

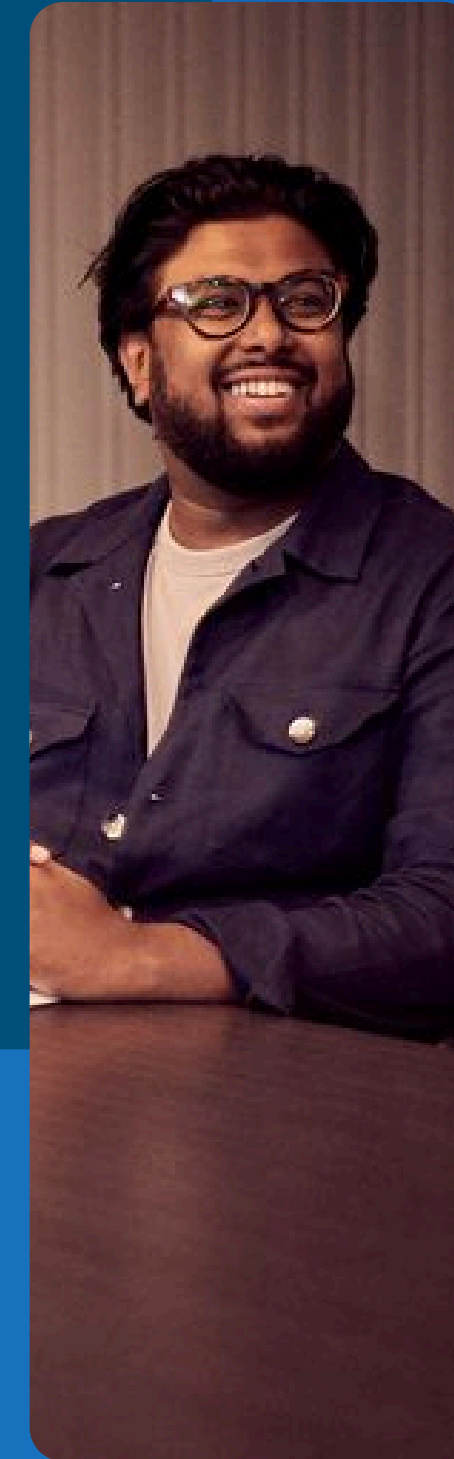


Ethos BeathChapman

2026

Market Insights

Government





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Contents



Meet the Team | 03



Market Insights | 04



Salary Guides 2026 | 09





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Meet the Team



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Past vs Future Demand

Demand is shifting from broad, general delivery capability to specialised, domain aligned skills particularly in AI, Data, and advanced technology.

AI

Data

Technology
Simplification

Cloud

In the Last 12 Months

Hiring Managers have focused on an increase in demand across:

Developers

Engineers

Project
Delivery Roles

In the Next 12 Months

Hiring demand looks set to continue to focus on niche, specialised and product or content driven roles with demand focusing on clearly defined, high-skill areas such as:

AI / ML

Data
Engineering

Cloud
Specialisation

Cyber



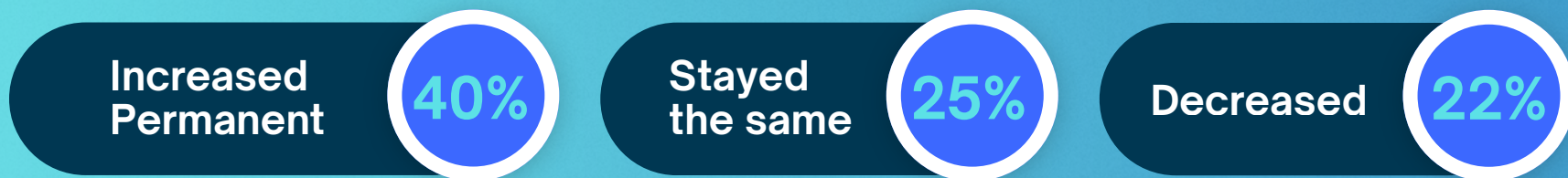


What Matters in Hiring

Top priorities for companies are technical skills and domain experience as well as strong cultural alignment. Least important priorities for companies are qualifications.

It's a fragmented and volatile market, with a mixture of both growth and contraction across skills and domains. More organisations have increased headcount than reduced it but only marginally.

Headcount over the last 12 months



Hiring requirements are now very specific and linear, favouring candidates who have done the exact role within a specific industry previously.

Employers increasingly favour exact skill matches over broad or transferable abilities, reflecting a shift toward faster perceived ROI. When companies are hiring they want a quick and easy return with little ramp up period.

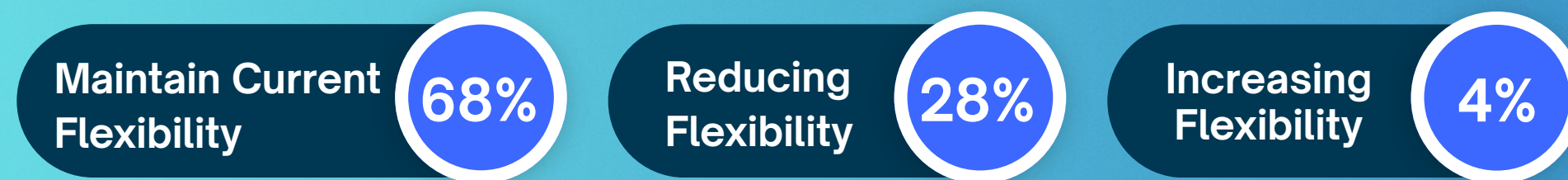




Hiring Challenges



Hybrid Working



Hybrid working arrangements have shifted slightly as organisations focus more on productivity and efficiency. Many employees have been mandated to return to the office more regularly and some organisations planning further increases over the next year. However for most, it has stabilised at a balanced arrangement.





Retention Challenges

Organisations retention ability is increasingly influenced by financial constraints rather than culture. Cost pressures are limiting organisations ability to retain/develop staff and, in some cases, prompting headcount reductions or increasing natural attrition. Rising wage expectations and increased cost of living mean pay is struggling to keep up with employee demand, creating a dual strain on costs and retention.

Budget Constraints

62%

Lack of Career Progression

48%

Burnout

26%

Retention Solutions

Organisations are trying to solve retention through career development and upskilling, not pay. Many will turn to AI training to attempt to retain staff.

Career Pathways

65%

Upskilling

62%

Compensation

13%

What Employees Want

Employees want: Growth, Pay and Development.

Career Progression

61%

Compensation

54%

Upskilling

50%

Leadership

44%



Hiring Trends

Hiring is targeted, not expansive. In keeping with other trends we're observing, organisations are looking to hire in small select pockets of perceived high value areas that increase efficiency and productivity while saving cost.

Selective hiring

64%

Minimal hiring

16%

Growth hiring

7%

Alternate Workforce Models

Despite cost pressures, organisations are not broadly expanding outsourcing or offshoring, instead prioritising internal productivity gains through restructuring and automation. Some firms (which have been noted in the media recently) are selectively offshoring roles for cost reduction, but the broader trend is shifting toward AI and automation replacing tasks that were previously outsourced, reducing reliance on external providers.

No Increase
47%

Outsourcing
25%

Critical Skills

Unsurprising AI is the most sought-after skillset and biggest challenge in the next 12 months.

AI
70%

Data
47%

Cloud
41%

Cyber
33%





Ethos BeathChapman Salary Guide - Project Services

Job Title	Perm (Base)	Contract (Base, Daily Rate)
Business Analyst		
Lead Business Analyst	\$160-\$180K	\$1,000-\$1,100
Senior Business Analyst	\$150-\$170K	\$850-\$1,000
Business Analyst	\$120-140K	\$750-\$850
Senior Technical Business Analyst	\$150-\$170K	\$800-\$900
Technical Business Analyst	\$130-\$150K	\$700-\$900
Junior Business Analyst	\$110-\$130K	\$500-\$700



Ethos BeathChapman Salary Guide - Project Services

Job Title	Perm (Base)	Contract (Base, Daily Rate)
Change & Communication		
Change Director	\$220-\$250K	\$1,200-\$1,400
Change Lead	\$190-\$220K	\$1,100-\$1,200
Senior Change Manager	\$165-\$190K	\$950-\$1,100
Change Manager	\$150-\$165K	\$850-\$1,000
Change Analyst	\$100-\$140K	\$500-\$800
Change Comms Lead	\$180-\$200K	\$1000-\$1,200
Change Comms Manager	\$160-\$180K	\$850-\$1,000
L&D Specialist/Trainer	\$140-\$170K	\$750-\$950



Ethos BeathChapman Salary Guide - Project Services

Job Title	Perm (Base)	Contract (Base, Daily Rate)
Project Management		
Portfolio Manager	\$220-\$260K	\$1,400-\$1,600
Program Director	\$220-\$275k	\$1,200-\$1,500
Program Manager	\$200-\$240l	\$1,100-\$1,300
Senior Project Manager	\$160-\$190k	\$1,000-\$1,200
Project Manager	\$130-\$160K	\$900-\$1,000



Ethos BeathChapman Salary Guide - Project Services

Job Title	Perm (Base)	Contract (Base, Daily Rate)
PMO		
Head of PMO	\$200-\$250K	\$1,200-\$1,600
PMO Manager	\$150-\$200K	\$900-\$1,200
PMO Anaylst	\$120-\$150K	\$700-\$900
Project Coordinator	\$100-\$120K	\$600-\$800
Project Administrator	\$70-\$100k	\$400-\$500
Master Scheduler	\$150-\$220K	\$900-\$1,300



Ethos BeathChapman Salary Guide - Project Services

Job Title	Perm (Base)	Contract (Base, Daily Rate)
Agile		
Scrum Master	\$180-\$200K	\$1,000-\$1,200
Agile Coach	\$180-\$220K	\$1,000-\$1,400
Product Owner	\$160-\$180K	\$900-\$1,100
Senior Product Owner	\$180-\$200K	\$1,000-\$1,200
Release Train Engineer	\$200-\$220K	\$1,200-\$1,500



Ethos BeathChapman Salary Guide - Information Technology

Job Title	Perm (Base)	Contract (Base, Daily Rate)
Development		
Development Manager	\$170-210K	\$1,100-\$1,300
Technical Lead	\$160-180K	\$950-\$1,150
Senior Engineer	\$145-175K	\$800-\$1,100
Analyst Programmer	\$95-120K	\$600-\$800
Software Engineer	\$100-150K	\$500-\$1,000
Software Engineering Manager	\$180-220K	\$1100-\$1,300
Full Stack Developer	\$100-150K	\$500-\$1,000
Front End Developer	\$120-150K	\$700-\$1,000



Ethos BeathChapman Salary Guide - Information Technology

Job Title	Perm (Base)	Contract (Base, Daily Rate)
Architecture		
Solution Designer	\$180-\$210K	\$1000-\$1,150
Solution Architect	\$200-\$240k	\$1150-\$1,450
Integration Architect	\$180-\$210K	\$1100-\$1,300
Data Architect	\$180-\$240k	\$1200-\$1,450
Enterprise Architect	\$240-\$270K	\$1300-\$1,600
Head of Architecture	\$300K+	\$1,500K+
Solution Designer	\$180-\$210K	\$1000-\$1,150
Solution Architect	\$200-\$240k	\$1150-\$1,450



Ethos BeathChapman Salary Guide - Information Technology

Job Title	Perm (Base)	Contract (Base, Daily Rate)
Data		
Data Analyst	\$110-\$130K	\$550-\$750
Senior Data Analyst	\$130-160K	\$750-\$1,000
Data Scientist	\$130-\$160K	\$900-\$1,000
Senior Data Scientist	\$160-\$190K	\$1,000-\$1,200
ML Engineer	\$120-150K	\$700-\$900
Senior ML Engineer	\$160-190K	\$1,000-\$1,200
Principal ML Engineer	\$200-250K	\$1,200-\$1,500
MLOps Engineer	\$130-150K	\$800-\$900



Ethos BeathChapman Salary Guide - Information Technology

Job Title	Perm (Base)	Contract (Base, Daily Rate)
Data		
Senior MLOps Engineer	\$160-190K	\$1,000-\$1,200
Data Engineer	\$110-140K	\$700-\$850
Senior Data Engineer	\$150-180K	\$900-\$1,100
DataOps Engineer	\$120-150K	\$700-\$900
Senior DataOps Engineer	\$160-180K	\$1,000-\$1,200
BI Analyst	\$120k-\$130K	\$800-\$900
Senior BI Analyst	\$130k-\$160K	\$900-\$1,000
Data Engineering Manager	\$180-220K	\$1,200-\$1,400



Ethos BeathChapman Salary Guide - Information Technology

Job Title	Perm (Base)	Contract (Base, Daily Rate)
Data		
Analytics/BI Manager	\$170k-\$200K	\$1,100-\$1,200
Head of Data	\$240-300K	\$1,500-\$2,000
Head of BI	\$240-300K	\$1,500-\$2,000
Chief Data Officer	\$300-450K	\$2,000-\$2,500
Analytics/BI Manager	\$170k-\$200K	\$1,100-\$1,200



Ethos BeathChapman Salary Guide - Information Technology

Job Title	Perm (Base)	Contract (Base, Daily Rate)
Testing		
Test Analyst	\$85-\$130K	\$500-\$700
Test Lead	\$160-\$200K	\$800-\$1,150
Test Manager	\$170-\$220K	\$1,000-\$1,200
Program Test Manager	\$180-\$220K	\$1,000-\$1,150
Test Automation Engineer	\$130-\$160K	\$800-\$1,000
Test Automation Lead	\$160-\$190K	\$900-\$1,100



Ethos BeathChapman Salary Guide - Information Technology

Job Title	Perm (Base)	Contract (Base, Daily Rate)
Digital & Design		
CDO	\$220-\$350K+	\$1,250-\$2,000
CPO	\$200-\$300K+	\$1,250+
GM Digital	\$225-\$350K	\$1,250-\$2,000
Head of Digital	\$180-\$250K	\$1,100-\$1,400
Head of Product	\$180-\$220K	\$1,000-\$1,400
Product Owner	\$125-\$170K	\$750-\$1,000



Ethos BeathChapman Salary Guide - Information Technology

Job Title	Perm (Base)	Contract (Base, Daily Rate)
Digital & Design		
UX/Product Design Lead	\$170-\$190K	\$750-\$1,000
Senior UX Designer	\$145-\$170K	\$700-\$1000
UX Designer	\$110-\$140K	\$500-\$750
Visual/Product Designer	\$90-\$140K	\$500-\$750
Service Designer	\$90-\$40K	\$500-\$750
Mobile Developer	\$125-\$175K	\$800-\$1,000



Ethos BeathChapman Salary Guide - Information Technology

Job Title	Perm (Base)	Contract (Base, Daily Rate)
Infrastructure		
Support Manager	\$150-\$170K	\$700-\$1,000
Systems Engineer	\$140-\$160K	\$800-\$1,100
System Administrator	\$120-\$140K	\$500-\$800
Head of Infrastructure	\$180-\$220K	\$1,000-\$1,400
Head of Service Delivery	\$180-\$200K	\$900-\$1,200
DevOps Engineer	\$140-\$170K	\$700-\$900
Senior DevOps Engineer	\$180-\$200K	\$900-\$1,200



Ethos BeathChapman Salary Guide - Information Technology

Job Title	Perm (Base)	Contract (Base, Daily Rate)
Infrastructure		
Lead DevOps Engineer	\$200-\$220K	\$1,100-\$1,400
Site Reliability Engineer	\$150-\$170K	\$750-\$1,000
Senior SRE	\$170-\$200K	\$900-\$1,200
Lead SRE	\$200-\$220K	\$1,100-\$1,300
DevOps Manager	\$215-\$240K	\$1,200-\$1,400
Head of DevOps	\$235-\$280K	\$1,300-\$1,400
Cloud Engineer	\$140-\$170K	\$700-\$1,000
Cloud Architect	\$180-\$200K	\$1,000-\$1,300



Ethos BeathChapman Salary Guide - Information Technology

Job Title	Perm (Base)	Contract (Base, Daily Rate)
Security		
CISO	\$350K+	\$1,400-\$2,200
Head of Security	\$240-\$275K	\$1,200-\$1,300
Security Operations Manager	\$200-\$260K	\$1,150 - \$1,300
Security Architect	\$200-\$220K	\$1,150-\$1,250
Enterprise Security Architect	\$240-\$260K	\$1,250-\$1,350
Security Analyst	\$110-\$140K	\$575-\$750
Senior Security Analyst	\$150-\$170K	\$775-\$900



Ethos BeathChapman Salary Guide - Information Technology

Job Title	Perm (Base)	Contract (Base, Daily Rate)
Security		
Principal Security Analyst	\$180-\$220K	\$1,075-\$1,175
Security Engineer	\$120-\$150K	\$675-\$950
Senior Security Engineer	\$160-\$180K	\$975-\$1,075
Product Security Manager	\$220-\$250K+	\$1,175-\$1,250
DevSecOps Engineer	\$160-\$180K	\$800-\$1,200
Senior DevSecOps Engineer	\$180-\$220K	\$1,100-\$1,300



Ethos BeathChapman Salary Guide - Accounting & Finance

Job Title	Perm (Base)	Contract (Base, Daily Rate)
Chief Financial Officer	\$300K upwards	\$1,500 upwards
GM Finance / Finance Director / Head of Finance	\$250K-\$300K	\$1200-\$1,500
Financial Controller (10+ yrs PQE)	\$180K-\$250K	\$900-\$1,200
Finance Manager / Senior Finance Manager (5-10 yrs PQE)	\$150K-\$180K	\$700-\$900
FP&A Manager / Senior Finance Business Partner (5-10 yrs PQE)	\$150K-\$180K	\$700-\$900
Senior Financial Accountant / Senior Financial Analyst (3-5 yrs PQE)	\$130K-\$150K	\$500-\$700
Financial Accountant / Financial Analyst (0-2 yrs PQE)	\$100K-\$130K	\$450-\$600



Ethos BeathChapman Salary Guide - Accounting & Finance

Job Title	Perm (Base)	Contract (Base, Daily Rate)
Head of Regulatory Reporting	\$230K upwards	\$1,200 upwards
Senior Manager Regulatory Reporting (10+ yrs PQE)	\$180K-\$220K	\$900-\$1,100
Manager Regulatory Reporting (5-10 yrs PQE)	\$150K-\$180K	\$700-\$900
Senior Regulatory Accountant/Analyst (3-5 yrs PQE)	\$130K-\$150K	\$600-\$700
Regulatory Accountant/Analyst (0-2 yrs PQE)	\$100K-\$130K	\$450-\$600



Ethos BeathChapman Salary Guide - Accounting & Finance

Job Title	Perm (Base)	Contract (Base, Daily Rate)
Head of Product Control (10+ yrs)	\$250K upwards	\$1,200 upwards
VP / Senior Manager Product Control (6-10 yrs)	\$180K-\$250K	\$800-\$1,200
AVP / Manager Product Control (3-6 yrs)	\$130K-\$180K	\$600-\$800
Product Controller (1-3 yrs)	\$100K-\$130K	\$450-\$600
Head of Product Control (10+ yrs)	\$250K upwards	\$1,200 upwards



Ethos BeathChapman Salary Guide - Accounting & Finance

Job Title	Perm (Base)	Contract (Base, Daily Rate)
Head of Tax	\$250K upwards	\$1,200 upwards
Senior Tax Manager	\$200K-\$250K	\$900-\$1,200
Tax Manager	\$160K-\$200K	\$700-\$900
Senior Tax Accountant/Consultant	\$130K-\$160K	\$600-\$700
Tax Accountant/Consultant	\$100K-\$130K	\$450-\$600



Ethos BeathChapman Salary Guide - Risk Management

Job Title	Perm (Base)	Contract (Base, Daily Rate)
Risk Management		
CRO/CCO/Group Executive/GM	from \$350+	n/a
Operational Risk MGMT/Assurance		
Head of	\$250-\$350K	\$1,200-\$1,700
Senior Manager/ Executive	\$170-\$250K	\$800-\$1,200
Manager	\$130-\$160K	\$620-\$770



Ethos BeathChapman Salary Guide - Risk Management

Job Title	Perm (Base)	Contract (Base, Daily Rate)
Operational Risk MGMT/Assurance		
Head of	\$250K	n/a
Senior Manager/ Executive Manager	\$160-\$200K	\$1,000-\$1,500
Manager	\$140-\$160K	\$900-\$1,100
Financial Risk		
Head of	\$250K	n/a
Senior Manager/ Executive Manager	\$160-\$200K	\$1,000-\$1,500
Manager	\$140-\$160K	\$900-\$1,100



Ethos BeathChapman Salary Guide - Risk Management

Job Title	Perm (Base)	Contract (Base, Daily Rate)
Technology Risk		
Head of	\$250-\$350K	\$1,200-\$1,700
Senior Manager/ Executive Manager	\$170-\$250K	\$800-\$1,200
Manager	\$130-\$160K	\$620-\$770
Credit Risk		
Head of	\$250K	n/a
Senior Manager/ Executive Manager	\$160-\$200K	\$1,000-\$1,500
Manager	\$140-\$160K	\$900-\$1,100



Ethos BeathChapman Salary Guide - Risk Management

Job Title	Perm (Base)	Contract (Base, Daily Rate)
Compliance		
Head of	\$250-\$350K	\$1,200-\$1,700
Senior Manager/ Executive Manager	\$170-\$250K	\$800-\$1,200
Manager	\$130-\$160K	\$620-\$770
Financial Crime/Fraud		
Head of	\$230-\$300K+	\$1,000-\$1,500
Senior Manager/ Executive Manager	\$160-\$220K	\$1,100-\$1,500
Manager	\$120-\$150K	\$570-\$720



Ethos BeathChapman Salary Guide - Risk Management

Job Title	Perm (Base)	Contract (Base, Daily Rate)
Actuarial		
Head of	\$250K+	\$1,800
Senior Manager/ Executive Manager	\$160-\$190K	\$1,200-\$1,500
Manager	\$160-\$190K	\$1,200-\$1,500



Ethos BeathChapman Salary Guide - Audit & Technology Risk

Job Title	Perm (Base)	Contract (Base, Daily Rate)
Technology/IT Internal Audit		
IT Audit Director/EM IT Audit/VP IT Audit	from \$240K (bonus up to 60%)	from \$1,300+
IT Audit Manager	from \$145K (bonus up to 20%)	from \$750+
Senior IT Auditor	from \$125K (bonus up to 20%)	from \$650+
IT Auditor	from \$110K (bonus up to 15%)	from \$550+



Ethos BeathChapman Salary Guide - Audit & Technology Risk

Job Title	Perm (Base)	Contract (Base, Daily Rate)
Internal Audit		
Senior Audit Manager Portfolio Audit Manager Assistant VP	from \$180K (bonus up to 40%)	from \$900+
Audit Manager	from \$145K (bonus up to 20%)	from \$750+
Senior Auditor	from \$125K (bonus up to 20%)	from \$650+
Auditor	from \$110K (bonus up to 10%)	from \$550+



Ethos BeathChapman Salary Guide - Audit & Technology Risk

Job Title	Perm (Base)	Contract (Base, Daily Rate)
Technology Risk Line 1/2		
Head of Tech Risk (small team)/Tech Risk Director/EM Tech Risk/VP Tech Risk	from \$240K (bonus up to 60%)	from \$1,300+
Tech Risk Manager	from \$145K (bonus up to 20%)	from \$750+
Senior Tech Risk Analyst	from \$125K (bonus up to 20%)	from \$650+
Tech Risk Analyst	from \$110K (bonus up to 10%)	from \$550+