

CONTRACTOR RATES GUIDE

FY22/23

- Daily rates for more than 60 tech contractor roles
- Market insights from tech leaders across Australia & New Zealand



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INTRODUCTION

Robert Beckley
Regional Director

Demand for tech contractors has never been greater, which is putting pressure on contractor rates – and there appears to be little relief on the horizon. Converging factors of enacted, or accelerated, digital transformations during COVID-19 restrictions and closed international borders are all adding strain to a market that was already facing skills shortages.

In this highly competitive market, organisations need to consider innovative approaches to secure the specialist skills that they are after, beyond just the salary on offer.

To compile this report, we interviewed technology leaders across Australia and New Zealand to understand the pressures they are facing and what strategies they have in place to

secure the tech teams they need for project delivery.

Overarchingly we saw a number of organisations continue their migration to cloud-based services and adjusting their tech stacks to embed competitive advantage. However, new, more advanced technology often means there's an even smaller pool of talent to draw from, therefore putting even more pressure on more specialist skill sets.

All organisations have a limit to how high rates can go while still remaining viable and sustainable and so are exploring levers beyond dollars to attract skilled technology professionals.

All reported that contractors are increasingly interested in understanding the details of the project that they

would be working on. The ability to learn new skills, or work on projects that align with their purpose is a sought-after benefit when accepting a new contract term and therefore something many organisations are committed to communicating clearly.

Key takeaways for contractors

- Know your worth, but don't be unreasonable. Demand for your skills is high, and commands a premium, however, be careful to avoid burning bridges or pricing yourself out of consideration.
- Consider the broader value exchange on offer. Money is important, but with contracts lasting 12 months and longer, there are other factors to consider. Will you be treated as part of the wider team? Will you be working with new technology platforms? Does the work on offer match with your personal values? Will you widen your professional network? There can be much satisfaction and long-term value gained when the wider context of an opportunity is considered. How can new skills

learnt on the job improve your future employability?

- Always keep learning. The technology sector, and the skills it requires, moves quickly and the pace will only increase. Ensure you're always looking for ways to expand your technical and soft (such as teamwork, interpersonal and critical thinking) skill sets.

Key takeaways for employers

- Staff retention, including contractors, in such a volatile market is more important than ever. Employers should consider re-examining and updating their retention strategies.
- Remote working is here to stay, but what that looks like is different for every person. Consider personalising your flexibility offering for the individual.
- Widen your candidate pool. Look for staff that meet most of your requirements if not all and develop internal training programs to upskill. Considering diversity in

location, gender, culture and ability will not only bring new and fresh ideas to the team, but expand the talent you can access. Intentionally set policies and ways of working that foster collaboration and culture remotely.

- With many contractors juggling multiple offers, a streamlined and efficient recruitment process is key.
- Ensure your organisation's purpose, and employee value proposition (EVP) are up to date and communicate these clearly throughout the hiring process. More and more contractors are just as interested in what they will be working on, as they are with who they are will be working with.

Explore these insights, and the current average day rates for more than 60 contractor job titles, further in this report.



Robert Beckley
Regional Director



DR EVA BALAN- VNUK

Chief Information Officer (CIO),
Office of the Chief Information
Officer for the South Australian
Government, Department of the
Premier and Cabinet.

As CIO for the South Australia Government, my team and I have the responsibility of providing a whole of government technology platform and infrastructure, as well as cyber security, services to all SA Government agencies. We are responsible for platforms including the state's central Office365 tenancy and email solution, connectivity for all agencies within StateNet, phone and unified communications services, and management of state-owned datacentres. My cyber security team provides a whole of government watch desk capability that agencies report into, we have legislative obligations regarding the cyber security measures required to secure SA Government's data and systems, and lead the response to any cyber security incidents. While my team manages the underlying infrastructure, each government agency is responsible for their own line of business applications that sit on top of our underlying infrastructure.

What are the trends or challenges that you foresee in the next three to five years that could impact how you utilise your tech contractor workforce?

The pandemic has been demanding on many fronts, but there have been

some silver linings. For SA Government, one of the most impactful elements is that it has given us the opportunity to accelerate some changes in behaviour. In January 2020, we had several thousand of our staff using Microsoft Teams on a weekly basis. Just three months later, we had tens of thousands of Microsoft Teams users collaborating with no formal training or change management programs being deployed. We simply asked them to use it, and they did. To me, this demonstrated just how smart our people are, more broadly, this has enabled a significant acceleration in the adoption of cloud services.

In 2019, a new whole-of-government panel – Managed Platform Services – was established to bring in around 20 different suppliers in four categories to offer everything from patching our servers on premises to helping us adopt and migrate to hyper-scale cloud platforms. We've seen amazing adoption by agencies to engage with suppliers to move systems and applications to the cloud so we can deliver better services to our community. The other precipitating factor for SA Government specifically is that we will be decommissioning the Glenside hosting facility, one of our major government-owned data centres, by December 2023.

While it's served us exceptionally well over a number of decades, our services are not comparable to private sector offerings. This is another opportunity for agencies in regard to platform redesign and service modernisation.

This means there's a lot of work for my team and across the government and we require more people with very specific technical expertise to help expedite this move. These projects, when compounded by an extremely hot tech contractor market and current migration limitations in Australia, mean we're finding it hard to source all of the skills and talent that we need.

Government is a very transparent recruiter. We have set salary bands and sometimes these are simply not attractive to highly skilled resources and therefore we need to engage with our contractors, contractor organisations and consultancies to provide us with those skills to augment and amplify our teams. I would say that we will have an ongoing need to supplement our existing core teams with specialised skills. We need excellent program managers, project managers, business analysts, architects – all the skills that many organisations are currently

searching for. We're also searching for very specific network engineering skills.

We're going to see a continued reliance and need for IT contracting staff to supplement our existing teams. We recruit people for the project at hand to ensure that we're operating in a fiscally responsible way.

When funds are capped, are you able to pull on other levers to attract the right skills?

This very much rests on our employee value proposition (EVP). The SA Government has a great reputation as being a flexible employer. But, to be honest, the pandemic has levelled that playing field.

Beyond just flexibility, our EVP helps us attract talent from the private sector. I'm from the private sector and one of the main reasons that I'm so delighted to be part of government is that I can see the noble purpose and mission of our work and be of service to our community. It can, at times, be hard to connect the dots between how our technology infrastructure directly helps our communities, however we always strive to share stories and examples of how

agency initiatives are directly helping our communities.

Culture plays an important part as well. People want to work in a place where they feel valued, where they can make a difference and where they are working on something that's really interesting to them. Culture eats everything else at every meal, and an organisation's culture is also incredibly fragile. As leaders we pay attention to it and work hard to create an environment where everyone has psychological safety, they feel that they're acknowledged, that they can do their very best work.

How do you do you endeavour to communicate and instill that culture across your contractors as well as your permanent staff?

There are certain industrial regulations that you have to be mindful of as a leader but, for example, every new starter is a new starter, regardless if they are a contractor or a permanent staff member. They are welcomed and introduced at our all-hands town hall meetings every week. We also ensure they have a macro level of knowledge of what our organisation's ambitions are and how their role contributes to

this. We ensure they understand that our group operates with a growth mindset and that we have an approach of pitching in to help out where needed. And where there is training available, if it's appropriate to their role, we ensure they are also included. Many contractors working with us become an integral part of our team and are with us for some long-standing programs of work.

What sort of upskilling or formal or informal learning pathways do you offer your teams?

We follow the 70/20/10 formula of learning and development, so 70 per cent of your training is on the job, 20 per cent through coaching and mentoring and 10 per cent through formal training.

We have done some broader formal training in our organisation but we're firm believers that at the end of the day the individual drives their own career. Our managers have regular one-on-ones with their people to determine what new skills or micro credentials they want to acquire. In particular we've seen an up tick in those wanting to build up their Azure, Amazon Web Services and Google Cloud Platform capabilities.

We're seeing a shift, or rather a return, to where government is playing a really big role in building up the workforce. For example, my team is responsible for the SA Government's cyber security trainee program, where we funded 25 trainees to complete their level four Certificate in Cyber Security at TAFE while in placement within our agencies, which will hopefully contribute to filling the talent gap the industry is currently experiencing.

We're proud to be able to help build this talent, even knowing that many will go into the private sector, but I'm also confident that some will come back into the public sector. I think there's real value in people understanding how the private and public sectors work.

We're also re-considering the need for at least three years' experience needed on any applicant's resume. As professionals, we were all given a chance at the start of our careers and if we can contribute to growing the talent, then that's a win even if they then go to work for the private sector. It's a win broadly for our economy and for our community. It's great that government is paying greater attention to growing traineeships and graduates within the public sector.

More multinational organisations are being enticed to operate within SA, will this exacerbate the talent shortages?

I always take a glass half full approach on this. The Department for Trade and Investment was key in leading the way in securing significant international investment in the state, with firms such as Deloitte, Salesforce, PwC, Accenture and MTX looking to increase their presence in the state. The reality is that some of the staff they look to hire will be recruited from the public sector, but congratulations to them – it's an acknowledgment that we have highly skilled teams.

As a woman who has clearly had a successful career in technology, are you starting to see the gender diversity in the sector increase?

For the technology industry to fulfill its potential of delivering and enabling better and more personalised services to us as individuals and citizens, we need the workforce to be as diverse as the community we operate within so that we're not inadvertently leaving any group behind. Early in my career there were many situations where I was the only female in the room, so

I partnered with other women in the tech industry to establish a small non-profit called HerTechPath, with the mission to celebrate and inspire careers for women and girls in technology. Currently less than 20 per cent of STEM undergraduates in Australia are women and we are losing a lot of potential talent if girls don't believe they can be successful in our industry.

HerTechPath members volunteer their time to be visible role models to girls in the classroom to show that there are so many diverse career opportunities in this extremely influential and dynamic industry. We will need all the possible talent we can find and grow to ensure we can continue to deliver secure, reliable and resilient services to our community into the future.



MATHEW TAVENDALE

Manager – Service Portfolio,
National Digital Services at
Ministry of Health New Zealand

My function sits within the wider Data and Digital group within the Ministry – the department that was uniquely responsible for building digital solutions during the pandemic. The COVID Tracer app, the supporting health systems related to the country's border response and the contact tracing tool, to name just a few of the digital innovations created to help the fight against the virus. The focus recently has been on the data and digital contribution to vaccine deployment which includes everything from who receives the vaccination, how the inventory is dispersed, through to vaccination certificates and multiple other projects. This is an amount of work, delivered at a pace and in a way that we wouldn't have dreamt of being able to accomplish just a couple of years ago. The pandemic, while impactful, gave us real clarity on what was needed to be achieved and an organisation-wide focus on making it happen.

Pre-COVID-19, our department was essentially running like a traditional delivery shop, doing business analysis, project management and testing services for the Ministry through waterfall-driven delivery, which we were in the process of evolving. COVID-19 arrived and we had to undergo

an evolution to get a lot of stuff done, really quickly.

In very short amount of time we had to find business analysts, project managers and testers as well as new capabilities to match our rapidly evolving delivery model. We were filling spots with whatever talent we could find at the time – fixed-term, contractors, bringing on vendors... literally whatever we could do to fill the need. The effect of that rapid hiring is that we now have a significantly larger workforce predominantly made up of contractors and fixed-term staff.

New ways of operating

COVID-19 not only transformed what we do, but what our operating model looks like, and the types of roles we need. Pre-COVID-19 we wouldn't have been hiring product managers or agile team facilitators. As a department we're completely different to what we were, and we need to make these changes more sustainable. Part of that is ensuring that we have the guardrails to be able to do things repeatedly and safely, but not policing to a point where innovation is hindered.

Part of this new way of working is about rebuilding our baseline and deliberately designing a new operating model. Our

current organisational chart still looks like it did two years ago, and it's no longer fit for purpose.

Some of this required change is driven by the technology itself – we used to have physical servers and therefore needed people to manage them, now we're using cloud services so we require people who can manage cloud services rather than infrastructure engineers.

This change is also being fuelled by the realisation that digital, and data, can be a genuine enabler of health solutions as evidenced by our teams' role through COVID-19. Before the pandemic a lot of our work was done behind the scenes – hidden from the end user. Throughout COVID-19 we developed new consumer channels that brought the data we collected closer to the customer. Through the constant communication of case numbers, hospital numbers, numbers of variants etc, we were able to illustrate the power of data, and how useful it can be in the health environment. While COVID-19 was a huge challenge that impacted many lives, it's also allowed a clear demonstration of the value that the digital and data teams can bring to the conversation. We're taking what we've been doing and embedding it into a sustainable model.

However, with such a large contractor workforce, and at pay rates that are well above what our permanent staff receive, the hurdle now lies in securing the talent needed.

Finding skills

We keep things simple when it comes to hiring. We look for past examples of good work, assess their ability to hold conversations, work through ambiguity, and bring a sense of humour to their work. Ultimately, good people do good work, and are a type of person that other people want to work with.

We follow traditional routes to finding this talent, we also look under rocks that others don't. Our focus is often less on technical skills, we can teach that or partner them with someone who can teach them that, it's about finding that personality profile, bringing them in, then figuring out where we can best use them, we just need that pool of talent to draw from. For example, when considering traditional IT roles for level one style support roles, you commonly see IT grads that essentially work as call centre people. As a point of difference, we have bought in people such as Air New Zealand flight attendants or a fashion designer – people who can

demonstrate problem-solving skills, customer service experience and bring the right attitude to the job.

As the international borders open up, retention will be a challenge. People have family elsewhere that they haven't been able to see in a long time and will be making personal choices that are right for them. We really encourage our team to take the time they need to reconnect and recharge, but what we have found is that people are finding the work so exciting, and so meaningful that they don't want to step away. In some cases, we are trying to slow projects down a little so teams can take a break.

Throughout COVID-19 we developed new consumer channels that brought the data closer to the customer and allowed us to illustrate the power of data.



ANDREW SIMPSON

Applications and Business Intelligence manager for Australian Rail Track Corporation (ARTC).

The Australian Rail Track Corporation (ARTC) manage and maintain an 8,500km rail network across five states within Australia. They work with rail operators to ensure access is available for businesses and producers around the country. Established in 1997, ARTC has since become a fundamental part of the transport supply chain within Australia.

Andrew's team works with the wider ARTC business to support the delivery of business initiatives which require some form of technical capability. Specifically, his team has capabilities around geographic information systems (GIS), bespoke development, business intelligence and data analytics, integration services and modern workplace and collaboration. He is also leading a project team in implementing the first stage of a defined digital strategy.

My team has a clearly defined five-year vision around where ARTC wants to be, and how digital capabilities enable that. Throughout the pandemic, this clearly defined strategy has meant that the project has stayed the course throughout the upheavals. With a clear view of project timelines, its been easier to resource and understand where

investments will need to be made at least a year or two out. That's not to say that teams may need to increase quickly to accomplish unexpected goals.

Skills in demand

Even with a clear strategy, there are challenges in onboarding the right capabilities and skills. However, these challenges are being driven by market conditions more than any business need. The current demand for talent is elevated as many organisations throughout Australia are starting or accelerating their digital transformations. Availability of specific tech skills were already constrained before COVID-19 and are being hindered by restricted borders. For ARTC, the roles in high demand right now include; business analysts, process mapping skills and in the data and information integration areas. Developers and data engineers highly skilled in the new Azure and cloud-based technologies and services are also needed.

What is also challenging is maintaining a core workforce to keep operations moving in the forward direction. Demand is already high, and for us, an organisation based in Adelaide, South Australia, a number of government initiatives aimed towards attracting large, multi-national, technology businesses

to the state will challenge our ongoing ability to retain talent to maintain operations and execute across the horizons of our business transformation.

Solutions for missing skill sets

We're finding solutions for these missing or new skills in many ways. Primarily focusing on our permanent workforce, we're making a number of adjustments to help provide opportunities for upskilling. What I have found to be attractive to this workforce is the nature of work on offer. Being able to work on projects that challenge, and therefore learn and build something from the ground up is compelling to many tech contractors. When we need to augment our existing workforce to help fill resourcing needs, we're tweaking contract terms to offer more certainty through longevity and embedding hybrid work and flexibility arrangements to suit people's individual needs. This is especially prevalent in the field of information and data integration.

The organisation hasn't expanded into the international market for talent at this point, but it's an option we may capitalise on in the future.

New ways of leading

During peak lockdown, we started short, sharp daily stand ups which we will continue. We use these meetings to discuss what's planned to get done and what has been done.

But being able to capture the richness of conversation when not physically co-located is challenging and demands different thinking to bring those two worlds together. Previously we may have been able to put a group of people in a room together and ask them to solve a problem, but creating that environment remotely is hard. We leave it up to the team or delivery unit to collectively decide on a day that works best for them to be office-based to enable these types of interactions, but we need a remote working solution as well.

Finding new ways to create collaborative, problem-solving style environments that allow for individual working preferences has driven me to develop my own personal leadership style.

Additionally, working out how to appropriately and consistently message and communicate across the team is something that needs to be actively solved. One solution we've designed,

and is currently being tested, is creating collaborative message boards and chats. Leaders across the business are also creating digital detox time slots to encourage people to have time offline.

Within our organisation we have the freedom, as managers, to find an answer that works best for our teams and to try things to see if that's the best way forward. We have a varied workforce, and that needs to be taken into consideration when designing guidelines that could work for everybody.

The road ahead

I think that the technology contractor market will remain constrained on the supply side a while yet, therefore, employers and people seeking resourcing help will have to consider how to accomplish that slightly differently. While flexible working arrangements help, we've also had to be more flexible in what we're seeking.

ARTC are creating new office spaces that promote collaboration and activity-based work, allowing managers to take an agnostic view as to where employees are physically located, plus offering a number of other recognition, reward and wellbeing programs.

“What I have found to be attractive to this workforce is the nature of work on offer – projects that challenge, and therefore learn is compelling to many tech contractors.”

We've also been very considered in offering training and support to our full-time team to be able to develop themselves. If they are after the opportunity and the challenge – there's a myriad of different options available in this new technology landscape that we're creating. I've got quite a few examples internally, whereby people are seeing the business' increased use of cloud-based services and rapid delivery, and deliberately upskilling themselves to ensure they are taking the advantage of the new technology and these models. We'll continue to look for opportunities to develop the people we have and support them in their own career journey.



ALBERTO SIMONGINI

Head of Enterprise Services,
Latitude Financial Services

Latitude Financial Services (LFS) is a leading digital instalments and lending business servicing customers in Australia, New Zealand, Canada and Singapore. It was listed on the ASX in April 2021.

Can you tell us a bit about what it is that you do?

In my remit is the responsibility of engineering the integration with LFS core capabilities to support the evolution of our product portfolio, the lifecycle of the core platforms (eg cards, fraud), and all the technology infrastructure such as mainframe to cloud native.

What challenges are you foreseeing that will affect the shape of your workforce?

There are several factors coming down the line that I think will affect the shape of my workforce in the future. One is the growing desire to be able to work from anywhere. After two years of lockdowns and closed borders, it's completely unsurprising that some would like to take extended leave overseas to visit family and friends they haven't seen in a long time. However, as a financial services organisation data security, compliance and privacy are

imperative to the safe operations of our organisation. So even though many of the roles can, and are, done remotely, they can't be done from an international location. This could lead to a policy overhaul in the future to offer flexible work models that are tailored to the individual.

The culture of the contractor workforce is shifting to become much more value and experience driven. The way I think about it is like this: my parents met, got engaged and have been together forever. But now, we have apps like Tinder that are changing how those relationships work – just as the relationship with our work is changing. The corporate career that considers recognition only based on larger responsibilities is becoming less appealing and relevant for employees. It's a different way of considering what the traditional employer/employee intersection will look like in the future.

Something else that has been put on my radar is an update to international accounting rules and the treatment of operational expenditure while using cloud-based technology. What this means is that the percentage of operational expenditure that needs to be considered for investment into the cloud-based capabilities is now substantially higher. So, the

discretionary investment to build up on cloud-based solutions, which allows speed, will become operationally expensive for the company. This might drive considerations in different ways of sourcing/growing rather than for instance, in-house builds.

How do you currently bring new skills into your team?

I truly believe that people are an organisation's key asset, no matter if they're contract or permanent. My current team is made up of around 100 employees, with an extended workforce and supplier managed services bringing it to nearly 250. Currently my workforce is 70 per cent contractor and 30 per cent permanent. If I need to scale up or down quickly, I lean on my partners such as contracting agencies, big system integration consulting agencies and recruitment agencies.

When looking to increase the head count, I often ask my team "do you want someone who ticks seven out of the ten boxes now, or do you want to wait four months to find someone who ticks all of the boxes?". The answer, inevitably, is let's get someone in here immediately as there's immediate work to get done.

So, while I make contingencies around searching for the absolute best (for example leadership positions), in many cases I prefer speed and agility coupled with the right attitude. In fact, I really value attitude, willingness and being a trusted team player over being the best of the best in your profession – we search for that T-shaped skill set. I have faith in the strength of my leadership team that they'll be able to bring people up to the level that we need.

How are contractors considered within your organisation as compared to full-time employees?

A foundational culture of caring for people is paramount. Regardless of whether a contractor, an agency partner or a full-time employee, I'm committed to treating people as human beings. I'm a very transparent and open leader and aim to treat everyone equally in my team.

If you had a wish list of roles that you could hire for tomorrow, what would those job titles be?

Lead software engineers which I believe is a combination of a delivery and people leadership role. I'm also looking

to bolster my junior workforce – grads, post grads, entry level developers... the energy, the engagement and the can-do attitude that I've seen juniors bring to their role is so important to an office culture. They want to learn and I believe in the power of strong leadership bringing others up with them. Not only does it help the more junior worker, it can instill a sense of fulfillment in the mentor. As humans we love helping others, and this is one way I try to bring that sense of purpose and engagement into the team.

It's a candidate-short market at the moment, are you adjusting your expectations of skills that are bought in?

When I have a role that needs to be filled immediately, technical skills are still very important. We've been very practical and deliberate in the technology choices that we've made – we use React and Go as our development language, and AWS as our cloud native ecosystem so having experience and key skills here helps. Regardless, a good, experienced developer, even with limited exposure, could pick them up pretty quickly.

Have there been a change in terms of contractor's expectations?

Yes, for sure. With the borders closed for such a long time, the tech community in Australia has not benefited from skills coming from overseas and this has driven a considerable increase in salaries and daily rates. I feel this is further driving less loyalty and employment has become even more transactional – which is not a bad thing, it's just a different situation now. It's natural that some contractors are trying to take advantage of the short supply market, which I can completely appreciate, but there is a threshold. At some stage the market will slow down and possibly even turn back because this isn't sustainable for businesses, and I wonder how sustainable it will be for the Australian economy.

I think it's also important to think about how some of the big tech organisations like Amazon, Google, Microsoft, Salesforce, etc. are making technology more like a commodity. They are simplifying systems to make it easier and easier to get things done which could raise the question of what the workforce profile is going to be for technology departments in the future.



MARIA PADISETTI

CEO Digital Armour

Digital Armour partners with mid-sized businesses to provide IT managed services, including managing networks, IT support, software and digital business needs.

I'm the walking definition of someone who's faced bias. I'm a woman, I'm brown and I have an invisible disability – a literal poster child for diversity. And yes, I've had to overcome bias and racism through my working life, but I have an absolute front row seat to seeing just how important diversity is in the working environment. Our office is a United Nations – at last count we had more than 20 different nationalities in the office and it's inspiring to see the way that they problem solve together. Individuals from different cultural backgrounds think so differently, and that's a real benefit to any organisation, especially during times of constrained talent. It's important that it's a topic that isn't just spoken about or box ticking, but one that is driven by practical applications and genuinely looks at how diversity helps breed success in business. While we feel that we're finding the way with cultural diversity, we're focused on increasing our diversity profile within the LGBTIQ+ community and for people with disability.

Supporting the engine room

Our services are tailored to the mid-market, the sector of the Australian economy that's often referred to as the engine room because it contributes to 57 per cent of Australia's GDP and creates around seven million jobs. These mid-market businesses, with around 50-500 staff, are the bellwether for how the wider Australian economy is adapting to changing market forces and we feel privileged to be able to help them with their IT operations.

Some businesses in this sector are quite traditional, and while many had digital transformation, or flexible working arrangements on the agenda for the past five years or so, COVID-19 was a wake-up call for them, and they stepped up quickly to the challenge. Because of their size, these businesses have been agile enough to implement digital projects to enable their people to work remotely, and to evolve to offer new services or products digitally during the lockdowns and into the future.

Building teams through trust, transparency and purpose

Transparency and authenticity in business is really important to me and my team. We do this not only through what we say in our weekly town halls that allow me to touch base with my

entire team, but through our actions as well. If things aren't going the way that we planned them to go, we're very transparent about that, we communicate to our teams, and our contractors to create an environment where everyone on the team can feel like they can talk to failures and move forward from them.

We also work to ensure our teams understand, and can see, the impacts they are having on Australian businesses. We work with not-for-profits and other purpose-driven organisations. I believe the next generation coming into the workforce now are heart-driven and will be looking for opportunities where they can find their purpose and make an impact on society.

It's always a testament that we're doing this pretty well when my teams share with their networks their passion for working with us. Through their social connections, and advocacy of their workplace, they have helped us bring a number of people into the organisation. Many people have wanted to stay put during COVID-19 disruptions, but there have been instances where they have witnessed the energy of our team and have wanted to be part of it.

While some of these elements to building a positive workplace culture can be systemised, rules can't be applied broadly across every employee. We customised our flexibility to the individual, and, as a family business ourselves, we encourage our employees to bring their families back into the workplace as well. I remember as a young girl going to my dad's work and seeing what he did, and meeting his colleagues. By bringing family into the workspace it helps build a deeper relationship with my employees.

What's next

This past year was one of our best years ever. I'm hoping that we can keep this momentum up, but no one can predict what the year ahead will offer. We strive for growth with clarity. Not just growth for growth's sake. To enable that we're bringing more capacity to our executive team.

For us, the talent war has meant that we've been approached by other organisations of similar size wanting to partner because they've had so many challenges in finding the talent that they need. And rather than fight to find that talent, they've adopted a merger and acquisition approach.

Through much trial and error over the years, we've developed a successful approach to utilising an offshore workforce that provides quality service when onshore options are limited to the point where it can hold an organisation to ransom to the local resources. Offshoring can be beneficial if done right – you need to be strategic in the roles that you offshore and focus on quality, not cost. Looking overseas for a perceived 'cheaper' source of skills will only lead to failure in my experience. We also have a great bench of local contractors that we've known for over 10 years that we've developed strong relationships with through openness and trust.

In the end we deploy all of these tactics to find the talent that will help us achieve the ambitions we've set ourselves. We're always going to be involved in a tug of war with the big, blue chip organisations however, we feel that what sets us apart is our passion, energy and vision for what we want to achieve.

“The talent war has meant that we've been approached by other organisations of similar size wanting to partner because they've had so many challenges in finding the workers that they need.”



COLIN MAPP

Chief Information Officer,
Toyota Finance Australia

Toyota Finance Australia offers a range of finance and insurance products flexible enough to meet everyone's needs.

There are three main factors or trends that are currently having a big affect on the technology contractor workforce.

As more organisations start, or accelerate, digital transformation journeys, there is an increased demand for skilled technologists. Business owners are also realising that this transformation will require a change to the shape of their operations to incorporate technologies and therefore more of the workforce enacting technology type activities.

On top of this, a lot more people are working from home, and workers are becoming more transient, so organisations are needing to work on connecting their people and their culture. To secure permanent workers, there's often a requirement for a notably above-market offer, or additional benefits, which puts many organisations in a difficult place. They either need to retro fit their current permanent workforce with the same benefits or make the decision to only hire contractors for the next 12 months and

wait to see how the market plays out. The final big impacting factor that I'm seeing is that travel is still very restricted. Not only does this mean that we can't bring skills onshore, but offshore providers are also restricted from bringing their resources onshore, so are taking additional contractors out of the market to fill the void in the interim.

These factors are converging to create a heated IT contractor market that is making it hard to find the skills that we need.

Building operational flexibility

Our organisation is shifting how we operationalise technology, in a way it is becoming more like a factory. The factory is where our IT services operate within, and with the shift to cloud, we can run that factory from anywhere. We as a business can then focus on determining what products are being delivered via the factory.

This means, we are becoming service integrators, or service brokers, through utilising more hosted services such as SaaS. There is a core nucleus where the permanent workforce operates bringing the business knowledge to the forefront and then we partner with service providers or utilise contractors and

fixed-term hires to complement them. The business is currently midstream in a digitalisation transformation, with the underlying operational backbone being transformed through updating our legacy systems. In parallel, the customer experience is at the core of our decision making – this is key to being successful in the digital economy.

We're not looking to be a developer shop, but we do have developers in the customer experience layers – that's where we want to differentiate our offering. Under the hood, our tech is standardised, bought in as a service and integrated into our environment.

We are buying more services where we ask the product supplier to host the application as well. This way, the skill set needed for the applications is covered and we don't need that skill set within the team. While we may pay a premium for this, it helps us buy down some of the operational risk that comes with it.

The core

We're considering how to bring all the building blocks together correctly, so the skills we're currently looking for are in the integration side of things, as well as in data, information security and

architects. If you're building a house, you need strong cement to connect the bricks together – that's the integration part. But then you also need to consider where to put the doors and windows to give us the agility to get in and out – that's architects. Customers want more personalisation in the digital economy, and to do personalisation well, you need data, and if you have lots of data, you need to be able to keep it secure.

Powering the engine

To support this transformation in this market we're paying more for the skills we need, therefore we're offering more 12-month day rate contracts as compared to fixed-term or permanent offerings. But if a contractor is good, we will have that permanent conversation.

Some contractor attitudes have changed during this period of heated demand. While we're very transparent in what we can offer, there have been occasions where contractors are asking for more after an interview has happened. For me, this is concerning. In the first instance I'm worried that we've sent the wrong message to the market, and secondly does the candidate not look beyond the dollar to understand the broader employee/employer value exchange

opportunity? We treat our contractors like our permanent workforce, they are included in major training programs such as agile delivery, IT service management and design thinking. We're also sensitive to the current environment and recently offered half pay if a contractor does contract COVID-19 and needs to take sick leave.

It's important to keep bringing the right people up through the ranks. We're putting together a formalised learning and upskilling program. For example, we look at team members who come into our entry level roles progress into other roles. Once they've been with us for a year and understand the business, we encourage conversations about what's next. Recently a service desk employee had a secondment opportunity as a business analyst for six months – he quickly progressed to junior product owner role. We also have a graduate program and we're looking to bring on interns. Additionally we have a program with some of our suppliers where for three months we train a person up on our account for no cost, the next three months we share the cost and then after six months of training they gain an entry level position – this co-investment help grows the talent pool and is a win/win.

The future is flexible

While many organisations are going through similar transformations right now, this will come to an end as organisations come off the development curve and move to the maintenance phase.

We're considering how to reduce our risk profile in the need for these tech skills in the future – there are more options now with 'low code' software, enabling us to lean into seeking people with more business experience and focusing in on teaching the configuration aspect of the role.

Along with using more SaaS services, it means our permanent workforce can be flexible to work across multiple applications, so that's what we're looking for – a flexible mindset. We will have a core of flexible permanents on the team but will supplement with contractors. We're going to be looking for people who aren't just skilled in the tech but can contribute to a cross-functional team that's skilled in working collaboratively and is flexible.

DAILY CONTRACTOR RATES

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DAILY CONTRACTOR RATES

PROJECTS & CHANGE MANAGEMENT

	Business Analyst	Senior Business Analyst	Project Co-ordinator	Project Manager	Senior Project Manager	Program Manager	Program Director	PMO Manager
NSW - Sydney	850 750 - 1,000	900 800 - 1,200	680 500 - 850	950 850 - 1,200	1,100 1,000 - 1,400	1,200 1,050 - 1,520	1,400 1,350 - 1,620	1,050 900 - 1,360
NSW - Regional	750 600 - 850	900 800 - 1,000	500 450 - 650	950 850 - 1,300	1,100 950 - 1,400	1,100 950 - 1,400	1,300 1,000 - 1,500	1,000 800 - 1,200
VIC - Melbourne	800 550 - 1,150	900 775 - 1,200	575 400 - 740	900 600 - 1,150	1,085 900 - 1,600	1,100 900 - 1,450	1,320 1,100 - 1,500	975 800 - 1,350
VIC - Regional	750 500 - 840	850 700 - 950	550 400 - 650	800 600 - 900	950 800 - 1,100	1,100 900 - 1,250	1,200 1,000 - 1,350	900 800 - 1,200
QLD - Brisbane, Gold Coast & Sunshine Coast	800 600 - 900	900 800 - 1,000	600 400 - 720	800 640 - 960	1,050 900 - 1,200	1,100 960 - 1,400	1,200 1,000 - 1,600	960 800 - 1,200
SA - Adelaide	800 650 - 1,000	900 800 - 1,200	600 440 - 800	900 750 - 1,100	1,000 900 - 1,300	1,100 820 - 1,450	1,300 1,000 - 1,600	1,000 800 - 1,300
WA - Perth	900 650 - 1,000	950 800 - 1,200	600 400 - 700	1,000 750 - 1,100	1,050 800 - 1,300	1,200 800 - 1,500	1,250 1,000 - 1,600	1,120 800 - 1,400
ACT - Canberra	870 770 - 1,040	990 870 - 1,200	640 440 - 840	950 840 - 1,095	1,100 1,000 - 1,320	1,200 1,095 - 1,440	1,320 1,170 - 1,680	990 950 - 1,130
TAS - Hobart/Launceston	800 600 - 900	880 750 - 1,000	500 400 - 600	800 600 - 900	1,000 900 - 1,200	1,080 900 - 1,400	1,180 1,100 - 1,500	950 800 - 1,350
NT - Darwin	800 650 - 1,000	900 800 - 1,200	600 450 - 800	900 750 - 1,000	1,000 900 - 1,300	1,100 800 - 1,500	1,300 1,000 - 1,600	1,000 800 - 1,300
NZ - Auckland	840 800 - 880	920 880 - 1,000	700 600 - 800	900 800 - 1,000	1,050 960 - 1,200	1,300 1,200 - 1,440	1,450 1,300 - 1,600	1,450 1,300 - 1,600
NZ - Wellington	880 800 - 960	960 920 - 1,040	720 640 - 800	960 880 - 1,040	1,080 1,000 - 1,200	1,320 1,080 - 1,440	1,440 1,320 - 1,680	1,440 1,320 - 1,680
NZ - Christchurch	840 800 - 880	920 880 - 1,000	680 600 - 800	900 800 - 1,000	1,040 960 - 1,200	1,200 1,080 - 1,360	1,440 1,280 - 1,600	1,440 1,280 - 1,600

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DAILY CONTRACTOR RATES

PROJECTS & CHANGE MANAGEMENT

	Project Scheduler	Change Analyst	Change Manager	Senior Change Manager/ Change Lead	Scrum Master	Product Owner	Enterprise Architect
NSW - Sydney	950 800 - 1,100	800 700 - 900	1,000 850 - 1,310	1,200 1,000 - 1,450	1,000 900 - 1,100	1,000 800 - 1,100	1,380 1,200 - 1,600
NSW - Regional	850 700 - 1,000	750 600 - 850	900 800 - 1,200	1,350 1,000 - 1,600	1,000 850 - 1,200	950 800 - 1,200	1,200 1,000 - 1,500
VIC - Melbourne	860 700 - 1,050	760 650 - 875	925 750 - 1,280	1,050 950 - 1,350	980 900 - 1,050	875 700 - 1,100	1,220 1,000 - 1,440
VIC - Regional	800 700 - 900	725 600 - 850	900 750 - 1,100	950 900 - 1,200	925 850 - 1,025	875 700 - 1,100	1,100 1,000 - 1,300
QLD - Brisbane, Gold Coast & Sunshine Coast	900 700 - 1,000	720 640 - 900	1,000 800 - 1,200	1,100 1,000 - 1,300	900 800 - 1,000	900 800 - 1,000	1,200 1,100 - 1,500
SA - Adelaide	700 550 - 900	700 600 - 800	800 700 - 1,000	1,000 900 - 1,300	900 820 - 1,000	800 720 - 1,000	1,200 1,000 - 1,300
WA - Perth	760 500 - 920	780 600 - 920	920 700 - 1,100	1,100 800 - 1,720	950 800 - 1,200	800 700 - 1,000	1,300 1,000 - 1,500
ACT - Canberra	950 870 - 1,080	800 640 - 960	1,095 880 - 1,250	1,170 1,160 - 1,400	1,000 900 - 1,160	1,095 950 - 1,170	1,420 1,315 - 1,600
TAS - Hobart/Launceston	710 500 - 800	700 600 - 800	800 700 - 900	900 800 - 1,200	950 900 - 1,050	800 700 - 1,000	1,200 1,000 - 1,500
NT - Darwin	700 550 - 900	700 600 - 800	800 700 - 1,000	1,000 900 - 1,300	900 820 - 1,000	800 720 - 1,000	1,200 1,000 - 1,400
NZ - Auckland	700 600 - 800	780 640 - 880	1,080 1,000 - 1,200	1,350 1,100 - 1,500	950 880 - 1,100	920 800 - 1,200	1,500 1,200 - 1,600
NZ - Wellington	880 800 - 960	840 720 - 920	1,120 1,000 - 1,200	1,280 1,120 - 1,360	1,120 960 - 1,200	1,000 880 - 1,200	1,440 1,200 - 1,600
NZ - Christchurch	880 800 - 960	840 720 - 920	1,080 1,000 - 1,200	1,280 1,120 - 1,360	960 880 - 1,080	960 800 - 1,200	1,440 1,200 - 1,600

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DAILY CONTRACTOR RATES

INFRASTRUCTURE

	Service Desk - Level 1	Desktop Support - Level 2	Applications Support	DBA	Systems Administration/ Engineer	Network Administration/ Engineer	Network Architect	Infrastructure Architect	Infrastructure Manager	Service Delivery Manager
NSW - Sydney	300 240 - 400	350 280 - 450	500 400 - 650	750 600 - 850	700 500 - 850	700 550 - 900	1,060 910 - 1,200	1,100 1,000 - 1,300	900 800 - 1,100	950 820 - 1,100
NSW - Regional	260 240 - 300	350 280 - 400	420 380 - 500	650 550 - 850	700 550 - 800	700 550 - 800	950 850 - 1,200	950 850 - 1,200	800 650 - 1,000	850 650 - 1,000
VIC - Melbourne	300 240 - 400	350 275 - 480	490 380 - 600	740 600 - 900	690 550 - 860	700 490 - 900	1,000 850 - 1,200	1,100 900 - 1,300	875 750 - 1,100	850 700 - 1,100
VIC - Regional	270 240 - 350	350 275 - 425	440 380 - 550	650 500 - 750	650 500 - 780	650 490 - 850	950 850 - 1,200	950 850 - 1,200	825 650 - 950	800 650 - 1,000
QLD - Brisbane, Gold Coast & Sunshine Coast	300 240 - 400	350 275 - 480	480 360 - 500	750 640 - 800	700 560 - 880	700 550 - 900	1,000 900 - 1,200	1,100 960 - 1,200	880 720 - 960	900 800 - 1,000
SA - Adelaide	270 232 - 400	330 240 - 450	370 300 - 490	750 640 - 850	700 550 - 800	690 540 - 860	1,040 800 - 1,200	1,040 800 - 1,250	850 720 - 1,000	880 640 - 920
WA - Perth	280 240 - 360	320 280 - 440	480 400 - 520	700 520 - 900	680 450 - 800	750 600 - 1,000	900 800 - 1,200	1,000 800 - 1,300	1,000 800 - 1,200	1,000 650 - 1,200
ACT - Canberra	320 280 - 360	410 360 - 470	500 380 - 650	870 730 - 950	880 730 - 1,025	900 730 - 1,100	1,200 1,120 - 1,280	1,130 1,025 - 1,245	960 880 - 1,120	1,040 920 - 1,200
TAS - Hobart/Launceston	290 220 - 340	320 240 - 400	420 300 - 500	700 600 - 800	600 450 - 800	800 500 - 1,000	1,000 800 - 1,200	1,100 800 - 1,300	800 650 - 950	800 650 - 1,000
NT - Darwin	270 232 - 400	330 240 - 450	370 360 - 490	750 640 - 850	720 550 - 800	690 540 - 860	1,040 800 - 1,200	1,040 800 - 1,250	850 720 - 1,000	880 640 - 920
NZ - Auckland	265 220 - 320	350 280 - 400	480 400 - 550	760 680 - 900	760 680 - 900	760 680 - 900	1,050 900 - 1,300	1,100 920 - 1,300	850 720 - 1,000	760 640 - 920
NZ - Wellington	280 240 - 360	400 320 - 480	520 480 - 560	720 640 - 880	720 640 - 800	720 640 - 880	1,040 960 - 1,160	1,040 960 - 1,160	900 800 - 1,000	880 800 - 960
NZ - Christchurch	240 220 - 320	320 280 - 400	480 400 - 560	720 640 - 880	720 640 - 800	720 640 - 880	1,040 960 - 1,160	1,040 960 - 1,160	880 720 - 1,000	880 800 - 960

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DAILY CONTRACTOR RATES

SOFTWARE DEVELOPMENT

	Developer (.Net/Java)	Senior Developer (.Net/Java)	Full Stack Developer (.Net/Java)	Automation Engineer	Technical Lead/ Lead Engineer (.Net/Java)	Front-End Developer	Senior Front-End Developer	Mobile Apps Developer	UX/UI Designer	Solution Architect
NSW - Sydney	850 700 - 1,000	900 800 - 1,200	960 750 - 1,200	800 600 - 1,000	1,150 940 - 1,540	800 700 - 900	900 800 - 1,000	900 800 - 1,100	900 800 - 1,000	1,200 1,000 - 1,500
NSW - Regional	800 650 - 900	900 800 - 1,200	1,000 750 - 1,200	800 650 - 1,000	1,000 850 - 1,200	800 600 - 980	930 800 - 1,110	800 650 - 1,000	850 700 - 1,000	1,250 1,000 - 1,500
VIC - Melbourne	740 600 - 940	900 800 - 1,200	900 740 - 1,200	800 600 - 920	1,120 920 - 1,500	750 700 - 850	800 750 - 1,000	850 750 - 980	780 550 - 950	1,100 900 - 1,420
VIC - Regional	700 600 - 900	900 800 - 1,200	900 730 - 1,200	760 600 - 900	1,100 900 - 1,500	750 700 - 850	780 700 - 920	850 750 - 950	780 550 - 950	1,100 850 - 1,300
QLD - Brisbane, Gold Coast & Sunshine Coast	750 700 - 880	900 800 - 1,000	920 750 - 1,040	750 680 - 1,000	1,000 900 - 1,100	800 720 - 900	960 800 - 1,000	800 700 - 1,000	720 600 - 1,000	1,100 960 - 1,200
SA - Adelaide	650 600 - 960	780 600 - 1,000	800 600 - 1,000	740 780 - 1,100	900 900 - 1,100	760 600 - 920	880 800 - 1,000	800 680 - 1,000	740 550 - 1,000	1,000 920 - 1,100
WA - Perth	850 480 - 850	950 600 - 1,100	950 600 - 1,100	780 520 - 1,200	1,050 800 - 1,200	800 560 - 800	900 680 - 1,000	900 680 - 1,400	1,000 600 - 1,200	1,200 900 - 1,300
ACT - Canberra	950 875 - 1,060	985 985 - 1,170	985 950 - 1,025	985 1,025 - 1,130	1,060 1,095 - 1,205	950 915 - 985	1,060 1,025 - 1,130	985 950 - 1,060	920 720 - 1,000	1,240 1,160 - 1,320
TAS - Hobart/Launceston	600 500 - 800	800 700 - 1,000	800 600 - 1,000	700 600 - 900	980 900 - 1,200	750 600 - 900	800 700 - 1,000	850 500 - 1,000	750 550 - 950	1,050 800 - 1,200
NT - Darwin	650 600 - 960	800 650 - 1,000	800 600 - 1,000	880 780 - 1,100	1,000 900 - 1,100	760 600 - 920	880 800 - 1,000	800 680 - 1,000	800 600 - 1,000	1,000 920 - 1,100
NZ - Auckland	840 680 - 960	960 760 - 1,040	960 760 - 1,040	880 760 - 1,000	950 920 - 1,080	760 640 - 880	950 840 - 1,040	950 840 - 1,040	840 640 - 1,200	1,100 960 - 1,240
NZ - Wellington	880 800 - 960	960 880 - 1,040	960 920 - 1,040	880 800 - 1,000	1,040 960 - 1,120	880 720 - 920	960 880 - 1,000	960 880 - 1,040	960 800 - 1,200	1,120 1,080 - 1,280
NZ - Christchurch	880 800 - 960	920 800 - 1,040	920 800 - 1,040	800 720 - 1,000	1,040 960 - 1,120	840 720 - 920	920 840 - 1,000	960 880 - 1,040	920 800 - 1,200	1,120 960 - 1,240

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DAILY CONTRACTOR RATES

CLOUD

	DevOps Engineer	Platform Engineer	Site Reliability Engineer	Cloud Engineer	Cloud Architect
NSW - Sydney	990 800 - 1,200	980 800 - 1,180	1,000 800 - 1,200	1,000 800 - 1,220	1,275 1,000 - 1,550
NSW - Regional	850 700 - 950	900 800 - 1,100	950 720 - 1,120	900 800 - 1,100	1,250 900 - 1,600
VIC - Melbourne	900 800 - 1,000	900 800 - 1,100	960 700 - 1,125	875 800 - 1,125	1,250 900 - 1,450
VIC - Regional	820 650 - 1,000	850 750 - 1,050	900 700 - 1,100	875 800 - 950	1,200 900 - 1,350
QLD - Brisbane, Gold Coast & Sunshine Coast	900 800 - 1,100	900 800 - 1,100	880 720 - 1,000	900 800 - 1,000	1,200 1,040 - 1,400
SA - Adelaide	880 750 - 1,100	900 800 - 1,100	880 720 - 1,000	835 720 - 1,100	1,060 890 - 1,300
WA - Perth	1,000 720 - 1,200	1,000 800 - 1,200	1,000 680 - 1,000	990 720 - 1,400	1,200 900 - 1,400
ACT - Canberra	1,095 1,025 - 1,170	1,050 840 - 1,260	1,025 800 - 1,180	1,095 1,025 - 1,205	1,380 1,205 - 1,535
TAS - Hobart/Launceston	800 650 - 1,000	850 750 - 1,050	900 700 - 1,100	850 700 - 900	1,000 900 - 1,300
NT - Darwin	880 750 - 1,100	900 800 - 1,100	800 720 - 1,000	835 720 - 1,100	1,000 890 - 1,300
NZ - Auckland	840 720 - 960	800 680 - 960	760 640 - 840	800 720 - 960	1,200 960 - 1,440
NZ - Wellington	1,000 800 - 1,140	960 800 - 1,040	900 800 - 1,000	880 800 - 960	1,280 1,120 - 1,400
NZ - Christchurch	840 720 - 960	800 680 - 960	760 640 - 840	880 720 - 960	1,280 960 - 1,400

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DAILY CONTRACTOR RATES

ERP/CRM

	ERP/CRM Administration	ERP/CRM Developer	ERP/CRM Functional Consultant	ERP/CRM Technical Consultant	ERP/CRM Test Analyst	ERP/CRM Architect
NSW - Sydney	800 600 - 900	980 800 - 1,100	1,050 900 - 1,300	1,200 950 - 1,400	850 600 - 1,000	1,200 1,000 - 1,500
NSW - Regional	750 600 - 850	950 750 - 1,000	1,000 900 - 1,300	1,150 950 - 1,400	850 700 - 1,000	1,200 1,000 - 1,500
VIC - Melbourne	700 600 - 850	910 600 - 1,200	920 850 - 1,150	950 875 - 1,200	760 600 - 900	1,190 1,000 - 1,400
VIC - Regional	700 550 - 850	800 600 - 1,000	850 800 - 1,000	950 875 - 1,200	720 600 - 850	1,100 1,000 - 1,400
QLD - Brisbane, Gold Coast & Sunshine Coast	680 560 - 720	880 720 - 1,000	900 720 - 1,150	960 800 - 1,200	800 700 - 900	1,200 1,000 - 1,400
SA - Adelaide	680 600 - 750	880 720 - 900	1,000 980 - 1,150	1,020 950 - 1,100	840 720 - 980	1,160 1,000 - 1,400
WA - Perth	690 610 - 860	800 600 - 1,000	950 720 - 1,170	950 720 - 1,200	760 600 - 920	1,200 1,000 - 1,400
ACT - Canberra	730 600 - 900	1,095 1,025 - 1,135	1,095 900 - 1,300	1,100 900 - 1,350	800 730 - 950	1,275 1,205 - 1,460
TAS - Hobart/Launceston	650 500 - 800	850 600 - 1,200	850 800 - 1,000	900 800 - 1,200	600 400 - 800	1,100 900 - 1,400
NT - Darwin	680 600 - 720	880 700 - 920	1,000 980 - 1,000	1,020 950 - 110	880 720 - 1,000	1,200 1,000 - 1,400
NZ - Auckland	720 640 - 800	880 720 - 900	1,040 920 - 1,200	1,120 960 - 1,200	920 800 - 1,000	1,240 1,120 - 1,400
NZ - Wellington	720 640 - 800	960 880 - 1,040	1,040 920 - 1,200	1,120 960 - 1,200	920 800 - 1,000	1,240 1,120 - 1,400
NZ - Christchurch	720 640 - 800	960 880 - 1,040	1,040 920 - 1,200	1,120 960 - 1,200	920 800 - 1,000	1,240 1,120 - 1,400

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DAILY CONTRACTOR RATES

DATA & ADVANCED ANALYTICS

	Data Analyst	Senior Data Analyst	BI Developer	Data Modeller	Data Engineer	Data Scientist	Data Architect
NSW - Sydney	700 550 - 800	880 750 - 1,110	800 590 - 900	900 650 - 1,050	900 750 - 1,150	1,000 800 - 1,320	1,100 950 - 1,350
NSW - Regional	650 550 - 800	850 700 - 950	750 500 - 950	900 800 - 1,000	900 750 - 1,150	985 750 - 1,200	1,000 800 - 1,310
VIC - Melbourne	650 450 - 800	920 775 - 1,200	775 500 - 950	850 700 - 950	820 600 - 1,050	1,000 800 - 1,350	1,050 975 - 1,200
VIC - Regional	640 440 - 800	850 700 - 950	750 500 - 900	820 680 - 940	800 600 - 1,000	940 760 - 1,350	1,000 890 - 1,300
QLD - Brisbane, Gold Coast & Sunshine Coast	640 500 - 800	880 720 - 960	770 540 - 960	880 680 - 960	860 640 - 1,040	900 720 - 1,190	1,040 900 - 1,200
SA - Adelaide	600 440 - 800	850 750 - 1,000	750 520 - 950	840 700 - 1,000	840 640 - 1,040	960 720 - 1,100	1,000 800 - 1,300
WA - Perth	680 440 - 800	850 640 - 1,000	800 520 - 940	820 520 - 960	1,000 680 - 1,200	1,000 720 - 1,400	1,240 1,000 - 1,400
ACT - Canberra	915 730 - 1,095	1,005 875 - 1,180	1,005 895 - 1,185	1,025 915 - 1,170	1,060 950 - 1,280	1,025 895 - 1,280	1,095 1,025 - 1,350
TAS - Hobart/Launceston	600 450 - 800	820 700 - 950	750 400 - 900	850 700 - 950	800 600 - 1,000	1,000 800 - 1,350	1,050 800 - 1,300
NT - Darwin	600 440 - 880	850 750 - 1,000	750 650 - 950	850 700 - 950	840 640 - 1,040	960 720 - 1,100	1,000 800 - 1,300
NZ - Auckland	720 640 - 800	880 750 - 920	920 880 - 1,040	1,000 900 - 1,100	960 880 - 1,040	1,000 880 - 1,120	1,200 1,000 - 1,320
NZ - Wellington	800 720 - 880	960 800 - 1,000	960 880 - 1,040	960 880 - 1,120	960 880 - 1,040	1,000 880 - 1,120	1,200 1,120 - 1,320
NZ - Christchurch	720 640 - 800	880 720 - 960	920 880 - 1,000	960 880 - 1,120	920 800 - 1,000	960 880 - 1,000	1,200 1,120 - 1,320

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DAILY CONTRACTOR RATES

CYBER SECURITY

	Cyber Security Analyst	Cyber Security Engineer	Cyber Security Architect	Penetration Tester	IDAM Engineer	IDAM Architect	GRC Consultant
NSW - Sydney	880 750 - 1,000	1,000 800 - 1,190	1,350 1,200 - 1,500	1,000 800 - 1,200	1,070 900 - 1,300	1,220 1,100 - 1,400	1,100 900 - 1,300
NSW - Regional	800 750 - 900	1,000 800 - 1,100	1,300 1,000 - 1,500	900 750 - 1,100	1,000 900 - 1,300	1,150 1,100 - 1,300	1,100 900 - 1,350
VIC - Melbourne	900 750 - 1,000	1,000 800 - 1,190	1,350 1,200 - 1,450	1,000 800 - 1,200	1,050 900 - 1,300	1,200 1,100 - 1,400	1,100 800 - 1,250
VIC - Regional	800 600 - 950	1,000 800 - 1,100	1,100 950 - 1,400	900 750 - 1,100	1,000 900 - 1,300	1,150 1,100 - 1,400	1,000 800 - 1,250
QLD - Brisbane, Gold Coast & Sunshine Coast	720 640 - 880	900 750 - 1,000	1,200 1,100 - 1,300	860 640 - 1,100	960 900 - 1,300	1,180 1,100 - 1,400	1,100 880 - 1,300
SA - Adelaide	720 640 - 880	840 720 - 960	1,300 1,100 - 1,400	850 640 - 960	1,010 900 - 1,300	1,200 1,000 - 1,400	1,160 960 - 1,280
WA - Perth	720 640 - 880	840 720 - 960	1,300 1,100 - 1,400	880 640 - 960	1,000 900 - 1,200	1,200 1,100 - 1,300	1,100 600 - 1,210
ACT - Canberra	960 800 - 1,080	1,200 1,040 - 1,280	1,600 1,480 - 1,800	1,075 780 - 1,250	1,110 950 - 1,430	1,260 1,140 - 1,500	1,160 960 - 1,280
TAS - Hobart/Launceston	700 500 - 800	800 700 - 1,000	1,100 900 - 1,500	800 600 - 1,000	960 900 - 1,250	1,130 1,000 - 1,300	1,000 800 - 1,250
NT - Darwin	720 640 - 880	840 720 - 960	1,300 1,100 - 1,400	880 640 - 960	930 840 - 1,200	1,130 1,000 - 1,400	1,160 960 - 1,280
NZ - Auckland	720 640 - 880	880 720 - 960	1,360 1,200 - 1,600	880 640 - 960	1,000 840 - 1,200	1,360 1,200 - 1,600	1,160 960 - 1,280
NZ - Wellington	720 640 - 880	880 720 - 960	1,360 1,200 - 1,600	880 640 - 960	1,000 840 - 1,200	1,360 1,200 - 1,600	1,160 960 - 1,280
NZ - Christchurch	720 640 - 880	880 720 - 960	1,360 1,200 - 1,600	880 640 - 960	1,000 840 - 1,200	1,360 1,200 - 1,600	1,160 960 - 1,280

AUSTRALIA - All PAYG payment rates are shown exclusive of superannuation for ordinary time earnings and stated in Australian dollars.

NEW ZEALAND - All payment rates are shown exclusive of KiwiSaver and stated in New Zealand dollars.

DAILY CONTRACTOR RATES

TESTING

	Test Analyst	Senior Test Analyst	Automation Test Analyst	Test Lead	Test/QA Manager
NSW - Sydney	700 550 - 850	850 650 - 1,000	880 750 - 1,000	950 750 - 1,100	1,010 800 - 1,220
NSW - Regional	700 550 - 850	850 700 - 1,000	880 700 - 1,000	950 750 - 1,100	960 750 - 1,200
VIC - Melbourne	700 550 - 850	800 650 - 920	820 650 - 920	850 650 - 1,050	950 670 - 1,050
VIC - Regional	700 550 - 850	770 610 - 880	800 650 - 850	820 610 - 960	850 620 - 1,000
QLD - Brisbane, Gold Coast & Sunshine Coast	680 600 - 720	800 700 - 880	880 720 - 960	880 720 - 960	900 800 - 1,000
SA - Adelaide	680 600 - 800	720 600 - 880	800 650 - 900	820 680 - 940	880 720 - 1,100
WA - Perth	700 480 - 680	760 600 - 800	840 600 - 1,200	1,000 680 - 1,000	1,100 720 - 1,300
ACT - Canberra	760 680 - 840	910 800 - 1,100	1,040 920 - 1,120	960 880 - 1,150	1,120 1,040 - 1,200
TAS - Hobart/Launceston	600 400 - 800	800 600 - 900	800 650 - 900	800 650 - 1,000	850 650 - 1,000
NT - Darwin	680 640 - 800	720 600 - 880	800 650 - 900	820 680 - 940	880 720 - 1,100
NZ - Auckland	800 720 - 880	960 880 - 1,040	1,000 960 - 1,120	1,140 1,040 - 1,200	1,140 1,040 - 1,200
NZ - Wellington	800 720 - 880	960 880 - 1,040	1,000 960 - 1,120	1,140 1,040 - 1,200	1,140 1,040 - 1,200
NZ - Christchurch	800 720 - 880	960 880 - 1,040	960 880 - 1,040	1,140 1,040 - 1,200	1,140 1,040 - 1,200

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Contractor Rates Guide FY22/23

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