



PRO BONO SALARY SURVEY

Australia's largest report on not-for-profit remuneration

Brought to you with the support of our partners:



The Pro Bono Salary Survey gives an annual deep dive into the remuneration practices of Australia's not-for-profit organisations. This year, more than 1,400 not-for-profit leaders across Australia participated in the survey, providing their personal and staff salary information – an increase on last year.

This is the largest not for profit/social sector salary survey in Australia, and as a result delivers a robust evidence base which can be trusted by boards, CEOs and managers to accurately guide them when making remuneration decisions.

Pro Bono Australia has an enormous and diverse footprint delivering services to one million Australians annually, and it was this network who were invited to take part in this year's salary survey.

Each year our remuneration expert, Andrew Beveridge, adds a couple of extra questions that give us some deeper insights and I would encourage you to read his findings.

As always, with a project of this magnitude, there are many people to thank.

Our particular thanks to Andrew of Leadership Today for his deep and intelligent analysis of the figures, backed by his extensive experience in remuneration.

Our many thanks to HLB Mann Judd and HESTA for their ongoing support. It is wonderful to have them as partners and we appreciate their efforts in the promotion of the content in the Salary Survey.

And last but not least, a huge thanks to the Pro Bono Australia team for their support in bringing the results to life. In particular to Irina Bourova, who really "owns" this survey and who quietly and diligently data crunches, cleans and massages the data year after year, and to Chloe Tucker, whose marketing expertise draws in the extraordinary number of respondents we get for the survey.

As a 20-year-old social enterprise and B Corp, Pro Bono Australia is firmly committed to assisting Australia's social economy to thrive and grow. As a media, jobs and education hub we develop many resources to enable that to happen.

To check out the other things we do, go to:

www.probonoaustralia.com.au



Karen Mahlab AM
Founder & CEO
Pro Bono Australia



“Pro Bono Australia has an enormous and diverse footprint delivering services to one million Australians annually, and it was this network who were invited to take part in this year’s salary survey.”

Jim Collins, in his book Good to Great, said “... To build a successful organisation and team you must get the right people on the bus.”

Whilst not-for-profit organisations are generally “for the greater good”, or for the good of their membership, it is still a competitive marketplace, especially in relation to “getting the right people.”

The ability of a not for profit to impact the way it wants to is highly dependent on its people. If you don't have the right people, the right mix of people, and the right culture for your people to enable them to do their best work, your impact is very much likely to be less than you wish it to be.

One factor, and certainly not the only factor, in attracting the right people who can take your organisation from “Good to Great” is knowing what remuneration packages are required.

The 2019 Pro Bono Salary Survey should be a tool used by every person involved in employing others. It can make sure that you know what the market is, so that you can set salaries with confidence.

The survey is more than that – it provides some amazing insights into different aspects of getting the best from your team.

HLB Mann Judd is honoured to again be part of the Pro Bono Salary Survey, and to play a part in bringing this vital information to you. This is one of HLB Mann Judd's many contributions to the NFP sector in Australasia.

Darryl Swindells

Head of Not for Profits
HLB Australasia

Kim Kelloway

Head of Clients & Markets
HLB Mann Judd

“The 2019 Pro Bono Salary Survey should be a tool used by every person involved in employing others. It can make sure that you know what the market is, so you can set salaries with confidence.”



In the not-for-profit and community services sectors, there are thousands of people doing extraordinary things every day across Australia. That's why HESTA is proud to support the Pro Bono Salary Survey in 2019.

HESTA is the only industry super fund dedicated to health and community services. We're for the common good. We're for members, not shareholders. And, we believe everyone deserves the best possible retirement.

The majority of our 870,000 members are women. And, women tend to retire with less super than men due to breaks from work to care for family, a greater tendency to work part time or because of the gender pay gap. That's why we advocate for fairer super across the board for women, low income earners, people experiencing financial hardship and Aboriginal and Torres Strait Islander peoples.

At HESTA we live our values. We are an Employer of Choice for Gender Equality. We place importance on investing our members' retirement savings in an environmentally and socially responsible way. And we believe in reinvesting in the sector we serve. That's why we've committed \$70 million to social impact investments including social, affordable and disability housing. In 2013 we established the HESTA Community Sector Awards to recognise and reward the life-changing work done by community services people and organisations.

We're pleased to support this valuable benchmarking tool, which could help our many members in the not-for-profit sector make important career decisions. We congratulate Pro Bono Australia and HLB Mann Judd on their contribution to salary benchmarking for this important sector.

Debby Blakey

Chief Executive Officer

HESTA

“We're pleased to support this valuable benchmarking tool, which could help our many members in the not-for-profit sector make important career decisions.”



About Pro Bono Australia

Leading the way in social impact

Pro Bono Australia is one of Australia's first social businesses. Since 2000 we have provided news, jobs, education, skilled volunteering and other resources for the common good. In 2016, we helped over one million people across Australia.

We dedicate time, energy and resources to support and enable the growth of an engaged and effective social sector.

EY estimated the value of the social impact created by our News, VolunteerMatch, Surveys and Webinars to be approximately \$6.5m* in 2015 alone.



\$6.5m* Social Impact



\$2.8m

Pro Bono News
\$2.8m of social value created.



\$0.4m

VolunteerMatch
\$0.4m of social value created.



\$2.5m

Pro Bono Surveys
\$2.5m of social value created.



\$0.7m

Pro Bono Webinars
\$0.7m of social value created.

*Pro Bono Australia: a Performance Framework for measuring the broader value' created in January 2016 based on 2015 data.

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PRO BONO AUSTRALIA PTY LTD

Suite 306, 235 Queen St, Melbourne, Victoria, 3000, Australia
Tel (03) 8080 5650 Fax (03) 8080 5649
Email probono@probonoaustralia.com.au
ABN 53 090 770 666

Purpose

For seven years Pro Bono Australia's annual Not For Profit Salary Survey has provided reliable salary benchmarking data for key roles in the NFP sector.

This year's survey covers 26 roles that are common to most NFP organisations. To assist with benchmark comparisons, each role is identified by job title, a brief description and the tier of the role. Where relevant, the tier is used to reflect the levels in an organisation:

- Tier 1 roles report directly to the organisation's board (this covers the CEO/Head of Organisation).
- Tier 2 roles report directly to the CEO/Head of Organisation.
- Tier 3 roles report directly to a Tier 2 role.
- Tier 4 roles report directly to a Tier 3 role.

Organisations use a range of job titles for these positions, so those contributing data selected the closest match to the roles in their organisation.

The Salary Survey is one of the largest of its kind and includes responses covering 1,421 cases across 26 positions:

- 1 **CEO/Head of Organisation** (Tier 1) – 292 cases
- 2 **General Manager** – most senior role responsible for the delivery of a range of services / programs, direct report to CEO / Head of organisation (Tier 2) – 149 cases
- 3 **Finance Manager/Treasurer** – most senior finance role responsible for full range of finance accountabilities (Tier 2) – 83 cases
- 4 **Operations/Administration Manager** – most senior role responsible for corporate and administrative operations (Tier 2) – 61 cases
- 5 **Marketing/Fundraising/Communications Manager** – most senior marketing / fundraising /communications role responsible for full range of marketing / communications accountabilities (Tier 2) – 92 cases
- 6 **Human Resources Manager** – most senior HR role responsible for full range of HR accountabilities (Tier 2) – 60 cases
- 7 **Services Manager** – most senior role responsible for the delivery of one or more "front line" or core services or geographical regions (Tier 2) – 50 cases
- 8 **Project Manager** – most senior role responsible for the delivery of one or more programs or projects (Tier 2 and 3) – 55 cases
- 9 **Marketing/Fundraising/Communications Manager** (Tier 3) – 101 cases
- 10 **Administration Officer** – 38 cases
- 11 **Business Development Manager** – 40 cases
- 12 **Case Manager** – 49 cases
- 13 **Database Manager** – 19 cases
- 14 **Finance Manager** (Tier 3) – 25 cases
- 15 **Grants Manager** (Tier 2 or 3) – 23 cases
- 16 **IT Manager** – 18 cases
- 17 **Partnership Manager** (Tier 3) – 23 cases
- 18 **Philanthropy Manager** (Tier 2 or 3) – 20 cases
- 19 **Program Manager** (Tier 2 or 3) – 34 cases
- 20 **Quality/Risk Manager** (Tier 3) – 17 cases
- 21 **Relationships Manager** (Tier 3) – 35 cases
- 22 **Research/Social Policy Manager** (Tier 2 or 3) – 41 cases
- 23 **Services Manager** (Tier 3) – 17 cases
- 24 **Team Leader** – 28 cases
- 25 **Training & Resources Officer** – 16 cases
- 26 **Volunteering Manager** (Tier 3) – 35 cases

Approach

Invitations were sent in November 2018 – January 2019 by Pro Bono Australia to over 52,000 recipients from small, medium and large organisations to be involved in the organisation's NFP Salary Survey. Representatives from NFP organisations submitted detailed salary information through a secure online system for roles that were relevant to their organisation.

When providing salary data, representatives also included information about the organisation, including operating budget, number of employees and sector. This additional information allows further analysis that assists organisations using the data to select the most relevant comparisons.

All submitted data was reviewed to ensure the quality of the final data included in the survey.

For roles that were not full-time, key salary figures (namely salary, superannuation, and bonuses and incentives) were grossed up to provide a full-time equivalent figure.

The salary data is broken down into major components including:

- Salary (base salary);
- Superannuation;
- Car allowance/package;
- Phone allowance;
- Other allowances;
- Professional registrations, subscriptions, memberships and insurance; and
- Bonuses and incentives.

Using these major components allows calculation of how prevalent the use of various salary items is in the NFP sector. This detailed salary information also allows calculation of three key salary measures:

- **Salary** (base salary);
- **Total Remuneration Excluding Incentives** – base salary and all other salary components except for any bonus or incentive payments; and
- **Total Remuneration Including Incentives** – base salary and all other salary components including bonus or incentive payments.

The survey also allowed comparison of remuneration packages by tax status of the organisation. This provides an opportunity to examine the impact of concessional tax arrangements on remuneration packages.

Information is provided in a common format for each position. First a detailed position analysis is included. This provides overall figures for the position by various salary components. Data is also included on the number of cases covered, and the percentage of total cases this represents. Data is then presented by sector, operating budget, number of full-time equivalent (FTE) employees, location and tax status. This allows a more direct comparison for NFP organisations seeking to benchmark their roles. Limited information is provided for some roles due to a relatively small number of cases.

Data is only provided where there are at least five cases for any comparison to preserve the confidentiality of participating organisations.

There is a broad range of salaries for each position, so it is essential to understand the distribution of cases to allow effective and reliable salary comparisons. Points within the range of salaries are provided for:

- **25th percentile (1st quartile)** – the point below which sit 25% of cases, and above which sit 75% of cases
- **50th percentile (median)** – the mid-point of cases, above and below which sit 50% of cases
- **75th percentile (3rd quartile)** – the point below which sit 75% of cases, and above which sit 25% of cases
- **Average (mean)** – the average across all cases calculated by adding all salaries together and dividing by the number of cases.

These points in the salary range are calculated separately for each salary component, which explains why components cannot simply be totalled on the detailed position analysis table.

Making sense of market salary data can be challenging, so here are some tips for getting the best out of this salary survey.

1

Select the closest role to the one you want to benchmark.

There may not be an exact match for your role, so you want to choose the one or two roles that are closest. Pay attention to the tier of the role. This will tell you the level of the benchmark role. For example, the CEO benchmark role is Tier 1 – it's the highest level role in the organisation. The General Manager role is Tier 2, which means it reports directly to a top level Tier 1 role. Tier 3 roles report into Tier 2 roles.

2

Select similar sized organisations to compare your current salaries.

Organisational size has a significant impact on salaries, with larger organisations paying higher salaries than smaller organisations. We recommend using the annual turnover of the organisation as a starting point.

3

Select the salary measure you want to use.

You may wish to compare base salaries, or perhaps you want to look at total remuneration to factor in other benefits and superannuation. Just be sure to use the same benchmark measure as the one you typically use in your organisation.

4

Check the market median first.

The market median is the mid-point, and is a useful starting point to check the competitiveness of your current salaries. The median salary is also less susceptible to extreme high and low salaries in the benchmark data. It is therefore more stable over time than other comparisons.

5

Explore other data.

We have included lots of other information, including data around benefits, incentives, salaries by location etc. This can be useful additional context when you are comparing salaries.

6

Don't just match the market.

Choosing a salary for a role is not as simple as just matching the median of the market. You need to factor in the performance and contribution of the individual (e.g. people newer to a role are typically paid less than experienced high performers). You also should consider the organisation's capacity to pay (i.e. what can we afford to pay) and need to pay (i.e. what it will cost to get the right person into the role).

7

Perform a more formal benchmarking process

Perform a more formal benchmarking process every two to three years, then apply salary market increases in between. It typically isn't necessary to benchmark salaries every year. You might do a quick review, but then apply salary increases based on market movements. This report provides forecasts of salary movements provided by CEOs, and you can use other data such as the Australian Bureau of Statistics Wage Price Index to give a sense of how the broader salary market is moving.

8

Communicate the process you use to make salary decisions.

If you conduct a staff survey, pay is usually one of the biggest issues identified. It's actually quite difficult to make people happy with the amount of pay they're receiving. Our own research shows that 48 per cent of people think they are underpaid, while only 3 per cent think they're overpaid. Communicating how you are making salary decisions helps build confidence that you are looking at the salary market and taking a considered position. Have a robust and fair process in place.

Salary market data provides a helpful input to determining appropriate salaries within your organisation. Following these tips will help you to make the most of this information.

Negative work-related stress takes a significant toll on individuals and the organisations for which they work. Our survey of over 1,400 not-for-profit leaders and employees reveals 46 per cent of people report often experiencing negative work-related stress – a group we call “The Stressed”. Furthermore, 80 per cent see their work as demanding – a group we call “The Stretched”.

The experience of these two groups is quite different. Those who often experience negative work-related stress have 17 per cent lower employee engagement ratings compared to the rest. “The Stressed” are less likely to be engaged with their work and organisation than others. And this negative sentiment is reflected in all aspects of employee engagement, particularly in a 24 per cent lower rating of their likelihood to recommend their organisation to others as a place to work. In contrast, those who find their work demanding have 21 per cent higher employee engagement than those who don’t see their work as demanding. “The Stretched” are more likely to be engaged with their work and organisation. This group’s level of motivation to do their best work for the organisation is particularly notable, being 29 per cent higher than the rest of the people surveyed.

However, there is overlap between these two groups. It’s possible to be both “Stressed” and “Stretched”, or any other combination of these two factors. It’s interesting to separate out those who find their work demanding, but don’t often experience negative work-related stress – a group we call “The Strong”. This 38 per cent of employees report 34 per cent higher levels of employee engagement than the rest of those surveyed. Their ratings of whether they would recommend their organisation to others as a place to work are 40 per cent higher than others. They’re much more likely to be motivated to do their best work for the organisation, and are also more likely to want to stay with the organisation. The positive impact of being among “The Strong” flows through to all six elements of employee engagement (see Table 1).

Table 1: Employee Engagement

	THE STRESSED 46%	THE STRETCHED 80%	THE STRONG 38%
	Those who often experience negative work-related stress versus the rest	Those who feel their work is demanding versus the rest	Those who feel their work is demanding but don't often experience negative work-related stress versus the rest
I would recommend this organisation as a place to work	24% lower	14% higher	40% higher
I would recommend this organisation's products/ services to others	9% lower	18% higher	22% higher
I am motivated to do my best work for this organisation	15% lower	29% higher	36% higher
I am proud to work for this organisation	18% lower	19% higher	34% higher
Given the choice, I would like to continue working for this organisation for at least one more year	18% lower	22% higher	36% higher
I am satisfied with my job and the kind of work I do	18% lower	23% higher	36% higher
OVERALL EMPLOYEE ENGAGEMENT	17% LOWER	21% HIGHER	34% HIGHER

This raises an important question – what is different about the experience of individuals that might account for these dramatically different outcomes in employee engagement?

It turns out that “The Stressed” provide particularly poor ratings of the level of autonomy they have in how they achieve outcomes, being 21 per cent lower than the rest of those surveyed. Their ratings of the opportunity to develop capability in areas important to them are 17 per cent lower than others. This is consistent with broader research into stress at work – a lack of autonomy and capability to do your job well is a recipe for negative stress.

In contrast, “The Stretched” are 32 per cent more likely to see their work as contributing to a cause greater and more enduring than themselves. This sense of purpose appears to buffer people from the adverse effects of negative stress, helping the individual to interpret challenges and demands in a more positive light. It’s much easier to see a demanding job as a good thing if you believe you are making a positive impact on something that matters. The ability to develop meaningful connections at work also appears to help, with “The Stretched” rating this 24 per cent higher than others (see Table 2).

“The Strong” have particularly positive ratings of purpose, development, connections and autonomy. These four work environment factors are also significantly positively correlated with employee engagement. Each of these factors individually accounts for 28 per cent to 40 per cent of the variance in employee engagement.

Table 2: Work Environment

	THE STRESSED 46%	THE STRETCHED 80%	THE STRONG 38%
	Those who often experience negative work-related stress versus the rest	Those who feel their work is demanding versus the rest	Those who feel their work is demanding, but don't often experience negative work-related stress versus the rest
Purpose: My work allows me to contribute to a cause greater and more enduring than myself	1% lower	32% higher	19% higher
Development: My work allows me to develop capability in areas that are important to me	17% lower	17% higher	32% higher
Connections: My work allows me to develop meaningful connections with other people	11% lower	24% higher	27% higher
Autonomy: My work allows me freedom and autonomy over how I achieve results	21% lower	14% higher	34% higher

The “Gender Stress Gap”

Our research shows that women and men have similar employee engagement levels overall, and similar ratings of the level of job demands. However, 49 per cent of women say they often experience negative work-related stress, versus just 36 per cent of men. Women are also less positive in their ratings of pay fairness and competitiveness. They feel they have less opportunity to develop their capability through their work, and are less likely to recommend their organisation as a place to work (see Table 3).

Table 3: The “Gender Stress Gap”

	MEN % AGREE	WOMEN % AGREE
I often experience negative work-related stress	36%	49%
My work is demanding	81%	80%
My pay is reasonable when compared to other similar organisations	64%	55%
I am paid fairly compared to others in this organisation	69%	58%
My work allows me to develop capability in areas that are important to me	82%	73%
I would recommend this organisation as a place to work	84%	77%

The negative perceptions of pay equity and competitiveness women experience have some foundation, particularly in smaller organisations. We identified this by looking at Tier 2 roles – those who directly report to the CEO/Head of Organisation. This provides us with a set of roles with similar levels of responsibility. Analysing this data reveals a gender pay gap overall which varies by organisational size. Organisations with a turnover under \$2 million are worst for women’s salaries, with women earning just 90 cents on every dollar a man earns. The gap then levels out for organisations with a turnover of \$2 million to \$10 million, then moves slightly in favour of women for organisations over \$10 million in turnover. Larger organisations are generally better for women in terms of pay equity. However, the proportion of women in Tier 2 roles decreases with organisational size, from 80% women in organisations with less than \$2 million turnover, to 66% women in organisations with over \$50 million turnover (see Table 4).

Table 4: Pay by Gender and Organisation Size (Tier 2 Management Roles)

SIZE OF ORGANISATION (OPERATING BUDGET)	MEDIAN AMOUNT EARNED BY A WOMAN FOR EVERY \$1 EARNED BY A MAN	% OF DIRECT REPORTS TO CEO WHO ARE WOMEN
Less than \$2 million	\$0.90	80%
From \$2 million to \$10 million	\$1.00	74%
From \$10 million to \$25 million	\$1.04	63%
From \$25 million to \$50 million	\$1.02	69%
Over \$50 million	\$1.05	66%

What Leaders Can Do To Turn “The Stressed” Into “The Strong” For Both Men and Women

These findings reinforce the importance of providing equitable and competitive salaries for all, independent of gender. It's also important to explore factors that might be getting in the way of more women taking up senior roles in larger not for profit organisations. Getting these basics right lays the foundation to work on other aspects of the work environment.

Leaders shape the work environment through the leadership behaviours they demonstrate – the actions they take that build the kind of environment where people can thrive. The good news is that leaders can actively enhance purpose, development, connections and autonomy for both men and women through the leadership styles that they apply. The concept of leadership styles is not new – the styles we refer to are informed by over 80 years of research by people including Kurt Lewin, Fred Fiedler, Martin Evans, Robert House, James McGregor Burns, Bernard Bass, Paul Hersey and Ken Blanchard.

The first leadership style is inspiring. This involves developing a compelling vision for the work that we undertake, communicating that vision, and aligning roles and individuals to the vision. This helps to increase clarity, and it also encourages alignment. People know where the organisation is headed, they know their role, and they can connect their own motivations with that broader purpose.

The second leadership style is developing. Here the leader is discussing the skills and capabilities people want to develop, coaching people, providing stretch opportunities, and investing in their development. This ensures people are developing their capability, while also building the capacity of the organisation.

The third leadership style is connecting. Here leaders help connect people with others that can provide support, while also identifying opportunities to work across the organisation, build teamwork, and provide direct support and encouragement. This style helps ensure people have the support they need, while also building collaboration for the organisation.

The fourth style is delegating. Here the leader delegates important work to people, even when it may mean a short-term dip in performance. The leader focuses more on accountabilities and outcomes, giving people greater freedom about how they produce results. This provides the individual with authority, while also enabling the leader to hold them accountable.

As leaders we have a unique opportunity to turn “The Stressed” into “The Strong”, and to create a work environment where everyone can bring their best and flourish. This isn't just great for our people, it's also great for our organisations and those we serve.

About the Author:

Andrew Beveridge is co-author of the Pro Bono Salary Survey. He is a psychologist and founder of Leadership Today, a leadership development consultancy. Andrew also hosts the weekly Leadership Today podcast. Go to [leadershiptoday](https://www.leadershiptoday.com.au) for more details, and sign up to receive a free Leadership Styles Self-Assessment.

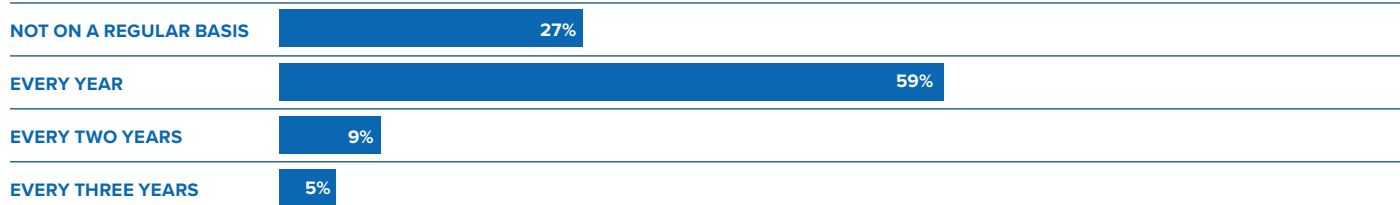


Frequency of CEO Remuneration Reviews

Remuneration reviews are an important mechanism for ensuring increased capability and performance are recognised on a regular basis. They also help ensure that salary packages keep pace with movements in the remuneration market.

Pro Bono Australia's data reveals that 73% of CEOs receive a remuneration review on a regular basis, which is a small improvement over the 71% of CEOs the previous year. 27% of CEOs still don't receive a regular review, offering some room for improvement.

Frequency of CEO Remuneration Reviews



■ FREQUENCY OF CEO REMUNERATION REVIEWS

Salary Forecasts

CEOs were asked to forecast the salary increases they were intending to apply across their organisation in the coming year. The average increase for the organisations that provided estimates is 3.6%, slightly up from 3.4% last year. At the 25th percentile an increase of 2% is anticipated (the same as last year), compared with 3.0% at the median (the same as last year) and 5.0% at the 75th percentile (up from 4.6% last year).

Summary of Respondent Profile:



75% RESPONDENTS WERE **FEMALE**

24% RESPONDENTS WERE **MALE**



69% RESPONDENTS WORK **FIVE DAYS OR MORE**

15% RESPONDENTS WORK **FOUR DAYS**



59% OF THE RESPONDENTS WERE IN **50-59** AGE GROUP



26% OF THE RESPONDENTS WERE IN **40-49** AGE GROUP

The Chief Executive Officer role includes 292 cases. The role is defined as Tier 1, meaning that those contributing data all reported directly to a board or similar.

The Disability sector has the highest number of cases this year (46 cases), followed by Community and Family Services (29 cases). The majority of organisations have an operating budget below \$2 million per annum, or fewer than 20 employees. It is important to look at both of these measures of organisational size when making benchmark comparisons, as salaries vary greatly across these measures. Victoria (100 cases) and New South Wales (81 cases) are the most frequent locations for CEOs for this data set.

Base salary is 3% higher than the previous year, with a 2% increase in Total Remuneration Excluding Incentives.

Remuneration Components

- Of the allowances offered to CEOs, phone allowances (37% of cases) are the most common.
- Bonuses and incentives are only provided in 15% of cases with a median of just 7% of total package

CEO Detailed Position Analysis

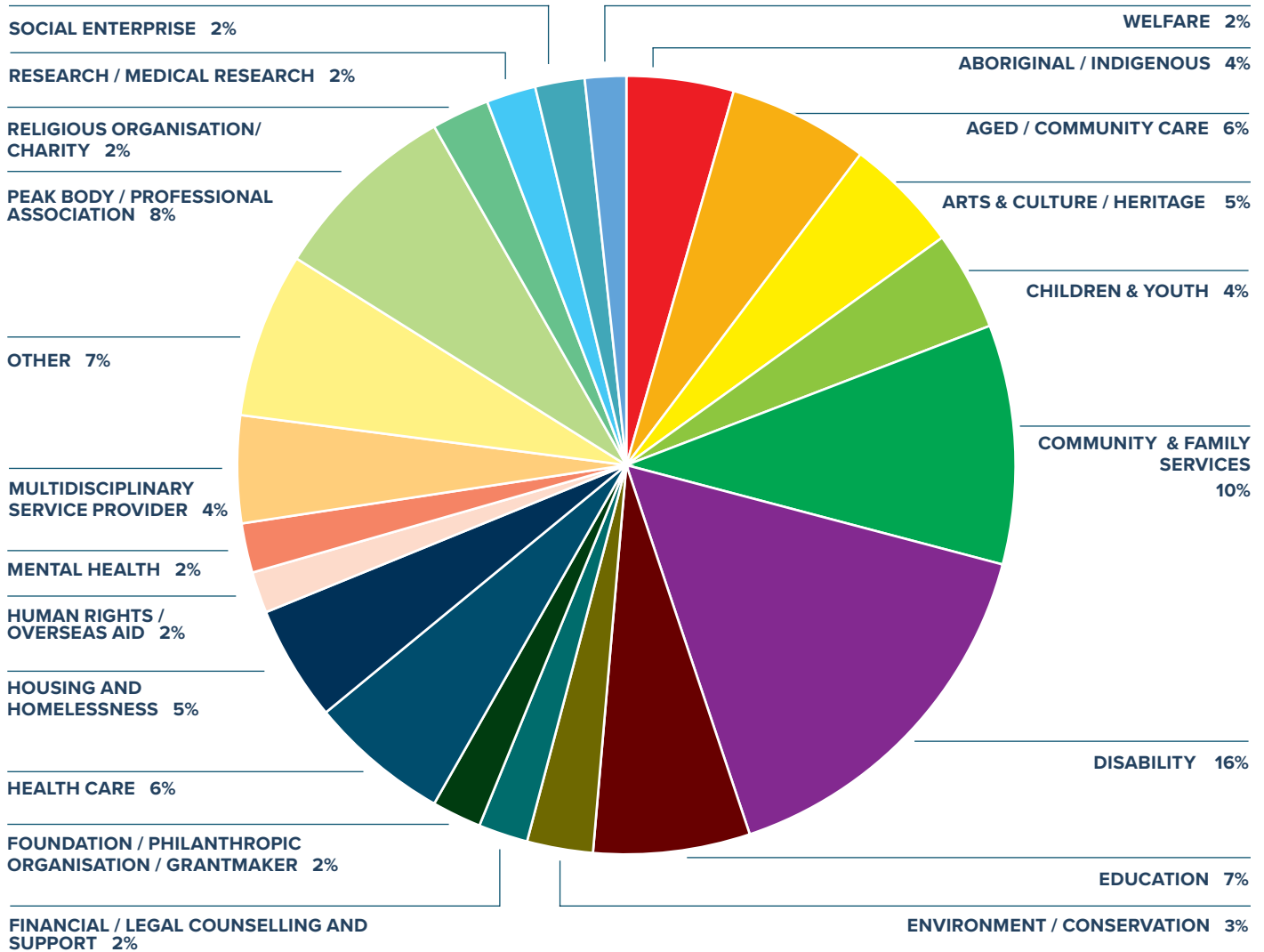
COMPONENT	NUMBER OF CASES	% OF CASES	25TH PERCENTILE	50TH PERC (MEDIAN) IN 2018	AVERAGE (MEAN)	75TH PERCENTILE	50TH PERC (MEDIAN) IN 2017	INCREASE/ DECREASE FOR 2018
SALARY	292	100%	\$98,000	\$124,000	\$133,260	\$153,188	\$120,000	3%
SUPERANNUATION	292	100%	\$9,624	\$12,177	\$13,456	\$15,328	\$11,995	2%
CAR ALLOWANCE/PACKAGE	82	28%	\$7,430	\$12,000	\$11,191	\$15,000	\$12,000	
PHONE ALLOWANCE	107	37%	\$600	\$1,000	\$1,285	\$1,250	\$1,000	
OTHER ALLOWANCES	31	11%	\$1,170	\$2,000	\$3,123	\$4,700	\$5,000	
PROFESSIONAL REGISTRATIONS, SUBSCRIPTIONS, MEMBERSHIPS, INSURANCE	94	32%	\$500	\$1,000	\$2,474	\$2,000	\$1,000	
TOTAL REMUNERATION EXCLUDING INCENTIVES	292	100%	\$110,327	\$139,886	\$151,458	\$175,474	\$137,685	2%
BONUSES AND INCENTIVES	43	15%	\$5,000	\$10,000	\$15,025	\$20,000	\$7,500	
TOTAL REMUNERATION INCLUDING INCENTIVES	292	100%	\$110,924	\$140,352	\$153,670	\$177,395	\$138,189	2%

2013 to 2018

Average (mean) Base Salary

2013		\$107,669
2014		\$114,986
2015		\$126,042
2016		\$119,766
2017		\$129,314
2018		\$133,260

Responses by Sector



Multidisciplinary Service Provider is the sector with the highest average Total Remuneration Excluding Incentives this year (\$179,539), while organisations focused on Finance / Legal Counselling and Support (\$113,347) are the lowest.

Average Total Remuneration Exc. Incentives by Sector

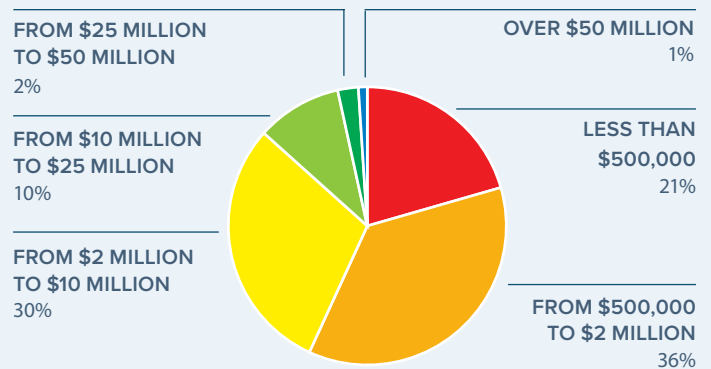
ABORIGINAL / INDIGENOUS	\$156,930
AGED / COMMUNITY CARE	\$169,169
ARTS AND CULTURE / HERITAGE	\$150,208
CHILDREN AND YOUTH	\$160,341
COMMUNITY AND FAMILY SERVICES	\$139,457
DISABILITY	\$167,751
EDUCATION	\$147,366
ENVIRONMENT / CONSERVATION	\$130,986
FINANCIAL / LEGAL COUNSELLING AND SUPPORT	\$113,347
FOUNDATION / PHILANTHROPIC ORG. / GRANTMAKER	\$129,196
HEALTH CARE	\$159,322
HOUSING AND HOMELESSNESS	\$148,136
HUMAN RIGHTS / OVERSEAS AID	\$135,854
MENTAL HEALTH	\$164,281
MULTIDISCIPLINARY SERVICE PROVIDER	\$179,539
OTHER	\$140,307
PEAK BODY / PROFESSIONAL ASSOCIATION	\$144,861
RELIGIOUS ORGANISATION / CHARITY	\$125,240
RESEARCH / MEDICAL RESEARCH	\$132,113
SOCIAL ENTERPRISE	\$135,476
WELFARE	\$163,451

Remuneration by Sector

COMPONENT	TOTAL SALARY					TOTAL REMUNERATION EXCLUDING INCENTIVES			
	NUMBER OF CASES	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
ABORIGINAL/ INDIGENOUS	13	\$107,000	\$136,500	\$140,384	\$170,000	\$117,165	\$151,280	\$156,930	\$186,150
AGED/COMMUNITY CARE	17	\$104,025	\$130,000	\$146,194	\$158,000	\$115,524	\$155,100	\$169,169	\$183,000
ARTS AND CULTURE/ HERITAGE	14	\$86,750	\$101,467	\$133,690	\$130,000	\$97,455	\$112,450	\$150,208	\$155,194
CHILDREN AND YOUTH	12	\$99,500	\$128,750	\$141,557	\$176,000	\$109,829	\$146,785	\$160,341	\$215,229
COMMUNITY AND FAMILY SERVICES	29	\$90,000	\$115,000	\$123,597	\$130,000	\$99,880	\$130,677	\$139,457	\$155,490
DISABILITY	46	\$112,012	\$138,500	\$145,982	\$160,000	\$129,046	\$160,637	\$167,751	\$197,319
EDUCATION	19	\$103,500	\$132,000	\$132,167	\$156,500	\$119,145	\$145,344	\$147,366	\$174,653
ENVIRONMENT/ CONSERVATION	8	\$100,000	\$125,000	\$119,184	\$146,500	\$109,911	\$138,244	\$130,986	\$160,418
FINANCIAL / LEGAL COUNSELLING AND SUPPORT	6	\$91,380	\$101,082	\$103,193	\$115,909	\$100,061	\$110,684	\$113,347	\$128,152
FOUNDATION / PHILANTHROPIC ORGANISATION/ GRANTMAKER	6	\$91,250	\$112,000	\$110,975	\$134,887	\$104,465	\$131,426	\$129,196	\$156,715
HEALTH CARE	17	\$94,000	\$126,000	\$142,434	\$180,000	\$104,025	\$150,000	\$159,322	\$197,701
HOUSING AND HOMELESSNESS	14	\$105,325	\$117,000	\$129,183	\$155,000	\$127,047	\$135,485	\$148,136	\$176,213
HUMAN RIGHTS/ OVERSEAS AID	5	\$98,000	\$105,504	\$120,574	\$150,000	\$108,260	\$116,074	\$135,854	\$174,530
MENTAL HEALTH	6	\$98,825	\$128,650	\$132,217	\$166,500	\$122,366	\$159,815	\$164,281	\$195,047
MULTIDISCIPLINARY SERVICE PROVIDER	13	\$120,000	\$136,000	\$153,500	\$189,000	\$147,825	\$161,513	\$179,539	\$224,185
OTHER	20	\$101,250	\$120,502	\$121,983	\$146,250	\$118,504	\$134,685	\$140,307	\$167,550
PEAK BODY / PROFESSIONAL ASSOCIATION	23	\$99,500	\$112,000	\$130,506	\$144,500	\$110,508	\$124,392	\$144,861	\$158,994
RELIGIOUS ORGANISATION/CHARITY	7	\$86,850	\$94,274	\$111,139	\$130,000	\$95,717	\$103,230	\$125,240	\$148,373
RESEARCH/ MEDICAL RESEARCH	6	\$108,550	\$133,493	\$119,731	\$139,247	\$118,862	\$146,175	\$132,113	\$155,152
SOCIAL ENTERPRISE	6	\$92,000	\$113,220	\$116,647	\$128,440	\$102,165	\$136,481	\$135,476	\$154,702
WELFARE	5	\$129,000	\$130,000	\$144,606	\$180,000	\$141,900	\$146,292	\$163,451	\$199,246

Total Remuneration Excluding Incentives for CEOs increases with operating budget for CEOs. The highest average Total Remuneration Excluding Incentives is for budgets of \$25 to \$50 million (\$294,596). The lowest average Total Remuneration Excluding Incentives is for budgets less than \$500,000 (\$110,248).

Responses by Operating Budget



Average Total Remuneration Exc. Incentives by Operating Budget

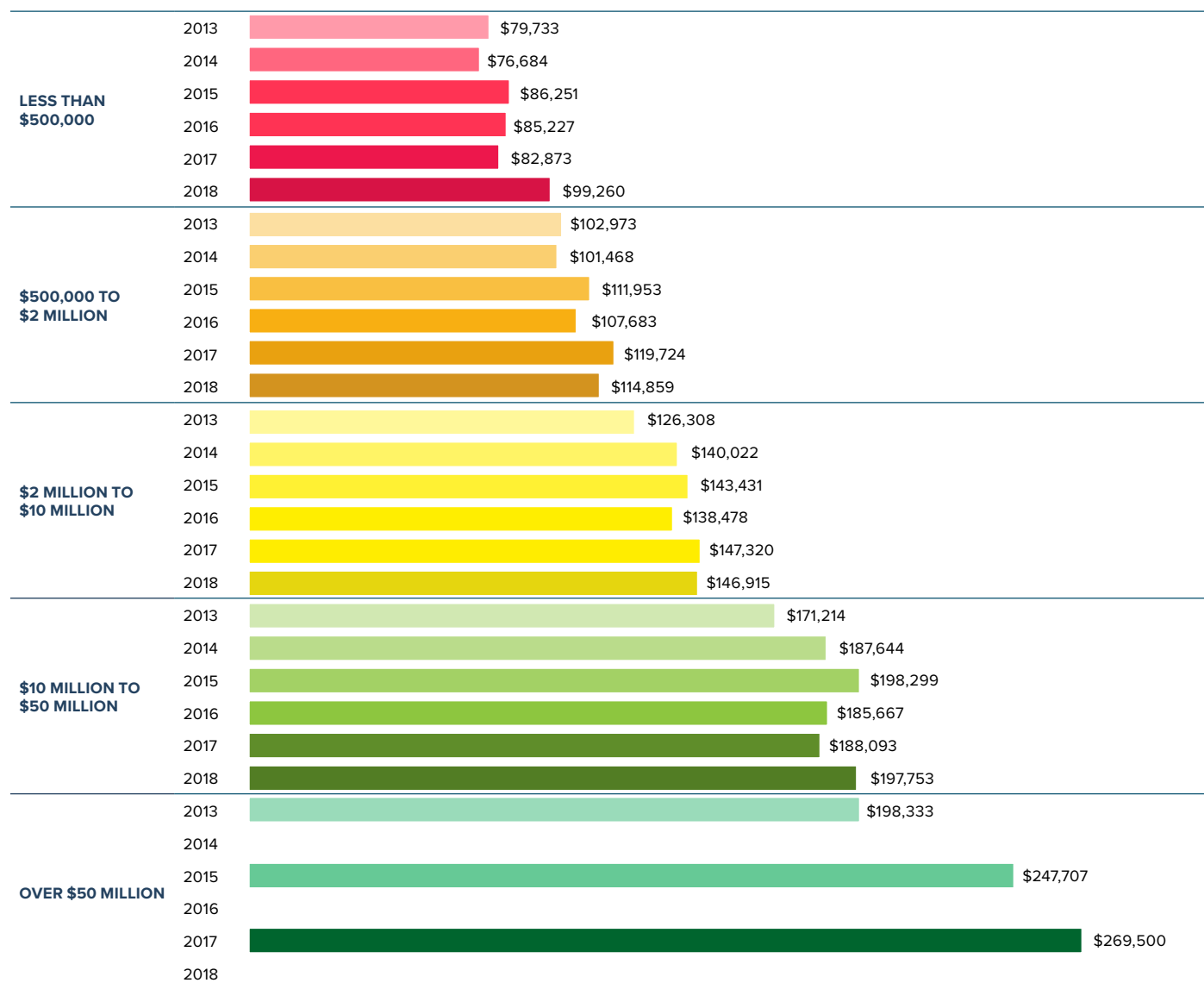
LESS THAN \$500,000	\$110,248
FROM \$500,000 TO \$2 MILLION	\$130,643
FROM \$2 MILLION TO \$10 MILLION	\$167,290
FROM \$10 MILLION TO \$25 MILLION	\$212,876
FROM \$25 MILLION TO \$50 MILLION	\$294,596

Remuneration by Operating Budget

COMPONENT	NUMBER OF CASES	TOTAL SALARY				TOTAL REMUNERATION EXCLUDING INCENTIVES			
		25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
LESS THAN \$500,000	60	\$80,525	\$93,750	\$99,260	\$110,500	\$89,566	\$103,274	\$110,248	\$128,153
FROM \$500,000 TO \$2 MILLION	106	\$96,175	\$110,508	\$114,859	\$129,610	\$106,357	\$128,115	\$130,643	\$149,593
FROM \$2 MILLION TO \$10 MILLION	87	\$124,761	\$140,000	\$146,915	\$160,000	\$138,178	\$162,498	\$167,290	\$189,848
FROM \$10 MILLION TO \$25 MILLION	29	\$158,000	\$175,000	\$181,831	\$213,000	\$177,938	\$206,115	\$212,876	\$239,730
FROM \$25 MILLION TO \$50 MILLION	7	\$202,500	\$303,000	\$263,714	\$322,500	\$229,403	\$335,500	\$294,596	\$357,598
OVER \$50 MILLION	3								

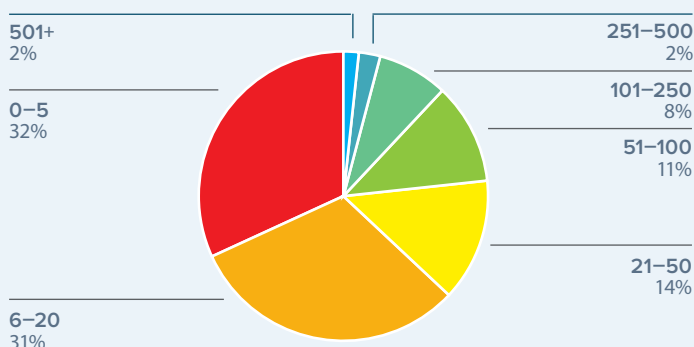
2013 to 2018

Average (mean) Salary by Operating Budget



Total Remuneration Excluding Incentives tends to increase with greater numbers of employees. While the lowest average figure is \$120,320 for organisations with five or fewer employees, this increases to \$274,919 for organisations with 251–500 employees. The number of responses from CEOs of organisations with over 500 employees is quite low, and the average Total Remuneration is slightly lower than for organisations with 251–500 employees.

Responses by Number of Employees



Average Total Remuneration by Number of Employees

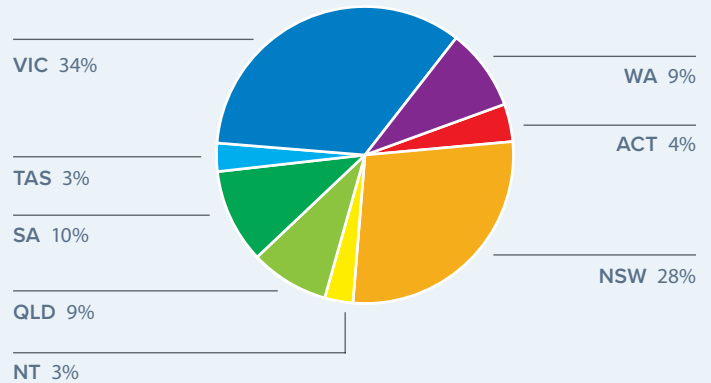
0–5	\$120,320
6–20	\$136,266
21–50	\$171,825
51–100	\$168,168
101–250	\$220,546
251–500	\$274,919
501+	\$243,234

Remuneration by Number of Employees

COMPONENT	NUMBER OF CASES	TOTAL SALARY				TOTAL REMUNERATION EXCLUDING INCENTIVES			
		25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
0–5	93	\$90,000	\$102,611	\$108,020	\$128,000	\$98,500	\$113,880	\$120,320	\$142,350
6–20	91	\$96,851	\$117,000	\$119,048	\$137,888	\$107,046	\$131,944	\$136,266	\$159,528
21–50	40	\$110,887	\$150,000	\$151,011	\$180,500	\$122,550	\$166,303	\$171,825	\$203,177
51–100	33	\$125,000	\$140,000	\$146,444	\$160,000	\$142,350	\$162,498	\$168,168	\$196,005
101–250	23	\$153,450	\$180,000	\$190,387	\$206,500	\$177,265	\$207,174	\$220,546	\$248,254
251–500	7	\$187,500	\$225,000	\$240,662	\$299,818	\$226,520	\$265,100	\$274,919	\$337,060
501+	5	\$170,000	\$205,000	\$219,200	\$260,000	\$190,400	\$226,665	\$243,234	\$290,175

Average Total Remuneration Excluding Incentives is again highest this year in the Australian Capital Territory (\$181,561). Queensland (\$129,321) has the lowest average Total Remuneration Excluding Incentives for CEOs.

Responses by Location



Average Total Remuneration by Location

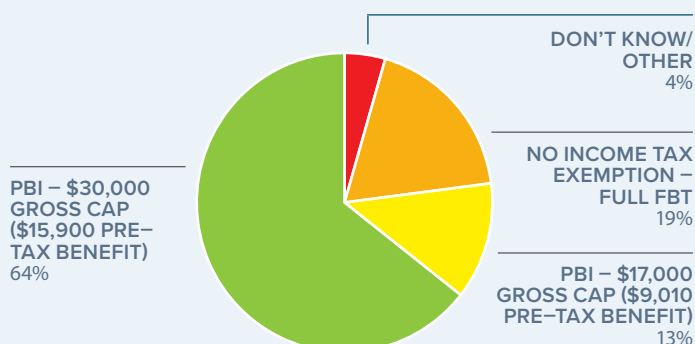
ACT	\$181,561
NSW	\$148,900
NT	\$144,477
QLD	\$129,321
SA	\$165,234
TAS	\$132,861
VIC	\$151,185
WA	\$160,824

Remuneration by Location

COMPONENT	NUMBER OF CASES	TOTAL SALARY				TOTAL REMUNERATION EXCLUDING INCENTIVES			
		25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
ACT	12	\$110,250	\$154,000	\$153,208	\$186,875	\$131,291	\$174,129	\$181,561	\$225,607
NSW	81	\$99,000	\$128,000	\$132,887	\$150,000	\$108,405	\$140,193	\$148,900	\$171,149
NT	9	\$100,000	\$110,000	\$128,280	\$155,000	\$109,500	\$137,532	\$144,477	\$175,200
QLD	25	\$93,000	\$117,000	\$113,105	\$129,000	\$104,025	\$131,944	\$129,321	\$154,702
SA	30	\$101,981	\$129,000	\$144,250	\$170,000	\$115,406	\$143,138	\$165,234	\$189,338
TAS	9	\$105,000	\$117,000	\$116,564	\$140,000	\$114,975	\$135,780	\$132,861	\$159,870
VIC	100	\$97,259	\$120,000	\$132,964	\$151,190	\$109,190	\$134,377	\$151,185	\$173,390
WA	26	\$103,288	\$138,250	\$140,558	\$160,000	\$114,228	\$157,275	\$160,824	\$190,714

The majority of organisations contributing data for the role of CEO have the maximum tax exemption status. CEOs in this organisation type receive slightly more Total Remuneration on average than organisations with a less generous tax exemption status.

Responses by Tax Status



Average Total Remuneration by Tax Status

DON'T KNOW / OTHER	\$126,637
NO INCOME TAX EXEMPTION - FULL FBT	\$134,854
PBI - \$17,000 GROSS CAP (\$9,010 PRE-TAX BENEFIT)	\$143,779
PBI - \$30,000 GROSS CAP (\$15,900 PRE-TAX BENEFIT)	\$160,544

Remuneration by Tax Status

COMPONENT	NUMBER OF CASES	TOTAL SALARY				TOTAL REMUNERATION EXCLUDING INCENTIVES			
		25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
DON'T KNOW/OTHER	13	\$94,274	\$117,000	\$114,986	\$145,000	\$103,230	\$128,115	\$126,637	\$159,301
NO INCOME TAX EXEMPTION - FULL FBT	54	\$90,000	\$102,353	\$120,628	\$127,963	\$99,704	\$116,238	\$134,854	\$153,352
PBI - \$17,000 GROSS CAP (\$9,010 PRE-TAX BENEFIT)	37	\$109,000	\$120,000	\$127,944	\$153,750	\$120,450	\$137,412	\$143,779	\$168,356
PBI - \$30,000 GROSS CAP (\$15,900 PRE-TAX BENEFIT)	188	\$103,710	\$130,000	\$142,550	\$160,000	\$117,068	\$151,875	\$160,544	\$186,834

PBI - PUBLIC BENEVOLENT INSTITUTION

Most senior role responsible for the delivery of a range of services / programs, direct report to CEO / Head of organisation.

This report includes data from 149 General Managers. As a Tier 2 role, these General Managers all report directly to the CEO of their organisation. Community and Family Services (17 cases) and Disability (17 cases) are the most common sectors. Operating budgets for the organisations represented tended to be over \$2 million. Organisations with over 20 employees also made up a significant part of the data (89 cases). For these reasons, average General Manager salaries at an overall level are similar to those for CEOs – the latter tending to come from smaller organisations as measured by budget and employee numbers. This again highlights the importance of using operating budget and employee number figures when making benchmark comparisons to your organisation.

There was no overall increase in the median Base Salary for General Managers. It is important to note that these overall figures may not reflect individual increases as there is a greater number of General Managers included in this report over last year.

Remuneration Components

- Phone allowances are the most common allowance offered, being available to 33% of General Managers.
- Bonuses and incentives are available in 14% of cases. The amounts available are also quite low, with a median of \$4,000 (or 3% of total package).

General Manager Detailed Position Analysis

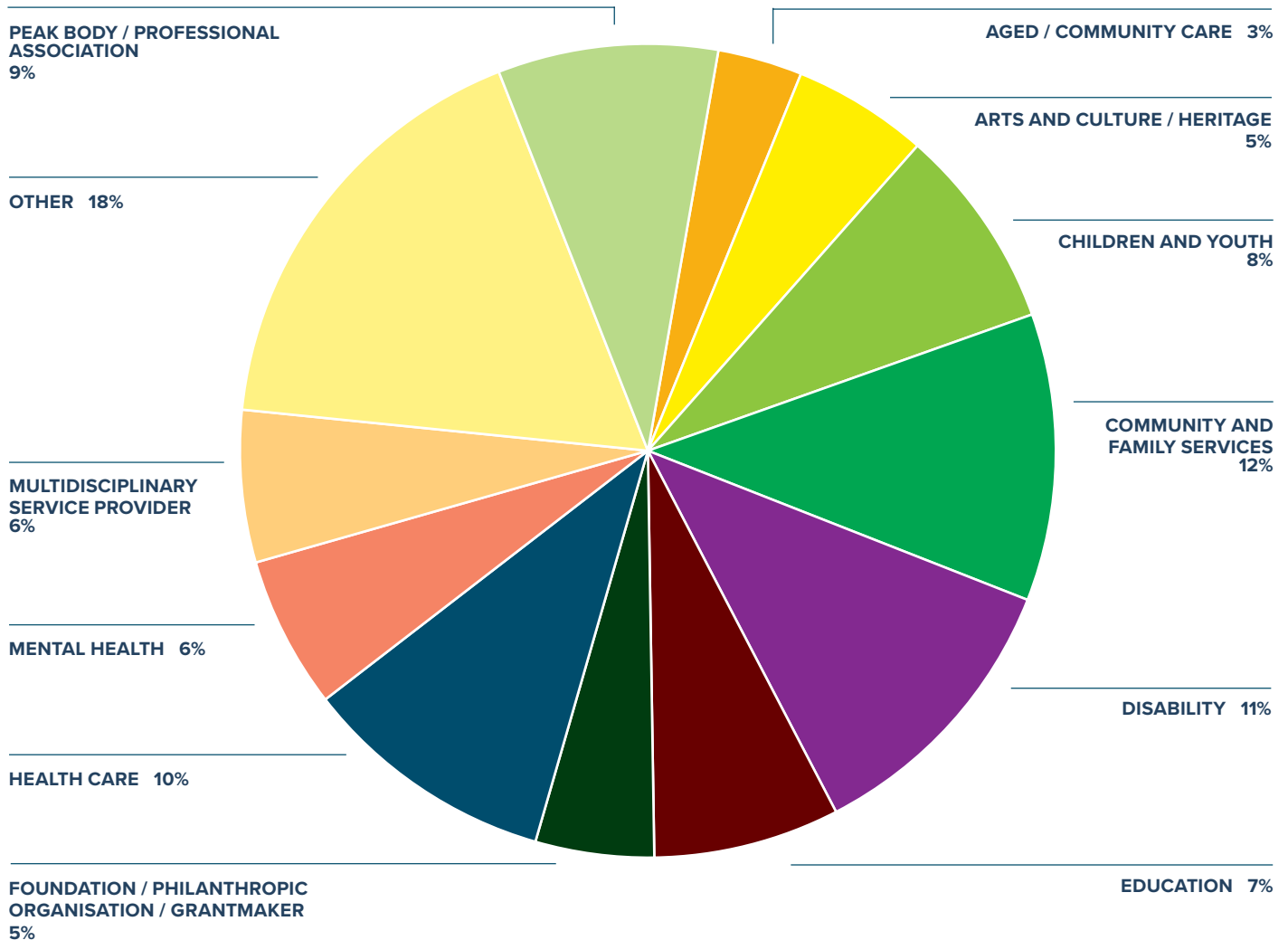
COMPONENT	NUMBER OF CASES	% OF CASES	25TH PERCENTILE	50TH PERC (MEDIAN) IN 2018	AVERAGE (MEAN)	75TH PERCENTILE	50TH PERC (MEDIAN) IN 2017	INCREASE/ DECREASE FOR 2018
SALARY	149	100%	\$100,000	\$120,000	\$124,820	\$148,500	\$120,000	0%
SUPERANNUATION	149	100%	\$9,710	\$11,875	\$12,642	\$14,706	\$11,743	1%
CAR ALLOWANCE / PACKAGE	29	19%	\$10,000	\$14,000	\$13,266	\$15,000	\$12,000	
PHONE ALLOWANCE	49	33%	\$600	\$800	\$1,154	\$1,200	\$600	
OTHER ALLOWANCES	10	7%	\$2,625	\$3,500	\$4,665	\$6,313	\$1,320	
PROFESSIONAL REGISTRATION	33	22%	\$645	\$1,000	\$1,575	\$1,600	\$1,100	
TOTAL REMUNERATION EXCLUDING INCENTIVES	149	100%	\$109,500	\$131,400	\$141,085	\$164,907	\$136,875	-4%
BONUSES AND INCENTIVES	21	14%	\$2,000	\$4,000	\$8,334	\$6,000	\$4,615	
TOTAL REMUNERATION INCLUDING INCENTIVES	149	100%	\$109,500	\$131,400	\$142,260	\$168,083	\$136,875	-4%

2013 to 2018

Average (mean) Base Salary

2013		\$109,548
2014		\$121,752
2015		\$119,606
2016		\$112,345
2017		\$126,505
2018		\$124,819

Responses by Sector



Aged / Community Care is again the sector with the highest average Total Remuneration Excluding Incentives this year (\$169,834), while Arts and Culture/Heritage is the lowest.

Average Total Remuneration Exc. Incentives by Sector

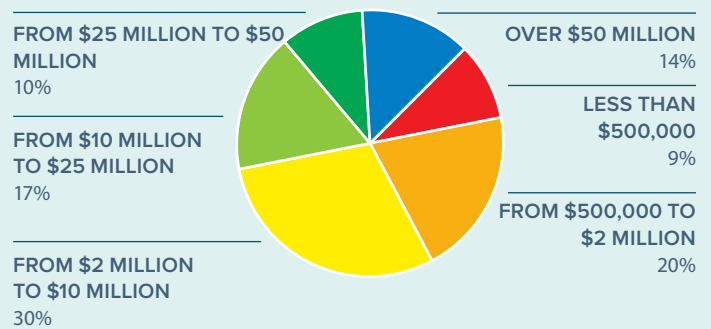
AGED / COMMUNITY CARE	\$169,834
ARTS AND CULTURE / HERITAGE	\$96,620
CHILDREN AND YOUTH	\$152,803
COMMUNITY AND FAMILY SERVICES	\$128,290
DISABILITY	\$166,013
EDUCATION	\$134,745
FOUNDATION / PHILANTHROPIC ORGANISATION	\$113,416
HEALTH CARE	\$155,882
MENTAL HEALTH	\$140,280
MULTIDISCIPLINARY SERVICE PROVIDER	\$146,328
OTHER	\$142,491
PEAK BODY / PROFESSIONAL ASSOCIATION	\$128,015

Remuneration by Sector

COMPONENT	TOTAL SALARY					TOTAL REMUNERATION EXCLUDING INCENTIVES			
	NUMBER OF CASES	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
AGED / COMMUNITY CARE	5	\$117,498	\$160,000	\$149,500	\$190,000	\$128,660	\$193,268	\$169,834	\$219,548
ARTS AND CULTURE / HERITAGE	8	\$57,500	\$86,784	\$83,571	\$106,250	\$68,925	\$98,400	\$96,620	\$123,188
CHILDREN AND YOUTH	12	\$116,125	\$122,500	\$133,636	\$156,750	\$129,621	\$141,255	\$152,803	\$176,858
COMMUNITY AND FAMILY SERVICES	17	\$85,998	\$110,000	\$114,096	\$133,000	\$93,732	\$121,000	\$128,290	\$163,922
DISABILITY	17	\$120,000	\$136,000	\$147,133	\$200,000	\$131,400	\$150,150	\$166,013	\$222,525
EDUCATION	11	\$87,000	\$105,900	\$118,900	\$134,500	\$98,490	\$117,845	\$134,745	\$155,201
FOUNDATION / PHILANTHROPIC ORGANISATION/ GRANTMAKER	7	\$100,000	\$100,000	\$103,221	\$105,000	\$109,500	\$109,500	\$113,416	\$114,975
HEALTH CARE	15	\$105,300	\$127,000	\$137,865	\$151,500	\$125,159	\$144,540	\$155,882	\$170,382
MENTAL HEALTH	9	\$105,000	\$109,000	\$117,500	\$130,000	\$115,632	\$131,400	\$140,280	\$158,775
MULTIDISCIPLINARY SERVICE PROVIDER	9	\$104,000	\$125,000	\$129,537	\$131,332	\$115,413	\$136,875	\$146,328	\$165,307
OTHER	26	\$101,059	\$120,000	\$128,070	\$158,750	\$110,659	\$131,937	\$142,491	\$175,305
PEAK BODY / PROFESSIONAL ASSOCIATION	13	\$96,000	\$115,000	\$114,307	\$133,000	\$122,487	\$125,925	\$128,015	\$148,600

General Manager Total Remuneration Excluding Incentives increases with operating budget. The highest average Total Remuneration Excluding Incentives is for budgets over \$50 million (\$198,553). The lowest average Total Remuneration Excluding Incentives is for budgets below \$500,000 (\$93,987).

Responses by Operating Budget



Average Total Remuneration Exc. Incentives by Operating Budget

LESS THAN \$500,000	\$93,987
FROM \$500,000 TO \$2 MILLION	\$115,206
FROM \$2 MILLION TO \$10 MILLION	\$135,949
FROM \$10 MILLION TO \$25 MILLION	\$157,386
FROM \$25 MILLION TO \$50 MILLION	\$151,959
OVER \$50 MILLION	\$198,553

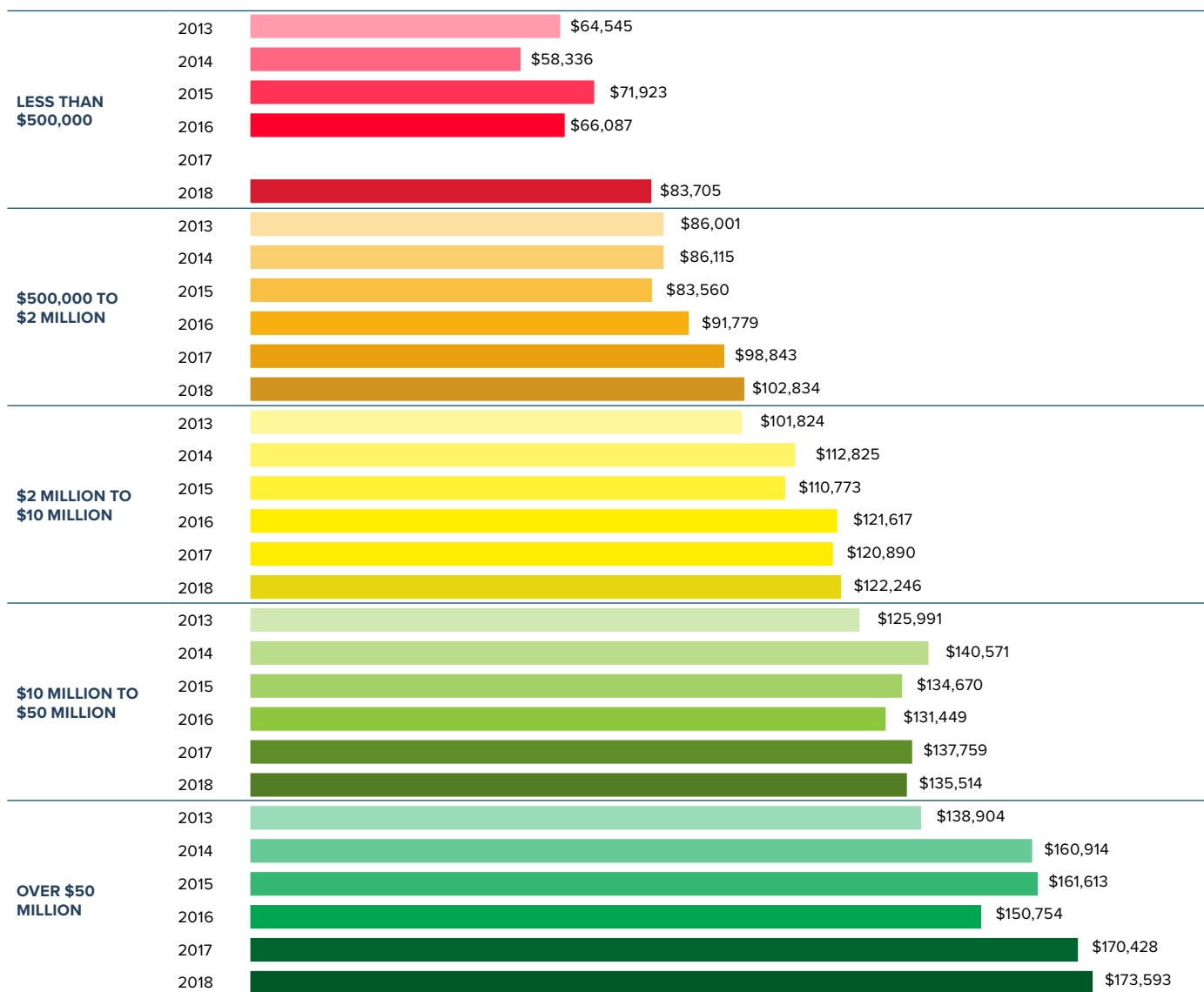
Remuneration by Operating Budget

COMPONENT	NUMBER OF CASES	TOTAL SALARY				TOTAL REMUNERATION EXCLUDING INCENTIVES			
		25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
LESS THAN \$500,000	14	\$57,132	\$78,900	\$83,705	\$96,250	\$66,775	\$86,396	\$93,987	\$105,558
FROM \$500,000 TO \$2 MILLION	30	\$89,764	\$102,000	\$102,834	\$115,750	\$101,111	\$112,886	\$115,206	\$127,436
FROM \$2 MILLION TO \$10 MILLION	44	\$100,000	\$120,000	\$122,246	\$136,984	\$112,210	\$133,024	\$135,949	\$153,508
FROM \$10 MILLION TO \$25 MILLION	25	\$117,500	\$133,000	\$138,363	\$155,000	\$129,758	\$160,418	\$157,386	\$175,857
FROM \$25 MILLION TO \$50 MILLION	15	\$105,500	\$125,000	\$130,767	\$149,250	\$134,138	\$144,540	\$151,959	\$171,058
OVER \$50 MILLION	20	\$151,250	\$177,500	\$173,593	\$204,896	\$172,461	\$205,385	\$198,553	\$229,888

General Manager average salaries changes by operating budget vary compared to the previous year, with increases at some levels, and decreases at other levels.

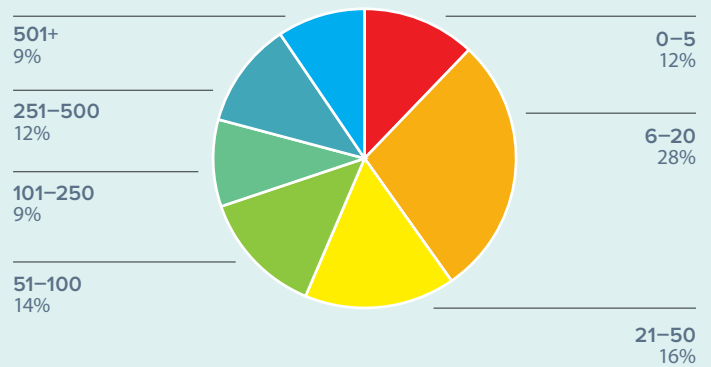
2013 to 2018

Average (mean) Salary by Operating Budget



For General Managers Total Remuneration Excluding Incentives increases with the number of employees. The lowest average figure is \$99,629 for organisations with five or fewer employees, increasing to \$195,777 for organisations with over 500 employees.

Responses by Number of Employees



Average Total Remuneration by Number of Employees

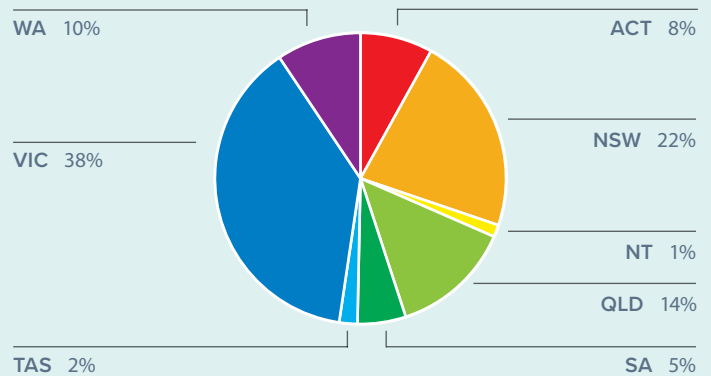
0-5	\$99,629
6-20	\$117,759
21-50	\$141,611
51-100	\$140,396
101-250	\$165,726
251-500	\$177,344
501+	\$195,777

Remuneration by Number of Employees

COMPONENT	NUMBER OF CASES	TOTAL SALARY				TOTAL REMUNERATION EXCLUDING INCENTIVES			
		25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
0-5	18	\$64,088	\$82,098	\$87,584	\$100,000	\$73,401	\$92,722	\$99,629	\$109,500
6-20	42	\$90,500	\$100,500	\$106,091	\$116,750	\$101,111	\$113,168	\$117,759	\$130,227
21-50	24	\$104,809	\$122,500	\$127,158	\$139,490	\$120,814	\$135,368	\$141,611	\$154,360
51-100	20	\$109,750	\$120,000	\$124,355	\$133,500	\$122,093	\$134,855	\$140,396	\$158,880
101-250	14	\$121,125	\$147,000	\$146,612	\$163,250	\$132,632	\$167,371	\$165,726	\$183,385
251-500	17	\$120,000	\$133,000	\$154,345	\$200,000	\$144,540	\$164,506	\$177,344	\$222,525
501+	14	\$130,000	\$164,500	\$167,893	\$198,750	\$153,565	\$199,210	\$195,777	\$228,718

Average Total Remuneration Excluding Incentives is highest for New South Wales (\$145,252). South Australia has the lowest average Total Remuneration excluding Incentives (\$127,157).

Responses by Location



Average Total Remuneration by Location

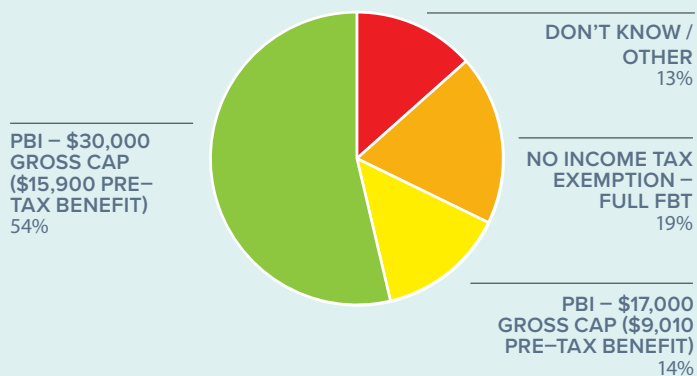
ACT	\$140,489
NSW	\$145,252
QLD	\$132,977
SA	\$127,157
VIC	\$142,856
WA	\$141,772

Remuneration by Location

Component	Total Salary					Total Remuneration Excluding Incentives			
	Number of Cases	25th Percentile	50th Percentile (Median)	Average (Mean)	75th Percentile	25th Percentile	50th Percentile (Median)	Average (Mean)	75th Percentile
ACT	12	\$99,625	\$110,000	\$121,636	\$134,250	\$109,525	\$122,689	\$140,489	\$166,948
NSW	33	\$100,000	\$130,000	\$129,120	\$160,000	\$109,500	\$143,993	\$145,252	\$187,951
NT	2								
QLD	20	\$98,750	\$113,789	\$118,715	\$128,875	\$108,131	\$125,638	\$132,977	\$149,279
SA	8	\$105,250	\$119,000	\$113,250	\$125,250	\$119,206	\$131,192	\$127,157	\$138,969
TAS	3								
VIC	57	\$100,000	\$120,000	\$126,177	\$149,000	\$111,635	\$131,400	\$142,856	\$170,893
WA	14	\$91,250	\$120,500	\$125,370	\$157,500	\$100,755	\$133,899	\$141,772	\$182,810

The majority of General Managers that contributed data have the maximum tax exemption status, receiving more Total Remuneration on average than organisations with a less generous tax exemption status.

Responses by Location



Average Total Remuneration by Tax Status

DON'T KNOW / OTHER	\$112,908
NO INCOME TAX EXEMPTION - FULL FBT	\$141,538
PBI - \$17,000 GROSS CAP (\$9,010 PRE-TAX BENEFIT)	\$141,188
PBI - \$30,000 GROSS CAP (\$15,900 PRE-TAX BENEFIT)	\$147,944

Remuneration by Tax Status

TAX STATUS	NUMBER OF CASES	TOTAL SALARY				TOTAL REMUNERATION EXCLUDING INCENTIVES			
		25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
DON'T KNOW / OTHER	20	\$80,750	\$96,066	\$100,490	\$120,000	\$88,421	\$107,382	\$112,908	\$131,400
NO INCOME TAX EXEMPTION - FULL FBT	28	\$100,000	\$118,000	\$126,076	\$151,250	\$109,500	\$129,574	\$141,538	\$166,085
PBI - \$17,000 GROSS CAP (\$9,010 PRE-TAX BENEFIT)	21	\$101,000	\$120,000	\$124,790	\$149,000	\$113,223	\$131,685	\$141,188	\$170,893
PBI - \$30,000 GROSS CAP (\$15,900 PRE-TAX BENEFIT)	80	\$108,000	\$120,000	\$130,470	\$150,000	\$122,583	\$140,105	\$147,944	\$167,645

PBI - PUBLIC BENEVOLENT INSTITUTION

Most senior finance role responsible for full range of finance accountabilities, direct report to CEO / Head of Organisation.

A total of 83 Finance Manager / Treasurer cases are included in this year's report, drawn from a range of sectors. The most common operating budget for organisations contributing data for this role is \$2 million to \$10 million. Organisations also tend to have at least six full-time equivalent employees. Victoria has the most cases, with a total of 30.

Median Base Salary is 2% lower than last year. As for other roles, this may not reflect individual salary changes as organisations contributing data vary from year to year.

Remuneration Components

- Given the nature of this role, it is not surprising that professional registration is offered in 31% of cases – the highest proportion of any role surveyed. This overall proportion still seems relatively low given professional registration would be an expectation for most incumbents.
- Bonus and incentive payments are only available to 5% of Finance Managers / Treasurers, at a median of 4% of total package.

Finance Manager / Treasurer Detailed Position Analysis

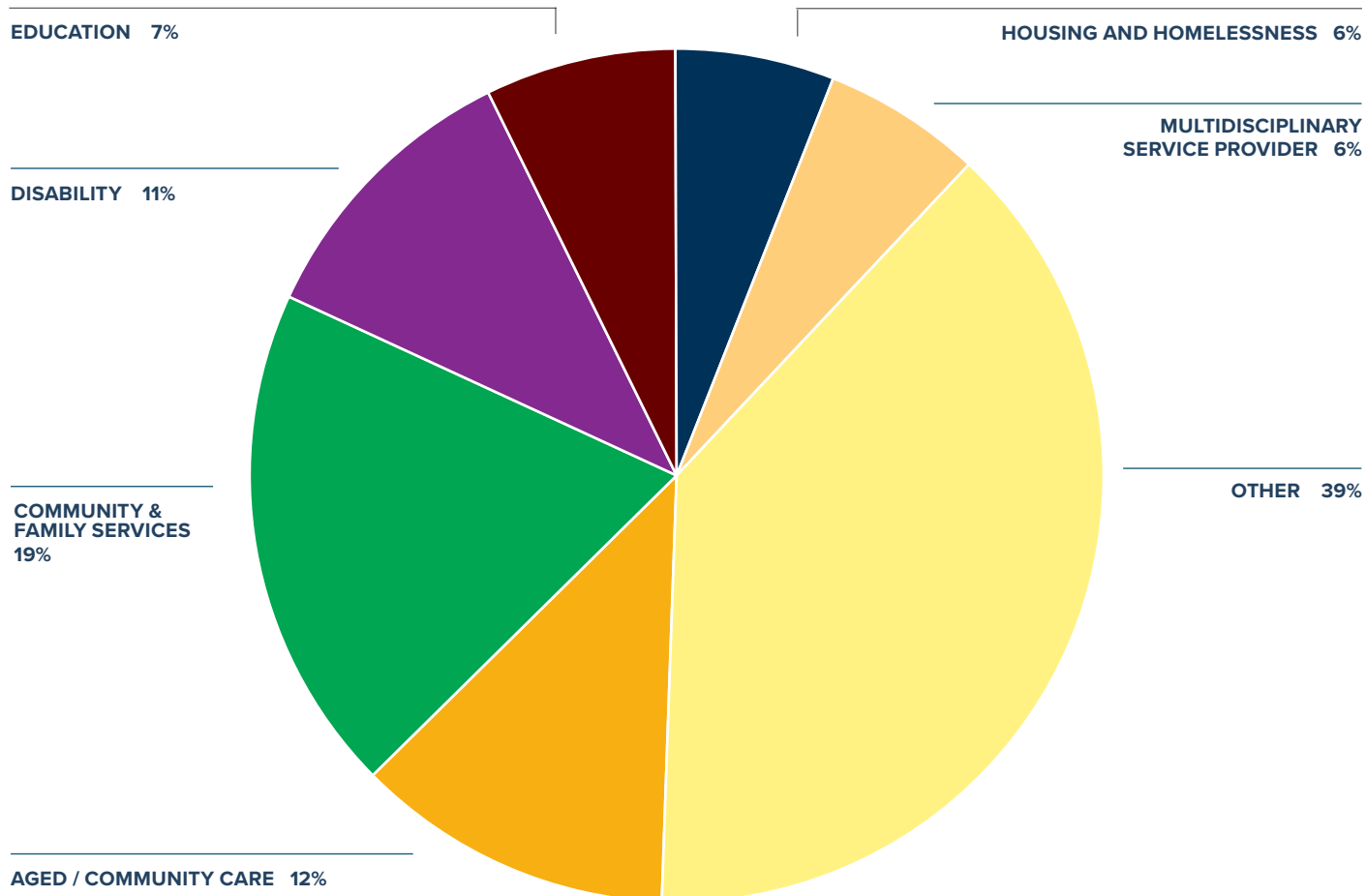
COMPONENT	NUMBER OF CASES	% OF CASES	25TH PERCENTILE	50TH PERC (MEDIAN) IN 2018	AVERAGE (MEAN)	75TH PERCENTILE	50TH PERC (MEDIAN) IN 2017	INCREASE/ DECREASE FOR 2018
SALARY	83	100%	\$85,511	\$100,500	\$108,937	\$128,420	\$102,383	-2%
SUPERANNUATION	83	100%	\$8,538	\$9,861	\$10,528	\$12,343	\$9,909	
CAR ALLOWANCE / PACKAGE	5	6%	\$10,800	\$14,000	\$13,000	\$15,000	\$12,000	
PHONE ALLOWANCE	15	18%	\$600	\$840	\$902	\$1,200	\$870	
OTHER ALLOWANCES	9	11%	\$500	\$1,500	\$3,989	\$5,720	\$2,250	
PROFESSIONAL REGISTRATION	26	31%	\$703	\$800	\$1,066	\$1,000	\$720	
TOTAL REMUNERATION EXCLUDING INCENTIVES	83	100%	\$94,707	\$113,661	\$121,177	\$142,350	\$113,743	0%
BONUSES AND INCENTIVES	4	5%						
TOTAL REMUNERATION INCLUDING INCENTIVES	83	100%	\$96,880	\$113,661	\$121,494	\$142,350	\$113,743	0%

2013 to 2018

Average (mean) Base Salary

2013	\$96,536
2014	\$104,904
2015	\$109,219
2016	\$98,166
2017	\$104,436
2018	\$108,937

Responses by Sector



Total Remuneration Excluding Incentives is highest on average for those in Multidisciplinary Service Provider organisations (\$163,356). This is contrasted with Aged / Community Care organisations, which have the lowest average (\$108,540).

Average Total Remuneration by Sector

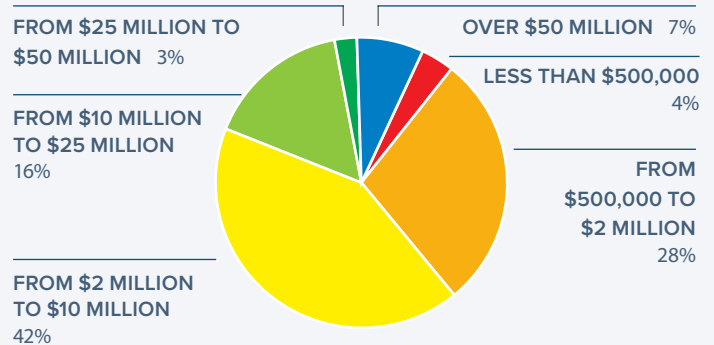
AGED / COMMUNITY CARE	\$108,540
COMMUNITY AND FAMILY SERVICES	\$115,402
DISABILITY	\$119,339
EDUCATION	\$121,944
HOUSING AND HOMELESSNESS	\$133,198
MULTIDISCIPLINARY SERVICE PROVIDER	\$163,356
OTHER	\$119,919

Remuneration By Sector

COMPONENT	TOTAL SALARY					TOTAL REMUNERATION EXCLUDING INCENTIVES			
	NUMBER OF CASES	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
AGED / COMMUNITY CARE	10	\$58,750	\$97,500	\$98,900	\$131,250	\$64,331	\$107,545	\$108,540	\$143,719
COMMUNITY AND FAMILY SERVICES	16	\$96,000	\$104,480	\$102,601	\$114,623	\$105,257	\$117,564	\$115,402	\$129,967
DISABILITY	9	\$95,000	\$105,000	\$108,437	\$124,448	\$104,025	\$116,335	\$119,339	\$137,444
EDUCATION	6	\$95,254	\$99,758	\$111,086	\$120,375	\$104,303	\$109,234	\$121,944	\$131,953
HOUSING AND HOMELESSNESS	5	\$112,810	\$117,587	\$120,958	\$140,000	\$123,527	\$128,758	\$133,198	\$153,300
MULTIDISCIPLINARY SERVICE PROVIDER	5	\$100,000	\$130,000	\$141,773	\$168,920	\$110,376	\$142,350	\$163,356	\$201,119
OTHER	32	\$80,000	\$96,000	\$107,969	\$130,500	\$90,860	\$105,449	\$119,919	\$143,695

For Finance Managers / Treasurers the average Total Remuneration Excluding Incentives increase with operating budget, from \$90,151 (for organisations with \$500,000 to \$2 million) through to \$181,861 (for organisations with budgets over \$50 million per annum).

Responses by Operating Budget



Average Total Remuneration Exc. Incentives by Operating Budget

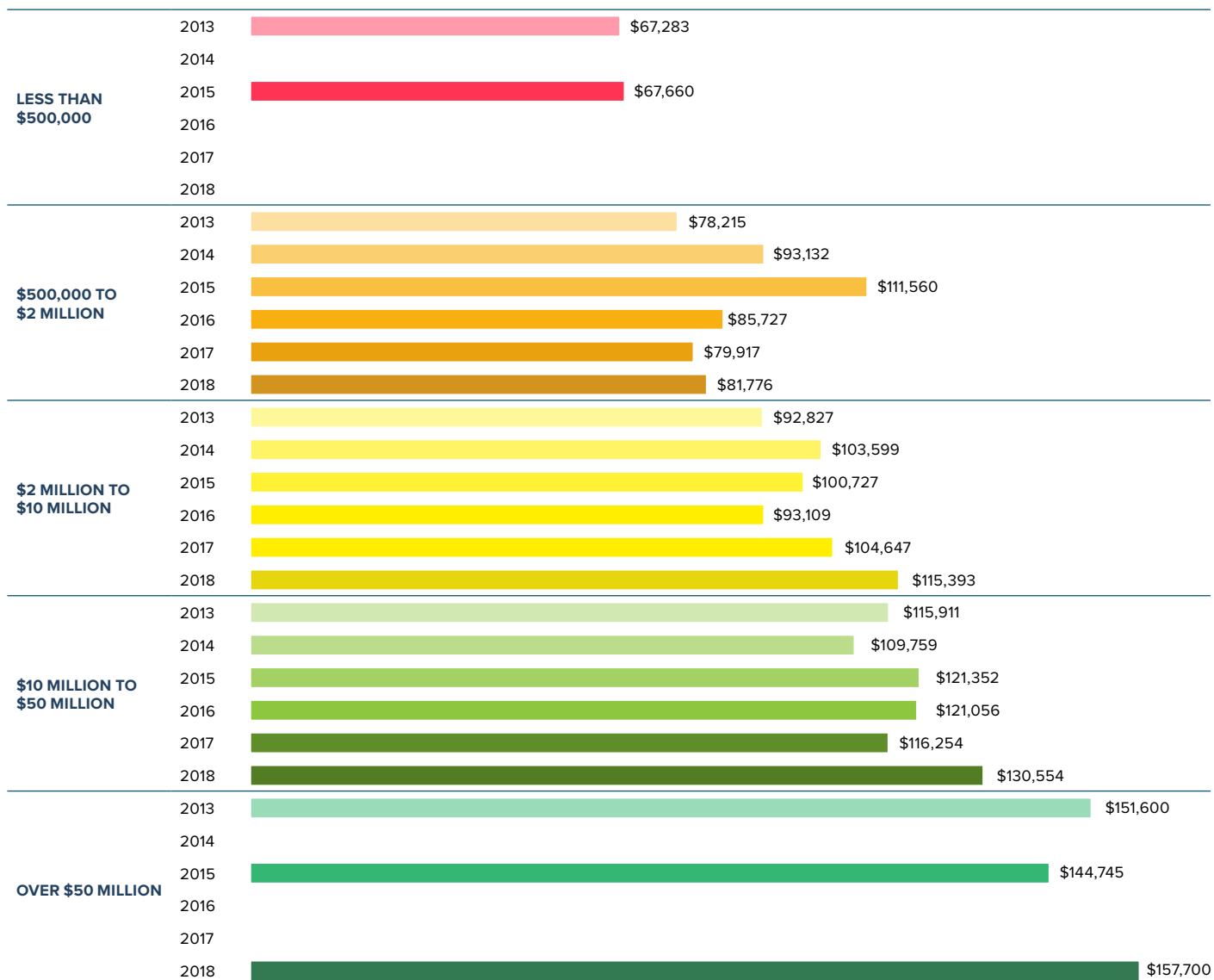
\$500,000 TO \$2 MILLION	\$90,151
\$2 MILLION TO \$10 MILLION	\$127,448
\$10 MILLION TO \$25 MILLION	\$145,408
\$25 MILLION TO \$50 MILLION	
OVER \$50 MILLION	\$181,861

Remuneration by Operating Budget

COMPONENT	NUMBER OF CASES	TOTAL SALARY				TOTAL REMUNERATION EXCLUDING INCENTIVES			
		25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
LESS THAN \$500,000	3								
FROM \$500,000 TO \$2 MILLION	23	\$69,316	\$84,946	\$81,776	\$96,900	\$75,556	\$93,185	\$90,151	\$106,606
FROM \$2 MILLION TO \$10 MILLION	34	\$95,000	\$106,817	\$115,393	\$131,500	\$104,416	\$121,714	\$127,448	\$145,536
FROM \$10 MILLION TO \$25 MILLION	13	\$117,587	\$125,000	\$130,492	\$135,000	\$128,758	\$139,356	\$145,408	\$148,194
FROM \$25 MILLION TO \$50 MILLION	2								
OVER \$50 MILLION	6	\$135,000	\$153,500	\$157,700	\$159,250	\$147,825	\$170,163	\$181,861	\$195,950

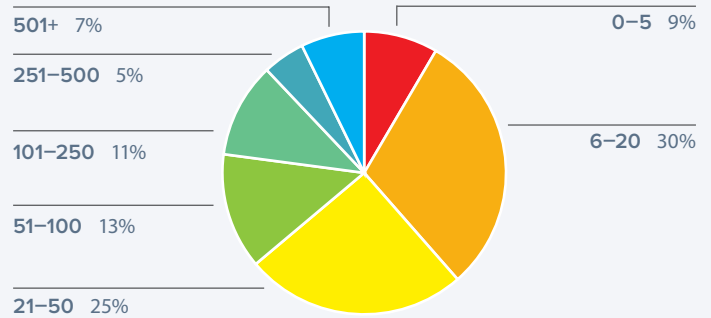
2013 to 2018

Average (mean) Salary by Operating Budget



Total Remuneration Excluding Incentives tends to increase with number of employees. The lowest average figure is \$88,535 for organisations with five or fewer employees, increasing to \$169,232 for organisations with over 500 employees.

Responses by Number of Employees



Average Total Remuneration by Number of Employees

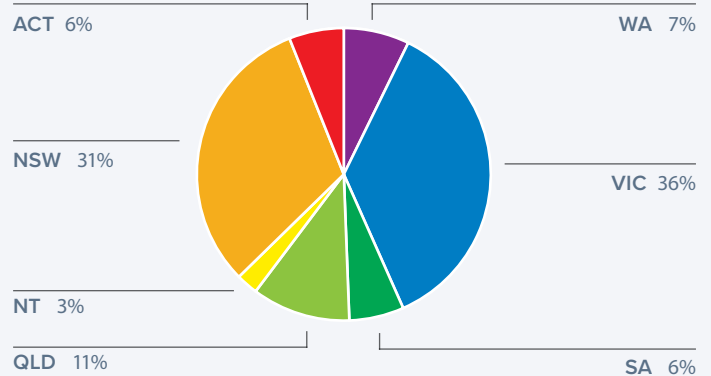
0-5		\$88,535
6-20		\$104,418
21-50		\$128,122
51-100		\$127,454
101-250		\$126,664
501+		\$169,232

Remuneration by Number of Employees

COMPONENT	NUMBER OF CASES	TOTAL SALARY				TOTAL REMUNERATION EXCLUDING INCENTIVES			
		25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
0-5	7	\$78,141	\$80,000	\$80,963	\$85,000	\$84,435	\$87,600	\$88,535	\$93,788
6-20	25	\$77,816	\$91,271	\$94,645	\$100,000	\$91,472	\$100,193	\$104,418	\$113,661
21-50	21	\$100,000	\$112,375	\$115,771	\$130,000	\$109,500	\$124,371	\$128,122	\$142,775
51-100	11	\$97,500	\$111,010	\$114,386	\$123,801	\$107,760	\$121,556	\$127,454	\$141,858
101-250	9	\$100,000	\$121,366	\$114,368	\$125,000	\$110,048	\$137,444	\$126,664	\$139,356
251-500	4								
501+	6	\$135,000	\$153,500	\$146,167	\$159,250	\$147,825	\$170,163	\$169,232	\$195,950

The highest average Total Remuneration Excluding Incentives are found in ACT (\$129,055). South Australia (\$99,721) has the lowest average Total Remuneration Excluding Incentives for the role of Finance Manager/Treasurer.

Responses by Location



Average Total Remuneration by Location

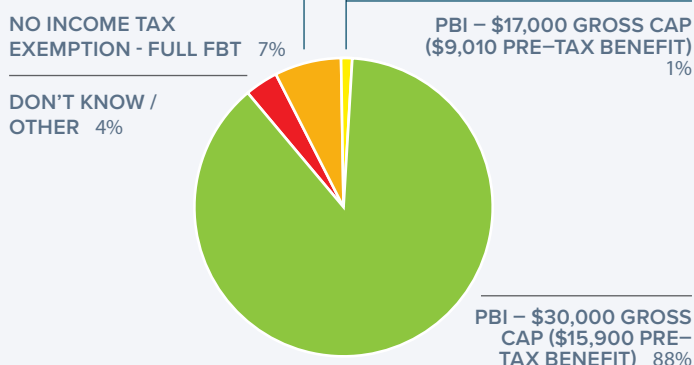
ACT	\$129,055
NSW	\$127,327
QLD	\$105,677
SA	\$99,721
VIC	\$116,814
WA	\$140,503

Remuneration by Location

COMPONENT	TOTAL SALARY					TOTAL REMUNERATION EXCLUDING INCENTIVES			
	NUMBER OF CASES	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
ACT	5	\$111,010	\$127,000	\$117,559	\$129,840	\$121,556	\$140,105	\$129,055	\$142,775
NSW	26	\$92,000	\$103,250	\$113,998	\$140,000	\$100,904	\$113,059	\$127,327	\$157,571
NT	2								
QLD	9	\$80,000	\$100,000	\$96,176	\$117,587	\$89,025	\$109,930	\$105,677	\$128,758
SA	5	\$61,000	\$100,000	\$90,500	\$107,633	\$66,795	\$109,500	\$99,721	\$119,057
TAS									
VIC	30	\$85,256	\$99,400	\$105,029	\$123,716	\$94,318	\$111,581	\$116,814	\$137,083
WA	6	\$107,092	\$131,000	\$125,229	\$159,750	\$117,516	\$143,945	\$140,503	\$177,259

The majority of Finance Manager / Treasurer roles came from organisations with the maximum tax exemption status. These incumbents receive less Total Remuneration on average than those in organisations with a less generous tax exemption status.

Responses by Tax Status



Average Total Remuneration by Tax Status

NO INCOME TAX EXEMPTION - FULL FBT	\$131,727
PBI - \$30,000 GROSS CAP (\$15,900 PRE-TAX BENEFIT)	\$117,317

Remuneration by Tax Status

		TOTAL SALARY				TOTAL REMUNERATION EXCLUDING INCENTIVES			
COMPONENT	NUMBER OF CASES	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
DON'T KNOW/OTHER	3								
NO INCOME TAX EXEMPTION - FULL FBT	6	\$103,000	\$128,500	\$120,500	\$141,250	\$112,833	\$140,803	\$131,727	\$154,669
PBI - \$17,000 GROSS CAP (\$9,010 PRE-TAX BENEFIT)	1								
PBI - \$30,000 GROSS CAP (\$15,900 PRE-TAX BENEFIT)	73	\$89,750	\$103,260	\$110,298	\$127,000	\$98,276	\$116,070	\$117,317	\$137,787

PBI - PUBLIC BENEVOLENT INSTITUTION

Most senior role responsible for corporate and administrative operations, direct report to CEO / Head of Organisation.

There are 61 Operations / Administration Manager cases included this year. The most common operating budget for contributing organisations is between \$500,000 and \$2 million per annum. Most cases come from organisations with 50 or fewer employees. Victoria has the most cases (19). The average Base Salary for this group increased by 7%. Given the change in number of cases this year, it is important to note that these overall salary changes may not be representative of individual increases or decreases.

Remuneration Components

- Of the allowances offered to Operations / Administration Managers, phone allowances are the most common (25% of cases).
- Bonuses and incentives were provided in 3% of cases this year with median “at risk” element of less than 1% of total package.

Operations / Administration Manager Detailed Position Analysis

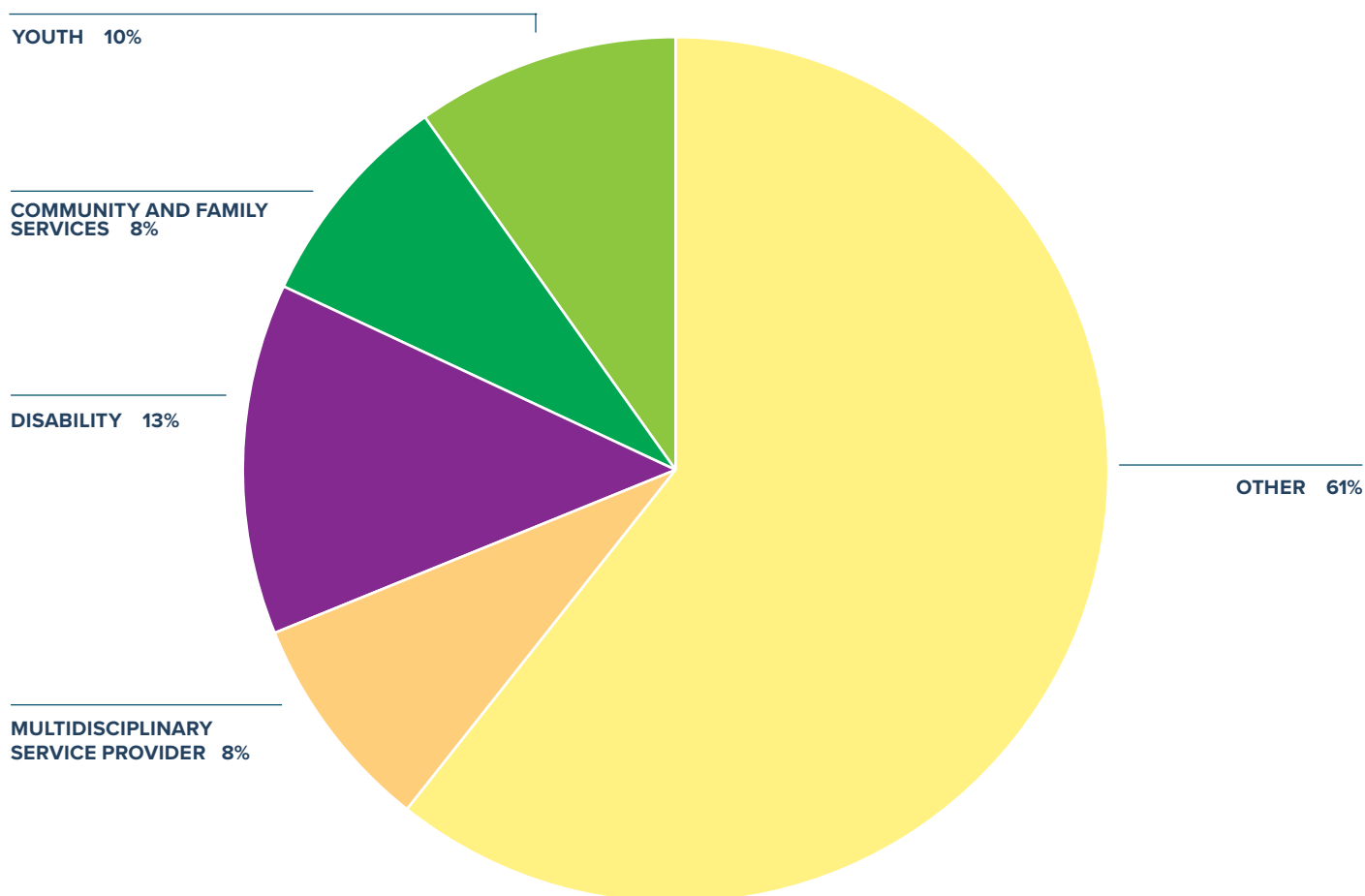
COMPONENT	NUMBER OF CASES	% OF CASES	25TH PERCENTILE	50TH PERC (MEDIAN) IN 2018	AVERAGE (MEAN)	75TH PERCENTILE	50TH PERC (MEDIAN) IN 2017	INCREASE/ DECREASE FOR 2018
SALARY	61	100%	\$73,431	\$90,000	\$91,010	\$100,000	\$84,000	7%
SUPERANNUATION	61	100%	\$7,120	\$8,693	\$8,868	\$9,785	\$8,037	8%
CAR ALLOWANCE/PACKAGE	5	8%	\$12,000	\$15,000	\$12,580	\$15,000	\$11,000	
PHONE ALLOWANCE	15	25%	\$343	\$535	\$639	\$1,050	\$840	
OTHER ALLOWANCES	5	8%	\$1,000	\$2,500	\$2,372	\$3,000	\$2,000	
PROFESSIONAL REGISTRATION	11	18%	\$390	\$500	\$1,003	\$1,250	\$800	
TOTAL REMUNERATION EXCLUDING INCENTIVES	61	100%	\$81,195	\$98,966	\$101,442	\$112,785	\$92,637	7%
BONUSES AND INCENTIVES	2	3%						
TOTAL REMUNERATION INCLUDING INCENTIVES	61	100%	\$81,195	\$98,966	\$101,462	\$112,785	\$93,075	6%

2013 to 2018

Average (mean) Base Salary

2013		\$84,585
2014		\$86,618
2015		\$94,193
2016		\$94,333
2017		\$91,047
2018		\$90,000

Responses by Sector



Community and Family Services is the sector with the highest average Total Remuneration Excluding Incentives for Operations / Administration Managers (\$111,665). Multidisciplinary Service Providers had the lowest average (\$93,175).

Average Total Remuneration Exc. Incentives by Sector

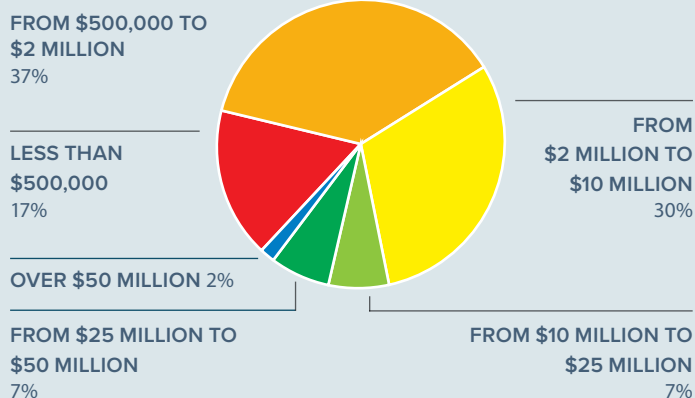
CHILDREN AND YOUTH	\$100,038
COMMUNITY AND FAMILY SERVICES	\$111,665
DISABILITY	\$96,031
MULTIDISCIPLINARY SERVICE PROVIDER	\$93,175
OTHER	\$102,575

Remuneration by Sector

COMPONENT	TOTAL SALARY					TOTAL REMUNERATION EXCLUDING INCENTIVES			
	NUMBER OF CASES	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
CHILDREN AND YOUTH	6	\$67,494	\$74,000	\$90,837	\$79,500	\$73,906	\$81,078	\$100,038	\$87,076
COMMUNITY AND FAMILY SERVICES	5	\$82,992	\$103,000	\$98,598	\$116,000	\$90,876	\$112,785	\$111,665	\$127,690
DISABILITY	8	\$78,625	\$93,174	\$85,922	\$96,232	\$86,512	\$102,025	\$96,031	\$107,838
MULTIDISCIPLINARY SERVICE PROVIDER	5	\$64,524	\$87,000	\$84,905	\$100,000	\$70,654	\$95,700	\$93,175	\$110,086
OTHER	37	\$75,000	\$92,000	\$91,937	\$100,000	\$82,388	\$101,178	\$102,575	\$115,752

Total Remuneration Excluding Incentives increases with the operating budget of the organisation. This ranges from \$79,343 for organisations with a budget below \$500,000 through to \$109,787 for those with a budget of \$2 million to \$10 million.

Responses by Operating Budget



Average Total Remuneration Exc. Incentives by Operating Budget

LESS THAN \$500,000	\$79,343
\$500,000 TO \$2 MILLION	\$88,842
\$2 MILLION TO \$10 MILLION	\$109,787

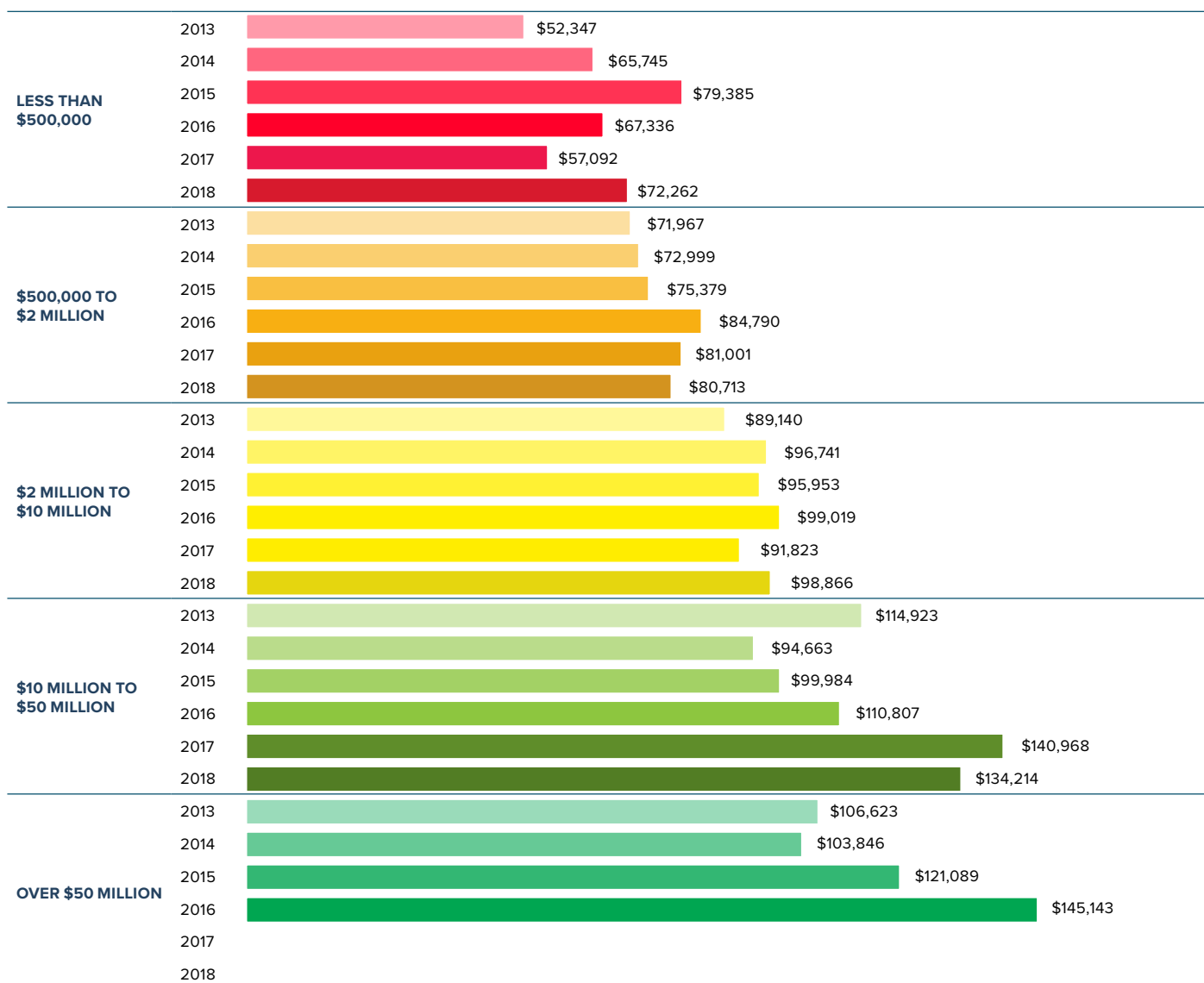
Remuneration by Operating Budget

COMPONENT	NUMBER OF CASES	TOTAL SALARY				TOTAL REMUNERATION EXCLUDING INCENTIVES			
		25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
LESS THAN \$500,000	10	\$65,893	\$74,216	\$72,262	\$79,552	\$72,153	\$81,660	\$79,343	\$87,175
FROM \$500,000 TO \$2 MILLION	22	\$67,494	\$80,750	\$80,713	\$92,375	\$73,906	\$88,421	\$88,842	\$101,260
FROM \$2 MILLION TO \$10 MILLION	18	\$85,500	\$98,959	\$98,866	\$114,000	\$94,027	\$108,360	\$109,787	\$127,495
FROM \$10 MILLION TO \$25 MILLION	4								
FROM \$25 MILLION TO \$50 MILLION	4								
OVER \$50 MILLION	1								

Operations / Administration Manager average base salaries increased over the previous year for most incumbents based on operating budget, except for organisations with an operating budget below \$500,000.

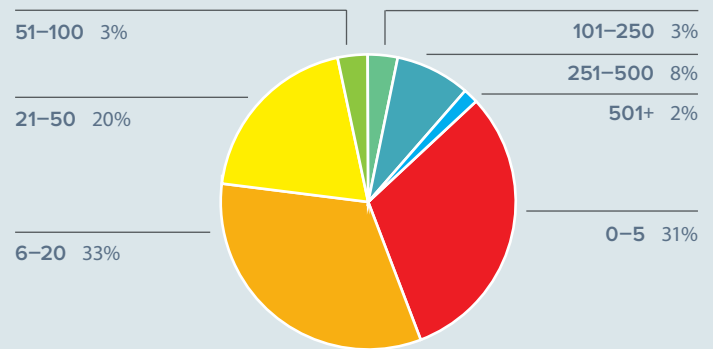
2013 to 2018

Average (mean) Salary by Operating Budget



Total Remuneration Excluding Incentives increases with number of employees. Organisations with five or fewer employees on average pay Operations / Administration Managers \$81,106. This increases up to \$135,532 for organisations with 251–500 employees.

Responses by Number of Employees



Average Total Remuneration by Number of Employees

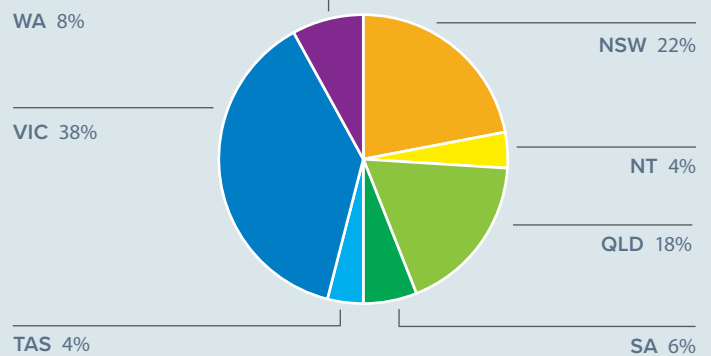
0–5		\$81,106
6–20		\$89,841
21–50		\$118,395
251–500		\$135,532

Remuneration by Number of Employees

COMPONENT	NUMBER OF CASES	TOTAL SALARY				TOTAL REMUNERATION EXCLUDING INCENTIVES			
		25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
0–5	19	\$65,587	\$73,431	\$74,115	\$81,335	\$71,817	\$81,195	\$81,106	\$89,061
6–20	20	\$75,356	\$82,500	\$81,377	\$92,945	\$82,586	\$90,338	\$89,841	\$101,775
21–50	12	\$97,079	\$101,500	\$106,264	\$117,000	\$106,617	\$111,143	\$118,395	\$133,563
51–100	2								
101–250	2								
251–500	5	\$95,000	\$110,000	\$115,000	\$130,000	\$107,310	\$120,450	\$135,532	\$169,798
501+	1								

Total Remuneration Excluding Incentives is on average highest in Queensland (\$116,016) for Operations / Administration Managers. New South Wales (\$99,356) pays the least on average for those locations that had sufficient organisations providing results.

Responses by Location



Average Total Remuneration by Location

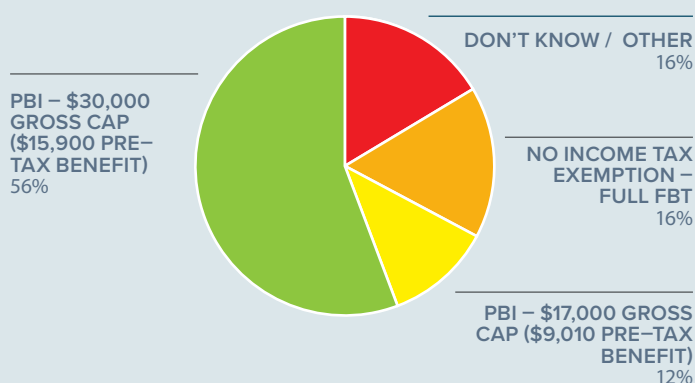
NSW	\$99,356
QLD	\$116,016
VIC	\$112,287

Remuneration by Location

COMPONENT	TOTAL SALARY					TOTAL REMUNERATION EXCLUDING INCENTIVES			
	NUMBER OF CASES	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
ACT	0								
NSW	11	\$75,000	\$90,000	\$90,284	\$105,000	\$82,460	\$98,813	\$99,356	\$115,943
NT	2								
QLD	9	\$80,000	\$100,000	\$105,111	\$145,000	\$88,914	\$109,500	\$116,016	\$159,138
SA	3								
TAS	2								
VIC	19	\$88,472	\$100,500	\$99,943	\$108,038	\$97,560	\$111,690	\$112,287	\$125,675
WA	4								

For the Operations / Administration Manager role, most organisations have the maximum tax exemption status, and these organisations also tend to pay the highest salaries on average.

Responses by Tax Status



Average Total Remuneration by Tax Status

DON'T KNOW/OTHER	\$82,569
NO INCOME TAX EXEMPTION - FULL FBT	\$95,482
PBI - \$17,000 GROSS CAP (\$9,010 PRE-TAX BENEFIT)	\$99,202
PBI - \$30,000 GROSS CAP (\$15,900 PRE-TAX BENEFIT)	\$109,233

Remuneration by Tax Status

COMPONENT	NUMBER OF CASES	TOTAL SALARY				TOTAL REMUNERATION EXCLUDING INCENTIVES			
		25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
DON'T KNOW/OTHER	10	\$63,872	\$75,000	\$75,317	\$84,498	\$67,272	\$82,256	\$82,569	\$92,821
NO INCOME TAX EXEMPTION - FULL FBT	10	\$74,823	\$80,800	\$86,858	\$89,500	\$82,660	\$88,476	\$95,482	\$98,331
PBI - \$17,000 GROSS CAP (\$9,010 PRE-TAX BENEFIT)	7	\$67,041	\$78,000	\$86,012	\$98,500	\$73,410	\$85,505	\$99,202	\$116,727
PBI - \$30,000 GROSS CAP (\$15,900 PRE-TAX BENEFIT)	34	\$81,875	\$94,597	\$97,902	\$108,655	\$89,653	\$103,942	\$109,233	\$120,368

PBI - PUBLIC BENEVOLENT INSTITUTION

Most senior Marketing / Fundraising / Communications roles responsible for full range of marketing / communications accountabilities, direct report to CEO / Head of Organisation.

A total of 92 Marketing / Fundraising / Communications Manager roles are included in this report. As a Tier 2 role it reports directly to the CEO. The organisations contributing data come from a broad range of sectors. Operating budgets of organisations tend to be between \$500,000 and \$10 million. The number of employees also tends to be between 6 and 100 employees. Most cases are from New South Wales and Victoria.

There has been an increase of 9% in the median Base Salary over last year's results. Given the movement in and out of the survey, these changes may not reflect individual increases for incumbents in this role.

Remuneration Components

- The most common allowance for Marketing / Fundraising / Communication Managers is phone allowance, being paid to 22% of incumbents.
- Bonuses and incentives are available in 8% of cases. The median payments are low, representing less than 2% of total package.

Marketing / Fundraising / Communications Manager Detailed Position Analysis

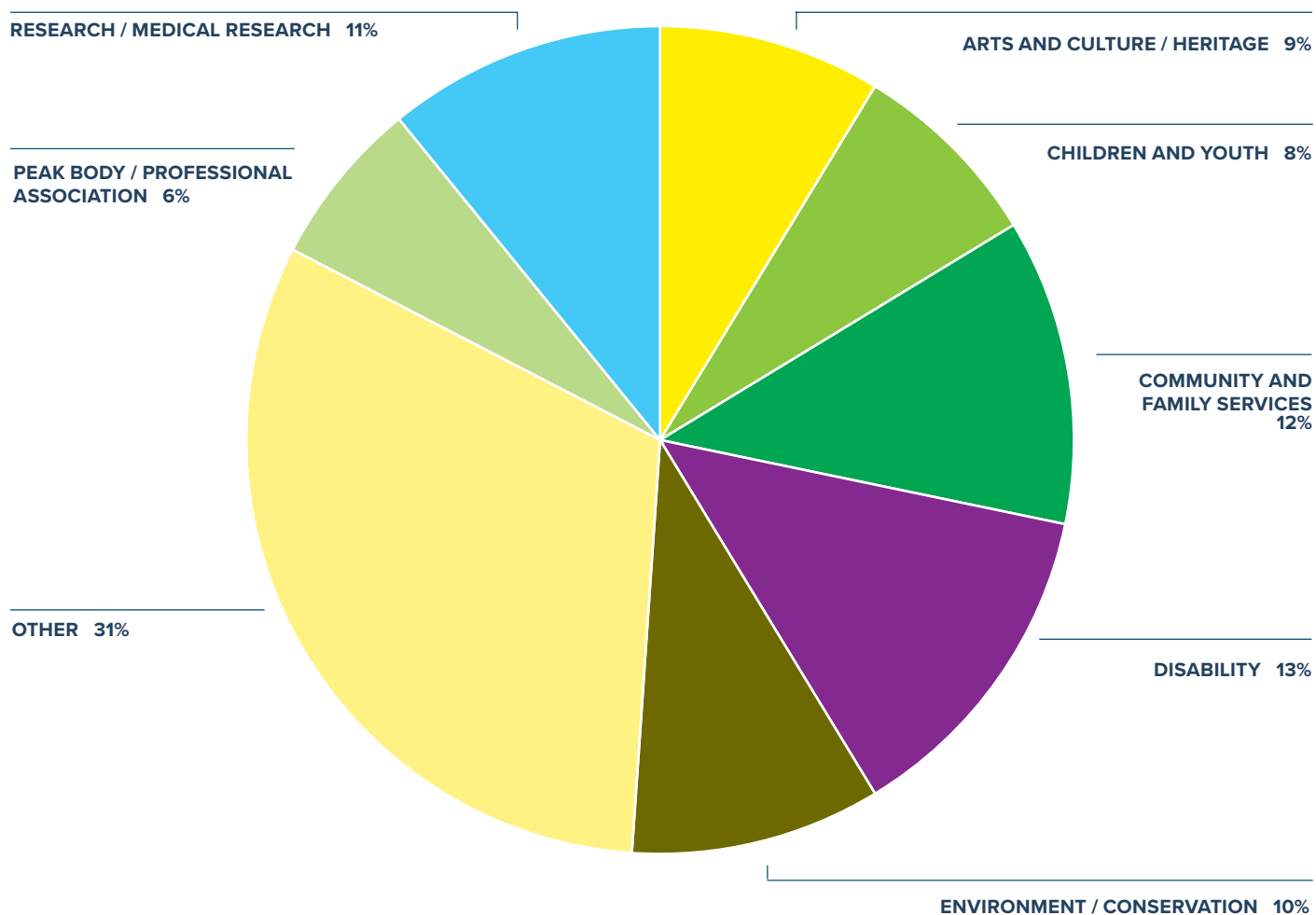
COMPONENT	NUMBER OF CASES	% OF CASES	25TH PERCENTILE	50TH PERC (MEDIAN) IN 2018	AVERAGE (MEAN)	75TH PERCENTILE	50TH PERC (MEDIAN) IN 2017	INCREASE/ DECREASE FOR 2018
SALARY	92	100%	\$80,000	\$100,000	\$104,562	\$123,250	\$91,686	9%
SUPERANNUATION	92	100%	\$7,600	\$9,676	\$10,206	\$12,063	\$9,263	4%
CAR ALLOWANCE/PACKAGE	8	9%	\$1,589	\$10,250	\$8,657	\$13,500	\$15,000	
PHONE ALLOWANCE	20	22%	\$360	\$600	\$673	\$850	\$600	
OTHER ALLOWANCES	6	7%	\$950	\$2,000	\$1,850	\$2,375	\$2,000	
PROFESSIONAL REGISTRATION	12	13%	\$500	\$550	\$1,167	\$1,375	\$1,000	
TOTAL REMUNERATION EXCLUDING INCENTIVES	92	100%	\$87,600	\$110,413	\$115,940	\$136,668	\$104,813	5%
BONUSES AND INCENTIVES	7	8%	\$2,250	\$2,500	\$4,536	\$7,125	\$4,000	
TOTAL REMUNERATION INCLUDING INCENTIVES	92	100%	\$87,600	\$110,738	\$116,285	\$136,668	\$104,813	6%

2013 to 2018

Average (mean) Base Salary

2013		\$83,404
2014		\$84,863
2015		\$87,006
2016		\$91,928
2017		\$99,197
2018		\$104,562

Responses by Sector



Environment / Conservation is the sector with the highest average Total Remuneration Excluding Incentives this year (\$134,611). In contrast, Arts and Culture / Heritage organisations are the lowest paying on average for this role (\$85,925).

Average Total Remuneration Exc. Incentives by Sector

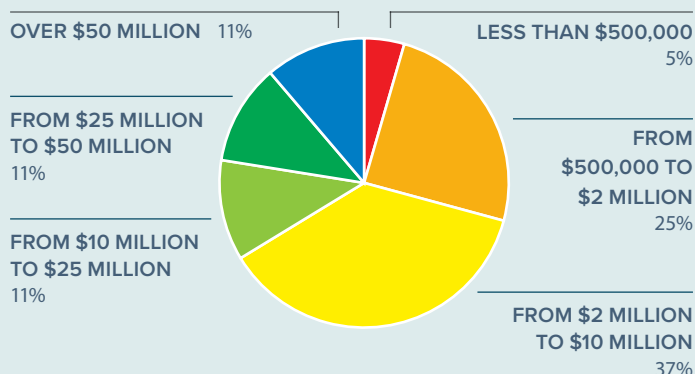
ARTS AND CULTURE/HERITAGE	\$85,925
CHILDREN AND YOUTH	\$98,303
COMMUNITY AND FAMILY SERVICES	\$111,716
DISABILITY	\$122,069
ENVIRONMENT / CONSERVATION	\$134,611
OPHTHER	\$119,161
PEAK BODY / PROFESSIONAL ASSOCIATION	\$122,149
RESEARCH/ MEDICAL RESEARCH	\$119,720

Remuneration by Sector

COMPONENT	TOTAL SALARY					TOTAL REMUNERATION EXCLUDING INCENTIVES			
	NUMBER OF CASES	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
ARTS AND CULTURE / HERITAGE	8	\$64,500	\$68,000	\$78,232	\$85,000	\$70,901	\$74,460	\$85,925	\$93,313
CHILDREN AND YOUTH	7	\$72,000	\$87,000	\$89,714	\$103,500	\$78,325	\$95,265	\$98,303	\$113,530
COMMUNITY AND FAMILY SERVICES	11	\$67,926	\$86,330	\$100,457	\$116,500	\$80,041	\$94,531	\$111,716	\$130,416
DISABILITY	12	\$90,000	\$105,000	\$111,215	\$129,250	\$98,550	\$116,365	\$122,069	\$141,529
ENVIRONMENT / CONSERVATION	9	\$100,000	\$123,000	\$122,587	\$128,510	\$109,500	\$134,685	\$134,611	\$142,000
OTHER	29	\$90,000	\$105,000	\$106,344	\$120,000	\$106,215	\$118,808	\$119,161	\$135,300
PEAK BODY / PROFESSIONAL ASSOCIATION	6	\$83,750	\$115,000	\$111,333	\$135,000	\$91,754	\$126,349	\$122,149	\$148,702
RESEARCH / MEDICAL RESEARCH	10	\$77,500	\$87,500	\$107,100	\$130,000	\$86,134	\$97,729	\$119,720	\$142,481

Total Remuneration Excluding Incentives increases with operating budget for this role, ranging from \$93,318 (\$500,000 to \$2 million operating budget) through to \$151,831 (greater than \$50 million operating budget).

Responses by Operating Budget



Average Total Remuneration Exc. Incentives by Operating Budget

FROM \$500,000 TO \$2 MILLION	\$93,318
FROM \$2 MILLION TO \$10 MILLION	\$115,147
FROM \$10 MILLION TO \$25 MILLION	\$133,762
FROM \$25 MILLION TO \$50 MILLION	\$136,447
OVER \$50 MILLION	\$151,831

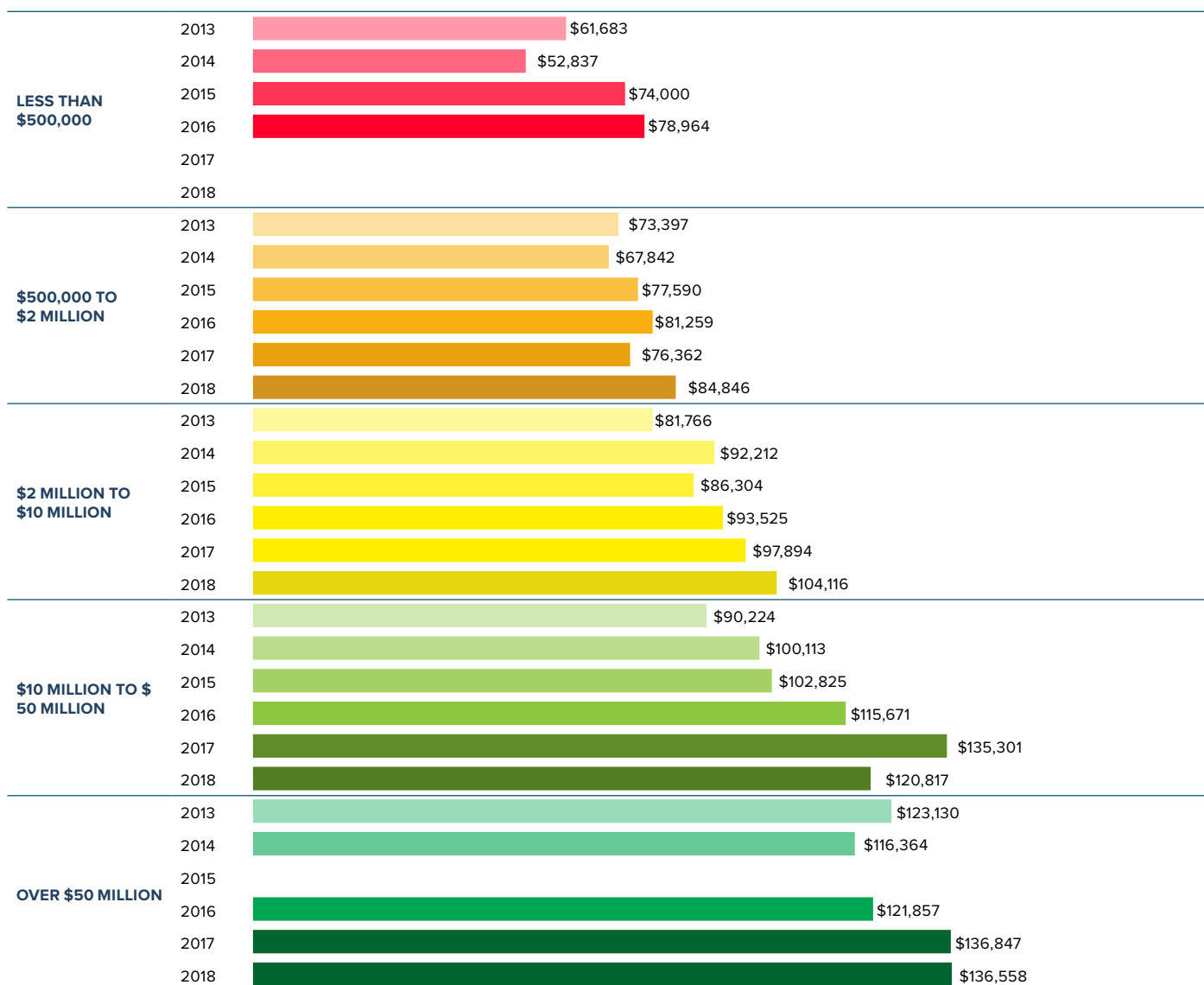
Remuneration by Operating Budget

COMPONENT	NUMBER OF CASES	TOTAL SALARY				TOTAL REMUNERATION EXCLUDING INCENTIVES			
		25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
LESS THAN \$500,000	4								
FROM \$500,000 TO \$2 MILLION	22	\$68,901	\$77,750	\$84,846	\$96,750	\$75,471	\$85,710	\$93,318	\$106,511
FROM \$2 MILLION TO \$10 MILLION	33	\$86,000	\$105,000	\$104,116	\$120,000	\$94,531	\$116,962	\$115,147	\$131,400
FROM \$10 MILLION TO \$25 MILLION	10	\$77,500	\$123,500	\$120,534	\$143,500	\$89,250	\$136,783	\$133,762	\$157,664
FROM \$25 MILLION TO \$50 MILLION	10	\$92,000	\$114,750	\$121,101	\$137,128	\$103,614	\$126,746	\$136,447	\$150,475
OVER \$50 MILLION	10	\$124,210	\$129,500	\$136,558	\$134,659	\$136,010	\$141,803	\$151,831	\$150,215

Marketing / Fundraising / Communications Manager
average base salaries increased from last year for all levels
of operating budget where sufficient data is available.

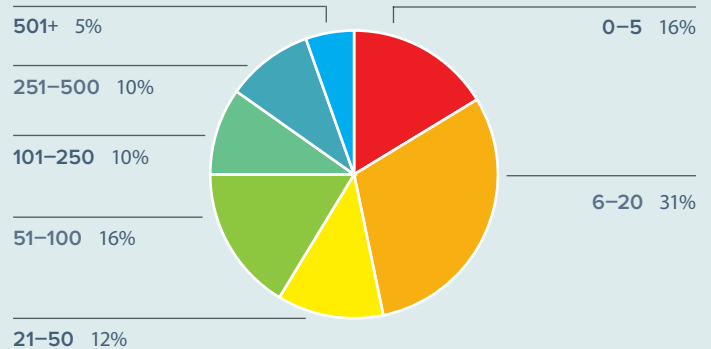
2013 to 2018

Average (mean) Salary by Operating Budget



Total Remuneration Excluding Incentives increases with greater numbers of employees. The lowest average figure is \$85,766 for organisations with five or fewer employees, this increasing to \$151,510 in organisations with 500 or more employees.

Responses by Number of Employees



Average Total Remuneration by Number of Employees

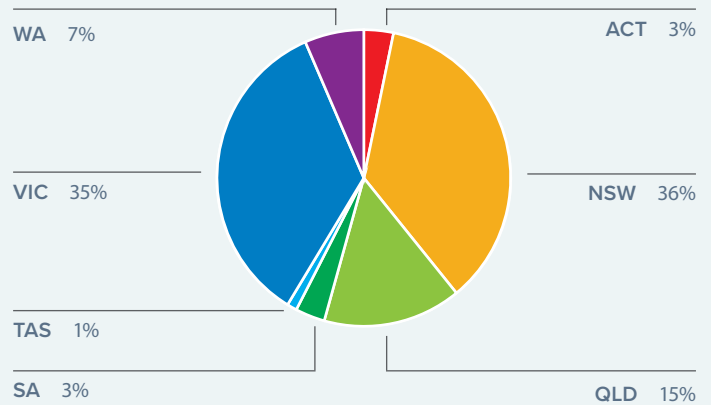
0-5	\$85,766
6-20	\$105,500
21-50	\$123,702
51-100	\$118,319
101-250	\$124,408
251-500	\$157,028
501+	\$151,510

Remuneration by Number of Employees

COMPONENT	NUMBER OF CASES	TOTAL SALARY				TOTAL REMUNERATION EXCLUDING INCENTIVES			
		25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
0-5	15	\$64,000	\$74,000	\$77,925	\$86,000	\$70,628	\$80,000	\$85,766	\$96,086
6-20	28	\$75,000	\$96,500	\$95,876	\$110,000	\$82,125	\$106,655	\$105,500	\$121,104
21-50	11	\$91,436	\$110,000	\$110,807	\$124,000	\$106,473	\$121,629	\$123,702	\$139,680
51-100	15	\$86,500	\$106,815	\$107,286	\$126,255	\$95,088	\$117,472	\$118,319	\$140,440
101-250	9	\$85,000	\$98,000	\$108,544	\$119,500	\$93,075	\$109,500	\$124,408	\$133,043
251-500	9	\$122,947	\$130,000	\$143,472	\$180,000	\$134,627	\$142,350	\$157,028	\$196,200
501+	5	\$100,000	\$128,000	\$134,000	\$135,000	\$124,830	\$140,160	\$151,510	\$151,510

Victoria has the highest average Total Remuneration Excluding Incentives (\$122,873), with New South Wales paying the least on average (\$114,146).

Responses by Location



Average Total Remuneration by Location

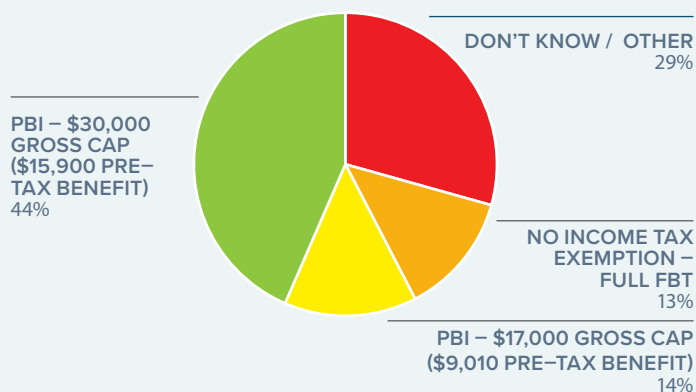
NSW	\$114,146
QLD	\$116,137
VIC	\$122,873
WA	\$116,842

Remuneration by Location

COMPONENT	TOTAL SALARY					TOTAL REMUNERATION EXCLUDING INCENTIVES			
	NUMBER OF CASES	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
ACT	3								
NSW	33	\$75,000	\$97,000	\$102,775	\$118,000	\$82,125	\$109,500	\$114,146	\$132,057
NT									
QLD	14	\$81,250	\$107,500	\$105,348	\$126,000	\$89,927	\$118,735	\$116,137	\$138,381
SA	3								
TAS	1								
VIC	32	\$89,000	\$107,500	\$110,664	\$130,909	\$98,550	\$118,961	\$122,873	\$144,102
WA	6	\$75,125	\$86,750	\$104,948	\$115,890	\$82,262	\$100,740	\$116,842	\$129,809

The majority of organisations contributing data for the Marketing/Fundraising/Communication Manager role at Tier 2 have the maximum tax exemption status. Incumbents from these organisations receive more Total Remuneration on average than those in organisations with a less generous tax exemption status.

Responses by Tax Status



Average Total Remuneration by Tax Status

DON'T KNOW/OTHER	\$103,814
NO INCOME TAX EXEMPTION - FULL FBT	\$106,680
PBI - \$17,000 GROSS CAP (\$9,010 PRE-TAX BENEFIT)	\$122,457
PBI - \$30,000 GROSS CAP (\$15,900 PRE-TAX BENEFIT)	\$124,785

Remuneration by Tax Status

TAX STATUS	NUMBER OF CASES	TOTAL SALARY				TOTAL REMUNERATION EXCLUDING INCENTIVES			
		25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
DON'T KNOW/OTHER	27	\$68,000	\$97,000	\$94,375	\$110,000	\$74,657	\$106,609	\$103,814	\$121,568
NO INCOME TAX EXEMPTION - FULL FBT	12	\$75,000	\$89,436	\$95,177	\$108,250	\$83,396	\$103,955	\$106,680	\$120,056
PBI - \$17,000 GROSS CAP (\$9,010 PRE-TAX BENEFIT)	13	\$88,000	\$100,000	\$111,099	\$128,000	\$97,100	\$110,376	\$122,457	\$140,160
PBI - \$30,000 GROSS CAP (\$15,900 PRE-TAX BENEFIT)	40	\$89,250	\$107,908	\$112,130	\$130,909	\$97,729	\$120,492	\$124,785	\$144,102

PBI - PUBLIC BENEVOLENT INSTITUTION

Most senior HR role responsible for full range of HR accountabilities, direct report to CEO / Head of Organisation

This year a total of 60 organisations contributed data for the role of Human Resources Manager. As a Tier 2 role, this includes human resources roles that report directly to a CEO. Organisations are from a range of sectors. They typically have a budget over \$2 million, and more than 20 employees. Victoria and New South Wales are again the most commonly selected locations for these roles.

The median base salary is 9% higher than last year. Given the change in organisations contributing data, this may not reflect individual increases provided to incumbents across this period.

Remuneration Components

- Phone allowance is the most commonly provided allowance that people specifically identified – received by 22% of incumbents, closely followed by professional registration (20%).
- Incentive payments are received in 10% of cases this year, with median payouts being around 3% of total package.

Human Resources Manager Detailed Position Analysis

COMPONENT	NUMBER OF CASES	% OF CASES	25TH PERCENTILE	50TH PERC (MEDIAN) IN 2018	AVERAGE (MEAN)	75TH PERCENTILE	50TH PERC (MEDIAN) IN 2017	INCREASE/ DECREASE FOR 2018
SALARY	60	100%	\$95,677	\$103,450	\$107,355	\$120,000	\$95,000	9%
SUPERANNUATION	60	100%	\$9,272	\$10,029	\$10,456	\$11,518	\$9,325	8%
CAR ALLOWANCE/PACKAGE	6	10%	\$8,654	\$11,759	\$10,963	\$14,250	\$12,500	
PHONE ALLOWANCE	13	22%	\$500	\$540	\$641	\$650	\$708	
OTHER ALLOWANCES	6	10%	\$1,100	\$1,450	\$1,998	\$2,843	\$3,000	
PROFESSIONAL REGISTRATION	12	20%	\$475	\$500	\$923	\$1,250	\$500	
TOTAL REMUNERATION EXCLUDING INCENTIVES	60	100%	\$106,716	\$114,712	\$119,431	\$131,602	\$107,485	7%
BONUSES AND INCENTIVES	6	10%	\$2,125	\$3,000	\$6,394	\$3,772	\$3,603	
TOTAL REMUNERATION INCLUDING INCENTIVES	60	100%	\$106,873	\$114,712	\$120,071	\$131,602	\$108,285	6%

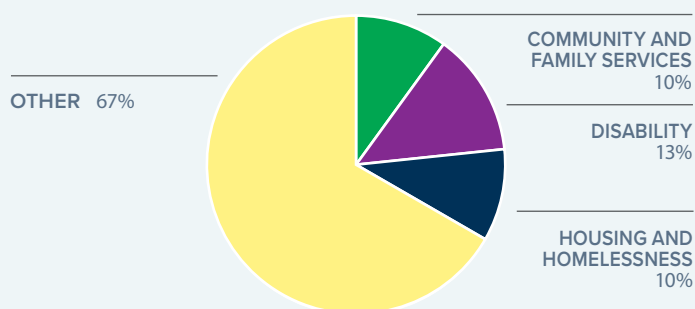
2013 to 2018

Average (mean) Base Salary

2013	\$83,024
2014	\$92,267
2015	\$99,119
2016	\$99,189
2017	\$98,063
2018	\$107,355

Most Human Resources Manager organisations were categorised as 'other'.

Responses by Sector



Average Total Remuneration Exc. Incentives by Sector

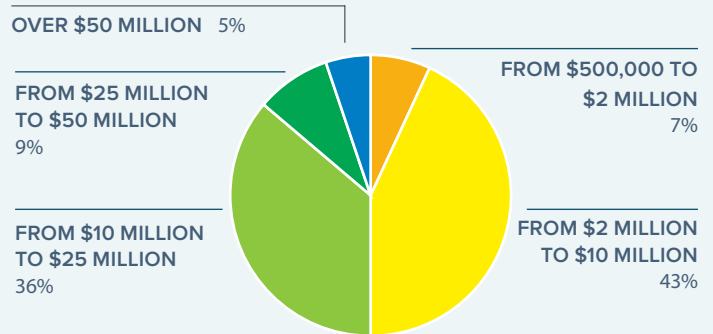
COMMUNITY AND FAMILY SERVICES	\$111,092
DISABILITY	\$134,384
HOUSING AND HOMELESSNESS	\$115,573
OTHER	\$118,271

Remuneration by Sector

COMPONENT	TOTAL SALARY					TOTAL REMUNERATION EXCLUDING INCENTIVES			
	NUMBER OF CASES	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
COMMUNITY AND FAMILY SERVICES	6	\$100,000	\$101,500	\$100,808	\$105,678	\$109,774	\$111,690	\$111,092	\$116,590
DISABILITY	8	\$105,500	\$124,600	\$118,448	\$136,790	\$115,906	\$143,027	\$134,384	\$153,817
HOUSING AND HOMELESSNESS	6	\$97,750	\$100,000	\$103,516	\$109,435	\$109,537	\$109,740	\$115,573	\$121,557
OTHER	40	\$94,875	\$103,450	\$106,695	\$120,000	\$105,594	\$114,712	\$118,271	\$131,400

Human Resources Manager Total Remuneration excluding Incentives increases on average with the operating budget of the organisation. This ranges from \$113,703 (\$2 million budget to \$10 million) to \$131,279 (\$25 million to \$50 million budget).

Responses by Operating Budget



Average Total Remuneration Exc. Incentives by Operating Budget

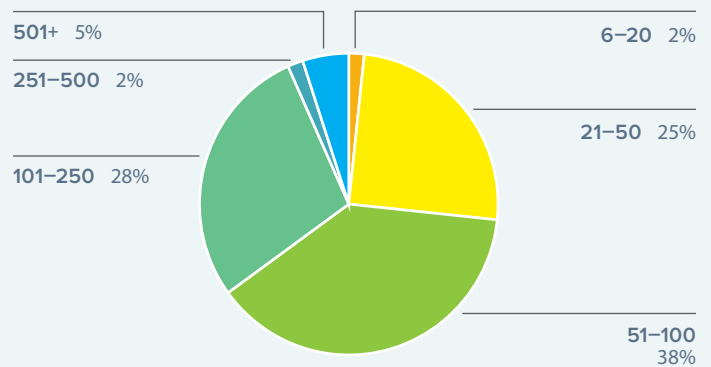
FROM \$2 MILLION TO \$10 MILLION	\$113,703
FROM \$10 MILLION TO \$25 MILLION	\$123,935
FROM \$25 MILLION TO \$50 MILLION	\$131,279

Remuneration by Operating Budget

		TOTAL SALARY				TOTAL REMUNERATION EXCLUDING INCENTIVES			
COMPONENT	NUMBER OF CASES	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
LESS THAN \$500,000									
FROM \$500,000 TO \$2 MILLION	4								
FROM \$2 MILLION TO \$10 MILLION	25	\$92,000	\$103,000	\$102,116	\$107,633	\$102,273	\$112,785	\$113,703	\$119,842
FROM \$10 MILLION TO \$25 MILLION	21	\$97,000	\$100,000	\$111,210	\$130,000	\$109,500	\$112,019	\$123,935	\$143,993
FROM \$25 MILLION TO \$50 MILLION	5	\$112,580	\$118,667	\$118,693	\$130,000	\$125,465	\$129,940	\$131,279	\$142,350
OVER \$50 MILLION	3								

The increases in Total Remuneration excluding Incentives tends to increase with number of employees, from \$116,973 (21–50 employees) through to \$126,136 (101–250 employees).

Responses by Number of Employees



Average Total Remuneration by Number of Employees

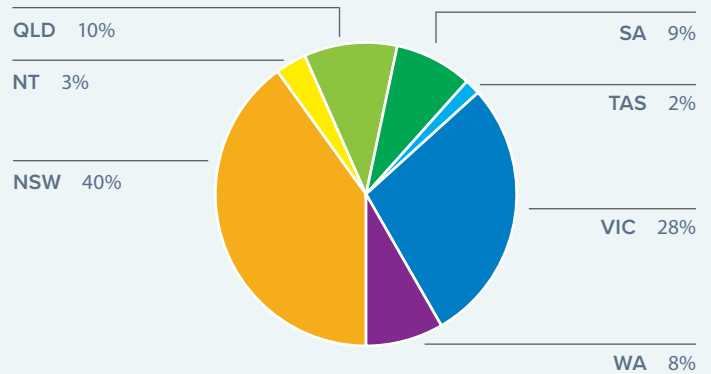
21–50		\$116,973
51–100		\$111,541
101–250		\$126,136

Remuneration by Number of Employees

COMPONENT	NUMBER OF CASES	TOTAL SALARY				TOTAL REMUNERATION EXCLUDING INCENTIVES			
		25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
0–5									
6–20	1								
21–50	15	\$97,925	\$103,000	\$105,870	\$112,900	\$108,585	\$112,785	\$116,973	\$126,329
51–100	23	\$92,750	\$100,000	\$101,200	\$108,816	\$102,232	\$109,833	\$111,541	\$120,146
101–250	17	\$95,717	\$112,580	\$112,207	\$136,386	\$109,500	\$123,878	\$126,136	\$153,491
251–500	1								
501+	3								

Western Australia pays Human Resources Managers the most in our sample of data (\$128,408), with South Australia paying the least (\$108,755).

Responses by Location



Average Total Remuneration by Location

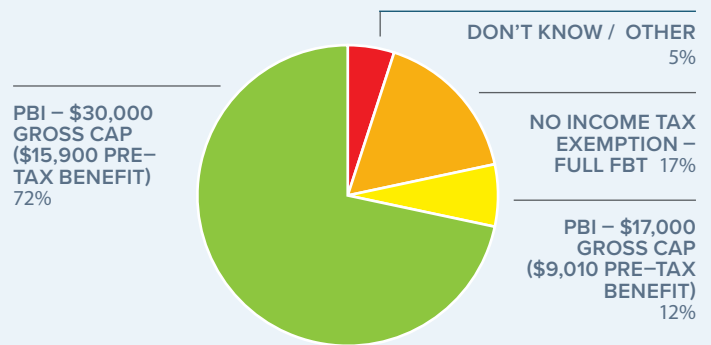
NSW	\$120,530
QLD	\$109,377
SA	\$108,755
VIC	\$121,532
WA	\$128,408

Remuneration by Location

COMPONENT	TOTAL SALARY					TOTAL REMUNERATION EXCLUDING INCENTIVES			
	NUMBER OF CASES	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
ACT									
NSW	24	\$97,203	\$103,450	\$108,014	\$121,250	\$106,716	\$114,712	\$120,530	\$134,138
NT									
QLD	6	\$81,162	\$100,324	\$98,575	\$115,100	\$88,872	\$109,925	\$109,377	\$130,125
SA	5	\$90,000	\$93,000	\$97,460	\$107,633	\$98,550	\$112,019	\$108,755	\$117,858
TAS									
VIC	17	\$97,850	\$106,014	\$109,672	\$120,000	\$109,000	\$117,676	\$121,352	\$131,400
WA	5	\$100,000	\$105,625	\$117,160	\$140,000	\$109,500	\$115,659	\$128,408	\$153,491

The majority of organisations contributing data for the Human Resources Manager role at Tier 2 have the maximum tax exemption status. Incumbents from these organisations receive more Total Remuneration on average than those in organisations with a less generous tax exemption status.

Responses by Tax Status



Average Total Remuneration by Tax Status

NO INCOME TAX EXEMPTION - FULL FBT	\$105,609
PBI - \$30,000 GROSS CAP (\$15,900 PRE-TAX BENEFIT)	\$123,776

Remuneration by Tax Status

TAX STATUS	NUMBER OF CASES	TOTAL SALARY				TOTAL REMUNERATION EXCLUDING INCENTIVES			
		25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
DON'T KNOW/OTHER	3								
NO INCOME TAX EXEMPTION - FULL FBT	10	\$83,914	\$96,675	\$95,457	\$100,000	\$94,697	\$107,042	\$105,609	\$109,500
PBI - \$17,000 GROSS CAP (\$9,010 PRE-TAX BENEFIT)	4								
PBI - \$30,000 GROSS CAP (\$15,900 PRE-TAX BENEFIT)	43	\$99,000	\$106,571	\$110,882	\$122,100	\$109,573	\$119,842	\$123,776	\$134,104

PBI - PUBLIC BENEVOLENT INSTITUTION

Most senior role responsible for the delivery of one 'front line' or core service or geographical region, direct report to CEO / Head of organisation

A total of 50 cases are included for the role of Services Manager, reporting directly to the CEO. The operating budgets of contributing organisations tend to be from \$2 million upwards and with over 20 employees. The majority of incumbents are based in Victoria and New South Wales.

The median base salary figure is 14% higher than last year's survey. As for other roles, this is likely to reflect changes in contributing organisations, rather than individual salary movements.

Remuneration Components

- The most common allowance for Services Managers is phone allowance (12% of cases).
- Bonuses and incentives are available to 4% of Services Managers with a median percentage of 5% of total package being paid out.

Services Manager Detailed Position Analysis

COMPONENT	NUMBER OF CASES	% OF CASES	25TH PERCENTILE	50TH PERC (MEDIAN) IN 2018	AVERAGE (MEAN)	75TH PERCENTILE	50TH PERC (MEDIAN) IN 2017	INCREASE/ DECREASE FOR 2018
SALARY	50	100%	\$80,000	\$100,000	\$96,847	\$109,876	\$87,451	14%
SUPERANNUATION	50	100%	\$7,666	\$9,833	\$10,262	\$11,700	\$8,427	17%
CAR ALLOWANCE/PACKAGE	6	12%	\$4,000	\$9,500	\$10,000	\$13,500	\$7,000	
PHONE ALLOWANCE	6	12%	\$585	\$1,000	\$1,153	\$1,175	\$600	
OTHER ALLOWANCES	1	2%						
PROFESSIONAL REGISTRATION	6	12%	\$600	\$950	\$892	\$1,000	\$649	
TOTAL REMUNERATION EXCLUDING INCENTIVES	50	100%	\$87,696	\$110,595	\$108,585	\$125,104	\$97,902	13%
BONUSES AND INCENTIVES	2	4%						
TOTAL REMUNERATION INCLUDING INCENTIVES	50	100%	\$88,446	\$110,595	\$108,805	\$125,104	\$97,902	13%

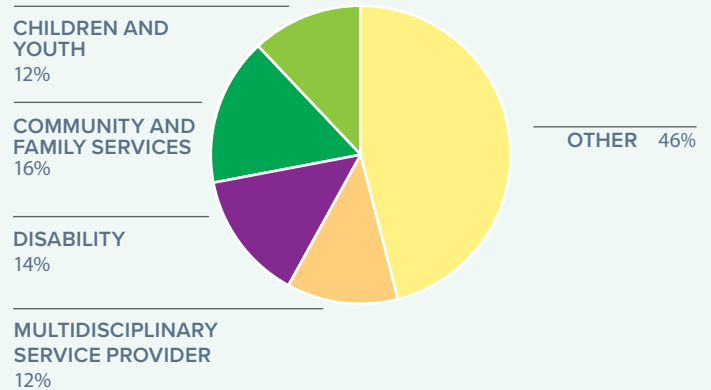
2013 to 2018

Average (mean) Base Salary

2013		\$82,137
2014		\$75,778
2015		\$84,827
2016		\$83,285
2017		\$88,048
2018		\$96,847

The Disability sector has the highest average Total Remuneration (\$130,074) in this year's data.

Responses by Sector



Average Total Remuneration Exc. Incentives by Sector

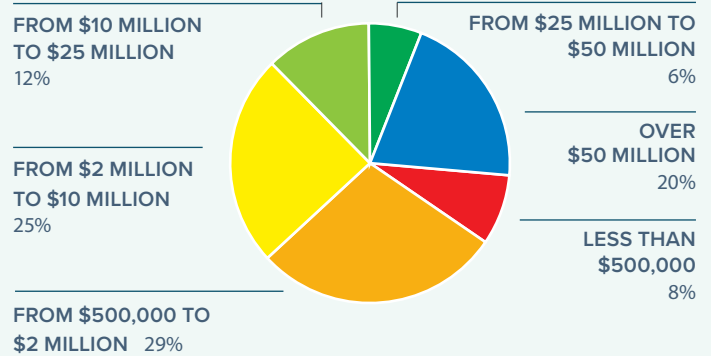
CHILDREN AND YOUTH	\$104,126
COMMUNITY AND FAMILY SERVICES	\$103,422
DISABILITY	\$130,074
MULTIDISCIPLINARY SERVICE PROVIDER	\$107,348
OTHER	\$105,326

Remuneration by Sector

COMPONENT	TOTAL SALARY					TOTAL REMUNERATION EXCLUDING INCENTIVES			
	NUMBER OF CASES	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
CHILDREN AND YOUTH	6	\$90,000	\$95,250	\$92,083	\$101,625	\$99,113	\$105,424	\$104,126	\$111,279
COMMUNITY AND FAMILY SERVICES	8	\$54,236	\$107,633	\$93,646	\$115,690	\$59,758	\$118,121	\$103,422	\$128,323
DISABILITY	7	\$92,000	\$126,167	\$117,237	\$137,246	\$103,856	\$138,153	\$130,074	\$152,459
MULTIDISCIPLINARY SERVICE PROVIDER	6	\$87,500	\$97,500	\$91,456	\$100,000	\$96,863	\$110,468	\$107,348	\$125,209
OTHER	23	\$76,526	\$94,000	\$94,405	\$111,000	\$83,794	\$102,930	\$105,326	\$122,095

As for most other roles, average Total Remuneration excluding Incentives increases with the operating budget of the organisation. This ranges from \$80,044 for the smallest budget category with sufficient cases (\$500,000 to \$2 million) through to \$139,094 for organisations with an operating budget over \$50 million.

Responses by Operating Budget



Average Total Remuneration Exc. Incentives by Operating Budget

FROM \$500,000 TO \$2 MILLION	\$80,044
FROM \$2 MILLION TO \$10 MILLION	\$105,367
FROM \$10 MILLION TO \$25 MILLION	\$129,482
OVER \$50 MILLION	\$139,094

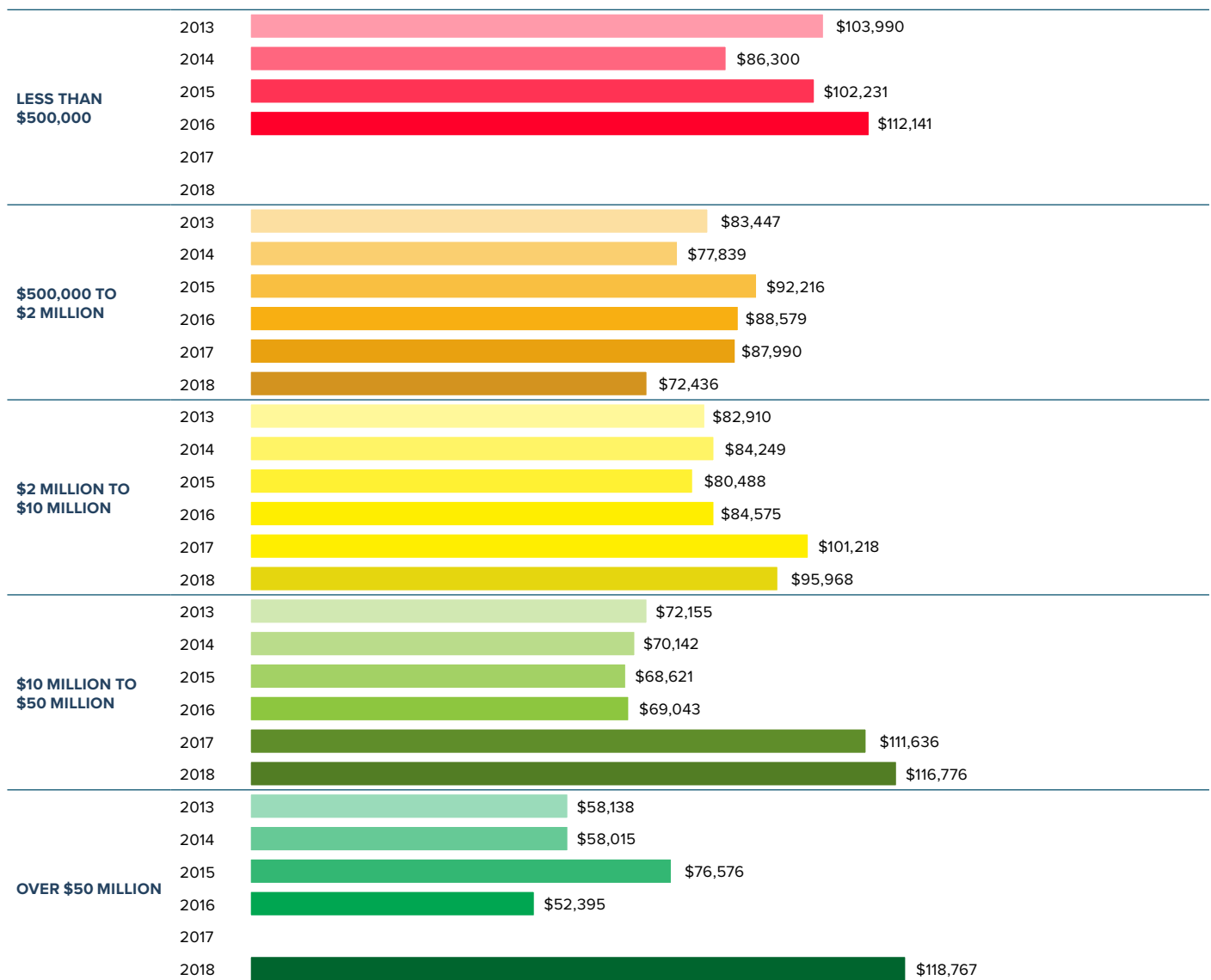
Remuneration by Operating Budget

COMPONENT	NUMBER OF CASES	TOTAL SALARY				TOTAL REMUNERATION EXCLUDING INCENTIVES			
		25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
LESS THAN \$500,000	4								
FROM \$500,000 TO \$2 MILLION	14	\$60,434	\$76,526	\$72,436	\$87,750	\$66,175	\$83,794	\$80,044	\$97,568
FROM \$2 MILLION TO \$10 MILLION	12	\$86,458	\$102,500	\$95,968	\$107,746	\$94,565	\$112,238	\$105,367	\$118,787
FROM \$10 MILLION TO \$25 MILLION	6	\$108,991	\$113,500	\$117,581	\$126,250	\$119,345	\$124,283	\$129,482	\$138,244
FROM \$25 MILLION TO \$50 MILLION	3								
OVER \$50 MILLION	10	\$101,250	\$127,830	\$118,767	\$143,750	\$130,200	\$139,973	\$139,094	\$160,669

Average base salary increases and decreases vary by operating budget for the Services Manager role versus last year.

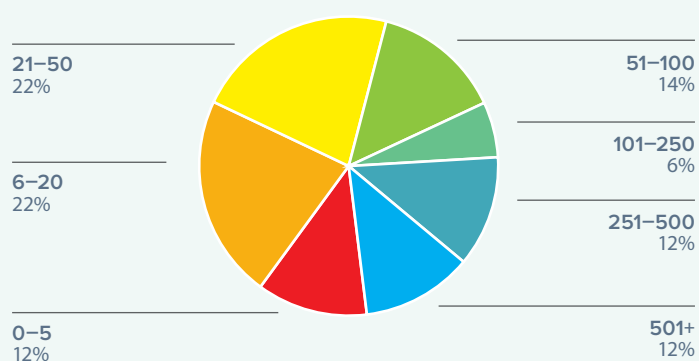
2013 to 2018

Average (mean) Salary by Operating Budget



Queensland has the highest average Total Remuneration of \$116,016.

Responses by Number of Employees



Average Total Remuneration by Number of Employees

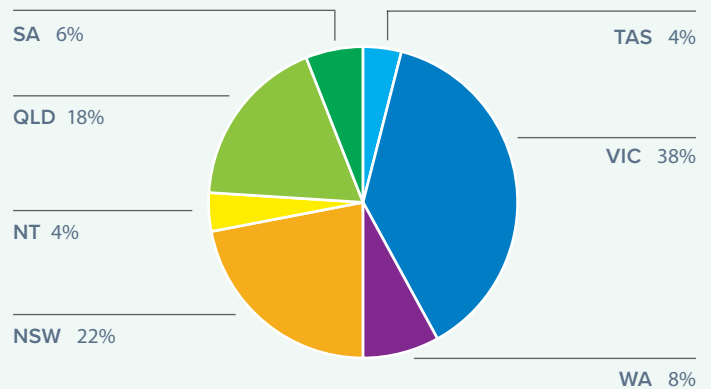
0-5	\$88,074
6-20	\$81,072
21-50	\$104,775
51-100	\$124,888
251-500	\$125,463
500+	\$144,960

Remuneration by Number of Employees

COMPONENT	NUMBER OF CASES	TOTAL SALARY				TOTAL REMUNERATION EXCLUDING INCENTIVES			
		25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
0-5	6	\$66,301	\$84,500	\$80,289	\$89,750	\$72,522	\$92,595	\$88,074	\$98,585
6-20	11	\$61,157	\$78,052	\$73,755	\$88,472	\$67,761	\$85,462	\$81,072	\$96,877
21-50	11	\$77,500	\$100,000	\$95,029	\$107,253	\$85,520	\$109,500	\$104,775	\$118,263
51-100	7	\$103,816	\$107,633	\$109,836	\$110,044	\$118,121	\$119,998	\$124,888	\$126,220
101-250	3	-	-	-	-	-	-	-	-
251-500	6	\$102,125	\$107,494	\$111,858	\$121,622	\$113,138	\$125,673	\$125,463	\$136,890
501+	6	\$113,750	\$142,500	\$122,835	\$150,250	\$136,875	\$158,213	\$144,960	\$168,896

Queensland has the highest average Total Remuneration of \$116,016.

Responses by Location



Average Total Remuneration by Location

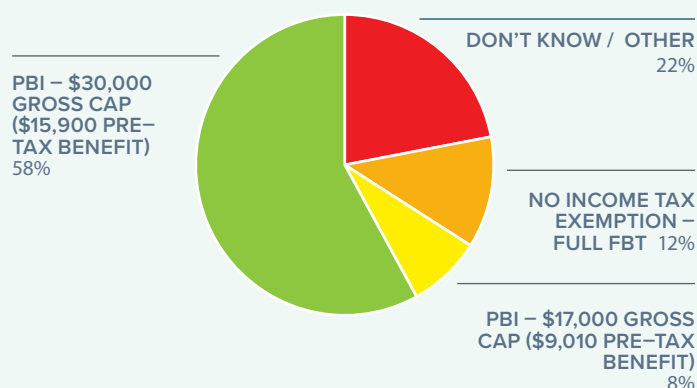
NSW	\$99,356
QLD	\$116,016
VIC	\$112,287

Remuneration by Location

	TOTAL SALARY					TOTAL REMUNERATION EXCLUDING INCENTIVES			
COMPONENT	NUMBER OF CASES	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
ACT									
NSW	11	\$75,000	\$90,000	\$90,284	\$105,000	\$82,460	\$98,813	\$99,356	\$115,943
NT	2								
QLD	9	\$80,000	\$100,000	\$105,111	\$145,000	\$88,914	\$109,500	\$116,016	\$159,138
SA	3								
TAS	2								
VIC	19	\$88,472	\$100,500	\$99,943	\$108,038	\$97,560	\$111,690	\$112,287	\$125,675
WA	4								

For the Services Manager role, most come from organisations with the maximum tax exemption status. In this case, these incumbents receive more Total Remuneration on average than those in organisations with a less generous tax exemption status.

Responses by Tax Status



Average Total Remuneration by Tax Status

DON'T KNOW / OTHER	\$114,272
NO INCOME TAX EXEMPTION - FULL FBT	\$101,800
PUBLIC BENEVOLENT INSTITUTION \$30,000 GROSS CAP (\$15,900 PRE-TAX BENEFIT)	\$108,854

Remuneration by Tax Status

COMPONENT	NUMBER OF CASES	TOTAL SALARY				TOTAL REMUNERATION EXCLUDING INCENTIVES			
		25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
DON'T KNOW / OTHER	11	\$87,500	\$107,988	\$102,999	\$113,500	\$95,731	\$120,450	\$114,272	\$129,513
NO INCOME TAX EXEMPTION - FULL FBT	6	\$75,763	\$84,026	\$91,965	\$99,000	\$82,959	\$93,131	\$101,800	\$108,968
PBI - \$17,000 GROSS CAP (\$9,010 PRE-TAX BENEFIT)	4								
PBI - \$30,000 GROSS CAP (\$15,900 PRE-TAX BENEFIT)	29	\$75,000	\$100,000	\$96,195	\$108,087	\$82,125	\$111,143	\$108,854	\$129,800

PBI - PUBLIC BENEVOLENT INSTITUTION

Most senior role responsible for the delivery of one or more programs or projects.

A total of 55 cases are included for the role of Project Manager, reporting directly to either a Tier 1 or 2 role. This role has been more closely defined this year, and has been included in a broader Program / Project Manager role in previous reports. The results represent a range of sectors. The operating budgets of contributing organisations tend to be over \$2 million. Organisations with over 50 employees also make up almost half of the cases. The majority of incumbents are based in New South Wales and Victoria. The median base salary figure is 2% higher than in last year's survey.

Remuneration Components

- The most common allowance for Project Managers is phone allowance (13% of cases).
- Bonuses and incentives are available to 7% of Program/ Project Managers.

Program / Project Manager Detailed Position Analysis

COMPONENT	NUMBER OF CASES	% OF CASES	25TH PERCENTILE	50TH PERCENTILE IN 2018 (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	50TH PERCENTILE IN 2017 (MEDIAN)	INCREASE/ DECREASE FOR 2018
SALARY	55	100%	60,000	73,000	71,834	84,984	71,568	2%
SUPERANNUATION	55	100%	5,793	6,992	7,044	8,157	6,938	1%
CAR ALLOWANCE/PACKAGE	4	7%					8,090	
PHONE ALLOWANCE	7	13%	510	600	686	660	490	
OTHER ALLOWANCES	1	2%					2,000	
PROFESSIONAL REGISTRATION	2	4%					400	
TOTAL REMUNERATION EXCLUDING INCENTIVES	55	100%	65,850	79,935	79,443	93,167	78,361	2%
BONUSES AND INCENTIVES	4	7%					1,900	
TOTAL REMUNERATION INCLUDING INCENTIVES	55	100%	65,850	79,935	79,779	93,167	78,361	2%

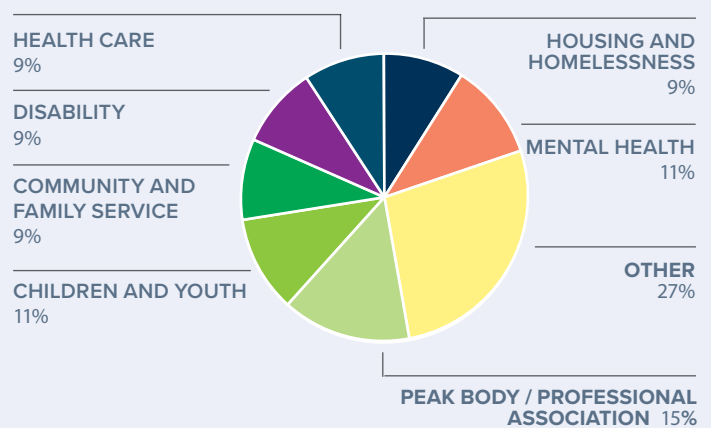
2015 to 2018

Average (mean) Base Salary

2015		\$67,376
2017		\$72,304
2018		\$73,000

Peak Body / Professional Association and Disability sectors have the highest average Total Remuneration Excluding Incentives this year (both above \$91,000), while Housing and Homelessness (\$62,524) is the lowest.

Responses by Sector



Average Total Remuneration Exc. Incentives by Sector

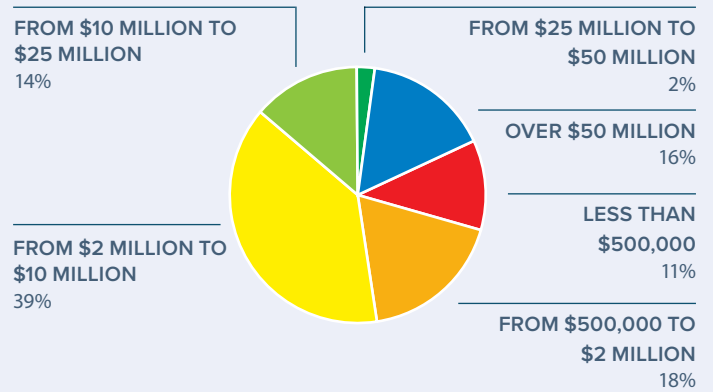
CHILDREN AND YOUTH	\$73,448
COMMUNITY AND FAMILY SERVICES	\$82,248
DISABILITY	\$91,553
HEALTH CARE	\$81,655
HOUSING AND HOMELESSNESS	\$62,524
MENTAL HEALTH	\$79,976
OTHER	\$75,018
PEAK BODY / PROFESSIONAL ASSOCIATION	\$91,708

Remuneration By Sector

COMPONENT	BASE SALARY					TOTAL REMUNERATION EXCLUDING INCENTIVES			
	NUMBER OF CASES	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
CHILDREN AND YOUTH	6	\$62,000	\$69,000	\$67,083	\$71,500	\$68,115	\$75,184	\$73,448	\$78,107
COMMUNITY AND FAMILY SERVICES	5	\$60,703	\$75,000	\$73,718	\$79,040	\$66,469	\$83,045	\$82,248	\$93,260
DISABILITY	5	\$71,000	\$73,000	\$81,200	\$80,000	\$77,800	\$87,600	\$91,553	\$93,075
HEALTH CARE	5	\$66,000	\$72,072	\$74,570	\$81,000	\$72,270	\$78,919	\$81,655	\$88,695
HOUSING AND HOMELESSNESS	5	\$52,000	\$54,000	\$56,272	\$60,000	\$57,600	\$63,000	\$62,524	\$65,700
MENTAL HEALTH	6	\$63,692	\$77,984	\$73,037	\$86,492	\$69,743	\$85,392	\$79,976	\$94,709
OTHER	15	\$58,000	\$73,000	\$67,590	\$79,020	\$63,510	\$79,935	\$75,018	\$86,527
PEAK BODY / PROFESSIONAL ASSOCIATION	8	\$78,250	\$85,000	\$83,438	\$91,000	\$85,848	\$93,469	\$91,708	\$99,902

Total Remuneration Excluding Incentives for this role tends to increase with operating budget. The highest average Total Remuneration Excluding Incentives is for budgets over \$50 million (\$93,604), while the lowest average is for budgets less than \$500,000 (\$68,234).

Responses by Operating Budget



Average Total Remuneration Exc. Incentives by Operating Budget

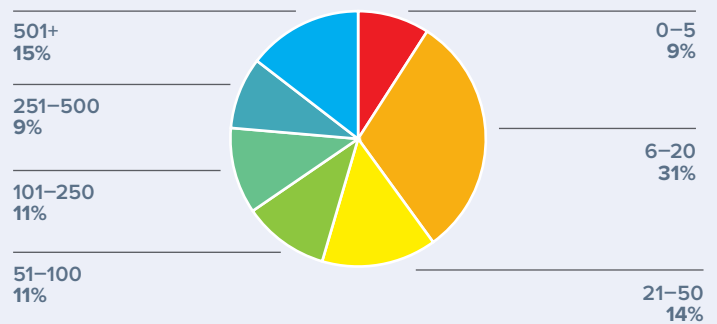
LESS THAN \$500,000		\$68,234
FROM \$500,000 TO \$2 MILLION		\$72,718
FROM \$2 MILLION TO \$10 MILLION		\$81,132
FROM \$10 MILLION TO \$25 MILLION		\$73,884
OVER \$50 MILLION		\$93,604

Remuneration by Operating Budget

		BASE SALARY				TOTAL REMUNERATION EXCLUDING INCENTIVES			
COMPONENT	NUMBER OF CASES	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
LESS THAN \$500,000	5	\$51,000	\$68,000	\$61,016	\$79,040	\$56,239	\$74,460	\$68,234	\$86,549
FROM \$500,000 TO \$2 MILLION	8	\$57,750	\$62,750	\$65,934	\$79,250	\$64,204	\$68,861	\$72,718	\$86,779
FROM \$2 MILLION TO \$10 MILLION	17	\$60,703	\$74,860	\$73,293	\$89,000	\$66,469	\$81,972	\$81,132	\$97,455
FROM \$10 MILLION TO \$25 MILLION	6	\$66,488	\$69,477	\$66,992	\$72,500	\$72,805	\$76,104	\$73,884	\$81,044
FROM \$25 MILLION TO \$50 MILLION	1								
OVER \$50 MILLION	7	\$71,500	\$86,000	\$85,397	\$97,890	\$78,293	\$94,170	\$93,604	\$107,518

Total Remuneration Excluding Incentives for this role tends to increase with greater numbers of employees. While the lowest average figure is \$62,281 for organisations with five or fewer employees, this increases to \$91,111 for organisations with over 500 employees.

Responses by Number of FTE Employees



Average Total Remuneration by Number of FTE Employees

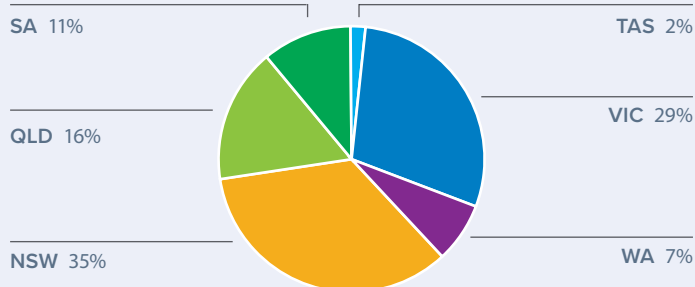
0-5	\$62,281
6-20	\$76,227
21-50	\$82,246
51-100	\$80,301
101-250	\$85,582
251-500	\$75,993
501+	\$91,111

Remuneration by Number of FTE Employees

		BASE SALARY				TOTAL REMUNERATION EXCLUDING INCENTIVES			
COMPONENT	NUMBER OF CASES	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
0-5	5	\$45,000	\$51,000	\$55,580	\$74,860	\$49,275	\$56,239	\$62,281	\$81,972
6-20	17	\$60,000	\$72,072	\$68,660	\$80,000	\$66,000	\$78,919	\$76,227	\$87,600
21-50	8	\$60,000	\$78,984	\$74,871	\$86,250	\$65,700	\$86,487	\$82,246	\$95,083
51-100	6	\$62,515	\$70,477	\$73,001	\$79,375	\$68,454	\$78,267	\$80,301	\$87,463
101-250	6	\$70,250	\$73,000	\$78,130	\$84,000	\$76,367	\$80,395	\$85,582	\$92,210
251-500	5	\$56,000	\$65,000	\$67,000	\$73,000	\$61,320	\$71,175	\$75,993	\$93,075
501+	8	\$71,750	\$83,000	\$83,125	\$90,750	\$78,580	\$90,885	\$91,111	\$99,536

Organisations in Queensland have the highest average Total Remuneration Excluding Incentives (\$84,388), with New South Wales paying the lowest (\$75,073).

Responses by Location



Average Total Remuneration Exc. Incentives by Location

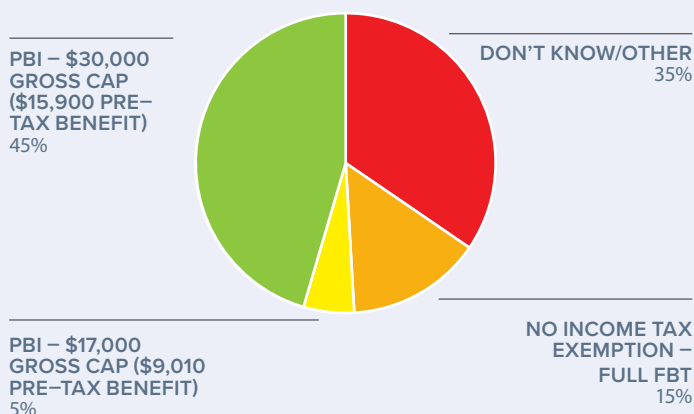
NSW	\$75,073
QLD	\$84,388
SA	\$80,561
VIC	\$82,374

Remuneration by Location

COMPONENT	BASE SALARY					TOTAL REMUNERATION EXCLUDING INCENTIVES			
	NUMBER OF CASES	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
ACT									
NSW	19	\$57,628	\$71,000	\$67,348	\$83,250	\$65,038	\$77,800	\$75,073	\$93,167
NT	0								
QLD	9	\$68,000	\$74,860	\$75,540	\$85,000	\$74,460	\$87,600	\$84,388	\$93,863
SA	6	\$63,777	\$74,000	\$73,098	\$78,030	\$70,383	\$82,585	\$80,561	\$85,673
TAS	1								
VIC	16	\$63,750	\$72,536	\$75,253	\$81,992	\$69,881	\$79,427	\$82,374	\$89,781
WA	4								

The majority of Project Manager roles come from organisations with the maximum tax exemption status. These incumbents receive more Total Remuneration on average than those in organisations with a less generous tax exemption status.

Responses by Tax Status



Average Total Remuneration Exc. Incentives by Tax Status

DON'T KNOW/OTHER	\$77,620
NO INCOME TAX EXEMPTION - FULL FBT	\$68,962
PBI - \$30,000 GROSS CAP (\$15,900 PRE-TAX BENEFIT)	\$85,839

Remuneration by Tax Status

		BASE SALARY				TOTAL REMUNERATION EXCLUDING INCENTIVES			
TAX STATUS	NUMBER OF CASES	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
DON'T KNOW/OTHER	19	\$60,000	\$73,000	\$69,155	\$80,000	\$65,700	\$83,045	\$77,620	\$93,075
NO INCOME TAX EXEMPTION - FULL FBT	8	\$51,750	\$57,000	\$59,119	\$67,965	\$58,748	\$70,204	\$68,962	\$78,019
PBI - \$17,000 GROSS CAP (\$9,010 PRE-TAX BENEFIT)	3								
PBI - \$30,000 GROSS CAP (\$15,900 PRE-TAX BENEFIT)	25	\$70,000	\$79,000	\$79,759	\$90,000	\$72,270	\$81,972	\$85,839	\$97,455

PBI - PUBLIC BENEVOLENT INSTITUTION

A total of 101 cases are included for the role of Marketing / Fundraising / Communications Manager, reporting directly to a Tier 2 role. This represents a range of sectors. The operating budgets of contributing organisations tend to be over \$2 million. Organisations with over 50 employees also make up most of these cases. The majority of incumbents are based in Victoria and New South Wales.

The median base salary figure is equivalent to last year's survey. This result is likely driven by changes in the number of contributing organisations, rather than individual salary movements.

Remuneration Components

- The two most common allowances for Marketing / Fundraising / Communications Managers are phone allowance (12% of cases) and professional registration (also 12% of cases).
- Bonuses and incentives are available to 9% of Marketing / Fundraising / Communications Managers with a median percentage of 2% of total package being paid out.

Marketing / Fundraising / Communications Manager Detailed Position Analysis

COMPONENT	NUMBER OF CASES	% OF CASES	25TH PERCENTILE	50TH PERC (MEDIAN) IN 2018	AVERAGE (MEAN)	75TH PERCENTILE	50TH PERC (MEDIAN) IN 2017	INCREASE/ DECREASE FOR 2018
SALARY	101	100%	\$70,000	\$82,399	\$85,276	\$95,750	\$82,000	0%
SUPERANNUATION	101	100%	\$6,800	\$7,920	\$8,505	\$9,500	\$8,152	-3%
CAR ALLOWANCE/PACKAGE	3	3%					\$10,000	
PHONE ALLOWANCE	12	12%	\$480	\$600	\$998	\$1,050	\$360	
OTHER ALLOWANCES	7	7%	\$1,141	\$1,323	\$2,229	\$3,250	\$6,250	
PROFESSIONAL REGISTRATION	12	12%	\$500	\$875	\$1,861	\$2,250	\$700	
TOTAL REMUNERATION EXCLUDING INCENTIVES	101	100%	\$78,840	\$91,980	\$94,700	\$109,226	\$92,600	-1%
BONUSES AND INCENTIVES	9	9%	\$1,400	\$2,000	\$6,138	\$6,650	\$1,600	
TOTAL REMUNERATION INCLUDING INCENTIVES	101	100%	\$79,935	\$92,040	\$95,247	\$109,500	\$92,600	-1%

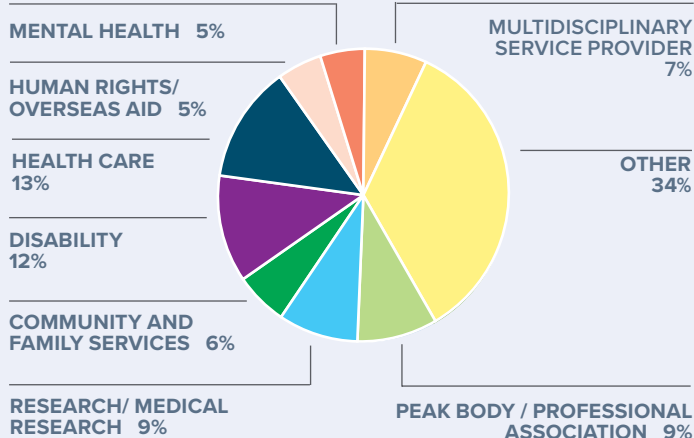
2014 to 2018

Average (mean) Base Salary

2014	\$79,484
2015	\$76,813
2016	\$81,494
2017	\$84,932
2018	\$85,276

Positions in the Multidisciplinary Service Provider sector pay the highest average Total Remuneration Excluding Incentives this year (\$120,370), while Human Rights / Overseas Aid (\$85,471) is the lowest.

Responses by Sector



Average Total Remuneration Exc. Incentives by Sector

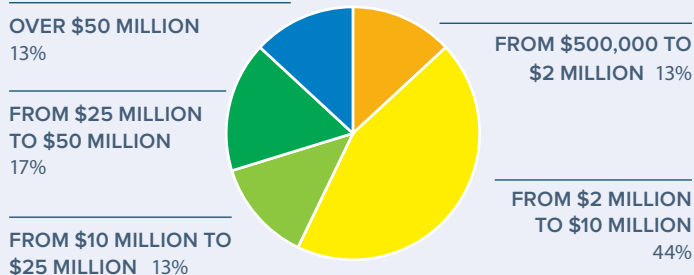
COMMUNITY AND FAMILY SERVICES	\$93,619
DISABILITY	\$98,565
HEALTH CARE	\$86,108
HUMAN RIGHTS / OVERSEAS AID	\$85,471
MENTAL HEALTH	\$93,225
MULTIDISCIPLINARY SERVICE PROVIDER	\$120,370
OTHER	\$93,472
PEAK BODY / PROFESSIONAL ASSOCIATION	\$91,454
RESEARCH / MEDICAL RESEARCH	\$96,683

Remuneration By Sector

COMPONENT	TOTAL SALARY					TOTAL REMUNERATION EXCLUDING INCENTIVES			
	NUMBER OF CASES	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
COMMUNITY AND FAMILY SERVICES	6	\$80,630	\$91,000	\$86,418	\$98,750	\$86,658	\$96,620	\$93,619	\$108,250
DISABILITY	12	\$76,844	\$79,500	\$87,247	\$90,000	\$84,276	\$89,857	\$98,565	\$101,424
HEALTH CARE	13	\$63,000	\$70,000	\$78,118	\$80,000	\$68,985	\$76,650	\$86,108	\$89,500
HUMAN RIGHTS / OVERSEAS AID	5	\$59,332	\$72,000	\$77,266	\$95,000	\$64,969	\$78,840	\$85,471	\$107,858
MENTAL HEALTH	5	\$65,000	\$85,000	\$85,000	\$90,000	\$71,175	\$93,075	\$93,225	\$98,605
MULTIDISCIPLINARY SERVICE PROVIDER	7	\$96,000	\$110,000	\$108,138	\$118,151	\$111,964	\$120,450	\$120,370	\$129,375
OTHER	35	\$70,000	\$80,000	\$83,712	\$96,875	\$79,388	\$90,227	\$93,472	\$107,863
PEAK BODY / PROFESSIONAL ASSOCIATION	9	\$77,673	\$85,000	\$82,194	\$90,000	\$85,052	\$93,075	\$91,454	\$99,727
RESEARCH / MEDICAL RESEARCH	9	\$81,355	\$85,000	\$88,217	\$89,000	\$89,084	\$93,075	\$96,683	\$96,750

Total Remuneration Excluding Incentives for this role increases with operating budget. The highest average Total Remuneration Excluding Incentives is for budgets over \$50 million (\$123,035), while the lowest average is for budgets from \$500,000 to \$2 million (\$74,913).

Responses by Operating Budget



Average Total Remuneration Exc. Incentives by Operating Budget

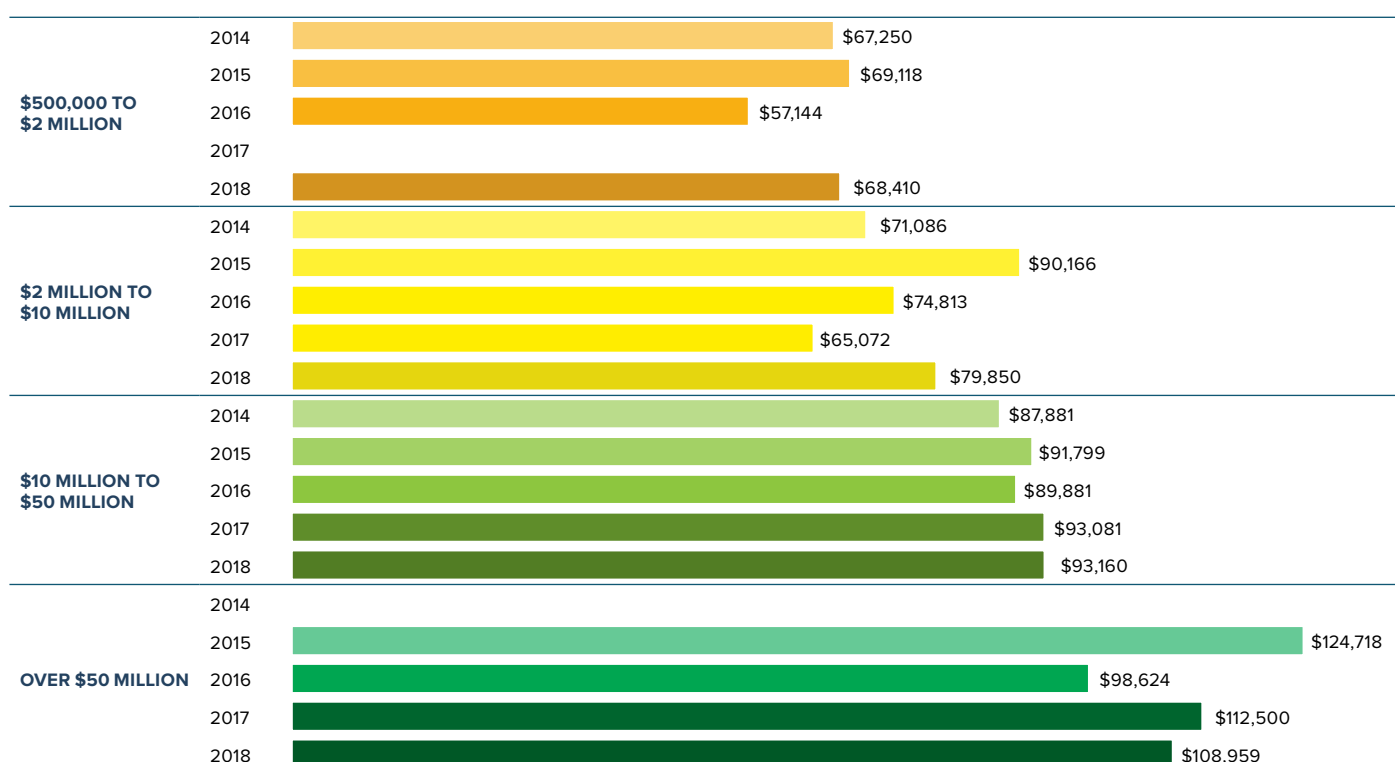
\$500,000 TO \$2 MILLION	\$74,913
\$2 MILLION TO \$10 MILLION	\$87,970
FROM \$10 MILLION TO \$25 MILLION	\$104,480
FROM \$25 MILLION TO \$50 MILLION	\$103,029
OVER \$50 MILLION	\$123,035

Remuneration by Operating Budget

		TOTAL SALARY				TOTAL REMUNERATION EXCLUDING INCENTIVES			
COMPONENT	NUMBER OF CASES	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
LESS THAN \$500,000									
FROM \$500,000 TO \$2 MILLION	11	\$59,306	\$65,000	\$68,410	\$80,700	\$64,940	\$71,175	\$74,913	\$88,366
FROM \$2 MILLION TO \$10 MILLION	37	\$70,000	\$80,000	\$79,850	\$86,075	\$76,650	\$87,600	\$87,970	\$94,975
FROM \$10 MILLION TO \$25 MILLION	11	\$79,900	\$95,000	\$93,001	\$99,000	\$90,228	\$107,858	\$104,480	\$110,585
FROM \$25 MILLION TO \$50 MILLION	14	\$74,500	\$92,500	\$93,286	\$107,500	\$81,578	\$101,525	\$103,029	\$118,260
OVER \$50 MILLION	11	\$100,000	\$104,746	\$108,959	\$121,651	\$110,595	\$124,101	\$123,035	\$137,887

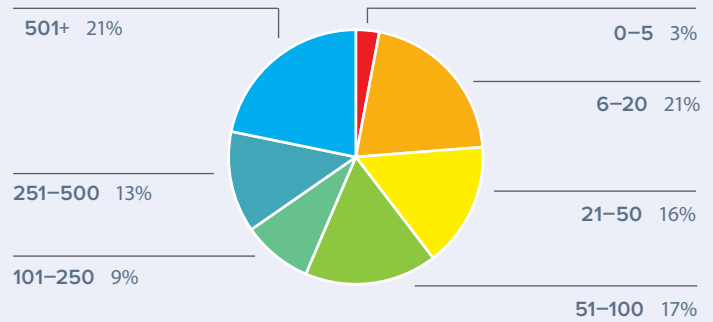
2013 to 2018

Average (mean) Base Salary by Operating Budget



Total Remuneration Excluding Incentives for this role increases with greater numbers of employees. While the lowest average figure is \$84,047 for organisations with six to 20 employees, this increases to \$107,388 for organisations with over 500 employees.

Responses by Number of Employees



Average Total Remuneration by Number of Employees

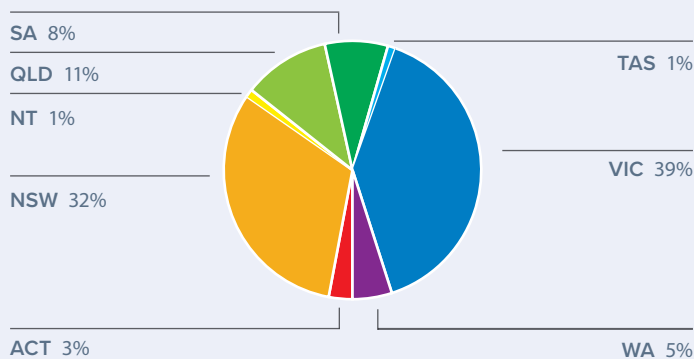
6-20	\$84,047
21-50	\$86,441
51-100	\$96,942
101-250	\$99,412
251-500	\$99,000
500+	\$107,388

Remuneration by Number of Employees

COMPONENT	NUMBER OF CASES	TOTAL SALARY				TOTAL REMUNERATION EXCLUDING INCENTIVES			
		25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
0-5	3								
6-20	21	\$63,943	\$77,673	\$76,205	\$86,075	\$70,018	\$85,052	\$84,047	\$96,750
21-50	16	\$70,000	\$83,178	\$79,097	\$86,250	\$77,124	\$88,912	\$86,441	\$94,184
51-100	17	\$70,000	\$85,000	\$86,765	\$95,000	\$85,965	\$93,208	\$96,942	\$107,858
101-250	9	\$78,664	\$80,000	\$87,385	\$85,799	\$86,164	\$92,040	\$99,412	\$108,405
251-500	13	\$79,000	\$90,000	\$89,769	\$100,000	\$86,505	\$98,605	\$99,000	\$109,480
501+	22	\$77,302	\$100,000	\$96,103	\$110,000	\$84,710	\$111,690	\$107,388	\$123,188

Victoria has the highest average Total Remuneration excluding Incentives (\$99,287), with South Australia having the lowest (\$86,924).

Responses by Location



Average Total Remuneration by Location

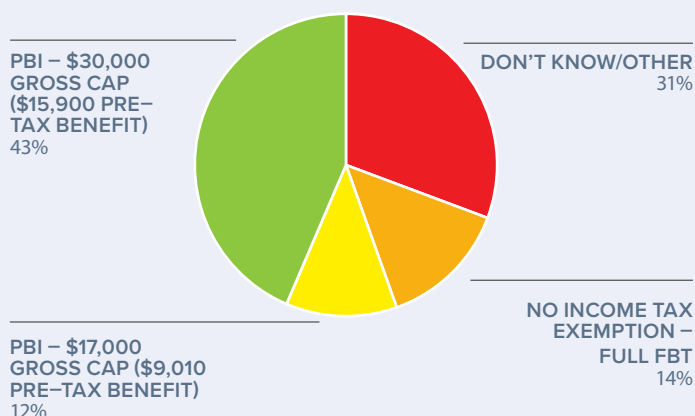
NSW	\$92,253
QLD	\$94,711
SA	\$86,924
VIC	\$99,287
WA	\$98,576

Remuneration by Location

Component	Number of Cases	Total Salary				Total Remuneration Excluding Incentives			
		25th Percentile	50th Percentile (Median)	Average (Mean)	75th Percentile	25th Percentile	50th Percentile (Median)	Average (Mean)	75th Percentile
ACT	3								
NSW	32	\$71,750	\$80,678	\$83,176	\$90,000	\$78,740	\$88,342	\$92,253	\$100,802
NT	1								
QLD	11	\$70,000	\$85,000	\$86,636	\$100,000	\$76,913	\$91,980	\$94,711	\$109,500
SA	8	\$69,425	\$76,253	\$77,870	\$87,500	\$76,494	\$84,866	\$86,924	\$96,873
TAS	1								
VIC	40	\$76,844	\$87,500	\$89,346	\$100,000	\$86,083	\$98,003	\$99,287	\$111,690
WA	5	\$65,500	\$80,000	\$86,049	\$104,746	\$72,818	\$89,500	\$98,576	\$124,101

The majority of Tier 3 Marketing / Fundraising / Communications Manager roles come from organisations with the maximum tax exemption status. This group also has the highest Total Remuneration.

Responses by Tax Status



Average Total Remuneration by Tax Status

DON'T KNOW/OTHER	\$90,445
NO INCOME TAX EXEMPTION - FULL FBT	\$96,565
PBI - \$17,000 GROSS CAP (\$9,010 PRE-TAX BENEFIT)	\$83,298
PBI - \$30,000 GROSS CAP (\$15,900 PRE-TAX BENEFIT)	\$100,185

Remuneration by Tax Status

TAX STATUS	NUMBER OF CASES	TOTAL SALARY				TOTAL REMUNERATION EXCLUDING INCENTIVES			
		25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE	25TH PERCENTILE	50TH PERCENTILE (MEDIAN)	AVERAGE (MEAN)	75TH PERCENTILE
DON'T KNOW/OTHER	31	\$65,750	\$78,664	\$81,377	\$89,500	\$74,790	\$87,600	\$90,445	\$99,195
NO INCOME TAX EXEMPTION - FULL FBT	14	\$76,000	\$90,000	\$86,329	\$100,000	\$83,220	\$98,550	\$96,656	\$111,690
PBI - \$17,000 GROSS CAP (\$9,010 PRE-TAX BENEFIT)	12	\$63,943	\$76,500	\$75,741	\$85,250	\$71,707	\$84,425	\$83,298	\$93,286
PBI - \$30,000 GROSS CAP (\$15,900 PRE-TAX BENEFIT)	44	\$78,298	\$85,000	\$90,290	\$100,500	\$85,736	\$94,092	\$100,185	\$111,827

PBI - PUBLIC BENEVOLENT INSTITUTION

10.1 Administration Officer

Given the relatively low number of cases for Administration Officer (38 cases) we suggest caution be used when interpreting these results. An overall detailed position analysis is provided.

COMPONENT	NUMBER OF CASES	% OF CASES	25TH PERCENTILE	50TH PERC (MEDIAN) IN 2018	AVERAGE (MEAN)	75TH PERCENTILE	50TH PERC (MEDIAN) IN 2017	INCREASE FOR 2018
SALARY	38	100%	\$52,373	\$56,316	\$57,907	\$59,943	\$53,411	5%
SUPERANNUATION	38	100%	\$5,020	\$5,350	\$5,534	\$5,695	\$5,084	5%
CAR ALLOWANCE/PACKAGE	1							
PHONE ALLOWANCE	–							
OTHER ALLOWANCES	–							
PROFESSIONAL REGISTRATION	1							
TOTAL REMUNERATION EXCLUDING INCENTIVES	38	100%	\$57,349	\$61,666	\$63,719	\$65,637	\$58,603	5%
BONUSES AND INCENTIVES	–							
TOTAL REMUNERATION INCLUDING INCENTIVES	38	100%	\$57,349	\$61,666	\$63,719	\$65,637	\$58,603	5%

10.2 Business Development Manager (Tier 2 or 3)

Given the relatively low number of cases for Business Development Manager (40 cases) we suggest caution be used when interpreting these results. An overall detailed position analysis is provided.

COMPONENT	NUMBER OF CASES	% OF CASES	25TH PERCENTILE	50TH PERC (MEDIAN) IN 2018	AVERAGE (MEAN)	75TH PERCENTILE	50TH PERC (MEDIAN) IN 2017	INCREASE FOR 2018
SALARY	40	100%	\$82,945	\$93,924	\$95,576	\$107,000	\$97,985	–4%
SUPERANNUATION	40	100%	\$8,320	\$9,011	\$9,383	\$10,925	\$9,405	–4%
CAR ALLOWANCE/PACKAGE	7	18%	\$6,000	\$10,000	\$10,357	\$14,500	–	0%
PHONE ALLOWANCE	4							
OTHER ALLOWANCES	1							
PROFESSIONAL REGISTRATION	3							
TOTAL REMUNERATION EXCLUDING INCENTIVES	40	100%	\$95,902	\$103,322	\$107,150	\$125,925	\$108,405	–5%
BONUSES AND INCENTIVES	1							
TOTAL REMUNERATION INCLUDING INCENTIVES	40	100%	\$95,902	\$103,322	\$107,152	\$125,925	\$108,405	–5%

10.3 Case Manager

Given the relatively low number of cases for Case Manager (49 cases) we suggest caution be used when interpreting these results. An overall detailed position analysis is provided.

COMPONENT	NUMBER OF CASES	% OF CASES	25TH PERCENTILE	50TH PERC (MEDIAN) IN 2018	AVERAGE (MEAN)	75TH PERCENTILE	50TH PERC (MEDIAN) IN 2017	INCREASE FOR 2018
SALARY	49	70%	\$65,000	\$70,846	\$69,034	\$77,000	\$66,470	7%
SUPERANNUATION	49	70%	\$6,195	\$6,745	\$7,097	\$7,496	\$6,528	3%
CAR ALLOWANCE/PACKAGE	1							
PHONE ALLOWANCE	1							
OTHER ALLOWANCES	3							
PROFESSIONAL REGISTRATION	5	7%	\$125	\$150	\$231	\$360	–	0%
TOTAL REMUNERATION EXCLUDING INCENTIVES	49	70%	\$71,403	\$77,745	\$76,849	\$84,525	\$74,412	4%
BONUSES AND INCENTIVES	–							
TOTAL REMUNERATION INCLUDING INCENTIVES	49	70%	\$71,403	\$77,745	\$76,849	\$84,525	\$74,412	4%

10.4 Database Manager

Given the relatively low number of cases for Database Manager (19 cases) we suggest caution be used when interpreting these results. An overall detailed position analysis is provided.

COMPONENT	NUMBER OF CASES	% OF CASES	25TH PERCENTILE	50TH PERC (MEDIAN) IN 2018	AVERAGE (MEAN)	75TH PERCENTILE	50TH PERC (MEDIAN) IN 2017	INCREASE FOR 2018
SALARY	19	100%	\$58,803	\$74,100	\$74,379	\$87,500	\$58,863	26%
SUPERANNUATION	19	100%	\$5,586	\$7,040	\$7,112	\$8,313	\$5,592	26%
CAR ALLOWANCE/PACKAGE	–							
PHONE ALLOWANCE	1							
OTHER ALLOWANCES	1							
PROFESSIONAL REGISTRATION	–							
TOTAL REMUNERATION EXCLUDING INCENTIVES	19	100%	\$64,389	\$81,140	\$81,574	\$95,813	\$64,455	26%
BONUSES AND INCENTIVES	1							
TOTAL REMUNERATION INCLUDING INCENTIVES	19	100%	\$64,389	\$81,140	\$81,837	\$95,813	\$64,455	26%

10.5 Finance Manager (Tier 3)

Given the relatively low number of cases for Finance Manager (25 cases) we suggest caution be used when interpreting these results. An overall detailed position analysis is provided.

COMPONENT	NUMBER OF CASES	% OF CASES	25TH PERCENTILE	50TH PERC (MEDIAN) IN 2018	AVERAGE (MEAN)	75TH PERCENTILE
SALARY	25	100%	\$70,000	\$75,000	\$82,930	\$93,150
SUPERANNUATION	25	100%	\$6,734	\$7,159	\$8,082	\$8,892
CAR ALLOWANCE/PACKAGE	–					
PHONE ALLOWANCE	4					
OTHER ALLOWANCES	–					
PROFESSIONAL REGISTRATION	4					
TOTAL REMUNERATION EXCLUDING INCENTIVES	25	100%	\$76,650	\$82,308	\$91,260	\$101,999
BONUSES AND INCENTIVES	3					
TOTAL REMUNERATION INCLUDING INCENTIVES	25	100%	\$76,650	\$82,308	\$91,838	\$101,999

10.6 Grants Manager (Tier 2 or 3)

Given the relatively low number of cases for Grants Manager (23 cases) we suggest caution be used when interpreting these results. An overall detailed position analysis is provided.

COMPONENT	NUMBER OF CASES	% OF CASES	25TH PERCENTILE	50TH PERC (MEDIAN) IN 2018	AVERAGE (MEAN)	75TH PERCENTILE	50TH PERC (MEDIAN) IN 2017	INCREASE FOR 2018
SALARY	23	100%	\$63,662	\$80,000	\$74,461	\$89,435	\$72,475	10%
SUPERANNUATION	23	100%	\$6,048	\$7,790	\$7,157	\$8,550	\$6,926	12%
CAR ALLOWANCE/PACKAGE	1							
PHONE ALLOWANCE	1							
OTHER ALLOWANCES	1							
PROFESSIONAL REGISTRATION	2							
TOTAL REMUNERATION EXCLUDING INCENTIVES	23	100%	\$69,709	\$89,790	\$82,502	\$98,550	\$79,360	13%
BONUSES AND INCENTIVES	–							
TOTAL REMUNERATION INCLUDING INCENTIVES	23	100%	\$69,709	\$89,790	\$82,502	\$98,550	\$79,826	12%

10.7 IT Manager

Given the relatively low number of cases for IT Manager (18 cases) we suggest caution be used when interpreting these results. An overall detailed position analysis is provided.

COMPONENT	NUMBER OF CASES	% OF CASES	25TH PERCENTILE	50TH PERC (MEDIAN) IN 2018	AVERAGE (MEAN)	75TH PERCENTILE
SALARY	18	100%	\$67,000	\$89,000	\$90,543	\$114,596
SUPERANNUATION	18	100%	\$6,365	\$8,479	\$8,647	\$11,007
CAR ALLOWANCE/PACKAGE	–					
PHONE ALLOWANCE	2					
OTHER ALLOWANCES	1					
PROFESSIONAL REGISTRATION	1					
TOTAL REMUNERATION EXCLUDING INCENTIVES	18	100%	\$73,365	\$97,729	\$99,306	\$125,753
BONUSES AND INCENTIVES	1					
TOTAL REMUNERATION INCLUDING INCENTIVES	18	100%	\$73,365	\$97,729	\$99,381	\$125,753

10.8 Partnership Manager (Tier 3)

Given the relatively low number of cases for Partnership Manager (23 cases) we suggest caution be used when interpreting these results. An overall detailed position analysis is provided.

COMPONENT	NUMBER OF CASES	% OF CASES	25TH PERCENTILE	50TH PERC (MEDIAN) IN 2018	AVERAGE (MEAN)	75TH PERCENTILE
SALARY	23	100%	\$71,500	\$84,317	\$84,888	\$95,000
SUPERANNUATION	23	100%	\$7,361	\$8,484	\$8,610	\$9,474
CAR ALLOWANCE/PACKAGE	–					
PHONE ALLOWANCE	7	30%	\$430	\$500	\$533	\$720
OTHER ALLOWANCES	–					
PROFESSIONAL REGISTRATION	5	22%	\$250	\$1,000	\$1,100	\$2,000
TOTAL REMUNERATION EXCLUDING INCENTIVES	23	100%	\$78,608	\$92,721	\$93,898	\$104,573
BONUSES AND INCENTIVES	3					
TOTAL REMUNERATION INCLUDING INCENTIVES	23	100%	\$78,608	\$92,721	\$94,107	\$104,573

10.9 Philanthropy Manager

Given the relatively low number of cases for Philanthropy Manager (20 cases) we suggest caution be used when interpreting these results. An overall detailed position analysis is provided.

COMPONENT	NUMBER OF CASES	% OF CASES	25TH PERCENTILE	50TH PERC (MEDIAN) IN 2018	AVERAGE (MEAN)	75TH PERCENTILE
SALARY	20	100%	\$85,437	\$92,176	\$95,192	\$108,500
SUPERANNUATION	20	100%	\$7,664	\$10,103	\$10,825	\$14,255
CAR ALLOWANCE/PACKAGE	2					
PHONE ALLOWANCE	8	40%	\$540	\$675	\$714	\$925
OTHER ALLOWANCES	1					
PROFESSIONAL REGISTRATION	4					
TOTAL REMUNERATION EXCLUDING INCENTIVES	20	100%	\$94,371	\$105,136	\$108,628	\$125,260
BONUSES AND INCENTIVES	3					
TOTAL REMUNERATION INCLUDING INCENTIVES	20	100%	\$96,364	\$106,077	\$109,400	\$126,185

10.10 Program Manager (Tier 2 or 3)

Given the relatively low number of cases for Program Manager (34 cases) we suggest caution be used when interpreting these results. An overall detailed position analysis is provided.

COMPONENT	NUMBER OF CASES	% OF CASES	25TH PERCENTILE	50TH PERC (MEDIAN) IN 2018	AVERAGE (MEAN)	75TH PERCENTILE
SALARY	34	100%	\$64,220	\$76,375	\$76,449	\$87,750
SUPERANNUATION	34	100%	\$6,101	\$7,331	\$7,467	\$8,501
CAR ALLOWANCE/PACKAGE	1					
PHONE ALLOWANCE	5	15%	\$420	\$480	\$398	\$516
OTHER ALLOWANCES	–					
PROFESSIONAL REGISTRATION	2					
TOTAL REMUNERATION EXCLUDING INCENTIVES	34	100%	\$70,321	\$83,861	\$84,465	\$96,902
BONUSES AND INCENTIVES	3					
TOTAL REMUNERATION INCLUDING INCENTIVES	34	100%	\$70,321	\$83,861	\$84,889	\$97,647

10.11 Quality / Risk Manager (Tier 3)

Given the relatively low number of cases for Quality/Risk Manager (17 cases) we suggest caution be used when interpreting these results. An overall detailed position analysis is provided.

COMPONENT	NUMBER OF CASES	% OF CASES	25TH PERCENTILE	50TH PERC (MEDIAN) IN 2018	AVERAGE (MEAN)	75TH PERCENTILE
SALARY	17	100%	\$76,280	\$88,800	\$93,018	\$100,000
SUPERANNUATION	17	100%	\$7,315	\$8,550	\$9,014	\$9,568
CAR ALLOWANCE/PACKAGE	2					
PHONE ALLOWANCE	1					
OTHER ALLOWANCES	–					
PROFESSIONAL REGISTRATION	–					
TOTAL REMUNERATION EXCLUDING INCENTIVES	17	100%	\$83,527	\$98,550	\$103,168	\$110,288
BONUSES AND INCENTIVES	2					
TOTAL REMUNERATION INCLUDING INCENTIVES	17	100%	\$84,315	\$98,550	\$103,509	\$110,288

10.12 Relationships Manager (Tier 2 or 3)

Given the relatively low number of cases for Relationships Manager (35 cases) we suggest caution be used when interpreting these results. An overall detailed position analysis is provided.

COMPONENT	NUMBER OF CASES	% OF CASES	25TH PERCENTILE	50TH PERC (MEDIAN) IN 2018	AVERAGE (MEAN)	75TH PERCENTILE
SALARY	35	100%	\$62,500	\$77,000	\$79,844	\$90,188
SUPERANNUATION	35	100%	\$6,088	\$7,315	\$8,127	\$8,969
CAR ALLOWANCE/PACKAGE	5	14%				
PHONE ALLOWANCE	4					
OTHER ALLOWANCES	–					
PROFESSIONAL REGISTRATION	4					
TOTAL REMUNERATION EXCLUDING INCENTIVES	35	100%	\$68,588	\$84,630	\$89,619	\$103,235
BONUSES AND INCENTIVES	2					
TOTAL REMUNERATION INCLUDING INCENTIVES	35	100%	\$68,588	\$84,630	\$89,790	\$103,235

10.13 Research / Social Policy Manager (Tier 2 or 3)

Given the relatively low number of cases for Research/Social Policy Manager (41 cases) we suggest caution be used when interpreting these results. An overall detailed position analysis is provided.

COMPONENT	NUMBER OF CASES	% OF CASES	25TH PERCENTILE	50TH PERC (MEDIAN) IN 2018	AVERAGE (MEAN)	75TH PERCENTILE	50TH PERC (MEDIAN) IN 2017	INCREASE FOR 2018
SALARY	41	100%	\$76,500	\$85,581	\$93,114	\$100,000	\$85,000	1%
SUPERANNUATION	41	100%	\$7,600	\$8,444	\$8,936	\$9,500	\$8,075	5%
CAR ALLOWANCE/PACKAGE	3							
PHONE ALLOWANCE	5	12%	\$360	\$500	\$556	\$600		
OTHER ALLOWANCES	–							
PROFESSIONAL REGISTRATION	6	15%						
TOTAL REMUNERATION EXCLUDING INCENTIVES	41	100%	\$87,304	\$93,711	\$103,034	\$109,500	\$93,075	1%
BONUSES AND INCENTIVES	1							
TOTAL REMUNERATION INCLUDING INCENTIVES	41	100%	\$87,304	\$93,711	\$103,104	\$109,500	\$93,075	1%

10.14 Services Manager (Tier 3)

Given the relatively low number of cases for Services Manager (17 cases) we suggest caution be used when interpreting these results. An overall detailed position analysis is provided.

COMPONENT	NUMBER OF CASES	% OF CASES	25TH PERCENTILE	50TH PERC (MEDIAN) IN 2018	AVERAGE (MEAN)	75TH PERCENTILE
SALARY	17	100%	\$65,000	\$75,000	\$76,675	\$91,324
SUPERANNUATION	17	100%	\$6,745	\$7,695	\$7,778	\$9,050
CAR ALLOWANCE/PACKAGE	3					
PHONE ALLOWANCE	1					
OTHER ALLOWANCES	2					
PROFESSIONAL REGISTRATION	–					
TOTAL REMUNERATION EXCLUDING INCENTIVES	17	100%	\$77,745	\$88,695	\$88,865	\$104,308
BONUSES AND INCENTIVES	–					
TOTAL REMUNERATION INCLUDING INCENTIVES	17	100%	\$77,745	\$88,695	\$88,865	\$104,308

10.15 Team Leader

Given the relatively low number of cases for Team Leader (28 cases) we suggest caution be used when interpreting these results. An overall detailed position analysis is provided.

COMPONENT	NUMBER OF CASES	% OF CASES	25TH PERCENTILE	50TH PERC (MEDIAN) IN 2018	AVERAGE (MEAN)	75TH PERCENTILE	50TH PERC (MEDIAN) IN 2017	INCREASE FOR 2018
SALARY	28	100%	\$74,737	\$77,400	\$77,871	\$80,229	\$74,000	5%
SUPERANNUATION	28	100%	\$7,116	\$7,353	\$7,496	\$7,737	\$7,230	2%
CAR ALLOWANCE/PACKAGE	1							
PHONE ALLOWANCE	1							
OTHER ALLOWANCES	1							
PROFESSIONAL REGISTRATION	1							
TOTAL REMUNERATION EXCLUDING INCENTIVES	28	100%	\$82,022	\$84,753	\$85,824	\$88,934	\$81,867	4%
BONUSES AND INCENTIVES	1							
TOTAL REMUNERATION INCLUDING INCENTIVES	28	100%	\$82,022	\$84,753	\$86,145	\$88,934	\$81,867	4%

10.16 Training & Resources Officer

Given the relatively low number of cases for Training & Resources Officer (16 cases) we suggest caution be used when interpreting these results. An overall detailed position analysis is provided.

COMPONENT	NUMBER OF CASES	% OF CASES	25TH PERCENTILE	50TH PERC (MEDIAN) IN 2018	AVERAGE (MEAN)	75TH PERCENTILE
SALARY	16	100%	\$62,500	\$70,000	\$77,107	\$87,208
SUPERANNUATION	16	100%	\$5,938	\$7,069	\$8,542	\$8,666
CAR ALLOWANCE/PACKAGE	1					
PHONE ALLOWANCE	–					
OTHER ALLOWANCES	–					
PROFESSIONAL REGISTRATION	–					
TOTAL REMUNERATION EXCLUDING INCENTIVES	16	100%	\$68,438	\$77,839	\$86,399	\$97,253
BONUSES AND INCENTIVES	–					
TOTAL REMUNERATION INCLUDING INCENTIVES	16	100%	\$68,438	\$77,839	\$86,462	\$98,003

10.17 Volunteering Manager (Tier 3)

Given the relatively low number of cases for Volunteering Manager (35 cases) we suggest caution be used when interpreting these results. An overall detailed position analysis is provided.

COMPONENT	NUMBER OF CASES	% OF CASES	25TH PERCENTILE	50TH PERC (MEDIAN) IN 2018	AVERAGE (MEAN)	75TH PERCENTILE	50TH PERC (MEDIAN) IN 2017	INCREASE FOR 2018
SALARY	35	100%	\$62,995	\$72,000	\$72,371	\$80,500	\$68,000	6%
SUPERANNUATION	35	100%	\$5,985	\$6,935	\$6,959	\$7,648	\$6,457	7%
CAR ALLOWANCE/PACKAGE	2							
PHONE ALLOWANCE	1							
OTHER ALLOWANCES	–							
PROFESSIONAL REGISTRATION	1							
TOTAL REMUNERATION EXCLUDING INCENTIVES	35	100%	\$68,980	\$78,840	\$79,943	\$89,038	\$74,909	5%
BONUSES AND INCENTIVES	–							
TOTAL REMUNERATION INCLUDING INCENTIVES	35	100%	\$68,980	\$78,840	\$79,943	\$89,038	\$74,909	5%

SECTION 1: Your Organisation

Question	Answer options	
1. What area of the NFP sector would be the most appropriate to describe your organisation?	• Aboriginal/Indigenous • Aged/Community Care • Animals & Wildlife Welfare • Arts and Culture/Heritage • Children and Youth • Community and Family Services • Community Broadcasting • Disability • Education • Employment Services • Environment/Conservation • Foundation /Philanthropic organisation/ Grantmaker • Health care • Housing and Homelessness	• Human Rights/Overseas Aid • Community Legal Centre • Mental Health • Multidisciplinary Service Provider (please specify) • Other (please specify) • Peak Body / Professional Association • Religious Organisation/Charity • Research/ Medical Research • Social Enterprise • Sport and Recreation • Volunteering • Welfare • Women
2. What is your organisation's total operating budget for this financial year?	• Less than \$500,000 • From \$500,000 to \$2 million • From \$2 million to \$10 million • From \$10 million to \$25 million	• From \$25 million to \$50 million • Over \$50 million • Don't know • Other (please specify)
3. How many employees (full time equivalent) are in your organisation?	• 0–5 • 6–20 • 21–50	• 51–100 • 101–250 • 251–500 501+
4. What geographical area does your organisation cover?	• Local (eg city or town) • State	• Nationwide • International
5. What is the location of your organisation or the National head office?	• ACT • NSW • NT • QLD	• SA • TAS • VIC • WA
6. Your organisation Income tax exemption status (if you know this information)?	• No income tax exemption – full FBT • Public Benevolent Institution – \$17,000 gross cap (\$9,010 pre-tax benefit) • Public Benevolent Institution – \$30,000 gross cap (\$15,900 pre-tax benefit) • Don't know/Other	
7. What is your gender?	• Male • Female • Other	
8. What is your age group?	• 18–29 • 30–39 • 40–49	• 50–59 • 60+
9. How many days per week are you contracted to work (or typically work if not contracted)?	• 5 or more • 4 • 3	• 2 • 1 • Other (please specify)
10. Who do you report to?	• Board • CEO/Head of Organisation • Other (please specify)	

SECTION 2: Your position

Question	Answers options
11. Position Title (please make your selection based on the level of seniority for your position)	• Board Member (Non-Executive) (Tier 1) • CEO/Head of Organisation (Tier 1, report to the Board) • General Manager – most senior role responsible for the delivery of a range of services/programs (Tier 2, direct report to CEO/Head of organisation) • Operations/Administration Manager – most senior role responsible for corporate and administrative operations (Tier 2, direct report to CEO/Head of organisation) • Services Manager – most senior role responsible for the delivery of one 'front line' or core service or geographical region (Tier 2, direct report to CEO/Head of organisation) • Finance Manager/Treasurer – most senior finance role responsible for full range of finance accountabilities (Tier 2, direct report to CEO/Head of organisation) • Human Resources Manager – most senior HR role responsible for full range of HR accountabilities (Tier 2, direct report to CEO/Head of organisation) • Marketing/Fundraising/Communications Manager – most senior marketing/fundraising/communications role responsible for full range of marketing/communications accountabilities (Tier 2, direct report to CEO/Head of organisation) • Marketing/Fundraising/Communications Manager (Tier 3, direct report to Tier 2) • Grants Manager – most senior manager responsible for full range of grants administration and allocation (Tier 2, direct report to CEO/Head of organisation) • Legal Counsel – most senior legal role responsible for legal counsel to CEO, other General Managers and Board • Business Development Manager (direct report to Tier 2) • Campaign Manager (direct report to Tier 2) • Database Manager (direct report to Tier 2) • Information Technology Manager (direct report to Tier 2) • Office Manager • Partnerships Manager (direct report to Tier 2) • Philanthropy Manager (direct report to Tier 2) • Quality/Risk Manager (direct report to Tier 2) • Relationships Manager (direct report to Tier 2) • Research/Social Policy Manager (direct report to Tier 2) • Volunteer Manager (direct report to Tier 2) • Administration Officer • Case Manager • Database and Administrative Support Officer • Executive Assistant (supporting General Manager or CEO level) • Finance Officer • Grants Coordinator • Memberships Officer • Office Manager • Relationships Manager • Case Manager • Finance Officer • Program Officer • Project Officer • Memberships Officer • Policy and Research Officer • Program Officer • Project Officer • Supporter Relations Coordinator • Team Leader • Training & Resources Officer • Volunteer Coordinator • Other (please specify) • Comments / Please indicate if Multiple roles are covered
12. What is the total budget that you personally manage?	• Less than \$100,000 • From \$100,000 to \$500,000 • From \$500,000 to \$2 million • From \$2 million to \$5 million • From \$5 million to \$10 million • Over \$10 million • Don't know
13. How many employees (full time equivalent) do you personally manage?	• -----

SECTION 2: Your position

14. If you are a CEO/Head of organisation, please forecast salary budget movement for your organisation as a % for the coming year
- _____

SECTION 3: Employment costs

How much does it cost your organisation to employ you (apart from payroll tax and Workcover etc)?

Question	Answer options
15. Base Salary and allowances (excluding overtime, superannuation and incentives). Please provide Full Time Equivalent amount per annum (To calculate FTE amount: Step 1: divide the actual salary by the number of days that you work per week. Step 2: multiply the number calculated in Step 1 by 5 (the number of days per week for a full-time workload).	• Base Salary \$ (Full Time Equivalent amount per annum) • Car allowance/package \$ (Full Time Equivalent amount per annum). If allowance is not applicable please enter 0. • Phone allowance \$ (Full Time Equivalent amount per annum). If allowance is not applicable please enter 0. • Professional registrations, subscriptions, memberships, insurance \$ (Full Time Equivalent amount per annum). If allowance is not applicable please enter 0. • Other allowances \$ (Full Time Equivalent amount per annum). If allowance is not applicable please enter 0.
16. Superannuation contribution excluding personal contributions (please note minimum Superannuation Guarantee Charge contributions are 9.5% p.a.)	• Value \$ <i>Please provide full-time equivalent amount per annum.</i> • % of salary
17. Bonuses and Incentives as paid in the last financial year (Full Time Equivalent amount per annum)	• Value \$
18. How often is your salary reviewed?	• Not on a regular basis • Every year • Every 2 years • Every 3 years • Other than every 3 years

The following list includes those who provided salary data and agreed to disclose their organisation. Many more organisations were also participants in the survey.

121 Care Inc	Baptist Care SA	Cerebral Palsy Support Network
360HR	Baptist World Aid	CFS Foundation
3rd Space	Barossa Village Inc	Charlies Foundation for Research
89.9 LightFM	Bayley House	Children's Medical Research Institute
Aboriginal and Torres Strait Islander Healing Foundation	Bendigo Youth Choir	Christ Soldiers Foundation
ACHPER (SA)	Bene Aged Care	Christian Venues Association
ACON Health Ltd	bestchance	Christians Against Poverty
ACOSS	Bethany Community Support	Churches of Christ Housing Services Limited
Act For Kids	Bethlehem House	Civic Disability
ADACAS	Better Place Australia	Clifford Craig Foundation
Africa World Books Community Education	Black Dog Institute	Climate Council of Australia
Aid to the Church in Need	Blackall Range Care Group	Communicare
AIST	Blue Datto Foundation	Community Arts Network
Akeyulerrre	Bobby Goldsmith Foundation	Community Broadcasting Foundation
Alannah & Madeline Foundation	Bowen Resident Action Group	Community Care Tasmania
Alkira	Breast Cancer Trials	Community Centres SA
Anglicare NT	Bridges Connecting Communities Ltd	Community Child Care Association
Anglicare Victoria	Brisbane Housing Company	Community Home Care Incorporated
AnglicareSA Housing Ltd	Brisbane Powerhouse	Community Information and Support Glen Eira
Animals Australia	Burnet Institute	Community Legal Centres Association WA Inc
Antarctic Science Foundation	Business for Development	Community Legal Centres Queensland
ANZ Stadium	Byron Bay Homeless and Community Breakfast	Community Living Project
Ardoch Ltd	CAFS	Community Management Solutions
Armidale Neighbourhood Centre Inc	Cahoots	Community Options Inc.
Armidale Volunteer Referral Service	Camp Breakaway	Community Restorative Centre Ltd
Arts Access Australia	Cancer Council Australia	ConnectAbility Australia
Arts Project Australia	Cancer Council NSW	Connecting Up
ASeTTS	Cancer Council SA	Conservation Volunteers
ASHM	Cancer Council Tasmania	Consumer Action Law Centre
Aspergers Victoria Inc.	Cancer Council Victoria	Cooinda Coonabarabran Limited
Association of Ministerial PJPs	Cancer Council WA	Cooinda Terang Inc
Asylum Seeker Resource Centre	Cancer Information & Support Society Inc	Co-operation Housing
Australia for UNHCR	CanTeen	CORENA
Australian Addison's Disease Association Incorporated	Cape York Partnership	Country Education Foundation of Australia
Australian Churches of Christ Global Mission Partners	Cara	Croakey Health Media Ltd
Australian Community Philanthropy	Carers Australia	Crusader Union of Australia
Australian Conservation Foundation	Carers NSW	Cultural Infusion
Australian Dental Association	Carers SA	Cure Brain Cancer Foundation
Australian Diabetes Educators Association	Carers Victoria	Dawn House Incorporated
Australian Federation of Disability Organisations	CareWays community Inc.	Deafblind Association (NSW) Inc
Australian Institute of Training and Development (AITD)	Caringa Australia Ltd.	Deafness Foundation
Australian Jewish Funders	Carinya Society	Deception Bay Community Youth Programs
Australian Migrant Resource Centre	Catherine House Inc	Dementia Alliance International
Australian Organics Recycling Association Limited	CatholicCare Diocese of Broken Bay	Dignity
Australian Theatre for Young People	CatholicCare Sandhurst	Disability Justice Australia
Australian Wildlife Conservancy	CatholicCare Tasmania	Domestic Violence Action Centre Inc
Autoimmune Resource and Research Centre	CCA	Doxa Youth Foundation
AWARE Community Services and Educational Ltd.	Centacare	e.motion21
BABI – Youth & Family Service	Centacare Ballarat	Edgeworth Memorial Neighbourhood Centre
Baptcare Limited	Central Australian Aboriginal Family Legal Unit	Emerge Women and Children's Support Network
	Central Australian Affordable Housing Company	Enable WA Inc
	Central Coast Community Women's Health Centre	Endometriosis Australia
	Centre for Eye Research Australia	Engender Equality
	Cerebral Palsy Alliance	Engineers Without Borders Australia

Enterprising Aardvark Counselling & Consultancy	Inner Sydney Voice	Centre
Environment Victoria	INSEAD Alumni Association Australia & New Zealand	Mount Scopus Memorial College Foundation
EPIC Assist	integratedliving Australia	MSL
Epilepsy Action Australia	International Social Service Australia	MSS
Ethiopiaid Australia	Interplast Australia & New Zealand	Mt View Homes
Eurobodalla Meals on Wheels	Ironbark Aboriginal Corporation	MTC Australia
Family Life	Jesuit Social Services	Multiple Sclerosis Australia
Farm Animal Rescue	Jewish Museum of Australia	Murdoch Children's Research Institute
Financial Counsellors' Association of NSW Inc	John Pierce Centre	Murray Mallee General Practice Network
Finding Yellow Ltd	Junction Australia	Muscular Dystrophy Queensland Ltd
First Australians Media Enterprises 3KND	Junction Support Services	NASCA
Fit to Drive Foundatin	JUTE Theatre Company	National Association of Community Legal Centres
Flinders Foundation	Kidney Health Australia	National Cancer Foundation
Flying Fox	Knights of the Southern Cross (WA) Inc	National Trust
Fogarty Foundation	Kogarah Community Services Inc.	Neami
Food Connect Foundation	Kyabram Community and Learning Centre Inc	Neighbourhood Houses Victoria Inc.
Foodbank NSW & ACT	KYDS	Newlife Church
Foodbank Victoria	Landcare SA	Newtown Neighbourhood Centre
Foster and Kinship Carers Association NT Inc	Latrobe Lifeskills	Ngarliyarndi Bindirri Aboriginal Corporation
Fragile X Association of Australia Inc	Launceston Community Legal Centre	No To Violence
G21	Laverton Community Integrated Services Inc.	Northern Community Legal Service Inc
Garvan Research Foundation	Leadership Plus	NSW Police Legacy
Gateways Support Services	Legacy Brisbane	NSW Rural Doctors Network
Geelong Mums	Liberal Party of Australia SA Division	Nulsen Group
Generate	Life Education WA	Older Women's Network Qld
genU	Lifeline Darling Downs and South West Qld Ltd	One Girl Australia
genU Karingal St Laurence	Lifestyle Solutions	Open Minds
Glenray Industries	LightMelbourne	Operation Flinders Foundation Inc.
Good Shepherd Microfinance	LinC Yarra Valley	Operation Smile Australia
Governance Institute of Australia	Link Health and Community	Orange Sky Australia
Grace College	Lions Eye Institute	Out Doors Inc.
Greenpeace Australia Pacific	Lions Medical Research Foundation	Outlook (Vic) Inc.
Guide Dogs NSW and ACT	Lively	OzHarvest
Guide Dogs Victoria	Local Government Professionals Tasmania	PACFA
Health Consumers Alliance SA	Lotus Outreach Australia	Parenting Research Centre
Health Consumers Council (WA) Inc	Lung Foundation Australia	Pareto Phone
Hear and Say	Macquarie University	Parkinson's Australia
Hear For You	MaiWel	Parkinson's NSW Limited
Heart Foundation	Make-A-Wish Foundation	Parramatta Marist Old Boys Union Scholarship Fund Inc
Heartfelt House	Mallee Family Care Inc	PASE Enterprises Pty Limited
Helene	Mambourin Enterprises Ltd	Peel Youth Services
Hepatitis NSW	Manjimup Family Centre Inc	People Power Services Ltd
HHS	Manningham University of the Third Age (U3A) Inc	Per Capita Australia
Hills Community Options	Marathon Health	Perth Children's Hospital Foundation
Homes North Community Housing Company Ltd	Meals on Wheels SA	Peter MacCallum Cancer Foundation
Home-Start National Inc	MedicLife	Philanthropy Australia
HoMie	Melbourne International Comedy Festival	Pika Wiya Health Service Aboriginal Corporation
Hope for Cambodian Children Foundation inc	Melbourne Symphony Orchestra	Pollinate Energy
House with No Steps	Mental Health Foundation ACT	PRONIA
Housing Plus	Mental Illness Fellowship WA	Purple House
Hume Housing	Mercy Community	Quality Lifestyle Support
Hymba Yumba Independent School	Mercy Connect	Queensland Advocacy Incorporated
ICV	MercyCare	Queensland Meals on Wheels Ltd
ICYS Ipswich Community Youth Service Inc.	Merri Health – CarerLinks North	Queensland Positive People (QPP)
In2science	Migration Institute of Australia	RACS
InCommunity Inc.	Mills Oakley	ReachOut Australia
Incredible Ltd.	Mind Australia	Refugee and Immigration Legal Service Inc
Independence Australia	Mission Australia	Regional Development Australia
Independent Disability Services Inc	MLC Claremont	Regional Development Australia Mid North Coast
Independent Living Centre Tas	MND Victoria	Relationships Australia Canberra & Region
Indigenous Employment Partners	MoneyMob Talkabout	RESULTS International Australia
Indigenous Literacy Foundation	Montagu Community Living Inc	Rise Network Inc.
Indochinese Elderly Refugees Association Vic Inc	Mornington Community Information & Support	Ronald McDonald House Charities WA
Ingham Institute for Applied Medical Research		

Royal Far West	The Peter Cullen Water and Environment Trust
Royal Institute for Deaf and Blind Children	The Salvation Army
RSL LifeCare	The Song Room
RSL SA/NT	The Sunrise Project Australia Ltd
RSPCA QLD	The University of Western Australia
Samaritans Foundation – Diocese of Newcastle	The Wilderness Society Ltd
SASPA	Trees For Life
Save African Rhino Foundation (Inc)	TRY Australia
Save the Children Australia	United Way Australia
SCIA	United Way WA
Scope	Uniting Vic.Tas
SEARMS Aboriginal Corporation	Uniting Country SA
Seaside Scavenge	Uniting Wimmera
Sector Connect Inc	UnitingCare
Self Help Addiction Resource Centre (SHARC)	UnitingCare QLD
Senses Australia	UnitingCare Wesley Bowden
Settlement Council of Australia	UNRO
Sexual Health Quarters (Family Planning Assoc. of WA (Inc)	UTS
Sharing Places Inc	Variety – the Children’s Charity of Queensland
Shelter NSW	Veritas House
Singleton Family Support Scheme Inc	Very Special Kids
SNPHN Ltd	Victoria Park Centre for the Arts
Social Ventures Australia	Vision Australia
Soldiers Hill Artist Collective	Volunteering Queensland
South West Australian Homeless People (SWAHP)	Volunteering Sunshine Coast
Spinnaker Health Research Foundation	WA Blue Sky
Sporting Wheelies and Disabled Association	Wanslea
Settlement Services International	Wayside Chapel
St George & Sutherland Medical Research Foundation (SSMRF)	Wayss
St John Ambulance WA	WCIG Inc.
St Kilda Mums	We are Vivid
St Kilda PCYC	Wear for Success
St Patrick’s Community Support Centre	Weipa Community Care Association Inc.
St Vincent de Paul Society	Wesley Mission
St Vincent de Paul Society Queensland	West Australian Ballet
Stand Up	West Australian Stolen Generations Aboriginal Corporation
Starlight Children’s Foundation	West Australian Symphony Orchestra
Stepping Stone House	West Coast Homecare
Stop Adani Cairns	Western Chances
Story Factory	Western Research Institute
Sugarvalley Neighbourhood Centre	Westside Circus
Suicide Prevention Australia	Westside Housing Association Inc
Suited to Success Ltd	White Ribbon Australia
Sunbury Community Health	William Campbell Foundation
Survivor’s R Us Incorporated	Wirrpanda Foundation
SYC Ltd.	Wiseman Strategic Services
Sydney Children’s Hospitals Foundation	Women’s Art Register
Sydney Film Festival	Women’s Health West
Syndromes Without A Name (SWAN) Australia	WISHIN
TAD	Women’s Plans Foundation
TaskForce Community Agency	Women’s Property Initiatives
Tasmanian Health Service	Women’s Shelter Armidale Inc
TeamHEALTH	World Vision Australia
Ted Noffs Foundation	Yirra Yaakin Theatre Company
The Aussie Hands Foundation, Inc	Your Music Inc
The Australian Ballet School	Youth Solutions
The Bridge of Hope Foundation Inc.	YSAS
The Buttery	YWCA Canberra
The College of Law	
The Funding Network Australia Ltd	
The Girls & Boys Brigade	
The Hospital Research Foundation	
The Leprosy Mission Australia	
The Outdoor Education Group	
The Pat Giles Centre	