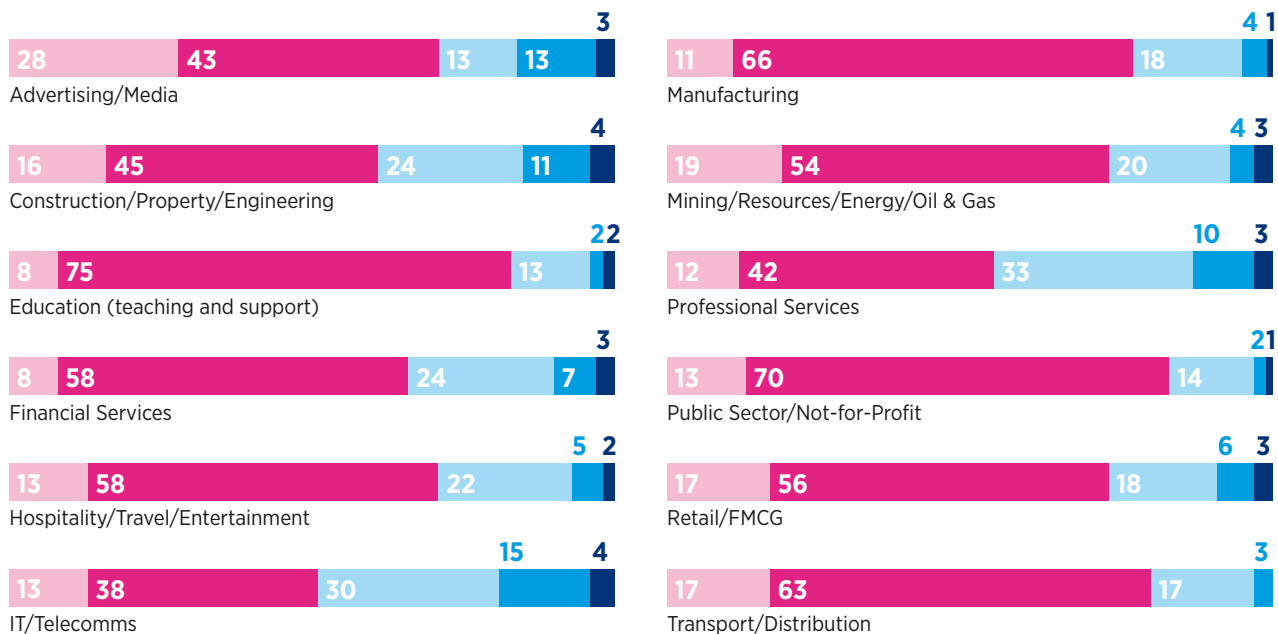
SALARY POLICY

SALARY INCREASES LAST REVIEW

1. Average percentage salary increases given in last salary review: across all industries



For specific industries (%):



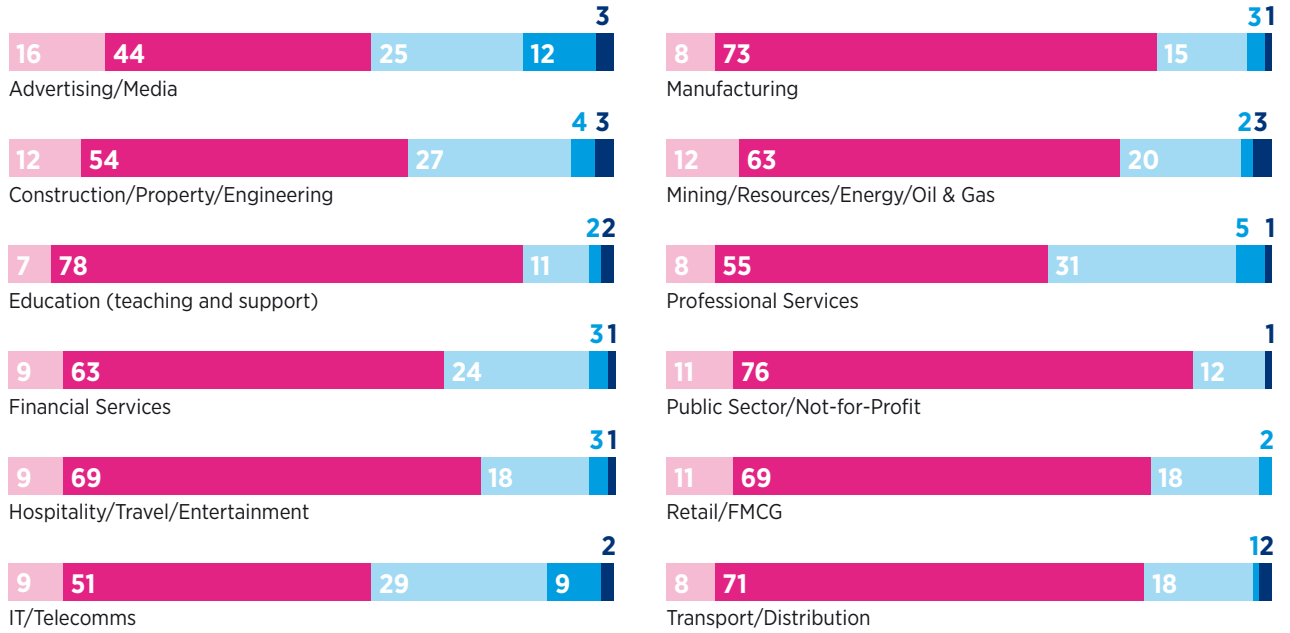
SALARY POLICY

SALARY INCREASES NEXT REVIEW & BENEFITS

2. When you next review, by what percentage do you intend to increase salaries? across all industries



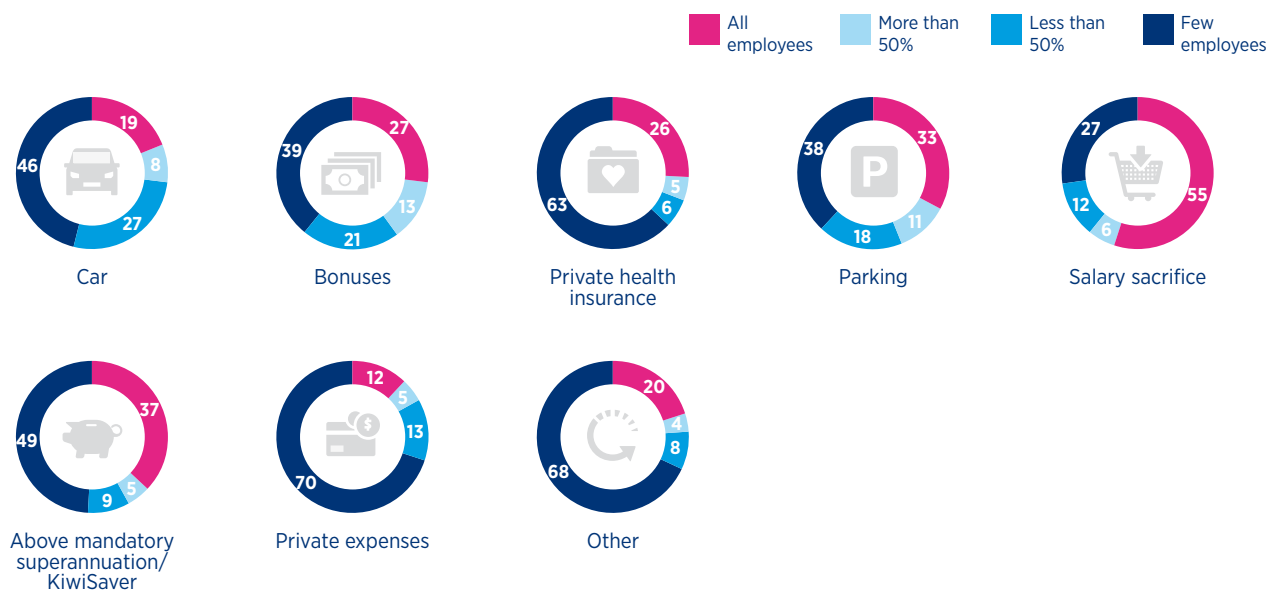
For specific industries (%):



3. Does your company offer flexible salary packaging?



Of those who answered yes, the following benefits were indicated as being commonly offered to (%)...



SALARY POLICY

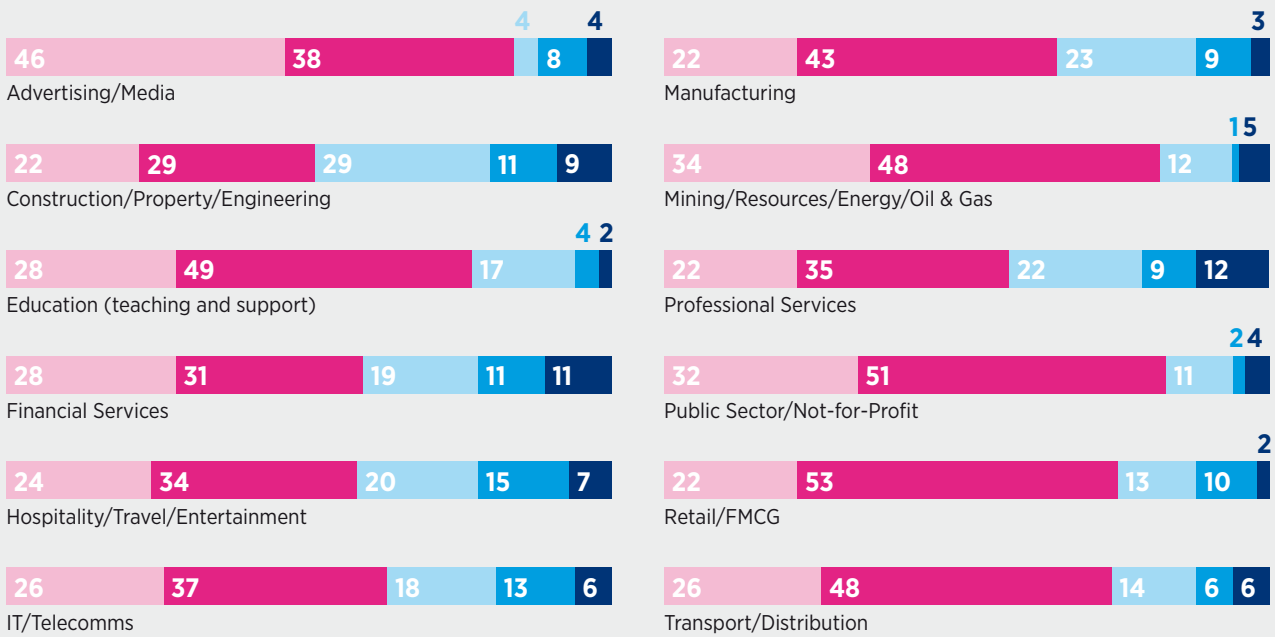
EMPLOYEE EXPECTATIONS

In a separate survey we asked candidates about their salary expectations.

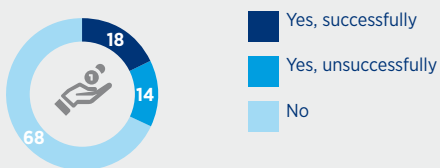
In your next review, what percentage increase do you expect to receive? across all industries



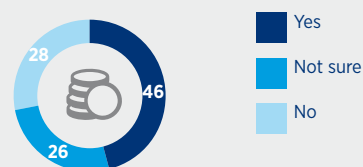
For specific industries (%):



In the past year have you asked for a pay rise (%)?



In your next review, do you envisage asking for a pay rise (%)?

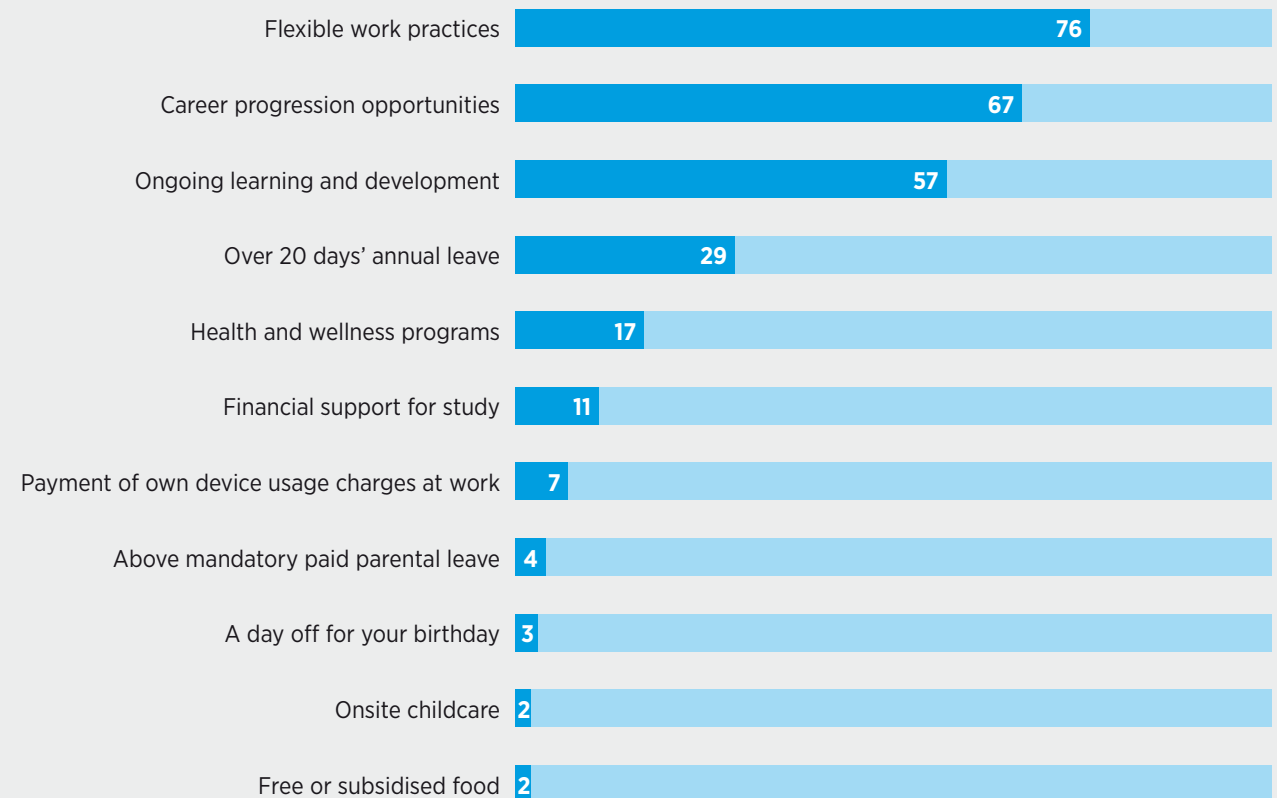


SALARY POLICY EMPLOYEE EXPECTATIONS

Do you receive any of the following benefits (%)?



When looking for a new job, which of the following benefits are important to you (%)?



Note: Multiple choices permitted.

CAREER DEVELOPMENT EMPLOYEE VIEWS

Thinking of your career, what's important to you in the year ahead?



57%

A pay rise



50%

Being able to work flexibly



48%

More challenging or exciting work



41%

Support from my boss



40%

Enhancing my digital skills

Note: Multiple choices permitted.

The importance of constant upskilling

The Fourth Industrial Revolution is here and rapidly gaining ground. Many jobs are being automated and research suggests the half-life of learned skills is now about five years. This makes constant learning a requirement for ongoing career success.

To help safeguard your career longevity, we've uncovered the skills you need to remain employable, ways to upskill that won't break the bank and how to showcase to potential employers that you're a constant learner.

Explore our series at hays.com.au/upskilling and hays.net.nz/upskilling



CAREER DEVELOPMENT EMPLOYEE VIEWS

Are you currently looking or planning to look for a new job in the next 12 months?



If yes or not sure, why?



Note: Multiple choices permitted.

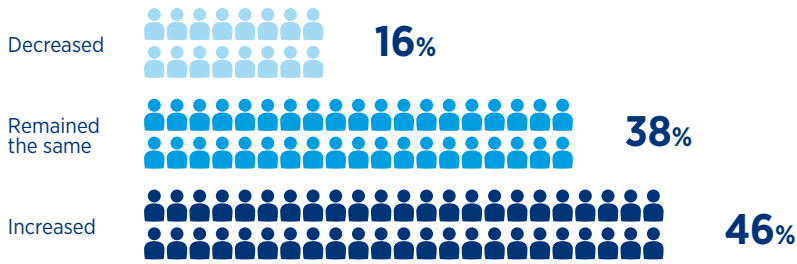
What is your level of satisfaction for the following:

	☆☆☆☆☆ Not at all satisfied	☆☆☆☆☆ Slightly unsatisfied	☆☆☆☆☆ Moderately satisfied	☆☆☆☆☆ Very satisfied	☆☆☆☆☆ Extremely satisfied
My current job	8%	12%	34%	32%	12%
My current employer	8%	14%	28%	32%	15%
My current direct boss	10%	11%	23%	31%	23%
My work/life balance	9%	13%	33%	29%	15%

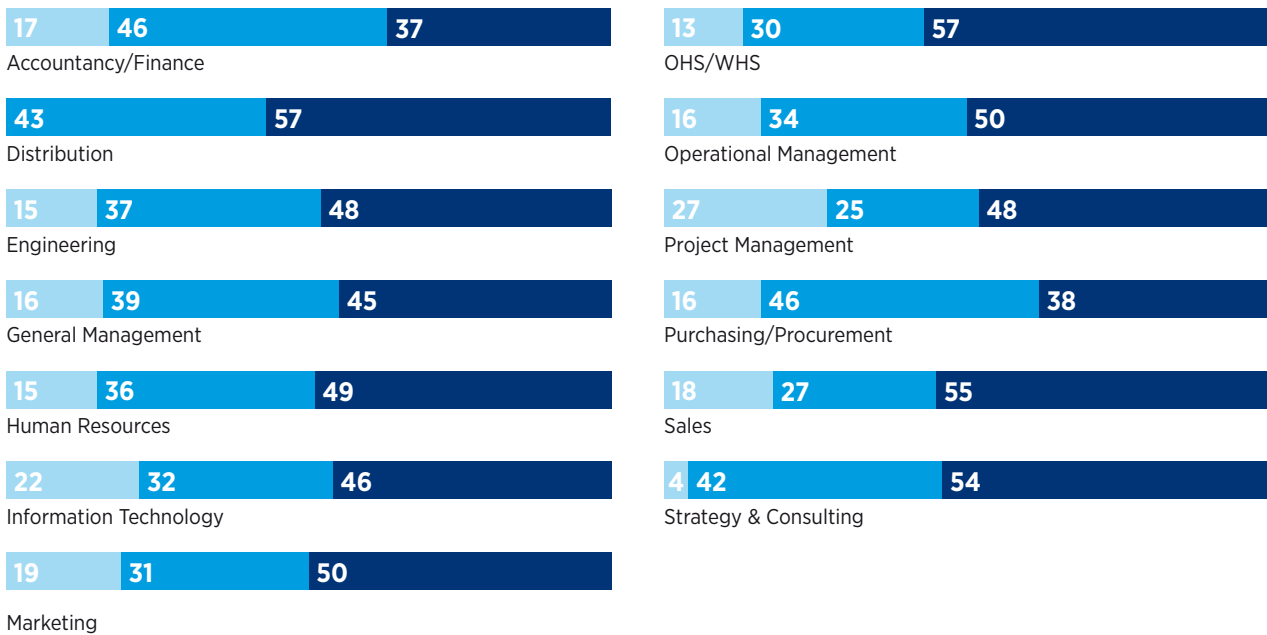
RECRUITMENT TRENDS

STAFFING

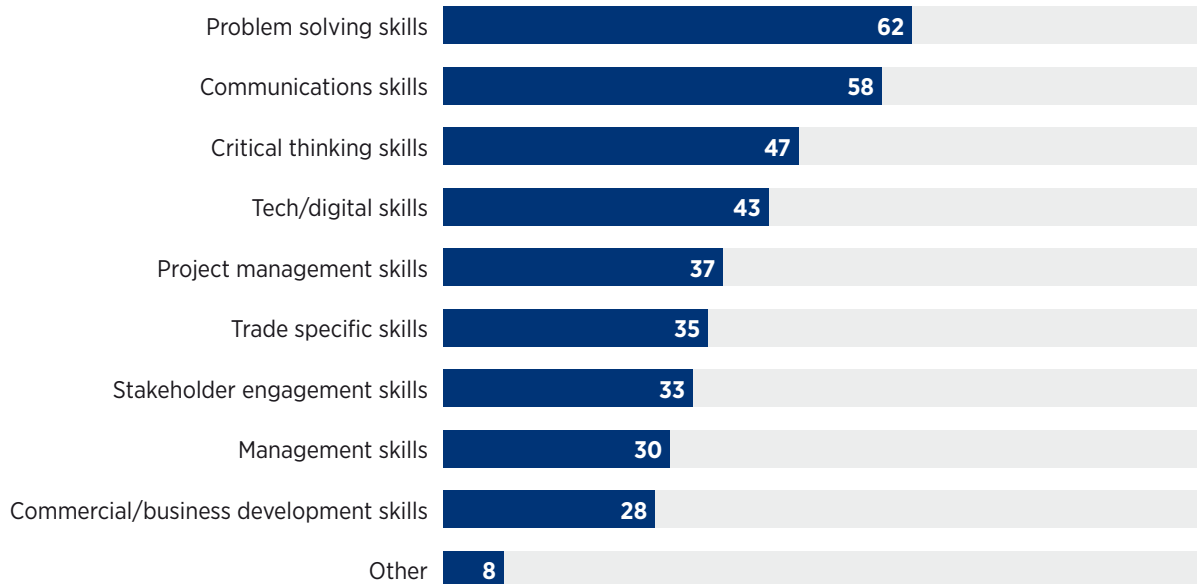
4. Over the last 12 months, have permanent staff levels in your department... across all departments



For specific departments (%):



5. What skills are you looking for permanent employees to bring to the team (%)?

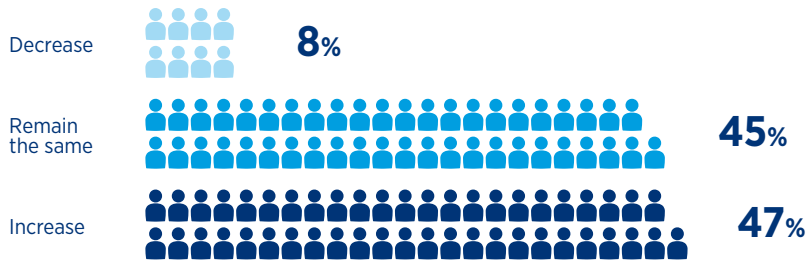


Note: Multiple choices permitted.

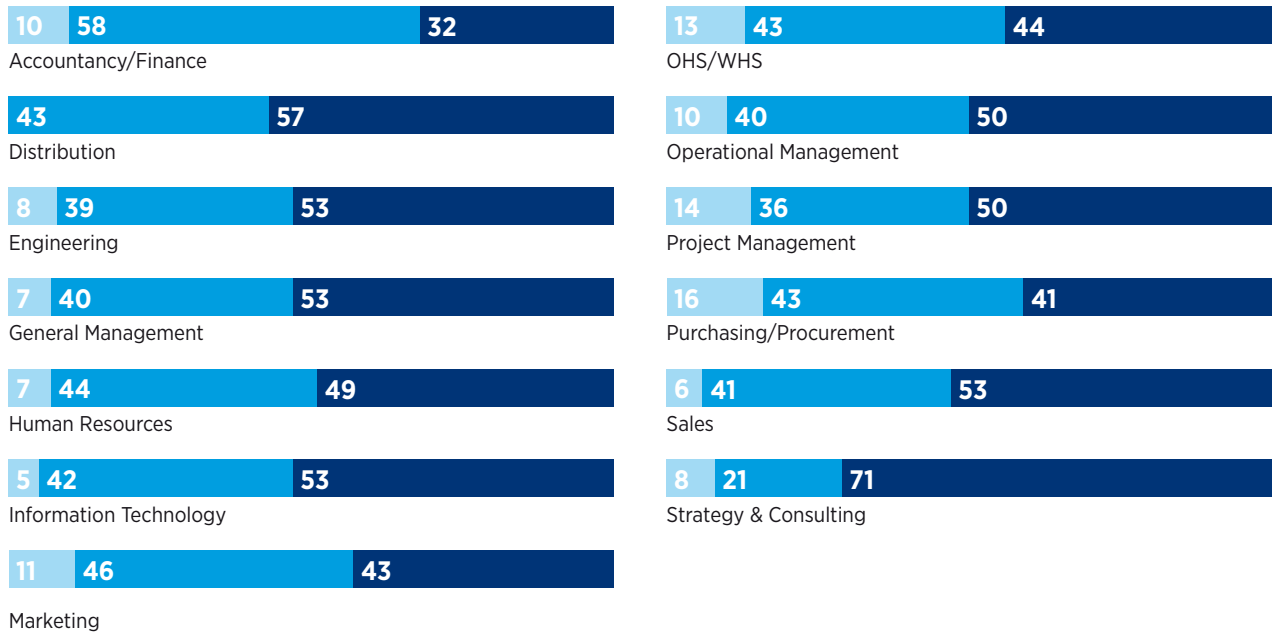
RECRUITMENT TRENDS

STAFFING

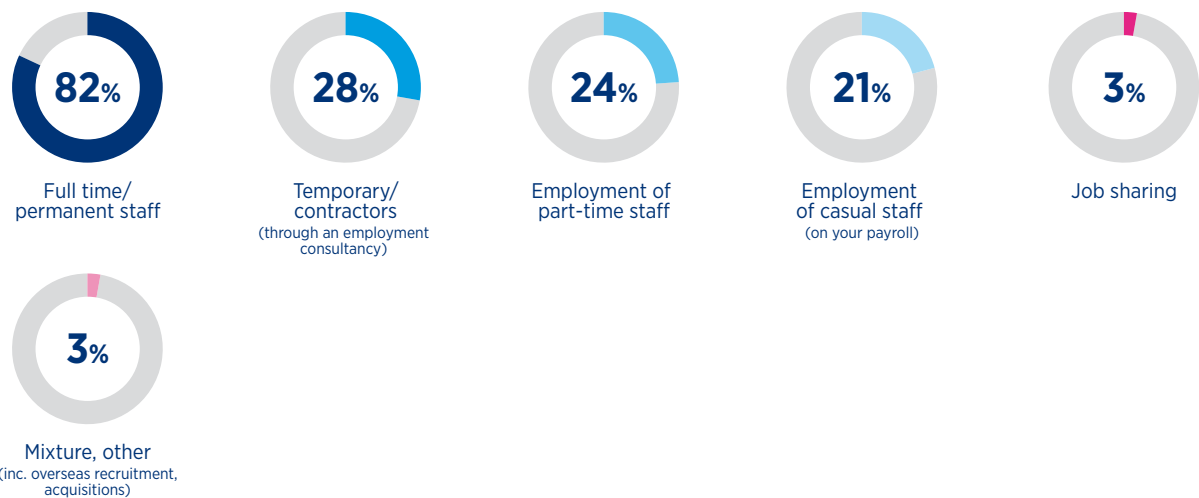
6. Over the coming year, do you expect permanent staff levels to... across all departments



For specific departments (%):



7. If you expect staffing levels to increase, please specify how:

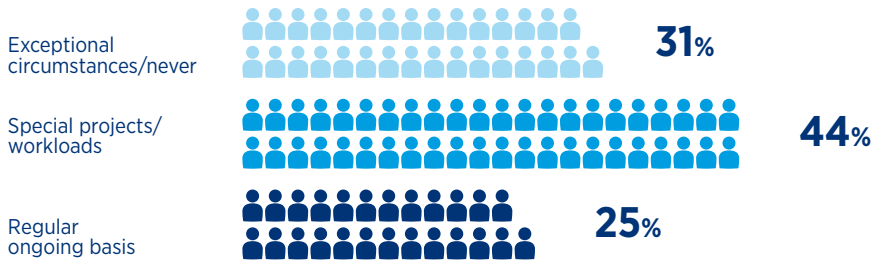


Note: Multiple choices permitted.

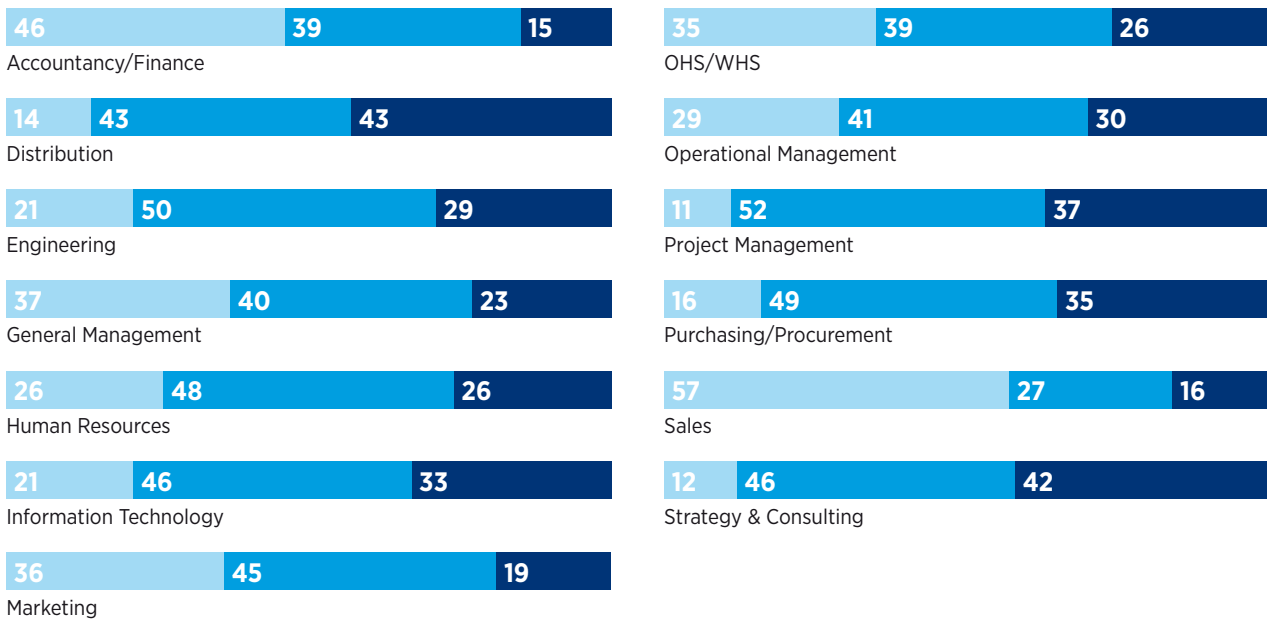
RECRUITMENT TRENDS

STAFFING

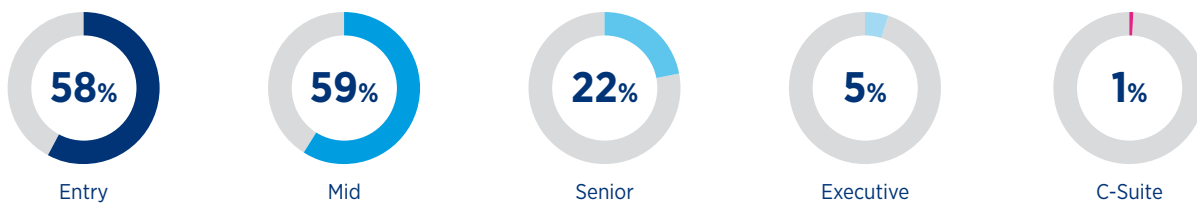
8. How often do you employ temporary/contract staff? across all departments



For specific departments (%):



9. Over the past year, at what level have you employed temporary or contract staff?

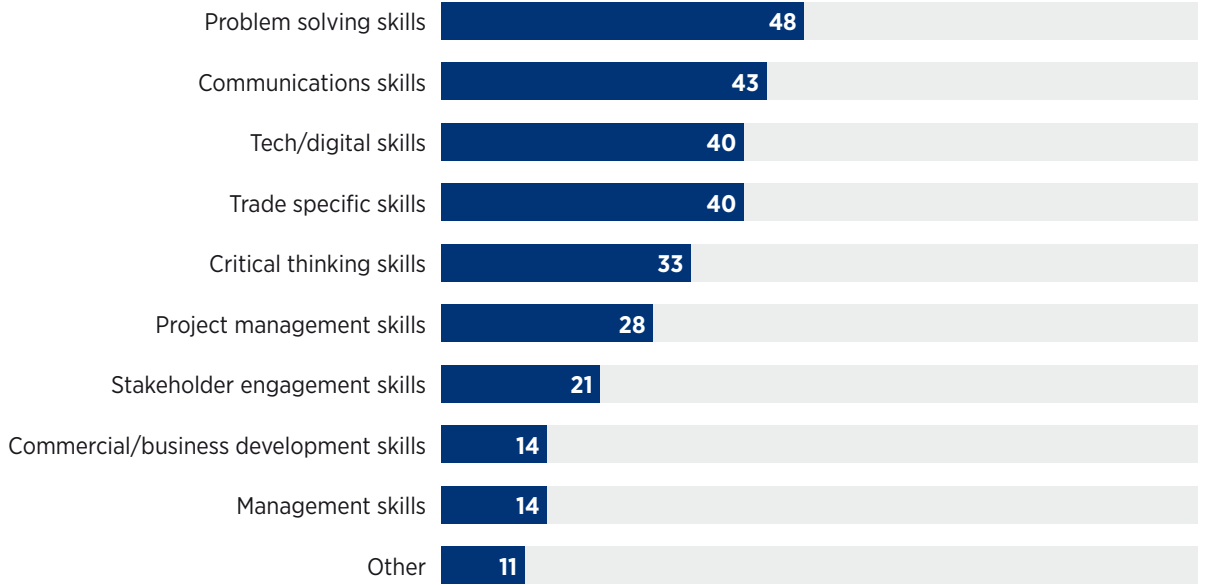


Note: Multiple choices permitted.

RECRUITMENT TRENDS

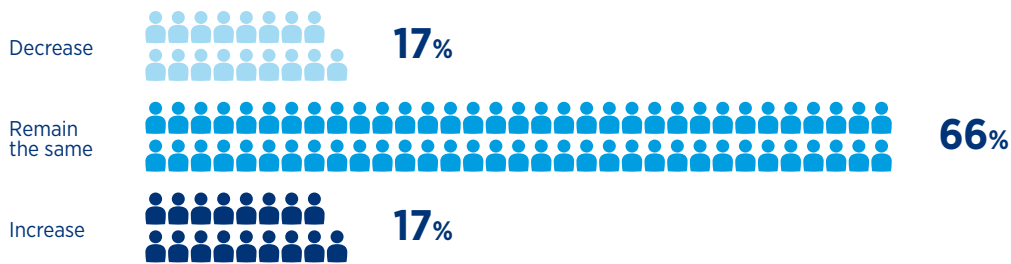
STAFFING

10. What skills are you looking for temporary employees to bring to the team (%)?

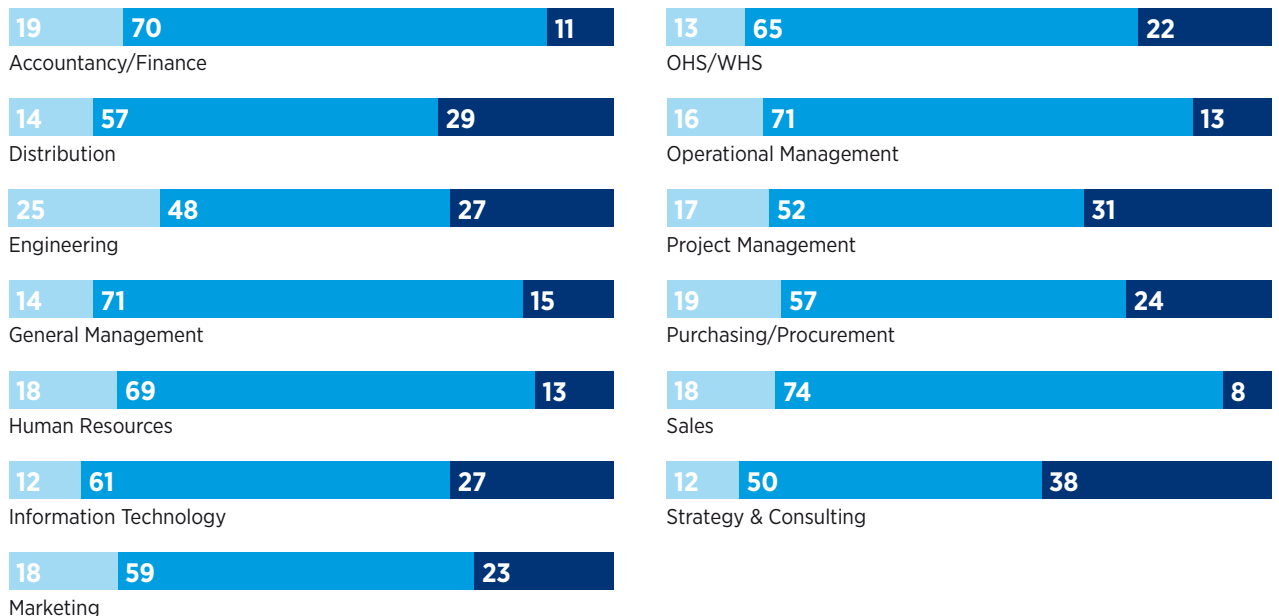


Note: Multiple choices permitted.

11. In the next 12 months, do you expect your use of temporary/contract staff to... across all departments



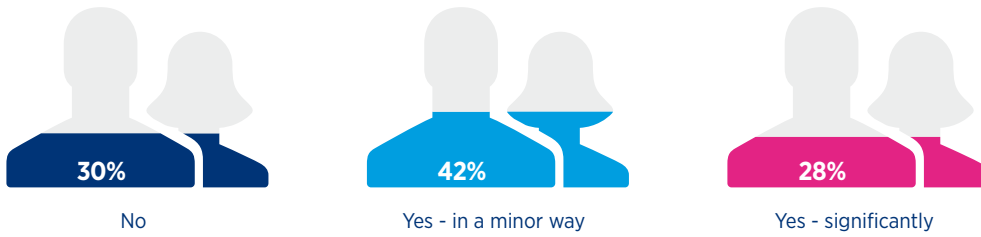
For specific departments (%):



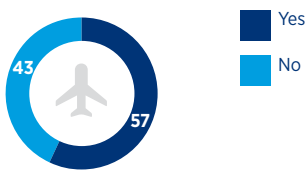
RECRUITMENT TRENDS

SKILL SHORTAGES

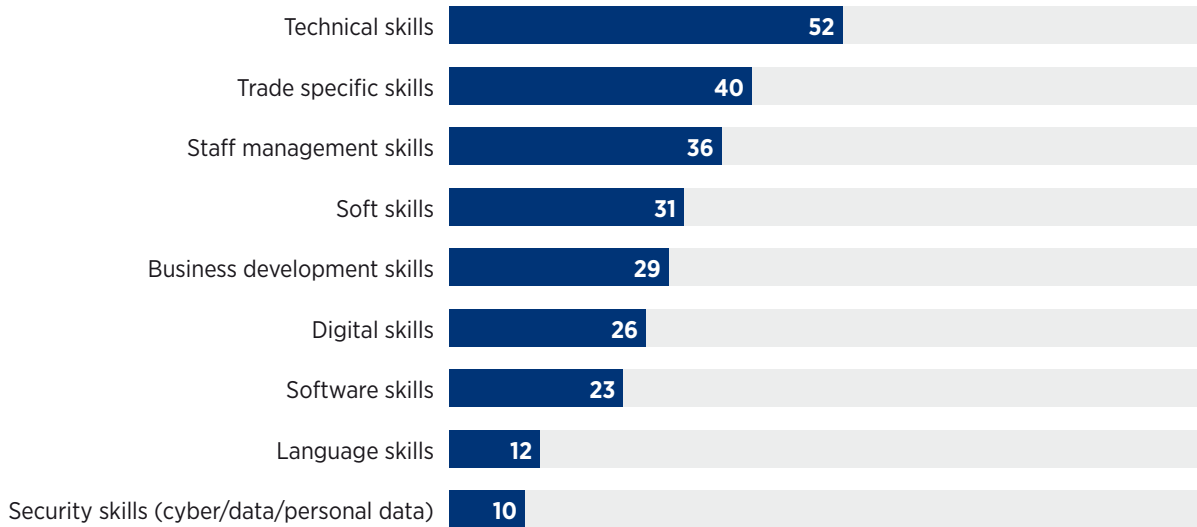
12. Do you think that skill shortages are likely to impact the effective operation of your business/department?



13. In skill-short areas, would you consider employing or sponsoring a qualified overseas candidate (%)?



14. Which skills do you foresee to have the highest impact on the effectiveness of your organisation (%)?

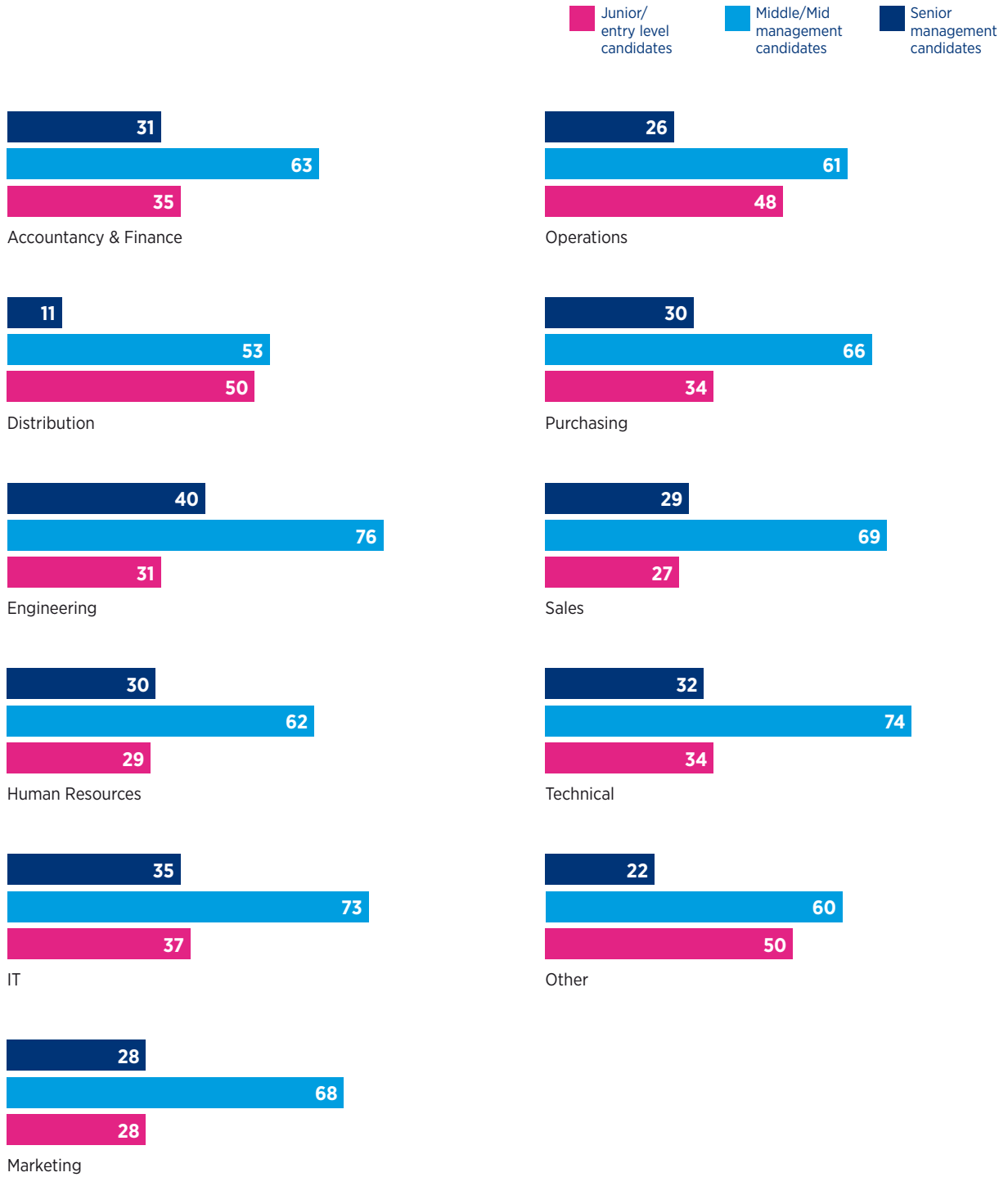


Note: Multiple choices permitted.

RECRUITMENT TRENDS

SKILL SHORTAGES

15. For which areas have you recently found it difficult to recruit (%)?

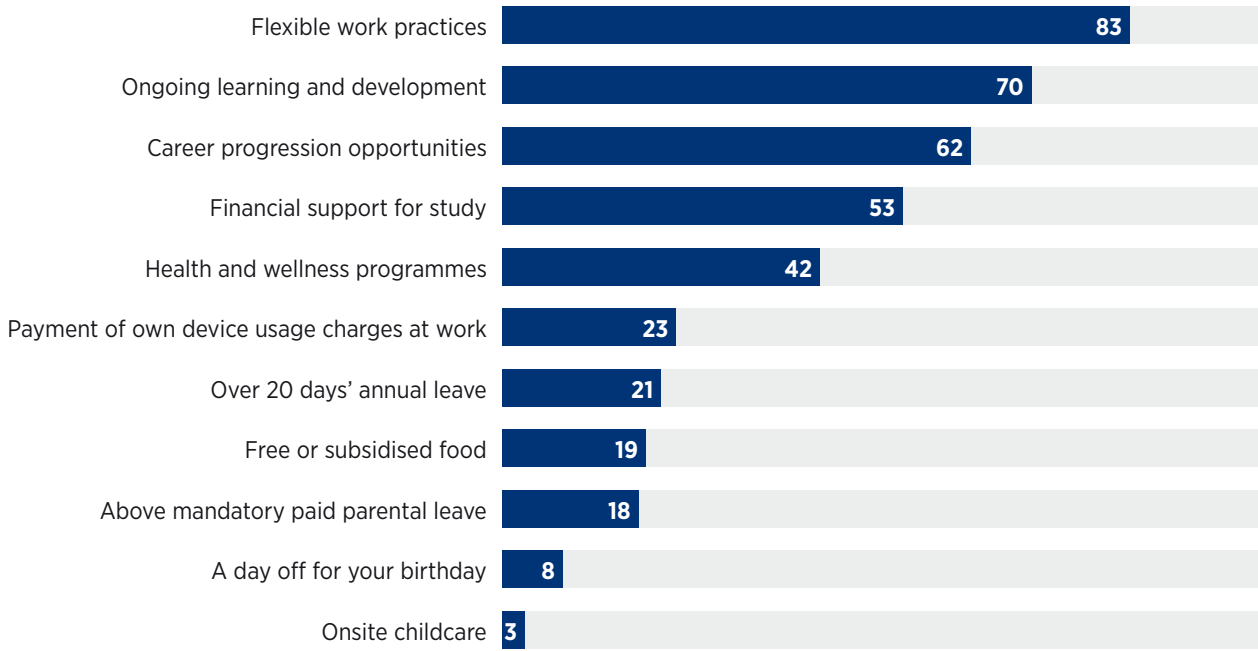


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RECRUITMENT TRENDS

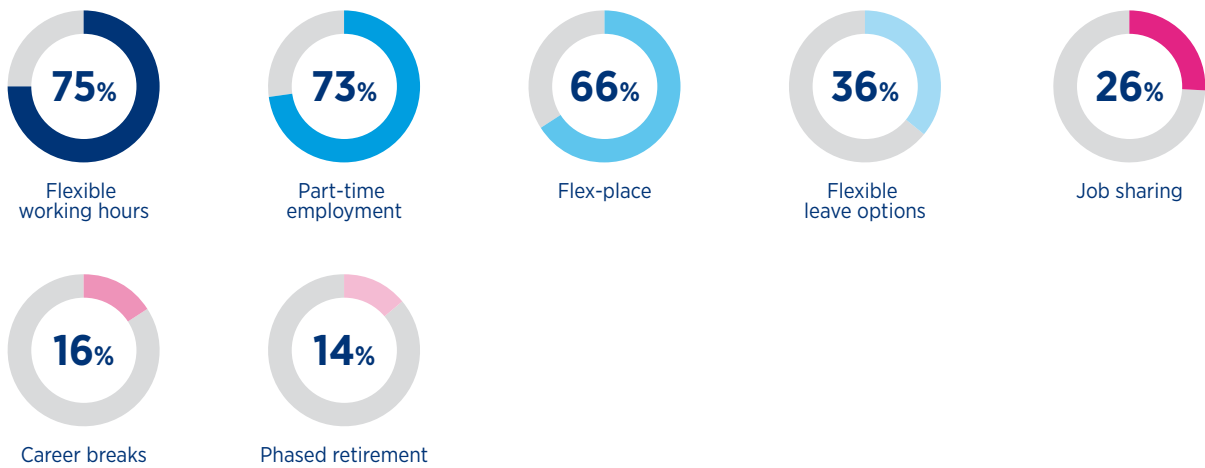
WORK PRACTICES

16. What benefits does your workplace currently offer (%)?



Note: Multiple choices permitted.

17. If your workplace allows for flexible work practices, which of the following do you currently offer?



Note: Multiple choices permitted.

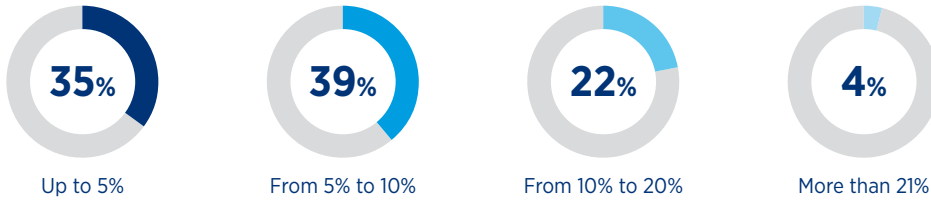
RECRUITMENT TRENDS

WORK PRACTICES

18. Has overtime/extra hours in your organisation over the last 12 months...



If increased, by how much?



19. In your organisation, is overtime/extra hours worked...

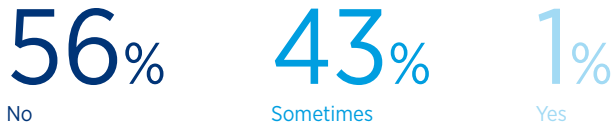


Note: In Australia this only applies to non-award staff.

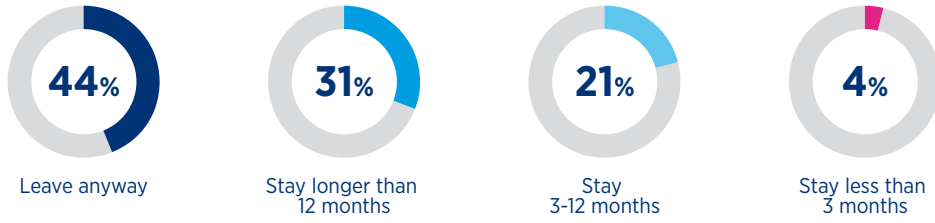
RECRUITMENT TRENDS

WORK PRACTICES

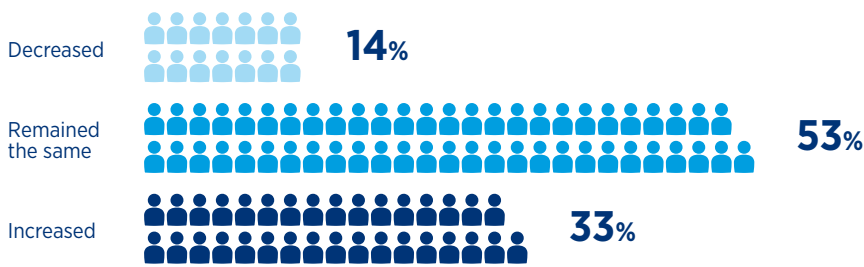
20. Is it your policy to counter-offer staff when they resign?



Of those you counter-offered, on average, did they...



21. Over the last 12 months has your staff turnover rate:



RECRUITMENT TRENDS

DIVERSITY

22. Does your organisation have a diversity policy for hiring new staff (%)?



If yes, do you think the people who hire in your organisation generally adhere to it (%)?



Diversity & Inclusion: Don't just talk the talk

A diverse and inclusive workforce is one which takes in a wide variety of demographics and characteristics. But so often when the subject of diversity and inclusion in the workplace arises, the focus is on gender. While this remains a critical issue, and one that we've explored in several reports, we must also be front footed in our need to ensure that we look beyond gender and consciously diversify diversity.



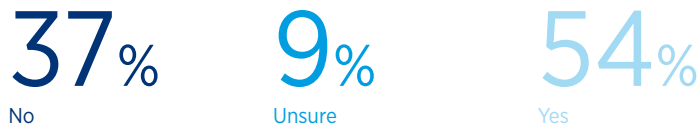
With this in mind, our 2018-19 Diversity & Inclusion Report identifies current key diversity and inclusion considerations and also provides a snapshot of the representation and lived experience for a number of known underrepresented demographic groups in Australia and New Zealand.

hays.com.au/diversity-inclusion hays.net.nz/diversity-inclusion

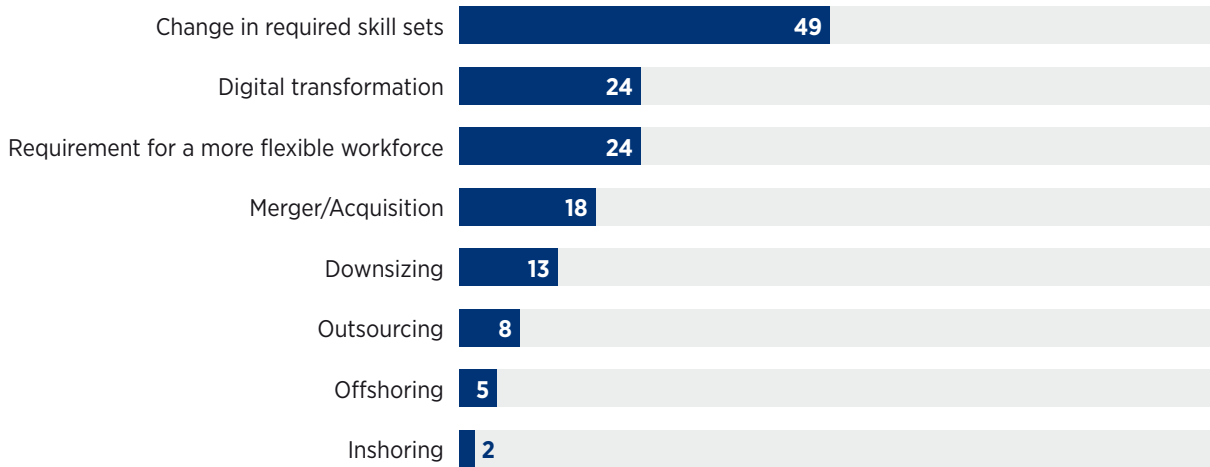
RECRUITMENT TRENDS

CHANGING BUSINESS NEEDS

23. Are you currently restructuring your department/organisation to keep up with changing business needs?



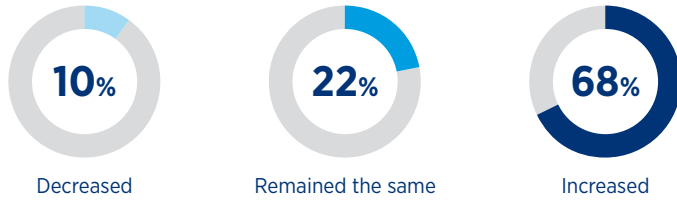
If yes, what has/have been the driver(s) (%)?



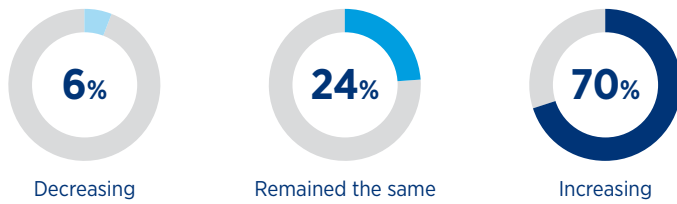
Note: Multiple choices permitted.

ECONOMIC OUTLOOK

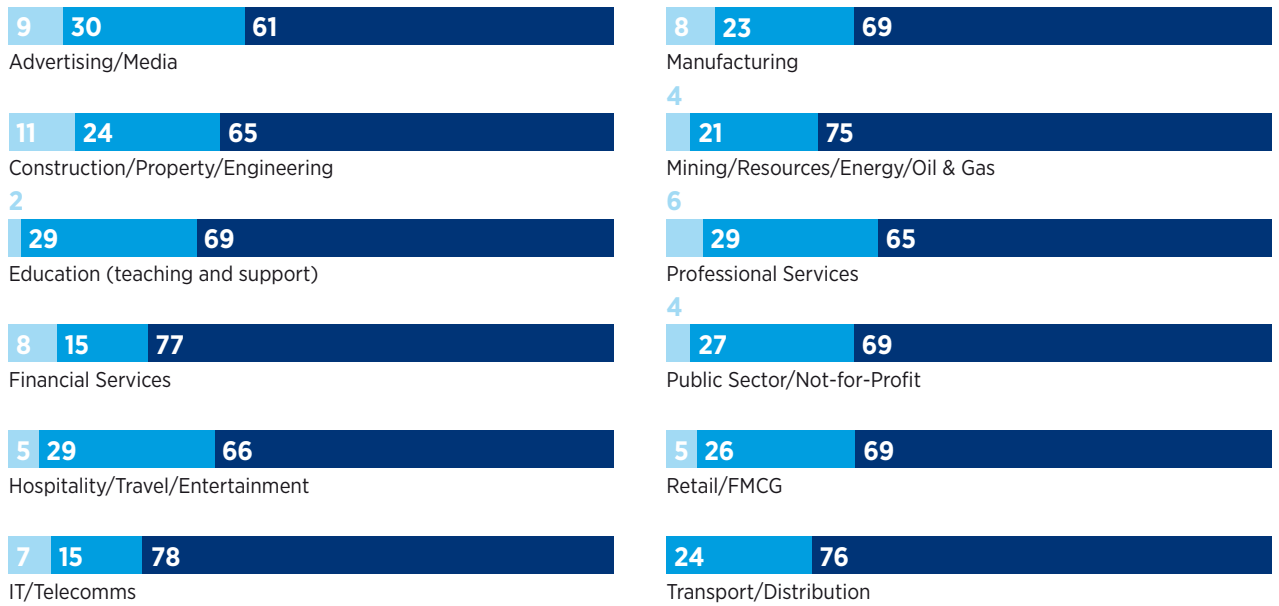
24. In the past 12 months, has business activity...



25. In the next 12 months, do you envisage business activity: across all industries

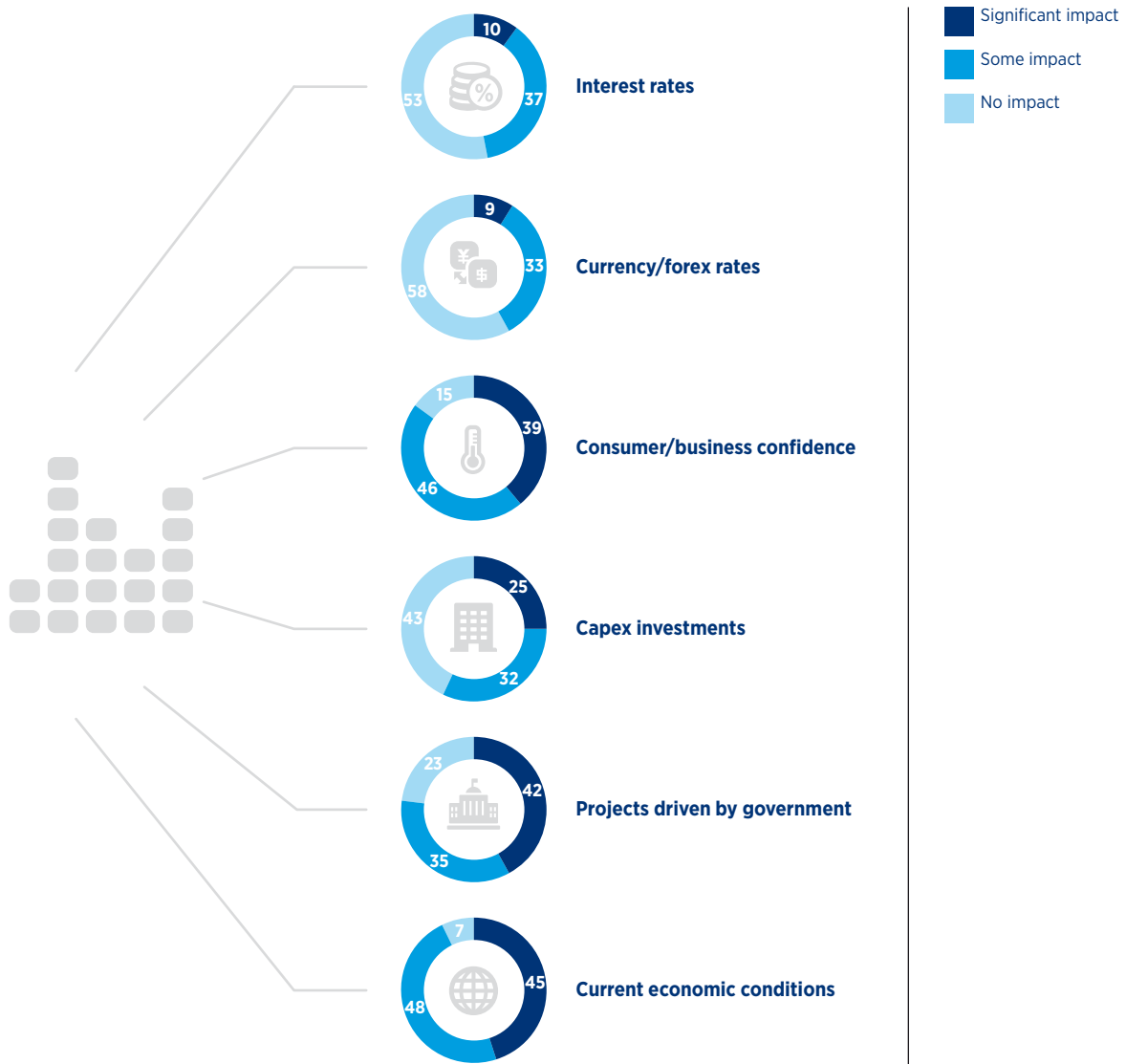


For specific industries (%):

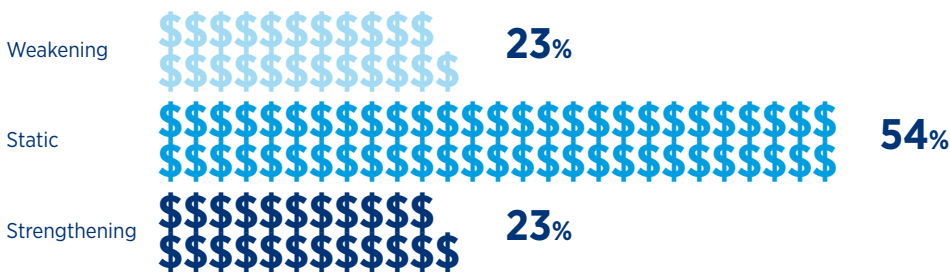


ECONOMIC OUTLOOK

26. What are the key factors driving your business activity (%)?



27. Do you see the general outlook for the economy in the forthcoming 6-12* months as...



*This data was collected during March 2019.

HOW TO NAVIGATE THIS GUIDE

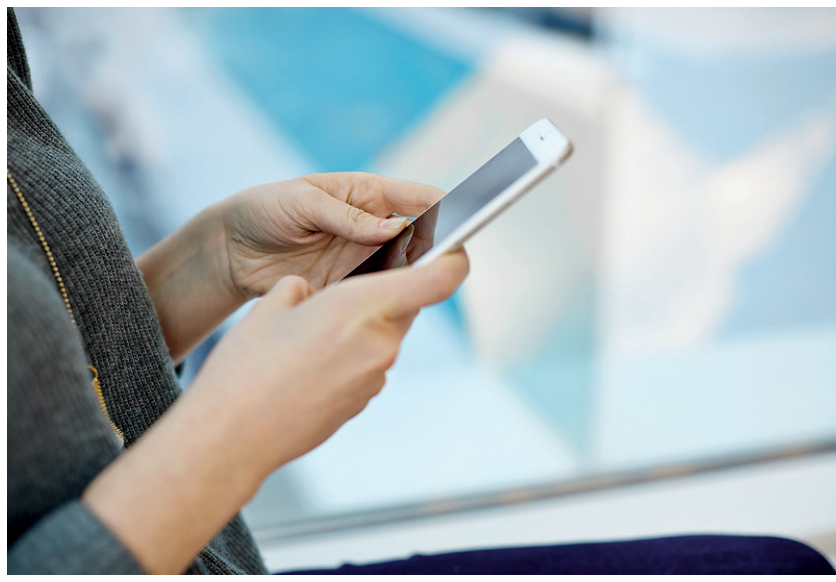
Using our salary tables

Salaries are in '000, all salaries are exclusive of superannuation (AU) or KiwiSaver (NZ) - which might differ to previous editions. The bold number represents the typical salary. The number(s) underneath represent the salary range. Refer to the notes section under the salary table to determine if other benefits are included. All salaries are represented in local currencies.

Head of HR/HR Director >1000 employees	
Sydney	280 ————— Typical salary 200 - 400 ————— Salary range

How does your salary compare?

The complete Hays FY 19/20 Salary Guide is available online. Search salaries for more than 1,000 positions and find out how your salary compares in our Salary Check at hays.com.au/HaysSalaryGuide or hays.net.nz/HaysSalaryGuide





AUSTRALIA

Construction

Looking firstly at Australia's construction market, it's clear that the industry is at a tipping point, with residential activity starting to slow and infrastructure spend increasing. This shift from residential to infrastructure will naturally impact skills in demand, which do vary based on location.

In NSW, Site Managers and Supervisors with \$150m project experience will remain highly sought after as projects in the commercial, health and transport sectors increase in size across the CBD. Salary pressure has stabilised, with companies instead offering alternative benefits to attract employees such as family days, flexible working arrangements and bonuses on project completion.

Canberra's construction market remains strong with Project Managers with large-scale commercial experience, as well as Project Engineers and Contract Administrators in high demand. Continuing staffing shortages will ensure gentle upwards pressure on salaries in 2019-20.

Victoria's market remains active too, with increased demand for experienced Contract Administrators, Project Managers, Design Managers, Engineers and Site Managers in civil infrastructure and the commercial market. Salaries continue to increase and we do not foresee this slowing in 2019-20.

In Tasmania, strong economic growth coupled with heightened investment in infrastructure, renewables and accommodation developments ensures high demand for Project Managers and Contract Administrators. Ongoing skill shortages will keep upward pressure on salaries, particularly in infrastructure.

“ The shift from residential to infrastructure will naturally impact skills in demand, which do vary based on location. ”

South East Queensland's solid project pipeline will fuel high demand for Commercial Estimators, Contract Administrators and infrastructure professionals. However, we expect salaries to remain relatively stable after a period of growth.

Perth's active commercial sector will create demand for Project and Construction Managers. Despite this, salaries will remain stable.

Commercial construction has improved in South Australia with high confidence fuelling demand for Project Managers. The civil construction market will be strong throughout 2019-20 with a number of large-scale projects creating demand for Project Managers, Site Managers and Civil Estimators. Salaries however will remain stable.

Darwin's construction market is experiencing a downturn with several key projects coming to an end. As a result, salaries will remain consistent.

Finally, salary growth in regional locations is likely to continue as organisations attempt to attract skills in short supply from major cities.

Architecture

Turning to the architecture market, in NSW activity is focused on State Government Transport and Health projects as well as commercial hotel projects. This is fuelling demand for Interior Designers and Architects with public sector or commercial experience, which will place continued upward pressure on salaries.

With a number of exciting projects and plans in the pipeline in Canberra, demand will rise for Senior Planners, Urban Designers and Interior Designers. Salaries are expected to continue to see moderate growth.

In Victoria there is a strong focus on commercial, infrastructure and health projects. We are seeing demand for Architects and Interior Designers, particularly those with experience with Revit, which will help fuel salary growth in these areas.

Tasmania's strong construction industry has added to demand for architectural services throughout the state. Architects with

commercial and residential experience are sought, which is pushing up salaries.

In Queensland the market is steady with demand evident for intermediate level Drafters, Architects, Landscape Architects and Interior Designers. There will be moderate increases in salaries for architectural professionals with experience in major projects.

Perth saw stronger growth in early 2019, with demand remaining high for Architects. However, salaries have not experienced any growth since 2018 and this trend is expected to continue throughout 2019-20.

South Australia's architecture market will remain active thanks to major defence and development projects. Demand for dedicated Interior Designers, Landscape Architects and Urban Planners is set to continue, with commensurate increases in salaries expected.

In the Northern Territory the market is currently steady with demand rising for Project Architects. While salaries remain steady overall, there are some increases at a more junior level.

Engineering

Australia's engineering market is very active, with several skill shortages evident. In NSW the market has strengthened following significant investment from the State Government in roads and rail. Demand will consequently increase for civil and rail specialists. We expect to see continued salary increases over the year.

ACT is experiencing candidate shortages across the entire engineering space, leading to upward salary pressure.

Victoria's market remains strong with a particular shortage of technical candidates with experience in rail, signalling and track design. Salaries have increased slightly year-on-year, which we expect to continue.

In Tasmania, significant government investment in the state highway network has created demand for civil and structural Project Managers. This will place upward pressure on salaries.

In Queensland, salaries are increasing for Civil and Structural Engineers with 12D

CONSTRUCTION, ARCHITECTURE & ENGINEERING

expertise and subdivision and land development project experience.

In Perth, transport and traffic engineering will provide the largest increase in vacancy activity in 2019-20 as major projects such as Metronet commence, helping to increase salaries.

The engineering market in South Australia saw strong growth over the last 12 months. Demand will remain high for 12D Designers and Geotechnical Engineers. Salaries have increased gently throughout the year and with continued skill shortages we expect this to continue.

In the Northern Territory, Electrical Engineers, Mining Engineers, Civil Engineers and experienced Project Managers will be in high demand. We expect moderate salary increases, especially at the graduate level.

Finally, in a trend that mirrors that seen in the construction industry, engineering employers in certain regional locations are expected to continue to adjust their salary offers upwards in order to attract candidates from major cities.

NEW ZEALAND

Strong vacancy activity has been evident across New Zealand, with commercial construction dominating in the South and a more varied project portfolio across infrastructure, commercial and residential in the North.

“ Strong vacancy activity has been evident across New Zealand, with commercial construction dominating in the South and a more varied project portfolio across infrastructure, commercial and residential in the North.”

In Central Otago, activity remains extremely high thanks to continued investment in the tourism industry across

hospitality and retail in the Queenstown and Wanaka region. In Dunedin, projects in the healthcare and education sectors will add to demand for Quantity Surveyors, Project Managers and Estimators as well as all disciplines in the building trades.

Activity in Canterbury is less upbeat, however there is a strong demand for all construction, project and design architects and civil, structural and building services engineering professionals since many Cantabrian firms are working on projects in Otago and further north into the Tasman region.

Add a growing market in the South and North in addition to steady activity in the central Canterbury region, and continued upwards pressure on salaries and contract rates has been evident. Firms are also starting to become more open to making counter offers in an attempt to retain staff, although the salaries proposed are not huge.

Wellington and Auckland's construction industry continues to face a major skill shortage across the board, from Quantity Surveyors to Site Managers. With several of the country's flagship projects based in Auckland and the infrastructure, commercial and residential industries all active, demand has led to some upwards salary pressure, although this is often countered by the ongoing strain on margins.

Turning to engineering, the New Zealand Government is investing in infrastructure in response to population growth and the need to upgrade or replace existing assets. This is creating strong job opportunities for engineering professionals, particularly in the North Island. Both Auckland and Wellington require Civil Infrastructure Engineers with experience in roading, rail, tunnelling or water. With a healthy building sector in the North Island, structural and building services engineering skills remain in demand, pushing up salaries.

Architecture salaries are also increasing thanks to growing demand from the multi-unit residential, terrace housing, commercial and hospitality sectors. Candidates with local experience within both the design and technical side are in high demand, which has influenced

salaries, especially in Auckland. In particular, Revit Technicians continue to earn strong salaries across New Zealand since this skill is experiencing the greatest talent shortage.

In a final trend, Project Architects are moving into client-side project management for the improved benefits on offer. In response, salary increases may be offered as this skill shortage intensifies and employers attempt to retain their Project Architects.



ARCHITECTURE

	Graduate Architect 2-5 yrs exp	Project Architect 5-10 yrs exp	Architect 5-10 yrs exp	Senior Architect 10+ yrs exp	Drafter	BIM/CAD Manager
NSW - Sydney	60 - 80	80 - 120	75 - 100	100 - 150	55 - 80	100 - 140
NSW - Regional	52 - 65	70 - 95	65 - 80	80 - 120	50 - 80	80 - 120
VIC - Melbourne	55 - 75	75 - 100	70 - 95	100 - 150	55 - 100	95 - 150
VIC - Regional	52 - 70	70 - 90	70 - 90	90 - 120	50 - 80	80 - 120
QLD - Brisbane, Gold Coast & Sunshine Coast	52 - 70	75 - 110	80 - 100	90 - 130	50 - 90	85 - 115
QLD - Regional	52 - 60	65 - 80	60 - 80	75 - 95	47 - 65	70 - 90
SA - Adelaide	52 - 60	65 - 95	60 - 75	80 - 110	47 - 75	70 - 110
WA - Perth	52 - 65	75 - 90	75 - 100	80 - 130	50 - 80	80 - 110
ACT - Canberra	52 - 65	80 - 115	70 - 100	95 - 130	50 - 90	90 - 120
TAS - Hobart/Launceston	52 - 70	70 - 90	70 - 90	80 - 110	50 - 65	75 - 90
NT - Darwin	52 - 65	65 - 85	70 - 90	90 - 120	50 - 85	65 - 120
NZ - Auckland	55 - 75	90 - 115	80 - 120	120 - 140	70 - 110	95 - 130
NZ - Wellington	52 - 65	80 - 110	75 - 95	95 - 140	55 - 95	85 - 120
NZ - Christchurch	52 - 75	80 - 110	80 - 110	110 - 130	47 - 100	80 - 120

	Interior Designer 2-7 yrs exp	Senior Interior Designer 7+ yrs exp	Planner 2-5 yrs exp	Senior Planner 5+ yrs exp	Urban Designer	Landscape Architect
NSW - Sydney	55 - 85	85 - 130	60 - 90	90 - 130	60 - 120	55 - 120
NSW - Regional	50 - 80	85 - 95	55 - 75	85 - 110	60 - 100	55 - 80
VIC - Melbourne	55 - 85	90 - 130	60 - 90	85 - 120	55 - 120	55 - 120
VIC - Regional	55 - 85	90 - 130	55 - 75	75 - 90	45 - 90	45 - 90
QLD - Brisbane, Gold Coast & Sunshine Coast	50 - 90	90 - 110	55 - 75	75 - 110	60 - 90	70 - 100
QLD - Regional	45 - 55	65 - 80	50 - 65	65 - 90	75 - 85	45 - 80
SA - Adelaide	45 - 65	65 - 90	50 - 75	70 - 100	75 - 110	55 - 85
WA - Perth	50 - 70	70 - 100	55 - 65	75 - 110	55 - 110	55 - 120
ACT - Canberra	55 - 90	90 - 120	70 - 100	90 - 130	70 - 115	60 - 100
TAS - Hobart/Launceston	60 - 70	70 - 90	60 - 75	65 - 90	60 - 75	60 - 80
NT - Darwin	40 - 60	60 - 90	45 - 70	70 - 110	55 - 120	50 - 80
NZ - Auckland	50 - 80	80 - 95	45 - 70	70 - 120	70 - 110	75 - 110
NZ - Wellington	45 - 70	70 - 90	45 - 70	70 - 120	60 - 110	65 - 100
NZ - Christchurch	45 - 70	70 - 90	45 - 70	70 - 120	70 - 110	55 - 100

NOTES:

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ENGINEERING

BUILDING SERVICES DESIGN CONSULTANCY	CAD Drafter - Design Drafter	CAD Manager	Graduate/ Entry-level Design Engineer	Intermediate - Senior Design Engineer	Associate/ Senior Associate	Principal/ Director
NSW - Sydney	55 - 95	85 - 110	50 - 70	70 - 120	140 - 180	160 - 250
NSW - Regional	50 - 80	60 - 85	50 - 65	65 - 90	100 - 140	140+
VIC - Melbourne	50 - 90	75 - 100	55 - 70	75 - 130	110 - 160	137 - 200
VIC - Regional	46 - 85	60 - 90	55 - 70	60 - 95	90 - 130	137 - 200
QLD - Brisbane, Gold Coast & Sunshine Coast	50 - 80	80 - 100	50 - 70	70 - 130	130 - 150	150 - 180
QLD - Regional	46 - 55	65 - 90	50 - 65	70 - 110	120 - 140	130+
SA - Adelaide	50 - 80	65 - 80	50 - 60	65 - 85	90 - 130	130 - 180
WA - Perth	60 - 90	80 - 110	60 - 70	80 - 120	110 - 150	130 - 250
ACT - Canberra	50 - 75	70 - 90	50 - 70	70 - 120	110 - 140	140 - 250
TAS - Hobart/Launceston	55 - 75	80 - 100	50 - 60	65 - 90	100 - 130	130 - 180
NT - Darwin	50 - 70	60 - 85	55 - 65	80 - 120	110 - 145	130+
NZ - Auckland	50 - 85	85 - 120	50 - 70	75 - 120	120 - 140	150 - 200
NZ - Wellington	50 - 80	70 - 110	50 - 70	75 - 120	110 - 140	130 - 175
NZ - Christchurch	50 - 80	70 - 110	50 - 65	75 - 120	110 - 140	130 - 170

BUILDING SERVICES CONTRACTOR	Foreperson/ Supervisor	Estimator - Snr Estimator	Project Manager	Senior Project Manager	Operations Manager	Building Services Manager
NSW - Sydney	75 - 110	75 - 140	90 - 130	130 - 150	140 - 180	140 - 200
NSW - Regional	60 - 75	65 - 80	85 - 95	100 - 120	110 - 130	110 - 165
VIC - Melbourne	65 - 75	70 - 135	90 - 140	110 - 180	110 - 180	110 - 180
VIC - Regional	55 - 75	65 - 125	90 - 140	110 - 180	110 - 180	110 - 180
QLD - Brisbane, Gold Coast & Sunshine Coast	80 - 110	70 - 120	95 - 130	100 - 160	110 - 160	130 - 175
QLD - Regional	70 - 90	70 - 120	95 - 130	110 - 145	140 - 160	130 - 165
SA - Adelaide	60 - 70	70 - 110	75 - 120	90 - 140	110 - 165	110 - 145
WA - Perth	70 - 100	90 - 120	90 - 130	120 - 155	140 - 180	140 - 180
ACT - Canberra	70 - 90	80 - 100	90 - 130	120 - 150	140 - 160	90 - 130
TAS - Hobart/Launceston	70 - 80	80 - 110	90 - 120	110 - 130	140 - 170	110 - 150
NT - Darwin	65 - 90	75 - 120	80 - 130	110 - 160	130 - 185	100 - 165
NZ - Auckland	60 - 80	60 - 105	85 - 110	95 - 130	110 - 150	110 - 170
NZ - Wellington	50 - 65	50 - 100	80 - 110	90 - 130	100 - 140	120 - 150
NZ - Christchurch	55 - 75	70 - 100	90 - 110	100 - 130	110 - 130	100 - 170

NOTES:

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ENGINEERING

CIVIL & STRUCTURAL	Civil/ Structural Drafter	Civil Designer/ Engineer	Structural Engineer	Client Side Rep/Resident Engineer	Environmental Engineer
NSW - Sydney	55 - 95	70 - 150	65 - 150	80 - 140	65 - 150
NSW - Regional	60 - 80	65 - 85	70 - 110	60 - 90	60 - 110
VIC - Melbourne	50 - 100	70 - 125	65 - 130	60 - 130	65 - 150
VIC - Regional	46 - 80	50 - 100	55 - 130	60 - 120	60 - 150
QLD - Brisbane, Gold Coast & Sunshine Coast	50 - 80	70 - 120	70 - 140	80 - 130	70 - 120
QLD - Regional	46 - 70	70 - 100	70 - 125	85 - 120	65 - 95
SA - Adelaide	55 - 72	50 - 75	70 - 90	55 - 90	75 - 120
WA - Perth	60 - 90	75 - 110	80 - 110	80 - 110	90 - 140
ACT - Canberra	55 - 70	60 - 80	70 - 130	60 - 110	65 - 120
TAS - Hobart/Launceston	55 - 75	60 - 80	60 - 90	70 - 90	65 - 90
NT - Darwin	50 - 80	55 - 80	75 - 140	75 - 130	75 - 110
NZ - Auckland	50 - 90	65 - 90	65 - 150	80 - 130	60 - 130
NZ - Wellington	50 - 90	50 - 90	60 - 150	60 - 120	50 - 120
NZ - Christchurch	50 - 90	50 - 90	60 - 140	60 - 120	50 - 120

	Geotechnical Engineer	Transportation Engineer	Structural/ Civil Project Engineer	Land Surveyor	Associate	Group Manager/ Principal
NSW - Sydney	65 - 130	100 - 180	60 - 140	80 - 140	120 - 170	160+
NSW - Regional	75 - 125	75 - 120	90 - 140	70 - 120	110 - 130	140+
VIC - Melbourne	70 - 180	65 - 120	50 - 120	55 - 150	120 - 160	150 - 200
VIC - Regional	60 - 130	65 - 120	50 - 120	55 - 120	120 - 150	130 - 180
QLD - Brisbane, Gold Coast & Sunshine Coast	60 - 100	70 - 130	100 - 130	60 - 120	110 - 145	130 - 200
QLD - Regional	80 - 110	70 - 130	70 - 125	70 - 115	120 - 150	150+
SA - Adelaide	75 - 90	75 - 105	75 - 110	55 - 80	100 - 130	140 - 170
WA - Perth	75 - 90	80 - 120	90 - 130	90 - 140	110 - 200	140 - 140
ACT - Canberra	65 - 130	70 - 110	80 - 130	55 - 90	85 - 150	140 - 220
TAS - Hobart/Launceston	70 - 90	65 - 85	75 - 90	70 - 90	120 - 140	160 - 180
NT - Darwin	90 - 120	90 - 110	75 - 140	75 - 90	120 - 165	135 - 180
NZ - Auckland	65 - 130	60 - 140	80 - 140	60 - 120	130 - 170	150 - 200
NZ - Wellington	60 - 130	60 - 140	65 - 140	55 - 130	120 - 160	140 - 200
NZ - Christchurch	55 - 120	60 - 140	65 - 140	55 - 115	120 - 160	140 - 200

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ENGINEERING

RAIL INFRASTRUCTURE	Track Specialists	Signalling Specialists	Systems Assurance Specialists	Project Engineer	Project Manager
NSW - Sydney	80 - 180	100 - 180	120 - 220	90 - 140	120 - 250
NSW - Regional	80 - 180	100 - 180	120 - 200	90 - 130	120 - 250
VIC - Melbourne	80 - 180	100 - 180	120 - 220	90 - 130	120 - 250
VIC - Regional	80 - 180	100 - 180	120 - 220	90 - 130	120 - 250
QLD - Brisbane, Gold Coast & Sunshine Coast	70 - 160	95 - 170	120 - 220	80 - 160	120 - 250
QLD - Regional	70 - 160	95 - 160	120 - 220	80 - 160	120 - 250
SA - Adelaide	70 - 140	95 - 180	120 - 200	80 - 160	140 - 250
WA - Perth	70 - 180	100 - 180	120 - 220	90 - 130	120 - 250
ACT - Canberra	80 - 140	100 - 180	120 - 200	80 - 160	140 - 250

LOCAL GOVERNMENT	Traffic Engineer	Civil Designer	Civil Project Manager	Asset Manager	Town Planner
NSW - Sydney	60 - 110	60 - 120	95 - 120	75 - 100	55 - 110
NSW - Regional	55 - 90	65 - 85	80 - 105	65 - 80	75 - 125
VIC - Melbourne	51 - 80	50 - 85	55 - 90	55 - 90	50 - 110
VIC - Regional	51 - 70	50 - 75	55 - 75	55 - 75	50 - 100
QLD - Brisbane, Gold Coast & Sunshine Coast	75 - 140	70 - 120	80 - 150	60 - 95	50 - 100
QLD - Regional	70 - 95	65 - 80	90 - 125	70 - 115	60 - 100
SA - Adelaide	70 - 90	50 - 70	70 - 95	65 - 95	65 - 95
WA - Perth	85 - 105	65 - 90	90 - 110	80 - 100	70 - 90
ACT - Canberra	60 - 100	55 - 90	N/A	N/A	60 - 100
TAS - Hobart/Launceston	60 - 80	60 - 80	80 - 120	80 - 120	60 - 90
NT - Darwin	40 - 85	70 - 100	70 - 110	60 - 100	40 - 90
NZ - Auckland	60 - 130	65 - 100	85 - 150	80 - 130	65 - 100
NZ - Wellington	60 - 130	60 - 100	80 - 130	60 - 100	60 - 115
NZ - Christchurch	60 - 120	55 - 95	80 - 130	55 - 95	60 - 100

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CONSTRUCTION

CONSTRUCTION CIVIL	Leading Hand	Foreperson	Project Manager	Construction Manager	Design Manager	Site Engineer
NSW - Sydney	90 - 110	100 - 160	150 - 190	180 - 250	150 - 190	85 - 95
NSW - Regional	60 - 90	90 - 135	140 - 190	165 - 200	100 - 130	55 - 80
VIC - Melbourne	60 - 80	90 - 160	130 - 190	160 - 300	150 - 190	70 - 120
VIC - Regional	60 - 80	90 - 160	130 - 190	160 - 300	150 - 190	70 - 120
QLD - Brisbane, Gold Coast & Sunshine Coast	60 - 85	90 - 130	130 - 250	180 - 250	110 - 190	65 - 95
QLD - Regional	55 - 80	80 - 120	140 - 180	145 - 200	110 - 180	75 - 90
SA - Adelaide	55 - 80	85 - 105	100 - 125	120 - 160	75 - 110	70 - 80
WA - Perth	80 - 90	100 - 120	135 - 180	105 - 135	85 - 115	70 - 90
ACT - Canberra	70 - 80	90 - 120	100 - 150	130 - 200	80 - 120	70 - 90
TAS - Hobart/Launceston	65 - 75	80 - 90	100 - 150	170 - 195	120 - 150	70 - 90
NT - Darwin	65 - 85	70 - 110	120 - 150	114 - 220	90 - 160	70 - 120
NZ - Auckland	55 - 70	70 - 85	110 - 160	140 - 160	120 - 150	65 - 90
NZ - Wellington	50 - 78	65 - 100	90 - 125	120 - 150	90 - 125	60 - 90
NZ - South Island	59 - 70	63 - 84	85 - 120	120 - 150	100 - 200	60 - 80

	Project Engineer	Contracts Admin/ Qty Surveyor - Jnr/Inter	Contracts Admin/ Qty Surveyor - Senior	Estimator - Junior/ Intermediate	Estimator - Senior
NSW - Sydney	140 - 180	75 - 110	120 - 180	120 - 150	180 - 220
NSW - Regional	120 - 140	70 - 100	105 - 130	80 - 100	110 - 160
VIC - Melbourne	90 - 160	80 - 160	80 - 150	70 - 100	120 - 180
VIC - Regional	90 - 160	80 - 160	75 - 135	70 - 100	120 - 180
QLD - Brisbane, Gold Coast & Sunshine Coast	90 - 135	70 - 90	95 - 150	90 - 130	120 - 250
QLD - Regional	90 - 120	70 - 90	90 - 135	90 - 130	120 - 250
SA - Adelaide	80 - 120	53 - 75	80 - 120	60 - 90	90 - 135
WA - Perth	90 - 135	70 - 80	90 - 120	90 - 130	140 - 180
ACT - Canberra	90 - 140	53 - 70	80 - 120	60 - 90	90 - 130
TAS - Hobart/Launceston	80 - 95	65 - 80	90 - 120	70 - 90	90 - 130
NT - Darwin	80 - 140	60 - 90	80 - 130	80 - 110	100 - 180
NZ - Auckland	75 - 110	45 - 95	110 - 150	45 - 95	110 - 150
NZ - Wellington	80 - 150	50 - 90	100 - 130	50 - 90	100 - 140
NZ - South Island	75 - 100	50 - 90	90 - 140	50 - 90	100 - 140

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CONSTRUCTION

CONSTRUCTION BUILDING	Leading Hand	Foreperson	Site Manager	Project Manager	Construction Manager	Design Manager
NSW - Sydney	100 - 130	150 - 180	160 - 200	150 - 250	220 - 300	180 - 200
NSW - Regional	60 - 90	90 - 130	150 - 180	140 - 200	140 - 200	115 - 140
VIC - Melbourne	75 - 85	85 - 110	110 - 170	150 - 180	180 - 250	120 - 165
VIC - Regional	75 - 85	85 - 110	110 - 170	150 - 180	180 - 250	120 - 165
QLD - Brisbane, Gold Coast & Sunshine Coast	60 - 70	90 - 140	100 - 160	120 - 200	135 - 230	110 - 185
QLD - Regional	65 - 80	80 - 120	100 - 145	140 - 200	150 - 220	120 - 170
SA - Adelaide	48 - 67	64 - 120	85 - 160	100 - 200	120 - 220	100 - 180
WA - Perth	65 - 85	90 - 110	110 - 150	120 - 160	130 - 195	100 - 140
ACT - Canberra	70 - 90	110 - 160	150 - 250	140 - 220	150 - 300	90 - 140
TAS - Hobart/Launceston	65 - 75	80 - 90	90 - 130	100 - 150	170 - 195	120 - 150
NT - Darwin	65 - 85	70 - 110	100 - 145	110 - 160	115 - 180	90 - 135
NZ - Auckland	55 - 70	70 - 85	110 - 170	90 - 200	150 - 220	120 - 150
NZ - Wellington	52 - 58	65 - 80	90 - 125	100 - 150	120 - 200	90 - 120
NZ - South Island	65 - 82	70 - 90	85 - 120	100 - 140	120 - 160	100 - 150

	Site Engineer	Project Engineer	Contracts Admin/ Qty Surveyor - Entry-level/ Intermediate	Contracts Admin/ Qty Surveyor - Senior	Estimator - Junior/ Intermediate	Estimator - Senior
NSW - Sydney	90 - 110	160 - 200	90 - 110	150 - 180	90 - 100	150 - 220
NSW - Regional	60 - 85	90 - 130	75 - 95	100 - 130	90 - 105	110 - 150
VIC - Melbourne	60 - 100	80 - 110	60 - 90	120 - 180	70 - 100	120 - 180
VIC - Regional	60 - 100	80 - 110	60 - 90	120 - 180	70 - 100	120 - 180
QLD - Brisbane, Gold Coast & Sunshine Coast	65 - 90	75 - 120	60 - 70	90 - 150	70 - 80	100 - 200
QLD - Regional	70 - 95	90 - 130	60 - 90	90 - 140	75 - 120	120 - 190
SA - Adelaide	65 - 120	85 - 130	55 - 85	85 - 135	55 - 90	85 - 130
WA - Perth	90 - 110	90 - 130	75 - 100	120 - 170	70 - 95	95 - 130
ACT - Canberra	80 - 100	90 - 130	55 - 75	110 - 150	60 - 80	110 - 150
TAS - Hobart/Launceston	70 - 90	80 - 95	65 - 80	65 - 80	90 - 120	90 - 130
NT - Darwin	60 - 85	80 - 110	60 - 85	80 - 135	80 - 110	100 - 155
NZ - Auckland	65 - 90	75 - 110	45 - 95	110 - 150	45 - 95	110 - 150
NZ - Wellington	60 - 80	80 - 110	50 - 95	110 - 140	50 - 90	100 - 140
NZ - South Island	65 - 85	75 - 100	50 - 90	100 - 140	50 - 90	100 - 140

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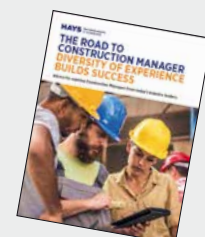
CONSTRUCTION

LOCAL GOVERNMENT	Building Surveyor	Facilities Coordinator	Facilities Manager	Project Manager	Property Manager
NSW - Sydney	65 - 120	42 - 55	50 - 90	80 - 120	60 - 130
NSW - Regional	55 - 85	55 - 75	75 - 100	75 - 100	45 - 105
VIC - Melbourne	145 - 200	65 - 75	80 - 130	90 - 130	80 - 100
VIC - Regional	110 - 140	60 - 70	75 - 100	80 - 98	70 - 90
QLD - Brisbane, Gold Coast & Sunshine Coast	50 - 80	42 - 55	60 - 90	60 - 120	45 - 75
QLD - Regional	65 - 100	48 - 75	75 - 100	90 - 120	48 - 85
SA - Adelaide	60 - 85	55 - 65	75 - 95	70 - 95	55 - 95
WA - Perth	80 - 115	60 - 75	80 - 100	85 - 110	75 - 90
TAS - Hobart/Launceston	80 - 110	60 - 70	70 - 90	80 - 100	80 - 100
NT - Darwin	50 - 80	40 - 60	60 - 90	60 - 100	45 - 75
NZ - Auckland	65 - 110	50 - 65	80 - 120	120 - 150	70 - 120
NZ - Wellington	60 - 95	50 - 65	75 - 115	100 - 150	70 - 120
NZ - South Island	70 - 100	50 - 65	70 - 100	100 - 140	70 - 120

NOTES:

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A diverse technical foundation and strong communication, problem solving and decision making soft skills are required for any aspiring Construction Manager. But what path should you take to the top job? Download our 'Road to Construction Manager' report to find out more.



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PROPERTY



AUSTRALIA

Australia's property market is undergoing a transition from residential to commercial and industrial, which will impact vacancy activity and skills in demand in the year ahead.

The Royal Commission into banking led to a crackdown on lending by the big banks which, coupled with tighter lending standards for investment properties, has seen the once dominant residential sector taper off. As a result, demand for project marketing salespeople has fallen, particularly in Melbourne and Sydney. Residential Valuers are also seeing demand for their skills fall.

“ Australia's property market is undergoing a transition from residential to commercial and industrial, which will impact vacancy activity and skills in demand in the year ahead. ”

However, other residential skills remain highly sought after. With a number of residential developments in the delivery phase, Development Managers and Assistant Development Managers are still required, provided they have project management experience. Entry-level candidates with some project exposure are also sought and now receive higher salaries in Melbourne, Sydney and Perth.

Due to the maturation of the sector, experienced Development Directors with experience working on high-end, high-value projects are required too and receive top salaries in all locations.

With the banking sector tightening lending practices following the Royal Commission, demand has increased for Investment and Portfolio Managers with debt fund modelling skills.

But while the residential market is slowing, the commercial market is growing. Commercial vacancy rates in nearly all cities are at an all-time low and rents are increasing as a result, creating demand for Leasing Agents. Given activity, good

Leasing Agents as well as Commercial Sales Agents can command strong salaries.

The industrial market is also growing, with demand evident for Industrial Development Managers, Leasing Agents and Sales Agents. We're also seeing a requirement for Industrial Asset Managers from agencies as well as larger developers that are bringing this function in-house. Like the commercial market, successful leasing and sales professionals can receive strong salaries.

In a localised trend, Queensland's industrial sector is seeing high demand for Leasing and Property Managers.

In addition, there has been notable salary growth in regional areas as organisations attempt to attract skills in short supply from major cities.

Meanwhile, corporate real estate companies are busy, with Lease Administrators in particular demand.

Larger property owners have identified industrial and health properties as the focus of future growth. As a result, industrial developers are trying to keep up with demand, which is creating a requirement for industrial feasibility, development and acquisition candidates.

In a new trend, developers now not only require candidates with commercial or industrial project experience but strong acquisition and investment skills too, including joint venture structuring and financial modelling. Such candidates are in short supply.

Looking ahead, Australia's property sector will remain a tale of two markets, with the residential decline counteracted by commercial and industrial growth. Sydney and Melbourne will continue to be the centres of activity, with vacancies high for skills in demand.

NEW ZEALAND

Low vacancy rates, positive investment conditions and increased activity across both the retail and industrial sectors will continue to drive the demand for property professionals in the year ahead. With an increase in public sector spending in Auckland, the continued Christchurch CBD rebuild, and the replacement of demolished buildings in Wellington,

demand is high in all major cities.

Consequently, salaries have increased at all levels, from entry-level up to the most experienced property professionals.

In greatest demand are candidates with strong local market knowledge in leasing, sales and property management. Given the positive construction market, with more offices, industrial units and retail sites to manage, lease or sell, employers continue to value candidates with relevant New Zealand experience.

In other areas of demand, Commercial Property Brokers with office leasing experience are sought, from the graduate entry-level to Brokers with many years of experience. There are always strong job opportunities available for such professionals.

Likewise, experienced Residential and Commercial Development Managers are sought to scope feasible project opportunities, take projects through to resource consent and project manage the developments. Demand has filtered through to the public sector in response to initiatives such as KiwiBuild and the Government's investment in schools and hospitals.

Meanwhile, the increase in new property developments will continue to drive up demand for experienced Property Managers and Client Side Project Managers in both the public and private sectors. Client Side Project Managers are key to the delivery of these projects and a highly experienced industry professional will see their value increase. Property Managers are also increasingly in demand to ensure tenants are well looked after and the maximum revenue possible is obtained for each property.

Finally, getting a correct valuation is essential given the current housing shortage and level of construction. However, there is a shortage of Registered Valuers that cannot be eased in the short-term since professional registration requires many years of training. As a result, demand will continue to outstrip supply.

With a buoyant market across both city and rural locations, the year ahead will remain active with strong job opportunities for New Zealand's property professionals.

PROPERTY

	Commercial/Industrial/ Retail Property Management 0-3 yrs exp	Commercial/Industrial/ Retail Property Management 3+ yrs exp	Residential Property Manager 0-3 yrs exp
NSW - Sydney	55 - 90	80 - 130	48 - 70
NSW - Regional	45 - 65	60 - 115	45 - 65
VIC - Melbourne	50 - 70	60 - 100	45 - 55
VIC - Regional	38 - 55	55 - 95	38 - 50
QLD - Brisbane, Gold Coast & Sunshine Coast	50 - 65	60 - 100	45 - 60
QLD - Regional	45 - 55	60 - 90	45 - 55
SA - Adelaide	38 - 65	60 - 85	39 - 55
WA - Perth	50 - 75	65 - 135	40 - 60
ACT - Canberra	50 - 65	65 - 110	45 - 60
TAS - Hobart	50 - 65	65 - 85	45 - 60
NT - Darwin	55 - 75	60 - 100	48 - 65
NZ - Auckland	60 - 75	90 - 120	60 - 80
NZ - Wellington	60 - 75	85 - 110	60 - 80
NZ - Christchurch	55 - 70	85 - 110	60 - 80

	Residential Property Manager 3+ yrs exp	Asset Manager 0-3 yrs exp	Asset Manager 3+ yrs exp
NSW - Sydney	70 - 85	70 - 110	110 - 180
NSW - Regional	65 - 80	65 - 100	75 - 120
VIC - Melbourne	55 - 80	65 - 90	90 - 120
VIC - Regional	45 - 85	60 - 85	85 - 115
QLD - Brisbane, Gold Coast & Sunshine Coast	55 - 70	65 - 90	90 - 120
QLD - Regional	48 - 65	70 - 90	90 - 120
SA - Adelaide	50 - 70	55 - 85	68 - 110
WA - Perth	60 - 75	75 - 90	90 - 135
ACT - Canberra	60 - 90	70 - 100	100 - 140
TAS - Hobart	55 - 70	65 - 80	80 - 110
NT - Darwin	60 - 80	65 - 90	80 - 120
NZ - Auckland	80 - 100	90 - 110	110 - 150
NZ - Wellington	80 - 100	80 - 110	100 - 130
NZ - Christchurch	80 - 100	80 - 110	100 - 130

NOTES:

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PROPERTY

	Retail Centre Manager	Lease Administrator	Commercial/Industrial Sales & Leasing
NSW - Sydney	80 - 130	50 - 100	60 - 150
NSW - Regional	70 - 120	45 - 80	55 - 120
VIC - Melbourne	75 - 130	50 - 60	60 - 120
VIC - Regional	65 - 105	38 - 50	55 - 115
QLD - Brisbane, Gold Coast & Sunshine Coast	80 - 120	45 - 60	55 - 150
QLD - Regional	75 - 140	40 - 50	50 - 150
SA - Adelaide	75 - 140	50 - 65	50 - 100
WA - Perth	75 - 140	40 - 55	75 - 165
ACT - Canberra	90 - 140	50 - 65	70 - 140
TAS - Hobart	90 - 110	45 - 55	60 - 90
NT - Darwin	80 - 120	45 - 60	60 - 100
NZ - Auckland	90 - 150	55 - 75	130 - 200
NZ - Wellington	90 - 120	50 - 65	130 - 150
NZ - Christchurch	90 - 120	50 - 65	130 - 150

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PROPERTY

	Valuer CPV/RPV 0-3 yrs exp	Valuer CPV/RPV 3+ yrs exp	Client Side Project Manager 0-3 yrs exp	Client Side Pro- ject Manager 3+ yrs exp	Client Side Project Director
NSW - Sydney	45 - 85	65 - 120	70 - 100	100 - 155	175 - 240
NSW - Regional	40 - 80	55 - 100	70 - 100	100 - 155	160 - 220
VIC - Melbourne	55 - 65	65 - 110	70 - 120	120 - 180	180 - 250
VIC - Regional	45 - 65	65 - 100	70 - 120	120 - 180	180 - 250
QLD - Brisbane, Gold Coast & Sunshine Coast	45 - 75	65 - 100	70 - 95	95 - 140	150 - 210
QLD - Regional	45 - 75	65 - 100	70 - 95	90 - 120	120 - 160
SA - Adelaide	45 - 75	65 - 100	65 - 90	85 - 140	120 - 250
WA - Perth	55 - 82	75 - 120	65 - 100	100 - 150	150 - 200
ACT - Canberra	55 - 75	80 - 130	70 - 110	110 - 160	180 - 250
TAS - Hobart	55 - 70	70 - 90	70 - 90	90 - 150	130 - 190
NT - Darwin	55 - 80	65 - 110	70 - 90	90 - 140	145 - 200
NZ - Auckland	55 - 85	85 - 135	75 - 95	100 - 150	170 - 210
NZ - Wellington	55 - 85	85 - 135	75 - 95	85 - 130	130 - 160
NZ - Christchurch	55 - 85	85 - 135	75 - 95	85 - 130	130 - 160

	Acquisitions 0-4 yrs exp	Acquisitions 4+ yrs exp	Assistant Development Manager	Development Manager	Development Director
NSW - Sydney	70 - 120	100 - 380	70 - 120	130 - 250	220 - 380
NSW - Regional	55 - 95	100 - 300	55 - 110	120 - 250	220 - 380
VIC - Melbourne	75 - 95	95 - 150	65 - 110	100 - 200	250 - 350
VIC - Regional	65 - 100	90 - 165	50 - 85	110 - 155	155 - 200
QLD - Brisbane, Gold Coast & Sunshine Coast	70 - 105	80 - 165	55 - 75	100 - 160	200 - 300
QLD - Regional	60 - 100	80 - 140	50 - 65	100 - 140	150 - 200
SA - Adelaide	40 - 85	110 - 140	55 - 95	130 - 200	145 - 230
WA - Perth	55 - 100	110 - 160	60 - 90	110 - 155	165 - 250
ACT - Canberra	60 - 100	90 - 180	65 - 90	100 - 180	180 - 240
TAS - Hobart	70 - 100	85 - 115	55 - 90	100 - 150	140 - 180
NT - Darwin	50 - 85	70 - 120	55 - 90	110 - 145	150 - 190
NZ - Auckland	65 - 85	85 - 130	75 - 130	190 - 260	300 - 400
NZ - Wellington	65 - 85	75 - 115	75 - 120	155 - 210	250 - 350
NZ - Christchurch	65 - 85	75 - 115	75 - 120	155 - 210	250 - 350

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FACILITIES MANAGEMENT



AUSTRALIA

Cyber security, outsourcing, a desire for greater value, a focus on health and wellbeing and the resurgence of the mining sector are the driving factors behind rising vacancy activity and a changing set of facilities management (FM) skills in demand.

FM is no longer a physical job. Rather than complete manual tasks such as site audits, contractor management and risk assessments, today's FM professional requires a new set of skills.

Topping the list is IT and infrastructure expertise in response to continuous and escalating cyber security threats. Demand is particularly high from service providers for Contract Managers, Relationship Managers, Service Coordinators, Bid and Tender Executives and Estimators with excellent technical skills and computer literacy.

These organisations want to strengthen their tenders and offering by investing in such staff. Given the requirement for strong computer literacy, organisations will consider candidates at a more junior level compared to previous years in order to acquire that specific skillset. Despite demand, salaries remain steady.

At the same time, the rise of agile and shared work spaces is fuelling demand for technical FMs with data centre experience.

Meanwhile, a large number of organisations continue to outsource FM. Research by CBRE shows that by 2025 the global outsourced facilities management market will be worth a huge \$1 trillion. Partnering with service providers is viewed by many organisations as a cost saving measure that brings the added benefit of ensuring that preventative rather than reactive work is completed.

This is leading to increased permanent vacancy activity for Contract Managers, Relationship Managers, Service Coordinators, Bid & Tender Executives and Estimators.

Within the in-house market, organisations increasingly want candidates who can provide greater value than a traditional Building Manager. To be successful, Facilities Managers therefore now require strong project management and tender

writing/bid management knowledge. Stakeholder engagement skills and a customer focus are essential, while tech-savvy candidates stand out. A trade background is also valued so that minor works can be completed internally, thus reducing subcontractor spend.

This desire to add greater value is evident in service providers too, who typically replace departing staff with a candidate who can deliver more, such as looking after larger portfolios.

Another rising trend is the focus on health and wellbeing within the workplace, which has created new roles such as Culture & Change Managers and Health & Wellbeing Managers. Standard job descriptions for Facilities Managers are also evolving to include wellbeing. As a result, candidates with demonstrated experience in this area are in high demand.

In addition, demand is expected to grow for FMs who have sat the new International WELL Building Institute exam and become an approved WELL AP given the productivity and performance benefits such candidates can bring to an organisation.

In response to the resurgence of the mining sector, more FIFO FM roles are available and salaries are increasing. In addition, a growing number of exploration camps require Village Managers and Project Personnel, which further adds to demand.

In a final trend, a lack of entry-level roles in recent years has helped fuel today's skills shortage. A primary catalyst behind this is the constant battle between service providers for new accounts. Upon winning a new account, service providers want to make an immediate impact and therefore only recruit experienced candidates.

Despite these trends, salaries remain stable. The expectations of employers may be increasing, but the high competition between service providers and growing desire to gain value from candidates is keeping salaries steady.

NEW ZEALAND

New Zealand's facilities management job market will remain active over the year ahead. The nation's building boom in recent years has led to a shortage of suitably qualified and experienced staff, particularly

Building and Maintenance Managers in the commercial and retail sectors.

Demand is also high for Facilities Managers who are capable of understanding the full workings of a large building and can manage large OPEX and CAPEX budgets.

Experienced Helpdesk Coordinators and Administrators who can use facilities management building and financial software are in growing demand.

Facilities Coordinators who can step up and perform some duties at the Facilities Manager level if required are sought too. Consequently, employers look for candidates with knowledge of Building Warrant of Fitness and building management systems.

Despite demand, salaries remain stable for Facilities Managers, Facilities Coordinators and Helpdesk Coordinators. Instead of using salary to compete for the top talent, employers are attempting to attract candidates by promoting their consistency of work and the career development pathways on offer.

Employers typically look for candidates with a strong understanding of local compliance and health and safety regulations. Therefore, New Zealand work experience is valued.

In addition, employers look for staff who can add value to their business, such as through a deep understanding of new regulations or technology, or who can manage and minimise costs or run projects efficiently with minimal disturbance to tenants. Those who can best manage a property upgrade in light of continuous regulatory demands and material and labour costs are also valued, as is IT design or building knowledge.

Overseas candidates often provide such additional value since they have more advanced exposure to clever buildings, such as those with BIMs. Some employers view such expertise as more important than local work experience.

In another trend, the industry is focussed on improving service levels and professionalism in response to both the demands of building owners and increased competition from overseas.

FACILITIES MANAGEMENT

	Building Manager	Facilities Coordinator	Facilities Manager	Service Manager
NSW - Sydney	70 - 90	60 - 75	80 - 120	80 - 150
NSW - Regional	60 - 75	55 - 70	80 - 100	80 - 130
VIC - Melbourne	70 - 85	65 - 75	85 - 110	100 - 120
VIC - Regional	70 - 85	60 - 70	80 - 110	100 - 120
QLD - Brisbane, Gold Coast & Sunshine Coast	65 - 80	50 - 70	70 - 130	80 - 110
QLD - Regional	55 - 70	45 - 60	60 - 100	75 - 100
SA - Adelaide	65 - 80	55 - 65	65 - 85	80 - 95
WA - Perth	65 - 75	50 - 60	70 - 90	85 - 120
ACT - Canberra	70 - 80	55 - 65	80 - 130	80 - 130
TAS - Hobart	60 - 70	45 - 65	65 - 85	70 - 80
NT - Darwin	65 - 80	60 - 78	80 - 120	100 - 140
NZ - Auckland	75 - 110	60 - 75	85 - 125	85 - 125
NZ - Wellington	75 - 110	50 - 70	85 - 125	80 - 120
NZ - Christchurch	75 - 110	50 - 70	85 - 115	80 - 115

	Contracts Manager	Operations Manager	Engineering Manager	Bid Manager	General Manager
NSW - Sydney	100 - 150	110 - 150	120 - 150	110 - 150	150 - 250
NSW - Regional	80 - 120	80 - 120	100 - 120	100 - 130	150 - 250
VIC - Melbourne	75 - 120	80 - 120	85 - 115	80 - 150	130 - 230
VIC - Regional	65 - 110	80 - 120	75 - 115	80 - 150	110 - 230
QLD - Brisbane, Gold Coast & Sunshine Coast	80 - 130	70 - 130	90 - 130	85 - 140	120 - 200
QLD - Regional	65 - 115	75 - 115	75 - 95	80 - 130	110 - 190
SA - Adelaide	85 - 115	85 - 120	80 - 100	85 - 125	110 - 185
WA - Perth	110 - 140	130 - 150	100 - 125	120 - 160	150 - 180
ACT - Canberra	120 - 165	100 - 150	120 - 150	100 - 150	150 - 250
TAS - Hobart	75 - 90	85 - 115	80 - 120	85 - 100	100 - 145
NT - Darwin	100 - 140	95 - 150	95 - 160	75 - 135	130 - 220
NZ - Auckland	85 - 130	100 - 130	110 - 140	110 - 145	130 - 230
NZ - Wellington	80 - 120	100 - 130	110 - 140	110 - 145	125 - 185
NZ - Christchurch	80 - 120	100 - 130	110 - 130	100 - 140	115 - 185

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FACILITIES MANAGEMENT

SOFT SERVICES	Cleaning Operations Manager	Cleaning Area Manager	Catering Manager	Facilities Helpdesk
NSW - Sydney	80 - 100	65 - 80	80 - 90	55 - 70
NSW - Regional	80 - 100	65 - 80	70 - 80	50 - 65
VIC - Melbourne	80 - 120	65 - 80	75 - 85	55 - 65
VIC - Regional	80 - 120	65 - 80	75 - 85	55 - 65
QLD - Brisbane, Gold Coast & Sunshine Coast	75 - 105	60 - 75	70 - 85	50 - 60
QLD - Regional	75 - 100	60 - 75	70 - 90	50 - 65
SA - Adelaide	75 - 90	60 - 70	70 - 80	45 - 55
WA - Perth	70 - 90	75 - 95	75 - 95	50 - 65
ACT - Canberra	80 - 100	65 - 80	65 - 75	40 - 55
NZ - Auckland	80 - 95	70 - 80	70 - 85	50 - 70
NZ - Wellington	80 - 95	65 - 80	70 - 85	50 - 70
NZ - Christchurch	80 - 95	65 - 80	70 - 85	50 - 70

	Control Room Operator	Security Manager	Facilities Officer	Guest Services Agent
NSW - Sydney	55 - 65	70 - 80	50 - 60	55 - 65
NSW - Regional	55 - 65	70 - 80	50 - 60	55 - 65
VIC - Melbourne	50 - 60	70 - 80	55 - 60	50 - 60
VIC - Regional	50 - 60	70 - 80	55 - 60	50 - 60
QLD - Brisbane, Gold Coast & Sunshine Coast	55 - 60	65 - 75	50 - 70	50 - 55
QLD - Regional	55 - 60	65 - 77	45 - 60	50 - 55
SA - Adelaide	50 - 60	65 - 80	50 - 60	45 - 55
WA - Perth	55 - 65	65 - 75	50 - 60	50 - 55
ACT - Canberra	50 - 60	70 - 80	50 - 60	50 - 55
TAS - Hobart	50 - 65	70 - 80	50 - 60	50 - 55
NT - Darwin	55 - 65	65 - 75	55 - 65	50 - 55
NZ - Auckland	55 - 65	75 - 85	55 - 65	55 - 60
NZ - Wellington	55 - 65	75 - 85	55 - 65	55 - 60
NZ - Christchurch	55 - 65	75 - 85	55 - 65	55 - 60

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ABOUT US

Our passion lies in helping people develop their professional careers, in whatever sector they work; this principle is what makes Hays the world's leading expert in recruiting qualified, professional and skilled people.

We believe that the right job can transform a person's life and the right person can transform an organisation. We have the depth of expertise and market insight to offer advice to both clients and candidates.

Fuelled by energy and passion, we look beyond skills and experience to find the right cultural fit. This enables individuals and organisations to flourish.

We've equipped our consultants with the latest innovative technology to ensure they can find the ideal candidate for their clients' roles more quickly and effectively than ever before. This includes utilising data science tools and digital technologies through our 'Find & Engage' solution and investing in artificial intelligence techniques and machine learning tools.

We've also fostered strategic relationships with SEEK Limited, which allows us access to millions of candidates, and LinkedIn®, which provides real-time data on the active candidate market, behavioural trend analysis for future movers and an additional talent pool.

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Liverpool T: 02 9601 8822

North Sydney T: 02 9957 5733

Parramatta T: 02 9635 1133

Regional

Newcastle T: 02 4925 3663

Wollongong T: 02 4222 0100

Victoria

Melbourne CBD

Collins St T: 03 9604 9600

St Kilda Rd T: 03 9804 5313

Melbourne Suburbs

Camberwell T: 03 9946 3500

Moonee Ponds T: 03 9326 2149

Mulgrave T: 03 8562 4250

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Ballarat T: 03 5303 9997

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