MARKETING, COMMUNICATIONS & DIGITAL

Salary Guide & Insights

FY2021-22

PARITY CONSULTING

parityconsulting.com.au | our vacancies | info@parityconsulting.com.au | +61 2 8068 2016 | +61 3 9016 8606

Contents

03 Foreword
04 Executive Summary
09 Salaries by Industry & Title
10 Talent Attraction & Engagement
15 Employee Wellness
16 Asset Management Market Update
18 Retail Wealth Management & Platforms Market Update
21 Industry Superannuation Funds Market Update
24 Life Insurance Market Update
27 General & Health Insurance Market Update
30 Banking Market Update
34 Payments Market Update
36 Technology Market Update
38 eCommerce Market Update
41 Five Year Salary Comparison
42 COVID-19 Impact & Budget Response
44 Demographics
45 Talent Predictions for FY2022
47 Maintaining Corporate Culture
51 Who We Are
52 Meet the Team
53 Valued Partners
54 Keep in Touch

Foreword

As leading recruitment experts across Product, Pricing, Marketing & Digital, we believe our role is more than just matching top talent with exciting opportunities. We invest 10% of our profits each year into initiatives which add value to our business community - this is our Parity *Plus* initiative. These initiatives include Salary Benchmarking, Market Insights, Career Consulting, Career and Networking Events and Mentorship Programs.

Parity Consulting have been providing detailed salary information to the Product, Pricing, Marketing & Digital communities for the past 7 years. The salary guides have been downloaded and referenced by HR/Talent teams, Business Heads and professionals in Product, Pricing, Marketing & Digital, with their value and popularity increasing year on year.

We enjoy seeing them bring value to the industry; some examples of how they have been utilised include:

- Salary benchmarking for internal HR/Talent teams and Business Heads;
- Negotiating remuneration during salary discussions;
- Providing cross-industry insights;
- Suggestions for successful talent attraction and engagement; and
- Providing organisations and professionals with insights into the impacts of COVID-19 on salaries, bonuses and how people are now working.

The Marketing, Communications & Digital Salary Guide & Insights are based on data from 1,840 individual participants, client and candidates insights and information which is then combined with the specialist knowledge of Parity's qualified Marketing, Communications & Digital recruitment team. We are proud to present this report and welcome open dialogue about the results.
I hope it is useful to you.

Victoria

VICTORIA BUTT
Founder and Managing Director
Wine Lover | Shark Diver
vbutt@parityconsulting.com.au
0402 418 326

Invest
We educate and empower through Parity *Plus* initiatives

Accountable
We do what we say we are going to do

Caring
True parity through investing in ALL our relationships

Fun
We love what we do and it shows in our results

Knowledge
We understand individual needs by immersing ourselves in our market

Executive Summary

Remuneration

Over the last 5 years, remuneration (base salary plus superannuation) for Marketing, Communications & Digital professionals has stayed relatively stable. FY2021 saw several pockets of salary increases compared to FY2020, however with bonuses declining, overall total compensation remains unchanged. The Technology and eCommerce industries have seen consistent salary increases which is unsurprising given the investment in these industries over the last 1-2 years. Page 41 outlines the salaries for the Marketing, Digital & Communications function over the last 5 years and page 9 compares all functional titles by industry. Since FY2020, the levels within Marketing, Communications & Digital which have seen a consistent increase are Digital Marketing, UX/UI Design and at the Head of level - see Page 9 for more information.

47% of professionals did not receive a pay rise last financial year and of those that did, 87% received less than 5%. When asked about how their overall remuneration has been affected by the pandemic, 52% reported it has been unaffected, 39% reported an overall decrease and 9% reported an increase in remuneration. With the recent hiring activity, we expect remunerations to increase in FY2022 in line with increasing demand for talent. Of those professionals who did receive a pay rise last financial year, the main reasons for this pay rise were:

- More than 80% of the team received one - 41%
- Personal performance-based - 29%
- Increased role responsibilities - 14%

For those who did not receive a pay rise, professionals were given the following reasons:

- Company-wide decision to issue no pay rises in order to protect jobs - 28%
- COVID-19 related impacts - 26%
- Business performance (not COVID-19 related) - 17%

39% of professionals surveyed have reported they do not feel they are being paid market rate, however 34% do feel that they are being paid in line with the market. The remainder were unsure. Out of the 39% of professionals who said they were not paid market rate, more than two thirds suggested that a 10-19% increase would place them in line with market rate. In FY2020, our Salary Guide & Insights reported 21% felt they were not being paid market rate and out of these participants, the majority felt they deserved a 20-39% increase. Therefore, in FY2021, more professionals feel like they are being underpaid, however their expectations for a pay rise are substantially less than last year.

When professionals were asked whether they would expect a pay rise this coming financial year, 35% of professionals are expecting a pay rise, 19% are not expecting a pay rise and 46% are unsure (Figure 1E). Out of the professionals who are expecting a pay rise this year, 74% feel it will be 5% or less.

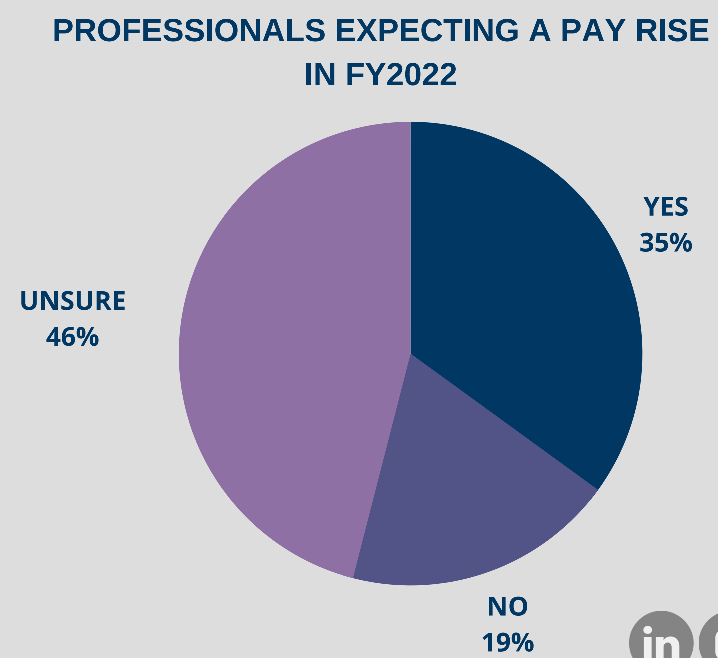


Figure 1E

Executive Summary (cont.)

Bonuses

45% of participants did not receive a bonus this year, which is higher than the 37% of participants last year (Figure 1P). Since FY2018, we have seen a declining number of bonuses being paid across most industries. Where some organisations are moving to offer fixed term contracts in favour of permanent roles, this may be contributing to less bonuses being paid. 32% of our participants did not have a bonus potential as part of their remuneration package, which is 3% higher than in FY2020. For those that do have a bonus potential, the average is 10-30% of base salary. Out of those professionals who were eligible for a bonus, over 50% were paid less than 25% of their potential bonus.

PERCENTAGE OF PROFESSIONALS WHO DID NOT RECEIVE A BONUS

Figure 1P

Professionals Open to New Opportunities

There are more professionals open to new opportunities now than there has been since FY2018 (Figure 1F). 85% are either passively or actively open to a new opportunity whereas in May 2020, this was 78%. While this was unsurprising at the start of the pandemic, our FY2021 data shows a sizable jump from FY2019 which was sitting at 81% (Figure 1F).

The main reasons professionals are leaving organisations are:

- Workplace flexibility - 21%
- Financial incentives - 18%
- Career development - 17%

Workplace flexibility did not feature as a main reason for professionals to move organisations in the last 5 years, however we predict that this has changed and workplace flexibility will remain a priority for professionals moving forward

PROFESSIONALS OPEN TO NEW OPPORTUNITIES

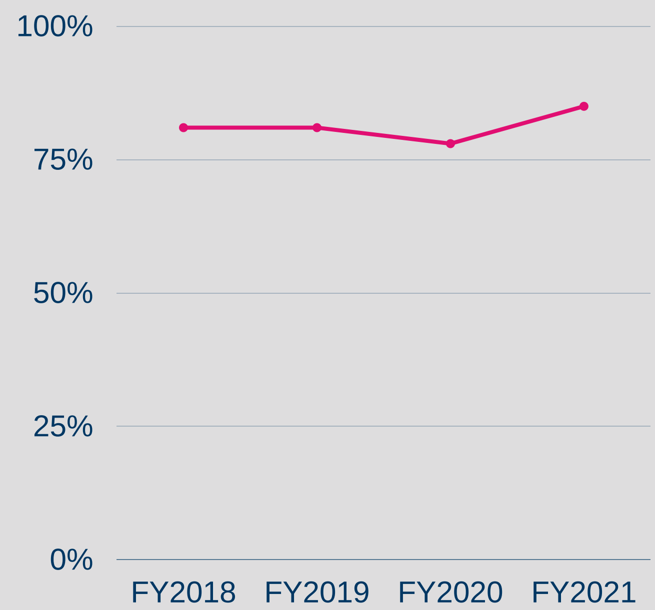


Figure 1F

Executive Summary

(cont.)

Flexible working arrangements

Participants are currently working from different locations in varying degrees depending on restrictions. Outside of government enforced lockdowns, 31% of professionals are working 60% of their work week from home and 25% are working 80% of their work week from home. In a POST-Pandemic climate, 25% of professionals are expecting to work 40% of their work week from home, 34% are expecting 60% from home, and 18% are expecting 80% from home (Figure 1W).

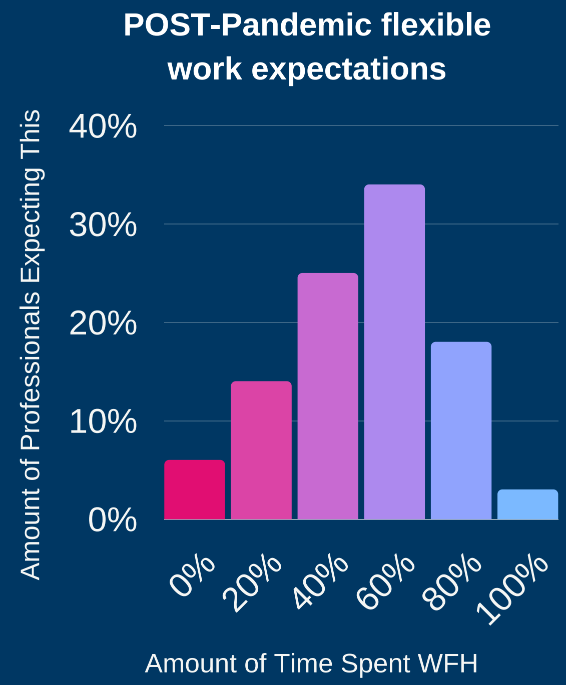


Figure 1W

Demographics

The Marketing, Communications & Digital functions continue to be dominated by female professionals and 48% sit in the 35-44 years age category. The majority are educated to Bachelors level and 33% are educated to Masters level. This data is in line with the last 5 years.

Professionals in permanent roles have significantly increased from FY2020 to FY2021 where we have seen a rise from 72% to 84%. This also shows an increase in professionals in fixed term contracts and a decrease in professionals working in a daily rate contract role. We expect this may continue in light of an expense-orientated market.

What is different in FY2021 compared to FY2020?

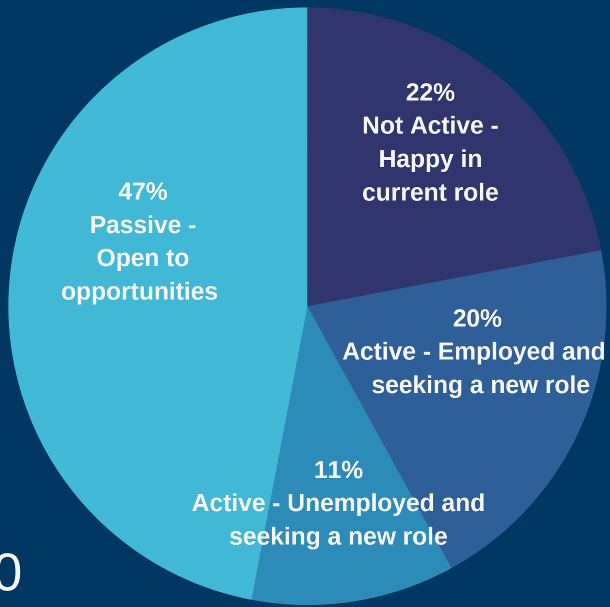
- Significantly more professionals are in permanent roles compared to last year (FY2020 - 72% and FY2021 - 84%);
- In the POST-Pandemic work week, 59% of professionals expect to work from home 40%-60% of the time;
- FY2021 has seen the highest number of professionals either passively or actively open to new opportunities in 5 years. This current number sits at 85%;
- Workplace flexibility features in the top 3 reasons to move organisations. This has not featured in the top 6 reasons for the last 7 years;
- An increasing number of professionals do not have a bonus potential as part of their remuneration package (FY2020 - 27% and FY2021 - 32%); and
- There is a 20% increase in the number of job titles used in the Marketing, Communications & Digital function compared to FY2020. This demonstrates the evolving nature of the discipline.

Our View

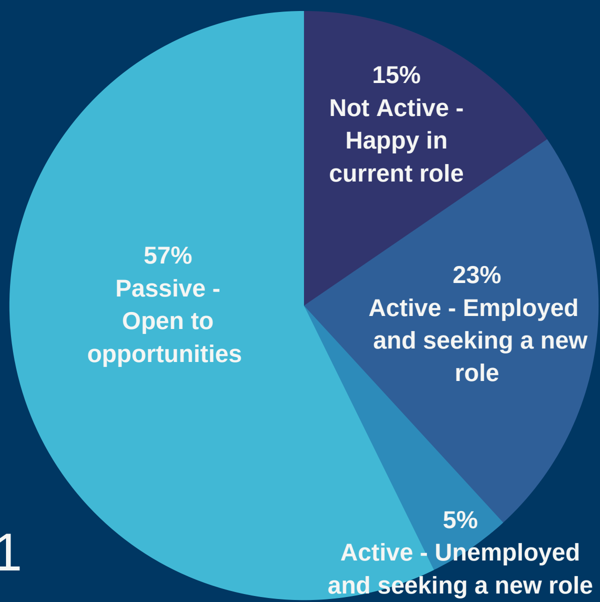
vacancies

- **Professionals are increasingly open to new opportunities:**
  - For two consecutive years, bonuses and pay rises have been subdued which has resulted in professionals focusing on financial incentives;
  - Professionals are experiencing COVID-19 fatigue and are more inclined to make a fresh start;
  - Organisations are offering higher remuneration to secure top talent;
  - Most organisations have been through significant change in recent years and this can affect engagement in different ways; and
  - High quality professionals are being approached 3-4 times more often for new roles due to increased demand.
- **Organisations are hiring top talent:**
  - Increased regulatory scrutiny;
  - Mergers & Acquisitions (including demergers);
  - Digital Transformations and other large scale projects;
  - Increased business and consumer confidence; and
  - Customer experience/retention focused activity.
- **YOLO movement** - The YOLO (you only live once) movement is gaining significantly more traction globally and there is an increasing amount of professionals leaving the corporate workforce in favour of a change in pace/lifestyle/purpose;
- **Motivations to move organisation**s - The top two motivators for professionals to move organisations in FY2021 were career development and financial drivers;
- **Increased remuneration expectations** - While there were subdued expectations in bonuses in FY2020, professionals are starting to expect increases in their fixed remuneration to compensate for a potential lack of bonus payment this financial year;
- **Counter offers** - Organisations are doing their best to retain their top talent and this is evident from the increase in counter offers. Since FY2020, we have seen a 40% rise in counter offers and a growing number of professionals choosing to accept these counter offers and stay with their current organisation;
- **Lack of clarity regarding the long term flexible work options** - Organisations who have not indicated their long term view on flexible work options are increasingly at risk of higher talent attrition given how important the flexible work options are to professionals;
- **Employee wellness** - The increased spend by organisations on Employee Wellness is universal and here to stay. Those organisations who already had a robust wellness program will need to find a new way of differentiating themselves;
- **Professional learning & development** - More professionals are being professionally trained and/or undertaking studies in Marketing, Communications & Digital, driving the skills and abilities forward for the function. More detail on Page 43;
- **Maintaining corporate culture** - Managing a hybrid workforce has caused some challenges across organisations and 38% of professionals surveyed claim that their organisation is not hitting the mark. More detail on Pages 46-49;
- **Returning to the office** - While organisations responded to COVID-19 exceptionally well in March/April 2020, the return to the office rollout has received far less positive reports. Over 50% of professionals have growing frustrations around how their organisation is managing this process; and
- **Forced annual leave** - There is ongoing frustration from employees regarding being forced to take annual leave at times which suit the organisation.

Professionals Open to New Opportunities



FY2020



FY2021

Top 6 Reasons for Career Movement

FY2020

1. Career development
2. Remuneration
3. Culture
4. Opportunity to learn
5. Meaningful work & purposeful work
6. Opportunity to use skills & abilities

FY2021

1. Flexible working environment
2. Financial incentives
3. Career development
4. Culture
5. Inspiring leadership
6. Meaningful & purposeful work

Salaries by Industry & Title

	Asset Management	Wealth Management	Life Insurance	Banking	Payments	Technology	eCommerce
Marketing Assistant/ Coordinator	$70,000-$85,000	$70,000-$85,000	$70,000-$85,000	$70,000-$85,000	$70,000-$85,000	$70,000-$85,000	$70,000-$85,000
Marketing Specialist/Executive	$90,000-$120,000	$90,000-$120,000	$90,000-$120,000	$90,000-$120,000	$90,000-$120,000	$85,000-$100,000	$85,000-$100,000
Marketing Manager	$120,000-$140,000	$120,000-$140,000	$110,000-$130,000	$110,000-$130,000	$110,000-$130,000	$110,000-$130,000	$95,000-$120,000
Communications Manager	$120,000-$140,000	$120,000-$140,000	$110,000-$130,000	$110,000-$130,000	$110,000-$130,000	$90,000-$110,000	$95,000-$120,000
Social Media Manager	$100,000-$120,000	$100,000-$120,000	$100,000-$120,000	$100,000-$120,000	$100,000-$120,000	$100,000-$120,000	$100,000-$120,000
Digital Marketer	$120,000-$150,000	$120,000-$150,000	$100,000-$130,000	$100,000-$130,000	$100,000-$130,000	$100,000-$130,000	$100,000-$130,000
UX/UI Designer	$120,000-$140,000	$120,000-$140,000	$100,000-$120,000	$110,000-$130,000	$120,000-$140,000	$120,000-$140,000	$120,000-$140,000
Senior Marketing Manager	$140,000-$160,000	$140,000-$160,000	$140,000-$160,000	$140,000-$160,000	$120,000-$140,000	$130,000-$150,000	$130,000-$150,000
Senior Communications Manager	$140,000-$160,000	$140,000-$160,000	$140,000-$160,000	$140,000-$160,000	$120,000-$140,000	$130,000-$150,000	$130,000-$150,000
Head of Marketing/ Communications/ Digital/ Brand	$220,000-$240,000	$200,000-$220,000	$200,000-$220,000	$200,000-$220,000	$180,000-$200,000	$180,000-$200,000	$180,000-$200,000

Increase on FY2020

Decrease on FY2020

Salary excludes superannuation and bonus

Talent Attraction & Engagement

At the start of FY2021, we saw vacancy volumes drop to an all time low across most sectors, with the few roles that were vacant receiving upwards of 200 applications each. Professionals were reluctant to move roles without meeting their future employer face-to-face and the prospect of having to start a new role whilst working from home (WFH), without the support of, or interaction with, colleagues was a daunting one. According to a LinkedIn survey, when jobholders were asked about their motivations for staying in their current role, ‘shelter in job’ was cited as the main reason (74%). LinkedIn's Workforce Confidence Index study shows that collecting a steady pay check (59%), enjoying a company’s perks and benefits (30%), waiting for a more favourable job market (15%) and having no time or energy to make a switch (14%) were motivations for employees staying in their current roles.

Traditionally, we would see a drop in new job adverts throughout December and into the start of January. This was not the case this year. From the 1st week in January, we saw a significant uplift of hiring and this trend has continued to move at pace throughout the second half of the financial year.

The first Seek Employment Report of the year showed continued positive multi-market performance with an increase of 4.0% in national jobs advertised. In addition to this strong market growth, new job ads on SEEK.com.au increased by 6.5% in January 2021, compared with January 2020.

Further data from SEEK showed March 2021 reporting the highest number of job ads posted in SEEK Australia’s 23-year history, with a national 75.1% increase in year-on-year job ads between March 2020 and March 2021.

However, breaking another record, the growth in job adverts saw applications per ad reach their lowest levels since 2012. This has been attributed to several reasons, including a reduced labour supply with more jobs for professionals to choose from, and professionals “displaying a more cautious approach to career moves following a turbulent year."

With vacancy numbers at an all time high and with notable increases in hiring volumes in Product, Pricing, Marketing, Communications & Digital, organisations are struggling to fill their vacancies in a timely manner with high calibre candidates. We are seeing candidates interviewing for multiple roles and being presented with numerous offers at the same time. We have also seen counter offers increase by 40% - the highest we have seen them at since 2007/pre GFC. Australia has made an impressive bounce back in the job market and unemployment is still on the decline with the Australian Bureau of Statistics reporting the unemployment rate to be 5.1%.

Talent Attraction

85% of Marketing, Communications and Digital professionals are either actively or passively open to new opportunities. This compares to 78% in FY2020. To assist with attracting top talent, below are some suggestions for organisations:

Broaden your criteria

We have experienced relatively conservative hiring in FY2021 where organisations are looking for strict criteria in expertise in the same industry. While this can make for the most smooth onboarding and new hires getting up to speed quicker, it can limit the organisation's options in potential candidates. Broadening the criteria for professionals outside of the industry may take more time in training initially, however it will also result in a larger and more diverse talent pool to choose from. Often candidates that have come from outside the organisation's industry will have a fresh perspective on the problems you are trying to solve and you are likely to get someone with a great attitude.

Stretch your budget

With bonus payments unpredictable, the fixed remuneration component of the package has become increasingly important to candidates. Whilst the budget may be tight, if the role is critical to the business, then stretching the budget beyond the usual bracket will be a small price to pay for an excellent candidate.

Permanent flexible working arrangements

A small percentage of organisations have indicated their long term view on flexible working arrangements. Those organisations are a step ahead of the rest and we predict they will retain and attract more talent than those organisations who have a temporary flexible working policy. Top talent need to know what arrangements will be permanent when they are going for new positions. With such an uncertain environment, any certainty that can be offered around one of the most important factors in a candidate’s decision making is critical.

Talent Attraction (cont.)

Increase packages in line with SGC increases

Our recent poll showed that over 70% of organisations will be increasing their remuneration packages in line with the Superannuation Guarantee Contribution (SGC) increases, effective 1 July 2021. Most organisations have sent out communications on the 0.5% increase from 1 July 2021, however few have indicated their commitment to increasing their employees' packages relating to the further SGC increases over the next 4 years. The remaining 30% of organisations we polled will not be increasing the package of their employees, therefore their employees take-home component of their salary will be reduced to make up the 0.5% increase. We have experienced first hand how this has detracted talent from organisations.

Virtual Interviews

Interviewing virtually has meant more people are involved in the process and therefore faster and better decisions can be made. It also allows the candidates to get a better feel for the organisation, having interacted with multiple current employees. Where possible, we do recommend at least one in-office interview in order to show off the business culture and make the process more personal which will help in building an emotional attachment through the interview process.

Explore the untapped market

New graduates, stay at home parents returning to work, and retirees are just some of the segments of talent organisations can explore for their vacancies. The market is moving at the fastest pace we have ever seen, therefore hiring from different talent pools will bring different life experiences to the organisation and this is crucial. If organisations can look beyond the resume and see the skills and life experience a candidate has, talent segments can be opened up and revitalised.

Embrace the Gig Economy and Portfolio Careers

Whether it is social impact, entrepreneurship, teaching and/or advising on boards, there is an overwhelming shift of professionals performing multiple different roles, potentially at the same time. Providing conflicts of interest are managed carefully, organisations will have the opportunity to hire talent which they may not otherwise be able to secure. Hiring managers who are still trying to secure talent for Monday-Friday working 9am-5pm will have a diminishing pool of candidates to chose from.

Talent Engagement *for individuals*

Staying in the right organisation can yield better results for your overall professional brand and promotion opportunities. Below are some ideas of how you can enrich your experience if you choose to stay with your current organisation:

Career/Professional progression

It is vital to have a clear understanding of your career and professional goals, as well as understanding the steps you may need to take in order to reach these goals. Make a visual note of your goals where you can refer back to, or have front and centre to remind yourself regularly. List the steps you will need to take in order to successfully reach each of these goals, and set a realistic timeline and hold yourself accountable - this is key! Not sure where to start or need some assistance in keeping yourself accountable? Perhaps you need a mentor...

Mentors

Establishing a mentor relationship with someone within your organisation could be a valuable use of time for both the mentor and mentee. This person can be a senior person in your organisation that you believe you can learn from, or somebody who has perhaps achieved the same goals you are looking to achieve and gaining insights from their own career journey would be valuable in your goal setting. Having a regular discussion scheduled with your mentor will keep you motivated and may set you on your desired career path within the organisation. For more on how to cultivate the mentee/mentor relationship, read more here.

Networking

People will often tell you that networking is one of the most important things you can do for your career, as well as your personal and professional brand - so investing in it should come as no surprise. Your network should consist of individuals you can learn from, your managers and senior leadership team, peers in the same industry, as well as peers in different industries and from various backgrounds. Growing, learning and developing should always be the three key things to take into any networking opportunity as it will only positively translate in your career and personal progression.

Feedback

Feedback is a powerful gift. Proactively speaking to senior management about your long-term career goals and asking for feedback in order to continue to learn and grow will only benefit you in the long run. Always remember to ask them how they feel you can achieve this and remember to hold yourself accountable in this space. At the same time, giving feedback can often be just as important as receiving it. Ensuring that you demonstrate that you have taken on feedback is important in building trust with your networks and it shows self awareness. Just remember that constructive feedback is best and allowing open and honest communication is key.

Champion your passion in work

Whether it's mental health, LGBTIQQ+, Inclusion & Diversity, social purpose, charities or fitness initiatives, consider setting up something you are passionate about. Connect with professionals internally and take your ideas to senior management. This will not only energise your engagement within the business, it will increase your personal profile.

Talent Engagement *for organisations*

Retaining your best talent is increasingly important when there is an increase in job opportunities in the market. Below are some thoughts and suggestions organisations may consider in order to retain top talent:

Internal communication
Keep your employees informed of changes within the organisation whether it be mergers, leadership changes, addressing news in the media or any employee/department structure changes. With so much change occurring externally and across the industry as a whole, employees will likely appreciate open communication within an organisation to help them feel secure in their role and company. This may encourage your top talent to remain loyal and focused on their roles.

Training and further development
Look at upskilling your existing employees by offering in house or external learning and development opportunities to extend and enhance experience in their related fields. Career development has consistently featured in the top 3 reasons why professionals move on from their current role. Additional education and training could be very appealing for existing employees and will assist in retaining them.

Engaging in 'Stay' Interviews
Rather than learning about an employees' motivations and potential grievances at an exit interview, why not engage in a 'stay' interview? These can be structured in various ways, however we would recommend covering the following:

- What motivates them to stay at the organisation?
- When was the last time they considered leaving and why?
- What would be one thing they would change about their current role?
- If they could imagine a perfect work situation, what would it be?

Diversify hiring
Ensuring you diversify hiring will only impact your organisation in a positive manner. This diversity shouldn't just be limited to gender, age, ethnicity and disability but should include other aspects such as broadening hiring outside of certain industries and being open to looking at candidates who may be looking to return to work part time or even job sharing opportunities. Diversifying your hiring practices will ensure your employees will have different skill sets learnt from different industries, a wealth of knowledge and experiences from their personal lives, a fresh set of eyes and new ideas to implement, as well as a lot more cross collaborating!

Offering flexible work arrangements
Many organisations are now working on a permanent flexible working arrangement policy for all employees where they may be fully remote, or have employees come into the office on select days. Employees are wanting to know the long term flexible work arrangements their organisation intends to put in place. Only a small percentage of corporate organisations have communicated their long term intent to flexible working arrangements.

Team bonding/engagement
Although organisations are being encouraged to embrace and accept flexible working arrangements, it is still important to bring your team together to ensure the culture piece stays alive within an organisation. Lock in regular team building exercises for the team to build morale and ensure employees feel part of a culture and are able to engage with their colleagues.

Culture
It always comes up, but only a handful of organisations have really hit the nail on the head with this one. A good culture can be defined in so many ways, but in short, it should mean being inclusive, diverse, accepting, welcoming and positive – are your employees proud to work for your organisation? Why? These are the things your employees would need to experience in order to stay at your organisation.

Employee Wellness

Prominent Employee Assistance Program (EAP) specialists Work Happy have reported a spike in the access to general EAP's and out of hours crisis calls relating to:

- Anxiety;
- Stress;
- Relationship breakdown;
- Depression;
- Destructive behaviours - for example, an increase in alcohol and gambling;
- Children and adolescents with stress and anxiety, social isolation, particularly during periods of home-schooling and remote learning; and
- Crisis calls due to overwhelming stress and anxiety due to isolation.

Work Happy have also reported a higher level of burnout and fatigue and with the ongoing lockdown, they are also seeing some presentations of PTSD triggers.

Work Happy CEO Anastasia Massouras comments: *"We have provided a great deal of support with the return to work transition as it has also triggered huge amounts of psychological impact for individuals due to anxiety of the unknown, exposure, risk, travel, public transport and lift access".*

Poor mental health costs Australian businesses $10.9 billion every year in absenteeism, reduced productivity in the workplace and compensation claims. This amounts to 12 million days reduced productivity at work.

While it is too early to report on research founded from 2020 COVID-19 lockdowns, Parity Consulting has observed the following trends:

- Increased burn out from feeling/being overwhelmed resulting in sick leave or resignations;
- Higher proportion of caregivers opting for junior/less pressured roles given the other pressures on them at home; and
- Team members staying in roles longer than they usually would to reduce anxiety associated with change.

According to studies by PWC/Comcare/EAPs/Workcover, the Data - Dollar Return On Investment (ROI) is as follows:

- $2.3 Health & Wellbeing Programs;
- $2.3 Mental Health promotion/programs;
- $5-10 Employee Assistance Programs (EAP).

The Data – Reduction in lost productivity costs could result in:

- 30% Reduction in absenteeism;
- 33% Better productivity;
- 50% Reduction in disease risk factors.

Quick ROI Calculators online:

- https://www.headsup.org.au/creating-a-mentally-healthy-workplace/the-business-case/roi
- http://www.healthyworkers.gov.au/internet/hwi/publishing.nsf/Content/started

MARKET UPDATE

Asset Management

The Asset Management industry suffered less damage than some other sectors of the economy as an impact of COVID-19. Even though the fund managers' revenues remained mainly intact, the human resources, operations and technology used by them were affected. Also market volatility and price movement accelerated dramatically both at industry and asset class levels. Talent, financial management and operations are three areas that fund management firms will be prioritising as they evolve into the post-COVID-19 environment.

Environmental, Social and Governance (ESG) investing has been a top topic of interest for fund managers both globally and locally, with the belief that by investing in companies which operate with high standards of corporate responsibility, investment returns can be protected and enhanced. This has seen the pulling out of industries deemed 'dirty' such as tobacco, mining and chemicals with cleaner industries favoured instead.

Reports show that ESG-related funds have outperformed during the COVID-19 crisis and the strong and increasing demand from customers in this space will continue to grow along with the requirement for talent to be skilled in how to develop, manage, select and market these funds to new and existing customers.

Customer experience and engagement persists as a key strategic focus and ingredient for success of investment managers, super funds and platform companies. Product developers, Digital professionals and Marketers with experience and skills in design thinking and UX/UI will continue to be highly sought after.

Digital transformation enables adaptation of existing processes in addition to development of new offerings such as targeted ESG portfolios. Digital transformation is accelerating, and 2021 has the potential to be the year that those slow to pivot face strategic risk, not from what they offer investors, but from how the offerings are supplemented by digital capabilities. Digital transformation will likely also become an element in many investment management firms' brands.

VICTORIA BUTT
Managing Director & Founder
Product Management & Development
0402 418 326
vbutt@parityconsulting.com.au

VANESSA LALANI
Division Lead
Marketing, Communications & Digital
0410 001 819
vlalani@parityconsulting.com.au

AGNES VILLANYI
Senior Consultant
Product Management & Development
0405 395 021
avillanyi@parityconsulting.com.au

Asset Management

Salaries & Bonus Information

	Salary	*Potential Bonus	**Actual Annual Bonus	Increase in Base from FY2020	Amount of MCD Experience	Average Age	Highest Level of Education
Marketing Assistant/ Coordinator	$70,000-$85,000	<10%	0%	0%	0-3 years	<25 years	3% Masters
Marketing Specialist/Executive	$90,000-$120,000	<10%	25%-50%	0%	3-5 years	25-34 years	11% Masters
Marketing Manager	$120,000-$140,000	10%-19%	50%-75%	0%	7-10 years	35-44 years	26% Masters
Communications Manager	$120,000-$140,000	10%-19%	50%-75%	0%	7-10 years	35-44 years	23% Masters
Social Media Manager	$100,000-$120,000	10%-19%	50%-75%	0%	7-10 years	35-44 years	19% Masters
Digital Marketer	$120,000-$150,000	10%-19%	50%-75%	CPI	7-10 years	35-44 years	32% Masters
UX/UI Designer	$120,000-$140,000	10%-19%	25%-50%	0%	7-10 years	35-44 years	26% Masters
Senior Marketing Manager	$140,000-$160,000	20%-29%	25%-50%	<5%	16-20 years	45-54 years	46% Masters
Senior Communications Manager	$140,000-$160,000	20%-29%	25%-50%	<5%	16-20 years	45-54 years	27% Masters
Head of Marketing/ Communications/ Digital/ Brand	$220,000-$240,000	30%-39%	50%-75%	<5%	16-20 years	45-54 years	45% Masters

Increase on FY2020

Decrease on FY2020

Salary excludes superannuation and bonus
*Potential bonus calculated on base salary only
**Percentage achieved of actual bonus potential

MARKET UPDATE

Retail Wealth Management & Platforms

Retail Wealth Management

The significant changes experienced in the Asset and Wealth Management market in the previous years have continued in 2020/21. The recommendations from the Royal Commission into Misconduct in the Banking, Superannuation and Financial Services Industry has seen the divestment of most bank-aligned wealth management businesses, out of which a few have been finalised in 2020/2021.

Resolution Life completed the acquisition of AMP Limited's life insurance business, AMP Life, in July 2020, giving Resolution Life the platform for further growth in Australia and New Zealand. AMP announced its intention to pursue the demerger of AMP Capital's private markets investment management business, which would create two more focused businesses:

- AMP Limited - a retail focused wealth management, investment and banking group, retaining a minority stake in Private Markets of up to 20%, AMP Capital's Global Equity and Fixed Income (GEFI) business, for which AMP is currently exploring sale or partnership options; and AMP Capital's Multi-Asset Group (MAG), which is in the process of being transferred to the AMP Australia business; and
- Private Markets - a leading global private markets investment manager in differentiated asset classes of infrastructure equity, infrastructure debt and real estate.

National Australia Bank completed the sale of the MLC Superannuation and Asset Management businesses in May 2021, which are now part of IOOF.

Westpac has confirmed that its life insurance, superannuation, platforms and investment management businesses remain under consideration for sale. The businesses fall within the bank's Specialist Business Division where BT Financial Group was moved into in 2019, with the briefing pack nominating the BT, BT Panorama, Advance Asset Management and Asgard brands.

VICTORIA BUTT
Managing Director & Founder
Product Management & Development
0402 418 326
vbutt@parityconsulting.com.au

VANESSA LALANI
Division Lead
Marketing, Communications & Digital
0410 001 819
vlalani@parityconsulting.com.au

AGNES VILLANYI
Senior Consultant
Product Management & Development
0405 395 021
avillanyi@parityconsulting.com.au

MARKET UPDATE

Retail Wealth Management & Platforms (cont.)

Platforms

FY2021 brought significant changes and M & A activity within the investment platform sector. In 2020, Praemium, Netwealth and HUB24 saw their shares climb substantially. HUB24 has acquired XploreWealth and has emphasised expectations it will double the funds administered by its platform in the next two years. They also finalised the purchase of broker Ord Minnett's Portfolio Administration Reporting Service (PARS) in late 2020.

Praemium also saw record first-half results with profit and FUA both climbing the back of its Powerwrap acquisition. Financial services information provider Iress (IRE) has entered the sector with its purchase of superannuation platform OneVue Group. In the meantime, the banks are stumbling to exit the sector after two decades of attempting to build their platforms, which creates even more opportunity for growth for the listed platform companies.

Given the ever changing regulatory and compliance environment and increasing pressure to deliver quality financial advice to clients, Managed Accounts have become increasingly popular and are now the go-forward product of most wealth managers. As of December 2020, funds under management (FUM) in managed accounts stood at $95.2 billion, an increase of $15.49 billion on the June 2020 FUM total of $79.71 billion. Wealth managers continue to look for talent who can support Product Development and Marketing in this technical area.

Key roles required in 2021 and beyond within Asset and Wealth Management include Product Governance, Product Consultant for Projects (Separation, Simplification and Regulatory Changes), Trustee Services, Disclosure and Communications, Customer Strategy, Product Development/Design, Analytics and Insights, Digital Marketing Managers, and CX & UX Designers. Professionals with skills across campaign execution, analytics and insights and communications will be highly sought after.

As many financial services organisations continue to digitise their offerings and focus on the customer experience, we have seen a huge growth in digital roles including UX/UI Design, Marketing Automation and Content Producers for all social media channels.

The above changes and the remaining uncertainty within the industry have brought a significant increase in both fixed term and daily rate contract roles as opposed to permanent roles in 2020/2021. The typical length of these opportunities varies from 6 to 12 months.

Retail Wealth Management & Platforms

Salaries & Bonus Information

	Salary	*Potential Bonus	**Actual Annual Bonus	Increase in Base from FY2020	Amount of MCD Experience	Average Age	Highest Level of Education
Marketing Assistant/ Coordinator	$70,000-$85,000	<10%	0%	0%	0-3 years	<25 years	9% Masters
Marketing Specialist/Executive	$90,000-$120,000	<10%	0%	0%	3-5 years	25-34 years	9% Masters
Marketing Manager	$120,000-$140,000	10%-19%	25%-50%	0%	7-10 years	35-44 years	19% Masters
Communications Manager	$120,000-$140,000	10%-19%	25%-50%	<5%	7-10 years	35-44 years	26% Masters
Social Media Manager	$100,000-$120,000	10%-19%	25%-50%	0%	7-10 years	35-44 years	19% Masters
Digital Marketer	$120,000-$150,000	10%-19%	25%-50%	CPI	7-10 years	35-44 years	32% Masters
UX/UI Designer	$120,000-$140,000	10%-19%	25%-50%	0%	7-10 years	35-44 years	18% Masters
Senior Marketing Manager	$140,000-$160,000	20%-29%	50%-75%	0%	11-15 years	35-44 years	42% Masters
Senior Communications Manager	$140,000-$160,000	20%-29%	50%-75%	<5%	16-20 years	45-54 years	25% Masters
Head of Marketing/ Communications/ Digital/ Brand	$200,000-$220,000	40%-59%	50%-75%	<5%	16-20 years	45-54 years	38% Masters

Increase on FY2020

Decrease on FY2020

Salary excludes superannuation and bonus
*Potential bonus calculated on base salary only
**Percentage achieved of actual bonus potential

MARKET UPDATE

Industry Superannuation Funds

The Royal Commission and Productivity Commission predominantly focused on the retail funds offered through bank-aligned wealth managers and the customer centricity of these. However, this focus began to shift in late 2019/2020 towards industry super funds and their ability to offer scale, value and performance and this has continued in 2021. The focus began to shift due to the increased pressure from the regulator for industry super funds to merge as they emphasised the high fees and, in some cases, lower returns of the smaller funds.

- In 2020, First State Super completed the merger with VicSuper and WA Super, making them the second largest super fund in Australia. First State Super rebranded as Aware Super in September 2020 signalling its commitment to action and impact. The VicSuper brand continues to sit alongside Aware Super, being a division of Aware Super.
- In August 2020 NGS Super and Australian Catholic Super announced plans to merge, with completion in 2022.
- Following a thorough due diligence process Cbus and Media Super have agreed to progress to the next stage of their merger in 2021 to integrate their investment, administration and operations over the next year with both Cbus and Media Super retaining their brands.
- In March 2021 Sunsuper and QSuper announced their merger to create a $200 billion superannuation fund with 2 million members. The merger is planned to proceed in November 2021.
- AustralianSuper and Club Plus Super are also working towards a potential merger, which would see the creation of a $207 billion fund.

Some industry superannuation funds have decided to bring some of their managed assets and investment management capabilities in house which has already resulted in significant savings to their members. UniSuper led this trend, other examples are Australian Super, Aware Super and Cbus Super.

The types of investments that are internalised vary across asset classes and it is likely that a hybrid model will persist with a combination of external and internal asset management. As a cause of the internalisation trend, the asset management sector has experienced a significant margin squeeze.

COVID-19 has adversely impacted Funds Under Management (FUM) for many superannuation funds, especially those whose membership has historically been from industries such as travel, hospitality and retail. Between 20 April and 31 December 2020, the Federal Government has allowed the temporary early release of superannuation for those experiencing financial difficulty as a result of COVID-19. During this period 4.5 million applications have been approved by the ATO to release $37.4 billion from APRA Regulated super funds. There were also 40,000 approved applications to release super from self-managed super funds (SMSFs), totalling $395 million.

Due to the Government's COVID-19 early release of superannuation (ERS) hardship program, some superannuation funds faced liquidity issues and were relieved when the funds transferred some of their investments into cash.

MARKET UPDATE

Industry Superannuation Funds (cont.)

Strategically, both industry and retail super funds continue to significantly progress their efforts on retaining their membership. In particular, servicing their pre-retiree and retiree segments will be a key focus in 2021 in order to better meet the needs of their aging membership. The need for product development in the retirement space is well recognised, however the industry has not been successful in responding with any significant change to date. Funds need to address how they can move forward constructively and this will be one of the focus areas within product management for the coming years.

Several elements of regulatory change and key recommendations from the Financial Services Royal Commission are due for implementation in 2021:

- The “Your Future, Your Super” reforms;
- The Design and Distribution Obligations (DDO);
- The uplift in reporting under APRA’s Superannuation Data Transformation Project; and
- The changes under RG97.

“It’s been fascinating to see how a candidate heavy market turned into a candidate short one in a matter of a few weeks’ time due to all the movement and changes within the (asset and wealth management) industry.”

Agnes Villanyi, Senior Consultant

Product Management - Asset & Wealth Management

These projects have been time consuming and will continue to keep our Product and Governance teams incredibly busy.

Most recently, the changes to superannuation announced in the 2021 Federal Budget will no doubt create additional workload for those within Governance and Communication roles. The complexity around stapling of superannuation accounts and explaining performance (and potential under-performance) of the MySuper fund requires people who can produce communications in a way that makes the complexity simple. In addition, governance is of particular importance during pre and post-merger. Those who have experience across regulatory reform and product governance will continue to be in demand.

Insurance in super also continues to be subject to regulatory change. Uplifts to data and reporting as part of APRA’s Superannuation Data Transformation project will provide significant benefits to funds once initial challenges are overcome.

The Trustee area for most superannuation funds has been under increasing pressure since the Royal Commission into Misconduct in Banking, Superannuation and Financial Services, with renewed emphasis on the trustee acting in the best interests of their members. Most trustee offices have needed to hire talent in 2020 to tighten up the governance frameworks and processes to satisfy ASIC alongside their statutory and fiduciary obligations, focusing on the delivery of members' best interest outcomes and this will continue to be an area of focus for 2021 and beyond as restoring trust in financial institutions is essential.

Industry Superannuation Funds

Salaries & Bonus Information

	Salary	*Potential Bonus	**Actual Annual Bonus	Increase in Base from FY2020	Amount of MCD Experience	Average Age	Highest Level of Education
Marketing Assistant/ Coordinator	$70,000-$85,000	0%	0%	CPI	0-3 years	<25 years	9% Masters
Marketing Specialist/Executive	$90,000-$120,000	0%	0%	CPI	3-5 years	25-34 years	9% Masters
Marketing Manager	$120,000-$140,000	0%	0%	CPI	7-10 years	35-44 years	19% Masters
Communications Manager	$120,000-$140,000	0%	0%	CPI	7-10 years	35-44 years	23% Masters
Social Media Manager	$100,000-$120,000	0%	0%	<5%	7-10 years	35-44 years	14% Masters
Digital Marketer	$120,000-$150,000	0%	0%	CPI	7-10 years	35-44 years	28% Masters
UX/UI Designer	$120,000-$140,000	0%	0%	<5%	7-10 years	35-44 years	26% Masters
Senior Marketing Manager	$140,000-$160,000	10%-19%	25%-50%	<5%	11-15 years	35-44 years	35% Masters
Senior Communications Manager	$140,000-$160,000	10%-19%	50%-75%	<5%	11-15 years	35-44 years	29% Masters
Head of Marketing/ Communications/ Digital/ Brand	$200,000-$220,000	20%-39%	50%-75%	<5%	16-20 years	45-54 years	44% Masters

Note, there are no Increases or Decreases because the Industry Superannuation Funds were not surveyed separately last year

Salary excludes superannuation and bonus
*Potential bonus calculated on base salary only
**Percentage achieved of actual bonus potential

MARKET UPDATE

Life Insurance

The Insurance industry as a whole is continuing to go through a period of significant change and seldom has the transformation agenda been as pressing as it is now. In a very short period of time, insurers have undergone significant organisational change resulting in a major transition to remote working whilst also ensuring that policyholders are serviced and operations are maintained.

Australia's life insurance industry is showing very positive signs of recovery from the economic impact of the COVID-19 pandemic. Figures from APRA found that the net profit after tax for the year ended March 2021 was $22.2 billion which was up 14% from the previous year, accredited to an improved investment market performance.

The life insurance market however has still been significantly impacted by the changes from APRA in 2017 and subsequent Royal Commission into Misconduct in Banking, Superannuation and Financial Services in 2019. The majority of life insurance businesses have either separated or been sold from their bank aligned owners which is giving the stand alone life insurance companies the opportunity to focus on improving customer propositions and increasing market share.

With a significant proportion of Australian life insurance companies partly owned by offshore investors, we are going to continue to see further changes in the market. Along with the regulation changes and the COVID-19 pandemic, these companies are being influenced increasingly by their overseas partners, which will inevitably provide strategic direction and product solutions for their clients and consumers in Australia.

Some premiums have been placed on hold during COVID-19, however Income Protection (IP) policies have increased significantly this year due to APRA changes from 1 April 2020, no longer allowing agreed value policies. Cross subsidisation of policies (TPD to IP) stopped in 2017 and APRA are still asking for tighter definitions around mental health.

VICTORIA BUTT
Managing Director & Founder
Product Management & Development
0402 418 326
vbutt@parityconsulting.com.au

VANESSA LALANI
Division Lead
Marketing, Communications & Digital
0410 001 819
vlalani@parityconsulting.com.au

TRISH ASPELL
Senior Consultant
Product Management & Development
0410 001 635
taspell@parityconsulting.com.au

MARKET UPDATE

Life Insurance (cont.)

Retail sales are reasonably healthy but there is a higher burden for advisers to achieve accreditation and sell life insurance, and this has ultimately resulted in a number of advisers leaving the industry. Customers who use advisers definitely see their value, but the majority are not keen to pay for the service anymore. We anticipate this will result in increased innovation and digital experience for retail risk advisers and end customers.

Online access of insurance, superannuation and financial planning services has accelerated during the pandemic, with consumers of all ages increasingly seeing digital as the 'new normal'.

Group life insurance has been disrupted over the last 2 years with PYS (Protecting Your Super), PMIF (Putting Members Interest First) and now COVID-19. With so much change, there is concern around policy pricing and the sustainability of this. It is likely funds will not opt to re-tender in the short term given reinsurance challenges. These challenges will continue to make innovation and product development more difficult. With the increased activity in mergers and acquisitions of industry funds, there has been an increased competitiveness of Life Insurers to tender for more business and gain a leg up on their competitors.

"Current market conditions means that most of the candidates we are working with have multiple offers at the same time."

Trish Aspell, Senior Consultant

Product Management & Development - Insurance

Life Insurance

Salaries & Bonus Information

	Salary	*Potential Bonus	**Actual Annual Bonus	Increase in Base from FY2020	Amount of MCD Experience	Average Age	Highest Level of Education
Marketing Assistant/ Coordinator	$70,000-$85,000	<10%	0%	0%	0-3 years	25-34 years	4% Masters
Marketing Specialist/Executive	$90,000-$120,000	<10%	0%	0%	7-10 years	25-34 years	9% Masters
Marketing Manager	$110,000-$130,000	10%-19%	0%	0%	7-10 years	35-44 years	23% Masters
Communications Manager	$110,000-$130,000	10%-19%	0%	0%	7-10 years	35-44 years	22% Masters
Social Media Manager	$100,000-$120,000	10%-19%	25%-50%	0%	11-15 years	35-44 years	21% Masters
Digital Marketer	$100,000-$130,000	10%-19%	25%-50%	0%	11-15 years	35-44 years	21% Masters
UX/UI Designer	$100,000-$120,000	10%-19%	25%-50%	0%	7-10 years	35-44 years	22% Masters
Senior Marketing Manager	$140,000-$160,000	20%-29%	25%-50%	<5%	16-20 years	45-54 years	38% Masters
Senior Communications Manager	$140,000-$160,000	20%-29%	25%-50%	<5%	16-20 years	45-54 years	34% Masters
Head of Marketing/ Communications/ Digital/ Brand	$200,000-$220,000	30%-39%	25%-50%	0%	16-20 years	45-54 years	38% Masters

Increase on FY2020

Decrease on FY2020

Salary excludes superannuation and bonus
*Potential bonus calculated on base salary only
**Percentage achieved of actual bonus potential

MARKET UPDATE

General & Health Insurance

General Insurance

The General Insurance Industry has shown positive signs of recovery across the major personal and commercial classes of business with the industry reporting a net profit after tax of $1.1 billion and return on net assets of 3.9% during the year ended 31 March 2021. The result was driven by natural catastrophe claims costs, provisions for business interruption (BI) claims and falls in investment income.

In the 12 months to 31 December 2020, GWP (Gross Written Premium) increased by 5.9%, driven by higher premium rates and number of risks written. Commercial and Personal Lines Motor Insurance has seen growth in line with the overall average, while Commercial Property and Professional Indemnity have seen premium growth rates of 12.5% and 22.2% respectively. Interestingly CTP, Travel Insurance and Employers Liability have shown reduction in GWP.

Rising premiums have definitely been a positive for insurance companies and General Insurance Broker firms alike, but the uncertainty around COVID-19 is still causing concern and an air of caution throughout the industry.

The COVID-19 outbreak has also affected the types of insurance claims consumers are making, as government-imposed lockdowns and social distancing measures have changed people's lifestyles. Social distancing measures have led to people travelling less and staying home often, resulting in fewer car insurance claims and more home and contents insurance claims being filed.

When it comes to the major insurers, reports from QBE, Suncorp and IAG show the industry is still coming to grips with last year's major natural catastrophes, business interruption claims, rising reinsurance costs and falling investment income. Unfortunately for the consumer, premium rate increases are going to have to continue for these insurers to get back to making a respectable return on shareholders capital.

What is very apparent as insurers look to initiate growth in a new era is that they must view their core value propositions, distribution channels, workforce strategies and data and technology infrastructure as one unified entity. They must continue to pivot and shift to digital, retain their focus on new and ever-evolving customer needs and ultimately become more agile in their thinking and operations.

MARKET UPDATE

General & Health Insurance (cont.)

Health Insurance

The Private Health Insurance (PHI) industry reported a small decline in net profits after tax in the year ending March 2021, this was mainly due to the deferral of the April 2020 premium increases and other concessions provided to policyholders in response to the COVID-19 pandemic.

The industry continues to be under quite a bit of scrutiny and there needs to be a collaboration with the federal government to agree on significant overhauls if the industry is to be sustainable in the future. Some of the main causes for this are an ageing population, increased use of healthcare services and rising healthcare costs driving up health insurance premiums, making this type of cover less affordable for the majority of the population.

The regulatory reforms which will continue to keep the PHI industry busy include reforms covering Prosthesis, Dependant and Disability, Medicare Benefit Schedule (MBS) items, reviews of Risk Equalisation and Lifetime Health Cover loading.

One of the major challenges for the PHI industry are the decreasing volumes of younger people participating in private healthcare. Younger professionals' premiums help cross subsidise older participants and with a decrease in this participation comes increased costs for the health fund. With the Health Minister governing private health premium increases and practitioners continuing to increase what they charge for consultations (some not in line with the Medicare schedule), health funds are increasingly finding it hard to achieve value for their members.

APRA will continue to challenge the PHI industry in their sustainability and potential consolidation, making it more affordable for members to have private health cover. In Australia, there are 33 private health funds with the majority of customers being serviced by the top 5 funds. Some of the smaller funds have only a few thousand members and are finding it increasingly difficult to sustain their growing operating costs. Some of the recent acquisitions include CUA being purchased by HBF and RT Health being purchased by HCF.

General & Health Insurance

Salaries & Bonus Information

	Salary	*Potential Bonus	**Actual Annual Bonus	Increase in Base from FY2020	Amount of MCD Experience	Average Age	Highest Level of Education
Marketing Assistant/ Coordinator	$70,000-$85,000	0%	0%	0%	0-3 years	25-34 years	2% Masters
Marketing Specialist/Executive	$90,000-$120,000	0%	0%	0%	7-10 years	25-34 years	9% Masters
Marketing Manager	$110,000-$130,000	10%-19%	0%	0%	7-10 years	35-44 years	21% Masters
Communications Manager	$110,000-$130,000	10%-19%	0%	0%	7-10 years	35-44 years	19% Masters
Social Media Manager	$100,000-$120,000	10%-19%	<25%	CPI	11-15 years	35-44 years	18% Masters
Digital Marketer	$100,000-$130,000	10%-19%	<25%	0%	11-15 years	35-44 years	21% Masters
UX/UI Designer	$100,000-$120,000	<10%	<25%	0%	7-10 years	35-44 years	24% Masters
Senior Marketing Manager	$140,000-$160,000	20%-29%	25%-50%	<5%	16-20 years	35-44 years	31% Masters
Senior Communications Manager	$140,000-$160,000	20%-29%	25%-50%	<5%	16-20 years	45-54 years	31% Masters
Head of Marketing/ Communications/ Digital/ Brand	$200,000-$220,000	30%-39%	25%-50%	0%	16-20 years	45-54 years	38% Masters

Note, there are no Increases or Decreases because General & Health Insurance were not surveyed separately last year

Salary excludes superannuation and bonus
*Potential bonus calculated on base salary only
**Percentage achieved of actual bonus potential

MARKET UPDATE

Banking

The Banking industry continues to work through the recommendations from the Royal Commission into Misconduct in the Banking, Superannuation and Financial Services. The impacts of these recommendations and customer perception of the major financial institutions will continue into FY2022 and beyond. We are living through a period averse to risk, with compliance holding precedence over innovation. With long term cultural change being the goal, the industry has invested time and resources into ensuring that their obligations are met and checks on risk and compliance are thorough.

COVID-19 saw financial institutions step in to provide support to their customers who were suffering from financial stress. The banks and other lending institutions' response was strong, creating loan deferral solutions in record times. As of February 2021, a total of $14 billion in loans were still deferred, down from $37 billion in January and a massive fall from their peak of more than $250 billion in June 2020. Initiatives such as these loan deferrals not only absorbed some of the impacts of the pandemic on the economy, but also improved customer perception of these financial institutions.

COVID-19 has had further positive effects on the banking industry, driving an urgent need for digital solutions and seamless customer experience. The improvements were industry wide, but largely dependent on how far progressed the individual banks were on their digital transformational journey. In particular the ability for customers to go through an application process remotely (notably home loan applications) with security checks conducted via video chat or other technology options was a welcome improvement.

VANESSA LALANI
Division Lead
Marketing, Communications & Digital
0410 001 819
vlalani@parityconsulting.com.au

NICK VEALE
Specialist Consultant
Product Management & Development
0452 089 967
nveale@parityconsulting.com.au

AI IWAMI
Specialist Consultant
Marketing, Communications & Digital
0451 193 774
aiwami@parityconsulting.com.au

MARKET UPDATE

Banking (cont.)

The transition to a largely cashless society has also accelerated, with debit cards becoming the preferred payment method as many businesses refused to accept cash during the height of the restrictions. According to data released by the RBA in March 2021 and based on year on year comparison to March 2020, ATM withdrawals are down 4%, debit card purchases are up by 19.3%. Credit card purchases are up 6.9% but outstanding balances accruing interest are down by 26.3%.

Digital card payments are continuing to rise with digital wallet usage becoming more trusted by consumers. With many shops requesting contactless card payments, or refusing cash during the height of lockdowns in 2020, this accelerated the adoption of phone payments. One major bank reported an increase in the number of transactions as 90% between March 2020 and 2021. These payments may still make up a small amount of total transactions (around 10%) however the significant investment in technology to further develop the digital payments ecosystem will likely see quicker adoption of this payment method.

Whilst the major banks were able to weather the storm of the pandemic thanks to their scale, the Neobanks have had a tough year. Xinja handed back their banking license in December 2020. Meanwhile Volt, who struggled at the final stages of their funding for their IPO in 2020, thanks to COVID-19 have pivoted their business to offer Banking-as-a-Service (BaaS) and announced an investment from Australian Finance Group who will use their BaaS product to supply mortgages to their brokers. Judo Bank, who have distanced themselves from the “neo” moniker, have gone from strength to strength, having just secured significant funding in their round 5 equity raise.

NAB announced the acquisition of 86:400 with the goal of bolstering UBank’s growth and digital offerings to the market leading digital banking experience. In February, news about Bank of Queensland acquiring ME Bank was released in a move that was announced as a “critical milestone in our multi-brand strategy to create a real alternative to the big banks”. More recently, CEO George Frazis said that the bank was open to more takeovers.

With restrictions on the big banks' ability to innovate due to the post Royal Commission climate, the question is whether the strategy of acquisition could be something we continue to see play out, although the ACCC is urging the other Neo’s to look to the second tier for investment rather than the majors to avoid a market dominance that they compare to that of Google and Facebook.

"After the year that was, as well as the current unfolding situation, it’s great to see organisations re-starting to look at investing in their marketing, digital and communications space and realising the importance they hold to a business’s overall strategy."

Ai Iwami, Specialist Consultant

Marketing, Communications & Digital

MARKET UPDATE

Banking (cont.)

Other digital platforms continue to come to market, with the most noteworthy being Athena Home Loans, who doubled their mortgage book in 2020 and continue to drive their growth with strong funding, most recently with significant backing from Bluestone.

In December 2020, CBA announced its divestment of Aussie Home Loans with online platform Lendi to take 55% ownership of the Aussie brand. This merger will combine complementary strengths of Lendi's market leading platform and Aussie's bricks and mortar foot print and looks to be a recipe for success.

Whilst 60% of home loans are still completed via broker channels (up from 30-40% 8 years ago), predictions are that direct online applications will dominate the remaining market over the coming decade, particularly for customers who are familiar with the loan application process.

Open Banking, which is a part of the Consumer Data Right (CDR), will make it easier for customers to apply for products, find better deals and compare products more easily whilst gaining more control of their finances via aggregation services. This is now at a critical phase where the major banks are near finalising their accreditation as Data Holders for all customer and banking data. Outside of the majors, the remaining banks are on their way to being completed in early 2022. The main consumer benefits of Open Banking will only transpire as more third-party Accredited Data Recipients (ADR's) emerge, giving consumers new ways to use this data. Currently there are only a handful of ADRs in Australia, however there are more than 100 other businesses going through the ADR accreditation process. If the UK's Open Banking adoption can be used as a guide (the UK currently has more than 300 third party providers and more than 3 million customers using Open Banking services), we can expect significant and exciting innovation in this field in the coming years.

In the volatile world of cryptocurrency, the question of how governments and reserve banks will respond seems to be becoming harder to ignore. At the end of 2020 the Reserve Bank of Australia (RBA) changed it's stance on the viability of a central bank digital currency (CBDC). The RBA announced it would partner with 2 of the Big 4 banks, a major fund manager and a blockchain company to explore the potential of a CBDC. Similar moves have been seen in Sweden with their e-Kroner. The question of whether this is needed given the stability and trust in the Aussie dollar balances the other side of the argument and will continue to be debated in FY2022 and beyond.

Banking

Salaries & Bonus Information

	Salary	*Potential Bonus	**Actual Annual Bonus	Increase in Base from FY2020	Amount of MCD Experience	Average Age	Highest Level of Education
Marketing Assistant/ Coordinator	$70,000-$85,000	0%	0%	0%	0-3 years	25-34 years	3% Masters
Marketing Specialist/Executive	$90,000-$120,000	<10%	0%	0%	3-5 years	25-34 years	11% Masters
Marketing Manager	$110,000-$130,000	<10%	0%	0%	7-10 years	25-34 years	19% Masters
Communications Manager	$110,000-$130,000	<10%	<25%	0%	7-10 years	35-44 years	19% Masters
Social Media Manager	$100,000-$120,000	<10%	<25%	0%	11-15 years	35-44 years	13% Masters
Digital Marketer	$100,000-$130,000	<10%	25%-50%	CPI	11-15 years	35-44 years	19% Masters
UX/UI Designer	$110,000-$130,000	20%-29%	<25%	CPI	11-15 years	35-44 years	23% Masters
Senior Marketing Manager	$140,000-$160,000	20%-29%	25%-50%	<5%	16-20 years	45-54 years	32% Masters
Senior Communications Manager	$140,000-$160,000	30%-39%	25%-50%	<5%	16-20 years	45-54 years	24% Masters
Head of Marketing/ Communications/ Digital/ Brand	$200,000-$220,000	30%-39%	25%-50%	CPI	16-20 years	45-54 years	39% Masters

Increase on FY2020

Decrease on FY2020

Salary excludes superannuation and bonus
*Potential bonus calculated on base salary only
**Percentage achieved of actual bonus potential

MARKET UPDATE

Payments

Payments has been an exciting place to be over the past 12 months. According to data released by the RBA in March 2021 and based on March 2020, New Payments Platform (NPP) payments have increased by 82%. New Payment Platform Australia (NPPA), announced their April 2021 roadmap with some solid numbers backing up this data. Currently there are 75 million accounts able to make and receive NPP payments with the platform processing 2.2 million transactions per day. Nearly 27% of account to account credit transfers are now being made with NPP. There are 6.7 million registered PayIDs which is an increase of 20% since the start of 2021.

The third-party payment initiation formally known as MPS has been rebranded to "PayTo" as its consumer facing name. It will allow customers an improved and digital experience when managing their payment attachments, covering functionalities such as direct debits, the linking of bank accounts for in-app payments, card on file arrangements (such as Uber) and other payment options such as digital wallets and Buy Now Pay Later (BNPL) services. This new service is currently in the build and implementation stages, although it has been delayed somewhat by COVID-19.

"The payments industry has had another very exciting year and it's awesome to see such great talent emerging looking to do things differently."

Nick Veale, Specialist Consultant
Product Management & Development - Banking & Payments

In the burgeoning BNPL industry, the competition is fierce with low margins and new businesses continuing to throw their hat into the ring. A few brands have separated themselves from the pack as market leaders, off the back of a strong brand presence and sizable growth (albeit unstable) in their share valuations. Across this industry we are seeing an increased drive for innovation and consumer led designed products resulting in the increase of services available to consumers. Recent announcements from one of the major banks and a global payments giant to enter this market will be sure to bring BNPL services further into consumers' awareness and will likely see further adoption of this sector.

Another exciting area is QR codes and how they are used to accept payments. QR code technology is by no means new but their worldwide adoption during COVID-19 has resulted in the bulk of the population interacting with them on a regular basis. One major company has slated a pilot to be released in 2021. With Point of Sale (POS) machines having a mature and widespread penetration in the market, this may not become a mainstream payments method, but it will provide a genuine alternative for smaller providers selling in person (think Bunnings sausage sizzle, and the local farmers market etc), to process card payments through QR code technology rather than the need for card terminals.

Mergers & Acquisitions have also been present in the payments landscape with the proposed merger of Eftpos, BPay and NPPA aiming to create a larger organisation better positioned to compete against the global card schemes. The ACCC is evaluating these propositions with some organisations speaking out against the merger as it appears to be a formation of a monopoly. A decision on the merger is due to be made in July 2021.

Payments

Salaries & Bonus Information

	Salary	*Potential Bonus	**Actual Annual Bonus	Increase in Base from FY2020	Amount of MCD Experience	Average Age	Highest Level of Education
Marketing Assistant/ Coordinator	$70,000-$85,000	<10%	0%	0%	0-3 years	25-34 years	8% Masters
Marketing Specialist/Executive	$90,000-$120,000	<10%	0%	0%	3-5 years	25-34 years	16% Masters
Marketing Manager	$110,000-$130,000	<10%	0%	0%	7-10 years	25-34 years	29% Masters
Communications Manager	$110,000-$130,000	<10%	0%	0%	7-10 years	35-44 years	23% Masters
Social Media Manager	$100,000-$120,000	<10%	0%	0%	11-15 years	35-44 years	16% Masters
Digital Marketer	$100,000-$130,000	10%-19%	<25%	0%	11-15 years	35-44 years	21% Masters
UX/UI Designer	$120,000-$140,000	20%-29%	<25%	0%	11-15 years	35-44 years	24% Masters
Senior Marketing Manager	$120,000-$140,000	20%-29%	25%-50%	CPI	16-20 years	45-54 years	36% Masters
Senior Communications Manager	$120,000-$140,000	30%-39%	25%-50%	<5%	16-20 years	45-54 years	27% Masters
Head of Marketing/ Communications/ Digital/ Brand	$180,000-$200,000	30%-39%	25%-50%	<5%	16-20 years	45-54 years	53% Masters

Increase on FY2020

Decrease on FY2020

Salary excludes superannuation and bonus
*Potential bonus calculated on base salary only
**Percentage achieved of actual bonus potential

MARKET UPDATE

Technology

COVID-19 will be recognised as a catalyst for a lot of changes in both the technology and business world. However, studies show that they would have eventually happened anyway - the pandemic has just accelerated them.

Data as an Asset is one of these areas that has grown substantially in FY2021. The businesses that leveraged their data to better understand their customers and to improve their decision-making are clearly the ones that are outperforming everyone else. Cloud solutions allow companies to access data from anywhere. Businesses need to protect and secure data just as they would any other asset. They also need to consider how to boost data literacy in their organisation in FY2022 in order to glean decision-making insights from it. This requires an investment in systems that can efficiently and effectively process, analyse and store the data streaming into the organisation.

We have seen a huge increase in “As-a-Service” – products which are the provision of services that we need to live and work accessed through cloud-based, on-demand platforms. Thanks to cloud offerings from companies like Google, Microsoft, Amazon and an ever-growing horde of start-ups and spinoffs, innovators in all fields can deploy cutting-edge technology with little upfront investment in tools, equipment or specialised human capital. As the ripple effect of the pandemic continues to spread, the companies that adopt scalable cloud solutions as a service are prospering. Zoom is a classic example of this and has now become a household name due to the speed at which it was able to add servers and increase its coverage and quality of services.

Artificial Intelligence (AI) is without doubt one of the biggest technology trends at the moment and the vast volumes of data that we are collecting from a variety of sources will continue to increase.

This means that the machine learning algorithms will become increasingly more sophisticated with the solutions that they are able to deliver. For businesses, there is much more activity online which enables organisations to understand the changing patterns of their customers' behaviour. Every aspect of our lives is increasingly monitored online and whilst some find this intrusive - the ultimate goal is to develop applications that bring economic, social and environmental benefits, and truly bring us into the digital economy.

AMANDA GLACKEN
Division Lead
Product Management & Development
0450 291 368
aglacken@parityconsulting.com.au

SUZAN DCRUZ
Specialist Consultant
Product Management & Development
0416 937 767
sdcruz@parityconsulting.com.au

Technology

Salaries & Bonus Information

	Salary	*Potential Bonus	**Actual Annual Bonus	Increase in Base from FY2020	Amount of MCD Experience	Average Age	Highest Level of Education
Marketing Assistant/ Coordinator	$70,000-$85,000	0%	0%	0%	0-3 years	25-34 years	2% Masters
Marketing Specialist/Executive	$85,000-$100,000	0%	0%	0%	4-7 years	25-34 years	18% Masters
Marketing Manager	$110,000-$130,000	0%	0%	0%	7-10 years	25-34 years	18% Masters
Communications Manager	$90,000-$110,000	0%	0%	0%	7-10 years	35-44 years	17% Masters
Social Media Manager	$100,000-$120,000	<10%	<25%	0%	7-10 years	35-44 years	19% Masters
Digital Marketer	$100,000-$130,000	<10%	<25%	0%	7-10 years	25-44 years	25% Masters
UX/UI Designer	$120,000-$140,000	<10%	<25%	0%	7-10 years	35-54 years	28% Masters
Senior Marketing Manager	$130,000-$150,000	<10%	50%-75%	0%	11-20 years	35-44 years	44% Masters
Senior Communications Manager	$130,000-$150,000	20%-29%	50%-75%	<5%	11-20 years	35-44 years	23% Masters
Head of Marketing/ Communications/ Digital/ Brand	$180,000-$200,000	20%-29%	50%-75%	<5%	16-20 years	45-54 years	39% Masters

Increase on FY2020

Decrease on FY2020

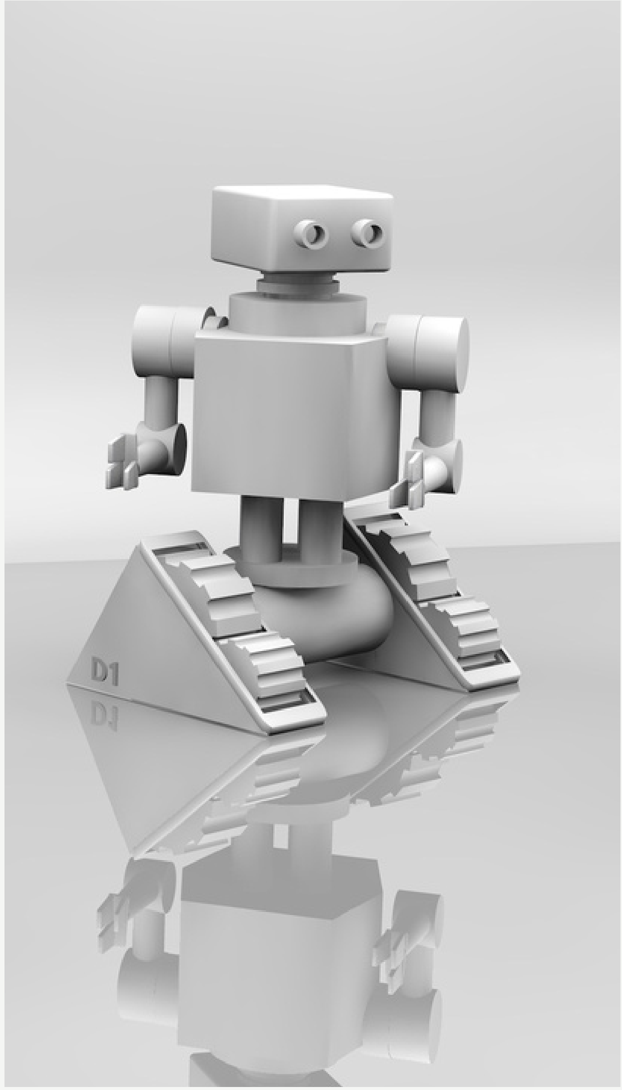
Salary excludes superannuation and bonus
*Potential bonus calculated on base salary only
**Percentage achieved of actual bonus potential

MARKET UPDATE

eCommerce

Customer experience has fast become a top priority for businesses. So many companies are focusing on providing the best customer experience in an attempt to increase retention and loyalty. Customers no longer base their loyalty on price or product. Instead, they stay loyal to companies as a result of the experience they receive. A Walker Study showed that at the end of 2021, customer experience will overtake price and product as the key brand differentiator. Studies show that customers are willing to pay a premium to receive better customer service.

Vehicle Automation is a reality closer than most predict. With the volume of passengers using public transport fluctuating from week to week, and uncertainty around local conditions due to the pandemic, predictions are that initiatives around self-driving vehicles will continue at an increasing pace. Maximising efficiency across public transport networks will be a priority for service providers and reducing human labour costs will help balance the uncertainty around customer demand.

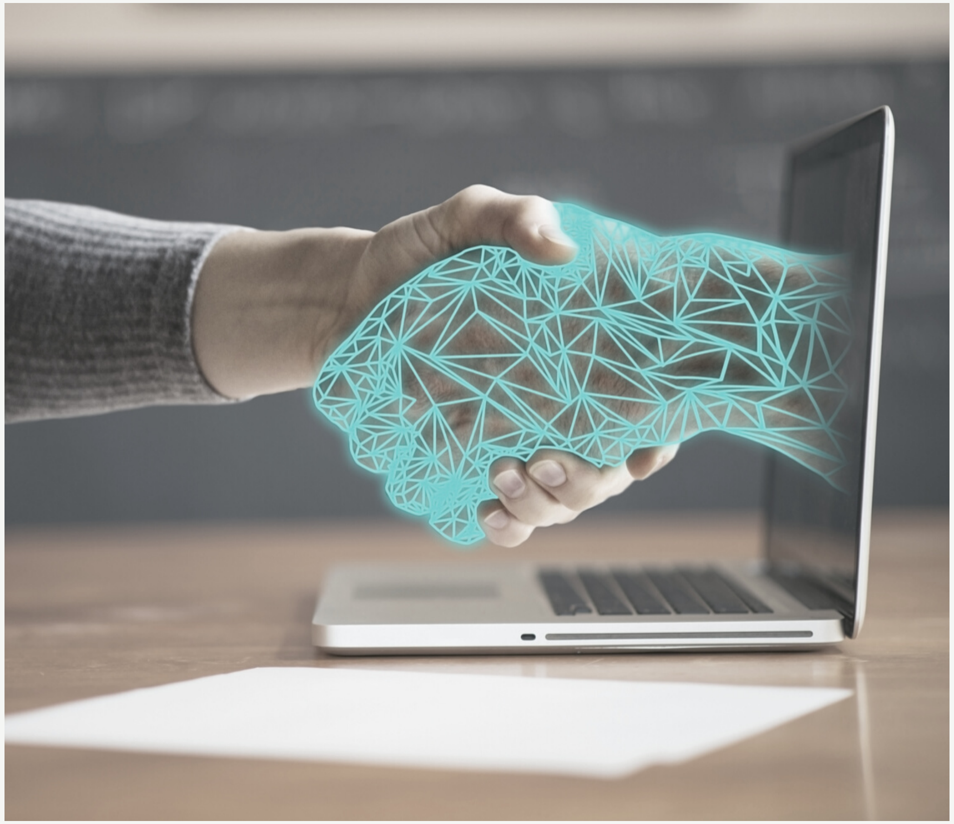


"What a year! We seem to have bounced back with a vengeance with an abundance of roles and multiple opportunities for good candidates. It's certainly a candidate driven market right now and a fantastic time to be looking for a new job."

Amanda Glacken, Division Lead
Technical Product Management

MARKET UPDATE

eCommerce (cont.)



Product customisation is becoming one of the emerging technology trends for e-commerce businesses. Product customisation not only makes customers' purchases convenient, it also enhances the customer experience and is likely to result in retention and loyalty.

E-commerce companies have thrived during the COVID-19 pandemic as more people have shifted to online shopping to avoid physical trips to the store. Total online sales have averaged an annual increase of 65.5% from March 2020 to January 2021 according to Australian Bureau of Statistics. Even when vaccinations have been rolled out and people are able to shop in person, there will still be a certain percentage of the population that will prefer to shop online.

Augmented Reality (AR) has been a complete game changer for e-commerce. With this type of technology, shoppers can truly see the item they're shopping for, which helps them make a buying decision. AR significantly changes the shopping experience in specific industries, such as fashion and home décor as the customer can get a better feel for the item without seeing it in-person. In 2019, Gartner predicted that 100 million consumers will shop using AR by 2020. This report was released before COVID-19 and we are already seeing an increase in the number of businesses utilising AR for their products and businesses. 35% of consumers say that they would be shopping online more if they could virtually try on a product before buying it, and 22% would be less likely to visit a bricks-and-mortar store if AR was available via their favourite e-commerce store. This technology has been adopted initially in larger companies but eventually it is predicted to be mainstream for businesses of all sizes.

eCommerce

Salaries & Bonus Information

	Salary	*Potential Bonus	**Actual Annual Bonus	Increase in Base from FY2020	Amount of MCD Experience	Average Age	Highest Level of Education
Marketing Assistant/ Coordinator	$70,000-$85,000	0%	0%	0%	0-3 years	25-34 years	11% Masters
Marketing Specialist/Executive	$85,000-$100,000	0%	0%	0%	4-7 years	25-34 years	22% Masters
Marketing Manager	$95,000-$120,000	0%	0%	0%	7-10 years	25-34 years	17% Masters
Communications Manager	$95,000-$120,000	0%	0%	0%	7-10 years	35-44 years	17% Masters
Social Media Manager	$100,000-$120,000	<10%	<25%	0%	7-10 years	35-44 years	19% Masters
Digital Marketer	$100,000-$130,000	<10%	<25%	0%	7-10 years	25-44 years	25% Masters
UX/UI Designer	$120,000-$140,000	<10%	<25%	0%	7-10 years	25-34 years	24% Masters
Senior Marketing Manager	$130,000-$150,000	<10%	50%-75%	0%	11-15 years	35-44 years	41% Masters
Senior Communications Manager	$130,000-$150,000	<10%	50%-75%	<5%	16-20 years	35-44 years	21% Masters
Head of Marketing/ Communications/ Digital/ Brand	$180,000-$200,000	20%-29%	<25%	<5%	16-20 years	45-54 years	34% Masters

Increase on FY2020

Decrease on FY2020

Salary excludes superannuation and bonus
*Potential bonus calculated on base salary only
**Percentage achieved of actual bonus potential

Five Year Salary Comparison

	Marketing Assistant / Marketing Coordinator					Marketing / Communications Manager				
	FY2017	FY2018	FY2019	FY2020	FY2021	FY2017	FY2018	FY2019	FY2020	FY2021
Wealth Management	<$70K	<$70K	<$70K	$70K-$85K	$70K-$85K	$110K-$130K	$110K-$130K	$100K-$130K	$120K-$140K	$120K-$140K
Asset Management	<$70K	<$70K	<$70K	$70K-$85K	$70K-$85K	$120K-$140K	$110K-$130K	$120K-$140K	$120K-$140K	$120K-$140K
Life Insurance	<$70K	<$70K	<$70K	$70K-$85K	$70K-$85K	$110K-$130K	$110K-$130K	$120K-$140K	$100K-$140K	$110K-$130K
Banking	<$70K	<$70K	<$70K	$70K-$85K	$70K-$85K	$90K-$110K	$110K-$130K	$100K-$120K	$100K-$120K	$110K-$130K
Technology	<$70K	<$70K	<$70K	<$70K	$70K-$85K	$85K-$100K	$100K-$120K	$100K-$120K	$85K-$120K	$110K-$130K
eCommerce	<$70K	<$70K	<$70K	<$70K	$70K-$85K	$85K-$100K	$100K-$120K	$100K-$120K	$95K-$120K	$95K-$120K

	Senior Marketing / Communications Manager					Head of Marketing / Communications / Digital / Brand				
	FY2017	FY2018	FY2019	FY2020	FY2021	FY2017	FY2018	FY2019	FY2020	FY2021
Wealth Management	$140K-$160K	$150K-$180K	$150K-$180K	$140K-$160K	$140K-$160K	$200K-$230K	$200K-$220K	$200K-$230K	$180K-$200K	$200K-$220K
Asset Management	$160K-$180K	$150K-$180K	$160K-$180K	$140K-$180K	$140K-$160K	$180K-$200K	$190K-$210K	$200K-$230K	$200K-$220K	$220K-$240K
Life Insurance	$160K-$180K	$150K-$180K	$160K-$180K	$140K-$160K	$140K-$160K	$180K-$200K	$180K-$200K	$200K-$230K	$180K-$200K	$200K-$220K
Banking	$140K-$180K	$140K-$160K	$140K-$160K	$140K-$160K	$140K-$160K	$180K-$220K	$190K-$220K	$200K-$230K	$180K-$200K	$200K-$220K
Technology	$160K-$180K	$160K-$180K	$140K-$160K	$120K-$150K	$130K-$150K	$160K-$180K	$160K-$180K	$180K-$200K	$160K-$180K	$180K-$200K
eCommerce	$160K-$180K	$140K-$160K	$140K-$160K	$120K-$140K	$130K-$150K	$160K-$180K	$160K-$180K	$160K-$180K	$140K-$160K	$180K-$200K

parityconsulting.com.au | our vacancies | info@parityconsulting.com.au | +61 2 8068 2016 | +61 3 9016 8606

COVID-19 Impact & Budget Response

As at June 2021, Australia's unemployment rate was 4.9%, a significant drop from 7.5% at August 2020 where it sat at 7.5%. Whilst the economic recovery has been faster than expected, the Reserve Bank of Australia's (RBA) conditions for a rate hike have not been met. It is unlikely that interest rates will be increased until wage growth exceeds 3% (currently at 1.5%) and inflation is sustainably above 2%. Australia's Gross Domestic Product (GDP) is growing strongly, rising by 1.8% in the March 21 quarter, reflecting the continued easing of COVID-19 restrictions and the recovery in the labour market. The ASX 200 has continued to set new milestones, briefly crossing the 7300 line for the first time in history in early June.

Australia has broadly managed the COVID-19 pandemic well, however the path to full recovery will depend on the impact of the July 2021 lockdowns in NSW and Victoria, and the vaccination rollout. To date, the vaccination rollout has been slowed by logistical issues as well as some health issues linked with the AstraZeneca vaccine. As of July 2021, over 10,000,000 doses of vaccine have been administered to Australians, however this rollout has been one of the slowest globally. The October 2021 deadline for the Australian population to be fully vaccinated, as committed to by the Morrison Government, has been revised with a commitment that every Australian including children over 12, could be vaccinated by the end of 2021 with an additional two million Pfizer vaccine doses to become available each week from October 2021.

The delay in the vaccination rollout means that the full opening of the national borders will not happen until at least 2022 and will be a slow process where 'travel bubbles' are considered first. The recent Victorian lockdown, more recent New South Wales lockdowns and more contagious virus variants also suggest that there is some way to go before a return to normalcy is achieved on a national level. Whilst JobSeeker and JobKeeper payments ceased in March 2021, to further support Australians who declare they have lost income and must live or work in a declared hotspot, the Morrison Government has announced a disaster payment of up to $500 per week. These payments will be made to individuals who meet strict rules, including being unable to work and having less than $10,000 in liquid assets. Further relief has been allocated to individuals and businesses alike, significantly impacted by government imposed lockdowns due to COVID-19.

On May 11 2021, the Treasurer, Josh Frydenberg, handed down the 2021-22 Federal Budget which was the second Federal Budget to be handed down during the COVID-19 pandemic. He announced that while the Australian economy has been faring well from the impacts of COVID-19 relative to other advanced economies, this Budget aims to secure Australia's economic recovery by investing in infrastructure and skills to create more jobs and provide incentives to businesses to hire, innovate and grow.

COVID-19 Impact & Budget Response (cont.)

No new large-scale incentives were introduced in this budget, however many of the successful programs introduced in last year's October Federal Budget have been continued.

The idea of a surplus has well and truly been abandoned, however it was announced that this year's deficit of $106.6 billion is $6 billion better than the government predicted a year ago. The government is projecting an improvement to the bottom line with a deficit of $57 billion in 2024-2025, but there is no expected return to surplus for at least a decade.

Other changes announced in the Budget include:

Superannuation Guarantee Contributions (SGC) Increase
Superannuation accounts for almost $3 trillion in retirement savings on behalf of 16 million Australians and this will likely reach $5 trillion by 2034. The 2020 Federal Budget included measures aimed at reducing duplicate super accounts, making it easier for people to compare super funds and targeting underperforming funds. There has also been a retirement income review and much debate over the pros and cons of increasing the SGC from the legislated 9.5% to 12% over the next five years. The increase to 10% SGC took effect from 1st July 2021 and is set to increase by 0.5% each year over the next four years. There was no change announced relating to the increase in SGC in the 2021-22 Budget and as such, employers need to be prepared for the SGC rate to increase from 9.5% to 10% on 1 July 2021 and to factor subsequent increases into their planning processes.

See our summary on the superannuation changes here.

Extending access to downsizer contributions
Expected to commence from 1 July 2022, the Government will reduce the minimum age of eligibility to make downsizer contributions from 65 to 60 years of age.

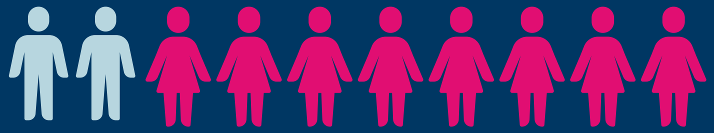
"This gives Australians more flexibility to contribute to their superannuation, especially women and those with moderate balances. Around 55% of those who have used the downsizer contribution to date are women, and 73 per cent have balances less than $500,000," the Women's Budget Statement reads.

Repealing the work test for voluntary super contributions
This measure will allow those aged 67-74 to make or receive non-concessional and salary sacrifice contributions without meeting the work test, subject to existing contribution caps.

Removal of the $450 per month threshold for SGC eligibility
Commencing from 1 July 2022, the Government will remove the current $450 per month minimum income threshold, under which employees are not eligible to receive superannuation guarantee contributions from their employer.

Demographics

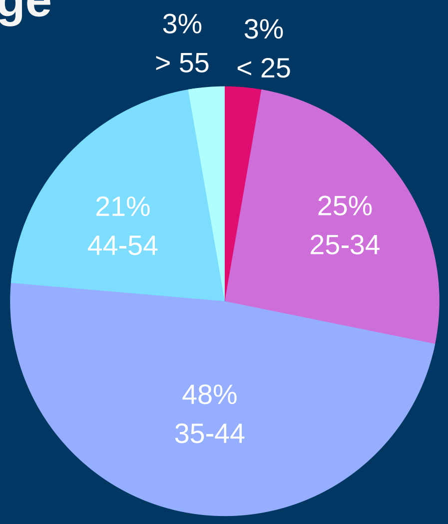
Gender



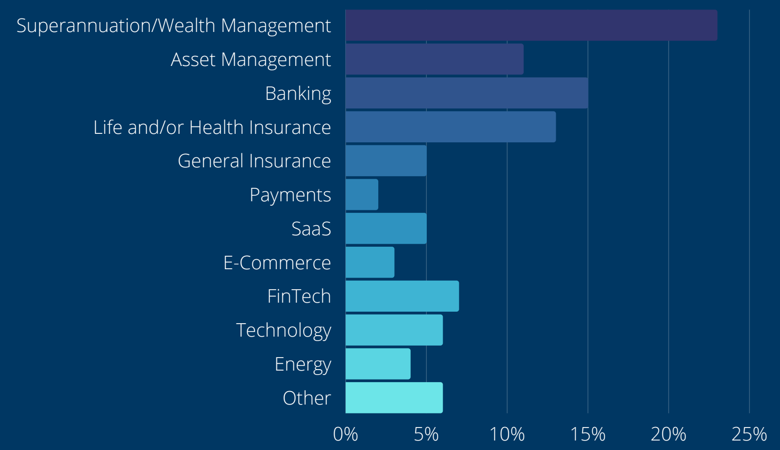
19% Male

81% Female

Age

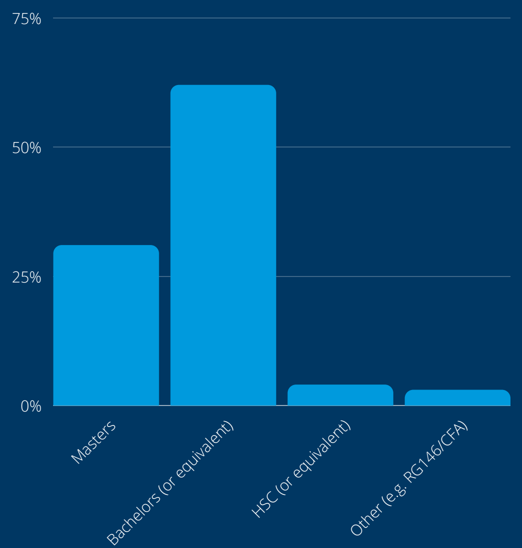


Industry

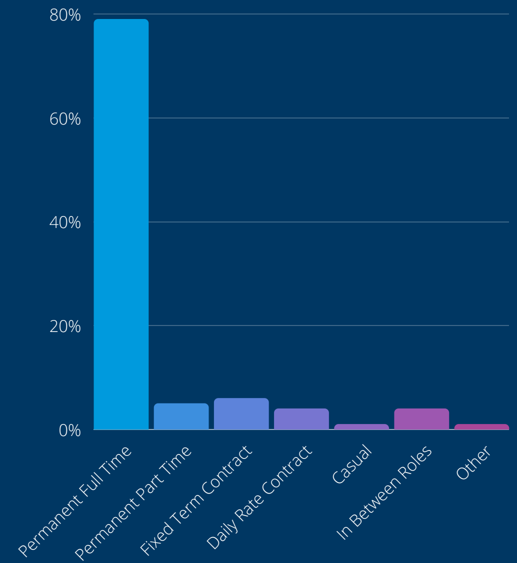


Other industries include but not limited to: Media, Education, Travel, Hospitality, Gaming, Software, Law, HR, and Automotive.

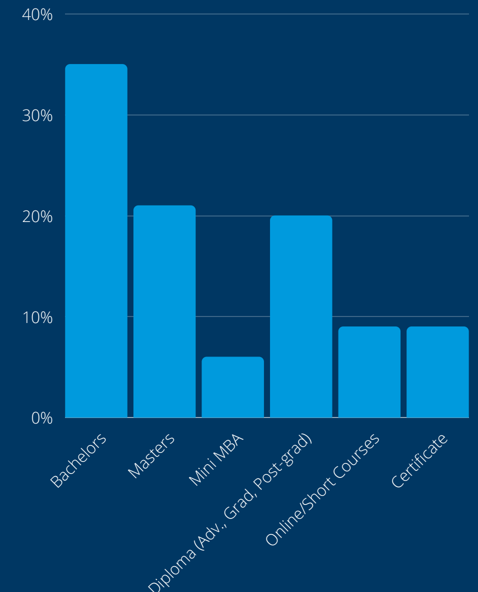
Highest Level of Education



Current Employment Status



Qualifications & Training



Diplomas, certificates and other courses include but not limited to: ADMA, CIMA, TAFE, It's All About Agile, SEO.

Talent Predictions for FY2022

The Marketing, Communications & Digital function is an essential area across all industries and will only continue to develop over the coming years. Most organisations are focussed on a digital transformation and are looking for high calibre 'digital first' professionals who can bridge the gap between business and IT. We are seeing marketing roles becoming less generalist over time as we move towards digitisation in a bid to keep up with consumer needs and expectations - we believe this will continue well into FY2022/2023 and beyond.

The Communications function is a key area which has seen a lot of change in the last 12 to 18 months, and has provided many new opportunities for professionals in today's ever changing environment. We've seen an increased focus on keeping customers engaged and informed, and also assisting organisations to bolster their internal communications functions to better inform their employees of changes, industry updates and regular activities to keep them engaged and committed. Communications teams have, and will continue to, focus on the key areas of customer experience, engagement, retention, satisfaction and loyalty.

"I have not seen such an aggressive war for talent since 2007. Organisations must carve out time to really understand their employees' motivations and needs to ensure they retain them."

Victoria Butt, Managing Director & Founder
Executive Search

Talent Predictions for FY2022 (cont.)

Flexible working

Flexible working is now a key factor for professionals looking to make their next move. The mix of office based and work from home arrangements has seen an increase in collaboration tools since the start of the COVID-19 pandemic, and has shown organisations that flexible working arrangements are here to stay and now considered the “new normal”.

According to a recent poll Parity Consulting conducted over LinkedIn, 59% of professionals stated that 2-3 days in the office would be the ideal balance for them, with 46% stating that they would turn down a job offer if it required working in the office 4-5 days a week. Moving forward, we predict that flexibility in working arrangements and locations will be something that organisations will need to be open to with both potential and existing employees.

Data, digital and technology

Digital is the way of the future and organisations are continuing to invest heavily into marketing analytics, data, AI, insights and the overall customer journey and lifecycle. More than ever, marketers are required to be both creative thinkers and analytical in nature to be successful in this area. Analytics and insights will focus on revenue and lead generation for organisations, as well as looking at customer conversion and retention.

With continuous and fast-paced advances in data and technology, personalisation is now something that is much easier to achieve, and is key for the future marketer. Delivering content tailored to the individual end customer is key and will be something that continues to be an important focus for marketing and communications teams moving forward.

The growth of roles in the digital space continues to rise with roles such as Optimisation Specialist, Head of Digital, UX/UI Designer, Customer Experience Specialist and Marketing Automation Specialist being some of the most common titles in 2021. Digital focused roles will continue to be the roles of the future.

Customer engagement and retention

We are seeing more organisations focusing on customer engagement, retention and satisfaction/loyalty. Many of the roles we have worked on in the first 6 months of 2021 were focused on User Experience, Customer Experience and Campaign and Website Optimisation, which highlights that a lot of organisations are looking to prioritise and focus on the customer journey and customer experience piece now and moving forward. Most of these roles have also been permanent positions as opposed to project and contract based work, which shows the commitment these organisations have to these functions, as well as the importance they put on them. Developing trust through marketing messaging is at the centre of many marketing and communication team’s strategies and will continue to be the case well into 2021/22.

Environmental, Social and Governance (ESG)

“Impact investing” is becoming more and more prevalent and we are seeing fund managers focus on investing in sustainable sources, and looking at appointing ESG teams within their organisation. In general, more businesses are looking at ESG in a business context and putting a strong focus on the organisation’s business model. We have seen a need for both marketing and communications professionals to assist organisations in advising their customers on what they are doing in the ESG and sustainability space, looking at rebranding to include an ESG component in their current offering or corporate values, as well as working on educating through campaigns, collateral and updating of websites and digital channels.

Maintaining Corporate Culture

In March 2020, over 85% of Australian organisations transitioned their workforce to work from home. While there were some early teething problems with remote accessibility, productivity, team connectivity and maintaining mental and physical wellbeing, it is now collectively agreed that it was successfully executed.

Fast forward to July 2021 and we look at how organisations have maintained their culture, what challenges the new hybrid structure is bringing and how organisations are approaching their talent returning to the office.

"We have received mixed reports about how organisations have managed the return to the office plan. Professionals have felt frustrated about being indirectly or directly forced into returning to the office which they may be uncomfortable with."

Nick Veale, Senior Consultant

Product Management & Development - Banking & Payments

What organisations have done well

Internal Communications

Internal communications have been keeping professionals up to date regularly on business news, encouraging inclusivity and belonging. Some organisations have been extra creative during this time and have dropped the corporate armour and showcased executives in an authentic and fun way. This has taken the shape of weekly CEO webinars/videos, townhall recognition/hero awards, weekly themed hacks, and videos of employees, pets and children.

Some organisations have used the pandemic as an opportunity to modify their policies and talent procedures to allow for further flexibility, which has demonstrated how organisations see the future of work.

Virtual Meetings

Whether it’s an all-hands meeting, town halls, regular one-on-one check ins, team check-ins, regular stand ups or virtual meetings, most professionals have reported feeling connected and valued. Professionals appreciate when these meetings are structured, consistent, timely and authentic.

Social Events

Virtual - Planned and ad hoc social events have been well executed and fun for the majority of professionals. Organisations have embraced fancy dress, online games/quizzes, cultural themed days, and colour dress up to encourage some fun/diversity in the social events. This has been further enhanced by sending employees gift vouchers, merchandise, wine, tea and flowers.

In person - Where restrictions have allowed, organisations have planned in person events which often involve exciting team building activities, strategy refreshes, and acknowledging achievements and wins. These also came with refreshments, lunch/dinner and drinks. These are often well planned, have appropriate funding and are appreciated by employees.

Values, Vision & Strategy refresh/reminder

Some organisations have wanted to take this opportunity to focus their employees on the company's values, vision and strategic goals. Creating excitement around business planning and what is in store for the organisation has been a broadly successful technique.

What organisations have done well (cont.)

Support for people leaders
Learning & Development teams have worked hard to support their middle management and people leaders to ensure they have the tools they require to operate effectively as people leaders. Separate forums have been set up specifically for people leaders to share their wins and challenges which have been highly successful.

Inclusion for new starters
Inclusive and thoughtful onboarding processes have ensured that new starters have felt included and a sense of belonging from day one. Virtual morning teas, celebratory drinks and team building exercises have been built into the onboarding process for new starters in their first 6 weeks and when executed well, have set up the employee up for success.

Health and Wellbeing
Rest & Relaxation days, recharge sessions and encouraging health and wellbeing amongst employees is not a new concept, however when the pandemic started, it was what most organisations focussed on. Budgets have been significantly increased to support health and wellbeing amongst employees and there are ongoing projects to continue to monitor this. Surveys pulse-checking how employees are doing are providing the data organisations desperately need to support their talent through this challenging time.

Some organisations have a ‘walk and talk’ culture which has helped employees move more throughout this time. A small number of organisations issued additional leave in FY2021 to assist with the burden of home schooling and caring for the young/old.

Investment
Most organisations provided funding for employees to purchase additional work equipment for their home workstations, and some have even gone to extra lengths to pay for additional internet connection, remote access, printers, chairs and earphones.

Organisations who have invested in good collaboration tools to allow their teams to work together seamlessly have experienced the best feedback from their employees. One of the major sources of stress for employees when they work remotely is poor connection, lack of access to systems and documents and a poor virtual team experience.

What organisations have *not* done well

Directly & indirectly encouraging employees to return to the office

The area which has seen professionals become increasingly frustrated is how the return-to-office plan is taking shape. Some organisations took an early stance and said they would never return to working in the office 5 days a week and will strive for a fully remote workforce, whereas others requested their employees to return late last year. This has played out in the following ways:

- Where the people leader is not in line with the organisation's stance. For example, the organisation has distributed communications suggesting employees need to feel comfortable working and that they are able to decide how that looks (i.e. if they WFH or in the office). However, the people leader then deems it important for the employee to be based in the office;
- Small/medium enterprises may not have the infrastructure and funds to set up collaboration systems and have encouraged their teams to return to the office; and
- Some industries and/or CEO’s have requested their talent return shortly after restrictions were lifted and were openly unhappy with some employees who were resistant to returning.

Whether it is mixed messages or indirectly penalising talent for not returning to the office in line with other team members, this growing divide has been frustrating from both sides.

Infrequent and inconsistent communications

An all-hands webex/VC which runs over time and/or is badly managed is very frustrating for professionals. In addition, scripted, inauthentic check-ins by people leaders have also gone down quite badly.

Communications which are regular, well structured and well thought out are well received in comparison, rather than little or no communications.

Hybrid working leading to a lack of communication

With some employees in the office regularly and others not, there is a growing breakdown in communication. Water cooler conversations have started to occur and will naturally exclude those employees who are not in the office on that day.

Online Virtual meeting fatigue

After 16 months of the global pandemic and 3-4 state lockdowns (depending on the state), professionals (and, well, everyone really) are simply fatigued by video conferencing and not being able to meet their colleagues/clients in person. This has affected internal and external relationship building and the impacts of this will be seen for years to come.

Forced leave

In December 2020, the majority of large organisations forced their employees to take annual leave as leave balances were a significant burden on balance sheets. This meant that some employees were asked to take up to three quarters of their annual leave in December/January during school holidays. This was a significant cause of frustration and also meant some professionals entered the 2021 calendar year fatigued and with little/no holiday accrued.

Who We Are

At Parity we're so much more than recruiters. As micro-specialists in Product Management, Pricing, Marketing, Communications and Digital recruitment, we're obsessed with adding value to our business community.

We don't just have an outstanding reputation for matching great talent with the best companies, we're also proud to invest 10% of our profits annually into industry training and events through Parity *Plus*, a recruitment industry first in Australia!

Most importantly, we love what we do - and it really does show in our results, with a delivery rate over 95%. With low attrition across our team since we were established, our clients and candidates have access to a wealth of specialist industry knowledge. Our low volume, high-service approach gets results. We are true partners who put equal value on client and candidate relationships, hence the name Parity.

Relationships are everything to us - many of our candidates become clients, and most of our clients have been with us for many years.

Our service is second to none. Our team are all specialists in their industry field who have been technically trained in their functional area. They know what you are talking about and they get what you're looking for.

We are a diverse team and pride ourselves on our culture. Our team consists of shark divers, prima ballerinas and ABBA enthusiasts to name a few!

How did we do it?

With over 1,840 Marketing, Communications and Digital professionals contributing to this salary guide in FY2021, Parity Consulting is proud to share that it is the most detailed specialist Marketing, Communications and Digital salary guide and insights in Australia (if not beyond!).

The Executive Summary of this guide is derived from client and candidate insights and information, combined with the specialist knowledge of Parity's qualified Marketing, Communications and Digital recruitment team.

4 Years
Average tenure for placed candidates

>95%
Delivery Rate

BRW
Fast Starter Award

Low
Team Attrition

Strong
Industry Reputation

Flexible Culture
90% Part-Time Workforce

Meet the Team

VICTORIA BUTT

Founder & Managing Director

Product Management & Development

0402 418 326

AMANDA GLACKEN

Division Lead

Product Management & Development

0450 291 368

VANESSA LALANI

Division Lead

Marketing, Communications & Digital

0410 001 819

AGNES VILLANYI

Senior Consultant

Product Management & Development

0405 395 021

TRISH ASPELL

Senior Consultant

Product Management & Development

0410 001 635

AI IWAMI

Specialist Consultant

Marketing, Communications & Digital

0451 193 774

NICK VEALE

Specialist Consultant

Product Management & Development

0452 089 967

SUZAN DCRUZ

Specialist Consultant

Product Management & Development

0416 937 767

MIRJANA MALES

Business Manager

0421 581 566

PAUL CLARKE

Finance Manager

(02) 8068 2016

ROSA PALMIERI

Administrative & Marketing Assistant

(02) 8068 2016

Valued Partners

brainmates™

https://brainmates.com.au/

We've worked closely with Parity Consulting for nine years. It is a relationship that we really enjoy. We think that the reason it works so well is that we share the same values and work towards common goals. Raising the profile of Product Management as an essential strategic function in EVERY business is key to our work. We've worked with Start-ups, Scale Ups and Enterprises since 2004 to successfully set up and enhance their Product Management practice.

We're known as Product Partners, helping deliver on the promises of Product-Led Transformations. Our 6 step, no-nonsense Product-Led Transformation Programs are bite sized and includes support on 3 fronts; doing Product Management, teaching Product People and changing the Organisational culture.

Leading the Product is the largest Product Management Conference in the Southern Hemisphere. It is a community event, championed by Product Managers as a place to ignite their passion for developing and managing great products and services. At Leading the Product we make sure that you are getting more than just a round robin of well- known speaker names. Every talk is unique and original content that has been sourced from actively practicing Product People and industry leaders who share their experiences and insights with the audience. There is no "pause" button at LTP. You are part of the experience and the input of the audience changes the outcome and insights from the day.

LEADING THE PRODUCT
A Product Management Conference

https://www.leadingtheproduct.com/

talentinsight
connect | transition | transform

talentinsight Australia is a career management, leadership and people advisory consultancy. Offering tailored career management coaching programs, we work with individuals who are looking to proactively manage their career as they grow through an organisation or as they seek to engage with the market to explore new opportunities. All of our programs are designed to help you make informed career decisions by ensuring you: are clear on your preferred pathway and/or options; can clearly and confidently articulate your experience and potential; can effectively negotiate and evaluate potential opportunities; can accurately represent your full capability and experience in your CV and online profile; and are well equipped to engage with interviews / hiring processes.

https://talentinsight.com.au/career-management/for-individuals/

At Work Happy we believe that every business is unique and deserves a tailored BOOST EAP to suit their every need, a program with a growth mindset at its heart. Everyone needs a BOOST - that's why our BOOST EAP has growth in mind, not just crisis.

Our team at Work Happy are committed and passionate about working in partnership to create a workplace that is as mentally and emotionally healthy as possible.

Ultimately, we work with our clients to create working environments that allow people to prosper and grow and to collectively support the building of cultures that people want to be part of.

WorkHappy

workhappy.com.au

Keep in Touch

SYDNEY

Level 2, 37 Bligh Street,
Sydney NSW 2000
+61 2 8068 2016
info@parityconsulting.com.au

MELBOURNE

Suite 504, 356 Little Collins Street,
Melbourne VIC 3000
+61 3 9016 8606
info@parityconsulting.com.au

OUR VACANCIES

We would like to thank all participants, clients, candidates and strategic partners who have participated in and contributed to our FY2022 Marketing, Communications & Digital Salary Guide & Insights. We would also welcome the opportunity to hear from our community on new areas of interest and feedback as to how we may be able to improve our Salary Guide & Insights.

For more information on Parity Plus and our additional initiatives, please visit:
www.parityconsulting.com.au/parity-plus/

Celebrating the end of lockdown 1.0

Team building - Paint & Sip class

Disclaimer

Our Salary Guide is part of our Parity *Plus* initiative and whilst every consideration is taken in the collection and compilation of data, the guide is interpretive and indicative - not conclusive. Therefore, the information contained in this document should be used as a guideline only and should not be reproduced in total or in part without express written consent from Parity Consulting.