# **Remuneration report**

Careers Australia Institute of Training Pty Ltd (Administrators Appointed) (the Company) ACN 122 082 204

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# 1. Remuneration declaration

We, Martin Ford and David McEvoy of PPB Advisory, have undertaken a proper assessment of this remuneration claim for our appointment as joint and several Administrators of Careers Australia Institute of Training Pty Ltd in accordance with the law and applicable professional standards. We are satisfied that the remuneration claimed is in respect of necessary work, properly performed, or to be properly performed, in the conduct of the administration.

Dated this 22<sup>nd</sup> day of June 2017

Martin Ford and David McEvoy Administrators Careers Australia Group Limited

## 2. Executive summary

To date, no remuneration has been approved and paid in this administration. This remuneration report details approval sought for the following fees:

| Period                                                      | Report<br>Reference | Amount<br>(ex GST) |
|-------------------------------------------------------------|---------------------|--------------------|
| Current remuneration approval sought:                       |                     |                    |
| Voluntary Administration                                    |                     |                    |
| Resolution 1: 25 May 2017 to 16 June 2017                   | 3.1                 | \$115,938.14       |
| Resolution 2: 17 June 2017 to 30 June 2017                  | 3.2                 | \$55,000.00        |
| Liquidation                                                 |                     |                    |
| Resolution 3: 30 June 2017 to completion of the liquidation | 3.3                 | \$140,000.00       |

administration. Should additional work be necessary beyond what is contemplated, further approval may be sought from creditors.

Across the 12 entities in the Group, the Administrators:

- are seeking approval \$1.3m in fees
- have written off c.\$10k of their fees following a detailed review of timesheet entries
- have sold three of the Group's businesses, resulting in:
  - transfer of over 100 employees
  - transfer of over \$1.3m in employee entitlements
  - ongoing education for 2,500 students
- have dealt with thousands of individual enquiries from students, staff and suppliers
- have liaised extensively with a range of regulatory bodies to assist in facilitating data protection and student transition processes.

In our initial advice to creditors dated 29 May 2017, we provided an estimate of \$1.5m in costs to the date of the second meetings for the whole of the Group. A copy of this advice is included in the first report to creditors (included as Annexure D to this remuneration report).

# 3. Description of work completed

#### 3.1 Resolution CAIT 1

Summary of work undertaken by Martin Ford and David McEvoy, Administrators of the Company and their staff for the period 25 May 2017 to 16 June 2017

| Task Area   | General Description                    | Includes                                                                                                                                                           |  |  |  |  |  |
|-------------|----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
|             | Sale of VET courses and related assets | Conduct a truncated sale of business campaign for the company's business and assets                                                                                |  |  |  |  |  |
|             |                                        | Invite expressions of interest from several parties                                                                                                                |  |  |  |  |  |
|             |                                        | Deal with interested parties and select preferred bidder                                                                                                           |  |  |  |  |  |
|             |                                        | Negotiate with preferred interested party in relation to purchase price, VET courses to be acquired, and plant and equipment assets to be purchased                |  |  |  |  |  |
|             |                                        | Provide information to interested parties as requested                                                                                                             |  |  |  |  |  |
|             |                                        | Discuss potential lease assignments with purchasers<br>and relevant landlords                                                                                      |  |  |  |  |  |
|             |                                        | Instruct solicitors in relation to preparation and execution of the asset sale deed                                                                                |  |  |  |  |  |
|             |                                        | Review commercial terms and agree final deal                                                                                                                       |  |  |  |  |  |
|             |                                        | Negotiate and review contractual terms through various iterations of the draft asset sale deed and agree final form of deed                                        |  |  |  |  |  |
|             |                                        | Fulfil conditions precedent including negotiating release<br>of PPSR registrations                                                                                 |  |  |  |  |  |
|             |                                        | Calculate adjustments to purchase price                                                                                                                            |  |  |  |  |  |
| Assets      |                                        | Attend to completion of sale                                                                                                                                       |  |  |  |  |  |
| 97.8 hours  |                                        | Undertake post completion tasks                                                                                                                                    |  |  |  |  |  |
| \$49,300.00 | Plant and Equipment                    | Arrange for inventory and valuation of plant and equipment                                                                                                         |  |  |  |  |  |
|             |                                        | Conduct onsite inspection of plant and equipment                                                                                                                   |  |  |  |  |  |
|             |                                        | Instruct Grays Online to remove assets from sites an<br>coordination of same                                                                                       |  |  |  |  |  |
|             |                                        | Instruct Grays Online to realise plant and equipment assets                                                                                                        |  |  |  |  |  |
|             |                                        | Receive updates from Grays Online on sale process being conducted                                                                                                  |  |  |  |  |  |
|             | Assets subject to specific<br>charges  | Review PPSA register for the purposes of identifying assets potentially subject to charge                                                                          |  |  |  |  |  |
|             |                                        | Liaise with charge holders in relation to collection and/or realisation of assets                                                                                  |  |  |  |  |  |
|             |                                        | Assess which charged assets to disclaim                                                                                                                            |  |  |  |  |  |
|             |                                        | Deal with disclaimer of assets                                                                                                                                     |  |  |  |  |  |
|             | Debtors                                | Review of debtor balances as at date of appointment                                                                                                                |  |  |  |  |  |
|             |                                        | Prepare and send initial correspondence to debtors                                                                                                                 |  |  |  |  |  |
|             |                                        | Extensive review of IT systems to try to reconcile<br>student information to determine amounts outstanding<br>from Department of Education for VFH and VSL funding |  |  |  |  |  |

| Task Area                 | General Description                | Includes                                                                                                                                                                                     |
|---------------------------|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                           |                                    | Correspond with Department of Education in relation to amounts owing for VFH and VSL funding                                                                                                 |
|                           |                                    | Prepare analysis of debtor amounts, and obtain supporting documentation for outstanding amounts                                                                                              |
|                           |                                    | Phone and email correspondence with debtors to<br>pursue payment of outstanding amounts                                                                                                      |
|                           |                                    | Review and assess collectability of debtors ledger<br>Prepare and maintain debtor dashboard                                                                                                  |
|                           |                                    | Prepare debtor collection strategy paper                                                                                                                                                     |
|                           | Leasing                            | Review leasing documents                                                                                                                                                                     |
|                           |                                    | Liaise with owners/lessors                                                                                                                                                                   |
|                           |                                    | Deal with disclaimer of leases                                                                                                                                                               |
|                           | Creditor Enquiries                 | Deal with numerous creditor enquiries via phone and email                                                                                                                                    |
|                           |                                    | Deal with numerous student enquiries via phone and email                                                                                                                                     |
|                           |                                    | Review and prepare correspondence to creditors and their representatives via facsimile, email and post                                                                                       |
|                           |                                    | Prepare creditor and student FAQ summary for<br>publishing on website                                                                                                                        |
| Creditore                 | Secured creditor reporting         | Prepare reports to the secured creditor on the sale of the VET courses and plant and equipment                                                                                               |
| Creditors<br>34.6 hours   |                                    | Respond to secured creditor's queries                                                                                                                                                        |
| \$16,595.00               |                                    | Procure secured creditor's consent to sale and associated release of security interests                                                                                                      |
|                           | Creditor reports                   | Prepare drafts of section 439A report                                                                                                                                                        |
|                           | Meeting of Creditors               | Prepare meeting notices, proxies and advertisements                                                                                                                                          |
|                           |                                    | Prepare meeting file, including agenda, certificate of<br>postage, attendance register, list of creditors, reports to<br>creditors, advertisement of meeting and draft minutes of<br>meeting |
|                           |                                    | Conduct first meeting of creditors                                                                                                                                                           |
|                           |                                    | Respond to stakeholder queries and questions<br>immediately following meeting                                                                                                                |
|                           |                                    | Prepare and lodge of minutes of meeting with ASIC                                                                                                                                            |
|                           | CAG employees used by the business | Allocation of Administrators' time spent dealing with<br>employees who are utilised by the company (but<br>employed by other Group entities                                                  |
| Employees                 | Employees enquiries                | Prepare and maintain employee FAQ sheet                                                                                                                                                      |
| 10 hours<br>\$4,249.64    |                                    | Deal with numerous employee enquiries via telephone and email                                                                                                                                |
|                           |                                    | Review and prepare correspondence to employees and their representatives                                                                                                                     |
|                           | Operations Management              | Collate student information and liaise with students                                                                                                                                         |
| Operations                |                                    | Consider strategy for providing students with<br>Statements of Attainment                                                                                                                    |
| 22.8 hours<br>\$11,525.00 |                                    | Liaise with ASQA in relation to students and<br>Statements of Attainment                                                                                                                     |
| ÷:,;;20:00                |                                    | Liaise with suppliers                                                                                                                                                                        |
|                           |                                    | Liaise with management and staff                                                                                                                                                             |

| Task Area                                  | General Description                                                 | Includes                                                                                                                                                                                                                                                                                                                                  |  |  |  |  |
|--------------------------------------------|---------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|
|                                            | Processing receipts and<br>payments                                 | Enter receipts and payments into accounting system                                                                                                                                                                                                                                                                                        |  |  |  |  |
| Investigation<br>23.6 hours<br>\$11,073.50 | Conducting investigation                                            | Collect company books and records<br>Access data from IT systems<br>Review company's books and records<br>Review financial information<br>Review and prepare summary of company's activities<br>and history<br>Conduct and summarise statutory searches<br>Identify whether indicators of insolvency were present<br>prior to appointment |  |  |  |  |
|                                            | Document maintenance/file review/checklist                          | File documents<br>Update voluntary administration checklists                                                                                                                                                                                                                                                                              |  |  |  |  |
| Administration 51.7 hours                  | Bank account administration<br>ATO and other statutory<br>reporting | Prepare correspondence opening bank accounts<br>Correspond with various statutory bodies notifying them<br>of our appointment                                                                                                                                                                                                             |  |  |  |  |
| \$23,195.00                                | Planning / Review                                                   | Discuss strategy and planning immediately following appointment                                                                                                                                                                                                                                                                           |  |  |  |  |

## 3.2 Resolution CAIT 2

# Summary of work to be undertaken by Martin Ford and David McEvoy, Administrators of the Company and their staff for the period 17 June 2017 to 30 June 2017

| Task Area               | General Description                   | Includes                                                                                |  |  |  |  |
|-------------------------|---------------------------------------|-----------------------------------------------------------------------------------------|--|--|--|--|
|                         | Plant and Equipment                   | Further work to realise plant and equipment collected by Grays Online                   |  |  |  |  |
| Assets                  | Assets subject to specific<br>charges | Further correspondence with PPSR registrants in relation to realisation of their assets |  |  |  |  |
| 70.4 hours              | Debtors                               | Collect debtors outstanding at appointment date                                         |  |  |  |  |
| \$32,000.00             |                                       | Correspond with debtors via email and phone                                             |  |  |  |  |
| φ <b>52,000.00</b>      |                                       | Ongoing interrogation of data on company's IT systems in order to support debtor claims |  |  |  |  |
|                         |                                       | Maintain debtor dashboard established following<br>appointment of VA                    |  |  |  |  |
|                         | Creditor Enquiries                    | Deal with creditor enquiries via telephone and email                                    |  |  |  |  |
|                         |                                       | Deal with ongoing student enquiries as required                                         |  |  |  |  |
|                         |                                       | Review and prepare correspondence to creditors and their representatives                |  |  |  |  |
| Creditors<br>23.2 hours | Secured creditor reporting            | Provide update reports to the secured creditor as required                              |  |  |  |  |
| \$10,650.00             |                                       | Prepare estimated outcome analysis for secured creditor                                 |  |  |  |  |
|                         |                                       | Respond to secured creditor's queries                                                   |  |  |  |  |
|                         | Creditor reports                      | Finalise section 439A report in advance of second meeting of creditors on 30 June 2017  |  |  |  |  |
|                         | Dealing with proofs of debt           | Receipt and file proofs of debt in advance of second meeting of creditors               |  |  |  |  |

| Task Area                  | General Description                        | Includes                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------|--------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                            | Meeting of Creditors                       | <ul> <li>Prepare notice of meeting, proxies and advertisements</li> <li>Liaise with Link Systems to arrange for delivery of notice of meeting to all known creditors</li> <li>Prepare meeting file, including agenda, attendance register, list of creditors, advertisement of meeting and draft minutes of meeting</li> <li>Conduct second meeting of creditors on 30 June 2017</li> </ul> |
| Operations<br>6 hours      | Operations Management                      | Finalise accounts with any suppliers, landlords or other parties that have arisen during the administration period                                                                                                                                                                                                                                                                          |
| \$2,500.00                 | Processing receipts and<br>payments        | Enter receipts and payments into accounting system                                                                                                                                                                                                                                                                                                                                          |
| Investigation<br>7.3 hours | Conducting investigation                   | Finalise preliminary investigation to be reported to creditors in s439A report                                                                                                                                                                                                                                                                                                              |
| \$3,150.00                 |                                            | Document claims that the liquidators may pursue (if appointed)                                                                                                                                                                                                                                                                                                                              |
|                            | Correspondence                             | Prepare and respond to correspondence as required                                                                                                                                                                                                                                                                                                                                           |
| Administration             | Document maintenance/file review/checklist | Update VA checklist                                                                                                                                                                                                                                                                                                                                                                         |
| 17.2 hours                 | Insurance                                  | Monitor insurance arrangements                                                                                                                                                                                                                                                                                                                                                              |
| \$6,700.00                 | Bank account administration                | Bank account reconciliation                                                                                                                                                                                                                                                                                                                                                                 |

#### 3.3 Resolution CAIT 6

Summary of work to be undertaken by Martin Ford and David McEvoy, Liquidators of the Company and their staff for the period 30 June 2017 to conclusion of the liquidation

| Task Area                  | General Description        | Includes                                                                                            |  |  |  |  |  |
|----------------------------|----------------------------|-----------------------------------------------------------------------------------------------------|--|--|--|--|--|
|                            | Plant and Equipment        | Finalise realisation of plant and equipment                                                         |  |  |  |  |  |
|                            | Assets subject to specific | Finalise realisation of charged assets as required                                                  |  |  |  |  |  |
| Assets                     | charges                    | Correspond with relevant charge holders in relation to same                                         |  |  |  |  |  |
| 130.6 hours<br>\$61,000.00 | Debtors                    | Finalise collection of debtors outstanding at liquidation date                                      |  |  |  |  |  |
|                            |                            | Engage debt collectors and solicitors if required                                                   |  |  |  |  |  |
|                            |                            | Maintain debtor dashboard                                                                           |  |  |  |  |  |
|                            | Leasing                    | Disclaim any remaining leases                                                                       |  |  |  |  |  |
|                            | Creditor Enquiries         | Deal with creditor enquiries as required                                                            |  |  |  |  |  |
|                            |                            | Review and prepare correspondence to creditors and their representatives                            |  |  |  |  |  |
| Creditors                  |                            | Correspond with Committee of Inspection members (if a Committee is appointed at the second meeting) |  |  |  |  |  |
| 34.9 hours                 | Secured creditor reporting | Prepare reports to secured creditor as required                                                     |  |  |  |  |  |
| \$11,500.00                |                            | Provide verbal updates to secured creditor as required                                              |  |  |  |  |  |
|                            |                            | Respond to secured creditor's queries as required                                                   |  |  |  |  |  |
|                            | Creditor reports           | Prepare annual report                                                                               |  |  |  |  |  |
|                            |                            | Prepare reports to the Committee of Inspection (if one is appointed)                                |  |  |  |  |  |

| Task Area                                  | General Description                           | Includes                                                                                                                                                                                                                                                                                                                               |  |  |  |  |  |
|--------------------------------------------|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
|                                            | Meeting of Creditors                          | Prepare and lodge minutes of second meeting of the creditors with ASIC                                                                                                                                                                                                                                                                 |  |  |  |  |  |
|                                            |                                               | Respond to stakeholder queries and questions<br>immediately following meeting                                                                                                                                                                                                                                                          |  |  |  |  |  |
|                                            |                                               | Prepare meeting notices, proxies and advertisements<br>for any Committee of Inspection and other creditor<br>meetings (as required)                                                                                                                                                                                                    |  |  |  |  |  |
|                                            | Conducting investigation                      | Complete review and investigation of company's books<br>and records<br>Review Directors' RATA<br>Liaise with directors regarding relevant transactions<br>Investigate claims for insolvent trading (if identified)<br>Investigate voidable transactions (if identified)<br>Prepare investigation file                                  |  |  |  |  |  |
| Investigation<br>61.1 hours<br>\$31,000.00 | Examinations (if required)                    | Prepare and lodge supplementary report if required         Prepare brief to solicitor         Liaise with solicitor(s) regarding examinations         Attend examination         Review examination transcripts         Liaise with solicitor(s) regarding outcome of         examinations and further actions available               |  |  |  |  |  |
|                                            | Litigation / Recoveries                       | <ul> <li>Pursue voidable preferences (if identified)</li> <li>Pursue other recovery actions if identified, which may include: <ul> <li>Prepare brief to solicitors</li> <li>Liaise with solicitors regarding actions</li> <li>Source litigation funding</li> <li>Attend to all aspects of litigation management</li> </ul> </li> </ul> |  |  |  |  |  |
|                                            | ASIC reporting                                | Prepare statutory investigation reports as required                                                                                                                                                                                                                                                                                    |  |  |  |  |  |
|                                            | Document maintenance/file<br>review/checklist | File documents<br>Update checklists                                                                                                                                                                                                                                                                                                    |  |  |  |  |  |
|                                            | Insurance                                     | Review and confirm adequacy of cover<br>Correspond with insurer regarding ongoing insurance<br>requirements<br>Finalise insurance once appropriate                                                                                                                                                                                     |  |  |  |  |  |
|                                            | Bank account administration                   | Prepare correspondence closing accounts<br>Bank account reconciliation                                                                                                                                                                                                                                                                 |  |  |  |  |  |
| Administration                             | ASIC Form 524 and other forms                 | Prepare and lodge ASIC forms including 505, 524, 911                                                                                                                                                                                                                                                                                   |  |  |  |  |  |
| 94.3 hours<br>\$36,500.00                  | ATO and other statutory reporting             | Prepare BAS                                                                                                                                                                                                                                                                                                                            |  |  |  |  |  |
|                                            | Finalisation                                  | Notify ATO of finalisation<br>Cancel ABN / GST registration<br>Complete checklists                                                                                                                                                                                                                                                     |  |  |  |  |  |
|                                            | Books and records / storage                   | Dealing with records in storage<br>Sending job files to storage                                                                                                                                                                                                                                                                        |  |  |  |  |  |

# 4. Calculation of remuneration

The calculation of remuneration schedules are attached as Annexures A, B and C.

We note that an incorrect schedule of hourly rates was provided in our First Report to creditors (attached as Annexure D). The correct rates for this engagement by staff classification are:

| Position          | Rate per hour (\$)<br>(excl. GST) |
|-------------------|-----------------------------------|
| Partner           | 675                               |
| Director          | 625                               |
| Senior Manager    | 550                               |
| Manager           | 475                               |
| Assistant Manager | 445                               |
| Senior Consultant | 400                               |
| Consultant        | 350                               |
| Graduate          | 275                               |
| Administration    | 160                               |

## 5. Statement of remuneration claim

At the Second Meetings of creditors to be held on 30 June 2017, creditors will be asked to consider the following resolutions:

#### **Resolution CAIT 1**

"To approve the Administrators' remuneration for the period 25 May 2017 to 16 June 2017 of \$115,935.14 plus GST, as set out in the Remuneration Report dated 22 June 2017."

#### **Resolution CAIT 2**

"To approve the Administrators' remuneration for the period 17 June 2017 to 30 June 2017 up to a maximum of \$55,000.00 plus GST, as set out in the Remuneration Report dated 22 June 2017."

#### **Resolution CAIT 6**

"To approve the Liquidators' remuneration for the period 30 June 2017 to the conclusion of the Liquidation up to a maximum of \$140,000.00 plus GST, as set out in the Remuneration Report dated 22 June 2017."

Future remuneration is approved subject to a maximum or cap. Sometimes the actual cost of the administration will exceed the maximum which has been approved, in which case, we may seek another resolution for additional remuneration. We will not pay any amount exceeding the maximum without this approval.

Where funds are available, we will usually pay approved remuneration at intervals not less than one month. Where funds are not available, remuneration will not be paid.

# 6. Remuneration recoverable from external sources

The Administrators have not received any funding from external sources to date.

# 7. Disbursements

Disbursements are divided into three types:

- Externally provided professional services these are recovered at cost. An example of an
  externally provided professional service disbursement is legal fees.
- Externally provided non-professional costs such as travel, accommodation and search fees these are recovered at cost.
- Internal disbursements such as photocopying, printing and postage. These disbursements, if charged to the administration, would generally be charged at cost; though some expenses such as telephone calls, photocopying and printing may be charged at a rate which recoups both variable and fixed costs. The recovery of these costs must be on a reasonable commercial basis.

We are not required to seek creditor approval for disbursements, but must account to creditors. No disbursements have been paid by the Administration to our firm to date.

Future disbursements incurred by our firm will be charged to the administration on the following basis:

| Internal Disbursements |                      | Rate (Excl GST)         |  |  |
|------------------------|----------------------|-------------------------|--|--|
| Advertising            |                      | At cost                 |  |  |
| Courier                |                      | At cost                 |  |  |
| Photocopy/Printing     | Black and white      | \$0.10 per page         |  |  |
|                        | Colour               | \$0.50 per page         |  |  |
|                        | A3 – Black and white | \$0.20 per page         |  |  |
|                        | A3 – Colour          | \$0.60 per page         |  |  |
| Postage                |                      | At cost                 |  |  |
| Scans                  |                      | \$0.05 per page         |  |  |
| Staff vehicle use      |                      | At prescribed ATO rates |  |  |

Rates applicable as at 1 January 2015

## 8. Summary of receipts and payments

A summary of our receipts and payments for the period from 25 May 2017 to 16 June 2017 is as follows:

| Receipts                |          |
|-------------------------|----------|
| Plant & Equipment and   | Withheld |
| associated IP           |          |
| Pre-appointment debtors | 5,026.76 |
| Total Receipts          | Withheld |
|                         |          |
| Payments                | -        |
| Not Dessints (Deuments) |          |
| Net Receipts (Payments) | Withheld |

Amounts in the above table relating to the sale of business discussed in the Report have been withheld on the basis that they are confidential.

# 9. Queries

Should you have any queries or require any further information, contact details for each stakeholder group are provided on the website: <u>https://www.ppbadvisory.com/creditor-information/v/485/careers-australia-group-limited</u>

# **10. Information sheets**

Enclosed with the Report as Appendix E is the ASIC publication 'Insolvency Information for directors, employees, creditors and shareholders', which provides an index of all the information sheets that are available including information on 'Approving fees'. You can download these forms from www.arita.com.au/insolvency-you/insolvency-explained/insolvency-fact-sheets.

Administrators' Remuneration 25 May 2017 to 16 June 2017





#### Careers Australia Institute of Training Pty Ltd (Administrators Appointed)

#### Calculation of Remuneration

Professional fees for work undertaken by Martin Ford, David McEvoy, their partners and staff during the Voluntary Administration process for the period 25 May 2017 to 16 June 2017

| Position              | \$/hours | Total      | Total | Adminis   | tration | Ass       | ets  | Cred      | itors | Employ   | yees | Investi   | gation | Opera     | itions |
|-----------------------|----------|------------|-------|-----------|---------|-----------|------|-----------|-------|----------|------|-----------|--------|-----------|--------|
|                       | (Ex GST) | \$         | Hrs   | \$        | Hrs     | \$        | Hrs  | \$        | Hrs   | \$       | Hrs  | \$        | Hrs    | \$        | Hrs    |
| Appointees            |          |            |       |           |         |           |      |           |       |          |      |           |        |           |        |
| Martin Ford           | 675.00   | 15,390.00  | 22.8  | 6,075.00  | 9.0     | 6,007.50  | 8.9  | 2,025.00  | 3.0   | -        | -    | 472.50    | 0.7    | 810.00    | 1.2    |
| David McEvoy          | 675.00   | 8,775.00   | 13.0  | 3,375.00  | 5.0     | 4,117.50  | 6.1  | 337.50    | 0.5   | -        | -    | -         | -      | 945.00    | 1.4    |
| Other Staff           |          |            |       |           |         |           |      |           |       |          |      |           |        |           |        |
| Partner               | 675.00   | 135.00     | 0.2   | 135.00    | 0.2     | -         | -    | -         | -     | -        | -    | -         | -      | -         | -      |
| Director              | 625.00   | 18,687.50  | 29.9  | 3,187.50  | 5.1     | 7,500.00  | 12.0 | 3,375.00  | 5.4   | -        | -    | 3,625.00  | 5.8    | 1,000.00  | 1.6    |
| Senior Manager        | 550.00   | 22,385.00  | 40.7  | 3,630.00  | 6.6     | 8,525.00  | 15.5 | 4,070.00  | 7.4   | 110.00   | 0.2  | 385.00    | 0.7    | 5,665.00  | 10.3   |
| Manager               | 475.00   | 7,600.00   | 16.0  | 47.50     | 0.1     | 7,125.00  | 15.0 | 95.00     | 0.2   | -        | -    | 332.50    | 0.7    | -         | -      |
| Assistant Manager     | 445.00   | 8,862.14   | 20.9  | 425.00    | 1.0     | 170.00    | 0.4  | 3,315.00  | 7.8   | 4,059.64 | 9.6  | 42.50     | 0.1    | 850.00    | 2.0    |
| Senior Consultant     | 400.00   | 27,280.00  | 68.2  | 2,800.00  | 7.0     | 15,360.00 | 38.4 | 1,240.00  | 3.1   | 80.00    | 0.2  | 6,200.00  | 15.5   | 1,600.00  | 4.0    |
| Consultant            | 350.00   | 2,450.00   | 7.0   | 420.00    | 1.2     | 385.00    | 1.1  | 1,540.00  | 4.4   | -        | -    | -         | -      | 105.00    | 0.3    |
| Graduate              | 275.00   | 825.00     | 3.0   | 275.00    | 1.0     | -         | -    | -         | -     | -        | -    | -         | -      | 550.00    | 2.0    |
| Undergraduate         | 275.00   | 1,292.50   | 4.7   | 825.00    | 3.0     | 110.00    | 0.4  | 357.50    | 1.3   | -        | -    | -         | -      | -         | -      |
| Senior Bookkeeper     | 160.00   | 912.00     | 5.7   | 912.00    | 5.7     | -         | -    | -         | -     | -        | -    | -         | -      | -         | -      |
| Personal Assistant    | 160.00   | 864.00     | 5.4   | 624.00    | 3.9     | -         | -    | 240.00    | 1.5   | -        | -    | -         | -      | -         | -      |
| Administration        | 160.00   | 480.00     | 3.0   | 464.00    | 2.9     | -         | -    | -         | -     | -        | -    | 16.00     | 0.1    | -         | -      |
| Total                 |          | 115,938.14 | 240.5 | 23,195.00 | 51.7    | 49,300.00 | 97.8 | 16,595.00 | 34.6  | 4,249.64 | 10.0 | 11,073.50 | 23.6   | 11,525.00 | 22.8   |
| GST                   |          | 11,593.81  |       |           |         |           |      |           |       |          |      |           |        |           |        |
| Total (Including GST) |          | 127,531.96 |       |           |         |           |      |           |       |          |      |           |        |           |        |

Administrators' Remuneration

# 17 June 2017 to 30 June 2017





#### Careers Australia Institute of Training Pty Ltd (Administrators Appointed)

#### Calculation of Remuneration

Professional fees for work undertaken by Martin Ford, David McEvoy, their partners and staff during the Voluntary Administration process for the period 17 June 2017 to 30 June 2017

| Position              | \$/hours | Total     | Total | Adminis  | stration | Ass       | ets  | Cred      | itors | Emplo | oyees | Investig | gation | Opera    | itions |
|-----------------------|----------|-----------|-------|----------|----------|-----------|------|-----------|-------|-------|-------|----------|--------|----------|--------|
|                       | (Ex GST) | \$        | Hrs   | \$       | Hrs      | \$        | Hrs  | \$        | Hrs   | \$    | Hrs   | \$       | Hrs    | \$       | Hrs    |
| Appointees            |          |           |       |          |          |           |      |           |       |       |       |          |        |          |        |
| Martin Ford           | 675.00   | 4,500.00  | 6.7   | 700.00   | 1.0      | 3,000.00  | 4.4  | 800.00    | 1.2   |       |       |          |        |          |        |
| David McEvoy          | 675.00   | 4,500.00  | 6.7   | 700.00   | 1.0      | 3,000.00  | 4.4  | 800.00    | 1.2   |       |       |          |        |          |        |
| Other Staff           |          |           |       |          |          |           |      |           |       |       |       |          |        |          |        |
| Director              | 625.00   | 7,300.00  | 11.7  | 800.00   | 1.3      | 3,000.00  | 4.8  | 2,000.00  | 3.2   |       |       | 800.00   | 1.3    | 700.00   | 1.1    |
| Senior Manager        | 550.00   | 2,550.00  | 4.7   |          |          |           |      | 1,800.00  | 3.3   |       |       | 750.00   | 1.4    |          |        |
| Manager               | 475.00   | 13,850.00 | 29.2  | 850.00   | 1.8      | 13,000.00 | 27.4 |           |       |       |       |          |        |          |        |
| Assistant Manager     | 445.00   | 3,250.00  | 7.4   | 750.00   | 1.7      | 1,000.00  | 2.2  | 1,500.00  | 3.4   |       |       |          |        |          |        |
| Senior Consultant     | 400.00   | 5,300.00  | 13.3  | 1,000.00 | 2.5      | 1,500.00  | 3.8  | 1,000.00  | 2.5   |       |       | 1,000.00 | 2.5    | 800.00   | 2.0    |
| Consultant            | 350.00   | 8,800.00  | 25.2  | 800.00   | 2.3      | 5,000.00  | 14.3 | 2,000.00  | 5.7   |       |       |          |        | 1,000.00 | 2.9    |
| Graduate              | 275.00   | 4,350.00  | 15.9  | 500.00   | 1.8      | 2,500.00  | 9.1  | 750.00    | 2.7   |       |       | 600.00   | 2.2    |          |        |
| Senior Bookkeeper     | 160.00   |           |       |          |          |           |      |           |       |       |       |          |        |          |        |
| Personal Assistant    | 160.00   | 600.00    | 3.8   | 600.00   | 3.8      |           |      |           |       |       |       |          |        |          |        |
| Administration        | 160.00   |           |       |          |          |           |      |           |       |       |       |          |        |          |        |
| Total                 |          | 55,000.00 | 124.6 | 6,700.00 | 17.2     | 32,000.00 | 70.4 | 10,650.00 | 23.2  | -     | -     | 3,150.00 | 7.3    | 2,500.00 | 6.0    |
| GST                   |          | 5,500.00  |       |          |          |           |      |           |       |       |       |          |        |          |        |
| Total (Including GST) |          | 60,500.00 |       |          |          |           |      |           |       |       |       |          |        |          |        |

Liquidators' Remuneration

30 June 2017 to completion of the liquidation





#### Careers Australia Institute of Training Pty Ltd (In Liquidation)

#### Calculation of Remuneration

Professional fees for work undertaken by Martin Ford, David McEvoy, their partners and staff during the Liquidation process for the period 30 June 2017 to the completion of the Liquidation

| Position              | \$/hours | Total      | Total | Administration |      | Assets    |       | Creditors |      | Employees |     | Investigation |      | Operations |     |
|-----------------------|----------|------------|-------|----------------|------|-----------|-------|-----------|------|-----------|-----|---------------|------|------------|-----|
|                       | (Ex GST) | \$         | Hrs   | \$             | Hrs  | \$        | Hrs   | \$        | Hrs  | \$        | Hrs | \$            | Hrs  | \$         | Hrs |
| Appointees            |          |            |       |                |      |           |       |           |      |           |     |               |      |            |     |
| Martin Ford           | 675.00   | 16,000.00  | 23.8  | 7,000.00       | 10.4 | 2,000.00  | 3.0   |           |      |           |     | 7,000.00      | 10.4 |            |     |
| David McEvoy          | 675.00   | 2,000.00   | 3.0   |                |      | 2,000.00  | 3.0   |           |      |           |     |               |      |            |     |
| Other Staff           |          |            |       | •              |      |           |       |           |      |           |     |               | •    |            |     |
| Director              | 625.00   | 19,500.00  | 31.2  | 1,500.00       | 2.4  | 10,000.00 | 16.0  |           |      |           |     | 8,000.00      | 12.8 |            |     |
| Senior Manager        | 550.00   | 22,500.00  | 41.0  | 6,500.00       | 11.8 | 8,500.00  | 15.5  | 2,000.00  | 3.6  |           |     | 5,500.00      | 10.0 |            |     |
| Manager               | 475.00   | 20,500.00  | 43.2  | 5,500.00       | 11.6 | 12,500.00 | 26.3  | 1,000.00  | 2.1  |           |     | 1,500.00      | 3.2  |            |     |
| Assistant Manager     | 445.00   | 13,500.00  | 30.4  |                |      | 10,000.00 | 22.5  |           |      |           |     | 3,500.00      | 7.9  |            |     |
| Senior Consultant     | 400.00   | 17,500.00  | 43.8  | 5,000.00       | 12.5 | 9,000.00  | 22.5  | 1,500.00  | 3.8  |           |     | 2,000.00      | 5.0  |            |     |
| Consultant            | 350.00   | 12,300.00  | 35.2  | 6,800.00       | 19.4 | 4,500.00  | 12.9  |           |      |           |     | 1,000.00      | 2.9  |            |     |
| Graduate              | 275.00   | 12,000.00  | 43.7  |                |      | 2,500.00  | 9.1   | 7,000.00  | 25.5 |           |     | 2,500.00      | 9.1  |            |     |
| Senior Bookkeeper     | 160.00   | 1,500.00   | 9.4   | 1,500.00       | 9.4  |           |       |           |      |           |     |               |      |            |     |
| Personal Assistant    | 160.00   | 1,200.00   | 7.5   | 1,200.00       | 7.5  |           |       |           |      |           |     |               |      |            |     |
| Administration        | 160.00   | 1,500.00   | 9.4   | 1,500.00       | 9.4  |           |       |           |      |           |     |               |      |            |     |
| Total                 |          | 140,000.00 | 321.6 | 36,500.00      | 94.3 | 61,000.00 | 130.6 | 11,500.00 | 34.9 |           |     | 31,000.00     | 61.1 | -          |     |
| GST                   |          | 14,000.00  |       |                |      |           |       |           |      |           |     |               |      |            |     |
| Total (Including GST) |          | 154,000.00 |       |                |      |           |       |           |      |           |     |               |      |            |     |

# Administrators' first report to creditors dated 29 May 2017





Our ref: 2.02 VA First Report to Creditors

29 May 2017

#### To the creditor as addressed

Dear Sir/Madam

# Careers Australia Group Limited and its subsidiaries referred to in Appendix A (All Administrators Appointed) (the Group or the Companies)

#### **Appointment of Administrators**

We were appointed joint and several Administrators of 11 entities in the Group on 25 May 2017 pursuant to Section 436A of the *Corporations Act 2001* (**the Act**). On 26 May 2017, we were appointed joint and several Administrators to Stratocumulus Pty Ltd.

As Administrators we have assumed full control of the Group's affairs. We are urgently undertaking an assessment of the Group's financial position.

Proceedings against the Companies or its property cannot be commenced or continued during the administration period without leave of the court.

#### This report details information relating to the following:

- 1. First meetings of creditors
- 2. Creditor claims
- 3. Section 439A report to creditors and second meetings of creditors
- 4. Status of the businesses
- 5. Disclosure statement
- 6. Remuneration of Administrators
- 7. About PPB Advisory

#### Appendices

- A. Companies in Administration
- B. Form 529A Notice of first Meeting of Creditors
- C. Proof of Debt form
- D. Form 532 Appointment of Proxy
- E. ASIC publication 'Insolvency Information for directors, employees, creditors and shareholders'
- F. Declaration of Independence, Relevant Relationships and Indemnities
- G. Remuneration and Disbursement Statement

Level 27, Central Plaza One 345 Queen Street Brisbane QLD 4000 GPO Box 1216 Brisbane 4001 t: +61 7 3222 6800 f: +61 7 3222 6899 www.ppbadvisory.com

#### 1. First meetings of creditors

The Notice of First Meetings of Creditors for each company in the Group, Form 529A (Appendix B) is attached.

| Date:                | Tuesday, 6 June 2017                                                                                      |
|----------------------|-----------------------------------------------------------------------------------------------------------|
| <b>Registration:</b> | 1:30PM AEST                                                                                               |
| Meeting time:        | 3:00PM AEST                                                                                               |
| Venue:               | Brisbane Convention & Exhibition Centre, Cnr Merivale & Glenelg Streets, South Bank, Brisbane, Queensland |

On 29 May 2017, the Administrators' obtained orders from the Federal Court of Australia pursuant to Section 447A (1) of the Act permitting the Administrators to give notice of the meetings of creditors under Section 436E (3) of the Act electronically. A copy of the Orders is on the PPB Advisory website.

The first meetings are required to be held within eight business days after the appointment of the Administrators. The purpose of the meetings is to provide creditors with background to the appointment and for creditors to determine whether to appoint a Committee of Creditors for any of the Group companies to assist the Administrators, and if so, who are to be the Committee's members.

At the meetings, creditors may also, by resolution, remove the Administrators from office and appoint replacement Administrators.

In order to attend and vote at the meeting, creditors will need to complete the Proof of Debt Form (Appendix C) and where applicable, Proxy Form (Appendix D). A Proxy Form must be completed where a corporate creditor is attending or an individual creditor wants to appoint another person to act on their behalf at the meeting. A creditor may also choose to appoint the Chairman to vote on their behalf.

The completed Proof of Debt and Proxy Forms should be returned to Link Market Services by email to careersaustralia@linkmarketservices.com.au prior to 12:00pm AEST, Monday, 5 June 2017.

A listing of known creditors as ascertained from each of the companies' records will be made available upon written request.

#### 2. Creditor claims

For the purpose of voting at the meeting, you should lodge the Proof of Debt Form (Appendix C) for the amount of your claim as at the date of our appointment.

Employees are afforded priority pursuant to section 556 of the Act and rank ahead of ordinary unsecured creditors for claims against a company.

To assist creditors, employees, and shareholders to better understand the Voluntary Administration process, Australian Securities and Investments Commission (**ASIC**) has released a package of insolvency information sheets. These have the endorsement of the Australian Restructuring Insolvency & Turnaround Association (**ARITA**).

The ASIC publication 'Insolvency Information for directors, employees, creditors and shareholders' (Appendix E), which provides an index of the information sheets that are available, is enclosed. You can download these information sheets from ARITA's website at www.arita.com.au/insolvency-you/insolvency-explained/insolvency-fact-sheets.

#### 3. Section 439A report to creditors and second meetings of creditors

As Administrators, we are required to investigate each company's business, property, affairs and financial circumstances in order to form an opinion as to whether it would be in the best interests of creditors:

- that the administration should end (and control of the company revert to its directors)
- that the company enter into a Deed of Company Arrangement or
- that the company be wound up, ie placed in liquidation.

Second meetings of creditors will be held to determine the future of each Group company. At the meetings creditors will vote for one of the above options. The second meetings of creditors must be held by 30 June 2017 unless an extension of the convening period is sought and approved by the Court.

A notice of the second meetings will be forwarded to all known creditors of each company in due course, together with a report from the Administrators pursuant to section 439 of the Act that will include:

- our opinion on the options available to creditors
- our recommendation on the future of each company
- our opinion on recoveries
- details of the meeting.

#### 4. Status of the businesses

As Administrators, we have assumed full control of the Group's affairs and the powers of the directors are currently suspended.

Due to the Group's financial position at the date of our appointment, we do not currently have sufficient funds available to continue trading the Group on a 'business as usual' basis. The Administrators will be assessing the financial position of the Group including any possibilities for resuming operations and/or selling the business and its assets.

Please immediately cancel any outstanding or unfulfilled orders placed by the Companies prior to our appointment.

Please immediately issue a final invoice/statement. Any amount owing to you at the date of our appointment will represent an unsecured claim against the respective company.

An owner or lessor of property that is used or occupied by, or is in possession of, the Group, cannot take possession of the property or otherwise recover it, without the Administrators' written consent or leave of the Court during the administration period.

If you have supplied goods to the Group on consignment, or have registered a security interest on the Personal Property Securities Register (**PPSR**), you will shortly receive a separate letter providing you with further instructions. Please contact Nick Charlwood (ncharlwood@ppbadvisory.com) if you do not receive this letter in the next few days.

The Administrators will make separate arrangements with individual suppliers on an as needs basis.

#### 5. Disclosure statement

Our Declaration of Independence, Relevant Relationships and Indemnities **(DIRRI)** is attached (Appendix F) in accordance with section 436DA of the Act. We have considered the disclosure requirements of the Code of Professional Practice for insolvency professionals issued by ARITA. Based on the information available to us, we are not aware of any reasons that would prevent us from accepting this appointment.

#### 6. Remuneration of administrators

Our Remuneration and Disbursement Statement which sets out the Administrators' rates and method of calculating remuneration and disbursements is attached (Appendix G).

#### 7. About PPB Advisory

PPB Advisory is a national firm operating throughout Australia, specialising in restructuring and insolvency. For further information regarding the firm and the professional background of the Administrators, please visit our website www.ppbadvisory.com.

Yours faithfully

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#### David McEvoy and Martin Ford Administrators

Enc

Date of appointment: Contact name: Telephone number: Email: 25 May 2017 Link Market Services 1300 910 051 careersaustralia@linkmarketservices.com.au Companies in Administration



# **Companies in Administration**

| Company Name                                    | ACN         | Appointment Date |
|-------------------------------------------------|-------------|------------------|
| Careers Australia Group Limited                 | 122 171 840 | 25 May 2017      |
| Australian School of Management Pty Ltd         | 138 545 605 | 25 May 2017      |
| Australian College of Applied Education Pty Ltd | 009 369 797 | 25 May 2017      |
| Careers Australia College of Healthcare Pty Ltd | 007 963 340 | 25 May 2017      |
| Careers Australia Education Institute Pty Ltd   | 120 675 505 | 25 May 2017      |
| Careers Australia Institute of English Pty Ltd  | 010 994 582 | 25 May 2017      |
| Careers Australia Institute of Training Pty Ltd | 122 082 204 | 25 May 2017      |
| Cumulonimbus Investments Pty Ltd                | 169 444 213 | 25 May 2017      |
| Global Learning Support Group Pty Ltd           | 169 155 480 | 25 May 2017      |
| Stratocumulus Pty Ltd                           | 611 961 196 | 26 May 2017      |
| Today Corp Ltd                                  | 101 631 485 | 25 May 2017      |
| Workstar Pty Ltd                                | 097 871 933 | 25 May 2017      |

## Careers Australia Group Limited and its subsidiaries (All Administrators Appointed)

# **Remuneration and Disbursement Statement**



# **Remuneration and disbursement statement**

# Careers Australia Group Limited and its subsidiaries referred to in Appendix A (All Administrators Appointed) (the Group or the Companies)

#### **Remuneration Method**

There are four basic methods that can be used to calculate the remuneration charged by an insolvency practitioner. They are:

#### 1. Time based / hourly rates

This is the most common method. The total fee charged is based on the hourly rate charged for each person who carried out the work, multiplied by the number of hours spent by each person on each of the tasks performed.

#### 2. Fixed Fee

The total fee charged is normally quoted at the commencement of the administration and is the total cost for the administration. Sometimes a practitioner will finalise an administration for a fixed fee.

#### 3. Percentage

The total fee charged is based on a percentage of a particular variable, such as the gross proceeds of assets realisations.

#### 4. Contingency

The practitioner's fee is structured to be contingent on a particular outcome being achieved.

#### **Method chosen**

Given the nature of this administration we propose that our remuneration as Administrators be calculated on **Hourly Rates**. This is because:

- it ensures that creditors are only charged for work that is performed
- as Administrators, we are required to perform a number of tasks which do not necessarily relate to realisation of assets, for example responding to creditor enquires, reporting to ASIC and conducting investigations and
- generally, it is difficult to estimate with accuracy the total amount of fees necessary to complete all tasks required in the administration.

#### **Explanation of Hourly Rates**

The hourly rates charged by PPB Advisory effective from 1 December 2016 are set out within this remuneration report, together with a general guide showing the qualifications and experience of staff engaged in the administration.

The hourly rates charged encompass the total cost of providing professional services and are not comparable to an hourly wage.

#### Approval and payment of Remuneration

Remuneration is approved by a resolution of the creditors, a creditors' committee or a court.

Future remuneration is approved subject to a maximum or cap. Sometimes the actual cost of the administration will exceed the maximum which has been approved, in which case, we may seek another resolution for additional remuneration. we will not pay any amount exceeding the maximum without this approval.

Where funds are available, we will usually pay approved remuneration at intervals not less than one month. Where funds are not available, remuneration will not be paid.

#### **Estimate of Remuneration**

Having considered the nature of the administration, likely tasks to be completed and complexity, we estimate our remuneration to be \$1.5m (exclusive of GST) for the period up to the second meeting of creditors.

#### **Disbursements**

Disbursements are divided into three types:

- Externally provided professional services these are recovered at cost. An example of an
  externally provided professional service disbursement is legal fees.
- Externally provided non-professional costs such as travel, accommodation and search fees these are recovered at cost.
- Internal disbursements such as photocopying, printing and postage. These disbursements, if charged to the Administration, would generally be charged at cost, although some expenses may be charged at a rate which recoups both variable and fixed costs. The recovery of these costs must be on a reasonable commercial basis.

We are not required to seek creditor approval for disbursements, but must account to creditors. Details of the basis of recovering internal disbursements in this administration are provided below. Full details of any actual costs incurred will be provided with future reporting.

#### **Basis of disbursement claim**

|                      | Rate (Excl GST)                |  |  |  |
|----------------------|--------------------------------|--|--|--|
|                      | At cost                        |  |  |  |
|                      | At cost                        |  |  |  |
| Black and white      | \$0.10 per page                |  |  |  |
| Colour               | \$0.50 per page                |  |  |  |
| A3 – Black and white | \$0.20 per page                |  |  |  |
| A3 – Colour          | \$0.60 per page                |  |  |  |
| ·                    | At cost                        |  |  |  |
|                      | \$0.05 per page                |  |  |  |
|                      | At prescribed ATO rates        |  |  |  |
|                      | Colour<br>A3 – Black and white |  |  |  |

Rates applicable as at 1 January 2015

#### **Statement of Remuneration Policy**

Insolvency Practitioners, in common with many professions, have traditionally charged for work done on the basis of hourly rates.

PPB Advisory supports the Code of Professional Practice for Insolvency Practitioners. In all matters undertaken by us we seek to charge an appropriate level of fees and expenses. They should be appropriate for us having regard to the complexity and demands of each assignment, and appropriate for our clients having regard to their objectives in seeking our assistance.

Accordingly, at all times when seeking approval for remuneration we will provide the following details:

- type of work undertaken by the Appointees and the firm's staff
- breakdown of the activity undertaken
- number of hours charged by each person
- hourly rate charged for each person
- total remuneration claimed
- basis of recovering disbursements.

A schedule detailing our rates to apply to administrations for the period commencing 1 December 2016 is set out below, together with general details of Staff Classifications.

| Position           | Rate per hour (\$)<br>(excl. GST) |
|--------------------|-----------------------------------|
| Partner            | 625                               |
| Director           | 550                               |
| Senior Manager     | 475                               |
| Manager            | 425                               |
| Assistant Manager  | 350                               |
| Senior Consultant  | 300                               |
| Consultant         | 275                               |
| Graduate           | 210                               |
| Undergraduate      | 190                               |
| Senior Bookkeeper  | 140                               |
| Bookkeeper         | 140                               |
| Personal Assistant | 150                               |
| Administration     | 120                               |

## **PPB Advisory Classifications**

| Position              | Experience and qualifications                                                                                                                                                                                                                                                                                      |
|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Partner               | Registered Liquidator, Official Liquidator and/or Trustee, bringing his or her specialist skills to the administration.                                                                                                                                                                                            |
| Director/ Principal   | Minimum of twelve years insolvency experience, at least five years at manager level, qualified accountant and capable of controlling all aspects of an administration. May be appropriately qualified to take appointments in his/her own right.                                                                   |
| Senior Manager        | More than seven years insolvency experience, more than three years at manager level, qualified accountant and capable of controlling all aspects of an administration. Experienced at all levels and considered very competent.                                                                                    |
| Manager               | 5 - 7 years' experience, qualified accountant, with well-developed technical and commercial skills. Should be constantly alert to opportunities to meet clients' needs and to improve the clients' future operation either by revenue enhancement or by reducing costs and improving efficiency. Supervises staff. |
| Assistant<br>Manager  | 3 - 6 years' experience, will have conduct of minor administrations and experience in supervising staff, assists planning and control of medium to larger jobs.                                                                                                                                                    |
| Senior Consultant     | 1 - 4 years' experience, CA Program (or equivalent) would normally be completed during this period. Assists planning and control of small to medium sized jobs as well as performing some of the more difficult work on larger jobs.                                                                               |
| Consultant            | 0 - 2 years, University graduate with little or no professional experience, required to assist in day to day fieldwork under supervision of more senior staff.                                                                                                                                                     |
| Graduate              | Graduated from University with minimal insolvency experience. Required to assist in day to day field work and other routine tasks under supervision of more senior staff.                                                                                                                                          |
| Undergraduate         | Completed high school education and plans to undertake at least part-time degree/diploma, required to assist in administration and day to day field work under supervision or more senior staff.                                                                                                                   |
| Bookkeeper            | Commercial experience gained in bookkeeping. May be a qualified accountant classification, would depend on experience, salary and complexity of work to be conducted.                                                                                                                                              |
| Personal<br>Assistant | Appropriate skills including machine usage and customer service, general administration duties on jobs.                                                                                                                                                                                                            |
| Administration        | Non-qualified, assists with general administration duties on jobs.                                                                                                                                                                                                                                                 |
|                       | 1                                                                                                                                                                                                                                                                                                                  |

The above is taken as a general guide only. From time to time, there may be persons employed who, because of their skills and experience, are employed in positions where they may not necessarily meet all of the above qualifications