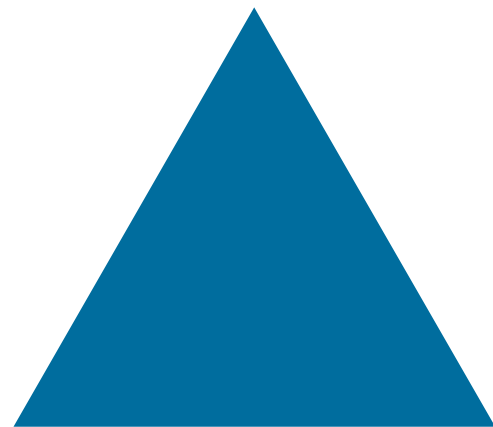
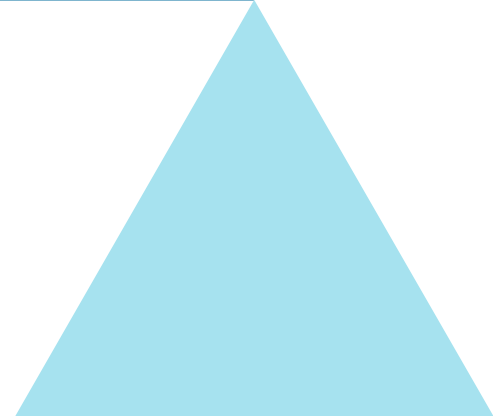
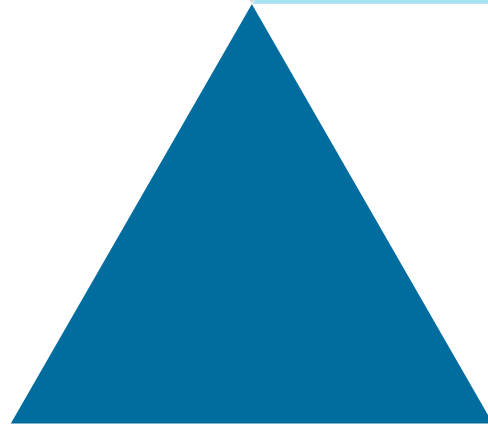


HEALTH WEALTH CAREER



BACKBENCH MEMBER OF VICTORIAN PARLIAMENT SALARY BENCHMARKING

AUGUST 2019



MAKE TOMORROW, TODAY



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1

INTRODUCTION

Mercer has prepared this report at the request of the Victorian Independent Remuneration Tribunal (The Tribunal) to comprehensively review the salaries of Backbench Members of the Victorian Parliament. The Tribunal is after an independent review of the role of a backbencher member of Parliament in Victoria.

Our understanding of the role has been informed by a role statement regarding the overview of the role and the responsibilities of a Backbencher of Victorian Parliament enclosed in Appendix A. We have also used our analysis of The Role of a Backbencher of the Federal Parliament conducted in November 2011 to further inform ourselves of the roles in question.

Mercer's approach to this project has involved:

- Determining the work value of the Backbencher role utilising the Mercer CED job evaluation methodology which enables an assessment of the relative size of positions.
- Reviewing a broad range of remuneration market benchmarks at similar work value levels across a broad range of job families and market sectors to provide the Tribunal with contextual market information regarding levels of base salary paid in the community.
- Presenting the market remuneration information in tabular format, reporting the inter-quartile range (i.e. the 25th percentile, median and 75th percentile) and average for each role. These remuneration tables will assist the Tribunal to form a view about the:
 - Overall levels
 - Spread or distribution of base salary for these roles in the market.
- Referenced a range of data sources. Our primary source for private sector remuneration comparisons has been data contained in Mercer's remuneration databases and proprietary surveys. For sake of completeness, we have also provided remuneration levels for roles at similar levels utilising the Australian Public Service (APS) Senior Executive Service remuneration survey which we have conducted on behalf of the APS for a number of years, and the Victorian Public Service Executive Officer remuneration rates.

It is to be noted that the focus of this report is on base salary. However, it should be recognised that benchmarking at base salary level is not the most prevalent approach to remuneration benchmarking undertaken in the Australian market, where most private sector organisations now adopt some form of total fixed remuneration concept inclusive of superannuation, motor vehicle and other benefits, and the associated FBT cost.

Similarly, for most of the private sector comparisons we have made, there would be an element of variable incentive or bonus payment payable on top of the fixed remuneration components, and contingent on performance. While these elements are outside the scope of this comparison, they cannot be ignored if an overall assessment of market competitiveness to private sector remuneration practices is contemplated.

2

WORK VALUE ASSESSMENT

JOB EVALUATION PROCESS

Mercer has reviewed documentation provided by the Tribunal. Based on our understanding, we have undertaken a work value assessment of the role of Backbencher of Victorian Parliament by applying the Mercer Cullen Egan Dell (MCED) job evaluation methodology.

The MCED methodology has been widely used in both the public and private sectors in Australia for many years and has broad acceptance as a reliable methodology for determining the relative work value of many different types of jobs ranging from senior executives, management, professionals, administrative and technical and blue-collar occupations.

Job Evaluation is a method of assessing the relative work value of jobs. The system expresses the worth of a position in work value points. These points are determined by assessing eight sub factors which are based on a systems approach to understanding jobs.

The following factors have been considered in the evaluation process.

- Expertise – the knowledge, skills and experience required for the job, as well as the breadth of functions and interpersonal skill required to be fully effective
- Judgement – the job environment in which the position operates, and the thinking challenges faced by the position.
- Accountability – the measured outcomes expected from the position.

The ratings for each factor result in an overall work value for the position under review. Please refer to Appendix B for further details about the Mercer CED evaluation system.

WORK VALUE PROFILE

In undertaking the work value assessment of the role of Backbencher in the Victorian Parliament, we have also considered the relativities with the work value of the role of a Backbencher in the Federal Parliament (Mercer review, November 2011). Please note that the position has been assessed in terms of the requirements of the role assuming it is being performed 100% competently, rather than the experience or skills possessed by any of the incumbents in the position.

Based on our understanding of the Backbencher role in Victorian Parliament, the recommended evaluation profile is shown in Table 1. This evaluation reflects the current demands and expectations of the role, including the impact of social media on communications.

Members of the Victorian Parliament have recently been surveyed and the majority of respondents noted that social media, the media cycle and new technology has led to greater expectations from the public. Many Members of Parliament commented that there is now an expectation that they will respond to constituents at all times via email or social media. The demands placed upon Members of Parliament are considered to have increased, with the expectation that they will quickly respond to constituent issues raised on social media, and maintain an active social media presence after standard business hours.

Mercer notes that whilst the work value assessment does not assess workload as such (additional after hours work), it does assess the job environment in which the position operates and the judgement needing to be exercised. This is where the impact of social media, the media cycle and new technology has been considered.

Table 1: Mercer CED Job Evaluation Profile

Position	Impact	Expertise	Judgement	Accountability	Work Value Points
Backbench Member of Victorian Parliament	Advice	F+4-d (269)	D+5- (218)	E+2d (269)	756

3

GENERAL MARKET REMUNERATION DATA - WORK VALUE BASED

Mercer has drawn upon various sources of data to provide remuneration benchmarks for consideration by the Commonwealth Remuneration Tribunal.

Our remuneration analysis draws on the following sources:

- Mercer's **General Market Payline**, which provides an indication of the market remuneration levels for positions of similar work value points scores. The General Market Payline is derived through statistical analysis of our remuneration databases, which currently include some 400,000 incumbent records across the broad span of industries, organisation sizes and types in Australia.
- Position-based information drawn from specific positions in Mercer's **Quarterly Salary Review** publication (Quarter One 2019 edition). Mercer identified positions in a range of job families across the middle to senior management levels in mid-sized companies. Please refer to Appendix C for a list of the Quarterly Salary Review data contributors.
- The **Australian Public Service Senior Executive Service Survey** that Mercer has conducted on behalf of the Commonwealth since 1997.

The statistics provided are 25th percentile, 50th percentile (median), 75th percentile, and average which provides a useful indication of the distribution of salaries in the market.

We have focused on Base Salary only. Therefore, the data does not include remuneration elements such as motor vehicle benefits, cash allowances or any forms of performance payment or incentive remuneration which are common components of remuneration in the private sector. Similarly, the data provided does not include superannuation contributions.

GENERAL MARKET DATA – FOR ROLES OF SIMILAR SIZE

The following table summarises the inter-quartile range of the general market for roles of similar work value points. Data has been provided effective July 2019 and has been rounded to the nearest \$100.

Table 2: Work Value Market Remuneration Data July 2019

Position	Work Value Points	Australian General Market 25 th Percentile Base Salary	Australian General Market 50 th Percentile Base Salary	Australian General Market 75 th Percentile Base Salary
Backbench Member of Victorian Parliament	756	\$168,800	\$200,300	\$237,700

COMPARATIO ANALYSIS

Mercer has analysed the current base salary rate of a Backbencher relative to the market data.

We have provided the inter-quartile range of the general market for roles of similar work value points and analysed the current remuneration relative to the Australian General Market. The comparison has been provided in the form of a comparatio, which represents a ratio between an individual's actual rate of pay and the market rate.

For example:

$$\frac{\text{Actual Pay}}{\text{Market Pay}} = \frac{\$220,000}{\$200,000} = 1.10 \text{ (indicating 10\% above market in this example)}$$

The comparatio analysis is provided in Table 3. All data presented is current at July 2019.

Table 3:Comparatio Analysis Relative to Work Value Based Market Data July 2019

Position	Base salary	Comparatio for Australian General Market 25 th Percentile	Comparatio for Australian General Market 50 th Percentile	Comparatio for Australian General Market 75 th Percentile
Backbench Member of Victorian Parliament	\$163,189	0.97	0.81	0.69

This analysis indicates that the current Base Salary rate for a Backbencher in the Victorian Parliament is most closely aligned with the 25th percentile of the Australian general market for similar sized roles.

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GENERAL MARKET REMUNERATION DATA – POSITION MATCHED

GENERAL MARKET DATA – FOR POSITION MATCHED ROLES

The following remuneration data has been provided based on position-matching. Mercer generally considers position matching valid when there is an 80% match, or better, with the generic survey position description.

For the role of Backbencher in the Victorian Parliament, it is acknowledged that there is no single career pathway. As such, remuneration data has been provided for a range of experienced senior managers/professionals in different disciplines within the general market. In Mercer’s view, this is the most reasonable position matched data to reference.

- Senior Manager Human Resources
- Senior Manager Accounting
- Senior Manager Corporate Finance Management
- Senior Manager Information Technology
- Senior Manager BD, Strategy and Planning
- Senior Manager Sales
- Senior Manager Logistics Operations
- Senior Manager, Legal Counsel.

Table 4: Human Resources Job Family, QSR (Quarter One 2019)

Position Title	Mercer Code	25th	50th	75th	Average
Senior Manager Human Resource	HRM.02.001.M40	\$143,900	\$172,300	\$197,800	\$175,700

Table 5: Finance and Administration Job Family, QSR (Quarter One 2019)

Position Title	Mercer Code	25th	50th	75th	Average
Senior Manager Accounting	FIN.06.001.M40	\$141,500	\$161,000	\$187,400	\$166,300
Senior Manager Corporate Finance Management	FIN.03.024.M40	\$153,500	\$182,600	\$215,600	\$189,500

Table 6: Information Technology Job Family, QSR (Quarter One 2019)

Position Title	Mercer Code	25th	50th	75th	Average
Senior Manager Information Technology	ITC.02.001.M40	\$159,400	\$177,100	\$197,600	\$182,000

Table 7: Sales and Marketing Job Family, QSR (Quarter One 2019)

Position Title	Mercer Code	25th	50th	75th	Average
Senior Manager BD, Strategy and Planning	SMP.02.021.M40	\$143,200	\$185,103	\$219,164	\$184,973
Senior Manager Sales	SMP.07.010.M40	\$158,200	\$187,035	\$221,000	\$187,690

Table 8: Production and Supply Job Family, QSR (Quarter One 2019)

Position Title	Mercer Code	25th	50th	75th	Average
Senior Manager Logistics Operations	SCN.04.001.M30	\$96,850	\$117,400	\$140,000	\$122,400

Table 9: Legal Job Family, QSR (Quarter One 2019)

Position Title	Mercer Code	25th	50th	75th	Average
Senior Manager, Legal Counsel	LCA.03.011.M40	\$175,100	\$208,700	\$229,000	\$216,900

Table 10: Comparatio Analysis Relative to the Position Matched Data

Position Title	Mercer Code	Compa- ratio for 25th	Compa- ratio for 50th	Compa- ratio for 75th	Compa- ratio for Average
Senior Manager Human Resources	HRM.02.001.M40	1.13	0.95	0.82	0.93
Senior Manager Accounting	FIN.06.001.M40	1.15	1.01	0.87	0.98
Senior Manager Corporate Finance Management	FIN.03.024.M40	1.06	0.89	0.76	0.86
Senior Manager Information Technology	ITC.02.001.M40	1.02	0.92	0.83	0.9
Senior Manager BD, Strategy and Planning	SMP.02.021.M40	1.14	0.88	0.74	0.88
Senior Manager Sales	SMP.07.010.M40	1.03	0.87	0.74	0.87
Senior Manager Logistics Operations	SCN.04.001.M30	1.68	1.39	1.17	1.33
Senior Manager, Legal Counsel	LCA.03.011.M40	0.93	0.78	0.71	0.75
Average		1.14	0.96	0.83	0.94

This analysis shows that when benchmarked against an experienced senior manager in the general market, across a range of job families, the base salary rate for a Backbencher in Victorian Parliament is most closely aligned to the median of the market data (relative to the senior manager positions listed in Table 10 above).

VARIABLE PAY

It should be noted that in the private sector, roles at this level would often also have an incentive opportunity in addition to their fixed pay. In this section, Mercer has provided some *indicative* data relating to the incidence of incentives, incentive opportunity levels, and payout levels for the position matched roles. *It is noted that this data is provided outside of scope.*

The following table details the *incidence* of incentives offered to the position matched roles.

Table 11: Incidence of Incentives for Senior Manager Survey Roles

Position Title	Mercer Code	Percentage of Survey Roles with incentives offered
Senior Manager Human Resources	HRM.02.001.M40	83%
Senior Manager Accounting	FIN.06.001.M40	70%
Senior Manager Corporate Finance Management	FIN.03.024.M40	85%
Senior Manager Information Technology	ITC.02.001.M40	83%
Senior Manager BD, Strategy and Planning	SMP.02.021.M40	82%
Senior Manager Sales	SMP.07.010.M40	79%
Senior Manager Logistics Operations	SCN.04.001.M30	88%
Senior Manager, Legal Counsel	LCA.03.011.M40	91%
Average		83%

The following table presents market data relating to the incentive *opportunity* level (as a percentage of base salary) for the position matched roles.

Table 12: Incentive Opportunity Levels (as a Percentage of Base Salary)

Position Title	Mercer Code	Percentage for 25th	Percentage for 50th	Percentage for 75th	Percentage for Average
Senior Manager Human Resources	HRM.02.001.M40	17%	18%	20%	18%

Position Title	Mercer Code	Percentage for 25th	Percentage for 50th	Percentage for 75th	Percentage for Average
Senior Manager Accounting	FIN.06.001.M40	10%	9%	20%	13%
Senior Manager Corporate Finance Management	FIN.03.024.M40	11%	15%	19%	18%
Senior Manager Information Technology	ITC.02.001.M40	25%	34%	50%	42%
Senior Manager BD, Strategy and Planning	SMP.02.021.M40	21%	17%	18%	21%
Senior Manager Sales	SMP.07.010.M40	14%	18%	21%	18%
Senior Manager Logistics Operations	SCN.04.001.M30	1%	7%	9%	9%
Senior Manager, Legal Counsel	LCA.03.011.M40	7%	18%	23%	20%
Average		13%	17%	23%	20%

At the median of the market, depending on the position, the *opportunity* levels range from 7% to 34% of the base salary (averaging 17% of base salary at the median).

The following table presents the percentage of incentive *payouts* (as a percentage of base salary) for the position matched roles.

Table 13: Incentives Paid Out (as a Percentage of Base Salary)

Position Title	Mercer Code	Percentage for 25th	Percentage for 50th	Percentage for 75th	Percentage for Average
Senior Manager Human Resources	HRM.02.001.M40	10%	12%	11%	10%
Senior Manager Accounting	FIN.06.001.M40	6%	11%	14%	12%
Senior Manager Corporate Finance Management	FIN.03.024.M40	9%	9%	14%	14%
Senior Manager Information Technology	ITC.02.001.M40	12%	18%	18%	21%

Position Title	Mercer Code	Percentage for 25th	Percentage for 50th	Percentage for 75th	Percentage for Average
Senior Manager BD, Strategy and Planning	SMP.02.021.M40	10%	9%	9%	13%
Senior Manager Sales	SMP.07.010.M40	8%	11%	17%	12%
Senior Manager Logistics Operations	SCN.04.001.M30	3%	8%	10%	9%
Senior Manager, Legal Counsel	LCA.03.011.M40	4%	9%	18%	11%
Average		8%	11%	14%	13%

At the median, the payout levels (as a percentage of base salary) are in the range of 8% to 18%, depending on the position (averaging 11% payouts at the median).

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GOVERNMENT SECTOR REMUNERATION DATA

In this section Mercer has referenced remuneration data for local government and the state public service.

LOCAL GOVERNMENT DATA

Consistent with the previous Backbencher review, we have selected two benchmarks in the local government sector. The positions of:

- **Mayor** - elected, political role responsible for leading the direction of the Council, interface with the community, and chairing the Council meetings and committees. The Mayor would typically work closely with a Chief Executive or General Manager responsible for the operational management of the city organisation and budget.
- **Deputy Mayor** – these are senior management roles and typically are direct reports to the Mayor of the Council. They have management accountability for multiple functional divisions of Council’s activities (e.g. Community Services, Infrastructure, Finance). In Mercer’s view, this role has lower accountability than the Backbencher in Victorian Parliament.

Data has been sourced for these roles within the State of Victoria, and New South Wales data provided as another point of comparison. Please note that Councils within Victoria are divided into three categories based on the income and population of each Council.

Table 14: Mayor Base Salary Data, Victorian Minister for Local Government Review (December 2018)

Victorian Minister for Local Government Review, 1 December 2018	
Position Title	Base Salary
Mayor (Melbourne City Council)	\$196,931
Mayor (Geelong City Council)	\$98,465
Mayor (Category 3)	Up to \$98,465
Mayor (Category 2)	Up to \$79,612
Mayor (Category 1)	Up to \$61,651

Table 15: Mayor Role, Local Government Remuneration Tribunal NSW (April 2018)

NSW Local Government Remuneration Tribunal*		
Position Title	Minimum	Maximum
Mayor (Principal City)	\$191,950	\$256,620

*Note that the Base Salary figures have been calculated by the adding the Minimum Annual fee to the Additional Fee (\$26,970 + \$164,980) and the Maximum Annual Fee to the Additional Fee (\$39,540 + \$217,080), rounded to the nearest hundred.

VICTORIAN PUBLIC SERVICE DATA

Remuneration data has also been referenced for the Victorian Public Service. The following table presents salary information for Executive Officer Level 3. The VPS EO3 level covers roles that are in the work value range of 685-949 points, which is most closely aligned to the work value of the Backbencher role. It should be noted, however that the available data related to Total Remuneration Package. As such, an *indicative* Base Salary was calculated, by removing the Superannuation Guarantee Contribution of 9.5%.

Table 16: Victorian Public Service – Indicative Base Salary* Rate, 1 July 2019

Indicative Base Salary Rates			
Classification Level	Work Value Range	Minimum	Maximum
EO3	701-1124	\$169,599	\$219,899

*Based on current total remuneration package rates (\$185,711 to \$240,789) less SGC of 9.5%

AUSTRALIAN PUBLIC SERVICE DATA

Remuneration data has also been referenced for the Australian Public Service. The following table presents salary information for Senior Executive Service level 1. The APS SES1 level covers roles that are in the work value range of 685-949 points, which is most closely aligned to the work value of the Backbencher role.

Table 17: SES 1, APS Survey (31 December 2018)

Base Salary, 2018 APS SES Remuneration Survey 31 December 2018					
Employment Agreement/ Determination	Sample Size	Q1	Median	Q3	Average
SES 1	1,952	\$187,276	\$196,609	\$212,948	\$199,344

6

SUMMARY

The current base salary level of a Backbench Member of the Victorian Parliament is \$163,189.

When reviewing the base salary rate for a Backbench Member of the Victorian Parliament, the Tribunal may wish to consider setting remuneration that is in line with the principles that were considered in 2011, when setting remuneration for a Backbench Member of *Federal* Parliament. At the time, the principles were that the base salary rate would be:

- Broadly reflective of a private sector 25th percentile for positions of comparable work value
- Pitched below that of a Chief Executive of a local government organisation
- Reflective of an experienced professional in legal services, though substantially below a senior manager in a small CBD professional practice
- Pitched below that of a seasoned professional working in a variety of professions, or a manager overseeing a diversity of functions in a medium sized business.

RECOMMENDED BASE SALARY RANGE

Based on these principles, and given the range of benchmark data presented in this report, it suggests setting the base salary for a Backbencher in Victorian Parliament within the following range.

Table 18: Relevant Reference Points (if applying the same principles as for a Federal Backbencher)

Position	General Market 25 th Percentile	Experienced Professional (diverse functions)	CEO of Local Government (Vic)	Experienced Professional (Legal Services)
Backbench Member of Victorian Parliament	\$168,800	\$173,900	\$196,900	\$208,700

This data suggests a range with a:

- Minimum based on the first two benchmarks of around \$171,400
- Maximum based on the second two benchmarks which are around \$202,800.

As such, Mercer recommends the following range for consideration by the Tribunal.

Table 19: Proposed Base Salary Range for a Backbencher in Victorian Parliament

Position	Minimum	Midpoint	Maximum
Backbench Member of Victorian Parliament	\$171,400	\$187,100	\$202,800

It is noted that the proposed base salary range overlaps (though is lower at the maximum) the VPS EO3 *indicative* base salary range of \$165,599 to \$219,899.

POSITIONING WITHIN RANGE

Mercer generally recommends a 100% competent performer be paid around the midpoint of the relevant remuneration range, as detailed by the remuneration model provided in Appendix D. This would suggest a **base salary rate of \$187,100** per annum may be appropriate. To move to \$187,100 would require an increase of approximately 14.6% to the current base salary rate.

It is noted that the current base salary rate for a Federal Member of Parliament is \$211,250, effective 1 July 2019.

Note:

Mercer notes the lack of job security of the Backbencher role, due to circumstances outside of their control. Whilst there is provision for a *Separation Payment* for Members of Parliament, the lack of job security could reasonably be considered a factor, when reviewing the base salary of the Backbencher role.

It is noted that in the market, roles that are employed on contracts, as opposed to those with ongoing employment arrangements, can command premiums of around 15% of fixed pay, and in some industries, where the demand for talent is high, the premium for contractors can be much higher.

APPENDIX A

OVERVIEW OF A VICTORIAN MP

Overview of the role of a Victorian MP

The role of an MP is a multi-functional one. They have a responsibility to three primary groups in their capacity as:

- the elected representative of an electorate
- a Member of Parliament and
- a Member of a political party (the exception being for Independents).

Many MPs also work on parliamentary committees, which examine the Government's actions in detail.

Working in the electorate

MPs are the representatives of all the constituents in their electorate. The ways in which MPs typically serve their constituents includes:

- giving assistance and advice to those in difficulty
- acting as a lobbyist for local interest groups
- being a communicator for their party's policies
- playing an active community role.

MPs provide a direct link between their constituents and the Parliament, and MPs in large electorates can spend a lot of time travelling within their electorate. Each MP has an office in their electorate and constituents often bring their concerns to their local MP. Personal intervention in a constituent matter by a MP may result in priority attention from government departments. If a matter is particularly urgent or serious, the MP may approach the relevant Minister directly.

Working in the Parliament

MPs' parliamentary functions may include:

- enacting and debating proposed new legislation
- scrutinising the actions of the Government and government departments as members of parliamentary committees
- participating in general debates in the Chamber
- attending parliamentary party meetings and
- performing other duties within the parliamentary complex such as Deputy Speaker roles.

Participating in general debates in the Parliament is a major parliamentary occupation. MPs regularly speak either in support of, or in opposition to, a piece of legislation. MPs may also address constituent concerns during debates, ask questions of Ministers during Question Time and work to create or amend laws. They may also seek to have matters referred to a parliamentary committee for investigation.

Member of a political party

Most MPs belong to a political party and are expected to contribute to the development and amendment of their party policies. At the start of each parliamentary sitting week, MPs (except for Independent MPs) will attend their respective party meetings where they will:

- plan strategies
- develop policies
- scrutinise proposed legislation
- discuss parliamentary business.

In their electorates, MPs' party responsibilities may include:

- attending branch party meetings
- keeping their fellow party members well informed on policy decisions and other relevant information
- generally representing the party at the electorate level.

APPENDIX B

MERCER CED EVALUATION SYSTEM



EXPERTISE

The expertise factor measures the requirements of the position for education, training and work experience, the diversity of individual tasks as well as interpersonal skills.



JUDGEMENT

The judgement factor evaluates reasoning components of a job, focusing on the task definition and complexity, the constraining within which employees need to resolve problems and other thinking challenges of the position.



ACCOUNTABILITY

This factor evaluates the nature of the position's authority and involvement in managing the organisation's resources. It includes the influence of the position's advice and accountability for results of decisions.

KNOWLEDGE & EXPERIENCE

This subfactor measures the education, training and work experience requirements of the position. As knowledge is the result of education and training and experience, both the nature and extent of knowledge are considered. When evaluating a position, we consider the training and experience required to do the job. This does not necessarily reflect the training and experience of the current job holder.

BREADTH

This aspect of expertise measures the diversity of functions performed by the position. It considers not only the breadth of knowledge requirements for the position, but also the impact of various environmental influences on the position. Such influences may include geographic considerations or the variety and nature of product/ services and suppliers/ clients. The breadth sub factor also considers the need to integrate diverse or related activities.

INTERPERSONAL SKILLS

This subfactor measures the position's requirement for skill in managing people and in negotiations. It is NOT meant to be a measure of the amount of interpersonal skills possessed by any incumbent, but rather is concerned with the people management, persuasive and negotiating skills required to achieve the position objectives.

JOB ENVIRONMENT

Job environment identifies the clarity, objectives, guidelines and policies as well as the nature and variety of tasks, steps, processes, methods or activities in the work performed. It measures the degree to which a position holder must vary the work and develop new techniques.

REASONING

This facet of judgement focuses on the requirements in the position for reasoning, analysis and creativity. Its emphasis is on the need for analysing and solving problems.

IMPACT

This subfactor is measured in terms of the resources for which the position is primarily held accountable or the impact made by the policy advice or service given. It may be measured in monetary terms or on a policy/advice significance scale.

INDEPENDENCE & INFLUENCE

This subfactor focuses on the position's level of accountability and independence in the commitment of resources, provision of advice or delivery of services. The requirement for acting as a spokesperson for the organisation is also considered. The extent of accountability is considered in conjunction with the position impact measure chosen.

INVOLVEMENT

The involvement subfactor is concerned with the nature of the position's accountability for the management of, or influence over, organisation resources. For example, one consideration might be whether the position has accountability for a particular resource fully delegated to it or shared with other positions.

APPENDIX C

MERCER'S QSR REMUNERATION SURVEY DATA CONTRIBUTORS

Company Name	Super Sector	Sector
3M AUSTRALIA PTY LIMITED	Other Manufacturing	Other Manufacturing
7-Eleven Stores	Retail & Wholesale	Convenience Retail
A Menarini Australia Pty Ltd	Life Sciences	Pharmaceutical
Abbott Australasia Pty Ltd	Life Sciences	Combination Life Sciences
AbbVie	Life Sciences	Pharmaceutical
Accenture Australia	High Tech	High Tech (Services)
ACCIONA Australia	Other Non-Manufacturing	Construction
Accolade Wines	Consumer Goods	
Acer Computer Australia	High Tech	Combination High Tech Manufactured/Hardware Products & Services
Aconex Limited	High Tech	High Tech (Software & Virtual Products)
Acrux DDS Pty Ltd	Life Sciences	Pharmaceutical
Adama Australia	Chemicals	Specialty Chemicals
adidas Australia Pty Ltd	Retail & Wholesale	Apparel, Fashion, Footwear & Accessories Retail
Adobe Systems Australia	High Tech	High Tech (Services)
AECOM	Services (Non-Financial)	Business/Professional Services
AIA Australia Limited	Insurance/Reinsurance	Life Insurance
Akzo Nobel Australia	Retail & Wholesale	Wholesale Distribution
Albemarle Lithium Pty Ltd.	Chemicals	
Alcon Ltd	Life Sciences	Medical Devices & Equipment
Alibaba Australia	High Tech	Other Manufacturing
Allergan	Life Sciences	Pharmaceutical
Alliance Mineral Asset Ltd	Mining & Metals	Other Mining
Alliance Mining Commodities	Mining & Metals	Industrial Metals & Mining
Allnex Resins Australia Pty Lt	Chemicals	
Alphapharm Pty Ltd	Life Sciences	Pharmaceutical
Alstom Transport Australia Pty Ltd	Transportation Equipment	Other Transportation Equipment Manufacturing
Amazon	High Tech	High Tech (Services)
AmeriCold Australia	Logistics	Warehousing & Distribution
Amgen	Life Sciences	Biotechnology
Amway Of Australia	Consumer Goods	Combination Consumer Goods
Ansaldo STS Australia	High Tech	Combination High Tech Manufactured/Hardware & Software/Virtual Products
Apex Tool Group Pty Ltd	Retail & Wholesale	Home, Hardware, Building & Garden Supply Retail
API Management Pty Ltd	Mining & Metals	Other Mining

APL Logistics Australia	Logistics	Combination Logistics
APT Management Services Pty Ltd (APA Group)	Energy	Energy Pipeline/Midstream
AQUILA RESOURCES LIMITED	Mining & Metals	Diversified Mining
Arafura Resources Limited	Mining & Metals	Diversified Mining
Arch International Pty Limited	Chemicals	
Arch Wood Protection (Aust) Pty Limited	Chemicals	
Arrow Electronics Australia	High Tech	High Tech (Manufactured Products & Hardware)
Asahi Beverages Australia Pty Ltd	Consumer Goods	
Aspen Australia	Life Sciences	Pharmaceutical
AT & T Global Network Services Australia	High Tech	High Tech (Services)
ATCO Australia	Energy	Energy Utilities
Atlas Copco Australia	Retail & Wholesale	Wholesale Distribution
Atlas Iron Limited	Mining & Metals	Diversified Mining
Ausenco	Other Non-Manufacturing	Construction
AusGroup Limited	Other Non-Manufacturing	Construction
Australasian Food Group Pty Ltd Trading as Peters Ice Cream	Other Manufacturing	Other Manufacturing
Australian Catholic University	Services (Non-Financial)	Education
Australian Computer Society	High Tech	Other High Tech Products or Services
Australian National University	Services (Non-Financial)	Education
Australian Pharmaceutical Industries	Retail & Wholesale	Specialty Retail
Australian Red Cross Blood Service	Services (Non-Financial)	Healthcare Services
Australian Timken Pty Ltd	Other Manufacturing	Other Manufacturing
AVJennings Holdings Ltd	Other Non-Manufacturing	Real Estate
Avon Products Pty Ltd	Consumer Goods	Other Consumer Goods
Axalta Coating Systems (Australia) Pty Ltd	Chemicals	Specialty Chemicals
Bacardi-Martini Australia	Consumer Goods	
BaptistCare NSW & ACT	Services (Non-Financial)	Healthcare Services
Barco Systems	High Tech	Other High Tech Products or Services
Barmenco Limited	Mining & Metals	Diversified Mining
BASF Australia Ltd	Chemicals	
Baxter Healthcare Pty Ltd.	Life Sciences	
Baxters Food Group Australia	Consumer Goods	Food
Bayer	Life Sciences	Medical Devices & Equipment
Beam Global Australia	Consumer Goods	
Bechtel Australia Pty Ltd (Metals & Mining)	Services (Non-Financial)	Business/Professional Services
Beckman Coulter - Diagnostics	Life Sciences	Combination Life Sciences
Beckman Coulter - Life Sciences	Life Sciences	
Becton Dickinson Pty Limited	Life Sciences	Medical Devices & Equipment
Benefit Cosmetics Australia	Retail & Wholesale	
Best & Less	Retail & Wholesale	Apparel, Fashion, Footwear & Accessories Retail
BHP Billiton - Olympic Dam	Mining & Metals	Industrial Metals & Mining
BHP Billiton Iron Ore Pty Ltd	Mining & Metals	Industrial Metals & Mining
BHP Billiton Limited	Mining & Metals	Diversified Mining
BHP Coal	Mining & Metals	Industrial Metals & Mining
BHP Nickel West Pty Ltd	Mining & Metals	Industrial Metals & Mining
Big W	Retail & Wholesale	Department Stores

bioMerieux Australia Pty Ltd	Life Sciences	Combination Life Sciences
Bis Industries	Mining & Metals	
BISSELL Australia Pty Ltd	Consumer Goods	Other Consumer Goods
Blue Illusion Australia Pty Ltd	Retail & Wholesale	Apparel, Fashion, Footwear & Accessories Retail
Bluewaters Power 2 Pty Ltd	Energy	Energy Utilities
Bluewaters Power Services Pty Ltd	Energy	Energy Utilities
BMW Group Australia	Retail & Wholesale	Wholesale Distribution
BMW Group Financial Services	Banking/Financial Services	Consumer Finance & Retail Banking
BMW Sydney	Retail & Wholesale	Specialty Retail
Boehringer Ingelheim Pty Ltd	Life Sciences	Pharmaceutical
Boeing Aerostructures Australia Ltd	High Tech	
Bombardier Aerospace Australia Pty Limited	High Tech	
Bombardier Transportation Australia	Transportation Equipment	Other Transportation Equipment Manufacturing
Bond University	Services (Non-Financial)	Education
Booking.com Australia	Services (Non-Financial)	Services - Other or Combination
Boral Australia	Other Non-Manufacturing	Construction
Bose	Retail & Wholesale	Electronics, Entertainment, Communications & Office Retail
Boston Scientific Int'l BV	Life Sciences	Medical Devices & Equipment
Botanical Food Company	Consumer Goods	Food
Bowen & Pomeroy Pty Ltd	Retail & Wholesale	Home, Hardware, Building & Garden Supply Retail
Brightstar Logistics Pty. Ltd.	Logistics	Warehousing & Distribution
Brisbane City Council	Services (Non-Financial)	Government/Public Administration & Other Civic, Social Political or Religious Organisations
Bristol Myers Squibb Australia	Life Sciences	Pharmaceutical
Bristow Helicopters Australia	Services (Non-Financial)	Services - Other or Combination
British American Tobacco Australia Limited	Consumer Goods	
Broadcom Australia	High Tech	High Tech (Manufactured Products & Hardware)
Broadspectrum	Services (Non-Financial)	Services - Other or Combination
Brown-Forman Australia	Consumer Goods	
BT Australasia	High Tech	High Tech (Services)
Bunnings Group Limited	Retail & Wholesale	Home, Hardware, Building & Garden Supply Retail
Cabrini Health	Services (Non-Financial)	Healthcare Services
Cambridge Assessment Australia	Services (Non-Financial)	Education
Campari AU	Consumer Goods	
Cannington	Mining & Metals	Diversified Mining
Cape Pty Ltd	Mining & Metals	Industrial Metals & Mining
Cardinal Health, Inc AU	Life Sciences	Medical Devices & Equipment
CareFusion Australia Pty Ltd	Life Sciences	Medical Devices & Equipment
Carnival Australia	Other Non-Manufacturing	Combination or Other Non-Manufacturing
Caterpillar of Australia	Other Manufacturing	Machinery Manufacturing
Cepheid	Life Sciences	Biotechnology
CEVA Freight (Australia) Pty Ltd	Logistics	Combination Logistics
CEVA Logistics (Australia) Pty Ltd	Logistics	Combination Logistics

Chamberlain Australia Pty Ltd	Retail & Wholesale	Home, Hardware, Building & Garden Supply Retail
Chanel	Retail & Wholesale	Specialty Retail
Charles Darwin University	Services (Non-Financial)	Education
Charles Sturt University	Services (Non-Financial)	Education
Church & Dwight (Australia) Pty. Ltd.	Consumer Goods	Personal Care & Household Products
Citic Pacific Mining	Mining & Metals	Other Mining
Citrix	High Tech	
Clough Limited	Energy	Energy Engineering, Procurement & Construction
CNH Industrial Australia Pty Limited/ IVECO TRUCKS AUSTRAL. LTD	Transportation Equipment	Construction, Farm Machinery & Heavy Trucks Manufacturing
Coal Mining Industry (Long Service Leave Funding) Corporation	Services (Non-Financial)	Government/Public Administration & Other Civic, Social Political or Religious Organisations
Cochlear Ltd	Life Sciences	Medical Devices & Equipment
Coles Express	Retail & Wholesale	Convenience Retail
Coles Liquor	Retail & Wholesale	Grocery, Pharmacy & General Merchandise Retail
Coles Supermarkets	Retail & Wholesale	Grocery, Pharmacy & General Merchandise Retail
Colgate-Palmolive	Consumer Goods	Personal Care & Household Products
Collins Foods Limited	Retail & Wholesale	Restaurants
Coopervision, Inc. Australia	Life Sciences	Medical Devices & Equipment
Corning Optical Comms Pty Ltd	High Tech	High Tech (Manufactured Products & Hardware)
Coty Australia	Consumer Goods	Other Consumer Goods
CPB Contractors	Other Non-Manufacturing	Construction
CQUniversity	Services (Non-Financial)	Education
Crown Resorts Limited	Other Non-Manufacturing	Hospitality
CSG International	High Tech	Combination High Tech Software/Virtual Products & Services
CSL Australia Pty Ltd	Logistics	Shipping
CSL Limited	Life Sciences	Biotechnology
Cummins South Pacific Pty Ltd	Transportation Equipment	Automobile Components Manufacturing
Curtin University	Services (Non-Financial)	Education
Cushman & Wakefield Australia	Other Non-Manufacturing	Real Estate
Damco - Australia	Logistics	Shipping
Danfoss (Australia) Pty L	Other Manufacturing	Other Manufacturing
David Jones Pty Limited	Retail & Wholesale	Department Stores
Deakin University	Services (Non-Financial)	Education
Decmil	Services (Non-Financial)	Services - Other or Combination
DeLaval Australia	Other Manufacturing	Other Manufacturing
Delegat Australia Pty Ltd	Consumer Goods	
Dell	High Tech	High Tech (Manufactured Products & Hardware)
Deluxe Australia	Other Non-Manufacturing	Media & Entertainment
Device Technologies Aust Pty Ltd	Life Sciences	Medical Devices & Equipment
DFS Australia	Retail & Wholesale	Specialty Retail
DHL Corporate	Logistics	Warehousing & Distribution
DHL Express	Logistics	Express

DHL Global Forwarding - Australia	Logistics	Freight Forwarding
DHL Supply Chain (Australia) Pty Ltd	Logistics	Warehousing & Distribution
Diageo Australia	Consumer Goods	
Diebold Nixdorf Australia	High Tech	Combination High Tech Manufactured/Hardware Products & Services
Domestic and General	Insurance/Reinsurance	Non-Life Insurance (excluding Health & Medical)
Dometic Australia	Other Manufacturing	Other Manufacturing
Donaldson Australasia Pty Ltd	Other Manufacturing	Other Manufacturing
Downer EDI Limited	Other Non-Manufacturing	Construction
DST Bluedoor	High Tech	High Tech (Software & Virtual Products)
Eastman Chemical Ltd	Chemicals	
Eaton	Energy	Other Energy
Ecolab Pty Ltd	Chemicals	Combination Chemicals
Edith Cowan University	Services (Non-Financial)	Education
Edwards Lifesciences Pty Ltd.	Life Sciences	Medical Devices & Equipment
EGO PHARMACEUTICALS PTY LTD	Life Sciences	Pharmaceutical
Electrolux Home Products Pty Limited	High Tech	High Tech (Manufactured Products & Hardware)
Electronic Arts	High Tech	High Tech (Software & Virtual Products)
Elekta Pty Ltd	Life Sciences	Medical Devices & Equipment
Eli Lilly Australia Pty Limited	Life Sciences	Pharmaceutical
Emeco Group	Mining & Metals	Diversified Mining
EMR Golden Grove	Mining & Metals	Diversified Mining
Energizer Australia	Consumer Goods	Personal Care & Household Products
Energy & Water Ombudsman NSW Ltd	Services (Non-Financial)	Business/Professional Services
Enscoc plc	Energy	Energy Services & Drilling
Epson Australia	High Tech	High Tech (Manufactured Products & Hardware)
Equifax	Banking/Financial Services	
Equinix Australia	High Tech	High Tech (Services)
Ericsson Australia	High Tech	High Tech (Services)
Ertech Pty Ltd	Other Non-Manufacturing	
Esko	Life Sciences	
Estee Lauder Cosmetics	Retail & Wholesale	Specialty Retail
Evonik Australia Pty Ltd	Chemicals	
Expedia Australia	High Tech	Other High Tech Products or Services
Facebook Australia	High Tech	Combination High Tech Software/Virtual Products & Services
Fastbrick Robotics	Other Manufacturing	Other Manufacturing
Federation University	Services (Non-Financial)	Education
Fendi Australia	Retail & Wholesale	Apparel, Fashion, Footwear & Accessories Retail
Ferring Pharmaceuticals	Life Sciences	Pharmaceutical
Festo Australia	Other Manufacturing	Other Manufacturing
Finity Consulting	Services (Non-Financial)	Information & Data Processing Services
First Solar, Inc	Energy	Alternative & Renewable Energy
Fiskars Australia	Consumer Goods	Other Consumer Goods

Flinders University	Services (Non-Financial)	Education
FLSmidth Australia	Other Manufacturing	Machinery Manufacturing
FMC Australasia	Other Non-Manufacturing	Agriculture, Forestry, Fishing & Hunting
Fortescue Metals Group	Mining & Metals	Industrial Metals & Mining
Frasers Property Australia	Other Non-Manufacturing	Construction
Fuji Xerox Australia	High Tech	High Tech (Services)
Fujifilm Australia Pty Ltd	Retail & Wholesale	Wholesale Distribution
Fujitsu General Australia	Retail & Wholesale	Home, Hardware, Building & Garden Supply Retail
Fulton Hogan	Other Non-Manufacturing	Construction
Galaxy Resources Limited	Mining & Metals	Diversified Mining
Galderma Australia PtyLtd	Life Sciences	
Gardner Denver, Inc.	Other Manufacturing	Machinery Manufacturing
Gate Gourmet (Holdings) Pty Ltd and its controlled entities	Services (Non-Financial)	Services - Other or Combination
GE Australia Aviation	High Tech	Combination High Tech Manufactured/Hardware Products & Services
GE Australia Baker Hughes	Energy	Energy Services & Drilling
GE Australia Corporate	High Tech	Other High Tech Products or Services
GE Australia Digital	High Tech	Combination All High Tech Products & Services
GE Australia Global Growth Organisation	High Tech	Other High Tech Products or Services
GE Australia Global Operations	High Tech	Other High Tech Products or Services
GE Australia Healthcare	Life Sciences	
GE Australia Oil & Gas	Energy	Energy Services & Drilling
GE Australia Power	Energy	Energy Utilities
GE Australia Renewable Energy	Energy	Energy Utilities
GE Australia Transportation	Transportation Equipment	Other Transportation Equipment Manufacturing
GEA Australia	Other Manufacturing	Machinery Manufacturing
GEMCO	Mining & Metals	Diversified Mining
General Mills	Consumer Goods	Food
Geofabrics Australasia	Other Manufacturing	Other Manufacturing
George Fischer Pty Ltd	Other Non-Manufacturing	Combination or Other Non-Manufacturing
Getinge	Life Sciences	
GHD PTY LTD	Services (Non-Financial)	Business/Professional Services
Gilbarco Veeder Root	Other Manufacturing	Other Manufacturing
Givaudan Australia Pty Ltd	Chemicals	
GlaxoSmithKline Australia Pty Ltd	Life Sciences	
GM Holden	Transportation Equipment	Automobile Manufacturing
Godfrey Hirst Australia Pty Ltd	Other Manufacturing	Other Manufacturing
Gold Fields Australia (Pty) Ltd	Mining & Metals	Diversified Mining
Gold Road Resources	Mining & Metals	Diversified Mining
Golder Associates Pty Ltd	Services (Non-Financial)	Business/Professional Services
Good Samaritan Industries	Services (Non-Financial)	Services - Other or Combination
Goodyear Dunlop Tyres Australia Pty Ltd	Retail & Wholesale	Specialty Retail
GPC Asia Pacific Pty Limited	Retail & Wholesale	Specialty Retail
Greater Bank Limited	Banking/Financial Services	Consumer Finance & Retail Banking
Griffith University	Services (Non-Financial)	Education
Growthbuilt	Other Non-Manufacturing	Construction

Hach	Life Sciences	Biotechnology
Halliburton	Energy	Energy Services & Drilling
Halyard Health Australia	Life Sciences	
HAMB Systems Limited	High Tech	Combination High Tech Software/Virtual Products & Services
Hasbro Australia Ltd	Consumer Goods	Combination Consumer Goods
Henkel Australia	Consumer Goods	Personal Care & Household Products
Henry Schein Halas	Retail & Wholesale	Wholesale Distribution
Herbalife Australasia Pty Ltd	Retail & Wholesale	
Hertz - Australia	Services (Non-Financial)	Services - Other or Combination
Hewlett Packard Enterprise Australia	High Tech	Combination All High Tech Products & Services
Hexion	Chemicals	
Hilton Hotels of Australia	Other Non-Manufacturing	Hospitality
Honeywell Australia Limited	Other Manufacturing	Electrical Equipment Manufacturing
Hunter Douglas Holdings Limited	Other Manufacturing	Other Manufacturing
Hussmann Australia Pty Ltd	Other Manufacturing	Other Manufacturing
IBM Australia Limited	High Tech	Combination All High Tech Products & Services
ICM Airport Technics	High Tech	High Tech (Services)
Illawarra Coal	Mining & Metals	Other Mining
Iluka Resources Limited	Mining & Metals	Diversified Mining
Implant Direct	Life Sciences	Medical Devices & Equipment
Independence Group NL	Mining & Metals	Diversified Mining
Infigen Energy Services Pty Ltd	Energy	Alternative & Renewable Energy
Infrastructure Australia	Services (Non-Financial)	Government/Public Administration & Other Civic, Social Political or Religious Organisations
Inghams Enterprises Pty Limited	Consumer Goods	Food
Ingram Micro Australia	Logistics	Warehousing & Distribution
Ingredion ANZ Pty Ltd	Other Manufacturing	Other Manufacturing
iNova Pharmaceuticals (Australia) Pty Limited	Life Sciences	Pharmaceutical
Insight Enterprises Australia	High Tech	Combination High Tech Software/Virtual Products & Services
Insurance Australia Group	Insurance/Reinsurance	Combination Insurance/Reinsurance & Banking/Financial Services
Integria Healthcare	Life Sciences	Pharmaceutical
Intel Australia	High Tech	High Tech (Manufactured Products & Hardware)
Interface Aust Pty Limited	Other Manufacturing	Other Manufacturing
International Flavors and Fragrances (Australia) Limited	Consumer Goods	Combination Consumer Goods
Ipsen Pty Ltd	Life Sciences	Pharmaceutical
IR Australia Ltd	Other Non-Manufacturing	Combination or Other Non- Manufacturing
Isentia Pty Limited	Other Non-Manufacturing	Media & Entertainment
J&J Pacific	Consumer Goods	Personal Care & Household Products
JACOBS DOUWE EGBERTS AU PTY LTD	Consumer Goods	
Jacobs Group Australia Pty Ltd	Services (Non-Financial)	Business/Professional Services
Jaguar Land Rover Australia	Transportation Equipment	Automobile Manufacturing
James Cook University	Services (Non-Financial)	Education
John Deere Limited	Other Manufacturing	Machinery Manufacturing
John Holland	Other Non-Manufacturing	Construction

Kantar Australia	Services (Non-Financial)	Services - Other or Combination
Kao Australia Pty. Limited	Consumer Goods	Other Consumer Goods
Karara Mining Ltd	Mining & Metals	Diversified Mining
Kellogg	Consumer Goods	Food
Kennards Hire	Consumer Goods	Other Consumer Goods
Kerr	Life Sciences	Medical Devices & Equipment
Keystone Foods Australia	Consumer Goods	Food
KFC AUSTRALIA	Retail & Wholesale	Restaurants
Kimberly-Clark	Consumer Goods	Other Consumer Goods
Kmart Australia Ltd	Retail & Wholesale	Department Stores
KONE Elevators Pty Ltd	Other Manufacturing	Other Manufacturing
Konecranes Pty Ltd.	Other Manufacturing	Machinery Manufacturing
Kraft Heinz Australia	Consumer Goods	Food
Krispy Kreme Australia	Consumer Goods	Food
Kuehne & Nagel Pty Ltd	Logistics	Freight Forwarding
L3 Oceania Pty Limited	High Tech	High Tech (Services)
La Trobe University	Services (Non-Financial)	Education
Laing O'Rourke Australia	Other Non-Manufacturing	
Landmark Operations Limited	Services (Non-Financial)	Services - Other or Combination
LANXESS Pty. Ltd.	Chemicals	Combination Chemicals
Laureate Australia and New Zealand	Services (Non-Financial)	Education
Leica Biosystems	Life Sciences	Biotechnology
Leica Microsystems	Life Sciences	Biotechnology
Lendlease	Other Non-Manufacturing	Construction
Lennox	Other Manufacturing	Machinery Manufacturing
Lenovo	High Tech	High Tech (Manufactured Products & Hardware)
Levi Strauss Australia Pty Ltd	Consumer Goods	Other Consumer Goods
LG Electronics	High Tech	Other High Tech Products or Services
Liberty Medical Pty Limited	Life Sciences	
Life Technologies Australia Pty Ltd.	Life Sciences	Combination Life Sciences
Lightning Protection International Pty Ltd	Other Manufacturing	Electrical Equipment Manufacturing
lululemon Australia	Retail & Wholesale	Apparel, Fashion, Footwear & Accessories Retail
LVMH P&C Australia ? P&C brands	Retail & Wholesale	
Lycopodium Minerals Pty Ltd	Mining & Metals	Other Mining
Lyondell Chemical Company Australia	Chemicals	
Macmahon Contractors	Mining & Metals	Diversified Mining
Macquarie University	Services (Non-Financial)	Education
Maersk Line - Australia	Logistics	Shipping
Manassen Foods Australia Pty Ltd	Consumer Goods	Food
Mapletree Asset Management Pty Ltd	Other Non-Manufacturing	Real Estate
Mars Australia	Consumer Goods	Food
Marsh Pty Ltd	Services (Non-Financial)	
Mary Kay Cosmetics Pty Ltd	Consumer Goods	Personal Care & Household Products
Mayne Pharma International	Life Sciences	
MB Australia&New Zeal. Pt	Other Manufacturing	Paper & Allied Products Manufacturing
McConnell Dowell Constructors (Aust) Pty Ltd	Other Non-Manufacturing	Construction
McCormick Foods Australia	Consumer Goods	Food

McDonald's Australia	Retail & Wholesale	Restaurants
MECCA Brands	Retail & Wholesale	Specialty Retail
Medibank Private Limited	Insurance/Reinsurance	Health & Medical Insurance
Medical Components, Australia	Other Manufacturing	Other Manufacturing
Medtronic Australasia Pty Ltd	Life Sciences	Medical Devices & Equipment
Melaleuca of Australia & New Zealand Pty Limited	Consumer Goods	Personal Care & Household Products
Mentholatum Australasia Pty Ltd	Consumer Goods	Over the Counter Pharmaceutical
Metagenics (Aust) Pty Ltd	Life Sciences	Pharmaceutical
Metcash Trading	Retail & Wholesale	Grocery, Pharmacy & General Merchandise Retail
Metso Corporation Australia	Other Manufacturing	Machinery Manufacturing
MHPS Plant Services Pty Ltd	Other Non-Manufacturing	Construction
Milliken and Company	Other Manufacturing	Other Manufacturing
Mirvac	Other Non-Manufacturing	Construction
Mitsubishi Australia Limited	Retail & Wholesale	
Mitsubishi Heavy Industries Air-conditioners Australia,Pty.Ltd.	Retail & Wholesale	Wholesale Distribution
MMC (Marsh and McLennan Companies, Inc.)	Banking/Financial Services	Other Financial Services
Modular Mining Systems	High Tech	Other Manufacturing
Moffat Pty Ltd	Retail & Wholesale	Wholesale Distribution
Monadelphous Group Limited	Other Non-Manufacturing	Construction
Monash University	Services (Non-Financial)	Education
Mondelez Australia	Consumer Goods	Food
Motorola Solutions Australia	High Tech	High Tech (Manufactured Products & Hardware)
Mount Gibson Mining Limited	Mining & Metals	Industrial Metals & Mining
MSD International	Life Sciences	Pharmaceutical
Mt Weld Mining Pty Ltd	Mining & Metals	Other Mining
Multiplex Australasia	Other Non-Manufacturing	Construction
Mundipharma Pty Limited	Life Sciences	Pharmaceutical
Murdoch University	Services (Non-Financial)	Education
Myer Pty Ltd	Retail & Wholesale	Department Stores
MZI Resources	Mining & Metals	Other Mining
Navitas	Services (Non-Financial)	Education
NCR Australia	High Tech	High Tech (Manufactured Products & Hardware)
Neovia Logistics Services Pty Ltd (Australia)	Logistics	Warehousing & Distribution
Nestle Australia	Consumer Goods	Food
NetApp Australia	High Tech	Combination High Tech Manufactured/Hardware & Software/Virtual Products
Newcrest Mining Pty Ltd	Mining & Metals	Other Mining
Newmont Australia	Mining & Metals	Diversified Mining
NHP Electrical Engineering Products Pty Ltd	Other Manufacturing	Electrical Equipment Manufacturing
Nilfisk Australia	Other Manufacturing	Machinery Manufacturing
Nissan Motor Company Australia PTY LTD	Transportation Equipment	Automobile Manufacturing
Nobel Biocare	Life Sciences	Medical Devices & Equipment
Nokia	High Tech	High Tech (Manufactured Products & Hardware)
Northparkes Mines	Mining & Metals	Other Mining

Novartis Pharmaceuticals Australia Pty Ltd	Life Sciences	
Novo Nordisk Pharmaceuticals Pty Ltd	Life Sciences	Pharmaceutical
Novotech	Life Sciences	Contract Organisations (Life Sciences)
Novozymes AU	Life Sciences	Biotechnology
Nutricia Australia	Consumer Goods	Food
Officeworks	Retail & Wholesale	Electronics, Entertainment, Communications & Office Retail
Olympus Australia Pty Ltd	Life Sciences	
Omron Electronics Pty Ltd	High Tech	High Tech (Manufactured Products & Hardware)
Ormco	Life Sciences	Medical Devices & Equipment
Ortho Clinical Diagnostics - Australia	Life Sciences	
Otsuka Australia Pharmaceutical	Life Sciences	Pharmaceutical
Oxford University Press Australia & New Zealand	Services (Non-Financial)	Education
P&G	Consumer Goods	Personal Care & Household Products
Panasonic Australia	Consumer Goods	Personal Care & Household Products
Panasonic Avionics Corporation	High Tech	Other High Tech Products or Services
Parker Hannifin	Other Manufacturing	Other Manufacturing
Patties Foods Pty Limited	Consumer Goods	Food
PCCW Global Australia	High Tech	High Tech (Services)
PepsiCo Australia & New Zealand	Consumer Goods	Food
Perfetti Van Melle Export Far East Ltd. (Australia Rep. office)	Consumer Goods	Food
PerkinElmer Pty Ltd	Life Sciences	
Pernod Ricard Winemakers	Consumer Goods	
Philip Morris	Consumer Goods	
Philips Electronics Australia Limited	High Tech	Combination High Tech Manufactured/Hardware Products & Services
Philips Lighting Australia Limited	High Tech	Combination High Tech Manufactured/Hardware Products & Services
Pierre Fabre Australia Medicaments	Life Sciences	Pharmaceutical
PPG Industries Australia Pty Ltd	Chemicals	
PS Pty Ltd.	Other Manufacturing	Other Manufacturing
PVH Australia Holdings Pty Ltd	Retail & Wholesale	Apparel, Fashion, Footwear & Accessories Retail
PZ Cussons Australia	Consumer Goods	Combination Consumer Goods
Quantum Solutions Australia Pty Ltd	Logistics	Warehousing & Distribution
Queensland University of Technology	Services (Non-Financial)	Education
Queensland Urban Utilities	Other Non-Manufacturing	Water, Water Utility, Sewage & Other Systems
R.J. Beaumont & Co. Pty. Ltd.	Retail & Wholesale	Home, Hardware, Building & Garden Supply Retail
RAA OF SA INC	Consumer Goods	Other Consumer Goods
RACQ Operations Pty Ltd	Insurance/Reinsurance	Combination Insurance/Reinsurance & Banking/Financial Services
RACWA	Services (Non-Financial)	Services - Other or Combination
Radiometer	Life Sciences	Biotechnology
Raytheon	High Tech	High Tech (Manufactured Products & Hardware)
REA Group	High Tech	Other Manufacturing
Red Bull Australia Pty Ltd	Consumer Goods	

Restaurant Brands Australia	Retail & Wholesale	Restaurants
Revlon	Consumer Goods	Personal Care & Household Products
Rio Tinto Iron Ore	Mining & Metals	Diversified Mining
RMIT University	Services (Non-Financial)	Education
Roads and Maritime Services (RMS)	Services (Non-Financial)	Government/Public Administration & Other Civic, Social Political or Religious Organisations
Roche Products Pty Limited	Life Sciences	Pharmaceutical
Rode Microphones	High Tech	
Rolls-Royce Australia Services Pty Limited	Other Non-Manufacturing	Combination or Other Non-Manufacturing
Roy Hill Holdings Pty Ltd	Mining & Metals	Industrial Metals & Mining
Samsung Electronics	High Tech	Other High Tech Products or Services
Sandoz Ltd	Life Sciences	Pharmaceutical
Sandvik Mining and Construction Australia Pty Ltd	Mining & Metals	Diversified Mining
Sanofi	Life Sciences	
Sartorius Australia PTY Ltd.	Life Sciences	Biotechnology
Sartorius Stedim Australia PTY	Life Sciences	Biotechnology
SAS Institute Australia	High Tech	High Tech (Software & Virtual Products)
Savers Australia Pty Ltd	Consumer Goods	Other Consumer Goods
Sazerac Australia	Consumer Goods	
Schindler Lifts Australia	Other Manufacturing	Other Manufacturing
Schlumberger Oilfield Australia Pty Ltd	Energy	Energy Fully Integrated and Exploration & Production
Schneider Electric Australia	High Tech	Other High Tech Products or Services
Sciex	Life Sciences	
Scope Systems	High Tech	High Tech (Services)
Sealed Air Australia Pty Ltd	Consumer Goods	Other Consumer Goods
SEDGMAN PTY LTD	Services (Non-Financial)	Business/Professional Services
Sendle	High Tech	
Senvion	Energy	Alternative & Renewable Energy
Sephora Australia Pty Ltd	Retail & Wholesale	Specialty Retail
Seqirus	Life Sciences	Biotechnology
Servier Laboratories (Aust) Pty Ltd	Life Sciences	Pharmaceutical
Seymour Whyte Group	Transportation Equipment	Construction, Farm Machinery & Heavy Trucks Manufacturing
Siemens Healthcare Pty. Ltd.	Life Sciences	Medical Devices & Equipment
Siemens Ltd.	High Tech	Other High Tech Products or Services
Sigma Air Conditioning Pty. Ltd.	Transportation Equipment	Other Transportation Equipment Manufacturing
Simcoa Operations Pty Ltd	Mining & Metals	Diversified Mining
Sims Metal Australia	Other Manufacturing	Other Manufacturing
Sirtex Medical Limited	Life Sciences	Medical Devices & Equipment
SKF Australia Pty Ltd	Retail & Wholesale	Wholesale Distribution
Soul Origin Australia Pty Ltd	Retail & Wholesale	Restaurants
South Australian National Football League Inc	Services (Non-Financial)	Services - Other or Combination
South32	Mining & Metals	Diversified Mining
Southern Cross University	Services (Non-Financial)	Education
Specsavers Pty Ltd & Associated Entities	Life Sciences	Medical Devices & Equipment
Spotlight Pty Ltd	Retail & Wholesale	Home, Hardware, Building & Garden Supply Retail

Staging Connections Group Limited	Services (Non-Financial)	Services - Other or Combination
Steelcase	Other Manufacturing	Other Manufacturing
Steinhoff Asia Pacific Limited	Retail & Wholesale	Specialty Retail
Stone & Wood Brewing Co	Consumer Goods	
Straumann Australia	Life Sciences	Medical Devices & Equipment
Stryker Australia Pty Ltd	Life Sciences	Medical Devices & Equipment
Subway Australia	Other Non-Manufacturing	Combination or Other Non-Manufacturing
Sugar Australia	Consumer Goods	Food
Sullair Australia	Other Manufacturing	Machinery Manufacturing
Sulzer Australia Pty Ltd	Other Manufacturing	Machinery Manufacturing
Summit Southern Cross Power Pty Ltd	Energy	Energy Utilities
SunRice	Consumer Goods	Food
Suntory Coffee Australia Limited	Consumer Goods	
Super Retail Group	Retail & Wholesale	Specialty Retail
SurfStitch Pty Ltd	Retail & Wholesale	Apparel, Fashion, Footwear & Accessories Retail
Svitzer Group - Australia	Logistics	Shipping
Swarovski Australia	Retail & Wholesale	Apparel, Fashion, Footwear & Accessories Retail
SWIFT Australia	High Tech	High Tech (Services)
Swinburne University of Technology	Services (Non-Financial)	Education
Sydney Diocesan Secretariat	Services (Non-Financial)	Government/Public Administration & Other Civic, Social Political or Religious Organisations
Sydney Motorway Corporation	Transportation Equipment	Construction, Farm Machinery & Heavy Trucks Manufacturing
Sydney Water	Other Non-Manufacturing	Water, Water Utility, Sewage & Other Systems
Symrise Pty Ltd	Chemicals	Combination Chemicals
Synergy	Energy	Energy Utilities
Syngenta Australia	Chemicals	Specialty Chemicals
TAGHLEEF INDUSTRIES PTY LTD	Other Manufacturing	Other Manufacturing
Target Australia Pty Ltd	Retail & Wholesale	Department Stores
Teachers Health	Insurance/Reinsurance	Health & Medical Insurance
Technip Oceania Pty Ltd	Energy	Energy Engineering, Procurement & Construction
Telstra Corporation Limited	High Tech	High Tech (Services)
TEMCO	Mining & Metals	Diversified Mining
Teva Pharma Australia Pty LTd	Life Sciences	Pharmaceutical
Textron, Inc	High Tech	High Tech (Manufactured Products & Hardware)
TGS-NOPEC Geophysical Company	Energy	Energy Services & Drilling
The Church of Jesus Christ of Latter-day Saints	Services (Non-Financial)	Government/Public Administration & Other Civic, Social Political or Religious Organisations
The Coca-Cola Company - Australia	Consumer Goods	
The Fred Hollows Foundation	Services (Non-Financial)	
The Reject Shop	Retail & Wholesale	
The TJX Companies, Inc.	Retail & Wholesale	Apparel, Fashion, Footwear & Accessories Retail
The Walt Disney Company Australia	Other Non-Manufacturing	Media & Entertainment
Thomson Reuters	High Tech	High Tech (Services)

Thorn Group Limited Australia	Banking/Financial Services	Other Financial Services
ThyssenKrupp	Other Manufacturing	Other Manufacturing
Toll Group	Logistics	Combination Logistics
Toyota Material Handling Australia Pty Ltd	Transportation Equipment	Other Transportation Equipment Manufacturing
Transgrid	Energy	Energy Utilities
Transurban	Services (Non-Financial)	Services - Other or Combination
Trojan	Life Sciences	Medical Devices & Equipment
Twinings & Co	Consumer Goods	
Uber Technologies Inc - Australia	High Tech	High Tech (Software & Virtual Products)
Ubisoft Australia	Other Non-Manufacturing	Media & Entertainment
UGL Limited	Other Non-Manufacturing	Construction
Under Armour Australia	Retail & Wholesale	Apparel, Fashion, Footwear & Accessories Retail
Unilever Australia	Consumer Goods	Combination Consumer Goods
University of Adelaide	Services (Non-Financial)	Education
University of Canberra	Services (Non-Financial)	Education
University of Melbourne	Services (Non-Financial)	Education
University of New England	Services (Non-Financial)	Education
University of New South Wales	Services (Non-Financial)	Education
University of Newcastle	Services (Non-Financial)	Education
University of Notre Dame Australia	Services (Non-Financial)	Education
University of Queensland	Services (Non-Financial)	Education
University of South Australia	Services (Non-Financial)	Education
University of Southern Queensland	Services (Non-Financial)	Education
University of Sydney	Services (Non-Financial)	Education
University of Tasmania	Services (Non-Financial)	Education
University of Technology Sydney	Services (Non-Financial)	Education
University of the Sunshine Coast	Services (Non-Financial)	Education
University of Western Australia	Services (Non-Financial)	Education
University of Wollongong	Services (Non-Financial)	Education
UPM - Other Operations	Other Non-Manufacturing	Combination or Other Non- Manufacturing
UPM - Raflatac	Other Manufacturing	Paper & Allied Products Manufacturing
UPM - Specialty Papers	Other Manufacturing	Paper & Allied Products Manufacturing
UPS Pty Ltd	Logistics	Combination Logistics
UTC Climate, Controls & Security	High Tech	Other High Tech Products or Services
Valmet	Other Manufacturing	Machinery Manufacturing
Veritas Software	High Tech	High Tech (Services)
Vertivco AU	High Tech	High Tech (Manufactured Products & Hardware)
Vestas - Australian Wind Technology Pty. Ltd.	Energy	Alternative & Renewable Energy Government/Public Administration & Other Civic, Social Political or Religious Organisations
VF Worldwide-Australia	Services (Non-Financial)	
Victoria University	Services (Non-Financial)	Education
Viva Energy	Energy	Energy Downstream
VMWare Australia	High Tech	High Tech (Software & Virtual Products)
Warrnambool Cheese & Butter Factory Company Holdings Limited	Consumer Goods	Food

Water Corporation	Other Non-Manufacturing	Water, Water Utility, Sewage & Other Systems
WaterNSW	Other Non-Manufacturing	Water, Water Utility, Sewage & Other Systems
Watpac Limited	Other Non-Manufacturing	Construction
Weir Minerals Australia	Other Manufacturing	Other Manufacturing
Western Sydney University	Services (Non-Financial)	Education
Wood	Energy	Energy Engineering, Procurement & Construction
Woolworths Limited	Retail & Wholesale	Grocery, Pharmacy & General Merchandise Retail
Woolworths Liquor	Retail & Wholesale	
Woolworths Petrol	Retail & Wholesale	Convenience Retail
WorleyParsons Limited	Services (Non-Financial)	Services - Other or Combination
Worsley Alumina	Mining & Metals	Diversified Mining
Xylem Water Solutions Australia Limited	Other Non-Manufacturing	Water, Water Utility, Sewage & Other Systems
Yara Pilbara	Mining & Metals	Other Mining
Yusen Logistics (Australia) Pty Ltd	Logistics	Combination Logistics
Zebra Technologies Australia	High Tech	Combination High Tech Manufactured/Hardware Products & Services
Zimmer Biomet Pty Ltd	Life Sciences	Medical Devices & Equipment
Zinfra	Other Non-Manufacturing	Construction

APPENDIX D

REMUNERATION RANGE POSITIONING

	Qualifications and competency	Performance Considerations	Remuneration Market Considerations	Culture Considerations	Business Criticality	Impact of Loss
FIXED PAY RANGE MAXIMUM \$	Highly competent. Leadership skills possessed. Advanced knowledge in the field.	Significantly exceeds expectations across all elements of the role; consistently performs at an exemplary level.	Highly specialised skills, scarce and critical to the business. High paying market.	Plays leadership role in enhancing and building commitment to the organisation's values and culture internally and externally.	Role or person is critical to achievement of business outcomes. Has major influence in business critical areas.	Loss of this employee would significantly disadvantage the organisation in the medium to long term.
↑	Competent in all respects. Additional training & qualifications completed.	Exceeds expectations in many aspects of the role; considered a high performer.		Assertive contribution to the organisation's values and culture internally and externally and its development.	Participates in development of business critical initiatives. Has influence in business critical areas. Is significant point of contact on certain business critical issues.	Loss of this employee will disadvantage the organisation in the medium term.
FIXED PAY RANGE MIDPOINT \$	Required competencies possessed & demonstrated. Fully qualified and experienced.	Effectively performs all aspects of the role at the required level; good whole-of-job performance.	Need to make a pay offer sufficiently attractive to recruit required skills.	Consistent supporter of the organisation's values and culture internally and externally.	Experienced in business critical issues and has some influence in business critical areas.	Loss of this employee would disadvantage the organisation in the short to medium term.
↑	Key competencies developed & demonstrated. Some competencies still developing.	Meets most expectations of the role; further development would assist performance		Capacity for improvement to support the organisation's values and culture.	Has some experience in certain business critical issues. Increasing contribution and responsibility in business critical areas.	Loss of this employee would disadvantage the organisation in the short term.
FIXED PAY RANGE MINIMUM \$	Meets qualification requirements only. Inexperienced/unproven.	Recent appointee. Unproven performance in the position, or in operating at this level.	Able to compete satisfactorily in the market place.	Personal style, behaviour and communication at odds with the organisation's values and culture.	Important role or person but not yet critical to business success.	Loss of this employee would disadvantage the organisation, however the loss could be covered in the short term.

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