

P A C E

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11TH EDITION



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Project Management	27
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AN INITIATIVE BY



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Disclaimer:

This research was carried out by means of an electronic questionnaire. The information within this report represents data collated solely from this questionnaire, unless otherwise specified. Salary levels refer to the average of all responses, excluding responses deemed invalid. Whilst every care has been taken in the collection and compilation of all data, information within this report should not be considered conclusive. We can provide no warranties regarding the validity or accuracy of results generated by the questionnaire. No liability is accepted for damages of any kind that arise from use of this information.

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A SAMPLE OF CONTRIBUTING COMPANIES

4Site Design Group

A B Construct

Adams Consulting Engineers

ADP Consulting

Arcadis

Architecture Matters

Architectus

Ardent Architects

Argall

Ark Industrial

ARM Architecture

ASK Planning

ASPECT Studios

ATC Williams

B2 Architecture

Baldasso Cortese

BAR Studio

Basset Lobaza

Baumgart Clark Architects

BESTEC

Beveridge Williams

BKK Architects

BlueSphere Environmental

Breathe

Bruce Allen Architect

Buchan

Buildcorp

Calibre

Carr

Case Meallin

Chi-Rho Consulting

City Collective

Clare Cousins Architects

ClarkeHopkinsClarke

Collective Engineering

Colliers Engineering
and Design

Conceptz

Conrad Gargett

Cossill & Webley

Coulthard Shim

Cox Architecture

Dalton Consulting Engineers

DesignInc

Drew Rudd Engineers

Ducon Building Solutions

Duo Projects

EB Traffic Solutions

erbas™

Fender Katsalidis

Gallagher Jeffs

Gray Puksand

Haskell Architects

Henny

Human Habitats

Innovis

Intrax Consulting Group

Ironside

JBA Consulting Engineers

Jeavons Landscape
Architects

John Wardle Architects

Jolson

Katz Architecture

Keen Planning

Kinetica Studio

KLM Spatial

Klopfer Dobos

Landserv

LCI

Lovell Chen

Mackenzie Environmental

Mantric Architecture

Markscon

marshal melbourne

Maz Group

McIldowie Partners

METIER3

Miglic Macleod

Millar Merrigan

Neoscape

NH Architecture

Niche Planning Studio

O'Brien Traffic

One Mile Grid

Paroissien Grant &
Associates

pitt&sherry

PJA

PM Design Group
proUrban Advisory, Planning
and Management

Pulse Architecture

R Bliem & Associates

Ratio Consultants

RDP Consulting Engineers

Schiavello

Select Architects

SJB Architects

Spiire

Sterling Infrastructure

Studio B Architects

Taylor Cullity Lethlean (TCL)

Terrain Consulting Group

Tract Consultants

Trafficworks

Traffix Group

TRG The Retail Group

UnisonCG

Urban

Urban Planning Collective

Urban Water Solutions

van der Meer Consulting

Vaughan Constructions

Vincent Chrisp Architects

Vistek

Waterman Group

Watson Young Architects

WGA

Woods Bagot

2023 PACE CHARITY PARTNER: IMPACT FOR WOMEN



Impact for Women is committed to making a difference for Victorian women and children fleeing extreme violence at home.

Founded in March 2006, Kathy Kaplan OAM and twenty of her friends sourced donations and packed and delivered 100 hampers to a number of metropolitan Safe Houses that supported domestic violence victims.

Since those early days in a suburban living room, Impact has grown organically to be supported by a community of hundreds of volunteers and provide support to thousands of women and children every year through its Bags of Love.

In addition to the support and essentials provided through its Bags of Love, Impact has also developed the Court Childcare Project in conjunction with Moorabbin Court, Victoria Police and Emerge.

The Court Childcare Project is a pilot program established to offer free, professionally managed childcare services for families attending court on domestic violence cases. Bringing children into this environment can be extremely difficult, but until now there has been no alternative for women who cannot afford independent childcare.

This program has proven very successful and Impact is now seeking to expand it and replicate it in other Courts.

How the PACE community made an impact
For every survey completed, Aspect donated towards a Bag of Love on the participants' behalf. Thank you for your participation and helping improve the lives of Victorian women and children fleeing violence.

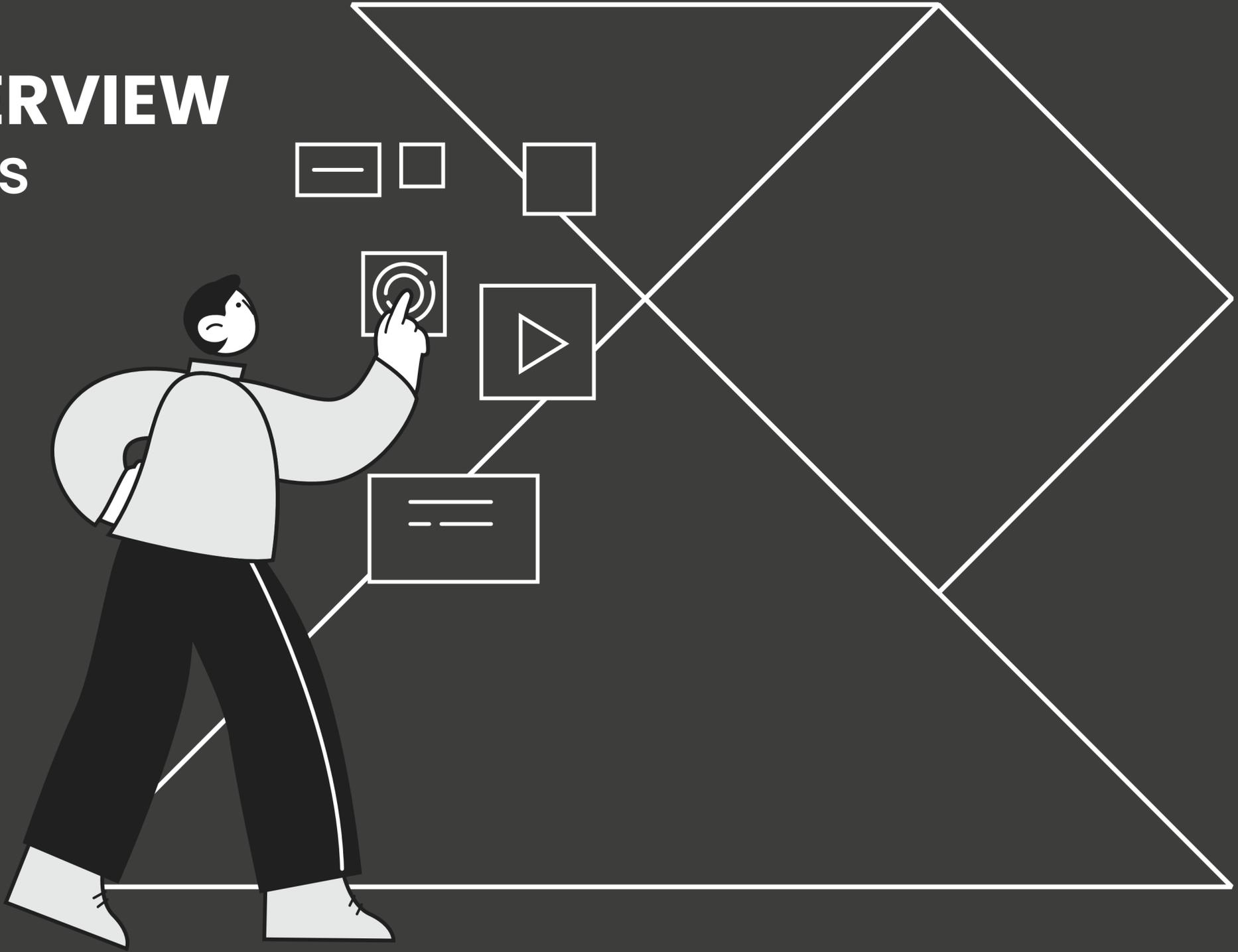
impactforwomen.org.au



REPORT OVERVIEW

Industry Facts

- Company Demographics
- Business Activity
- Human Resources & Talent
- Recruitment & Retention
- Flexibility & Benefits
- The Future

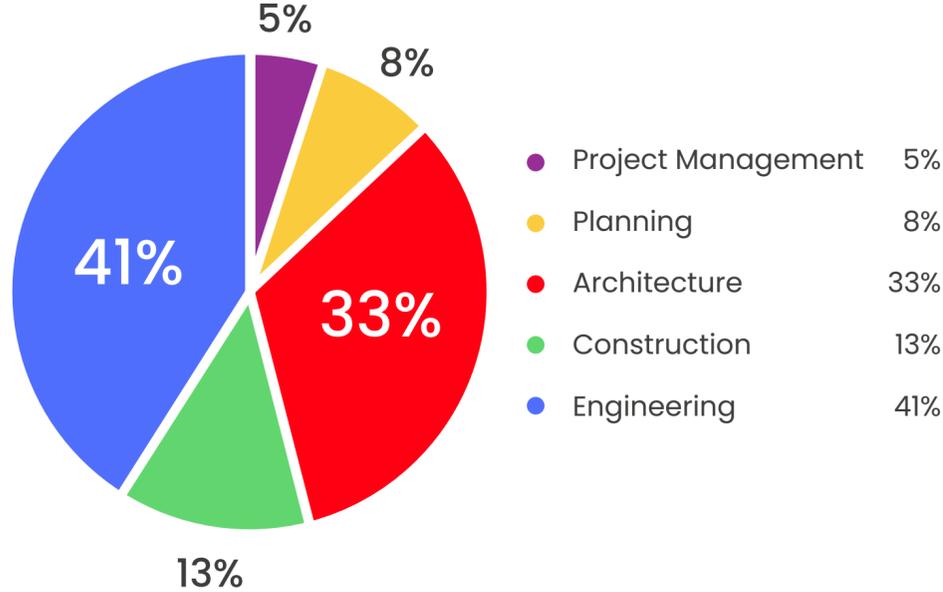


2023

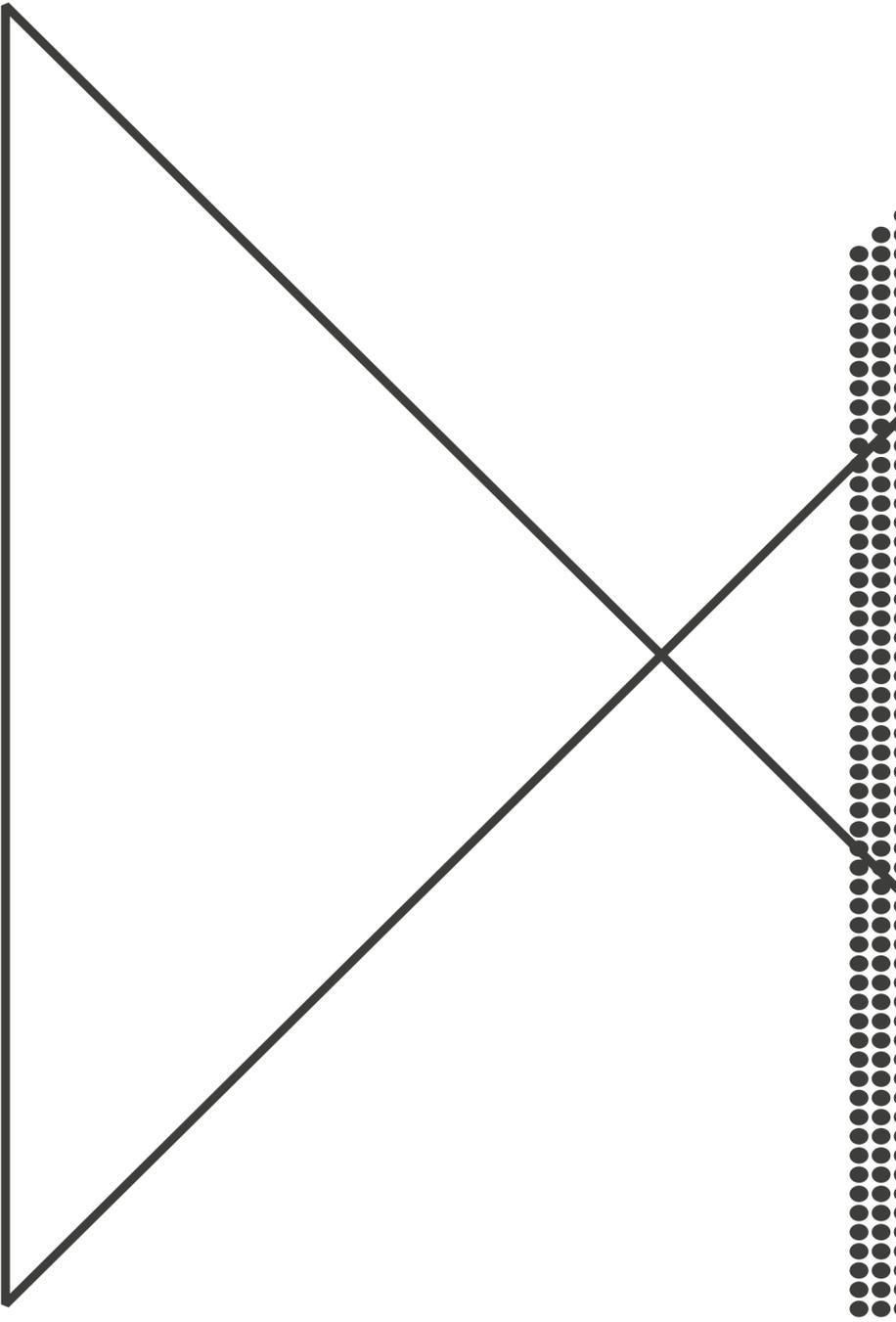
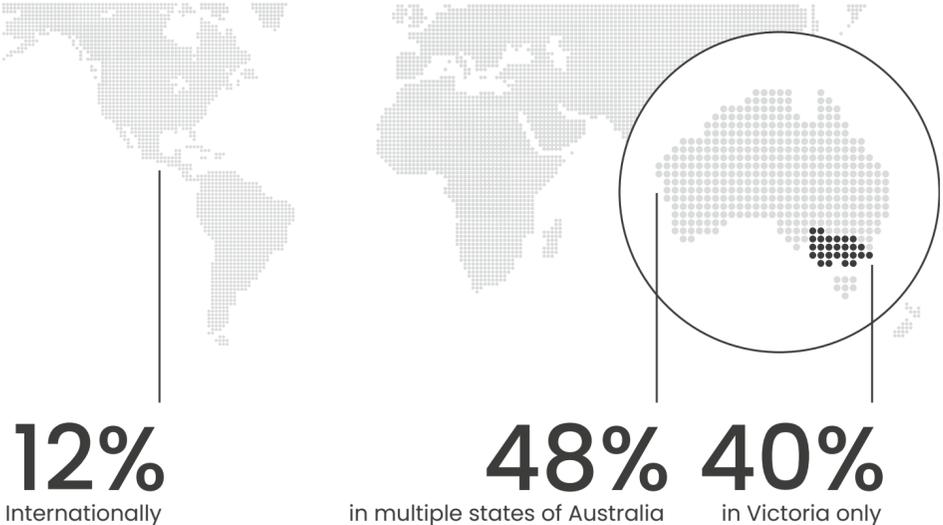
OVERVIEW

Company Demographics

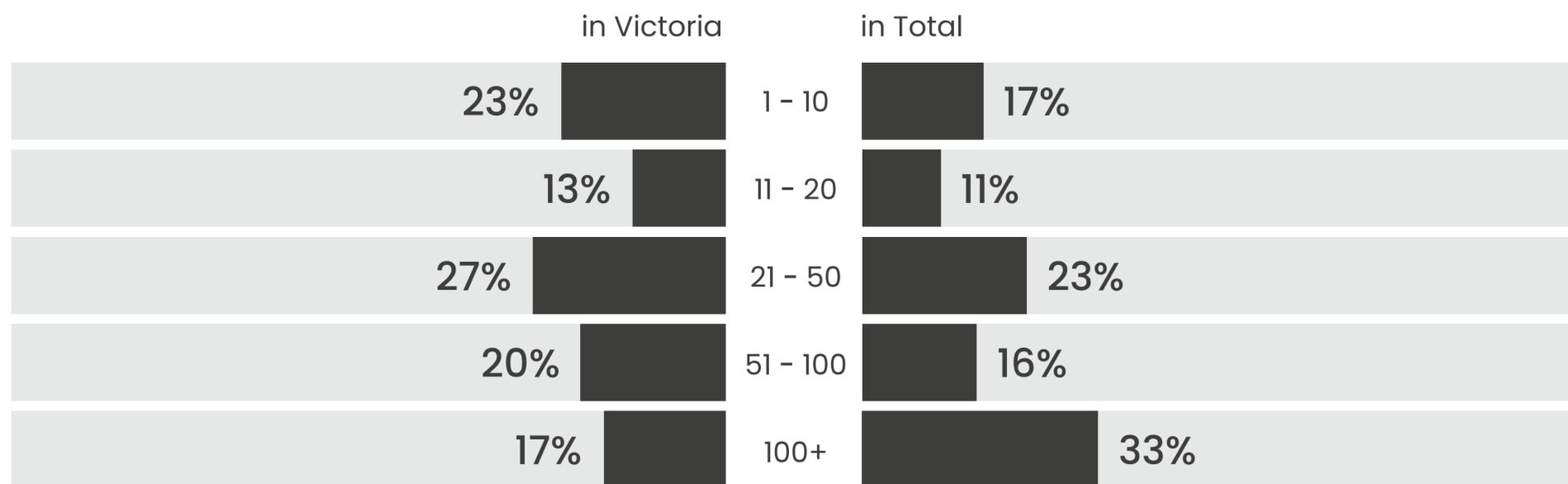
What best describes your organisation?



Where does your organisation operate?



How many people does your organisation employ?



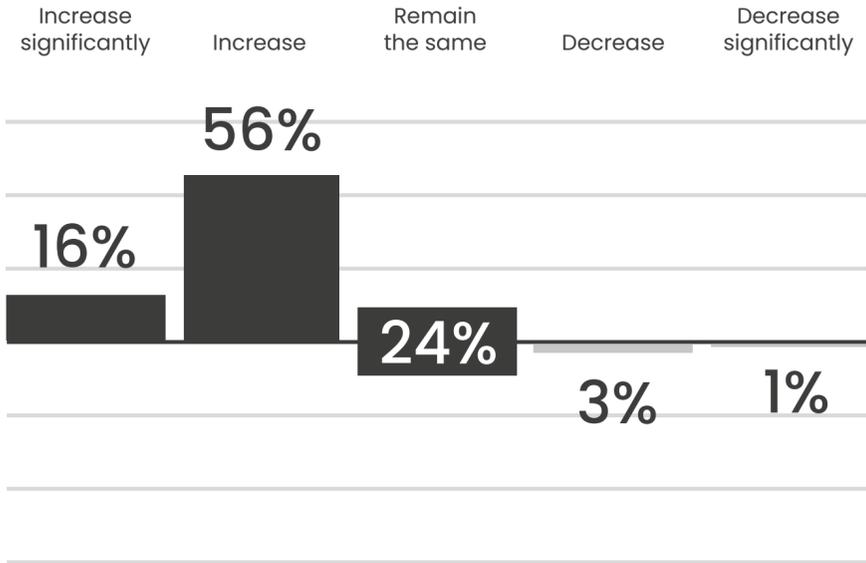
The average number of Victorian-based employees was 60.

The average company size of the organisations surveyed was 174 employees.

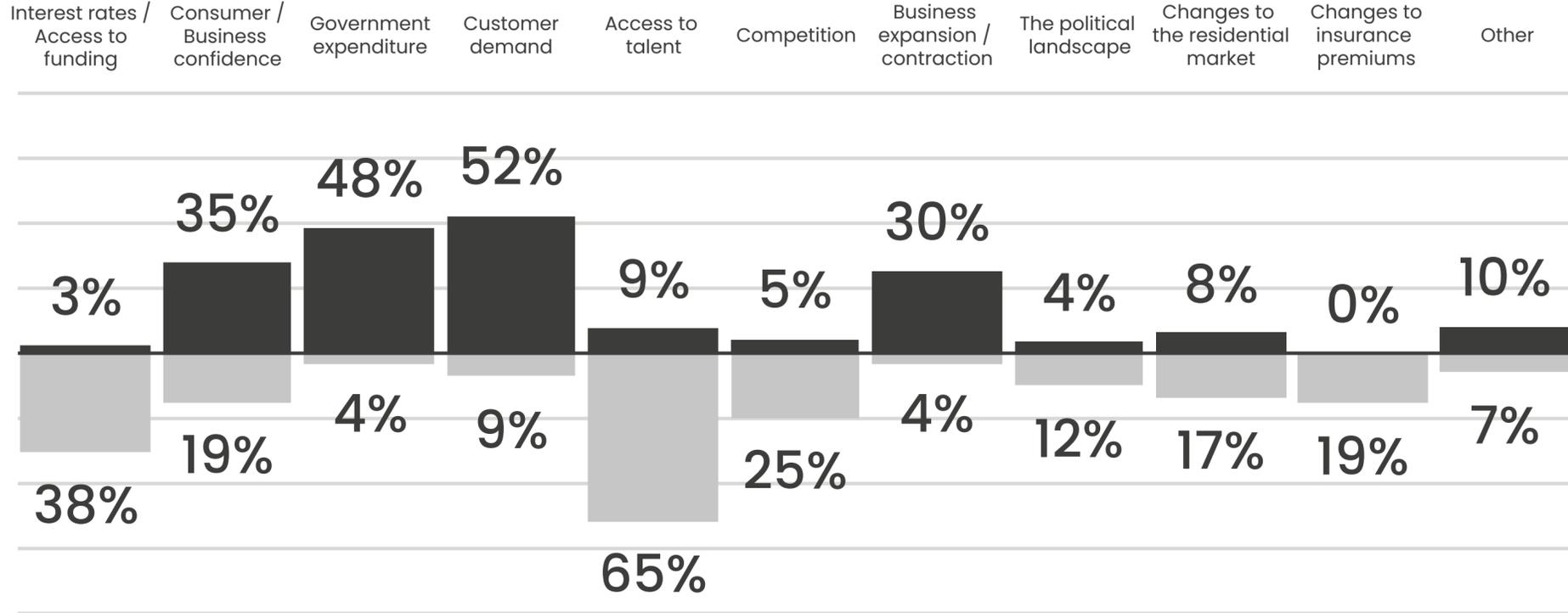


Business Activity

Compared to 2021, did business activity in 2022:

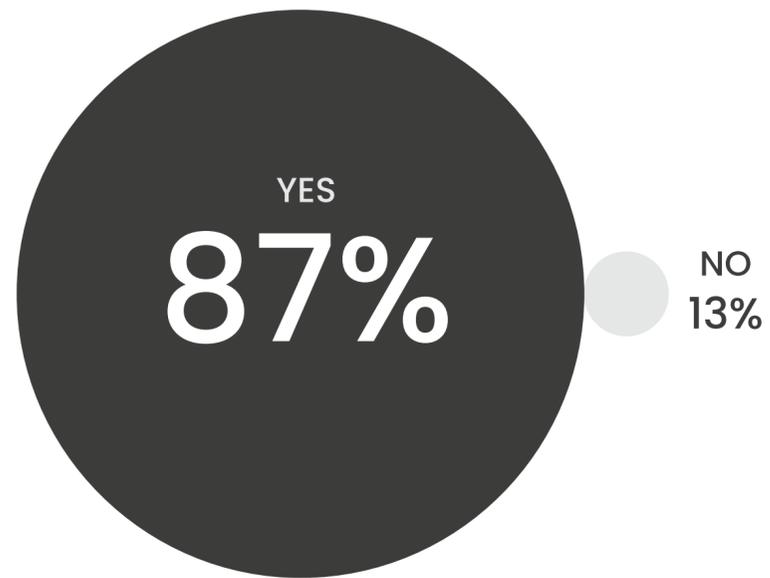


What has had significant positive or negative impacts on business levels in 2022?

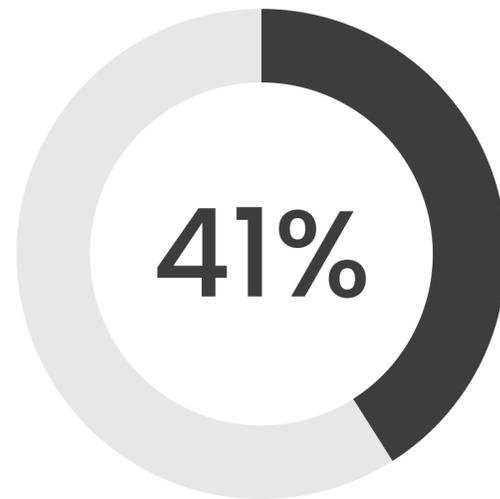




Did your organisation tender for projects in 2022?



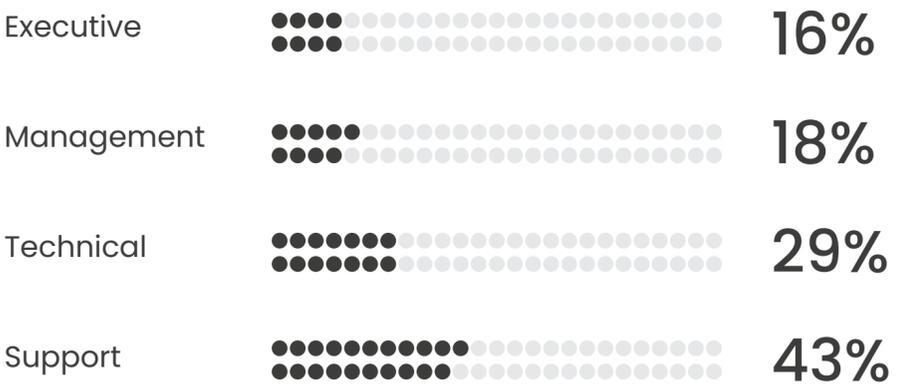
Of projects tendered for in 2022, approximately what percentage were successful?



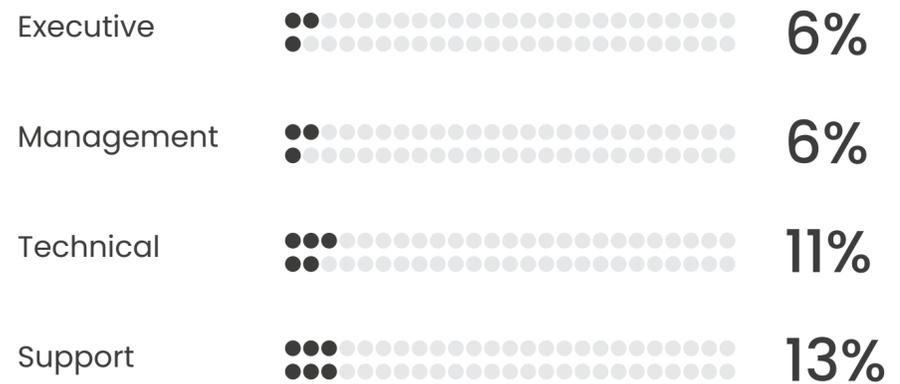


Human Resources & Talent

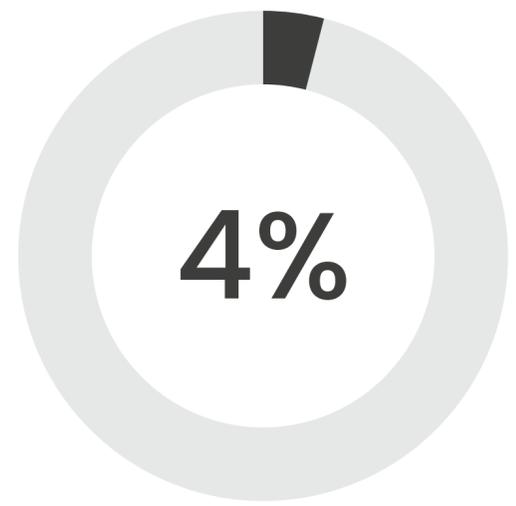
Approximately what percentage of your staff are female?



Approximately what percentage of your staff are employed on a part-time basis?

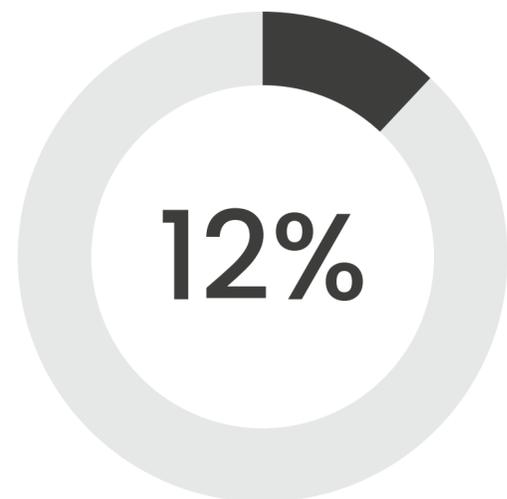


Approximately what percentage of your staff are employed on a contract/temporary basis?

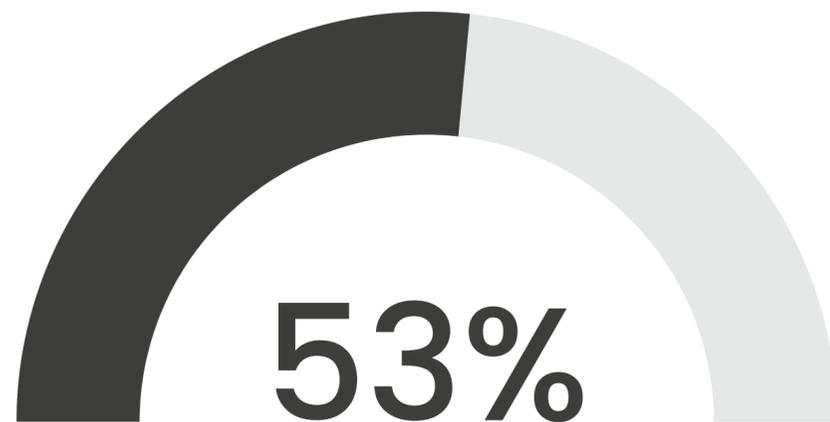




Approximately what percentage of staff employed are support staff?

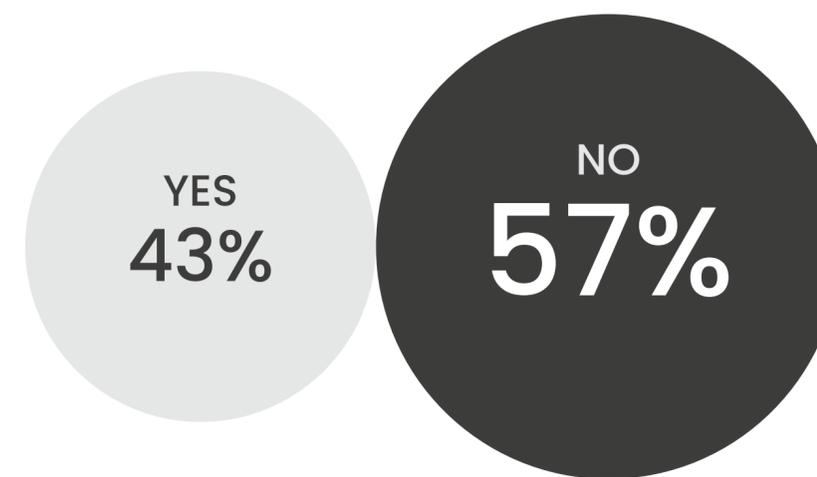


Approximately what percentage of revenue is spent on wages*?



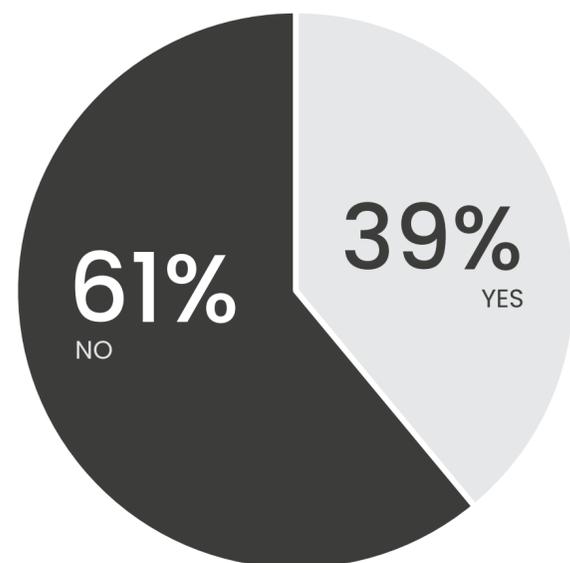
*Salary plus superannuation contribution

Do you pay overtime?

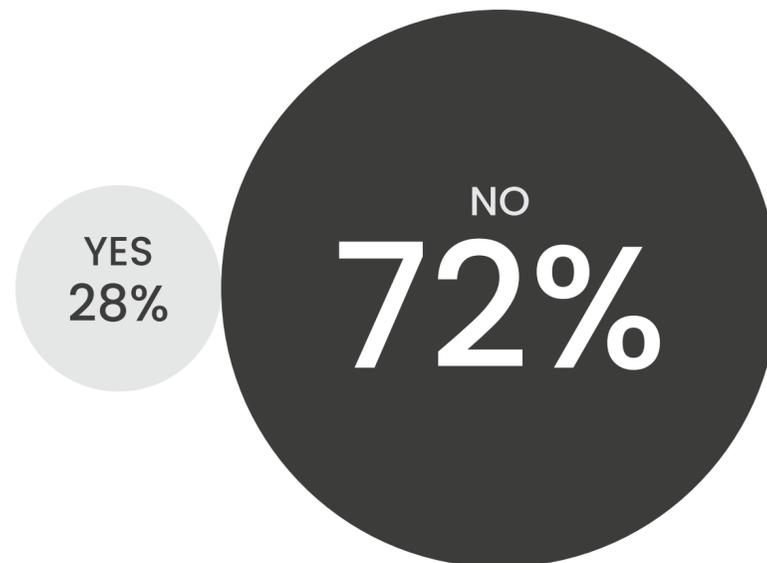




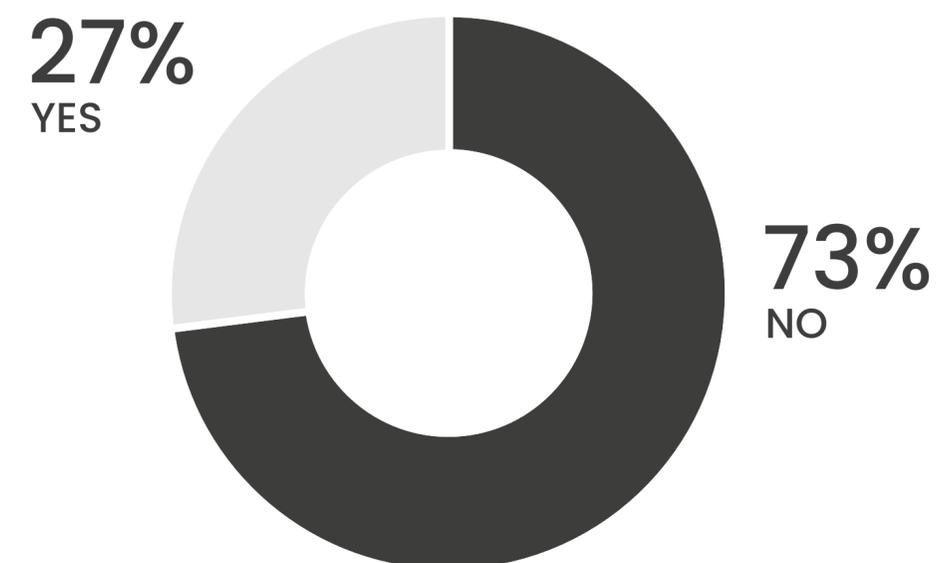
Are you currently pre-approved to provide visa sponsorship to employees?



Did you provide visa sponsorship to any new employees in 2022?

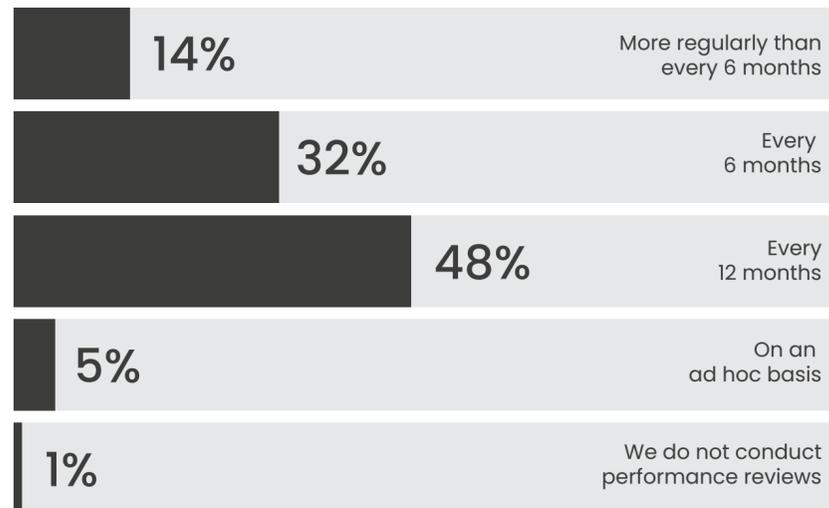


Do you intend to sponsor any new employees in 2023?

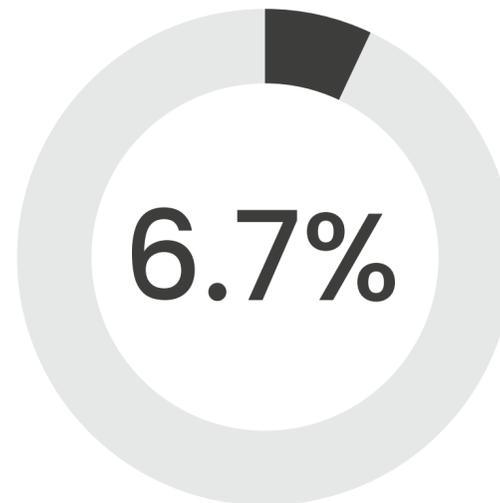




How often do you conduct performance reviews?

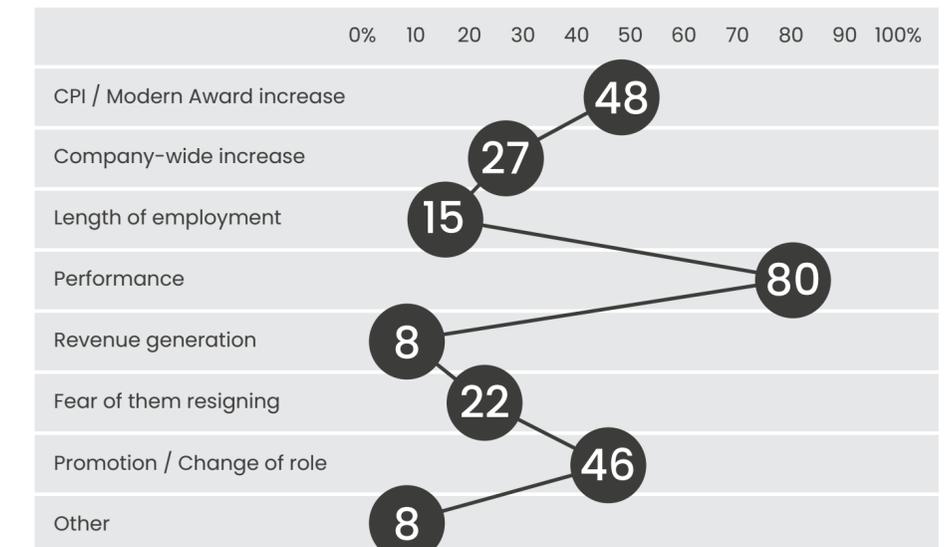


In your last round of reviews, what was the average percentage salary increase?



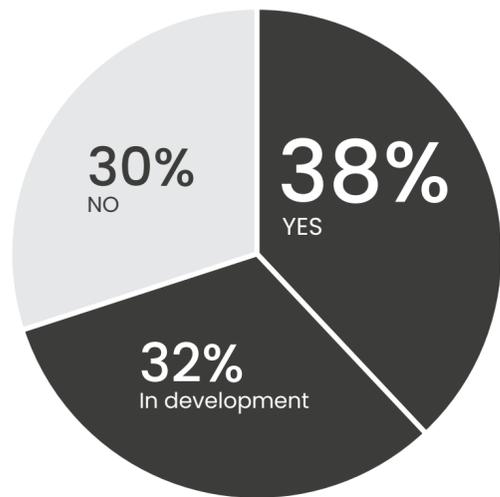
In their next round of reviews, respondents expect to increase salaries by an average of 5.1%.

Of those employees that received an increase in salary, what was the key reason?





To your knowledge, does your organisation have a diversity, equity and inclusion (DE&I) policy?

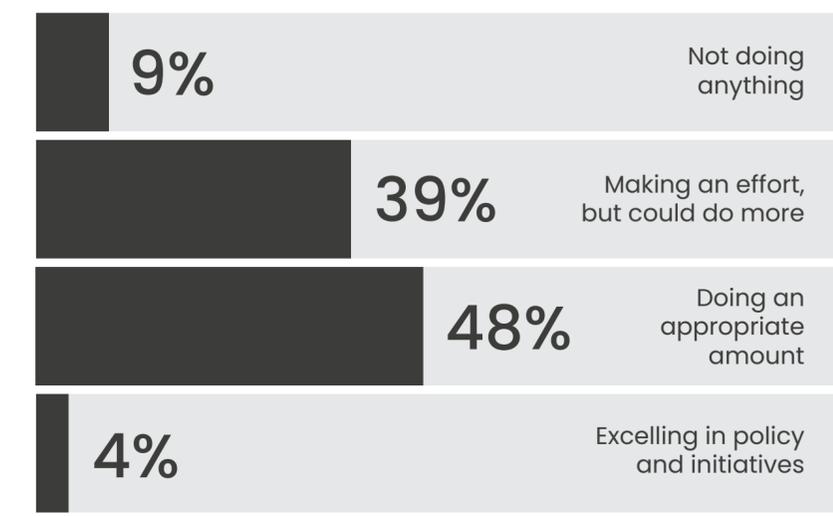


What initiatives are you currently offering through your DE&I policy

- Equality (Opportunity & Pay)
- Flexibility & Working From Home
- DE&I Training and Awareness
- Cultural Diversity and Celebration
- Parental Support
- Reconciliation Action Plan (RAP)
- Workplace Accessibility & Inclusion

The results above represent the top responses, based on the free-text answers we received across all industries surveyed.

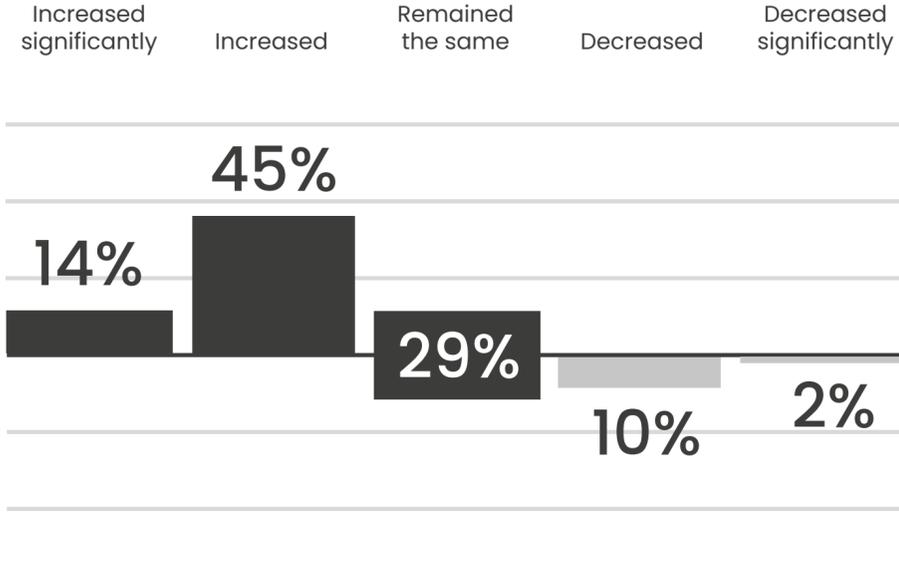
Regarding DE&I, do you feel your organisation is:



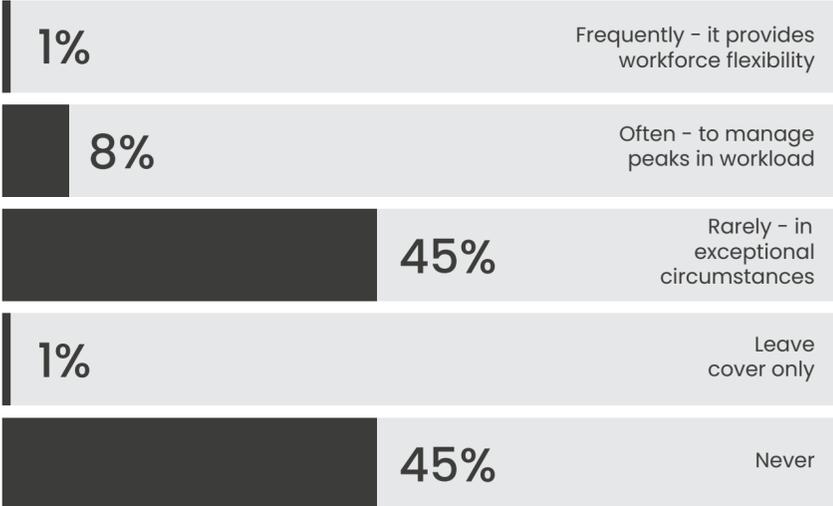


Recruitment & Retention

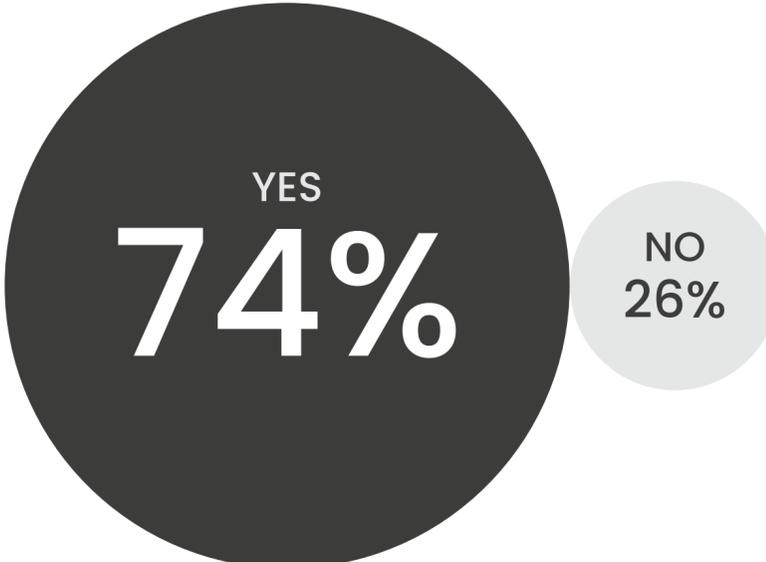
In 2022, staff numbers within your organisation:



How often did you employ temporary/contract staff in 2022?

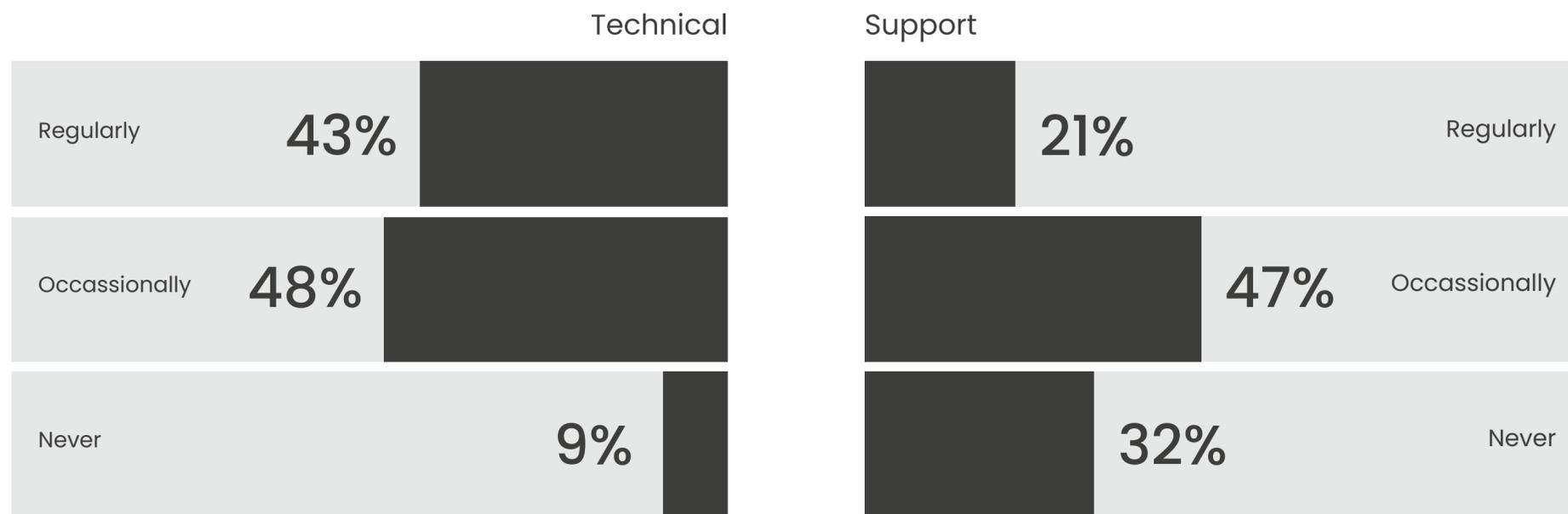


Did you recruit any graduates in 2022?

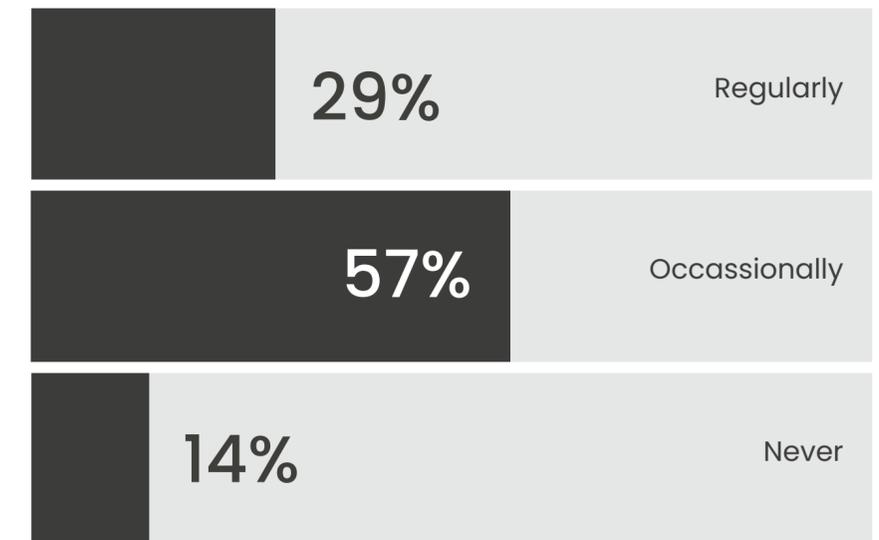




If you hired in 2022, did you experience difficulty in sourcing professionals without outside assistance (i.e. through a recruiter)?

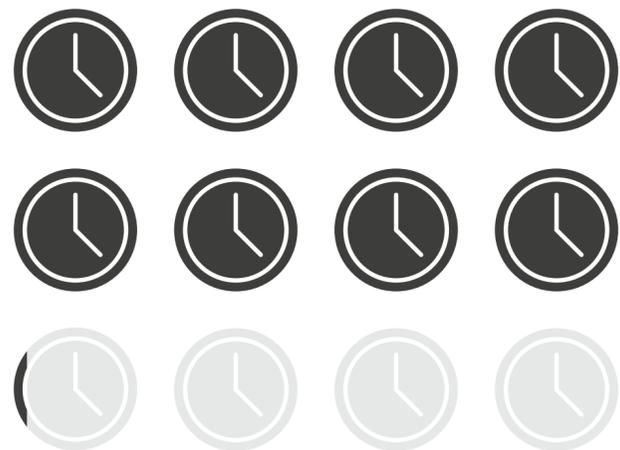


If you hired in 2022, did you have to pay higher salaries than you expected to in order to attract the right candidate?



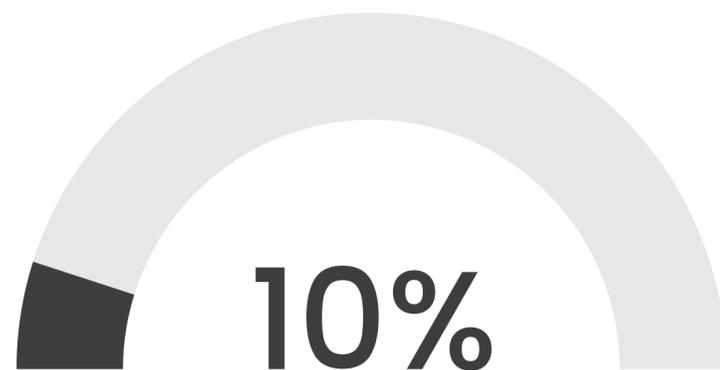


If you hired staff in 2022, on average how many weeks did it take to fill roles – from starting the search, to the employee starting their role?



8.1
weeks

Approximately what percentage of your total permanent staff resigned from their role in 2022?

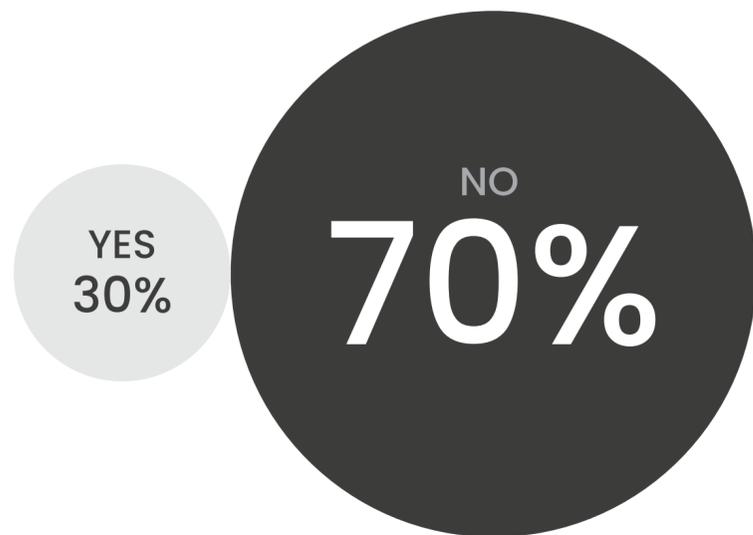


What were the most common reasons for staff resigning in 2022?

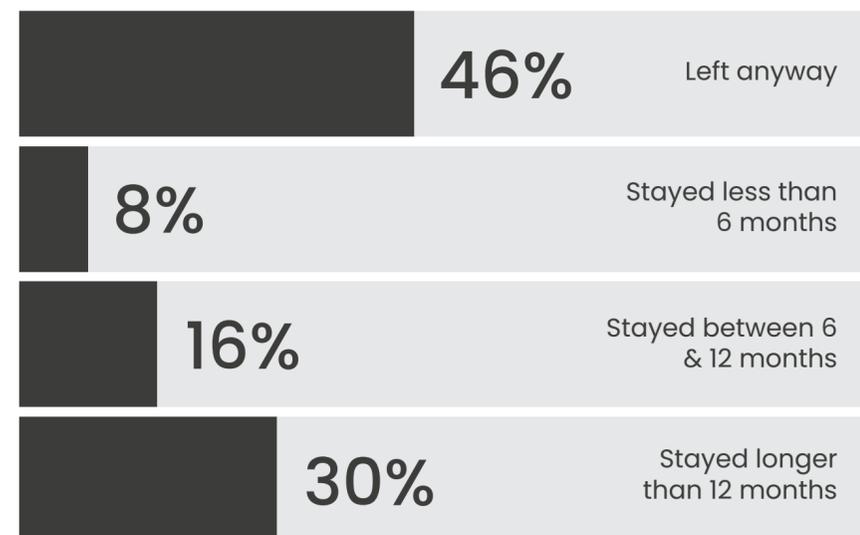




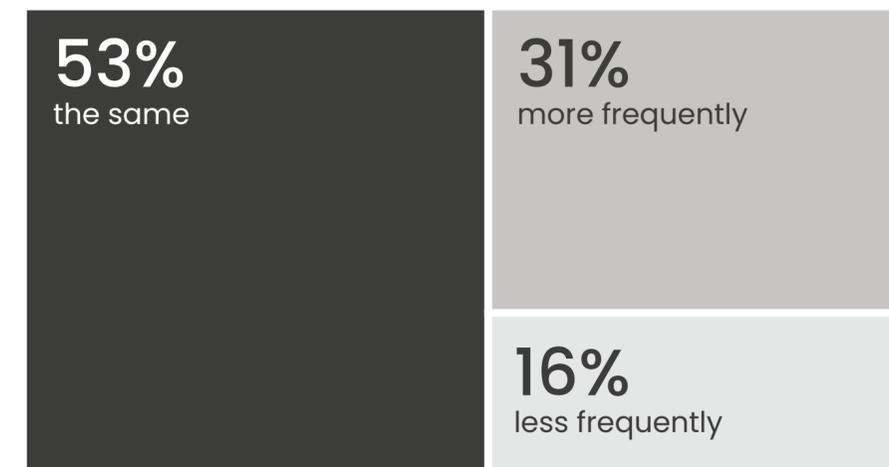
Did you counter offer any departing staff in 2022?



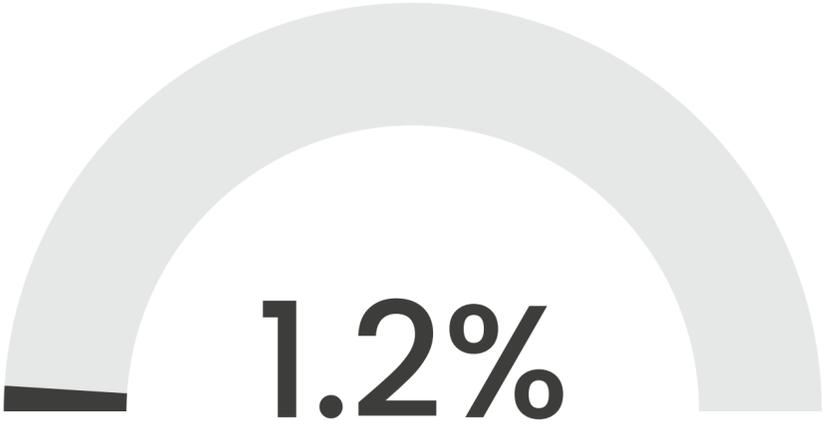
Of those counter offered, they:



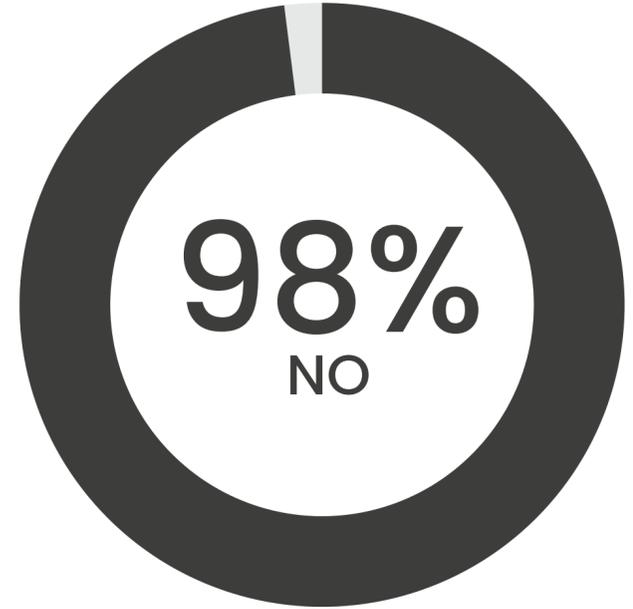
Compared to previous years, in 2022 did you counter offer staff:



Approximately what percentage of your staff were made redundant in 2022?

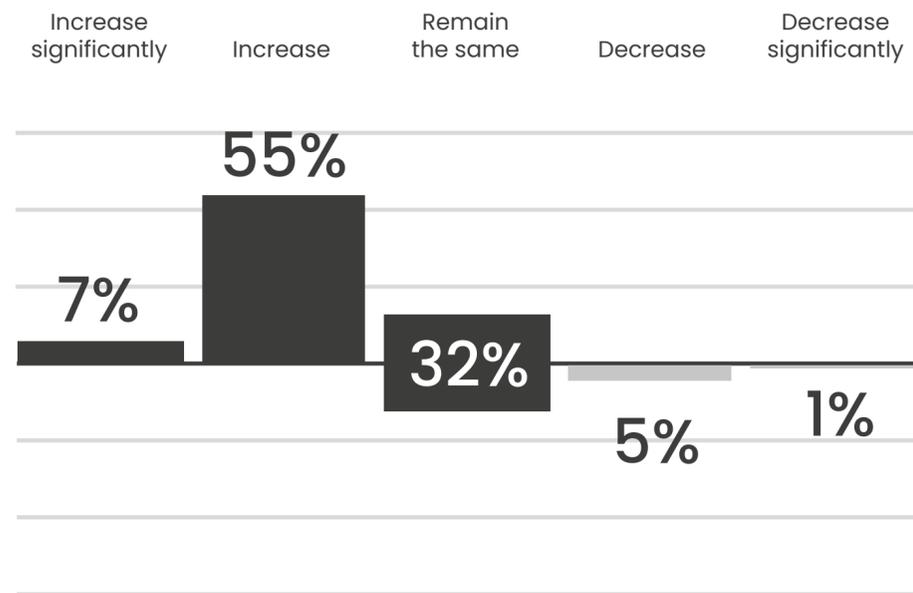


Did you enforce reduced work hours for any permanent employees during 2022, due to reduced workload?

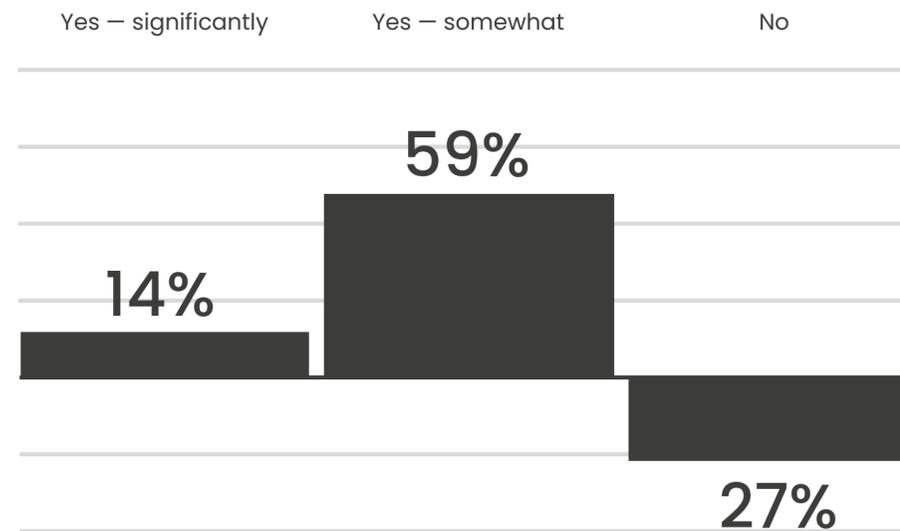




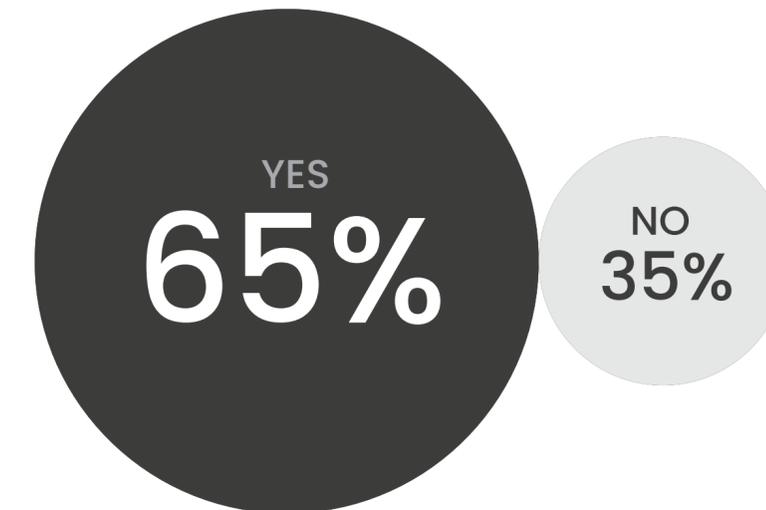
In 2023, you expect staff numbers to:



Do you think skills shortages are likely to impact the effective operation of your organisation in 2023?



Do you currently have the talent required to deliver your organisation's objectives in 2023?



Flexibility & Benefits

Do you offer any of the following monetary employee benefits?

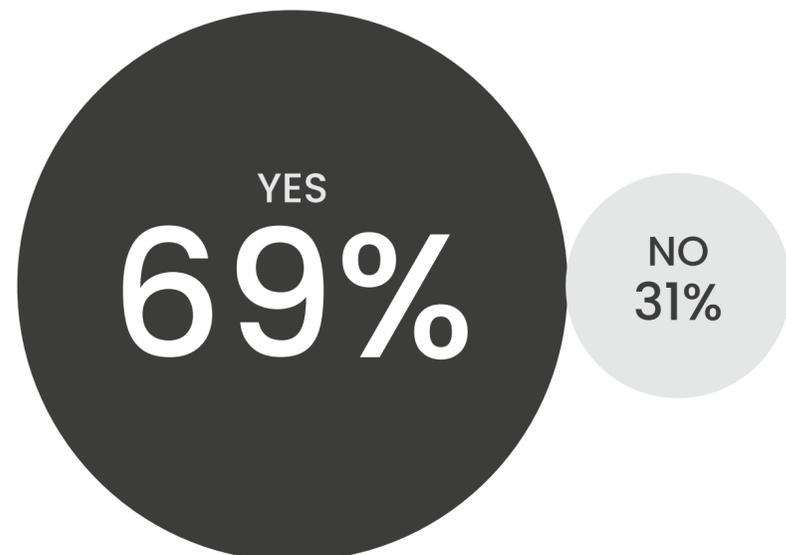
	Executive	Mgmt	Technical	Support
Car / Car Allowance	40%	31%	22%	8%
Parking	58%	41%	32%	21%
Additional Superannuation	14%	7%	8%	9%
Insurance	20%	12%	12%	12%
Salary Sacrifice	57%	59%	58%	61%
Bonuses	51%	66%	62%	55%
Profit Share	56%	29%	14%	11%
Financial Support for Study	33%	40%	48%	42%
Additional Paid Parental Leave	42%	45%	49%	50%

Do you offer any of the following non-monetary employee benefits?

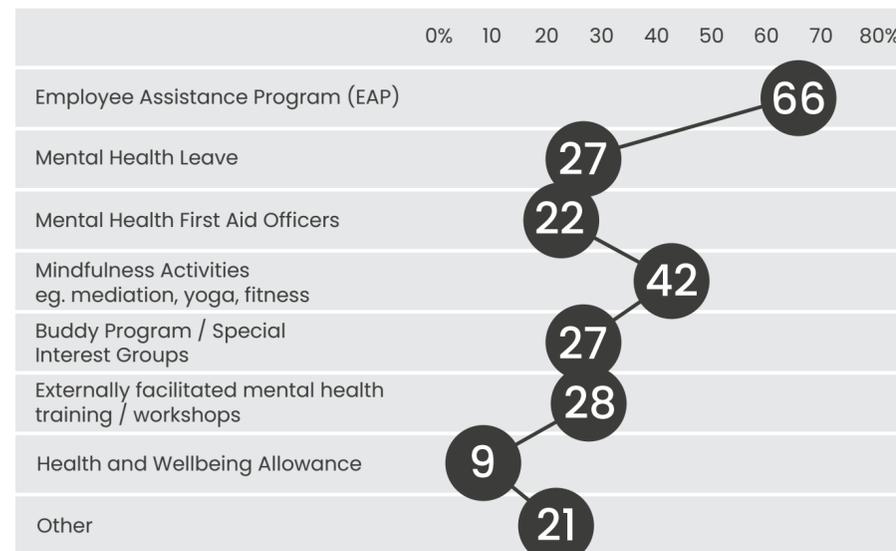




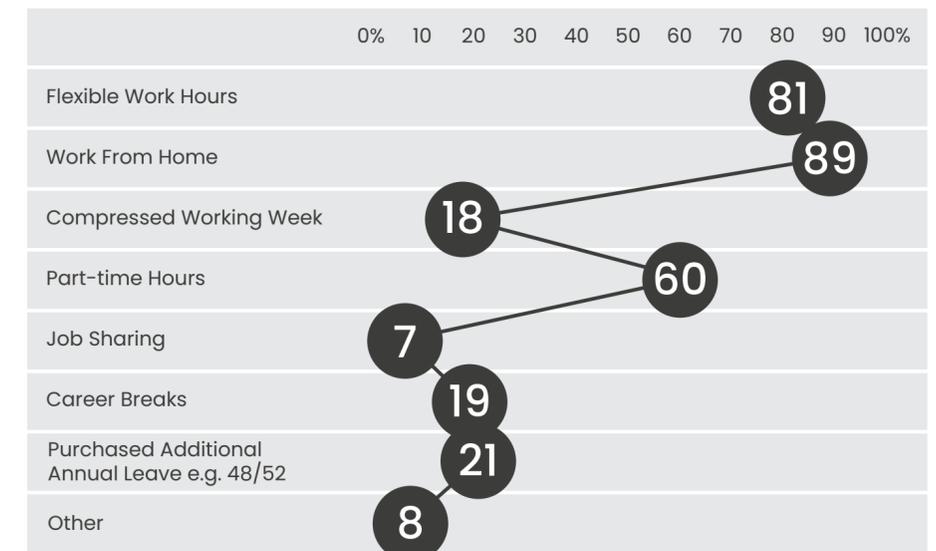
Do you offer any health & wellbeing initiatives or practices?



If yes, which of the following health and wellbeing initiatives have you implemented?

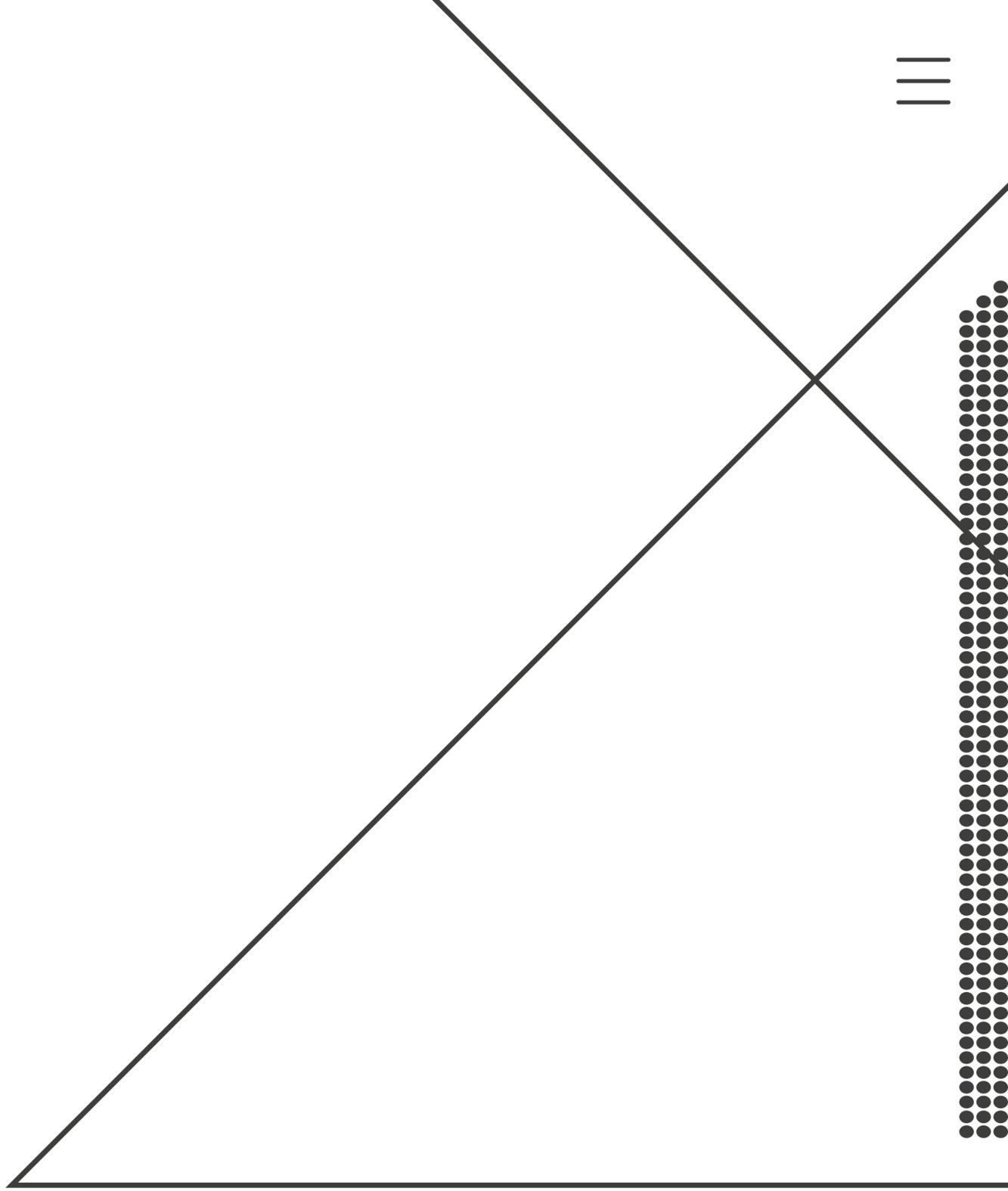
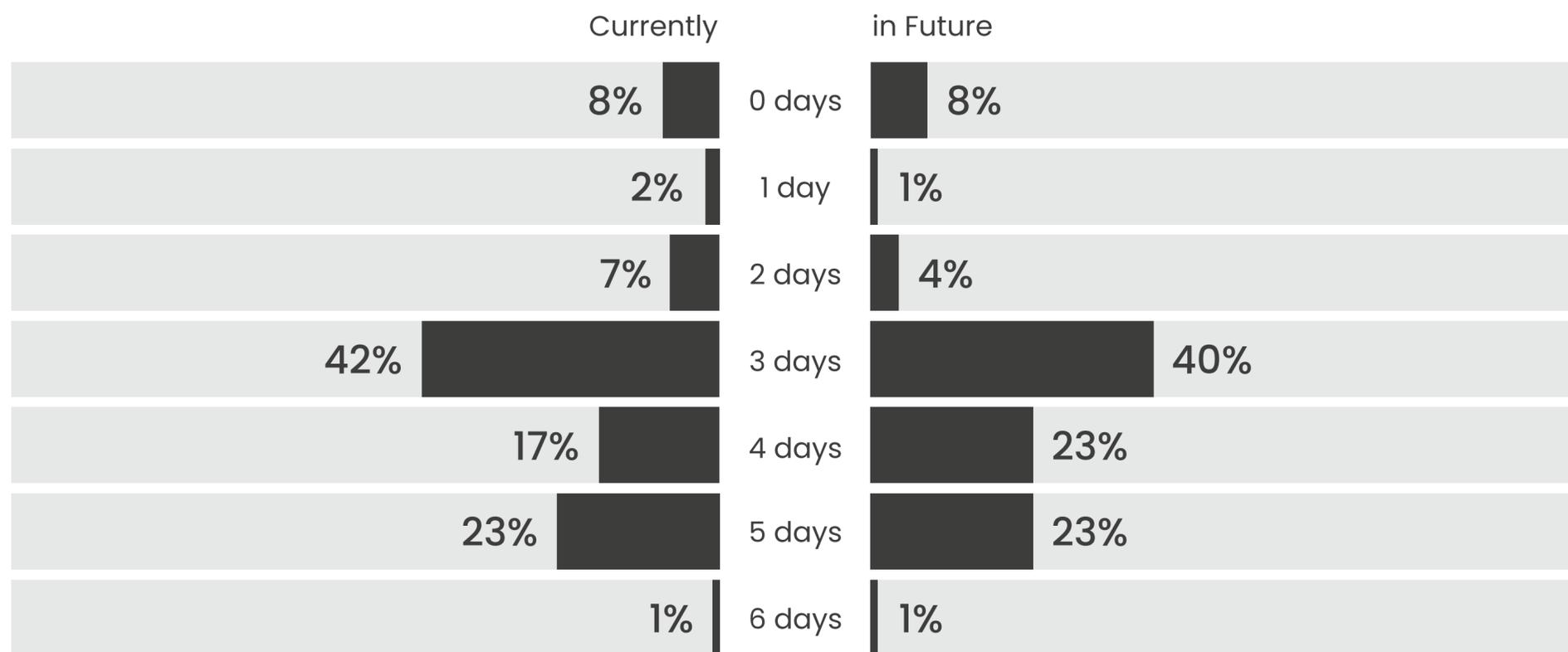


Do you offer any of the following flexible workplace practices?

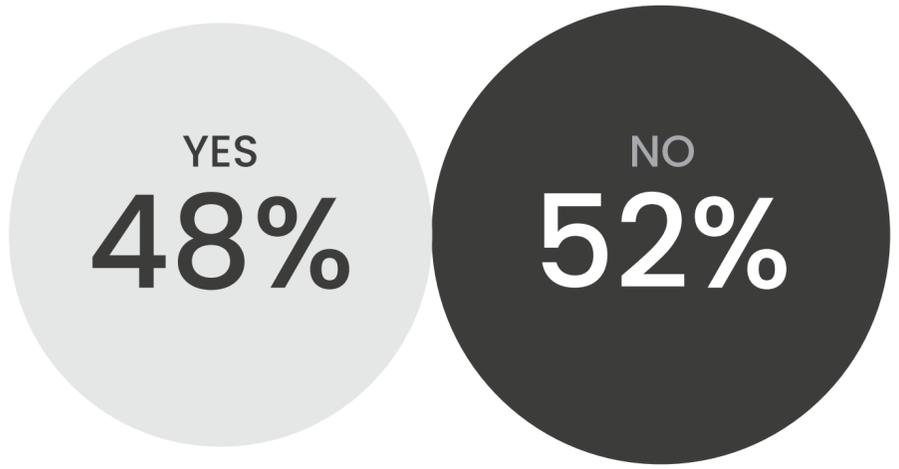




How many days per week do you require staff to work in the office?

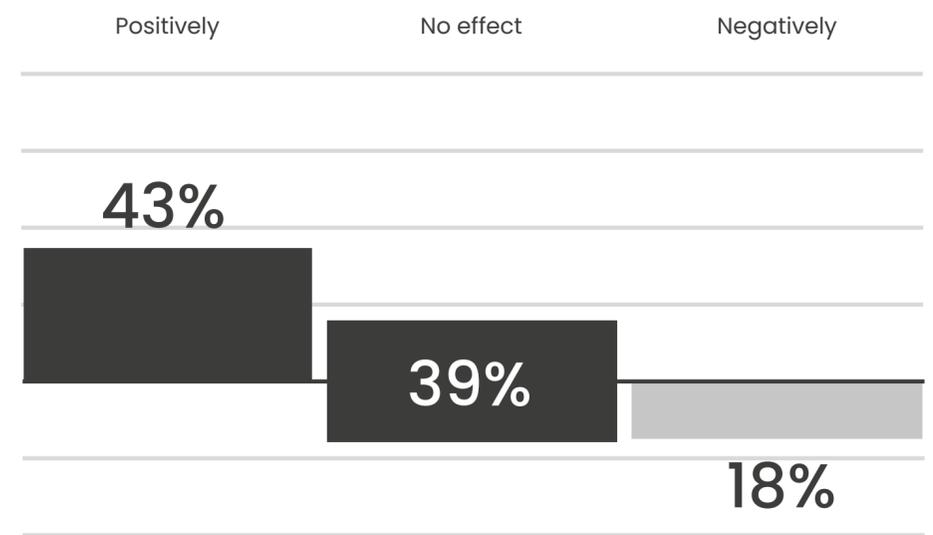


If you are offering a hybrid model (1-4 days in the office), are there specific days that staff need to work in the office?



YES – We specify particular days
NO – We are flexible with the days

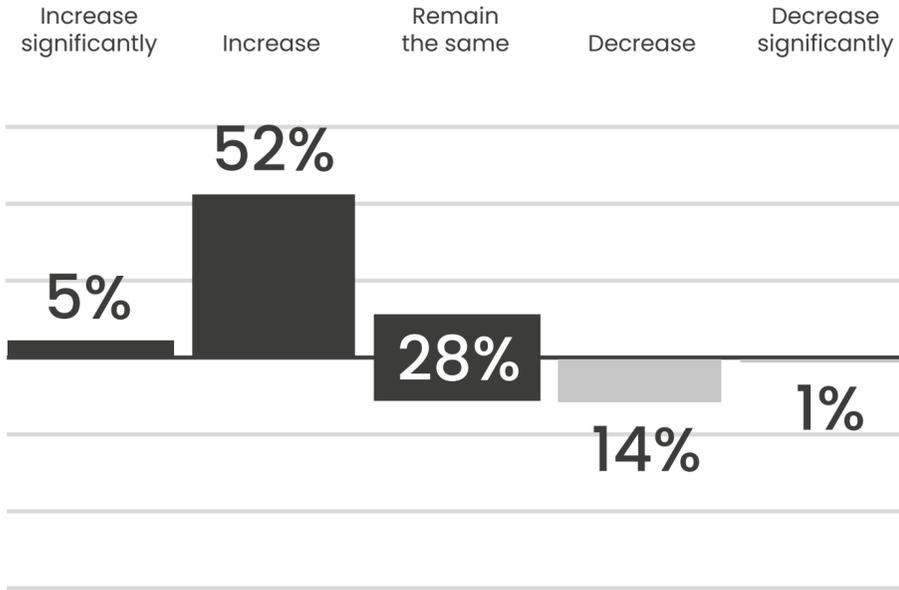
If you offer hybrid working, how has it affected the productivity of your staff?



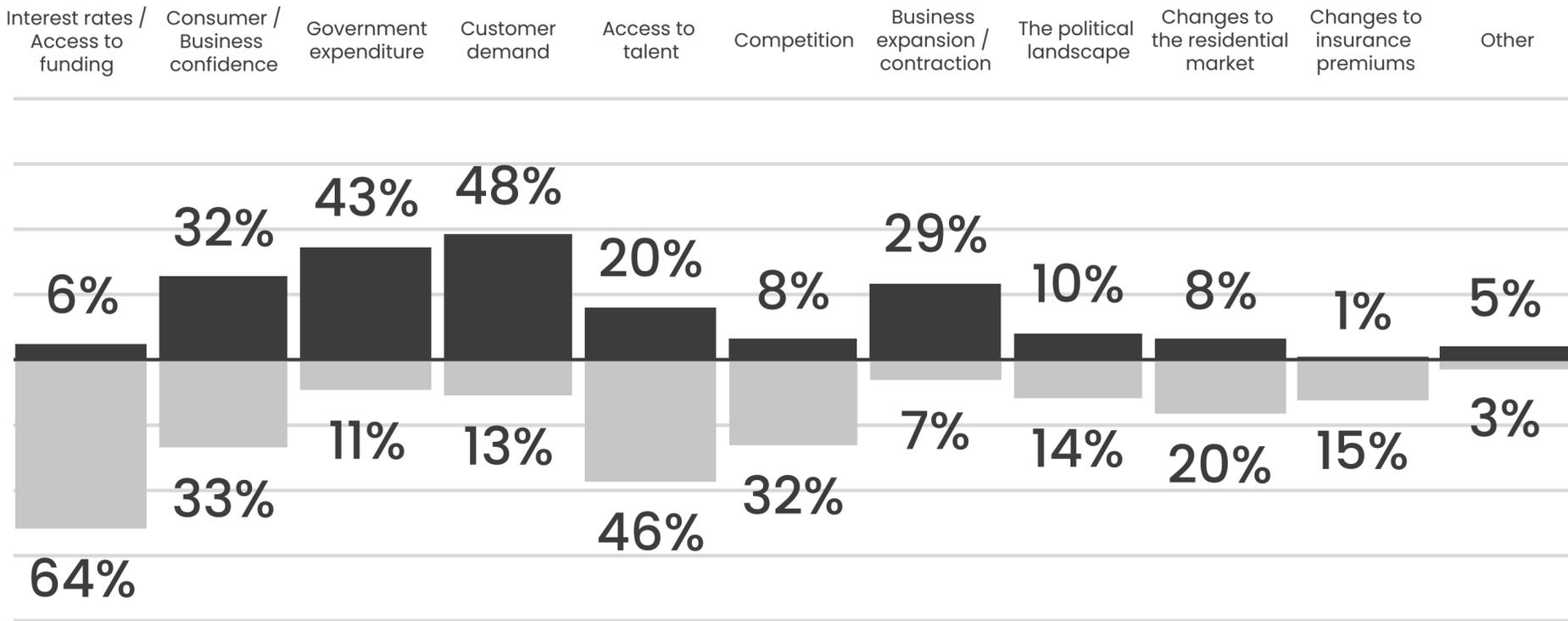


The Future

Compared to 2022, do you expect business activity in 2023 to:

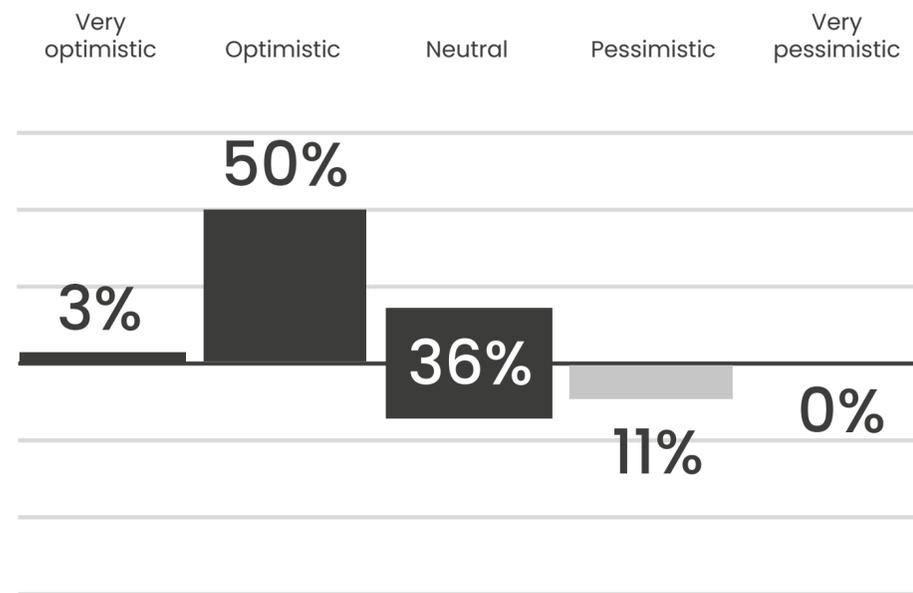


What do you predict will have the biggest positive or negative impacts on business levels in 2023?





How optimistic are you about market conditions over the next 2 years?



Salaries increased by 6.7% in 2022, up from 6.3% in 2021. With business activity increasing for 72% of participants in 2022, the percentage of annual revenue spent on wages remained stable at 53%.



PROJECT MANAGEMENT Industry Facts

- Company Demographics
- Business Activity
- Human Resources & Talent
- Recruitment & Retention
- Flexibility & Benefits
- The Future

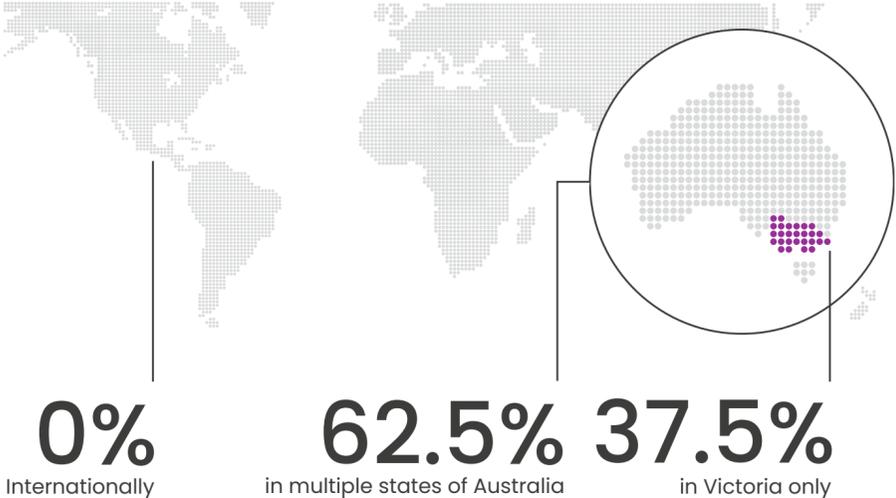


2023

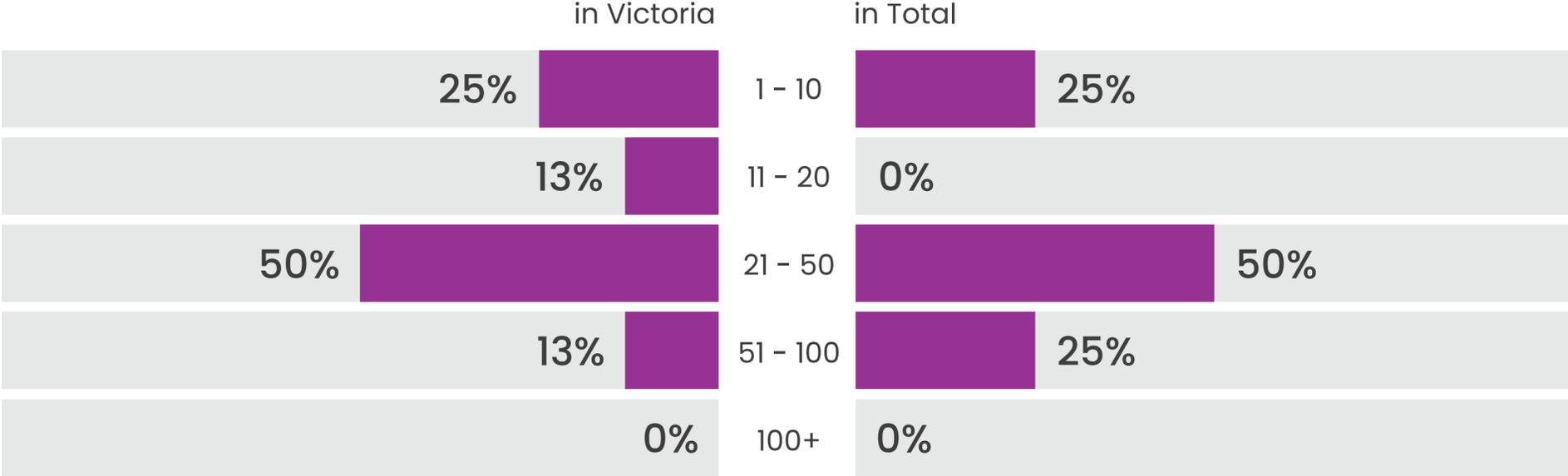
PROJECT MANAGEMENT

Company Demographics

Where does your organisation operate?



How many people does your organisation employ?

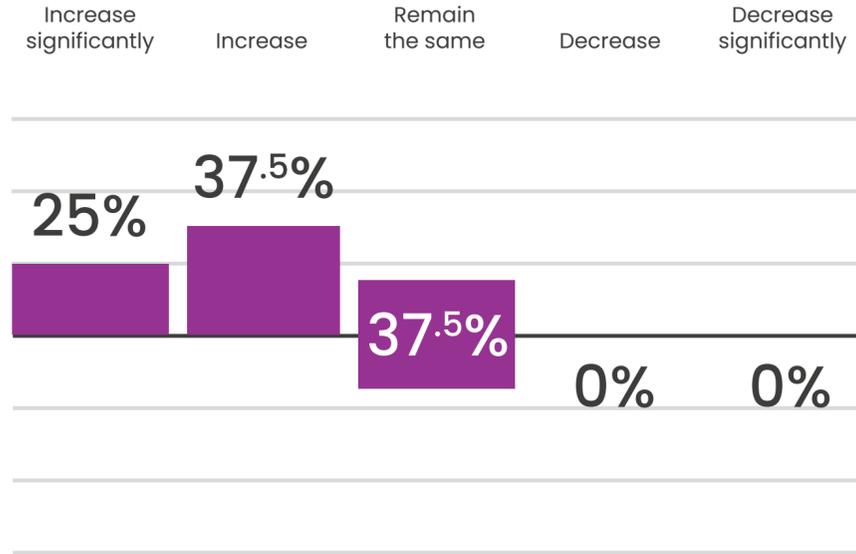


The average number of Victorian-based employees was 29.

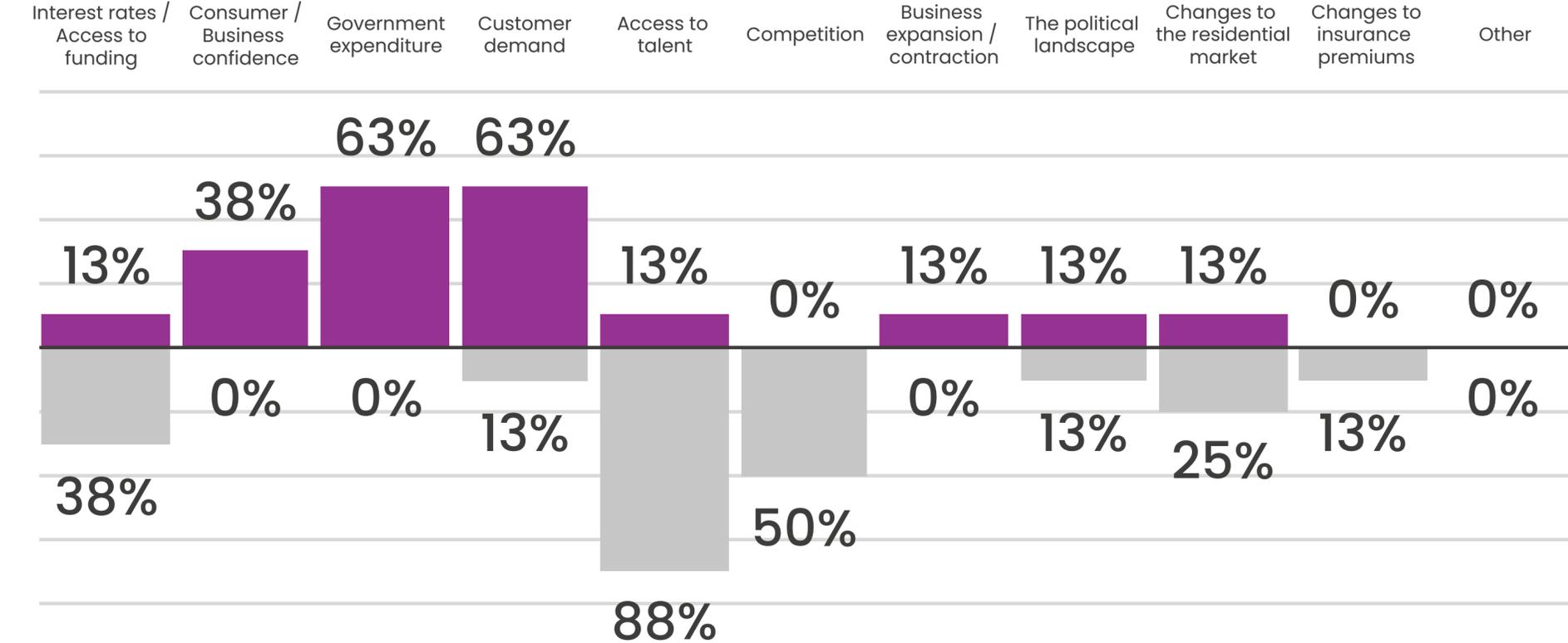
The average company size of the organisations surveyed was 41 employees.

Business Activity

Compared to 2021, did business activity in 2022:

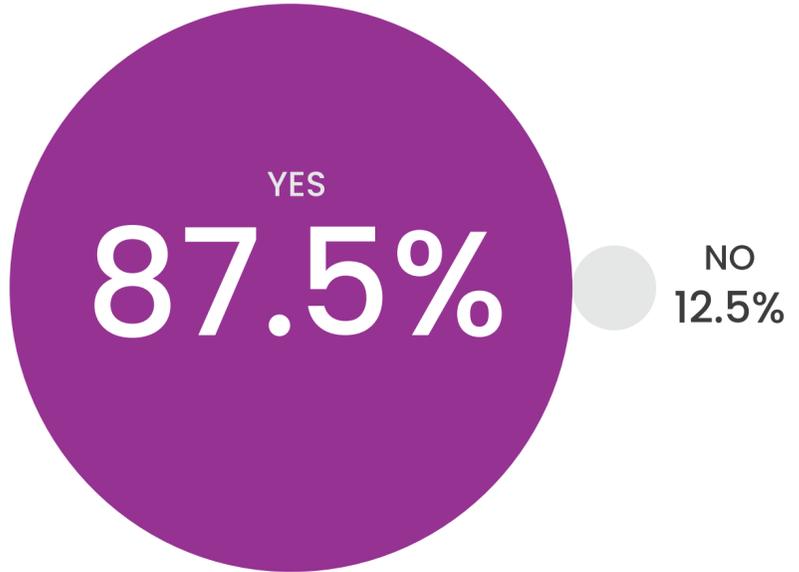


What has had significant positive or negative impacts on business levels in 2022?

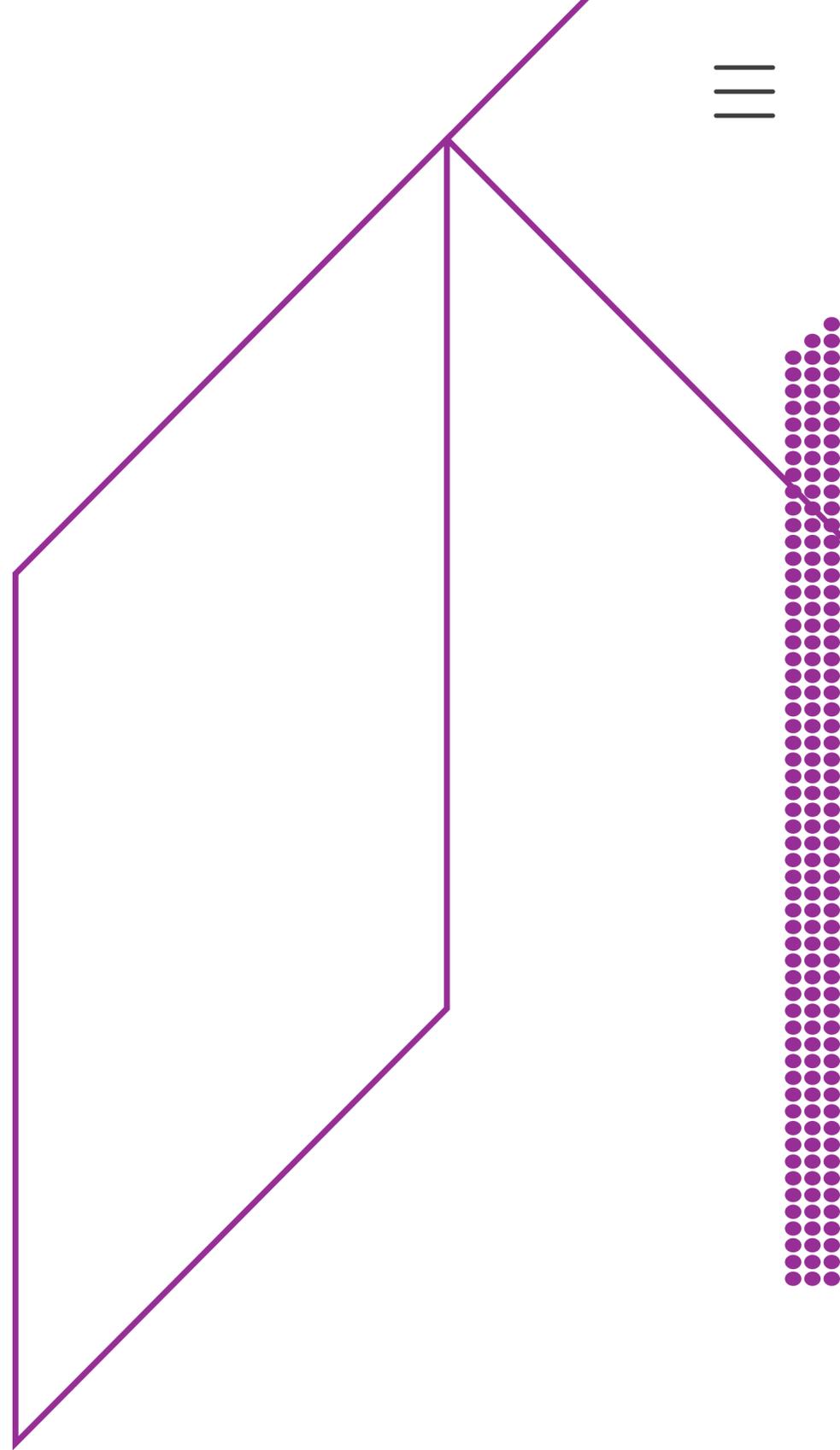
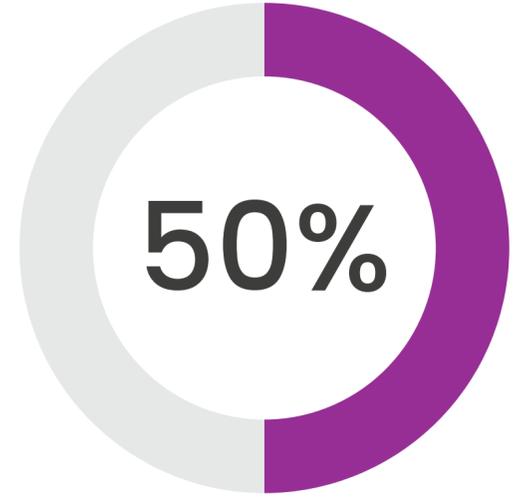




Did your organisation tender for projects in 2022?



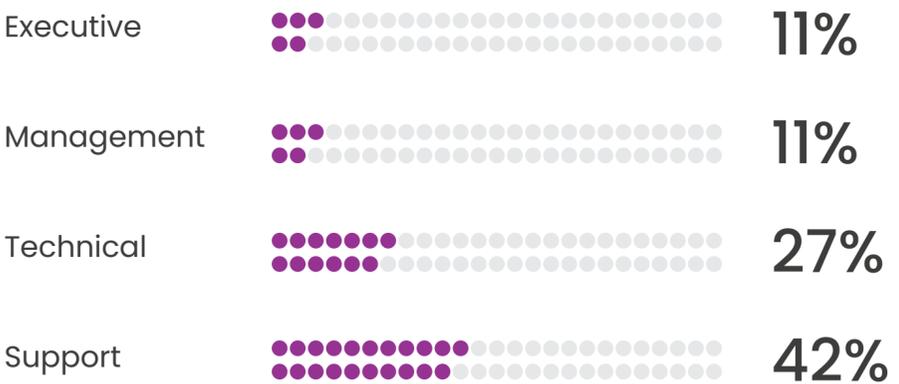
Of projects tendered for in 2022, approximately what percentage were successful?



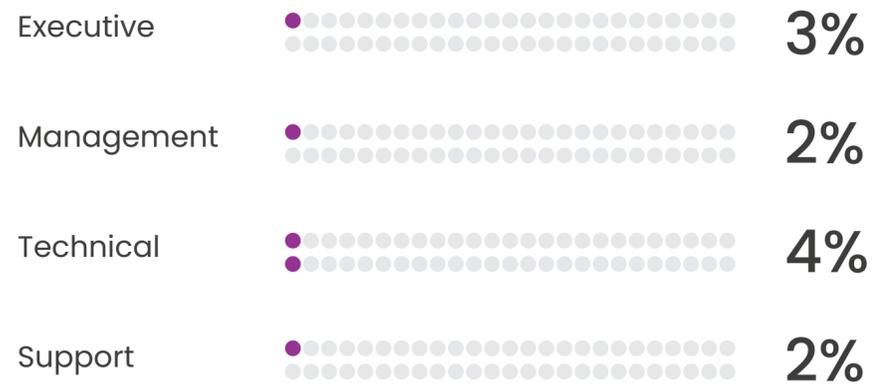


Human Resources & Talent

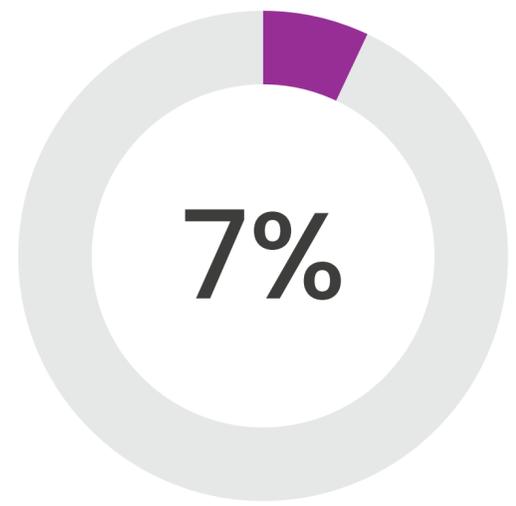
Approximately what percentage of your staff are female?



Approximately what percentage of your staff are employed on a part-time basis?

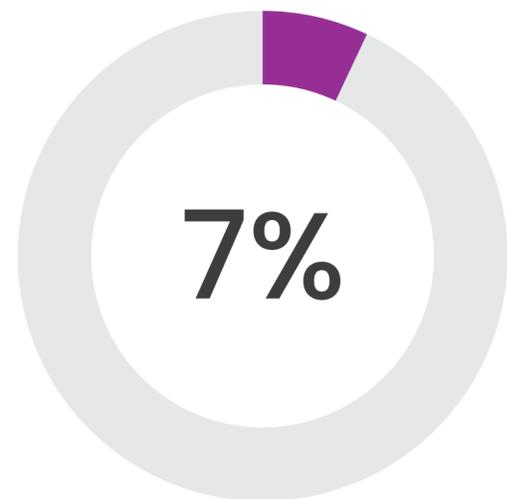


Approximately what percentage of your staff are employed on a contract/temporary basis?

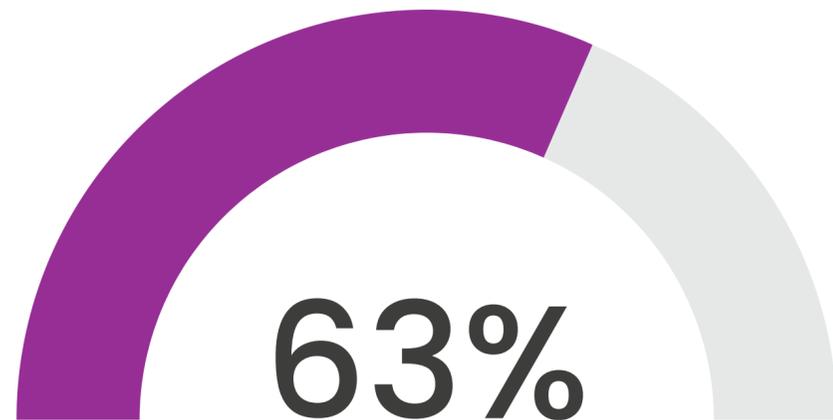




Approximately what percentage of staff employed are support staff?



Approximately what percentage of revenue is spent on wages*?



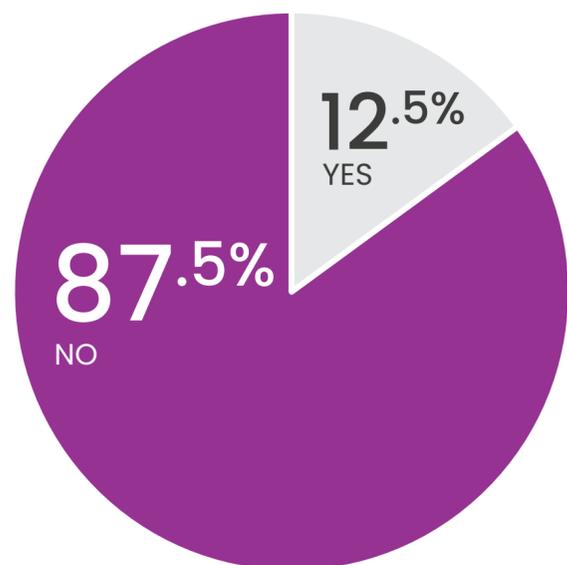
*Salary plus superannuation contribution

Do you pay overtime?





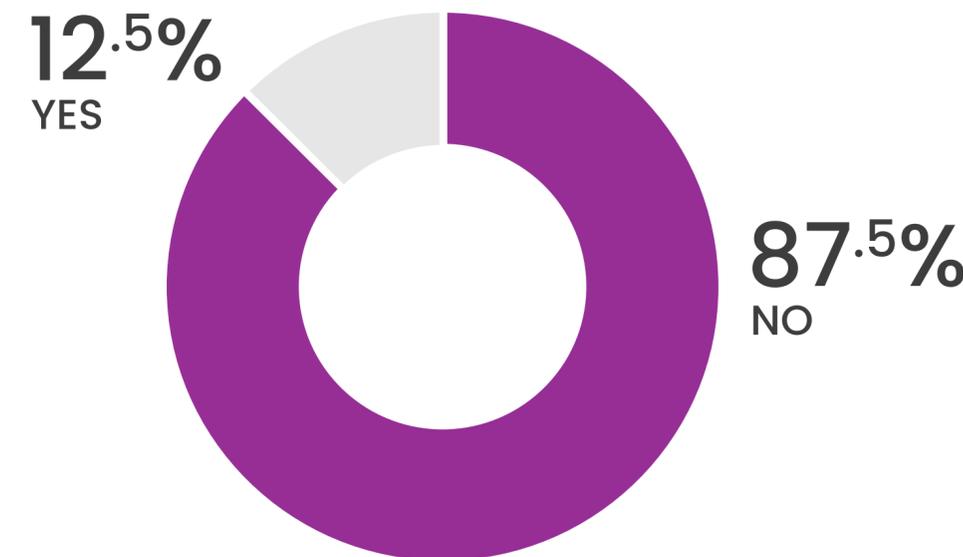
Are you currently pre-approved to provide visa sponsorship to employees?



Did you provide visa sponsorship to any new employees in 2022?

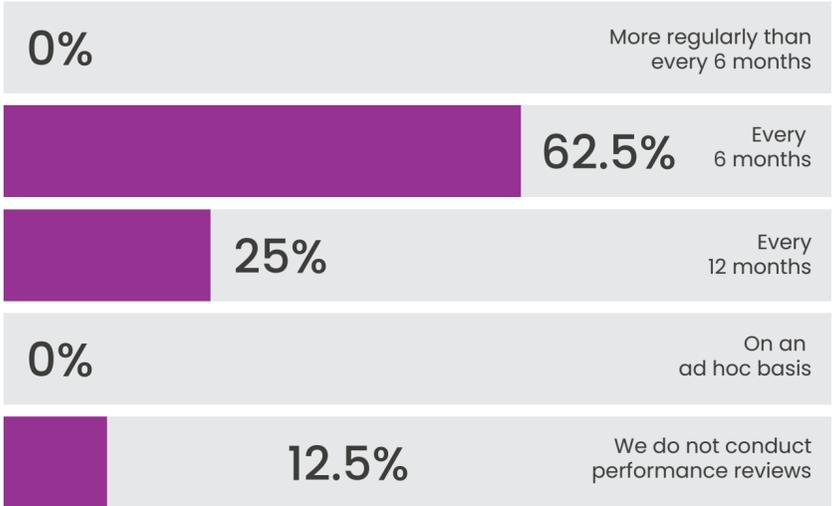


Do you intend to sponsor any new employees in 2023?

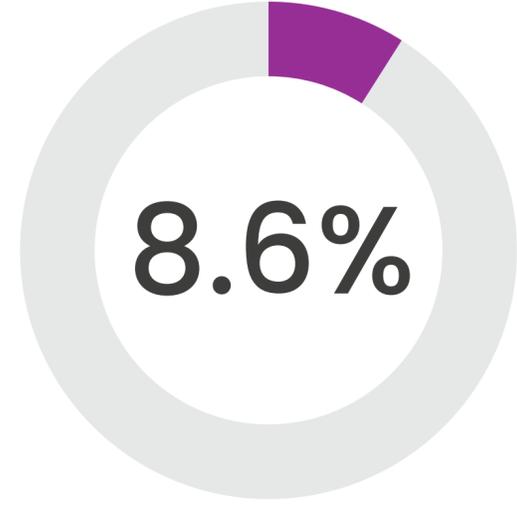




How often do you conduct performance reviews?

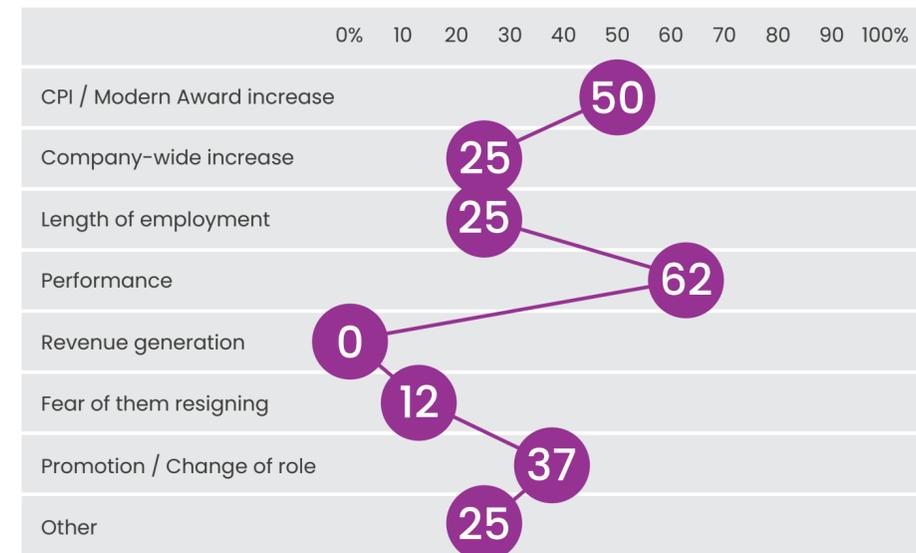


In your last round of reviews, what was the average percentage salary increase?



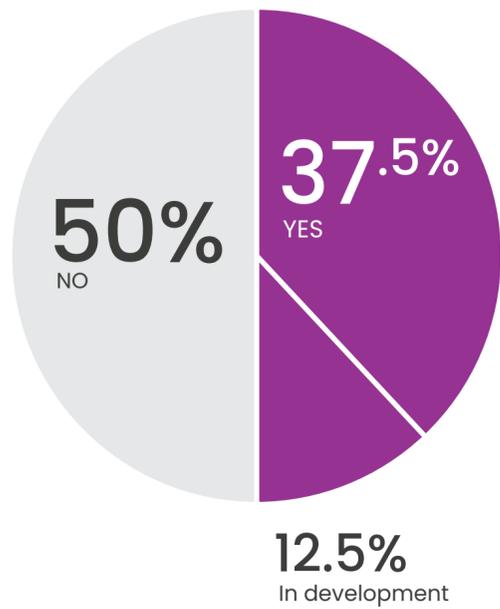
In their next round of reviews, respondents expect to increase salaries by an average of 5.4%.

Of those employees that received an increase in salary, what was the key reason?





To your knowledge, does your organisation have a diversity, equity and inclusion (DE&I) policy?

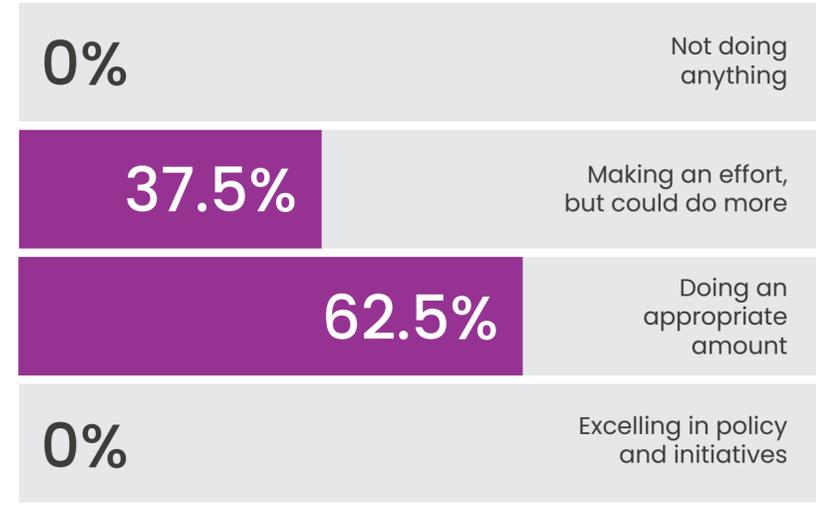


What initiatives are you currently offering through your DE&I policy

- Equality (Opportunity & Pay)
- Flexibility & Working From Home
- DE&I Training and Awareness
- Cultural Diversity and Celebration
- Parental Support
- Reconciliation Action Plan (RAP)
- Workplace Accessibility & Inclusion

The results above represent the top responses, based on the free-text answers we received across all industries surveyed.

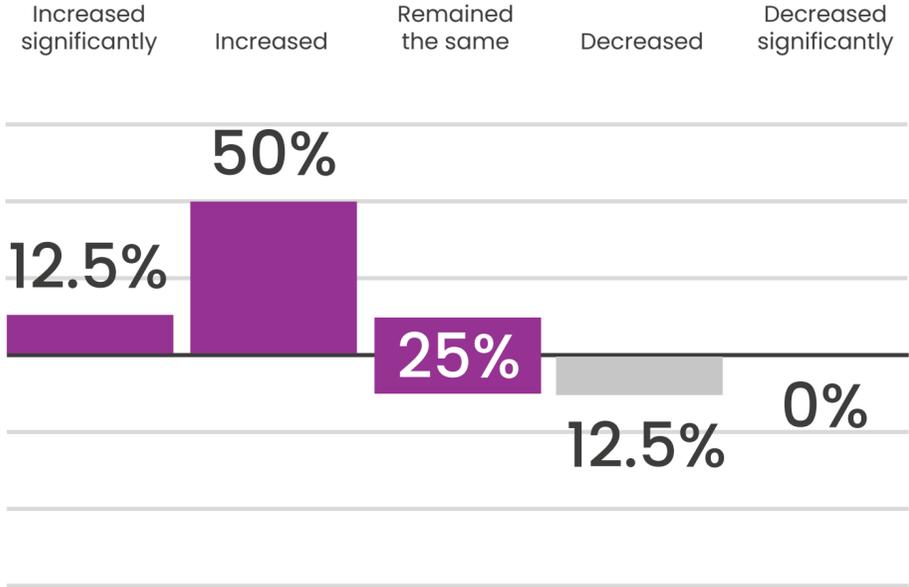
Regarding DE&I, do you feel your organisation is:



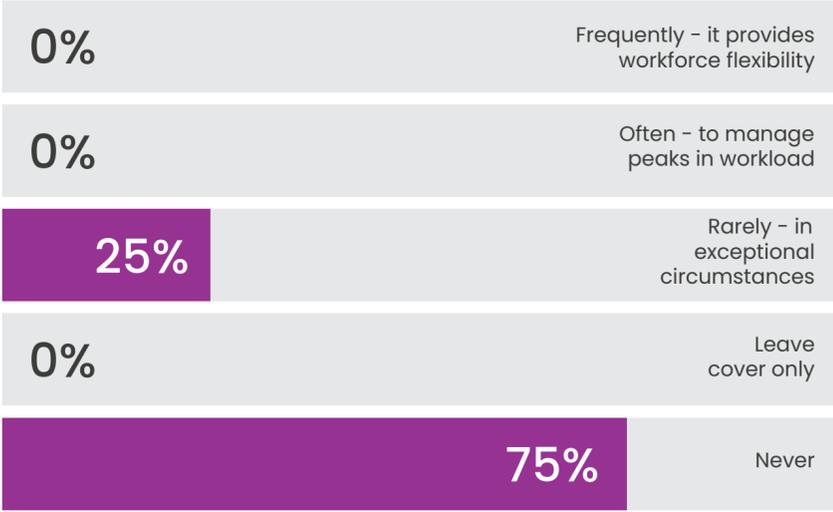


Recruitment & Retention

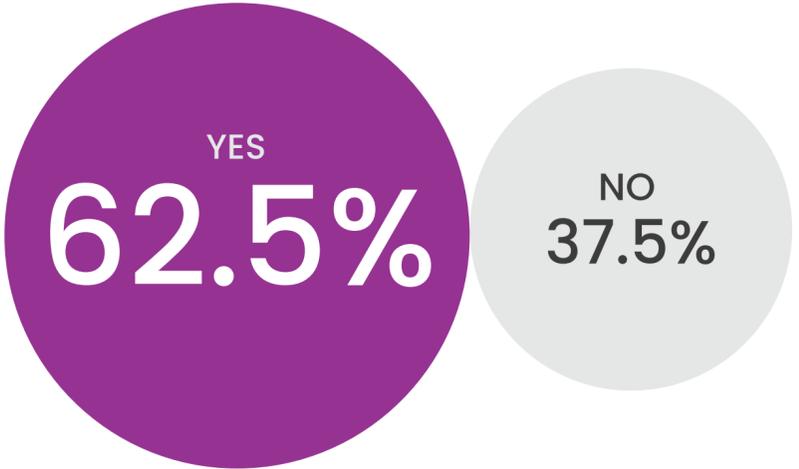
In 2022, staff numbers within your organisation:



How often did you employ temporary/contract staff in 2022?

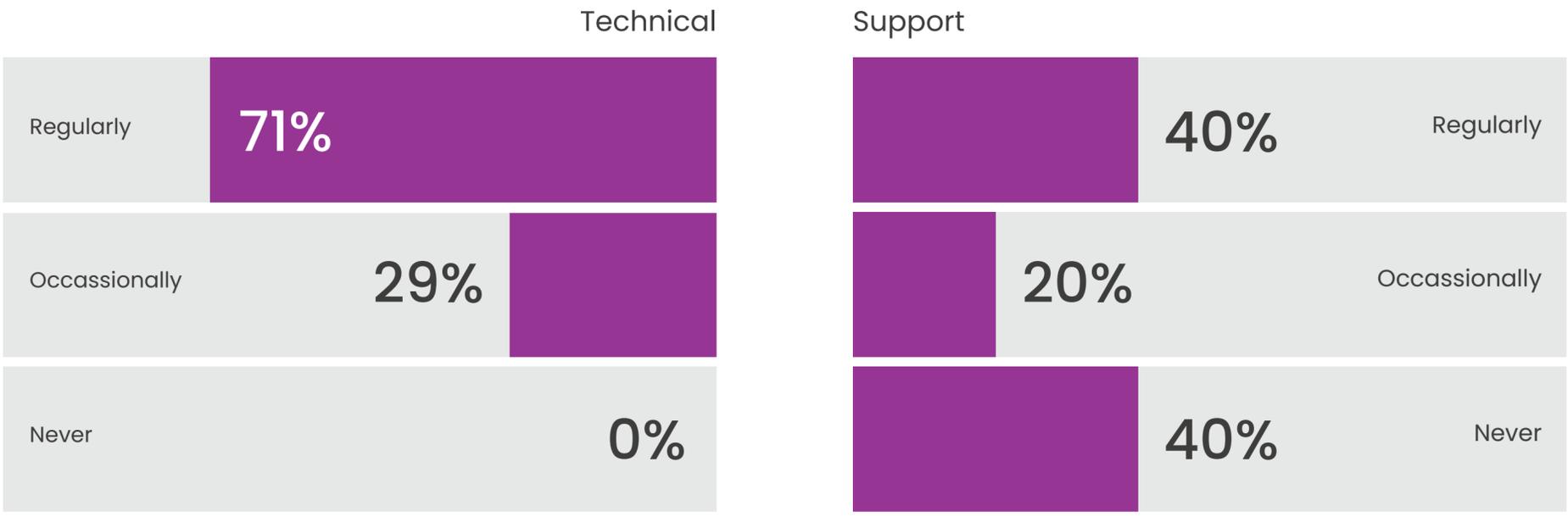


Did you recruit any graduates in 2022?

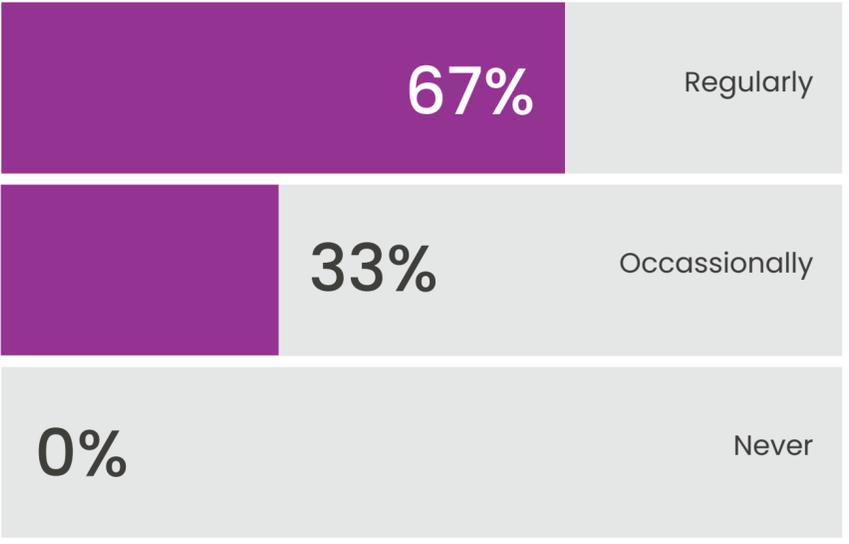




If you hired in 2022, did you experience difficulty in sourcing professionals without outside assistance (i.e. through a recruiter)?

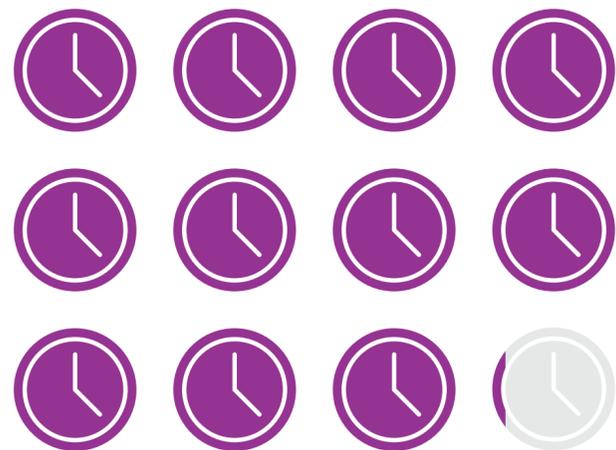


If you hired in 2022, did you have to pay higher salaries than you expected to in order to attract the right candidate?



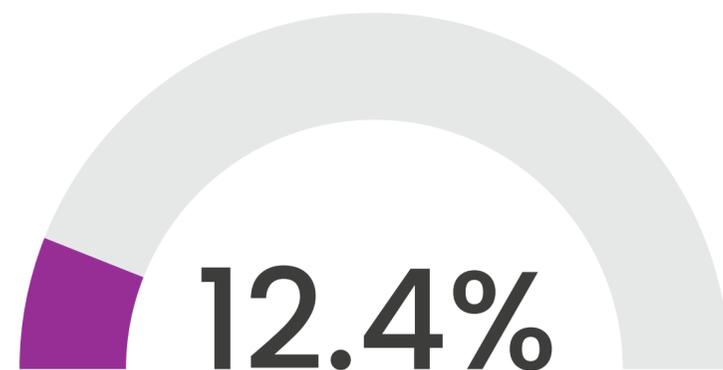


If you hired staff in 2022, on average how many weeks did it take to fill roles – from starting the search, to the employee starting their role?



11.1 weeks

Approximately what percentage of your total permanent staff resigned from their role in 2022?

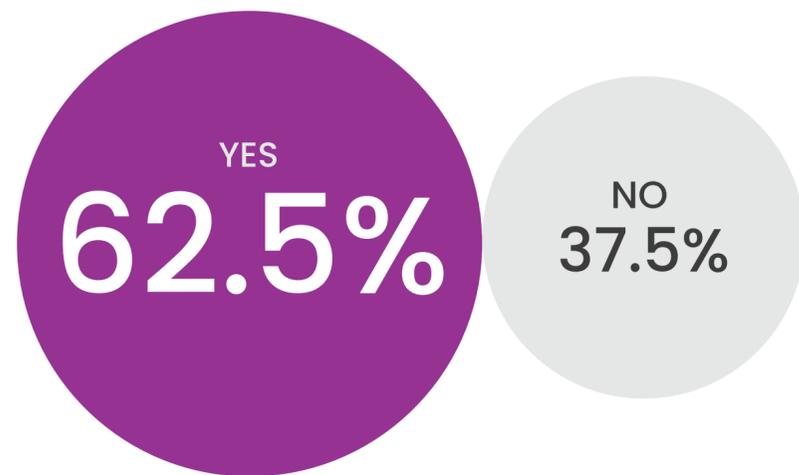


What are the most common reasons for staff resigning?

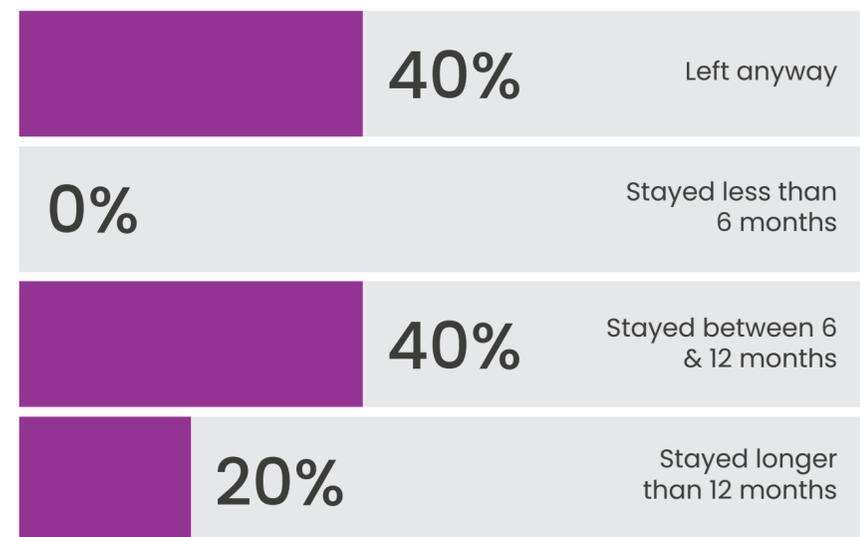




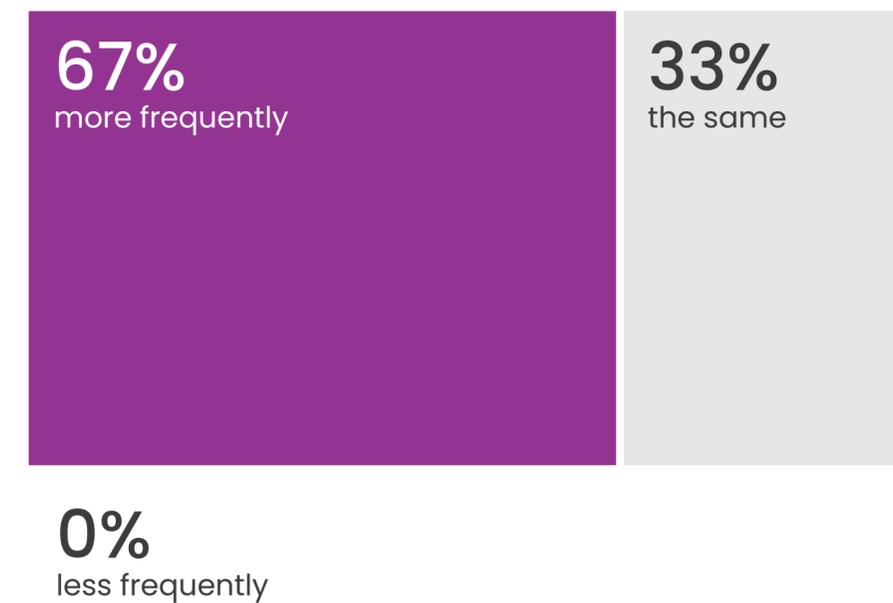
Did you counter offer any departing staff in 2022?



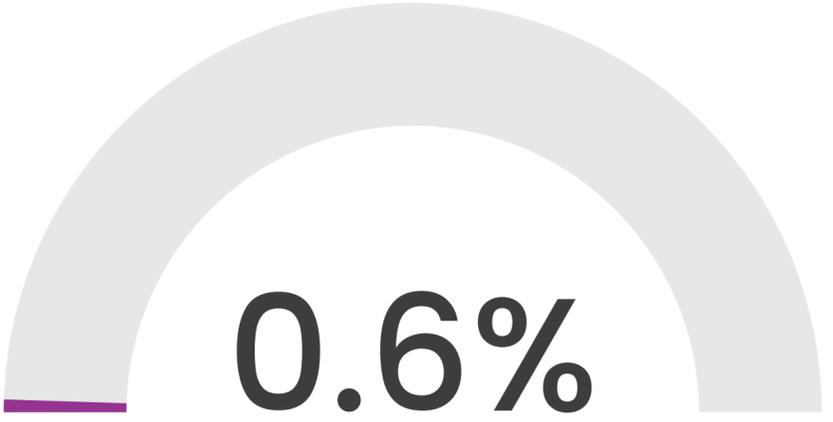
Of those counter offered, they:



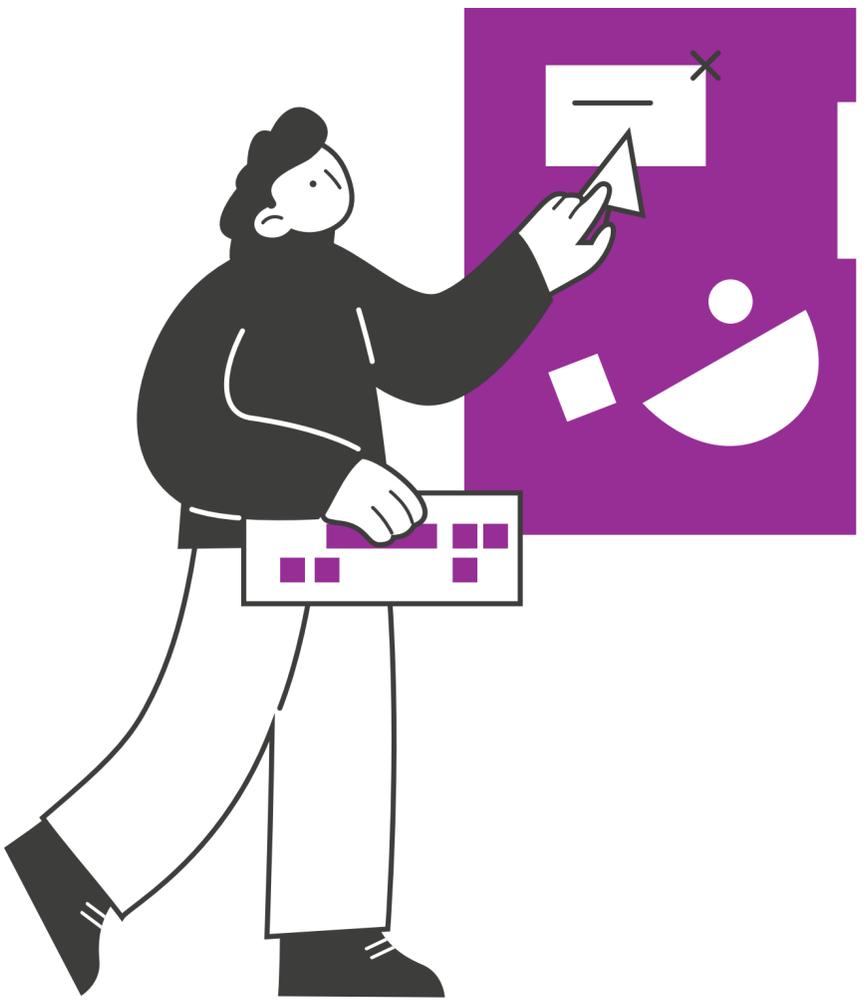
Compared to previous years, in 2022 did you counter offer staff:



Approximately what percentage of your staff were made redundant in 2022?

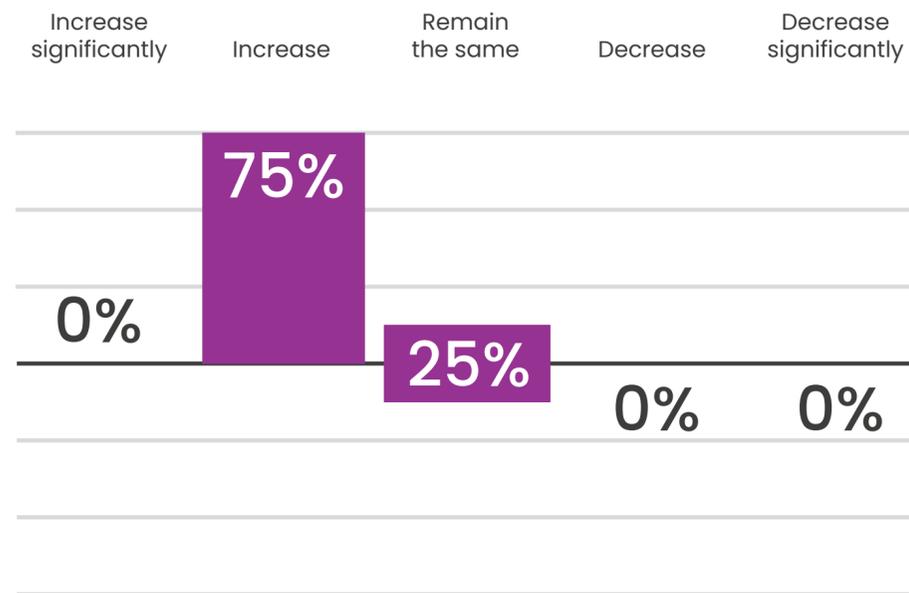


Did you enforce reduced work hours for any permanent employees during 2022, due to reduced workload?

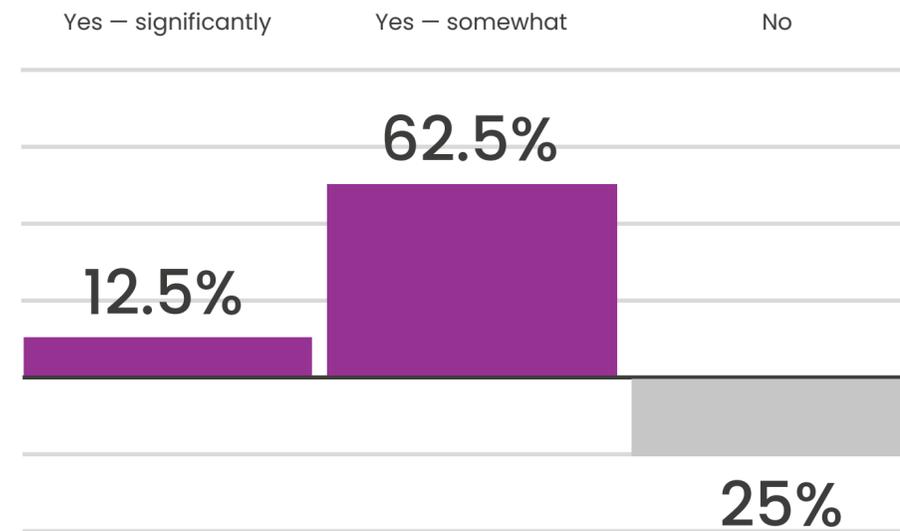




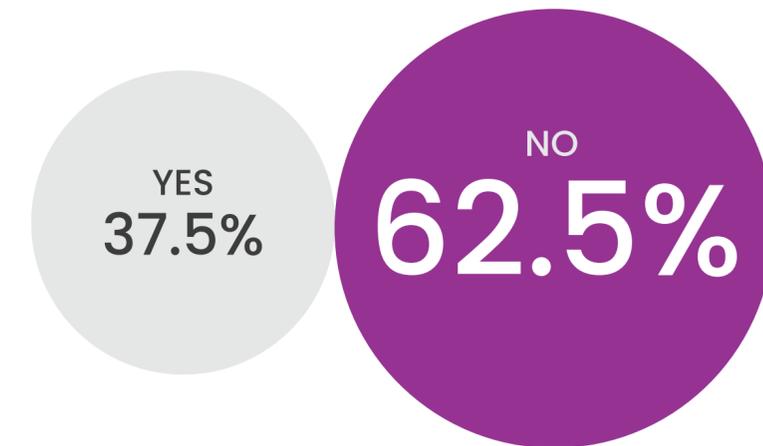
In 2023, you expect staff numbers to:



Do you think skills shortages are likely to impact the effective operation of your organisation in 2023?



Do you currently have the talent required to deliver your organisation's objectives in 2023?



Flexibility & Benefits

Do you offer any of the following monetary employee benefits?

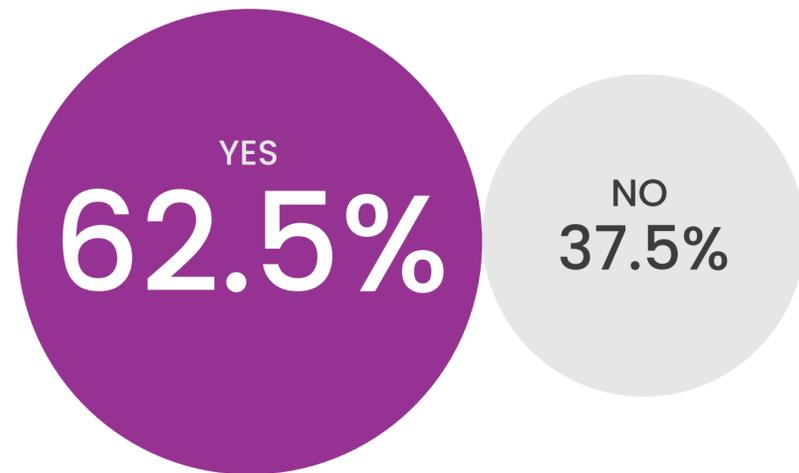
	Executive	Mgmt	Technical	Support
Car / Car Allowance	33%	50%	33%	0%
Parking	83%	17%	33%	33%
Additional Superannuation	50%	17%	17%	17%
Insurance	17%	0%	0%	0%
Salary Sacrifice	83%	83%	83%	83%
Bonuses	83%	83%	67%	50%
Profit Share	83%	0%	17%	0%
Financial Support for Study	67%	50%	50%	67%
Additional Paid Parental Leave	33%	33%	33%	33%

Do you offer any of the following non-monetary employee benefits?

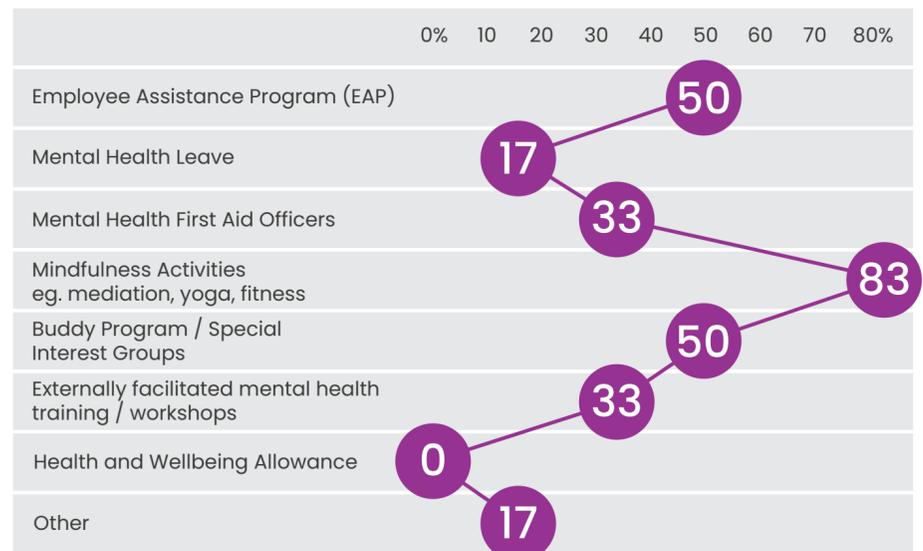




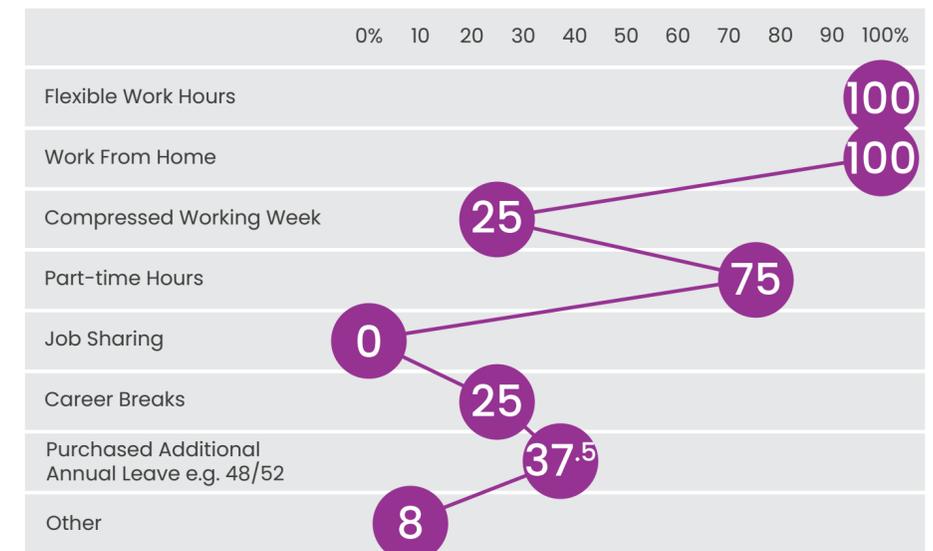
Do you offer any health & wellbeing initiatives or practices?



If yes, which of the following health and wellbeing initiatives have you implemented?

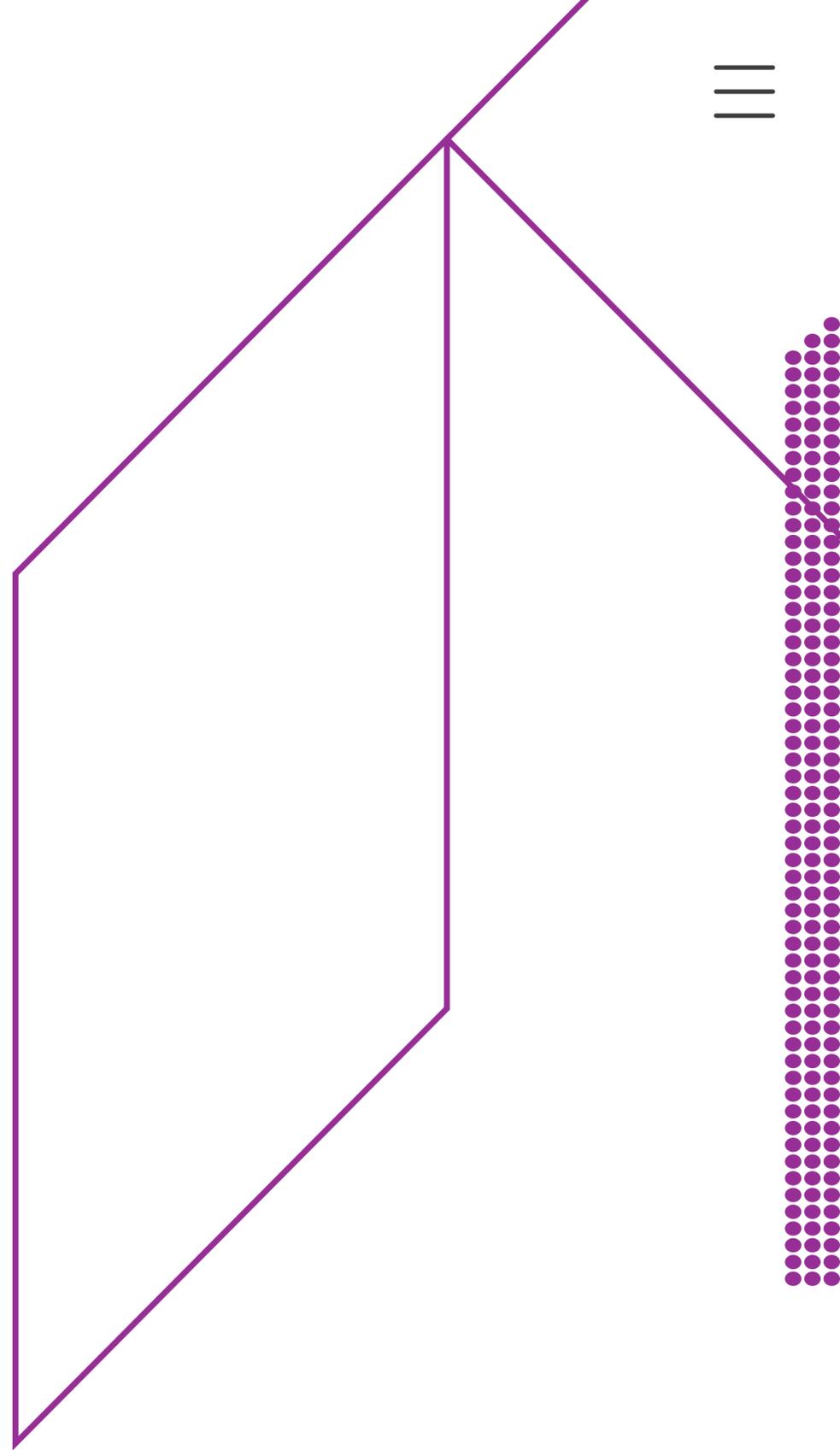
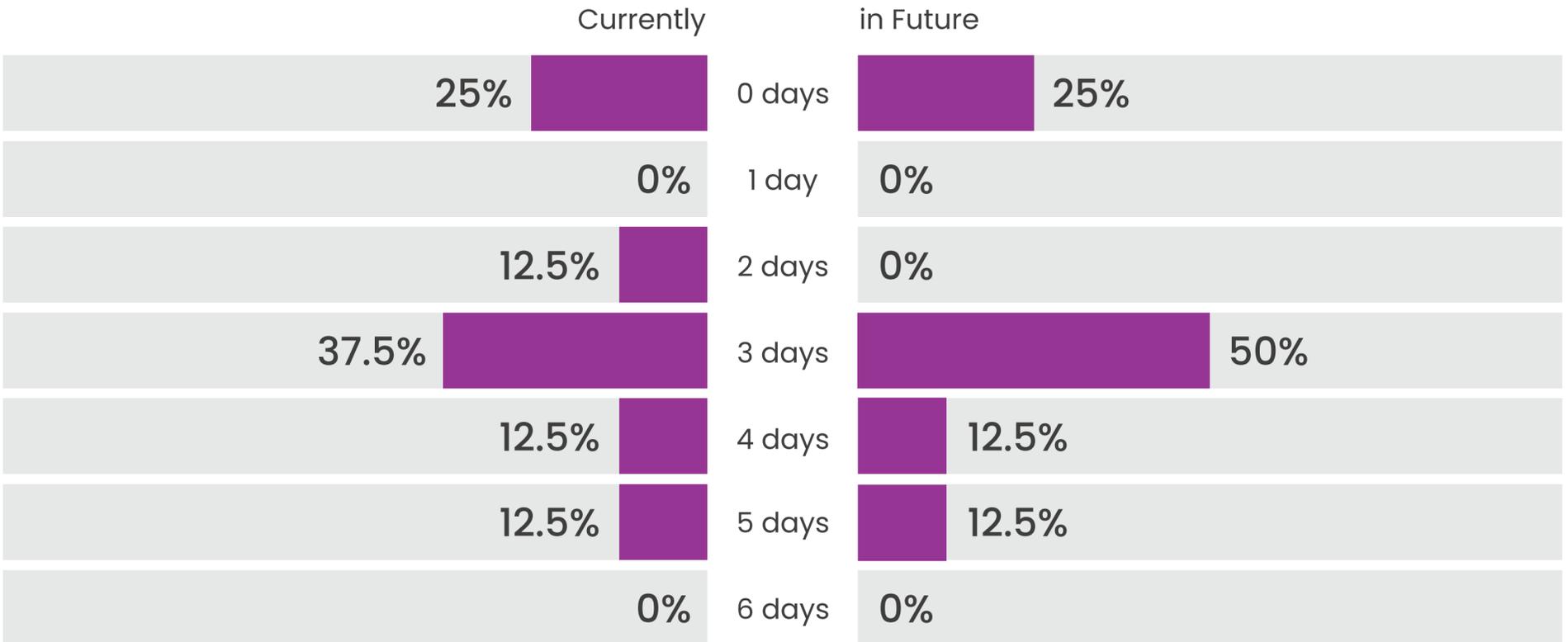


Do you offer any of the following flexible workplace practices?





How many days per week do you require staff to work in the office?

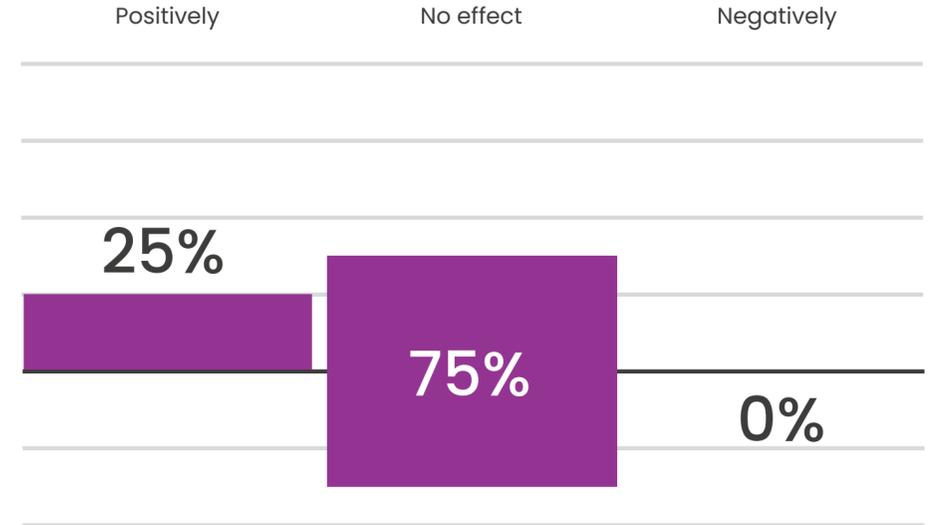


If you are offering a hybrid model (1-4 days in the office), are there specific days that staff need to work in the office?



YES — We specify particular days
NO — We are flexible with the days

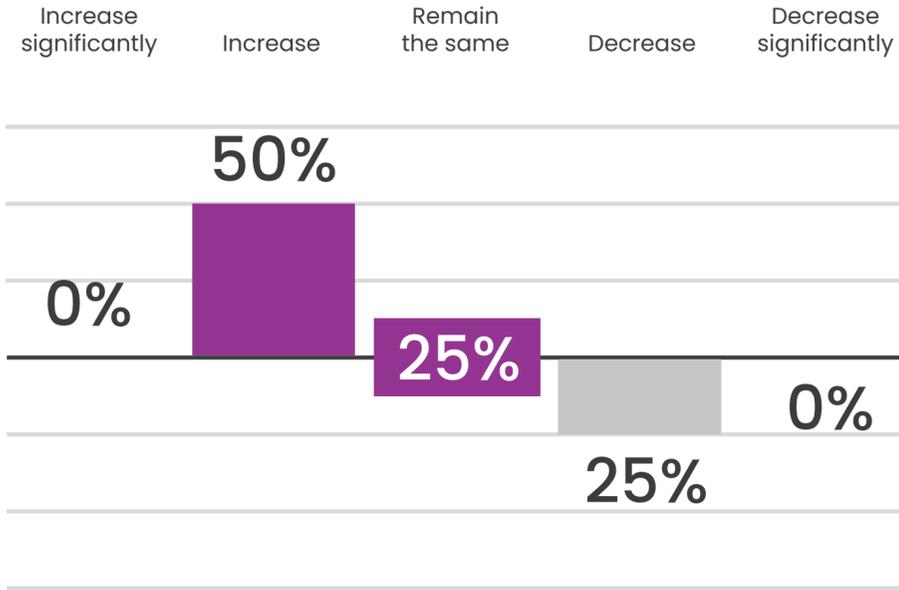
If you offer hybrid working, how has it affected the productivity of your staff?



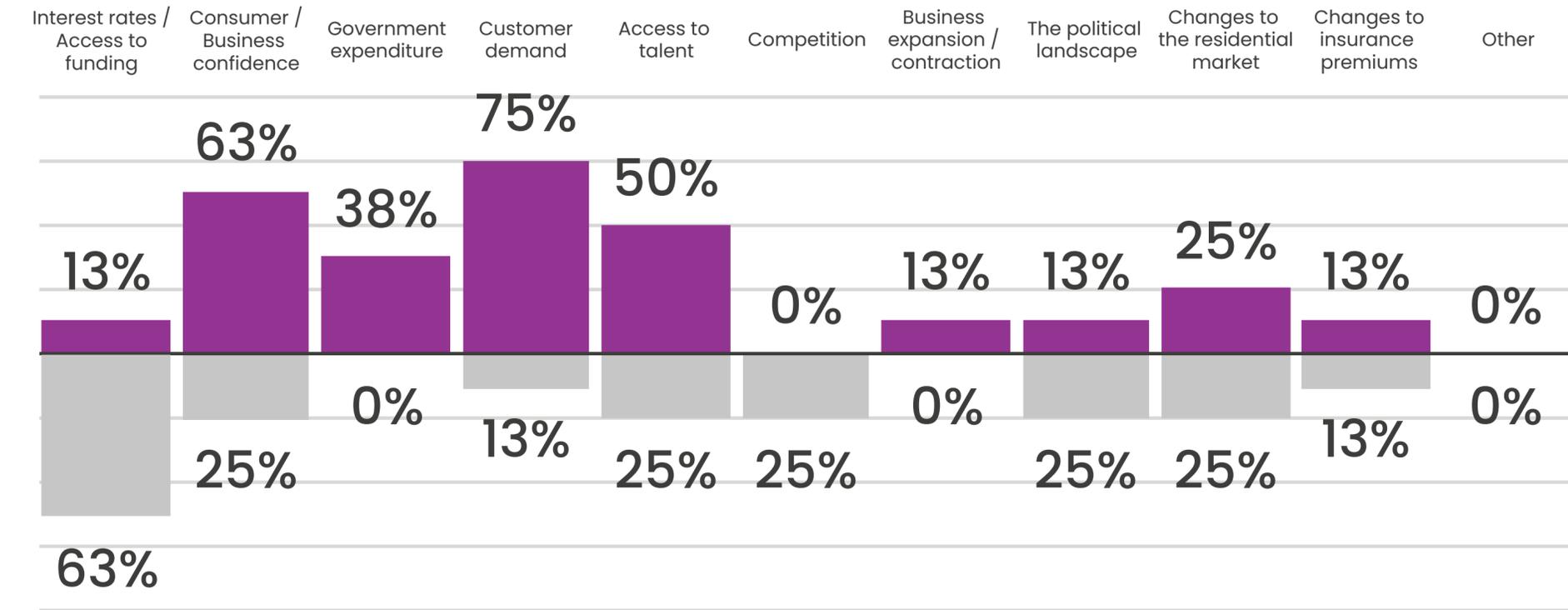


The Future

Compared to 2022, do you expect business activity in 2023 to:

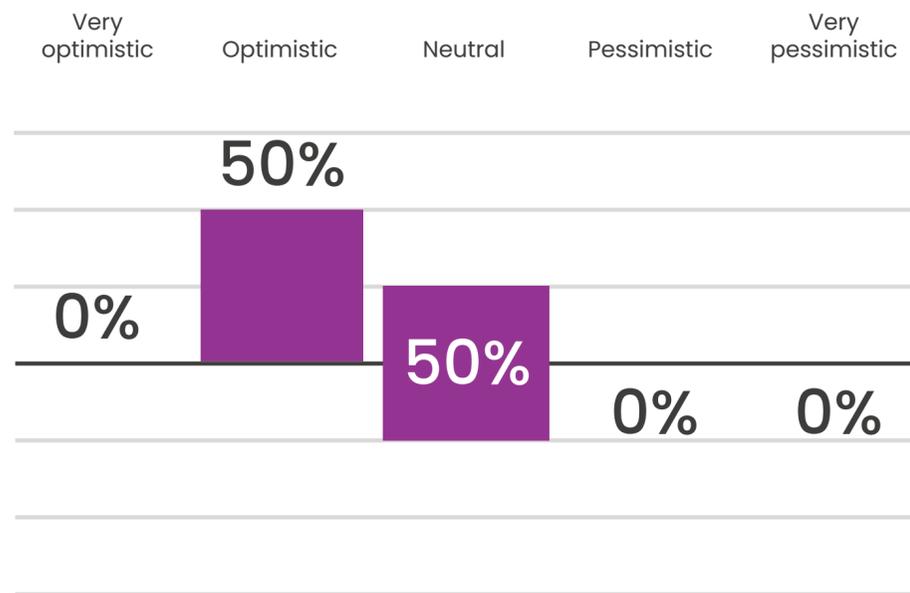


What do you predict will have the biggest positive or negative impacts on business levels in 2023?





How optimistic are you about market conditions over the next 2 years?



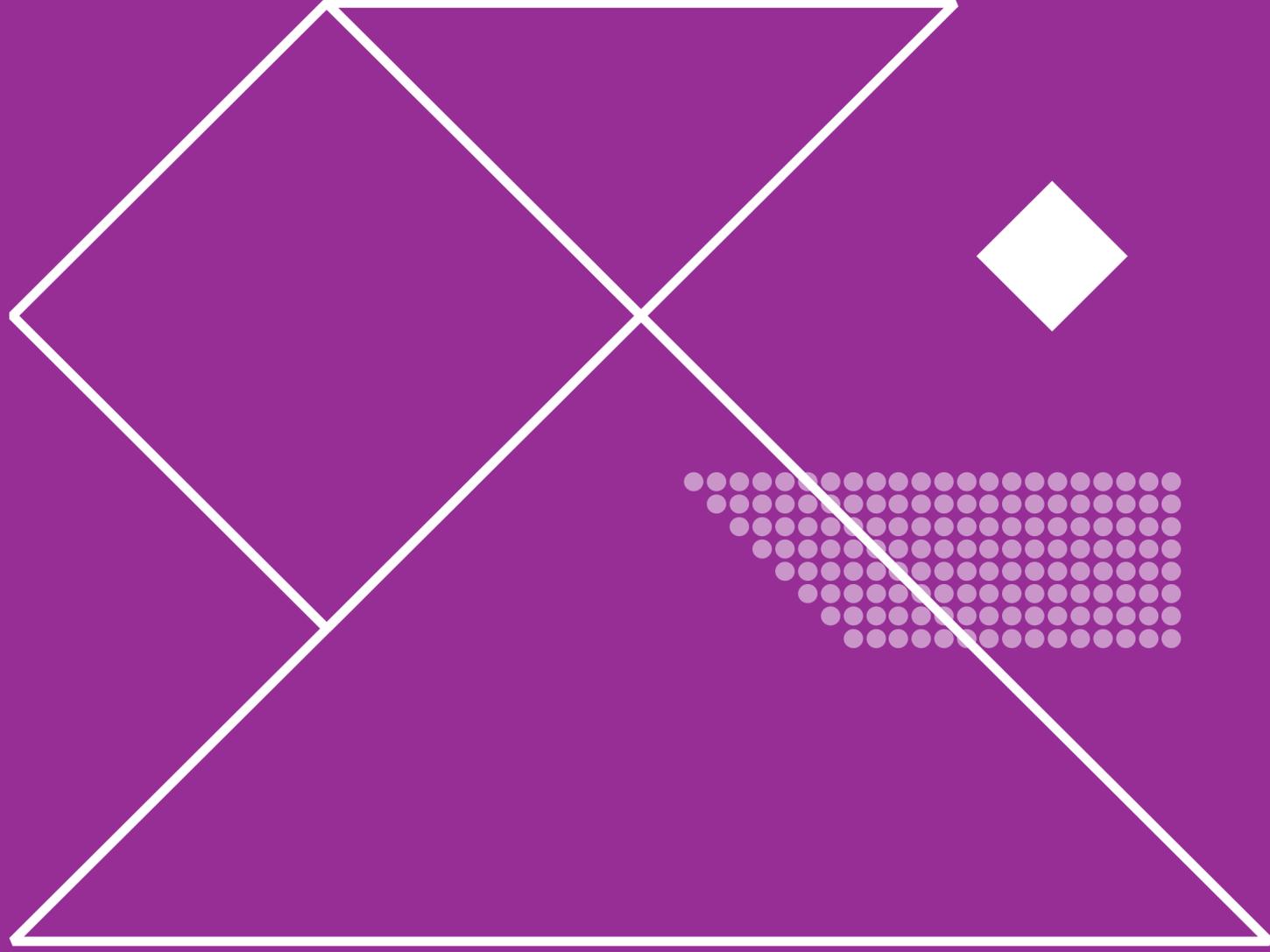
Project management firms report the highest proportion of annual revenue spent on employee wages at 63%, edging out engineering consultancies at 59%.



PROJECT MANAGEMENT

Salary Levels & Tables

Project Manager



2023

PROJECT MANAGEMENT

Salary levels

Project Management Consulting

	RESPONSIBILITIES	ESTIMATED EXPERIENCE	EXAMPLE JOB
LEVEL 1	Assist with documentation, tenders, and exposure to contract administration.	Undergraduate / part-time or no professional experience	Graduate
LEVEL 2	Minor liaison with external consultants. Assisting project team with documentation, may attend and minute PCG meetings.	Circa 1 - 5 years	Assistant Project Manager
LEVEL 3	Starting to take lead role on smaller projects or possibly package lead on bigger projects. Lead PCG meetings, support senior project team.	Circa 5 - 10 years	Project Manager
LEVEL 4	Extended Project responsibilities. Managing a project team and external stakeholders. May have business development requirements.	Circa 8 - 15 years	Senior Project Manager
LEVEL 5	Highly skilled Project Manager taking lead role on projects, leading full delivery team and involved with business development. Acting as Project Director/Lead managing projects to completion and performing project reviews. Responsibilities may also involve resourcing, staff reviews and budgeting.	Circa 15+ years	Project Director
LEVEL 6	Experienced professional leading a consultancy or specialist division, Project Director overseeing business development, tender and fee submissions and strategic direction for projects and the overall business.	Circa 15+ years	Director

All salaries listed in the 2023 PACE survey refer to the total remuneration packages and are inclusive of all benefits such as superannuation, motor vehicles, etc. Average salary represents the median salary reported by respondents; the low & high salary representing the lower and upper quartile of responses, respectively.

Project Management

	LOW	AVERAGE	HIGH
LEVEL 1	\$57,000	\$67,000	\$75,000
LEVEL 2	\$77,500	\$87,500	\$97,500
LEVEL 3	\$112,500	\$127,500	\$142,500
LEVEL 4	\$145,000	\$160,000	\$177,500
LEVEL 5	\$157,500	\$195,000	\$210,000
LEVEL 6	\$205,000	\$245,000	\$260,000

PLANNING

Industry Facts

- Company Demographics
- Business Activity
- Human Resources & Talent
- Recruitment & Retention
- Flexibility & Benefits
- The Future

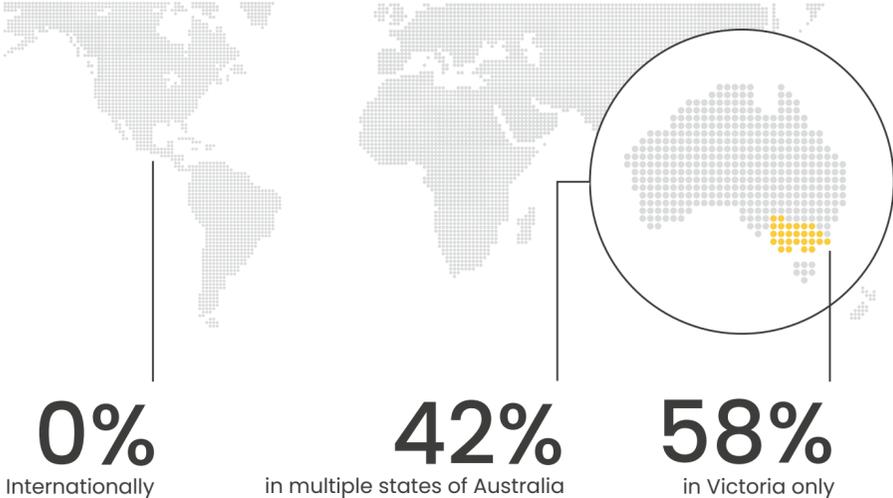


2023

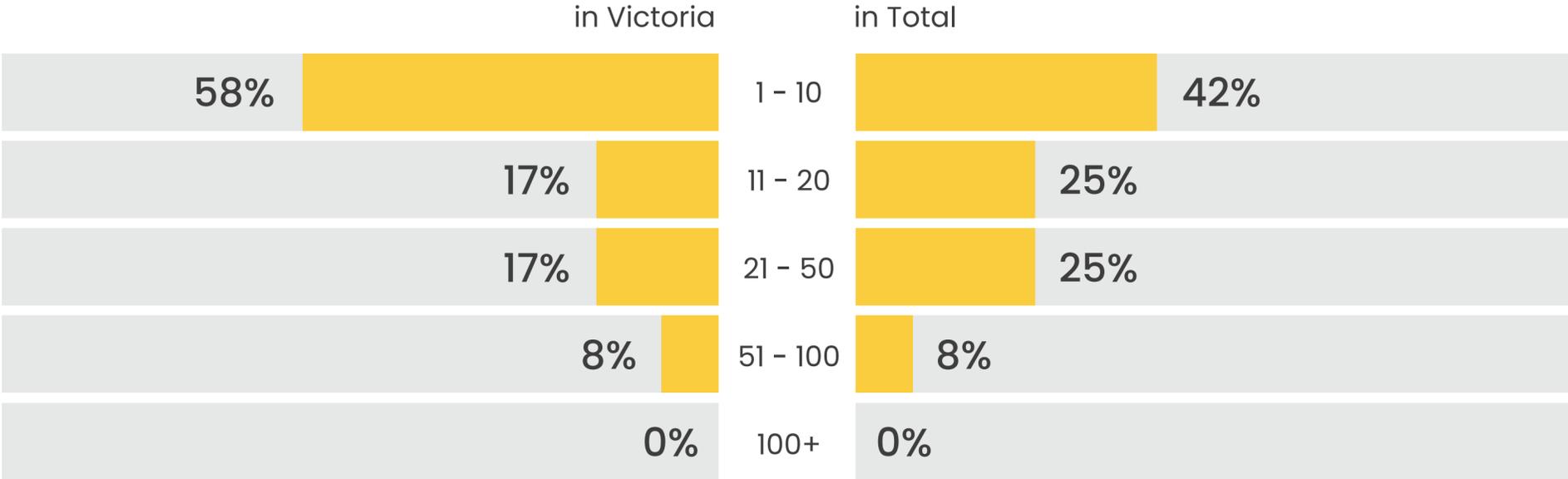
PLANNING

Company Demographics

Where does your organisation operate?



How many people does your organisation employ?

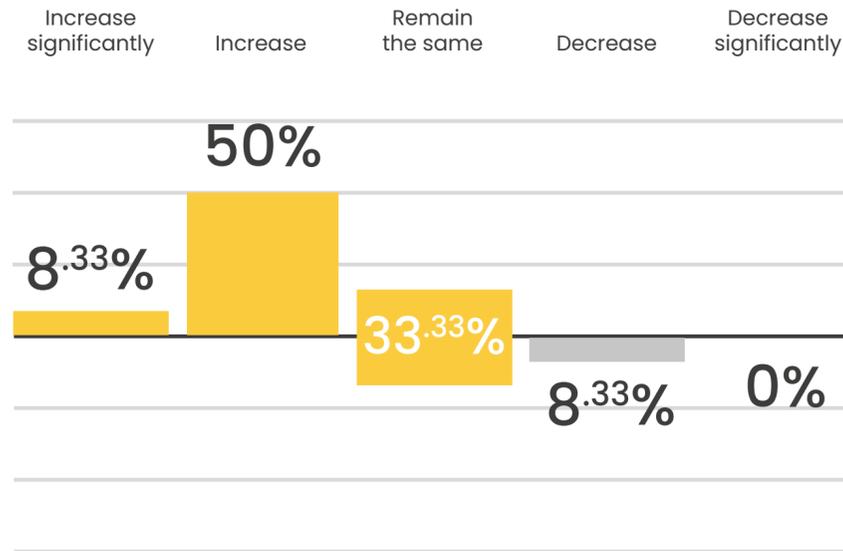


The average number of Victorian-based employees was 18.

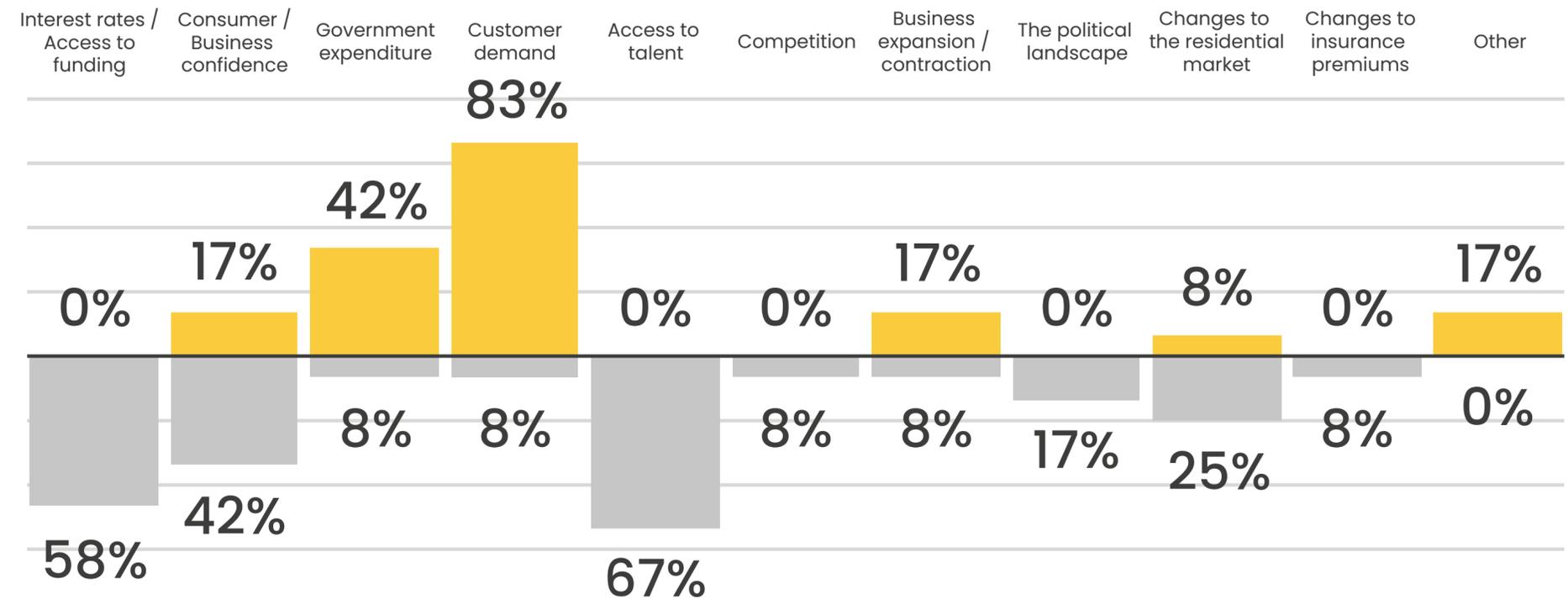
The average company size of the organisations surveyed was 21 employees.

Business Activity

Compared to 2021, did business activity in 2022:

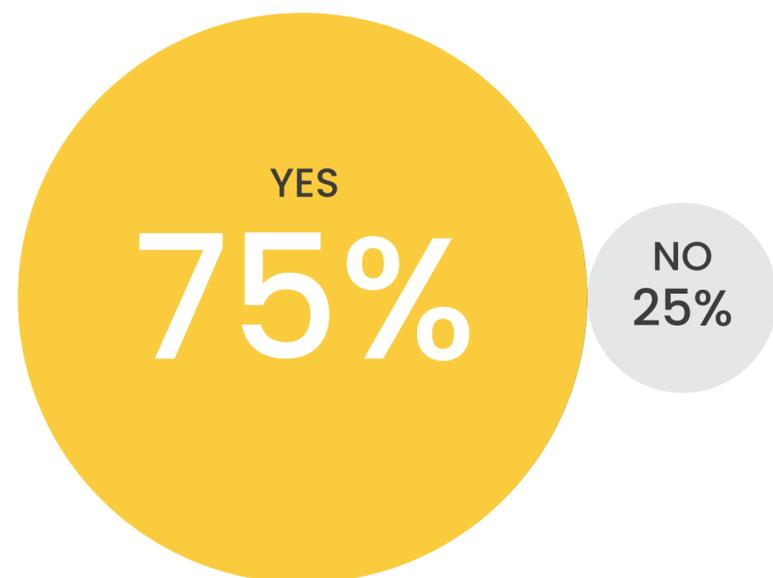


What has had significant positive or negative impacts on business levels in 2022?

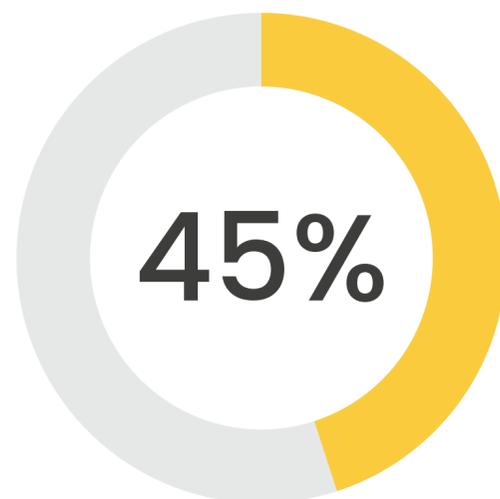




Did your organisation tender for projects in 2022?



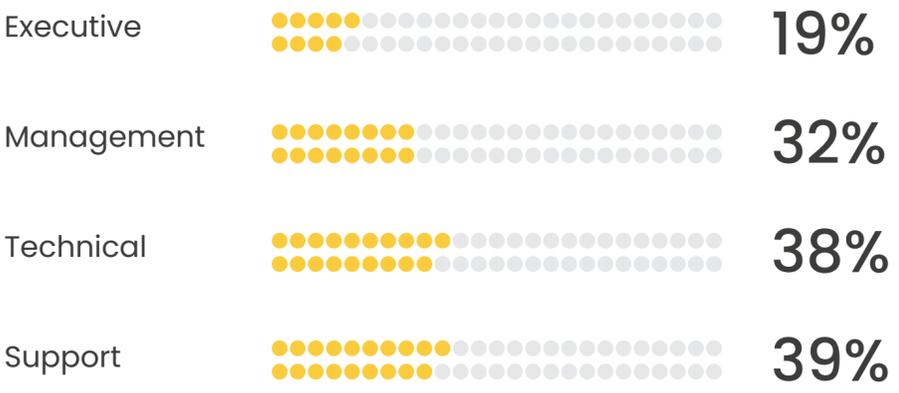
Of projects tendered for in 2022, approximately what percentage were successful?



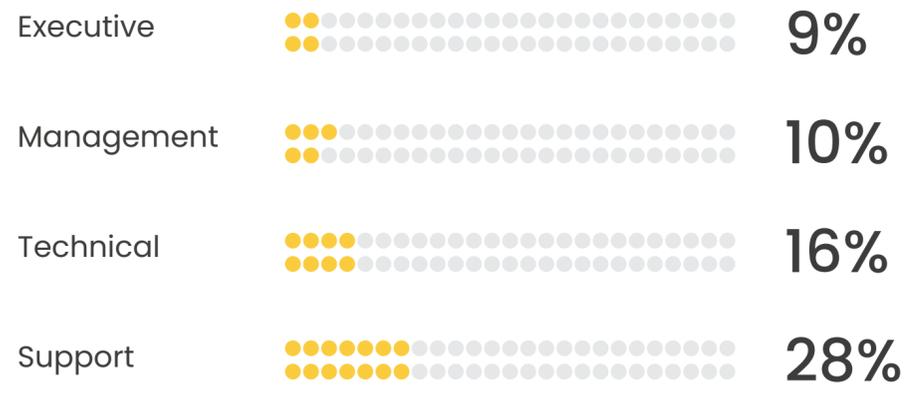


Human Resources & Talent

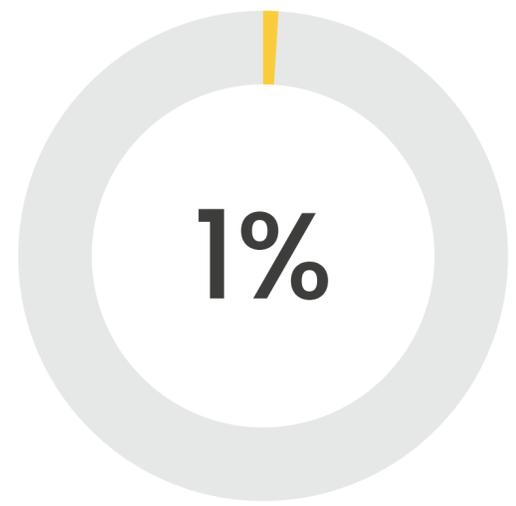
Approximately what percentage of your staff are female?



Approximately what percentage of your staff are employed on a part-time basis?

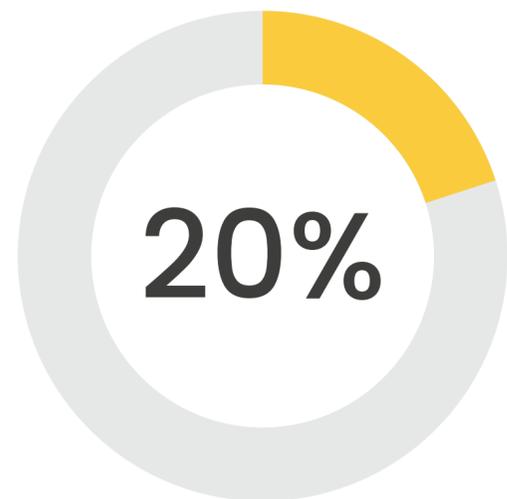


Approximately what percentage of your staff are employed on a contract/temporary basis?

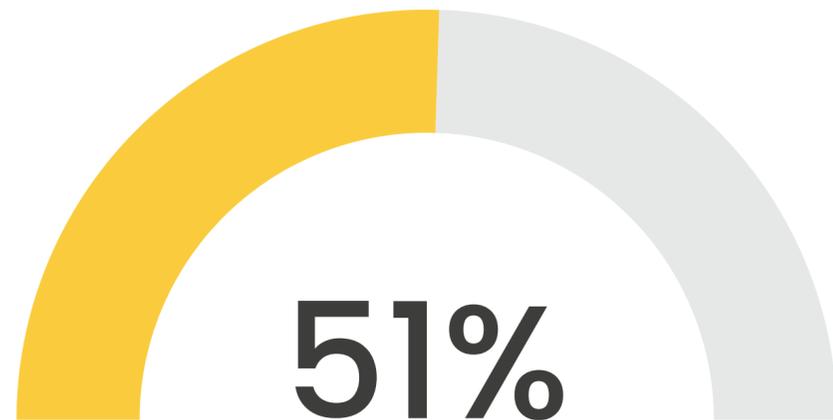




Approximately what percentage of staff employed are support staff?

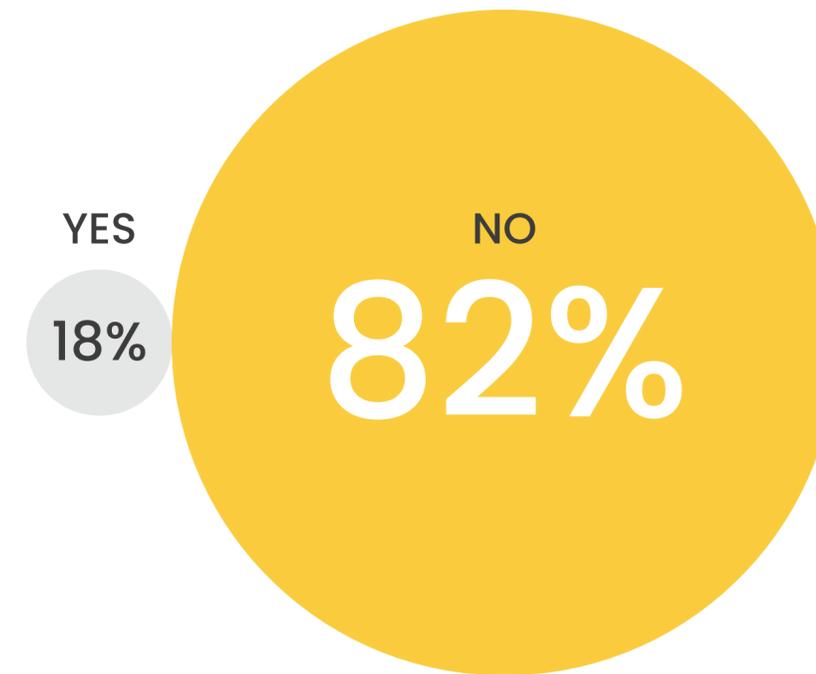


Approximately what percentage of revenue is spent on wages*?



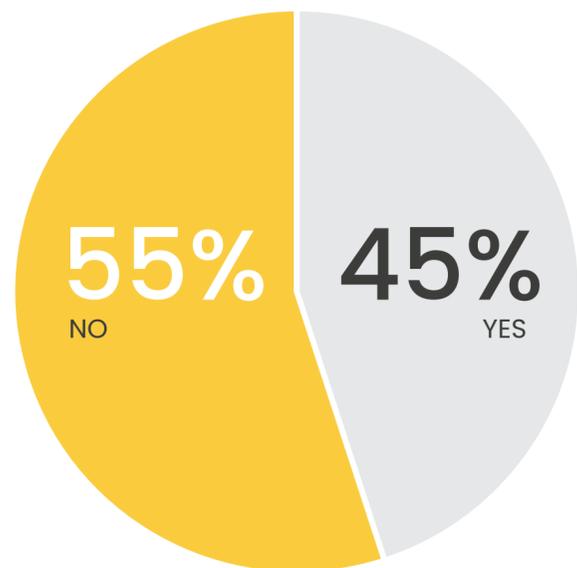
*Salary plus superannuation contribution

Do you pay overtime?

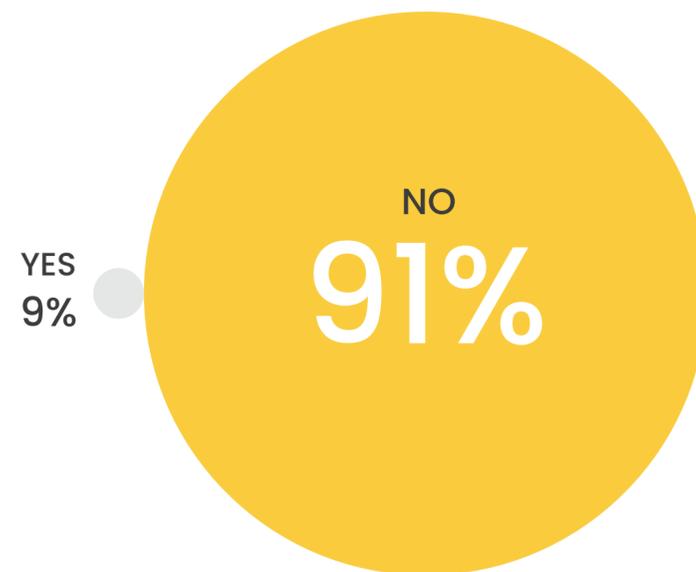




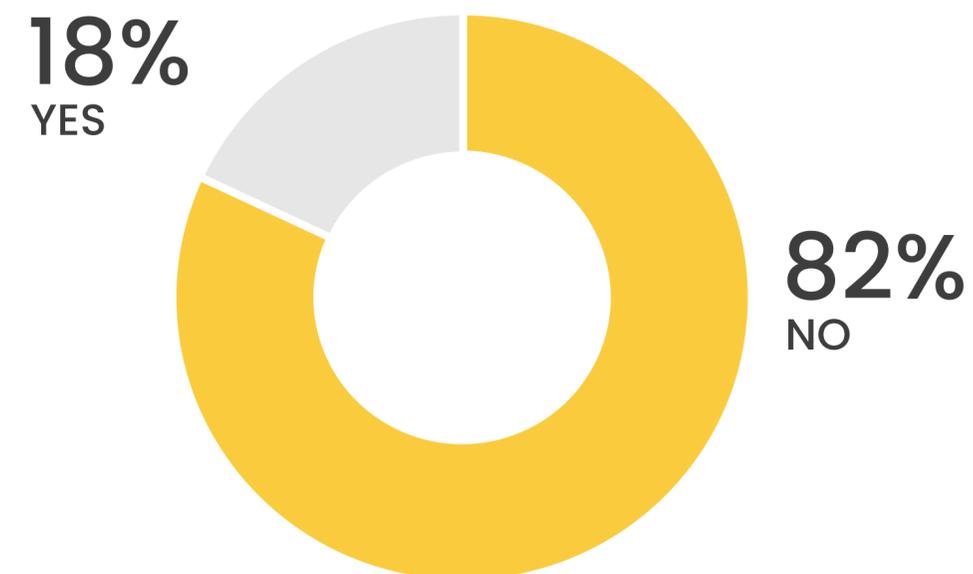
Are you currently pre-approved to provide visa sponsorship to employees?



Did you provide visa sponsorship to any new employees in 2022?

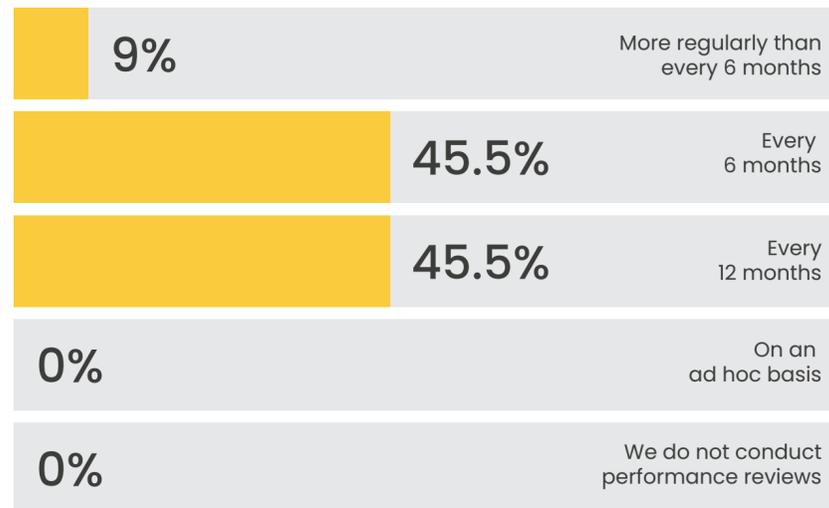


Do you intend to sponsor any new employees in 2023?

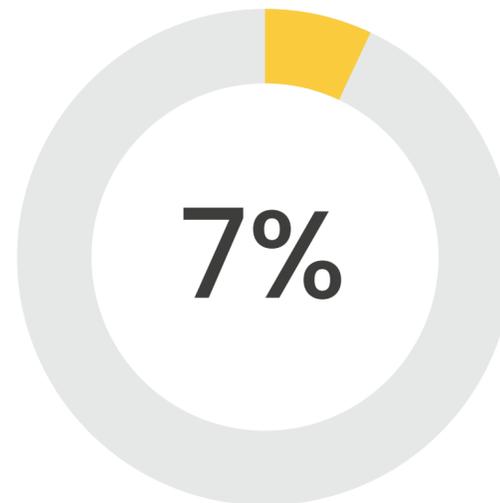




How often do you conduct performance reviews?

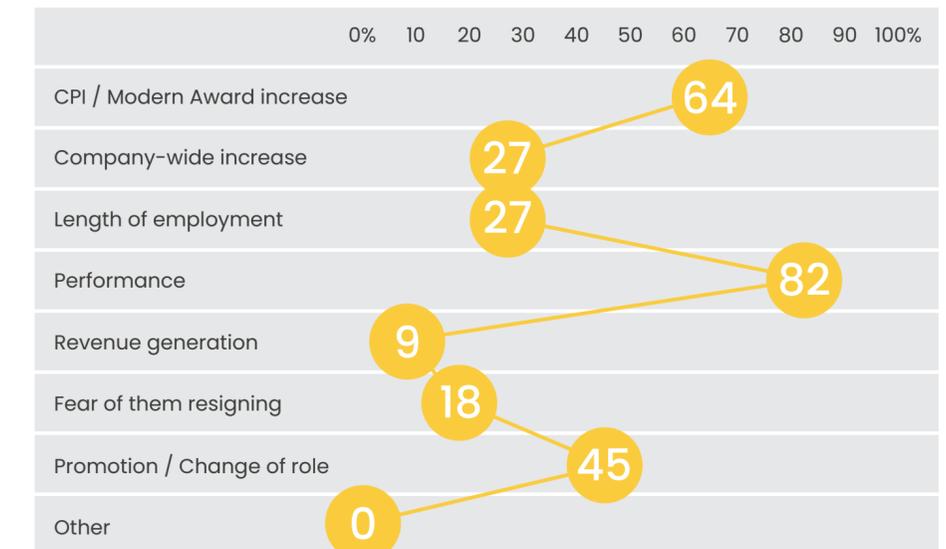


In your last round of reviews, what was the average percentage salary increase?



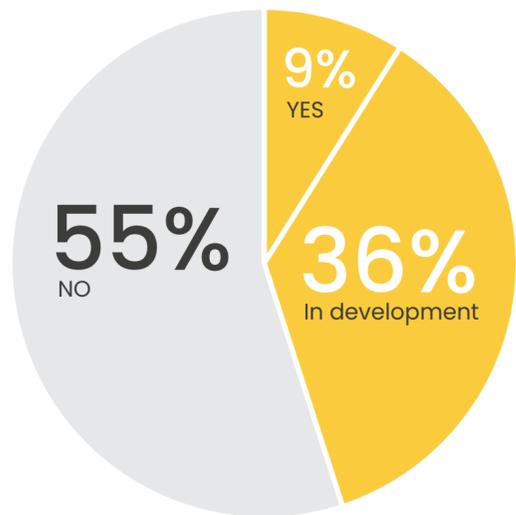
In their next round of reviews, respondents expect to increase salaries by an average of 4.6%.

Of those employees that received an increase in salary, what was the key reason?





To your knowledge, does your organisation have a diversity, equity and inclusion (DE&I) policy?



What initiatives are you currently offering through your DE&I policy

- Equality (Opportunity & Pay)**
- Flexibility & Working From Home**
- DE&I Training and Awareness**
- Cultural Diversity and Celebration**
- Parental Support**
- Reconciliation Action Plan (RAP)**
- Workplace Accessibility & Inclusion**

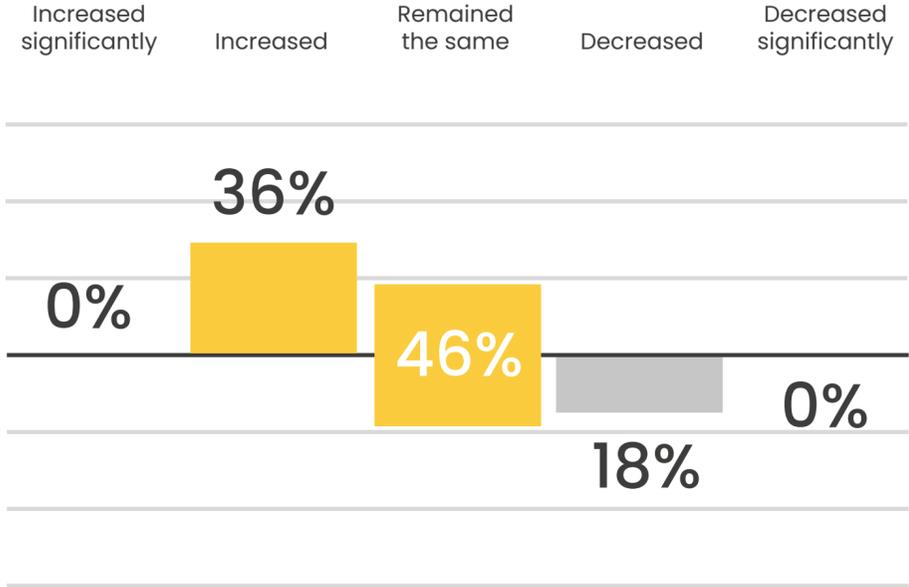
The results above represent the top responses, based on the free-text answers we received across all industries surveyed.

Regarding DE&I, do you feel your organisation is:

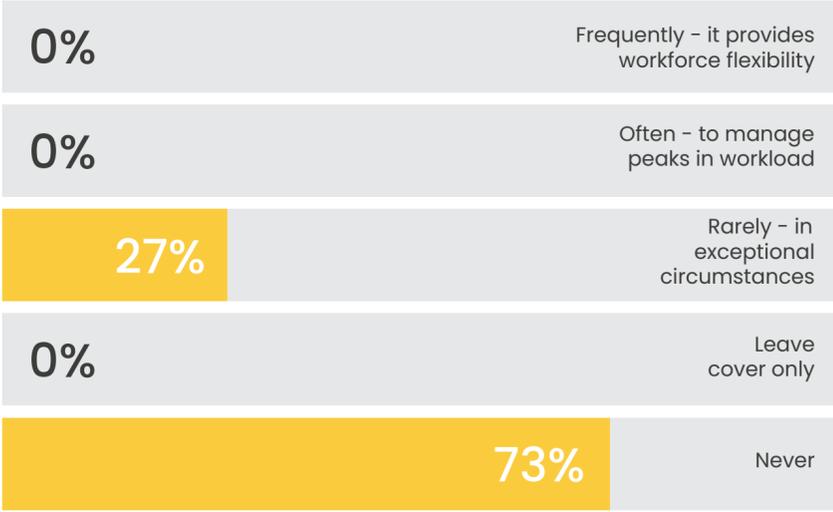


Recruitment & Retention

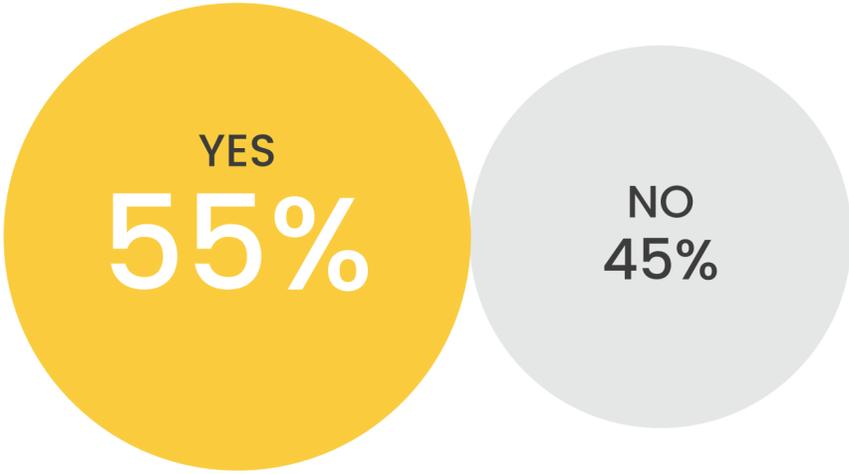
In 2022, staff numbers within your organisation:



How often did you employ temporary/contract staff in 2022?

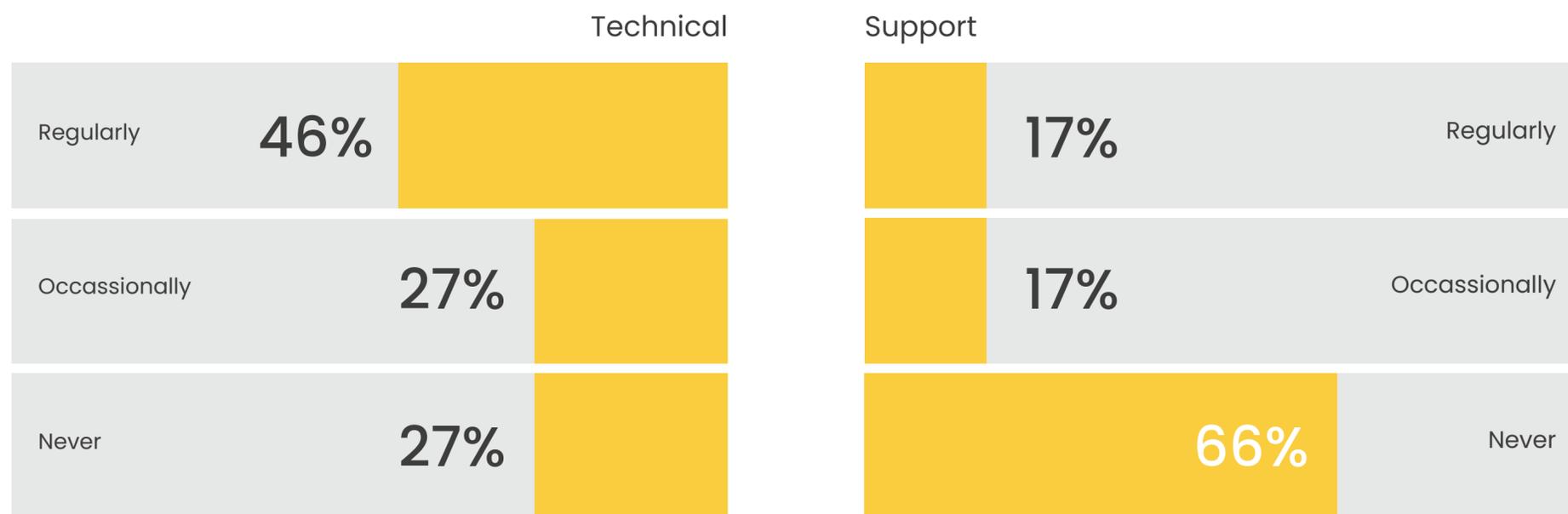


Did you recruit any graduates in 2022?

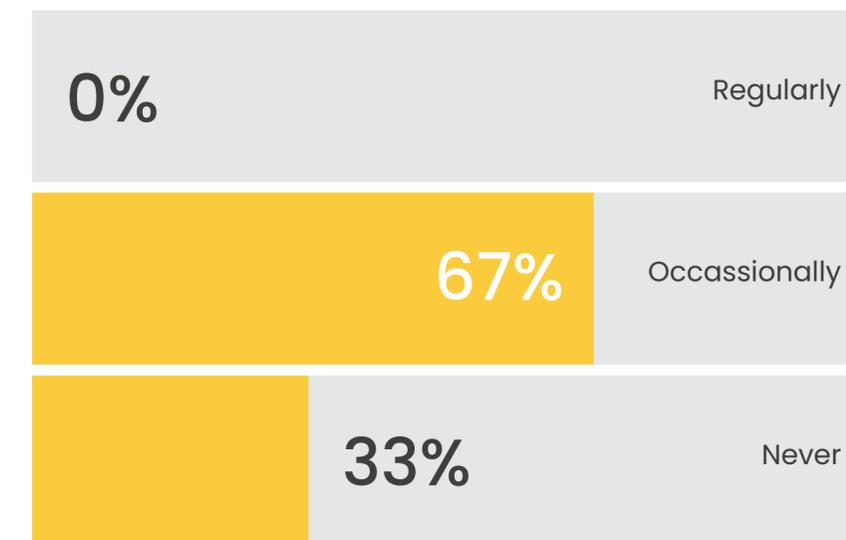




If you hired in 2022, did you experience difficulty in sourcing professionals without outside assistance (i.e. through a recruiter)?



If you hired in 2022, did you have to pay higher salaries than you expected to in order to attract the right candidate?



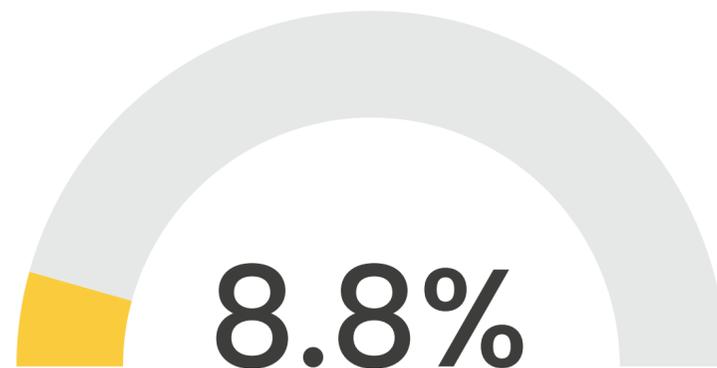


If you hired staff in 2022, on average how many weeks did it take to fill roles – from starting the search, to the employee starting their role?



6.8
weeks

Approximately what percentage of your total permanent staff resigned from their role in 2022?



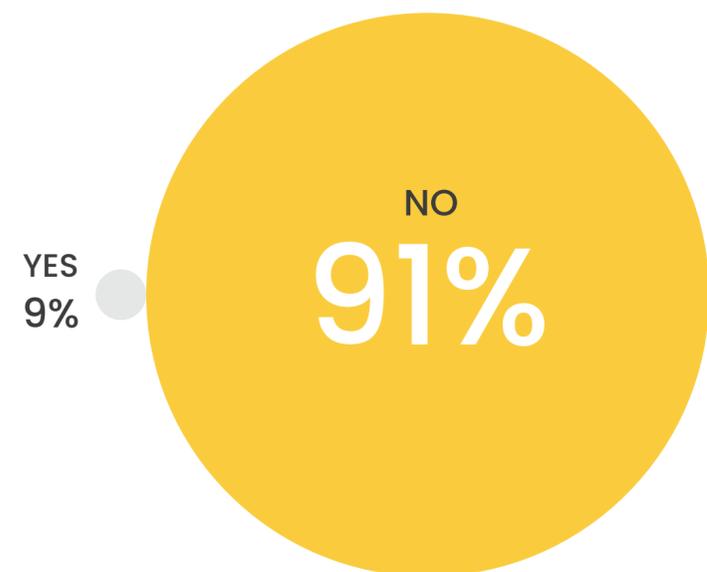
8.8%

What are the most common reasons for staff resigning?

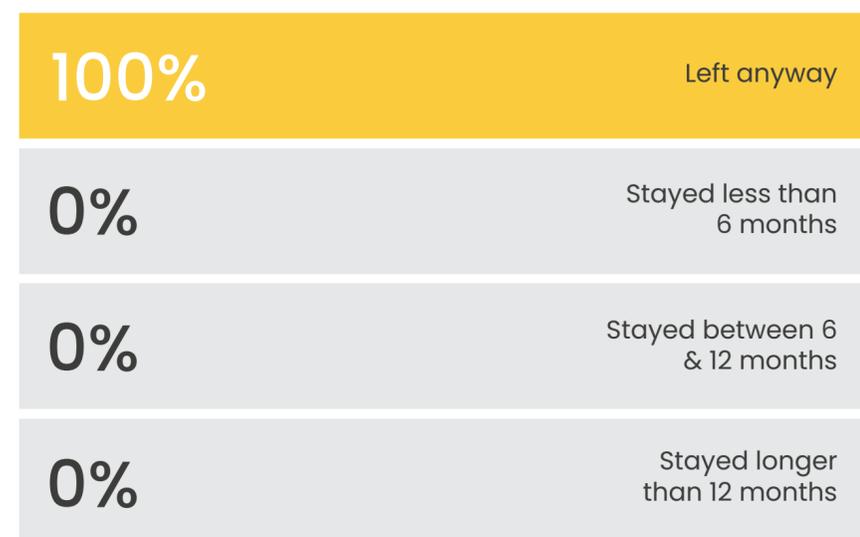




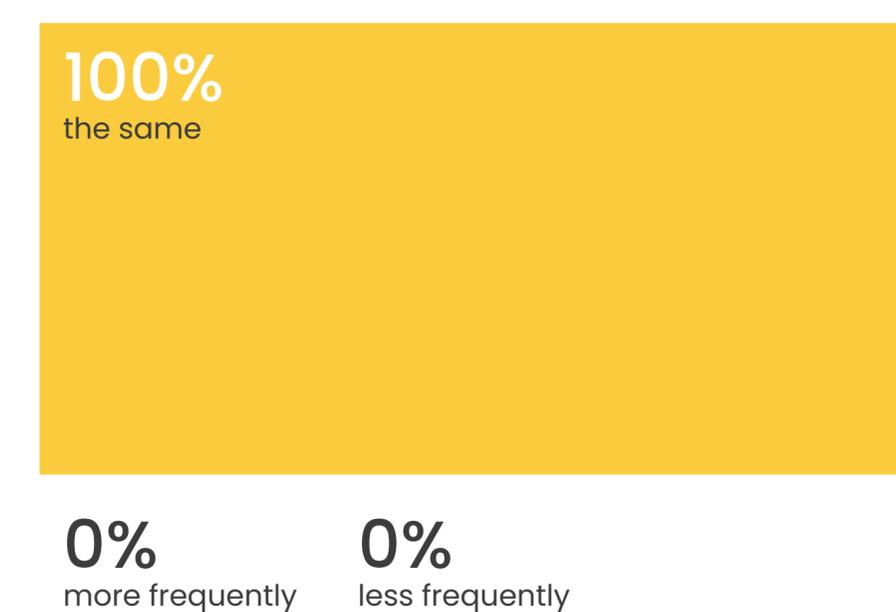
Did you counter offer any departing staff in 2022?



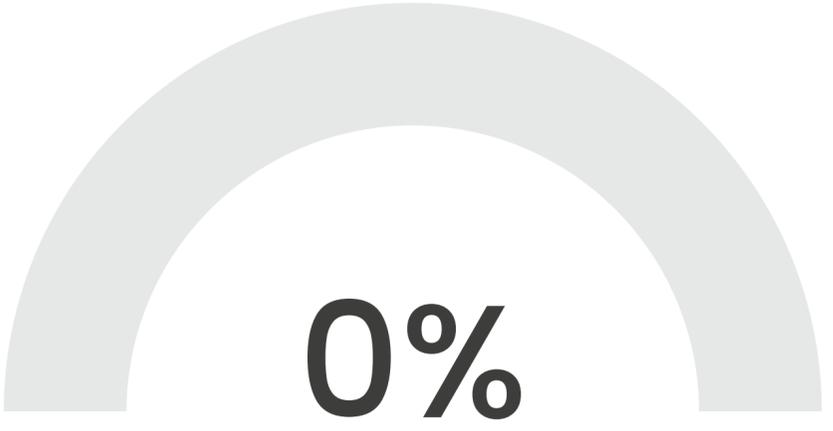
Of those counter offered, they:



Compared to previous years, in 2022 did you counter offer staff:



Approximately what percentage of your staff were made redundant in 2022?

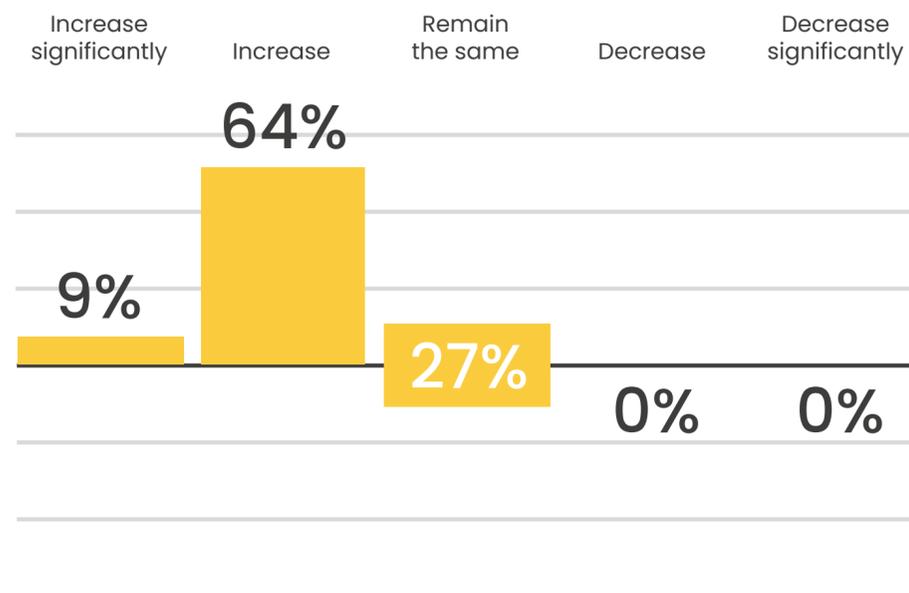


Did you enforce reduced work hours for any permanent employees during 2022, due to reduced workload?

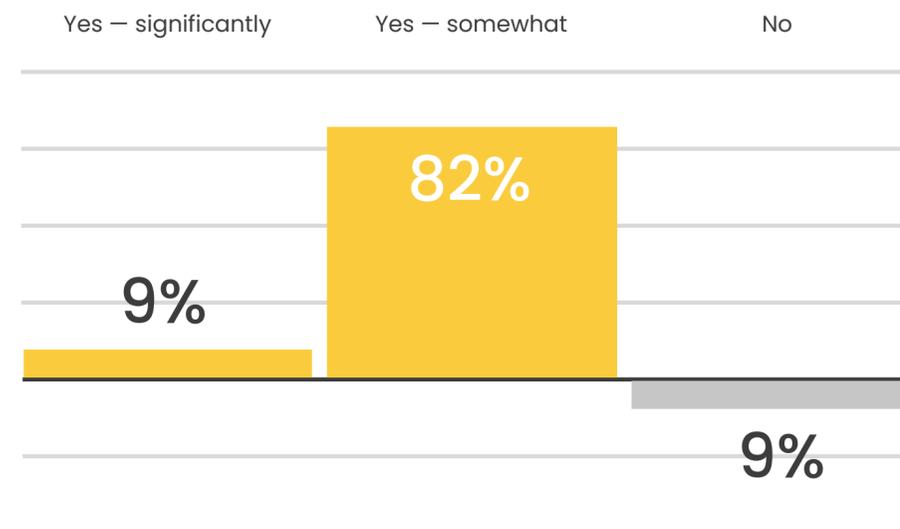




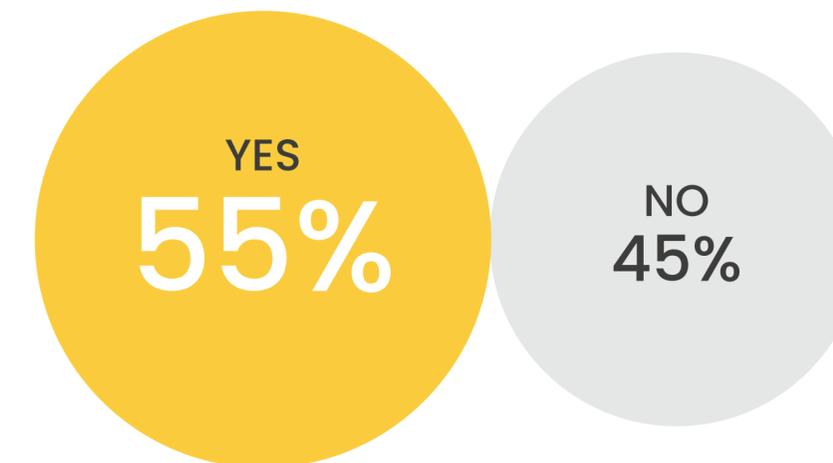
In 2023, you expect staff numbers to:



Do you think skills shortages are likely to impact the effective operation of your organisation in 2023?



Do you currently have the talent required to deliver your organisation's objectives in 2023?



Flexibility & Benefits

Do you offer any of the following monetary employee benefits?

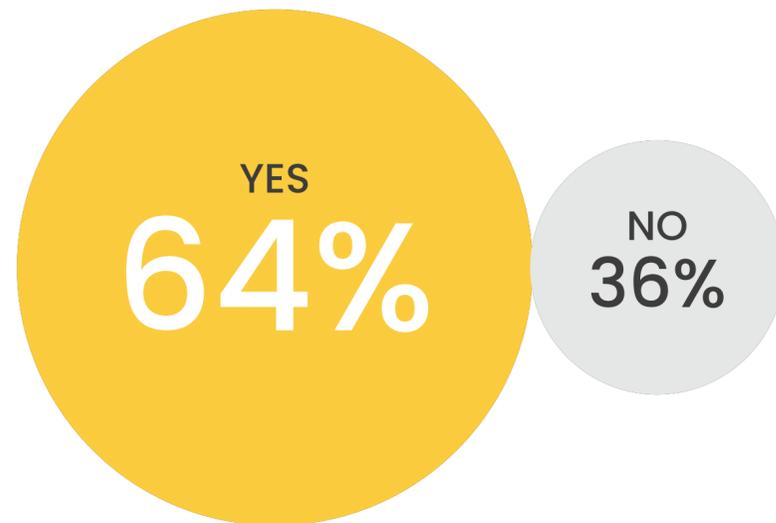
	Executive	Mgmt	Technical	Support
Car / Car Allowance	30%	33%	11%	0%
Parking	30%	11%	0%	0%
Additional Superannuation	20%	11%	22%	29%
Insurance	10%	0%	0%	0%
Salary Sacrifice	40%	56%	56%	57%
Bonuses	60%	78%	78%	71%
Profit Share	60%	11%	22%	14%
Financial Support for Study	0%	11%	22%	14%
Additional Paid Parental Leave	0%	11%	22%	14%

Do you offer any of the following non-monetary employee benefits?

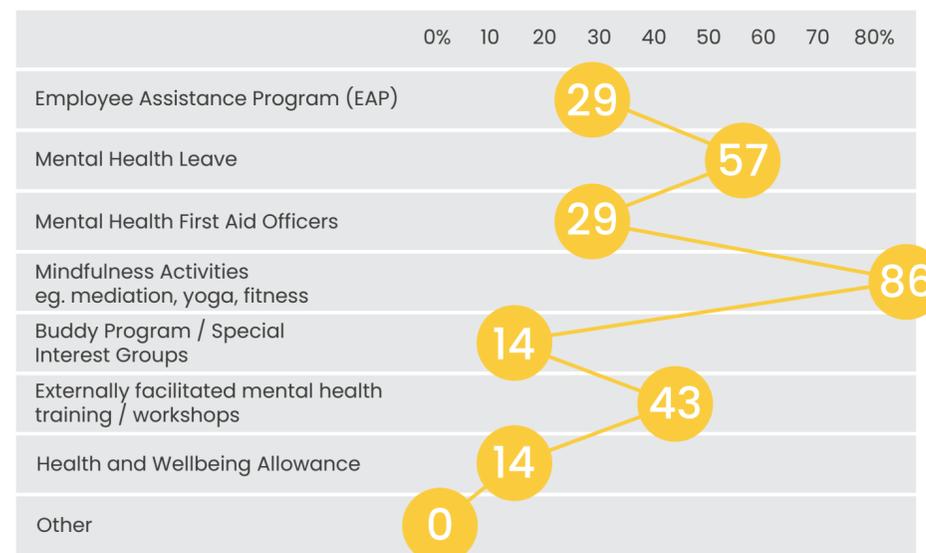




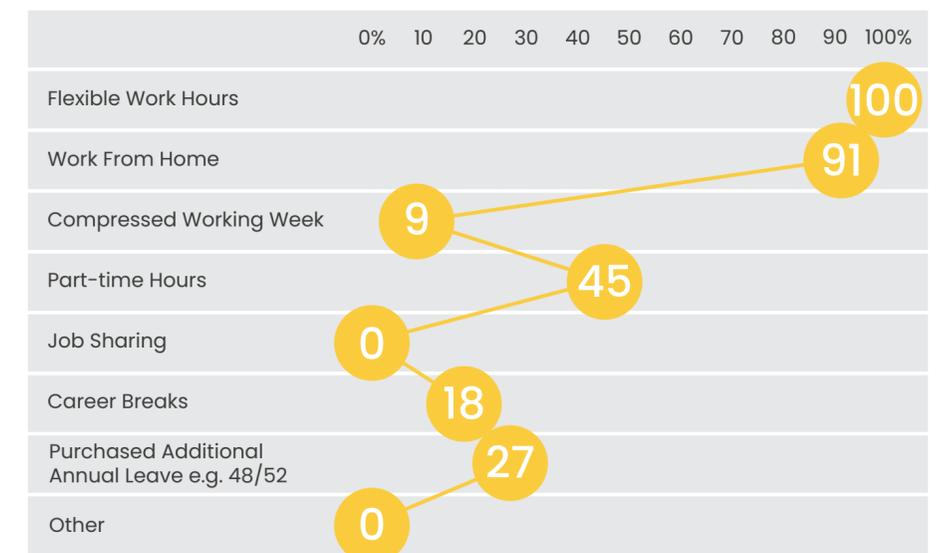
Do you offer any health & wellbeing initiatives or practices?



If yes, which of the following health and wellbeing initiatives have you implemented?

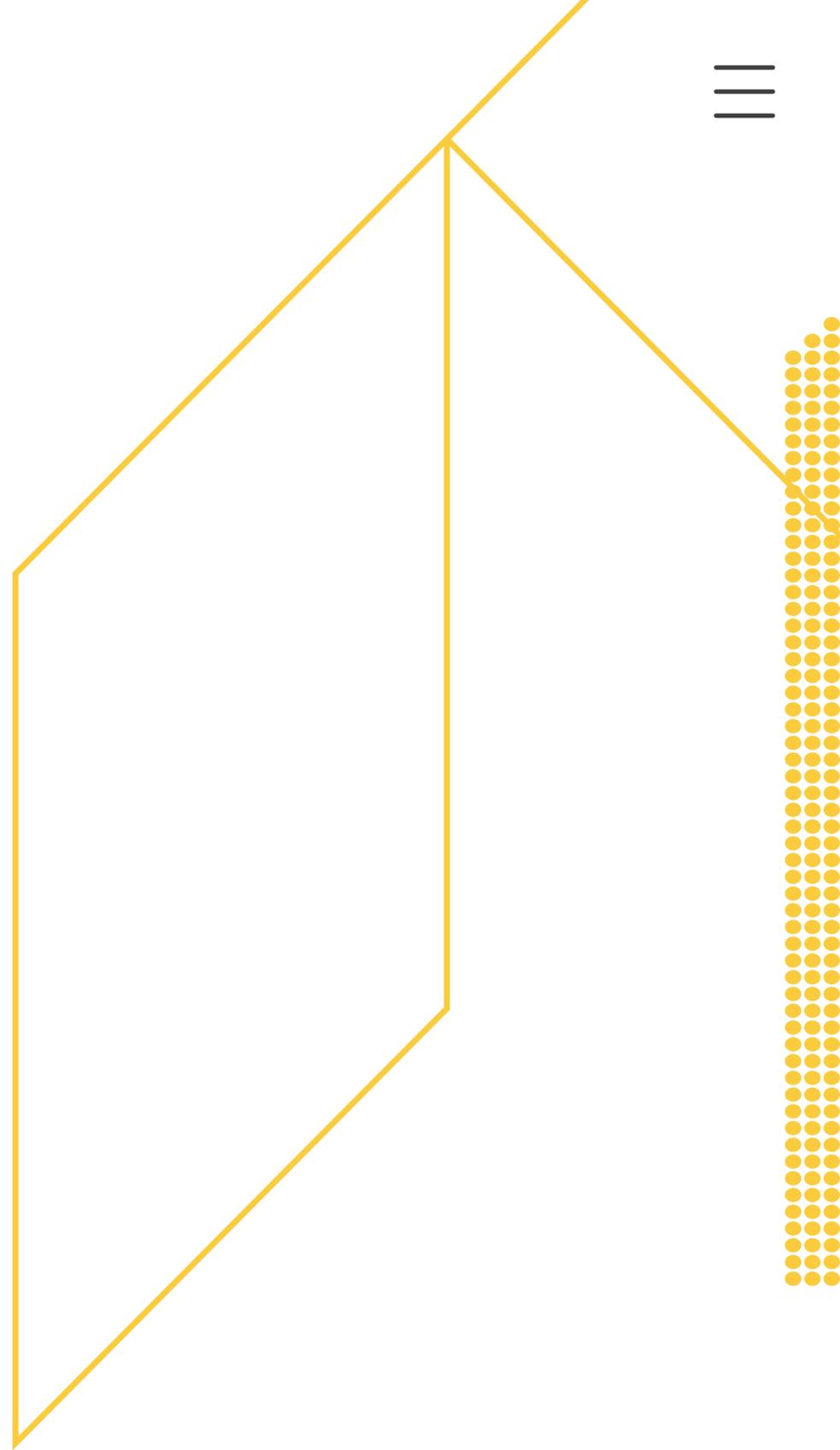
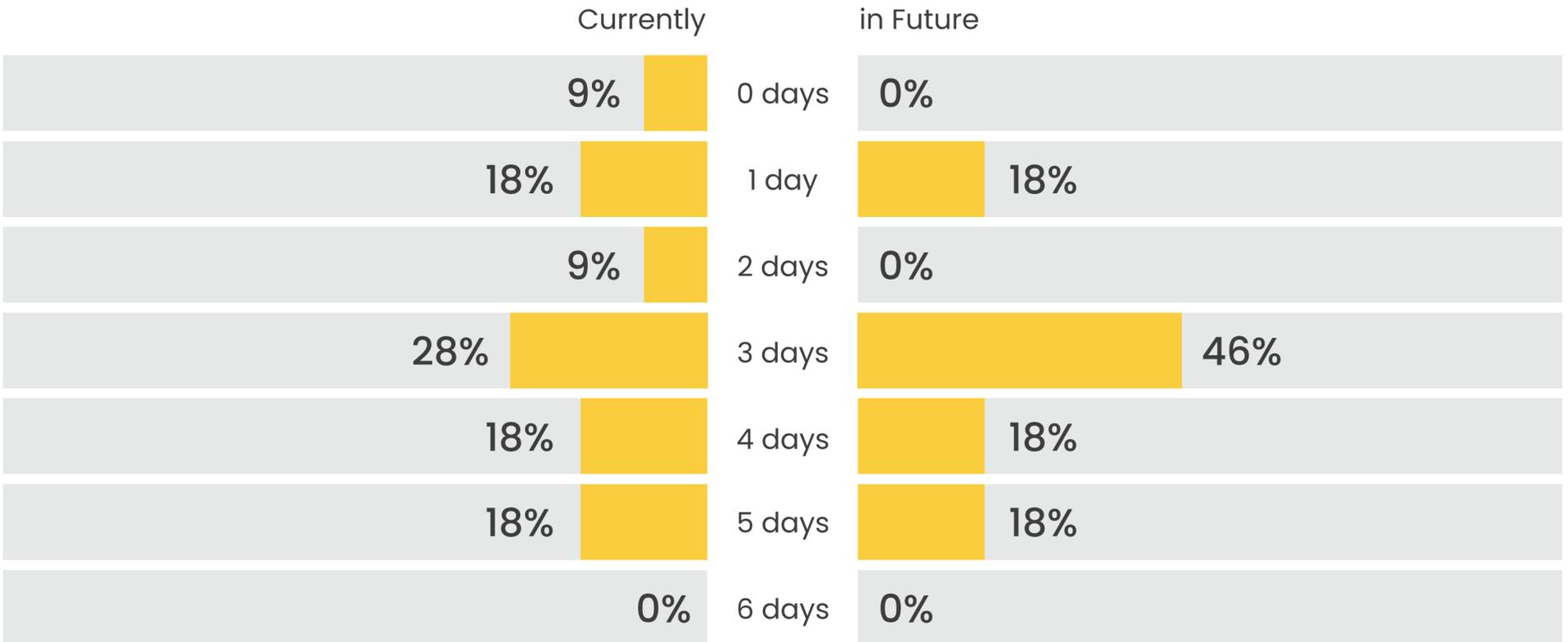


Do you offer any of the following flexible workplace practices?



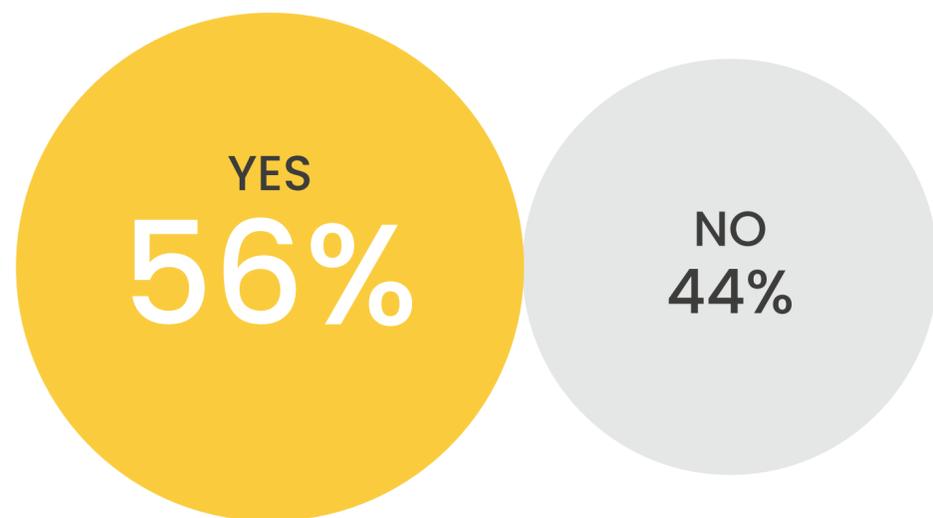


How many days per week do you require staff to work in the office?



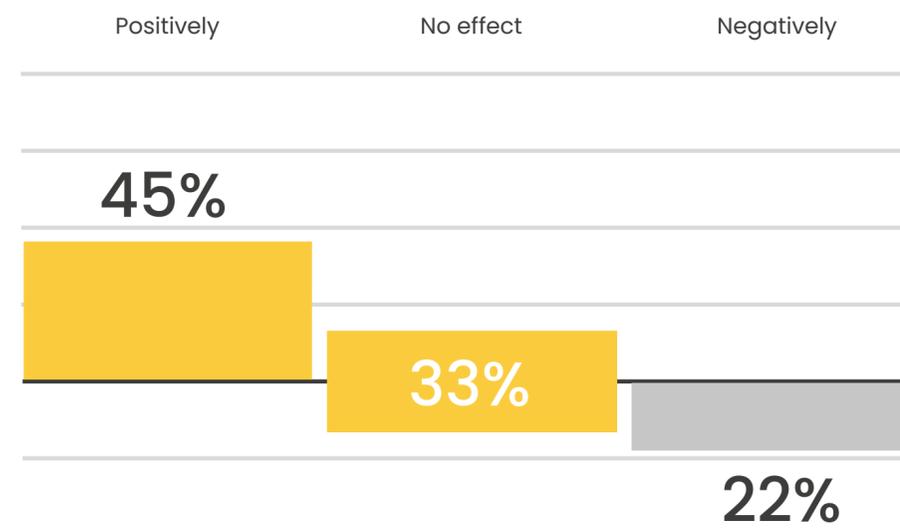


If you are offering a hybrid model (1-4 days in the office), are there specific days that staff need to work in the office?



YES — We specify particular days
NO — We are flexible with the days

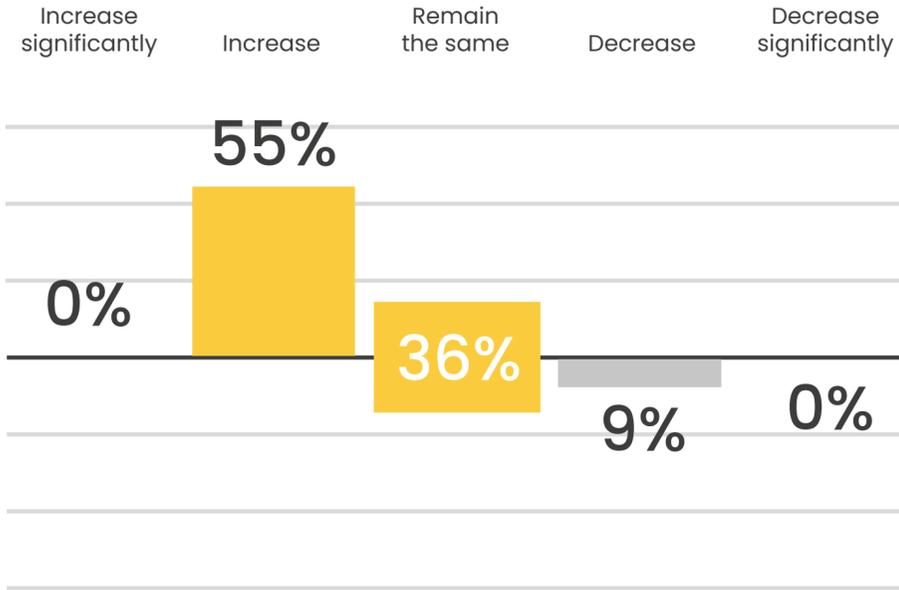
If you offer hybrid working, how has it affected the productivity of your staff?



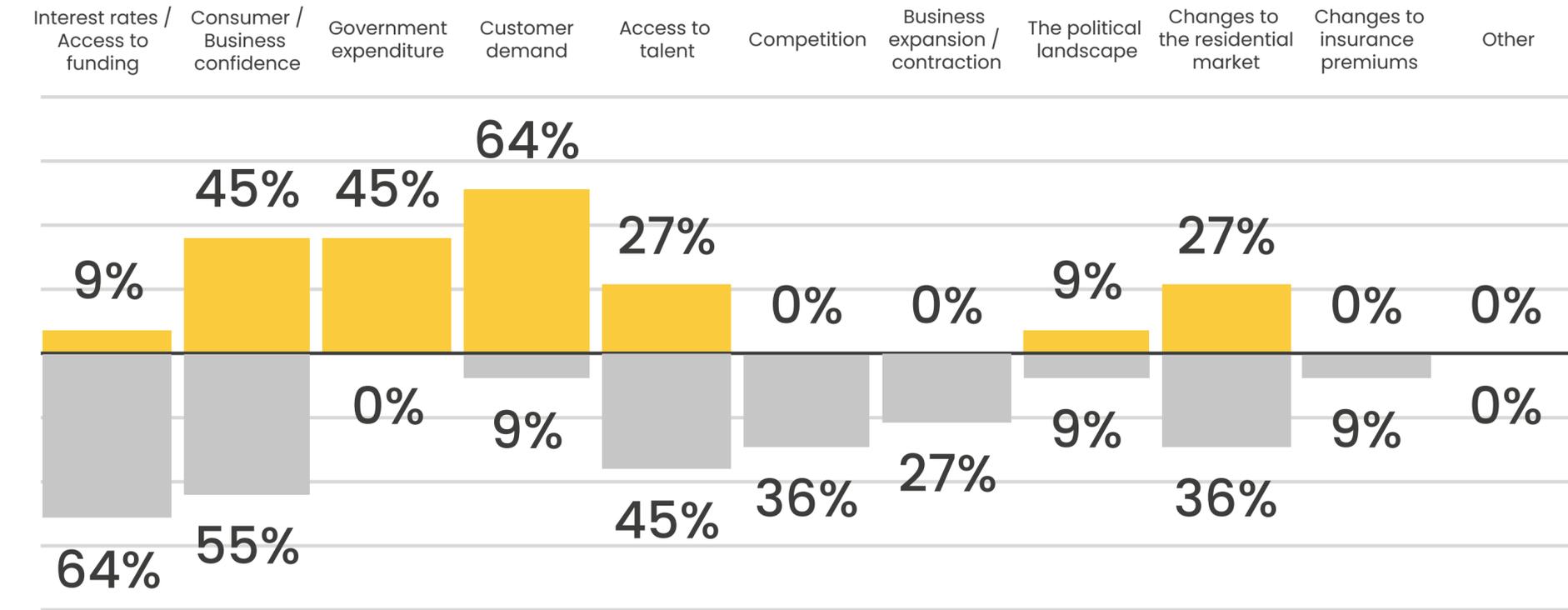


The Future

Compared to 2022, do you expect business activity in 2023 to:

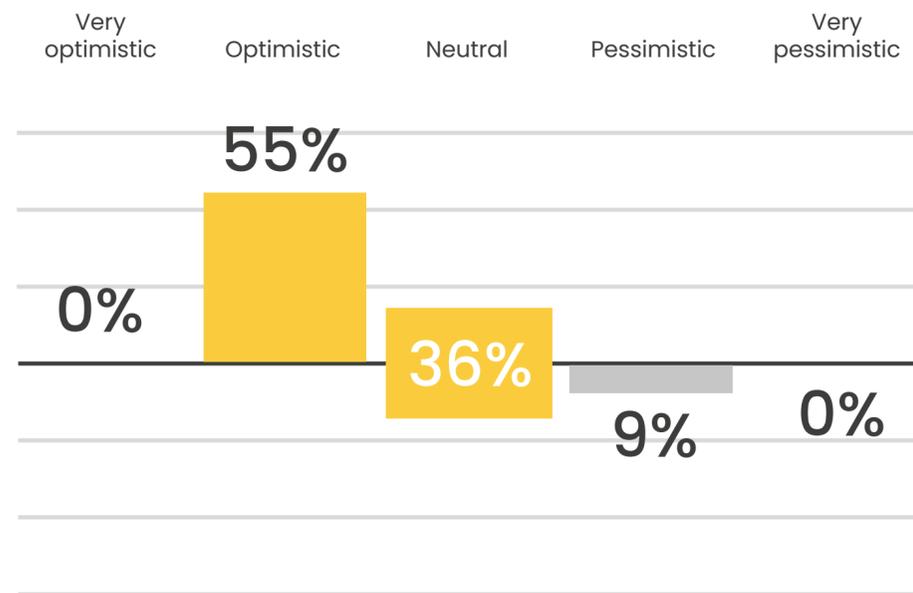


What do you predict will have the biggest positive or negative impacts on business levels in 2023?





How optimistic are you about market conditions over the next 2 years?



Only 9% of town planning firms counter offered staff in 2022, the lowest out of all industries surveyed. Of those employees who were counter offered, 100% left anyway.



PLANNING

Salary Levels & Tables

Urban Planner
Urban Designer



2023

PLANNING



Salary levels

Planning

	RESPONSIBILITIES	ESTIMATED EXPERIENCE	EXAMPLE JOB
LEVEL 1	Entry level / administrative responsibilities. Closely supervised.	Undergraduate / part-time or no professional experience	Assistant Planner
LEVEL 2	Research and report writing. Reports to a senior staff member. Regular supervision on all tasks.	Circa 1 - 2 years	Graduate Planner
LEVEL 3	Research and report writing. Reports to a senior staff member. Irregular supervision on familiar tasks.	Circa 2 - 3 years	Junior Planner
LEVEL 4	Preparation of technical reports. Liaising with relevant stakeholders. Report to team leader and mentored by senior.	Circa 3 - 5 years	Planner
LEVEL 5	Working autonomously. Little supervision. Managing existing client relationships and projects. Mentors junior planners.	Circa 5 - 10 years	Senior Planner
LEVEL 6	Leading a team and accountable for delivering project, client management.	Circa 10+ years	Team Leader / Associate
LEVEL 7	Business development responsibilities. Leading a team and entirely accountable for group performance.	Circa 10+ years	Principal / Director





Salary tables

Urban Planner

	LOW	AVERAGE	HIGH
LEVEL 1	\$53,000	\$55,000	\$61,000
LEVEL 2	\$58,000	\$64,000	\$71,000
LEVEL 3	\$65,000	\$75,000	\$77,000
LEVEL 4	\$77,500	\$87,500	\$92,500
LEVEL 5	\$100,000	\$107,500	\$115,000
LEVEL 6	\$115,000	\$135,000	\$150,000
LEVEL 7	\$145,000	\$165,000	\$215,000

Urban Designer

	LOW	AVERAGE	HIGH
LEVEL 1	\$55,000	\$59,000	\$61,000
LEVEL 2	\$64,000	\$68,000	\$75,000
LEVEL 3	\$69,000	\$77,000	\$85,000
LEVEL 4	\$87,500	\$92,500	\$97,500
LEVEL 5	\$102,500	\$110,000	\$122,500
LEVEL 6	\$125,000	\$145,000	\$170,000
LEVEL 7	\$145,000	\$155,000	\$215,000

All salaries listed in the 2023 PACE survey refer to the total remuneration packages and are inclusive of all benefits such as superannuation, motor vehicles, etc. Average salary represents the median salary reported by respondents; the low & high salary representing the lower and upper quartile of responses, respectively.



ARCHITECTURE

Industry Facts

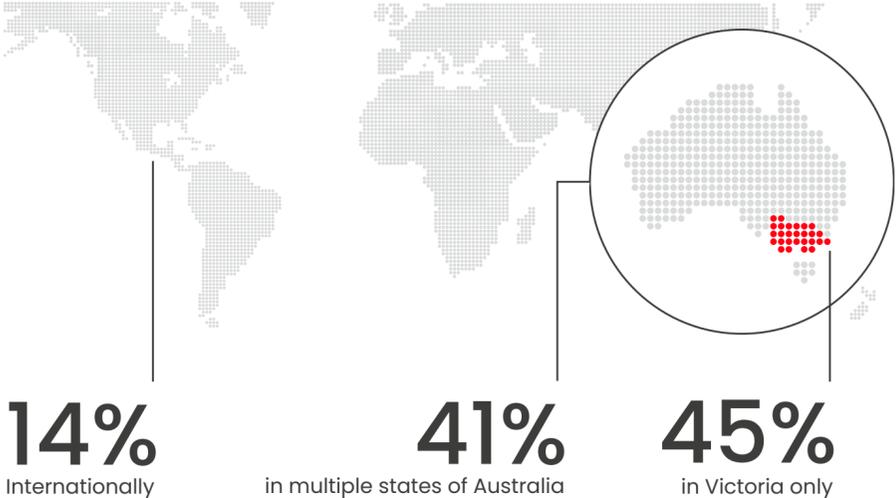
- Company Demographics
- Business Activity
- Human Resources & Talent
- Recruitment & Retention
- Flexibility & Benefits
- The Future



2023
ARCHITECTURE

Company Demographics

Where does your organisation operate?



How many people does your organisation employ?



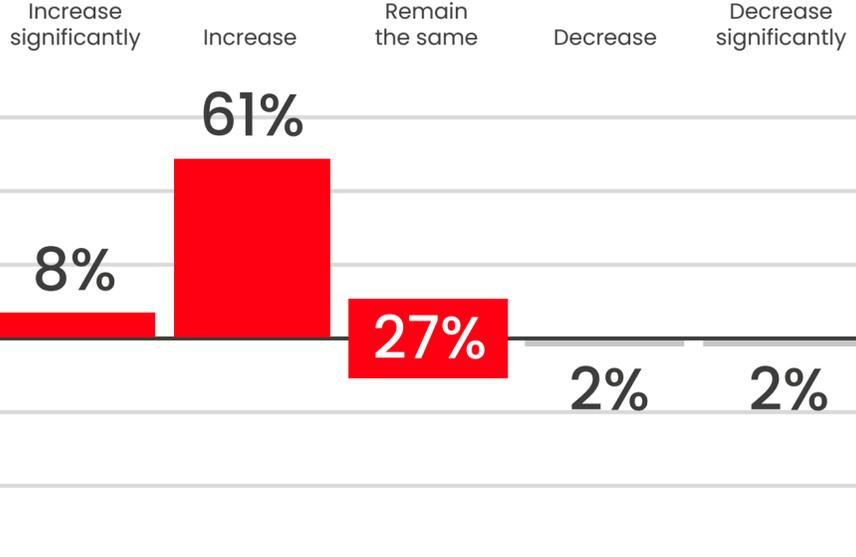
The average number of Victorian-based employees was 50.

The average company size of the organisations surveyed was 118 employees.

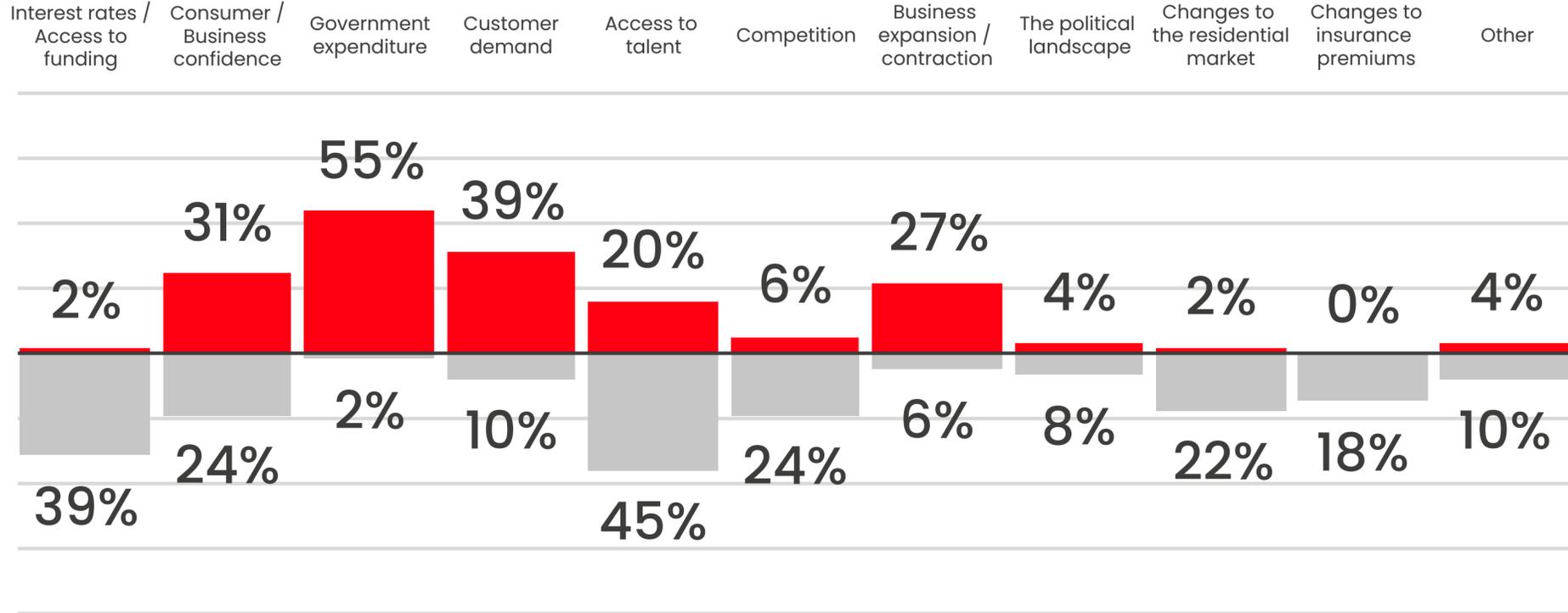


Business Activity

Compared to 2021, did business activity in 2022:

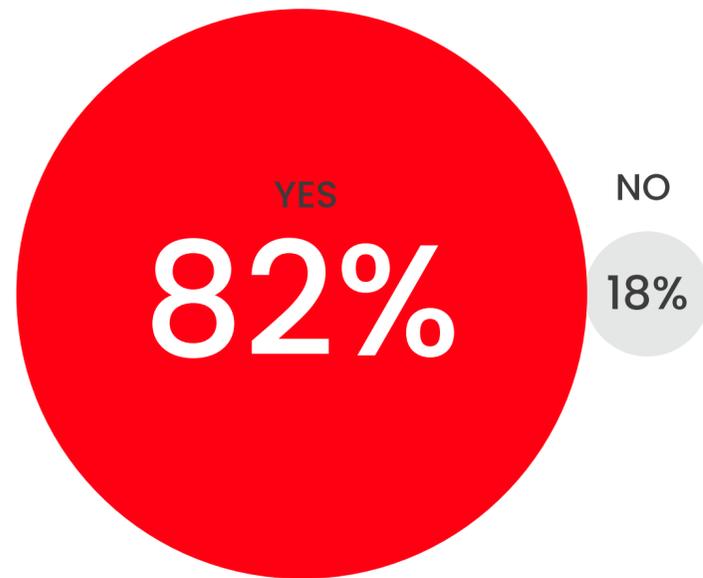


What has had significant positive or negative impacts on business levels in 2022?

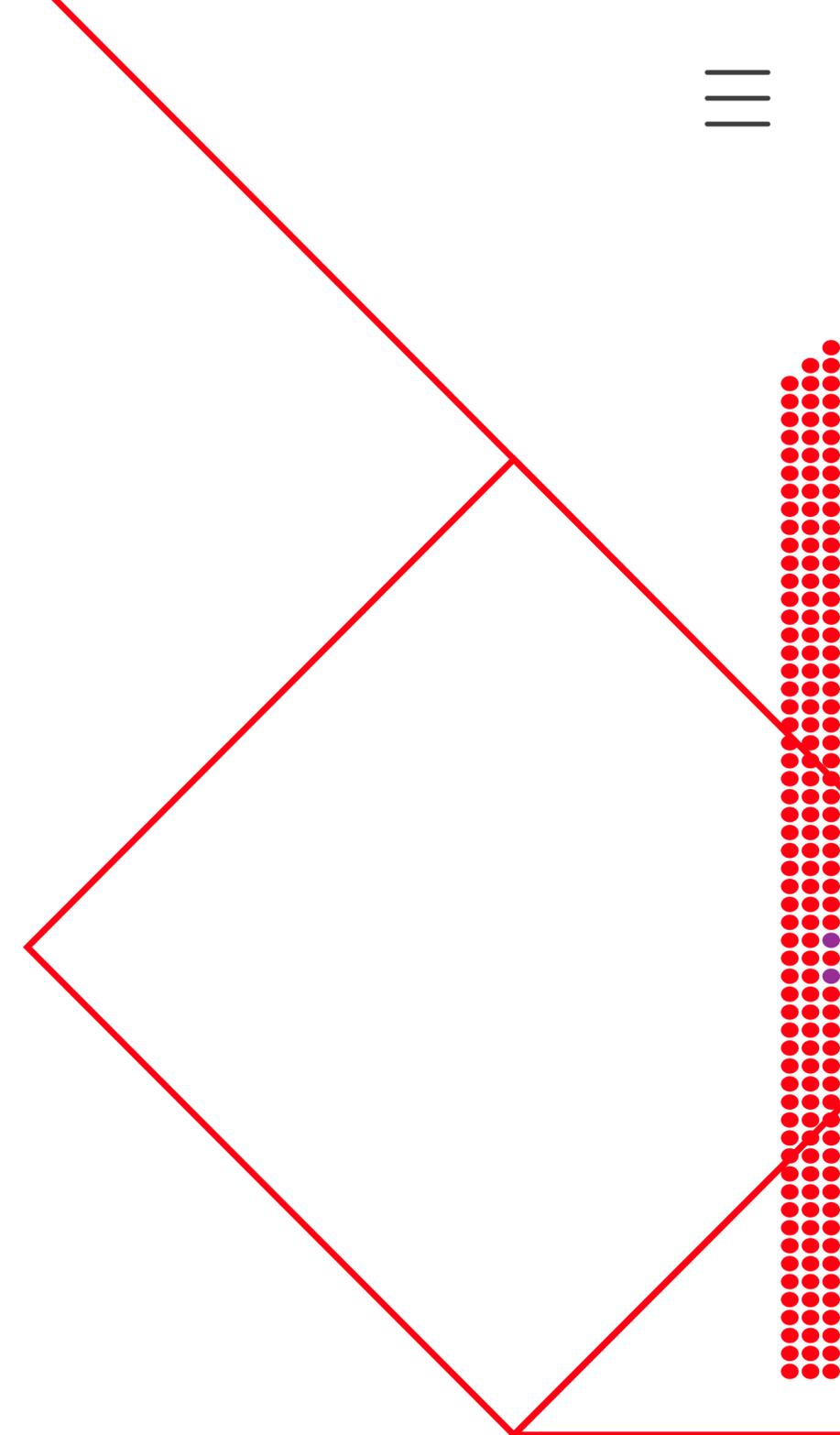
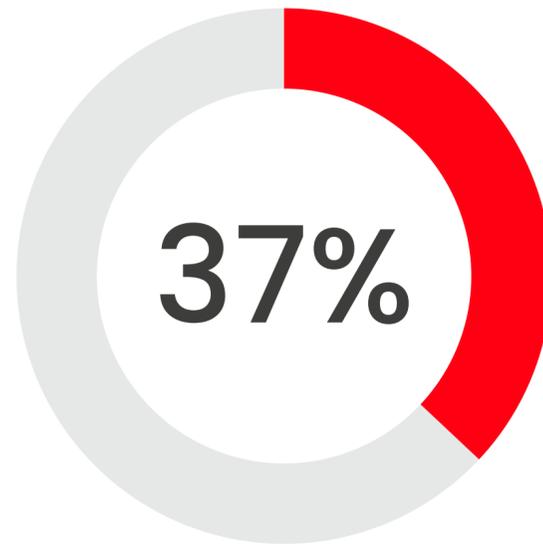




Did your organisation tender for projects in 2022?



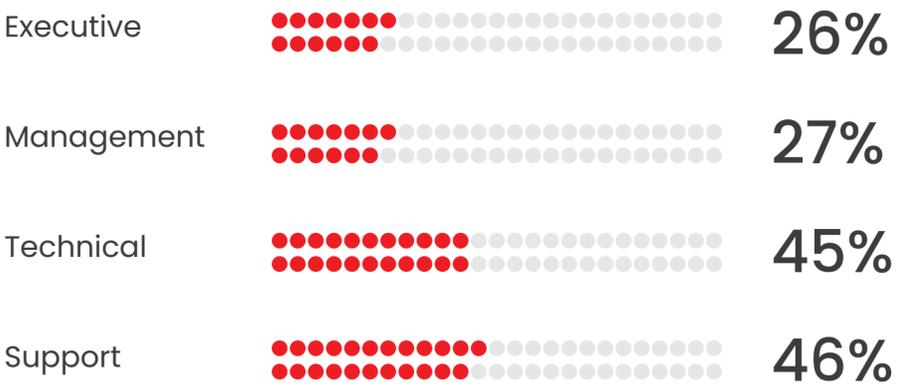
Of projects tendered for in 2022, approximately what percentage were successful?



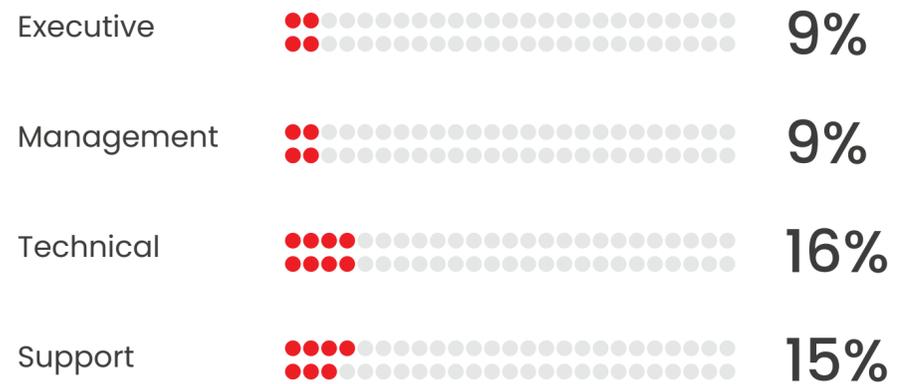


Human Resources & Talent

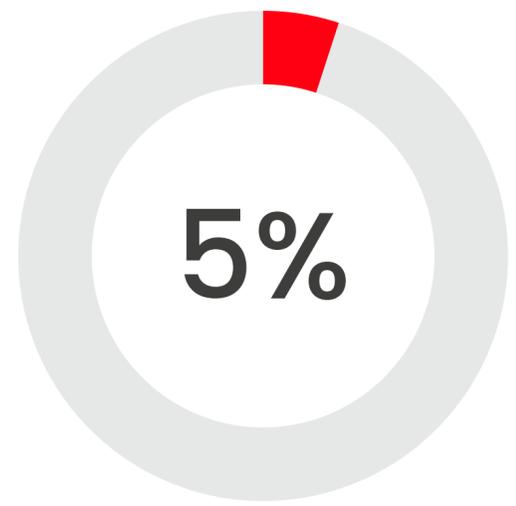
Approximately what percentage of your staff are female?



Approximately what percentage of your staff are employed on a part-time basis?

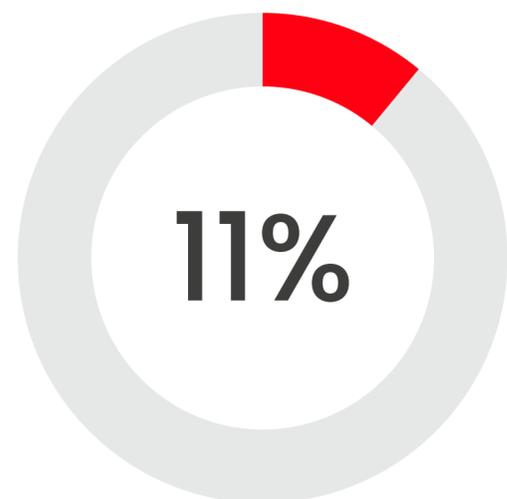


Approximately what percentage of your staff are employed on a contract/temporary basis?

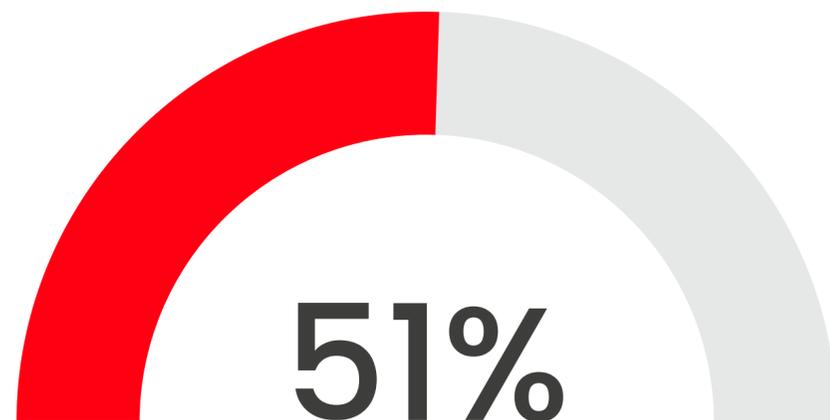




Approximately what percentage of staff employed are support staff?

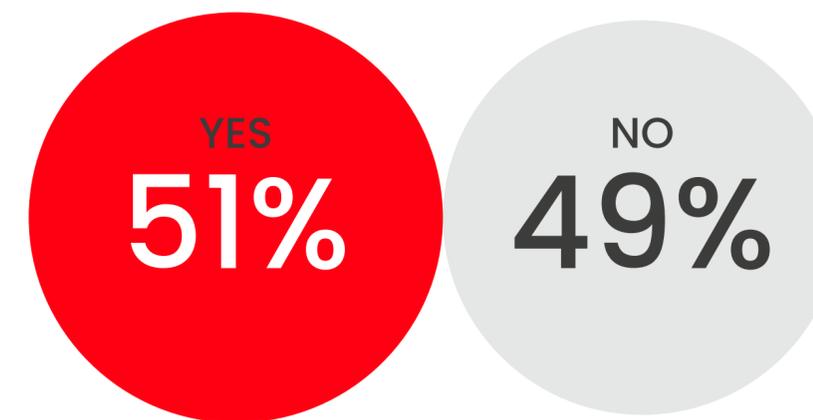


Approximately what percentage of revenue is spent on wages*?



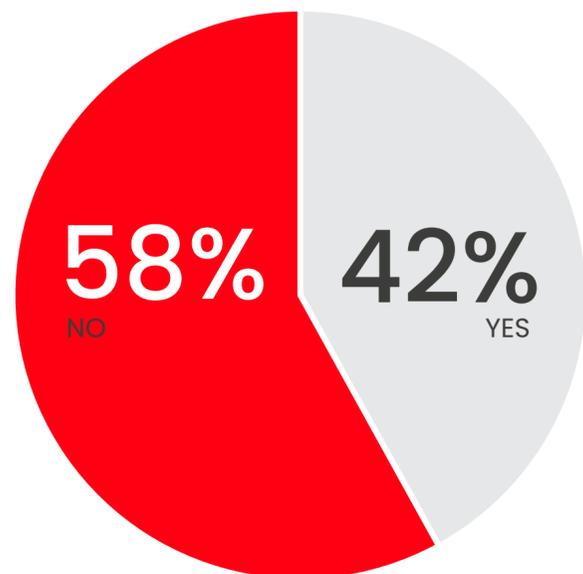
*Salary plus superannuation contribution

Do you pay overtime?

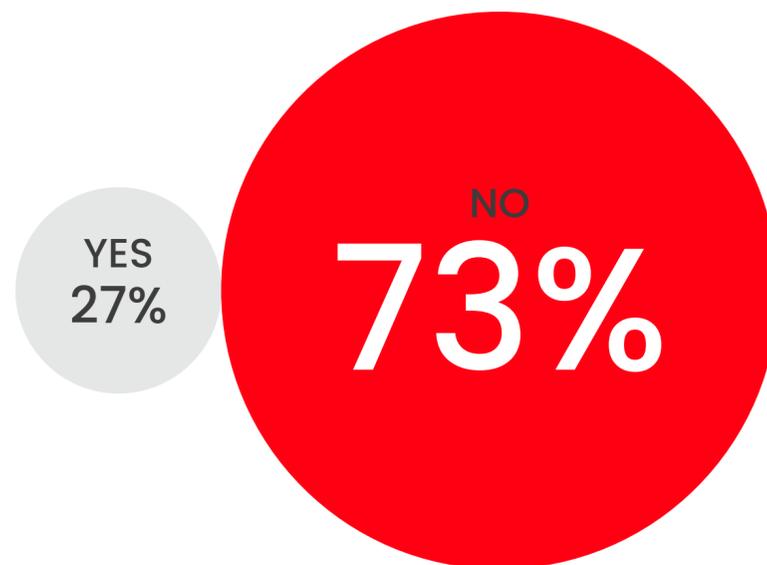




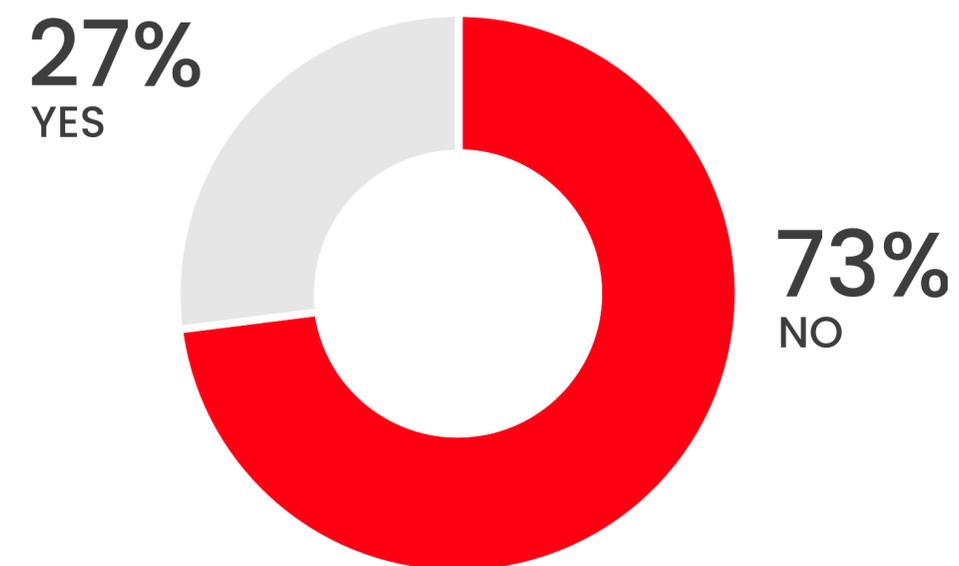
Are you currently pre-approved to provide visa sponsorship to employees?



Did you provide visa sponsorship to any new employees in 2022?

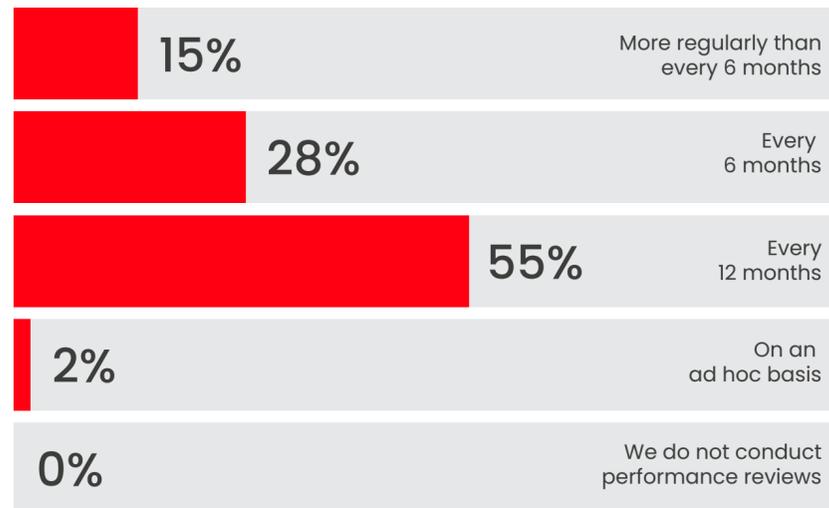


Do you intend to sponsor any new employees in 2023?

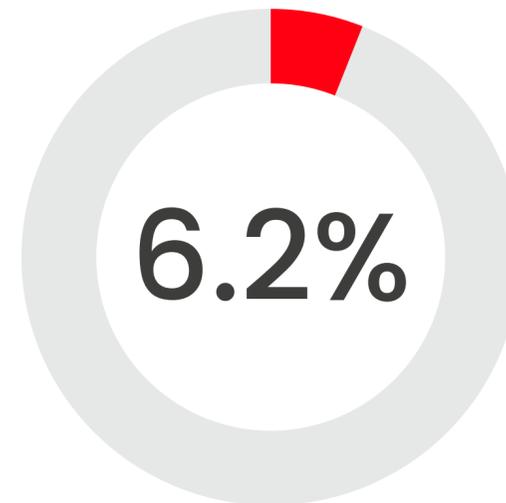




How often do you conduct performance reviews?

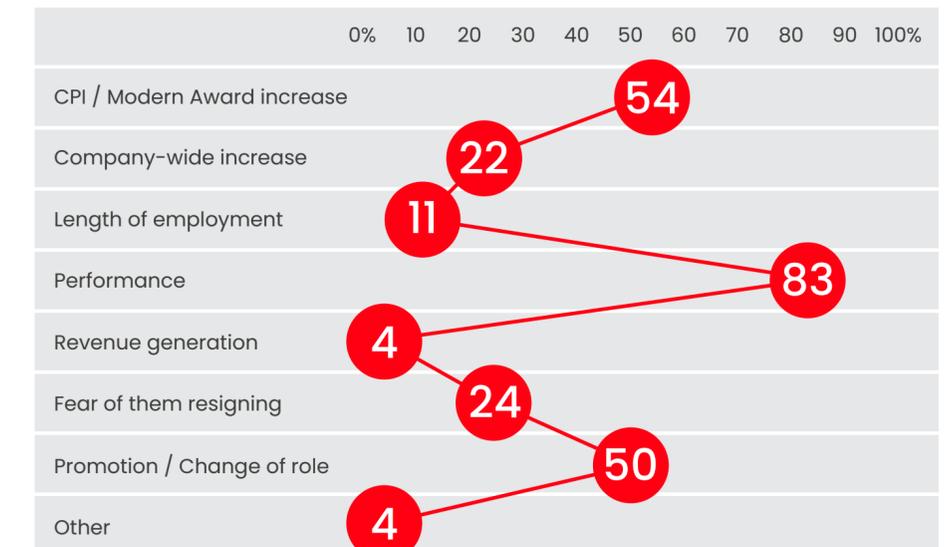


In your last round of reviews, what was the average percentage salary increase?



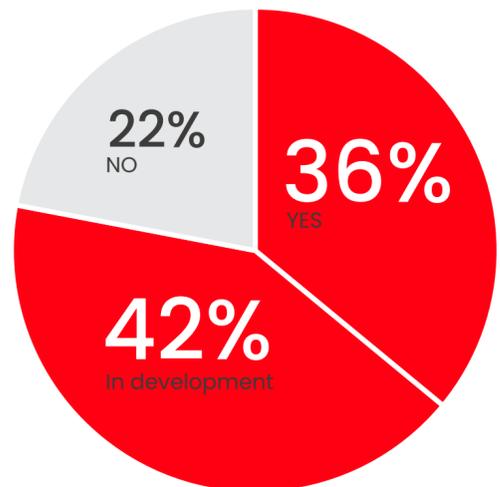
In their next round of reviews, respondents expect to increase salaries by an average of 5.6%.

Of those employees that received an increase in salary, what was the key reason?





To your knowledge, does your organisation have a diversity, equity and inclusion (DE&I) policy?

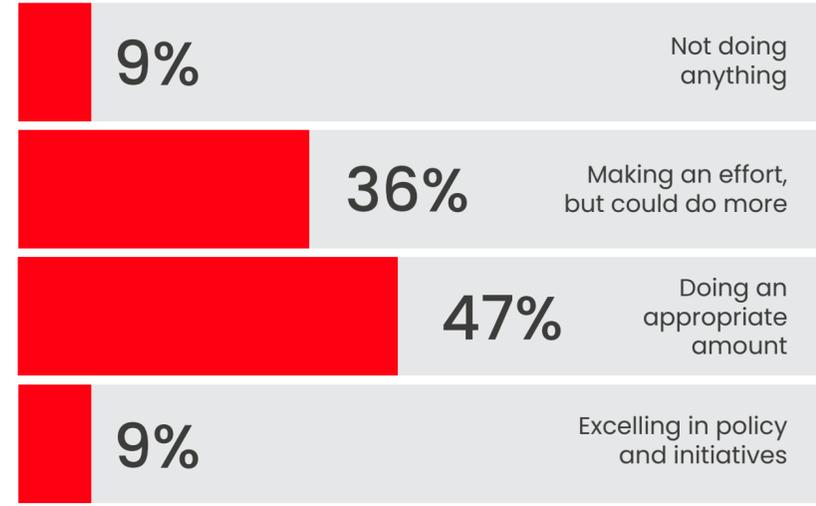


What initiatives are you currently offering through your DE&I policy

- Equality (Opportunity & Pay)**
- Flexibility & Working From Home**
- DE&I Training and Awareness**
- Cultural Diversity and Celebration**
- Parental Support**
- Reconciliation Action Plan (RAP)**
- Workplace Accessibility & Inclusion**

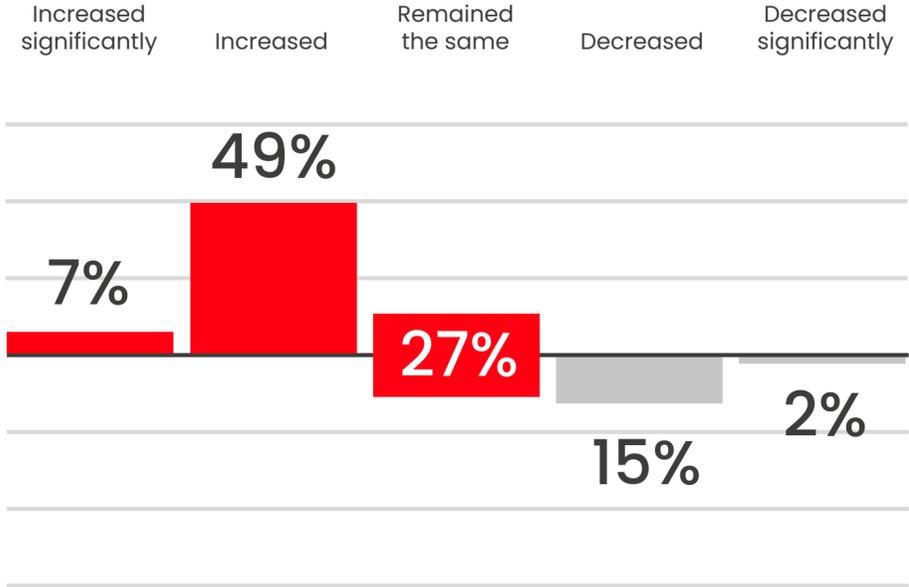
The results above represent the top responses, based on the free-text answers we received across all industries surveyed.

Regarding DE&I, do you feel your organisation is:

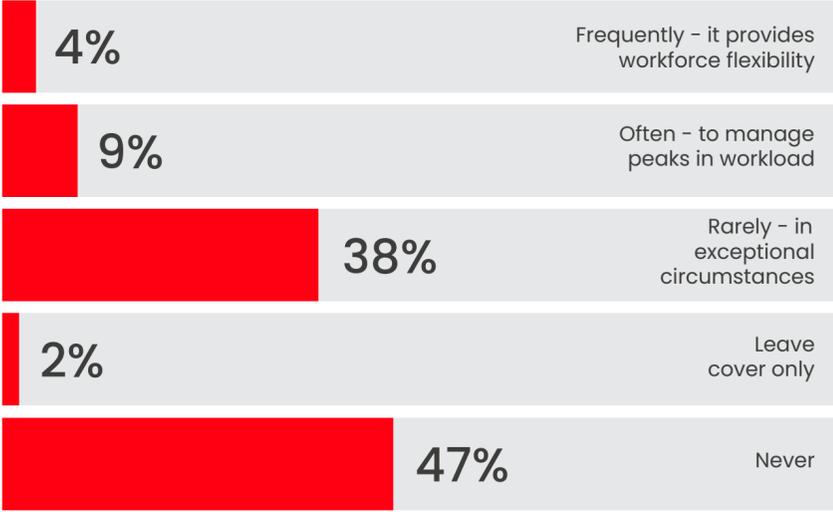


Recruitment & Retention

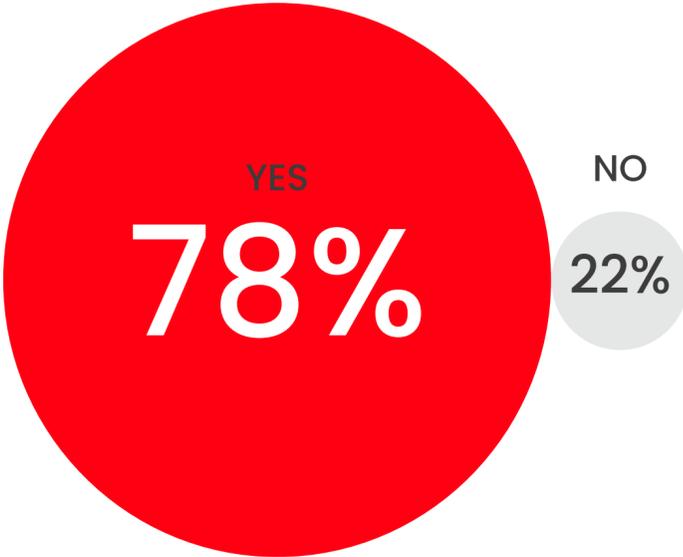
In 2022, staff numbers within your organisation:



How often did you employ temporary/contract staff in 2022?

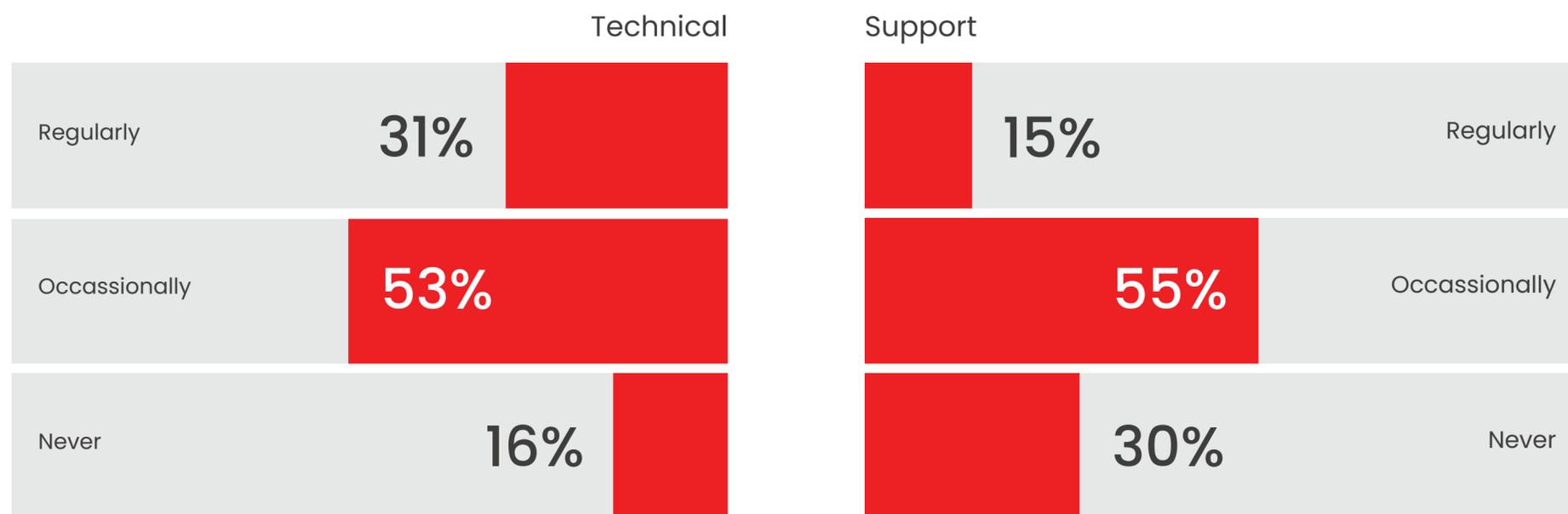


Did you recruit any graduates in 2022?

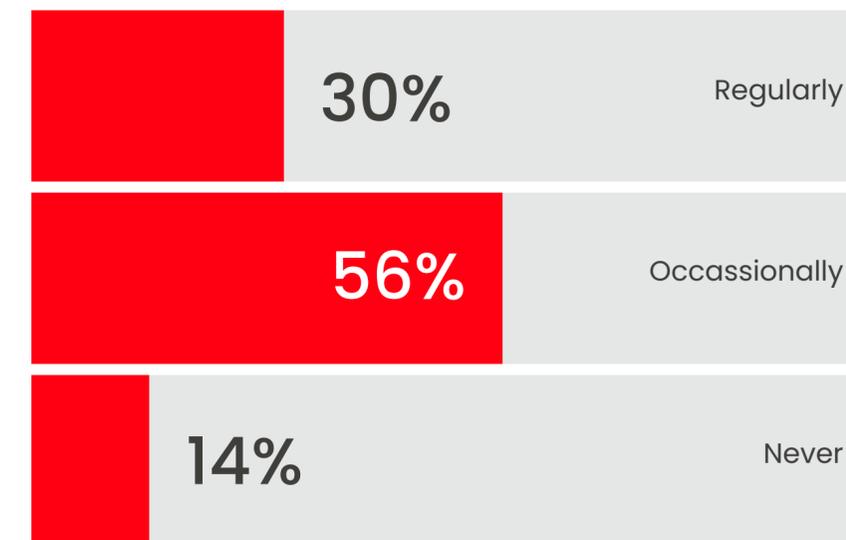




If you hired in 2022, did you experience difficulty in sourcing professionals without outside assistance (i.e. through a recruiter)?

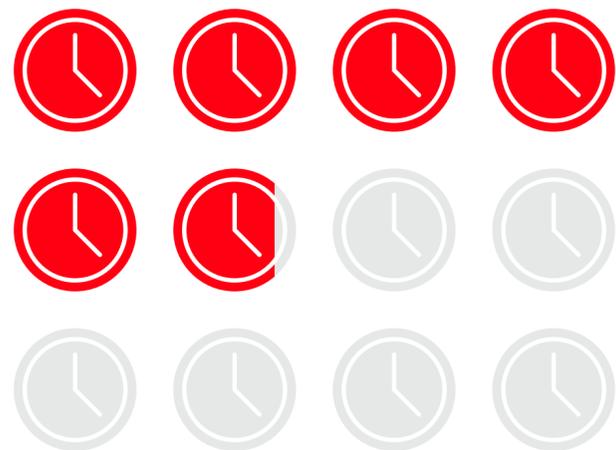


If you hired in 2022, did you have to pay higher salaries than you expected to in order to attract the right candidate?



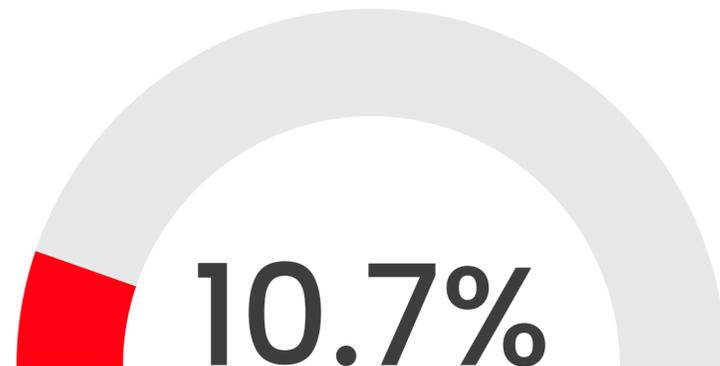


If you hired staff in 2022, on average how many weeks did it take to fill roles – from starting the search, to the employee starting their role?



5.8 weeks

Approximately what percentage of your total permanent staff resigned from their role in 2022?

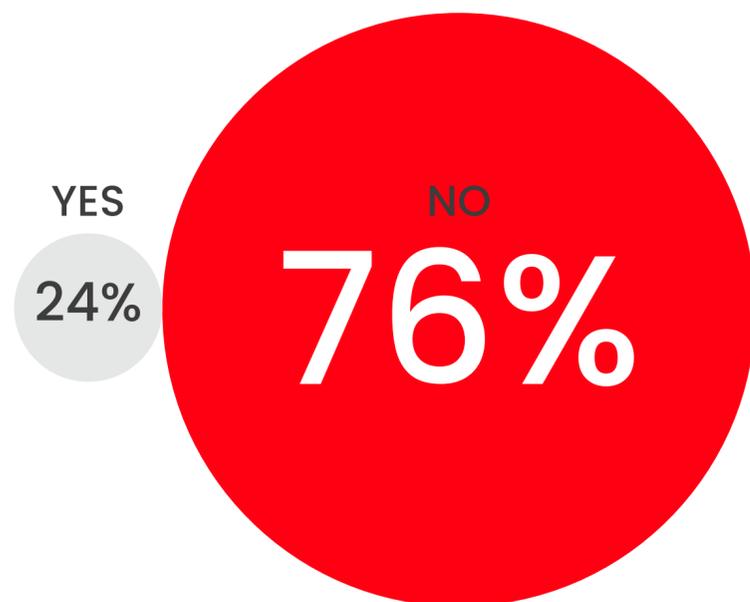


What are the most common reasons for staff resigning?

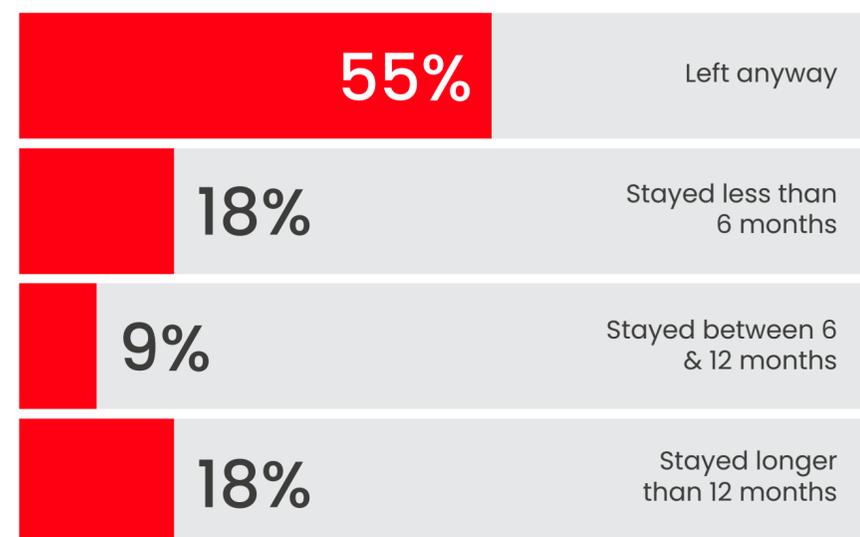




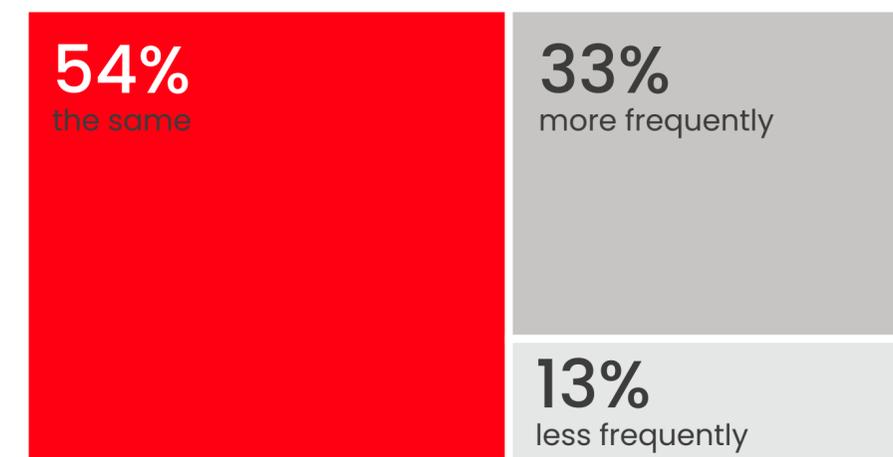
Did you counter offer any departing staff in 2022?



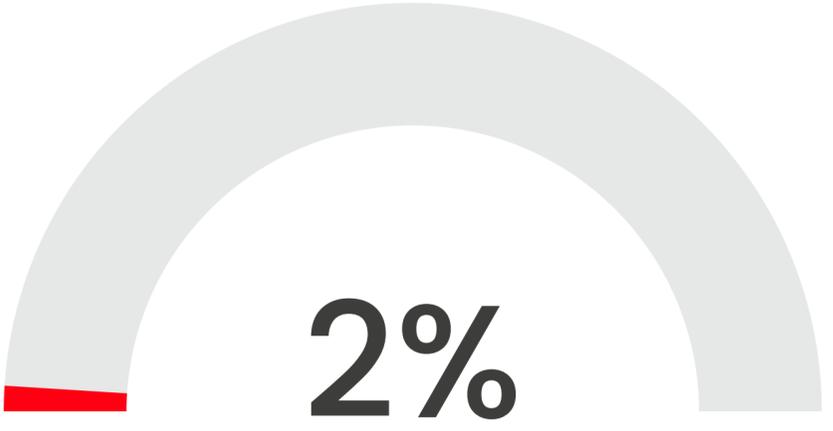
Of those counter offered, they:



Compared to previous years, in 2022 did you counter offer staff:



Approximately what percentage of your staff were made redundant in 2022?

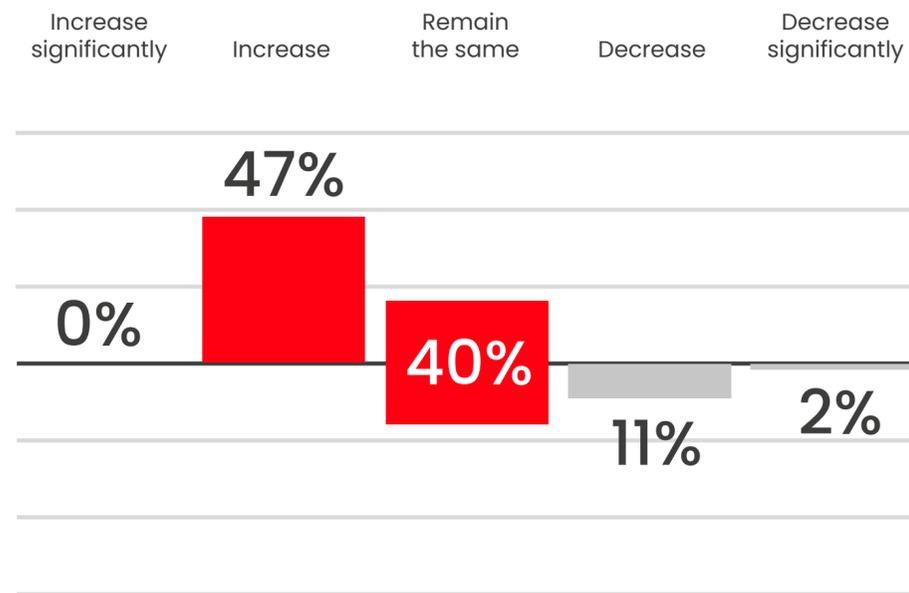


Did you enforce reduced work hours for any permanent employees during 2022, due to reduced workload?

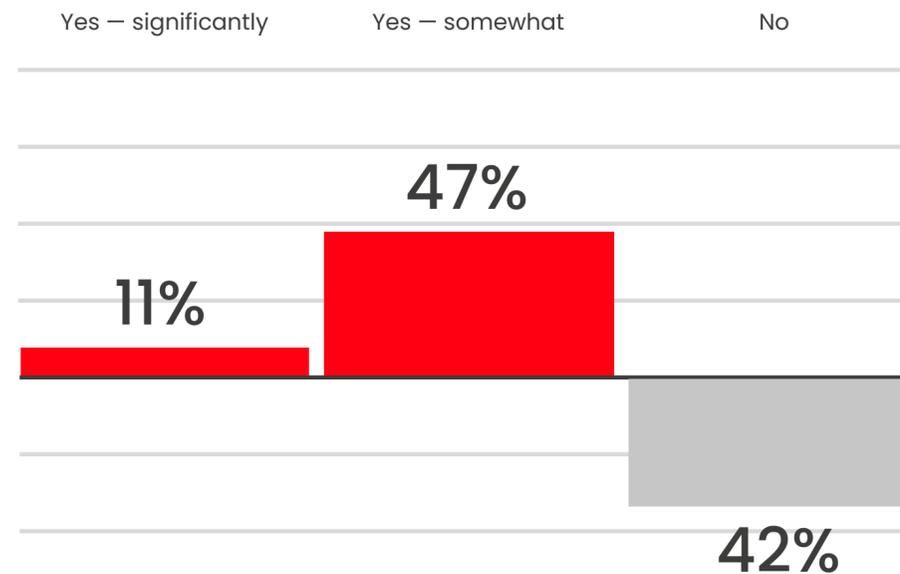




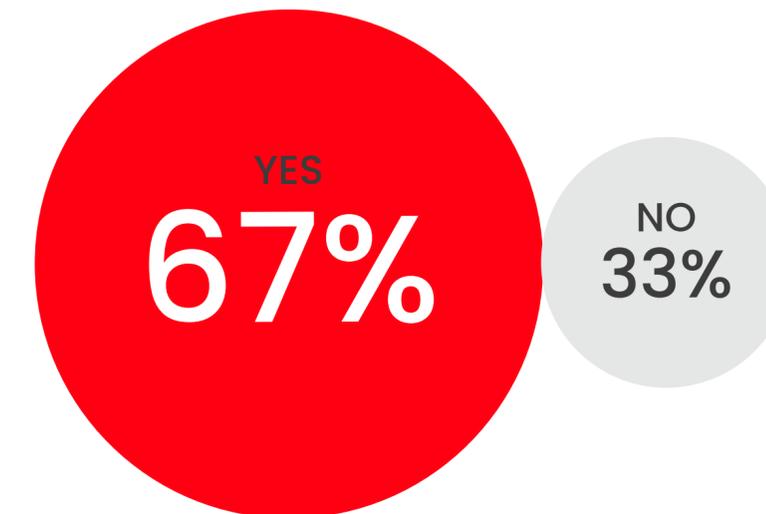
In 2023, you expect staff numbers to:



Do you think skills shortages are likely to impact the effective operation of your organisation in 2023?



Do you currently have the talent required to deliver your organisation's objectives in 2023?



Flexibility & Benefits

Do you offer any of the following monetary employee benefits?

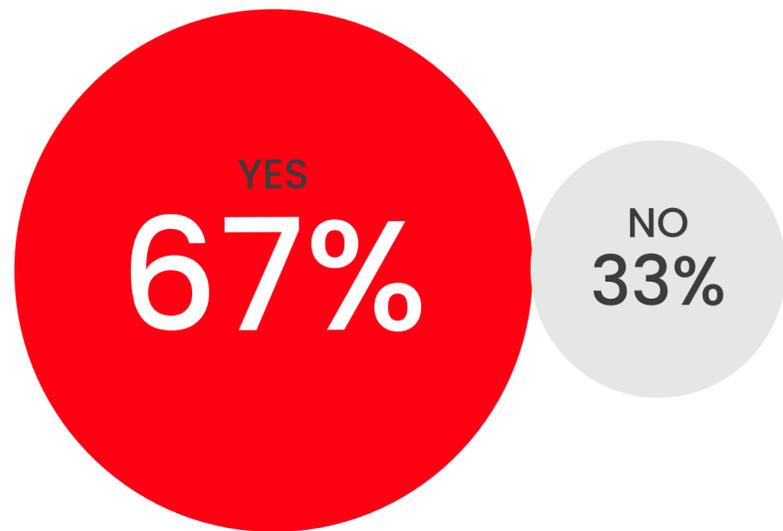
	Executive	Mgmt	Technical	Support
Car / Car Allowance	36%	15%	10%	9%
Parking	56%	33%	25%	15%
Additional Superannuation	15%	5%	5%	6%
Insurance	28%	15%	15%	15%
Salary Sacrifice	62%	58%	58%	64%
Bonuses	41%	68%	65%	58%
Profit Share	46%	23%	5%	6%
Financial Support for Study	33%	35%	45%	42%
Additional Paid Parental Leave	49%	53%	55%	61%

Do you offer any of the following non-monetary employee benefits?

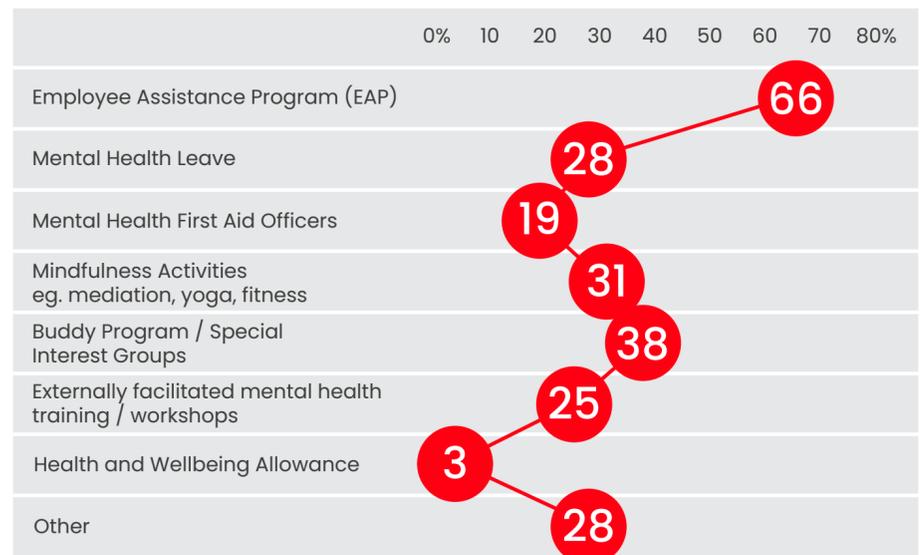




Do you offer any health & wellbeing initiatives or practices?



If yes, which of the following health and wellbeing initiatives have you implemented?

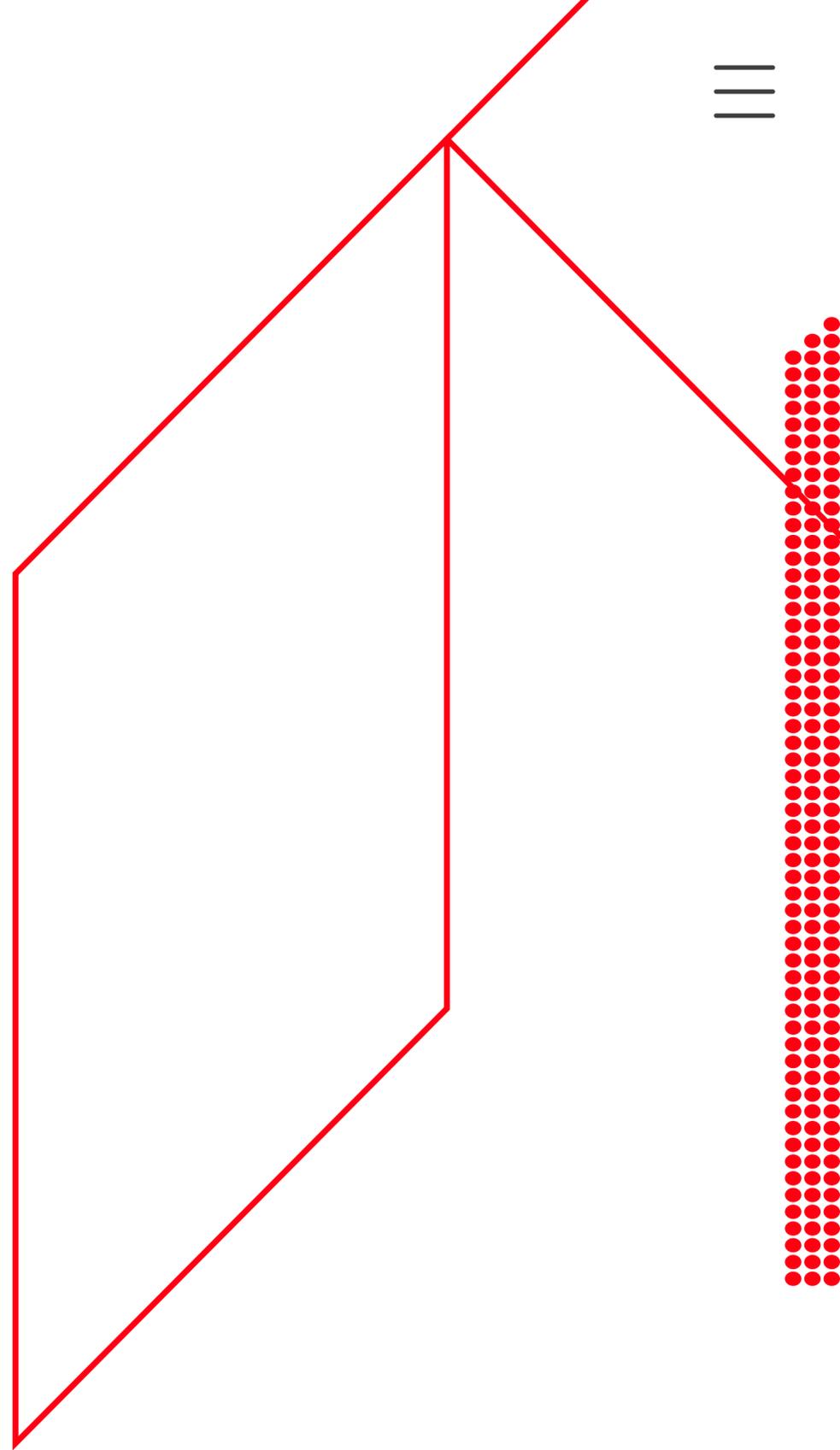
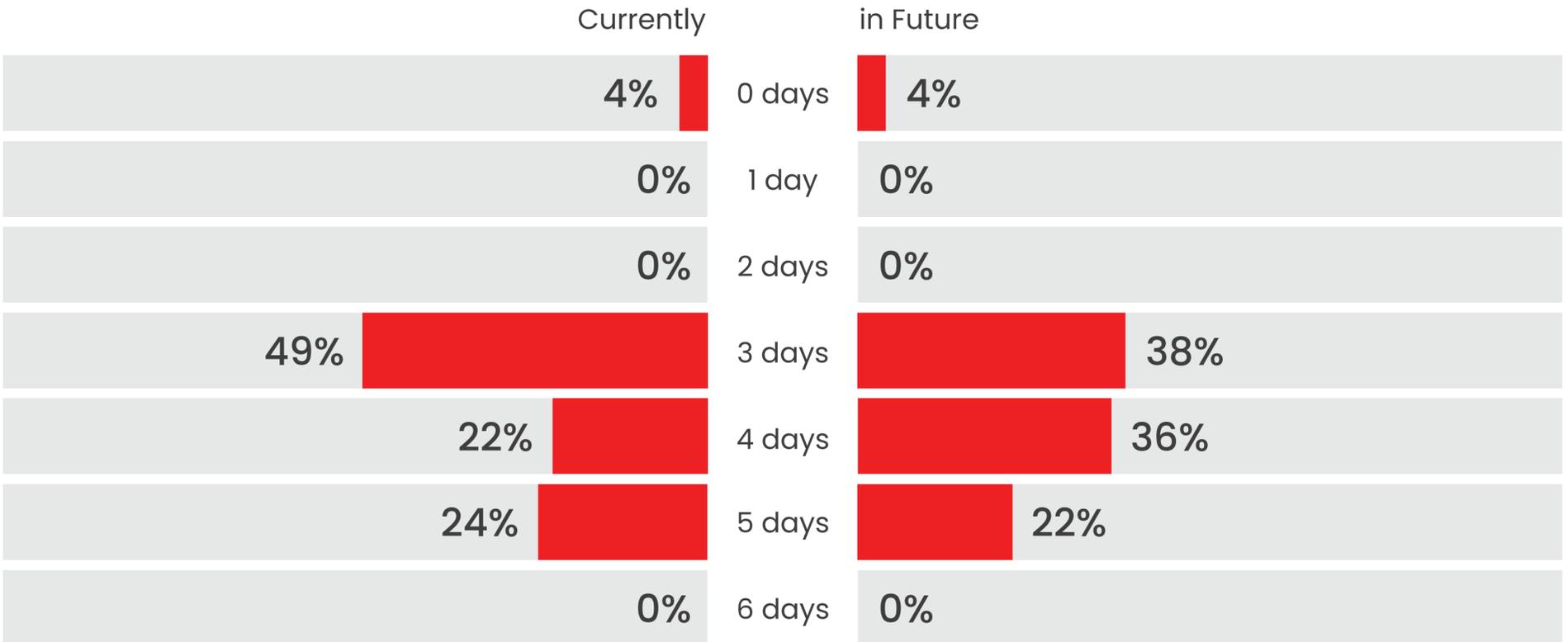


Do you offer any of the following flexible workplace practices?

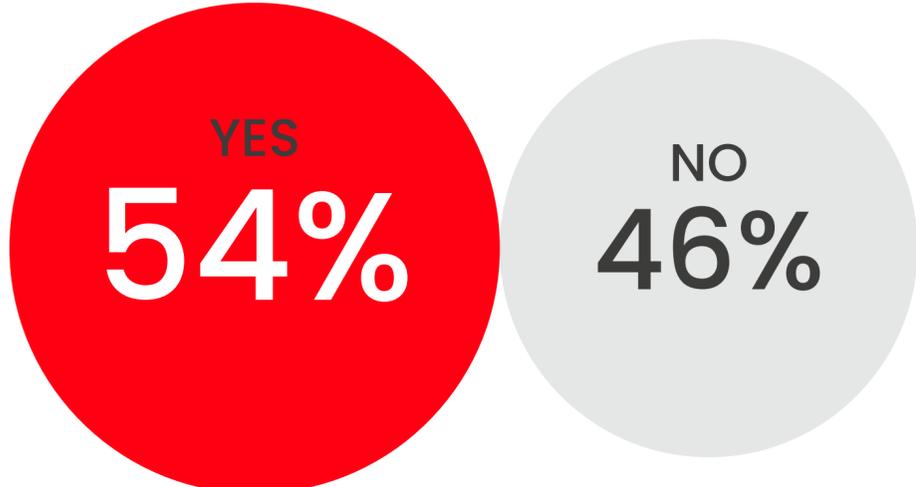




How many days per week do you require staff to work in the office?

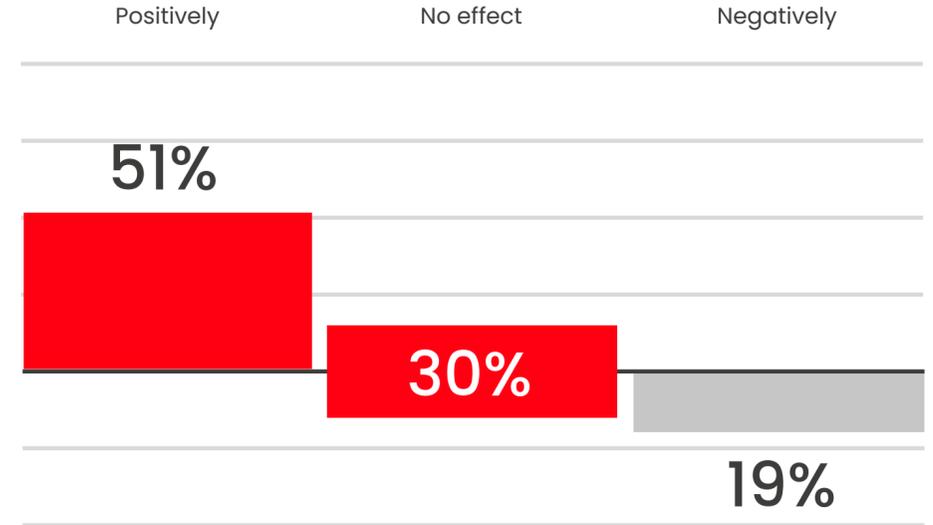


If you are offering a hybrid model (1-4 days in the office), are there specific days that staff need to work in the office?



YES — We specify particular days
NO — We are flexible with the days

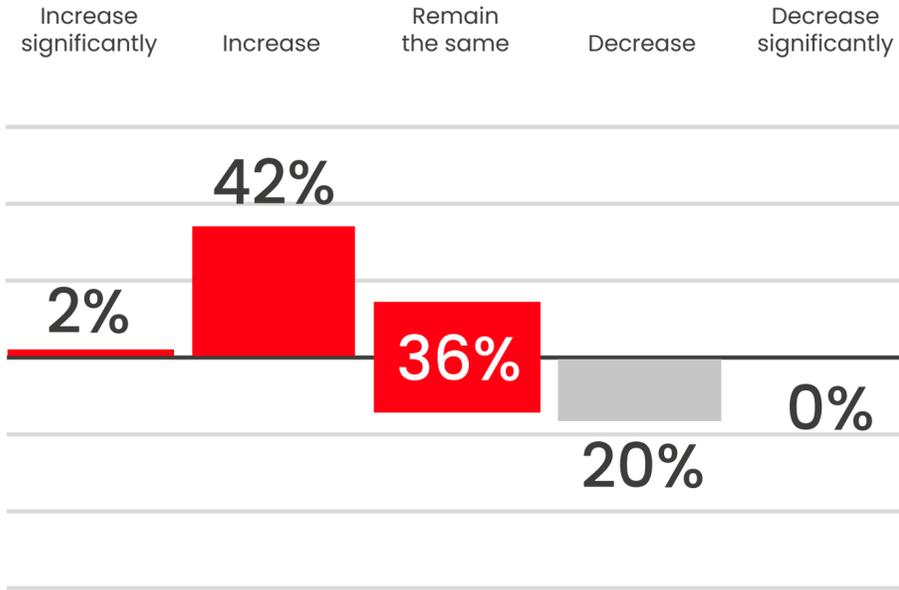
If you offer hybrid working, how has it affected the productivity of your staff?



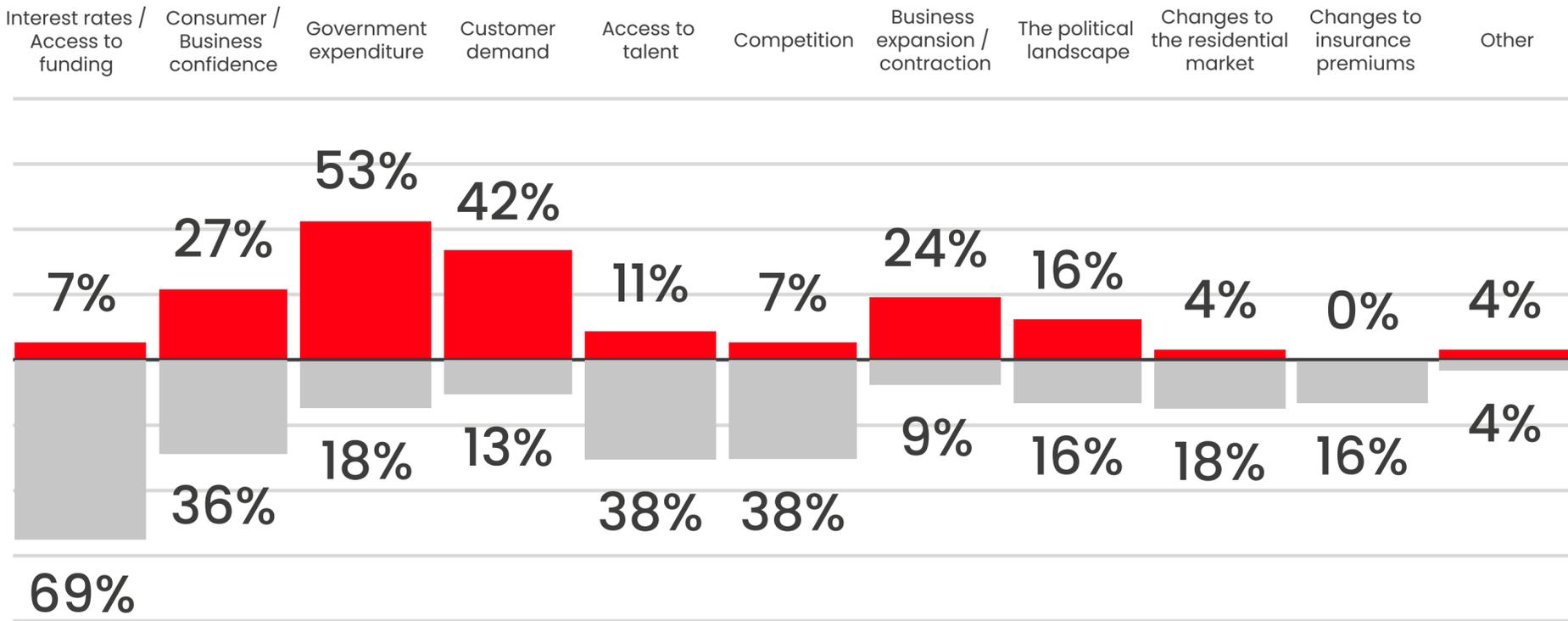


The Future

Compared to 2022, do you expect business activity in 2023 to:

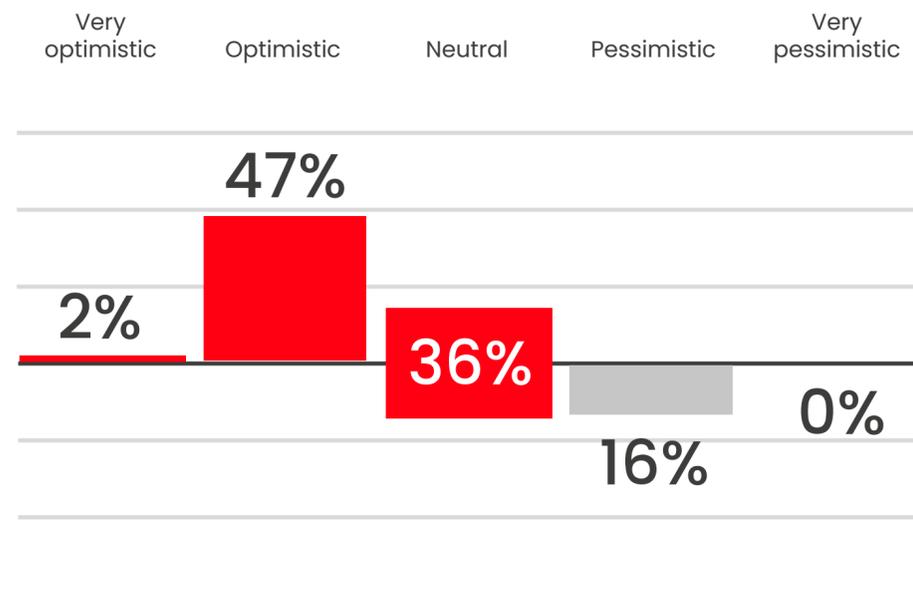


What do you predict will have the biggest positive or negative impacts on business levels in 2023?





How optimistic are you about market conditions over the next 2 years?



There is an industry shift from having employees working in the office 3 days a week in 2022 to 4 days a week in 2023. Compared to today, 11% fewer firms plan to have employees in the office 3 days per week, while 14% more firms plan for employees to work in the office 4 days per week.



ARCHITECTURE

Salary Levels & Tables

Architect / Architect Assistant
Interior Designer
Landscape Architect
Urban Designer
Architectural Documenter
Interior Documenter
3D Visualiser
BIM Manager
Practice Manager



2023
ARCHITECTURE



Salary levels

Architecture

	RESPONSIBILITIES	ESTIMATED EXPERIENCE	EXAMPLE JOB
LEVEL 1	Basic drafting. Design or documentation team member working to senior's mark-ups.	Undergraduate / part-time or no professional experience	Student / Architectural Graduate
LEVEL 2	Intermediate drafting. Requires work to be regularly checked. Minor liaison with external consultants.	Circa 1 - 3 years	Architectural Graduate
LEVEL 3	Starting to take lead role on smaller projects, or possibly package lead on bigger projects. Competent design skills.	Circa 3 - 6 years	Architect / Interior Designer
LEVEL 4	Extended project responsibilities. Managing a documentation team and external stakeholders.	Circa 6 - 10 years	Senior Architect / Senior Interior Designer
LEVEL 5	Highly skilled designer/documenter taking lead role on projects. Leading design delivery team and doing mark-ups. Managing projects to completion including contract administration.	Circa 10+ years	Project Architect / Senior Interior Designer
LEVEL 6	Involved in business development and client management, budgeting resourcing and project architect on major projects. Leader, mentor, manager.	Circa 10+ years	Associate / Senior Project Architect
LEVEL 7	Experienced professional leading a practice or specialist division. Design leader. Project director overseeing business development, tender and fee submissions and strategic direction for projects and the practice.	Circa 10+ years	Principal / Director





Salary tables

Architect/Architect Assistant

	LOW	AVERAGE	HIGH
LEVEL 1	\$53,000	\$57,000	\$65,000
LEVEL 2	\$63,000	\$67,000	\$74,000
LEVEL 3	\$72,500	\$82,500	\$95,000
LEVEL 4	\$82,500	\$92,500	\$102,500
LEVEL 5	\$100,000	\$105,000	\$125,000
LEVEL 6	\$115,000	\$135,000	\$145,000
LEVEL 7	\$155,000	\$185,000	\$220,000

Interior Designer

	LOW	AVERAGE	HIGH
LEVEL 1	\$52,000	\$55,000	\$63,000
LEVEL 2	\$61,000	\$67,000	\$71,000
LEVEL 3	\$72,500	\$77,500	\$85,000
LEVEL 4	\$87,500	\$95,000	\$102,500
LEVEL 5	\$105,000	\$110,000	\$125,000
LEVEL 6	\$105,000	\$135,000	\$140,000
LEVEL 7	\$145,000	\$195,000	\$225,000

All salaries listed in the 2023 PACE survey refer to the total remuneration packages and are inclusive of all benefits such as superannuation, motor vehicles, etc. Average salary represents the median salary reported by respondents; the low & high salary representing the lower and upper quartile of responses, respectively.





Landscape Architect

	LOW	AVERAGE	HIGH
LEVEL 1	\$51,000	\$57,000	\$61,000
LEVEL 2	\$57,000	\$67,000	\$71,000
LEVEL 3	\$67,500	\$80,000	\$87,500
LEVEL 4	\$92,500	\$105,000	\$112,500
LEVEL 5	\$105,000	\$110,000	\$130,000
LEVEL 6	\$110,000	\$135,000	\$135,000
LEVEL 7	\$135,000	\$165,000	\$195,000

Urban Designer

	LOW	AVERAGE	HIGH
LEVEL 1	\$55,000	\$59,000	\$61,000
LEVEL 2	\$64,000	\$68,000	\$75,000
LEVEL 3	\$69,000	\$77,000	\$85,000
LEVEL 4	\$87,500	\$92,500	\$97,500
LEVEL 5	\$102,500	\$110,000	\$122,500
LEVEL 6	\$125,000	\$145,000	\$170,000
LEVEL 7	\$145,000	\$155,000	\$215,000

All salaries listed in the 2023 PACE survey refer to the total remuneration packages and are inclusive of all benefits such as superannuation, motor vehicles, etc. Average salary represents the median salary reported by respondents; the low & high salary representing the lower and upper quartile of responses, respectively.





Salary levels

Architecture Documentation

	RESPONSIBILITIES	ESTIMATED EXPERIENCE	EXAMPLE JOB
LEVEL 1	Basic drafting. Design or documentation team member working to senior's mark-ups.	Undergraduate / part-time or no professional experience	Trainee Drafter
LEVEL 2	Intermediate drafting. Still requires work to be regularly checked.	Circa 1 - 3 years	Junior Drafter
LEVEL 3	Well-developed drafting skills. Generally works with limited supervision. Increasing external responsibilities, e.g. with consultants.	Circa 3 - 6 years	Drafter
LEVEL 4	Takes lead role in the documentation team. May take project coordinator role. High degree of technical skill.	Circa 6 - 10 years	Senior Drafter
LEVEL 5	Technical expert. Leader, teacher and mentor. More strategic responsibility ensuring systems are in place to ensure the quality and accuracy of the practice's documentation output.	Circa 10+ years	CAD / BIM Manager
LEVEL 6	Experienced professional leading a practice or specialist division. Design leader. Project director overseeing business development, tender and fee submissions and strategic direction for projects and the practice.	Circa 10+ years	Principal / Director



Salary tables

Architectural Documenter

	LOW	AVERAGE	HIGH
LEVEL 1	\$51,000	\$55,000	\$56,000
LEVEL 2	\$58,000	\$61,000	\$68,000
LEVEL 3	\$67,500	\$72,500	\$80,000
LEVEL 4	\$82,500	\$92,500	\$100,000
LEVEL 5	\$97,500	\$112,500	\$122,500
LEVEL 6	\$110,000	\$145,000	\$172,500

Interior Documenter

	LOW	AVERAGE	HIGH
LEVEL 1	\$47,000	\$55,000	\$58,000
LEVEL 2	\$55,000	\$61,000	\$72,000
LEVEL 3	\$62,500	\$67,500	\$85,000
LEVEL 4	\$72,500	\$87,500	\$115,000
LEVEL 5	\$82,500	\$87,500	\$117,500
LEVEL 6	\$92,500	\$127,500	\$160,000

All salaries listed in the 2023 PACE survey refer to the total remuneration packages and are inclusive of all benefits such as superannuation, motor vehicles, etc. Average salary represents the median salary reported by respondents; the low & high salary representing the lower and upper quartile of responses, respectively.

Salary levels & table

3D Visualiser

	RESPONSIBILITIES	ESTIMATED EXPERIENCE
LEVEL 1	New to the role. Skill set still developing. Requires mentoring.	Circa 0 - 2 years
LEVEL 2	Has successfully completed the role on prior projects. Experienced and competent in most tasks.	Circa 2 - 6 years
LEVEL 3	Extensive experience in the role, successfully working on a number of projects. Can complete all responsibilities with complete autonomy.	Circa 6+ years

3D Visualiser

	LOW	AVERAGE	HIGH
LEVEL 1	\$62,500	\$62,500	\$72,500
LEVEL 2	\$70,000	\$72,500	\$80,000
LEVEL 3	\$90,000	\$92,500	\$102,500

All salaries listed in the 2023 PACE survey refer to the total remuneration packages and are inclusive of all benefits such as superannuation, motor vehicles, etc. Average salary represents the median salary reported by respondents; the low & high salary representing the lower and upper quartile of responses, respectively.

CONSTRUCTION Industry Facts

- Company Demographics
- Business Activity
- Human Resources & Talent
- Recruitment & Retention
- Flexibility & Benefits
- The Future

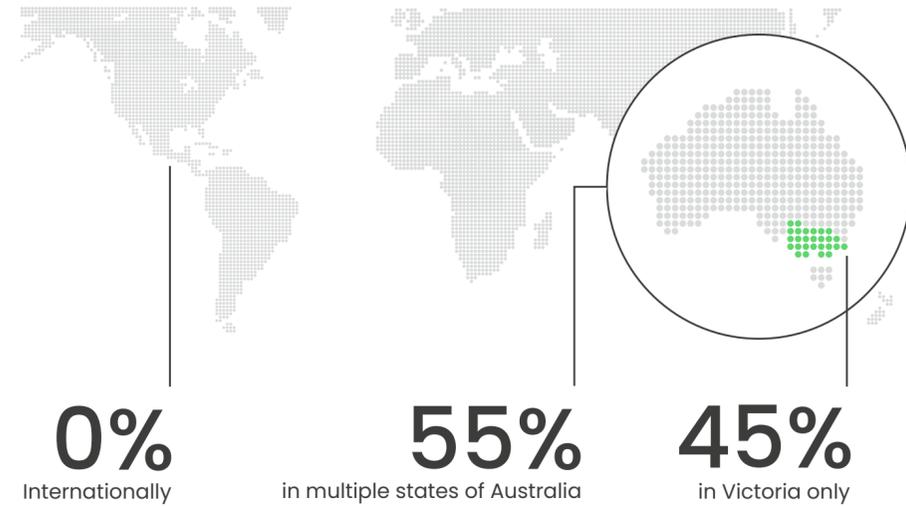


2023

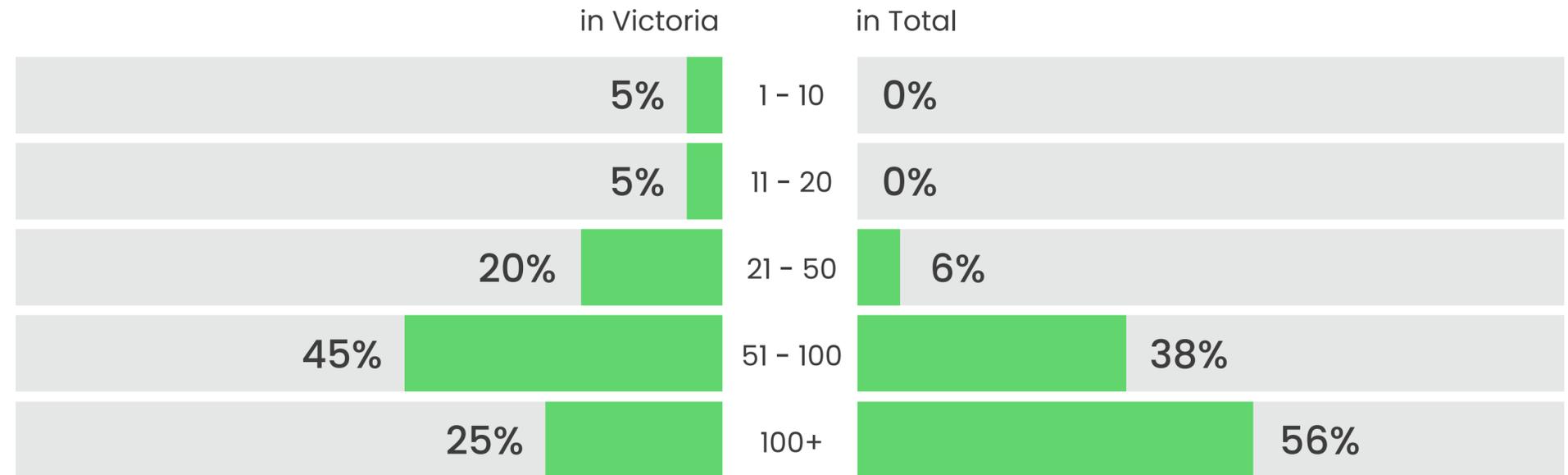
CONSTRUCTION

Company Demographics

Where does your organisation operate?



How many people does your organisation employ?

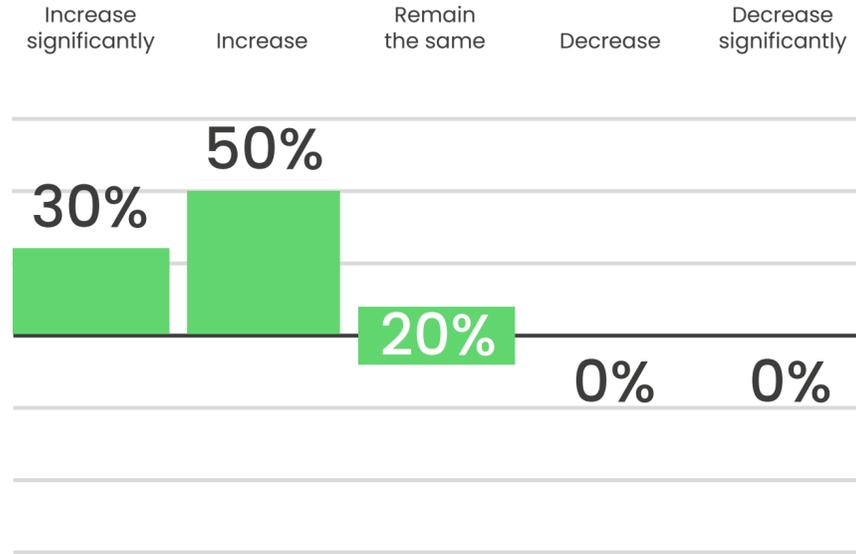


The average number of Victorian-based employees was 89.

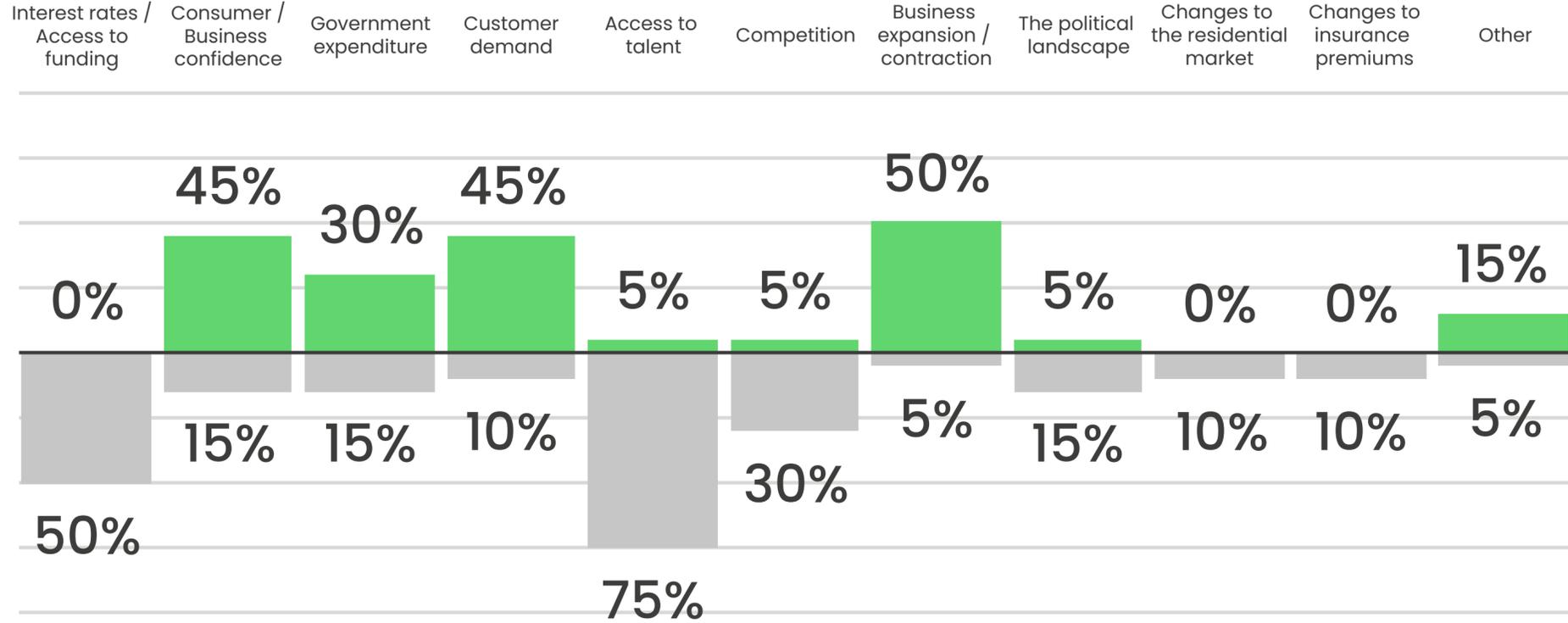
The average company size of the organisations surveyed was 274 employees.

Business Activity

Compared to 2021, did business activity in 2022:



What has had significant positive or negative impacts on business levels in 2022?

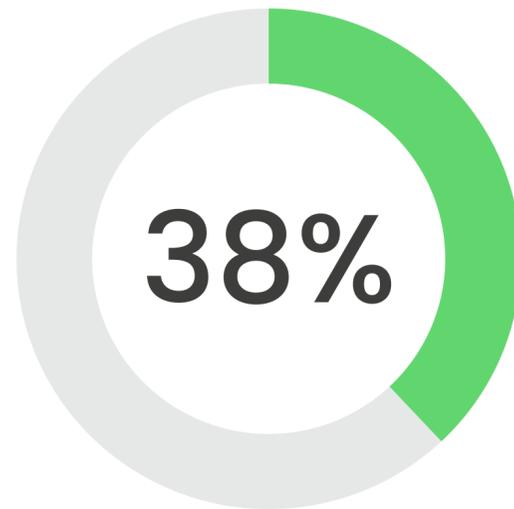




Did your organisation tender for projects in 2022?



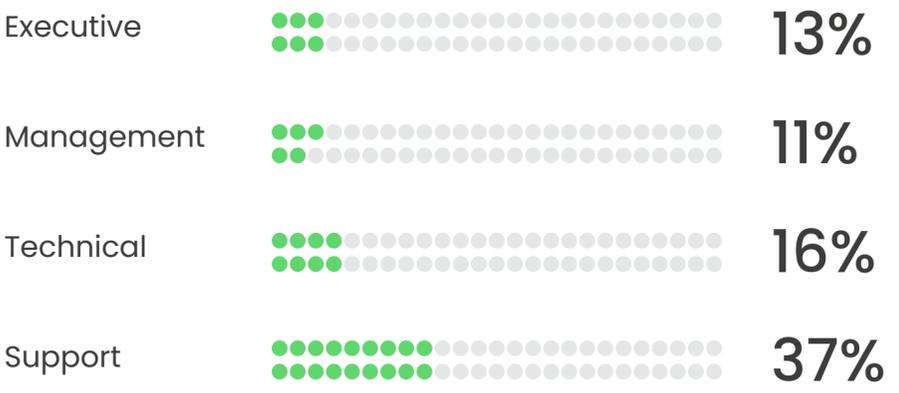
Of projects tendered for in 2022, approximately what percentage were successful?



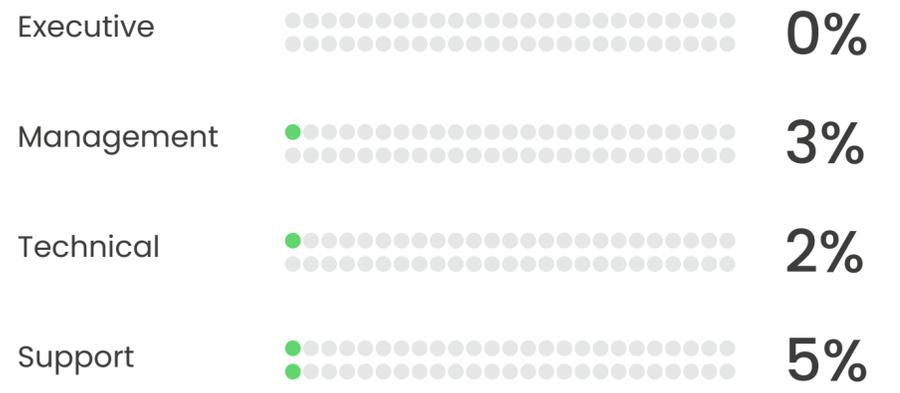


Human Resources & Talent

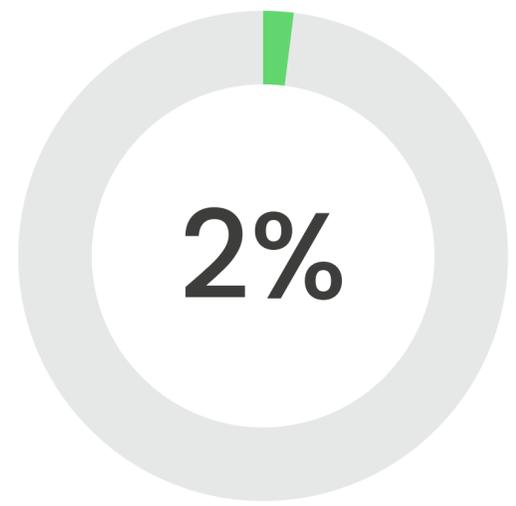
Approximately what percentage of your staff are female?



Approximately what percentage of your staff are employed on a part-time basis?

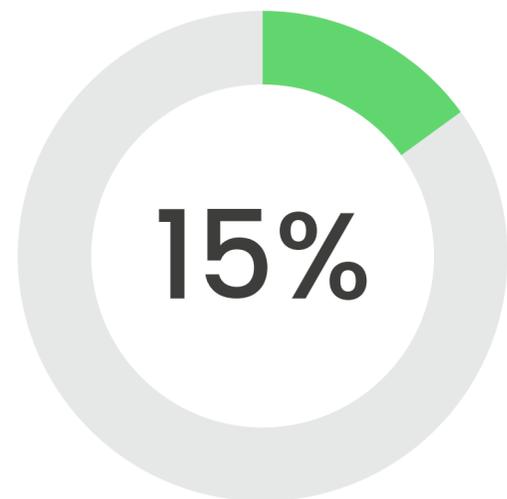


Approximately what percentage of your staff are employed on a contract/temporary basis?

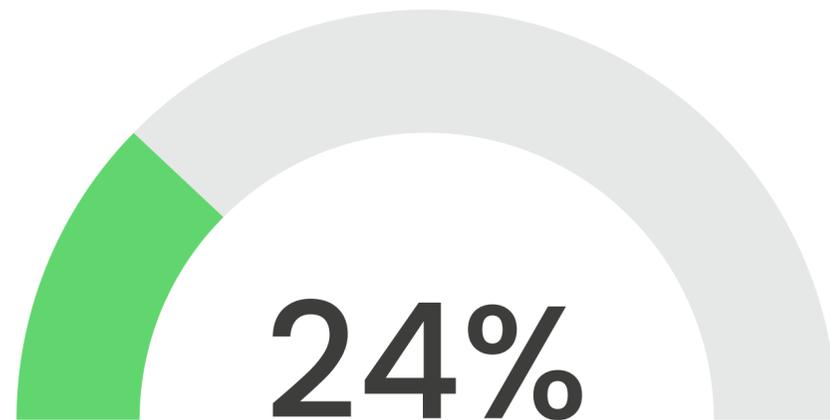




Approximately what percentage of staff employed are support staff?

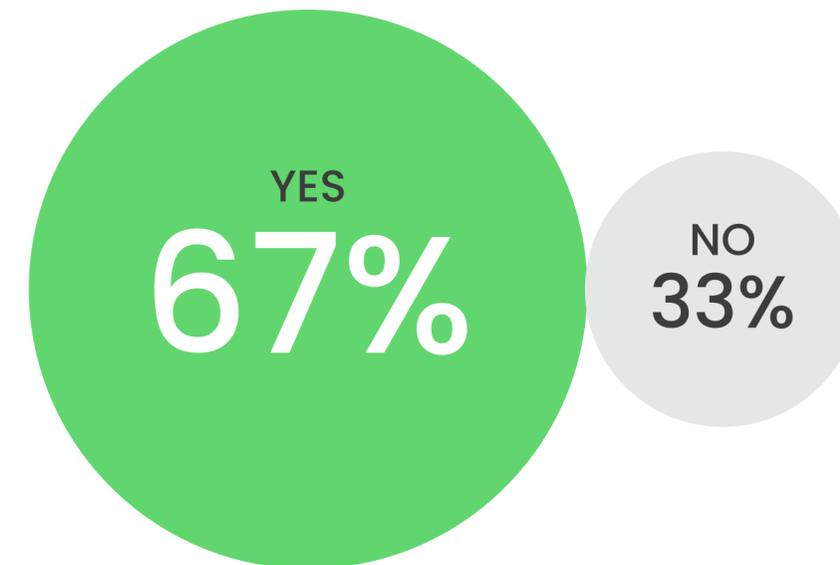


Approximately what percentage of revenue is spent on wages*?



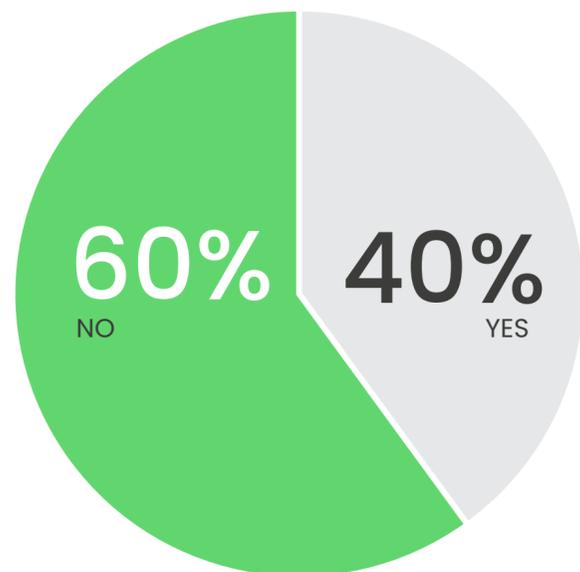
*Salary plus superannuation contribution

Do you pay overtime?

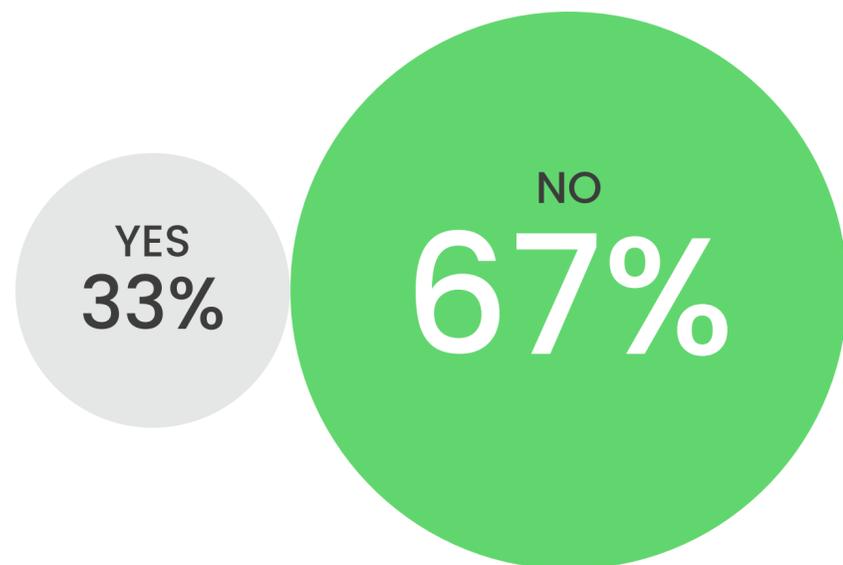




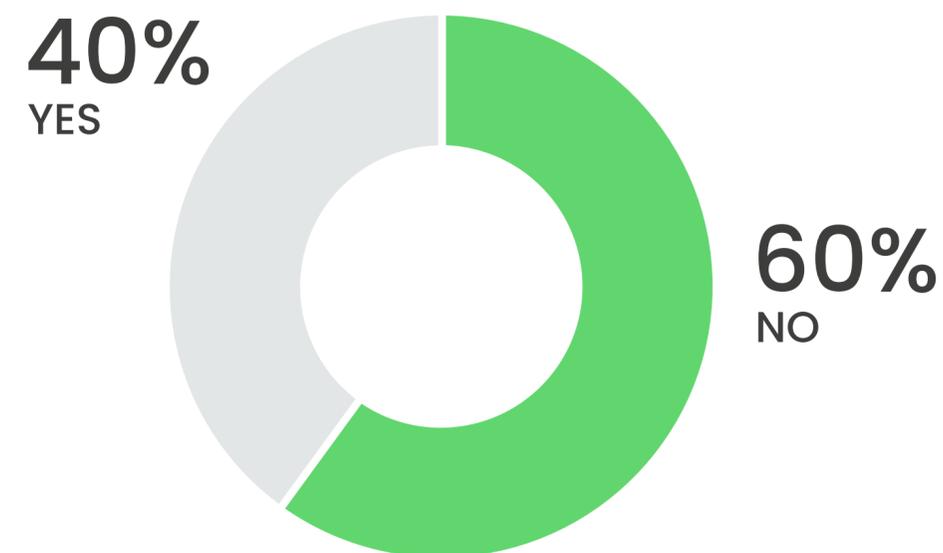
Are you currently pre-approved to provide visa sponsorship to employees?



Did you provide visa sponsorship to any new employees in 2022?

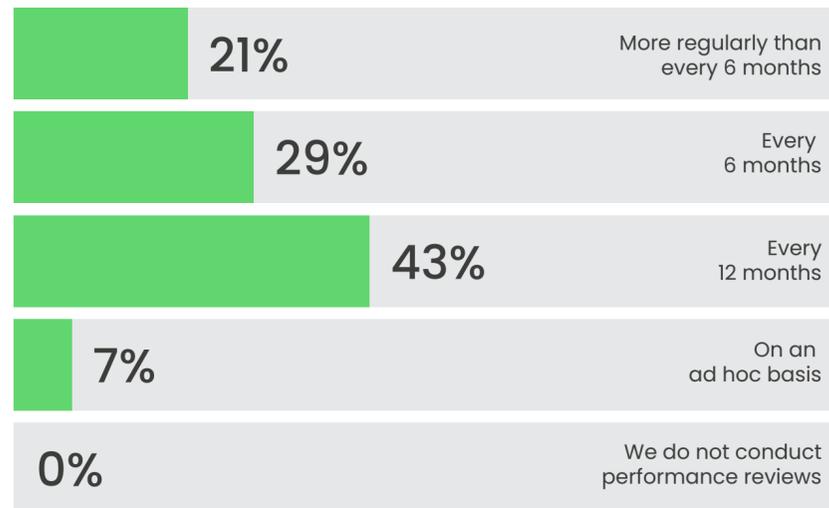


Do you intend to sponsor any new employees in 2023?

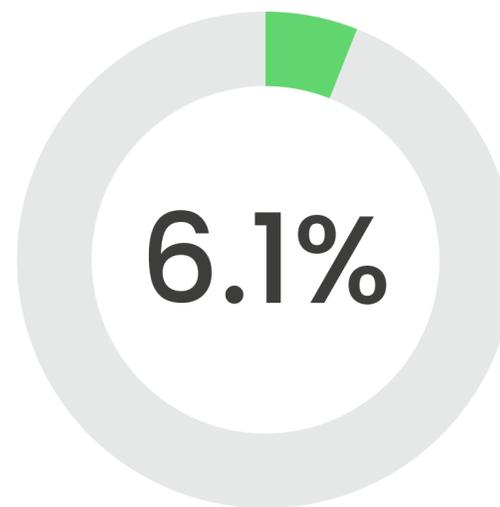




How often do you conduct performance reviews?



In your last round of reviews, what was the average percentage salary increase?



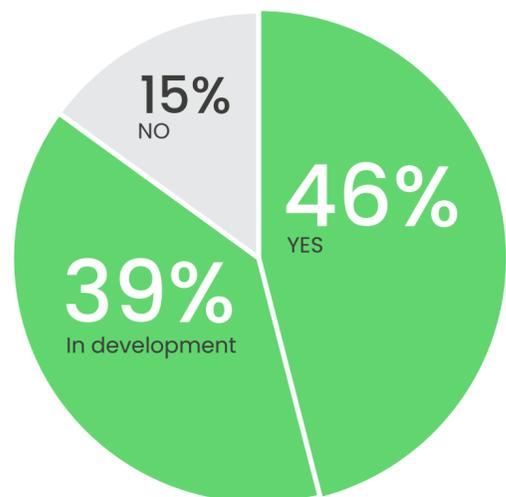
In their next round of reviews, respondents expect to increase salaries by an average of 4.7%.

Of those employees that received an increase in salary, what was the key reason?





To your knowledge, does your organisation have a diversity, equity and inclusion (DE&I) policy?

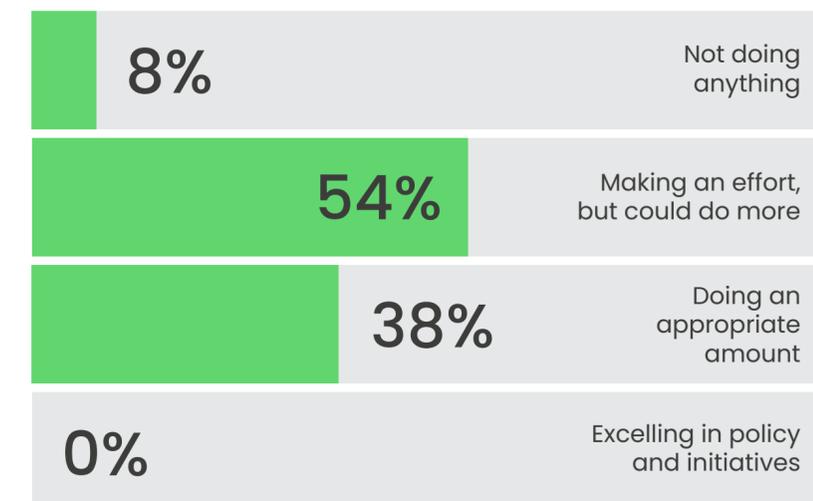


What initiatives are you currently offering through your DE&I policy

- Equality (Opportunity & Pay)
- Flexibility & Working From Home
- DE&I Training and Awareness
- Cultural Diversity and Celebration
- Parental Support
- Reconciliation Action Plan (RAP)
- Workplace Accessibility & Inclusion

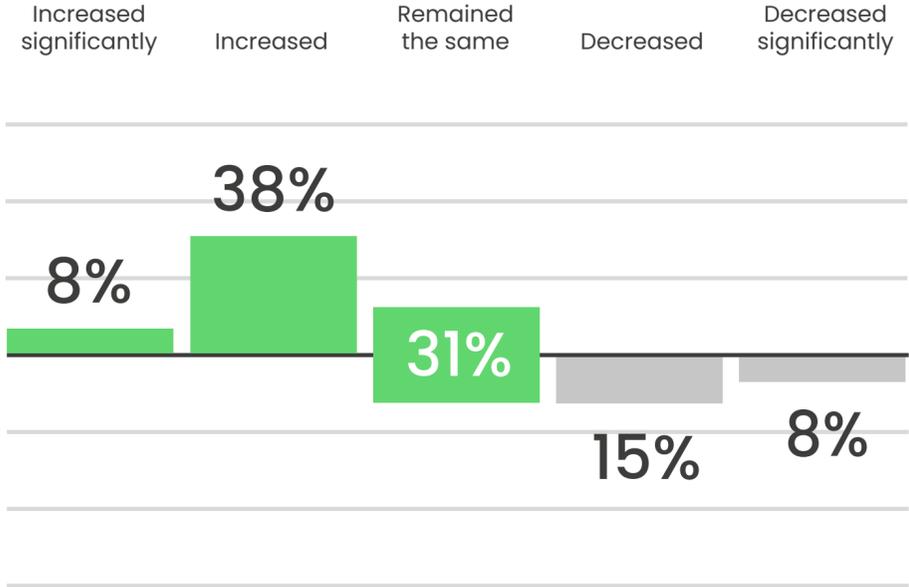
The results above represent the top responses, based on the free-text answers we received across all industries surveyed.

Regarding DE&I, do you feel your organisation is:

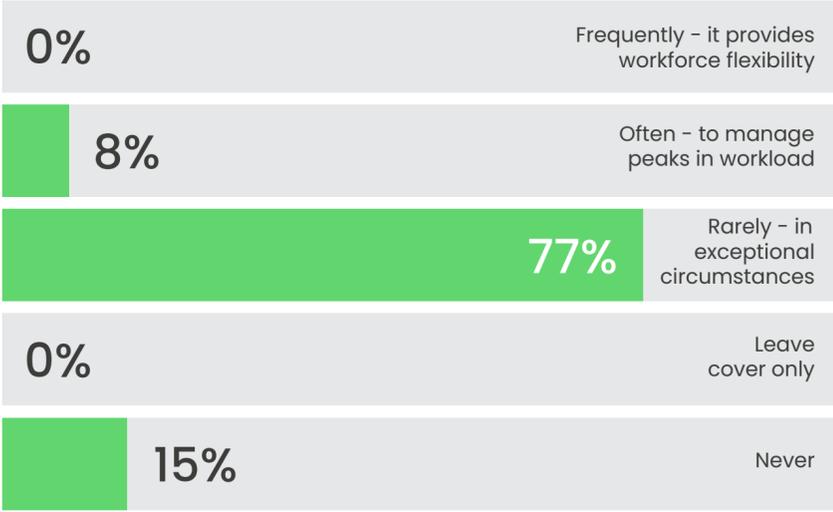


Recruitment & Retention

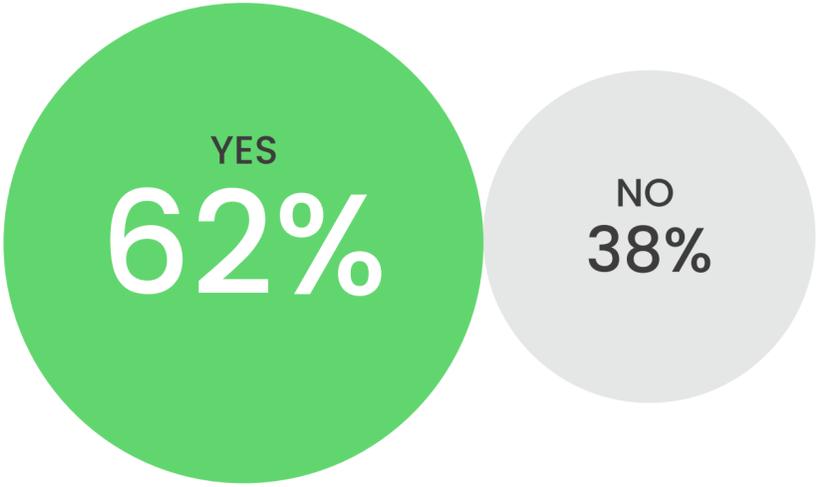
In 2022, staff numbers within your organisation:



How often did you employ temporary/contract staff in 2022?

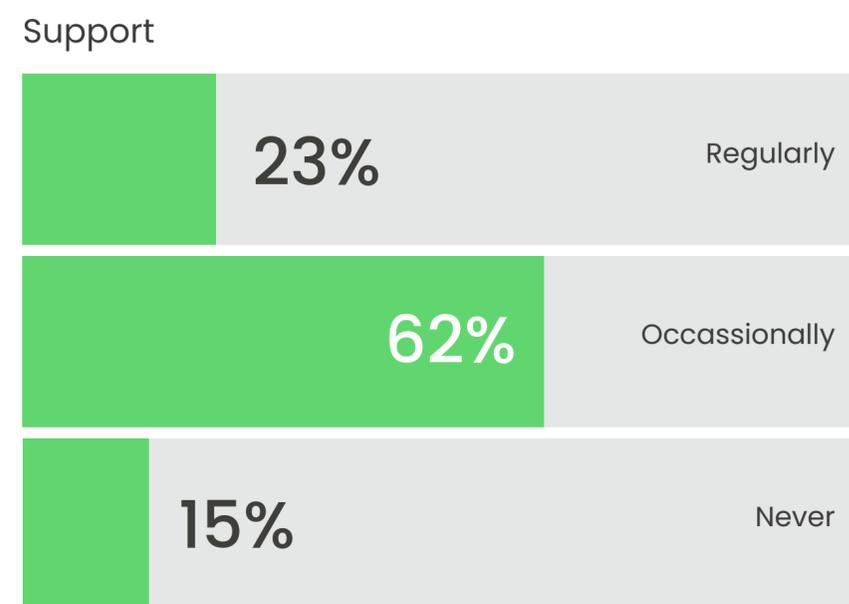
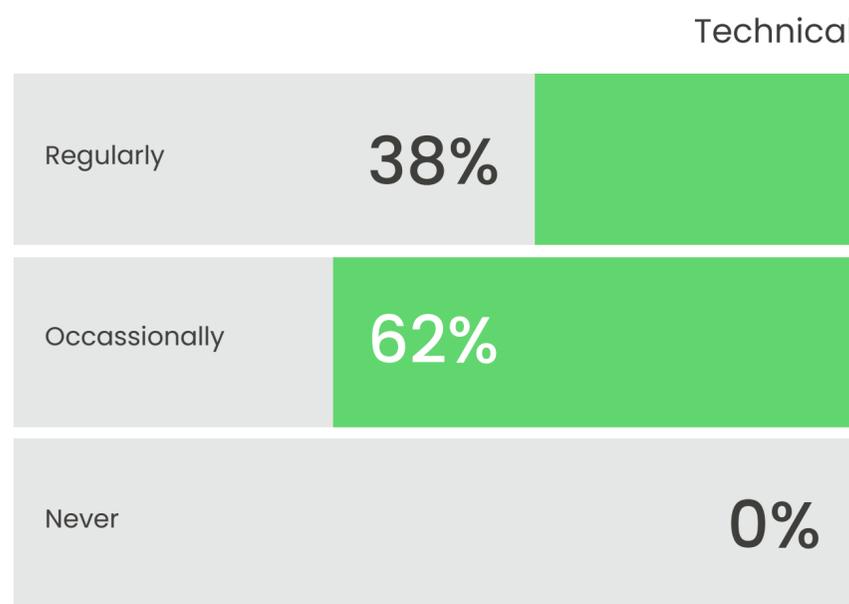


Did you recruit any graduates in 2022?

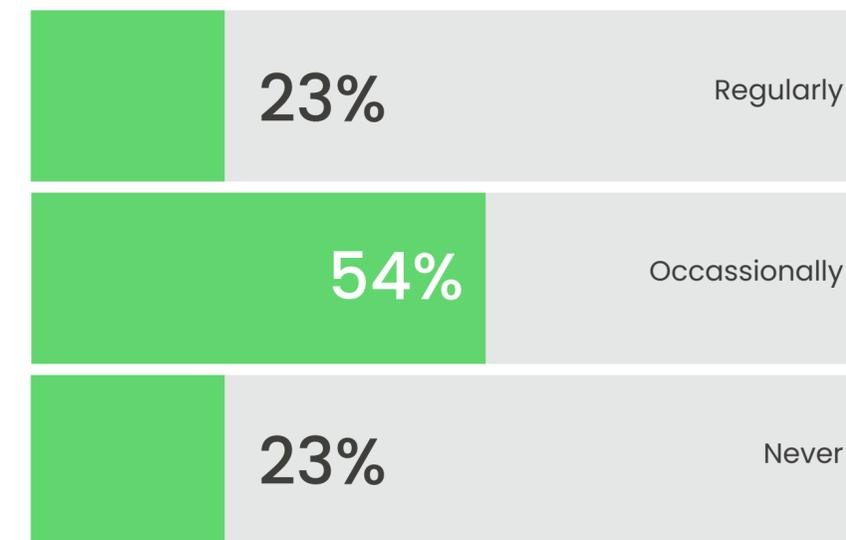




If you hired in 2022, did you experience difficulty in sourcing professionals without outside assistance (i.e. through a recruiter)?

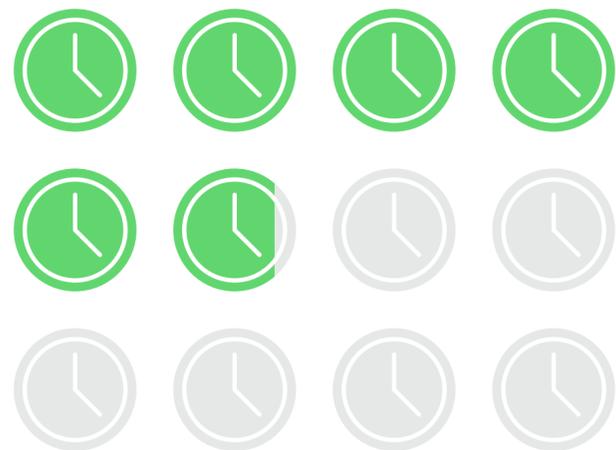


If you hired in 2022, did you have to pay higher salaries than you expected to in order to attract the right candidate?



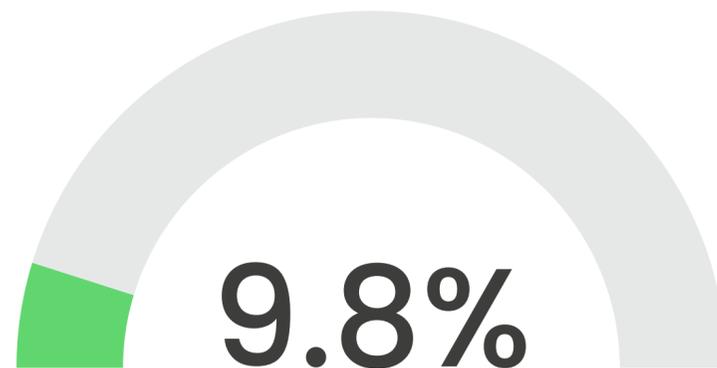


If you hired staff in 2022, on average how many weeks did it take to fill roles – from starting the search, to the employee starting their role?



5.8
weeks

Approximately what percentage of your total permanent staff resigned from their role in 2022?



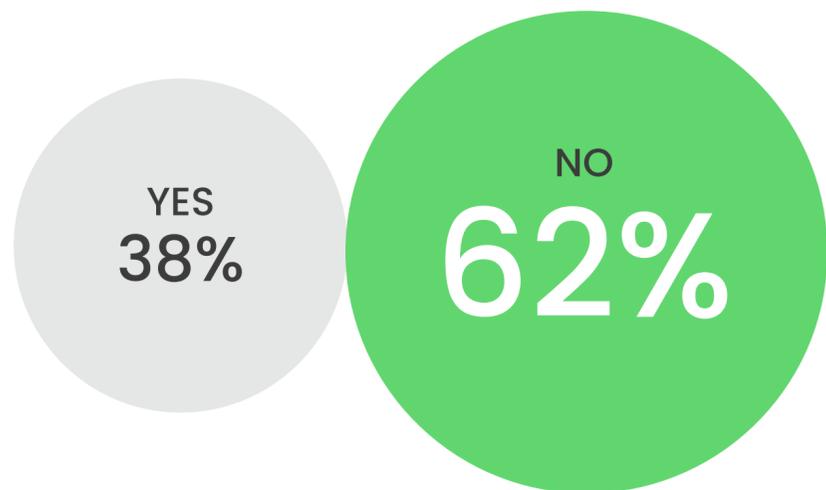
9.8%

What are the most common reasons for staff resigning?

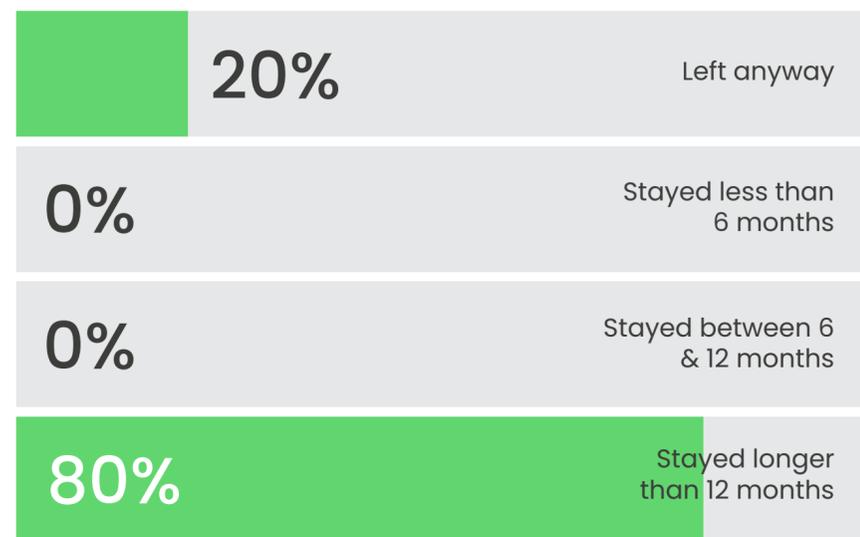




Did you counter offer any departing staff in 2022?



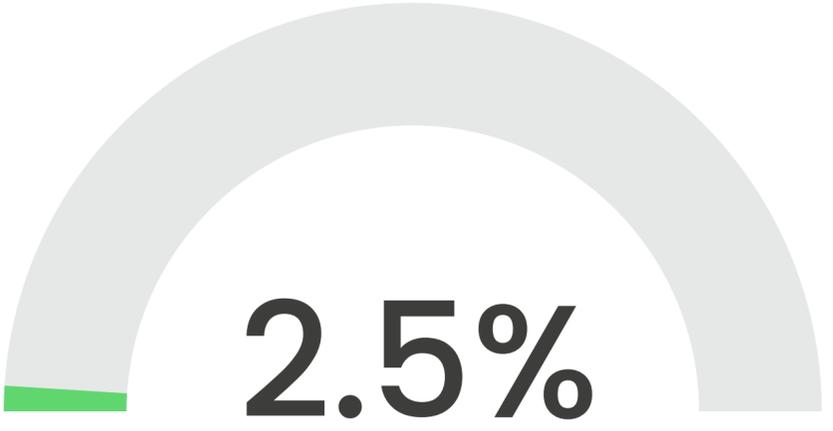
Of those counter offered, they:



Compared to previous years, in 2022 did you counter offer staff:



Approximately what percentage of your staff were made redundant in 2022?

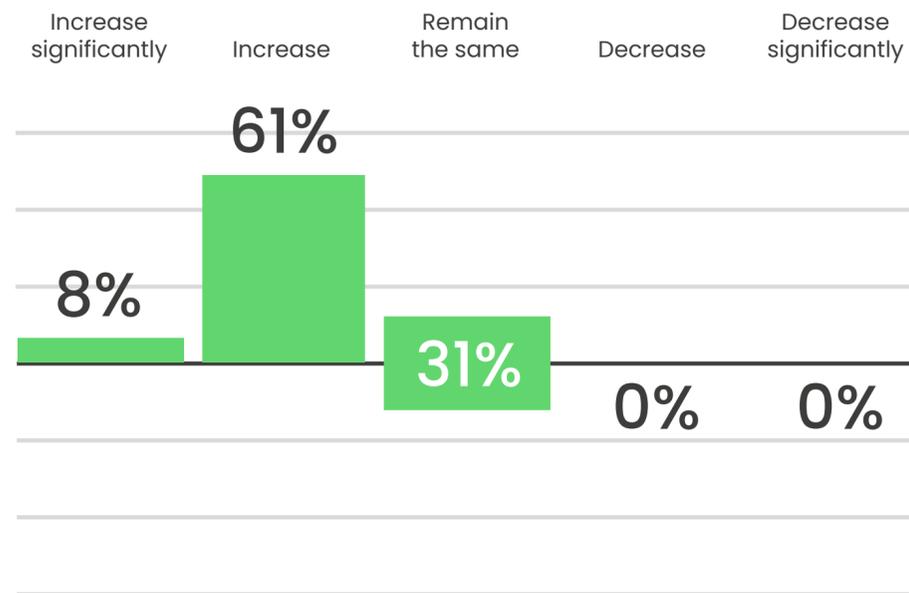


Did you enforce reduced work hours for any permanent employees during 2022, due to reduced workload?

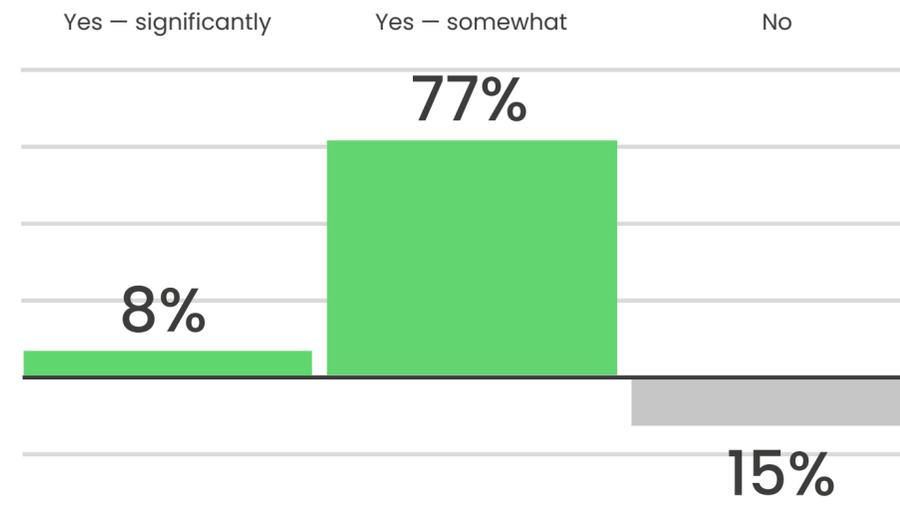




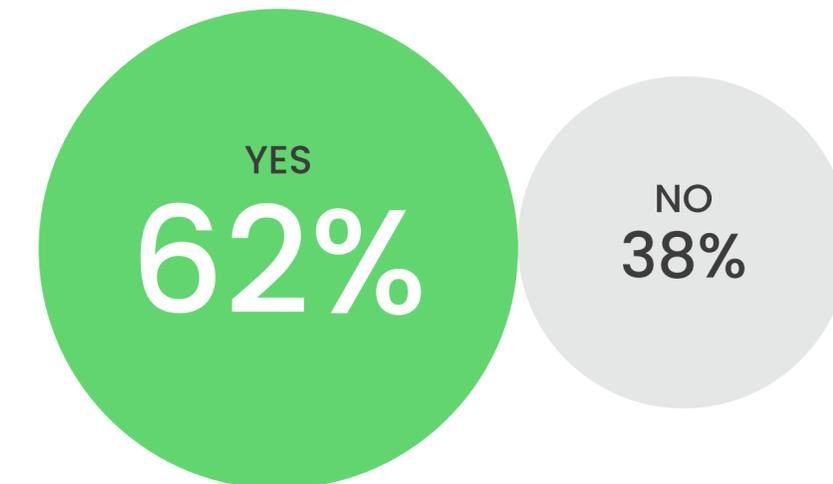
In 2023, you expect staff numbers to:



Do you think skills shortages are likely to impact the effective operation of your organisation in 2023?



Do you currently have the talent required to deliver your organisation's objectives in 2023?



Flexibility & Benefits

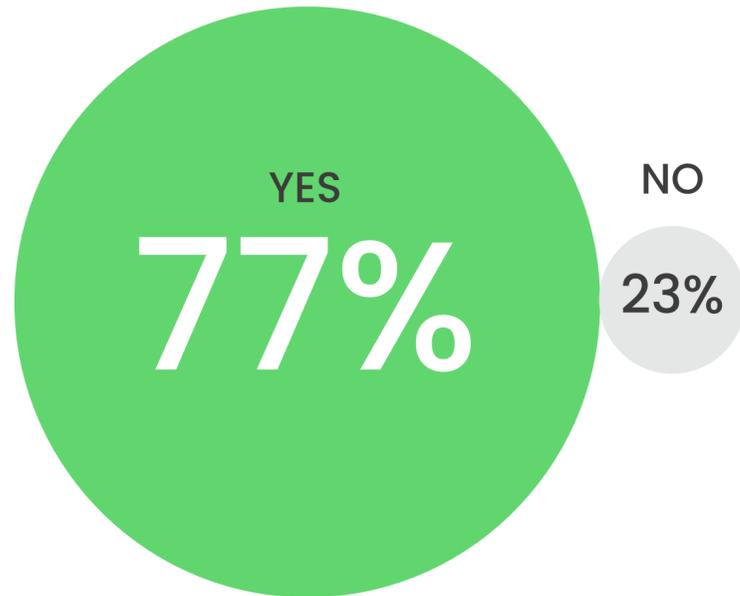
Do you offer any of the following monetary employee benefits?

	Executive	Mgmt	Technical	Support
Car / Car Allowance	70%	82%	73%	20%
Parking	70%	73%	55%	50%
Additional Superannuation	10%	0%	0%	0%
Insurance	30%	9%	18%	20%
Salary Sacrifice	70%	64%	64%	70%
Bonuses	70%	64%	45%	50%
Profit Share	40%	0%	0%	0%
Financial Support for Study	20%	27%	27%	20%
Additional Paid Parental Leave	50%	36%	45%	30%

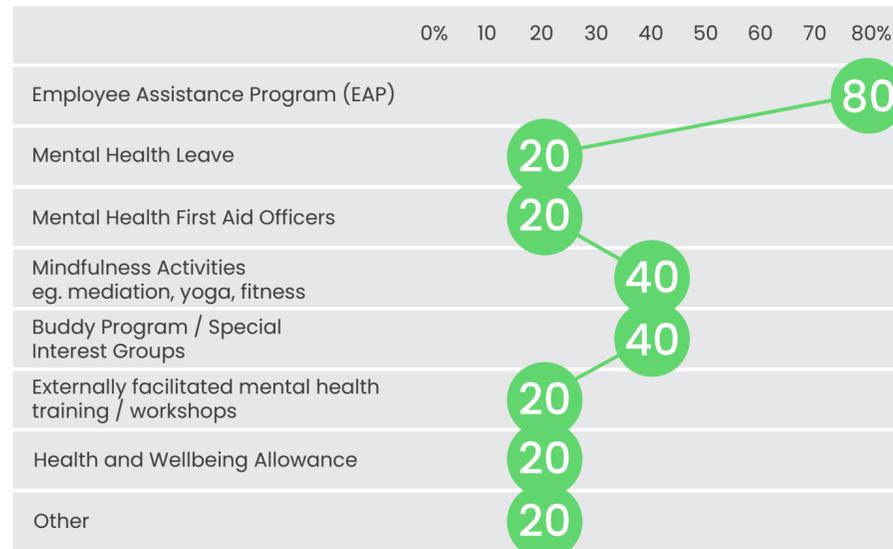
Do you offer any of the following non-monetary employee benefits?



Do you offer any health & wellbeing initiatives or practices?



If yes, which of the following health and wellbeing initiatives have you implemented?

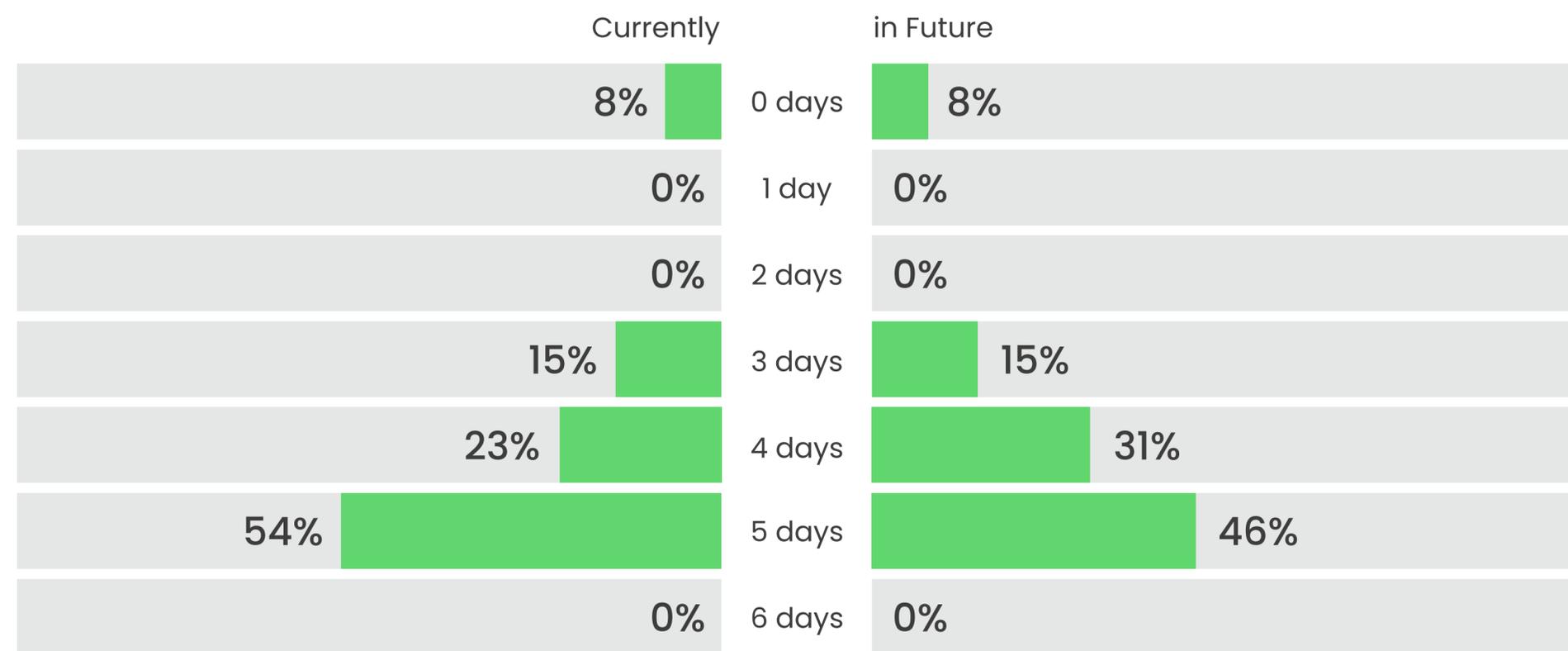


Do you offer any of the following flexible workplace practices?

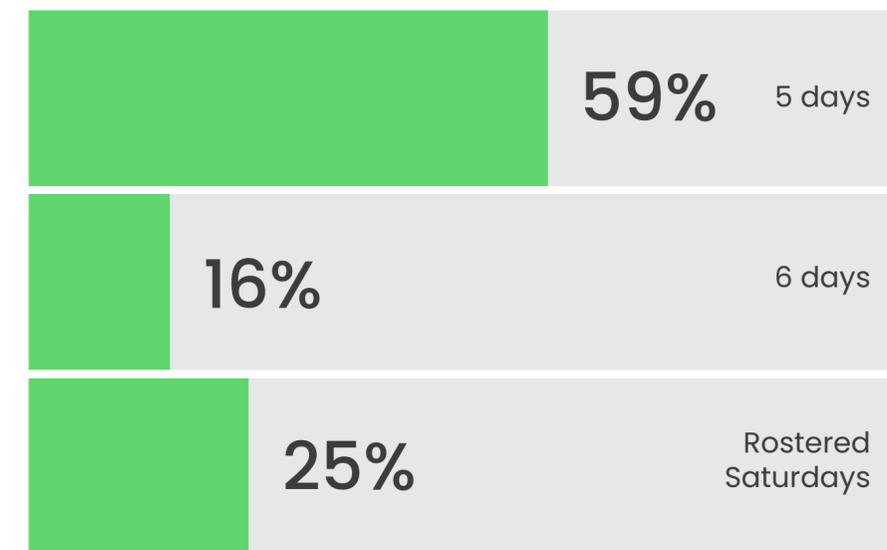




How many days per week do you require staff to work in the office?

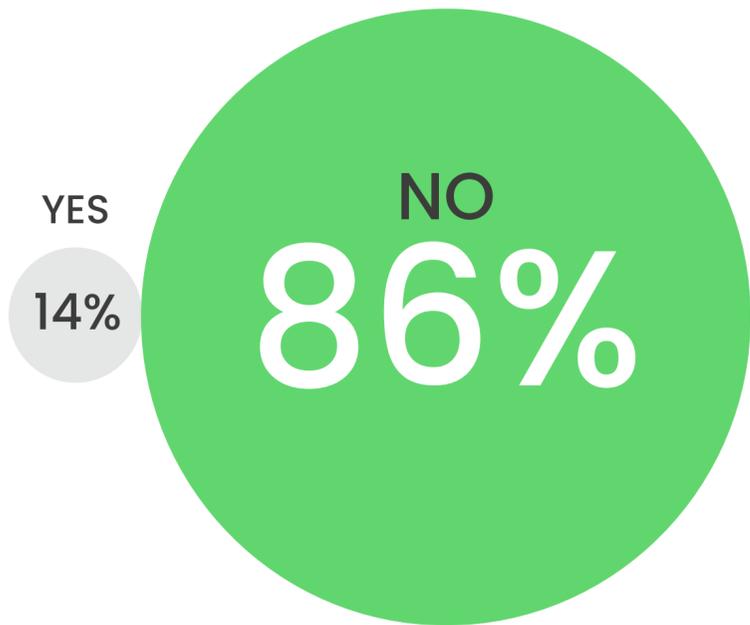


How many days per week do you require Site Staff to work currently?



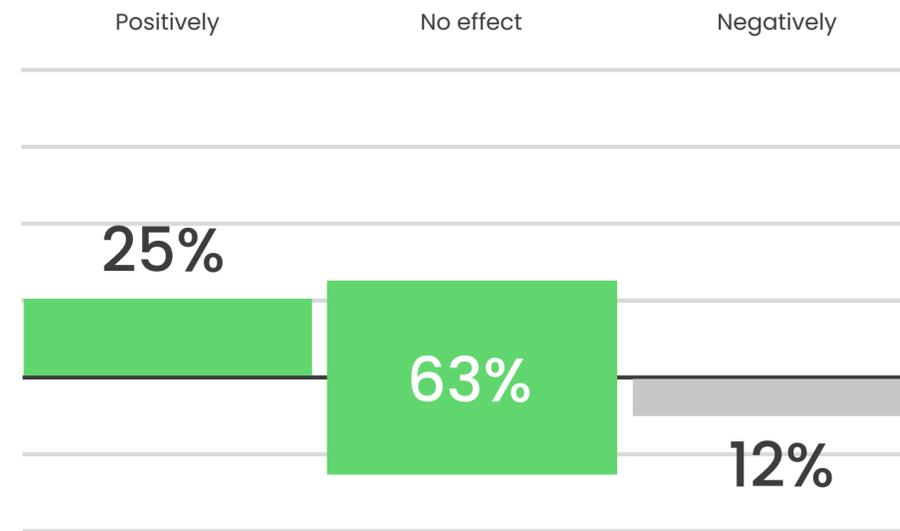


If you are offering a hybrid model (1-4 days in the office), are there specific days that staff need to work in the office?



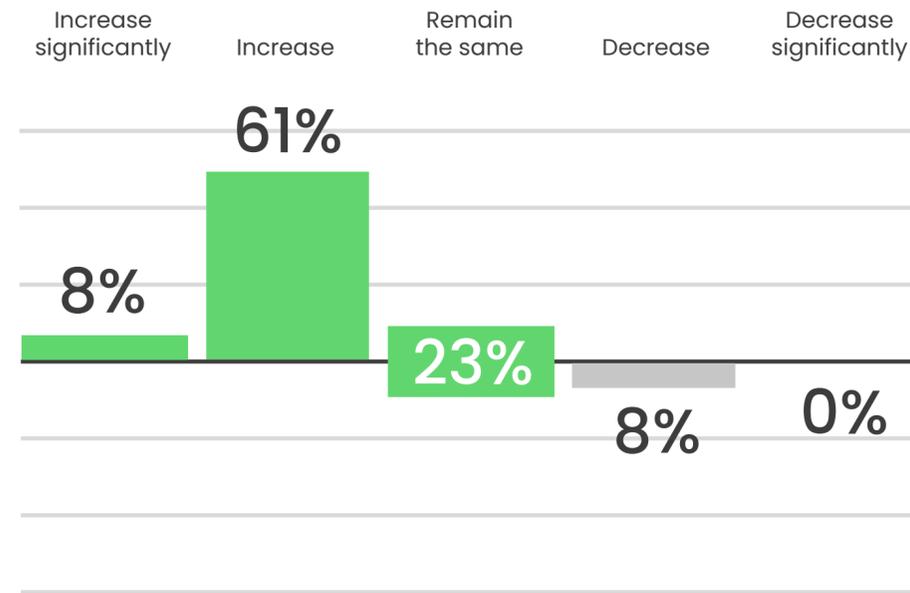
YES — We specify particular days
NO — We are flexible with the days

If you offer hybrid working, how has it affected the productivity of your staff?

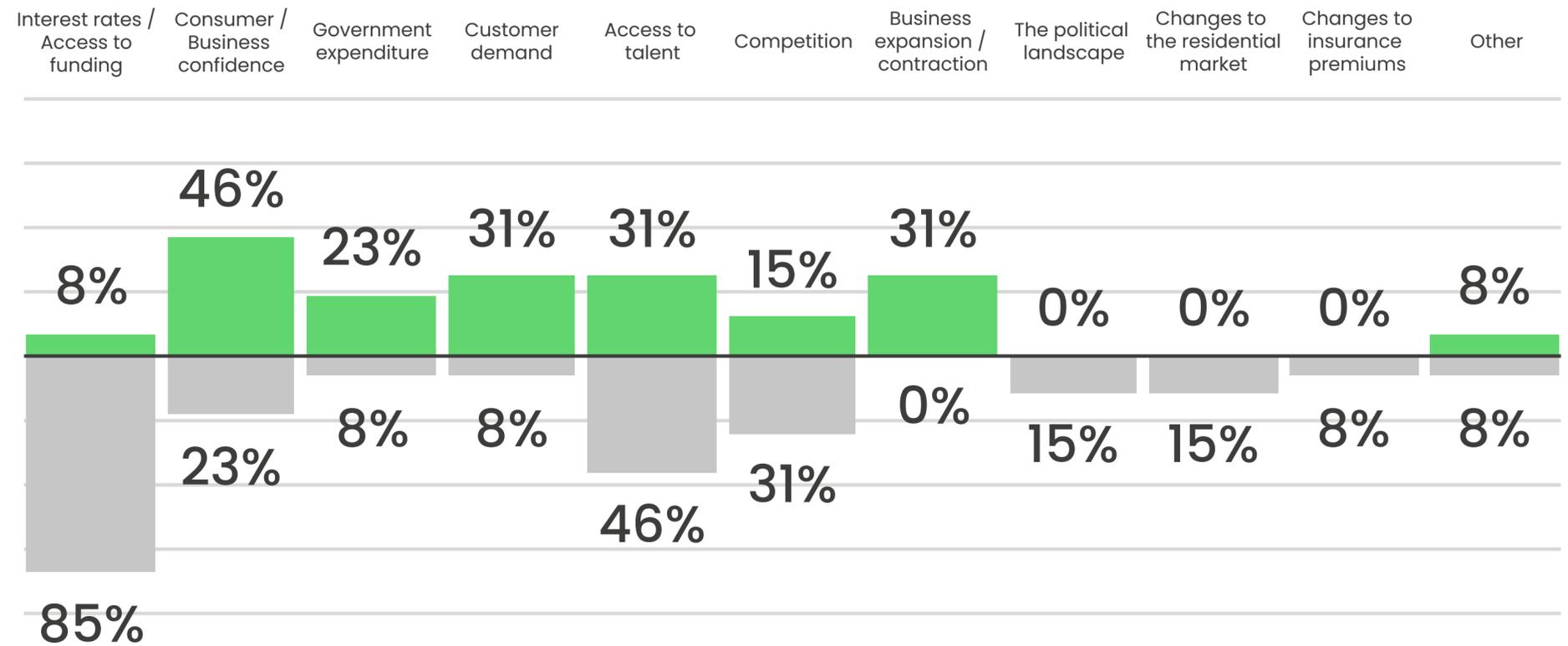


The Future

Compared to 2022, do you expect business activity in 2023 to:

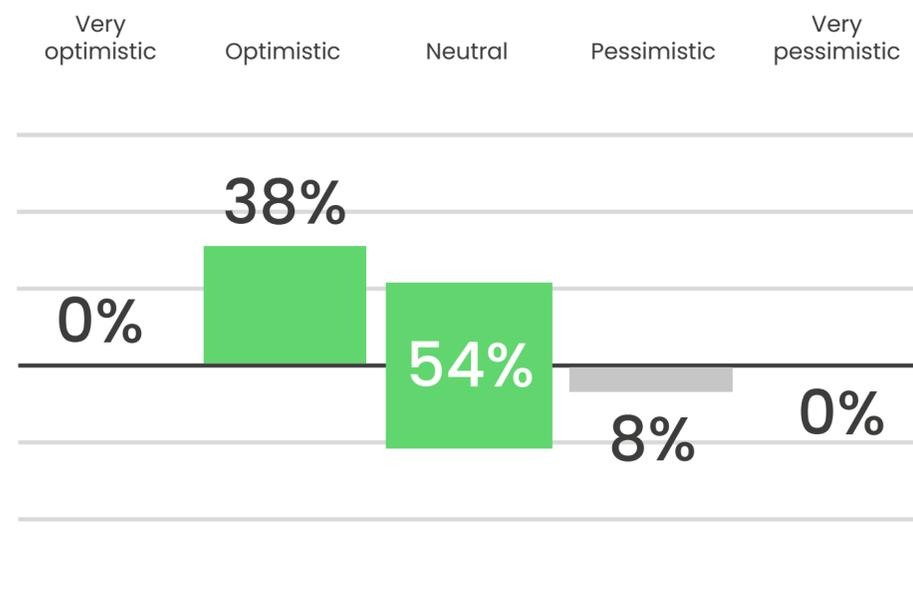


What do you predict will have the biggest positive or negative impacts on business levels in 2023?





How optimistic are you about market conditions over the next 2 years?



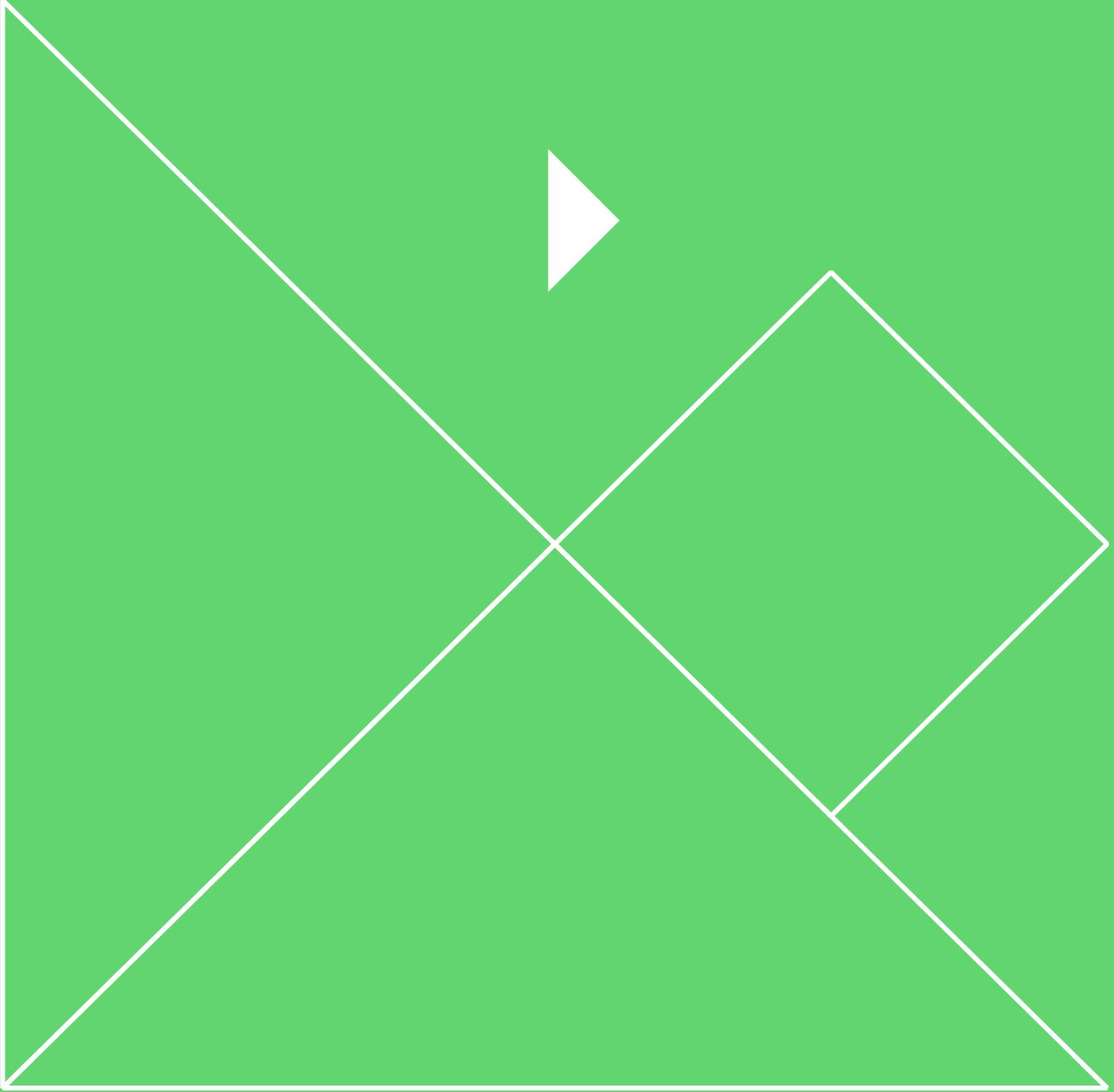
The construction industry is the most optimistic about market conditions in 2023, with 69% of participating firms expecting business activity to increase, while only 8% anticipating it will decrease.



CONSTRUCTION

Salary Levels & Tables

- Site Foreperson
- Site Manager
- Project Coordinator
- Contracts Administrator
- Senior Contracts Administrator
- Project Manager
- Senior Project Manager
- Construction Manager
- Estimator
- HSEQ Manager



2023

CONSTRUCTION

Salary levels & tables

Construction

	RESPONSIBILITIES	ESTIMATED EXPERIENCE
LEVEL 1	New to the role. Skill set still developing. Requires mentoring.	Circa 0 - 2 years
LEVEL 2	Has successfully completed the role on prior projects. Experienced and competent in most tasks.	Circa 2 - 6 years
LEVEL 3	Extensive experience in the role, successfully working on a number of projects. Can complete all responsibilities with complete autonomy.	Circa 6+ years

All salaries listed in the 2023 PACE survey refer to the total remuneration packages and are inclusive of all benefits such as superannuation, motor vehicles, etc. Average salary represents the median salary reported by respondents; the low & high salary representing the lower and upper quartile of responses, respectively.

Site Foreperson

	LOW	AVERAGE	HIGH
LEVEL 1	\$92,500	\$102,500	\$112,500
LEVEL 2	\$120,000	\$125,000	\$130,000
LEVEL 3	\$135,000	\$145,000	\$155,000

Site Manager

	LOW	AVERAGE	HIGH
LEVEL 1	\$105,000	\$125,000	\$147,500
LEVEL 2	\$135,000	\$155,000	\$165,000
LEVEL 3	\$160,000	\$185,000	\$210,000

Project Coordinator

	LOW	AVERAGE	HIGH
LEVEL 1	\$65,000	\$67,500	\$77,500
LEVEL 2	\$75,000	\$77,500	\$90,000
LEVEL 3	\$85,000	\$95,000	\$110,000



Contracts Administrator

	LOW	AVERAGE	HIGH
LEVEL 1	\$65,000	\$72,500	\$87,500
LEVEL 2	\$82,500	\$97,500	\$102,500
LEVEL 3	\$100,000	\$135,000	\$140,000

Project Manager

	LOW	AVERAGE	HIGH
LEVEL 1	\$115,000	\$125,000	\$145,000
LEVEL 2	\$125,000	\$135,000	\$175,000
LEVEL 3	\$165,000	\$180,000	\$195,000

Senior Contracts Administrator

	LOW	AVERAGE	HIGH
LEVEL 1	\$125,000	\$135,000	\$145,000
LEVEL 2	\$145,000	\$145,000	\$165,000
LEVEL 3	\$165,000	\$175,000	\$185,000

Senior Project Manager

	LOW	AVERAGE	HIGH
LEVEL 1	\$165,000	\$185,000	\$190,000
LEVEL 2	\$180,000	\$200,000	\$225,000
LEVEL 3	\$205,000	\$235,000	\$280,000

All salaries listed in the 2023 PACE survey refer to the total remuneration packages and are inclusive of all benefits such as superannuation, motor vehicles, etc. Average salary represents the median salary reported by respondents; the low & high salary representing the lower and upper quartile of responses, respectively.



Construction Manager

	LOW	AVERAGE	HIGH
LEVEL 1	\$150,000	\$185,000	\$215,000
LEVEL 2	\$205,000	\$225,000	\$235,000
LEVEL 3	\$230,000	\$255,000	\$275,000

HSEQ Manager

	LOW	AVERAGE	HIGH
LEVEL 1	\$95,000	\$115,000	\$145,000
LEVEL 2	\$122,500	\$135,000	\$172,500
LEVEL 3	\$157,500	\$162,500	\$205,000

Estimator

	LOW	AVERAGE	HIGH
LEVEL 1	\$67,500	\$77,500	\$87,500
LEVEL 2	\$97,500	\$107,500	\$127,500
LEVEL 3	\$140,000	\$155,000	\$230,000

All salaries listed in the 2023 PACE survey refer to the total remuneration packages and are inclusive of all benefits such as superannuation, motor vehicles, etc. Average salary represents the median salary reported by respondents; the low & high salary representing the lower and upper quartile of responses, respectively.

ENGINEERING

Industry Facts

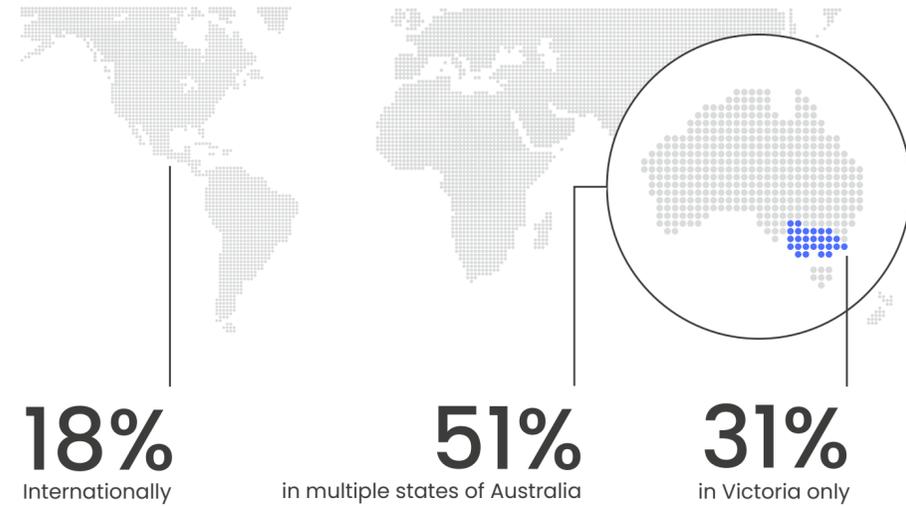
- Company Demographics
- Business Activity
- Human Resources & Talent
- Recruitment & Retention
- Flexibility & Benefits
- The Future



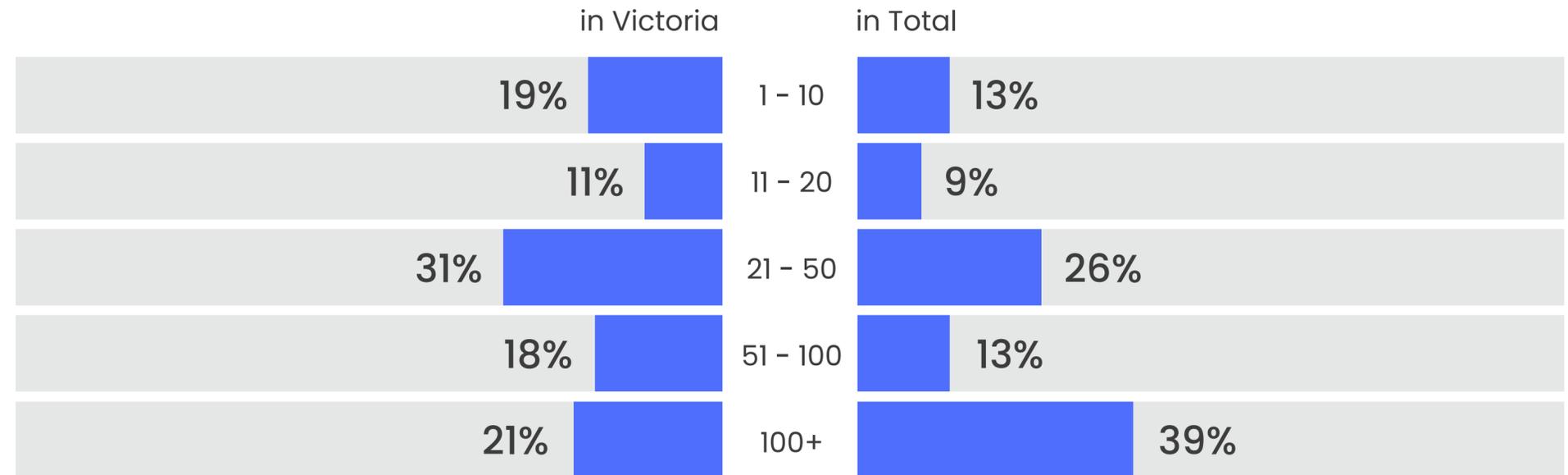
2023
ENGINEERING

Company Demographics

Where does your organisation operate?



How many people does your organisation employ?

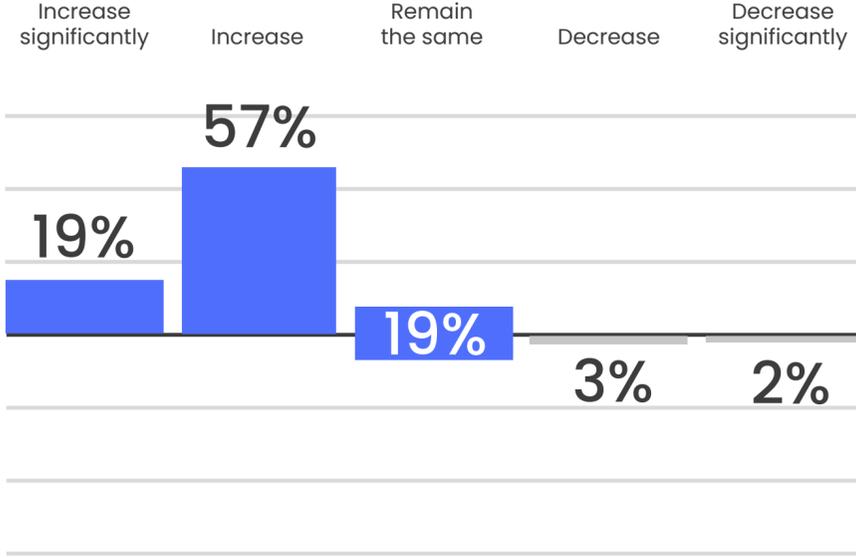


The average number of Victorian-based employees was 70.

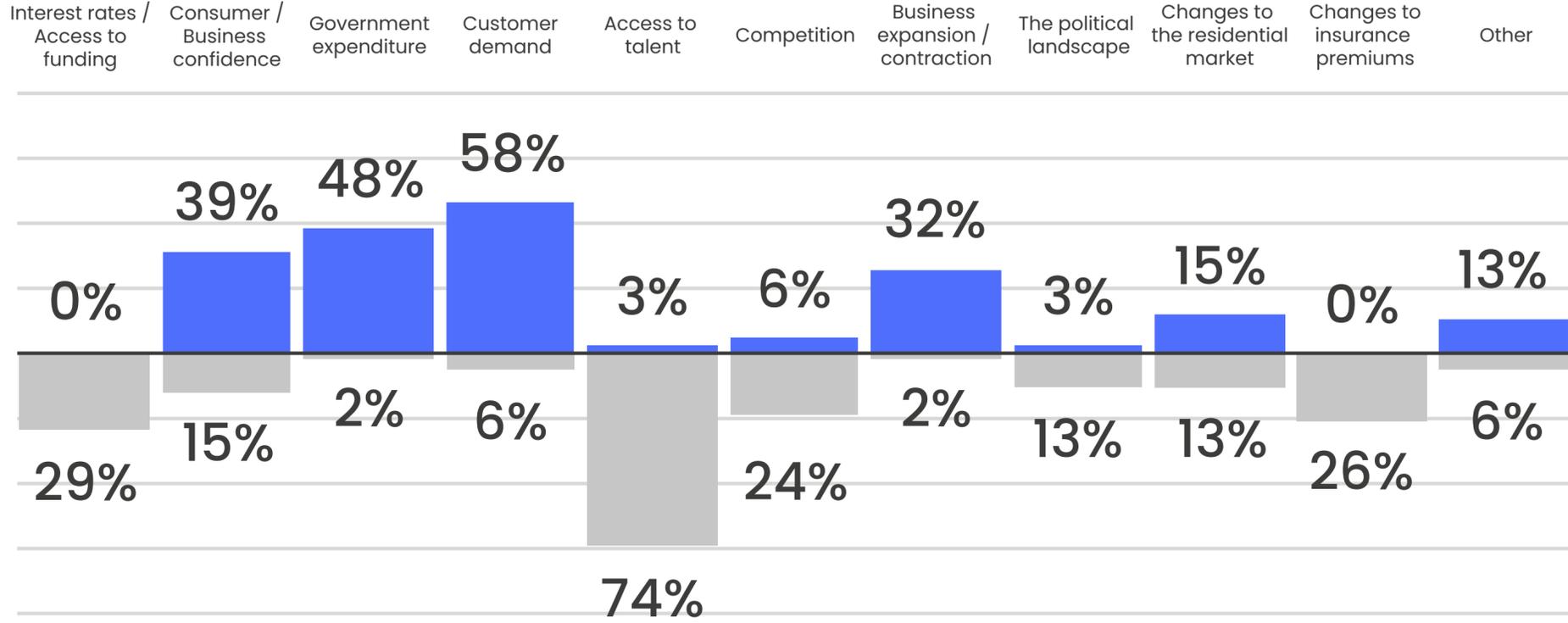
The average company size of the organisations surveyed was 233 employees.

Business Activity

Compared to 2021, did business activity in 2022:

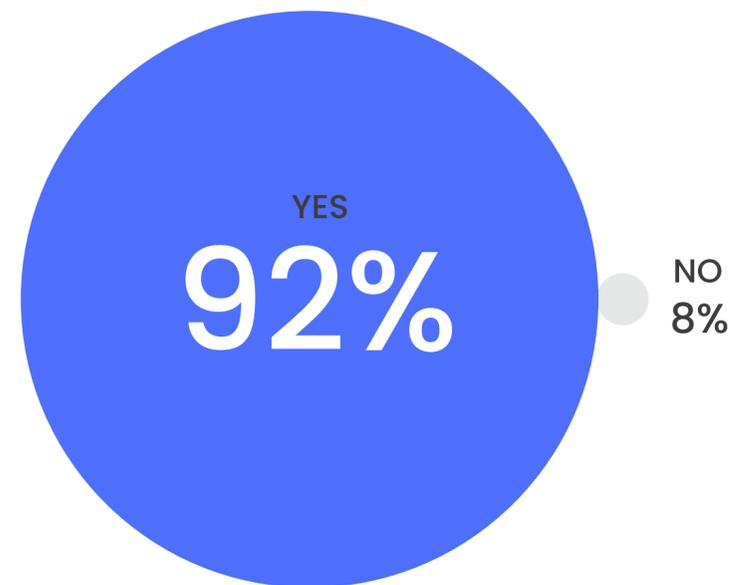


What has had significant positive or negative impacts on business levels in 2022?

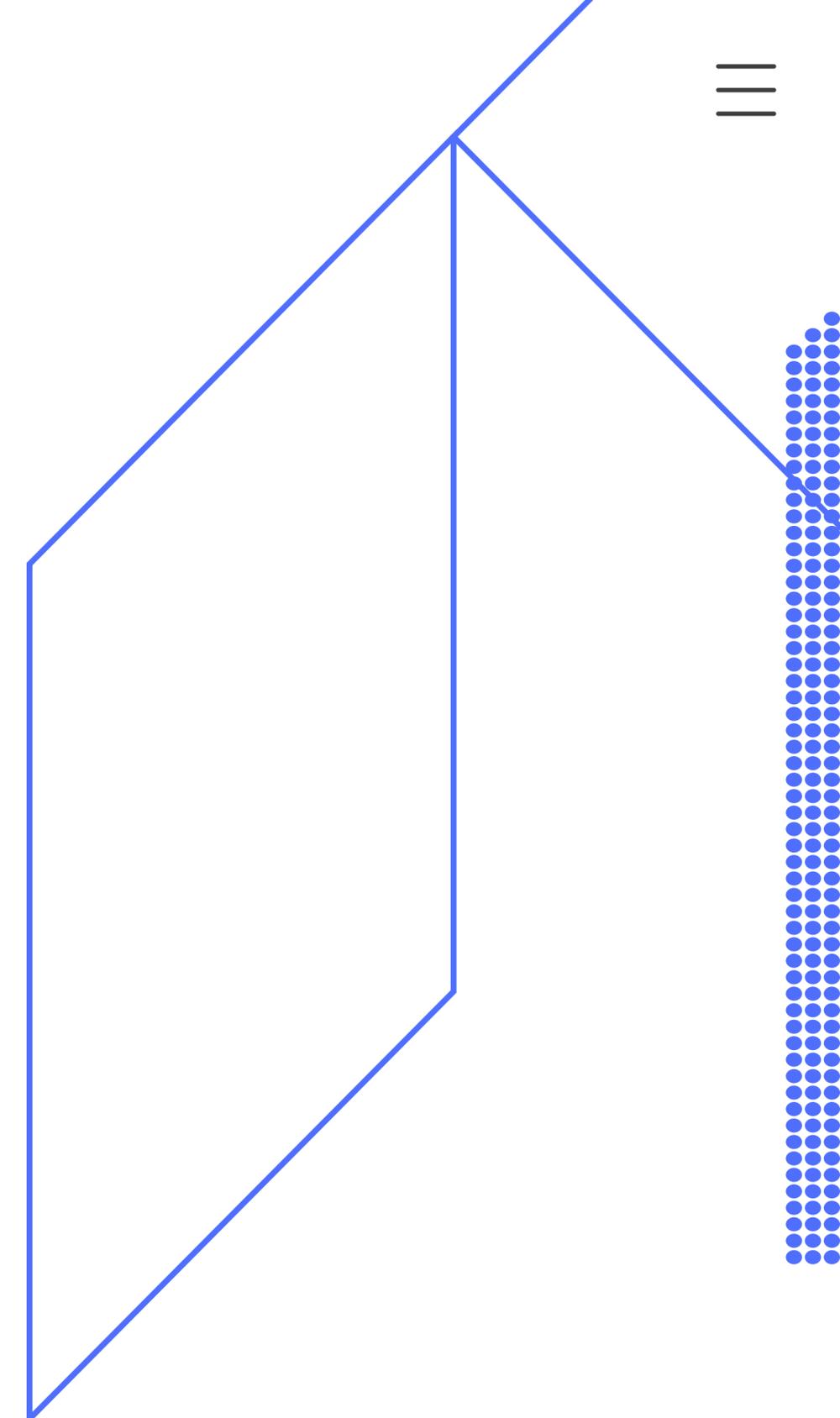
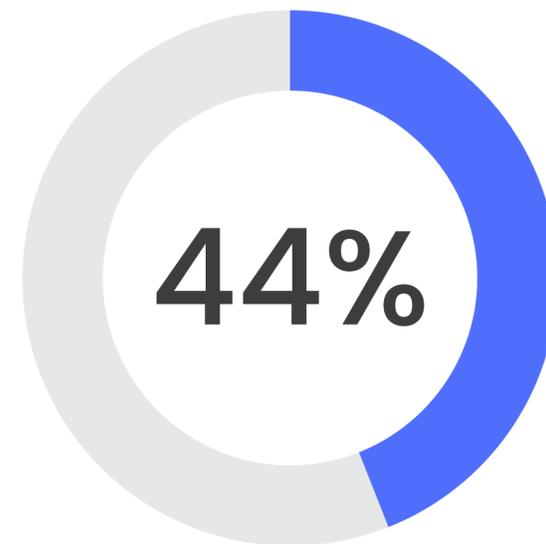




Did your organisation tender for projects in 2022?



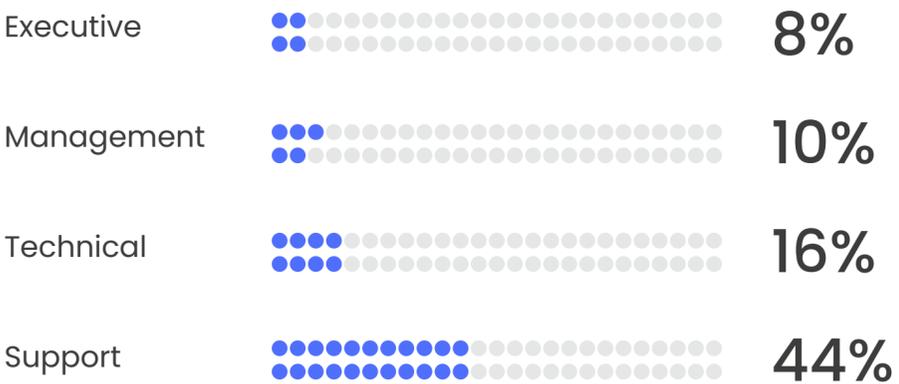
Of projects tendered for in 2022, approximately what percentage were successful?



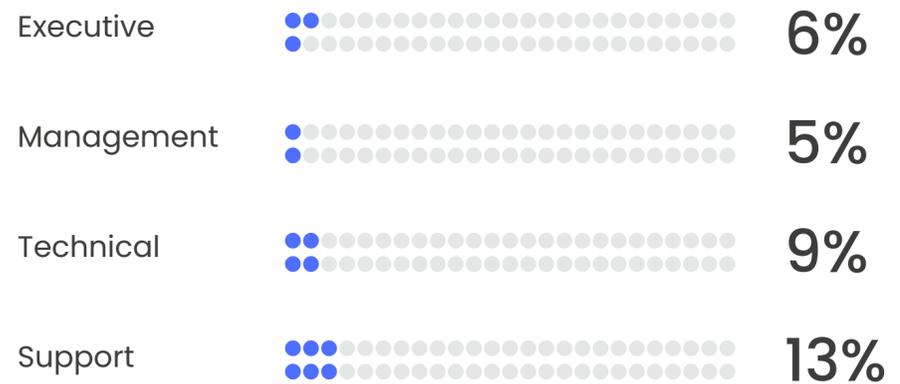


Human Resources & Talent

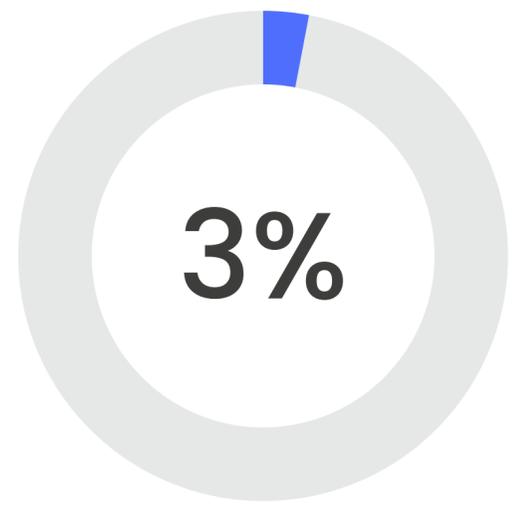
Approximately what percentage of your staff are female?



Approximately what percentage of your staff are employed on a part-time basis?

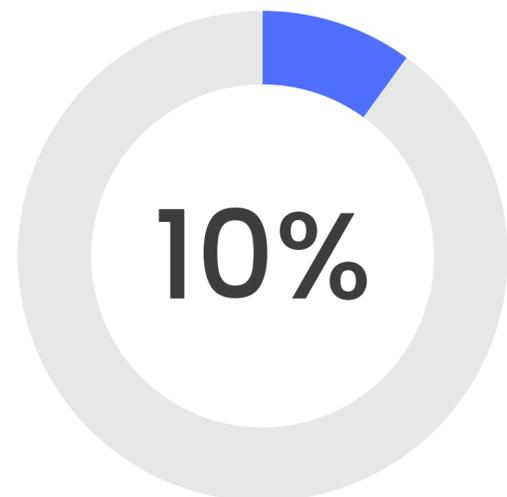


Approximately what percentage of your staff are employed on a contract/temporary basis?

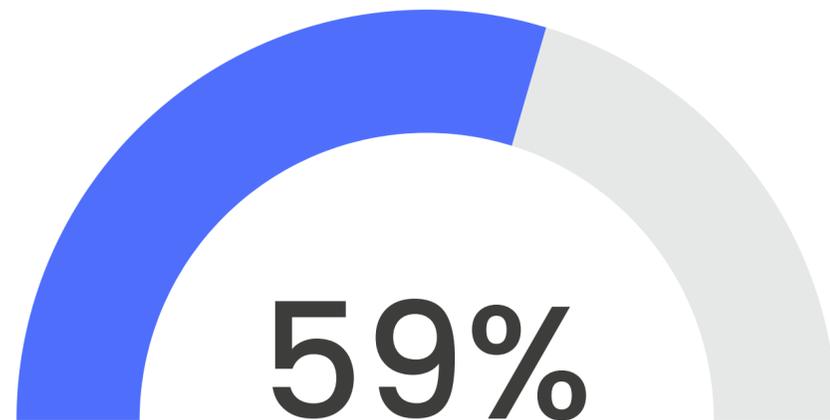




Approximately what percentage of staff employed are support staff?

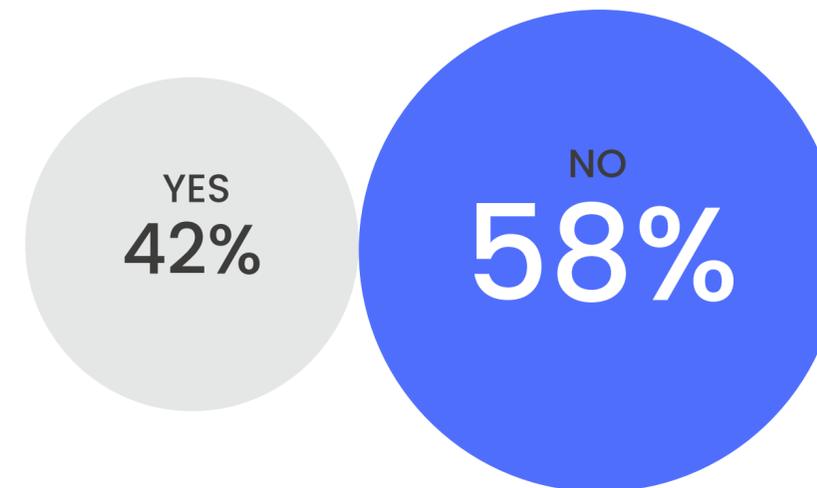


Approximately what percentage of revenue is spent on wages*?



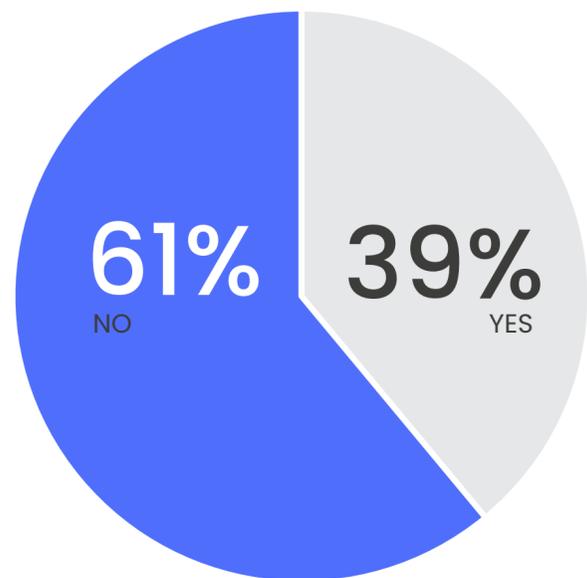
*Salary plus superannuation contribution

Do you pay overtime?

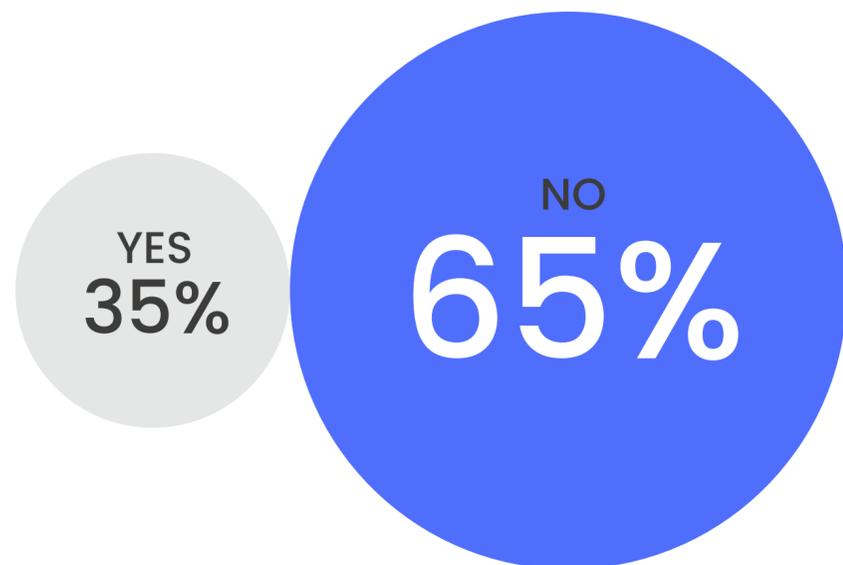




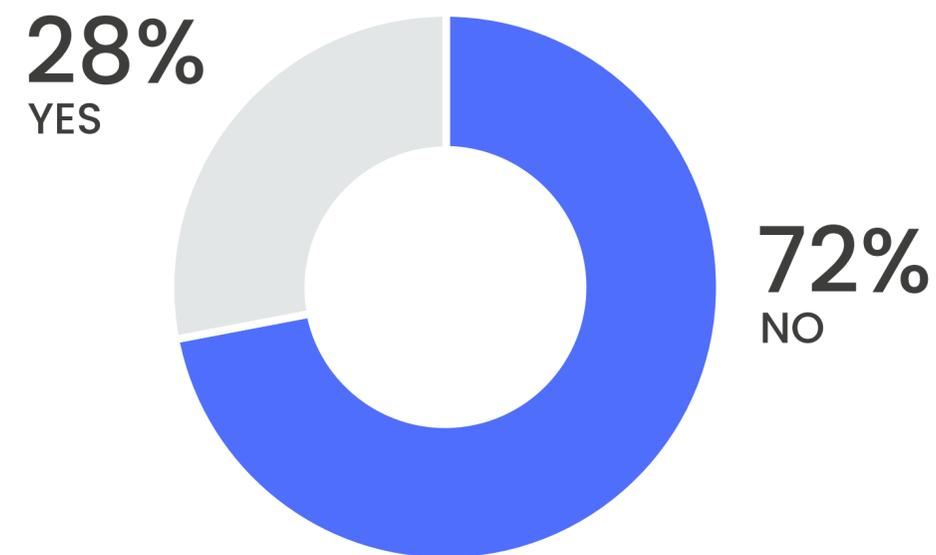
Are you currently pre-approved to provide visa sponsorship to employees?



Did you provide visa sponsorship to any new employees in 2022?

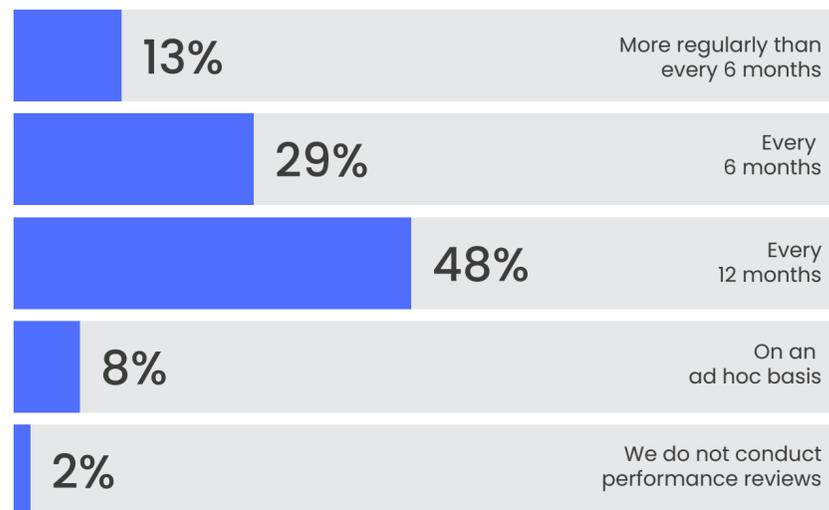


Do you intend to sponsor any new employees in 2023?

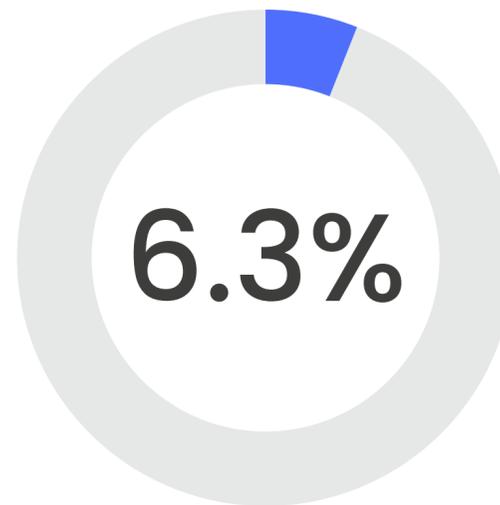




How often do you conduct performance reviews?

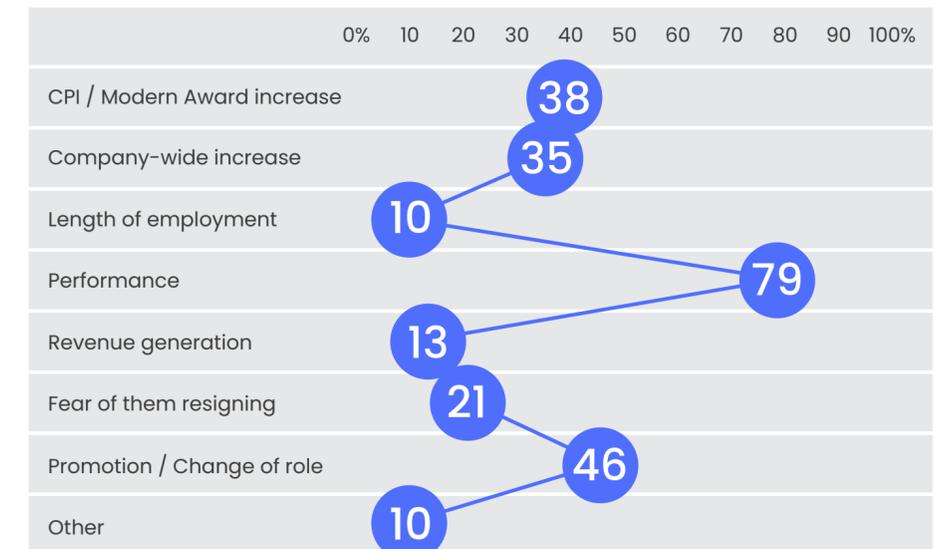


In your last round of reviews, what was the average percentage salary increase?



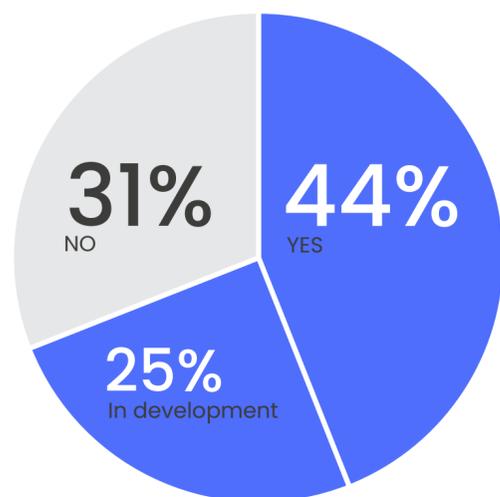
In their next round of reviews, respondents expect to increase salaries by an average of 4.7%.

Of those employees that received an increase in salary, what was the key reason?





To your knowledge, does your organisation have a diversity, equity and inclusion (DE&I) policy?

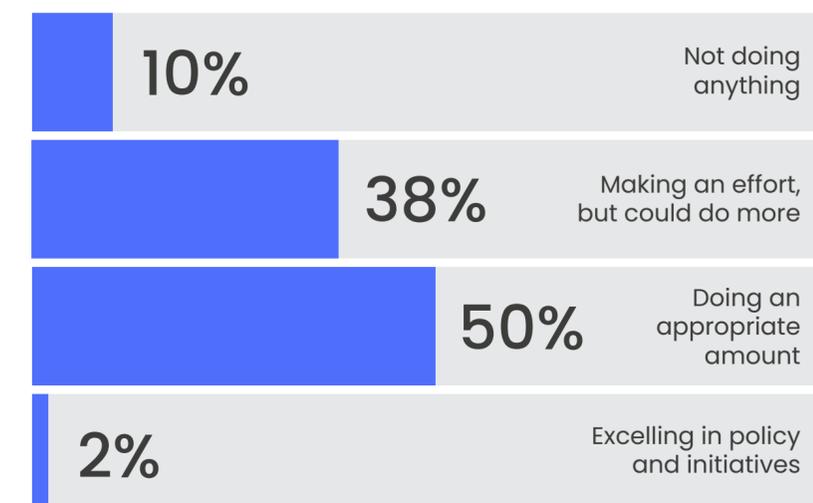


What initiatives are you currently offering through your DE&I policy

- Equality (Opportunity & Pay)
- Flexibility & Working From Home
- DE&I Training and Awareness
- Cultural Diversity and Celebration
- Parental Support
- Reconciliation Action Plan (RAP)
- Workplace Accessibility & Inclusion

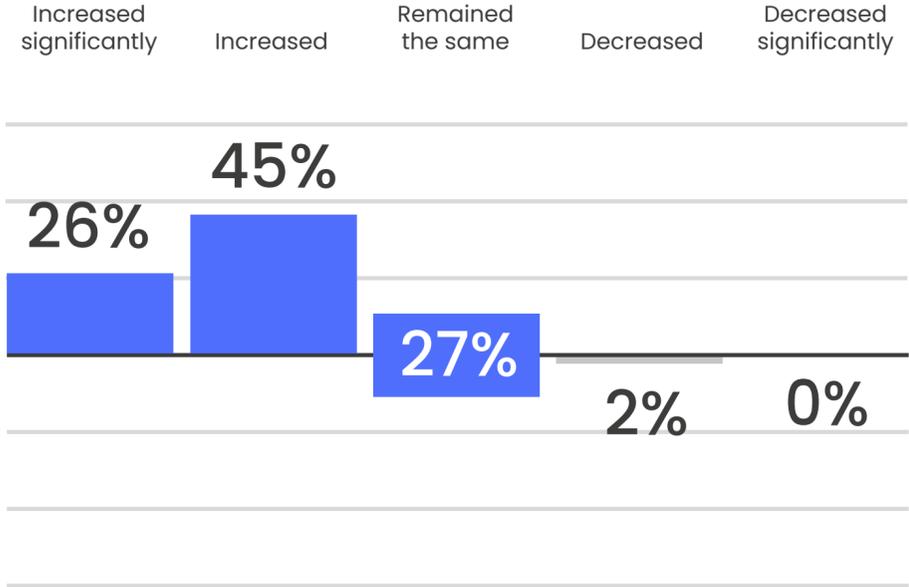
The results above represent the top responses, based on the free-text answers we received across all industries surveyed.

Regarding DE&I, do you feel your organisation is:

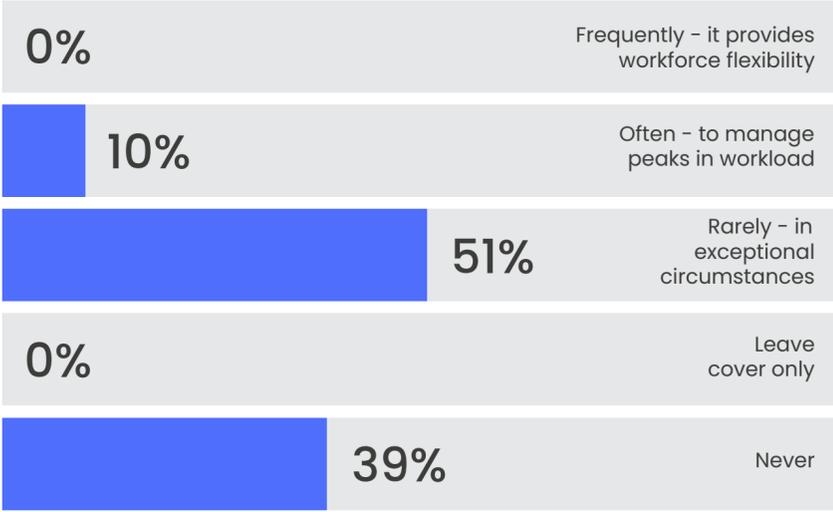


Recruitment & Retention

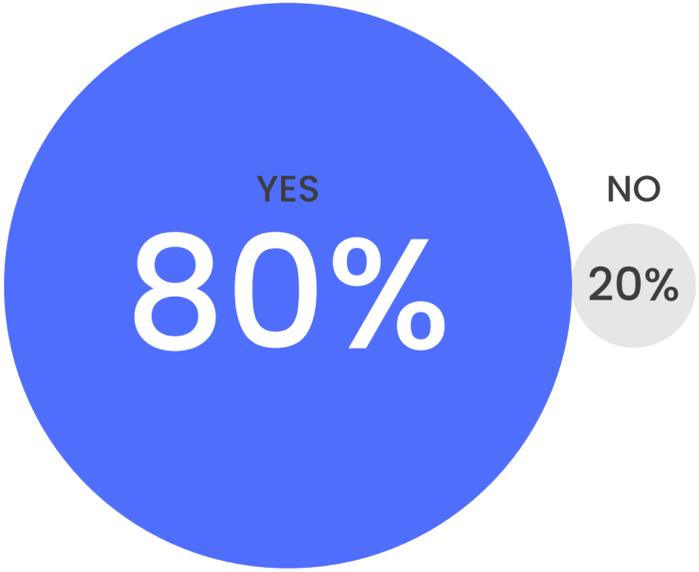
In 2022, staff numbers within your organisation:



How often did you employ temporary/contract staff in 2022?

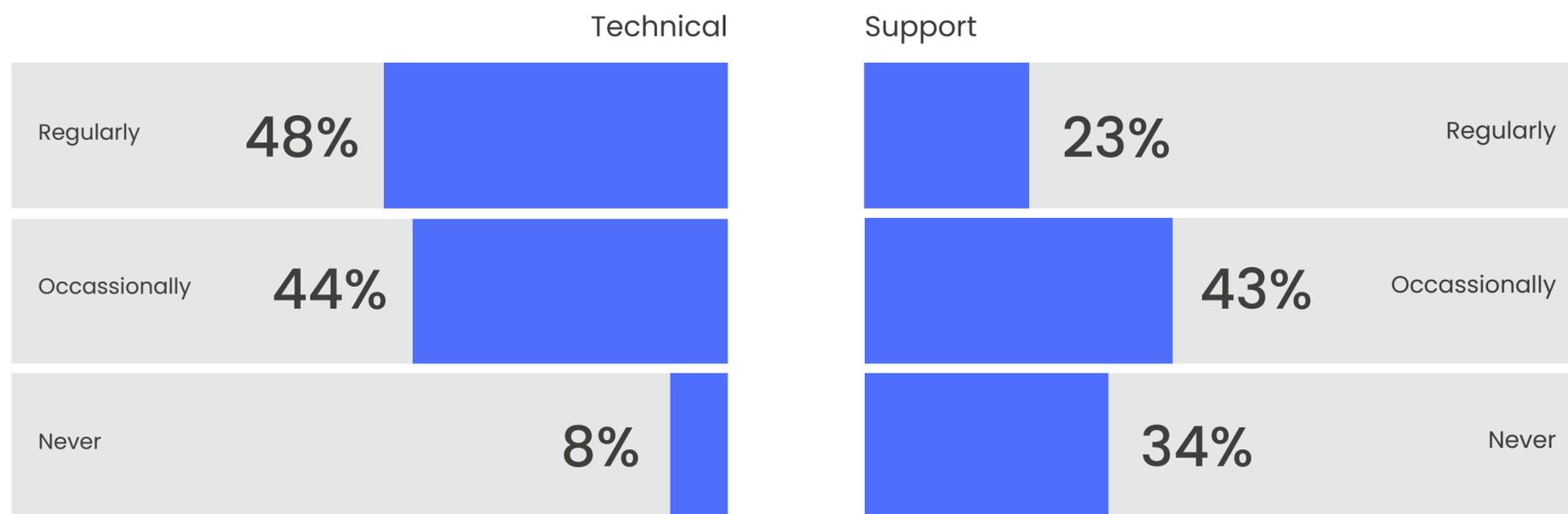


Did you recruit any graduates in 2022?

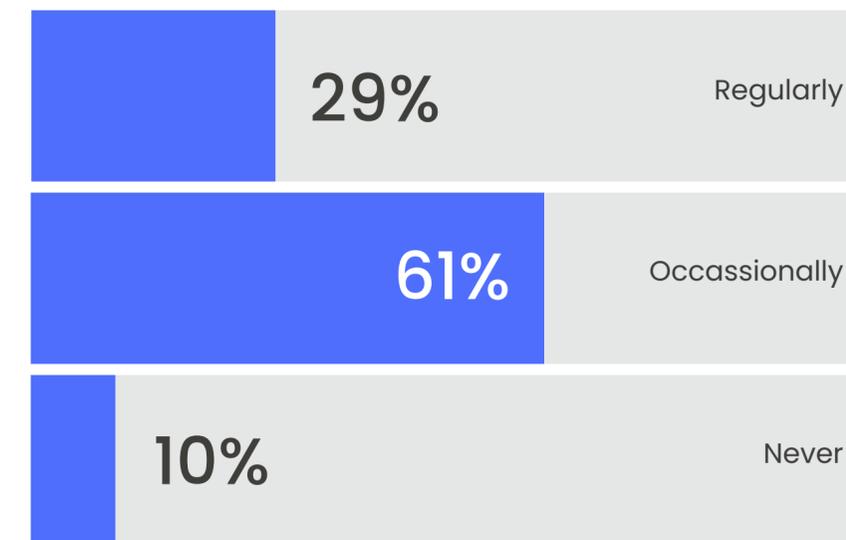




If you hired in 2022, did you experience difficulty in sourcing professionals without outside assistance (i.e. through a recruiter)?

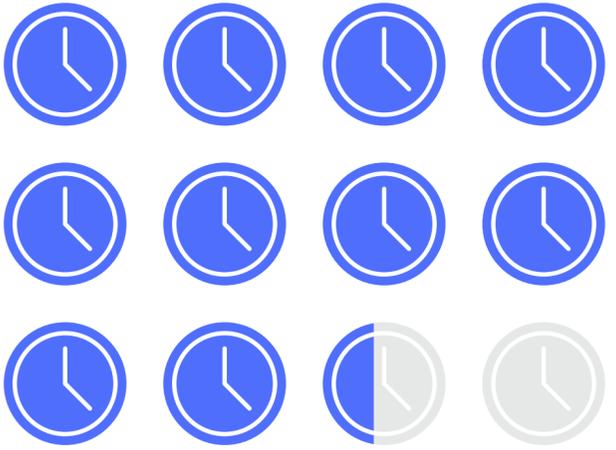


If you hired in 2022, did you have to pay higher salaries than you expected to in order to attract the right candidate?



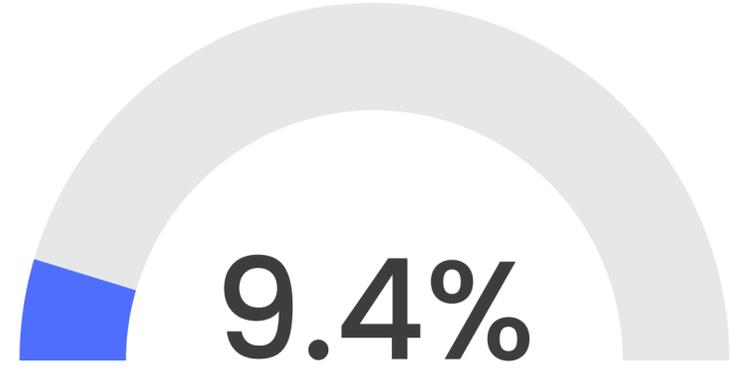


If you hired staff in 2022, on average how many weeks did it take to fill roles – from starting the search, to the employee starting their role?



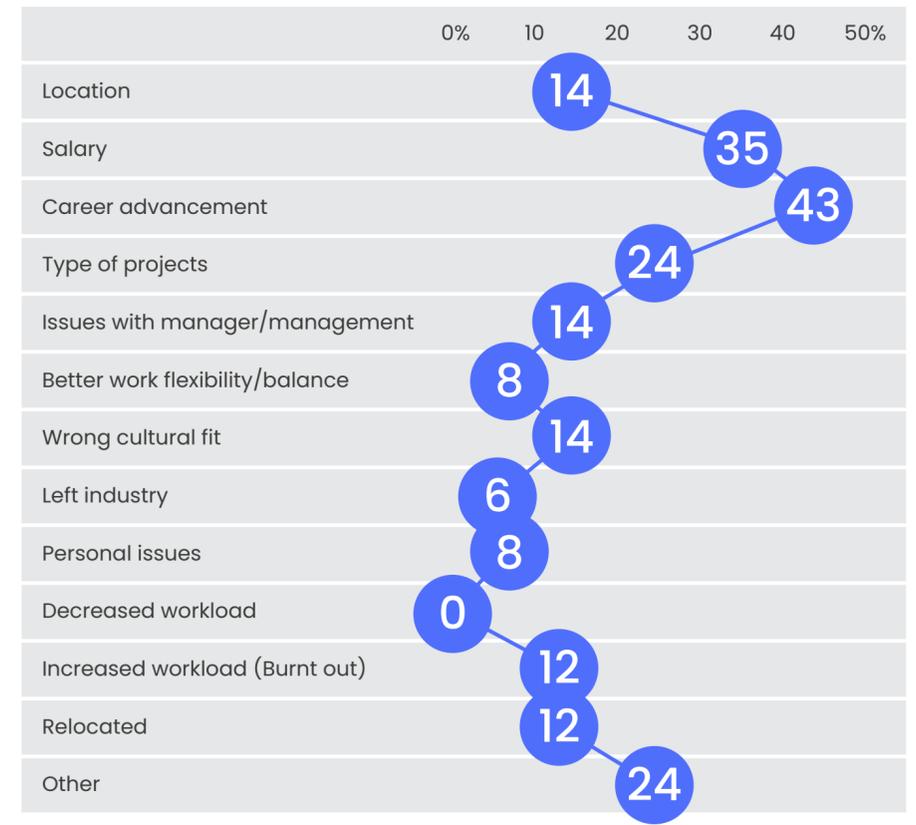
10.4
weeks

Approximately what percentage of your total permanent staff resigned from their role in 2022?



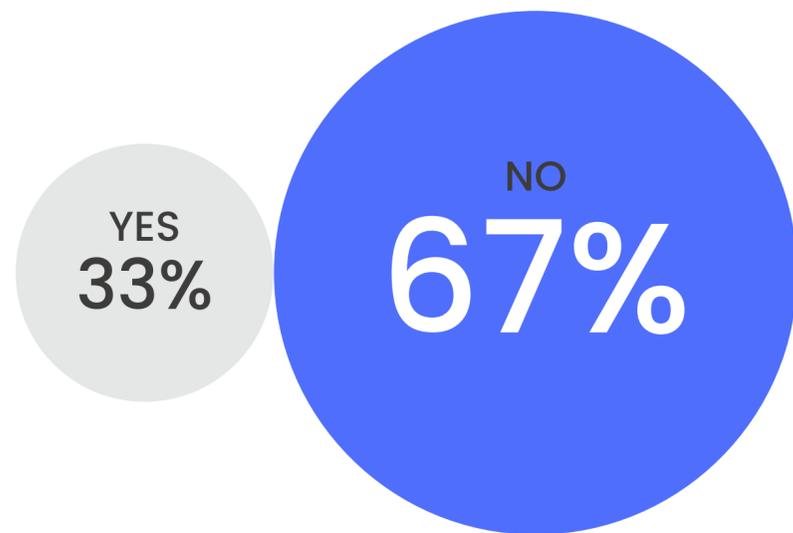
9.4%

What are the most common reasons for staff resigning?

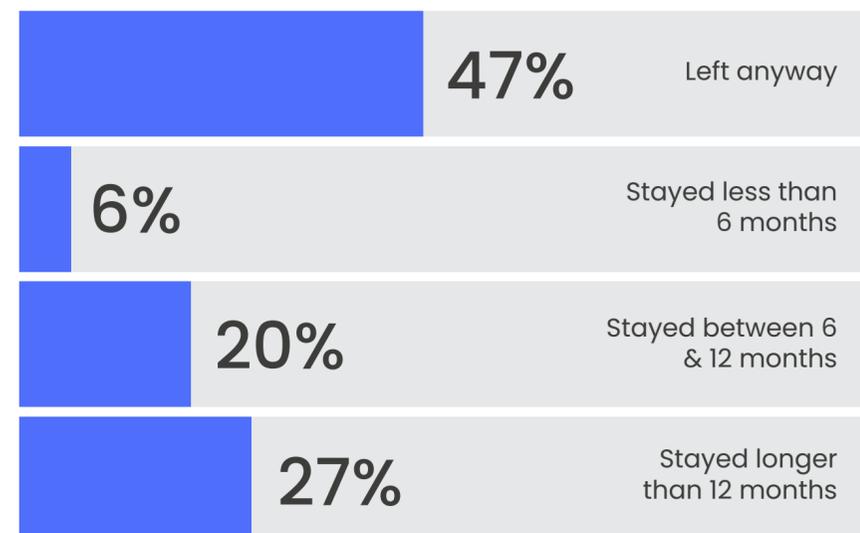




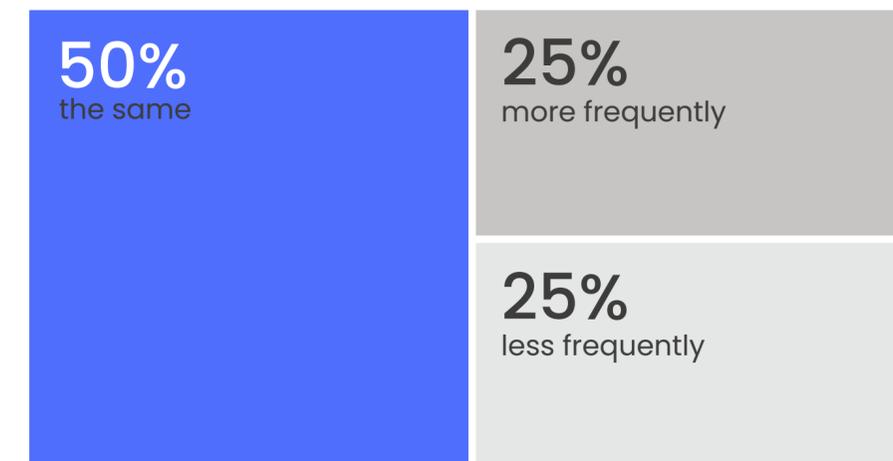
Did you counter offer any departing staff in 2022?



Of those counter offered, they:

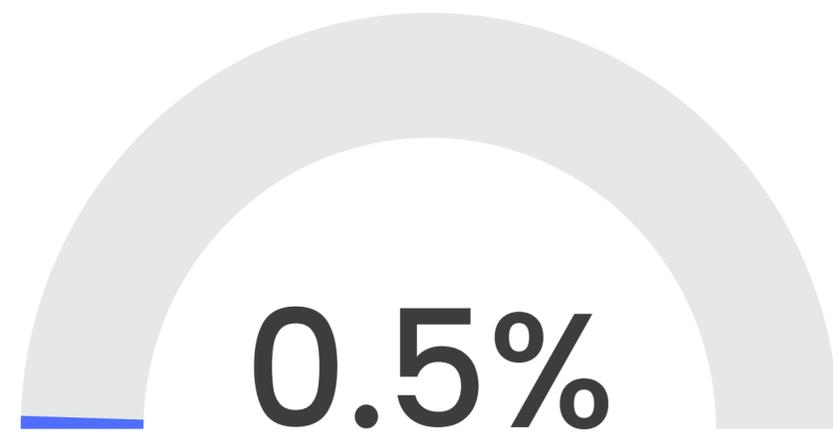


Compared to previous years, in 2022 did you counter offer staff:

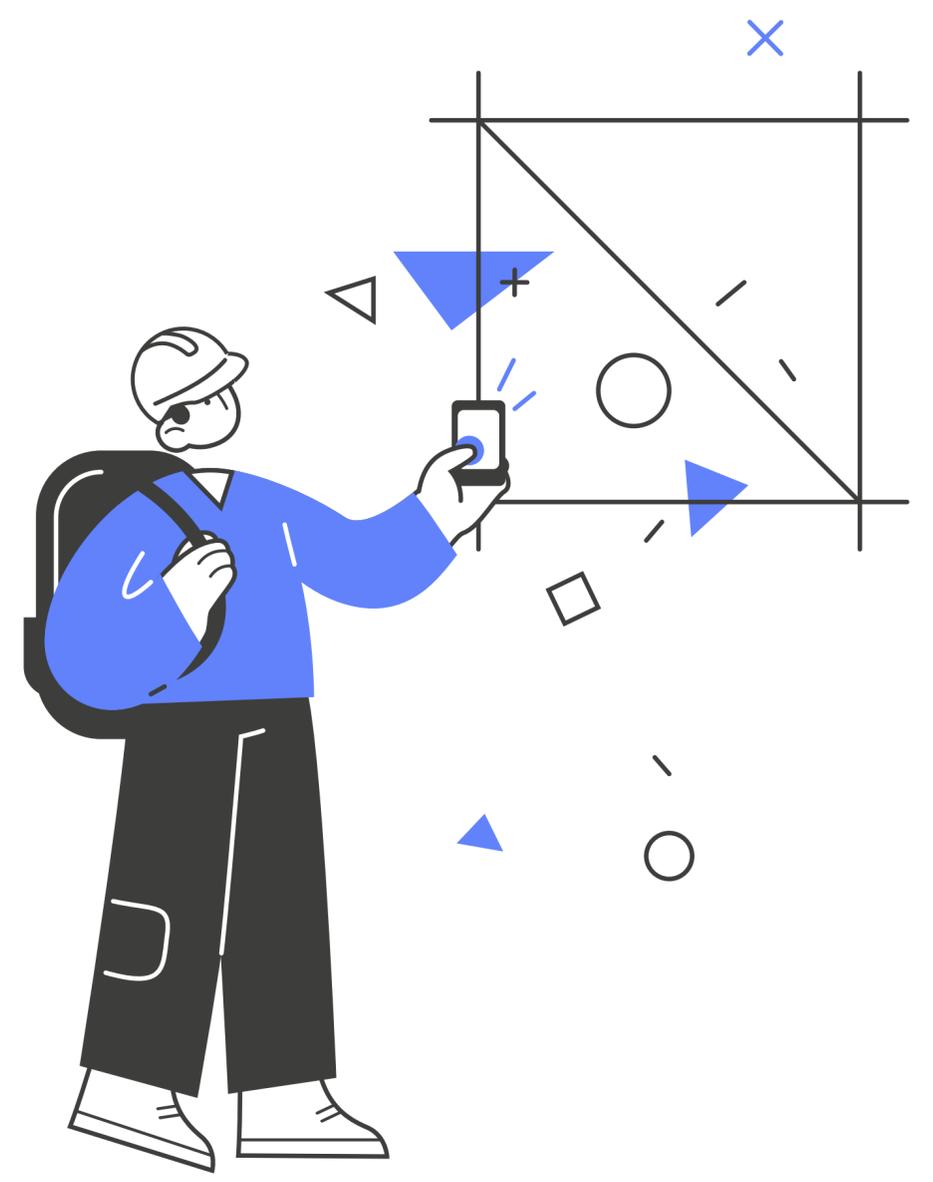




Approximately what percentage of your staff were made redundant in 2022?

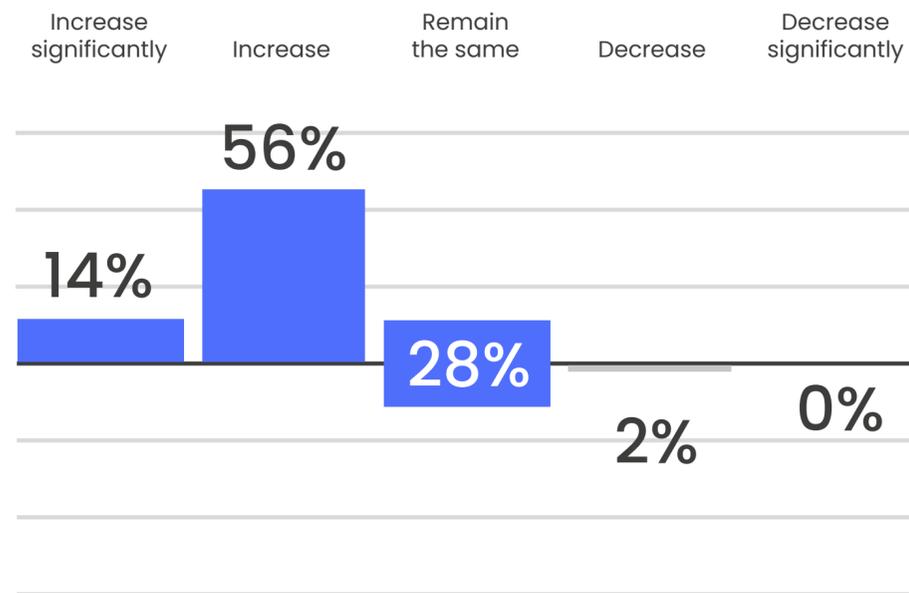


Did you enforce reduced work hours for any permanent employees during 2022, due to reduced workload?

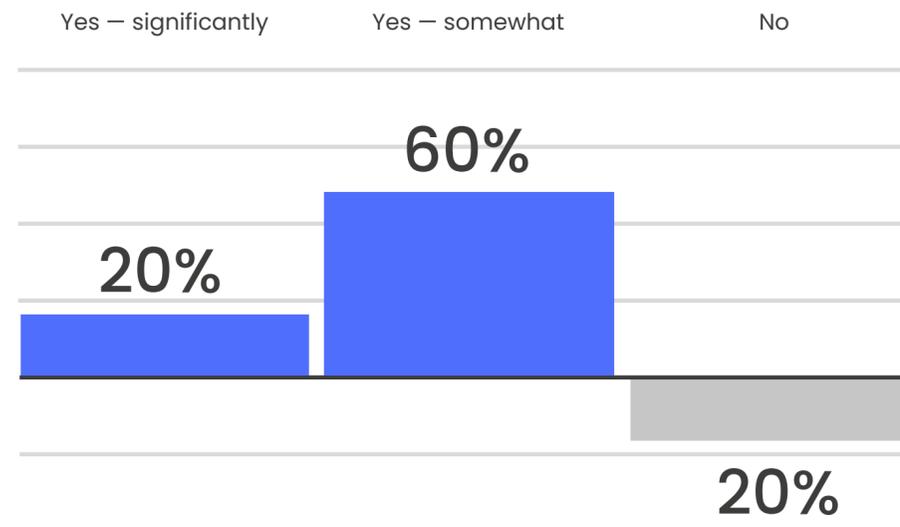




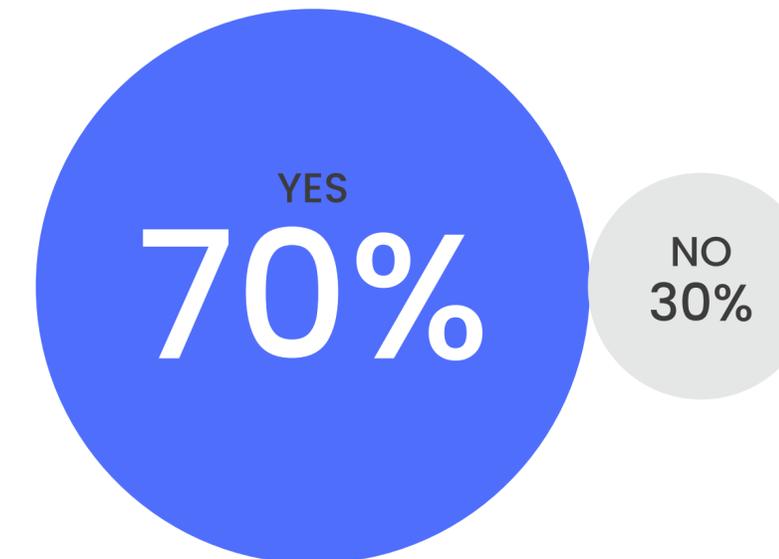
In 2023, you expect staff numbers to:



Do you think skills shortages are likely to impact the effective operation of your organisation in 2023?



Do you currently have the talent required to deliver your organisation's objectives in 2023?

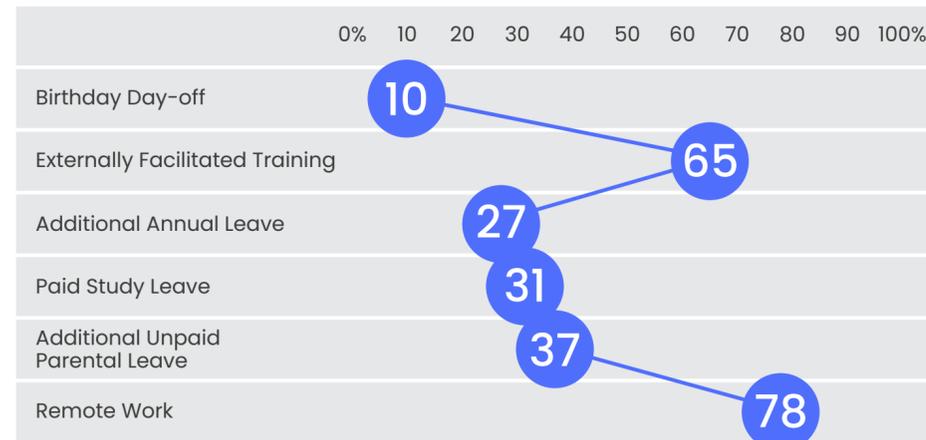


Flexibility & Benefits

Do you offer any of the following monetary employee benefits?

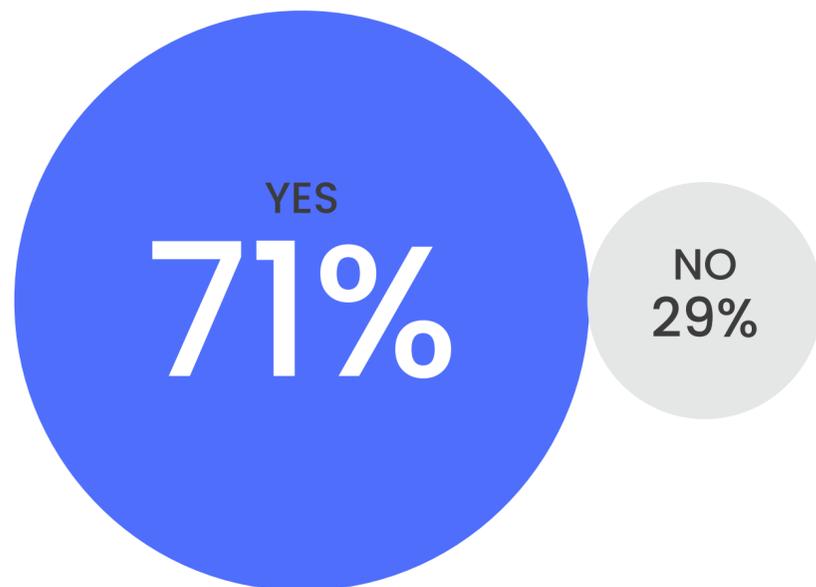
	Executive	Mgmt	Technical	Support
Car / Car Allowance	40%	30%	21%	7%
Parking	60%	48%	38%	20%
Additional Superannuation	8%	8%	9%	9%
Insurance	13%	14%	13%	11%
Salary Sacrifice	52%	56%	53%	55%
Bonuses	50%	62%	60%	52%
Profit Share	62%	48%	23%	18%
Financial Support for Study	38%	50%	60%	48%
Additional Paid Parental Leave	44%	48%	51%	55%

Do you offer any of the following non-monetary employee benefits?

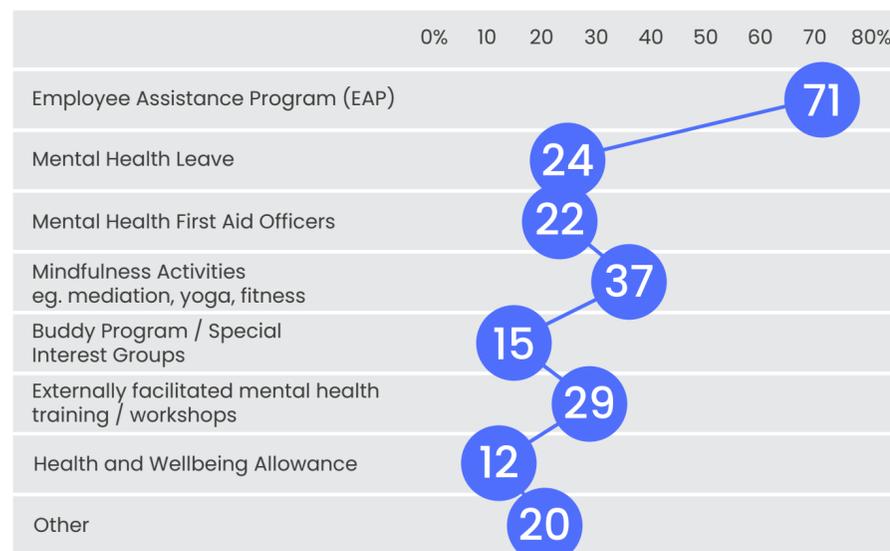




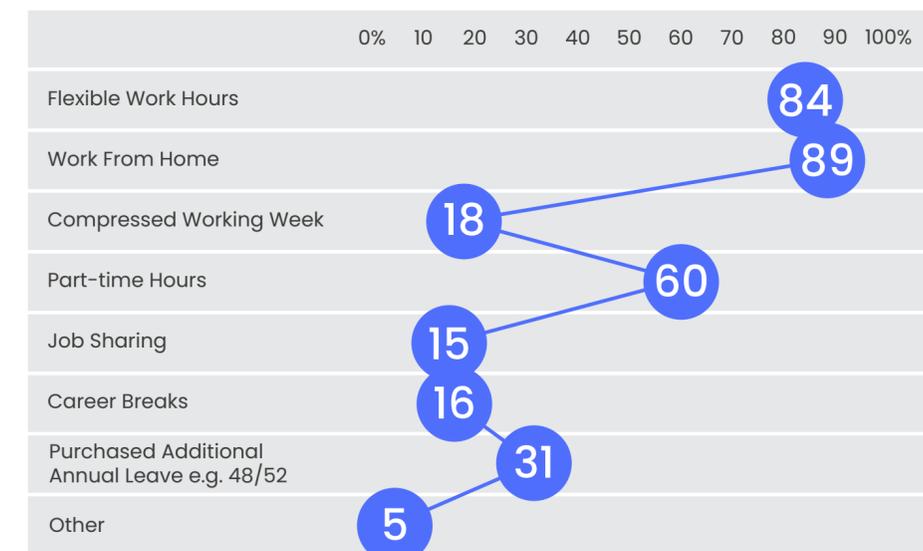
Do you offer any health & wellbeing initiatives or practices?



If yes, which of the following health and wellbeing initiatives have you implemented?

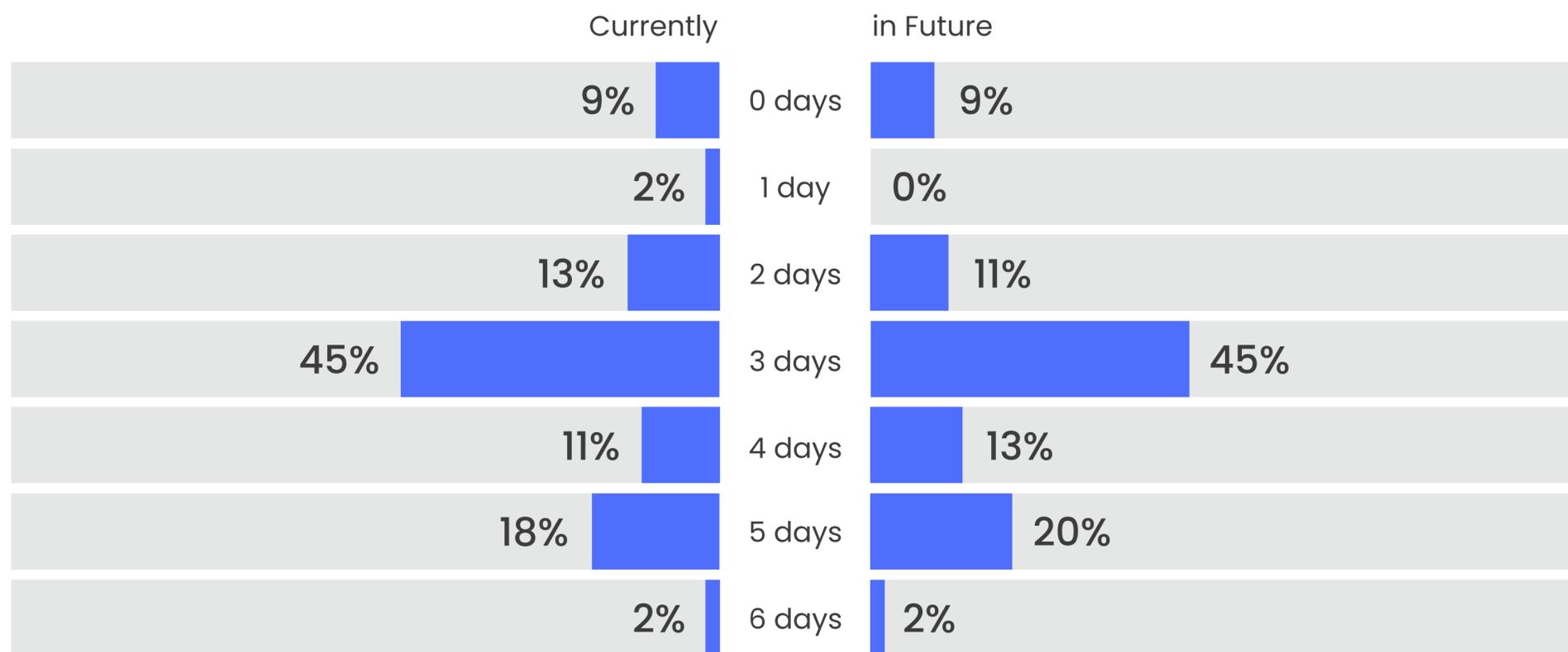


Do you offer any of the following flexible workplace practices?



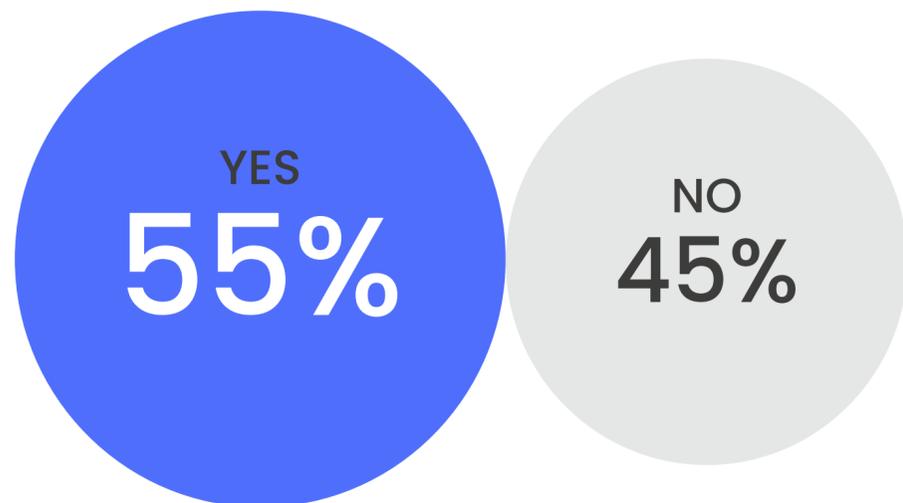


How many days per week do you require staff to work in the office?



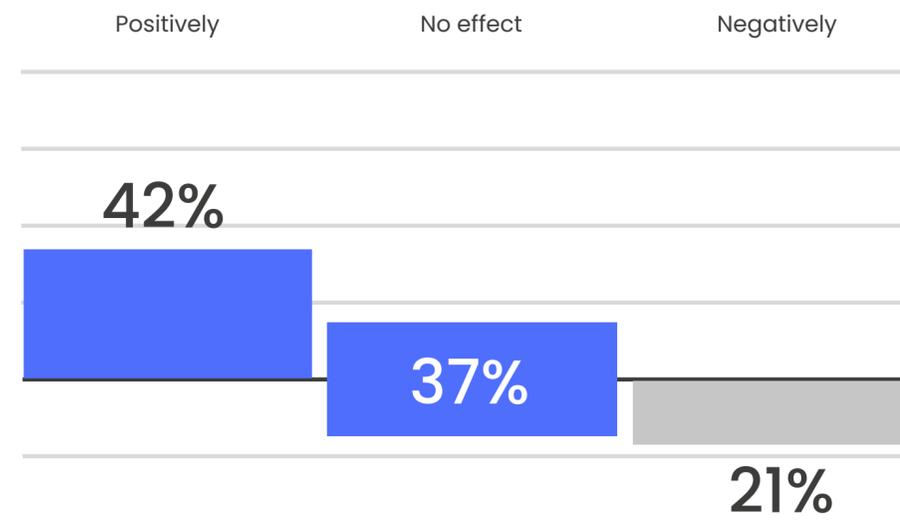


If you are offering a hybrid model (1-4 days in the office), are there specific days that staff need to work in the office?



YES – We specify particular days
NO – We are flexible with the days

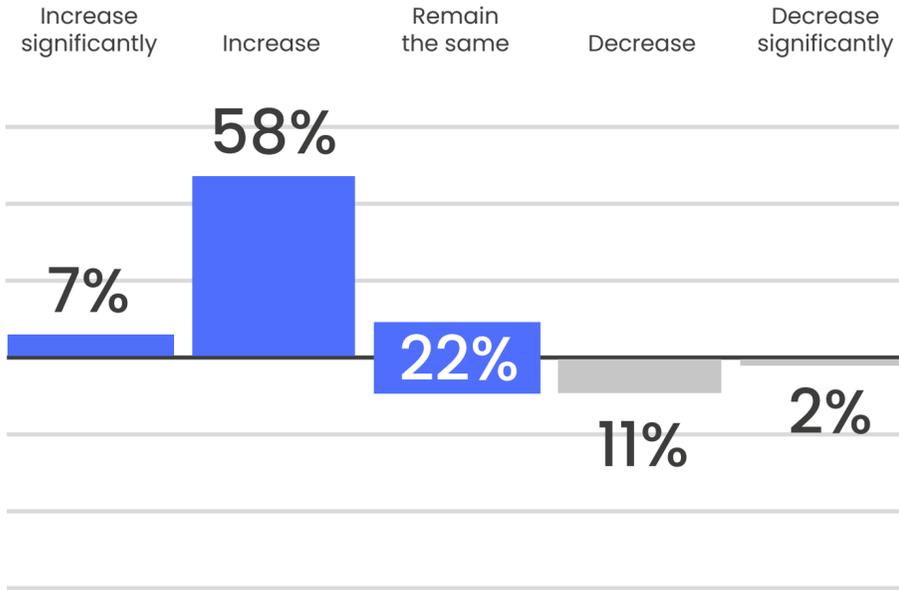
If you offer hybrid working, how has it affected the productivity of your staff?



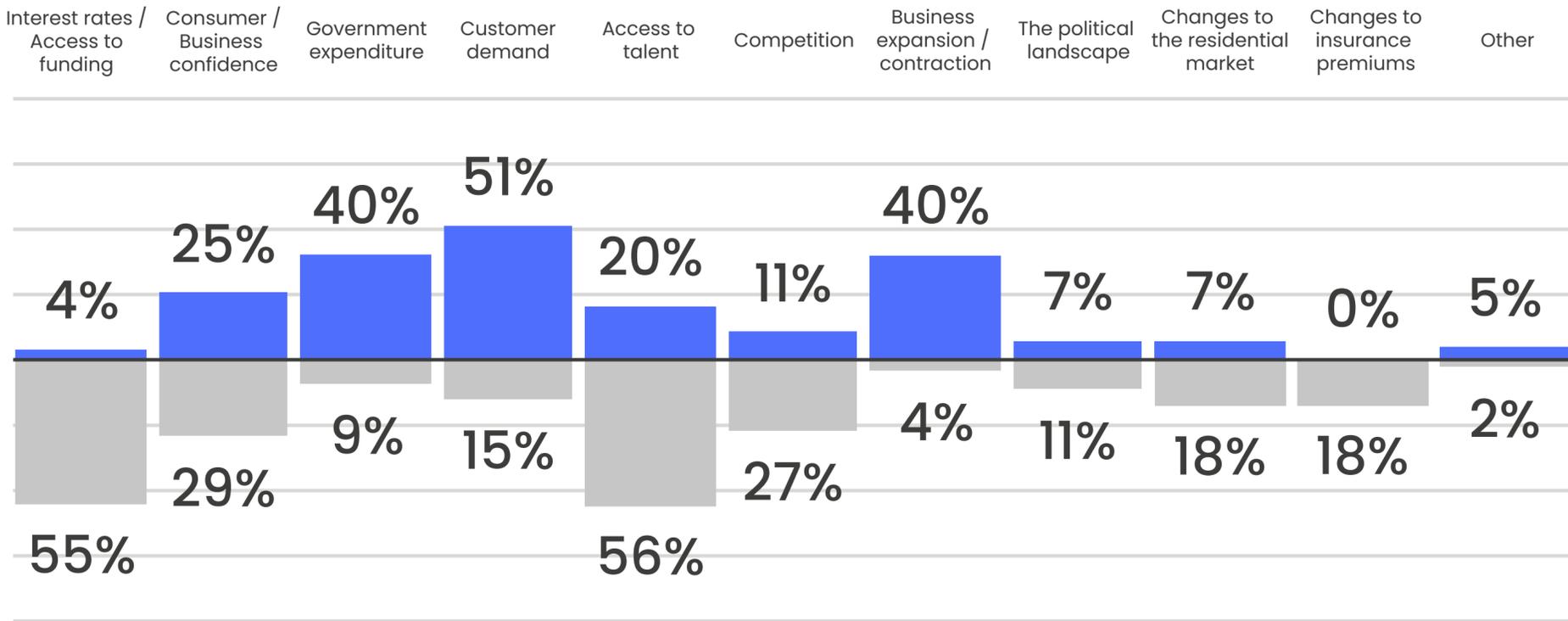


The Future

Compared to 2022, do you expect business activity in 2023 to:

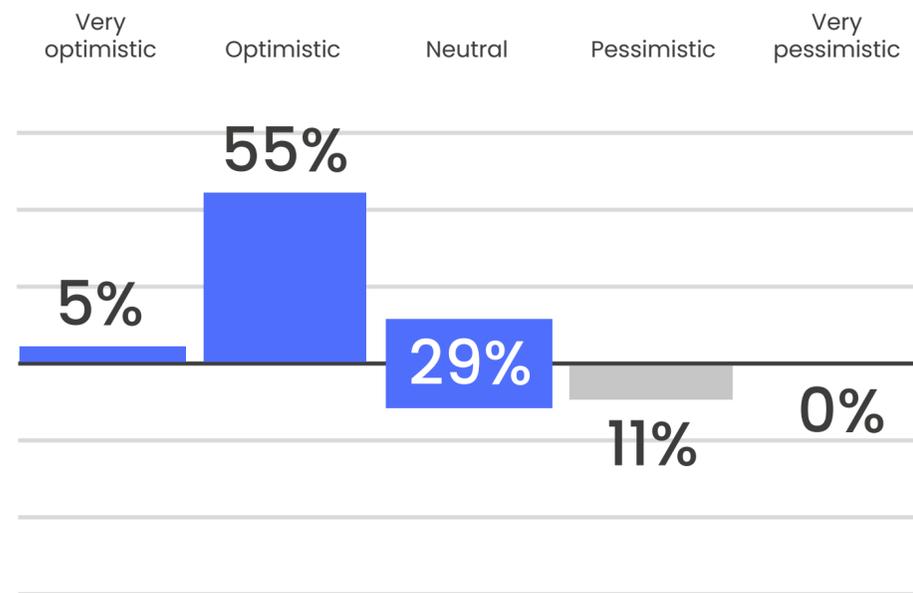


What do you predict will have the biggest positive or negative impacts on business levels in 2023?





How optimistic are you about market conditions over the next 2 years?



Access to talent is predicted to be the biggest headwind for engineering firms in 2023, with 56% of responding firms anticipating this will be a challenge in the year ahead – the highest rate of all industries surveyed.

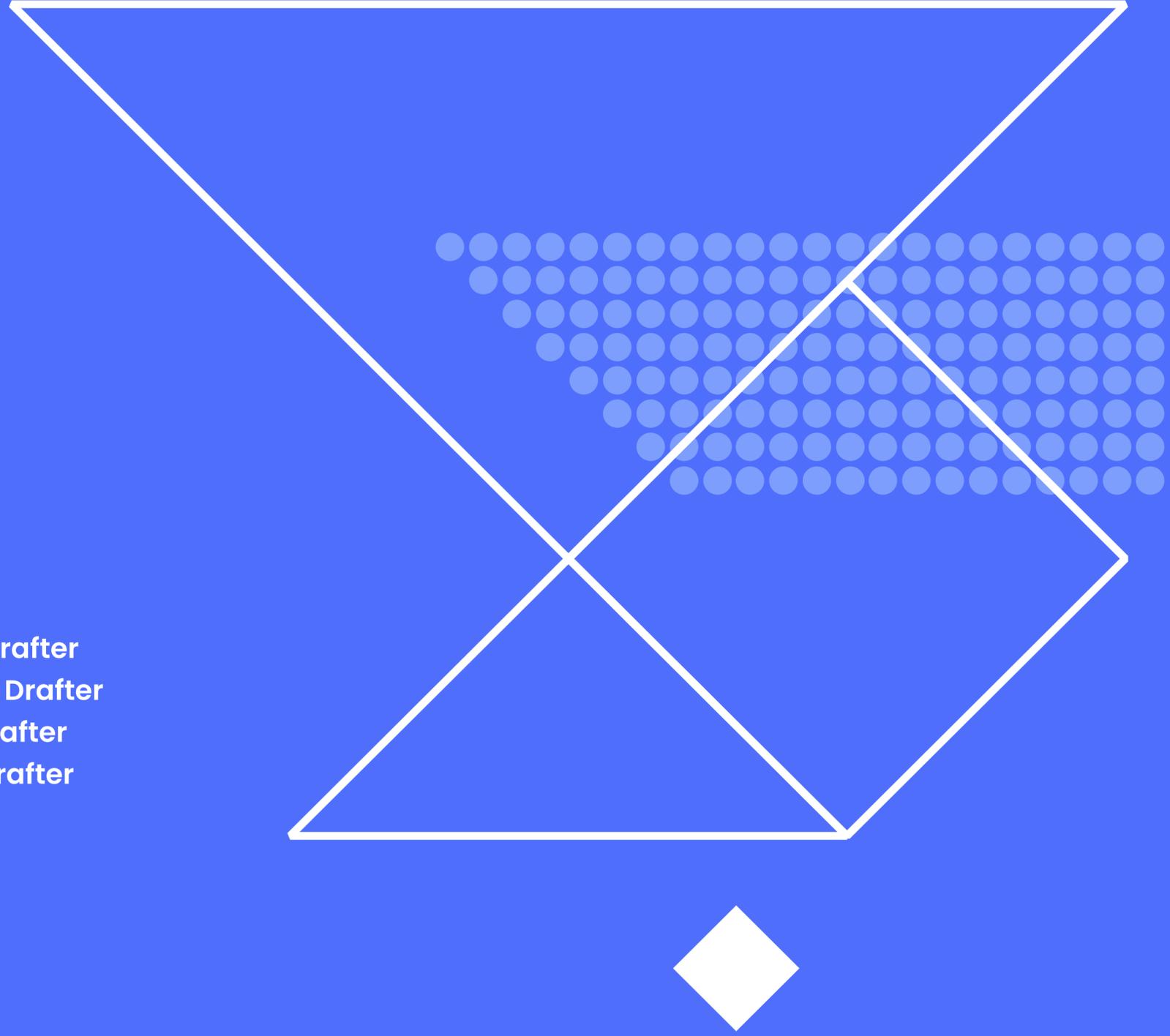


ENGINEERING

Salary Levels & Tables

Civil Engineer
Civil Designer
Structural Engineer
Construction Engineer
(Civil/Structural)
Traffic & Transport Engineer
Environmental Engineer
Environmental Scientist
Water Resources Engineer
Electrical Engineer
Mechanical Engineer
Hydraulic Engineer
Fire Engineer
ESD Engineer

Civil Drafter
Structural Drafter
Mechanical Drafter
Electrical Drafter
Hydraulic Drafter
Fire Drafter



2023
ENGINEERING

Salary levels

Engineering

	RESPONSIBILITIES	ESTIMATED EXPERIENCE	EXAMPLE JOB
LEVEL 1	Entry level responsibilities. Tasks of limited complexity and closely supervised.	Undergraduate / part-time or no professional experience	Graduate Engineer
LEVEL 2	Tasks of limited complexity. Work is regularly overseen by senior staff member.	Circa 1 - 2 years	Junior Engineer
LEVEL 3	Mostly technical tasks with minor stakeholder liaison. Regular supervision. Minor responsibilities for deliverables.	Circa 2 - 4 years	Engineer
LEVEL 4	Mostly technical tasks. Varied engineering responsibilities. Limited supervision. Some autonomy.	Circa 4 - 8 years	Engineer
LEVEL 5	Purely technical tasks. Autonomously responsible for the delivery of technical work. No regular supervision necessary.	Circa 8+ years	Senior Engineer (Technical)
LEVEL 6	Responsible for delivery of projects and the coordination of a team. Representing the company to external stakeholders.	Circa 8+ years	Team Leader
LEVEL 7	Leadership position. Responsible for staff and client management. Accountable for project delivery.	Circa 12+ years	Associate Engineer
LEVEL 8	Responsible for business development and revenue generation. Autonomously manage clients, a business unit and project delivery.	Circa 12+ years	Principal / Director

Salary tables

Civil Engineer

	LOW	AVERAGE	HIGH
LEVEL 1	\$65,000	\$71,000	\$75,000
LEVEL 2	\$69,000	\$75,000	\$83,000
LEVEL 3	\$79,000	\$89,000	\$93,000
LEVEL 4	\$92,500	\$100,000	\$115,000
LEVEL 5	\$102,500	\$117,500	\$132,500
LEVEL 6	\$115,000	\$135,000	\$157,500
LEVEL 7	\$130,000	\$155,000	\$185,000
LEVEL 8	\$155,000	\$175,000	\$220,000

Civil Designer

	LOW	AVERAGE	HIGH
LEVEL 1	\$55,000	\$66,000	\$72,000
LEVEL 2	\$65,000	\$71,000	\$80,000
LEVEL 3	\$72,500	\$82,500	\$87,500
LEVEL 4	\$90,000	\$97,500	\$102,500
LEVEL 5	\$105,000	\$112,500	\$122,500
LEVEL 6	\$115,000	\$127,500	\$145,000
LEVEL 7	\$130,000	\$145,000	\$165,000
LEVEL 8	\$140,000	\$155,000	\$175,000

Structural Engineer

	LOW	AVERAGE	HIGH
LEVEL 1	\$64,000	\$71,000	\$74,000
LEVEL 2	\$71,000	\$74,000	\$85,000
LEVEL 3	\$81,000	\$84,000	\$92,500
LEVEL 4	\$92,500	\$97,500	\$112,500
LEVEL 5	\$110,000	\$115,000	\$127,500
LEVEL 6	\$112,500	\$137,500	\$150,000
LEVEL 7	\$135,000	\$155,000	\$165,000
LEVEL 8	\$155,000	\$175,000	\$210,000

All salaries listed in the 2023 PACE survey refer to the total remuneration packages and are inclusive of all benefits such as superannuation, motor vehicles, etc. Average salary represents the median salary reported by respondents; the low & high salary representing the lower and upper quartile of responses, respectively.



Construction Engineer (Civil/Structural)

	LOW	AVERAGE	HIGH
LEVEL 1	\$65,000	\$73,000	\$76,000
LEVEL 2	\$73,000	\$78,000	\$84,000
LEVEL 3	\$88,000	\$95,000	\$100,000
LEVEL 4	\$102,500	\$112,500	\$125,000
LEVEL 5	\$115,000	\$127,500	\$140,000
LEVEL 6	\$120,000	\$140,000	\$150,000
LEVEL 7	\$140,000	\$155,000	\$170,000
LEVEL 8	\$155,000	\$170,000	\$190,000

Traffic and Transport Engineer

	LOW	AVERAGE	HIGH
LEVEL 1	\$59,000	\$73,000	\$75,000
LEVEL 2	\$69,000	\$77,000	\$84,000
LEVEL 3	\$79,000	\$83,000	\$94,000
LEVEL 4	\$90,000	\$95,000	\$105,000
LEVEL 5	\$110,000	\$117,500	\$127,500
LEVEL 6	\$130,000	\$155,000	\$170,000
LEVEL 7	\$155,000	\$175,000	\$210,000
LEVEL 8	\$170,000	\$205,000	\$225,000

Environmental Engineer

	LOW	AVERAGE	HIGH
LEVEL 1	\$63,000	\$73,000	\$75,000
LEVEL 2	\$69,000	\$77,000	\$84,000
LEVEL 3	\$80,000	\$89,000	\$94,000
LEVEL 4	\$95,000	\$105,000	\$110,000
LEVEL 5	\$117,500	\$125,000	\$135,000
LEVEL 6	\$135,000	\$145,000	\$170,000
LEVEL 7	\$155,000	\$175,000	\$210,000
LEVEL 8	\$175,000	\$205,000	\$235,000

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Environmental Scientist

	LOW	AVERAGE	HIGH
LEVEL 1	\$64,000	\$69,000	\$72,000
LEVEL 2	\$70,000	\$77,000	\$84,000
LEVEL 3	\$78,000	\$82,000	\$94,000
LEVEL 4	\$92,500	\$102,500	\$117,500
LEVEL 5	\$125,000	\$132,500	\$150,000
LEVEL 6	\$135,000	\$165,000	\$170,000
LEVEL 7	\$160,000	\$185,000	\$210,000
LEVEL 8	\$200,000	\$220,000	\$240,000

Water Resources Engineer

	LOW	AVERAGE	HIGH
LEVEL 1	\$72,000	\$75,000	\$78,000
LEVEL 2	\$75,000	\$79,000	\$84,000
LEVEL 3	\$79,000	\$84,000	\$95,000
LEVEL 4	\$92,500	\$102,500	\$107,500
LEVEL 5	\$125,000	\$132,500	\$150,000
LEVEL 6	\$135,000	\$165,000	\$180,000
LEVEL 7	\$160,000	\$185,000	\$220,000
LEVEL 8	\$200,000	\$230,000	\$255,000

Electrical Engineer

	LOW	AVERAGE	HIGH
LEVEL 1	\$60,000	\$68,000	\$73,000
LEVEL 2	\$73,000	\$77,000	\$78,000
LEVEL 3	\$81,000	\$89,000	\$92,000
LEVEL 4	\$92,500	\$107,500	\$115,000
LEVEL 5	\$105,000	\$120,000	\$137,500
LEVEL 6	\$115,000	\$135,000	\$155,000
LEVEL 7	\$140,000	\$155,000	\$185,000
LEVEL 8	\$190,000	\$195,000	\$225,000

All salaries listed in the 2023 PACE survey refer to the total remuneration packages and are inclusive of all benefits such as superannuation, motor vehicles, etc. Average salary represents the median salary reported by respondents; the low & high salary representing the lower and upper quartile of responses, respectively.



Mechanical Engineer

	LOW	AVERAGE	HIGH
LEVEL 1	\$60,000	\$67,000	\$75,000
LEVEL 2	\$73,000	\$77,000	\$82,000
LEVEL 3	\$83,000	\$89,000	\$94,000
LEVEL 4	\$97,500	\$107,500	\$117,500
LEVEL 5	\$112,500	\$132,500	\$145,000
LEVEL 6	\$130,000	\$145,000	\$170,000
LEVEL 7	\$155,000	\$175,000	\$210,000
LEVEL 8	\$195,000	\$195,000	\$255,000

Hydraulic Engineer

	LOW	AVERAGE	HIGH
LEVEL 1	\$60,000	\$65,000	\$72,000
LEVEL 2	\$69,000	\$77,000	\$78,000
LEVEL 3	\$80,000	\$89,000	\$92,000
LEVEL 4	\$97,500	\$107,500	\$115,000
LEVEL 5	\$112,500	\$127,500	\$160,000
LEVEL 6	\$125,000	\$155,000	\$160,000
LEVEL 7	\$150,000	\$175,000	\$195,000
LEVEL 8	\$185,000	\$195,000	\$230,000

Fire Engineer

	LOW	AVERAGE	HIGH
LEVEL 1	\$59,000	\$67,000	\$75,000
LEVEL 2	\$69,000	\$76,000	\$82,000
LEVEL 3	\$80,000	\$87,000	\$89,000
LEVEL 4	\$92,500	\$100,000	\$110,000
LEVEL 5	\$107,500	\$122,500	\$132,500
LEVEL 6	\$120,000	\$135,000	\$155,000
LEVEL 7	\$155,000	\$165,000	\$175,000
LEVEL 8	\$180,000	\$195,000	\$235,000

All salaries listed in the 2023 PACE survey refer to the total remuneration packages and are inclusive of all benefits such as superannuation, motor vehicles, etc. Average salary represents the median salary reported by respondents; the low & high salary representing the lower and upper quartile of responses, respectively.



ESD Engineer

	LOW	AVERAGE	HIGH
LEVEL 1	\$59,000	\$67,000	\$67,000
LEVEL 2	\$71,000	\$74,000	\$78,000
LEVEL 3	\$79,000	\$87,000	\$89,000
LEVEL 4	\$97,500	\$105,000	\$107,500
LEVEL 5	\$122,500	\$122,500	\$127,500
LEVEL 6	\$125,000	\$135,000	\$145,000
LEVEL 7	\$155,000	\$165,000	\$175,000
LEVEL 8	\$185,000	\$195,000	\$225,000

All salaries listed in the 2023 PACE survey refer to the total remuneration packages and are inclusive of all benefits such as superannuation, motor vehicles, etc. Average salary represents the median salary reported by respondents; the low & high salary representing the lower and upper quartile of responses, respectively.

Salary levels

Engineering Drafting

	RESPONSIBILITIES	ESTIMATED EXPERIENCE	EXAMPLE JOB
LEVEL 1	Limited responsibilities. Closely supervised.	Undergraduate / part-time or no professional experience	Trainee Drafter
LEVEL 2	Basic drafting responsibilities. No constant supervision though work checked regularly.	Circa 1 - 3 years	Junior Drafter
LEVEL 3	Competent drafter. Undertake a variety of drafting tasks with limited direction from senior staff.	Circa 3 - 7 years	Drafter
LEVEL 4	Autonomously undertaking a variety of drafting tasks. Responsible for project deliverables. No supervision.	Circa 7+ years	Senior Drafter
LEVEL 5	Management of a drafting team and is responsible for the team's output. CAD system management.	Circa 10+ years	Lead Drafter / Drafting Manager

Salary tables

Civil Drafter

	LOW	AVERAGE	HIGH
LEVEL 1	\$49,000	\$57,000	\$60,000
LEVEL 2	\$57,000	\$63,000	\$71,000
LEVEL 3	\$72,500	\$77,500	\$82,500
LEVEL 4	\$87,500	\$92,500	\$107,500
LEVEL 5	\$107,500	\$112,500	\$122,500

Structural Drafter

	LOW	AVERAGE	HIGH
LEVEL 1	\$53,000	\$57,000	\$62,000
LEVEL 2	\$61,000	\$63,000	\$72,000
LEVEL 3	\$72,500	\$77,500	\$82,500
LEVEL 4	\$87,500	\$95,000	\$110,000
LEVEL 5	\$102,500	\$110,000	\$142,500

Mechanical Drafter

	LOW	AVERAGE	HIGH
LEVEL 1	\$49,000	\$57,000	\$62,000
LEVEL 2	\$62,000	\$67,000	\$74,000
LEVEL 3	\$77,500	\$82,500	\$87,500
LEVEL 4	\$102,500	\$107,500	\$117,500
LEVEL 5	\$122,500	\$127,500	\$150,000

All salaries listed in the 2023 PACE survey refer to the total remuneration packages and are inclusive of all benefits such as superannuation, motor vehicles, etc. Average salary represents the median salary reported by respondents; the low & high salary representing the lower and upper quartile of responses, respectively.

Salary tables

Electrical Drafter

	LOW	AVERAGE	HIGH
LEVEL 1	\$52,000	\$57,000	\$64,000
LEVEL 2	\$63,000	\$67,000	\$71,000
LEVEL 3	\$80,000	\$82,500	\$95,000
LEVEL 4	\$102,500	\$107,500	\$117,500
LEVEL 5	\$120,000	\$127,500	\$150,000

Hydraulic Drafter

	LOW	AVERAGE	HIGH
LEVEL 1	\$49,000	\$57,000	\$62,000
LEVEL 2	\$62,000	\$67,000	\$72,000
LEVEL 3	\$80,000	\$85,000	\$95,000
LEVEL 4	\$102,500	\$107,500	\$117,500
LEVEL 5	\$122,500	\$127,500	\$150,000

Fire Drafter

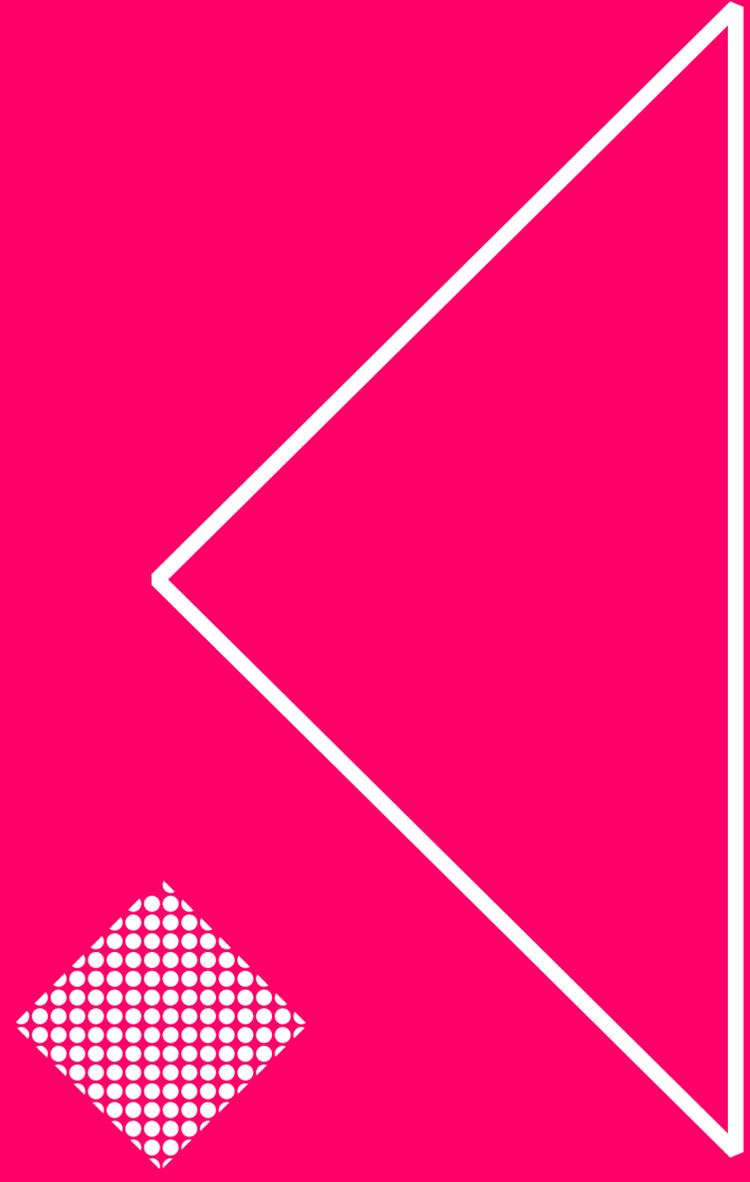
	LOW	AVERAGE	HIGH
LEVEL 1	\$49,000	\$53,000	\$57,000
LEVEL 2	\$62,000	\$65,000	\$67,000
LEVEL 3	\$80,000	\$82,500	\$87,500
LEVEL 4	\$100,000	\$105,000	\$125,000
LEVEL 5	\$117,500	\$122,500	\$140,000

All salaries listed in the 2023 PACE survey refer to the total remuneration packages and are inclusive of all benefits such as superannuation, motor vehicles, etc. Average salary represents the median salary reported by respondents; the low & high salary representing the lower and upper quartile of responses, respectively.

BUSINESS SUPPORT Salary Tables

Receptionist
Administrator
Senior Administrator
Project Administrator
Office Manager / Administration Manager
Executive Assistant
Accounts Administrator
Bookkeeper / Assistant Accountant
Accountant
Finance / Accounts Manager

HR Administrator
HR Coordinator
HR Manager
Marketing Coordinator
Marketing Manager
Submissions Coordinator
Document Controller
Graphic Designer



2023
**BUSINESS
SUPPORT**

Salary tables

Business Support

	LOW	AVERAGE	HIGH
Receptionist	\$60,000	\$67,500	\$72,500
Administrator	\$62,500	\$72,500	\$80,000
Senior Administrator	\$80,000	\$87,500	\$95,000
Project Administrator	\$75,000	\$77,500	\$100,000
Office Manager / Administration Manager	\$80,000	\$92,500	\$107,500
Executive Assistant	\$95,000	\$95,000	\$105,000
Accounts Administrator	\$75,000	\$77,500	\$85,000
Bookkeeper / Assistant Accountant	\$72,500	\$82,500	\$87,500
Accountant	\$95,000	\$110,000	\$135,000
Finance / Accounts Manager	\$105,000	\$135,000	\$165,000

	LOW	AVERAGE	HIGH
HR Administrator	\$67,500	\$70,000	\$77,500
HR Coordinator	\$82,500	\$92,500	\$107,500
HR Manager	\$105,000	\$135,000	\$150,000
Marketing Coordinator	\$77,500	\$92,500	\$97,500
Marketing Manager	\$115,000	\$125,000	\$155,000
Submissions Coordinator	\$82,500	\$97,500	\$102,500
Document Controller	\$75,000	\$87,500	\$102,500
Graphic Designer	\$67,500	\$85,000	\$100,000

All salaries listed in the 2023 PACE survey refer to the total remuneration packages and are inclusive of all benefits such as superannuation, motor vehicles, etc. Average salary represents the median salary reported by respondents; the low & high salary representing the lower and upper quartile of responses, respectively.

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