



AGRIBUSINESS
SALARY REVIEW

INTRODUCTION

The Agribusiness Salary Compensation Review combines contributions and salary trends of decision makers from leading agribusiness industry groups across small, medium and large companies. The selection and engagement of Agribusiness companies for this edition of the Agribusiness Salary Review is based on targeted Industry segments.

Every effort is made to ensure that the salary tables protect the confidentiality of contributor data and are statistically meaningful. A minimum number of cases (typically five) are assigned for each position. Some positions have been omitted because of the small sample size. Where the number of cases recorded equals the minimum, printing is restricted to the median and average values only.

Several positions, for example a Sales Representative/Account Manager have been more defined by incorporating years of experience (eg. 0-2yrs, 2-5yrs, 5+yrs). For the Animal Health Industry these positions have been divided into both 'production' and 'companion animals' positions.

TERMS & CONDITIONS

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METHODOLOGY

This report was developed in conjunction with Agribusiness companies to assist professionals working in the industry. This enables tracking of employment trends. This report in conjunction with the HR Review and online access provides a real gauge of existing and future business intentions expressed in terms of persons employed.

Consultants employ a step-by-step process to ensure the integrity and statistical relevance of the data and information provided by participants.

Step 1 - Confirm Data

Step 2 - Confirm accountability of client position

Step 3 - Positions are Benchmarked with appropriate accountability fit

Step 4 - Online Access Provided

Step 5 - Participant HR trend Poll Analysed

Data Confirmation

A standardised data collection form is provided to the client in order to collect the components contributing to the salary package of individual employees. Upon receipt of the data, the specific industry criteria are then applied and the data evaluated accordingly.

Accountability of Positions

A 'standard' position and the associated accountabilities, underpin the process of accurately comparing positions at similar levels. As new positions are created, and client data and position descriptions are analysed, the accountability of the client positions must reflect an appropriate 'fit' to the 'standard' position (greater than 85%).

Positions are Benchmarked

Every effort is made to ensure that the salary tables protect the confidentiality of contributor data and are statistically meaningful. A minimum number of cases (typically five) are pre-assigned for each position. Where the number of cases recorded equals the minimum, printing is restricted to the median and average values only for that position.

Online Access

Clients are provided with a user name and password to obtain online access. This allows them to run various reports as well providing them with a listing of their employees.

HR Trends and Policy

The information in the HR Review compliments the benchmarking data in order to provide a forecast picture of the positions within agribusiness. Topics include HR Management practices, measuring employee satisfaction management performance schemes, benefits and salary packaging, and recruitment practices.

SALARY TABLE TERMS

Industry Group

Organisations are classified according to which agribusiness industry sector best covers their organisations primary activity. The individual position is assigned an industry group.

Location

Data is recorded noting the location where the individual within the organisation is based and takes into account whether they are city or regionally based.

Number of Cases

The data is analysed by the number of cases, or individuals, for each position. If a contributor has more than one person or case for a position then each case is included.

Annual Revenue

Gross Profit from the sale of goods or services for the completed trading year.

Salary Base

The employees' base salary or cash salary.

Total Remuneration (excl. Performance Pay)

The employees' base salary including all benefits excluding performance pay and private costs.

Benefits & Salary Packaging Items

Benefits and salary packaged items are reported according to the highest number of incidence showing the LQ, Median, UQ and Average values.

Annual Percentage Change

On the standard reports you will note the icon denoting the annual percentage change between current and previous data figures.

↑ Greater than 5% increase

⇒ No comparable change

↓ More than 5% decrease

The movement of salary table data between years, semesters or quarters is influenced by numerous factors. Fluctuation may occur as a result of:

- increase or decrease in salaries;
- logical career progression of employees;
- a change in the contributor base as a result of new sectors and changing company contribution;
- a change in the number of cases provided by contributors as a result of downsizing or growth resulting in reclassification of positions;
- High levels of staff turnover even if contributor base remains the same.

POSITION REFERENCE

In order to accurately compare positions at similar levels of managerial responsibility in comparable organisations we have listed 'standard' benchmark positions. A benchmark position is a standard position description and may be used for comparisons within and outside an organisation. The positions in this report are identified by a Rimfire Title, Position Identifier (id), and Position Outline, as well as a position summary which gives a brief description of general and specific responsibilities or duties. To assist in 'matching' positions to ensure the accuracy of benchmarking, alternative titles are also provided.

Statistical Terms

Median	The value of the middle observation in a set of data arranged in sequence, such that 50% of the observations are below and 50% above it.
Lower Quartile	The value of the middle of the first data set, where 25% of the values are smaller and 75% are larger.
Upper Quartile	The value of the middle of the second data set, where 75% of the values are smaller and 25% are larger.
Average	Is the sum of the values divided by the number of cases/employees.

Note Comparison of the median and average can sometimes provide an indication of the 'goodness of fit' of the data to the position.

INTERPRETING STANDARD REPORTS

The following example is designed to assist users in reading and interpreting the Salary Tables, refer to example below for the Manager's position.

There are two sections. The first table provides figures with total values for various packages as well as the first eight popular benefits paid for that position. The second data table provides a break down of values into various sections such as industry groups (shown below), city versus rural, annual revenue and number of employees.

By reading across the top table, the first line is showing 42 cases for Total Remuneration (excl. Performance Pay) for the manager position and the Median is displayed as \$70,073.

The second line, Salary Base, it shows 25% of cases received \$40,135 (LQ) or less, 25% received between \$40,135 and \$50,073 (Median), 25% received between \$50,073 and \$60,338 (UQ), and 25% received \$60,338 or more.

In the second table it shows a break down of Salary Base and Total Remuneration (excl. Performance Pay) for Industry Groups. For example in Animal Health it shows there are 16 cases with the average received \$68,075 for Salary Base and \$91,085 for Total Remuneration (excl. Performance Pay). For Crop Protection it shows 13 cases received an average of \$74,703 for Salary Base and 25% of cases received \$70,000 (LQ) or less, 25% received between \$70,000 and \$76,500 (Median), 25% received between \$76,500 and \$78,185 (UQ), and 25% received \$78,185 or more.

Example: Salary Table

Position: Support Staff

Salary and Benefits	No.	LQ	Median	UQ	Average
Total Remuneration (excl. Performance Pay)	42	42,680	47,769	52,657	46,234 ➡
Salary Base	42	40,135	45,073	48,338	47,258 ➡
Superannuation	42	3,613	4,507	5,430	4,987 ↓
Vehicle Average (excl. FBT)	5	5,000	5,750	7,854	6,526 ➡
Topical Cash	5	4,000	5,768	8,324	7,528 ↑
Other Cash	8	600	1,000	1,500	1,259 ➡
Leave Loading	42	489	587	698	789 ➡
Shift Allowance	7	100	257	378	298 ↑
Total Benefits (incl. Vehicle)	35	258	587	784	689 ➡
Total Performance Pay	5	2,000	2,789	5,890	3,879 ↑
Total Remuneration (incl. Performance Pay)	42	42,789	48,730	53,118	50,458 ➡
Total Employment	42	42,702	49,767	54,568	51,458 ↑

Industry Group	Salary Base					Total Employment			
	No.	LQ	Median	UQ	Average	LQ	Median	UQ	Average
Community Support Services	5	40,500	45,000	48,456	47,075 ↑	42,959	45,699	49,529	45,085 ➡
Disability Services	20	41,000	46,500	47,185	46,703 ➡	41,335	46,582	50,379	48,892 ↑

NOTE: Example Data Only

SECTION	RIMFIRE TITLE	ID	ALTERNATIVE TITLES	POSITION DESCRIPTION	PAGE
Fegan					
Fegan	General Manager	55	Executive Officer, Managing Director, Head of Department, Director	Lead and manage industrial, commercial and government organisations to the achieve policy objectives, increased profit or market dominance.	1
Fegan	Marketing Manager	186	Business Manager- Marketing, Sales & Marketing Manager, Marketing Executive/Specialist/Director, Marketing Support Manager, Product Marketing Manager	A management role that ensures that the appropriate communication message and medium is delivered to meet sales targets.	2
Fegan	Sales Representative/Account Manager (5+ years)	168	Senior Account Manager, Senior Sales Representative	A senior sales and relationship role responsible for providing product support and advice in order to sell products to customers.	3
Fegan	Technical/Development Manager	184	Development Manager, National Technical Manager, Technical Manager, Technical & Reg Affairs Manager, Technical Business Development	Manage and represent the company on sales and technical matters when dealing with current or prospective customers.	4

Fegan

General Manager - 55

Job Purpose:	Lead and manage industrial, commercial and government organisations to the achieve policy objectives, increased profit or market dominance.
Alternative Positions:	Executive Officer, Managing Director, Head of Department, Director
Reports To:	Chief Executive Officer, Board
Supervises:	Operative staff of company
Key Dimensions:	Leadership, Business acumen

Responsibilities:

- > Control the organisation and management of functional departments.
- > Responsible for the achievement of profitable growth of a division of the company's activities, or the entire management of a company's operations.
- > Provide motivation and support to functional managers in the achievement of profit objectives.
- > Develop business plans and advise on utilisation of financial resources.
- > Manage budgets to highlight key areas and return on investment of funds.
- > Responsible for the overall direction of the business including industry representation and development of resources.
- > Maintain and further develop communication between functional business groups.
- > Conduct reviews and appraisals of staff performances as required.

Qualifications:

- > Tertiary qualified in related industry sector. 10+ years experience in relevant management sector.

Position: General Manager

Reported for New Zealand as at 30 Sep 2009

Salary and Benefits	No.	LQ	Median	UQ	Average
Total Remuneration (excl. Performance Pay)	42	169,128	201,315	234,244	203,871 ➡
Salary Base	42	155,100	174,581	209,898	182,713 ➡
Superannuation - 401k	26	6,930	10,720	17,844	12,103 ➡
Vehicle Average (excl. FBT)	26	15,162	15,855	17,899	18,167 ➡
Other Cash	1	n/a	n/a	n/a	n/a
Leave Loading	3	n/a	2,825	n/a	5,227
Phone Allowance	2	n/a	n/a	n/a	n/a
Mobile Allowance	5	300	600	2,550	1,260 ⬆
Health Insurance Value	22	600	2,036	4,066	2,304 ➡
Share Option Value	1	n/a	n/a	n/a	n/a
Education Value	1	n/a	n/a	n/a	n/a
Airline Clubs	1	n/a	n/a	n/a	n/a
Total Benefits (incl. Vehicle)	28	17,624	19,495	19,748	19,825 ➡
Total Performance Pay	8	30,240	37,965	53,088	43,224 ⬆
Total Remuneration (incl. Performance Pay)	42	172,011	212,973	241,408	212,105 ➡
Total Employment	42	173,576	212,973	241,408	212,923 ➡

	Salary Base					Total Employment				
	No.	LQ	Median	UQ	Average	LQ	Median	UQ	Average	
Industry Group										
Fertiliser	10	175,912	197,717	220,413	195,550 ➡	213,251	234,032	253,386	229,022 ➡	
Merchandise/Retail Distribution	15	145,000	173,250	209,869	175,213 ➡	165,897	198,280	237,266	208,971 ➡	
Other	17	152,550	162,240	219,586	181,780 ➡	170,570	206,921	240,688	206,940 ➡	
Location										
North Island	21	156,350	172,011	209,884	180,553 ➡	178,099	213,251	257,850	222,006 ➡	
South Island	21	154,317	176,800	225,359	184,873 ➡	171,341	201,049	233,140	203,840 ➡	
City vs Rural										
City	34	155,100	173,250	208,868	180,433 ➡	184,187	209,808	237,266	213,666 ➡	
Rural	8	160,220	198,163	225,359	192,402 ➡	165,235	221,778	257,758	209,764 ➡	
Employees										
Less than 45	7	140,048	158,016	198,000	170,143 ➡	184,187	222,576	253,570	220,105 ➡	
46 to 80	2	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
81 to 500	9	139,820	162,000	175,025	159,549 ➡	171,341	197,328	223,860	207,609 ➡	
501 to 2500	13	155,468	193,924	215,156	188,097 ➡	186,837	216,035	257,794	223,238 ➡	
2501 or more	11	159,135	230,304	237,266	203,824 ➡	160,635	230,304	237,266	206,526 ➡	

Marketing Manager - 186

Job Purpose:	A management role that ensures that the appropriate communication message and medium is delivered to meet sales targets.
Alternative Positions:	Business Manager- Marketing, Sales & Marketing Manager, Marketing Executive/Specialist/Director, Marketing Support Manager, Product Marketing Manager
Reports To:	National Marketing Manager, General Manager
Supervises:	Marketing Assistant
Key Dimensions:	Sales, Marketing, Management, Planning

Responsibilities:

- > Market a company's products or services and ensure that this meets with overall company policy and sales targets.
- > Manage the preparation of product presentations and proposals including event management, brochure production, print production, desktop publishing and advertising agency liaison.
- > Manage the preparation of sales forecasts and marketing budgets and disseminate this information within the organisation.
- > Liaise with technical and line managers to ensure correct product information is broadcast to the target market and is timely and cost efficient.
- > Work closely with suppliers and clients in marketing campaigns and initiatives.
- > Close liaising with other departments regarding market and product development.
- > Responsible for strategy and market research.
- > Responsible for development of marketing plans and campaigns.

Qualifications:

- > Tertiary qualification in Marketing or a related discipline. 5+ years experience in a Marketing/Sales environment.

Position: Marketing Manager

Reported for New Zealand as at 30 Sep 2009

Salary and Benefits	No.	LQ	Median	UQ	Average
Total Remuneration (excl. Performance Pay)	29	103,500	126,267	150,657	125,584 ➡
Salary Base	29	94,935	110,000	128,750	112,954 ➡
Superannuation - 401k	10	4,819	5,931	6,286	7,228 ↓
Vehicle Average (excl. FBT)	13	14,500	18,904	24,337	19,332 ➡
Vehicle Parking	1	n/a	n/a	n/a	n/a
Other Cash	2	n/a	n/a	n/a	n/a
Leave Loading	3	n/a	2,375	n/a	3,664
Phone Allowance	3	n/a	540	n/a	860
Mobile Allowance	5	360	360	2,850	1,356 ↑
Health Insurance Value	14	1,280	1,500	1,500	1,481 ➡
Education Value	2	n/a	n/a	n/a	n/a
Total Benefits (incl. Vehicle)	27	1,500	2,400	20,000	10,415 ↓
Total Performance Pay	9	5,000	8,900	34,402	16,650 ➡
Total Remuneration (incl. Performance Pay)	29	105,545	131,500	155,375	130,751 ➡
Total Employment	29	105,545	131,500	155,375	130,988 ➡

	Salary Base					Total Employment				
	No.	LQ	Median	UQ	Average	LQ	Median	UQ	Average	
Industry Group										
Meat Processing/Abattoir	15	102,000	117,237	144,538	120,619 ➡	103,500	131,500	156,000	131,813 ➡	
Merchandise/Retail Distribution	6	93,500	110,000	128,750	110,208 ➡	109,900	115,900	140,871	123,597 ➡	
Other	8	87,112	103,185	116,512	100,641 ➡	98,806	143,695	158,084	134,984 ➡	
Location										
North Island	17	91,750	106,090	129,375	111,252 ➡	101,362	131,500	155,375	129,219 ➡	
South Island	12	103,185	115,109	124,362	115,365 ➡	115,900	130,189	156,426	133,494 ➡	
City vs Rural										
City	25	92,884	110,000	127,237	110,297 ➡	103,500	131,500	154,665	129,452 ➡	
Rural	4	n/a	127,269	n/a	129,560	n/a	138,294	n/a	140,585	
Annual Revenue										
\$30 million or less	4	n/a	112,634	n/a	102,884	n/a	148,915	n/a	144,133	
\$30 million to \$100 million	2	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
\$100 million to \$500 million	7	93,500	110,000	128,750	112,036 ➡	109,900	115,900	151,147	127,533 ➡	
\$500 million or more	16	99,862	116,094	137,269	118,406 ➡	103,500	124,267	155,375	128,901 ➡	
Employees										
Less than 45	5	78,756	110,000	116,512	100,107 ➡	108,399	154,580	179,866	146,222 ➡	
46 to 80	2	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
81 to 500	2	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
501 to 2500	8	118,975	133,875	147,169	131,264 ➡	128,736	155,918	169,900	149,019 ➡	
2501 or more	12	94,996	104,045	127,237	110,960 ➡	101,362	112,312	147,753	120,444 ➡	

Sales Representative/Account Manager (5+ years) - 168

Job Purpose:	A senior sales and relationship role responsible for providing product support and advice in order to sell products to customers.
Alternative Positions:	Senior Account Manager, Senior Sales Representative
Reports To:	State/Region Sales Manager, Manager Sales Area
Supervises:	not applicable
Key Dimensions:	Relationship Management, Technical sales, Experienced sales techniques

Responsibilities:

- > Responsible for selling the company's range of products or services and developing good relationships with customers
- > Plan and coordinate customer sales and promotional activities for assigned area.
- > Recommend solutions to problems involved in the preparation of account contacts and negotiations with customers.
- > Engage the support of technical, administrative, financial and educational backup teams as required.
- > Participate in the planning and execution of programs designed to promote the company's activities.
- > Provide liaison between customers and the company by ensuring prompt and efficient processing of customer correspondence, requests and orders.
- > Service customer complaints and enquiries.
- > Prepare regular reports on competitor activity, complaints and queries concerning products, and sales trends for analysis by management.
- > May assist in coaching junior sales representatives.

Qualifications:

- > Tertiary qualifications in Marketing, Applied Science or a related discipline.

Position: Sales Representative/Account Manager (5+ years)

Reported for New Zealand as at 30 Sep 2009

Salary and Benefits	No.	LQ	Median	UQ	Average
Total Remuneration (excl. Performance Pay)	186	79,108	86,287	97,071	88,468 ⇄
Salary Base	186	65,000	71,932	77,500	72,434 ⇄
Superannuation - 401k	145	2,922	3,900	6,217	4,856 ↓
Vehicle Average (excl. FBT)	137	10,108	12,667	15,974	13,442 ↓
Other Cash	6	1,200	2,600	4,000	2,600 ⇄
Leave Loading	1	n/a	n/a	n/a	n/a
Phone Allowance	30	480	700	700	805 ↑
Mobile Allowance	51	456	600	1,000	884 ↑
Health Insurance Value	89	600	1,100	1,280	1,356 ↓
Share Option Value	11	1,500	1,500	1,500	1,591 ⇄
Gym Membership	6	150	150	150	192 ⇄
Education Value	3	n/a	2,000	n/a	2,000
Total Benefits (incl. Vehicle)	168	6,127	12,865	17,400	13,466 ↓
Total Performance Pay	107	4,493	7,183	13,625	9,660 ⇄
Total Remuneration (incl. Performance Pay)	186	80,000	90,538	103,485	94,025 ⇄
Total Employment	186	81,872	90,930	105,518	96,425 ⇄

	Salary Base					Total Employment				
	No.	LQ	Median	UQ	Average	LQ	Median	UQ	Average	
Industry Group										
Animal Health	38	64,754	69,625	73,075	69,401 ⇄	93,023	102,791	115,308	104,190 ⇄	
Animal Nutrition	5	70,000	70,400	73,225	71,370 ⇄	96,361	97,353	101,598	98,654 ⇄	
Crop Protection	15	75,750	86,000	87,500	82,414 ⇄	117,195	125,510	143,248	127,899 ⇄	
Fertiliser	37	65,000	68,114	78,739	70,738 ⇄	86,875	90,170	103,037	93,176 ⇄	
Merchandise/Retail Distribution	65	63,050	70,000	75,000	69,036 ⇄	74,930	81,662	88,908	82,588 ⇄	
Seed/Biotech/Research	19	72,100	80,800	100,000	82,706 ⇄	83,480	97,550	137,888	109,732 ⇄	
Other	7	70,571	75,000	93,000	80,919 ⇄	74,254	80,000	121,118	94,761 ⇄	
Location										
North Island	115	65,000	71,864	78,603	72,677 ⇄	84,650	96,320	114,022	100,239 ⇄	
South Island	71	65,000	72,000	75,750	72,042 ⇄	77,622	87,743	96,966	90,246 ↓	
City vs Rural										
City	87	69,249	72,500	77,000	73,617 ⇄	79,263	89,629	101,510	93,670 ↓	
Rural	99	63,445	68,854	78,603	71,395 ⇄	85,980	93,000	106,727	98,846 ⇄	
Employees										
Less than 45	44	66,715	73,377	83,757	74,710 ⇄	92,184	112,418	124,972	109,280 ⇄	
46 to 80	12	78,860	90,000	100,000	88,394 ⇄	93,395	132,552	141,098	123,414 ⇄	
81 to 500	67	66,000	72,000	75,000	71,277 ⇄	77,622	88,916	99,613	89,894 ↓	
501 to 2500	51	62,500	66,000	71,864	66,972 ⇄	83,898	87,743	93,000	89,159 ⇄	
2501 or more	12	71,476	74,627	83,258	77,809 ⇄	75,921	84,358	103,575	89,642 ⇄	

Technical/Development Manager - 184

Job Purpose:	Manage and represent the company on sales and technical matters when dealing with current or prospective customers.
Alternative Positions:	Development Manager, National Technical Manager, Technical Manager, Technical & Reg Affairs Manager, Technical Business Development
Reports To:	National Development Manager
Supervises:	Technical Representatives
Key Dimensions:	Staff Management, Training, Process

Responsibilities:

- > Coordinate technical training for customers and sales staff to ensure their technical understanding of products.
- > Responsible for development of company product specification program including, MSDS and hazard information database.
- > Contribute to company review processes in regard to technical developments and reporting.
- > Develop of process management tools for business monitoring.
- > Report to senior management on technical developments in regard to competitor products/services and new products.
- > Manage technical team.
- > Develop and manage technical budget.

Qualifications:

- > Tertiary qualifications in Science or related discipline. At least 5 years experience in technical or development services, preferably in Operational Management.

Position: Technical/Development Manager

Reported for New Zealand as at 30 Sep 2009

Salary and Benefits	No.	LQ	Median	UQ	Average
Total Remuneration (excl. Performance Pay)	11	98,813	101,346	120,640	111,191 ⇄
Salary Base	11	84,000	93,713	108,500	95,543 ↑
Superannuation - 401k	7	3,825	4,686	14,069	8,507 ↓
Vehicle Average (excl. FBT)	6	14,500	20,301	24,500	20,405 ⇄
Leave Loading	3	n/a	1,313	n/a	1,226
Mobile Allowance	3	n/a	600	n/a	600
Health Insurance Value	4	n/a	2,571	n/a	2,372
Airline Clubs	1	n/a	n/a	n/a	n/a
Total Benefits (incl. Vehicle)	7	3,171	16,150	26,248	17,568 ⇄
Total Performance Pay	5	14,541	19,000	28,664	21,082 ↑
Total Remuneration (incl. Performance Pay)	11	98,813	106,150	139,640	120,774 ⇄
Total Employment	11	101,346	115,849	152,640	126,417 ⇄

Location	Salary Base					Total Employment				
	No.	LQ	Median	UQ	Average	LQ	Median	UQ	Average	
North Island	8	80,250	98,750	112,250	97,375 ↑	100,080	114,794	169,525	130,255 ⇄	
Other	3	n/a	90,000	n/a	90,658	n/a	115,849	n/a	116,182	
City vs Rural										
City	10	84,000	91,857	100,000	93,497 ↑	101,346	111,878	126,548	123,795 ⇄	
Rural	1	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	