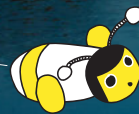


**Aotearoa
Business Confidence &
the Challenges Ahead
Economy & Talent Shortages**

PLUS 2022/23 SALARY GUIDE



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Introduction

We were all hoping to put COVID-19 behind us in 2022. However, the ongoing tail of the pandemic, war overseas and the rising costs of living have made 2022 a challenging year, and for many businesses, difficult beyond expectation.

One of the biggest trends of the 2022 Beyond Recruitment Economic & Labour Report is that respondents indicated the last 12 months were much trickier than any period we have measured within the last five years. Indeed, many found it more challenging than at the peak of the pandemic. This is largely attributed to labour demand being at an all-time high and talent availability at an all-time low.

The 'Brain Gain' did not happen, and in fact, it deepened. Border restrictions, negligible immigration and people leaving the workforce had a noticeable impact on our survey participants' responses.

Business confidence levels show caution compared to previous years, telling us that Kiwi business and business leaders aren't sure what's going to happen next. As the economy shows signs of slowing whilst still experiencing labour shortages, businesses are doing what they can to stay competitive to retain their existing workforce as well as attract new staff. This goes beyond base remuneration and includes offering competitive bonus incentives, sign-on bonuses for new hires, employee share options, flexible work policies (not limited to hours of work, but including hybrid and part remote), wellness initiatives, pet days where permitted and options for personal development courses. Employers are now embracing modern technology options and adopting automation and digital transformation at rapid speed.

Looking ahead, it appears that 2023 will be a "wait and see" year.

There are mixed signs on the horizon – an uncertain economic forecast means the landscape is changing. Despite employers bracing themselves for uncertain economic times, we will continue to experience one of the tightest labour markets due to the easing of COVID-19 restrictions; workers exiting the workforce due to changing priorities post-COVID-19; and people leaving New Zealand to go overseas, whether it is to see family, take sabbaticals, do the long-awaited OE or leaving the country for perceived better options offshore. Furthermore, the lack of travellers, immigrants and students coming into New Zealand due to visa challenges is a factor that will further deplete an already sparse talent pool across most industry sectors.

There are signs that businesses are starting to prepare for the possibility of tougher times ahead. We are seeing an increase in hiring freezes, company re-organisations and organisational restructuring in progress or being planned. Although we have been through a very tight labour market, the balance is shifting away from an aggressive candidate market.

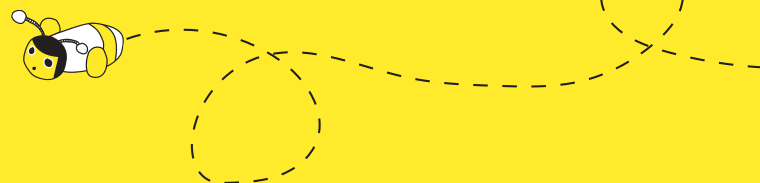
Many employers have mobilised and are working on ways to resolve the shortages whilst recalibrating their operations and requirements. In many instances, employers are using highly skilled contractors and temporary workers until they source their permanent staff. Whilst employers are doing what they can to retain the right staff, they would rather take on contractors to outsource work and/or automate rather than destabilise their workforce by bringing in permanent staff that will create long-term salary disparities. It's a balancing act that the business world has grappled with and we are now coming out the other side.

Retention and attraction strategies will continue to be a key focus for employers regardless of a tightening economy. Getting this right will include balancing the incentives of pay and working conditions, culture and creative incentives and above all motivators. Businesses that do this well will retain their staff and have a distinct advantage over competitors.



**Chief Executive,
Beyond Recruitment**

Liza Viz



Key Findings from our Beyond Recruitment Employer Survey

- 1 Business Climate 2022:** It's become harder to thrive as a business. Indeed, this was the hardest year in which to thrive than any we've reported in the last five years.
- 2 Business Confidence:** Business confidence remains normal, relative to 2020 and 2021, suggesting that Kiwis feel this year's difficulty is temporary.
- 3 Barriers to Business Success:** The cost of living has risen sharply and is seen as a key barrier to business success, climbing 26 percentage points since 2021.
- 4 Trading Partners:** China and the US continue to drop in perceived importance to New Zealand. Meanwhile, Europe and the UK have grown year on year.
- 5 Talent Sourcing:** 95% of respondents said it is harder to find suitable talent now than prior to the pandemic - a figure that has risen from 86% in 2021 and 27% in 2020.
- 6 Quality of Kiwi Talent:** Two-thirds of employers are not satisfied with the quality or suitability of Kiwi talent on the market.
- 7 Remote Working:** More organisations this year than last are embracing remote working. 52% weren't even considering it last year - this dropped to 37% in 2022.
- 8 Pay Rises:** Pay rises have increased. Last year the average pay rise sat at 1-2%, now it sits at 3-5% (with 5% being the most popular).
- 9 Retaining Employees:** Retaining employees has also become harder: 83% of respondents said it's trickier to retain staff now than it was in 2021.
- 10 Flexible Work Policies:** Flexible work policies are still popular, being included in the majority (80%) of employee engagement programmes.
- 11 Employee Engagement:** Time (46%), money (41%) and people resources (40%) are the top three barriers to improving employee engagement.
- 12 Employee Engagement:** The number of respondents who claimed they had no employee engagement issues to fix dropped from 49% in 2020 to 13% in 2022.
- 13 Absenteeism:** Respondents are feeling an above-average impact from COVID-related absenteeism. Most (54%) are coping by spreading the workload around other employees.
- 14 Flexible Work vs Flexible Hours:** Flexible working locations remain more popular than flexible work hours, although the former is still predominantly offered on a case-by-case basis.
- 15 Company Culture:** Instant messaging/chat platforms have grown in popularity, and are now the top-cited means of maintaining company culture.

Who Responded to Our Survey?

This year, over 300 business leaders from around the country responded to our survey, giving us a good cross-sectional glimpse at what's happening across industries, business sizes and locations.

The majority (35%) of our respondents work for companies with 1,001 or more staff, followed by 27% representing those companies with 21-200 staff. Just 8% come from the nation's smallest organisations (1-20 staff), leaving 19% and 12% split between companies of 201-500 and 501-1,000 staff respectively.

In terms of sectors, as usual for this report, Government (Public Sector) respondents make up the bulk of survey participants (22%). They are followed by Technology & Communications (10%) and Manufacturing & Production (9%). In joint-fifth place are three sectors, all on 7%: Construction & Engineering, Business & Professional Services, and Retail & Wholesale Trade.

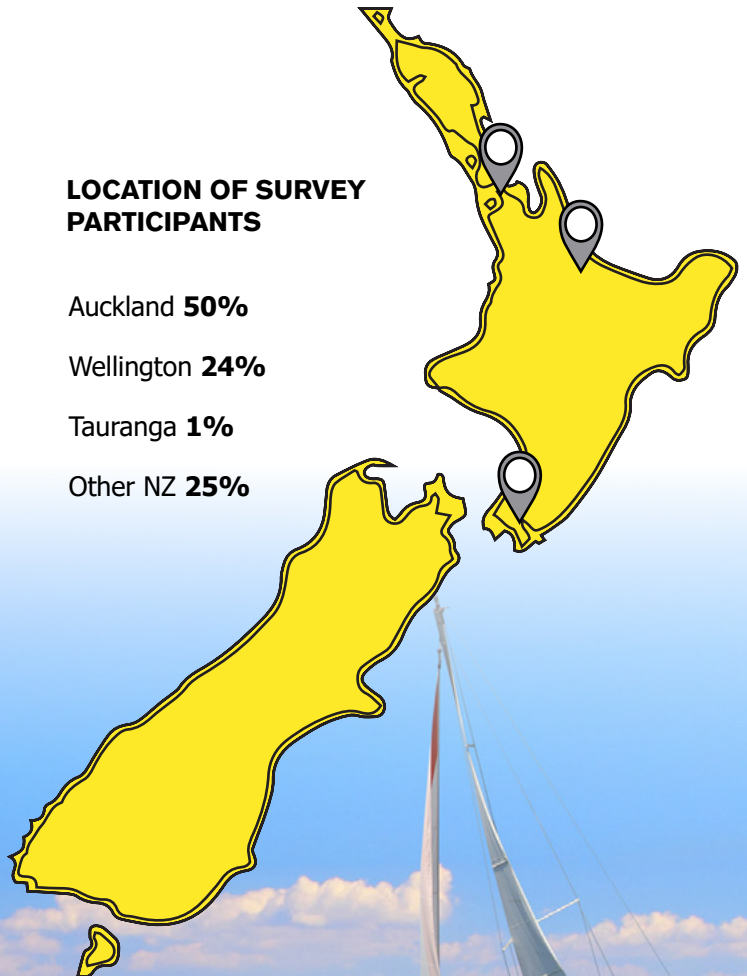
As for where these companies are located, half operate out of Auckland, and a further quarter (24%) out of Wellington. Just 1% come from Tauranga, while the rest (25%) indicated 'Other' - the vast majority here saying they have offices all over the country.

REPRESENTATION FROM INDUSTRY SECTORS

Government (Public Sector)	22%
Other	15%
Technology & Communications	10%
Manufacturing & Production	9%
Construction & Engineering	7%
Business & Professional Services	7%
Retail & Wholesale Trade	7%
Healthcare	6%
Education	5%
Financial Services (Banking & Investment)	5%
Financial Services (Insurance)	3%
Agriculture, Horticulture & Forestry	2%
Tourism	1%
Energy	1%

LOCATION OF SURVEY PARTICIPANTS

Auckland **50%**
 Wellington **24%**
 Tauranga **1%**
 Other NZ **25%**

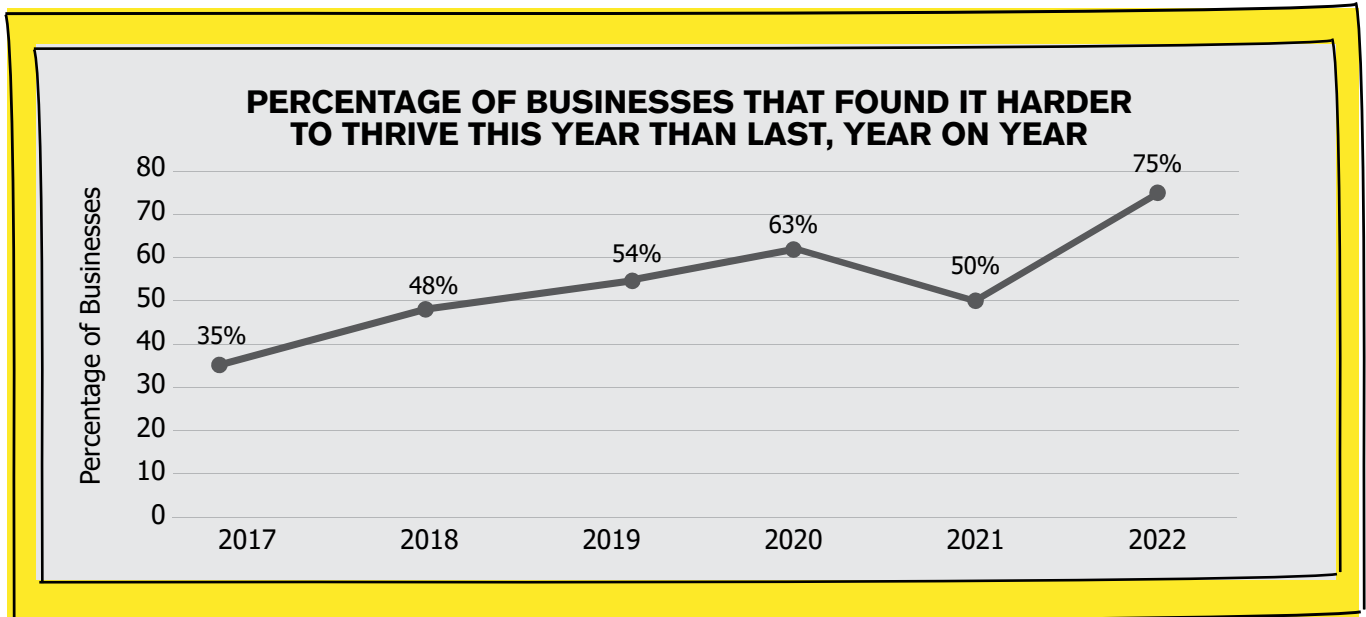


Impact of a Changing Economy

Thriving as a Business

Each year we ask Kiwi leaders whether they think the current year has been harder to thrive in than the year prior. Since 2017, respondents saying the current year was "harder" rose with each report - except 2021, where it finally dropped.

We had hoped this was a positive turn, but it appears to have been a blip; in fact, data indicates 2022 has been more difficult than even the peak of the COVID-19 pandemic. 75% of respondents said 2022 was harder to thrive in than 12 months ago, compared to 50% last year and 63% in 2020.



Large companies (201-1,000 staff) were hit the hardest this year, with 85% indicating 2022 was worse than 2021. SMEs (1-200 staff) felt the opposite at 68%, although this is still miles higher than last year's results. Very large companies (1,001+ staff) came in at 77%.

So how has this affected business confidence? We asked respondents to rate their confidence in the year ahead from 1 (not confident at all) to 100 points (very confident). On average, respondents said 61, compared to 67 last year and 65 the year prior. There isn't much difference between business sizes, either. This suggests to us that people view the troubles of 2022 as temporary; while the year has been considered much harder, respondents' outlook for the next 12 months isn't that much lower than normal.

Barriers to Success

Like last year, the country's lack of available talent was considered the greatest barrier to business success (other than the pandemic). We see this theme running throughout our report too - Kiwi organisations are feeling a talent pinch, even as borders reopen. More on this in the next chapters.

Perhaps unsurprisingly, the biggest difference between 2021 and 2022 is that the cost of living has risen dramatically as a barrier to success. While only 12% of respondents noted this response last year, 38% noted it this year - a 26-point rise. Current levels of operational performance (16%), the pace of change (14%) and over-regulation (13%) rounded out the rest of the top five. Of those who noted "Other" in this question, supply chain disruption was cited by almost all respondents.

TOP 5 BARRIERS TO BUSINESS SUCCESS

Lack of available talent 74%

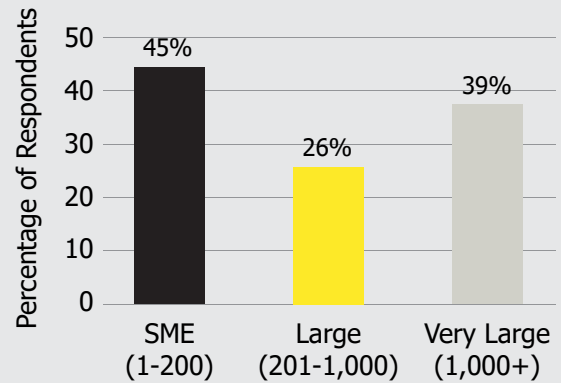
Increased cost of living 38%

Current level of operational performance 16%

Pace of change within the specific market/industry 14%

Over-regulation 13%

THE INCREASED COST OF LIVING IN 2022 HAS STRUCK SMALL BUSINESSES MOST HARSHLY



The Government's Fair Pay Agreements Bill

In April 2022, the Fair Pay Agreements Bill passed its first reading and moved on to the select committee stage. We've been tracking sentiment on this bill's potential impact since last year, trying to gauge how the nation's leaders feel about what it will do to their organisation.

In 2021, 40% of respondents said they did not expect it to have any impact at all, with 26% suggesting it would have a negative impact and 15% supporting it. This year, slightly fewer claimed to foresee no impact at all (37%), with more Kiwis in support (17%) but also against (28%).

To learn more, we also asked what respondents thought the impact might actually be. Of those who foresaw any impact at all, 33% said they thought wages would rise by more than 2%, 14% said that wages would rise by 1-2%, and 18% of respondents believed they would rise by 1% or less. Many respondents (35%) responded "Other", but there was no consensus as to what the 'other' impact might be other than that the bill may have flow-on costs for businesses generally.

HOW WILL THE FAIR PAY AGREEMENTS BILL IMPACT YOUR BUSINESS?

Expected Rise in Wages	Number of Respondents
1% or less	18%
1-2%	14%
2% or more	33%
Other	35%

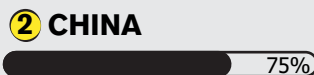
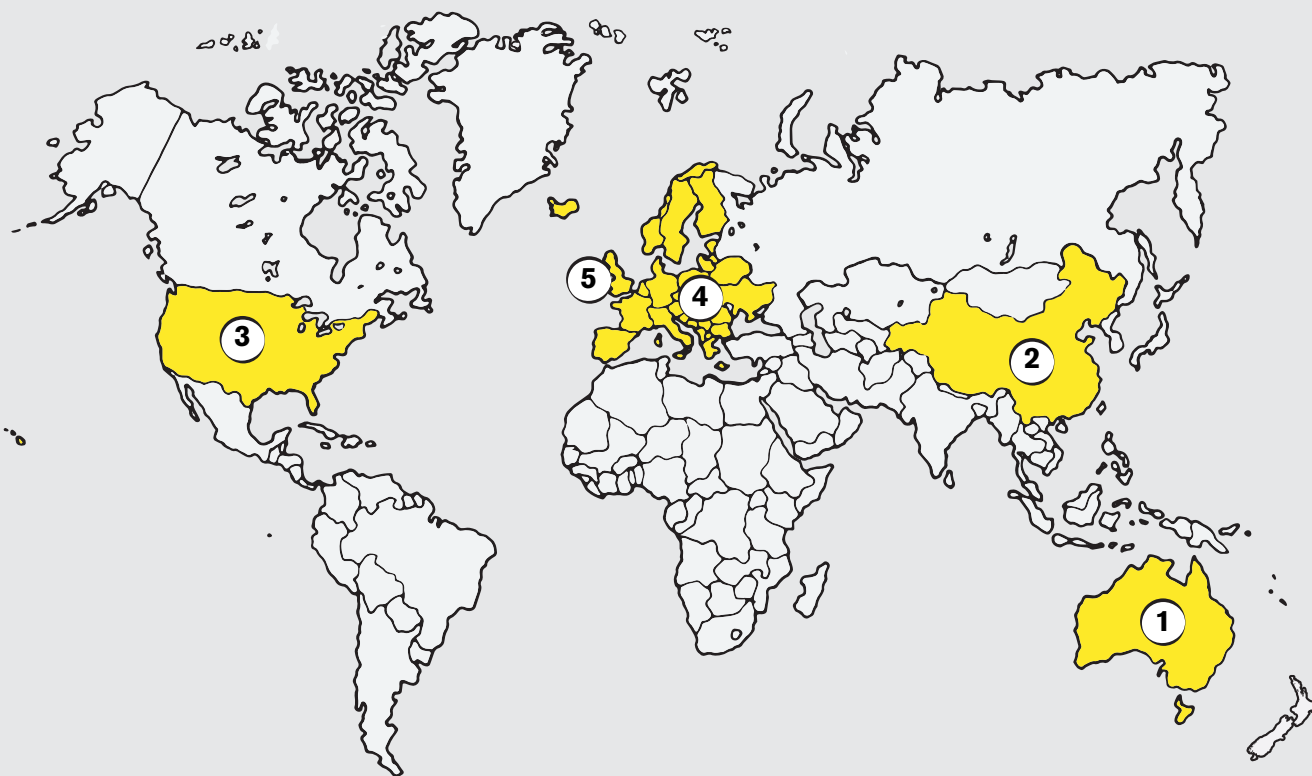
Assessing Our International Relationships

Which international relationships do Kiwi business leaders think are most important for New Zealand? China used to be top, but since 2020 it has been shrinking away - 82% in 2020, then 81% and now 75%. The United States has shrunk too, once sitting at 57% but dropping to hover around 45%.

Australia is considered our most important relationship, with 81% of Kiwis choosing this response. But, this marks a drop since last year, when it sat at 91%. This is perhaps in part because last year Australia was really our only partner thanks to border restrictions, but also because the EU has grown quite startlingly in recent years: up to 41% in 2022, from 27% in 2021. The UK grew slightly too, from 26% in 2020 to 28%, then 31% this year.

It's clear we're seeing a shift in people's attitudes to New Zealand's place in the world. For three years running, Kiwis have become more sceptical of our relationship with both China and the US, looking instead to Europe and Australia. Current sentiments suggest this will continue, but we'll definitely keep tracking it into 2023.

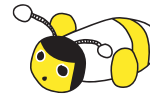
WHICH INTERNATIONAL RELATIONSHIPS DO YOU FEEL ARE MOST IMPORTANT TO THE NEW ZEALAND ECONOMY?



*Respondents could select multiple options



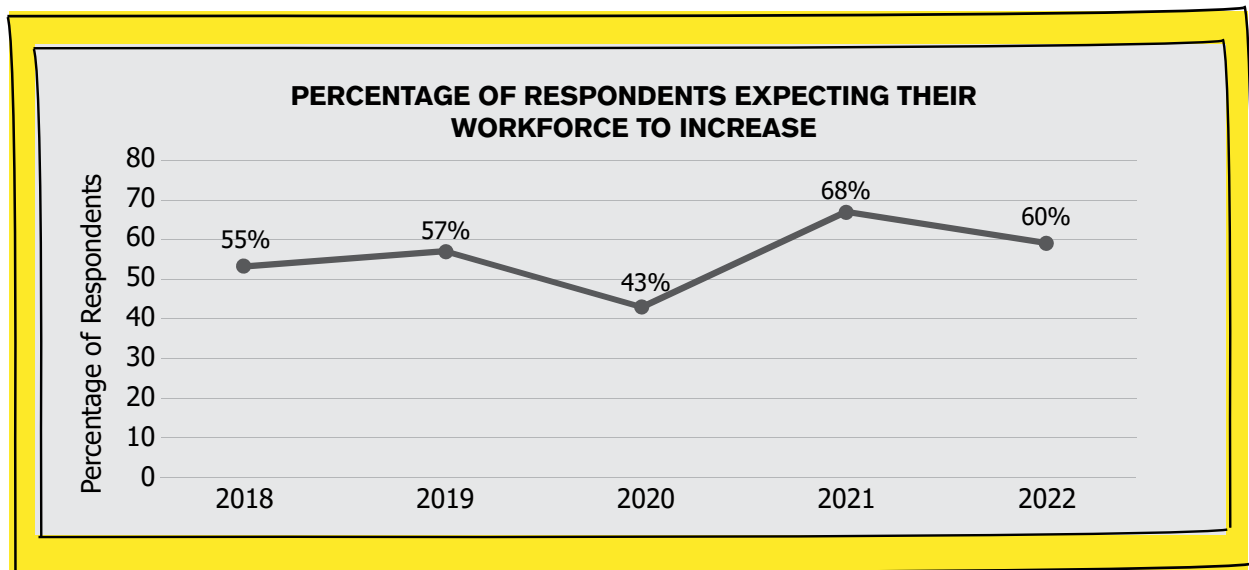
Talent and Skills Availability



Workforce Growth

We know from the previous section of this report that Kiwi businesses are struggling to thrive. Has this impacted growth? Only marginally. Whereas in 2021, 60% of respondents indicated their workforce had grown in the 12 months prior, 56% said the same this year. Meanwhile, 22% shrunk, compared to 20% previously. These figures remain pretty similar across all business sizes.

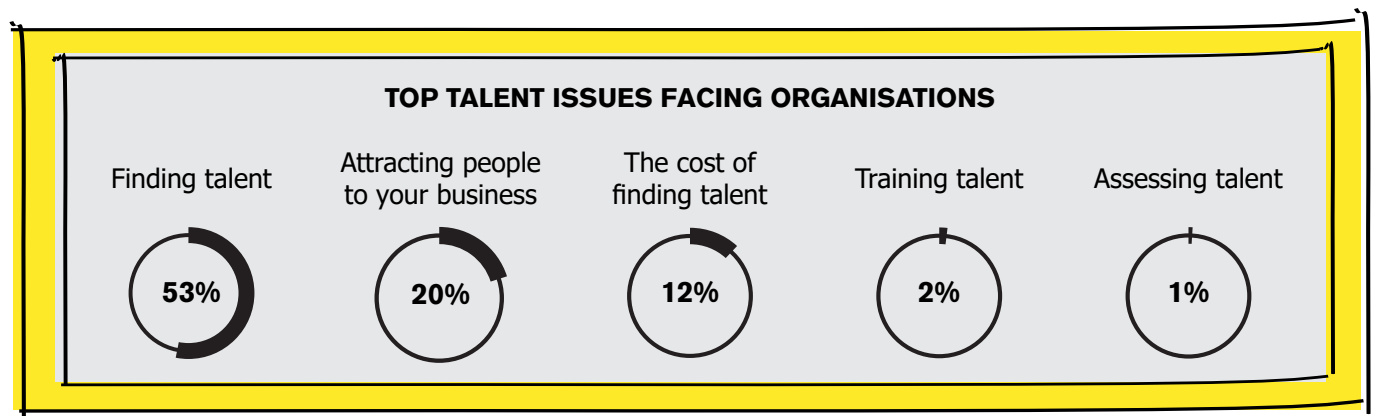
Slightly more noticeable is that expectations of impending growth have slumped somewhat. In 2021, 68% of businesses said they predicted their workforce would grow in the following 12 months. 60% said the same this year. 10% believe they will shrink, compared to 8% in 2021.

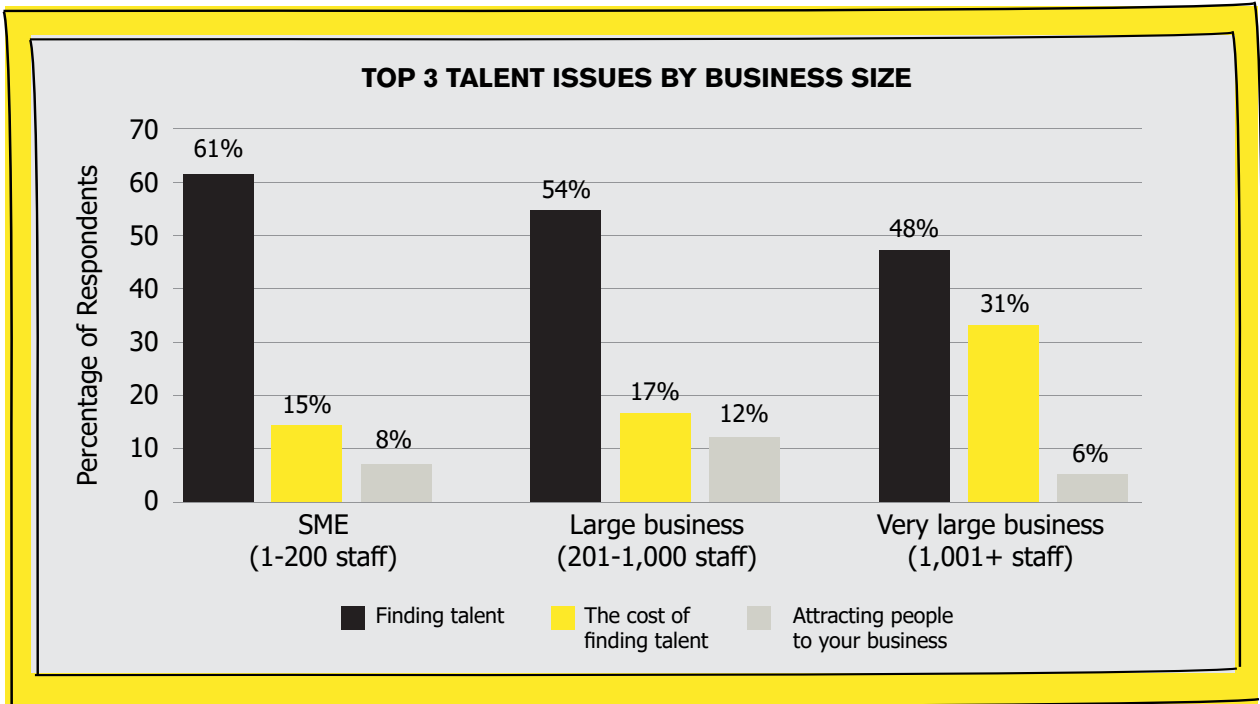


Finding Talent During the 'Great Resignation'

All over the world, workers are leaving their jobs in their droves as a part of what we now know as 'The Great Resignation'. Our questions around recruiting before and after the COVID-19 pandemic - when the movement began - give us a glimpse into how this is affecting Kiwis.

Finding talent continues to be the biggest recruitment issue facing the nation. 53% of respondents claimed finding talent was their biggest problem (60% last year), followed in second place by the problem of attracting people to the business (20%, up from 16%). The cost of finding talent also rose compared to 2021: while just 5% of respondents previously said this was an issue, that figure climbed to 12% this year. Finding talent is a greater issue for smaller rather than larger businesses, who instead struggle more to attract talent.

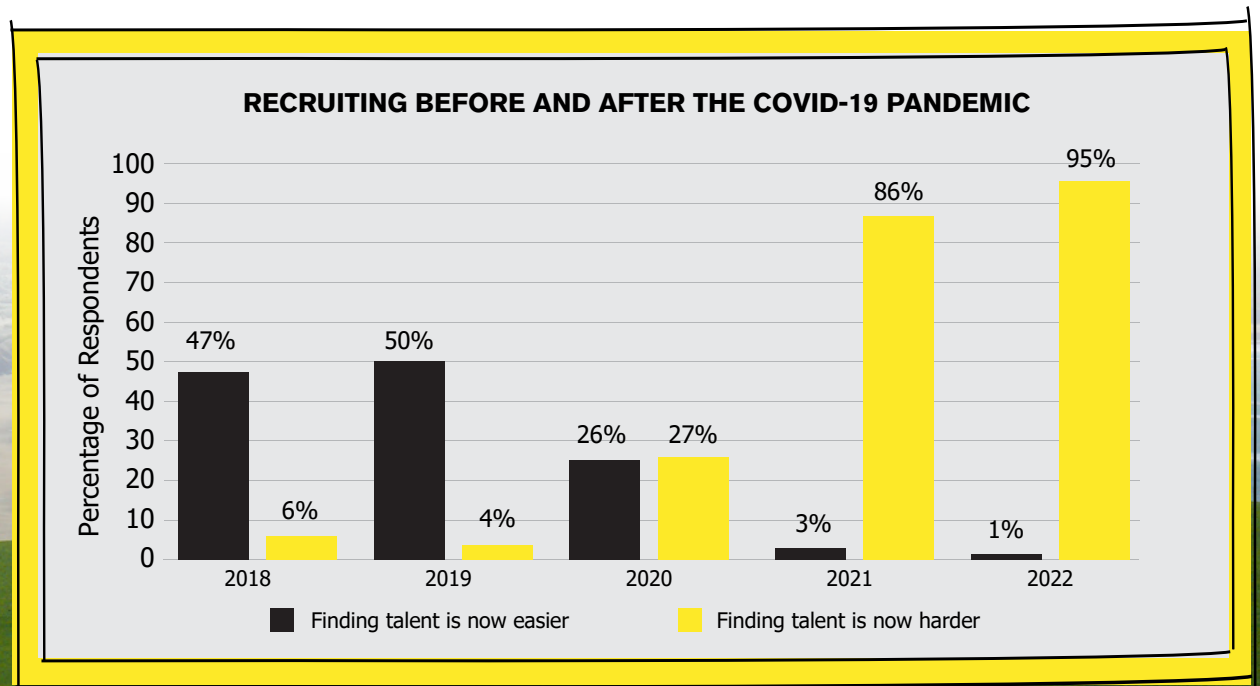




Drilling further into this problem, we asked respondents to rank how hard it is to find suitable talent on a scale of 1 (no issue at all) to 100 (very serious issue), a question we asked in 2021 also. The figure grew year on year, rising from 71 to 78.

On top of that, 95% of respondents said that it's harder to find talent now compared to before the COVID-19 pandemic. 86% said the same in 2021, and 27% in 2020. Note that incredible increase (27% to 95%!); this paints us a bit of a bleak picture - the compounding issues of lockdowns, costs of living and, of course, the Great Resignation movement itself, have combined into a perfect storm for recruiters.

On the subject of movement, we see this Great Resignation playing out in real time. 41% of respondents said they have seen "a lot" of employees move on since the pandemic, followed by a further 40% who saw "some" movement. This represents a near-doubling on 2021.



Assessing Kiwi Talent

Previously, business leaders indicated to us that they were not wholly satisfied with the quality of local talent available in the Kiwi market. Feelings on this issue have only worsened in the intervening 12 months: more respondents now than last year said they are not satisfied with either the quality or suitability of Kiwi workers (rising from 61% to 66%).

Nor have local employers particularly benefited from the predicted 'Brain Gain', that is, Kiwis returning home during the pandemic. When asked to rank how much their organisation saw any benefit on a scale of 1 (zero benefit) to 100 (significant benefit), the average response was 21 (down from 29). We then probed for more comments, finding that the majority of commenters stated they have not hired any returning Kiwis at all. Others mentioned Kiwis aren't bringing in specialist skills required by their industry, that there aren't actually that many returning Kiwis anymore, and finally that the Brain Gain is, in reality, over - local talent is back to leaving the country, not returning.

In fact, there's a reasonable degree of concern among employers that skilled talent is going to leave New Zealand now that the borders are open. 36% said they are very concerned about this, and another 36% said they are moderately concerned. 23% are a little concerned, while only 4% are not concerned at all. All of these figures represent an increase on last year's results. Businesses are as similarly concerned as each other, regardless of their size.

Hiring Offshore Talent

Last year we found that quite a considerable percentage (27%) of employees in this country had been hired from overseas in the last five years. Thus, the border restrictions during 2020 and 2021 proved to have a sizeable impact on recruiters, who rated this impact as a 59 out of 100, where 1 meant they saw no impact at all and 100 meant they saw significant impact.

Results were very similar this year - indeed, they barely changed at all. In the last five years, a quarter of the workforce in New Zealand was hired from overseas. Respondents then ranked the impact of border restrictions in the past 12 months as a 58 out of 100.

We asked for more details, giving respondents the chance to write whatever they wanted. What was the actual impact they were seeing? Three trends stuck out as common among all respondents: border restrictions had meant the number of applicants for jobs dropped; there wasn't enough talent available to hire in New Zealand to fill roles; and visa restrictions were proving difficult to navigate and, thus, slow. People couldn't get into the country.

This will be a trend to watch as we move into 2023 - our first year with open borders in quite some time.

BREAKDOWN OF LEADERS BASED ON SATISFACTION WITH LOCAL TALENT

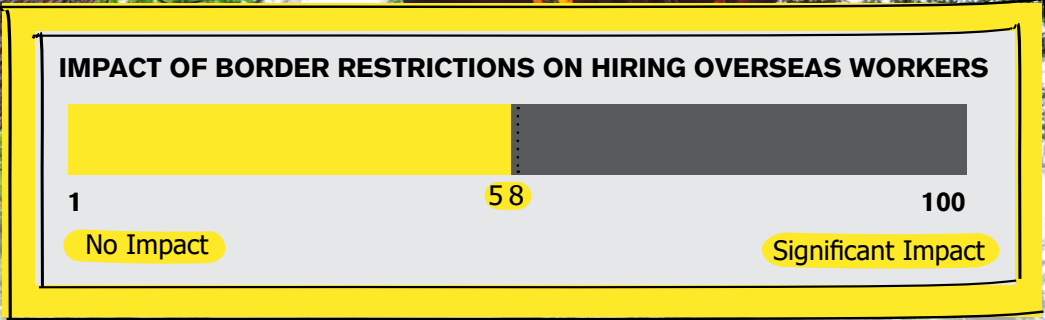
	Not satisfied with the quality of Kiwi talent	Satisfied with the quality of Kiwi talent
Business size	Very Large (31%)	Very Large (42%)
Biggest issue: Finding talent	59%	46%
Difficulty of recruitment	83/100	69/100
% of workforce as migrant talent	26%	22%
Taking advantage of remote workers	40%	41%

HOW CONCERNED ARE YOU THAT LOCAL TALENT WILL LEAVE NZ?

Very concerned	36%
Moderately concerned	36%
A little concerned	23%
Not concerned at all	4%
Unsure / Don't know	1%

Your comments: What was your experience with the border restrictions?

- Border restrictions reduced the level of offshore talent in the market meaning we are all fighting for the same small talent pool.
- Been tough to hire specialist roles for the Education sector, and also Engineering and IT roles as we compete with the private sector.
- We managed to get a couple of people in on "Critical Worker" exemptions, but it required a lot more effort on our part.



Filling Gaps with Contractors and Remote Workers

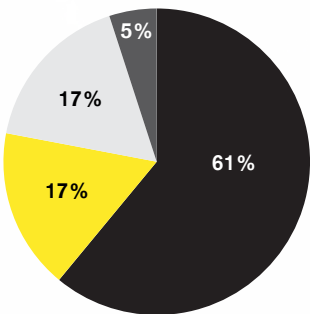
Of course, it seems like the solution to New Zealand’s reportedly small talent pool is to look elsewhere - filling gaps with temporary contractors and, even, recruiting remote workers. Are these options being considered by respondents?

Permanent staff are still the preference. 61% of respondents said they expect to hire more permanent workers in the coming 12 months than contractors, leaving just 17% saying the opposite - a close result to last year. Very large (1,001+ staff) organisations were the most likely to be looking to contractors as a solution (56% permanent vs. 25% contractors), and large businesses (200-1,000 staff) were the most likely to want permanent staff (68% vs. 12%). The nation’s SMEs are also not very interested in contractors (59% vs. 13%).

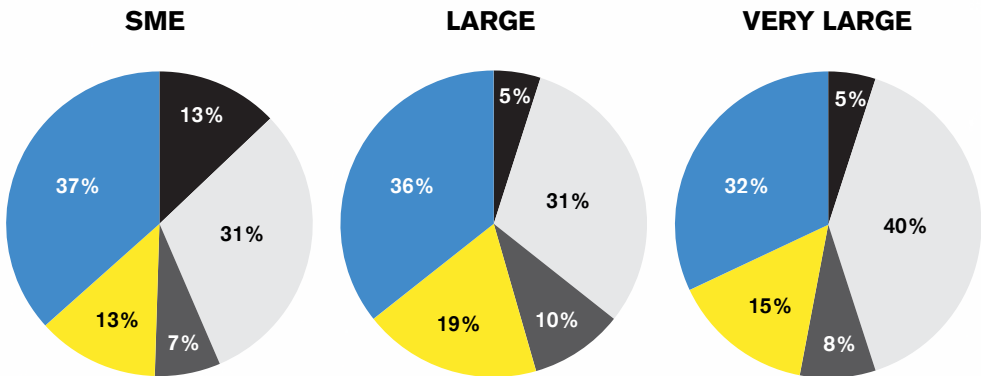
Remote workers are another story. 7% of respondents are taking full advantage of the availability of remote employees, even those who live overseas. A further third are taking some advantage, while 8% plan to do so in future. For 15% of companies, the idea is in discussion, leaving 37% who are not utilising remote or overseas workers at this time. Given that 52% weren’t even considering the idea last year, this is quite a change.

SMEs are leading the charge here, with 13% taking full advantage of remote workers (compared to just 5% among other business sizes). That said, those larger organisations are still taking some advantage, with as many as 28% also planning or discussing the idea. So, this is another one to watch as we move into 2023.

WILL YOU HIRE MORE CONTRACTORS OR PERMANENT EMPLOYEES?

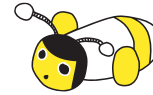


- More permanent
- More contract/temporary
- Unsure/Don't know
- Not Hiring



- Taking full advantage
- Planning to take advantage
- Taking some advantage
- In discussion
- Not utilising at all

Pay, Benefits and Retention



Pay and Benefits

The average pay rise across companies has wavered in recent years. Whereas in 2019, most companies (as many as 41%) were offering either a 2% or 3% rise, that plummeted to 27% offering a 2% rise and 23% offering a 3% rise by 2021. Well, good news for employees - pay rises are set to increase significantly by the end of the 2022-23 financial year: 21% of respondents expect to offer a 5% pay increase, followed by 19% offering 3% and 15% offering 4%. Given the troubles we're seeing around not just finding but attracting talent, it's perhaps no surprise to see pay increases on the up (perceived low pay is, after all, a key issue of the Great Resignation).

As for non-cash benefits, 77% of companies are offering flexible work hours, and the same number are also offering hybrid working options (e.g. remote & office). Company-paid training came in third (65%), then working from home (63%) and mobile phone/allowance (59%). Working from home dropped sharply as a benefit, down from 83% to 63% - although this is likely because we offered hybrid working as a new option this year to allow Kiwis more specificity in their response to the question.

The different business sizes all shared the same top five. However, the rankings differ slightly - most notably, SMEs and businesses with 200-1,000 staff prefer hybrid working over flexible working. Very large businesses answered with the opposite.

TOP NON-CASH BENEFITS BY BUSINESS SIZE

SME (1-200 STAFF)	
Hybrid working options (e.g. remote & office)	73%
Flexible work hours	71%
Mobile phone/ Allowance	64%
LARGE BUSINESS (201-1,000 STAFF)	
Hybrid working options (e.g. remote & office)	86%
Flexible work hours	84%
Company paid training	78%
VERY LARGE BUSINESS (1,001+ STAFF)	
Flexible work hours	80%
Hybrid working options (e.g. remote & office)	75%
Work from home	72%

Retaining Employees for New Challenges

What about employee retention? A hot topic for decades, retention has come into new importance as workers grow more willing to walk away from their job. Thus, it too has become harder - 66% of respondents in 2021 said it was trickier now to retain employees than the year prior. In 2022, this rose to 83%. This problem also gets more pronounced the larger the business - 87% of large organisations said retention has gotten harder, compared to 85% of large organisations and 77% of SMEs.

So then, what is the greater issue: retention or attraction? A third of respondents said retention was their biggest problem, compared to 13% saying attraction. This leaves the clear majority - 54% - saying they're equal.

Drilling into a bit more detail, we can see that retention grew in priority since 2021 (rising from 28% to 33%) while attraction shrunk (21% down to 13%). SMEs and very large organisations are pretty unanimous on the issue, with results coming in close to the average. But, large organisations (200-1,000 staff) are quite different - only 6% believe attraction is a priority, with a much greater majority of 63% saying retention and attraction are equal.

WHAT IS THE GREATER CONCERN FOR YOUR BUSINESS: ATTRACTION OR RETENTION?

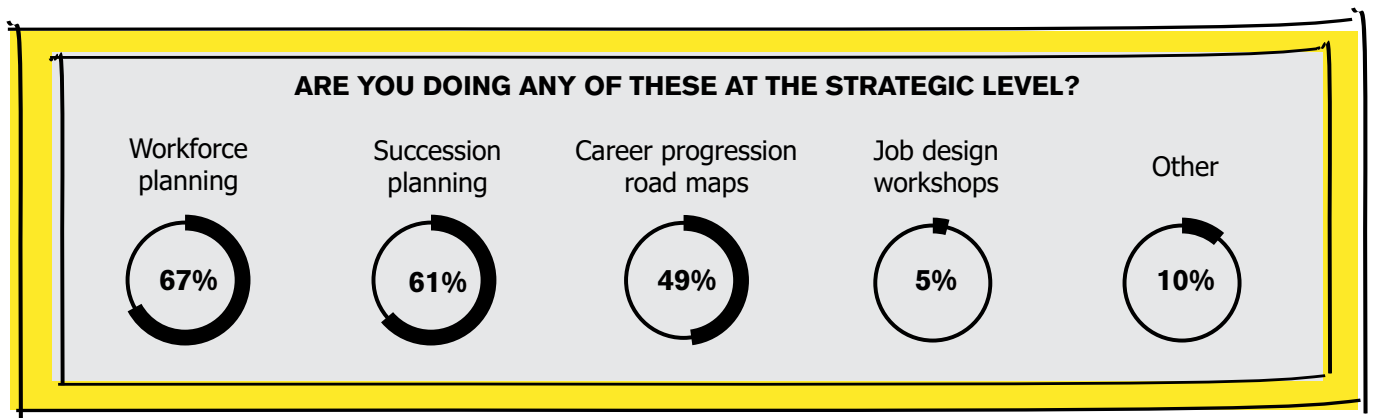


Planning & Measuring Employee Engagement

The next logical question in our report is, if attraction and retention (retention in particular) are such issues, what are respondents doing to keep employees as engaged as possible?

At the strategic level, 67% of Kiwi leaders said they are using workforce planning, and 61% are using succession planning. Career progression road maps were utilised among 49% of respondents, followed by job design workshops at just 5%. For large organisations specifically, succession planning was more popular than workforce planning.

Businesses are also using a variety of methods to gather satisfaction and engagement feedback from staff. Engagement surveys were most popular (70%), followed closely by one-to-one feedback (68%). Net-promoter scores were the least popular, at 21%. 5% of respondents said they aren't doing any form of feedback gathering. Large and very large businesses are fairly similar, but far fewer SMEs are using engagement surveys - just 56%. More (74%) were utilising one-to-one feedback.



Improving Employee Engagement

Flexible work policies are the most popular employee engagement method, at 80%, followed in second place by employee assistance programmes (EAP) at 73%. Professional development came in third (66%), then health and wellness initiatives (62%) and stress management programmes/resources (43%). These results are all quite similar to 2021.

A lack of time (46%), money (41%) and people resources (40%) are the top three barriers preventing companies from improving their employee engagement further. Changing employee mindsets was also a reasonably common problem (25%) and gaining executive buy-in (18%). Just 8% of respondents said managing these programmes was a barrier, leaving 13% who said they don't have any issues to fix. This is a bit of an increase for budget-related issues, which was 36% last year and 26% the year prior. Executive buy-in has come down slightly as a problem, but remains quite high compared to 2020, where only 5% of respondents cited it as an issue.

What's notable is the number of respondents who said "N/A". As in, they don't believe they have any issues to fix. In 2020 that figure sat at a whopping 49% - the clear majority at the time. In 2021 it dropped to 14%, and now it's down a bit further at 13%. Given the issues we're seeing around attraction and retention, it's possible that employers now are facing greater staff-related challenges than in 2020, although part of the problem may also be that they are simply more aware of issues that have been present for some time. We'll keep track of this over the coming reports to see if we can find out more.

TOP EMPLOYEE ENGAGEMENT/ SATISFACTION MEASURES	
Flexible work arrangements / policies	80%
Employee assistance programmes (EAP)	73%
Professional development	66%
Health and wellness initiatives	62%
Stress management programmes / resources	43%
On-site food options	17%
Other	8%
N/A - no issues	4%

MOST POPULAR MEASURES BY BUSINESS SIZE

SME (1-200 STAFF)		LARGE BUSINESS (201-1,000 STAFF)		VERY LARGE BUSINESS (1,001+ STAFF)	
Flexible work arrangements / policies	74%	Flexible work arrangements / policies	89%	Employee assistance programmes (EAP)	82%
Professional development	61%	Employee assistance programmes (EAP)	84%	Flexible work arrangements / policies	81%
Employee assistance programmes (EAP)	55%	Health and wellness initiatives	75%	Professional development	68%



Working in the New Normal

COVID-19 Absenteeism

Some companies have never faced such a high proportion of absent staff as they are right now. At the time of writing this report, COVID-19 continues to spread, putting workers one after the other into personal lockdowns. This, of course, creates an absenteeism problem, so we asked respondents to what extent these absences have impacted their business. On a scale of 1 (no impact at all) to 10 (significant impact), Kiwi leaders rated the impact as 6. Businesses were affected similarly regardless of size, although SMEs ranked themselves as 5 instead of 6.

In order to cope, companies were using a variety of strategies. Most commonly, they spread work across the remaining employees (54%). 9% hired temps, and 5% either brought new staff in from other locations/regions or hired contractors. 6% took no action at all. 10% noted "Other" as their response. Mostly, these respondents commented that they were having to delay work, reduce output or extend timeframes.

COPING STRATEGIES FOR COVID-RELATED ABSENTEEISM

Spread work across current employees	54%
N/A	10%
Other	10%
Hired temps	9%
No action	6%
Hired contractors	5%
Brought in people from other locations or regions	5%

The Office in the New Normal

With many respondents embracing remote work, the office isn't what it used to be. Indeed, 78% said their attitude about flexible working arrangements and the physical office itself has changed as a result of COVID-19 (up from 74% last year). 18% said there was no need to change their attitude as they already offered flexible work, while 4% didn't offer any type of flexibility.

But, while attitudes have changed, most respondents haven't made any changes to their office just yet - the same trend as 2021. In fact, the results are almost identical to 2021 in this area. 71% of respondents have made no change to their office, followed by 15% who have downgraded. 9% have upgraded their office size, 2% have moved out of a fixed space to a shared space, and 1.5% abandoned their office for a fully work-from-home model. Very large organisations were the most likely to have downgraded, SMEs the most likely to have upgraded, and large businesses the most likely to have stayed in the same place.

Next, we asked what type of flexible working companies were offering regarding the location of work and days of remote work. Rankings were very similar to last year, suggesting that business leaders have made their decisions regarding locations/days and are now sticking to them. Case-by-case flexible working remains the most popular option, chosen by half of respondents. Two days of working from home per week (chosen by employees) is next at 38%, then one day per week chosen by employees (21%). Offering employees complete flexibility dropped a bit (7 points, down to 19%), while complete remote work rose a similar amount (6 points, up to 14%).

POPULARITY OF DIFFERENT FLEXIBLE WORK LOCATION OPTIONS

Hybrid working offered on case-by-case basis	50%
Two days working from home (chosen by employee)	38%
One day working from home (chosen by employee)	21%
Complete employee flexibility	19%
Three days working from home (chosen by employee)	17%
Complete working from home	14%
Other	13%
Four days working from home (chosen by employee)	7%
Two set days of office closure (chosen by employer)	4%
N/A - No change of physical location	4%
One set day of office closure (chosen by employer)	3%
Three set days of office closure (chosen by employer)	1%
Bookending (Monday/Friday in the office)	1%
Four set days of office closure (chosen by employer)	0%

CHANGES TO THE OFFICE SINCE COVID-19



Upgraded the size of our office



Downgraded the size of our office



Moved out of a fixed office to a shared space facility



Moved out of our office and work from home



No change



No office

Additionally, like last year, the investments and changes made to ensure this flexible work was possible were almost exclusively to do with technology and software. Laptops and headsets for staff, virtual meeting software packages, and so on.

Hours of Work in the New Normal

Flexible location isn't the only type of 'new normal' being offered by employers. Hours have changed, too, although not for everyone.

Most (56%) companies don't offer flexible working hours. Employee-controlled hours were the next most popular option, at 30%. Employee-controlled days followed, at 23%. Split shifts, non-compulsory four-day weeks and compulsory four-day weeks were not remotely as popular, all below 10%. Of those who responded "Other" to this question, most said that their flexible work hours policy was implemented on a case-by-case basis.

To accommodate these changes, new flexible work policies have had to be produced. Most of our respondents mentioned trying to improve remote work capabilities as being key to enabling flexible work hours. Businesses are also trying to be open and flexible in order to attract talent, even retaining employees who have left to go overseas.

POPULARITY OF DIFFERENT FLEXIBLE WORK HOURS OPTIONS



N/A - No change of hours



Other



Compulsory four-day week (everyone works four days)



Flexible hours of work (employee-controlled hours)



Split shifts



Flexible days of work (employee-controlled days)



Partial four-day week (some people work four days)

Maintaining Culture in a Flexible Work Environment

To round out this section of the survey, we asked respondents about what they're doing to maintain company culture in this new, remote environment.

Results are reasonably similar to last year, telling us that the policies put in place in 2021 continue to be effective (or, at least, they haven't been changed). That is with the exception of instant messaging/chat platforms, which came in third place last year (46%) and rose 9 points to 55% - and first place - this year. Digital collaboration platforms are now in second place (49%), then staff feedback surveys (44%), publicly communicated company mission/values (43%) and regular company newsletters (41%).

The different business size categories have all gone about the problem in their own way, with little consensus between them. While IM services were most popular for the two larger categories, SMEs chose publicly communicated new employee welcomes as their top choice - an option that didn't crack the top five for the others. Smaller companies also don't use digital collaboration tools nearly as much, and are in fact 11 points less likely than the average to deploy this software. Another interesting difference, large companies (200-1,000 staff) put health/wellness initiatives in fourth place, while very large (1,001+ staff) and SMEs (1-200 staff) put that option in 6th and 8th respectively.

Of course, this was always going to be the case - different resources, and the complexity of managing large teams, necessitates a different response. SMEs seem to go for lower-cost, simple options, while larger companies need the collaborative power of digital platforms to help manage remote staff.

POPULARITY OF DIFFERENT TACTICS TO MAINTAIN COMPANY CULTURE / COHESION

Instant messaging / chat platform	55%
Digital collaboration tools	49%
Staff feedback surveys	44%
Publicly communicated company mission/values	43%
Regular company newsletter	41%
Health / wellness initiatives	40%
Weekly video meetings	36%
Publicly communicated new employee welcomes	33%
New social clubs / activities	24%
Company-wide contests / competitions	23%
Daily video meetings	15%
Other	9%
N/A - No steps taken	9%
Company retreats	5%

TOP THREE COMPANY CULTURE INITIATIVES BY BUSINESS SIZE

SME (1-200 STAFF)

Publicly communicated new employee welcomes	47%
Instant messaging / chat platform	45%
Publicly communicated company mission / values	39%

LARGE BUSINESS (201-1,000 STAFF)

Instant messaging / chat platform	61%
Digital collaboration tools	52%
Staff feedback surveys	52%

VERY LARGE BUSINESS (1,001+ STAFF)

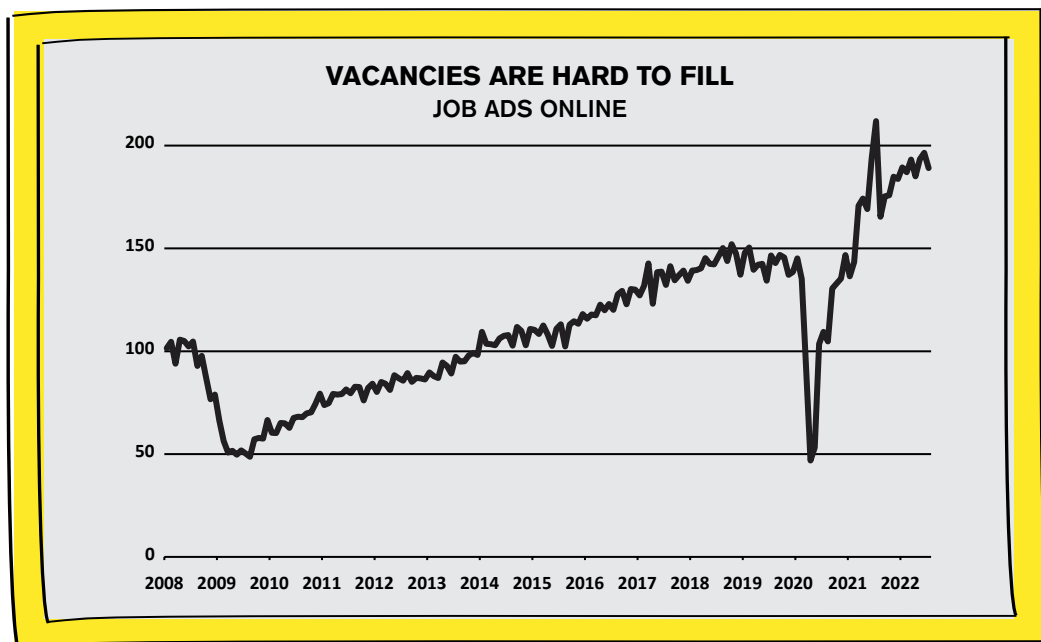
Instant messaging / chat platform	59%
Digital collaboration tools	58%
Regular company newsletter	48%

Economic Commentary

with Shamubeel Eaquib



The New Zealand economy is facing continued uncertainty. Unlike the pandemic-induced concerns, now it's more about the highest inflation since the 1980s, rapidly rising interest rates, continued pandemic restrictions in China (our biggest trading partner), and widespread business and consumer pessimism. Other factors include the record number of job ads, record difficulty in recruiting, Kiwis looking to go overseas for their OEs and work, and tightened immigration criteria. Businesses should plan for a recession, but with an eye to a recovery that follows, which should prioritise staff retention. It will be a challenging year ahead with few easy choices.



Source: MBIE

Beyond COVID-19

New Zealand's COVID-19 response in the first two years was positive. While closed borders caused significant disruption, some 10,000 deaths were averted, the economy was larger than in comparable countries, and more people remained in work.

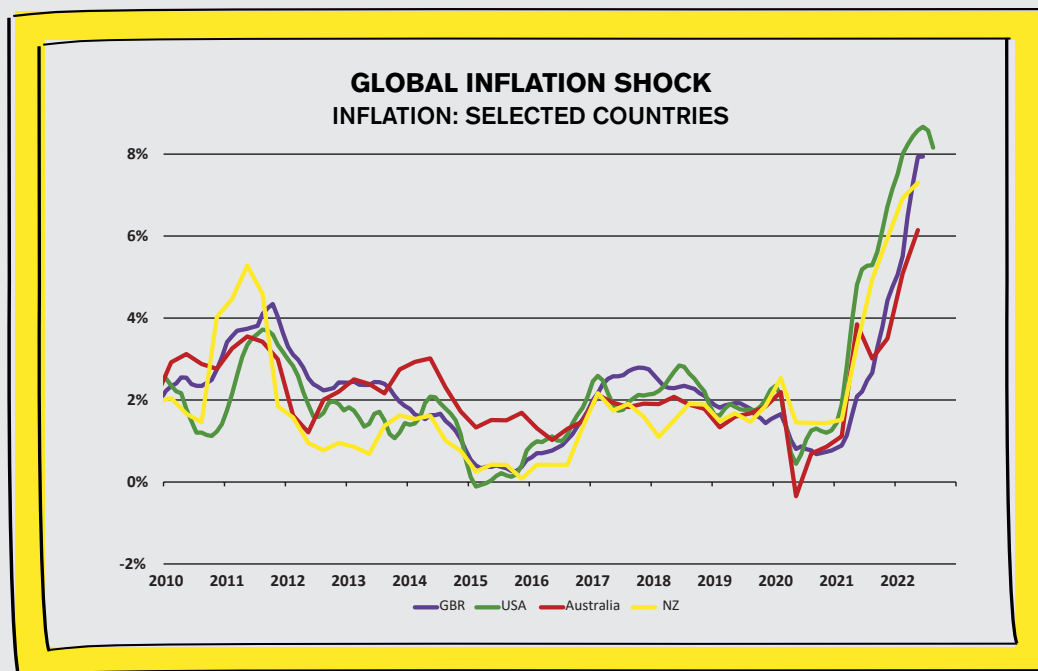
The wage subsidy programme and other regulatory and fiscal support combined with monetary policy relief averted widespread business closures and job losses. Broad uptake of vaccines and removal of pandemic restrictions means a return to more normal conditions.

But it is a new normal, as COVID continues to circulate, though with greater impact through absence and risk of long COVID, rather than public health restrictions and generous government support. The virus will continue to affect some countries like China, which is still pursuing its zero-COVID policy, and in developing economies with low vaccination.

New Normal

The two pandemic years of 2020 and 2021 were exceptional because of the health crisis. 2022 and beyond are also exceptional for different reasons.

First, prices are rising at the fastest pace since the 1980s. High inflation is a global issue. In 2021 it was due to strong demand sustained by pandemic relief, but COVID-19 disrupted supply. In 2022, this was joined by surging food and fuel prices due to the Russian invasion of Ukraine. While oil and wheat prices have eased from highs in early 2022, prices remain elevated, and supply volumes could still be affected for some time. Climate change-related adverse weather conditions (drought and floods) could keep food prices high for some time.



Source: Statistics NZ, ABS, ONS, US BLS

Second, and relatedly, monetary policy settings are reversing rapidly around the world. Interest rates have trended lower since the early 1980s but are now on an upward trend. Rising interest rates will reduce the spending power of borrowers and reduce new borrowing for investment projects. It is designed to slow spending and investment.

And third, the economic conditions are starkly different around the world.

China – our largest trading partner – is still pursuing zero-COVID (affected by their use of a less effective vaccine), which is causing significant economic and social disruption, compounding a sharp slowdown in the property market. This will affect demand for our export volumes.

Europe is being badly affected by the Russia-Ukraine war because it is so dependent on Russian gas. Europe is likely to experience a grim winter of energy shortages, soaring energy costs and recession. Large regulatory and fiscal responses are likely to shield households and businesses from soaring energy costs but could be accompanied by rising interest rates. The policy mix is convoluted.

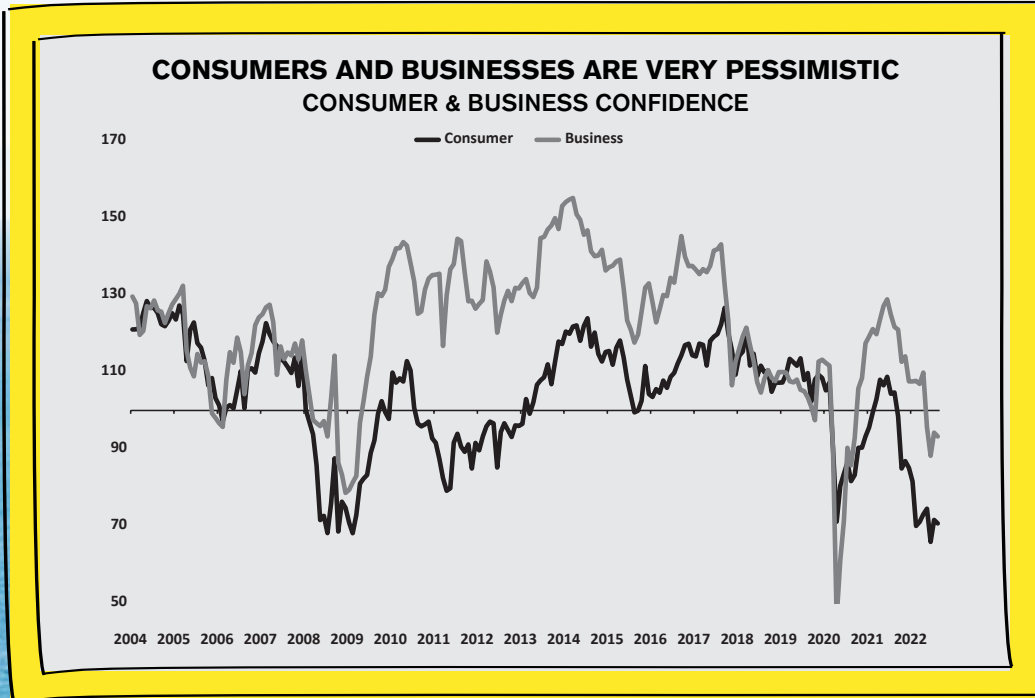
America is dealing with an overly hot economy and interest rates are climbing rapidly. There is a risk that a recession will be engineered to bring US inflation under control. But it will also affect countries around the world, as global financial systems are closely linked with the US at its core.

Developing countries are dealing with the rising cost of borrowing, depreciating currencies, and very high inflation, which raises real risks of starvation, recession and of a sovereign debt crisis.

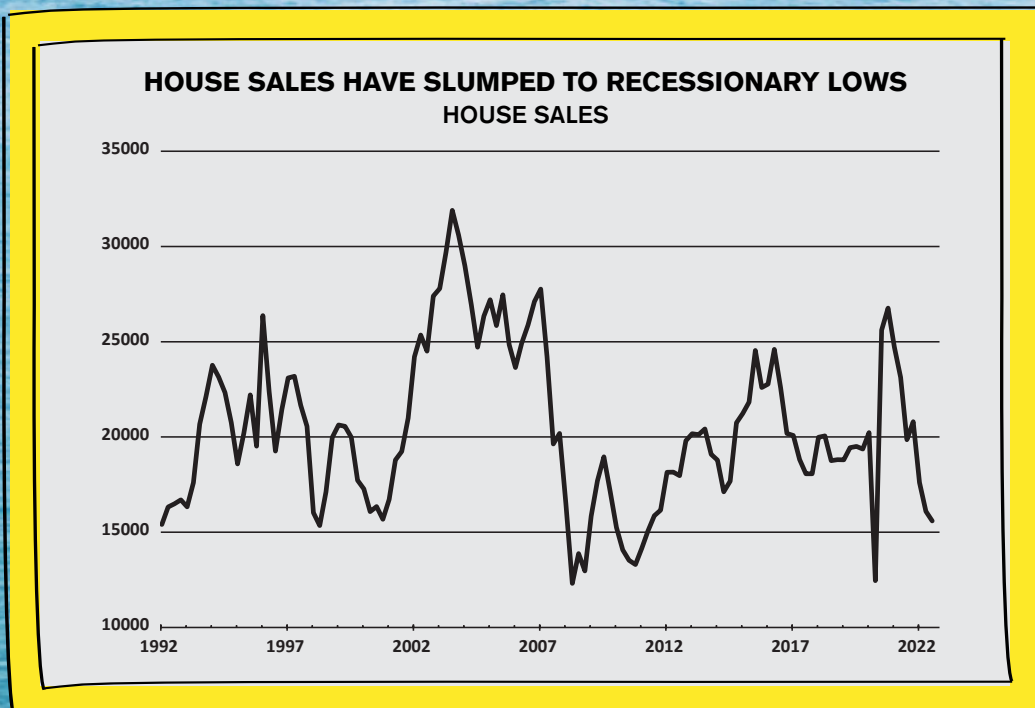
This uneven global backdrop of economic risks and policy positions is unusual. There is no optimal and coordinated policy pathway that will bring down inflation and create a soft landing for the economy. Rather, central banks fear inflation will flow through to wage-setting behaviour and are deliberately engineering a sharp economic slowdown, which will cause business closures, job losses and dent wage demands.

Out of Puff

In New Zealand, our economy was buffeted by COVID-19 in 2020 but had rebounded by mid-2021. Since then, economic activity has flattened. Consumer and business confidence have fallen since mid-2021 too and are now at recessionary lows. House sales, which were boosted by loosened lending criteria and interest rate cuts when the pandemic hit, are also at recessionary lows. House prices in 2022 have fallen at the fastest pace ever, in monthly data available from 1992. Business profits are under pressure, which has pulled back intentions to hire and invest in new technology capital.



Source: ANZ Bank



Source: REINZ

There is good news too. Open borders are reviving tourism and commodity prices are a boon for exporters, particularly food producers. However, there is some risk from slowing global growth affecting the nascent tourism recovery and hitherto resilient exports.

Local economic headwinds are growing. Not only are consumers and businesses very pessimistic, but the RBNZ is also aggressively increasing interest rates from very low levels. It is very unusual for interest rates to rise while confidence is slumping.

The RBNZ is concerned about high inflation, led largely by food and fuel prices will become embedded in non-tradable inflation, which is code for wage inflation. The experience of the 1970s and 1980s, when it was very difficult to break a self-perpetuating inflation cycle, colours their view.

The RBNZ is right to fear entrenched high inflation, but there is also a risk that they raise interest rates too much, too fast. Unlike the 1970s and 1980s, there is little centralised or unionised wage bargaining now. Union membership has fallen from a peak of nearly half of workers in 1986 to around 17% now.

Businesses are increasing wages, mainly to retain and attract staff in the face of record labour shortages, but this is not keeping pace with increases in the cost of living.

Real incomes are falling. While households saved record amounts during the pandemic, that has been largely wiped out by increased living costs. This is already causing spending on everything but food, fuel and home-related categories to decline. The impact will be uneven. Lower-income households spend more of their weekly budget on the necessities like food, fuel and rent. They will have less to spend on larger and more fun items.

Labour shortages are intense. Policy support meant job losses were largely averted. A rebounding economy increased employment, but closed borders meant immigration did not add to the labour supply. Instead, the migrant workforce shrank. A record share of the working-age population is in work and unemployment is at historic lows.

Immigration is re-opening, but policy settings are tighter than before the pandemic. This means that the inflow of migrant workers may be harder and slower than before. Very few New Zealanders left in 2020 and 2021, for their OE and overseas work opportunities, mainly to Australia and UK. It could pick up sharply, as there are intense labour shortages in those countries too. The net balance could see continued labour shortages for some time. Job ads are still near historic highs. While hiring intentions have stalled, businesses are likely to hoard labour after difficulty recruiting and retaining staff in recent years. Businesses are more likely to cut other expenses before reducing headcount, at least until the financial pressures intensify further.

Working Differently

The pandemic changed how we work. Many more people are working from home at least some of the time. Before the pandemic, around 500,000 people worked from home regularly. Now, it is between 700,000 and 900,000 (out of 2.8 million workers).

This tends to affect more senior positions and professional services jobs. Many workers are demanding flexibility and are confident asking for it, with less than 15% of workers fearing job loss. But businesses are also balancing the strain working from home poses to organisational culture, supervision and knowledge transfer, especially to more junior team members.

While some businesses are attempting to enforce a return to work, some kind of hybrid working seems likely to take hold in many industries. This requires careful management by businesses.

There have also been some myths, such as the great resignation and the quiet resignation.

There has been no great resignation in New Zealand (unlike in the US). Quit rates have been consistently lower than pre-pandemic levels. The biggest shift has been in people moving to other industries. This has been from the industries most affected by the pandemic – accommodation, food service, travel services, and arts and recreation – and has made hiring in some industries feel even harder.

There is no evidence of quiet resignation, where people do the bare minimum. Instead, labour shortages have meant more people are working harder and longer hours than before. The average working week has roughly increased by 45 minutes, as people work longer hours, including transitioning from part- to full-time. This is equivalent to 65,000 jobs.

Implications for Business

The New Zealand economy has stalled. The outlook is extremely uncertain. But businesses should plan for a tougher economic environment, with an alternative plan for stronger conditions to dust off if our fears don't come to pass.

Central banks around the world look set to increase interest rates, even as local and many trading partner economies slow. This will affect the cost of funds and global demand for tourism and exports.

A slump in New Zealand house sales will infect residential construction. Pressure on profit margins will slow business investment.

Falling real incomes will affect household spending. Government spending could be set for an increase but expect that to be promised to be spent after the general election in 2023, especially with polls suggesting a very competitive upcoming election.

Businesses face an unviable backdrop of heightened uncertainty. They should plan for heightened economic risk, which means revenue and profit margins will be under pressure.

There is a temptation in this environment to reduce headcount, but this should be in the context of the tightest labour market on record. Recruitment is difficult and expensive; the priority should be on retention.

If headcount reductions are necessary, reducing hours and increasing flexibility could shield against future hiring difficulties.

Businesses should increase investment in existing staff to improve culture and facilitate career progression within the business.

Given the very high cost of living, rewarding staff with monetary benefits will help with retention. Non-monetary benefits remain high on the agenda of workers: increasing flexibility, improving career progression, positive work culture, etc.

When recruiting new graduates, businesses need to be sensitive to education disruption over the last two years, which may require greater pastoral care.

Salary Guide 2022/23

Included in this year's report is our Beyond Recruitment Salary Guide 2022/23. We asked our expert recruiters in each specialisation for insights on trends in their specific areas of expertise.

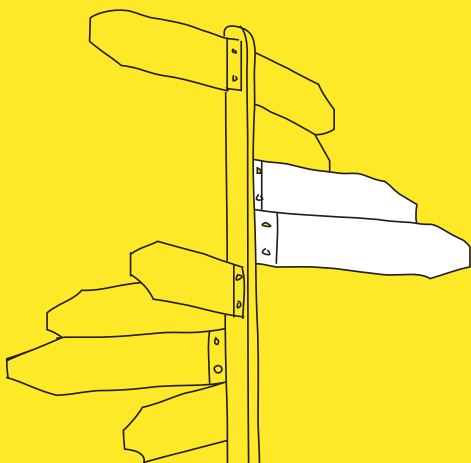
Our data corroborates with what we saw in our latest report - the average pay rise overall (from the survey data) rose to 3-5%. In the salary guide below, we see a large proportion of roles are in the green, showing they have increased over the last year.

It's interesting to see that for the most part, salaried staff saw a pay rise, but contractors dropped. Given the previous demand for contractors, this shift could indicate that this is changing, and we can see from the main survey that our respondents show a preference for permanent employees over contractors.

As we're talking about a preference for permanent employees, we noticed that in 2021, some sectors didn't see as many pay rises in Auckland, leading us to consider whether a tricky year encouraged businesses to pay more attention to their employees to get them through it.

We also didn't see too many pay rises throughout Marketing, but they did bloom across Communications positions that didn't get much of a rise last year. Communications roles were not paid as well in 2021, so this could be a bounce back from that. Through 2021, Marketers earned pay rises throughout, while other subcategories remained slow, with only the contractors in this sector benefitting from pay rises. These figures suggest that Marketing budgets have shifted to Communications in 2022.

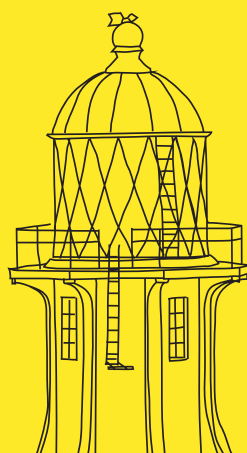
Overall, in 2021 contractors were in higher demand and pay rises were consistent across the board. This year, the demand for digital skills has slowed down, which means that only a few key roles were still seeing a salary rise in 2022. We will be keeping a close eye on the situation as it changes and will be interested to see how salaries track in next year's report.



Below, we have marked where salaries have increased or decreased from the previous year's results.

Salary Changes

- No change from 2021
- Increase from 2021
- Decrease from 2021



ACCOUNTING, FINANCE & FINANCIAL SERVICES

ROLE TITLE	PERMANENT		CONTRACT	
	MEDIAN SALARY		MEDIAN CONTRACT RATE	
	AUCKLAND	WELLINGTON	AUCKLAND	WELLINGTON
Accounting Administrator (incl. AP / AR)	\$65,000	\$57,500	N/A	N/A
Accounts Assistant	\$60,000	\$58,000	N/A	N/A
Accounts Payable	\$60,000	\$60,000	N/A	\$50.00
Accounts Receivable	\$60,000	\$60,000	N/A	\$50.00
AP / AR Manager	\$90,000	\$95,000	\$55.00	\$80.00
Assistant Accountant	\$80,000	\$68,000	\$55.00	\$55.00
Cost Accountant	\$105,000	\$110,000	\$65.00	\$85.00
Company Accountant	\$120,000	\$100,000	\$65.00	\$55.00
Audit Manager	\$135,000	\$120,000	\$80.00	\$90.00
BAS / Audit / Tax - Graduate	\$55,000	\$48,000	N/A	N/A
BAS / Audit / Tax - Intermediate	\$85,000	\$70,000	N/A	N/A
BAS / Audit / Tax - Senior	\$100,000	\$95,000	N/A	N/A
BAS / Audit / Tax Manager (Practice)	\$120,000	\$110,000	N/A	N/A
Business Analyst	\$120,000	\$110,000	\$75.00	\$95.00
Business Analyst - Senior	\$150,000	\$130,000	\$100.00	\$100.00
Chief Financial Officer (CFO)	\$250,000	\$250,000	\$150.00	\$150.00
Commercial Analyst	\$130,000	\$100,000	\$80.00	\$85.00
Commercial Manager	\$150,000	\$150,000	\$100.00	\$120.00
Credit Control	\$70,000	\$65,000	N/A	N/A
Credit Manager	\$110,000	\$100,000	\$60.00	N/A
Finance Business Partner	\$150,000	\$150,000	\$85.00	\$120.00
Finance Director / GM Finance	\$250,000	\$250,000	\$150.00	\$150.00
Finance Manager	\$140,000	\$130,000	\$85.00	\$130.00
Financial Accountant	\$110,000	\$105,000	\$65.00	\$85.00
Financial Accountant - Senior	\$130,000	\$120,000	\$75.00	\$100.00
Financial Analyst	\$105,000	\$100,000	\$65.00	\$85.00
Financial Controller	\$200,000	\$175,000	\$100.00	\$130.00
Financial Performance Analyst	\$110,000	\$115,000	\$75.00	\$100.00

ACCOUNTING, FINANCE & FINANCIAL SERVICES CONTINUED

ROLE TITLE	PERMANENT		CONTRACT	
	MEDIAN SALARY		MEDIAN CONTRACT RATE	
	AUCKLAND	WELLINGTON	AUCKLAND	WELLINGTON
Internal Auditor	\$100,000	\$85,000	N/A	\$85.00
Management Accountant	\$110,000	\$110,000	\$65.00	\$100.00
Management Accountant - Senior	\$130,000	\$120,000	\$80.00	\$120.00
Payroll Administrator	\$75,000	\$65,000	N/A	N/A
Payroll Officer	\$90,000	\$75,000	\$55.00	N/A
Payroll Advisor	N/A	N/A	N/A	N/A
Payroll Manager	\$120,000	\$120,000	\$65.00	\$90.00
Payroll Team Leader	\$105,000	\$105,000	\$70.00	\$80.00
Principal Financial Accountant	N/A	\$130,000	N/A	\$130.00
Shared Services Manager	\$140,000	\$140,000	\$85.00	\$120.00
Shared Services Team Leader	\$95,000	\$95,000	\$65.00	\$85.00
Systems Accountant	\$130,000	\$130,000	\$70.00	\$120.00
Tax Accountant	\$110,000	\$110,000	\$70.00	\$90.00
Tax Manager	\$140,000	\$140,000	\$90.00	\$110.00

ACCOUNTING, FINANCE & FINANCIAL SERVICES TEMPORARY STAFFING SOLUTIONS

ROLE TITLE	TEMPORARY	
	MEDIAN HOURLY RATE	
	AUCKLAND	WELLINGTON
Accounting Administrator (incl. AP / AR)	N/A	\$30.00
Accounts Assistant	\$30.00	\$30.00
Accounts Payable	\$30.00	\$35.00
Accounts Receivable	\$30.00	\$45.00
AP / AR Manager	\$40.00	N/A
Assistant Accountant	\$35.00	\$40.00
Credit Control	\$27.50	\$35.00
Credit Manager	N/A	N/A
Payroll Administrator	\$31.00	\$35.00
Payroll Officer	\$35.00	\$45.00

CORPORATE SUPPORT

ROLE TITLE	PERMANENT		TEMPORARY	
	MEDIAN SALARY		MEDIAN HOURLY RATE	
	AUCKLAND	WELLINGTON	AUCKLAND	WELLINGTON
ADMINISTRATION				
Receptionist	\$55,000	\$55,000	\$26.00	\$27.00
Data Entry Administrator	\$50,000	\$52,000	\$25.00	\$25.00
Administration Assistant	\$60,000	\$65,000	\$27.00	\$35.00
Executive Assistant	\$90,000	\$80,000	\$40.00	\$50.00
Executive Assistant - Senior	\$95,000	\$95,000	\$50.00	\$60.00
Personal Assistant	\$80,000	\$80,000	\$35.00	\$45.00
Personal Assistant (Public Sector)	\$65,000	\$75,000	\$35.00	\$45.00
Personal Assistant (Private Sector)	\$70,000	\$80,000	\$40.00	\$45.00
Team Coordinator / Administrator	\$65,000	\$75,000	\$31.50	\$40.00
Office Manager	\$75,000	\$80,000	\$35.00	\$50.00
Project Administrator	\$60,000	\$75,000	\$30.00	\$40.00
Project Coordinator	\$75,000	\$85,000	\$37.50	\$50.00
Legal Secretary	\$60,000	\$75,000	\$35.00	\$45.00
Events Coordinator	\$65,000	\$80,000	\$35.00	\$50.00
Facilities Administrator	\$60,000	\$65,000	\$30.00	\$30.00
Facilities Coordinator	\$65,000	\$78,000	\$35.00	\$40.00
Sales Coordinator / Support	\$60,000	N/A	\$30.00	\$35.00
Finance Administrator	\$60,000	\$65,000	\$27.50	\$33.00
Operations Administrator	\$60,000	\$65,000	\$30.00	\$35.00
Logistics Administrator	\$55,000	\$60,000	\$27.00	\$30.00
Office Assistant	\$50,000	\$50,000	\$24.00	\$24.00
ACCOUNTING SUPPORT				
Accounting Administrator (incl. AP / AR)	\$60,000	\$60,000	\$30.00	\$30.00
Accounts Assistant	\$60,000	\$60,000	\$30.00	\$30.00
Accounts Payable	\$60,000	\$65,000	\$30.00	\$30.00
Accounts Receivable	\$60,000	\$70,000	\$30.00	\$35.00
Assistant Accountant	\$70,000	\$75,000	\$33.00	\$40.00
Credit Control	\$70,000	\$70,000	\$33.00	\$35.00
Payroll Administrator	\$70,000	\$70,000	\$33.00	\$35.00
Payroll Officer	\$80,000	\$80,000	\$40.00	\$40.00

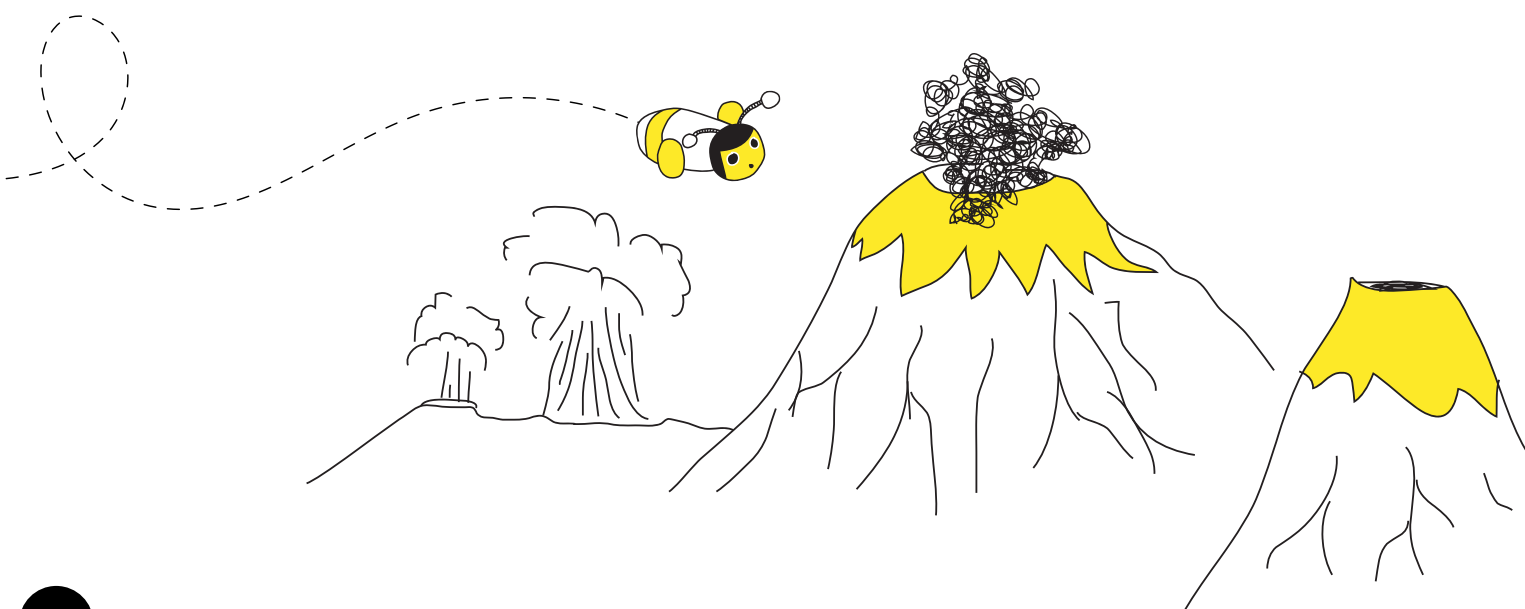
CUSTOMER SERVICES

ROLE TITLE	PERMANENT		TEMPORARY	
	MEDIAN SALARY		MEDIAN HOURLY RATE	
	AUCKLAND	WELLINGTON	AUCKLAND	WELLINGTON
CSR - Customer Services Representative	\$55,000	\$55,000	\$26.00	\$26.00
Customer Services	\$55,000	\$55,000	\$26.00	\$26.00
Customer Agent	\$55,000	\$55,000	\$26.00	\$26.00
Inbound Customer Services	\$55,000	\$55,000	\$26.00	\$26.00
Outbound Customer Services	\$55,000	\$55,000	\$26.00	\$28.00
Customer Services Consultant	\$55,000	\$55,000	\$26.00	\$26.00
Customer Services Advisor (Financial Services)	\$55,000	\$58,000	\$28.00	\$28.00
Customer Services Manager	\$115,000	\$100,000	N/A	N/A
Retention Specialist	\$50,000	N/A	N/A	N/A
Outbound Sales - base	\$55,000	\$58,000	\$28.00	\$28.00
Internal Sales Rep - base	\$58,000	\$55,000	\$27.00	\$26.00
Internal Account Managers - base	\$60,000	\$60,000	\$30.00	\$30.00
Customer Agent - base	\$55,000	\$55,000	\$27.00	\$26.00
Team Leader Call Centre	\$80,000	\$90,000	\$40.00	\$45.00
Call Centre Manager	\$120,000	\$120,000	N/A	N/A
Service Desk	N/A	\$58,000	\$28.00	\$28.00



CX, SALES, MARKETING & COMMUNICATIONS

ROLE TITLE	PERMANENT		CONTRACT	
	MEDIAN SALARY		MEDIAN CONTRACT RATE	
	AUCKLAND	WELLINGTON	AUCKLAND	WELLINGTON
CUSTOMER EXPERIENCE (CX)				
CX GM	\$180,000	\$200,000	\$110.00	\$170.00
CX Manager	\$130,000	\$135,000	\$110.00	\$135.00
Service Design Manager	\$130,000	\$135,000	\$110.00	\$135.00
CX Analyst	\$90,000	\$90,000	\$63.00	\$90.00
Media Manager	\$110,000	\$130,000	\$77.00	\$120.00
Principal Advisor - Insight & Performance	\$130,000	\$130,000	\$90.00	\$140.00
Senior Insights Specialist	\$120,000	\$120,000	\$84.00	\$120.00
Senior Manager Research and Analytics	\$185,000	\$185,000	N/A	\$160.00
Stakeholder Engagement Advisor	\$85,000	\$90,000	\$50.00	\$100.00
Stakeholder Engagement Advisor - Senior	\$120,000	\$125,000	\$84.00	\$130.00
SALES				
Sales Engineer	\$95,000	\$95,000	N/A	N/A
Key Account Manager	\$90,000	\$95,000	N/A	N/A
Account Manager	\$70,000	\$80,000	N/A	N/A
Sales Representative	\$70,000	\$70,000	N/A	N/A
Sales Consultant	\$55,000	\$60,000	N/A	N/A
Sales Manager / National Sales Manager	\$130,000	\$130,000	N/A	N/A
Business Development Manager	\$90,000	\$100,000	N/A	N/A
Head of Sales / GM Sales	\$200,000	N/A	N/A	N/A



CX, SALES, MARKETING & COMMUNICATIONS

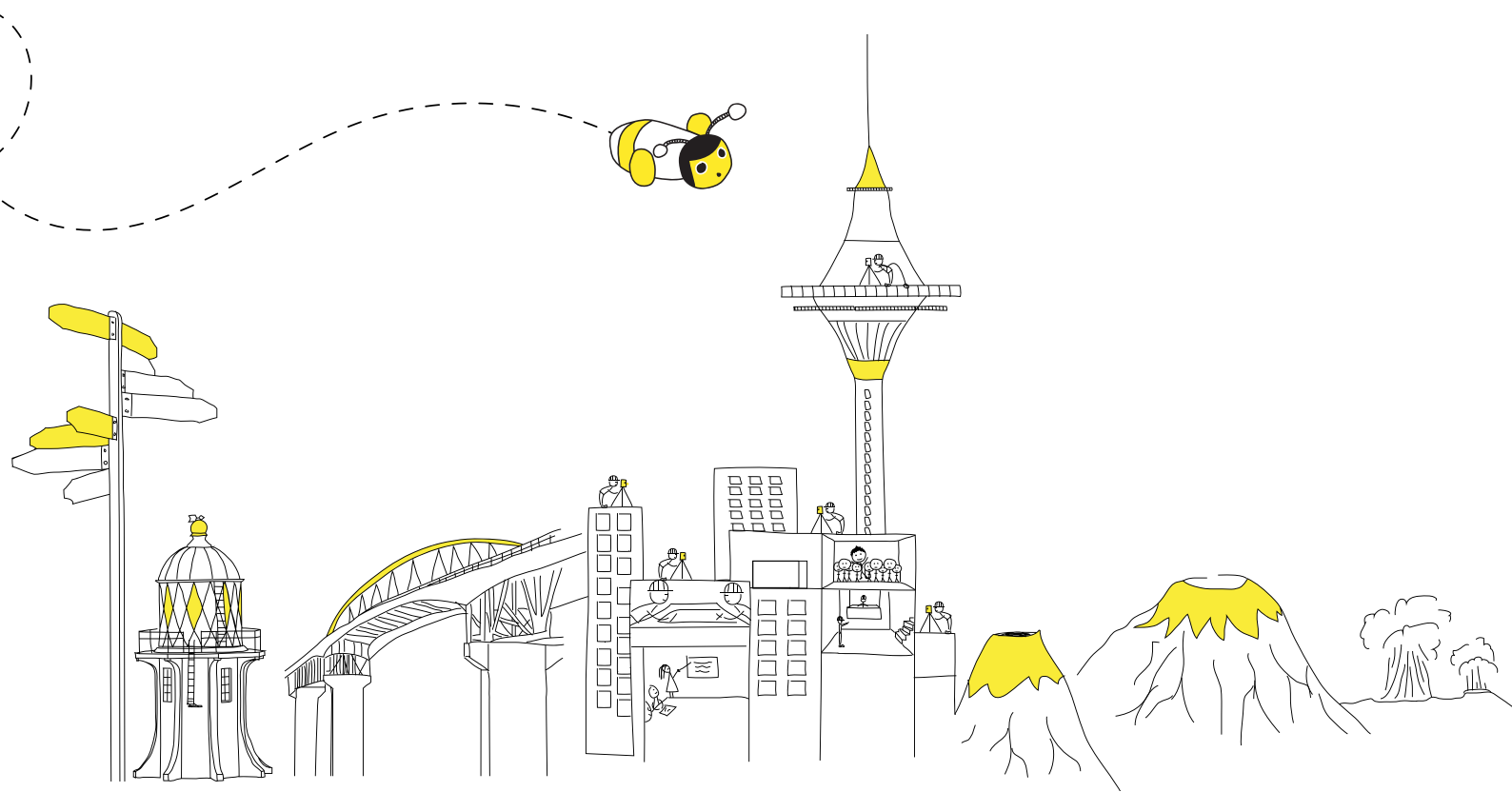
ROLE TITLE	PERMANENT		CONTRACT	
	MEDIAN SALARY		MEDIAN CONTRACT RATE	
	AUCKLAND	WELLINGTON	AUCKLAND	WELLINGTON
MARKETING				
Marketing Asst / Coordinator	\$65,000	\$75,000	N/A	\$50.00
Marketing Executive / Specialist	\$90,000	\$100,000	\$63.00	\$85.00
Product Manager	\$95,000	\$95,000	\$66.00	\$95.00
Product Marketing	\$100,000	\$110,000	\$70.00	\$100.00
Marketing Advisor	\$85,000	\$85,000	\$59.00	\$85.00
Marketing Advisor - Senior	\$100,000	\$120,000	\$70.00	\$120.00
Marketing Manager - Sole Charge	\$120,000	\$115,000	\$84.00	\$115.00
Marketing Manager - Large Team	\$150,000	\$150,000	\$105.00	\$150.00
Loyalty Manager	\$90,000	\$120,000	\$63.00	\$100.00
Brand Manager	\$90,000	\$120,000	\$63.00	\$100.00
Marketing HO / Director	\$150,000	\$200,000	\$105.00	\$150.00
Director / Chief	\$240,000	\$215,000	\$160.00	\$210.00
COMMUNICATIONS				
Communications Advisor	\$85,000	\$90,000	\$59.00	\$100.00
Communications Advisor - Senior	\$115,000	\$115,000	\$80.00	\$120.00
Principal Communications Advisor	N/A	\$135,000	N/A	\$130.00
Communications Specialist	\$110,000	\$120,000	\$78.00	\$120.00
Communications Manager	\$160,000	\$160,000	\$120.00	\$150.00
Head of Communications	\$180,000	\$200,000	\$130.00	\$170.00

CX, SALES, MARKETING & COMMUNICATIONS TEMPORARY STAFFING SOLUTIONS

ROLE TITLE	TEMPORARY	
	MEDIAN HOURLY RATE	
	AUCKLAND	WELLINGTON
MARKETING		
Marketing Asst / Coordinator	\$30.00	\$38.00

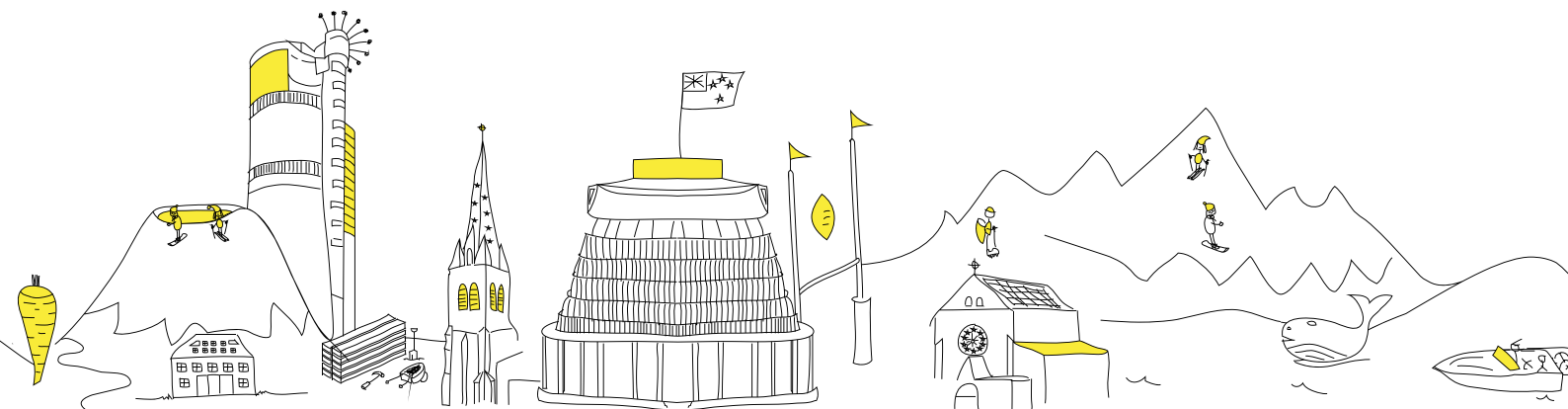
ENGINEERING & TECHNICAL

ROLE TITLE	PERMANENT		CONTRACT	
	MEDIAN SALARY		MEDIAN CONTRACT RATE	
	AUCKLAND	WELLINGTON	AUCKLAND	WELLINGTON
Civil Engineer	\$100,000	\$100,000	N/A	N/A
Civil Engineer Senior	\$140,000	\$140,000	N/A	N/A
Structural Engineer	\$100,000	\$100,000	N/A	N/A
Structural Engineer - Senior	\$140,000	\$140,000	N/A	N/A
Project Engineer	\$125,000	\$125,000	\$100.00	N/A
Site Engineer	\$90,000	\$90,000	N/A	N/A
Mechanical Engineer (Degree)	\$125,000	\$125,000	N/A	N/A
Mechanical Engineer (Trade Certified)	\$90,000	\$90,000	N/A	N/A
Electrical Engineer (Degree)	\$120,000	\$120,000	N/A	N/A
Electrical Engineer (Trade Certified)	\$100,000	\$100,000	N/A	N/A
Geotechnical Engineer	\$90,000	\$90,000	N/A	N/A
Geotechnical Engineer - Senior	\$140,000	\$140,000	N/A	N/A
Technicians	\$90,000	\$90,000	N/A	N/A
Process Engineer	\$110,000	\$110,000	N/A	N/A



DIGITAL

ROLE TITLE	PERMANENT		CONTRACT	
	MEDIAN SALARY		MEDIAN CONTRACT RATE	
	AUCKLAND	WELLINGTON	AUCKLAND	WELLINGTON
Digital Marketing Manager	\$130,000	\$130,000	\$91.00	\$120.00
Ecommerce / Digital Manager	\$130,000	\$130,000	\$91.00	\$105.00
Content Managers	\$100,000	\$100,000	\$70.00	\$85.00
Content Editors / Writers	\$80,000	\$80,000	\$56.00	\$100.00
UX / UI Designers	\$110,000	\$110,000	\$77.00	\$120.00
Social Media Specialists	\$95,000	\$95,000	\$66.00	\$100.00
Online Manager	\$110,000	\$95,000	\$77.00	\$90.00
Head of Digital	\$180,000	\$160,000	\$126.00	\$160.00
Digital & Social Media Advisor	\$80,000	\$85,000	\$56.00	\$85.00
Digital Channels Advisor	\$80,000	\$85,000	\$56.00	\$85.00
Digital Channels Advisor - Senior	\$110,000	\$11,5000	\$77.00	\$105.00
Digital Workplace Experience Designer	\$132,500	\$132,500	\$92.00	\$130.00
Graphic Designer	\$75,000	\$80,000	\$52.00	\$80.00
Team Leader Digital & Marketing	\$140,000	\$140,000	\$98.00	\$130.00
Video Content Specialist - Senior	\$115,000	\$115,000	\$80.00	\$115.00
Junior Digital Producer	\$65,000	\$65,000	\$40.00	N/A
Mid-Weight Digital Producer	\$90,000	\$90,000	\$63.00	N/A
Senior Digital Producer	\$140,000	\$140,000	\$98.00	N/A



GOVERNMENT & POLICY

ROLE TITLE	PERMANENT		CONTRACT	
	MEDIAN SALARY		MEDIAN CONTRACT RATE	
	AUCKLAND	WELLINGTON	AUCKLAND	WELLINGTON
Policy Director	\$180,000	\$180,000	\$160.00	\$160.00
Policy GM	\$200,000	\$200,000	N/A	N/A
Programme Director (non-IT)	\$225,000	\$225,000	N/A	N/A
Policy Advisor / Analyst	\$85,000	\$85,000	\$85.00	\$85.00
Policy Advisor / Analyst - Senior	\$115,000	\$115,000	\$125.00	\$125.00
Policy Advisor / Analyst - Principal	\$140,000	\$140,000	\$150.00	\$150.00
Policy Manager	\$160,000	\$160,000	\$140.00	\$140.00
Researcher / Evaluation - Senior	\$105,000	\$105,000	\$105.00	\$105.00
Researcher / Evaluation - Principal	\$120,000	\$120,000	\$120.00	\$120.00
Governance Advisor	\$100,000	\$100,000	\$100.00	\$100.00
Governance Advisor - Senior	\$120,000	\$120,000	\$120.00	\$120.00
Governance Manager	\$140,000	\$140,000	\$140.00	\$140.00
Performance, Planning & Reporting - Senior	\$110,000	\$110,000	\$110.00	\$110.00
Performance, Planning & Reporting - Principal	\$130,000	\$130,000	\$130.00	\$130.00
Ministerial Services / OIA - Advisor	\$80,000	\$80,000	\$80.00	\$80.00
Ministerial Services / OIA - Senior	\$115,000	\$115,000	\$110.00	\$110.00
Project Manager - Policy	\$150,000	\$150,000	\$130.00	\$130.00
Programme Manager (non-IT)	\$200,000	\$200,000	\$150.00	\$150.00

HUMAN RESOURCES

ROLE TITLE	PERMANENT		CONTRACT	
	MEDIAN SALARY		MEDIAN CONTRACT RATE	
	AUCKLAND	WELLINGTON	AUCKLAND	WELLINGTON
HR Administrator	\$60,000	\$65,000	\$40.00	N/A
HR Coordinator	\$65,000	\$70,000	\$40.00	N/A
HR Advisor - Junior	\$70,000	\$85,000	\$45.00	N/A
HR Advisor - Intermediate	\$85,000	\$100,000	\$50.00	\$110.00
HR Advisor - Senior	\$100,000	\$125,000	\$55.00	\$125.00
HR Business Partner	\$120,000	\$145,000	\$65.00	\$135.00
HR Manager	\$150,000	\$175,000	\$120.00	\$145.00
Head of HR	\$220,000	\$220,000	\$160.00	\$160.00
GM HR	\$220,000	\$280,000	\$180.00	\$180.00
HR Director / Chief People Officer	\$250,000	\$320,000	\$180.00	N/A
HRIS Analyst	\$85,000	\$110,000	\$65.00	N/A
HRIS Analyst - Senior	\$120,000	\$125,000	\$70.00	\$120.00
L&D Coordinator	\$65,000	\$70,000	\$40.00	N/A
L&D Advisor	\$90,000	\$90,000	\$60.00	N/A
L&D Advisor - Senior	\$110,000	\$115,000	\$65.00	\$120.00
L&D Manager	\$150,000	\$170,000	\$80.00	\$140.00
OD Advisor	\$90,000	\$90,000	\$65.00	N/A
OD Advisor - Senior	\$115,000	\$125,000	\$70.00	\$125.00
OD Manager	\$150,000	\$170,000	\$75.00	\$140.00
GM OD	\$200,000	N/A	\$150.00	N/A
H&S Coordinator	\$85,000	\$70,000	\$45.00	N/A
H&S Advisor	\$115,000	\$100,000	\$60.00	N/A
H&S Advisor - Senior	\$120,000	\$120,000	\$70.00	\$115.00
Lead H&S Advisor	N/A	\$140,000	N/A	\$130.00
H&S Manager	\$160,000	\$170,000	\$85.00	\$150.00
GM H&S	\$200,000	\$210,000	\$150.00	N/A
Trainer	\$100,000	\$110,000	\$75.00	\$105.00
Instructional Designer	\$140,000	\$120,000	\$140.00	\$115.00

HUMAN RESOURCES CONTINUED

ROLE TITLE	PERMANENT		CONTRACT	
	MEDIAN SALARY		MEDIAN CONTRACT RATE	
	AUCKLAND	WELLINGTON	AUCKLAND	WELLINGTON
Change Manager	\$175,000	N/A	\$100.00	\$145.00
Change Consultant	\$160,000	N/A	\$120.00	\$135.00
GM Change & Transformation	\$200,000	N/A	\$160.00	N/A
Internal Recruitment Consultant	\$110,000	N/A	\$65.00	N/A
Internal Recruitment Manager	\$150,000	\$170,000	\$80.00	\$140.00
Recruitment Advisor - Senior	\$115,000	\$120,000	\$65.00	\$125.00
ER / IR Advisor	\$100,000	\$100,000	\$100.00	N/A
ER Advisor	\$90,000	\$100,000	\$45.00	N/A
ER Advisor - Senior	\$140,000	\$140,000	\$55.00	\$135.00
ER / IR Manager	\$180,000	\$180,000	\$130.00	\$150.00
GM ER / IR	\$200,000	N/A	\$150.00	N/A
Recruitment Advisor	N/A	\$95,000	N/A	\$100.00

HUMAN RESOURCES TEMPORARY STAFFING SOLUTIONS

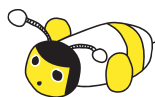
ROLE TITLE	TEMPORARY	
	MEDIAN HOURLY RATE	
	AUCKLAND	WELLINGTON
HR Administrator	\$35.00	\$35.00
HR Coordinator	\$40.00	\$40.00
L&D Coordinator	\$40.00	\$45.00
H&S Coordinator	N/A	\$45.00
Recruitment Advisor	N/A	\$50.00

PROCUREMENT, OPERATIONS & SUPPLY CHAIN

ROLE TITLE	PERMANENT		CONTRACT	
	MEDIAN SALARY		MEDIAN CONTRACT RATE	
	AUCKLAND	WELLINGTON	AUCKLAND	WELLINGTON
Regional Manager	\$180,000	\$180,000	N/A	N/A
General Manager	\$250,000	\$250,000	N/A	N/A
Head of Procurement	\$180,000	\$180,000	\$130.00	\$160.00
Procurement Coordinator	\$80,000	\$80,000	\$55.00	\$70.00
Procurement Analyst	\$95,000	\$95,000	\$65.00	\$80.00
Procurement Specialist	\$100,000	\$100,000	\$70.00	\$100.00
Senior Procurement Specialist	\$120,000	\$120,000	\$85.00	\$120.00
Procurement Manager / Lead	\$150,000	\$150,000	\$110.00	\$140.00
Procurement Category Manager	\$130,000	\$130,000	\$85.00	\$130.00
Senior Category Manager	\$145,000	\$145,000	\$90.00	\$150.00
Supply Chain Manager	\$130,000	\$130,000	\$80.00	\$100.00
Distribution Manager	\$120,000	\$120,000	\$80.00	\$80.00
Warehouse Manager	\$100,000	\$100,000	\$65.00	N/A
Commercial Manager	\$130,000	\$130,000	\$80.00	\$140.00
Contracts Administrator	\$85,000	\$85,000	\$50.00	\$80.00
Logistics Manager	\$115,000	\$115,000	\$75.00	N/A
Operations Manager	\$125,000	\$125,000	\$85.00	N/A
Supply Chain Analyst	\$90,000	\$90,000	\$55.00	N/A
Demand / Supply Planner	\$90,000	\$90,000	\$55.00	N/A
Demand / Supply Planning Manager	\$120,000	\$120,000	\$90.00	N/A
Fleet Manager	\$100,000	\$100,000	\$65.00	N/A
Import / Export Operator	\$75,000	\$75,000	\$50.00	N/A
Warehouse Supervisor	\$80,000	\$80,000	\$55.00	N/A
Branch Manager	\$120,000	\$120,000	\$75.00	N/A
Shipping / Inventory Manager	\$90,000	\$90,000	\$55.00	N/A

PROCUREMENT, OPERATIONS & SUPPLY CHAIN TEMPORARY STAFFING SOLUTIONS

ROLE TITLE	TEMPORARY	
	MEDIAN HOURLY RATE	
	AUCKLAND	WELLINGTON
Procurement Coordinator	\$45.00	\$45.00
Contracts Administrator	\$40.00	\$40.00



PROPERTY, CONSTRUCTION & ARCHITECTURE

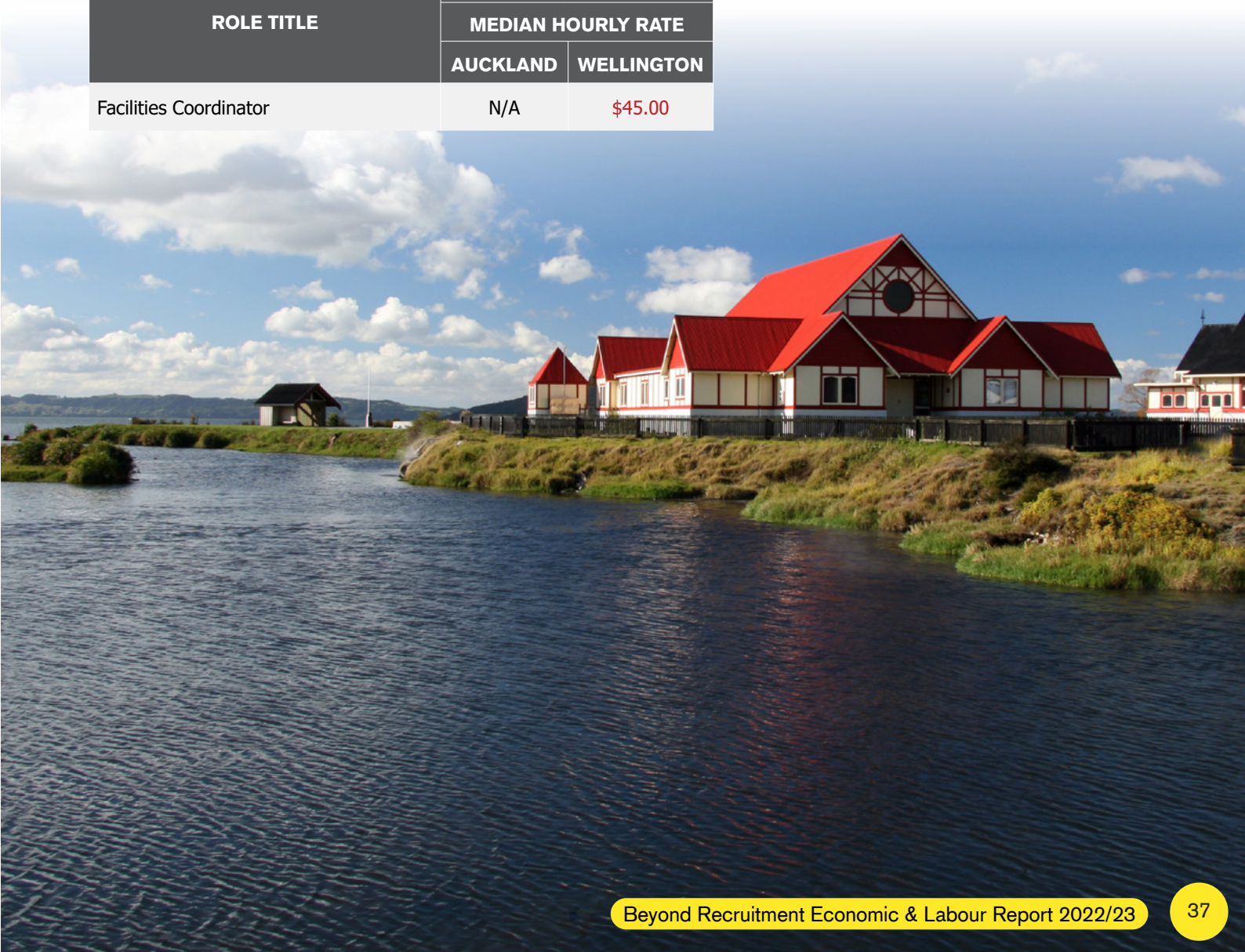
ROLE TITLE	PERMANENT		CONTRACT	
	MEDIAN SALARY		MEDIAN CONTRACT RATE	
	AUCKLAND	WELLINGTON	AUCKLAND	WELLINGTON
Construction Manager	\$230,000	\$230,000	N/A	N/A
Site Foreman	\$110,000	\$110,000	N/A	N/A
Site Manager	\$130,000	\$130,000	\$70.00	\$90.00
Site Manager - Senior	\$145,000	\$145,000	N/A	N/A
Project Manager	\$145,000	\$145,000	N/A	N/A
Project Manager - Senior	\$170,000	\$170,000	N/A	N/A
Quantity Surveyor	\$120,000	\$120,000	N/A	N/A
Quantity Surveyor - Senior	\$165,000	\$165,000	N/A	N/A
Estimator	\$160,000	\$160,000	N/A	N/A
Facilities Coordinator	\$70,000	\$70,000	\$45.00	\$65.00
Facilities Advisor	\$95,000	\$95,000	\$60.00	\$95.00
Facilities Manager	\$120,000	\$120,000	N/A	N/A
Asset Manager	\$120,000	\$120,000	\$80.00	\$120.00
National Facilities Manager	\$150,000	\$160,000	N/A	N/A
Property Manager	\$110,000	\$110,000	N/A	N/A
Architectural Graduate - Junior	\$60,000	\$60,000	N/A	N/A
Registered Architect	\$130,000	\$130,000	N/A	N/A
Principal Architect	\$190,000	\$190,000	N/A	N/A
Architectural Technician - Intermediate	\$90,000	\$90,000	N/A	N/A

PROPERTY, CONSTRUCTION & ARCHITECTURE CONTINUED

ROLE TITLE	PERMANENT		CONTRACT	
	MEDIAN SALARY		MEDIAN CONTRACT RATE	
	AUCKLAND	WELLINGTON	AUCKLAND	WELLINGTON
Architectural Technician - Senior	\$120,000	\$120,000	N/A	N/A
Interior Designer - Intermediate	\$90,000	\$90,000	N/A	N/A
Interior Designer - Senior	\$120,000	\$120,000	N/A	N/A
Architectural Designer / Technician	\$110,000	\$110,000	N/A	N/A
Architectural Graduate - Intermediate	\$80,000	\$80,000	N/A	N/A
Architectural Graduate - Senior	\$100,000	\$100,000	N/A	N/A

PROPERTY, CONSTRUCTION & ARCHITECTURE TEMPORARY STAFFING SOLUTIONS

ROLE TITLE	TEMPORARY	
	MEDIAN HOURLY RATE	
	AUCKLAND	WELLINGTON
Facilities Coordinator	N/A	\$45.00



TECHNOLOGY & TRANSFORMATION

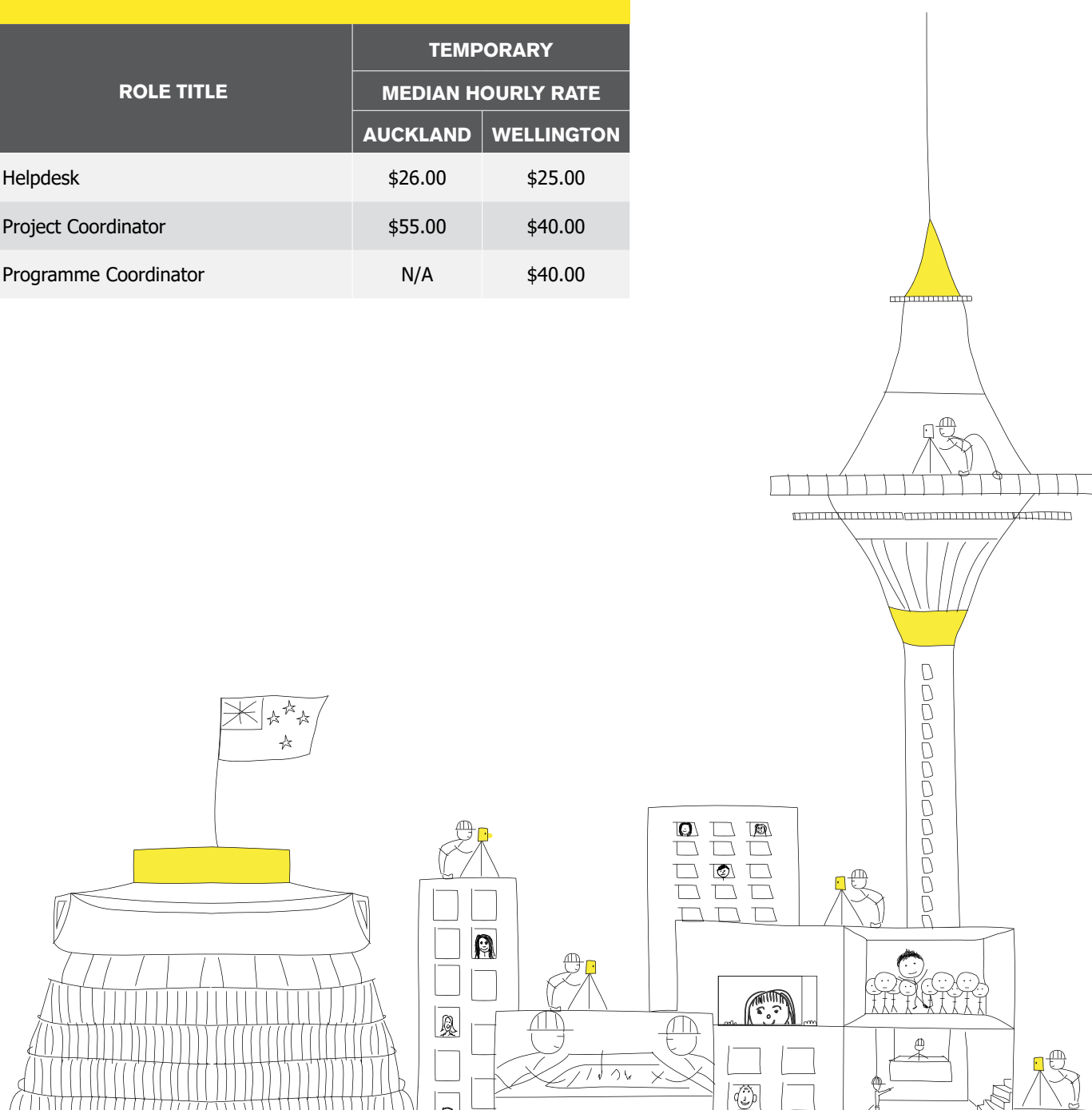
ROLE TITLE	PERMANENT		CONTRACT	
	MEDIAN SALARY		MEDIAN CONTRACT RATE	
	AUCKLAND	WELLINGTON	AUCKLAND	WELLINGTON
Helpdesk	\$65,000	\$70,000	\$40.00	\$50.00
Business Analyst (Business & Technology)	\$130,000	\$120,000	\$120.00	\$125.00
Product Owner / Product Manager	\$145,000	\$135,000	\$130.00	\$135.00
Project Coordinator	\$85,000	\$90,000	\$80.00	\$85.00
Project Manager	\$150,000	\$135,000	\$125.00	\$135.00
Programme Coordinator	\$95,000	\$95,000	\$95.00	\$95.00
Programme Manager	\$180,000	\$160,000	\$150.00	\$150.00
BI Developer	\$145,000	\$120,000	\$120.00	\$120.00
Architect	\$180,000	\$150,000	\$135.00	\$150.00
Test Analyst	\$95,000	\$100,000	\$85.00	\$110.00
Automation Test Analyst	\$130,000	\$115,000	\$120.00	\$120.00
Test Manager	\$160,000	\$140,000	\$110.00	\$135.00
Network Engineer	\$125,000	\$110,000	\$110.00	\$110.00
DevOps Engineer	\$145,000	\$130,000	\$120.00	\$130.00
Cloud Engineer	\$145,000	\$130,000	\$120.00	\$130.00
Systems Engineer	\$120,000	\$115,000	\$115.00	\$120.00
Java Developer	\$135,000	\$130,000	\$110.00	\$125.00
.NET Developer	\$135,000	\$125,000	\$110.00	\$125.00
Software Development Manager	\$170,000	\$150,000	\$140.00	\$130.00
IT Manager	\$140,000	\$130,000	N/A	\$135.00
Data Engineer	\$125,000	\$125,000	\$115.00	\$120.00
Business Case Writers	N/A	N/A	N/A	\$130.00
RTE	N/A	\$160,000	N/A	\$150.00
CTO / CIO / CTDO / CDO	\$280,000	N/A	N/A	N/A
Scrum Master	\$140,000	\$130,000	\$120.00	\$130.00
Agile Coach	\$180,000	\$130,000	\$130.00	\$140.00
Transformation Change Manager	N/A	\$150,000	N/A	\$150.00
Service Design	N/A	\$120,000	N/A	\$125.00
Service Delivery ITIL	N/A	\$125,000	N/A	\$125.00

TECHNOLOGY & TRANSFORMATION CONTINUED

ROLE TITLE	PERMANENT		CONTRACT	
	MEDIAN SALARY		MEDIAN CONTRACT RATE	
	AUCKLAND	WELLINGTON	AUCKLAND	WELLINGTON
Change + Release	N/A	\$110,000	N/A	\$125.00
Enterprise Architect	\$200,000	\$170,000	\$140.00	\$160.00

TECHNOLOGY & TRANSFORMATION TEMPORARY STAFFING SOLUTIONS

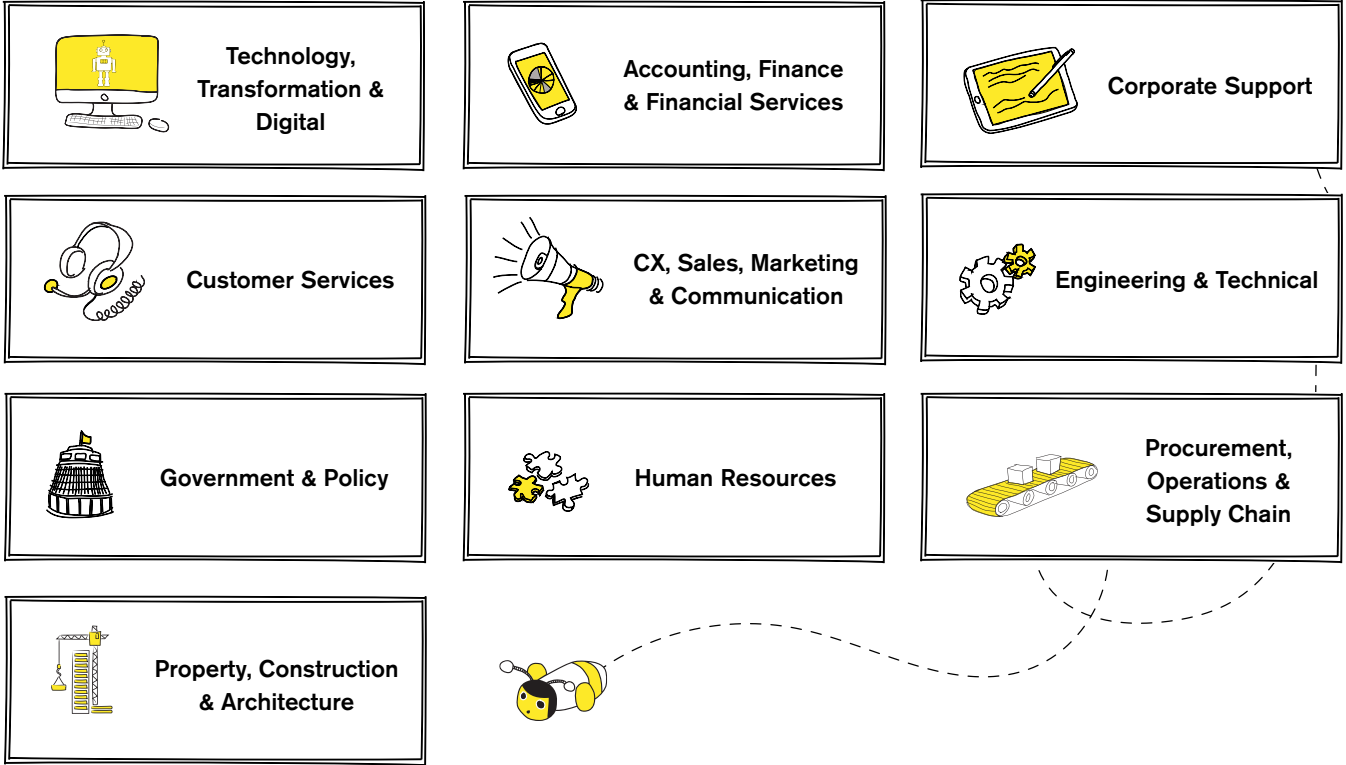
ROLE TITLE	TEMPORARY	
	MEDIAN HOURLY RATE	
	AUCKLAND	WELLINGTON
Helpdesk	\$26.00	\$25.00
Project Coordinator	\$55.00	\$40.00
Programme Coordinator	N/A	\$40.00



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