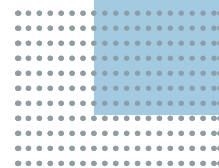




Recruitment Market Update April 2024



JS
CAREERS



Introduction

The JS Careers Legal, Risk Management and Compliance recruitment team is pleased to present our first market report for 2024. After a challenging recruitment market in 2023 which saw reduced hiring and significant restructures at many of the major banks and financial service providers in Australia, 2024 is proving to be a year that is significantly more positive in terms of growth of teams and opportunities for professionals seeking career moves.

Our team has spent the last three months speaking to a broad range of employers in the Australian market and the sentiment is one of expected growth in many areas. Examples include expansion of FCC and Fraud Risk teams at the international banks; hiring of legal and compliance professionals across the investment management and private wealth sectors; demand for remediation professionals from several consulting firms and high demand for technology, cyber and data risk professionals across all industries. We also note most of the major Australian banks have reduced or eliminated some of the broad hiring freezes of 2023.

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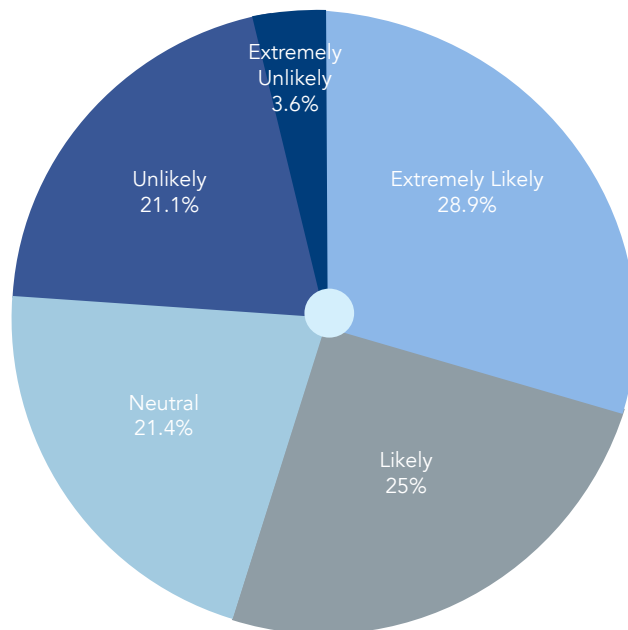
Please read on for a detailed analysis of recruitment trends across the Legal, Risk and Compliance sectors:

- Hiring sentiment survey results
- Sector by sector analysis
 - Compliance and FCC
 - Risk Management
 - Technology, Cyber and Data Risk
 - Internal Audit
 - Legal and Governance
- Salary benchmarking data

Legal, Risk and Compliance Hiring Sentiment Survey

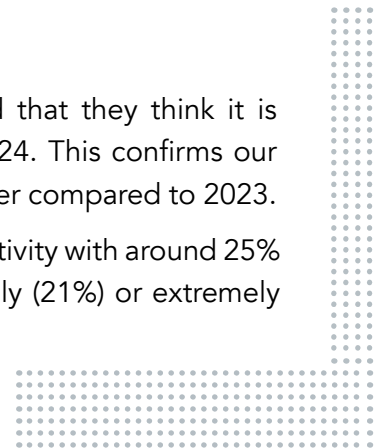
JS Careers recently conducted a survey of over 250 leaders of Risk, Compliance, Governance & Legal teams on an anonymous basis to gauge hiring sentiment for 2024. Thank you for all the responses received, the results are extremely useful for framing this report and hopefully of benefit to our network.

Question 1: Which one of the following best describes your expectations for hiring during 2024

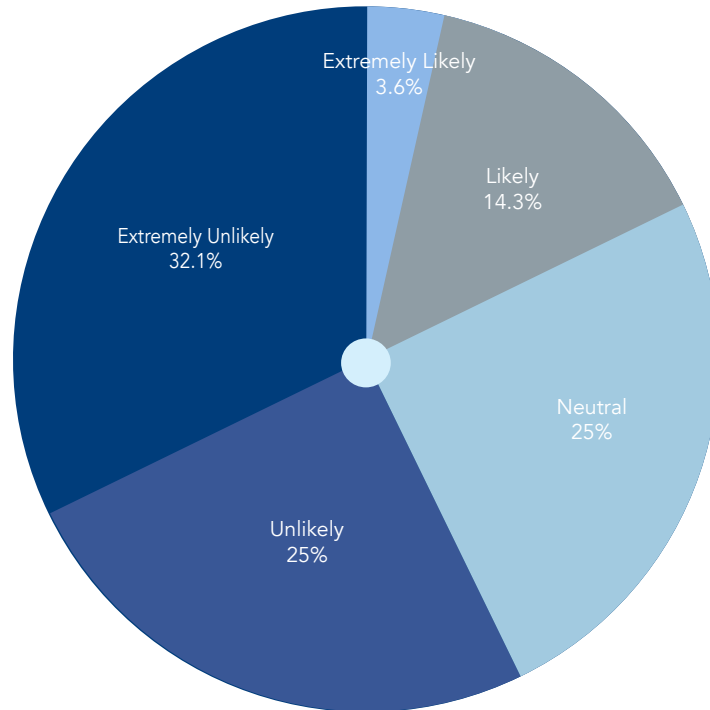


CONCLUSIONS

- Over 50% of the senior leaders surveyed responded that they think it is extremely likely or likely that they will be hiring in 2024. This confirms our expectations that hiring levels will be significantly higher compared to 2023.
- There is still some negative sentiment towards hiring activity with around 25% of respondents stating that they thought it was unlikely (21%) or extremely unlikely (3%) they would be hiring in 2024.



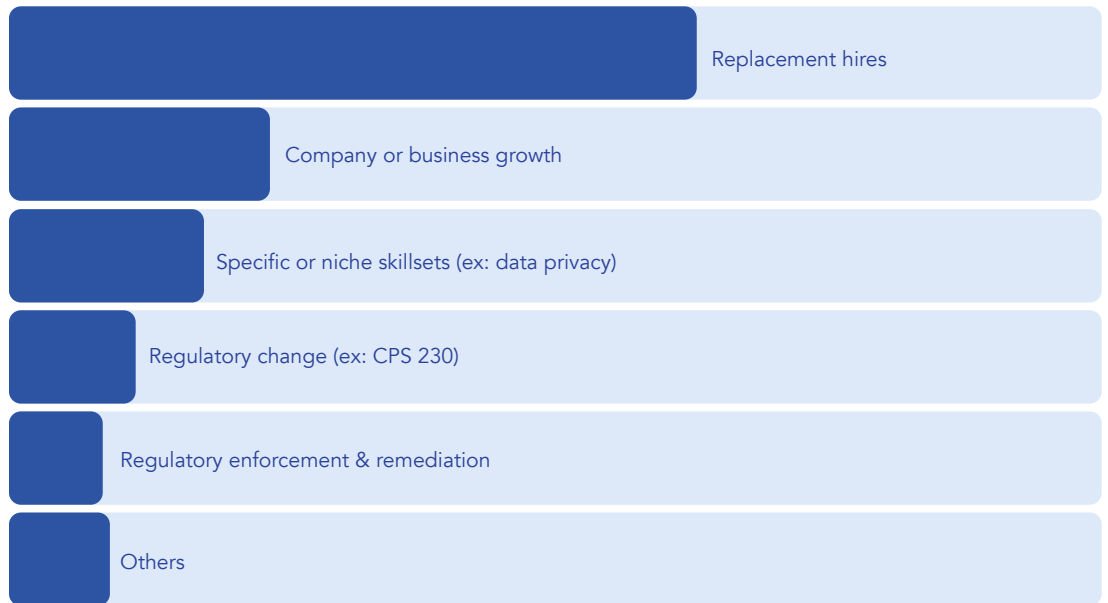
Question 2: Do you anticipate hiring offshore talent in 2024?



CONCLUSIONS

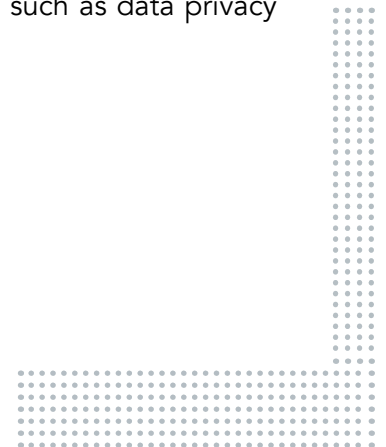
- The survey results demonstrate a reluctance to consider hiring offshore talent in 2024 with over half of the responses being either “Extremely Unlikely” or “Unlikely”. This is consistent with 2023, where only a small number of international banks and other larger financial services firms were able to sponsor visas and hire from offshore. In some highly technical markets, with an acute shortage of local talent such as Tech, Cyber & Data Risk, or for roles in Privacy and Supplier Risk with mature offshore candidate pools, it has been more common to consider offshore talent in parallel with local candidates.

Question 3: If you were to hire, what do you see as the main drivers?



CONCLUSIONS

- Often team and business growth is perceived as the main driver of hiring (as evidenced in 2022 and 2021), however natural attrition of people leaving roles and needing to be replaced is likely to be the main factor in 2024.
- The respondents also indicated that regulatory change (eg. CPS 230), regulatory enforcement & remediation and growth in niche skillsets such as data privacy and cybersecurity will be key drivers of hiring in 2024.





Question 4: What are the main factors you promote while attracting and retaining talent?

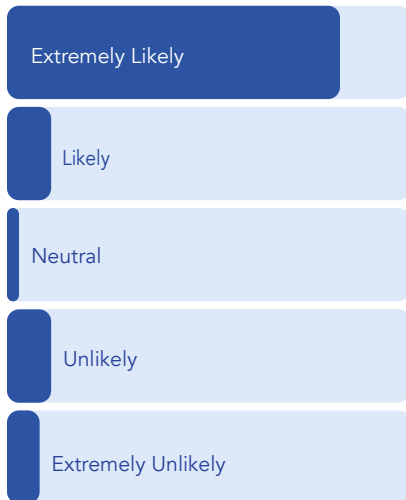


CONCLUSIONS

- Notable features of this section of the survey include company culture, career growth and hybrid/flexible work as the most important factors employers promote when attracting talent, with compensation ranking lower (4th). In our experience, salary can be an important deciding factor when candidates are considering accepting an offer of employment, however culture and career development opportunities tend to be the factors that keep employees engaged in the longer term. Some of the notable “Other” responses were the ability to influence policies and being part of the evolution/growth of the organisation.

Question 5: How likely would you be to consider a candidate who is looking for the following working arrangements?

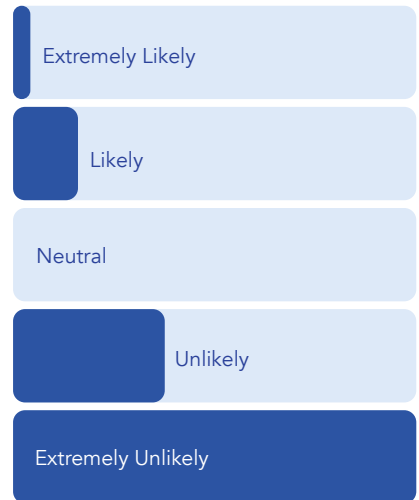
Fully office-based



Hybrid (2/3 days in the office)

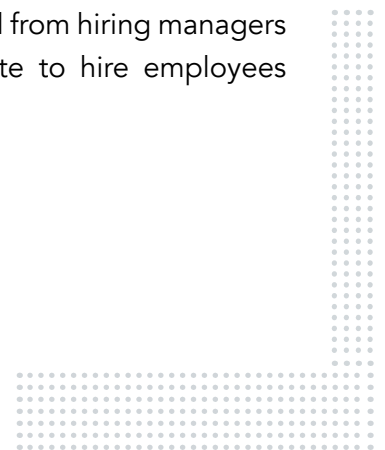


Fully remote



CONCLUSIONS

- One of the more interesting results of the survey was the change in hiring manager sentiment regarding remote vs office based working. The overwhelming response was that hiring managers have a strong preference for office based employment and are extremely unlikely to consider remote workers. This supports the feedback we have received from hiring managers where there has been a notable decline in appetite to hire employees requiring full remote working arrangements.





Sector by Sector Analysis

Compliance and AML

The JS Careers recruitment team has been involved with a large volume of compliance and AML recruitment assignments already in 2024. Hiring has been occurring across:

- Global corporate banks (typically Director/Head of Compliance level roles);
- Investment management and superannuation funds;
- Second tier Australian banks and credit unions;
- Insurance providers;
- Global consulting firms (outside of the big 4 accounting firms);
- Proprietary trading houses.

Recruitment activity is recovering at the major Australian banks and large global banks, although cost is still a major focus, so hiring tends to be focused on critical roles, or key leadership positions. Many organisations that undertook large scale hiring as a result of regulatory backed enforcement activity and/or remediation work have been reducing their team sizes to reflect a more BAU size going forward.

Driving factors of compliance and AML recruitment in 2024 will be :

1. Hiring into growth markets :
 - Private wealth management;
 - Private capital investment;
 - Independent consultants;
 - Decarbonisation and energy transition.
2. Replacement of key leadership roles and hiring of entry level/junior staff.
3. Regulatory change :
 - FAR;
 - DDOs;
 - Guidelines and enforcement action pertaining to privacy, data security and cyber risk.
 - Guidelines and enforcement action in relation to ESG and greenwashing.

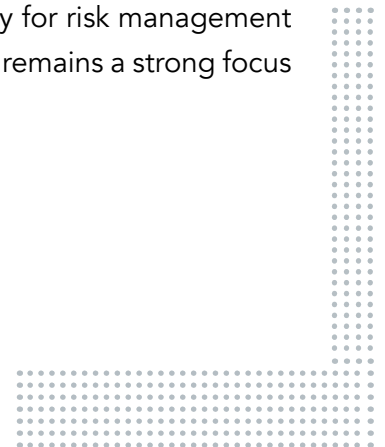
Operational Risk Management

We have seen a shift in targeted experience levels for first and second line risk management functions, particularly within the banking sector with a preference for juniorisation of first line risk and an uplift in seniority levels of the second line risk functions. This may be a reflection of the high touch, lower volume requirements of a review and challenge focused function as opposed to their counterparts in division-aligned risk management teams.

Regulatory focus on CPS 230 has resulted in in-house supplier risk and business resilience/continuity specialists being appointed across the larger global banks and an increase in the size of teams within the domestic banks. This has been prioritised to lead and have internal oversight of regulatory risk management obligations as businesses shift away from a reliance on external consulting support in these areas which may be due to the extended deadline for CPS 230 to mid 2025. The hiring trends in this space have also been focused on senior level additions.

Although hiring across the generalist risk management functions and transformation/project-based teams has slowed we are seeing strong interest in subject matter experts within the technology, cyber and data risk functions that are supporting the generalist teams.

Identifying opportunities for innovation and creating process efficiencies, particularly during RCSA processes remains a top priority for risk management functions. Utilisation of cloud, AI and control automation remains a strong focus in the financial services sector.





Market and Credit Risk Management

The recruitment market for roles within the financial risk management domain has focused primarily on the appointment of senior leadership roles. The JS Careers recruitment team has been mandated on a number of senior recruitment assignments within this space in the last 6 months, including several Chief Risk Officer and Head of Credit Risk positions. Market Risk opportunities have been available at a lower volume, and primarily focussed on balance sheet/non traded market risk as opposed to those supporting trading teams. Market feedback that the JS Careers team have received is that the demand for credit risk professionals, particularly within the corporate and institutional sector has been the highest, with this skillset being the preferred pedigree for nearly all the Chief Risk Officer searches that JS Careers has run. Candidate supply is high for senior positions within this space, including a strong volume of domestic and offshore candidates, which has put some downward pressure on salaries, with only small incremental salary increases being offered by employers when hiring for Director and Managing Director level roles.

Technology, Cyber & Data Risk Management

Technology, Cyber & Data Risk is a key CEO priority for almost every business, so hiring levels in this area have remained high across first and second line functions. We expect this to continue into 2024 with increased governance requirements at the second line and increased advisory and controls requirements at the first line.

Many of our clients have mandated us on global searches to source the best international talent, given the industry here is relatively immature when compared to Europe, US and Asia. Candidates who have operated in international markets under foreign regulations and standards will remain in high demand throughout 2024.

At both first and second line functions, a higher level of technical expertise is being demanded from our clients than we have observed previously. Typically the main talent pool would have been IT general controls and IT assurance professionals, however now our clients are looking for candidates with highly technical backgrounds and proven cyber and data capabilities. We are also seeing heightened demand from non-FS firms for Technology, Cyber & Data Risk and expect that to increase further with the reporting requirements under the Security of Critical Infrastructure Act rolling out mid 2024.





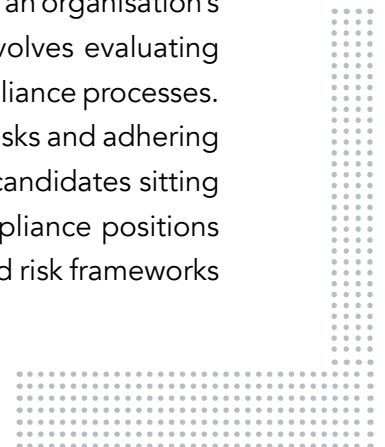
Internal Audit

As we move into 2024, financial services organisations continue to place a high priority on maintaining robust and efficient internal audit functions. Their overall resilience and importance within organisations was displayed as internal audit teams were largely unaffected by the market fluctuations, economic pressures and business cost-cutting initiatives which drove restructures across first and second-line functions through 2023 to 2024.

Major financial institutions, and the big four domestic banks in particular, continue to hire within their third-line functions due to both natural attrition of audit professionals moving into first or second line operational risk teams and more prominently the growth of specialist audit areas designed to provide additional support to the home teams on complex reviews. For instance, we have seen an increase in specialist/subject matter expertise audit opportunities in the following areas:

- **Data Assurance:** Focuses on ensuring the accuracy, reliability, and security of data within an organisation. Involves measures to validate data quality, integrity, and compliance with relevant regulations. Aims to establish trust in the data used for decision-making and reporting. Businesses have been targeting professionals sitting within technical data roles utilised to identify and manage risk i.e. coming from a data risk, delivery, security, privacy or governance perspective with exposure to the CPG235 and BCBS 239 guidelines. Experience with SQL, Alteryx and data visualisation tools are also highly considered.
- **Projects/Transformation Assurance:** Ensures the successful delivery of projects and organisational transformations. Involves assessing project management practices, risks, and adherence to timelines. Aims to provide confidence in the achievement of project objectives and overall business transformation. Relevant to businesses getting up to speed with the CPS230 prudential standard and other regulatory change and cloud migrations projects. Organisations prioritise candidates coming from risk aligned project management and transformation backgrounds with the relevant qualifications i.e. Lean Six Sigma and PRINCE2.

- **Credit/Market Risk Model Assurance:** Verifies the effectiveness and reliability of credit and market risk models used by financial institutions. Involves assessing the accuracy of risk assessments, model assumptions, and compliance with regulatory requirements. Aims to enhance the credibility and validity of risk models guiding financial decisions. Businesses targeting professionals sitting within model development or validation functions who can leverage their technical/hands-on modelling experience from a third line assurance perspective. Experience across SAS, R or Python programming languages is also desirable.
- **Finance/Treasury Aligned Assurance:** Aligns assurance activities with financial goals and objectives of the organisation. Involves evaluating financial processes, controls, and reporting to ensure accuracy and compliance. Aims to support financial decision-making by providing assurance over financial operations. The pool of candidates organisations have been prioritising includes professionals sitting in comparative roles with exposure to performing independent reviews within group finance functions. Having exposure to financial risk measurement and balance sheet management processes and understanding/working experience in one or more of: capital management and stress testing (APS110 & APS111), Interest Rate Risk in the Banking Book (APS 117), funding and liquidity risk management (APS210), and credit risk management (APS113) is desirable.
- **Assurance over risk and compliance frameworks:** Ensures that an organisation's risk and compliance frameworks are effective and robust. Involves evaluating the design and implementation of risk management and compliance processes. Aims to provide assurance that the organisation is managing risks and adhering to relevant regulatory requirements. Organisations prioritise candidates sitting in both comparative roles or 2nd line risk management/compliance positions with experience and knowledge of compliance obligations and risk frameworks within the financial service environment.





Legal & Governance

Hiring activity for in-house legal functions was relatively flat in 2023 but we have seen a material increase in demand for legal professionals in the early part of 2024. This has been driven by replacement of key hires at the senior level, as well as business growth or launch of new products / asset classes. From a sector perspective, the increased demand has mainly come from our investment management clients, whereas the large domestic banks and international IBs remain fairly quiet. The JS Careers legal recruitment team has undertaken a large number of searches, working with several Australian fund managers, consumer banks and a key APAC Head of Legal role with a global infrastructure player.

We have seen an increased demand from outsourced company secretary providers, who are benefiting from heightened governance and reporting requirements for ASX listed businesses and a reluctance to increase permanent headcount by hiring a named cosec. This is particularly evident with smaller firms, who would rather wrap company secretarial responsibilities into the General Counsel and outsource more of the administrative responsibilities to external providers.

The role of a company secretary is becoming a more recognised career path, with junior governance professionals in higher demand and salaries at all levels increasing. We expect this trend to continue into 2024.

Salary Benchmarking Data

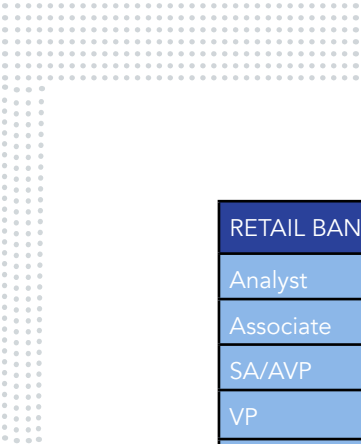
Operational Risk & Compliance

INVESTMENT BANKING	Experience	Salary (incl super)	Bonus	Supply	Demand
Analyst	0-3	\$90 - 120,000	5 - 15%	Low	High
Associate	3-6	\$120 - 150,000	15 - 25%	Low	High
SA/AVP	6-9	\$160 - 190,000	15 - 40%	Low	High
VP	9-12	\$200 - 240,000	20 - 40%	Medium	Medium
Director	12+	\$240 - 320,000	20 - 60%	Medium	Low

ASSET MANAGEMENT	Experience	Salary (incl super)	Bonus	Supply	Demand
Analyst	0-3	\$90 - 120,000	5 - 15%	Low	High
Associate	3-6	\$120 - 140,000	15 - 25%	Low	High
SA/AVP	6-9	\$140 - 160,000	20 - 30%	Low	High
VP	9-12	\$180 - 230,000	20 - 30%	Medium	Medium
Director	12+	\$240 - 280,000	20 - 40%	Medium	Low

WEALTH MANAGEMENT	Experience	Salary (incl super)	Bonus	Supply	Demand
Analyst	0-3	\$80 - 110,000	5 - 15%	Low	High
Associate	3-6	\$110 - 140,000	10 - 20%	Low	High
SA/AVP	6-9	\$140 - 170,000	10 - 25%	Low	Medium
VP	9-12	\$180 - 220,000	15 - 25%	Medium	Medium
Director	12+	\$220 - 280,000	20 - 35%	Medium	Medium





RETAIL BANKING	Experience	Salary (incl super)	Bonus	Supply	Demand
Analyst	0-3	\$80 - 110,000	5 - 15%	Low	High
Associate	3-6	\$110 - 140,000	10 - 20%	Low	High
SA/AVP	6-9	\$140 - 170,000	10 - 20%	Low	High
VP	9-12	\$180 - 220,000	15 - 25%	Medium	Medium
Director	12+	\$220 - 280,000	20 - 35%	Medium	Medium

FINANCIAL CRIME COMPLIANCE	Experience	Salary (incl super)	Bonus	Supply	Demand
Analyst	0-3	\$90 - 120,000	5 - 15%	Low	High
Associate	3-6	\$120 - 140,000	10 - 20%	Low	High
SA/AVP	6-9	\$140 - 160,000	15 - 25%	Low	High
VP	9-12	\$180 - 220,000	20 - 30%	Low	High
Director	12+	\$240 - 280,000	20 - 40%	Low	Medium

Technology, Cyber & Data Risk

ALL INDUSTRIES	Experience	Salary (incl super)	Bonus	Supply	Demand
Analyst	0-3	\$100 - 135,000	5 - 10%	Low	High
Manager	3-6	\$140 - 170,000	10 - 20%	Low	High
Senior Manager	6-9	\$180 - 220,000	10 - 20%	Low	High
Executive Manager	9-12	\$230 - 280,000	15 - 25%	Medium	Medium
Head of	12+	\$280 - 400,000	20 - 50%	Medium	Low

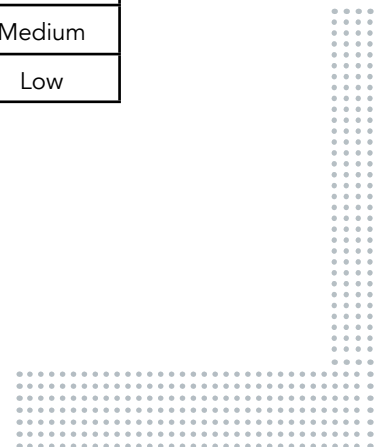
Market Risk

ALL INDUSTRIES	Experience	Salary (incl super)	Bonus	Supply	Demand
Analyst	0-3	\$90 - 120,000	5 - 15%	Low	Low
Associate	3-6	\$120 - 150,000	15 - 25%	Low	Medium
SA/AVP	6-9	\$160 - 190,000	15 - 40%	Low	Medium
VP	9-12	\$200 - 260,000	20 - 40%	Medium	Low
Director	12+	\$260 - 320,000	20 - 60%	Medium	Low
Managing Director	15+	\$350 - 450,000	30 - 80%	Low	Low

Credit Risk

INVESTMENT BANKING	Experience	Salary (incl super)	Bonus	Supply	Demand
Analyst	0-3	\$90 - 120,000	5 - 15%	Low	Low
Associate	3-6	\$120 - 150,000	15 - 25%	Low	Medium
SA/AVP	6-9	\$160 - 190,000	15 - 40%	Low	Medium
VP	9-12	\$200 - 240,000	20 - 40%	Medium	Medium
Director	12+	\$240 - 320,000	20 - 60%	Medium	Medium
Managing Director	15+	\$380 - 480,000	40 - 80%	Low	Low

CONSUMER BANKING	Experience	Salary (incl super)	Bonus	Supply	Demand
Analyst	0-3	\$80 - 110,000	5 - 10%	Low	High
Manager	3-6	\$110 - 140,000	10 - 20%	Low	High
Senior Manager	6-9	\$150 - 190,000	10 - 20%	Low	Medium
Executive Manager	12+	\$230 - 280,000	15 - 25%	Medium	Medium
Head of	15+	\$280 - 400,000	20 - 40%	Medium	Low



Internal Audit

PROFESSIONAL SERVICES	Experience	Salary (incl super)	Bonus	Supply	Demand
Analyst	0-3	\$60 - 70,000	Nil	Low	High
Senior Analyst	3-5	\$70 - 90,000	0 - 3%	Low	High
Manager	4-7	\$100 - 130,000	0 - 10%	Low	Medium
Senior Manager	6-10	\$130 - 150,000	0 - 12%	Low	Medium
Associate Director	10+	\$170 - 250,000	0 - 15%	Medium	Medium
Partner	12+	\$250,000	Profit share	Medium	Medium

AUSTRALIAN BANKS	Experience	Salary (incl super)	Bonus	Supply	Demand
Analyst	0-3	\$65 - 90,000	0 - 10%	Low	High
Senior Analyst	3-5	\$100 - 120,000	5 - 10%	Low	High
Manager	4-7	\$130 - 155,000	10 - 15%	Low	High
Senior Manager	6-10	\$165 - 200,000	20 - 30%	Low	High
Executive Manager	10-15	\$220 - 280,000	20 - 40%	Medium	Medium
Head of	15+	\$275 - 360,000	20 - 40%	Medium	Low
General Manager	15+	\$350,000	50%	Medium	Low

GLOBAL BANKS	Experience	Salary (incl super)	Bonus	Supply	Demand
Analyst	0-3	\$65 - 100,000	0 - 10%	Low	Medium
Associate	3-6	\$100 - 130,000	20 - 30%	Low	Medium
SA/AVP	6-9	\$145 - 180,000	20 - 30%	Low	Medium
VP	9-12	\$200 - 240,000	30 - 50%	Low	Low
Director	12+	\$260,000	50%	Medium	Low

Company Secretary

ALL INDUSTRIES	Experience	Salary (incl super)	Bonus	Supply	Demand
Analyst	0-3	\$90 - 130,000	5 - 15%	Low	High
Manager	3-6	\$130 - 165,000	10 - 20%	Low	High
Senior Manager	6-9	\$170 - 200,000	10 - 20%	Low	Medium
Executive Manager	9-12	\$220 - 250,000	10 - 20%	Medium	Low
Head of	12+	\$250 - 300,000	20 - 30%	Medium	Low

In-House Legal

ALL INDUSTRIES	Experience	Salary (incl super)	Bonus	Supply	Demand
Analyst	0-3	\$90 - 120,000	5 - 15%	Low	High
Manager	3-6	\$120 - 160,000	10 - 20%	Low	High
Senior Manager	6-9	\$160 - 210,000	10 - 20%	Low	High
Executive Manager	9-12	\$210 - 240,000	20 - 40%	Medium	Medium
Head of	12+	\$240 - 350,000	20 - 50%	Medium	Low





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